

House District 28, 29, 30,
35, 39, 40, 41, 42, 44, 45,
46, 47
Senate District 12, 13, 14,
15, 18, 19, 20, 21, 22, 23

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

Log No:

For Legislature's Use Only

Rec'd JAN 28 2011

Type of Grant or Subsidy Request:

GRANT REQUEST – OPERATING

GRANT REQUEST – CAPITAL

SUBSIDY REQUEST

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

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

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

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

DEPARTMENT OF HUMAN SERVICES

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

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual:

Parents And Children Together

Dbas: PACT

Street Address: 1485 Linapuni Street, Ste. 105
Honolulu, HI 96819

Mailing Address: Same as above.

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name RUTHANN QUITQUIT

Title President & CEO

Phone # 808-847-3285

Fax # 808-841-1485

e-mail adminrquitquit@pacthawaii.org

3. TYPE OF BUSINESS ENTITY:

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

4. FEDERAL TAX ID #: _____

5. STATE TAX ID #: _____

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

ECONOMIC DEVELOPMENT CENTER - REQUESTING FUNDS TO PROVIDE AN *ECONOMIC SELF-RELIANCE PROJECT* ASSISTING LOW-INCOME PERSONS WHO LACK MARKETABLE EMPLOYMENT AND BUSINESS SKILLS TO BECOME EMPLOYED OR ESTABLISH THEIR OWN BUSINESSES.

7. FISCAL YEARS AND AMOUNT OF STATE FUNDS REQUESTED:

FY 2011 – 2012 \$ 489,771

8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:

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

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

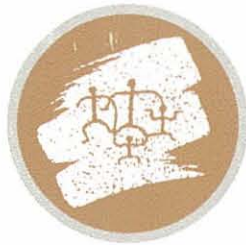
State \$ 763,166.35
Federal \$ 841,131.17
COUNTY \$ 0
Private/Other \$ 20,400

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

AUTHORIZED SIGNATURE

RUTHANN QUITQUIT, PRESIDENT & CEO
NAME & TITLE

1/28/2011
DATE SIGNED



ORIGINAL
PACT PARENTS AND
CHILDREN TOGETHER
A FAMILY SERVICE AGENCY

Economic Development Center



Grant-In-Aid FY 2011-2012

January 28, 2011



Application For Grants and Subsidies



Narrative



I. Background and Summary

The Economic Development Center (EDC) of Parents And Children Together (PACT) is requesting \$489,771 for the contract year 2011 – 2012 to provide an “Economic Self-Reliance Project,” assisting Low-Income Persons who lack marketable employment and business skills to become employed or establish their own small businesses. The aim is to improve employability and economic resilience among clients who do not have the skills to find employment or maintain economic self-reliance for their families without public assistance.

Over the past nineteen years EDC has had marked success in the Kaliha/Palama/Chinatown, Windward, and North Shore areas. The program facilitates job readiness and business start-up services among those with special challenges, such as an immigrant background, low education and literacy levels, and high socio-economic risks. For those with potential and motivation to operate their own small business, PACT mentors them through the stages needed to achieve self-employment. PACT has a unique program bridging economic development and social service approaches. Customized support is provided which achieves success with its consumers who tend to fall outside the capabilities of typical government services for employment and business assistance. This kind of human capital development reduces dependency on public support, and increases the capacity of individuals, families, and communities to be self-reliant and healthy.

A. Background

Parents And Children Together has worked with low-income and special needs populations since 1968, and has been providing economic development services since 1991. Our experience has shown that clients frequently need to develop a very different mindset and behaviors to make them ready for employment, and that they acquire these skills most effectively through coaching by a staff member. Employment readiness includes basic life skills and workplace values, functional employee habits, financial literacy, marketable skills and self-marketing capabilities. EDC’s services are geared to the particular circumstances of its target population. For the past 19 years, PACT EDC has created client-centered coaching strategies to transition low income, unemployed residents into jobs, micro-enterprise and franchise ownership. To accomplish this, EDC has created strong partnerships with the public sector and private industry to refer clients to the program and develop on-the-job training (OJT) placements and franchises.

PACT EDC proposes to provide training and support services within the City and County of Honolulu, using approaches that have proven successful with residents of public housing and low-income communities in Kalihi, Kaimuki, Waipahu, Kapolei, Nanakuli, Waianae, Windward, and the rural North Shore. EDC has successfully facilitated job placements to “graduate” individuals from TANF support. EDC has also helped other “hard-to-reach” clients who have a hard time conforming to a regular work schedule start commercial cleaning franchises and other self-employment; and has even been successful in motivating them to build financial assets by creating Individual Development Accounts (IDAs) to save for education, employment, or business ownership. In addition, EDC can offer motivated clients to save for automobile purchases through additional unrestricted funds the program has acquired.



PACT will leverage its role as a Economic Self-Reliance Project provider to obtain referrals of individuals who could benefit from the proposed Economic Self-Reliance Project. PACT EDC was recently awarded the First to Work contract for parts of Oahu, Kauai, and Hawaii (Ka'u to Laupahoehoe). The First To Work program has a substantial number of Low-Moderate Income clients who are unemployed/underemployed and in need of assistance to overcome multiple barriers to their employment. EDC's Economic Self-Reliance Project can provide a seamless continuum of services by working closely with the Department of Human Services' First To Work Units to obtain referrals of those in need of job readiness skills, employment search and placement assistance.

B. Goals and Objectives

The overarching goal of EDC is to increase economic resilience among low-income adults who presently do not have sufficient knowledge or skills to obtain traditional employment and to help them progress towards economic independence, particularly those transitioning from TANF (Temporary Assistance to Needy Families) or TAONF (Temporary Assistance to Other Needy Families).

- 1) At least 100 clients will be serviced through Outreach, Intake, Assessment, and Individual Service Planning;
- 2) 100 clients will complete the program;

Employment Goals:

- 1) 90 clients will be placed in permanent, unsubsidized employment for 5 days;
- 2) 70 clients will be employed for 90 days;
- 3) 40 clients will be employed for 180 days.

Business Goals:

- 1) At least 10 clients will complete a business plan;
- 2) At least 10 clients will start up a home business;
- 3) At least 10 clients will earn between \$500 - \$1500/month.

C. Public Purpose and Need to be Served

The American Community Survey 2006-08 estimates the Honolulu County population at 903,231 persons, with a median household income of \$68,655. During that period, nine percent of the population lived in poverty; 17 percent of these families were headed by single females. There were approximately 10,655 individuals in the county receiving TANF assistance and 6,607 receiving TAONF assistance, representing 68% of all TANF/TAONF recipients in the state (25,101 persons) and generating an expense of \$3,256,000 in cash assistance. Topping those who spent more than 30% on housing were renters (55%), mortgage owners (46%) and non-mortgage owners (11%). Of the population, nearly 50% (448,100) were counted as part of the civilian labor force on



Oahu, 12,667 (2.8%) were unemployed. The national economic recession which began in 2007-08 affected Hawaii's economy, triggering mass layoffs, government employee furlough days, increased home foreclosures, and spikes in unemployment rates over the past three years (compare 2006 at a low of 2.4% to 2009 at 5.7% for Honolulu County). Now, more than ever, low-income individuals face steeper competition in the job market with skilled, experienced workers who have been laid off and are seeking employment.

This proposal is a well thought out initiative that will level the playing field and increase employment opportunities for unemployed and underemployed workers. EDC will provide employment readiness and placement services to residents of the City and County of Honolulu (Oahu) who meet the eligibility criteria, following federal poverty guidelines. While any unemployed and underemployed person may need special assistance from time to time, those who come from low-income populations and high-risk environments frequently have additional systemic barriers and underlying personal challenges that undermine their employability.

Typically selected program participants do not have the knowledge or means to use and enter mainstream institutions such as community colleges and vocational schools, which require funds, long-term commitments, and significant discretionary time relatively free of family responsibilities. Participants frequently have a variety of barriers to overcome, whether these be ignorance of workplace and business values and culture, lack of life skills and financial literacy, lack of English literacy, or lack of resources and knowledge of business requirements.

Further, the marginally employable cannot compete with others for jobs, when the other unemployed individuals are highly employable, but are out of work because of economic conditions, lay-offs, and downsizing. EDC classes and individual "coaching" address these issues and needs. As EDC works with program participants, they acquire lifelong skills, become better able to care for themselves and their families, overcome needs for public assistance, and become contributing citizens to the economy and community. Some do well enough to expand their businesses and mentor and hire others. This situation improves the quality of life and opportunities for themselves, their families, and their communities.

The AUW 211 database (www.auw211.org) lists 19 organizations that provide job and employment education and training services for Honolulu County. Organizations include ones that are a part of the workforce development system, non-profits serving the homeless, developmentally and physically disabled, and individuals re-entering the workforce. Of the organizations listed, the Goodwill Industries of Hawaii is most comparable to the types of economic development services that PACT Economic Development Center offers. PACT EDC's niche is in helping low-income individuals holistically address the barriers and needs they have in order to become employed, with a long track record of working in low-income and public housing communities.



D. Target Population

Typically this population does not have the knowledge or means to use and enter mainstream institutions such as community colleges and vocational schools which require funds and long-term commitments. Government and employment services, public education institutions, and vocational trainings are usually not geared for the intensive services required to meet these special needs. Clients frequently have a variety of barriers, whether it is unfamiliarity with business values and workplace culture, lack of life skills and financial literacy, lack of English literacy, or lack of resources and knowledge of business requirements. Further, the marginally employable cannot compete with others for jobs, when there are many unemployed individuals who are capable and employable, competing for jobs because they are out of work due to economic conditions, lay-offs, downsizing, and the lack of diverse industries and opportunities in Hawaii.

The following is a summary of characteristics observed among EDC's program clients, and for which PACT has developed the knowledge, skills and experience to work with this marginally employable population, addressing the environmental risks and barriers to employment.

- Live in neighborhoods and environments that expose them to crime, gangs, substance abuse, violence, high unemployment, etc.
- Often come from immigrant cultures or welfare-based homes without the opportunity to acquire skills, English literacy and values needed for success in the workplace.
- Come from unstable homes with high incidence of substance abuse, child abuse and neglect, and/or domestic violence; many lack medical care and adequate nutrition.
- Start childbearing young and are often single parents and the sole caregivers for young children without access to affordable or quality childcare.
- Have incomplete schooling or poor scholastic performance and lack marketable skills.
- Often lack knowledge of appropriate workplace behaviors and skills.

Special qualifications, practices and experience are required to work and succeed with this target population—which government employment programs and private agencies do not typically have. EDC provides essential remedial education, and incorporates practices and methods across disciplines from employment training, business development assistance, and individual support and mentoring.

E. Geographic Coverage

EDC will provide employment and business start-up services to individuals from low-income and high risk communities throughout Oahu, helping them to overcome the barriers they face and find resources that can fulfill the multiple needs they have, in order to find and retain employment or start-up a home business. In particular, EDC serves residents primarily from communities with high concentrations of low-income families,



such as Kalihi, Chinatown, Palama, Waipahu, Kapolei, the Waianae Coast, Wahiawa, and the North Shore.

