

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE

Council of the County of Maui

MINUTES

September 19, 2019

Council Chamber, 8th Floor

CONVENE: 1:34 p.m.

PRESENT: Councilmember Riki Hokama, Chair
Councilmember Yuki Lei K. Sugimura, Vice-Chair
Councilmember Tasha Kama
Councilmember Kelly T. King (out 3:00 p.m.)
Councilmember Michael J. Molina (out 3:18 p.m.)
Councilmember Tamara Paltin
Councilmember Keani N.W. Rawlins-Fernandez (in 2:08 p.m.)

STAFF: Shelly Espeleta, Substitute Legislative Analyst
Rayna Yap, Committee Secretary
Zhanell Lindo, Council Aide, Molokai Council Office (via telephone conference bridge)
Denise Fernandez, Council Aide, Lanai Council Office (via telephone conference bridge)
Mavis Oliveira-Medeiros, Council Aide, Hana Council Office (via telephone conference bridge)

ADMIN.: Karla Peters, Director, Department of Parks and Recreation (HFC-15)
David Yamashita, Department of Parks and Recreation (HFC-27)
Lori Tsuhako, Director, Department of Housing and Human Concerns (HFC-15, HFC-27)
Curtis Jamison, Grants Management Program Manager, Department of Housing and Human Concern (HFC-27)
Edward S. Kushi, Jr., First Deputy Corporation Counsel, Department of the Corporation Counsel

OTHERS: Wesley Lo, Hale Makua (HFC-15)
(7) additional attendees

PRESS: *Akaku: Maui Community Television, Inc.*

CHAIR HOKAMA: . . .(gavel). . . The Council's Committee on Healthy Families and Communities shall come to order. This is our regular meeting of the 19th of September, 2019. Committee Members present this afternoon is Vice-Chair Sugimura.

VICE-CHAIR SUGIMURA: Good afternoon, Chair.

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

CHAIR HOKAMA: Good afternoon. And we have the Committee Members, Mr. Molina.

COUNCILMEMBER MOLINA: Good afternoon, Chairman.

CHAIR HOKAMA: Good afternoon. Ms. King.

COUNCILMEMBER KING: Aloha, Chair.

CHAIR HOKAMA: Ms. Paltin.

COUNCILMEMBER PALTIN: Aloha, Chair.

CHAIR HOKAMA: And Ms. Kama.

COUNCILMEMBER KAMA: Good afternoon, Chair.

CHAIR HOKAMA: Okay, thank you very much. Ms. Rawlins-Fernandez I believe will be attending shortly. We have two items for review this afternoon that we will be doing in an expeditious manner. First, is HFC-15 under the heading of Opportunity Zones and Healthy Communities, and the second item is HFC-27 which is the 2019 Fiscal Year Grant Performance and Evaluation Report, and this is from the Department of Housing and Human Concerns. So, at this time--including myself--we'll turn off all noisemaking devices for this meeting please, guests and Members. Staff, do we have any requests for testimony this afternoon?

MS. YAP: No, Chair.

CHAIR HOKAMA: Okay, Members, we have no requests in Chambers or at our District Offices for testimony this afternoon so with no objections, we'll close testimony.

COUNCILMEMBERS: No objections.

CHAIR HOKAMA: Thank you, Members. So ordered.

ITEM HFC-15: OPPORTUNITY ZONES AND HEALTHY COMMUNITIES (CC 19-124)

CHAIR HOKAMA: Let us move straight into HFC-15. As you are all aware, Members, we had a previous meeting on this subject. We've heard from the Department of Parks and Recreation as well as the Department of Housing and Human Concerns. And we also have Mr. Wes Lo, our Executive Director of Hale Makua. And as well as with their participation in this opportunity, we have, one, to exercise some ability to acquire or access Federal resources to support us in adding additional civic benefits to the Central Maui communities. So, at this time I'm going to ask, Mr. Lo, if you have any opening comments, the Committee would be happy to hear your comments at this time.

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES

Council of the County of Maui

September 19, 2019

MR. LO: Thank you, Mr. Chair, Members. Thank you for having me today. Just some real brief opening comments. You know we have been in discussions with some of the national funding sources, and we have been talking about similar types of projects across the nation and their approach, et cetera. And we are trying to work through that right now with some departments and try to see...start establishing sort of a plan moving forward on how to approach and go at this very broad and somewhat undefined, multifaceted project at this point in time.

CHAIR HOKAMA: Okay, thank you. Director Tsuhako, any comments for your Department please?

MS. TSUHAKO: Thank you and good afternoon, Mr. Chair. The Department of Housing and Human Concerns is going to administer the \$200,000 that was granted to Hale Makua for the master planning of this project, and we are working in partnership with our colleagues at the Department of Parks and Recreation. Parks owns a portion of the parcel that might be involved in some of the overall master planning, so the funding will come from DHHC and we'll work together with our colleagues at Parks to actually administer and pay for the master planning as it rolls out. Thank you.

CHAIR HOKAMA: Okay, thank you for your comments. Director Peters, any comments as it regards to your Department please?

MS. PETERS: Good afternoon, Chair. Good afternoon, Members. So, like Director Tsuhako mentioned, we are working with the Department of Housing and Human Concerns as well as Hale Makua on formalizing the roles and responsibilities and scope of work for the master plan.

CHAIR HOKAMA: Okay, very good. I'll, I'm going to allow our Committee Members to present some questions that they may have or requests for clarification. I will tell the Committee Members that I have just met with the Mayor twice on this, the last one was this morning, and I expressed my disappointment of what I consider lack of progress in this area. And therefore I have indicated to the Mayor that I'll be working with Mr. Lo to set up general parameters regarding the development of this project and allow Mr. Lo to like be the lead or advance guard and that how the departments will then do their portions within their responsibilities for the project. Okay. The Mayor and I agree we will not allow traditional silo mentality stop us from moving forward. So, to assist that, the Mayor has been open to Mr. Lo and I setting up general parameters, general parameters. The departments would come up with the specific components to fill the skeleton out, but we will not wait for the departments to figure out who is the lead department. We will set those parameters with your participation and guidance, Members. But I don't want to lose some momentum, and since we are having such a hard time, it appears to your Chair that although we talk about adjusting or creating that landing strip for those planes with monies that flying over us that would like to invest, I think maybe the Mayor and I agree that maybe if Mr. Lo then might be able to set up a landing strip under the nonprofit component, that we would be able to expedite and move this forward to capture and make use of the

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES

Council of the County of Maui

September 19, 2019

Federal benefits through opportunity zones which I believe this project can be encompassed. So, stating that, I'll ask, Ms. Sugimura, if you have any questions for our resource people this afternoon?

VICE-CHAIR SUGIMURA: Yeah, exciting to see this moving forward. I know that during the last term, I think it was through your vision and movement that this project developed, so I'm glad to see this happen. I know that during the budget cycle there was the 200,000 that was put in for this project. So, what is the parameter for that grant which will kind of fold in the departments and Hale Makua?

CHAIR HOKAMA: Who wants to answer that? Ms. Tsuhako?

MS. TSUHAKO: Thank you for your question, Councilmember. The parameters are really broad, it says master planning of, and so we've convened between Mr. Lo and his staff, as well as Parks' staff, and my Department, Grants Management Division have convened numerous meetings to discuss the actual what is it that the County funds are going to pay for. And so, there's multiple I think--you correct me if I'm wrong, Wes--but there's multiple sort of ideas about what the planning can encompass. So, is it limited to that one parcel which is identified in some of the earlier planning as Parcel A or Parcel 1, or are we really talking about a more global master plan that includes, you know, those entire blocks of property including a larger area of Parks' property as well as Hale Mahaolu, as well as Onehee--is it Onehee Street--that abuts the park property on the other side on the west side. So, that is I think part of the details that the Chairman is talking about is, you know, we don't want to wait for all those details, but as the grantor of the funding, we do have to concentrate at those things in order to ensure that those funds are being used in a way that we all agree is proper.

VICE-CHAIR SUGIMURA: So, for departments...Riki Hokama, Mr. Hokama, what about Public Works? I thought Public Works would be involved with this just because of the scope of the area and...or are we just talking about these two departments?

CHAIR HOKAMA: There'll be multiple departments involved. Wastewater will be involved, Water Department will be involved at the appropriate time.

VICE-CHAIR SUGIMURA: Okay.

CHAIR HOKAMA: Okay. You know right now the key for us is to set the general parameters yeah. The details and getting into the weeds is down further stages. We just need to get the parameters squared away so we can start making movements and seeing where we want to get what resources, because I would look to get the Federal resources that are available as well as the tax incentives that Congress has passed, to allow those that would like to consider potential participation in the project to have that upfront and prepare their finances. And that is why I've asked the Mayor and Mr. Teruya as the Finance Director that maybe for this project or the next bond float, that we really consider a negotiated bond instead of a competitive bond. And what is the advantage of a negotiated bond? I believe our advantage is to allow then people

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

on, in this County, on this island and the State of Hawaii to have our financial entities be able to participate in purchasing our bonds for a community benefit. Okay. More than likely through a competitive, we kind of lock out the Hawaii investment group for participation, and in the past, Hawaii has always supported buy Maui County bonds because of our bond rating. So, that's something I believe would be, I would say it's like the high-end version of a government tanomoshi, allowing our own people to invest back into our own projects. So, that's one of the advantages of a negotiated bond option if we choose to do it that way, and I think we need to consider that 'cause people want to invest in Maui from Hawaii. So, that's what, one of the ways I'm looking at it. Again, I think our Congressional delegation when I chatted with them are very open and excited that we are looking at ways to utilize the opportunity zone benefits and that we are actively searching for projects that can qualify, that we can move forward to construction and completion in a timely manner. So, for me again depending on how you look at it, for Administration they're about 20 percent done of their term. For people like me I'm almost 50 percent done with my term and I have nothing to show regarding this. For me, that's wasting time and effort. So, I'm going to be a dog of a driver to make sure we get something at least in place to move forward by the end of this term. Okay. 'Cause I think we can utilize these benefits to community advantage including the central corridor, transportation corridor and how this would be a component of benefit from the corridor work that your Committee would have jurisdiction, Ms. Sugimura. So, it needs to be coordinated --

VICE-CHAIR SUGIMURA: Right.

CHAIR HOKAMA: --and cannot be stuck with just a department, yeah, so part of it is how we're going to be able to work with DOT, Public Works, Human Concerns, Parks and Rec, Fire will be involved, Police will be involved. So, that's how I see this moving forward.

VICE-CHAIR SUGIMURA: Exciting, I'm glad. So, I was going to ask about TOD so I'm glad you mentioned that. 'Cause that, as that project rolls out, I'm not even sure where it is, but I know that some of the visionaries of the, that project is here with David Yamashita and the Healthy Communities Initiative. And I hope that the two will somehow, you know, lock arms and work together. So, later on when it's appropriate maybe you could tell me what the schedule is for this after the Members go through their questions.

CHAIR HOKAMA: Okay, sure. Ms. Kama, any questions at this time?

COUNCILMEMBER KAMA: Just one. At one point...at what point do you include the community in your planning process?

