



- [Close Window](#)
- [Print This Page](#)
- [Expand All](#) | [Collapse All](#)

IA-0000000623

Individual Application

Application ID	IA-0000000623	Account	
Application Status	Submitted	Contact	Billie-Ann Bruce

ACT 310 - Application for Grants

Legal Name of Requesting Org/Individual	Waikiki Business Improvement District	DBA	Waikiki Business Improvement District
Type of Business Entity	501 (C)(3) Non-Profit Corporation	Existing Service(Presently in Operation)	Yes
Mailing Address	227 Lewers Street. Box 202 Honolulu, Hawaii 96815 United States	Amount of State Funds Requested	\$250,000.00
Island	Oahu		

Program Overview

Program 1 Overview	Waikiki Heart (Street Medicine Outreach) Partnership with Waikiki HEART(Sub-contractor Medical Provider - 172,800.00) - No federal funds were originally awarded- applying based on correlation To achieve this goal, WBID will subcontract with a licensed medical provider (\$172,800.00) specializing in street medicine and trauma-informed care. This subcontractor will operate under the Waikiki HEART framework to deliver on-site medical assessment, treatment, and care coordination directly in encampments, parks, and other public spaces where high-risk individuals reside. The provider will work in close collaboration with outreach specialists, case managers, and behavioral health professionals to ensure integrated service delivery and warm handoffs to higher levels of care when needed. The partnership aims to: - Enhance healthcare access by delivering primary care, wound treatment, medication management, and preventive services in the field. - Reduce emergency department utilization through proactive management of chronic health conditions. - Support behavioral health linkages by collaborating with the Waikiki HEART Coordinator and outreach team to connect clients to mental health and substance use services. - Improve care continuity by documenting encounters through shared data systems and ensuring follow-up through coordinated outreach and partner referrals. - Promote public health and safety by addressing acute medical concerns that impact both the individual and the broader community environment. The subcontracted provider will participate in weekly case coordination meetings, data reporting, and outcome tracking as part of the Waikiki HEART program's broader evaluation and quality improvement framework. This partnership builds upon successful collaborations with IHS (Institute for Human Services) and Waikiki Health, which have demonstrated measurable improvements in outreach engagement, stabilization, and service linkage for individuals experiencing chronic homelessness in the district. Ultimately, the Waikiki HEART Street Medicine Outreach Partnership represents a comprehensive, field-based healthcare strategy designed to close systemic gaps, strengthen cross-sector coordination, and advance the State of Hawaii's broader behavioral health and homelessness response efforts.
Program 2 Overview	Waikiki Heart (General Outreach) Waikiki Business Improvement District (Included in personnel cost FTE 1.0 - outreach specialist 60'000) - No federal funds were originally awarded- applying based on correlation Program Overview: Waikiki HEART – General Outreach The Waikiki Business Improvement District (WBID) administers the Waikiki HEART (Healthcare, Empathy, Accessibility, Responsiveness, Transformation) program, an integrated outreach and care coordination initiative designed to address homelessness, behavioral health challenges, and public safety concerns throughout the Waikiki district. Through the General Outreach component, WBID deploys a multidisciplinary team (3.0 FTE / \$284,120.00) responsible for field engagement, service navigation, and interagency coordination to connect individuals experiencing unsheltered homelessness to appropriate medical, behavioral health, and social supports. The General Outreach Team conducts daily outreach throughout the district's beaches, parks, sidewalks, and commercial corridors, providing consistent, trauma informed engagement that builds trust and facilitates access to essential services. Core functions include: - Engagement and Relationship Building: Conduct proactive, person centered outreach to individuals experiencing homelessness and behavioral health challenges, emphasizing empathy, consistency, and respect. - Service Navigation: Assess individual needs and connect clients to medical care, housing programs, treatment services, and case management resources through warm handoffs and collaborative follow up. - Crisis Intervention: Deescalate behavioral health or safety related incidents in coordination with the Honolulu Police Department (HPD), Honolulu Emergency Services Department (HESD), and other community partners. - Coordination and Data Integration: Document all outreach contacts and referrals in shared data systems to support performance tracking, service outcomes, and interagency coordination across partners. - Community Education and Partnership Development: Strengthen partnerships among outreach providers, hospitals, behavioral health agencies, and government entities to ensure streamlined service delivery and minimize duplication of efforts. Personnel assigned to this component include: - Director of Strategic Initiatives (1.0 FTE): Provides executive oversight, interagency coordination, and quality assurance. - Waikiki HEART Coordinator (1.0 FTE): Manages day to day outreach operations, schedules, data entry, and partner communications. - Street Outreach Specialist (1.0 FTE): Conducts direct outreach, engagement, and on the ground service navigation activities. The General Outreach team serves as the central operational hub for the Waikiki HEART initiative, coordinating between medical, behavioral health, and social service partners such as IHS, Waikiki Health, HPD, and other community partners. This integration has proven successful in supporting safe relocations, facilitating access to medical and behavioral healthcare, and reducing the visibility and impact of chronic homelessness within the Waikiki area. Together, the General Outreach and Street Medicine Outreach components form a unified continuum of care, bridging outreach, healthcare, and housing efforts to promote stability, compassion, and safety for all who live, work, and visit Waikiki.
Program 3 Overview	Centralized Service Center and Resource Center - (Included in Rental Cost 77,236) - No federal funds were originally awarded- applying based on correlation The Centralized Service Center and Resource Center serves as the operational and coordination hub for the Waikiki HEART (Healthcare, Empathy, Accessibility, Responsiveness, Transformation) initiative. Located within the Waikiki district, this facility provides a dedicated and accessible space where outreach staff, medical partners, and community agencies can coordinate services, conduct team meetings, and engage directly with individuals in need of support. The center enhances the overall efficiency and effectiveness of the Waikiki HEART program by providing a centralized, safe, and professional environment for administrative functions, client engagement, and partner collaboration. The space supports multiple service functions, including: Intake and Assessment: Conducting initial client assessments and care coordination planning in a private, trauma informed setting.

