

**COPY**

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

Log No: 66-0

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: Maui Family Support Services, Inc.

Dbas:

Street Address: 1844 Wili Pa Loop, Wailuku

Mailing Address: 1844 Wili pa Loop, Wailuku, Hawaii 96793

**2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:**

Name L. JANI SHEPPARD

Title Chief Executive Officer

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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:**

INFRASTRUCTURE TO MAINTAIN CHILD ABUSE PREVENTION SERVICES ON THE ISLANDS OF MAUI, LANAI & MOLOKAI

4. FEDERAL TAX ID # [REDACTED]  
5. STATE TAX ID #: [REDACTED]

**7. AMOUNT OF STATE FUNDS REQUESTED:**

FY 2012-2013: \$ 50,158.00

**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 \$ 0 \*  
FEDERAL \$ 1,241,630 \*  
COUNTY \$ 0 \*  
PRIVATE/OTHER \$ 36,776 \*

\*PLEASE SEE ATTACHMENT SOURCES OF FUNDING

NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

[REDACTED]

L. JANI SHEPPARD, CHIEF EXECUTIVE OFFICER  
NAME & TITLE

1/31/2012  
DATE SIGNED

## I. Background and Summary

- A. In November 2011, Maui Family Support Services, Inc. (MFSS) celebrated 31 years of providing family strengthening services to pregnant women and families with infants and toddlers in Maui County. MFSS is a private, non-profit agency, incorporated in 1980 which has celebrated 31 years of continuous service to Maui County families. The Agency's Mission is "to promote healthy family functioning by providing supportive services which build on family strengths." The Prime Directive is to utilize our collective resources toward the prevention of child abuse and neglect. We have provided Healthy Start, Early Head Start, and Lanai Perinatal Services on the island of Lana'i. MFSS is recognized as a leader in early childhood services and received another expedited (highest level) 4-year accreditation from the National Council on Accreditation for Children and Families (COA) confirming that MFSS meets the highest standards for evidence-based programming, finance and administrative services.

Services are delivered using evidence-based curricula and practices to address co-occurring factors for child abuse and neglect and negative child outcomes. Services are targeted towards families with children ages 0-5; fathers; grandparents raising grandchildren and teens. The majority of participants are identified through our hospital based screening programs for parents giving birth at Maui Memorial Medical Center and those pregnant women and expectant fathers presenting at the Moloka'i Women's Health Clinic. Services to teens are provided in the schools on each island and include substance abuse (including tobacco) and pregnancy prevention services. Pregnant and parenting teens (including expectant teen fathers) receive services at the MFSS offices and throughout the community with other community partners.

MFSS is accredited by the National Council on Accreditation for Children and Families. In both 2007 and 2011, MFSS received and expedited (the highest level) accreditation indicating our programs, services, financial and administrative function meet their high, evidence-based standards. MFSS receives Federal funding for the Early Head Start programs including ARRA funds. Federal monitoring has been excellent with no program, administrative or financial management deficiencies; MFSS is therefore in a non-competitive cycle for our Early Head Start Program.

MFSS has 2 licensed Early Head Start Child Development Centers, licensed by the State of Hawai'i Department of Human services and funded by The Administration for Children and Families, the County of Maui, foundations and private donations. The Centers provide high quality child care and child development serves to income eligible families who are working or attending school. The program promotes family self-sufficiency, positive child development, family literacy, and preparing children so they enter school ready to learn. One Center is located in Central Maui (Wailuku) and the other in Lahaina. The latter is located within the Na Hale O Wainee Homeless Resource Center. This partnership provides children living in the Homeless Resource Center with access to high quality childcare and comprehensive child development services.

In Fiscal year ending June 30, 2011, MFSS served over 4000 individuals. MFSS employs 48 team members across the 3 islands. The Board of Directors meets monthly and MFSS follows Sarbanes-Oxley having both a Finance and Audit Committee. The Board of Directors ensures appropriate oversight and stewardship of agency finances, execution of the mission via programs, and strategic position and planning. The Board works in partnership with the CEO to provide support and direction to staff in meeting the agency mission and community needs. For the last 2 years, MFSS has had an excellent audit with no Management Letter or concerns. MFSS has qualified for a low risk audit for the last three years.

MFSS provides services using curricula and tools which are evidence-based, researched and best practice to promote maximum effectiveness. Over 98% of the families served have not been confirmed or reconfirmed for child abuse and neglect. The agency conducts an annual Community Needs Assessment to ensure services are relevant, to avoid duplication of services, and to identify gaps in services. Other evaluative processes include

community partnership surveys, participant satisfaction surveys, and ongoing evaluation of program services and outcomes, and comprehensive Performance and Quality Improvement (PQI) Procedures.

MFSS also believe in a strong and supportive organizational culture knowing that when staff have a supportive organizational culture, they are better able to support the Participants. MFSS has been named among Hawai'i "Best Places to Work" for 4 years, was named Hawai'i's Most Parent-Family Friendly Business by the State Commission on Fatherhood and Hawai'i Legislature in 2008 and 2010.

During the 2009 budget cuts, DOH funding for Healthy Start was eliminated in Maui County. The agency was forced to lay-off or reduce hours for staff members (1/3 of the staff) and to reduce the administrative staff to the same level (6 people) as when the agency served ½ the number of participants. We were forced to discharge 80% of the families. The Board of Directors and staff were so committed to providing this vital service, the Board allocated emergency savings to continue a small program (renamed Ohana Support Services) to provide the same services to at least some families in our community.

In December 2009, MFSS was awarded ARRA funding to expand our Early Head Start services. This provided some of the families with another service option and saved another 15-20 jobs. With no State or federal funding, MFSS continued the small Ohana Support Services program and remained the only agency in the State that continued to provide hospital-based screening for Child Abuse and Neglect. A team of 7 once provided this service and now there is one person who works 28 hours per week to provide the service. We were able to do this by combining funding from several foundations, a donor who vacations on Maui and was attracted to the mission and services of MFSS, donations, and continued use of our emergency savings.

While we continue to generate revenue via fundraising and grant applications, we also implement cost-saving measures. In addition to lay offs and reduced hours, the agency administrative offices are closed on Fridays to save on operating costs such as electricity and administrative staff work from home. We applied for and received a CDBG grant for Photovoltaic panels to save on electricity. They will be installed by April 2012. Volunteers from Job Corps and Goodwill Industries assist in answering the phones. Other cost saving measures are implemented to ensure the most efficient use of funds and the ability to service as many as possible, those who are at-risk for child abuse and neglect in our community.

In July 2011, Governor Neil Abercrombie released tobacco funds to support Healthy Start. After considerable advocacy, Maui County, through MFSS, was included in the funding. On January 24, 2012, MFSS was informed that we would have a contract to provide a small team for Healthy Start Home Visiting and hospital-based screening. MFSS is very grateful for this funding.

MFSS services are fully described in the "Experience and Capability" section of this application.

- B. The goals of this request are:
- a. to support critical services that are required but not covered or adequately covered by other funding sources.
  - b. to ensure MFSS has the necessary personnel, infrastructure and support to continue to provide high-quality child abuse prevention and family strengthening services to Maui County families.

The ultimate objectives are:

- a. to systematically identify and intervene early with prenatal women and families and with newborns and children under the age of three (3) who are at risk for child abuse and neglect, sub-optimal health, and developmental delay in order to reduce the occurrence or reoccurrence of child abuse and neglect among program families.

- b. to utilize evidence-based curricula, practices and approaches to provide effective services that address co-occurring factors for child abuse and neglect.
- c. to work collaboratively with agency partners for mutual referral to ensure a comprehensive system of services and support for families and to avoid duplication of service for children and families throughout Maui County.
- d. to provide comprehensive prevention and early intervention services for the prevention of child abuse and neglect and to promote family strengthening to ensure that families at risk for child maltreatment receive appropriate, effective, culturally and linguistically relevant services.
- e. to provide these services to all appropriate target groups: parents of children ages 0-5, pregnant teens and expectant teen fathers, fathers and male caregivers, grandparents/great grandparents raising their grandchildren, and teens.

Most of our grants allow for operating costs (administrative staff, utilities, insurance, payroll, etc). However, the percentage allowed by the grant is either a) not enough to cover the actual cost or b) if we were to use the full percentage allowed, there would not be enough funding to actually provide the service. Therefore, in addition to applying for funding and fundraising, MFSS has been using emergency savings to cover the administrative (and a small percentage of direct service) costs not covered by grants for almost 3 years. Effective July 1, 2012, this will no longer be an option. Additionally, we have to keep enough in our emergency savings to cover payroll and other expenses due to late payments on grants and emergencies (e.g. recent replacement of computer servers). We have cut the administrative staff to the absolute minimum possible to maintain effective and compliant operations. The ARRA funding and grants we have received over the last few months have helped and we will continue to aggressively seek discretionary funding and funding for operating expenses. However, we are still challenged to cover the expenses for our nominal administrative staff that keep the agency in operation, providing effective services, and meeting community need. The goal of this request is to provide funding to support the critical administrative functions that allow us to provide child abuse prevention and family strengthening services to Maui County children and families. We understand that with the economic downturn, many agencies had to make the difficult decision to terminate services on Moloka'i and Lana'i. We have made a commitment to the families in these communities in our County and while we have had to reduce services there just as we had to on Maui as part of our cost saving efforts, we do not want to eliminate services there. Both the Moloka'i and Lana'i communities have experienced so many program closures and resources for families are extremely limited. Therefore, the goals of this request includes providing us with the capacity to maintain services on the islands of Lana'i and Moloka'i, and continue resource development for the agency.