CHAIR HOKAMA: Once we're able to set the general parameters so that we can then have the community have a general sense of what we're trying to do so that their comments then fit. You know I think we need to be able to propose something for them to respond to.

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

COUNCILMEMBER KAMA: Okay.

CHAIR HOKAMA: If not, it's --

COUNCILMEMBER KAMA: Make sense.

CHAIR HOKAMA: --going be just shooting bullets in the air --

COUNCILMEMBER KAMA: Okay, okay.

CHAIR HOKAMA: --and we have no target.

COUNCILMEMBER KAMA: Thank you.

CHAIR HOKAMA: Okay, thank you. Mr. Molina, any questions at this time?

COUNCILMEMBER MOLINA: No, but I appreciate your aggressive stance on this, Mr. Chairman. And just out of my own curiosity, in other municipalities are there examples of what's occurring in other places in our country that, I guess looking ahead what could be a good fit for Maui County? If I could ask Administration or Mr. Lo.

CHAIR HOKAMA: Mr. Lo, are you aware of other examples we could possibly look at?

MR. LO: Mr. Chair, Councilmember Molina, yeah, we've been in touch with a lot of different communities that are moving along on similar types of projects. Some of the projects that have been mentioned to us are things like something called HOPE San Francisco. It's a large failed public housing project that's being rejuvenated and revitalized by doing mixed-income housing with wraparound services. There's also some communities in I believe it's Columbus, Ohio, I might have this the wrong city. It's actually funded by or it's assisted by something called, what is the name of the company, but it's funded by Warren Buffet. But so they are doing a big project there. We've also been in touch with Local Initiatives Support Corporation. They've had the people from North Carolina, they're doing a huge project there which is similar in size, and so we've been talking to them. And there's other entities involved with transportation. And I can get all these websites to you which actually didn't involve necessarily housing but a TOD-type of thing in Oregon, in a low-income neighborhood in Oregon. And so, there's been examples we've been given by a lot of the national funders to follow. I do think we need to make sure that we just learn from them, but we choose our own path going forward. But I can certainly provide you I think probably more depth, I can give you some websites. I think I gave to Councilmember Sugimura a few like HOPE San Francisco and some of the others.

COUNCILMEMBER MOLINA: That would be great, Mr. Lo. Exciting, and like you stated earlier, Mr. Chairman, seek those Federal dollars first to implement. And of course what occurs in places like Ohio and San Francisco, if we go in that route or go to a project similar to that, we'd have to try to make it fit for Maui County.

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

CHAIR HOKAMA: Definitely.

COUNCILMEMBER MOLINA: And we can go...you know one sizes does not fit all but, you know, we can modify --

CHAIR HOKAMA: Yeah, agreed.

COUNCILMEMBER MOLINA: --to where it can work for us yeah. Thank you.

CHAIR HOKAMA: Yeah, and again Mr. Lo has mentioned some of the other entities and whatnot. We've already discussed, I've already called San Diego County, our sister county, they have a nationally recognized program regarding something we'd like to do. And Nick Macchione which is the agency director, that's what they call their department, agency, so he's the Director of Health and Human Services Agency, County of San Diego. And they already have implemented programs that I think we should at least look at their template and see if there's something we can duplicate that works for us. And they've also extended their willingness to share whatever expertise they have as far as their operations and their experiences. Yes?

COUNCILMEMBER MOLINA: Mr. Chairman, you stimulated my memory. I think there was a presentation at the NACo conference in Nevada that I saw, and it's a wonderful program.

CHAIR HOKAMA: Yeah, these guys are nationally recognized. Yeah, you're right, Mr. Molina. Thank you. Ms. King, any questions? Thank you. Ms. Paltin?

COUNCILMEMBER PALTIN: Thank you, Chair. So, we're not voting today, we're just discussing --

CHAIR HOKAMA: No, no, no.

COUNCILMEMBER PALTIN: --the opportunity zone?

CHAIR HOKAMA: Just, yeah, getting a sense of where we are as far as status and basically it's we haven't really moved since the last meeting about two-three months ago. So, part of this meeting is to relight the fire, kick the dust off, and focus and get the ball moving forward.

COUNCILMEMBER PALTIN: And the zone is around of, around where Hale Makua is is the whole entire zone or?

CHAIR HOKAMA: For me right now, that's why I said the parameter as I discussed with the Mayor earlier this week twice is that with participation from his designees as well as Mr. Lo, that is what we would like to get done as soon as possible is that general parameter so that we can go out and start getting community comments. We can seek the appropriate consultants for development of the meats and bones to be placed on

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES

Council of the County of Maui

September 19, 2019

the skeleton, and each department will be responsible for their kuleana area, yeah. Parks won't interfere with Human Concerns, Human Concerns won't interfere with Public Works, and that part of the effort that I'm...that the Mayor and I have agreed upon is that we will need a ramrod that can traverse all departments and make sure that we have the cooperation to move this project forward. So...

COUNCILMEMBER PALTIN: Once you get 'em going on this project might as well take over the whole County.

CHAIR HOKAMA: Well, again yeah, we'll take the baby steps, Ms. Paltin. And again, what works good for this project if it can be duplicated I'm sure Mayor and his people will be open to that and will move forward. But I want this project to be focused tight enough that both you, myself, and the community will understand some of the targets we want to hit within the timeframe that is acceptable to all of us. So, part of it is the short-term goal and the long-term aim and mission to achieve by the short-term successes. So, I think we can do that. I'm pretty sure we pretty much know where we want to go, it's how to get there, and the densities. And, you know, again I'm not going to get into the weeds of what the configuration is going to look like, that is something that needs a lot more input and assessment on, the final layout, if we're going to relocate certain activities. But my thing is the community should be aware that we are looking at improving and bettering the current situation. Okay. We all know what Onehee was in the 1950's, that was part of agriculture, wasn't houses until the Dream City movement happened. Okay. It's gone through its maturity, its generation, and now it's going to go through its regeneration. So, reinvestment to me is going to be part of it, adjustment of uses, because it is a matured community and so maybe for certain things under recreation would need to be relocated to a more smarter location where we have the young people closer by that need to be transported to. So, yeah, I'm looking at a lot of potential benefits and adjustments, because Central is going to be busy for a while.

COUNCILMEMBER PALTIN: What is the process, at what point we vote like if they set the parameters and then it goes to the community and then we vote? Or they set the parameters, it comes to us, then we vote and then it goes to the community?

CHAIR HOKAMA: Again, yeah, I'm not stuck on a specific process yet, Ms. Paltin, because depending upon when we get the information to present and again depending on finances. All I know is we currently have money, I want that expended, I want to get the benefit of that planning money, and then we can decide what is the next step. Any future appropriations will definitely come back to Ms. Rawlins-Fernandez's Committee's jurisdiction for budgetary purposes.

COUNCILMEMBER PALTIN: So, kind of to light the fire, is, mean like brainstorm? Brainstorm what kind of opportunities Kahului and the Central could be healthier for local people that live there? That's the...what...

CHAIR HOKAMA: The brainstorm will happen after Mr. Lo and myself start setting the general parameters, because then at least we can have the community focus on giving

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES

Council of the County of Maui

September 19, 2019

us comments to something that I would say is pertinent to the project. Again, right now if we go out there, I don't know what they would be commenting on because we have nothing to propose. We have nothing to show of a structure. We have nothing to show as far as potential routes.

COUNCILMEMBER PALTIN: So, the general theme is just healthy communities, like livability, that's the...

CHAIR HOKAMA: So, part of what we're going to take to the community eventually is also how we plan to create that landing strip for those planes with those foundation monies and whatnot.

COUNCILMEMBER PALTIN: Oh, okay. Thank you.

CHAIR HOKAMA: Yeah, there's a lot of moving parts and that's part of the exciting thing about this project, there's a lot of moving parts so it's going to be new to many of us. The exciting thing is we are trailblazers, and so don't feel that we cannot consider things that we haven't before. Throw it out, I mean if it can work, we're going to be open to it. So, that's what I wanted to bring up for this item this afternoon. Any comments, Parks?

MS. PETERS: Thank you, Chair. We have our Parks Planner David Yamashita here and I'll defer to him for some comments.

CHAIR HOKAMA: Okay. Mr. Yamashita, any comments at this time on this item?

MS. YAMASHITA: I just want to reiterate I think what you said that this is a complex project with a lot of moving parts, and so it's going to be a challenge but I think interesting to see how they all fit together. Because there are several I think initiatives Countywide to kind of address this issue of how do you promote community health through the built environment. So, this is where I think it gets really exciting.

CHAIR HOKAMA: And we'll want your Department's participation. Okay. You're the professionals in your departmental area. We're going to ask Ms. Tsuhako for her comments, and we're going to be open to her professionals giving us comments within your jurisdiction. Ms. Tsuhako?

MS. TSUHAKO: Thank you, Mr. Chair. So, Mr. Lo and his staff were very welcoming of people from, staff from our Housing and Human Concerns' divisions to get input from for example the Office on Aging as well as our Senior Services Division. And we'll continue to have those discussions ongoing to contribute to the needed assessment of what the community need is for, for those services in particular and looking at the ways that those services or similar services could fit into the master community. So, what we're focused on right now though is, you know, you talked about silo'ing. I think that it's...well, from my perspective it's not a silo'ing thing with the Department of Parks and with DHHC, because we're looking at how best to administer the funding in a way that makes sense, to pay for what we know we're...what we know and Mr. Lo

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

says he needs in order to get this project planned and orchestrated properly. So, I think we're doing a good job, maybe not moving as fast as you like us to move, but we're making progress on those things so that we can come out with an agreement that we all can support and we can all comfortably say that it's...we're...the County funds are being used to pay for what we all agree need to be paid for.

CHAIR HOKAMA: Okay, thank you for that. And as some of our Members mentioned in the last meeting, we cannot be as fast as molasses now. Mr. Lo, any other comments?

