



Founded in 1865

**William Booth**  
*Founder*

**Andre Cox**  
*General*

**James Knaggs**  
*Territorial Commander*

**John Chamness**  
*Divisional Commander*

**Pauline Pavao**  
*Administrator*

**Roxanne Costa**  
*Director of Operations*

**Michael Chung**  
*Administrative Services  
Director*

**Denise Pacheco**  
*Program Director  
Prevention/Transitional  
Living Skills*

**Kaiulani Enos-  
Balidoy**  
*Program Manager  
Kanehoalani  
Maui  
(Boys Safe House)*

**Annette Honda**  
*Program Manager  
Ke Kama Pono  
Captain Cook  
(Boys Safe House)  
Pu'uhonua Na Opio  
Kailua-Kona  
(Shelter)*

**Brandee Okinaga**  
*Program Manager  
Ke Kama Pono  
Honokaa  
(Girls Safe House)*

**Glenn Taka**  
*Program Coordinator  
Ala Ka'i Na Opio  
Hilo  
(Residential Programs)*

## *The Salvation Army*

### Family Intervention Services

*"To provide youth with skills for a healthy life, and instill purpose, hope and vision to youth and their families."*

January 29, 2014

State Capitol, Room 208  
Honolulu, HI 96813  
Attn: Rod Becker

Dear Mr. Becker,

Attached is a copy of the grant in aid application from The Salvation Army Family Intervention Services (TSA-FIS). TSA-FIS is requesting \$100,000.00 for our Maui Safe House for boys.

Should you have any questions, please feel free to contact me at (808) 959-5855 ext. 37 or by email at [Roxanne.Costa@usw.salvationarmy.org](mailto:Roxanne.Costa@usw.salvationarmy.org)

Sincerely,



Roxanne E. Costa  
Director of Operations

House District 2

Senate District 2

**THE TWENTY-SEVENTH LEGISLATURE  
APPLICATION FOR GRANTS AND SUBSIDIES  
CHAPTER 42F, HAWAII REVISED STATUTES**

Log No:

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:  
The Salvation Army, a California Corporation

Dba: The Salvation Army  
Family Intervention Services

Street Address: 1786 Kinoole Street  
Hilo, HI 96720

Mailing Address: P.O. Box 5085  
Hilo, HI 96720

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

Name ROXANNE COSTA

Title Director of Operations

Phone # (808) 959-5855 ext. 37

Fax # (808) 959-2301

e-mail Roxanne.Costa@usw.salvationarmy.org

**3. TYPE OF BUSINESS ENTITY:**

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

**6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:**

GRANT IN AID FOR MAUI SAFE HOUSE FOR BOYS , AGES 13-17, LOCATED IN WAILUKU, ON THE ISLAND OF MAUI

4. FEDERAL TAX ID #: [REDACTED]

5. STATE TAX ID #: [REDACTED]

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

FISCAL YEAR 2015: \$ 100,000.00

**8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:**

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

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

STATE \$ \_\_\_\_\_

FEDERAL \$ \_\_\_\_\_

COUNTY \$ \_\_\_\_\_

PRIVATE/OTHER \$ \_\_\_\_\_

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

AUTHORIZED SIGNATURE

ROXANNE COSTA, DIRECTOR OF OPERATIONS  
NAME & TITLE

1/29/14  
DATE SIGNED

## **A Grant in Aid request for MAUI SAFE HOUSE FOR BOYS**

### **I. BACKGROUND AND SUMMARY**

The Salvation Army- Family Intervention Services (TSA-FIS) is requesting a grant in aid in the amount of \$100,000.00 from the State of Hawaii to help supplement a current grant from the Office of Youth Services for its Safe House Group Home for boys in Wailuku, on the Big Island of Maui. When the Safe House originally opened in 2009, it was funded for \$750,000.00. Due to our States tough economic times in the past, the program budget was reduced to \$650,000.00. Due to the budget cuts, staff positions were eliminated. The \$100,000.00 we are requesting is to fill those staff positions that are needed to adequately supervise the at-risk boys that are served in the Safe House program.

The Safe House is an eight (8) bed facility that offers a structured, nurturing, and safe environment for boys ages 13-17 who are referred by the Hawaii Youth Correctional Facility, Family Court, Drug Court or the Office of Youth Services. The boys who utilize the program are those who have demonstrated a need for a higher level of attention than that given in a traditional Group Home. These boys require a safe environment where they are held accountable for their actions and choices, yet they are also nurtured, supported, and guided by highly-screened, well-trained, and responsible role models until a more suitable, permanent living arrangement can be found. During the last 5 years that TSA-FIS has managed the Safe House in Maui, the population has been from boys statewide. This allows the youth to remain in a residential setting within their community and also providing services for the youths who need to be taken out of their respective communities so that they are not comfortable enough to continue their runaway behaviors.

While residing in the Safe House, clients are provided with residential, recreational, peer-intensive, pro-social, and cultural community-based services. An educational component that meets requirements established by the State of Hawaii Department of Education (DOE) is also provided. The boys are registered at Hui Malama Learning Center. The boys serviced by the program are not only educated scholastically; life skills that are equally important in healthy and productive development are also stressed. Utilizing a cognitive behavioral modification approach, TSA-FIS staff assist up to eight (8) boys in placement in developing positive peer, family, and community relationships. The boys learn to develop personal safety and relapse prevention plans, in an effort to plan for new or alternative means to solve problems upon reintegration back into the community. The boys are further provided with a meditation session weekly to provide them with a skill in dealing with daily stress and anger management.

A Safe House Group Home client is released back into his home community only at such time that he feels safe and ready to leave, and TSA-FIS staff are collectively satisfied that the client can maintain himself. A tracking and follow-up policy has been included in the written curriculum that has been developed to describe the program, service activities, objectives, and strategies. This policy ensures that boys who leave the Group Home do not "fall through the cracks" or relapse into old, delinquent behaviors. Any client who has demonstrated a need for

re-direction or further education on learned skills has been re-accepted into the program until such time that the issue has been addressed.

The ultimate goal of the program has been to assist designated boys in the local and surrounding communities to take an interest in his educational future, to cease delinquent behaviors, and to maintain himself in a stable living environment. TSA-FIS, therefore, proposes the following performance measures:

- 1) Of the youth served by the program annually, 85% will not commit additional criminal or status offenses for at least six months after discharge from the program.
- 2) Of the youth served by the program annually, 85% will increase their attendance and grades in an educational, vocational, or work program and maintain that increase for at least six months after discharge from the program.
- 3) Of the youth served by the program annually, 85% will be placed in a stable living situation and will remain in a stable living situation for at least six months after discharge from the program.

