

House District _____

Senate District X

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

Log No: 18-0

For Legislature's Use Only

Type of Grant or Subsidy Request:

GRANT REQUEST – OPERATING

GRANT REQUEST – CAPITAL

SUBSIDY REQUEST

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

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

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

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

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

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual:
DOMESTIC VIOLENCE ACTION CENTER

Dbn:

Street Address: **CONFIDENTIAL**

Mailing Address: **P.O. Box 3198
Honolulu, HI 96801**

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name NANCI KREIDMAN, M.A.

Title CHIEF EXECUTIVE OFFICER

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Fax # 808-531-7228

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3. TYPE OF BUSINESS ENTITY:

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

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

Specialized Holistic Services for
Victims of Domestic Violence

4. FEDERAL TAX ID #: [REDACTED]

5. STATE TAX ID #: [REDACTED]

7. AMOUNT OF STATE FUNDS REQUESTED:

FY 2012-2013: \$ 204,628.00

8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:

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

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

STATE \$ _____

FEDERAL \$ _____

COUNTY \$ _____

PRIVATE/OTHER \$ _____

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

[REDACTED]

NANCI KREIDMAN, CHIEF EXECUTIVE OFFICER

1/30/12

AUTHORIZED SIGNATURE

NAME & TITLE

DATE/SIGNED

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Specialized Holistic Services for Victims of Domestic Violence

I. Background and Summary

Since 1990, the Domestic Violence Action Center (DVAC) has delivered an array of specialized programs for victims of domestic violence, dating violence, sexual assault, and stalking. DVAC has 34 employees trained to meet the complex needs of these victims.

DVAC's unique services are an integral part of the community's safety net. Victims of domestic violence must make difficult, life-threatening decisions; to do this successfully they require compassionate, supportive, responsive and appropriate assistance over an extended period of time. In order to remain safe, become self-sufficient, and survive, it is essential for victims to have access to services provided by expert attorneys and advocates. The Domestic Violence Action Center meets this need.

DVAC proposes to provide victim support services on the island of Oahu to victims of intimate partner violence. The program goals are to enhance the safety of victims of domestic violence and their families, provide them with the support they need to leave abusive relationships, and to educate them so that they can avoid becoming involved in similar relationships in the future.

DVAC will provide services to adults of either gender who are referred by the court or voluntarily request services in cases of divorce, paternity, or restraining orders. Many children will also be indirectly served as a result of the direct services that DVAC provides to their parents. DVAC is proposing service activities that will enhance victim and community safety.

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The proposed services will help victims navigate their escape, make difficult decisions, understand abuse, and access other community resources.

The objectives are to provide:

- civil legal services to victims, including representation in divorce, custody, post-decree, and restraining order cases;
- advocacy to victims contemplating or actually leaving relationships;
- telephone Helpline assistance: advice, referral and safety planning for victims, their families, other providers and community stakeholders.

A study conducted by economists at Colgate University and the University of Arkansas concluded that access to legal services is a primary factor contributing to a nationwide decrease in domestic violence, eclipsing other services such as shelter, hotlines, and counseling programs. One of the economists who authored the study stated "Legal services are the most expensive support service, the service to which the fewest women have access and according to our research, the only service that decreases the likelihood women will be battered" (Amy Farmer and Jill Tiefenthaler).

The Domestic Violence Action Center began as an agency providing exclusively legal services. It became apparent that a court order alone was insufficient for victims needing to make the transition to survivor.

A complement of advocates was added to assist in maximizing resources (attorneys can focus on their legal services) and supporting all the needs that victims have as they make this transition.

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The triad carries a caseload of divorce, restraining orders, paternity, and post-decree matters. The cases remain open for as long as 18 months, as the perpetrators are inclined to generate challenges to all matters-including safety (through demands for unsupervised visitation), property (not paying child support) and legal rights (retirement, health care issues).

This proposal requests funding for a triad of professionals (an attorney, a paralegal and an advocate) to assist victims and their families on the journey to safety and self-sufficiency. This transition for families is arduous, terrifying and overwhelming. Assistance is needed to help victims navigate their way to becoming survivors in the courtroom and the community. All Domestic Violence Action Center staff are trained to understand the unique challenges victims face, and are available to assist survivors to overcome all the barriers on the path to safety. Funding will support staff and administrative costs related to serving survivors and their families.

The target population to be served is all victims (adults and youth) of domestic violence on Oahu who are seeking to leave the violent relationship. Agency clients are overwhelmingly low income, with more than 85% living with annual incomes below \$30,999.

II. Service Summary and Outcomes

Scope of work, tasks and responsibilities

The program services described in this proposal are designed to meet the complex and life threatening needs of victims of intimate partner violence. Funding awarded through this proposal will support three professionals who will enhance community safety by carrying out the tasks and duties described below.

The direct services include representation in divorce, custody, and restraining order cases, advocacy to victims contemplating or actually leaving abusive and potentially lethal relationships, and telephone Helpline assistance including information, advice, referrals, and safety planning for victims, their families, other providers and community constituencies. Cases are open when a victim of intimate partner violence needs assistance navigating the civil, social or criminal justice system on Oahu. Although Helpline is available to callers from the entire state, the mainland, and to anyone needing the information or guidance about domestic violence, in person services are available only on Oahu, and in the First Judicial Circuit courts.

It's difficult to accurately gauge the magnitude of the problem these services will address, because the crime is often unreported. However, every year, Honolulu Police make thousands of arrests for family violence, including assault, violation of a temporary restraining order, and abuse of a family or household member. Though Honolulu prosecutors received 1,711 cases for prosecution in FY 2009 (most current data available), 402 of the defendants pled guilty as charged or to a lesser degree.

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A very small number resulted in a conviction of the offense as charged – 10, and 38 were acquitted after trial. Two hundred and ninety nine (299) cases were dismissed with or without prejudice; prosecution was declined in two hundred and ninety (290) cases.¹”.

In addition, there are over 2,500 petitions for temporary restraining orders in the First Circuit every year. The number of protection orders granted in the First Judicial Circuit climbed steadily from FY 2000 (2,093) through FY 09 (2,940), State of Hawaii Implementation Plan for the S.T.O.P Violence Against Women Formula Grant (FY 2012-2014). In the past year, there was an increase in protection order filings in Honolulu County by 16.52%. Arrests made for violation of protection orders remain relatively steady, reaching about one thousand every year during the same time period.