PACT's EDC administrative and Kalihi program office is located in the Kuhio Park Terrace (KPT) public housing community. The Kalihi office serves the residents of Kuhio Park Terrace/Kuhio Homes as well as the surrounding Kalihi, Chinatown, and Palama areas where approximately 115,000 persons live. Compared to Honolulu County's per capita income of \$21,998 in year 2000, Kalihi residents earned significantly less at \$14,634 per capita, while Chinatown and Palama fell just below Honolulu County at \$20,754 per capita.

The number of individuals and families needing public assistance are considerably higher in Kalihi compared with the rest of the island. In 2000, more than 9% received TANF as compared to five percent in Honolulu County. Likewise, 27% of Kalihi's families received food stamps, as compared to 12% in Honolulu County during the same period.

In 2000, Kalihi had the lowest proportion of adults who finished high school (69%) in Honolulu County. Combined, Palama, Chinatown, and Kalihi have one of the highest concentrations of new immigrants on Oahu and in the state. ("New immigrants" are defined as persons born in another country who entered Hawaii since 1990 or more recently, *School/Community Profiles*, University of Hawaii at Manoa, Center on the Family.) Nearly two-thirds of Kalihi's residents are Asian, with over 46% being Filipino. Kalihi has the second highest percentage of Pacific Islanders in the state (*Farrington Area Community Profile*, Honolulu, HI: University of Hawaii at Manoa, Center on the Family).

KPT/Kuhio Homes is recognized in the state as a community of immense need. With two large public housing projects that serve over 2,812¹ residents, it is the densest and poorest public housing community in the state. The majority of the families in this community are Samoan and Pacific Islanders, many of whom are immigrant families experiencing the stresses of acculturation. They are over-represented in many of the statistics that indicate social need, including prison census, child abuse/neglect reports, school drop-out rates, special educational support services, maternal child health risk, and other stressors related to higher health risks. In addition, they have difficulty in accessing community resources and obtaining employment, because of language differences and difficulty in fathoming complex health care and educational systems. Public housing is also in an area that has experienced an increase in youth gang and illegal drug activity in recent years.

PACT's Economic Development Center (EDC) has expanded employment development, job search and placement, and microenterprise development services to the leeward area, including Waipahu, Kapolei, Nanakuli and other neighboring communities in this area. EDC's second office is located at 1001 Kamokila Blvd. #106, Kapolei, HI 96707, located right along the bus line.

EDC also provides services in the leeward area, including Waipahu, Kapolei, Nanakuli and other communities along the Waianae Coast. Nanakuli is the entry way to the Waianae Coast and is a physically beautiful part of Oahu that has one of the largest concentrations

¹ Internal document: KPT and Kuhio Homes Demographics, 3-10-2010.



of Hawaiians and part-Hawaiians on the island. As of 2008, there were an estimated 28,550 residents in this area. The area has many strengths including residential stability—most people remain in Nanakuli for many years—as well as caring, concerned parents, a strong tradition of ‘ohana, and homeownership rates that are higher than elsewhere on Oahu. At the same time, the area ranks poorly on most measures of child and family health and well-being. Poverty rates are high, as is crime, substance abuse, domestic violence, child abuse, and homelessness.

In 2000, Nanakuli had the lowest per capita income (\$11,446) in the state, and Waianae the second lowest (\$13,613). Unemployment rates were more than double the state’s unemployment rates (6.3%) at 14.5% and 15.1% for Nanakuli and Waianae, respectively. The number of persons receiving TANF was four times higher (23.4% and 19.8% for Waianae and Nanakuli) than the state (5.4%). More than half of the families there needed to use food stamps (51% and 48.5% in Waianae and Nanakuli).

These negative economic indicators are related to changes that took place over a century ago in the conversion to a western economic system and the disassembly of elements of the Hawaiian culture, which have had generational impacts on many Hawaiian families.

Overall, the Waianae Coast has one of the youngest populations in Hawaii. The median age is about 28 years, and about 40% of its residents are under age 20. Poverty rates in the Nanakuli area are significantly higher than average for Oahu; the overall rate is twice the rate for Honolulu County.

EDC’s third office is located at 823 California Avenue, #A-8, Wahiawa, HI 96786, serving individuals from Wahiawa, Kunia, through communities in the Kahuku area. Approximately 60,000 residents lived in the Wahiawa² and Kahuku³ districts in 2000.⁴ Wahiawa district has a high unemployment rate in comparison to the state (9.3% c.f. 6.2%, respectively, in 2000) and ranked in the lowest 10% of all communities in the state for per capita income (\$14,118 c.f. \$21,998, respectively, in 2000). At the time, there was a slightly higher percentage (5.1%) of families receiving TANF benefits as compared to the state (5.0%), and significantly more families receiving food stamp assistance than other families across the state (15.1% c.f. 12.2%, respectively).

The 2000 unemployment rate for the Kahuku district was slightly less than for the Wahiawa district, at 7.7%, but higher than that of the unemployment rate statewide (6.2%). Per capita income was \$16,620, which was nearly 25% lower than the state average (\$21,526). More families were receiving TANF benefits (9.6%) than in the Wahiawa district (5.1%) and statewide (5.0%); likewise, more families in the Kahuku district (20.3%) received food stamp assistance as compared to the state (12.2%) and Wahiawa district (15.1%).

² Wahiawa also includes Kunia, Wheeler Army Airfield, Schofield Barracks and Whitmore Village.

³ Kahuku also includes Waimea, Sunset Beach, Pupukea, Punaluu, Laie, Kawela, Kahana, Kaaawa, and Hauula.

⁴ Wahiawa Area and Kahuku Area Community Profiles, Center on the Family, College of Tropical Agriculture & Human Resources, University of Hawaii. 2003.



II. Service Summary and Outcomes

A. Scope of Work

The Economic Development Center will provide training and technical assistance to over 250 clients (TANF-eligible or at or below 150% of Federal Poverty Guidelines) a year to become employed or self-employed in their own business. Should PACT EDC be awarded through this proposal, the award will fund the entire project which serves approximately 100 clients. EDC has developed a detailed work plan with five (employment) and seven (business) strategic program components (detailed below):

- 1) **Outreach and Recruitment** (Objective is to reach at least 250 individuals) begins with an intensive informational campaign on Oahu to potential clients and service providers. EDC staff has a broad network of community partners and organizations to help reach and recruit potential clients. The opportunity to participate in the project with the goal of employment or business start-up is actively promoted by using press releases, fliers, posters, job fairs, and other forms of advertising. Information is presented at community meetings and gatherings.
- 2) **Intake and Assessment and Individualized Service Planning** (Objective is to reach approximately 250 individuals) determines the skill level, barriers, and the direction for each client.

During intake and assessment, staff explain to the client the benefits of the program, expectations of their participation, what they can expect from the staff, and the policies governing it:

- a) *Overview of Economic Self-Reliance Project* – allowing for questions and answers;
- b) *Rules and Responsibilities for Both Clients and Staff*: expectations, commitment, attendance and performance requirements, etc.;
- c) *Consent Forms* – e.g., Consent to Receive Services, Consent for Transportation and Medical Consent;
- d) *Client Rights* – e.g., confidentiality, non-discrimination, etc.;
- e) *Client Complaint Procedures and Appeal Processes*;
- f) *HIPAA Notice of Privacy Practices*;
- g) *EDC Forms* – e.g., for information on demographics, residence, income;
- h) *Education, Employment History, Experience and Marketable Skills*; and
- i) *Resources and Barriers to Employment*.

EDC also uses appropriate assessment tools that will inform individualized service planning, such as: Career Kokua; TABE testing; Myers Briggs personality type inventory; and Personality Mosaic.

After intake and assessment, the Program Specialist acts as a personal coach to facilitate the development of individual plans tailored to each client. Through this



process of coaching and facilitation, the Program Specialist and client discuss barriers and strategize how they can be overcome, how to access help from other providers if needed. The process is collaborative and serves to establish a working partnership wherein each partner in the duo takes responsibility for their part of the Individualized Service Plan.

- 3) **Technical Assistance** (Objective is to reach approximately 500 individuals) provided to program clients during the employment development or self-employment process is broken down into three areas:

a) *Core Training*:

1) **Values** training helps clients understand and identify their own personal, family, and community values, which effect their employability and ability to retain employment or run a business. The class helps close gaps between clients' values and workforce values;

2) **Life Skills** training helps clients break through self-imposed limitations by helping them discover how to manage their daily actions through time management, attitudes, interactions with others, coping skills, and most importantly decision making;

3) **Financial Literacy** is designed to help clients build personal financial management skills. It develops competency in creating a household budget and a savings plan so the client can learn to live within their means.

- b) *Job Readiness/Business Start-up*: This training raises awareness about what is needed to transition from unemployment/underemployment to successful, unsubsidized employment. Activities include: **Resume Writing**: Layout and Styles of resumes and application forms; **Job Search**: How to screen ads, what employers look for; **Interviewing**: How to answer and ask questions appropriately; and **Dress For Success**. For clients who are learning about microenterprise creation: **Business Start-up** course teaches how to start and manage a business, including writing a business plan, accessing capital, accounting, filing taxes, marketing, and obtaining licensing. **(Please see Syllabi in the Attachments)**

- c) *One-on-one coaching*: EDC works one-on-one with the client to ensure their individual service plan is completed and moving towards self-reliance. Weekly meetings keep the client on track and on target.

All training and one-on-one meetings are held at designated sites in the City and County of Honolulu (Kalihi, Kapolei, Wahiawa) to accommodate the demand from the different geographical areas and make training accessible.

For clients seeking services in employment placement:

- 4) **Employment Preparation** (objective is to place approximately 90 individuals in full/part time employment): Clients with limited work history or who have been out of work for more than a year will be expected to complete the entire training which covers basic information about workplace values and behaviors (Life Skills, Financial



Literacy, and Job Readiness Training, Resume-writing, Job Search, Interviewing skills, Dress for Success).

- 5) **Employment Retention** (objective is to sustain employment of approximately 70 individuals for three to six months): The Program Specialist will seek to maximize the client's retention in employment by continuing to coach the client while they are on the job. The Program Specialist meets/communicates with the client no less than twice a month. Meetings with the client consist of continued reinforcement of (1) how to plan; (2) setting goals and objectives; (3) carrying out action tasks; and (4) budgeting. These meetings are also a means for clients to share any new barriers that may have arisen or to follow-up on any old barriers and engage in joint problem-solving.