TSA-FIS has successfully provided Safe House programs for girls in Honoka'a and boys in Kona and Maui for the past eight years.

TSA-FIS, which is part of a larger Salvation Army organization that helps needy individuals in more than 100 countries in this world, is a non-profit organization providing services to youth in this community since 1970. Our specific Salvation Army organization has been recognized with the distinguished National Social Service Award from our Salvation Army Western Territory in 2009. Throughout our agency's **40 years** of experience in implementing services, we have developed a continuum of **Residential** and **Outreach** programs to meet the diverse needs of youth at various levels of care. Our Mission Statement reflects our approach in assisting at-risk youths and their families, and is the guiding principle in delivering residential and outreach services: **"TO PROVIDE YOUTH WITH SKILLS FOR A HEALTHY LIFE AND INSTILL PURPOSE, HOPE AND VISION TO YOUTH AND THEIR FAMILIES."**

## **II. SERVICE SUMMARY AND OUTCOMES**

### **A. Scope of Work**

All "best practices" utilized in the program, which are based on research and have proven to be effective in identifying and reducing needs and risk factors, increasing assets, and reducing recidivism and risk behaviors will be replicated. There is no one way to accomplish all of these goals. Rather, it is a combination of practices employed on a consistent basis within an emotionally and physically safe environment. In order to foster such an environment, we are sure to include a variety of different components, which all come together to create the best possible atmosphere for cognitive and behavioral change.

1. The following basic components are incorporated into our Safe House program:

a. A Coordinated Approach.

In order to provide a continuum of care for Safe House boys, we strive for interagency cooperation. This means that TSA-FIS will work on both an as-needed and a contracted basis with other social service agencies within the Maui community. In order to integrate needed services for our youth, we must be diligent first in assessing the need of the client, and then being informed on existing resources within the community to address specific needs. We have learned from experience with our existing Safe House, as well as our other long-running residential programs, that delinquent behavior consists of many layers of dysfunction within the youth. For example, familial problems, substance abuse, anger management, and mental health issues might all contribute to acting-out behaviors on a youth who is simply attempting to cope with his problems. Having a variety of resources to turn to assistance in dealing with such issues is imperative; therefore, we work closely with a range of different groups to integrate services to our youth. Having the further support of our Salvation Army Corps on the island of Maui also affords us a chance to tap into community resources they have utilized for years. The Salvation Army has been an established part of the Maui community for over a century.

b. Community Involvement.

We believe that no one is more able to speak to the needs of community youth than members of the community itself. It is important to understand that Maui has a community of social service industry workers (i.e., Social Workers, Probation Officers, Law Enforcement, Community Policing Members) who have relative information as to the needs of all youth on the island. Similarly, ordinary citizens also know much about trends, needs, strengths, resources, and protective factors within their boundaries. We are an active part of both the social service and ordinary citizen community in Maui. Clearly, all of the staff who are employed at the Safe House are residents of Maui County. We are also voluntary members of community clubs and service groups. We firmly believe that this is the only way to tap in to the pulse of the community.

c. Building Community Relations.

One of the most important components of the Safe House is that it is indeed a traditional “house” in a traditional neighborhood. This is opposed to a facility on the outskirts of a community. If the boys in the program are *included* as members of the community, rather than *ostracized* as a bad element, their success is only further guaranteed. In order to foster good community relations, we understand that it is crucial that we are open to receiving input and support from the community. Moreover, we must keep community members informed of any anticipated major program changes before they occur. This will keep disruption to the community to a minimum, and continue to solidify a strong, neighborly partnership between the Safe House members and employees and the community stakeholders.

d. Cultural Awareness and Identity.

Services and activities for the Safe House boys are provided within a context that promotes the understanding and appreciation of each clients' ethnicity and culture. In addition to understanding one's self and culture, it is important that clients understand the cultural identities of others. For our residents to have a more comprehensive Cultural Awareness Program, we have integrated two facets to our program to reinforce cultural understanding. One facet has and continues to be within our educational portion conducted by Hui Malama Learning Center. Our participation in their "Hawaii Outdoor Education (HOE) Program" allows for our youth to recognize cultural elements through literature, writing, field trips, hands-on activities, presentations by cultural and environmental experts, and community service. The HOE interdisciplinary curriculum offers an in-depth examination of Native Hawaiian history, language, culture and values- all within the context of solid academic instruction and activities in the areas of: geology, biology, ecology, astronomy, meteorology, genealogy, archaeology, history, language arts, creative writing, reading comprehension, and computer literacy.

In addition to knowledge gained within this partnership, the Maui Safe Home maintained a cultural resource to properly integrate Hawaiian concepts and practices into the Safe Home daily living curriculum. In order to build a proper foundation in our program, we have used cultural knowledge as a way our youth can establish their identity in our Hawaiian community. Therefore, all youth entering the program have gained knowledge on oli, hula, Hawaiian sayings and concepts, and their local land system as a way to positively connect them to their home surrounding.

**e. Youth Involvement.**

The boys who are part of the Safe House are not sentenced into placement. Rather, they agree to a partnership with the program and are valuable and contributing members of it. Having the option to *choose* whether one wants to come to the program or not is empowering to the youth; indeed, often the root of disruptive or delinquent behavior is found in a perceived lack of control or choice in ones' life. Once assessed and accepted into the program, the boys of the Safe House are involved in virtually all levels of operations. They are given the opportunity to pose questions to potential new clients as well as new employees. In our Kona Safe House, the client who is at the highest level in the house is permitted to sit in on a second interview of potential hires and ask questions on behalf of the clients. Additionally, they are invited to attend the last segment of the weekly staff meeting as a representative of the clients in the house. All clients are afforded the opportunity to offer suggestions for change or improvement within the program casually through the suggestion box which is posted in the common area. If a client has a more formal suggestion, such as a policy change, they are given the opportunity to present it to the Program Manager. We have modified rules of the program in order to honor relevant suggestions from clients. We feel this gives the youth in our care a sense of ownership in the way the program is run. Furthermore, being able to organize ones thoughts into a clear and concise manner, and then speak about it positively, develops leadership skills among our youth. Finally, a youth who is comfortable enough to express himself comfortably as a mentor in his peer community is often more at ease when addressing members of the larger community.