Based on national data, it is clear that the thousands of arrests and TRO petitions represent the tip of the iceberg, meaning that there are thousands of victims on Oahu who would benefit from specialized assistance but don't receive it. The services proposed will serve the victims who reach out for help.

The two points of entry to DVAC legal and advocacy services are the Helpline and the EXPO Court Outreach program. The Helpline is staffed by attorneys, paralegals, advocates and the Helpline Supervisor. The attorney, paralegal and advocate supported with the funds requested will serve Helpline callers. Staff answers calls from victims seeking information, crisis support, and services, from other professionals seeking information about services in the community, from family members and friends of possible victims, and from media, business and allied safety net programs.

¹ Implementation Plan for S.T.O.P. Violence Against Women Formula Grant

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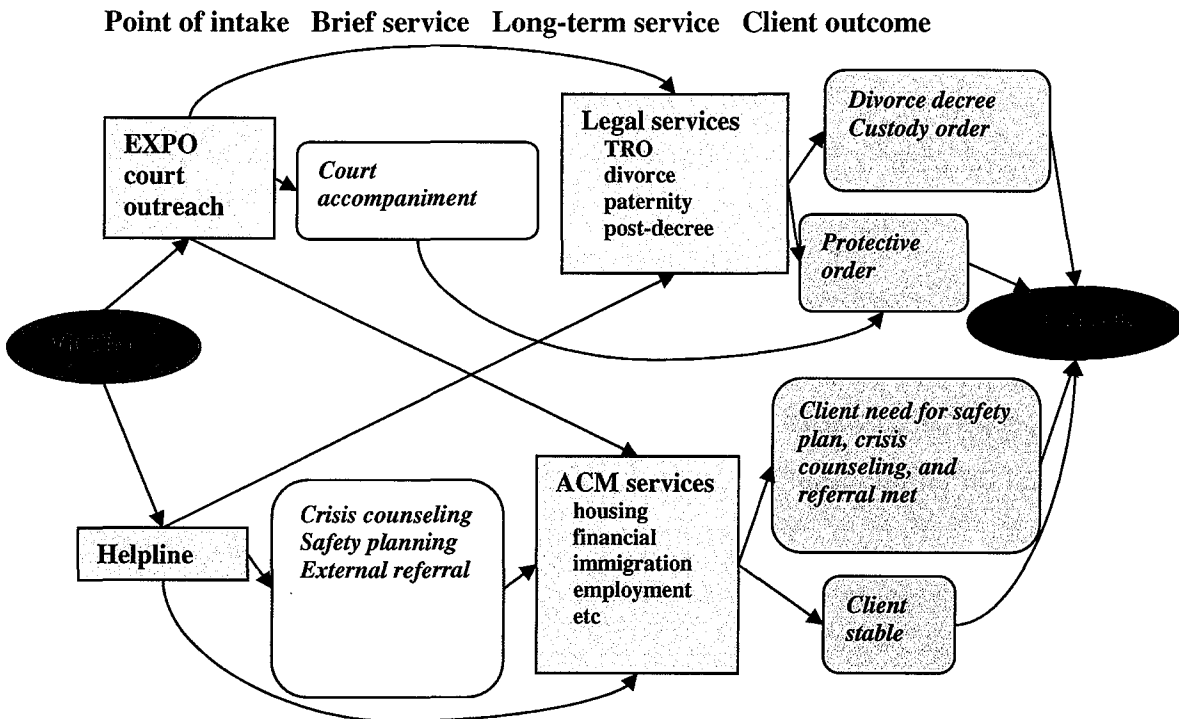
Helpline staff is positioned to serve in an intake capacity assessing callers for victim status and their ability to undertake legal action in pursuit of a legal remedy. To assess the risk of a caller's situation, they use an agency-developed assessment tool based on work by Dr. Jacquelyn Campbell. When a call is received from a person with limited English proficiency (LEP) who cannot be served by DVAC bi-lingual staff (DVAC has staff fluent in Japanese, Ilocano, Tagalog, Vietnamese) contact is made with the Bilingual Access Line (BAL) to arrange for a phone interview with an interpreter. Helpline refers appropriate callers for legal representation and advocacy

The other point of entry is the EXPO Court Outreach program. The EXPO Court Outreach Advocates try to make personal contact with every petitioner in Family Court for a temporary restraining order against an intimate partner. Working closely with Victim Witness Kokua staff of the Prosecuting Attorney's office, EXPO Court Outreach Advocates also contact as many complaining witnesses in criminal domestic violence cases as they can. Staff assesses petitioners in civil court and witnesses in criminal court to determine if they are victims and for readiness. They also assess for risk using the agency-developed assessment tool. To those with simpler or shorter-term needs, the EXPO Court Outreach Advocates provide short term case management, advocating, for example, with employers, Child Protective Services staff, or U.S. Citizenship and Immigration Services. They may also link clients to agencies with cash or in-kind resources such as Helping Hands Hawaii or arrange for interpretation services at intakes and court appearances through BAL.

As is described below, DVAC takes this intake function very seriously, realizing that it is easy to discourage scared and ambivalent callers and petitioners, and so provides constant training, supervision and feedback to the staff that function in this capacity.

The flow chart below represents the paths clients may take through the DVAC system.

Domestic Violence Action Center Flow of Service Delivery



Helpline

Helpline is open from 8:30-4:30 every business day and functions as a point of intake for agency services, a source of referrals for the community, and a legal hotline. All Helpline staff is trained in assessment, structured interviewing, suicide intervention and confidentiality issues.

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The staff records information about every call in the agency database and completes a caller sheet, which they forward to the Helpline Supervisor for review. These sheets cue the supervisor to do supervision with staff as needed. The supervisor also maintains a referral list of community resources that is regularly updated and that the staff use during calls.