Case Coordination: Facilitating case management meetings and multidisciplinary service planning among outreach staff, medical providers, behavioral health professionals, and partner agencies.

Resource Access: Offering a drop in location where individuals can connect to benefits enrollment, identification assistance, housing applications, and referrals to health or treatment programs.

Training and Capacity Building: Hosting regular staff and partner trainings on trauma informed care, data collection, HIPAA compliance, and deescalation techniques to enhance service quality and coordination.

Data and Administrative Operations: Supporting data entry, outcome tracking, and reporting functions essential to program oversight, performance evaluation, and grant compliance.

The \$77,236 rental cost covers facility expenses associated with operating the Service Center and Resource Center, including office space, utilities, meeting areas, and client service rooms. By maintaining a consistent and accessible base of operations, the Waikīkī HEART initiative strengthens its ability to coordinate daily outreach, respond rapidly to emerging community needs, and provide integrated care pathways for individuals experiencing homelessness and behavioral health challenges.

The Centralized Service Center and Resource Center embodies the HEART program's mission to bring compassion, accessibility, and coordination to the forefront of Waikīkī's community health and safety strategy, serving as both the logistical foundation and the connective hub for all outreach, street medicine, and return to home activities.

Department Notes

Agency Eligibility

Recipient of Terminated Federal Funding	No	Able to Provide Documentation Evidence	Yes
Serves Negatively Impacted Populations	Yes	Narrative	WBID is not requesting expedited funding. Rational of causal link being federal funding impact and core service population is attached.
Date Funding Stopped	10/1/2025		

Amount of Other Funds Available

State Fund Total Amount	\$400,000.00	County Fund Total Amount	\$1,150,000.00
Federal Fund Total Amount	\$0.00	Private/Other Fund Total Amount	\$1,907,765.00
Total Amount of State Grants	\$200,000.00	Unrestricted Assets	\$5,824,518.00

Contact Person for Matters Involving this Application

Applicant Name	Billie-Ann Bruce	Applicant Title	Waikiki Heart Coordinator
Applicant Phone	(808) 691-0082	Applicant Email	bbruce@waikikibid.org

State of Hawaii Eligibility

Organization is Licensed or Accredited	Yes	Nonprofit is a 501c3	Yes
Complies with Anti-Discrimination Laws	Yes	Nonprofit has Governing Board	Yes
Will not Use State Funds for Lobbying	Yes	Is Incorporated Under Laws of State	Yes
Will Allow Access to Audit Records	Yes	Has Bylaws and Policies	Yes

Account Information

Organization Name	Waikiki Business Improvement District	Organization DBA	
EIN		Street	227 Lewers Street, Second Floor of Plantation Tower # 202
Account Email	mail@waikikibid.org	City	Honolulu
Account Phone	(808) 923-9243	State	HI
Website	https://waikikibid.org	Zip	96815
Mission Statement	Our mission is to steward the evolution of Waikīkī, ensuring it remains a premier destination and community by fostering an environment that is clean, safe, and vibrant. We are committed to enhancing Waikīkī's appeal through collaborative efforts, celebrating its rich heritage while encouraging sustainable growth and innovation. By uniting business, government, and community, we strive to create a flourishing destination that respects our past and embraces the future, ensuring Waikīkī continues to be a beloved haven for residents and a captivating paradise for visitors from around the globe.		