**f. Developmentally Appropriate Programming.**

Although the Safe House is technically a Group Home, all clients will be managed on an individual basis as well as within the context of the group. Individualized attention will be given to each boy as services and activities are designed to be sensitive to the unique needs, characteristics and learning styles of each participant. Additionally, each client has different emotional needs, and varying cognitive abilities. Therefore, individual sessions with the Program Manager, combined with specific referrals and interventions will be utilized. As a group, the boys will be a part of a Level System. This system, which was initially designed for our Hilo Group Home in 1989, was modified to fit the needs of the boys Kona Safe House. These same levels have been adjusted again to meet the needs of the Kona Safe House boys. Each level is designed to follow a specific duration of time, however, there are also behavioral, cognitive, and emotional requirements for each youth to attain before advancement to the next level. By having this flexibility when working within the level system, no youth will advance, nor ultimately complete the program until such time that he feels capable and comfortable. The basic breakdown of the level system is as follows:

- **Entry Level-** minimum of 4 weeks. Client is in an orientation period and making necessary adjustment to living with peers. Privileges are at a minimum except for contact with primary guardian and worker or participation in positive recreational activities. An Entry Level client is just learning the flow of the program. They are beginning to familiarize themselves with the daily routines of the house, and are learning the rules of behavior. An Entry Level client is busy participating in assessments and formulating a plan, with the assistance of staff, for their stay at the Group Home.
- **Level I-** minimum of 4 weeks. Client will be given occasional opportunities to earn designated privileges including one social call per week. A Level I client understands basic house operations. They know the rules and can be expected to adhere to them. A Level I client is just beginning to understand the treatment aspect of the program. They are beginning to familiarize themselves with “I statements,” “Thinking Reports,” and “Action Plans.” A Level I client has begun to establish a working relationship with both Group Home staff and peers. A Level I client can write a Thinking Report with assistance from peers and staff.
- **Level II-** minimum of 5 weeks. Client will be given opportunities to negotiate for special privileges as well as an increase in social calls, according to behavior and appropriateness. A Level II client understands rational language. They are also beginning to take a closer look at themselves and can identify issues and personal behaviors they would like to change. A Level II client has begun to build a “toolkit” of practices they can use to solve their own problem behaviors. They trust the group process, and use time in Group to ask for assistance and guidance from peers with their own struggles. A Level II client uses appropriate language and is able to complete Thinking Reports with little assistance from others.
- **Level III-** minimum of 6 weeks. Client may negotiate for special privileges including overnight passes with prospective placement. Client will be tasked to be active in developing Discharge and Relapse Prevention Plan. A Level III client is very

knowledgeable in the way thinking affects behavior. They speak rationally and uses “I statements” more often than not. A Level III client is constantly and visibly working to better themselves. They are a role model to their peers. They are working toward their graduation from the program by going on extended passes. While on pass, the Level III client is practicing skills they have learned in the Group Home with their family or future parental figures. They behave appropriately on pass and work out issues encountered outside the Group Home during Group when they return. A Level III client assists their peers in a variety of ways: by helping with Thinking Reports, by sharing observations out of kindness and concern, and by offering assistance in finding solutions to problems. A Level III client is a trusted member of the group and can be relied upon by staff and peers alike.

- Level IV- minimum of 7 weeks. Client will continue to work towards completing discharge requirements. Weekend passes, as appropriate will be awarded to assist the client in transitioning to future placement. Client will take an active leadership role in the program, becoming a peer facilitator in group and skill-building sessions. A Level IV client is on their way to graduation from the Group Home program. They are a leader and can always be counted on to behave and speak appropriately. A Level IV client is actively working with staff to develop a written plan on how to use the problem solving tools they have learned every time they encounter a new or familiar problem. They understand how thinking impacts behavior, and they automatically use the cognitive process when faced with a challenge. A Level IV client is able to maintain themselves independently, and they are confident that they will be able to face any challenge that they encounter. They trust that if an unfamiliar situation develops, they will have the resources and tools to solve the problem themselves, or ask for help from others. A Level IV client is confident, compassionate, and an example to others.

The level system is based on reinforcement of positive behaviors and acquisition of developmental competencies. In our Maui Safe House, as was mentioned prior, we have capitalized on a cultural resource in the Maui community who has shared cultural knowledge we can apply to the curriculum with our youth. Each of the Maui Safe Home levels is named after the level of land surrounding the home; Papa Level (Entry Level), `Ilima Papa Level (Level I), Wao Nahele (Level II), Wao Lani (Level III), and Wao Akua (Level IV). Therefore, each resident learns about the land system specific to our location on Maui to understand their level system in the program. Not only are the boys to have a clear understanding of the what is happening in nature at each land level, but they gain the higher understanding of how nature and the land can be a reflection of their own growth and development in the home. Successful daily participation of level system earns the client a monetary allowance, to be paid on a weekly basis. In addition, it can strongly demonstrate their readiness to transition back into their long term placement in the community.

After Care is a minimum of 6 months. An After Care client is working toward maintenance of post placement success. During the After Care period, the client is supported through regular telephone calls and participation in scheduled face-to-face meetings with Program Manager. Client maintains academic/employment success.



After Care- minimum of 6 months. Client is working toward maintenance of post placement success. During After Care period, the client is supported through regular telephone calls and participation in scheduled face-to-face meetings with Youth Development Specialist. Client maintains academic/employment success.

**g. Gender Appropriate Programming.**

Gender specific programming is key to the overall success of the home. Boys in the program need services and activities which are responsive to the strengths and unique needs of young male adults. These needs are, obviously, different than those of girls or co-ed peer groups. Boys in the Safe House will be provided with a nurturing environment which offers them understanding and a sense of both belonging and importance. They will be given space to engage in physical and mental activities. They will be provided with many opportunities for development, while also being given guidance and support. The boys will also be including in continuing to explore and assess for further needs which will support and nurture them toward adulthood.

**h. Family Involvement.**

In order for a boy in the Safe House to reconnect with his community, he must first reconnect with his family if at all possible. Repairing old wounds and dysfunction is paramount to the individual success of the boy, and the overall success of the family. Therefore, a family strengthening program will be in effect at the Safe House. This family strengthening process is the result of the entire continuum of services provided at the Safe House. It is attained not through one action but a collection of services and activities by the youth and his family. In order to provide safeguards to our participants, we will first determine that maintaining family connection is in the best interest of the youth. To gather this information, we will utilize information obtained through the application process and contact with primary worker. Should a youth's participation with family be approved, they will work closely with the YDS to determine what issues, if any, present problems. The client is required to call family on all levels of the program; in the beginning stages of the program, family members are the *only* individuals the client can call. As the client becomes pass-eligible, the YDS will meet separately with the client's parent/guardian to see if they have any issues that need to be addressed. If there is significant conflict in the home, the YDS will develop a Family Contract with the family before the client is permitted to go home for pass. The client's family is always informed on the progress of their family member in the program. Family members are invited to Person Center Plan facilitation sessions (at the clients invitation) as well as the Program Graduation party.