- C. The Public Purpose is to prevent child abuse and neglect and strengthen families in Maui County. Research tells us that for every dollar spent on prevention, we save \$4-\$7 in more expensive interventions and services. Therefore, additional impact is financial savings for our community. The cost of teen pregnancy, poor birth health outcomes, incarceration, substance abuse, crime, unemployment is exorbitant. Funding for prevention and early intervention is not only an investment in our children, families, and community, but is also a financially prudent use and investment of public funds.

The need includes the ability to continue services on Moloka'i and Lana'i. When budgets are reduced, funding decreases or remains level and costs increase; services in these communities are often cut because of the particular costs to maintain them. These costs include travel, additional insurance, employer personnel costs, and facilities. We are extremely grateful that the Governor released \$3 million to provide Healthy Start to Hawaii families. Of that, Maui County will receive \$400,000 to provide Healthy Start home visiting services to Maui County families. We are still in need of \$62,000 to provide the Healthy Start service mostly because of the additional costs involved in providing services in our county neighbor island communities. The additional cost of

travel (ferry, parking, flights); facility (site, insurance, maintenance); insurance; MIS/IT (e.g. No DSL on Lana'i so we have to pay 4x as much to have a high spend internet connection there); higher gas costs, higher and additional shipping costs; additional staff costs for travel (having to pay staff travel time to get to funder-required meetings/trainings on Oahu or Maui which often includes extra hours and/or overtime for the those travel days). While our intention is to advocate for additional funding and apply for other grants to cover the shortage, this is a prime example of the financial impact of serving our Moloka'i and Lana'i communities. While the communities have many strengths, the need for services is great because of the limited resources, dwindling services, and the co-occurring risk factors for child abuse and neglect (isolation, poverty, teen pregnancy, substance abuse, unemployment, domestic violence, etc). These children and families deserve the same services and support as other communities. We are established and have made a commitment to provide the best quality services to as many as possible and to partner with these families to ensure children and families are safe and healthy.

- D. The target population is Maui County families/individuals who are at risk for child abuse and neglect including parents of children 0-5; pregnant women and expectant fathers; infants and children; fathers and male caregivers; grandparents raising their grandchildren; pregnant and parenting teens; parents with domestic violence, untreated mental health concerns including maternal depression, and substance abuse. According to the 2009 State of Primary Care Need Assessment Data Book, Maui is designated as a Medically Underserved Population (MUP) by the Public Health Service Act (PHS). Nutrition, poor health access to timely and affordable care/treatment, child abuse and neglect, prenatal care, and early identification of confirmed or suspected developmental delays are among the challenges families and our community face in the area of physical wellness for children.
- E. MFSS currently serves the islands of Maui, Lana'i and Moloka'i. If awarded, this request would ensure we are able to continue to provide services on each island and not have to cut services on Moloka'i and/or Lana'i.

## II. Service Summary and Outcomes

- A. MFSS provides comprehensive services to children and families on the islands of Maui, Lana'i and Moloka'i. MFSS provides a myriad of services to strengthen families and addresses co-occurring risk factor for child abuse and neglect. Income eligible families who attend our Child Development Centers at no cost to the family must work or attend school. In addition to childcare, the children also receive child development services in the areas of nutrition, physical and social/emotional health. The program also ensures children enter school ready to learn. The Family Literacy component of the program helps parents increase their literacy/English proficiency skills. The program also provides a Public Health and Registered Nurse, Psychologist, Registered Dietitian, Education, and Family and Community Partnership Specialist to promote positive child development in the areas of physical and mental health, nutrition, education, self-sufficiency and community connections. Each of these program components strengthens children and families, helping them to break the cycle of poverty and disadvantage across generations.

MFSS provides hospital based screening and assessment, home visiting, groups, individual counseling, and education. All program services provided, whether to single fathers, young parents, teens & teen parents or grandparents raising grandchildren, teach positive parenting skills, increase protective factors and decrease risk factors by providing resources and services to promote positive parenting (including alternatives to physical discipline, child development information/skills, substance abuse, mental health, and domestic violence interventions) in an effort to prevent child abuse & neglect and strengthen families.

- B. MFSS is requesting funding for the period of July 1, 2012 – June 30, 2013. This will provide funding to ensure we meet the stated goals and objects and to allow MFSS the opportunity to identify additional funding sources to support our administrative costs, including 1) additional grants which allow operating costs and 2) discretionary funds that we can use to support critical operating costs.

C. In addition to external monitoring by funding and licensing entities, MFSS conducts internal monitoring and evaluation. Monitoring includes Output and Performance/Outcome Measures; Variance Reports; Caseload, and service effectiveness. MFSS is dedicated to providing high quality services to individuals and families, and is accountable to those entities which fund these services as well as the families themselves. Our Performance and Quality Improvement (PQI) review process is set by the mission of the organization. The MFSS PQI process is never punitive but is solution-focused with the goal to eliminate or reduce identified problems and determine their causes. PQI focuses on:

- Identifying the services MFSS will provide,
- Determining the manner in which services are delivered,
- Identifying the target group and staff position requirements,
- Determining what standards are used to assess and/or evaluate the services, and
- Monitoring and evaluation of Performance Outcomes and Outputs for each service/contract

The heart of the PQI process is the MFSS PQI Committee. Committee members systematically review and evaluate the effectiveness of MFSS services by comparing planned outcomes with actual outcomes. Members note observed difficulties and suggest solutions which strengthen the quality of service delivery. The PQI Committee submits reports to the Board of Directors (BOD) via the CEO on its findings with a focus on continual program improvement. Each program develops and reviews an annual plan that is directly related to the agency's Long Term Strategic Positioning Plan. Plans are reviewed regularly by the Executive Leadership Team (ELT) to identify progress and challenges, and to make revisions based on internal and external factors and on-going needs assessments.

The BOD also conducts a review of programs with a focus on compliance with contracts, goal attainment and continual program improvement via monthly CEO, Program, Financial Reports and annual PQI and Annual Agency Reports. The PQI Committee's Annual report, approved by the BOD, is one tool in the multi-level evaluation process.

Peer reviews of participant files by supervisors not involved in the cases is one of the critical tasks in the PQI process. The purpose of the case record peer review is to maintain case record documentation standards that aids in the refinement of service delivery and documentation. Corrective Action Plans are developed to improve areas of concern. The PQI Plan serves as a blueprint for operation of the quality assurance system and is reviewed annually by the ELT and the BOD. MFSS vests the responsibility for PQI in each individual in the organization; and it is part of each employee's job description, orientation and performance evaluation. The Enhanced Healthy Start Director serves as the PQI Coordinator and facilitates the PQI Committee. She works closely with our Administrative Coordinator who worked with a consultant to develop our agency Participant Database and is responsible for database updates, generating internal and external reports and providing data for program evaluation and reporting.

Referral Source surveys are sent on an annual basis to all organizations and medical providers who refer to MFSS and to whom MFSS refers. These surveys are reviewed by the ELT as they serve as an essential source of suggestions for improvement and stakeholder satisfaction. The Director/Supervisors work with their team members to ensure positive feedback is shared and any concerns are addressed via staff training, system adjustments, or protocol changes.

MFSS' PQI Manual contains a vast array of service delivery activities. Staff receive continuous training and follow a schedule for conducting the activities which results in a continual review and improvement of services and systems. The PQI procedures support quality improvement Plan and National COA standards. The PQI

process is an integral part of MFSS' leadership in the field of early childhood, child abuse prevention, maternal and child health, and family strengthening. It provides a framework for ensuring conformity to established standards of care and practices as well as assuring the quality, quantity and desired outcomes of delivered services and administration

The ELT meets weekly and addresses PQI issues. This information is then disseminated throughout the organization at team, program and "All Staff" meetings. The CEO meets annually with staff in small, focus groups to identify strengths and barriers to service provisions, and to assess organizational culture. The aggregated results are presented to staff. When appropriate and feasible changes are made to address challenges and strengthen services, the organization and staff receive positive feedback to encourage continuation of practices which are working well.

MFSS has a clearly defined agenda and structure for PQI Orientation. This PQI Orientation is conducted during the first month of employment. Often, the group is one that crosses program lines, which enriches the experience for the staff as they learn the parameters of the other programs along with the procedures and principles involved in PQI. PQI is also a part of team and monthly staff meetings. While PQI is part of all staff's position descriptions, coordination of this critical area is under the specific purview of the Healthy Start/Enhanced Healthy Start Director.

The MFSS Operations and Procedures, Personnel, and Finance Manuals contain best practice policies, procedures, principles, and activities for the all programs. Staff is fully trained in the procedures and provided with updates as needed. Staff review and update these manuals annually. In 2011, MFSS PQI procedures were reviewed and accepted by the National COA for Children and Families and MFSS received an Expedited Accreditation through 2014; the highest level of accreditation. MFSS adopts COA's approach to excellence which sees that a broad-based, agency-wide quality improvement process, including all staff and stakeholders, is a vital and essential management tool.

- D. If funded, MFSS will maintain and report on the following measures of effectiveness:
  - a. Maintain excellent financial management of the agency including annual audit, State and Federal monitoring.
  - b. Apply for, receive and provide excellent management of funding to support the mission and services to families in Maui County.
  - c. Maintain the basic personnel infrastructure (finance, human resources, resource development), needed to ensure effective administration, financial management and funding of programs.
  - d. Maintain Child Abuse Prevention and Family Strengthening services on the islands of Lana'i and Moloka'i.