Point of Contact

Point of Contact First Name	Billie-Ann	Point of Contact Last Name	Bruce
Point of Contact Title	Waikiki Heart Coordinator	Point of Contact Email	bbruce@waikikibid.org
Point of Contact Phone	(808) 691-0082		

Leadership

Leadership First Name	Trevor	Leadership Last Name	Abarzua
Leadership Title	CEO	Leadership Email	tabarzua@waikikibid.org

Background and Summary

Applicant Background	The Waikīkī Business Improvement District (WBID) is a 501(c)(3) nonprofit organization founded in 2000 that unites business, government, and community partners to enhance the vitality, safety, and prosperity in Waikīkī district. WBID was established to supplement municipal services within the Waikīkī Special District through a combination of assessments, grants, and community partnerships. Its mission is to ensure that Waikīkī remains a thriving destination and livable community by fostering an environment that is clean, safe, and welcoming for residents, workers, and visitors alike. WBID's core programs focus on maintaining a clean and safe public environment, advancing public safety and hospitality, supporting beautification and maintenance projects, and promoting a sense of 'Aloha' and community stewardship. Its signature initiatives, such as the Aloha Ambassador Program and Safe & Sound Waikīkī demonstrate its ability to coordinate diverse stakeholders, manage complex service delivery, and sustain results through collaboration. WBID's structure is built on a public-private partnership model that leverages local business investment alongside city and state engagement to achieve community transformation. Within this framework, WBID created Waikīkī HEART (Healthcare, Empathy, Accessibility, Responsiveness, and Transformation), a cross-sector initiative designed to strengthen systems of care for individuals experiencing homelessness, behavioral-health challenges, and social vulnerability. HEART advances data-driven coordination among healthcare, housing, outreach, and behavioral-health partners to ensure continuity of care from crisis response to long-term stability. Grounded in evidence-based practices and cultural empathy, it brings together agencies and providers who historically operated in silos, promoting shared data, joint accountability, and person-centered care. WBID's leadership of HEART represents a natural extension of its existing mission and infrastructure. Having demonstrated success in coordinating street-level safety, maintenance, and outreach operations, WBID is equipped and eager to facilitate cross-sector collaboration at the intersection of public health and community well-being. By integrating its operational experience with innovative systems advocacy, WBID is transforming how Waikīkī approaches both place management and human services. The organization's deep local partnerships, governance stability, and reputation for effective stewardship position it as an ideal backbone agency for long-term, data-informed transformation that benefits vulnerable individuals and the broader Waikīkī community.
Funding Request Purpose	The primary goal of the Waikīkī HEART initiative is to establish an integrated, sustainable infrastructure that improves the continuity and quality of care for individuals experiencing homelessness, behavioral health challenges, or substance use concerns within the Waikīkī district. The initiative's design is rooted in five key priority areas: Health Care and Key Partner Handoffs: Develop an integrated framework linking street-medicine providers, hospitals, behavioral health agencies, housing programs and outreach teams. The objective is to ensure that individuals transitioning across systems (emergency department discharge, jail release, outreach contact) receive person-centered care handoffs, reduce drop-off points, and limit service fragmentation. Empathetic Outreach: Build and strengthen coordinated outreach efforts that engage persons experiencing homelessness, mental health concerns and substance-use issues, not just in crisis but through transitioning individuals to long-term support. By amplifying trust-based, trauma-informed outreach and linking to existing services, HEART expands partnerships and strengthens pathways between outreach teams and partner services. Access Driven by Data Tracking: Implement real-time, data collection and analytics to monitor service utilization, outcomes and client-stories to pivot approach and adapt to the needs of the individuals being served. Raw data will be translated into actionable insights to inform care strategy, support policy advocacy, and guide investment. The objective is to prioritize resource allocation, identify gaps, track success, and enable continuous improvement. Responsive Systems Advocacy: Leverage insights from frontline staff, lived-experience participants and program-level data to advance advocacy for systems change. Through this, HEART seeks to turn evidence into actionable policy changes, enhance care pathways for individuals impacted by homelessness, justice involvement and complex health challenges, and contribute to more equitable service systems. Transformative Advocacy, Partnerships & Fundraising: Build a unified infrastructure that connects systems of care, funders, providers and community leaders. The objective is to create and expand sustainable, data-driven solutions, coordinate services, optimize transformational opportunities, and strengthen the Waikīkī community's resilience via aligned philanthropic, public and private investment. These objectives align with WBID's broader mission to collaborate across business, government and community sectors and create a thriving destination and neighborhood. Through HEART, the initiative will produce measurable improvements in client outcomes, interagency coordination, data-sharing infrastructure and overall community stability. Achieving these goals directly supports funding requests by establishing clear systems, metrics and sustainability pathways for long-term transformation.
Geographic Coverage Served	Waikīkī HEART's core service area is the Waikīkī district on O'ahu, a high-density urban community with significant tourism activity and visible unsheltered populations. Street Medicine, Outreach Services, Crisis Response and Centralized resource hub is rooted in Waikīkī, however HEART's partnerships extend throughout the island linking individuals to hospitals, shelters, outreach programs, and behavioral health networks where it may be necessary for them to receive the appropriate level of care.
Public Purpose or Need Served	The Waikīkī HEART initiative was developed in response to fragmentation across judicial, community health, housing, and outreach systems and increasing populations of individuals experiencing substance use disorders, mental health concerns and chronic homelessness across Waikīkī district. Individuals experiencing homelessness or behavioral health crises often fall through the cracks due to disconnected systems, limited data sharing, and unclear entry points for care. Many cycle repeatedly between emergency departments, shelters, the justice system, and unsheltered conditions, with little understanding of what services exist or how to access them. This pattern not only undermines individual recovery but also strains emergency resources, contributes to community safety concerns, and perpetuates avoidable public costs. Waikīkī HEART (Healthcare, Empathy, Accessibility, Responsiveness, and Transformation) directly addresses this gap by building a coordinated, data-driven, and person-centered system that improves how services are delivered, tracked, and sustained. The initiative's model aligns consumers with the appropriate level of care through system navigation, real-time data integration, and cross-agency collaboration. HEART supports individuals in accessing medical and behavioral health providers, crisis resources, shelter through coordinated cross sector outreach teams. This model produces multiple public benefits. For individuals, it increases access to behavioral health care, housing, recovery supports and relocation when applicable. For service providers, it creates a shared additional outreach support and coordinated entry systems. For the broader community, it leads to fewer emergency calls, hospital visits, and law enforcement contacts, while enhancing safety and quality of life for residents, businesses, and visitors in Waikīkī.
Target Population Served	Waikīkī HEART serves adults experiencing homelessness within the Waikīkī district who face complex barriers related to behavioral health, chronic medical conditions, or substance use. Many of these individuals experience co-occurring disorders, frequent crises, and limited access to consistent or coordinated care. The initiative prioritizes those most affected by system fragmentation, including individuals who recently re-located to the state, discharged from hospitals, correctional settings, or residential treatment programs who are at heightened risk for relapse. Beyond direct client services, HEART benefits the broader network of providers and systems that serve this population. Community outreach teams, healthcare partners, case managers, and behavioral-health agencies gain access to improved communication channels with the intent to provide crisis responses within the district that streamline referrals and reduce duplication. By building a culture of collaboration, transparency, and accountability, HEART enhances system efficiency while ensuring that individuals receive person-centered and trauma-informed care. The result is a stronger, more coordinated service ecosystem that advances health equity and long-term community stability across Waikīkī.