**i. A Caring Adult Relationship.**

The majority of the boys who will reside in the Safe House have some level of mistrust in adults. It is imperative, therefore, that the boys be involved with adults in meaningful interactions and quality relationships that are consistent and provide approval for pro-social behaviors and sanctions for antisocial behaviors. We achieve this task by hiring positive mentors and adults who are firm, fair, and consistent. Quality staff model appropriate adult behavior at all times,

and are an example of stability and safety to the boys in the program. Because the Safe House boys will reside in the program for a period of months, it will be a natural progression for them to trust in and attempt to model the adults who supervise them on a daily basis. Through appropriate disciplinary sanctions and a graduated reward system, similarly, the boys will learn to trust that every behavior and attitude they display will be either rewarded or met with disciplinary action.

**2. The Safe House program shall include the following activities:**

**a. A Safe Place.**

It is crucial that the Safe House be a safe and healthy environment for both youth and staff. This means both physically and emotionally safe. Staff are screened annually for exposure to TB as part of the DHS licensing process. They are re-certified annually on CPR and First Aid. Staff are able to discuss issues with their direct supervisors at any time due to our "open door policy" for relaying concerns and suggestions to improve the welfare of the program. Finally, our Employee Assistance Program is available for utilization at any time an employee feels he/she needs additional assistance with sensitive matters and all issues are kept confidential. If the staff feels supported and safe in the program, so too will the clients. The Safe House will be licensed by the Department of Human Services as a Child Care Institution, as all TSA-FIS residential facilities are. All Safe House clients are required to be fully clothed at all times and can only change clothes/undress in the restroom which can be locked. The building will be secured during the evening. TSA-FIS follows guidelines in working with males, females and gay, lesbian and transgender youth. In addition, the Grievance Procedure will be explained to each client as part of the intake process. Grievances are taken very seriously and handled in a respectful, sensitive and timely manner by supervisory staff. Structurally, physically, emotionally, and by policy all clients and employees are assured a safe place.

**b. Screening and Orientation.**

The Safe House receives referrals via Hawaii Youth Correctional Facility, Family Court, Drug Court, and other OYS service providers. The referral application addresses basic information in the areas of: vital statistics, family background, education, problem behaviors, juvenile system involvement, health, and presenting issues and/or concerns. Additionally, a copy of the most recent mental health evaluation must be included with the application. Once the referral is thoroughly completed, the Program Manager reviews the application and contacts the respective worker and/or youth to schedule an interview. The Program Manager and the Youth Development Specialist then interviews the potential youth. The Youth Level of Service Inventory (YLSI) as well as the Risk/Focused assessment is integrated into a structured interview. Although the Safe House offers an intensive environment, we are not a therapeutic placement. As such, if a client demonstrates a significant mental health or therapeutic need that exceeds the services we can provide, this will usually be discovered during the application, mental health assessment review, or interview portion of the intake period. If a client is accepted to the program, they will sign a personal contract, agreeing to follow all program rules. In compliance with safety and civil rights, we assess the youth's ability to live in a group environment and with those of different ethnic/cultural and sexual identities. During Entry

Level, a new client is constantly being assessed by program staff. If a need is observed for a more detailed or clinical assessment by trained mental health professionals, a referral is made to a community resource. All consents for placement must be signed by the primary agency worker. In situations where the client is under the custody of her parent(s), he will be required to give consent for placement. After completion of the intake, each client will be thoroughly oriented to program expectations as well as policies and procedures. Program staff will make every reasonable effort to enable each boy to feel comfortable and safe in his new environment.

**c. Youth Rights.**

Each boy who is accepted into the Safe House program will be afforded equal access to program activities and services. The Salvation Army- Family Intervention maintains a strict non-discrimination policy and adheres to all tenets therein. Every reasonable consideration will be given to serve the needs of each individual client, and all youth will be informed of his rights upon entry into and during the program.

**d. Risk and Needs Assessment.**

Our experience to date is that assessment is a dynamic and on-going process. Psychosocial barriers, personal, educational employment and family problems and needs change constantly. The Safe House utilizes several assessment tools in our service to the participants. The Youth Level of Service Inventory (YLSI) developed by the University of Cincinnati of Criminal Justice is implemented to assess risk and need factors of youth. Although the YLSI was designed specifically as an assessment tool for youth in the criminal system, we feel that it is thorough and comprehensive enough that it can be used for clients who are not criminal offenders. Specifically, it is structured in such a way that if a certain section does not apply to a particular youth, that portion of questions can be skipped. The YLSI measures risk factors in eight different areas including: criminal history, family circumstances and parenting, education and employment, peer relations, substance abuse, leisure and recreation, personality and behaviors, and attitudes/orientation. The intent is to formulate immediate short-term goals and long-term goals of participants and address steps in completing those goals. This assessment is integrated with the Person Centered Planning process. We also use the Risk Focus Prevention Assessment developed by Hawkins and Catalano, of Communities that Care (CTC). This tool identifies risk factors in areas of clients: individual/peers, family, school, and community domains. This tool enables us to determine which domain(s) require(s) our area of concentration. We can measure improvements at the end of completion as part of our pre and post test evaluations. Finally, during Entry Level, the client and the Youth Development Specialist complete the Person Centered Plan, which enables the client to establish goals and Action Plans to achieve these goals with the assistance of staff. Action Plans are reviewed until completion and new plans are developed throughout the client's stay at the Safe House.

**e. Youth Safety and Supervision.**

Boys who reside in the Safe House are monitored 24-hours a day while they are in the facility. There is no less than a minimum of two (2) staff monitoring the behavior and safety of the clients at all times. One exception to this is when clients are at outside appoints which require

confidentiality, such as therapy appointments. The client will, however, be accompanied to the appointment by staff. Additionally, if a client is on a level where he is eligible to gain employment, he will be permitted to attend work without constant supervision. Periodic “spot checks,” however, will be conducted to ensure that the client is where he is supposed to be and behaving in an appropriate manner. Staff, including the YDS and Program Manager, are available to all youth, twenty-four hours a day, seven days a week, twelve months out of the year. We believe it is important for the youth in our care to know they can request assistance or support at *any* time. TSA-FIS staff are responsible for monitoring all security aspects of the facility, to include communication, key and lock control, and the movement of the clients into and out of the program facility.

**f. Education.**

All educational services will be provided through a community group, Hui Malama Learning Center (HMLC) in Wailuku. HMLC, a non-profit, United Way member agency, was created in 1973 to address the academic needs of local youth who have dropped out or been removed from the main-stream school system. They offer a small class environment and strengths-based educational philosophy, which allows their teachers to create curriculum and employ teaching methods that incorporate students’ individual learning styles and motivates even the most discouraged learner. Their goal is to inspire and support lifelong learning among those who have had negative experiences in their educational pursuits. They have two primary educational and support services which they will provide, depending on the need of the individual:

Educational Alternatives for students who have opted out or been dismissed from traditional settings, and;

Supplemental Educational Services that assist students in the skills, knowledge and personal development so they are prepared to attain success in traditional educational settings.