**III. Financial**

**Budget**

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

**See Attached Budget Forms**

- B. 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
\$12,540.00	\$12,540.00	\$12,539.00	\$12,539.00	\$50,158.00

- C. The applicant shall provide a listing of all other sources of funding that they are trying to obtain for fiscal year 2012-2013.

**See Attached "List of Sources of Funding."**

- D. MFSS has never applied for or been given any State or Federal Tax credits.

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

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

###### Experience

In November 2011, MFSS will celebrate 31 years of service to pregnant women and families with young children, fathers, teens, and grandparents raising their grandchildren on the islands of Lana'i, Moloka'i and Maui. The majority of families with whom MFSS works with experience low socio-economic status (SES), including low income. MFSS conducts outreach to engage pregnant women and expectant fathers and pregnant and parenting teens to engage them in services early to promote positive birth and child outcomes. MFSS also provides outreach to parents (including non-custodial fathers) of children 0-8 and grandparents raising their grandchildren to provide strength-based, culturally and linguistically relevant, and participant-centered services to increase protective factors and decrease risk factors for maternal and child health and family strengthening. MFSS is a private, non-profit human service agency that provides referrals to service participants for ongoing routine pediatric and obstetric care. The Mission of MFSS is "to promote healthy family functioning by providing supportive services which build on family strengths." The Prime Directive is to utilize our collective resources toward the prevention of child abuse and neglect. To this end, MFSS has formal Memoranda of Agreement and collaborations with our community partners to support a seamless system of care and support for children and families. We work to avoid duplication of services by partnering with other organizations via mutual referral, inclusion in the resources provided to participants, training for professional development and knowledge of current resources and sharing of resources and information to better serve participants. MFSS projects, contracts and services involve identifying families at risk for child maltreatment and poor maternal and child health outcomes and providing effective prevention and early intervention services. The majority of MFSS services also involve working with families who have low SES and environmental risk factors such as domestic violence, mental health (including maternal depression) and substance use/abuse. MFSS provides services under Federal, State, and County contracts as well as with Foundations and private funding sources, to identify, assess, and provide early intervention and referrals for these families.

MFSS provided Healthy Start services from 1998 through August 2009 when funding for the program was eliminated for Maui County. Our Board of Directors and staff were so committed to ensuring this service was available to families, we used our emergency savings to maintain a smaller program while maintaining all of the program elements and evidence-based practices, approaches, and curricula. We renamed the home visiting portion of the program Ohana Support Services (OSS) and the Early Identification portion as OARS (Outreach and Resource Specialists). Since August 2009, we have applied for and received funding from numerous sources to maintain the small program and continued strong advocacy to reinstate Healthy Start in Maui County. In July 2011, Governor Neil Abercrombie released \$3 million from Tobacco Settlement funds to support Healthy Start and expand DOH funded Healthy Start to other communities in Hawaii. MFSS will now receive \$400,000 of the \$3 million in funding from DOH to support our Healthy Start home visiting program for Maui County. As of January 2012, we are certain the funding will come but are waiting for all procurement procedures to be completed so the funds can be released to MFSS. We are still short \$62,000 for the program as described above.

Participants in our EHS program must meet income eligibility requirements and are low income. The majority of the families we serve through OSS and Enhanced Healthy Start programs are also low income and experience



low SES. Each program emphasizes outreach and enrollment of families prenatally. Each program also works to promote positive maternal and child health outcomes using Professional staff (e.g. Registered Nurse, Registered Dietician, Master's level Mental Health Professionals, Certified Substance Abuse Counselors) to provide direct services to families and to monitor, train and support the paraprofessional staff. Our services to teens also seek to engage participants prenatally and services are provided by professional and paraprofessional staff.

MFSS is committed to strong and effective services that include evidence-based and best practices curricula and approaches. We conduct ongoing Performance and Quality Improvement (PQI) activities to regularly monitor program outcomes and make adjustments as needed. PQI also includes soliciting and integrating participant feedback on services, pre- and post- tests for changes in knowledge, skill or behavior, and adjusting services or approaches as appropriate and feasible.

Contracts and services related to this proposal to provide services for our Maui County community includes:

- Outreach and Resource Specialist (OARS) [formerly Healthy Start Early Identification (EID) Team], continuous service since 1983 – The hospital-based component provides informational packets, resource list(ing) s and community referrals to all families with newborns. A face-to-face screening and assessment interview in the hospital (or by phone/home visit if the participant is not available at the hospital) determines eligibility for MFSS services. Prenatal participants are admitted to services through outreach to WIC offices and other prenatal providers as well as medical, community and self referrals. In addition, OARS have developed effective relationships in the community which enhance their ability to provide prenatal and infant referrals. The team developed a comprehensive Service Binder that describes services, the benefits of services, testimonies from families who have participated in the program, and resources. This book is in place at OB/GYN waiting rooms, at the WIC office and in pediatrician waiting rooms. Prior to 2009 funding cuts when OARS staff was reduced from 6 FTE to .7 FTE, we had a designated space within the Maui WIC office to meet pregnant women. The prenatal outreach efforts and activities were very successful in increasing prenatal participants and providing early identification; in the last quarter prior to the funding cuts, we increase prenatal referrals by 209% and prenatal intakes by 154%.

MFSS has continued to experience a very high level of success in meeting project outcomes and performance measures as well as contract obligations. The OARS team has maintained excellent working relationships with Maui Memorial Medical Center, Lana'i Community Health Center, Straub Clinic and Lana'i Family Health Center, and the Moloka'i Women's Health Clinic (prenatal clinic).

- Ohana Support Services [formerly Healthy Start Home Visiting, Cindy Hirai, Healthy Start Program Head; [Cindy.Hirai@doh.hawaii.gov](mailto:Cindy.Hirai@doh.hawaii.gov); (808) 733-9042] (continuous service since 1988 on Maui, 1994 on Lana'i and 2005 on Moloka'i) – MFSS serves environmentally at-risk pregnant women and families with infants ages up to three years old on the islands of Maui, Moloka'i and Lana'i. Family Support Workers (FSWs), Clinical Specialists, Child Development Specialists and Home Visiting Supervisors use a team approach to assist families to identify their strengths and focus on enhancing parenting skills, increasing protective factors and decreasing risk factors. The primary goals have been to promote healthy child development and positive birth outcomes, positive bonding and attachment, prevent child abuse and neglect, to enhance family functioning by teaching problem solving skills and improving family support systems. These are generally low income and all have environmental risk factors such as domestic violence, substance abuse or mental health issues which are addressed using a team approach with professional support. OARS has an effective and trusting relationship with these team members as well as the participants who have been screened or assessed for a previous birth.

- Enhanced Healthy Start, continuous operation since 2005 (Rachel Thorburn, Assistant Program Administrator, DHS; [RThorburn@dhs.hawaii.gov](mailto:RThorburn@dhs.hawaii.gov); (808) 586-5245) - This innovative program funded by the DHS serves families who are: 1) referred directly from the DHS/Child Welfare Services or one of their Purchase of Service Providers, including Voluntary Case Management or Family Strengthening Services; or 2) very high risk and in need of the specialized array of services provided by the team delivered services of this program. The team consists of a Mental Health Specialist who has significant experience assessing and working with substance abusing families, a RN who has extensive experience in assessment and services for maternal and child health, and the paraprofessional Family Support Workers. This RN is a certified Lactation Consultant and will be part of the staff for our proposed WIC services. The environmental risk factors of domestic violence, substance abuse and mental health issues are predominant elements in most of these families. While not a program requirement, these families are low income and have low SES. MFSS has provided a very stable team to deliver these services and has been very successful in promoting positive child health outcomes and preventing further reports of child maltreatment in the families they have served.
- Child Development Services (CDS)(continuous service since 1992) – This creative program focuses on the importance of parents as their child's first teachers and provides an array of services to support and educate families and staff, to identify any child development concerns early, and assist in the referral process to other service providers if appropriate. The CDS teaches parent-child interaction, early childhood development, and the importance of reading and school readiness. MFSS is an active collaborator in the field of early child development, is seen as a leader in the community, and regularly participates in the monthly collaborative meetings with Early Intervention Service (EIS) which coordinates these early intervention services in Maui County. We regularly offer our conference room for meetings and other Early Intervention activities for the community including the Good Beginnings Council, Ho'oikaika early prevention consortia of providers, PATCH, and others. In 2012, the CDS was invited to attend and completed a Department of Health Train-the-Trainers Training on Fetal Alcohol Syndrome Disorder. She will use this training to provide training to allied health professionals and health professionals in our community.
- Early Head Start, continuous service since 1998 (Laura Candeloro, Program Specialist, Office of Head Start; [laura.candeloro@acf.hhs.gov](mailto:laura.candeloro@acf.hhs.gov); (415)437-8563) – The Federally-funded program serves low income prenatal women and families with children up to three years of age on Maui, Lana'i and Moloka'i. Since 2003, EHS services were expanded from home-based to include state licensed center-based care. In 2009, MFSS received ARRA funds to expand the program to Lana'i and Moloka'i and to open a Child Development Center in Lahaina. In January 2012, MFSS received notification of continued ARRA funding from the Federal Administration for Children and Families to continue services through 2013. The program underwent a successful monitoring in 2007, received a Blue Ribbon Certificate, and in 2011, the standards for re-competition changed: MFSS had a successful monitoring with no deficiencies in program, financial management, or administration and continues to be able to provide services in a non-competitive cycle. In October 2010, the Center was again licensed for two years by the Department of Human Services. EHS is the convener of the Health Services Advisory Committee, which meets quarterly and brings together maternal and child health specialists from the County in the field of physical, mental and oral health, and child development. Two pediatric dentists and a pediatrician also serve on this Committee. A generous Pediatric Dentist, Dr. Cally Adams, provides free dental screening for children ages 0-3 participating in the program. The program also includes a Nurse, Mental Health and Nutrition Specialist who provide screening and assessments for children in the program. One goal of this program is to enroll participants prenatally to promote positive maternal health, birth and child health outcomes.
- USDA (continuous since 2004) – MFSS receives USDA funds to support the costs of meals to the children participating in our EHS Child Development Centers. Our USDA food service began in August 2004. We added the Lahaina site in July 2010. Each site is reviewed three times a year and two of the reviews must

be unannounced. These reviews are conducted by our own EHS staff. Each of the five reviews at each site between Oct. 1, 2011 and Sept. 30, 2012 were successful. In addition, a Monitor from the State of Hawaii, Dept. of Education, and Office of Hawaii Child Nutrition Programs makes one unannounced visit per year. MFSS is in full compliance with all service, financial, and reporting requirements.