Summary and Outcomes

Measure(s) of Effectiveness	The Waikīkī HEART initiative will utilize a set of objective, quantifiable measures to evaluate program effectiveness and demonstrate alignment with Act 310's mandate to reduce unsheltered homelessness through coordinated behavioral health and medical outreach. These indicators will provide a consistent framework for assessing service reach, engagement outcomes, and community impact. In Fiscal Year 2025, outreach teams engaged 139 unsheltered individuals through field-based interactions across the Waikīkī district. With Act 310 support, the program anticipates reaching 200 or more individuals annually beginning in FY2026. Among those engaged, 69 percent accepted follow-up care, such as case management, behavioral health treatment, or medical services; this rate is projected to increase to at least 75 percent through expanded outreach and coordination. The initiative also prioritizes psychiatric stabilization in the field. In 2025, 15 individuals received on-site psychiatric interventions such as medication administration or injections. With added clinical capacity, this number is expected to rise to 30 or more individuals annually. Increasing access to healthcare coverage remains a central goal. Baseline data indicate that 34 percent of individuals contacted during outreach were insured; HEART aims to raise this figure to 50 percent or greater by connecting participants to Med-QUEST and other insurance enrollment resources. Housing and family reunification outcomes are another key measure. In 2025, 11 individuals were either housed or supported through airfare to reunite with family on the continental U.S. or neighboring islands. The program projects 20 or more successful placements or reunifications in FY2026 and beyond.
-----------------------------	--