MR. LO: Mr. Chair, thank you. Yes, I do have a couple comments and it does relate to many of the Councilmembers' comments. I think first and foremost, you know, I think that the first thing that needs to happen, 'cause this, it's sort of a blank slate right now and this is something that has never been done before. And what our intent is for the Council's thing is to actually start mapping all the interests out first, to seeing who's involved, what is it, is it just County departments, are there private developers, are we talking TOD, are we talking complete streets, are we talking so on and so forth. Map out your interests, see where the funding potentially could come from, and then move forward with data driven around--hopefully if it's with the Council's approval--around health and healthy communities which is a pretty broad topic. It could mean affordable housing, it could mean workforce development, it could mean complete streets. We need to define it. And then I think then we're, we can start having some real discussions about it, that we're focused and we understand the roles and responsibilities. I think I do want to say I guess a little bit defensively here is that the intent is not to make this a Hale Makua project. I think when we've talked to the places like Local Initiatives Support Corporation, et cetera, and some of the major foundations like Weinberg and Kresge, et cetera, the thought was that you just need to get it started first. And part of one of our thoughts around this is to start in addition to figuring out your community outreach and your mapping of interests is to start figuring out an organizational structure to move it forward and just incubate it through Hale Makua initially but then to jettison it out to some potentially, maybe a separate private nonprofit at some point in time. But at least come up with a plan on what it would be because this is, you know, this is a large project and will need a lot of focus and attention. And I think for it to be successful you do need to have a implementation structure and strategy; otherwise, you know, you'll be...it'll get confusing and then, you know, as I always, one of my favorite sayings is a bad idea implemented well is better than a good idea implemented poorly. So, you know, we're happy to start the effort. I think that our goal would be have an organizational plan going forward that everybody is acceptable that it does become a community asset. There are so many different people that potentially could be involved in this, and even trying to figure out the scope, does it include TOD or not? Does it include complete streets? Is there affordable housing, is it going to be County affordable housing, is it going to be private affordable housing? What are the wraparound services? You know so I think that, you know, I hope it's acceptable and, you know, we will obviously follow Council's direction. But I think we need to map our interests out first, start seeing what the lay of the land is first, and then come up with...see that there is at least some form of a strategy and plan around organizational structures as well as if there really is availability to financing. Last comment about financing is I think that it

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES

Council of the County of Maui

September 19, 2019

does behoove some community type of entity, whatever entity it is in the future to move it; otherwise, if it is purely driven by the County then you will be relying on County funding entirely on it. So, I think that the goal is to see what other fundings are out there as you set up your organizational structure. 'Cause, you know, frankly I think the solution to many of our problems are not any one place doing it, it's lots of people have to come to the middle and try to figure it out and if anybody can benefit. So, and I think that the private foundations already are wanting to see something, some movement and have offered, softly offered some funding for some bodies, but we don't have a plan yet so we don't want to accept it, because we don't know how we're going to move forward on it. So, our first goal would be to try to see if there's an acceptable methodology to move forward and at least have everybody know is what is our target first. So, I just want to make sure that...this is a long way to say is, you know, I don't want this to be viewed as a Hale Makua project, I don't necessarily want the accountability or the things. But we get it that this needs to move forward and we have some of the contacts right now. But at the end of the day, I think that this needs to be a community project, and we just need to incubate it and provide some administrative support. But at some point in time it does need to be...become its own project and with a very laser-like focus on the implementation and development of that. Thank you, Mr. Chair.

CHAIR HOKAMA: No, I think you have hit it on the head, Mr. Lo. The County will participate, nonprofits will participate, our departments will participate, but I don't see this as a Hale Makua project, yeah, it's bigger than that. To utilize the Federal benefits you need the private sector to be a participant as well as an investor in our project. So, I would say this would be a multi-prong approach sector project, because there's, like we all are aware it's multiple components, Parks, Human Concerns, seniors, our youth, sewers, Police, Transportation, Public Works. So, yeah, I would agree with you. But I need a trailblazer and right now I'm comfortable that you be the point to help start us off and that we will give you the appropriate support and the departments will give you the support. 'Cause departments have a lot of things to take care of, their own departmental priorities, they have Council priorities of CIPs, and so I understand that they get to...need to prioritize resources. I think you can give us the amount of I would say energy that we would like to at least have this moving forward, and then we can supplement that and then designate appropriate responsibilities once we get as you say the plan, a general plan in place. Members, any questions? This is a continuing item so your Chair is just going to, plan to defer, we're not going to take any action because we have nothing to take an action on. Ms. Kama?

COUNCILMEMBER KAMA: I just wanted to say that I understand Mr. Lo's situation about at least getting organized and then putting a structure in place that he doesn't want to fulfill, but he wouldn't mind--let me see if I'm getting this right--at least helping us to get going. And then should...and through all of these discussions that should there emerge an entity as what we are talking about, then at that time then we can actually formalize the structure.

CHAIR HOKAMA: Correct.

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

COUNCILMEMBER KAMA: And then we with that and then move towards either execution or implementation. But first of all, just to do the organizing first, and so I think that's what we're saying, Mr. Lo, to just help us to facilitate that I think, right?

CHAIR HOKAMA: Mr. Lo?

MR. LO: Mr. Chair, Councilmember Kama, yes. So, this actually is not my idea, none of these things are my idea. This actually came from discussions with HMSA Foundation and the LISC folks.

COUNCILMEMBER KAMA: I remember that.

MR. LO: Yeah, and so we talked about it and I'm, you know, I'm like no, no, no.

COUNCILMEMBER KAMA: You were the guy at the time.

MR. LO: Like I want to concentrate on Hale Makua, you know, but there's this opportunity, and don't get me wrong, I totally believe in this, but it's hard to focus even organizationally on you have to know what your focus is. So, they suggested this, they said...and they were offering to help us find money to fund a body housed under Hale Makua initially just to provide support, and this...they want to go down a path of where part of the initial assessment is to get...figure out who potential community stakeholders could be, and eventually these places do form a separate nonprofit.

COUNCILMEMBER KAMA: Yeah.

MR. LO: And by including them in the beginning and having that thoughtful conversation early, you start identifying your potential stakeholders --

COUNCILMEMBER KAMA: Yes.

MR. LO: --and your board --

COUNCILMEMBER KAMA: Yeah.

MR. LO: --and it jettisons off. But, so this was a, it was in discussion with some of the, I mean some of the folks that you met in some of the things, and they thought that this was a good approach because they understand. And, you know, 'cause frankly Hale Makua is probably one of the smaller parts of this whole thing. You know we're concentrating on the senior healthcare. But the opportunity is here and, you know, I think that there's a great opportunity. I do frankly like the idea that, you know, I have a...this...the Council is guiding, directing, because you represent the community and I think that that...it's worrisome that we, Hale Makua starts taking the steps forward, because then this becomes a Hale Makua, you know, we'll be the guys that, the rocks. And I think we want to make sure it's a community-driven approach 'cause we don't even know what it is. We...I don't mean to get too emotional about this, but I think that if we don't know what our...if we don't know the reason why we're doing it and

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES

Council of the County of Maui

September 19, 2019

there's data around it, I don't want to go and start doing it. You know so if it's...we think, you know, we think it's something and we start going at it, but we don't have any data around what it's, we're going to do then I don't...this is not a Hale Makua project, I only have a downside on it. So, I think it's important that we have data that we can share publicly with you of how and what we're doing and if that's agreeable to do, and here's how we think we could structure it. And I'm sorry, Mr. Chair, I got off the question, I apologize. Thank you.

CHAIR HOKAMA: No, I think --

COUNCILMEMBER KAMA: Thank you.

CHAIR HOKAMA: --you helped Members --

COUNCILMEMBER KAMA: That's good.

CHAIR HOKAMA: --have a more --

COUNCILMEMBER KAMA: Clear.

CHAIR HOKAMA: --conceptual understanding of what we're trying to move forward. So, anything else, Ms. Kama?

COUNCILMEMBER KAMA: No that's all, sir. Thank you.

CHAIR HOKAMA: Okay. We recognize Ms. Rawlins-Fernandez.

COUNCILMEMBER RAWLINS-FERNANDEZ: Aloha, Chair.

CHAIR HOKAMA: If you have a question, and again we just did a status of where we are, and the discussion has been about moving forward by setting general parameters and then have...give assignment and prepare something so we can take, bring forward to the community for potential comments and adjustments.

COUNCILMEMBER RAWLINS-FERNANDEZ: Mahalo. I really appreciate that recap.

CHAIR HOKAMA: Okay. Anything else, Members? Yes, Ms. Sugimura?

VICE-CHAIR SUGIMURA: So, I guess I just wondered what the next steps are.

CHAIR HOKAMA: After deferral, I'm going to be working with Mr. Lo and also inform the Mayor of the general parameters that we will be proposing to the departments and this Committee and see how it fits with his timing on using that funds we've already appropriated for planning purposes. But we will report back to the Committee as soon as possible on the general parameters that we're going to ask for some consensus on.

VICE-CHAIR SUGIMURA: Before you take it out to the community then?

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

CHAIR HOKAMA: Yeah, because again, we have nothing specific to take to the community yet. I mean if they tell us okay, so you want us to help you build one landing strip for these planes with potential foundation cash, now what do you need? Again, I'm not too sure what we need to create that landing strip. Definitely we need someone, a receptacle that can receive the funds, and then we're going to need to have someone agree to what is the parameters of the use of the funds. We need somebody to ensure compliance of the funds. We're going to need somebody to account for the funds and be able to do the annual audit requirements. So, there's still a lot more steps. but unless we start. we will not get benefit of this opportunity zone.

VICE-CHAIR SUGIMURA: Good.

CHAIR HOKAMA: Okay, anyone else? Yes, Ms. Paltin?

COUNCILMEMBER PALTIN: Just wanted to thank you for the heads-up on this to light the fire, 'cause I'm super excited, especially with the planning conference they just put on so much good ideas there and like now to see it get, try to put it into action. And I'm sure the community has lots of desire, so super excited. Thank you for the heads-up.

CHAIR HOKAMA: You're welcome. And again, we're talking about Central Maui right now. because there seems to be a focus and we can prove a need, but I hope that the template we create can be duplicated in any district of this County. So, if West Maui has a need and we can help justify it, we can help support to create an opportunity zone for West Maui, South Maui, Molokai, Lanai. Again, this is one of the few good things I've seen from the Feds in a long time.

COUNCILMEMBER KAMA: So...

CHAIR HOKAMA: Yes, Ms. Kama?

COUNCILMEMBER KAMA: Just...so how do you start? Like it's exciting enough that I would raise my hand and say how do I participate? So, that's the quest...so how does that get started and who's the go-to person and so on and so forth?

CHAIR HOKAMA: Many ways, but, Mr. Lo, you have a couple thoughts you want to share?

MR. LO: Mr. Chair, Councilmember Kama, well, I think there's some organization that needs to be done. Just some thoughts and ideas, and we want to make sure we work with the departments on this. But I think one of our thoughts was to engage somebody like Mr. Andrew Aoki to help us start having conversations and thinking about how you plan and organize as well as come up with plans for outreach and data since he did the community health needs assessment. So, that was our thought but I think we want to be respectful of all the stakeholders and we can move accordingly and we'll work with the departments on that.

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

CHAIR HOKAMA: I'm thinking if possible, since Ms. King asked me and I agreed, to participate with the Complete Count Census program, that this may be another component of how we can go and reach our community, educate them about participating in the Census, get comment regarding this potential project. And then the benefit for us is of course if we get a good accurate count, it may produce additional Federal resource support because of our more accurate population count. And that's the reason why we're all going to go push for maximum Census participation, because rural Hawaii, in my opinion and experience, is not receiving its fair amount of Federal resources, because they haven't been counted in the last Census. So, I see us having multiple benefits if we move this and we do it well, we can get good participation, we can get Census participation, we can get updated information on services that they would like the County to see in an opportunity zone project, whether it's healthcare, transportation, essential service which is first responders. Yeah, I mean it's...for me it's exciting 'cause there's a lot, the parameter is wide, but I caution us that we...your Chair is going to try and help us focus to the achievable short-term components and not get lost in the vastness of the ability. Okay, yes, Ms. Sugimura?