- Teen Voices, continuous since 1998 (Nora Kawasaki; [nora\\_kawasaki@notes.k12.hi.us](mailto:nora_kawasaki@notes.k12.hi.us)) – This program provides support groups for pregnant teens and teen parents as well as extensive outreach to help prevent teen pregnancies. In 2008, MFSS received funding to expand services to Moloka'i and Lana'i. MFSS has been successful in reaching program outcomes. This program also provides a source of referrals to OARS for prenatal teens and teens with children under the age of three. Prenatal and infant and toddler development education is an important focus for the prenatal teen support groups. In 2008, MFSS received a Methamphetamine Prevention grant to work with expectant teens and teen parents on the pre and post natal environmental risk factor of substance use and exposure, including but not limited to, alcohol, nicotine, and other drugs. When funding ended in 2010, MFSS received requests from the Lana'i school and other Providers to continue the program. MFSS shared this with Director of the Department of Housing and Human Concerns. Based on the evidence-based curricula and programming, outcomes, and the community requests, she allocated funding from her discretionary substance abuse line item to support the program. When the Administration changed, the new DHHS Director continued to support the program for the same reasons. OARS works closely with MFSS Teen Voices to provide referrals to pregnant teens and teen parents with children under three (parents with high stress and limited resources) as children born to teen parents are more at risk of child abuse and neglect, sub-optimal health, environmental and social risks.

- Fatherhood Involvement Team, continuous since 2005 (Jud Cunningham, CEO, Aloha House; [Judc@aloha.net](mailto:Judc@aloha.net); (808) 579-8414) - The Fatherhood Involvement Team (FIT). Positive and consistent fatherhood involvement, both prenatally and after the child is born, is critical for positive child development. Children with involved fathers (custodial and non-custodial) have better social, emotional, educational, and health outcomes. The FIT Coordinator works with expectant fathers, including teen fathers, to promote prenatal care with the mother; is available to visit the hospital to meet new fathers, provide information on the importance of father involvement and nurturing parenting. He works with father and male caregivers to stress the importance of father's in healthy physical development of their children, and shares community resources for fathers. He, in partnership with all direct service staff, works with fathers of young children to support their positive and regular involvement and healthy child physical, emotional, social, and educational outcomes. He also works with teen males to promote shared responsibility in pregnancy prevention, including abstinence.

FIT targets prenatal/expectant fathers, fathers with children under the age of eight, and new fathers/expectant fathers of any age, to provide support and guidance to them to help increase bonding with their babies and families, thereby lessening the potential for child maltreatment. The program offers the AAPI pre and post assessment to participants to assess parenting skills and attitudes towards discipline and the effectiveness of the program. In 2011, MFSS sponsored our 5<sup>th</sup> Annual Celebration of Fathers attended by over 300 people, which provided a day of enjoyable and educational activities and information to fathers and other male caregivers in the community. The event included 18 partner agencies providing information, child-parent activities and provided outreach to families in our community. For young males, the program works to assist them to reach their educational goals and learn to make healthy choices and to postpone fatherhood in order to make sure every child is a wanted child. Many of these males have concerns our staff can help them overcome such as histories of environmental risk factors of domestic violence, substance abuse and mental health issues. Father's parenting groups are also conducted at MFSS, Ka Hale O Ke Ola Homeless Resource Center, Aloha House (substance abuse treatment) and other community venues.

MFSS recognizes and respects the important role fathers, and other male caretakers, play in the healthy social, emotional and physical development of children. Research also indicates that father involvement prenatally has a positive impact on prenatal care and consequently, the positive birth outcomes for the child. "The more involved the parents are with one another, the better the outcomes are for the mother's health behavior and the baby's health."

- State Homeless Emergency Grant (SHEG) - In 2010, MFSS was asked to provide this one-time ARRA funded service to families needing emergency childcare subsidy. Participants were required to be income eligible and participate in Financial Literacy classes in order to receive the emergency subsidy. MFSS solicited assistance from Bank of Hawaii and coordinated classes on Lana'i, Moloka'i and Maui for 172 participants in 4 months. Staff met individually with each participant to complete an intake to certify them for participation in the program. This included household income verification via pay stubs or other income documents, proof of expenses, and various other documents for eligibility. MFSS provided outreach via community partners and preschools and designed an "intake flow" that assured accessibility (varying times and places across the islands) and classes which were offered at each location so participants could have their individual intake and assessment appointments and then attend the required classes immediately after at the same location. The Bank of Hawaii donated all of the time to provide the Financial Literacy Classes throughout the County. While parents were required to make an appointment, we also worked to accommodate "drop-in" parents to ensure all eligible families received the much needed subsidy.
- Lana'i Perinatal Support Services (LPP), 1994 – 2009 (Formerly Sharon Sirling) – The home-based program provided medically or socially high-risk pregnant women who may also have issues with the environmental risk factors substance abuse, domestic violence or mental health issues to have healthy pregnancies and healthy babies. The staff assists families to develop personal and medical goals, develop their understanding of the stages of pregnancy, and successfully prepare for the birthing process and post-partum period. Goals include ensuring families receive appropriate medical and social services to promote healthy pregnancies and healthy children. MFSS remains committed to these goals and incorporates them into our current services on Lana'i and throughout the County. Unfortunately, in 2009, Healthy Start (HS) funding was eliminated for Maui County after a year or more of incremental cuts. The LPP staff member delivered services for both programs and was therefore funded by both programs with an appropriate cost allocation. MFSS provided LPP for almost 15 years and considered it a critical and valuable service. However, when HS funding was eliminated, we had to submit a cost proposal for LPP with an increase in funding to support the position. A larger organization was able to provide the service at a lower cost.

On Lana'i, because of the small population, one staff member served as the LPP provider. She received LPP referrals prenatally. She continues to provide teen services and has provided MFSS Early Head Start since 2009; she is still seen as a valuable resource for pregnant women on Lana'i and will serve families through WIC effective April 2012. There is no birthing facility on Lana'i; families who choose to use a birthing facility, or who have high-risk pregnancy, must travel to Oahu or Maui. Therefore, it is imperative that the MFSS Lana'i staff work closely with prenatal families to help them receive ongoing prenatal care and to plan for the birth.

- Good Beginnings (Kaina Bonacorsi, Maui County Early Childhood Resource Coordinator; [Kaina.Bonacorsi@co.maui.hi.us](mailto:Kaina.Bonacorsi@co.maui.hi.us); (808) 270-5557) – MFSS has been the fiduciary and administrative agent for Maui County Good Beginnings/Early Childhood Resource Team for over 15 years and provides supervision for the two employees. MFSS works in partnership with the Maui County Early Childhood Resource Coordinator to support families with children 0-8. MFSS serves on the Good Beginnings Community Council and is a member of the Steering Committee in an advisory capacity. As such, MFSS is closely involved in the field of early childhood development in Maui County and the needs of the community in this critical area.

- Raising our Keiki's Keiki (ROKK) (Jan Shishido, Deputy Director, DHHS; [Janice.Shishido@co.maui.hi.us](mailto:Janice.Shishido@co.maui.hi.us); (808) 270-7805) – This program, funded by the County of Maui and donations, provides support and information groups for grandparents raising their grandchildren. The group includes the evidenced-based curriculum, Guiding Good Choices ©, to help grandparents provide nurturing parenting skills, promote positive child development and health outcomes, and prevent alcohol and other drug use by their grandchildren to break the cycle of this environmental risk factor for child maltreatment and poor child outcomes.
- Tobacco Cessation Program (Jennifer Schember-Lang, Senior Program Officer, Hawaii Community Foundation; [Jschember-lang@hcf-Hawaii.org](mailto:Jschember-lang@hcf-Hawaii.org); (808) 566-5572) – This program, funded by the Hawaii Children's Trust Fund increases MFSS' capacity to provide comprehensive smoking cessation services and to integrate these serves into al existing MGFS services. It includes health-lifestyle groups that are open to members of the community.
- Lana'i WIC - (Iris Takahashi, Clinic Operations Supervisor, WIC Services Branch, State Department of Health; [Iris.Takahashi@doh.hawaii.gov](mailto:Iris.Takahashi@doh.hawaii.gov); (808) 586-8175) – On April 2012, MFSS will provide Special Supplemental Nutrition Program for Women, Infants and Children (WIC) on Lana'i.
- Community Awareness Grants – MFSS has received several HCTF Community Awareness grants to this year to promote awareness of the 5 Protective Factors for Child Abuse and Neglect Prevention. Along with four other entities on Maui (Friends of the Children's Justice Center, Department of Health Family Health Services Division, Child and Family Services, and Neighborhood Place of Wailuku), MFSS is a member of the Maui PREVENT Team and a founding member of Ho'oikaika, a group of Maui County providers whose mission and/or services include the primary prevention of child abuse and neglect. MFSS is actively representing Maui County and Ho'oikaika with the Hawaii Children's Trust Fund and the National Joyful Heart Foundation to develop and implement the Statewide campaign for "One Strong Ohana" to promote child abuse prevention via the 5 Protective Factors. The campaign was successfully launched on January 15, 2012. This is an example of several grants MFSS administers for which we receive no administrative or operating support. We administer these grants to support our mission to promote child abuse and neglect prevention. Others include the annual conference for the Maui Hawaii Association for the Education for Young Children (HAEYC), Charity Walk and Keiki Fest.