For clients seeking services in business start-up:

- 4) **Business Start-up Preparation** (objective is to complete approximately 10 business plans): Clients are expected to complete the entire training which covers basic information about workplace values and behaviors (Life Skills, Financial Literacy, and Business Literacy trainings). The **Business Basics** course teaches how to start and manage a business, including accounting, filing taxes, marketing, writing a business plan, accessing capital, and obtaining licensing. With guidance, clients research and write their own business plans.
- 5) **Licensing Procedures** (objective is to complete licensing for approximately 10 businesses): the Program Specialist walks the client through each step to ensure licensing is complete and is understood by the client.
- 6) **During the Business Start-up phase** (objective is start up approximately 10 businesses), the Program Specialist works one-on-one with the client to make sure the client's business plan is complete, the business licenses are all in order, and there are no new obstacles to establishing their business.
- 7) During the **Business Support and Retention** (objective is to support approximately 10 businesses earning between \$500 - \$1500/month) component, the Program Specialist continues to meet with the client twice a month to provide additional assistance needed (e.g. bookkeeping, making sure the General Excise Tax is filed, etc.). Learning how to plan, setting goals and objectives, and carrying out action tasks are important life skills which are behaviors that result in the development and sustainability of the business.

Tracking and Documentation

The standards and procedures to track and document clients' activities are as follows:

1. Program Specialist and client completes Intake and Assessment folder;
2. Program Specialist inputs data from the Intake and Assessment folder to eHana Tracking software;
3. Monthly agendas and meeting notes are filed in the client's folder;
4. Monthly income updates are recorded in client's folder on the Income Tracking Table;



5. Project verification is filed in client's folder;
6. All client folders are locked in Program Specialist's file cabinets; and
7. Monthly Milestone Achievement and Financial Reports are submitted by the 30th of each month. Quarterly progress reports are also submitted by the 30th of the month following the end of the quarter. Data for the reports are queried from PACT's eHana Client Tracking software and client's folders.

B. Projected Annual Timeline

(See Timeline in Attachments.)

C. Quality Assurance and Evaluation Plan

PACT Performance and Quality Improvement Plan (PQIP):

EDC's program specific quality assurance and evaluation process is integrated with PACT's organizational *Performance and Quality Improvement Plan (PQIP)*.

Parents And Children Together (PACT) is committed to providing quality services for the community at large and for those children, adults, and families who participate in PACT's programs. PACT has institutionalized a Performance & Quality Improvement Program to ensure that targeted goals and outcomes are achieved, with the highest possible quality of services and in compliance with accredited standards of care. PACT constantly evaluates its performance and seeks consumer input to:

- Be accountable to stakeholders: consumers, funders and the community;
- Continually improve the way it does business and serves the community; and
- Enhance its ability to contribute to a better quality of life for Hawaii's families and children.

PACT takes action based on findings of the quality process to:

- Build on strengths;
- Eliminate or reduce identified problems;
- Determine possible causes when data reveal issues of concern;
- Develop solutions and replicate Best Practices; and
- Implement and monitor the effectiveness of corrective action plans.

PACT's quality activities are designed to maintain confidentiality of consumer and business information and comply with the confidentiality, privacy and security of information mandates as established by the Health Insurance Portability and Accountability Act.

The quality improvement activities of PACT are organized according to Council on Accreditation standards with a consumer-service focus. Improvement activities



encompass all programs, employees, contracted services, volunteers, vendors and partners and all are expected to participate related to their individual services and adhere to standards established by the organization. An integrated approach is used to improve outcomes, processes and systems while sustaining services and initiating action for identified opportunities. The improvement cycle includes:

- Opportunity identification;
- Assessment and analysis of data;
- Implementation of solutions, and
- Evaluation of the implemented solution.

Data from stakeholders, long-term planning, short-term planning, operational processes and staff input, case record review, outcome measurements, monitoring of purchased services, and consumer satisfaction provide the genesis for the improvement cycle.

Findings from quality improvement activities are shared with personnel, consumers, management and Board of Directors in a clear, concise, and timely manner.

In addition to the PQI plan, EDC implements program-specific quality improvement activities and uses specific evaluation tools to determine the effectiveness of its service provision and program performance. These tools include:

1. Evaluation data from each client training session,
2. One-on-one feedback from bi-weekly/monthly coaching meetings between client and Program Specialist,
3. Weekly employment update meetings amongst EDC staff, to discuss cases, update goal sheets, and problem solve issues individual staff may be encountering,
4. Monthly collaborative staff meetings to evaluate progress of each client,
5. Informal interaction of staff and clients providing feedback, and
6. Bi-weekly individual staff supervision.

Through the reports and case reviews prepared and submitted quarterly to PACT's Director of Quality Assurance, the EDC staff will improve on processes, problem-solve, and build on program staff strengths. The program quality improvement process mirrors the organization's quality improvement process, and consists of four main steps:

1. Opportunity identification;
2. Assessment and analysis of data;
3. Implementation of solutions; and
4. Evaluation of the implemented solution.



Program Evaluation Plan: In order to facilitate responsible reporting to the funder and to further ongoing evaluation of the project, the Economic Development Center will use EDC's eHana Software program to track outputs and outcomes for each client.

D. Measures of Effectiveness

Parents And Children Together (PACT) is committed to providing quality services for the community at large and for those children, adults, and families who participate in PACT's programs. PACT has institutionalized a Performance & Quality Improvement Program to ensure that targeted goals and outcomes are achieved, with the highest possible quality of services and in compliance with accredited standards of care.

Program Evaluation Plan: In order to facilitate responsible reporting to the funder and to further ongoing evaluation of the project, the Economic Development Center uses EDC's eHana client record software to capture, track outputs, outcomes, and generate evaluation data.

Target Outputs:

- 1) Outreach and Recruitment Intake, Assessment, and Service Planning: Approximately 250 clients will be recruited into the program; and
- 2) Technical Assistance: One-on-one Coaching scheduled bi-monthly and Training scheduled monthly: Of the 250 clients recruited, approximately 100 clients will be provided with technical assistance.

Target Outcomes:

- 1) Employment: Approximately 90 clients will be placed in part/full time employment; and
- 3) Business Start-up: Approximately 10 clients will start-up a viable business earning between \$500 - \$1500/month.

Measures: To ensure outputs and outcomes are met:

- 1) Client Record Notes: At least once a month one-on-one coaching meeting to follow individual's progress according to plan and provide technical assistance;
- 2) Bi-monthly meetings with the client;
- 3) Bi-monthly Supervision Meetings;
- 4) Bi-monthly eHana reviews –Program Specialist update employment verifications;
- 5) EDC bi-monthly case record with supervisors;
- 6) PACT quarterly case record review;
- 7) After each training module the applicants will evaluate the EDC trainer and the module content.



Reporting:

A case record is created when clients sign consents to participate in the program. The staff maintains and updates the client record. Staff enters case notes into clients' eHana files after each contact. The eHana system has an array of features that have helped to increase efficiency, quality in services and accurate reporting through an automated data collection and reporting process, which can generate reminder ticklers for the Program Specialists whenever a milestone target goal is achieved and verification is needed, and when monthly meetings need to be scheduled. EDC is responsible for verifying, aggregating and retrieving the following information for reporting purposes:

Number of Individuals:

- 1) Demographics;
- 2) Provide clients with intake/assessment services;
- 3) Enrolled in employment/business training;
- 4) Completed employment/ business training;
- 5) Received counseling, technical training, and assistance;

Employment:

- 1) Obtain full/part employment;
- 2) Maintain full/part employment for three (3) months;
- 3) Maintain full/part employment for six (6) months.

Business Start Up:

- 1) Completed a business plan;
- 2) Starte a business;
- 3) Business owners who grossed \$500 - \$1500 within three (3) to five (5) months of starting the business.

The monthly/quarterly, and final program progress and fiscal reports are submitted to the contractors within 30 calendar days after the last day of each month/quarter/year. The final report on the total contract period is submitted within 60 calendar days after the last day for the contract period. The reports provide information on fiscal performance, including comparisons between budgeted to actual expenditures, identifying and explaining the reasons for variances.

The EDC eHana tracking database was created and implemented in February 2010. The eHana system has an array of features that have helped to increase efficiency, quality in services and accurate reporting through an automated data collection and reporting process, which can generate reminder ticklers for the Program Specialists whenever a milestone target goal is achieved and verification is needed, and when monthly meetings need to be scheduled. The Administrative Assistant III and Program Supervisor are responsible for



verifying, aggregating and retrieving the following information for reporting purposes:

- a. Number of persons provided Intake and Assessment;
- b. Number of persons trained;
- c. Number of persons who obtain part-time and full-time employment, by job types and amount of new income earned;
- d. Number of persons who remained in employment for 30 days, 90 days, and 180 days.
- e. Number of persons completed a business plan.
- f. Number of persons opened a business.

III. Financial

A. Budget

1. Pricing Structure Based on Milestone Payment System

EDC's total budget request of \$489,771 for fiscal year 2011-2012 is based on a cost reimbursement pricing structure, which estimates the actual costs of delivering the proposed services

2. Budget Forms

The required SPO-H 205 budget forms describe the actual cost of delivering services specified in the proposal and are submitted as attachments to the Proposal Application.

3. Budget Justification

EDC's cost proposal represents reasonable and justifiable costs necessary to provide Economic Self-Reliance Project to low income persons on Oahu.

Budgeted costs are based on PACT's 19-years of experience in providing employment and economic development services on Oahu.

The intensive, one-on-one nature of EDC's service delivery model depends on the experience and quality of the staff, thus personnel costs comprise a significant portion (77%) of the budget. The remaining budget supports information systems, office and training space, staff training, client incentives and childcare, and other costs associated with the day-to-day needs of staff and clients.

- **Salaries & Wages – \$292,314/year:** The proposed staffing has the capacity to assist at least 100 clients over the FY 2011-2012 in the following areas:
 - 1) Intake/assessment services;
 - 2) Employment/ business training;
 - 3) Counseling, technical training, and assistance;



Employment:

- 1) Obtain full/part employment;
- 2) Maintain full/part employment for three (3) months;
- 3) Maintain full/part employment for six (6) months.

Business Start Up:

- 1) Completed a business plan;
- 2) Start a business;
- 3) Gross \$500 - \$1500 within three (3) to five (5) months of starting the business.

Employment Program Specialists will each carry total caseload of approximately 50 clients over the course of the fiscal year.

Personnel include:

- 1) 10% of one 1.0 FTE EDC Program Director;
 - 2) 50% of one 1.0 FTE Program Supervisor - Employment;
 - 3) 50% of one 1.0 FTE Program Supervisor-Business;
 - 4) 25% 1.0 FTE Senior Program Specialist;
 - 5) 100% of six 1.0 FTE Program Specialists;
 - 6) 15% of one 1.0 FTE Program Administrative Assistant III (KPT);
 - 7) 10% of two 1.0 FTE Program Administrative Assistant II's (Kapolei and Wahiawa); and
 - 8) A nominal 3.142% of allocated agency-wide administrative staff included in Administrative Costs line item, who provide human resources, accounting, quality assurance, technology, facilities and management support to all PACT programs. Program and agency administrative personnel are allocated to this contract based on the relative benefit received by the contract. *See "Allocation Methodology for Administration Cost" in attachments.*
- **Payroll Taxes, Assessments and Fringe Benefits – \$85,541/year:** Payroll taxes and fringe benefits total 29.264% of gross salaries and are calculated as follows: Social Security and Medicare Tax, 7.65%; State Unemployment Insurance, 2.5%; Worker's Compensation Insurance, 2.35%; Temporary Disability Insurance, 1.00%; Health Insurance, 11.765%; and Retirement, 4%.