VICE-CHAIR SUGIMURA: So, today at--what time did he go--nine o'clock, Kauano'e Batangan who's my staff went to a Census informational meeting. He was the only one there from the County of Maui, and there was...I don't know how other...Federal and other departments, State departments. But it was informational about the upcoming Census 2020, and if you want you can, you know, get a debrief from him. He's writing something up for me.

CHAIR HOKAMA: Okay, thank you.

VICE-CHAIR SUGIMURA: But they're starting, yeah. And we should...

CHAIR HOKAMA: Mr. Leo Caires is I guess the Maui County CCC, Complete Count Committee Chair, I believe is the title. But he's been working hard, he's even gone to Kalaupapa to hear from those residents that they should participate also. And we're going to do outreach on Lanai, I'm doing outreach on Lanai. And again, Members, there's new components in categories so I believe we have the new category is Portuguese Pacific...I don't know, but there's a new Portuguese component to register under for Census so that I kind of am kind of happy that they recognizing the uniqueness of this State, because again, for many of us who have multiple ethnicities, some of us may just prefer to register under one specific component. Okay. So, we will have choices, and I don't know how Congress is going to...I mean the Census Bureau is going to break out the financing, but the key is we get counted, we need to be counted to get the Federal dollars. Okay, anything else at this time, Members? Yes, Mr. Molina?

COUNCILMEMBER MOLINA: No, Chairman, just thank you for bringing this subject out. And the more we talk about it, the more fascinating it is and the opportunities out there. And I want to thank Administration. And, Mr. Lo, of course you will be an excellent point person because of your prior County experience as our

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

Finance Director, you have that financial acumen that I think will be very helpful to us. And, you know, you mentioned the websites as to where we can find, look at other municipalities with opportunity zone issues or projects. Since, you know, some of us, Mr. Chair, I mentioned the NACo conference, some of us like to frequent the State of Nevada for recreational purposes and I kid you not, when I do go out there, I like to network with governmental officials out there, I've checked out their city bus system and went to a Las Vegas City Council meeting at one time and went to go check out _____. So, let me know what's out there in Nevada so I like to maximize my travel time for those kinds of purposes as well. So, but thank you.

CHAIR HOKAMA: Thank you. Okay, Members, anything else before we defer this item for the next meeting? If not, we thank the departments and Mr. Lo for a status. And you've heard that this Committee is willing to move the ball forward. Okay, Members, if there's anything else, notify the Chair and I can always put in a written request for additional comment or information that will be disseminated back to the membership. Okay, with no objections, we'll defer this item.

COUNCILMEMBERS VOICED NO OBJECTIONS.

ACTION: DEFER PENDING FURTHER DISCUSSION.

CHAIR HOKAMA: Okay, this item is deferred. Thank you. And as a point of information, under HFC-13(6) you may be able to retrack a copy of a submittal from Mr. Lo as it regards to opportunity zones.

ITEM HFC-27: FISCAL YEAR 2019 GRANT PERFORMANCE AND EVALUATION REPORT FOR DEPARTMENT OF HOUSING AND HUMAN CONCERNS GRANTEES (CC 19-327)

CHAIR HOKAMA: Okay, we'll take up now HFC-27. We received on September 10th, from the Director of Housing and Human Concerns, a revised copy of the Fiscal Year 2019 Grant Performance and Evaluation Report. This is for grants funded through and managed by the Department of Housing and Human Concerns. This covers grant programs under Housing, Human Concerns, and Animal Management. Okay. So, this afternoon we have I believe Ms. Tsuhako and Mr. Jamison. Mr. Jamison is the Division Administrator for grants, Members. And I'm not too sure if you folks have a copy of her evaluation and grant report. Okay, it's on Granicus, Members. So, if you could refer to that. That was attached again to a September 5, 2019 letter from Ms. Tsuhako, Director, and with the attachment. Okay, before we ask Ms. Tsuhako and Mr. Jamison for some comments, opening comments, the Chair will just note that all grants, including those in the Office of the Mayor, Department of Water is required by Section 3.36.120 of the Maui County Code, that the agency that is ____ shall monitor every grant to ensure compliance. Within eight weeks after the end of the fiscal year, the agency shall transmit to the Mayor and Council an evaluation of every grant which was appropriated during the fiscal year. The report shall contain a

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES

Council of the County of Maui

September 19, 2019

summary of whether each grant obtained the intended results in the manner contemplated and approved by us. Okay. So, with that I'm going to ask Ms. Tsuhako or Mr. Jamison, any opening comments before we do the review of your report please?

MS. TSUHAKO: Thank you, Mr. Chairman. Thank you for the opportunity to appear before the Committee to discuss the yearend grant evaluations for Fiscal Year 2019. This evaluation was conducted by the Grants Management Division staff and as the Chair noted, Curtis Jamison who's the GMD Administrator is here with me and Curtis can talk in more detail about the way these evaluations were conducted. So, the Department as well as the Grants Management Division have been working very hard to increase our monitoring of the grants that we administer. We've informed grantees of our ongoing efforts to ensure that the taxpayer funds are used for the purposes stated, agreed to, and for the public benefit. So, here's the, a simplistic way I break that down. So, agencies may be granted funding to do a service, and they may be excellent at doing that service, and that's great, we want them to be excellent in doing that service. But they also need to be able to administratively account for how that funding is spent in order to provide that service. And an agency has to be able to do both the service as well as the accountability piece in order to continue receiving County funds. They cannot just do the service or be really good at the administrative side, they have to be able to do both. And so, to that end the Grants Management Division has been conducting more individualized capacity building, technical assistance to the grantees. And we've done meetings on every island--right?--prior to this new fiscal year beginning about expectations for how those grants will be administered. So, the fact that we're monitoring more frequently or that we're establishing higher accountability should not be a surprise to the grantees. Thank you, Mr. Chair.

CHAIR HOKAMA: Okay, thank you. Mr. Jamison, you have anything you wish to add?

MR. JAMISON: No, no further comment right now.

CHAIR HOKAMA: Okay, thank you very much. Ms. Kama, you have any questions you would like to pose to the Department at this time?

COUNCILMEMBER KAMA: I just want to understand how to read the columns. So...

CHAIR HOKAMA: Okay, maybe, Ms. Tsuhako, if you can assist the Committee in explaining how you prepared your matrix for us please?

MS. TSUHAKO: I'm going to defer to Mr. Jamison.

CHAIR HOKAMA: Okay, thank you. Mr. Jamison, if you can just go through your format so the Committee Members can appreciate your information.

MR. JAMISON: So, the first thing you need are glasses because it's tiny print, but the way we kind of set 'em up is, you know, the agency and then the program, and then the grant number, the award, and then the amount that they received as far as payment

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES

Council of the County of Maui

September 19, 2019

goes. And then we set up the five criteria, I'm sorry, the six criteria to look at. And so the grant application process, this has to do with the initial grant that was received, that we then used to begin the process to go through the grant contracting. The use of funds was the appropriateness and how did they utilize the funds in an effective manner that they were given. Meeting community needs, this had two elements to it actually, one of them is we tried to rank based on the necessity and the needs in the program so that programs that addressed more important issues were given a little bit of a higher score to begin with. So, if you had like a, if it was a program that addressed homelessness or substance abuse where these are more larger issues versus maybe a program that use the arts for education, maybe not as important as...and then from there we based on how well did that grantee through their program address that need. Responsiveness, this has to do with when we have requests for further explanation or we want to communicate with the agency, how well did they demonstrate and be able to get back and forth with us. Records and reporting, at the end of every quarter, we need to get reports from the grantees as well as a end-of-the-year report. So, we looked at if those reports were clear and concise, if they actually followed the contract as well, if there were any problems or errors or need for further explanation. And what we're looking from that is how quickly we're able to move through the reporting process to see...reports are also used when we go monitor the programs. So, we'll take the report and if they say they saw, they had ten clients, we'd go and visit that agency and we'll ask them okay, show us where your records are of these ten clients or whatever it may be, as well as the financial reports. And then effort to secure other funding. This is one of the elements that we've been trying to work with grantees to encourage them to seek funding other than just the County so that the County is not their sole funder. It's something I think maybe a little bit newer. A lot of agencies they do it for their own sustainability anyway so we've been working with them a little bit on that, so that's what that entity has. Each element was given five points and then we tried to base it on not just our own view but anything that we have that's documented. So, if they report that they have additional funding then we use that as a...how many times did we have to send the report back and forth to them before it actually became clear. So, if they performed well, they got a better score, if they performed less well, they got a not-so-good score. We felt it's important to go beyond just a little bit of the did they actually implement the program as funded and provide this information to the Mayor's Office and to the Council, 'cause this is a lot of the things that our Department sees with programs that are funded. And like Director Tsuhako said that, you know, when it comes to we fund the program, it's a good program maybe, but do they actually operate on the ground in that manner, do they have the fiscal and the accountability on that side, and the program implementation and administrative structure to support those programs, so. And to be honest our grantees have a wide range, the folks that we work with there's a wide range and multiple elements, so.

COUNCILMEMBER KAMA: Okay, thank you for that explanation. So, now I can ask my question. So, just looking at the very first application. So, you scored it that on a scale of one to five, in the recording portion 2.5 so that means they reported, it wasn't clear, it was difficult, you had some difficulties. And then when you go across the board and you scored them on the 19.50, so that's a pretty low score right if the, if 30

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES

Council of the County of Maui

September 19, 2019

is the...I mean that's two-thirds good, but it just tells me that they have issues with their reporting out onto us as to what they're supposed to be doing. And then in your comments it says that in Quarter 1 and 2, they didn't adhere to the grant agreement and then changes previous quarter...the numbers do change, right, so that's going to happen. And then but it says in Quarter 3 and 4 they improved. But this is for the first quarter though right, the, this report? This is the whole year? Okay, end of the year. Okay. But in the end of the year they still got a score of 65 percent. Okay, I understand that. Thank you very much. Now, I'm going to read the rest of it and then I'll comment later. Thank you, Chair.

CHAIR HOKAMA: Okay, no, that's fine. Ms. Sugimura, any questions at this time?

VICE-CHAIR SUGIMURA: I'm really glad to see this, I've never...you probably submitted it every year, I've never looked at it. So, these are all the people that came to us and you follow up and make sure that the funds are expended properly. The one that I'm kind of familiar with is that Boy Scouts one, so thank you very much for helping them as they went through their transition. I guess they're catching up? I don't have a question. I got to look at it further.

CHAIR HOKAMA: Yeah, no --

VICE-CHAIR SUGIMURA: Yeah.

CHAIR HOKAMA: --you can review it 'cause this is a seven-page report from the Department. Ms. Paltin, anything at this time?

COUNCILMEMBER PALTIN: Thank you, Chair. Nothing at this time.

CHAIR HOKAMA: Okay. Ms. King?

COUNCILMEMBER KING: Thank you, Chair. Yeah, I actually read through all, through the ninth page and I just had a couple questions. One, is why do some of them have an N/A, is that not available or not applicable? Because it seems like they would all have some score for how clear their grant application is and some score for all their reporting but what are those?