MFSS maintains an agency database to capture participant information regardless of the MFSS program in which they are participating. We also work with State and Federal Database systems to enter program, participant, and financial information and to provide necessary data in a timely fashion. All staff have experience entering participant information into a database whether it is the MFSS database or a database required by the funder for a specific program. MFSS uses this and other data to prepare and submit internal and external reports. Reports are submitted according to the schedule indicated in our funding contracts (quarterly, every six moths, and annually). Staff maintain participant charts in an organized fashion. Each program has a "mock file" that indicates where the file forms, signed consents, medical notes, etc. are filed.

MFSS is monitored by various state and federal agencies including USDA and has had successful monitoring. MFSS is COA accredited and performs regular monitoring of programs for quality assurance and program improvement. MFSS has federal contracts and completes an Annual Audit. MFSS has not had any Audit findings or Management Letters and has maintained a low risk audit for the past 3 years.

MFSS coordinates with DOE to assist in transition for children. MFSS Early Head Start (EHS) has an Education/Disability Specialist and Family and Community Partnership Specialist. The latter convenes the EHS Health Services Advisory Committee comprised of a pediatric dentist, pediatrician, Maui Family Health Services

Division Director and other maternal and child health and community providers. MFSS contracts with Specialists, a Registered Dietician and Mental Health Specialist to provide specialized services to high risk families and training to staff. The Child Development Specialist and other staff conduct assessment and screens for early identification of suspected or confirmed child developmental delay. Staff make appropriate referral and participate in care coordination with the family and other providers. MFSS employs a Maternal and Child Health Specialist, Barbara Tanner, who is a certified Registered Nurse (RN) with extensive experience in Public Health and services to prenatal women and children. Our Enhanced Healthy Start RN is a Certified Lactation Consultant and promotes breastfeeding with all Enhanced Healthy Start participants. She is committed to breastfeeding promotion and provides training and consultation for other MFSS program staff to promote breastfeeding among all participants.

MFSS primarily serves families with low SES, including low income. MFSS offers all services at no cost to participants. MFSS has experience certifying families for program eligibility and requesting necessary documentation to confirm eligibility when required. MFSS has extensive experience in outreach and utilizes Creative Outreach strategies to engage and retain participants. Staff are trained in working with participants who miss home visits and other appointments or otherwise show signs of disengagement from services.

Staff have extensive experience working with families experiencing intimate partner abuse, mental health challenges, and alcohol and other drug (AOD) abuse/addiction (including tobacco). Staff conduct screens and assessments and use Brief Therapy, Motivational Interviewing, and Stages of Change. MFSS does not provide substance abuse treatment services but provides Treatment Readiness services and works with Aloha House, our community partner, to refer participants for residential and outpatient treatment.

MFSS works with all caretakers including fathers, grandparents raising grandchildren and resource families. MFSS works with culturally and linguistically diverse families. We provide linguistically appropriate services whenever possible using team members who speak various languages used in our community including Spanish, Tagalog and Ilocano. We use other translation and interpretation resources such as the Maui Economic Opportunity Language Bank for interpretation. Staff strongly discourage using children in the family for interpretation and will do so only when absolutely necessary; they are extremely conscientious and conscious of the information/topic the child will interpret.

MFSS services and staff promote family literacy. We are experienced in working with families with Limited English Proficiency (LEP) and emergent literacy skills. Staff use a variety of teaching and counseling approaches including providing information using illustration and words/terms that best promote the participant's understanding of the materials/forms.

MFSS has policies, procedures and staff training to protect participant rights and confidentiality and to ensure they are informed of their rights and responsibilities. We have a Clients Rights Advisor and all participants receive this information at intake. MFSS has a Participant Problem Resolution Procedure (grievance procedure). Staff are also trained in confidentiality, including HIPPA/FERPA, Transport of Confidential Materials, right to withdraw consent and refuse services, and confidentiality in a small island community. All MFSS services are offered at no cost to participants and are confidential. MFSS requests and maintains signed consents to release and obtain information, including consents for photos, videos, and data for research. Our confidentiality procedures and training include direction for working with participants when you are part of a small community and could easily be related to or otherwise know the participant outside of the MFSS service relationship. This comprehensive procedure stresses professional boundaries, ongoing communication with the supervisor and that confidentiality must be maintained in all circumstances to ensure participant rights and their trust. This is particularly relevant for our services on Lana'i and Moloka'i.

MFSS also demonstrated skills necessary to provide new and complex programs. MFSS has been providing services for 31 years but federal EHS program services were offered in 1998. We initially qualified as a demonstration project for home visiting. We completed successful monitoring and worked closely with the EHS Regional Office staff to ensure continuous program improvement and expansion. In 2003, we applied for and were awarded a contract to provide center-based EHS services through our Child Development Center. In 2007, MFSS received Blue Ribbon Monitoring for our federal review for all program, administrative and finance functions. In 2009, MFSS applied for and was awarded ARRA funding to expand the program to Lana'i and Moloka'i, opened a second Child Development Center in the Na Hale O Wainee Homeless Resources Center in Lahaina, and expand our classrooms in Wailuku. MFSS had another successful monitoring after the Expansion. We believe this growth and success was possible because of our commitment to healthy children and families, our commitment to continuous improvement and ongoing professional staff development, maintaining a supportive organizational culture for our caring and hardworking staff, and our belief that children and families deserve our commitment to the goal of excellence in services.

MFSS has responded to changing community and family needs by providing early identification, assessment, prevention and early intervention services for an expanded group of primary caretakers of children 0-3 years of age. The groups include fathers, male teen parents and other male caretakers for the Fatherhood Involvement Team (FIT); and grandparents raising their grandchildren--Raising Our Keiki's Keiki (ROKK). The FIT Co-Coordinator offers the AAPI (pre and post assessment) to fathers to assess their parenting styles and offer appropriate support. The FIT Co-Coordinator also completed a Nurturing Fathers' training in Florida (with a federal grant from the National Fatherhood Initiative). The purpose of the training was to help staff identify and assess parenting styles and implement a curriculum to address areas to support healthy, nurturing parenting among fathers.

During more than 31 years of continuous operation, screening and services to thousands of Maui County families, MFSS has amassed a successful track record and is known as an experienced and effective human service agency and leader in early identification for child maltreatment and early childhood development. Today, with its' array of services, MFSS is exceptionally qualified to provide the age and culturally appropriate, early identification family strengthening, and child abuse and neglect prevention services to meet a myriad of family compositions.

MFSS also has the *organization and administrative skills* for successful services. The organization and its personnel have received numerous awards and recognition. Because of a capable administration, qualified staff and a strong and active Board of Directors, MFSS generally meets or exceeds contractual and grant requirements. MFSS has coordinated the annual Maui Stand for Children (SFC) Celebration and Rally for the past 15 years. This major advocacy effort heightens the awareness of children's needs and includes collaboration with over twenty community groups. It promotes increased health and safety for children by strengthening the children's advocacy network. Partnerships garnered from the SFC Rally improve the delivery of MFSS services by establishing and maintaining partnerships for referrals and resources. It provides for informal feedback from participants, as well as the community at large as to what they need in terms of resources, gaps, and awareness of existing resources. The Rally also provides another way for eligible community members to learn about the full array of services for which they may be eligible.

In October 2007 and 2010, the Hawaii State Commission on Fatherhood honored MFSS as "Hawaii's Outstanding Parent and Family Friendly Business". The letter stated, "the selection committee was impressed with the varied ways that Maui Family Support Services has instituted parent and family friendly policies and created a supportive work environment for the employees and their ohana." From 2008 - 2012, MFSS was also awarded as one of the "Best Places to Work in Hawaii" by the Hawaii Business Magazine. Providing a supportive and responsive organizational culture is a critical component when team members are working with

difficult issues of child maltreatment and all of the co-occurring risk factors (substance abuse, domestic violence, mental health issues, poverty, teen pregnancy, etc.) associated with child abuse and poor child outcomes.

In addition to our goal of enhancing parent-child interactions and child development in the Home Visiting services, MFSS provides Keiki 'o Hawai'i and other parenting and resource information on services that support the parents, build family resiliency, reduce family stress and isolation, promote effective and nurturing parenting skills, introduces parents to resources that may have been unknown, and provides education on eligibility for accessing resources. MFSS team members are well versed in resources for other providers as well as resources to address mental health, substance use/abuse and Intimate Partner Violence.