FICA tax is as required by law; SUI, WC, and TDI insurance costs are based on the agency's currently negotiated insurance rates; employer paid health insurance costs average \$350 per month per employee less 1.5% of the employee's gross monthly wage; retirement costs are 4% of gross pay for employees participating



in the retirement plan (employees are allowed to join PACT's 401(k) plan after one year of service).

- **Contractual Services – \$3,966/year:** The “eHana” case record e-management system enables program staff to track client milestones and records comprehensive data on all EDC clients; cost of this system is leveraged with other EDC funding to bring annual cost of this service to just \$1,920 per year.

ADP payroll fees, which include semi-monthly payroll processing and tax service, are approximately 0.7% of salaries based on historical costs, or \$2,046 per year.

Cost of other, administrative, contractual services – including MIS consulting, retirement plan services, bank services, and management consultants – are allocated to this contract based on the relative benefit to the contract at a cost of and are included in Administrative Costs line item. See “Allocation Methodology for Administration Cost” in attachments.

- **Program Activities/Other Costs – \$39,382:** The budget provides for required audit services and insurance coverage, office space and maintenance costs, mileage, postage to mail contract materials and correspondence, advertising and printing costs, office and program supplies (including client refreshments for trainings and orientations), and telephone and telecommunication service. These costs, totaling \$23,669 per year, were determined using our past experience in providing Employment Core Services.

The budget also \$1,513 per year, for staff training and employee development. A strong emphasis is placed by PACT and the EDC program on the continuing education and development of staff.

Direct costs to beneficiaries total \$14,200 per year. Since the lack of childcare often acts as a barrier to employment skill development (and thus employability), a good portion of this cost category is for childcare or childcare reimbursements to clients as they attend trainings. Based needs in prior years, \$333 per month or \$4,000 per year is budgeted for childcare. Bus passes, gift baskets, or clothing allowances will also be provided to clients during months of employment preparation training to serve as a recruitment and retention incentive. \$60 per client x 100 clients/year = \$6,000/year. Start up cost for 10 businesses averaging \$350.00 per business (\$3,500) and \$70 per business (\$700) for licensing.

- **Administrative Costs – \$68,568:** PACT does not have an approved federal indirect cost rate. The cost of agency-wide administrative support is allocated directly to the contract per “Allocation Methodology for Administration Costs.” All direct costs benefiting this contract are charged in its entirety to the contract. Indirect costs that benefit more than one contract or project, such as insurance, auditing costs, rent, office telephone service, and administrative costs, are allocated to contracts in proportion to the relative benefits received. This contract will support 3.142% of agency-wide administrative costs.



4. Need for Funding – N/A

The Economic Self-Reliance Project services proposed by EDC is not a part of a larger project, although PACT will leverage its role as a First To Work program provider to obtain referrals of individuals who could benefit from the proposed Economic Self-Reliance Project.

B. Quarterly Funding Request

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
\$122,442.75	\$122,442.75	\$122,442.75	\$122,442.75	\$489,771

C. Other Sources of Funding for 2011-2013

- Community Development Block Grant FY 2012
- Grant In Aid for Special Needs Assistance Program (SNAP)
- DLIR Office of Community Services FY 2012-2013 – Employment Core Services for Low-Income Persons (Oahu)
- DLIR Office of Community Services FY 2012-2013 – Employment Core Services for Low-Income Persons (Hawaii)
- DLIR Office of Community Services FY 2012-2013 – Employment Creation for Low-Income Persons, Immigrant, and Refugees (Oahu, Kauai, Hawaii)

IV. Experience and Capability

A. Necessary Skills

The Economic Development Center brings to bear impressive service capacity, a broad range of expertise, wrap-around services, and multiple resources. Its parent agency, PACT, is one of Hawaii’s leading non-profit human service providers, serving more than 17,000 individuals in FY 2010. PACT has an established presence on Oahu, Kauai, Lanai, Maui, Molokai, and, most recently, Hawaii. PACT has 339 full- and part-time employees and an annual budget of over \$20 million.



With over 42 years of experience in the human services, PACT has developed an extensive organizational knowledge about the dynamics and challenges that long-term poverty has on families and their neighborhoods. Over the decades, PACT has earned the community's trust, initiated partnerships to address the pervasive problems associated with poverty and have nurtured solutions that help communities thrive. PACT understands the stressors and barriers that people experience when unemployed or underemployed, and also has the understanding and experience needed to work with Hawaii's many ethnic and immigrant groups. The composition of PACT's staff reflects the ethnic diversity of the populations it serves.

PACT is fully accredited by the Council on Accreditation for Families and Children (COA). It is a member of the Child Welfare League of America, the Kalihi Business Association, and the Better Business Bureau. PACT has been an Aloha United Way agency for over 20 years.

PACT employs the latest community-based approaches and prevention models, Early Head Start/Head Start curricula, behavioral health methodologies, evidence-based treatment modalities and validated best practices. PACT's programs, capabilities and resources include: Community and Economic Development; Family Peace and Preservation; Early Childhood Education and Care; and Mental/Behavioral Health Support for children and youth.

The Economic Development Center's expertise combines client-centered social work approaches with employment readiness and economic development acumen. Two distinct hallmarks of EDC's service delivery are its holistic approach to partnering with the client to identify and address barriers and challenges to work and the staff's one-on-one coaching which establishes a rapport with the members of the target population and builds on clients' strengths.

Program staff have over 81 years in combined experience, knowledge and understanding of the communities served; strong referral and advocacy skills; experience developing and implementing employment and economic development activities; and knowledge and experience applying best practice models. Staff gained their experience in employment readiness support through their personal and professional work histories that include working at agencies/businesses such as the PACT's Economic Development Center, Family Center, and Hana Like programs, Goodwill Industries, DHS First To Work Units, Altres Staffing, and River of Life Mission, to name a few. Staff members are required to hone their skills by attending at least two trainings per year. For example, this year staff members attended the Poverty Simulation training sponsored by Kamehameha Schools, Ka Wahi Kaiaulu-Wai'anae Neighborhood Place, Queen Lili'uokalani Children's Center, and Ka 'Ahahui Ho'owaiwai Na Kamali'i a Wai'anae, St. Francis Health Care, INPEACE, PACT Early Head Start, and the Department of Education. The training offered participants the opportunity to sensitize themselves to the realities faced by those who are forced to survive with limited resources. Staff also attended Career Kokua Training. This training provided current data about employment trends, education, and



job search strategies. The training also provided invaluable techniques on how to involve the client in identifying their strengths and employment needs.

To increase knowledge of current business strategies, such as marketing, sound financial decision-making, and new innovative home businesses, staff attended the *Guerilla Marketing Workshop*, which was hosted by the Small Business Administration (SBA). The training was aimed at small businesses with limited marketing budgets.

In addition, EDC invites experts in their field to give presentations about current business trends, strategies, etc. For example Nate Burgoyne, Internet Marketing Specialist, was invited to speak to the class on social marketing media such as MySpace, Twitter, Blogging and YouTube. Mr. Burgoyne spoke on how to incorporate social networking to effectively capture a larger market. EDC also invited John Mayer, from Consumer Credit Counseling Services of Hawaii, to speak on “What’s In a Credit Report and Why it is Important.” Staff also attended the SBA’s Micro-enterprises 101 training. In this training we learned new licensing requirements and updates on small business tax laws. EDC staff also attended an Aquaponics workshop in order to determine feasibility for home-based business.

Staff is successful at partnering to enhance, improve, and deliver employment and business start up services in public housing and low-income communities around the state. EDC was a member of the Hawaii Women’s Business Center (HWBC) and upon the sudden and unexpected closure of the organization; EDC staff took the initiative to contact HWBC to receive their extensive business plan library. As a result, EDC clients can now access business plans on a variety of subjects to familiarize themselves with the characteristics of their desired industry.

Program Experience

Since its founding in 1968, PACT has developed a comprehensive array of services to strengthen individuals, children, families and communities experiencing developmental, social, behavioral health, and economic challenges. Known for prevention as well as treatment, PACT is recognized for its advocacy and continuum of inter-connected services which carry out its mission statement: *Parents And Children Together promotes and supports healthy individuals, families, and communities, by creating opportunities for them to identify and address their own strengths, needs, and concerns and successfully realize their potential.*

Realizing the essential relationship between economic resilience and healthy families, PACT launched an economic development initiative in 1991, which has evolved into today’s Economic Development Center program. Through the years, EDC has built a substantial service record in the Kalihi, Windward, Leeward, and North Shore Oahu’s low-income communities. In the spirit of continuous improvement and learning, the EDC, like all of PACT’s programs, engages in a cycle of continual case record review, client and other stakeholder satisfaction surveys, and reflective practice. As a result, with each year of service, the EDC staff has been able to identify and implement program improvements that are responsive to the changing needs of clients, funders, and the



environment. The “lessons learned” gleaned from the past year’s implementation of program contracts are identified three key areas to improve: 1) Client retention during training retention; 2) Client follow-up; and 3) Case Record e-Management.

In response to the first lesson learned, EDC created the position of Senior Program Specialist in November 2010. This position’s primary responsibilities are to ensure the curriculum remains relevant and to train the clients. As a result of this change in our service delivery model, EDC recorded a 35% increase in our client retention rate, confirming the relationship between the quality of the trainer and training curriculum with client retention during training.

The second lesson learned to improve EDC’s efforts in reporting to the funders is the importance of verifying the clients’ employment milestones in a timely manner. EDC works directly with the employers and is signed up with *The Work Number*, which provides the necessary documentation for a client’s employment history.

The third lesson learned is how an electronic records system can increase effectiveness and efficiency. Over the years, as funding has become available, PACT has been revolutionizing its record keeping by slowly bringing each of its programs on to “eHana,” our case record e-management system. The EDC was put on to eHana in February 2010. eHana captures all the required data to ensure that case records contain all the necessary documentation for reporting. The eHana system captures data to run Milestone Achievement Forms (MAF) and monthly cash reports, as well as creates ticklers for the Program Specialists when a milestone achievement date has passed and needs verification. The eHana system ensures that every documented needed to verify the client’s progress for each milestone is on file. eHana has increased our ability to track, monitor and analyze our data instantaneously.

The following EDC programs have exceeded, are meeting, or are on-track to meet performance targets:

Employment:

- *First To Work Project is a three-year cost reimbursement and performance-based project providing (2010-2013):*
Case management, employment and support services to work-eligible, two-parent citizen and non-citizen household TANF/TAONF recipients, women in their 8th or 9th month of pregnancy, and victims of domestic violence. The goal of the program is to achieve a 90% compliance rate of the clients’ employment plan and barrier reduction goals.
- *Ready To Work (2010-2011) TANF MOE contracted extended an additional eight months. On target to exceed goal of providing business training and technical assistance to at least 40 clients.*
- *Ready To Work (2009-2010) TANF MOE: provide microenterprise training and one-on-one technical assistance to 60 TANF eligible clients of the City and County of Honolulu. Exceeded target goal of graduating 60 clients and 30 clients employed in part-/full-time positions.*
- *Ready to Work (2010-2011) is a two-year performance based project providing:*



Outreach, Intake, Assessment & Individual Service Planning (Milestone 1); Employment Preparation/ Job Development (Milestone 2); Job Placement (Milestone 3); Job Support (Milestone 4); Job Maintenance (Milestone 5); and Job Retention (Milestone 6). The projected outcome of this grant is that 66 low-income residents will complete all of the milestones by June 2011. To date EDC is on target to exceed Milestones 1 – 6, with 66 clients employed for one year. EDC is also anticipating it will carry over approximately 60 clients for the 2012-2013 contract.