EXPO Court Outreach Team

The EXPO Court Outreach program staff is located on site at Family Court and consists of four advocates and the Lead Advocate. The program serves petitioners in civil court and chief complaining witnesses in criminal court. These staff attempt to contact all petitioners for intimate partner TROs in Family Court and as many complaining witnesses as possible in misdemeanor criminal court domestic violence cases. They also work with victims who are respondents in TRO cases. The five staff members meet with petitioners at both the Ex Parte and the order-to-show-cause (OSC) stages of the TRO process. They meet with petitioners at both the Family Court in Kapolei and at the Circuit Court on Punchbowl Street and take referrals from Ala Kuola.

When EXPO staff meets with petitioners and witnesses, they first attempt to determine whether they are victims. This can be difficult. Abusers frequently pose as victims to preempt their victims from getting TROs against them or preclude them from receiving services from agencies like DVAC. It is also possible that a petitioner can be involved in a mutually abusive relationship. The EXPO staff conducts structured interviews with the petitioners to differentiate, and if they determine that the petitioner is a victim they offer DVAC services as appropriate.

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EXPO staff submits applications for legal representation and advocacy. They may provide short-term advocacy themselves or refer them to other community agencies.

Advocate Team

The advocacy team consists of five advocates and is supervised by the Advocacy Manager. The advocates provide long-term (up to one year) advocacy to victims who are leaving or, much less frequently, considering leaving relationships. They help victims formulate safety plans and provide domestic violence education. Both of these are extremely important, the former because the period of transition out of an abusive relationship is the most dangerous time for a woman and because, during this chaotic period, the dangers and a victim's responses to them frequently change. To help in formulating safety plans the advocates assess for risk using the agency risk assessment tool.

Domestic violence education is important because many victims are so habituated to abuse and oppression that they may not realize they're experiencing it. Advocates also accompany clients to court, help secure housing, and advocate for them with various agencies. To help with housing, advocates access homeless prevention services, help clients access Section 8 and public housing, and negotiate with landlords by, for example, setting up payments plans for clients in arrears. Advocates also advocate on behalf of clients with the courts, Citizenship and Immigration Services, employers, Hawaii Public Housing Authority, Child Protective Services, public benefits agencies (Social Security Administration and Department of Human Services) and many others.

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Three of the five advocates are fluent in foreign languages common to DVAC clients (Tagalog, Ilocano and Japanese) and serve as interpreters for their clients. For clients who speak other languages, the advocates arrange interpretation services through BAL. Two of the five advocates have Master's degrees in Social Work, one has a Master's degree in Marriage and Family Counseling, and two have a J.D.

In addition to these services, the advocacy team leverages special resources for their clients. DVAC frequently receives grants on behalf of agency clients that enable the advocates to aid clients with small sums of cash to prevent utilities from being turned off or the client herself from being evicted. Most recently, DVAC received private funding to provide clients with much-needed bus vouchers. Many clients don't have cars and are in desperate need of transportation to seek housing, relocate and obtain other community assistance.

DVAC also gets 50 Hopeline cellular phones every year. Each of these phones has 3000 pre-paid minutes, providing the clients who receive them with free phone service, which is extremely helpful in the chaotic and dangerous transition period experienced by agency clients. Finally, the advocates provide sponsorship for clients with the Sunshine Lady Foundation and Women's Independent Scholarship Program, which pay tuition for ongoing education for survivors of domestic violence. This is often a crucial service to victims striving to become independent.

Each advocate carries an average caseload of 35 clients. They are supervised by the Advocacy Manager and collaborate in triad teams with attorneys and paralegals working on the divorce and paternity (and occasionally TRO) cases of their clients.

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Legal Team

The legal team consists of four staff attorneys and two supervisors -- the Managing Attorney and Helpline Supervisor, who are also practicing lawyers -- three paralegals and a Legal Services Support Supervisor, who also functions as a paralegal. Three of the staff attorneys take primarily divorce and paternity cases, and one takes primarily TRO cases. Because TRO representation is inherently short term, and the volume of requests for TRO representation fluctuates a lot, the EXPO or TRO attorney also carries a small caseload of divorce/paternity cases. The other three staff attorneys, the Managing Attorney and the Helpline Supervisor, though tasked primarily with divorce and paternity representation, represent TRO petitioners who the TRO attorney cannot represent during periods of high demand. The fluctuation in demand is historically random. This “overflow” system assists the agency in meeting the demand.

Consideration for case acceptance is focused on the potential for legal remedy and victim readiness, and, if they accept the applicant, the Managing Attorney and the Legal Services Support Supervisor assign the client to an attorney and a paralegal.

Victim need, legal remedy needed, court date pending and existing caseload dictate decisions about case assignments. If the client is eligible but caseloads are full, the applicant is put on the legal team waitlist. The triad then meets with the client during an intake meeting, which often takes three to four hours. Interpreters are arranged for intake and court hearings if the client needs language assistance.

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The client signs a retainer agreement, receives forms explaining the client grievance process, client rights and DVAC services, and pays the initial fee. Fees are minimal and are based on the client's ability to pay. Particularly needy clients can request a fee waiver, which is reviewed by a rotating Fee Adjustment Committee, who either approve the waiver request or create a payment schedule. There were 33 fee waivers in FY 2011. DVAC has a system in place for clients to pay by credit card.

A safety plan, based on the same risk assessment as used by Helpline, advocates and EXPO, is completed with the client at the time of intake. If the client already has an advocate with whom she is working closely, her advocate also attends the intake to facilitate work among the triad of professionals. After payment, the attorney either responds to a filing or initiates a case by filing motions on behalf of the client.

Indigent legal services clients also have access to the Women's Legal Defense Fund, which was established by the agency when it became clear that many clients cannot afford fees for filing, postage, discovery, subpoenas and other costs. When an attorney believes a client requires services she cannot afford, the attorney can request a one-time allotment from the fund to cover the costs of the service. The Managing Attorney reviews the request and either approves or rejects disbursement. The Fund is replenished by small grants from groups such as the Hawaii Women's Legal Foundation and the Hawaii Women's Fund.