CHAIR HOKAMA: Department?

MR. JAMISON: So, yeah, so if you notice most of the ones that have N/A are actually capital improvement projects. So, in some cases we actually find it a little bit harder to use...our office typically does the social services and then we have these capital improvement projects which are kind of a little bit different and outside the ordinary. And we didn't feel necessarily that the way that we evaluated the social service program is the same measure that we should use for a capital improvement project. So, that has to do with some of the, where most of the N/As are. They're almost entirely I think in the capital improvement ones.

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES

Council of the County of Maui

September 19, 2019

COUNCILMEMBER KING: Right. But some of them, you have a bunch of capital improvement projects on the first page and some of them have N/A under grant application, some of them have scores. So, how are you able to score some and not others?

MR. JAMISON: The ones that don't have scores were ones that didn't come into our office to begin with, so we didn't actually see the initial application.

COUNCILMEMBER KING: Oh, okay.

MR. JAMISON: We kind of got it...

COUNCILMEMBER KING: So, you're able to give the money without seeing an application?

MR. JAMISON: Well, we saw the application after it was already evaluated and then it's been moving towards contracting.

COUNCILMEMBER KING: Okay. Where does it go if it doesn't go to you first?

MR. JAMISON: The application itself? They...

COUNCILMEMBER KING: Yeah, who's evaluating it?

MR. JAMISON: They came in before...most of our staff is young so we didn't...I've only been there for a little less than a year...I mean little more than a year now. And the other ones I think those are the ones that say in the comment that did not have an opportunity to review the initial application as they didn't...we can't find the record of the original application. So, we only have the ones that were used for contracting.

COUNCILMEMBER KING: Okay.

MR. JAMISON: So, we're not sure...we have an application for contracting, but it's not necessarily the first one that comes into the office, but we use that...we felt that the application that we had was already contractible, but...I don't know if that makes sense. But we didn't see the very first one.

COUNCILMEMBER KING: Well, it's just that it's not real consist because under responsiveness, you know, they all have scores. Under records and reporting, some of them have N/As, some of them have scores. I would think that all of them are supposed to be reporting so that there should be scores, because isn't that an ongoing, when they're reporting that's kind of, they don't just report once throughout the year, they don't they kind of on go...the reporting is ongoing. So, why would they not have a score there?

MR. JAMISON: Yeah, so some of them the contracts have come out late and the projects haven't even started so there hasn't been a need for any reporting on them yet. They haven't submitted any or the timing of the grant project didn't come out. So, like for

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES

Council of the County of Maui

September 19, 2019

example you brought up the one with the Boy Scouts of America, that one because of all the changes it got executed right at the end so by the time of this reporting process they actually weren't required to submit a report yet. So, we don't...we couldn't judge them on that process.

COUNCILMEMBER KING: But they have...I mean aren't there time constraints on when they have to expend these monies by? So, if they don't then what happens, it just goes back into the General Fund?

MR. JAMISON: If they don't expend the money and then --

COUNCILMEMBER KING: Yeah.

MR. JAMISON: --it'll lapse at the end if they don't use it, yeah.

COUNCILMEMBER KING: Okay.

MR. JAMISON: So, we could...if we did this judging now, we would be able to say that because actually the next reporting period is going to be July...August...September, at the end of September, so that'll be the next time. So, by that time we'd have scores for all of them.

COUNCILMEMBER KING: So, I was just kind of going through and noticing there were quite a few with comments that say repeated late reports, errors, outcomes unclear, things like that. So, what point, at what point do, does that affect them being able to get the grant or continue on with the grant, repeat the grant the following year? Or, you know, how do you respond to those kinds of...and some of them say implemented as funded, some of them say it's unclear how the funds were used. What is your...what does that mean to you when you look at either restating the fund the following year or continuing on the fund if you don't know what...if it's repeatedly, you know, late or errors or not being used as originally intended?

CHAIR HOKAMA: Department?

MS. TSUHAKO: If...thank you, Mr. Chair. Thank you, Chair King. If funds weren't used as they were intended to be used then the agency would be forced to make up a repayment to the County, because that would be an inappropriate use of that funding. But what Mr. Jamison and his staff do is to work really closely with the grantees to address those areas that we see as deficient. So, if an agency submits a work plan that doesn't make any sense and doesn't align with the larger principle...so I'll give you an example. So, if we had a homeless service agency that was doing things contrary to a Housing First model which we as a County support then we would not approve that work plan, because it, that agency's work would be contrary to what the County and the community has agreed to is the best strategy to end homelessness. So, that work is done individually between the program specialists and the grantees. So, you can imagine the work that's involved in going back and forth and back and forth with numerous grantees but that's what they do.

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

COUNCILMEMBER KING: Okay. No, I appreciate that because I haven't seen a report like this before. I'm just wondering how we move forward after this, because this is the end of the year so, you know, do you expect to have progress into the next year with these same people when you have some of them that say multiple issues that they have? So, you know, is there at some point, you know, we're not going to see the same agency at the end of 2020 with the same problems?

MS. TSUHAKO: I very much hope not. I think having this opportunity to have Members review this data, having it available to the community, as well as having this opportunity for the agencies to get feedback directly...I mean they get feedback all through the year, right, but this is kind of like a final report card of your --

COUNCILMEMBER KING: Right.

MS. TSUHAKO: --senior year --

COUNCILMEMBER KING: Right.

MS. TSUHAKO: --and here's your report card. I think it should give moments of contemplation to the agencies, because, you know, as the Chair and I have discussed...and I think this body discussed it during the budget process is just because an agency gets money for this year or for the last 20 years does not entitle them to get money every year going forward. And, you know, Curtis noted we want to encourage agencies to diversify their funding so they're not totally dependent on the County. But at the very same time, I don't want agencies to feel entitled to that funding, 'cause we know that economic conditions can change, sometimes very rapidly. The last time that I was --

COUNCILMEMBER KING: Well...

MS. TSUHAKO: --Director, it changed fast.

COUNCILMEMBER KING: Yeah. And that's kind of why I bring it up, because I understand that, I understand that, you know, we may not have this kind of money next, you know, in future years. But when I look at the explanations and some of them apply to the grant application, so we've accepted a grant application that is...where it says application unclear, numbers do not calculate correctly, narrative unclear, text does not match annual goals. So, somehow we accepted that application with all those faults and we've allowed them to move forward. I mean at what point do you send the application back to them and say you need to fix these things?

CHAIR HOKAMA: Department?

MR. JAMISON: Thank you. So, when the initial application comes in, a lot of times they're not refined yet, but we think that there's enough in there to award the funding to. We think the program has merits and things like...and will be able to address some of the

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

identified needs. And then it kind of goes through a process of moving it from what is a good idea and does have enough clearly identified measures to one that is then contractible that we can also use for accountability and also enforceability in some ways, because we want to make sure that when we contract there's language in it that allows us to then come back and say you did or you didn't implement what you said. So with that, when the initial contracts come in, we won't recommend them for funding if we think it's poor enough that that program shouldn't be funded. But then through that process and because different grantees are at different places in their process...in their capacity, we'll help them work on how do you actually identify measures that will clearly provide a good evaluation of your program. So, the outputs and the outcomes and we try to help them move from not just output measures but to outcome measures so we can see the impact on the community. And the original application may not come in like that and then it takes us to work with them to move to that process. In that, while we do that, sometimes we realize oh, the program that you originally described is actually not what you're trying to measure. So, your narrative really isn't that good but this is already after we've decided to move with them, so then we provide technical assistance to them to help them develop a clearer narrative. So, what are you really doing, let's go ahead and identify that in your narrative and what are your objectives and your outcomes and outputs, and we help them work through that process. So, if we've awarded them and we felt that the initial one was one good enough then the next step is how do we help them get better at it.

COUNCILMEMBER KING: Okay.

MR. JAMISON: And then with those, with the scores what we also use is we take those scores and then we use them for where we might do technical assistance. So, reporting was a big one this last round. Our technical assistance and our workshops we did in June focused a lot on reporting.

COUNCILMEMBER KING: Okay.

MR. JAMISON: And we use that to help the grantees get better.

COUNCILMEMBER KING: Okay, that's good to hear. I really appreciate you putting this together and requesting this, Chair, because it gives us a good idea where we're at. It's a little bothersome that some of these that are having problems with the grant applications we've been funding for years so you think that they would know how to write a grant application and be clear and write narratives by now, but maybe they haven't had the level of assistance that we're giving now that we're paying close attention. So, I think the reporting is really important. And hopefully as we move along, we'll be just putting our expectations out there that if this is, you know, you've been getting this funding...some of these have been getting this funding for ten years or more and they should know how to write a grant application and be clear on their narrative. So, thank you for this, I appreciate it.

CHAIR HOKAMA: No, I appreciate...

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

COUNCILMEMBER KING: Thank you, Department.

CHAIR HOKAMA: Appreciate your comments, Ms. King. Ms. Rawlins-Fernandez?

COUNCILMEMBER RAWLINS-FERNANDEZ: Mahalo, Chair. And I'll echo that sentiment that mahalo for putting this on the agenda. I really appreciate, you know, us having this opportunity to review the performance and the level of transparency, so mahalo, I appreciate that.

CHAIR HOKAMA: Glasses.

COUNCILMEMBER RAWLINS-FERNANDEZ: Oh.

UNIDENTIFIED SPEAKER: . . .*(inaudible)*. . .

COUNCILMEMBER RAWLINS-FERNANDEZ: No, I...

CHAIR HOKAMA: . . .*(inaudible)*. . .

COUNCILMEMBER RAWLINS-FERNANDEZ: Actually I don't.

UNIDENTIFIED SPEAKER . . .*(inaudible)*. . .

COUNCILMEMBER RAWLINS-FERNANDEZ: I'm not there yet. Pretty soon, I'm sure. Mahalo for this report, for the spreadsheet, for all the information. A lot of my questions Chair King asked. So, for this report is this the first time that the Council has received this, and is this kind of the format that you've used in the past or how long have you been using this type of reporting or monitoring?

CHAIR HOKAMA: Department?

MS. TSUHAKO: Thank you, Mr. Chair. Thank you, Member Rawlins-Fernandez. This is the first time that I as Director have submitted this report. I don't really know what happened previously in...or in what format it was submitted. Maybe...Chair King just shook her head like...

COUNCILMEMBER KING: I don't remember.

MS. TSUHAKO: Don't remember having seen it. But, you know, Curtis developed this format and I think that it gives a...not a real easy because it's tiny but a easy way to sort of understand how each of the grantees did in each area that we evaluate them in, right? So, if I'm one of these grantees and I see I have a two out of five, I know that that's something that I need to work on going forward, right? So, it's I think good feedback for them.

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

COUNCILMEMBER RAWLINS-FERNANDEZ: Mahalo for putting this together. Like I said, I think it's really helpful for all of us. So, will this spreadsheet be continued to be updated until it's complete all the way through?

MS. TSUHAKO: Well, that represents the end of the Fiscal Year '19, so at the --

COUNCILMEMBER RAWLINS-FERNANDEZ: Yeah.