- *Ready to Work (2008-2009)* was a two-year performance based project providing: Milestone 1) Outreach, Intake, Assessment & Individual Service Planning; Milestone 2) Employment Preparation/ Job Development; Milestone 3) Job Placement; Milestone 4) Job Support; Milestone 5) Job Maintenance; and Milestone 6) Job Retention. The projected outcome of this grant is 64 low-income residents completing all milestones by June 2009. To date EDC is on target to exceed Milestones 1 – 6, with 64 employed for one year.
- *Economic Self-Reliance II One Stop Center (2007-2008)* Project assisted 60 low-income persons who lacked marketable employment, business, and computer skills to become employed or establish their own small businesses. EDC exceeded the target goal, working with over 140 clients.
- *Ready to Work II (2006-2007)* was a two-year performance based project providing: Milestone 1) Outreach, Intake, Assessment & Individual Service Planning; Milestone 2) Employment Preparation/Job Development; Milestone; 3) Job Placement; Milestone 4) Job Support; Milestone 5) Job Maintenance; and Milestone 6) Job Retention. The projected outcome of this grant was 62 low-income residents completing all milestones by June 2007. EDC exceeded Milestones 1 – 5 by over 100% and completed 92% of Milestone 6.

Verifiable Experience with Contracts and Projects

FISCAL YEAR	CONTRACT # & GRANT AMOUNT	CONTRACT-ING AGENCY	CONTACT PERSON & E-MAIL	PHONE	TITLE OR BRIEF DESCRIPTION OF SERVICE
FY 2011-2013	DHS-10-ETPO-242 (CFDA 93.558) HMS-903-10-02-S \$1,513,529 Year 1 \$1,240,730 Year 2 & 3	Dept. of Human Services	Catherine Dela Cruz, Employment Program Specialist cdelacruz@dhs.hawaii.gov	586-7095	First To Work Program
FY 2010 - 2011	DHS-08-BESSD-5144 (Supp. Contract No. 3) TANF MOE \$88,000	Dept. of Human Services	Catherine Dela Cruz, Employment Program Specialist cdelacruz@dhs.hawaii.gov y	586-7095	Provide one-on-one and technical assistance and train Business Start-up



FISCAL YEAR	CONTRACT # & GRANT AMOUNT	CONTRACTING AGENCY	CONTACT PERSON & E-MAIL	PHONE	TITLE OR BRIEF DESCRIPTION OF SERVICE
					curriculum to TANF clients
FY 2009 - 2010	DHS-08-BESSD-5144 (Supp. Contract No. 2) TANF MOE \$132,000	Dept. of Human Services	Catherine Dela Cruz, Employment Program Specialist cdelacruz@dhs.hawaii.gov	586-7095	Provide one-on-one and technical assistance and train Business Start-up curriculum to TANF clients
FY 2010-2011	OCS-POS-10-27 \$270,600	Office of Community Services	Keith Yabusaki Acting Director Keith.Y.Yabusaki@hawaii.gov	586-8675	Ready to Work
FY2008 - 2009	OCS-POS-08-32 \$243,200	Office of Community Services	Sam Aiona, Executive Director sam.aiona@hawaii.gov	586-8675	Ready to Work III
FY 2007-2008	DHS-08-BESSD-5092 DHS \$348,993	Dept. of Human Services	Catherine Dela Cruz, Employment Program Specialist cdelacruz@dhs.hawaii.gov	586-7095	Economic Self-Reliance II
FY 2006-2007	OCS-POS-06-30 \$221,260	Office of Community Services	Sam Aiona, Executive Director sam.aiona@hawaii.gov	586-8675	Ready to Work II

Business:

- *Building Businesses Together (2010-11)* provide microenterprise training, business start-up and one-on-one technical assistance to 23 low income residents of the City and County of Honolulu. EDC is on target to meet this goal.
- *Business Start-up (2011)* provide microenterprise training, business start-up and one-on-one technical assistance to 10 low income residents of the City and County of Honolulu. EDC received this contract August 2010.
- *Business Start-up (2010-2011)* TANF MOE contract extended an additional eight months. On target to exceed goal of providing business training and technical assistance to at least 12 clients.
- *Business Start-up (2009-2010)* TANF MOE: provide microenterprise training and one-on-one technical assistance to 18 TANF eligible clients of the City and County of Honolulu. Exceeded target goal of graduating 19 clients and start up 7 businesses.



- *Business Start-up (2009)* provide microenterprise training, business start-up and one-on-one technical assistance to 10 low income residents of the City and County of Honolulu. Complete 30 Outreach, Intake and Assessments – exceeded goal at 33; Graduate 20 – exceeded goal at 28; Provide Technical Assistance for 20 – exceeded goal at 33; Complete 10 Business Plans – exceeded goal at 11; Start up 10 Businesses – exceeded goal at 11.
- *Business Start-up (2008)* provide microenterprise training, business start-up and one-on-one technical assistance to 10 low income residents of the City and County of Honolulu. Complete 30 Outreach, Intake and Assessment – exceeded goal at 32; Graduate 20 – exceeded goal at 23; Provide Technical Assistance for 20 – exceeded goal at 23; Complete 10 Business Plans – exceeded goal at 11; Start up 10 Businesses —met goal at 10.
- *Economic Self-Reliance II One Stop Center (2007-08)* Project assisted 60 low-income persons who lacked marketable employment, business, and computer skills to become employed or establish their own small businesses. EDC exceeded the target goal, working with over 140 clients.
- *Building Businesses Together (2008-09)* provided microenterprise training and licensed childcare start-up and one-on-one technical assistance to 20 low income residents of the City and County of Honolulu. EDC exceeded its goal by supporting 22 clients in starting up their licensed childcare businesses earning between \$500 - \$2000/month.

VERIFIABLE EXPERIENCES WITH CONTRACTS AND PROJECTS – 2001 ~ 2011

Fiscal Year	Contract # & Award Amount	Contracting agency	Contact Person & E-mail	Phone	Title or Brief Description of Service
FY 2010 FY 2011	OCS-POS-10-28 \$270,000	Office of Community Services	Keith Yabusaki, Acting Executive Director keith.yabusaki@hawaii.gov	586-8675	Building Business Together-Start up home businesses
FY 2011	CDBG FY11 \$114,637	City and County of Honolulu	Pablo Venenciano, Program Specialist pvenenciano@honolulu.gov	768-5861	Business Start up-start-up home businesses
FY 2010 FY 2011	DHS-08-BESSD-5144 (Supp. Contract No. 3) TANF MOE \$88,000	Dept. of Human Services	Catherine Dela Cruz, Program Specialist cdelacruz@dhs.hawaii.gov	586-7095	Provide one-on-one and technical assistance and train Business Start-up curriculum to TANF clients



Fiscal Year	Contract # & Award Amount	Contracting agency	Contact Person & E-mail	Phone	Title or Brief Description of Service
FY 2009 FY 2010	DHS-08-BESSD-5144 (Supp Contract No. 2) TANF MOE \$132,000	Dept. of Human Services	Catherine Dela Cruz, Program Specialist cdelacruz@dhs.hawaii.gov	586-7095	Provide one-on-one and technical assistance and train Business Start-up curriculum to TANF clients
FY 2009 FY 2010	CDBG FY10 \$120,000	Office of Community Services	Pablo Venenciano, Program Specialist pvenenciano@honolulu.gov	768-5861	Business Start up-start-up home businesses
FY 2008	CDBG FY08 \$126,305	Office of Community Services	Pablo Venenciano, Program Specialist pvenenciano@honolulu.gov	768-5861	Business Start up-start-up home businesses
FY 2007 FY 2008	DHS-08-BESSD-5092 \$348,993	Dept. of Human Services	Catherine Dela Cruz, Program Specialist cdelacruz@dhs.hawaii.gov	586-7095	Economic Self-Reliance II- Start up home businesses
FY 2008 FY 2009	OCS-POS-08-31 \$221,000	Office of Community Services	Sam Aiona, Executive Director sam.aiona@hawaii.gov	586-8675	Building Business Together- Start up home businesses

Below is a sampling of businesses that EDC assisted in start-up. Some microenterprises have remained in business for over 10 years.

	Business Name	Type of Business	Monthly Income	Date Business Started	Still In Bus.?
1	2MF LLC	Digital transfer	\$2,000.00	7/1/2010	Y
2	808 Cycle Center	Moped Parts	\$8,000.00	6/1/2008	Y
3	808kids.com	E-commerce toys	\$0.00	12/1/2009	Y
4	Adept Financial Services	Bookkeeping	\$0.00	9/1/2009	Y
5	Angel's Dreams by Design LLC	Personalization	\$0.00	6/15/2010	Y



	Business Name	Type of Business	Monthly Income	Date Business Started	Still In Bus.?
6	Art Pascua Studio Photogenx	Photography	\$1,000.00	1/1/2006	Y
7	Aunty Lori's Childcare	Childcare	\$0.00	11/15/2010	Y
8	Babies of Joy	Childcare	\$1,200.00	5/1/2009	Y
9	Bloomin' Enterprises, LLC	House cleaning	\$2,000.00	1/1/2010	Y
10	Brandy Sonoda	Healing	\$2,500.00	3/7/1996	Y
11	Brite Sunshine and Detail	House cleaning	\$500.00	4/8/2009	Y
12	Caring for you	CNA services	\$0.00	4/26/2010	Y
13	Celestial Balance, LLC	Gymnastics instruction	\$1,200.00	4/1/2010	Y
14	Chelsea's Cleaning Services LLC	House cleaning	\$4,100.00	12/1/2009	Y
15	Chyler's Hawaiian Beef Chips	Beef Jerky	\$3,500.00	6/13/2007	Y
16	Cre808	Screen Printing	\$4,500.00	7/1/1997	Y
17	DCS Photography	Pet photography	\$0.00	4/21/2010	Y
18	Flowers Can Wait	Girls' Clothing	\$300.00	7/8/2009	Y
19	Guava Patch by Lucy	Hawaiian Quilt	\$2,500.00	10/24/1988	Y
20	Harry's Janitorial & Cleaning	Janitorial	\$0.00	4/1/2010	Y
21	Heidi ('Ilima) Ho-Lastimosa	T-shirts	\$400.00	1/1/2008	Y
22	HERS, LLC	Party rentals	\$0.00	1/1/2010	Y
23	Jairus Fishery	Buy/sell fish	\$500.00	5/1/2010	Y
24	J & J Gifts	Gift baskets	\$1,400.00	4/15/2009	Y
25	Kai Design	Web design	\$0.00	8/12/2010	Y
26	Keiki Tyme Childcare	Childcare	\$2,000.00	1/1/2010	Y
27	Leimina Sufia	Commercial cleaning	\$6,256.00	1/1/1996	Y
28	Local Smokin	T-shirts	\$0.00	1/1/2010	Y
29	Malachi's Play Time Childcare	Childcare	\$0.00	6/1/2010	Y
30	MJJ Cleaning Service	Cleaning service	\$0.00	6/1/2010	Y
31	Mosaic Treasures Hawaii	Mosaic Arts	\$3,500.00	1/01/21005	Y
32	N & L Cleaning Services LLC	Cleaning service	\$1,000.00	6/15/2010	Y
33	Pene's Custom Cleaning	Janitorial	\$3,000.00	2/1/2008	Y
34	Rishtam Miscellaneous Treasures	Collectibles & antiques	\$82.00	6/1/2010	Y
35	Southern Hospitality	Catering/Catering Services	\$2,800.00	5/1/2008	Y
36	Systematic Online Solutions	Virtual assistant	\$0.00	1/1/2010	Y