MFSS has the skills and experience to continue to meet the needs of children and families in our Maui County community. Our successful history, including our strength-based prevention framework, commitment to evidence-based interventions, specialized focus on early childhood intervention and long-term commitment to the Maui County community combine to strengthen our ability to provide and sustain effective services for children and families in our community.

## B. Facilities

MFSS' main office is located in Central Maui on one of the few bus lines. The Agency occupies both floors of the 9,240 sq. foot building with the Early Head Start Child Development Center, offices, and conference rooms on the first floor and direct service and administrative offices on the second floor. The main Wailuku facility, including the parking lots and child development play area, meet child safety and ADA requirements. The MFSS Lana'i and Moloka'i offices are each centrally located in the same buildings with other local community services and meet ADA requirements. The Lahaina Child Development Center is located within the Na Hale O Wainee Homeless Resource Center and also meets ADA requirements. MFSS is grateful to the County of Maui for providing the County Cottage on Lana'i for WIC services. The Cottage is located at 717 Fraser Avenue, Lanai City. The facility is 20' x 22' cottage that includes a kitchenette and bathroom. Additional public restrooms are available outside. A Breastfeeding area is available for Participants who prefer this option. The space includes a classroom area with television and DVD for use during class instruction and an area with toys, books, and activities to occupy children who accompany their parents to classes and appointments so the parents can concentrate on the lessons and appointment activities. The facility includes locked storage for checks, servers, and program supplies and equipment.

In addition, ADA compliant public facilities such as community centers, church halls and parks are used for program and group activities. We have included on our liability policy the most frequently used community facilities as "additional insured."

## V. Personnel: Project Organization and Staffing

### A. Proposed Staffing, Staff Qualifications, Supervision and Training

Prior to 2009, MFSS had a staff of over 70 across each island in our county. We currently have 49 staff members and five of which are Administrative Staff members. When we were forced to lay off staff and institute additional cost saving measures, we chose to start with elimination of positions in Administration to ensure as many direct service staff were available to provide services to our community. This resulted in five administrative staff to continue their current responsibilities and assume the responsibilities of those who were laid off. We eliminated Director of Human Resources, Development Director, Administrative Support staff, the Director of Programs, and a Program Coordinator. These functions were transferred to the remaining staff to provide the personnel infrastructure critical to agency functions, our ability to implement the mission, and



excellent administration of program and funds, and the ability to conduct ongoing resource/fund development for services. The remaining positions are:

The Chief Executive Officer - She receives support and direction from the Board of Directors. She has been CEO with MFSS for 7.5 years and provided non-profit agency leadership for 27 years. She is a Board Member/Vice President for Hawaii Alliance of Non-Profit Organizations ( HANO), a member of the Maui Non-Profit Directors Group, both a PONO and Weinberg Fellow. She has served as Director of Human Resources and provides Organizational Development and Leadership training as well as Executive Coaching. In addition to providing agency leadership and oversight, she writes the grants and performs the Development functions for MFSS and oversees Human Resources.

The Director of Finance - She receives support and supervision from the CEO. She has been with the agency for 10 years and worked with non-profit finance for 20 years. She prepares the annual agency budget and all revisions, prepares comprehensive monthly reports for the CEO, Board of Directors and EHS Policy Council; prepares budgets for all grant submission, staffs the Board Finance and Audit Committees; works in partnership with the CEO for review and update of all Finance policies and procedures; ensures adherence to all State, Federal and local requirements; provides oversight for all finance related activities and ongoing monitoring to ensure and excellent audit and compliance with all financial requirements.

The MIS/IT and Accounting Specialist - receives support and supervision from the Director of Finance. She has provided exceptional services for the agency for seven years. She provides MIS/IT support including daily troubleshooting for all agency staff, is the liaison for the IT consultant for complex issues such as replacing the server; is both the Finance and IT liaison for the DOH WIC grant for Lana'i as required by our contract and is required to provide monitoring of all food instruments (checks) issued to participants, all financial reports and reconciling accounts; conducts all payable and receivable (AP/AR) activities for the agency; reviews time sheets, tracks benefits and prepares payroll for all staff; tracks the non-federal share requirements (including all parent volunteer hours) for the federal grants and each EHS Child Development Centers; provides back-up phone and receptionist coverage for the agency to relieve the Administrative Assistant for lunch and during paid leaves.

Human Resources and Development Associate - She receives support and supervision from the CEO. She has provided exceptional services for the agency for four years. She provides back-up for all Accounting Specialist duties listed above (except MIS/IT) in the absence of the Accounting Specialist during Reserve Duty, paid leave, etc;. She provides day-to-day HR support to staff including offer letters, is the liaison for Hawaii Employers Council for HR issues and advice; under direction of the CEO, provides all HR functions including FMLA, TDI, Workers' Compensation, OSHA compliance; conducts employment screens, scheduling and reference checks; tracking and notification of employee changes, and ensuring ongoing compliance with all FLSA labor laws and regulations; provides resource development support for CEO by researching grant and funding opportunities, maintaining the Development Calendar, submitting funding reports; coordinates the CDBG grant including preparation of the complex Project Manual for bidders; conducts research for data for grant applications; supports Administrative Supervisor in preparing and submission of grant applications; in cooperation with other team, provides leadership coordination for COA accreditation; provides back-up phone coverage and administrative support for the agency.

Administrative Supervisor - receives support and supervision from the CEO. She has provided exceptional services to the agency for 20 years. She coordinates all facility reviews for all sites including fire and safety inspections and quarterly safety site inspections; coordinates vehicle maintenance and takes vans for maintenance; provides administrative support to the CEO and Board of Directors; maintains all personnel files including notices to all staff for needed updates (e.g. Criminal history and child abuse clearances, traffic abstracts, auto insurance, staff physicals and TB checks, etc); maintains the agency HR database; tracks

training for all staff including scheduling of monthly staff training (CPR, First Aid, required trainings, etc) and coordinates the Annual Training Calendar; shopping for agency needs and food for the Child Development Center; supervises and trains all volunteers (Job Corps, Goodwill Industries, Horizons Academy) to answer phones and provide basic clerical support; books Neighbor Island Travel and is the primary back-up for the Administrative Assistant for lunch and paid leave time.

Supervisors also absorbed responsibilities after the major layoffs: the Administrative Coordinator works with the CEO to coordinate our COA Accreditations; she completes narrative and outcome reports for all grants, provides administrative support, and supervises special projects such as the ARRA and the SHEG program described above.

The Program Coordinator for Enhanced Healthy Start also took on the PQI coordination and supervision, supervision of the WIC program and will also be the Healthy Start Director when that funding comes through. The Clinical Specialist has taken on Supervision of the OSS program as well as direct services for home visiting. The EHS Director added supervision of the hospital-based screening services (OARS).

Direct service staff continue to be flexible to meet agency needs. They have multiple positions. While challenging, staff have remained committed to the mission and flexible to ensure we are able to serve children and families. They have been flexible with changing hours and positions, serving simultaneously in multiple positions when funding for their position changes as one grant ends and another begins and multiple grants are needed to fund one position. Each member of the MFSS team is exceptionally committed as they continue to provide excellent services and have not had a raise in over 3 years. Some have take on additional jobs to supplement their income when their hours were reduced or to meet increasing costs without an increase in salary. Our turnover rate since the major cuts in 2009 (not including layoffs) has been at or below 15%: we are very fortunate to have maintained the skills and experience of staff committed whose tenure with MFSS ranges from 1 to 21 years with 25% having been with the organization 5 or more years, 29% 10 or more years and four have been here with the agency for over 15 years.

Proposed Service Capacity - For the Fiscal Year ending June 30, 2011, MFSS reached over 4000 individuals, including outreach and education. If this funding request is awarded and the grants we currently have are renewed at their current funding level, we would maintain this capacity.

Supervision and Training - A key factor in MFSS' success with families are the skills that management staff utilizes to effectively supervise and provide direction. Features of our supervision plan include a reflective and strength based supervision model, accountability and adherence to the COA standards and continuous adult learning. Reflective supervision has been proven to assist in retaining staff when they feel their needs are being met and that they are "not alone" with families who have challenges. When they are assisted in recognizing family strengths, they can be more effective in building on these strengths and helping the family move forward to attain their goals. Reflective supervision also provides the supervisor and other professional staff with insight into the paraprofessional's approach and problem solving skills; this provides a place for the supervisor to assist in critical thinking, problem solving, and solution focused communications. Reflective supervision is used with all levels of supervision within MFSS.

The supervision process addresses staff accountability and close adherence to the family support strength-based intervention model. Regular and extensive individual support and training and group supervision, as well as in-house and external trainings, are integral to the success of the program. Each team member meets on an individual basis with their Supervisor (once a week or once every 2 weeks depending on the group supervision schedule). Staff are part of a strong team, which encourages skill sharing among peers along with professional supervisory support. This peer support contributes to staff retention. The major goal of the supervisory process is to provide direct service staff with the knowledge and support to help remove barriers to accessing services

and achieving positive outcomes with the participants. Staff continually familiarize themselves with community resources and review their communication techniques to achieve a high rate of participant retention. Program staff meet with their assigned supervisor to discuss concerns and opportunities, for PQI, and to ensure coordinated service delivery and organizational communication.