MS. TSUHAKO: --end of this current fiscal year, this body should be expecting to get an updated one for the entire Fiscal Year '18 --

COUNCILMEMBER RAWLINS-FERNANDEZ: Right.

MS. TSUHAKO: --for all of the grantees we have, yeah.

COUNCILMEMBER RAWLINS-FERNANDEZ: Oh you said Fiscal Year '18?

CHAIR HOKAMA: Yeah.

MS. TSUHAKO: That's '19 --

COUNCILMEMBER RAWLINS-FERNANDEZ: Yes.

MS. TSUHAKO: --and then so at the end of Fiscal Year '20 you should be getting an updated one.

COUNCILMEMBER RAWLINS-FERNANDEZ: Right, right, right, that wasn't my question.

MS. TSUHAKO: Yeah.

COUNCILMEMBER RAWLINS-FERNANDEZ: My question is on Fiscal Year '19 some of them say it's incomplete and so my question is when it is complete...so is this the final, like we're...you're not going back to fill in the remarks that, you know, it...the grantee submitted the final missing documents or, you know, whatever the notes say? So, is this the end or will it be updated if incomplete, you know, portions of it become complete?

MS. TSUHAKO: Yeah, I think that we would just move forward. I think those issues that were identified as incomplete or whatever were being worked on, because in order to get...so Fiscal Year '20 is the second year of a two-year granting period. So, in order to open a Fiscal Year '20 contract, a grant agreement, the grantee has to wrap up Fiscal Year '19. So, if one of these grantees has a comment that says, you know, something-something is incomplete, they have to complete that before they get a 2020 grant application started. So, I feel confident that that'll get done, but I don't anticipate that we'll go back into this document and say okay this was done. Because next year when you get the Fiscal Year 2020 end-of-the-year reporting, you'll get an

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES

Council of the County of Maui

September 19, 2019

update of their 2020 contract and that should only...that would only be executed after Fiscal Year '19 had been addressed.

COUNCILMEMBER RAWLINS-FERNANDEZ: Okay, mahalo for the information. So, I just want to make sure that I understand completely. Okay, so where in the remarks if it says application missing budget pages, support documents, substantial explanation of activities, so this agency wouldn't be able to receive grant funding for Fiscal Year '20 until these things are completed?

CHAIR HOKAMA: Department?

MR. JAMISON: Thank you. So, normally that has to do with the score they would get for their grant application would be low for them if they had those, if they have those kinds of comments. We won't move to contracting until that is...until those elements are completed. So, they typically...in this sense, they all happened within Fiscal Year '19 so there's no judgment or no evaluation of anything happening for Fiscal Year '20 yet in this report. The Fiscal Year '20 report will include all of those. Does that...

COUNCILMEMBER RAWLINS-FERNANDEZ: Will include all of those, what are those?

MR. JAMISON: It will include anything dealing with Fiscal Year '20, so --

COUNCILMEMBER RAWLINS-FERNANDEZ: Okay.

MR. JAMISON: --if they're...if the application comes in for Fiscal Year '20 and it's a poor application then that will be reflected on our next evaluation.

COUNCILMEMBER RAWLINS-FERNANDEZ: Okay. So, in the Fiscal Year '20 report, the agency that in this Fiscal Year '19 report said that there are missing items necessary to receive grant funding for Fiscal Year '20 and they don't receive funding then it'll say in the Fiscal Year '20 report in the remarks that they didn't receive funding because they didn't complete their application for Fiscal Year '19?

MR. JAMISON: Not necessarily in this case. So, here if it said they didn't receive part of the budget that's why they got a low score for their application. We've already resolved that issue and we've had them submit, so then their initial application came in with an element of it that's incomplete in Fiscal Year '19.

COUNCILMEMBER RAWLINS-FERNANDEZ: Right.

MR. JAMISON: So, we're only talking about Fiscal Year '19 with these comments.

COUNCILMEMBER RAWLINS-FERNANDEZ: Yeah, I get that.

MR. JAMISON: Yeah.

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

COUNCILMEMBER RAWLINS-FERNANDEZ: Yeah.

MR. JAMISON: So, then we would resolve that issue with them so we'd have to go back to them and say your budget is missing elements to it, please submit a complete budget. They would submit that and then we would use that to move to contracting. So, then for Fiscal Year '20, we would assess what happens in Fiscal Year '20 on its own, so we'd have to look at what did they submit for Fiscal Year '20 and they would come up with their own contracts. When Lori was talking about if they didn't have a report, so reporting and the elements that you were talking about has to do with the setting up of before the contracting process. The reporting process, if they haven't completed a report, their fourth quarter report, we don't execute the Fiscal Year '20. But that necessarily won't carry forward into Fiscal Year '20 if it's something that happened in Fiscal Year '19 when we go into the evaluation form.

COUNCILMEMBER RAWLINS-FERNANDEZ: Okay. So, the remarks is more of a reflection of the low score that they receive in each column?

MR. JAMISON: Correct.

COUNCILMEMBER RAWLINS-FERNANDEZ: And they...it could have been resolved but it remains...I don't know, the remarks, the comments of why they...I guess that's a little confusing 'cause then if it's...

MS. TSUHAKO: Well, if I can, Councilmember, I think some of the comments like I'm just looking at Page 2 at the very bottom.

COUNCILMEMBER RAWLINS-FERNANDEZ: Yeah, yeah.

MS. TSUHAKO: And I won't necessarily name the --

COUNCILMEMBER RAWLINS-FERNANDEZ: Yeah, I didn't name 'em.

MS. TSUHAKO: --agency, but so the comment, the remarks are application missing budget pages, support documents, substantial explanation, blah, blah, blah. So, those reflect I think why the grant application score was relatively low compared to some of the other grantees, because those issues had to be mitigated initially. So, they already got to the point where some payment was issued, you can see the amount there in the third column, payments. So, you can assume that the grant agreement was processed and executed. So, the comments have to do with how the grant application came in as we're getting ready to go work on the grant agreement. And so, the specialist had to work with the agency to address those concerns and those deficiencies so their score was lower, but they got to an agreement because those issues were mitigated enough so that it could go into a formal agreement. And then...and that explains why some of the scores are relatively lower than other grantees.

COUNCILMEMBER RAWLINS-FERNANDEZ: Okay, mahalo. Should I yield? I have more questions but I'm open to yielding the floor.

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

CHAIR HOKAMA: Yeah, we'll let Mr. Molina have his turn --

COUNCILMEMBER RAWLINS-FERNANDEZ: Okay.

CHAIR HOKAMA: --then we'll come back to you.

COUNCILMEMBER RAWLINS-FERNANDEZ: Mahalo, Chair.

CHAIR HOKAMA: Thank you. Mr. Molina?

COUNCILMEMBER MOLINA: Thank you, Chairman. And thank you, Ms. Rawlins-Fernandez. I don't have that much 'cause I think Ms. King and also Ms. Rawlins-Fernandez asked a lot of the questions that I had mainly to do with the, why the low scores and especially the category relating to responsiveness. Timely responses to requests; demonstrates competence and understanding of programs and administration which I think is a critical area of evaluation of the grantees. And I appreciate the Department coming out and counseling, if you will, with those who have bad report cards as Ms. Tsuhako. And as we know from our schooldays yeah, Mr. Chairman, if you came home with a bad report card, there was consequences, you know. So...

CHAIR HOKAMA: Physical consequences.

COUNCILMEMBER MOLINA: Yeah, yeah, yeah. So, but anyway the red flags if you will, if you can kind of describe your process, when you do these scorings, have you had any pushback from the grantees who disagree with your scoring and how do you address that?

CHAIR HOKAMA: Department?

MS. TSUHAKO: I defer to you, Curtis.

MR. JAMISON: I wouldn't necessarily we've had any pushback on these ones yet. We have used elements of evaluation before, and in June at our workshops, we told everybody and we laid out what we're evaluating grantees on, and they kind of already knew this but we wanted to make sure that it was clear. So, we haven't really seen any pushback on them yet. What we have in the past done is based on our evaluation of grantees is when we start running into a program that repeatedly shows difficulty, we have had opportunities and we have gone through the process of not re-funding them again. So, we do hope that you use this and that you see this is kind of what we see on the backside of it administering the grants. But we have used it to compile if you want to say like put together a little bit of a case and we try to make it as objective as possible as to why a grantee might be performing and why we would recommend then to no longer fund that agency.

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES

Council of the County of Maui

September 19, 2019

COUNCILMEMBER MOLINA: Good. And is it just you or are you part of a group that does these scorings or evaluations, is there like three or four people that does this from the Department or is it just you solely doing the scoring or assessments?

MS. TSUHAKO: Thank you, Mr. Molina. The evaluations are conducted by the program specialists who work directly with the grantees, and those program specialists always confer with Curtis. If issues with the grantee's performance concern them enough, they bring those issues to the Department, and what the Director's Office has actually been very willing to do is to meet with the grantees or to issue letters to more formally state the Department's concern about the deficiencies or the lack of progress in mitigating those areas of concern. Because we don't want to keep funding programs that we cannot show work, yeah, so give grantees an opportunity to fix the issues that need to be fixed. And if they don't then we take more, I guess more severe measures.

COUNCILMEMBER MOLINA: Okay, great. Well, thank you. This is a really good matrix, scoring matrix by the way. So, thank you very much, Department and Mr. Chair.

CHAIR HOKAMA: Okay, thank you, Mr. Molina. So, we'll do one more round before we complete today regarding this item, Members. So, couple things I just want you to take into consideration, yeah. Use this as a tool. As the Director had indicated, I'm sure the grantees are using this as a tool knowing where their strengths and weaknesses are or where areas of improvement need to be considered. I think it helps their...the agency's board be able to assist the agency to improve by having the board members be able to understand how we're looking at it from a funder's standpoint. And again, for some of the concerns like Mr. Molina and Ms. Rawlins-Fernandez had, I can tell you that some of our sister counties have implemented a cycle. So, let's say their cycle is we'll fund you for three consecutive years, for the next two years you cannot have any government or County funds, then you can come back and ask for another three-year cycle of County funding. For some counties that works, I don't know if that would work for us, but there's ways of how those entities have brought compliance and performance back to the top, because the agencies know you cannot receive continuous annual funding. So, one of it is how do you seek funding for that fourth and fifth year that you will get no County support? Again, we can think about it, whether we recommend it to Council or not is another matter, but I can just let you know that people are watching how we provide support for the nonprofit sector and whether or not which many of us believe we do have the benefit of funding them, the concern again comes to a point where some people have told me I rather not give you my tax money for you to give as my donation. They would rather give their donations directly and says you have one big benefit, you can claim that on your taxes your donation. You cannot write off taxes and have the County give your donation. Yeah. Simple. Okay, and I know that even like me I don't agree to everybody we give with my tax money. So, something to think about, Members. I would say this matrix has also made me look at the Lanai entities, and I'm going to be talking to them about their need to improve, because I'm surprised at some of the agencies on the timeliness, the scores are bad and yet I know they have received County support for decades, decades, 30 years. Okay. So, I am like you, I expect a little bit better score from those type of entities. Pretty disappointed that some of them do it very well and some of

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

them...and again I don't know if maybe that's one of the requirements, Department, you might want to consider. I know that the board needs to go through a fiscal training of what their fiduciary responsibilities are as board directors to a nonprofit, especially that receives governmental funding. Normally they are required to go through some training of their responsibility as a board member and potential liabilities. Maybe, I don't know, you folks need to consider whether or not you want us to require the agencies too, to also be required to go through an annual grant qualification program or something whereby they cannot later say we didn't understand reporting, we didn't understand progress payment, receipt requirements, and all of this kind of things. Maybe you might want to have those agencies have an employee that is certified to do the work, because I have a hard time when they say incomplete. I'm going well, then who is not doing their job? And it is not for you to do the agency's job. Okay, I will support you on that, that's not your job to do the agency's work. Any comments?