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Timeline for services

Activities	July 1, 2012 – June 30, 2013											
	J	A	S	O	N	D	J	F	M	A	M	J
<i>The attorney and paralegal will</i>												
Open 7 divorce, paternity, post-decree cases in Family Court												
Open 6 divorce, paternity, post-decree cases in Family Court												
Open 6 divorce, paternity, post-decree cases in Family Court												
Open 6 divorce, paternity, post-decree cases in Family Court												
Open 4 temporary restraining order cases in Family Court												
Open 4 temporary restraining order cases in Family Court												
Open 4 temporary restraining order cases in Family Court												
Open 3 temporary restraining order cases in Family Court												
Close 6 cases in Family Court												
Close 6 cases in Family Court												
Close 6 cases in Family Court												
Close 7 cases in Family Court												
<i>The attorney will</i>												
Make 18 appearances in Family Court												
Make 18 appearances in Family Court												
Make 17 appearances in Family Court												
Make 17 appearances in Family Court												
<i>The Advocate will</i>												
Open 12 cases												
Open 12 cases												
Open 10 cases												
Open 10 cases												
Close 10 cases												
Close 20 cases												

Quality Assurance Program

DVAC's Quality Assurance (QA) Program addresses client complaints, grievances, appeals, and client satisfaction. The management team, i.e., the Chief Executive Officer and Vice Presidents, is responsible for the development and implementation of the QA program.

DVAC's QA Program has these characteristics:

- Quality Management Reports (QMRs) that include outcome measures and, for each measure, who is affected, when the measure is taken, where the data comes from, who is responsible, and the targeted benchmark
- Quarterly review of client records
- Satisfaction measures from clients
- Tracking, trending, and analysis of client complaints, grievances and appeals
- Staff development

An administrative review of client outcomes; record reviews; quality assurance; client complaints, and grievances and appeals is done quarterly and reported in the QMR. The Board of Directors annually reviews the past years' QMRs and makes recommendations to the CEO.

The supervisors of the client services program review client status and service delivery monthly. Client services supervisors' reviews focus on case status, referrals, and progress toward client goals. QA is a standard agenda item at Supervisor's meetings.

Quality Management Reports

Each team in the Survivor and Community Programs Department has a set of metrics in the areas of effectiveness, efficiency and human resources. The metrics measure both the quality of services that the team provides and the integrity of systems for providing those services. The team leader (Managing Attorney, Advocacy Manager, Helpline Supervisor, etc.) tracks these metrics and compiles them on a quarterly basis in that team's QMR. If there are benchmarks that are missed by more than ten percent or for two or more consecutive quarters, the team leader attaches a corrective action plan identifying actions that will correct the deficiency.

Record Reviews

To ensure that case records are adequately maintained and reflect services provided, the following procedures have been implemented: The supervisor reviews a random sample of case files and Helpline call sheets quarterly. The supervisor's review of case records and call sheets is incorporated into the QMR. This report includes summarized findings and corrective action plans.

Client Surveys

Each client is given a client satisfaction survey on the opening of his or her case to be completed at the time the case is closed. This survey focuses on areas of satisfaction and asks for recommendations for improvement in program services. Results are reported and reviewed, with recommendations for improvement discussed and implemented as appropriate. Clients may appeal any case closing or denial of service decision made by DVAC. Clients are informed in writing of DVAC's grievance and appeals process and rights at the time of intake.

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Documentation and Analysis

Staff work and program services are documented by each staff person. The agency maintains a record of the services provided by all staff persons to each client. Every month, staff tabulates the number of clients served and the kinds of services provided. Case tracking and case acceptance intake minutes are kept on file for evaluation with caseload and case assignments. Helpline calls are entered into an agency database. Case reviews are included as part of program evaluation and performance appraisals.

Client grievance procedure forms are distributed to clients enabling them to file grievances about services or the staff they have worked with. Client retainer agreements, release of confidentiality forms and notice about the extent of services and expectations at outreach programs are provided to all who have received services on site and in Family Court. Training curricula and training presentation logs are maintained by each department.

Every court advocate, advocate, paralegal and attorney reports monthly on the services he or she provides. These include the number of clients assessed for victim status, risk assessments, safety plans, client contacts, referrals, accompaniments, follow up calls, and other items. The supervisors compile this data and enter it in a monthly statistical report. The number of satisfaction surveys returned by clients and the levels of satisfaction reported are tabulated. Referrals to in-house services -- either for advocacy or legal representation -- are also tracked. The supervisors and the Vice President review the data and address any issues or problems.

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Monthly, quarterly, and final reports are provided in a timely fashion to all funders. These reports include service data and highlight activities, accomplishments, staff changes and program challenges. Qualitative data and qualitative analysis reflect goals and objectives proposed in grant applications. Agency supervisors, managers and vice presidents identify program strengths and weaknesses, initiate corrective action, and implement innovative, efficient and effective methods to improve services which are intended to be responsive to funding partners.

Measures of Effectiveness

The measures of effectiveness by which this program's achievement will be demonstrated are listed below.

The attorney and paralegal will:

Open 25 divorce, paternity, post-decree cases in Oahu Family Court.

Open 15 temporary restraining order cases

Close 25 cases in Family Court.

The attorney will:

Make 70 court appearances on behalf of DVAC clients.

These activities will result in the following outcomes:

- 10 clients will receive divorce decrees or custody orders (the remaining 15 cases will be carried over)
- 12 clients will receive protective orders.
- 12 clients will report freedom from abuse 3 months after their cases are closed.

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The advocate will:

Open 44 cases

Close 30 cases

These activities will result in the following outcomes:

- 8 clients who don't have safe housing at intake will secure safe housing.
- 25 clients will increase their income through access to benefits and/or access resources that help them become financially stable.
- 10 clients without access to medical care at intake will secure access to medical care.
- 5 clients whose immigration status is a problem at intake will improve their status.
- 30 clients will report freedom from abuse 3 months after their cases are closed.

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III. Financial

Budget

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

Please see attached budget sheets.