The Educational Alternative Programs include:

GED Classes: Prepares students to obtain a General Educational Diploma through passing 5 Core Subject tests. HMLC offers a safe, welcoming, and nurturing environment for students who attend 2-hour classes five days a week in Wailuku. Students complete and Individualized Learning Plan and are supported by educational counselors to participate in a variety of enhancement activities intended to increase academic success, improve employability and encourage positive community involvement. This program will be utilized by older clients who are significantly behind in their coursework, or those for whom it would be better to expedite their completion of school.

High School Foundations: Standard high-school curriculum. Students complete an Individualized Learning Plan and are supported by educational counselors to participate in a variety of enhancement activities intended to increase academic success, improve employability, and encourage positive community involvement.

The Hawaii Outdoor Education (HOE) Program: This curriculum is described in detail in Section IV, paragraph 1., subparagraph d. Cultural Awareness and Identity.

**g. Recreation.**

The Safe House will offer opportunities for the boys to engage in physical indoor activities (table games, hobby crafts, Insanity, etc.) as well as outdoor activities. Adolescent boys particularly need to have space for gross-motor movement and large muscle exercise. There is also a value in team activities of an athletic nature. Therefore, our male residents have been active in long distance races, paddling regatta season, soccer, flag football, gym, and hula activities. Additionally, we will utilize community recreational facilities, such as gymnasiums, track, tennis courts, parks, and swimming pools as available.

**h. Cognitive Behavioral or Similar Approach.**

One of the primary ways to facilitate change in the lives of these at-risk adolescent boys is to create a paradigm shift in their thought processes. Cognitive Restructuring, as it is also known, is a way to break down old errors in thinking; it teaches them to think in a critical and rational manner. In order to facilitate this change, the first step is to stabilize the behavior of the individual and then form a solid, trust-based connection. Once this has been accomplished, a more formalized program of Cognitive Restructuring can begin. Safe House staff will facilitate weekly groups that focus on: positive peer interaction, cognitive restructuring, values clarification, self awareness, communication/assertion skills, conflict resolution/problem solving, internal/external pressures, gender issues, anger management, abstinence, positive relationship-building and tangible life skills. Group sessions will be creative, fun, experiential, culturally sensitive, and demand the participation of the client. As each boy progresses through the level system, he will assist the Youth Development specialist in the co-facilitation of sessions.

**i. Life Skills Building.**

Safe House boys are instructed on a Social Skill Building Curriculum during Group each week. The curriculum was developed by the Youth Development Specialist by compiling a collaboration from the Basic Skills for Youth program developed by Boys Town, and additional core skills deemed necessary by Residential Staff as a whole. The skills are taught on a rotating basis; once all of the skills have been taught and worked on both as a Group and individually by the client, the rotation begins again. The following is the breakdown of skills taught during Group as Core Social Skills:

- Following Instructions
- Accepting Criticism or Consequence
- Introducing Yourself
- Talking with Others
- Accepting “No” for Answer
- Disagreeing Appropriately
- Showing Respect

- Showing Sensitivity to Others
- Greeting Others
- Making a Request
- Correcting Someone
- Resisting Peer Pressure
- Admit Fault (Saying I'm Sorry)
- Offering Compliments

Each skill is broken down to explain the importance and rationale of the skill, and steps to achieve mastery are outlined. During Group, the skill is taught and discussed, and each client completes a worksheet to demonstrate understanding of the steps necessary to achieve success. During the next skill-building session, the YDS will facilitate a discussion of the previous skill, and the youth offer testimony and insight as to how they applied the skill after discussing it last. This way, the behavior is reinforced and the instruction becomes tangible and realistic rather than something which is only talked about and forgotten.

**j. Peer Relationship.**

All youth in the Safe House receive formal and informal Social Skill Building instruction. All of the youth who live in the house are expected to contribute to all aspects of maintaining the household, by assisting with activities such as meal planning, shopping, cooking, cleaning, and planning activities. They are tasked to work with each other and help hold each other accountable on a daily basis. Safe House boys are selected to be Chore Leaders each week, and they are expected to model appropriate behavior to junior clients. Positive Peer Relationship Development occurs when clients interact with each other in a controlled and safe environment with established ground rules. As such, all group activities, whether they be house meetings, group, or Basic Skills Instructional Sessions, will incorporate a "positive peer culture" to promote a healthy balance and positive well-being. Participants will learn the importance of interacting with various social groups including: Peers, families, schools, and community members. During group activities, clients are encouraged to meet new people to help promote different ideas, growth, and self-development. Planned cultural activities help participants learn about different ethnic cultures and counter the potential of prejudice, especially with regards to ones sexual identity and gender responsiveness. Safe House staff encourage involvement in clubs, organizations, sports, and other positive activities. Though it sounds, ironic, we have found that the best way to develop positive peer behavior is to have conflict. That is, Safe House clients live together in a controlled environment and naturally experience conflict from time to time. Client behavior and interaction is always monitored, and Safe House staff encourage clients to communicate and work out problems using "I Statements." Requiring the clients to communicate with each other makes it easier for them to approach one another and teaches them that harmony can be reached. Finally, we recognize that, as staff, we are modeling behavior at all times. If we consciously maintain positive peer relations with each other as staff, and "practice what we preach," we are giving the adolescents in our care positive and tangible examples of how to interact with one another.

**k. Leisure Time.**

Safe House staff work closely with clients to participate in positive recreational and social leisure-time activities. Some of these activities are: arts & crafts, organized sports, indoor and outdoor games, cooperative skill-building games, canoe paddling, fishing, camping, and music. Other community recreational programs are utilized within the Wailuku Corps Recreation Area, Hawaii Canoe and Paddling Association, flag football, and youth baseball, basketball, soccer organizations, and local hula halau.

Through the organization of free-time activities, the Safe House client is given the opportunity to channel his natural energy into individual or team sports and recreational activities. This way, he acquires new personal and physical strength. Essentially, he develops both a positive self-concept and a sense of connection to others.