Supervision includes the utilization of well-planned quality assurance mechanisms such as mentoring and monitoring provided by the Supervisor during the initial meeting with the participant/family and team member. Supervision documentation focuses on reflective supervision in addition to both case management and clinical supervision and training. Staff are encouraged to build on the strengths of the participants and assist them to draw on the informal as well as formal community support systems. This strength-based supervision approach recognizes individual staff contributions to the program and works to build on these strengths. Reflective supervision allows staff to express their concerns and helps them to see that they are making a difference. This approach helps to avoid stress related burn-out/Secondary Traumatization, increase effective communication and therefore, increase staff retention. Staff, particularly staff on Lana'i and Moloka'i, require consistent supervision to reduce isolation from their peers and colleagues. The EHS Supervisor travels to Lana'i and Moloka'i quarterly for observation and support; the Lana'i and Moloka'i team members participate in group supervision and weekly individual supervision via conference phone. When funding is available, we also fly them to Maui to participate in training.

Reflective supervision also enhances job knowledge, and skills, addresses their attitudes that are essential for effective job performance, monitoring of boundaries and addressing safety issues. Both the "how" and the "why" are explored in supervision which assists the team member in a firmer understanding of their role. Issues that have arisen in the past have concerned how to respond to participants that are seen in social situations in the community and the importance of confidentiality but allowing for recognition to take place which is valuable for the participant. This is critical for small communities like Lana'i and Moloka'i. They must address complex issues in culturally appropriate ways. In addition to formal supervision, the Agency has an open door policy that encourages team members to ask questions as they arise or discuss concerns without waiting for their scheduled supervision. The CEO also annually conducts small focus groups with all agency staff to identify strengths, staff concerns, and to develop programs, training, resources, and strategies to address challenges.

A performance evaluation is conducted at the end of the employee's first 90 days. Thereafter, evaluations are conducted annually reviewing all the position requirements as well as individual and training goals of the past year. Goals for the year ahead are established together with plans for specific training to support the individualized needs of each employee. Although these sessions provide for formal feedback to the staff member, other feedback is given regularly during supervision as well as at other times. The staff member's objectives are measurable and based on the prioritized goals that are mutually established between them and his/her supervisor. Each team member receives an individualized Professional Development Plan (PDP).

MFSS promotes a culture of organizational excellence and support, and staff understand this emphasis. Human Resources are seen as the most important asset of our organization. MFSS frequently communicates with staff the direction, goals, values and vision of the organization. Annually, supervisors meet with their team members to develop individual plans for performance development. At these sessions, they review the position goals and measurements. Ongoing coaching and feedback by members of the entire organization, not just the staff member's direct supervisor, encourage this atmosphere of support. Moloka'i and Lana'i staff participate in monthly staff meetings as described above. MFSS has received Hawaii's "Best Places to Work" Award for the last 5 years and was named Hawaii's "Most Parent-Friendly Organization" in Hawaii by the State Commission of Fatherhood in 2007 and 2010.

Training – MFSS staff orientation includes HIPPA, FERPA, Civil Rights and ADA compliance. These areas are reviewed annually with staff. Staff participate in all required meetings and trainings as required by our funding sources, accreditation, licensing, and a determined by our agency needs. The service approach for all MFSS services and delivered by all MFSS team members stresses engagement and rapport building, ensures participant-centered services, is strength based and non-judgmental, provide holistic assessment, uses Motivational Interviewing to determine participant receptiveness, incorporate Stages of Change and Brief Intervention to support the participant in adopting healthy behaviors, and follow-up on risks at subsequent appointments. MFSS staff are trained on Motivational Interviewing and Stages of Change to assist participants in changing maladaptive behaviors to behaviors which support optimal maternal and child health and family strengthening. This includes, but is not limited to, smoking cessation, preconception health, prenatal and breastfeeding nutrition, healthy child nutrition, initiating and maintaining breastfeeding, harm reduction and abstinence with alcohol and other drug use/abuse (including tobacco), emotional and family health such as post-partum depression and family violence. All staff are trained in, and deliver, strength-based and Participant-Centered services with the goal of increasing protective factors and decreasing risk factors for prevention of child abuse and neglect and promotion of optimal maternal and child health and healthy family functioning.

Staff receive initial and ongoing training on MFSS policies and procedures and are provided with updates as changes occur. All MFSS staff are required to have basic computer skills and training in data entry for our Participant Database and databases specific to their program service responsibilities.

Staff receive training in engaging participants and ongoing training to ensure services and approaches are culturally relevant and appropriate. MFSS also provides materials in languages other than English and in formats to support participants with Limited English Proficiency (LEP) and/or emergent literacy skills. Administrative Support staff also receive training to enhance their administrative and clerical skills and participate in the monthly "All Staff" trainings. Our WIC/Enhanced Healthy Start Registered Nurse is certified Lactation Consultant and oversees staff training for breastfeeding promotion.

A key area in working with paraprofessionals is to assist them in identifying and reducing family risk factors while partnering with families to build on their strengths. Paraprofessional staff, in partnership and with the support and direction from Professional team members, help motivate families to reduce risks factors, increase protective factors, and enable them to effectively access community resources. This training provided via a comprehensive Professional Development Plan, weekly team meetings, monthly and ongoing training, and regular supervisory observation and support.

Annually, staff is provided with a minimum of 48 hours of training through attendance at community workshops, and conferences in Maui County and statewide and approximately 30 hours of in-service training yearly. Included in this basic training are topics on cultural competency, substance use/abuse, reporting child abuse, domestic violence (including IPA), drug-exposed infants, child maltreatment dynamics, infant and toddler development and community resources. In addition, a comprehensive MFSS Supervisory training provided every other month, in-service training program based on the expressed needs of the Supervisors is a key feature in the regular upgrading of skills, on-going support and comprehensive training. This training facilitates Leadership development and recognizes the critical role of supervisory staff in the support and retention of staff, as well as assists in Supervisor retention as they develop and strengthen their supervisory skills.

Within the first week of hire, each new team member completes an orientation/pre-service training period of two to four weeks (depending on their skill level) before they receive their first participant case. Staff for the proposed services are current and long time team members who have had this training as well as subsequent ongoing training and updating of skills and information.

All staff receive training on MFSS program policies and procedures in this orientation period and throughout the year when changes are made. The Procedure Manual is available on-line for all staff and a hard copy is at each MFSS site. The MFSS Operations and Procedures Manual sets forth standardized step-by-step procedures for program activities as well as COA standards and includes the agency's mission, philosophy, goals and services. The organizational chart and personnel manual is also reviewed along with personnel related information.

In the first week of employment, a Professional Development Plan is created with the staff that identifies specific expectations for training outlined by position and a training development plan is reviewed with Performance Evaluations at 3 months and on the annual anniversary. This plan is referred to and updated in supervision on an ongoing basis. A database of completed training and education is maintained by the Administrative Supervisor for each employee and the employees receive a yearly print out of their record which assists record keeping for Development Plans and staff are instructed on the importance of and procedures.

MFSS ensures the qualifications and skill level of all staff are in compliance with funder and contract requirements. Monthly "All Staff" meetings provide agency wide training on topics including but not limited to safety and human services related topics such as: Child Abuse and Neglect (Mandated Reporting); Domestic/Intimate Partner Abuse and Safety Planning; Community Resources; Substance Use/Abuse identification and intervention; Outreach, Engaging and Retaining Participants; Father Involvement; Family Planning; Community Resources, Blood Borne Pathogens; Drivers Safety and Fire Safety; Home Safety and Safe Sleep for Infants and Toddlers, Effective Documentation; etc.

Program specific training is also provided to staff. Program specific training includes documentation and case record maintenance, data entry, program goals and objectives, meeting and monitoring program outcomes, and specific needs and resources for special populations served ( e.g. homeless, special needs children, parents with mental health concerns).

#### B. Organization Chart

Please see Attachment C for Agency-Wide Organizational chart. Our agency Organizational Charts are always presented in a non-traditional manner with participants at the top as a visual reminder to potential, new and existing staff and stakeholders of our philosophy that all agency staff are ultimately there to support participants and Supervisory and Administrative staff are there to support direct service staff in their service to Participants.

### VI. Other

#### A. Litigation

Maui Family Support Services, Inc. does not have any pending litigation to which we are a party nor any outstanding judgments.