2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2012-2013.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$51,157.00	\$51,157.00	\$51,157.00	\$51,157.00	\$204,628.00

3. The applicant shall provide a listing of all other sources of funding that they are trying to obtain for fiscal year 2012-2013.
 - A. **First Judicial Circuit, The Judiciary, State of Hawaii**
RFP No. J11030 Fiscal Year 2012-2015
 - B. **City and County of Honolulu**
Community Development Block Grant – Fiscal Year 2013
 - C. **Aloha United Way**
Emergency and Crisis Services – 1/1/2013 – 12/31/2013
 - D. **A & B Foundation**
Adopt A Family
 - E. **The J. Jill Compassion Fund**
Empowering Women & Helping Them Become Self-Sufficient
 - F. **Sidney Stern Memorial Trust**
Adopt A Family
 - G. **Friends of Hawaii Charities, Inc.**
Adopt A Family

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**H. Legal Aid Society of Hawaii
Legal Assistance to Victims 11/16/10 – 9/30/12**

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

Not Applicable

IV. Experience and Capability

A. Necessary Skills and Experience

The Domestic Violence Action Center is anchored in the community effectively serving victims of domestic violence for over 20 years. The agency is one of few stand-alone agencies focusing on this one constituency and creating programs uniquely suited to address the complex, potentially life threatening abuse they face. Other programs for victims in the community are embedded in large social service agencies, or are a part of a larger agency mission, such as serving immigrants or low income communities, only some of whom are victims.

Today, with a staff of 34, the Domestic Violence Action Center serves victims of domestic violence through a comprehensive array of client-centered services that includes legal representation, advocacy, civil and criminal court outreach, and telephone assistance. The Domestic Violence Action Center accepts high-risk, contested divorce, temporary restraining order (TRO), post-decree, and paternity cases and provides safety planning, crisis management, risk assessment, accompaniment, and bilingual advocacy.

The tangential needs victims present to staff are met with private resources secured to supplement program services, such as Hopeline phones, bus vouchers and Sunshine Lady Scholarships to continue education.

Victims of domestic violence need holistic support to navigate the path to safety. A court order alone provide insufficient for victims to meet their challenges.

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In recognition of these challenges, the Domestic Violence Action Center designed and implemented a triad model, which assigns a triad of professionals (lawyer, paralegal, and advocate) to legal clients with compounded challenges to help them while they exit a violent relationship. A key member of the DVAC triad is the advocate who is available to victims for an extended period, providing crisis support, information and assistance with upcoming events.

DVAC has made vital contributions to the safety and well-being of Hawaii's families by helping them become safe and rebuild their lives without violence. Twelve-year data suggests that the DVAC programs uniquely fulfill the needs of the community. Clients seek ongoing contact with staff, as they make their escape or their decisions. DVAC staff have had 202,789 telephone contacts with victims since 2000.

Safety planning by staff is not an event, but a process, and can be done with victims multiple times: upon intake, over the telephone, as part of a Helpline call, on-site at court, after a court hearing, or whenever a victim's circumstance changes. 35,022 safety plans have been done by DVAC staff since 1990. Attorneys have made 6,147 court appearances and committed 21,192 hours working on document preparation (alongside paralegals) on the 3,894 cases opened during that 12 year period. Advocates have completed 17,430 accompaniments with clients to agencies, appointments or other community resources. 3,322 legal cases have been closed over the 12 years data has been collected this way.

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Surveys completed in 2011 by clients of the Domestic Violence Action Center reflect overwhelming satisfaction. 98% (41 of 43) of clients who returned feedback surveys for DVAC attorneys marked excellent in relation to their attorneys taking their abuse seriously, and over 93% (39) felt excellent about the results their attorneys got. Over 90% of the 56 clients who returned feedback surveys for the advocacy team also expressed excellent or higher satisfaction overall with the services they received.

In addition to its sustained experience with client-centered services and legal representation, the agency has an administrative structure that enables it to support and evaluate the program. DVAC's infrastructure has been built to responsibly manage programs and finances, implement a personnel benefits program, and work with a Board of Directors. Over time, the agency has undertaken initiatives to review and implement changes that the growth of the organization demanded.

Management has improved the agency computer network, assessed organizational data compilation systems, and sought consultation by experts in accounting, business planning and organizational effectiveness. Management staff cultivates relationships with community leaders, maintains dialogue with elected officials, nurtures allies in the not-for-profit sector, and creates partnerships serving the public interest.

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Following is a list of all DVAC contracts for the last three years that reflect the agency's experience providing services similar to those proposed here.

<p>1. City & County of Honolulu Contract Number: CT-DCS-1100035 Award Amount: \$116,219 Program Period: 9/2/10 – 8/31/11 Program Title: Crucial Direct Services to Victims</p>	<p>City & County of Honolulu Department of Community Services 715 S. King St. Suite #311 Honolulu, HI 96813 Dina Wong (808) 768-7783 Dwong6@honolulu.gov</p>
<p>2. Violence Against Women's Office (VAWA/VAWO) Contract Number: 2004-WL-AX-0015 Award Amount: \$599,729 from application CFDA 16.524, GMS 2004-X0393-HI-WL Total Award: \$1,433,905 Program Period: 7/1/06 – 6/30/09 Program Title: Legal Assistance for Victims Grant Program</p>	<p>Neelam J. Patel, Program Specialist U.S. Department of Justice Office on Violence Against Women 202-353-4338 Neelam.J.Patel@usdoj.gov</p>
<p>3. Rural Domestic Violence and Child Victimization Enforcement Grant (Federally funded through the office of the State Attorney General) Project Number: 04-WR-02 Award Amount: \$656,924 Program Period: 10/1/06 – 6/30/09 Program Title: Specialized Advocacy Services for Rural Victims in Hawaii</p>	<p>Kathleen M. Mitchell Office of the Attorney General 235 South Beretania St., #401 Honolulu, HI 96813 Kathleen.M.Mitchell@hawaii.gov</p>
<p>4. Edward Byrne Memorial Discretionary Grants Program (FY 2008 Congressionally Mandated Awards) (VAWA) Project Number: 2008-DD-BX-0231 Award Amount: \$134,152 Program Period: 9/1/08 – 8/31/09</p>	<p>Barry D. Roberts, State Policy Advisor Bureau of Justice Assistance Office of Justice Programs U.S. Department of Justice 810 7th St., NW, Room #4361 Washington DC 20531 (202) 616-1144 Barry.Roberts@usdoj.gov</p>