MS. TSUHAKO: Thank you, Mr. Chair. I think everything that we can do collectively to raise the capacity of the agencies, to use taxpayer funds in the right way for the right services benefits us all. You know I don't think that there's a downside to that. So, I know that Curtis and his staff do a lot of work on capacity building. We, you know, we've invited nonprofit partners to go to trainings through other means. And I...we also talked this morning actually about perhaps sponsoring more training to address, you know, fiscal responsibility, timeliness, all those issues that, you know, come up regularly during the administration of these grants. So, we're going to discuss that as we prepare our budget for next year is what kind of resources can we offer so that we can collectively help more agencies.

CHAIR HOKAMA: Thank you for that comment. You know you guys brought up a good example on that bottom of Page 2. So, when you deal with a grant that is coming from...a grant...a total that is, has multiple sources, so let's say as an example the last one has some General Fund but you also have some liquor funds. What is the role of those other departments or agencies that are also providing you financial resource, do they participate with the grant management or review, or it is solely under your Grant Division responsibility? Okay, 'cause some others will have water funds for the grant, some will have, you know, so when you have multiple grant funding into this one program, you guys will always be the lead agency regarding management and reporting?

MR. JAMISON: Thank you for the question. I think it's case by case to find the best house for that entity and, you know, who might have the best, the lead stake in that. In this case with Liquor Commission, the, it comes through the Liquor Education Fund. We've worked with them to sort it out, and in that case, they've decided that the best place to house it is with us.

CHAIR HOKAMA: Okay.

MR. JAMISON: So, we kind of try to...

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

CHAIR HOKAMA: So, they have issues they deal with you, they don't contact the grantee?

MR. JAMISON: No, in this case they come through us.

CHAIR HOKAMA: No, no, we just want to be clear on --

MR. JAMISON: Yeah.

CHAIR HOKAMA: --how those other sources get administered and accounted for. Okay, okay. Ms. Rawlins-Fernandez, you have an additional question you'd like to pose?

COUNCILMEMBER RAWLINS-FERNANDEZ: I do. Mahalo, Chair. Okay, so I think, like I said I think this is great, a great first start. For the columns, max score of 30, how was the 5 points determined and is there like a...so how did you determine only 5? 'Cause five is hard; the bigger the number is, like if it's 10 then there's more wiggle room for, you know, error without it reflecting really poorly on your final score. And how were the numbers in the columns determined? Was there like a score sheet or, you know, I just I like everything to be structured, and I just...or was it kind of like arbitrarily determined, like...yeah, I'll let you answer.

CHAIR HOKAMA: Department?

MR. JAMISON: Yeah, good question. The...I think in the discussion we just decided the five points for our office would be the most appropriate. And we did have the discussion of ten would give you more range to give kind of...what's the difference between a seven and a five and that's why we moved to a point system, so 2.5, to allow that. So, we just felt that that was kind of the best way to do it for that side. Within each category it wasn't arbitrary in that sense that, you know, they just used their judgment, we tried to give standards. So, like reporting was how many of the reports came in late or how many times did we have to return the report to the agency for correction. So, we looked at the first quarter and the second quarter, and some of them they went back and changed the first quarter numbers on their second quarter. So, we're like well that no match, so we would send it back to them. So, how many times did we have to send it back to them, elements like that? If there's a missing component to the application it wasn't enough to not fund the program, but there needs to be clarity in this so it might just be a couple lines within the budget that lack clarity. So, we tried to figure out how many different things were dinged, if you want to call it that, in those processes. So, each one of them had a level of scoring for them. So, it wasn't just the grant specialist saying they get one five, I like them, they get one three. It wasn't that at all, so.

COUNCILMEMBER RAWLINS-FERNANDEZ: Mahalo for that response. So, I know you told Chair King that there's an opportunity for TA, technical assistance on areas that they performed bad or I guess just reporting for TA, yeah? And so, I heard you say that the grantees do get this information and you are providing assistance to those for reporting. And but I was wondering if...will they receive, the grantees receive that score sheet within each of the columns? So, are...within each category that they're

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES

Council of the County of Maui

September 19, 2019

scored so that they themselves can hold themselves accountable to ensure that they're not, you know, unnecessarily dinging themselves by not responding or having to send things back, you know, repeatedly or, you know, whatever the problem is so that they have an understanding of what it is that you as a Department will be watching for?

CHAIR HOKAMA: Department, any comments?

MR. JAMISON: Yeah, so a couple ones. We do provide technical assistance beyond just reporting, we do also help them come up with...if we don't feel that their outcomes are appropriate to the description of their narrative, we'll help them with that. Or the narrative is not clear, we'll work with them to develop clarity. So, we provide technical assistance, basically we try to across all the board. If there's elements like responsiveness, we'll even figure out a way, 'cause some agencies are structured differently, what's the best way to actually engage with that agency. Some of them it's sit down with them, some of them it's bring them to our office or us go to their office, so it just depends on...but we do provide technical assistance across the board with it. It wasn't our intention to give them the breakdown of the scores that they got. At the meetings in June, we informed them that these were the elements you're being judged on or evaluated on and that those will be submitted per the Code to the Mayor and then into the Council and that they can access all of that the same way because it's a public document. So, but it wasn't our intention to send them the specific breakdown of all them. We continuously work with grantees that just by nature of our collaboration with them as the funder on areas that they have problems. In some elements it does get to the point where kind of like Mr. Hokama was saying that it's no longer our responsibility to fix some of these things, it's the grantee's responsibility, but we make sure that they clearly understand what they need to work on for those. So, if it's a case of a missing supporting document, a lot of clarity to make sure they know exactly what...and then we try to work with them to give them ample time to meet those requirements. So...yeah.

COUNCILMEMBER RAWLINS-FERNANDEZ: Mahalo. So, I know this is new and you hadn't intended to share the scoring sheet with the grantees but will you consider it? Is that something you would consider? Like I think it might be helpful. I mean it'll be helpful. It, I could see it being helpful to me if I was an executive director of one of these agencies. Okay. Oh, great.

MR. JAMISON: Yeah.

COUNCILMEMBER RAWLINS-FERNANDEZ: Okay.

MR. JAMISON: Yeah, we can consider that.

COUNCILMEMBER RAWLINS-FERNANDEZ: Okay. And then my last question is I guess it looks like it's mostly just on the front page that the CIPs are and so maybe it's not necessary. But do you think that it might be better to...or who's responsible for monitoring the CIPs, is it you folks? Okay. So, maybe a...or are you considering looking at a different kind of scoring sheet for CIPs?

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES

Council of the County of Maui

September 19, 2019

MS. TSUHAKO: Thank you for your question. So, our...the challenge that we've had as a Department with Grants Management is that these guys are specialists with programs, they're not specialists with CIP projects, we don't have that expertise. And so, Curtis and his colleagues have had to reach out to others in the County Administration who have that expertise and get feedback and training and support from some of those folks. I think some of these CIP projects end up in the Department because of the nonprofit who gets them. So...right? So, it's like if it's a human service thing, it ends up with us even though we don't really have the capacity to do CIP projects. So, that's been a, I think that's been a challenge ongoing. They're not engineers, they're not project coordinators of that nature. Knowing when, you know, having to go through Davis-Bacon on payroll things is a challenge for them when they're used to doing programmatic audits. They have recently developed a different application format for CIP projects, because they realize that the normal programmatic grant application is totally not appropriate for CIP projects, so they've done that. And I think that they can consider over the next year, a way to evaluate those CIP projects which is very different from doing social service programmatic evaluation, because you're looking at development milestones versus performance of a social service program. So, we'll have to work out that and I think we're going to need some assistance from, you know, people who have more familiarity and experience with CIP projects to be able to do that. But I hope that we'll be able to do a better job of that.

COUNCILMEMBER RAWLINS-FERNANDEZ: Great, mahalo. Mahalo, Chair.

CHAIR HOKAMA: Okay, thank you. We're going to let all the Members have one more opportunity to ask questions. But before I move to the next Member, I will tell you that the Chair is going to put in a request for an RFP, 'cause one thing I do know, depending on department, grant management is not consistent throughout the County as my 20 years of experience. So, I am going to put a RFP out to adjust the Code that maybe this report would be the template for all other grant reporting and measurements to the Council and that this is what we expect off of the...currently we only require the annual fiscal year report so we don't have quarterlies or anything like you do for CIPs and others, Ms. Rawlins-Fernandez. But I think we can bring clarity, we can bring improvement by having all grants be administered in a fair and consistent manner regardless of department. So, if you get a Water grant, Parks grant, Human Concerns grant, Housing grant, Police grant, we'll do it the same way, and then I believe this reports would also says Budget Committee when appropriate to consider grant funding for certain requests. So, that is one of my ideas, Ms. Rawlins-Fernandez.

COUNCILMEMBER RAWLINS-FERNANDEZ: I think it's great. I speak in strong support of that idea. Mahalo, Chair.

CHAIR HOKAMA: Okay, thank you. Mr. Molina, for your second, any questions?

COUNCILMEMBER MOLINA: No.

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

CHAIR HOKAMA: Okay, thank you. Ms. Kama?

COUNCILMEMBER KAMA: Thank you, Chair, for being so gracious because I was looking for a second quarter report already and only because as we enter into our budget, right, and I look at all of this and I'm thinking if these programs had been receiving funding and year after year and grant program after...I mean grant application after grantee...it's the same things that keep coming up. And you keep having to go back and repeat to them what you probably told them the year before. It's like when will they ever learn? And if we continue to do this then we're just enabling them, right? So, I was looking for something sooner than an end-of-the-year report so that at the next funding cycle we can say sorry, because of this, this, and this, you know, we're no longer going to fund you. But that was...okay, so I'm going to go along with your annual report.

CHAIR HOKAMA: No, but what I will do though, yeah, and it's my intention is to instead of filing this, I plan to defer this matter and then work with our Director and our administrator, and if appropriate we'll repost to get a status update.

COUNCILMEMBER KAMA: Because there's...some of them that I'm reading that says that you're looking for funding after our funding is gone and some of them are just solely dependent upon the County. And did that...did we want that to happen or did we want to help them to move on and to become self-sufficient?

CHAIR HOKAMA: We wanted to help them but we are not into creating an entitlement mentality --

COUNCILMEMBER KAMA: Yeah.