A broader measure of system impact will be a 15–20 percent reduction in unsheltered counts within the expanded Waikīkī service zones, as measured through semiannual counts. Additionally, HEART will track emergency department utilization as a proxy indicator for stabilization, targeting a 10 percent reduction based on self-report and partner data from EMS and Waikīkī Health. All metrics will be reviewed and refined based on available funding and updated reporting requirements. Revised measures will be submitted to the expending agency in compliance with Act 310 provisions.

Projected Annual Timeline**Q1 (Jan-Mar 2026)****Key Activities**

Sustain existing Street Medicine operations in Waikiki's Main Economic Corridor and expand to surrounding zones
 Conduct coordinated outreach with IHS, HPD, and Waikiki Health targeting high-acuity unsheltered individuals.
 Launch baseline data review and begin hiring process for expanded outreach and evaluation staff.
 Open the HEART Hub, designed for psychiatric intake, resource sharing, and referrals.

Projected Outcomes / Milestones

Maintain engagement of 100+ unsheltered individuals.
 Establish baseline metrics for health outcomes and housing linkage.
 Hire new outreach personnel under Act 310 expansion.

Q2 (Apr-Jun 2025)**Key Activities**

Expand geographic coverage into Area 4 (International Marketplace and Ala Wai Makai) and Area 5 (Ala Wai Mauka).
 Integrate Waikiki Health insurance enrollment specialist into weekly outreach rotations.
 Implement a real-time data dashboard to track encounters, diagnoses, and service outcomes.

Projected Outcomes / Milestones

25% increase in outreach coverage.
 Reduction in duplicated emergency service use among engaged clients.
 Quarterly data report generated for Act 310 reporting.

Q3 (Jul-Sep 2026)**Key Activities**

Begin offering expanded psychiatric stabilization and wound care in new zones.
 Conduct interim evaluation of outreach effectiveness and health linkage outcomes.
 Strengthen referral partnerships with Community Outreach Court and Honolulu EMS (CORE).

Projected Outcomes / Milestones

15-20 individuals connected to sustained psychiatric or primary care.
 At least 10 individuals transitioned into temporary or permanent housing.
 Interim evaluation report submitted to the State.

Q4 (Oct-Dec 2026)**Key Activities**

Conduct district-wide follow-up outreach and data validation across all six Waikiki study zones.
 Convene an interagency review session to assess outcomes, share data trends, and identify systemic barriers.
 Finalize annual impact report and strategic recommendations for FY27.

Projected Outcomes / Milestones

200+ unique individuals engaged.
 70% acceptance rate for follow-up care or stabilization services.
 Documented 15-20% reduction in unsheltered counts across expanded zones.

Quality Assurance and Evaluation Plans

HEART Waikiki employs a continuous quality improvement approach to ensure service integrity, accountability, and impact measurement.

Monitoring:**Shared Outreach Data Tracker (Daily):**

All client interactions, referrals, and service linkages are logged within a secure, centralized data tracker managed by the Waikiki Business Improvement District (WBID). Each outreach team member is trained in consistent data entry standards aligned with HUD- and DHS-compatible categories.

Formalized Data-Sharing Agreements (Quarterly):

WBID will formalize MOUs with partner agencies such as Waikiki Health, HPD, IHS, and The Institute for Human Services to ensure accurate, timely exchange of data on shared clients, duplications, and outcomes.

Supervisor Chart Reviews (Monthly):

Supervisors conduct monthly reviews of encounter logs and case notes to verify accuracy, ensure follow-up, and confirm data completeness. Discrepancies trigger targeted staff retraining or workflow adjustments.

Partner Cross-Checks (Quarterly):

HPD and IHS provide quarterly case audits and client verification to confirm service continuity and identify missed connections or repeated contacts, strengthening the system of care.

Real-Time Incident and Response Dashboards (Ongoing):

Key metrics such as outreach response time, service refusals, and new case initiations are automatically aggregated in a live dashboard, allowing management to identify emerging patterns (e.g., seasonal trends, hotspot zones) and intervene proactively.