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<p>5. First Judicial Circuit, The Judiciary, State of Hawaii Contract Number: J08164 Program Title: Legal & Advocacy Services for Victims of Domestic Violence</p> <p>Award Amount: \$1,986,336 Program Period: 7/1/08 – 6/30/09</p> <p>Award Amount: \$1,416,086 Program Period: 7/1/09-6/30/10</p> <p>Award Amount: \$1,807,278 Program Period: 7/1/10 – 6/30/11</p> <p>Contract Number J12129 Program Name: Domestic Violence Intervention Services Award Amount \$1,378,668 Program Period 7/1/11-6/30/12</p> <p>7. City & County of Honolulu – CDBG Contract Number: CT-DCS-1000092 Award Amount: \$85,034 Program Period: 9/15/10 -9/15/11 Program Title: DVAC Court Outreach Program</p> <p>8. Hawaii Justice Foundation Contract Number: 2009*03 Award Amount: \$30,000 Program Period: 1/1/09 – 12/31/09 Program Title: IOLTA Grant</p> <p>Contract Number: 2010*03 Award Amount \$17,000 Program Period: 1/1/10-12/31/10 Program Title IOLTA Grant</p> <p>Contract Number: 2011*03 Award Amount: \$14,500 Program Period: 1/1/11-12/31/11</p>	<p>Ms. Maureen Kiehm Program Specialist, First Circuit Court Office of the Chief Court Administrator 777 Punchbowl St. Honolulu, HI 96813 (808) 539-4406 Maureen.N.Kiehm@courts.state.hi.us</p> <p>City & County of Honolulu Department of Community Services 715 S. King St. Suite #311 Honolulu, HI 96813 Attn: Randy Wong rswong@honolulu.gov</p> <p>Robert J. LeClair, Executive Director Hawaii Justice Foundation PO Box 1230 Honolulu, HI 96807-1230 (808) 537-3886 hj@hawaii.rr.com</p>
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<p>9. Indigent Legal Assistance Fund Contract Number: J09012 Award Amount: \$42,336.64 Program Period: 7/1/08 – 6/30/09 Program Title: Direct Civil Legal Services for Victims of Domestic Violence</p> <p>Contract Number: J10007 Award Amount: \$41,198.19 Program Period: 7/1/09 – 6/30/10 Program Title: Direct Civil Legal Services for Victims of Domestic Violence</p> <p>Contract Number J11014 Award Amount: \$40,222.05 Program Period 7/1/10-6/30/11 Program Title: Direct Civil Legal Services for Victims of Domestic Violence</p> <p>Contract Number: J12020 Award Amount \$36,203.22 Program Period: 7/1/11-6/30/12 Program Title: Direct Civil Legal Services for Victims of Domestic Violence</p> <p>10. LAV/LASH Contract Number: 2010 WL-AX-0048 Award Amount: \$235,782 Program Period: 10/1/10 – 9/30/12 Program Title: Legal Assistance to Victims in HI</p>	<p>Mr. Thomas R. Keller Administrative Director of the Courts c/o Hawaii Justice Foundation ILAF Administrator PO Box 1230 Honolulu, HI 96807-1234 (808) 537-3886 hjff@hawaii.rr.com</p> <p>Jennifer La'a Director of Grants Management 924 Bethel St. Honolulu, HI 96813 (808) 527-8076 jelaa@lashaw.org</p>
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B. Facilities

The Domestic Violence Action Center is housed in downtown Honolulu, within walking distance of Circuit Court, District Court, the State Capitol, government agencies, and bus routes. Location of agency offices is kept confidential to preserve staff and client safety. The agency is not listed on the building directory, and the address is neither in the telephone directory nor on its letterhead. The offices DVAC has purchased to house agency programs are ADA compliant. The agency offices have 5,186 of usable square footage consisting of 12 enclosed offices, 23 workstations, two intake rooms, a server room, a kitchenette, and a reception area. Each office and workstation is equipped with a computer. The agency has five laser printers and one Xerox color copier with scan and faxing capabilities. The office is secured, entry is by key fob access for staff, and visitors are screened via an intercom system. For added security, glass panels on the side of the entry door are tinted with a security film, and a video system makes visitors visible to the receptionist.

V. Personnel: Project Organization and Staffing

A. Proposed Staffing, Staff Qualifications, Supervision and Training

Funding will support one triad team composed of an attorney, a paralegal and an advocate. These professionals will join the existing teams, which are described below.

There are currently six DVAC attorneys: three divorce/paternity attorneys, one EXPO or temporary restraining order attorney, the Managing Attorney, and the Helpline Supervisor, both of whom, in addition to their supervisory duties, carry half caseloads of divorce and paternity cases.

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The Managing Attorney, who has been with DVAC for over five years, oversees the implementation of legal services and practice by agency attorneys.

The four staff attorneys are young but experienced domestic violence lawyers, each with at least two years experience working with victims, well versed in the area of domestic violence, and trained in providing trauma-informed services. They understand, for example, how trauma affects a victim's ability to relate a coherent narrative of the abuse she has suffered and how that impacts her participation in court. The divorce/paternity attorneys carry caseloads of 25 or more, and the Managing Attorney and the Helpline Supervisor carry a caseload of ten each, in addition to their supervisory duties. They are also available to assist with "overflow" TRO requests and are expected to complete a minimum of five TROs a year.

DVAC's attorneys are supported by three paralegals and the Legal Services Support Supervisor who are closely supervised by the attorneys and have extensive experience working in family law practice. The Legal Services Support Supervisor has been with the agency for over ten years. She is the senior paralegal, mentors the other paralegals and is tasked with maintaining accountability and communication between paralegals and attorneys. The Legal Services Support Supervisor monitors the agency's Client Trust Account, and the Managing Attorney is the signer for this account. One of the paralegals devotes most of her time to support of the EXPO (TRO) attorney, handling the bulk of the agency's TRO cases. The other paralegals support the divorce/paternity attorneys.

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The paralegal supporting the EXPO attorney carries a caseload of no less than 14 TRO cases a month and five divorce or paternity cases at a time. The paralegals supporting the divorce/paternity attorneys carry caseloads of no less than 25, and the Legal Services Support Supervisor carries a caseload of no less than 15 divorce or paternity cases.