#### I. Case Management.

The Youth Development Specialist (YDS) will provide case management services from point of intake to six months after discharge from the program. Case Management will include, but is not limited to, the YLSI, development of Action Plans through administration of the Person Centered Plan, case documentation and record keeping, and facilitation of bi-weekly individual sessions and weekly group sessions. Additionally, the YDS will advocate for the client at all Court Hearings and accompany the client at all treatment team meetings. The YDS is responsible to 1) Determine and secure the services participant requires, 2) Monitor progress in reaching skill proficiency and goal attainment, 3) Assess and address other existing barriers, or problems that affect achieving goals, and 4) Maintain support of the participant throughout the program and during Aftercare through scheduled one-on-one sessions.

At the present time, TSA-FIS does not utilize a case data management system, all documentation and tracking is done manually. However, we are researching several database systems in place locally to determine which meets the needs of our agency.

#### m. Relapse Prevention.

Traditionally, the term “relapse” and specifically “Relapse Prevention” is used when referring to substance abuse problems. At TSA-FIS, we look at a relapse as a return to pre-placement behaviors that are anti-social, criminal, or unhealthy. By the time a Safe House client reaches Level III, they are able to pinpoint specific attitudes and behaviors that brought them to the attention of “the system.” A Level III client is skilled at writing a Thinking Report, which allows them to break down behavior and understand the thoughts, attitudes, and beliefs they fuel it. Because of this ability to think critically, they are now able to similarly dissect a risky behavior and figure out how to avoid falling back or relapsing into it. A relapse prevention plan is simply a tool to consciously strategize for the future. Safe House clients are provided with a blank Relapse Prevention Plan worksheet, and provided instruction and assistance from the YDS in completing it. The client is encouraged to develop multiple plans for a variety of behaviors which they personally determine to be dangerous to a healthy and positive lifestyle. The Relapse Prevention Plan serves more than one purpose. First, the client feels more confident as they are being proactive in planning what they will do in the event of a risky situation. Second, the

understanding that behavior is driven by decisions and reactions is reinforced. The client is empowered and therefore less likely to be a victim of circumstance.

**n. Referral to Appropriate Resources.**

In its years of experience, TSA-FIS has built a strong system of collaboration, which has been developed, strengthened and expanded to aid in providing direct and/or indirect services to youth. Through the use of assessment tools, the YDS will be able to gauge what type of additional services the client requires. Referrals will be made via the YDS in collaboration with the client. Any and all follow-up actions will be performed by the YDS to ensure continuity of services

**o. Participation in Meetings.**

The Program Manager and YDS will initiate in-service meetings periodically to HYCF, Family Court, and Drug Court to inform referring workers of the application process to and the operation of the Safe House. Additionally, the target client is described, and the services offered are discussed.

Once a client is accepted into the Safe House, the YDS acts in the capacity of a temporary guardian. That is, the YDS will attend all meetings with the youth to advocate for his/her needs. Because the youth resides in our program, we have the opportunity to observe their behavior in a variety of settings and situations. We are usually the first, then, to notice behaviors, attitudes, or issues that may need to be addressed. Because of this, the YDS will often initiate meetings to review the clients' progress or to recommend further services. The YDS, in a case management capacity, is responsible to provide feedback on the participant's adjustment, compliance with general rules, school performance, psychosocial progress, cognitive development and behavior to the primary worker and treatment team members as applicable. The YDS acts as a liaison between the client and the Guardian Ad Lie tem, Therapist, Employer, Social Worker, Probation Officer, and any other related collateral contacts.

**p. Follow-Up Services.**

Follow-up services are provided for at least six months after a client completes the program. Follow-up with participants are through face-to-face contacts at school, employment or at home, telephone contact, announced and unannounced home visits, and if necessary, via written communication. The frequency for contact ranges anywhere from once a week in the beginning to once a month, to daily contact depending if further assessment or service is needed. If a client either loses contact with Safe House staff or begins to exhibit behavior that requires attention, an emergency meeting with the client and their primary worker will be held. Safe House clients have the option to come back into the program for a brief stay while additional assessments can be conducted or Action Plans can develop. Experience has shown us that sometimes a successful completion followed by a brief return for re-stabilization is particularly effective in the client's long-term success.

**q. Meals.**



All meals are prepared in collaboration with clients in the Safe House's family-style kitchen. Clients will be educated on how to prepare healthy and nutritional, cost-efficient meals. Special consideration is given as meals are planned a week in advance to nutritional recommendations and requirements for healthy male adolescent development. Three (3) major meals are prepared daily, and up to two (2) snack sessions are offered.

**r. Transportation.**

Clients of the Safe House are provided transportation to and from scheduled appointments. They are also provided transportation for leisure, recreational, and extra-curricular activities. Safe House staff are responsible for the supervision of youth at any medical, dental, or other necessary appointments in the community. When a client is required to attend a court hearing, the YDS accompanies him and report on his progress to the Judiciary.

**s. Reporting Significant Incidents.**

Reports which indicate outcomes of our services are submitted to the Office of Youth Services on a Quarterly basis. If an incident occurs which is significant (as in the event of a client Runaway from the program, serious incident within the program, or death,) we will notify OYS on an immediate basis. This notification will be verbal the moment it occurs, followed by a formal written notification in a timely manner.

**B. Timeline**

Since this program is already operating, there would be no need for start-up time. The funds awarded from this grant in aid would be used to hire two additional full time Residential Assistants for the Maui Safe House program. During the first quarter, TSA-FIS would need to execute a contract with the State. Once the contract is approved, TSA-FIS could begin the recruitment and hiring of these Residential Assistants.

**C. Quality Assurance and Evaluation**

Quality Assurances: TSA-FIS follows policies and procedures (P & P) from its detailed "*Continuous Quality Improvement (CQI)*" program, which outlines the rationale, steps, and Administrative personnel responsible for the implementation of the plan and its process. Our CQI is designed to maximize the quality of all client/participant care through the on-going assessment of client care variables, and correction of identified problems. The Director of Operations in collaboration with other TSAFIS Administrative members leads the implementation of the CQI.

Evaluation: TSA-FIS receives and conducts both formal and informal methods evaluations for its youth programs through a Salvation Army National standards process. TSAFIS first receives formal program evaluations headed by the Salvation Army Territorial Headquarters (THQ) Social Service department in concert with our Hawaii Islands and Pacific Divisional Headquarters (DHQ) - Divisional Social Services Director. To maintain compliance of the

required program evaluations, TSAFIS follows and adheres to *The Salvation Army's National Social Services Standards Manual and Program Evaluation Orientation Manual*.