CHAIR HOKAMA: --that you're guaranteed every year funding.

COUNCILMEMBER KAMA: Right.

CHAIR HOKAMA: Because we have a lot of needs and limited resources so we need to prioritize, and those that do not perform --

COUNCILMEMBER KAMA: Yeah.

CHAIR HOKAMA: --I'm sorry, we're going to provide another opportunity for another agency that could perform. Or as discussed in the past, Ms. Rawlins-Fernandez's Committee can consider creating pots of funds in specific program areas and have all agencies compete from that pot for their funding instead of line item requests. Therefore, if your agency doesn't know how to write a grant, doesn't know how to administer a grant, how to report the grant, you're out of luck because more than likely you will not be a qualified applicant from that pot of money.

COUNCILMEMBER KAMA: Good.

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

CHAIR HOKAMA: So, again there's ways we could do it. And again, when budget time, we'll allow our Chair to consider options and adjustments on how we . . . *(inaudible)*. . . But that was one of the ways we had hoped to get away from line items, and then we did the grant distribution component and we had mixed results --

COUNCILMEMBER KAMA: Right.

CHAIR HOKAMA: --on that too. So, we're open to ways, Ms. Kama.

COUNCILMEMBER KAMA: Okay. Well, thank you, Chair.

CHAIR HOKAMA: Okay. Ms. Sugimura?

VICE-CHAIR SUGIMURA: So, I'm...I was just going to talk about the next fiscal year budget cycle and how does...we get a list from, for your Department of the different nonprofits and different categories that...and recommended amounts to support. So, do you then look at this and decide yes, they get on the list? And then on our side, we have these nonprofits coming to us asking us for funding, and in most cases they know what they ask for, they don't know what the Mayor is going to put in his budget oftentimes. But how big of a decision does this play to what ends up in the final budget?

CHAIR HOKAMA: Department?

MS. TSUHAKO: Thank you, Mr. Chair. Thank you for your question, Councilmember. The Division is ready to send out a notice about the two-year funding cycle that's upcoming, so Fiscal Year '21-Fiscal Year '22. We expect that many of the same agencies that are reflected in this report card will be submitting a preliminary request for funding. We'll go through first with Grants Management and then in the Director's Office go through those requests and make recommendations. Those recommendations for funding the agency as well as the funding amount go through the Mayor and the Budget Office, and we have some opportunity to talk there and discuss that. The final decision for what is submitted as the Administration's budget is with the Mayor. And then, you know, this body I'm sure entertains many of those nonprofits coming to advocate on their own behalf with you guys for funding. And then after your decisions...after the discussion and the decisions are made here and if the budget goes into effect then we get it and we have to institute those grant agreements. So, the control is not a lot because I think every step of the way, the Department as well as the Mayor's Office as well as this body have feedback and input into that process. So, we deal with the aftermath of all of it.

CHAIR HOKAMA: Okay, thank you very much. Ms. Paltin?

COUNCILMEMBER PALTIN: Thank you. I had a few questions. You know these grants that we're giving out, is it like an...are they coming up with their idea of what they want to do or are we putting out like an RFS or an RFP of a situation that we...needs to get addressed like homeless or whatever it is, do they come up with the idea of the service they provide or do we put something out there and say there's money available?

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

CHAIR HOKAMA: Department?

MS. TSUHAKO: Thank you, Mr. Chair. Thank you for your question. We have, the Department's budget has certain allocations so we have substance abuse allocation, we have early childhood allocation, we have homeless allocations. And so, those, the funding for those different allocations are a little bit easier because they're within the parameters of that focus, right? So, for example as I mentioned earlier in, within the homeless allocation we can say your program has to be in alignment with the Housing First philosophy and strategy, because it doesn't make sense for us to fund something that's different from that. In substance abuse, we should be funding programs that are evidence-based programs. So, it's not just something that somebody thought of that might be good, but it's been researched and proven to be effective in that arena of treatment or prevention of substance abuse. I think the challenge with multiple line items as the Chair has discussed is that we don't have control over that either, right? So, I think in general it's offered as the budget process is starting and you can apply, but there's not, in terms of those line items and stuff there's not a whole lot of parameters that the Department puts upon. But for those allocations where we know that certain programs like evidence-based programs will work best and it's best to fund those.

COUNCILMEMBER PALTIN: If you were to put a number of score percentage that returning grantees needed to hit, would it be 90 percent or 80 percent, like where...what numbers are you thinking, or passing, failing, don't come back, come back?

CHAIR HOKAMA: Department, if...answer that as best you can because that's a hard question, I understand that.

MS. TSUHAKO: Yeah, that's a really hard question to answer, Councilmember. I think we have to be judicious with how we evaluate that in terms of the percentages, because as a funder which the County is, my expectations are that these grantees should be receiving scores that are in the 90s. So, if I were a teacher, a 90 would be an A, yeah, 90 and above would be an A. Sixtyish is a D or F, right, below 60 is definitely failing. But I think that that's almost too simplistic a way of looking at it, right? I would say that collectively, all of us because we're all taxpayers collectively, we should be saying to the nonprofit community that's receiving funding from the County, you need to do better, this is a wakeup call, you need to do better.

COUNCILMEMBER PALTIN: And, you know, maybe public posting would be an incentive. This is all on Granicus so it's available for folks to check it out. But I was wondering too, like maybe some of the areas, specialized areas like you said substance abuse or Housing First, is there a broad range of folks to choose from? Is it like 200 folks competing or is it kind of a small amount of providers?

MS. TSUHAKO: Thank you for the question. It's a small number of providers but that just speaks to our community, you know. On Oahu if you put out an RFP for homeless

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

services, you probably get 12, 15 different providers applying, here it might be three or four at the most. So, our options for service providers are more limited here.

COUNCILMEMBER PALTIN: And then your columns, do you think that there...they should all be equally weighted? Like for me if I see somebody that's meeting the needs of the community, like a five but say their reporting is a three, it's more important to me that they've met the needs of the community. Is there...I mean looking forward on this template, is there any weighting of scores anticipated, or are you looking to refine the template and maybe Chair Hokama's recommendation could be provide this at a minimum, but you can refine it and say like, you know, what effects are we really trying to see in our community, what's the most important thing, and make sure they're hitting those for sure. And then the other things that maybe don't matter quite as much as, you know, how they use the funds, if they're meeting the needs, really work on hitting those areas while you're bringing up the other areas too. And then maybe having folks learn from each other from getting a more tight process in the awarding and distributing and ranking of their performance can also help them to broaden their horizons of looking at other grants by like raising their confidence level. Like oh. I got through the County process, let me try the HTA process or let me try, you know, the Atherton Foundation 'cause there's plenty of other funding sources besides the County of Maui. 'Cause you figure this County gives nonprofits probably the most of all counties so what do the other counties do? They look to the outside sources. So, if we're continuing to fund at this level and we're raising the quality of the applicants to go out and get the outside funding sources then everybody wins. So, I mean kind of like as you're doing your training sessions to meet your requirements, maybe have the trainer just take a look at some of the other requirements for like say HT...I mean I think Mr. Mossman or something works with the HTA grants, and, you know, have him in come in and say like oh, if you're applying for this area of County grant, maybe there's funding at HTA or like the folks that write the grants they're usually a small amount of people and if they can all learn from each other like what's out there. And I know it's kind of competitive but just raises the level of Maui County grant writers, you know.

MS. TSUHAKO: Thank you very much for that suggestion. I do think that most agencies here have access to development coordinators so that would be...or they call them grant writers, but now they changed the name into development coordinator. So, a lot of them have development coordinators on staff and many of them have contractual development coordinators. And that is I think a skill set that's particular. Some people have that, some people don't. But it's, it needs to be geared toward each individual agency. So, I think that during the course of any technical assistance that's provided by Grants Management, that idea of looking into the development of other funding sources is always going to be a baseline message to the grantees. I thank you for raising the question about weighting each of the criteria and looking at that. My initial reaction just because I'm kind of like um about that is that I agree that meeting the need of the community is a very important piece of what we ask our nonprofit partners to do, but I'm also very, very focused on trying to hold everybody who gets taxpayer funds accountable for how those monies are spent. So, and part of how we do that in the grant-making process is through the reporting, is through the

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES

Council of the County of Maui

September 19, 2019

expression of those outcome measures and things like that. So, I'm a little bit reluctant as the Director to say yeah, we will do this and we would say you can work on this part later, because I do believe as I said earlier that it's both areas have to be addressed simultaneously. The service has to be good, it has to be useful, it has to be what's needed, and it has to be as described and agreed to, and the administrative part also has to be upheld. We cannot have one or the other.

COUNCILMEMBER PALTIN: I understand that, that's why too it's good to have each of the categories and then you can kind of make your own assessment, like you can look at the total score and you can compare 'em up and you say like hey, these all look good but then is one is real bad in one area. So, it's good to just look at the whole set of data to get the full picture. But I think definitely it's good to have all the criteria listed out and their scores so you can see for yourself like what things might be more important to you personally. So, that's, I can appreciate that answer. Thank you, Chair.

CHAIR HOKAMA: Okay, thank you. Members, what I am, your Chair's going to do is, Members, one, defer this item. I think the Department has been requested to consider some very good recommendations or suggestions that I will follow up with the Director Tsuhako and Mr. Jamison. I will also work with your...our Committee Staff and consider drafting possible legislation to require fiscal training or certification from the entity or the agency. My understanding and again this is how good our Staff is, my understanding is we are, there is being planned a grant accounting training workshop soon. Is that correct, Director or Mr. Jamison? Are you aware of a grant accounting training workshop that's coming to Maui in the near future?

MS. TSUHAKO: Mr. Chair, I'm not aware of that.

CHAIR HOKAMA: Okay. We'll...my understanding is that is something, that's something being planned for us. I will try and get more specific information and share that with the Committee Members as well as the Department. But I believe this is to assist in maintaining records accurately and ensuring proper internal controls of said reporting which I think we all could be a benefit of. So, that's the intent of where I would like to continue on with this item. So, Members, with no objection to the deferral?

COUNCILMEMBERS VOICED NO OBJECTIONS. (Excused: KK, MM)

ACTION: DEFER PENDING FURTHER DISCUSSION.

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

CHAIR HOKAMA: Okay. I appreciate your time, I know we've had a long week so far and tomorrow will be another long day. So, if there's nothing else, we are done, Members. We are adjourned. . . .(gavel). . .

ADJOURN: 3:34 p.m.

APPROVED:



RIKI HOKAMA, Chair
Healthy Families and Communities
Committee

hfc:min:190919:ds

Transcribed by: Daniel Schoenbeck

HEALTHY FAMILIES AND COMMUNITIES COMMITTEE MINUTES
Council of the County of Maui

September 19, 2019

CERTIFICATE

I, Daniel Schoenbeck, hereby certify that the foregoing represents to the best of my ability, a true and correct transcript of the proceedings. I further certify that I am not in any way concerned with the cause.

DATED the 4th day of October, 2019, in Kula, Hawaii



Daniel Schoenbeck