The advocates carry an average caseload of 35 clients. Leaving an abusive relationship and becoming a survivor is a journey with many obstacles. Advocates help victims with issues related to their children's needs, housing, education, finances, employment, and the ambivalence that may interfere with execution of a plan. DVAC developed this triad model partnering advocate with attorneys and paralegals to support victims with individual needs outside the courtroom.

The staff supported by funding requested in this proposal will be supervised by current managers. Cindy Iannce Spencer is Vice President of Survivor and Community Programs and has been an employee of the Domestic Violence Action Center for over 14 years. She has worked in the field of male violence against women and children for the past thirty years. Cindy has served our community in a variety of ways. She spent almost ten years at Honolulu Prosecuting Attorney's office providing advocacy and counseling services to victims of misdemeanor and felony crime specializing in child sexual assault and domestic violence case. Ms. Iannce Spencer has facilitated psycho-educational groups for both perpetrators and victims of intimate partner abuse. Cindy has been a keynote speaker on various topics at the international and local level, with an emphasis on legal advocacy and most recently, *Reaching Underserved Trauma Survivors through Community Based Programs*.

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Cristina Arias, who oversees the advocacy team has a BA, has been the Advocacy Manager for over three years, and prior to that was a DVAC advocate for over five years. Kanani Tamashiro, was hired as a staff attorney five years ago and was promoted to Managing Attorney three years ago. She has a JD from the University Of Hawaii Richardson School Of Law. Maria Oldehaver has over 20 years of family law experience and has been working with DVAC for ten years. She was promoted to Legal Support Services Supervisor over four years ago.

Four of the six agency staff attorneys have been employed for two years or more. The most recent hiring of two staff was made possible by a STOP Formula grant, VAWA funds administered through the Department of the Attorney General. These funds enabled DVAC to hire a Filipino advocate and an EXPO Court Outreach advocate. The newest staff attorney to join the agency has experience working with immigrant populations and domestic violence victims in particular, and at public interest legal services agencies during law school and in previous employment. The other staff members in the Department of Survivor and Community Programs have been serving in their positions for three years or more.

All EXPO Court Outreach advocates and all agency advocates have experience working with vulnerable populations, participate in mandatory agency training and complete a probationary period involving shadowing and close supervision.

All employees participate in an annual performance appraisal, and receive performance counseling on an as-needed basis. Training is a high priority for the agency, with staff required to participate in a minimum of two trainings each year.

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For the Fiscal Year 2011, the client services staff averaged more than three trainings each in their area of service, with all staff meeting the minimum requirement of two trainings. The topics of the trainings included but were not limited to confidentiality, housing rights, mental health issues, traumatic brain injury, immigrant needs, ethics, safety planning. All client services staff are trained in risk assessment, safety planning, and structured interviewing. Also, the staff attorneys belong to the Family Law Section of the Hawaii State Bar Association and receive ongoing training in litigation and case law from the Managing Attorney and attorneys in the community with experience in relevant areas of family law. In addition to the training described above, all DVAC staff - from the receptionist to the management team - are introduced to the agency and its mission, the key issues in domestic violence, available community resources in an intensive five-day training that orienting staff to the agency's definitions of advocacy, domestic violence lawyering, "strength model" of case management, safety, risk and readiness for service.

Direct services staff learns how to screen for primary aggressor, techniques for working with ambivalent clients, challenges facing dual abuse victims, and an introduction to the civil and criminal justice systems.

DVAC is committed to cultural competency and works to increase access by diverse ethnic communities to the programs of the Domestic Violence Action Center. The five-day and ongoing training includes lectures, experiential exercises, video presentations, question and answer sessions, site visits and shadowing.

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In addition, all staff is provided ongoing training opportunities. Agency employees participate in local conferences featuring national experts, local presentations, and web-based, audio conference in-service trainings. DVAC seeks opportunities to provide current information, new techniques, and exposure to issues that are relevant to the work its staff do every day. Seasoned attorneys previously employed by Domestic Violence Action Center provide free training and consultation on case-specific or practice issues. Current and past members of the Board provide case consultation on an as-needed basis. Professional allies of the agency have provided in-service training and program consultation on issues related to service delivery, accountability and staff performance standards. Courtroom techniques, counseling strategies, the meaning of advocacy, and the challenges faced by victims are also topics of staff training. All staff attorneys attend the Hawaii State Bar Convention and are encouraged to attend subject matter and practice-relevant trainings.

B. Organization Chart

Please see attached organization chart.

VI. Other

A. Litigation

DVAC is not party to any litigation.

B. Licensure or Accreditation

DVAC is not accredited.

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BUDGET FORMS

BUDGET REQUEST BY SOURCE OF FUNDS

(Period: July 1, 2012 to June 30, 2013)

Applicant: Domestic Violence Action Center

BUDGET CATEGORIES	Total State Funds Requested (a)	(b)	(c)	(d)
A. PERSONNEL COST				
1. Salaries	142,688			
2. Payroll Taxes & Assessments	18,164			
3. Fringe Benefits	19,976			
TOTAL PERSONNEL COST	180,828			
B. OTHER CURRENT EXPENSES				
1. Contractual Administrative	812			
2. Insurance	1,050			
3. Lease/Rental of Equipment	1,092			
4. Lease/Rental of Space	756			
5. Staff Training	600			
6. Supplies	420			
7. Telecommunication	1,260			
8. Utilities and Building Maint. (CAM)	10,080			
9. Books and Legal Services	600			
10. Audit	2,030			
10. Mileage and Parking	1,440			
11. Postage	490			
12. Printing and Publications	420			
13. Repairs and Maintenance- Equipment	2,450			
14. Dues	300			
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES	23,800			
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	204,628			
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	204,628	Desie Graves 534-0040		
(b)		Name (Please type or print) Phone		
(c)		<div style="background-color: black; width: 100%; height: 20px; margin-bottom: 5px;"></div> 1/31/12		
(d)		Signature of Authorized Official Date		
TOTAL BUDGET	204,628	Nanci Kreidman, Chief Executive Officer		
		Name and Title (Please type or print)		