#### B. Licensure or Accreditation

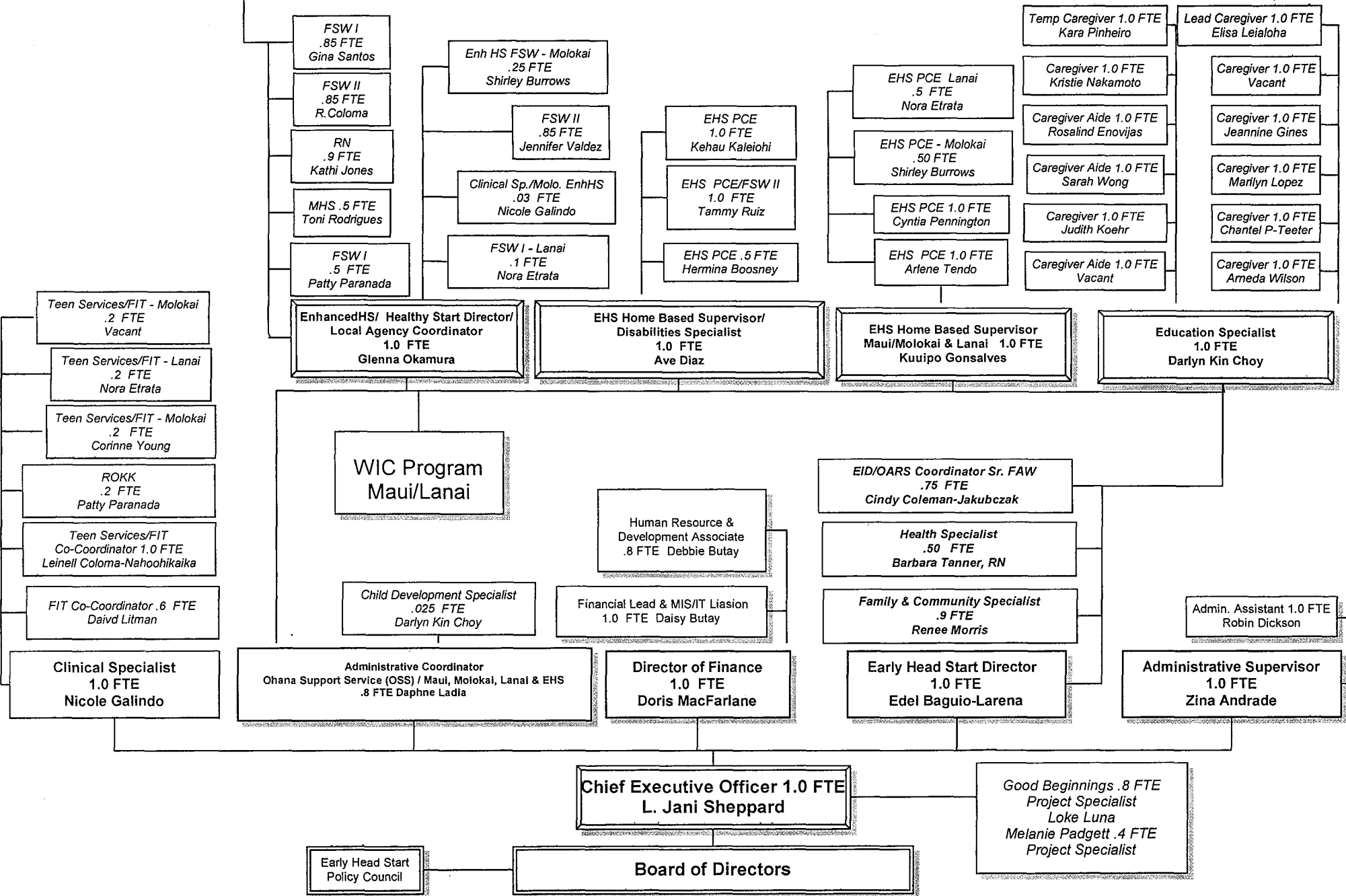
MFSS is accredited by the National Council on Accreditation for Children and Families (COA). The Child Development Centers are licensed by the Hawaii Department of Human Services.

Maui Family Support Services, Inc.  
Grants-in-Aid Application  
July 1, 2012-June 2013

**Sources of Funding**

	BUDGET	STATUS
<b>Government Sources:</b>		
<b>USDHHS/ACF</b>	<b>\$ 1,261,630.00</b>	<b>Secured: Federal Assistance Awards for Early Head Start Program</b>
Hawaii DHS	\$ 447,744.00	Pending: Contracts for Enhanced Healthy Start for July 1, 2012-June 30, 2013
Hawaii DOH	\$ 400,000.00	Pending: Contract for Healthy Start Home Visiting
Hawaii DOH	\$ 197,000.00	Pending: Contract for Early Identification (EID)
Hawaii DOE	\$ 28,500.00	Pending: Grant for USDA Child & Adult Food Program for October 2012-Sept 2013
Maui County	\$ 310,000.00	Pending: Grants for July 1, 2012-June 30, 2013
	<b>\$ 2,644,874.00</b>	
<b>Foundations/Maui United Way</b>		
G.N. Wilcox Trust	\$ 9,000.00	Pending
Friends of Hawaii Charities	\$ 5,000.00	Pending
Hawaii Womens Fund	\$ 5,000.00	Pending
<b>Shane Victorino Foundation</b>	<b>\$ 12,500.00</b>	<b>Secured</b>
Good Beginnings Alliance	\$ 45,500.00	Pending
<b>Maui United Way</b>	<b>\$ 24,276.00</b>	<b>Secured</b>
	<b>\$ 101,276.00</b>	
<b>Other:</b>		
Charity Walk	\$ 3,000.00	Pending: 2012 Charity Walk proceeds
Interest	\$ 7,870.00	Pending: Budget amount for July 1, 2012-June 30 2013
Napili Craft Fair	\$ 30,000.00	Pending: Budget amount for July 1, 2012-June 30, 2013
Contributions	\$ 10,000.00	Pending: Budget amount for July 1, 2012-June 30, 2013
Contributions-In-kind	\$ 23,496.00	Pending: Continuation of donation of space for Early Head Start classroom
MFSS Savings	\$ 107,309.00	Pending: Dependent upon completion of budget for July 1, 2012-June 30, 2013 & BOD approval
	<b>\$ 181,675.00</b>	
	<b>SUB-TOTAL \$ 2,927,825.00</b>	
<b>Grants-in-aid Request</b>	<b>\$ 50,158.00</b>	
<b>TOTAL</b>	<b>\$ 2,977,983.00</b>	
<b>Amount Secured</b>		
Federal	\$ 1,261,630.00	
Private/Other	\$ 36,776.00	

# PARTICIPANTS



**BUDGET REQUEST BY SOURCE OF FUNDS**  
(Period: July 1, 2012 to June 30, 2013)

Applicant: Maui Family Support Services, Inc.

<b>BUDGET CATEGORIES</b>	<b>Total State Funds Requested (a)</b>	<b>(b)</b>	<b>(c)</b>	<b>(d)</b>
<b>A. PERSONNEL COST</b>				
1. Salaries	45,449	1,281,430	70,149	77,604
2. Payroll Taxes & Assessments	4,709	186,063	3,384	17,896
3. Fringe Benefits		173,498	5,351	15,321
<b>TOTAL PERSONNEL COST</b>	<b>50,158</b>	<b>1,640,991</b>	<b>78,884</b>	<b>110,821</b>
<b>B. OTHER CURRENT EXPENSES</b>				
1. Airfare, Inter-Island		5,886	6,000	3,600
2. Insurance		27,068		
3. Lease/Rental of Equipment		67		
4. Lease/Rental of Space		17,499		35,064
5. Staff Training		48,018		2,500
6. Supplies		55,282	1,026	3,420
7. Telecommunication		11,881	3,600	2,595
8. Utilities		35,727		5,998
9. All other expenses		802,455	11,766	17,677
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
<b>TOTAL OTHER CURRENT EXPENSES</b>		<b>1,003,883</b>	<b>22,392</b>	<b>70,854</b>
<b>C. EQUIPMENT PURCHASES</b>				
<b>D. MOTOR VEHICLE PURCHASES</b>				
<b>E. CAPITAL</b>				
<b>TOTAL (A+B+C+D+E)</b>	<b>50,158</b>	<b>2,644,874</b>	<b>101,276</b>	<b>181,675</b>
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	50,158	Doris MacFarlane	808-242-0900	
(b) Other government sources	2,644,874	Name (Please type or print?)	Phone	
(c) Foundations/Maui United Way	101,276		1/30/12	
(d) Contributions/interest/savings	181,675		Date	
<b>TOTAL BUDGET</b>	<b>2,977,983</b>	L. Jani Sheppard, CEO		
		Name and Title (Please type or print)		



## BUDGET JUSTIFICATION PERSONNEL - SALARIES AND WAGES

Applicant: Maui Family Support Services, Inc.

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)
L. Jani Sheppard, CEO	1	\$85,157.00	20.00%	\$ 17,031.40
Doris MacFarlane, Director of Finance	1	\$56,100.00	10.00%	\$ 5,610.00
Zina Andrade, Administrative Supervisor	1	\$46,040.00	20.00%	\$ 9,208.00
Daphne Ladia, Administrative Coordinator	1	\$41,000.00	10.00%	\$ 4,100.00
Debbie Butay, Human Resource & Development Associate	1	\$40,000.00	10.00%	\$ 4,000.00
Daisy Butay, Accounting & IT Specialist	1	\$38,000.00	10.00%	\$ 3,800.00
Robin Dickson, Administrative Assistant	1	\$34,000.00	5.00%	\$ 1,700.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
<b>TOTAL:</b>				<b>45,449.40</b>

**JUSTIFICATION/COMMENTS:** Each of these administrative positions is critical to the operation of Maui Family Support Services, Inc. None of these positions is fully funded by the combination of grants received for our programs. Maui Family Support Services, Inc. has been using its savings to continue operations and is actively seeking new and/or increased funding in order to balance our budget.

**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:

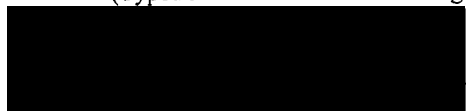
- (1) Has been determined and designated to be a non-profit organization by the Internal Revenue Service; and
- (2) Has a governing board whose members have no material conflict of interest and serve without compensation.

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.

Maui Family Support Services, Inc.

\_\_\_\_\_  
(Typed Name of Individual or Organization)



1/31/2012

\_\_\_\_\_  
(Date)

L. Jani Sheppard

\_\_\_\_\_  
(Typed Name)

Chief Executive Officer

\_\_\_\_\_  
(Title)