Evaluation:**Pre- and Post-Analysis of Unsheltered Counts:**

Program performance will be tracked through comparisons of annual Point-in-Time counts and district-specific unsheltered census data. HEART Waikiki aims to sustain reductions exceeding 70% in priority zones.

Service Acceptance and Retention Rates:

Data from the shared tracker will measure engagement-to-service conversion (e.g., percentage of clients who move from initial contact to service uptake, or maintain follow-up for 30+ days).

Cross-Agency Data Integration (HPD/IHS/Waikiki Health):

Evaluators will compare outcomes across systems—arrest diversions, emergency-room visits, psychiatric admissions—to demonstrate measurable decreases in high-cost interventions.

Qualitative Case Reviews and Client Narratives:

Quarterly case studies will highlight transformational stories showing movement from street engagement to stabilization (e.g., a formerly unsheltered client receiving psychiatric stabilization and long-term housing placement).

Baseline Comparison to FY24–FY25 Metrics:

Outcomes will be benchmarked against historical baseline data such as the FY24–FY25 unsheltered reduction rate (78%), allowing funders to quantify year-over-year improvement and program scalability.

Improvement:**Quarterly Outreach Quality Circle:**

A multidisciplinary forum, comprising outreach workers, clinicians, HPD, and IHS partners, reviews data trends, identifies system pinch points, and implements corrective actions based on lived operational challenges.

Learning Briefs and Data Summaries (Quarterly):

Program management produces short "CQI Briefs" summarizing key findings, success stories, and improvement priorities shared with funders, policymakers, and partners.

Targeted Staff Retraining:

Based on data findings (e.g., repeated refusals or missed follow-ups), HEART conducts micro-trainings in motivational interviewing, trauma-informed care, and crisis stabilization techniques.

Workflow Refinement and SOP Updates:

CQI findings are directly applied to adjust workflows—for instance, refining referral loops, outreach routing, or data-entry templates to improve efficiency and reduce duplications.

Interagency Performance Dashboard:

A cross-agency dashboard is shared among partners to promote transparency, celebrate wins (e.g., increased diversion rates), and maintain accountability for shared metrics.

Scope of Work

The Waikīkī Business Improvement District (WBID) will serve as the coordinating entity for the Waikīkī HEART initiative, responsible for building and sustaining an integrated communication channel to coordinate care that connecting individuals experiencing homelessness, substance use disorder and behavioral health challenges to outreach, healthcare, behavioral health, housing, and community services. The program's scope of work focuses on creating and implementing a coordinated response model to address the needs of vulnerable individuals experiencing homelessness, behavioral health challenges, substance use in the Waikīkī district.

Core tasks and responsibilities include:

Expansion of Street Medicine and Field Outreach: Broaden coordinated street medicine operations in partnership with healthcare providers through Waikīkī Health to deliver on-site medical, behavioral health and community service linkage services. The expansion is aimed at both adding an additional day to the current once weekly outreach model currently in operation and creating a space for medical students to obtain their Preceptorship Hours under a licensed provider.

System Coordination and Partnership Development: Strengthen existing relationships with community partners and build additional support networks to link consumers to shelters, detox services and crisis centers to bridge the gap between homelessness and the system of care through established system entry points. Development of partnerships with universities for students to gain clinical preceptorship hours.

Operational Implementation, Data Integration, and Reporting: Develop and oversee standardized workflows for street-level engagement and initial service navigation that ensure continuity across partners. Integrate medical and social outreach efforts to maximize efficiency and strengthen coordinated response systems. Coordinate data entry, performance tracking, and outcomes analysis for services delivered through Waikīkī HEART. Use real-time data to identify service gaps, inform decision-making, and adjust outreach strategies to reflect emerging population needs.

Training and Capacity Building: Provide training and technical assistance for outreach staff in areas such as trauma-informed care, motivational interviewing, data collection, and field safety.

Community Outreach and Engagement: Maintain consistent field presence and partnership engagement through joint operations with community providers and healthcare agencies. Emphasize person centered and compassionate interactions that promote trust and long-term engagement.