**BUDGET JUSTIFICATION
PERSONNEL - SALARIES AND WAGES**

Applicant: Domestic Violence Action Center

Period: July 1, 2012 to June 30, 2013

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
1. Attorney	1	\$48,960	100.00%	\$ 48,960
2. Paralegal	1	\$38,380	100.00%	\$ 38,380
3. Advocate	1	\$36,720	100.00%	\$ 36,720
4. Chief Executive Officer	1	\$96,900	5.00%	\$ 4,845
5. Vice President of Operations	1	\$72,420	5.00%	\$ 3,621
6. Executive Assistant	1	\$35,007	5.00%	\$ 1,750
7. Human Resources Manager	1	\$40,000	5.00%	\$ 2,000
8. Contracts & Grants Administrative Assistant	1	\$33,660	5.00%	\$ 1,683
9. Director of Accounting	1	\$61,200	5.00%	\$ 3,060
10. Administrative Assistant/Acctg. Clerk	1	\$33,365	5.00%	\$ 1,668
TOTAL:				\$ 142,688

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Applicant: _____

Period: July 1, 2012 to June 30, 2013

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
No equipment requested			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
No motor vehicle requested			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

BUDGET JUSTIFICATION CAPITAL PROJECT DETAILS

Applicant: Domestic Violence Action Center

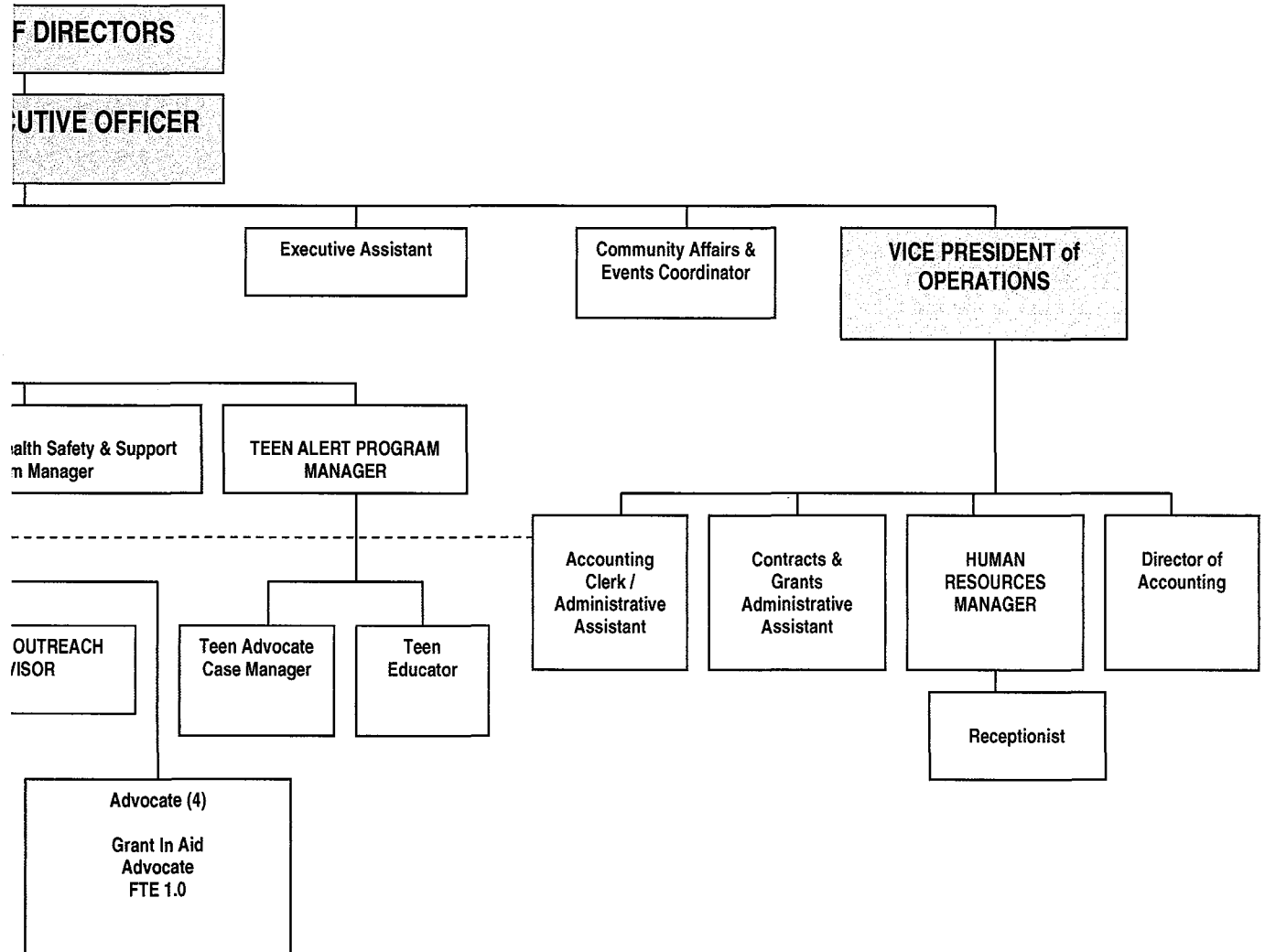
Period: July 1, 2012 to June 30, 2013

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2010-2011	FY: 2011-2012	FY:2012-2013	FY:2012-2013	FY:2013-2014	FY:2014-2015
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
TOTAL:						
JUSTIFICATION/COMMENTS: <p style="text-align: center; font-size: 1.2em;">NOT APPLICABLE</p>						

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ORGANIZATION CHART

**INCENTIVE ACTION CENTER
ORGANIZATION CHART
January 1, 2012**



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DECLARATION STATEMENT

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

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

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

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

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

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

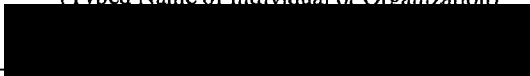
- (1) Has been determined and designated to be a non-profit organization by the Internal Revenue Service; and
- (2) Has a governing board whose members have no material conflict of interest and serve without compensation.

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

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

Domestic Violence Action Center

(Typed Name of Individual or Organization)



(Signature)

1-12-12

(Date)

Nanci Kreidman, M.A.

(Typed Name)

Chief Executive Officer

(Title)