The formal process is conducted by trained Salvation Army personnel from other regional areas to provide a fair, uniformed, and objective evaluative feedback to another Salvation Army social service program. The Program Evaluations are conducted periodically and/or through the request and discretion of the Division. The National Social Services Standards include benchmarks in eight key areas:

- 1) Organization, Governance, Administration
- 2) Community
- 3) Personnel
- 4) Service
- 5) Pastoral Care
- 6) Finance Contract Management
- 7) Facility and Equipment
- 8) Safety and Risk Management

Our larger Salvation Army body reviews its programs for various reasons not limited to: 1) specific interest in understanding how well a particular program is performing; 2) when a program desiring to be reviewed to examine how well it is functioning and identify potential areas for quality improvement; 3) when there is changes in staffing, and/or leadership; 4) concerns relative to the leadership, operation or facility; 5) if there is program relocation to a new facility; and/or 6) preparation for or follow up from an accreditation with an external body. There are five types of program evaluation that takes places within a Salvation Army setting: 1) External Accreditation; Salvation Army Program Certification; Basic Social Service Review; Re-Certification; and Informal Program Reviews.

In addition, TSA-FIS uses these standards to evaluate our youth programs through an “informal program review” process to maintain our own high performance standards and help us meet our outcome goals. With the exception of Pastoral care (provided instead through our Salvation Army Corp programs), TSA-FIS Administration and Program managers measures the effectiveness of our services by following these same eight key program benchmarks and applying any additional requirements for a particular program.

The Director of Operations for TSA-FIS is responsible to regularly review and assess the service area benchmarks with all Program Directors/Managers/Coordinators and address any problems or the specific areas of improvement identified through the data sources in our CQI, previously mentioned. Each Supervisor is then required to prepare and develop a “correction action plan” as needed, once a specific problem has been identified. The Divisional Social Services Director is also available for immediate consultation and technical assistance as needed. The Correction Action plans are then approved by our TSA-FIS Administrator.

#### **D. Outcomes**

The ultimate goal of the program has been to assist designated boys in the local and surrounding communities to take an interest in his educational future, to cease delinquent behaviors, and to maintain himself in a stable living environment. TSA-FIS, therefore, proposes the following performance measures:

- 4) Of the youth served by the program annually, 85% will not commit additional criminal or status offenses for at least six months after discharge from the program.
- 5) Of the youth served by the program annually, 85% will increase their attendance and grades in an educational, vocational, or work program and maintain that increase for at least six months after discharge from the program.
- 6) Of the youth served by the program annually, 85% will be placed in a stable living situation and will remain in a stable living situation for at least six months after discharge from the program.

Process indicators:

Number of youth entering program  
Total number of youth in program during any part of the quarter  
Number of youth exiting program  
Number of youth enrolled in educational/vocational programs  
Number of youth who participate in life skills education

Outcome indicators:

Number of youth that complete a vocational/education program  
Number of youth that obtain full or part time employment  
Stable living situation upon exit  
Number of youth demonstrating improvement in life skills

### **III. FINANCIAL**

#### **Budget**

The Salvation Army Family Intervention Services is requesting \$100,000.00 as a Grant in Aid from the State of Hawaii to supplement the contract we presently have with the Office of Youth Services to serve youth in our Safe House for Boys in Maui. When the Maui Safe House opened in 2009; the original contract was for \$750,000.00 Due to past budget shortfalls and hard economic times, the contract was reduced to \$650,000.00 We are requesting the \$100,000.00 to supplement the current contract to bring the funding level back to the original budgeted amount. The budget forms required for this grant are enclosed.

Of the \$100,000.00 requested, \$25,000.00 will be requested each quarter for the fiscal year 2014-2015.

For fiscal year 2013-2014, The Salvation Army Family Intervention Services has a contract with the Office of Youth Services to serve 8 youth in our Mona Safe House for Boys for \$650,000.00

The Salvation Army Family Intervention Services has never applied for or received any state or federal tax credits.

As of December 31, 2013, the balance of our unrestricted current assets is \$11,500.00

#### **IV. EXPERIENCE AND CAPABILITY**

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

###### **1. Necessary Skills**

For over four decades, TSA-FIS as an entire organization has advocated for and administered services to youth with various needs. Our agency has had the opportunity to demonstrate cultural sensitivity and be accepted to work with youth and families in almost every sub-community within the Island of Hawaii. These experiences have been critical in building relationships with various sectors and developed into a strong network base. We also maintain relationships with specific community-based clubs, in order to be in touch with the issues specific to each demographic. The Salvation Army is also well represented on Hawaii Island. Our Hilo, Honokaa, and Kona Corps has been providing services to youth for a number of years. We will continue to work closely with this valuable resource, as they are well aware of the particular needs of Hawaii island youth. We have already met with Corps staff and begun to collaborate on pooling resources and efforts to provide a comprehensive and rehabilitative experience for Safe House boys.

TSA-FIS has also developed the necessary skills and abilities needed to implement the proposed services through the experience we have gained from having run a successful Safe House on Hawaii Island for nearly eight years. We will continue to work to train employees on Best Practices we have implemented since the development of our first Safe House. As trends and behaviors are recognized in our population of clients, we will modify training to include any areas in which TSA-FIS staff are deficient. We continually reassess the relevancy of all of our existing services by studying current trends and other local and national residential programs. We then incorporate our findings into our training and services. We find that this practice keeps us in touch with the ever-changing population we serve. For example, gang affiliation and violence were particularly represented in the youth culture in the 1980s and early 1990s. As the new millennium began, we saw less gang affiliation, but more methamphetamine use and an increase in recruitment of adolescents in the sex-trade industry. Residential line-staff who were previously trained to recognize signs of possible gang involvement are now also skilled at recognizing signs of possible methamphetamine dependence and signs of suspected victimization by human traffickers. Additionally, our agency cross-trains internally. For the employees who staff our Maui Safe House, our agency's history of residential experience has been particularly valuable. We have hired and trained countless residential staff for our facilities since first

opening our doors eight years ago. We feel confident that we have successfully staffed the program in West Hawaii with well trained employees with relevant and necessary skills.

We recognize that when providing specialized, gender-specific programming, it is imperative that staff are trained and evaluated closely to assure compliance with policy and procedure. The young men who are placed in the Safe House have needs that are specific to their situation. Staff, similarly, should be given specific and situational training which can help them to become sensitive to needs and issues specific to the population they serve. All TSA-FIS residential staff receive regular training on job responsibilities and expectations, which include, but are not limited to: The Salvation Army philosophy, goals, and mission, The Salvation Army Policy and Procedure with regard to Protecting the Mission (including extensive "Safe from Harm" practices which guide employee conduct with regard to all aspects of child and adolescent supervision,) confidentiality, client rights, emergency procedures, documentation, grievances, record-keeping, reporting child maltreatment, dispensing of medication, behavior management and treatment philosophy, cardio-pulmonary resuscitation and first aid, and verbal de-escalation skills as illustrated by the Crisis Prevention Institute.