	Business Name	Type of Business	Monthly Income	Date Business Started	Still In Bus.?
	LLC				
37	T's Towing II	Towing company	\$6,500.00	7/1/2009	Y
38	T N J Playground	Childcare	\$1,050.00	7/15/2009	Y
39	Tany's Salsa	Salsa	\$100.00	9/2/2008	Y
40	Teeup Massage	Licensed massage therapist	\$45.00	12/1/2010	Y
41	Thicke Madame	Plus-size women's clothing	\$0.00	10/16/2009	Y

B. Facilities

The administrative offices for PACT and EDC are located at 1485 Linapuni Street, Suite 105, Honolulu 96819, in the community resource center, Ka Hale O Kameha'ikena. EDC is located in the heart of the Kuhio Park Terrace and Kuhio Homes public housing community. In addition, PACT has offices on each of the Neighbor Islands. PACT programs located at KPT/Kuhio Homes community consists of: the Economic Development Center and its program administration; Early Head Start and Head Start; KPT Family Center (includes the Community Technology Center), Neighborhood Place of Kalihi, and the Community Teen Center for youth ages 7-18. In addition, the Kuakini and Nuuanu Units of the Department of Human Services and Kokua Kalihi Valley have offices in the community resources center. The facility is owned by the State of Hawaii and is ADA compliant.

EDC's second office is located at 1001 Kamokila Boulevard. #106, Kapolei, HI 96707. Located on the bus line, the office is leased from the James Campbell Company LLC and is ADA compliant. The EDC office is located on the ground floor with double doors for easy entry and has an ADA accessible restroom.

EDC's third office is located at 823 California Avenue, #A-8, Wahiawa, HI 96786. Also located right on the bus line, the Wahiawa office is leased from the North Shore Investment Company and is ADA compliant. The EDC office there is also located on the ground floor with double doors for easy entry and an ADA accessible restroom.

The following table demonstrates how EDC's partnerships make available excellent training sites for proposed services. EDC training sites meet American Disability Act (ADA) standards.

Area	Agency/Site Location	Description of Facilities
Wahiawa	PACT 823 California Avenue, #A8,	Classroom for presentations and training; office for intake, case



Area	Agency/Site Location	Description of Facilities
	Wahiawa, HI 96786	coordination, and counseling.
Kapolei	1001 Kamokila Blvd. #106, Kapolei, HI 96707	Classroom for presentations and training; office for intake, case coordination, and counseling.
Honolulu –Kalihi	PACT 1485 Linapuni Street Honolulu, Hawaii 96819	Classroom for presentations and training; office for intake, case coordination, counseling.
Kaneohe	PACT Family Center 45-955 Kamehameha Hwy, Kaneohe, Hawaii 96744	Classroom for presentations and training; office for intake, case coordination, counseling.
Leeward	PACT Early Head Start/Head Start 94-366 Pupupani Street, #302 Waipahu, Hawaii 96797	Classroom for presentations and training; office for intake, case coordination, counseling.

PACT has 51 locations throughout the state. Service locations meet all the requirements of the American Disabilities Act (ADA) regarding client and employee access as well as OSHA requirements for safety. Every effort is made to maintain services which are centrally located for each community and target population. To provide the infrastructure to support so many locations, PACT has a Facilities Manager, who is responsible for ensuring that any new site is accessible by public transportation, has parking and is appropriately located. In the event that an appropriate ADA compliant facility is not available, the program establishes procedures which provide alternative locations where the client can obtain services. The Facilities Manager also ensures that each site complies with all OSHA and life safety standards.

The Director of Quality Assurance and Training develops and oversees a Safety Program to include facilities compliance with all safety regulations (such as OSHA), including monthly facilities inspections by the employee Safety Committee.

V. Personnel: Project Organization and Staffing

A. Proposed Staffing, Staff Qualifications, Supervision and Training

1. Staffing

Proposed Staffing

The Economic Self-Reliance Project will be delivered using a team approach allowing staff members to contribute their areas of expertise to help all clients while also assigning clients to specific staff for casework/case coordination purposes.



The Program Director will supervise all staff assigned to this project and will be responsible for the overall planning, implementation, and coordination. One Program Supervisor-Employment, One Program Supervisor-Business, one Senior Program Specialist, and six Program Specialists will provide full employment placement, business start up, and follow-up services. Client to staff ratio will be approximately 50:1 for employment and 10: 1 (i.e., Recruit 250 clients in to program/5 program specialists = 50). The Administrative Assistant will perform data entry and operate the Client Tracking database to prepare reports regularly.

Staff Position Title (% FTE Time):

- Program Director – 10 %
- Program Supervisor – Employment - 50%
- Program Supervisor – Employment - 50%
- Senior Program Specialist – 25%
- Six Program Specialists – 100%
- Administrative Assistant III (KPT) – 15%
- Administrative Assistant II (Wahiawa) – 10%
- Administrative Assistant II (Kapolei) – 10%

Based on the number of contracts awarded, the FTE allocation for the Program Director, Program Supervisor, and Administrative Assistants II and III will be pro-rated among all EDC projects. The job responsibilities and budget will be adjusted accordingly with approval from OCS.

Staff Qualifications

The following chart presents job descriptions, responsibilities, and minimum qualifications of the proposed staff who will implement the Economic Self-Reliance Project. The EDC staff is a unique group because they are cross functionally trained in employment and business development. A team approach is essential to meet the needs of the target population. *(Full job descriptions and staff resumes in the Attachments.)*

Position, Responsibilities, Qualifications Incumbent	% of Time	Activities
<p>Program Director: Overall planning, implementation, coordination, and oversight of a comprehensive program in the area of economic development for low-moderate income people (LMI). Bachelors Degree (Master’s preferred) in business, social services or other related field required. This position is under the direct supervision of the Vice President of Programs.</p>	<p>10%</p>	<ul style="list-style-type: none"> • Oversee Planning, Operations, Programs, Accountability • Coordinate project activities and monitor compliance with project requirements



Position, Responsibilities, Qualifications Incumbent	% of Time	Activities
<p>Cathy Lee Loy, EDC Program Director since 2002, has over 20 years experience in organizational planning, implementation, supervision, and training. She also has a background in business development and fundraising. In 1987 she received her BBA from Chaminade University and in 2002 received her MBA in marketing from Hawaii Pacific University.</p>		<ul style="list-style-type: none"> • Develop and maintain program budget • Network with private industry to create OJT and job placement • Network with Public Sector for recruitment and referrals • Act as liaison to contractors and government • Assist marketing and recruitment efforts of the program, e.g. public presentations • Supervise staff
<p>Program Supervisor: Provides supervision to staff and supports clients in the various Economic Development Projects. This position reports directly to the Program Director. Bachelor’s degree in related field, and 2 years experience in job placement or business start-up, 1 year experience in training, 1 year experience working in supportive service programs designed for underserved populations, required.</p> <p>OR High School diploma or equivalent, and 5 years experience working in supportive service programs designed for unemployed or low-income clients, business ownership, or job development, required.</p> <p>(1) Jesse Seumanu has been with EDC since 1998, and received his Bachelors of Theology in 2009. Mr. Seumanu has taught employment, entrepreneurial and microenterprise courses. Mr. Seumanu started with the program as a Program Specialist training over 400 clients who have successfully completed the employment readiness training. The job requirements for</p>	50%	<ul style="list-style-type: none"> • Supervise Program Specialist • Submit monthly reports to Program Director for review • Conduct marketing and recruitment • Conduct Life Skills, Job Readiness, and Financial Literacy trainings • Coordinate Computer training with Family Center • Maintain case record system • Perform bi-weekly, one-on-one coaching with staff supervisees.



Position, Responsibilities, Qualifications Incumbent	% of Time	Activities
<p>the Program Supervisor position are: Bachelor's degree in related field, and 2 years experience in job placement or business start-up, experience in training, and working in supportive service programs designed for underserved populations, required.</p> <p>(2) TBA</p>		
<p>Senior Program Specialist: The primary function is to provide business and employment training and support to clients in various Economic Development projects. This position reports directly to the Program Supervisor. Bachelor's degree in related field, and 2 years experience in job placement or business start-up, in training, and working in supportive service programs designed for underserved populations required.</p> <p>OR</p> <p>High School diploma or equivalent, and 3 experience in job placement or business start-up, in training, and working in supportive service programs designed for underserved populations required.</p> <p>Malia V.A. Scanlan joined PACT in November 2006 as an Administrative Assistant, transferring to a Program Specialist one year later. Ms. Scanlan graduated from Kamehameha Schools and achieved a BA degree in Political Science from the University of Hawaii. Ms. Scanlan was promoted to Senior Program Specialist in November 2010 after achieving an increase of 35% of successful clients graduating from EDC's Ready To Start training classes during the FY10.</p>	25%	<ul style="list-style-type: none"> • Act as Team Leader • Mentor and Train staff • Perform Intake and Assessment with clients • Create Individualized Service Plans with clients • Perform one-on-one coaching and technical assistance in job placement with the client (entailing 1½ hr. meetings for full employment placement services and ½ hour meetings for follow up services) • Maintain case record system • Perform job search • Assist clients with job placement (At least 4 clients a month) • Plan quarterly training opportunities for staff • Prepare monthly reports
<p>Program Specialists (6): Assist implementation of the Economic Self-Reliance Project and support clients in the EDC program. Program Specialists work with low-income families who are unemployed or underemployed. This position reports directly to the Program Supervisor. Job requirements are: Bachelor's degree in related field, and 1 year of experience in job placement</p>	100%	<ul style="list-style-type: none"> • Recruit and provide orientation to prospective program clients • Perform Intake and Assessment • Create Individualized Service Plans