Financial Information

Q1 Requested Amount	\$62,500.00	Q3 Requested Amount	\$62,500.00
Q2 Requested Amount	\$62,500.00	Q4 Requested Amount	\$62,500.00
Sources of Funding	State of Hawaii Grant in Aid - 400'000 (Awarded - pending fund disbursement) City and County of Honolulu Grant in Aid - (Application to be submitted)	State and Federal Tax Credits	None
State and Federal Contracts and Grants	Federal - N/a (No funding allocation during the past three years or for FY2026) State of Hawaii FY 2023 - N/a FY 2024 - N/a FY 2025 - (State Grant in Aid) 200'000 FY 2026 - (State Grant in Aid) 400'000 City and County of Honolulu FY 2023 - N/a FY 2024 - (Community Program Manager: Safe & Sound Waikiki) 41'667.00 FY 2025 - (Community Program Manager: Safe & Sound Waikiki) 54'167.00 (Kuhio Beach Park Overnight Security) 200'000.00 Total FY 2025 : 254'167.00 2026 - (Kuhio Beach Park Revitalization Project) 1'000'000	Prior FY Balance of Unrestricted Assets	\$ 4'300'206

Experience, Capability, and Personnel

Skills and Experience	The Waikīkī Business Improvement District (WBID) has a proven twenty-year record of managing complex, multi-agency initiatives that enhance public safety, promote community wellness, and strengthen economic vitality. For more than two decades, WBID has effectively coordinated partnerships among government agencies, healthcare systems, businesses, and community organizations to maintain Waikīkī as a safe, clean, and thriving environment for both residents and visitors. One of WBID's most notable accomplishments is the Safe and Sound Waikīkī initiative, developed in collaboration with the City and County of Honolulu, the Honolulu Police Department, and numerous community stakeholders. Launched in FY2022 with funding jointly provided by the Kosasa Foundation (50%) and the City and County of Honolulu (50%), the program demonstrated measurable reductions in disorderly behavior and chronic homelessness through coordinated enforcement, outreach, and behavioral health engagement. Following the conclusion of the initial grant period in FY2024, the City and County continued the program with full funding through FY2025. WBID has since sustained essential program components through intermittent funding while establishing the Waikīkī HEART Initiative (Healthcare, Empathy, Accessibility, Responsiveness, and Transformation) a next-generation model that builds on Safe and Sound's foundation to integrate medical and behavioral health services directly into field-based outreach operations. The Waikīkī HEART Initiative expands upon the proven Safe and Sound framework by emphasizing trauma-informed, data-driven, and person-centered care. The program ensures that interventions extend beyond immediate crisis response and connect individuals to ongoing medical, psychiatric, and social supports that promote stability and long-term recovery. The initiative is led by a Director of Strategic Initiatives, who holds an advanced degree in Criminal Justice, is a Clinical Mental Health Counseling candidate, and brings over a decade of experience in cross-sector program management, interagency coordination, and performance-based reporting. This leadership ensures fiscal integrity, compliance with all regulatory requirements, and continuous data-informed decision-making. Operational oversight is provided by the Waikīkī HEART Coordinator, who manages daily field operations, outreach scheduling, and service navigation efforts. The coordinator holds a Bachelor's degree in Administration of Justice and Psychology, is currently a Clinical Mental Health Counseling candidate, and possesses more than ten years of direct client experience serving individuals with severe and persistent mental illness, substance use disorders, legal involvement, and chronic homelessness. The coordinator's field expertise and established relationships with frontline providers have been critical to linking vulnerable individuals to comprehensive behavioral health and medical services.
Facilities	Centralized Hub for Waikiki HEART program used for coordinated services , donations and medical and behavioral health assessments. Other community providers will have access to the hub to complete in-takes for services or assessments by request. Located in Waikiki - Bank of Hawaii Building.
Proposed Staffing and Service Capacity	Impact Capacity: With Act 310 expansion, HEART Waikiki will have the capacity to conduct continuous outreach shifts per week across all in-district zones, serving an estimated 300-350 individuals annually, with 70% linked to ongoing care or stabilization.

Supervision & Training:

Staff receive trauma-informed and de-escalation training quarterly.

Supervision is provided weekly by the Program Director and Medical Provider to ensure clinical oversight and case review.

Administrative direction and fiscal accountability are maintained under the Waikiki Business Improvement District's established compliance structure, which includes grant management, data security, and performance auditing.

The Waikiki HEART team operates under the Waikiki Business Improvement District's established administrative structure, ensuring fiscal accountability, data security, and performance oversight.

The program is led by a Director of Strategic Initiatives (1.0 FTE) who provides executive oversight, interagency coordination, data reporting, and quality assurance. This position is held by an individual with graduate-level training in Criminal Justice and Clinical Mental Health Counseling, with over ten years of cross-sector coordination experience.