Position, Responsibilities, Qualifications Incumbent	% of Time	Activities
<p>or business start-up, training, and working in supportive service programs designed for underserved populations, required.</p> <p>OR High School Diploma and 2 years experience in job placement or business start-up, training, and working in supportive service programs designed for underserved populations, required.</p> <p>(1) Sepe Ochoa (Employment) joined PACT in July 2008. Ms. Ochoa graduated from Kosrae High School. She is a member of the Micronesian Community Network, Micronesian Sexual violence Prevention Task Force Women for Change, Micronesian Outreach Volunteer, and the Hepatitis Support Network. Ms. Ochoa has been providing job readiness and placement services for eight years.</p> <p>(2) Michelle Wilkins (Employment) joined PACT in May 2010. Ms. Wilkins has her High School Diploma from McKinley High School, 5 years experience in job placement, case management, training, and working in supportive services working at Big Island Substance Abuse Council and Americorps. Ms. Wilkins also owns and operates her own business as a Massage Therapist since 1998.</p> <p>(3) Sheila Bates (Employment) joined PACT in October 2010. Ms. Bates has an Associate in Arts Degree. She has a diverse educational and employment background that gives her a wide understanding of the needs of individuals and families with vast barriers to employment.</p> <p>(4) Sunya Nardo joined PACT in August 2008. Ms. Nardo is currently attending University of Phoenix working towards her Bachelors Degree in Human Services Management. Ms. Nardo has been providing job readiness and placement services for seven years.</p> <p>(5) James Flynn (Employment) joined PACT in December 2010. Mr. Flynn has his High</p>		<ul style="list-style-type: none"> • Provide one-on-one coaching and technical assistance in job placement with the client (1½ hr. meetings for full employment placement services and ½ hour meetings for follow up services) • Conduct Core and Employment trainings • Maintain case records • Perform job search • Assist clients with job placement (At least 4 clients a month)



Position, Responsibilities, Qualifications Incumbent	% of Time	Activities
<p>School Diploma from Summit K-12 High School and has been providing job readiness and placement services for three years.</p> <p>(6) Carol Nascimento (Business) joined PACT in July 2007 as a Home Visitor for PACT's Hana Like Home Visitor program and transferred to EDC as a Program Specialist in August 2009. Ms. Nascimento has opened a childcare business and is currently co-owner of Accurate Plumbing & Repair, LLC. Ms. Nascimento graduated from Waipahu High School.</p>		
<p>Administrative Assistant III: The primary responsibility is to provide general support to the PACT Economic Development Center and Program Director, and coordinates with other EDC Administrative Assistants on the general tasks/activities that affect the entire department. This position reports directly to the Program Director. Job requirements are: High School Diploma or equivalent and 2 years in an administrative position, required.</p> <p>Susan Austin joined PACT on January 2010. Ms. Austin graduated from Silver Jubilee UK High School and has provided administrative support for over 10 years.</p>	15%	<ul style="list-style-type: none"> • Provides clerical support, reception, filing, correspondence, data entry; • Assists with the intake process by collecting supporting documents; • Schedules and coordinates trainings and intakes; • Coordinates the referral process; • Reproduces training material and intake assessment folders; and • Inputs data for reports.
<p>Administrative Assistant II: Duties include: scheduling, clerical support, reception, intake and collection of supporting documents, and data entry and retrieval functions of the program. High school diploma or equivalent required; 1 year of clerical experience preferred.</p> <p>(1) AAII Kapolei –</p> <p>Michelle Ferreira graduated from Kaimuki School and has provided administrative support for over 18 years.</p>	10%	<ul style="list-style-type: none"> • Provide clerical support, reception, filing, data entry • Prepare intake packets and schedule intake activities and collect supporting documents • Reproduce training materials, and intake and assessment folders



Position, Responsibilities, Qualifications Incumbent	% of Time	Activities
(2) AAI Wahiwawa - Position is Currently Vacant - Position will be filled by 1/1/11		<ul style="list-style-type: none"> • Purchase supplies for the office • Prepares correspondence

Supervision and Training

Supervision. PACT believes in the vital importance of providing ongoing, regular, responsive supervision to assure program effectiveness and the highest quality of services. To promote excellence in supervision, in collaboration with the University of Denver, Butler Institute for Families, PACT has implemented required supervisory training for all staff who serve in a supervisory capacity. By 2011, all current supervisors will have gone through this training. On-going training will be provided as new supervisors are hired as well as booster training will be provided on a regular basis for graduates. Supervision is carried out both formally and informally. Supervision is provided based on the structure of each department.

The Program Director will be responsible for the overall administration of PACT's Economic Development Program. The Program Director is supervised by the Vice President of Programs of PACT's Executive Management Team, and the Vice President will serve as a back-up to the Program Director when necessary. The Vice President of Programs is supervised by the President & CEO. The President & CEO is accountable to the PACT Board of Directors.

The supervisory sequence at the program level is as follows. The Program Director will supervise the Program Supervisor who is responsible for the daily operation and management of EDC's economic development projects, including the Economic Self-Reliance Project. The Program Supervisor will supervise the Senior Program Specialist and five Program Specialists, who will provide the majority of the direct services to program clients. (The Program Supervisor will provide direct services, as needed.) While regular supervision sessions will be scheduled, PACT EDC maintains an open-door policy allowing access to supervisors on an as-needed basis. Supervisors will also be available 24/7 to assist staff who need support in the field.

Face-to-face supervision between the Program Director and Program Supervisor will be held every other week and supervision notes will be kept. During formal supervision between the Program Supervisor and the Program Director, the following areas will be addressed:

- Staff Acknowledgments
- Family Issues/Concerns
- Staff Issues/Concerns
- Program Successes/Issues/Concerns



- Program Development
- Staff Development/Quality Assurance
- Budget Issues/Concerns
- Community Networking

Employees are individually responsible for the quality of their work and are expected to participate as appropriate in quality improvement activities and carry out their duties in compliance with standards and “best practices.”

In addition to formal supervision, weekly staff meetings will be held where agency and program information is shared, program issues are discussed including quality assurance and improvement, program planning occurs, and families with particular challenges may be discussed and solutions explored.

Training

PACT recognizes that its most valuable resource is its employees. The staff training and development program of Parents And Children Together is built upon that premise. The training program enables personnel to improve their knowledge, skills and abilities, and promotes awareness and sensitivity to cultural backgrounds and needs. Program staff members are expected to be able to assess, plan, educate, and subsequently support the client with services to reach her or his highest level of program participation and involvement, independent functioning, self-determination, and preferred community inclusion.

Each staff member is expected to keep a training log of all trainings attended each year. That log is forwarded to Human Resources and becomes part of their personnel file. PACT’s internal staff training and development program includes:

- New Hire Training: Orientation 1; Orientation 2; and Program Orientation.
- Centralized Quarterly Training Opportunities
- Mandatory Annual Training
- Ongoing Program Training
- Supervisor Training (*Putting the Pieces Together Supervisory Training*)
- Individual Training

All PACT employees are evaluated at three months after initial hire, at the end of the first year of employment, and annually thereafter.

Staff development needs are formally assessed annually during the performance evaluation procedure, through an organization-wide needs assessment and as program needs change and develop. Staff are encouraged to request training as needed and may be given time off from their duties to pursue educational opportunities. The final determination regarding training resides with the Program Director. Examples of



training that staff members have sought are *Putting the Pieces Together Supervisory Training* (Butler Institute for Families, University of Denver, Graduate School of Social Work), understanding the culture of poverty, improving communication skills, and business writing.

Program Directors use the following sources of information when assessing the training needs of their staff:

- Staff in-service & skill development questionnaires
- Job requirements;
- Performance evaluations;
- Client input;
- Quality improvement process;
- Strategic planning;
- Contract requirements; and
- Prior training record ..

The EDC Program Director expects staff members to take advantage of a variety of training opportunities throughout the year. All personnel are required to sign in and out of trainings. Training records and certificates of completion are kept in personnel files. Human Resources tracks attendance at mandatory training sessions.

B. Organization Chart

1. Economic Development Center:

The Program Director (10% FTE) has overall administration of the Economic Self-Reliance Project and Economic Development Center. The Program organization chart reflects the Program Director (10% FTE) who supervises the two Program Supervisor (50% FTE), Senior Program Specialist-Oahu (25% FTE), Administrative Assistant III-Kalihi (10% FTE), and two Administrative Assistants II (10% FTE). The Program Supervisor will supervise the six Program Specialists (100% FTE). The two Administrative Assistant II positions will provide 10% support to the Economic Self-Reliance Project at the Wahiawa and Kapolei offices. Included in the chart are the position titles, names and full-time equivalencies. Please see the above Section 2. Staff Qualifications, program staffing table for job descriptions, responsibilities and qualifications.

2. Parents And Children Together:

The Organization-wide chart shows the placement of the Economic Development Center as one of PACT's prevention programs among 16 prevention and intervention programs that are supported by PACT's administration—executive management, general administrative staff, human resources, fiscal, IT, quality, facilities management, fund development and community relations. *(Please see EDC and PACT Organization Chars in the Attachments)*



VI. Other

A. Litigation

PACT has no litigation pending.

B. Licensure or Accreditation

PACT is fully accredited by the Council on Accreditation for Families and Children (COA). It is a member of the Child Welfare League of America, the Kalihi Business Association, and the Better Business Bureau. PACT has been an Aloha United Way agency for over 20 years.




Budget



BUDGET REQUEST BY SOURCE OF FUNDS

(Period: July 1, 2011 to June 30, 2012)

Applicant/Provider: Parents And Children Together
 RFP No.: GRANT IN AID
 Contract No. (As Applicable): Employment and Business Start-up Date Prepared: 1/28/2011
Services for Low-Income Persons - OAHU

BUDGET CATEGORIES	Budget Request (a)	(b)	(c)	(d)
A. PERSONNEL COST				
1. Salaries	292,314			
2. Payroll Taxes & Assessments	39,462			
3. Fringe Benefits	46,079			
TOTAL PERSONNEL COST	377,855			
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Airfare, Out-of-State				
3. Audit Services	1,592			
4. Contractual Services - Administrative	3,966			
5. Contractual Services - Subcontracts				
6. Insurance	1,974			
7. Lease/Rental of Equipment	672			
8. Lease/Rental of Motor Vehicle				
9. Lease/Rental of Space	5,995			
10. Mileage	4,692			
11. Postage, Freight & Delivery	185			
12. Publication & Printing	853			
13. Repair & Maintenance	1,246			
14. Staff Training	1,513			
15. Subsistence/Per Diem				
16. Supplies	1,732			
17. Telecommunication	3,497			
18. Transportation				
19. Utilities	1,231			
20. Beneficiary Cost	14,200			
21. Administrative Costs	68,568			
22.				
23.				
TOTAL OTHER CURRENT EXPENSES	111,916			
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
TOTAL (A+B+C+D)	489,771			
SOURCES OF FUNDING		Budget Prepared By: Carolyn Pai, Staff Accountant (808) 47-3285 x 787		
(a) Budget Request	489,771	 Signature of Authorized Official _____ Date _____ Ruthann Quitiquit, President and CEO Name and Title (Please type or print)		
(b)				
(c)				
(d)				
TOTAL REVENUE	489,771	For State Agency Use Only Signature of Reviewer _____ Date _____		

BUDGET JUSTIFICATION PERSONNEL - SALARIES AND WAGES

Applicant/Provider: Parents And Children Together

RFP No.: GRANT IN AID

Period: 7/1/11 to 6/30/12

Date Prepared: 1/28/2011

Contract No. Employment and Business Start-up

(As Applicable) Services for Low-Income Persons - OAHU

POSITION NO.	POSITION TITLE	FULL TIME EQUIVALENT TO ORGANIZATION	ANNUAL SALARY INCLUDING BUDGETED SALARY INCREASE	% OF TIME BUDGETED TO THE CONTRACT	TOTAL SALARY BUDGETED TO THE CONTRACT
			A	B	A x B
1	Program Director	1	66,950	10.00%	6,695
2	Administrative Assistant III - EDC - KPT	1	37,080	15.00%	5,562
3	Administrative Assistant II - EDC - Kapolei	1	32,960	10.00%	3,296
4	Administrative Assistant II - EDC - Wahiawa	1	32,960	10.00%	3,296
5	Program Supervisor-Employment	1	41,200	50.00%	20,600
6	Program Supervisor-Business	1	41,200	50.00%	20,600
7	Senior Program Specialist	1	39,140	25.00%	9,785
8	Program Specialist-Business	1	37,080	100.00%	37,080
9	Program Specialist-Business	1	37,080	100.00%	37,080
10	Program Specialist-Employment	1	37,080	100.00%	37,080
11	Program Specialist-Employment	1	37,080	100.00%	37,080
12	Program Specialist-Employment	1	37,080	100.00%	37,080
13	Program Specialist-Employment	1	37,080	100.00%	37,080
TOTAL:					292,314

JUSTIFICATION/COMMENTS: To maintain competitive, market-based salaries and retain qualified employees, salary rates include a 3% cost of living increase for direct service staff only, and only for FY2012. With the COLA, wage rates are reasonable and comparable to similar positions within the service area and the industry as supported by local wage studies conducted by the Hawaii Employers Council.

Shared direct service staff (positions 1-7) are allocated to the project based on an estimation of their time that will be spent providing supervision, training, management, oversight, reporting, intake and/or clerical support to staff, clients and the State as described in the scope of services. Other State/Federal/Private contracts fund the balance of cost for these positions. Direct service staff charged 100% to project include six 1.0 FTE Program Specialists.

The agency tracks allocated personnel costs through time studies and personnel action forms, which are completed for each employee, approved by program director and agency management, and reviewed by the Human Resources Manager and Controller.

Required & Supporting Attachments



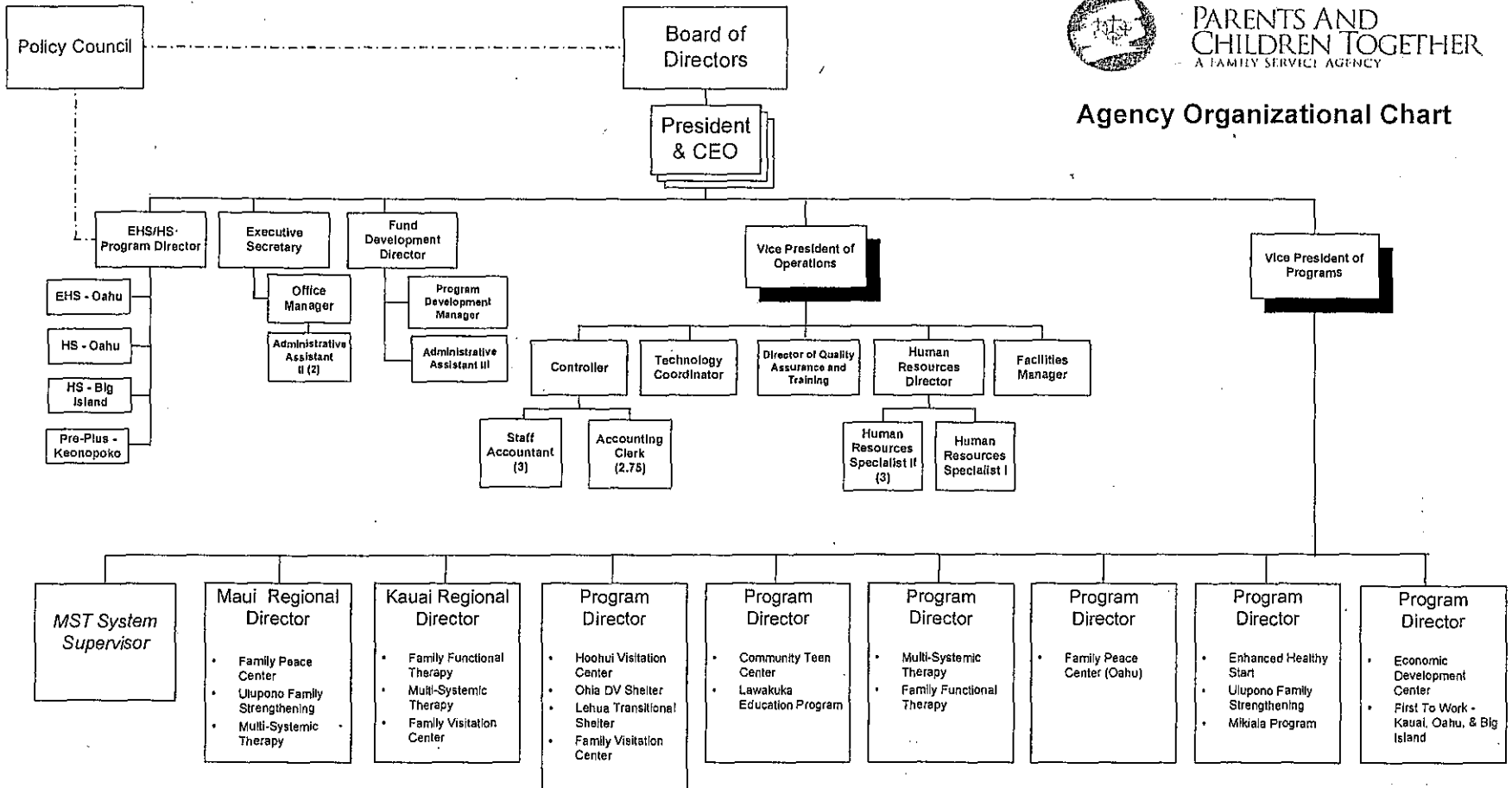
Organizational Charts



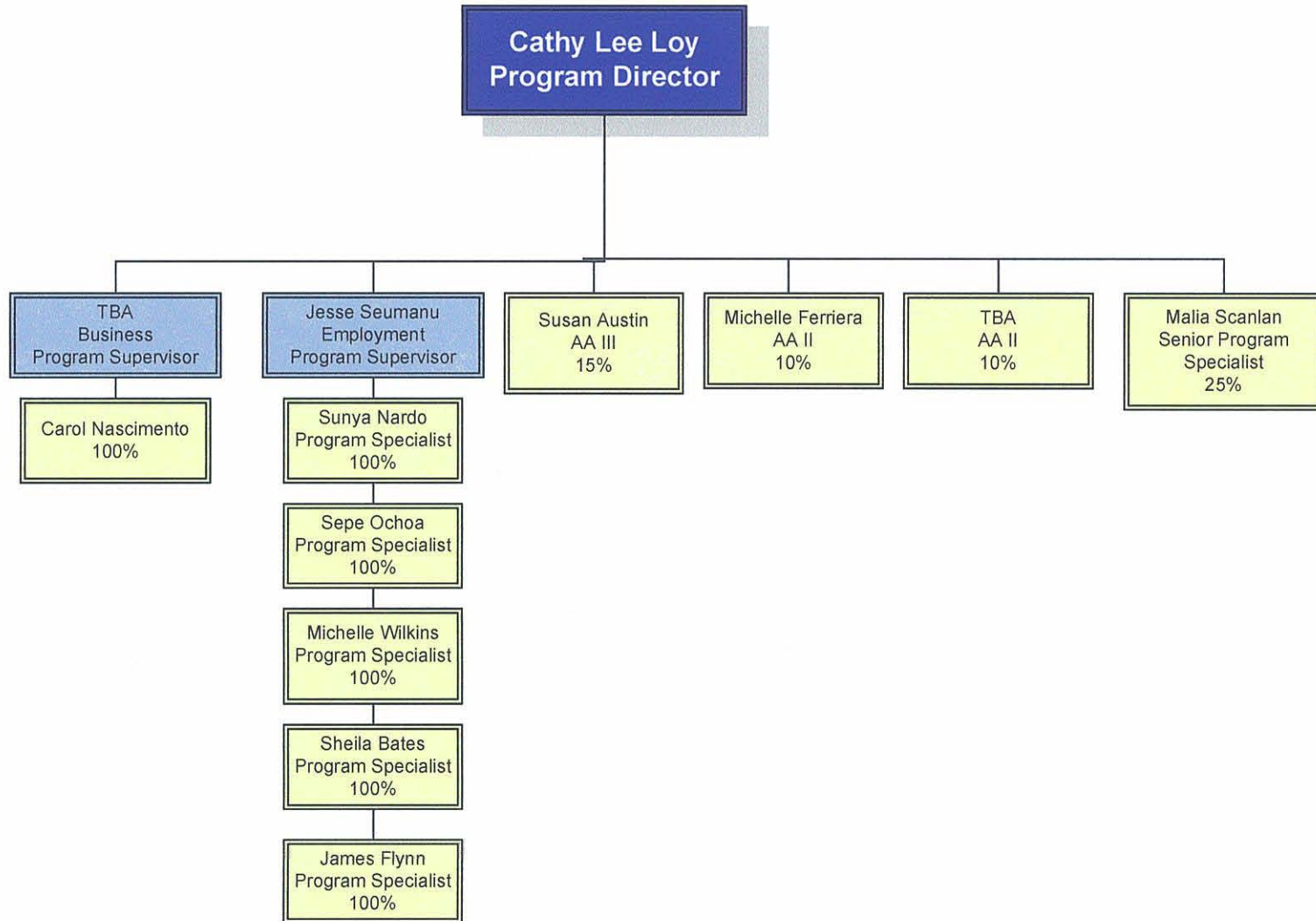


PARENTS AND CHILDREN TOGETHER
A FAMILY SERVICE AGENCY

Agency Organizational Chart



Economic Development Center Organizational Chart



Declaration Statement



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

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

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

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

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

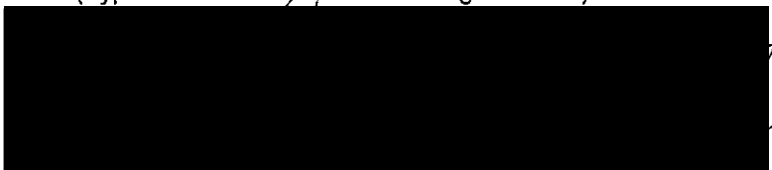
Further, a grant or subsidy may be awarded to a non-profit organization only if the organization:

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

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

Parents And Children Together

(Typed Name of Individual or Organization)



(Signature)

January 30, 2008

(Date)

Ruthann Quitiquit

(Typed Name)

President & CEO

(Title)