The Waikiki HEART Coordinator (1.0 FTE) manages daily field operations, oversees outreach schedules, supervises data entry and supervises service coordination efforts, and ensures consistent communication across partner agencies. The coordinator also facilitates warm handoffs to medical, psychiatric, and social service providers to support continuity of care. This position is held by an individual with a Bachelor's degree in Administration of Justice and Psychology, who is a Clinical Mental Health Counseling candidate with over ten years of direct client experience serving individuals experiencing severe and persistent mental illness, legal involvement, substance use disorders, and chronic homelessness.

A Street Outreach Specialist (1.0 FTE) conducts proactive engagement with unsheltered individuals throughout Waikiki, building rapport and connecting participants to behavioral health, medical, and housing resources. The specialist maintains daily contact logs, contributes to data dashboards, and supports program evaluation.

A Street Medicine Psychiatric Provider sub-contracted through Waikiki Health, delivers direct field-based clinical services, including medication administration, wound care, crisis stabilization, and linkage to ongoing healthcare services. This position requires a licensed medical doctor (psychiatrist or equivalent) with experience in community psychiatry, street medicine, or crisis response.

With Act 310 funding, the HEART initiative will operate continuous outreach shifts each week across all designated service zones, reaching an estimated 300–350 individuals annually, with approximately 70 percent linked to ongoing care or services.

Staff receive quarterly training in trauma-informed care, harm reduction, and de-escalation techniques. Weekly supervision is provided by the Program Director and Medical Provider to ensure clinical quality, case review, and coordinated care. Administrative oversight remains under WBID's compliance framework, encompassing grant management, fiscal reporting, and performance auditing.

Staff Position(s) and Compensation

President & Executive Director : \$140'000.00 - \$210'000.00
Vice President & Deputy Executive Director: \$100'000.00 - \$170'000.00
Director: 80'000.00 - 110'000.00

Other Information

Pending Litigation N/a - No pending litigation.

Special Licensure or Accreditations Street Medicine sub-contractor - Internal Medicine . MD

Private Educational Institutions At this time there is possibility of working with Chaminade University for student practicum hours.

Confirmations

Documentation of Federal Impacts ☒

Hawaii Compliance Express Certificate ☐

IRS Determination Letter ☒

Records Retention Policy ☒

Authorized Representative Certification ☒

Active Status with the Hawaii AG ☒

Certificate of Good Standing by the DCCA ☒

By-laws or Corporate Resolutions ☒

Signee Title Waikiki Coordinator

System Information

Application Type	Act 310 Nonprofit Grant Application	Applied Date	10/24/2025, 3:52 PM
Owner Name	Grants Management	Category	Grant Application
Created By	Billie-Ann Bruce, 10/21/2025, 5:18 PM	Created Date	10/21/2025, 5:18 PM
Last Modified By	Billie-Ann Bruce, 10/24/2025, 3:52 PM	Last Modified Date	10/24/2025, 3:52 PM

Files

WaikikiBusinessImprovementDistrict_HawaiiExpressComplianceCertificate	WaikikiBusinessImprovementDistrict_BudgetRequestbySource_Personnel.Wages
Last Modified 10/24/2025, 3:34 PM Created By Billie-Ann Bruce	Last Modified 10/23/2025, 3:26 PM Created By Billie-Ann Bruce
WaikikiBusinessImprovementDistrict_OrganizationChart	WaikikiBusinessImprovementDistrict_RecordRetentionPolicy
Last Modified 10/23/2025, 3:23 PM Created By Billie-Ann Bruce	Last Modified 10/23/2025, 3:21 PM Created By Billie-Ann Bruce
WaikikiBusinessImprovementDistrict_ByLaws	WaikikiBusinessImprovementDistrict_GoodStandingDCCA
Last Modified 10/23/2025, 3:21 PM Created By Billie-Ann Bruce	Last Modified 10/23/2025, 3:21 PM Created By Billie-Ann Bruce
WaikikiBusinessImprovementDistrict_IRSDeterminationLetter	WaikikiBusinessImprovementDistrict_ProofofActiveStatusAGOffice
Last Modified 10/23/2025, 3:21 PM Created By Billie-Ann Bruce	Last Modified 10/23/2025, 2:49 PM Created By Billie-Ann Bruce
WaikikiBusinessImprovementDistrict_SustainabilityPlan	WaikikiBusinessImprovementDistrict_ImpactProof
Last Modified 10/23/2025, 2:21 PM Created By Billie-Ann Bruce	Last Modified 10/23/2025, 2:14 PM Created By Billie-Ann Bruce
WBID_OrganizationChart	

Last Modified **10/22/2025, 2:18 PM**
Created By **Billie-Ann Bruce**

Copyright © 2000-2025 salesforce.com, inc. All rights reserved.