## **B. Experience**

**The Salvation Army -Family Intervention Services**, formally known as the Hilo Interim Home, was established in December of 1970 to provide emergency shelter services to youth 12-17 years of age in need of temporary out-of-home care. The Emergency Shelter services continue today with a focus on placement of youth referred by Department of Human Services, Family Court, Drug Court, and for youth arrested by police for status offenses and minor law violations who are unable to be returned home. A residential group home was added in 1989 for placement of the same population for a minimum of six months and included those being discharged by Hawaii Youth Correctional Facility in Honolulu. The Group Home, located in Hilo, serves 20 youth annually and assists youth in positive skill development, completing High School and enhancing self-sufficiency. In an effort to provide continuing residential options, the Independent Living Residential services was established in 1999 and targeted youth exiting the system and who were at risk of being homeless. In 2005, Ke Kama Pono (Girls Safe House) was established in Honokaa to serve females between the ages of 13-17. The Prevention and Intervention programs provide a comprehensive approach and add to the continuum of care we provide for the at-risk youth population ranging in ages 5-24. TSA-FIS serves approximately 2000 youth annually, 350 of which receive residential placement. TSA-FIS residential programs extend beyond placement services; residential staffs are trained in cognitive behavioral strategies, Managing Aggressive Behavior (MAB) and utilize the Botvin Life Skills Curriculum in group sessions.

*March 2009,  
TSA-FIS receives  
National Social  
Service Award for  
Program  
Excellence and  
Achievement*

TSA-FIS currently employs 48 staff in our Residential, Outreach and Administration programs in Hilo, Puna, Honokaa, Kona and Maui. For the current fiscal year, we administer (8) contracts in the residential program and (9) in the outreach program, with total funding of \$3,500,00.00 primarily from Federal, State, County, and Private Foundations. In addition, we have received specialized training from Department of Labor, National Association of Job Training Assistance (NAJA) and received technical assistance from the Office of Housing and Community

Development. From 2000-2005, TSA-FIS implemented the Work Force Investment Act – WIA Work Experience Training Program. The Administrator and Director of Operations have combined 50 years of experience with TSA-FIS, administering and monitoring Work Experience Training Programs, Independent Living Programs, Residential Programs, Street Outreach Programs, and Prevention Programs. TSA-FIS is represented as Chairman of the Workforce Investment Act-Youth Council and member of the Big Island Workplace Connection and Office of Housing Self Sufficiency Program. TSA-FIS has sustained various contracts to provide Residential Programs in East and West Hawaii as well as Maui.

For all contracts TSA-FIS has been funded by various state agencies, our Quarterly and Annual Reports have been submitted to the respective Program staff, and should be available for review. The achievement of outcomes in contracts with other providers is available upon request. We believe TSA-FIS has been very successful providing effective services in achieving outcomes and results over the past 40 years in all contracts awarded.

Each year, we provide residential services to well over 300 youth, providing a safe, nurturing and trauma free atmosphere. We utilize curriculum-based activities (Making Choices Curriculum, Botvin Life Skills), outreach services, case management, support and advocacy, and positive alternative activities (retreats, recreation, and leadership development). Each year, we have been able to exceed our projected number of youth served, and continue positive relationships with youth and their families, the schools within each community, and networking with other service providers and agencies.

## **B. Facilities**

TSA-FIS is licensed to operate a child caring institution and a child placing organization by the Department of Human Services and meets all applicable building, zoning, and health and fire standards. The facility is located at 1946 Wells Street in Wailuku, Maui.

The Safe House has four bedrooms and two full baths. It has a living and dining room. It has a classroom and office space.

The back yard has a weight room, picnic tables and a garden. Wells park is located across the street as well as tennis and basketball courts and a swimming pool.

Family Court and Drug Court are located a block from the Safe House.

The facility is fully ADA accessible.

## **V. PERSONNEL: PROJECT ORGANIZATION AND STAFFING**

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

#### **1. Proposed Staffing**

The Safe House for Boys, in Captain Cook, Kona on the Island of Hawaii proposes the following staffing:

1	1.00 FTE	Administrator (assigned at 5.00% to contract)
1	1.00 FTE	Director of Operations (assigned at 5.00% to contract)
1	1.00 FTE	Administrative Services Director (assigned at 10.00% to contract)
1	1.00 FTE	Fiscal Manager (assigned at 5.00% to contract)
1	1.00 FTE	Office Manager (assigned at 5.00% to contract)
1	1.00 FTE	Fiscal Assistant (assigned at 5.00% to contract)
2	1.00 FTE	Residential Assistants (assigned at 100.00% to contract)

The Administrative Services Director comes directly under the Administrator in the organizational hierarchy. His/her primary functions are to take care of all HR responsibilities, as well as to train all new staff, and to conduct annual and further training as needed. The Program Manager is responsible for taking care of all administrative needs of the facility. The Safe House is monitored by the Program Manager to assure that all contractual obligations are met on a continuous basis. The Safe House is staffed by a Youth Development Specialist (Case Manager,) and line staff consisting of four (4) Residential Specialists, and three (3) Residential Assistants. The Director of Operations and the Program Manager are both available at all times to respond to any incident or emergency. Staff serve as surrogate parents in an atmosphere conducive to the needs of the clients. The Residential Specialists and Assistants serve as role models and constantly monitor the youth's behavior. Residential Specialists and Assistants supervise day to day operations, plan and implement educational, recreational and youth development activities, and document daily progress. All of these activities are supplemental to routinely scheduled cultural, educational, and community service activities. Residential line staff work eight-hour shifts on a rotating basis. Monday through Friday, from 7:00 a.m. to 3:00 p.m., the program is staffed by a single Residential Specialist, as clients are in school during the day, and the Youth Development Specialist and Program Coordinator are also on duty. All other shifts are double staffed with both a Residential Specialist and a Residential Assistant; this provides Safe House clients with a maximum of one to four (1/4) staff/client ratio of line staff. The Youth Development Specialist provides case management services. All residential staff are able to provide para-professional services to the youth in their care and interact with treatment team and family members. If an issue is formal, sensitive, therapeutic, or critical in nature, however, the Youth Development Specialist will take control of the situation and pass on all relevant information to line staff.

## **2. Staff Qualifications**

Core Competencies required by Safe House staff include: knowledge and practice of youth development framework, capacity to engage and motivate youth, respect for diversity, effective communication skills, knowledge of adolescent development stages and capacity to reflect and improve on personal performance. Educational requirements for Residential Assistants are high school diploma and at least one year experience working with troubled or at-risk youth. Residential Specialists require a high school diploma, and at least two years of college level courses, preferably in the human services field or life experiences that matches or exceeds educational requirements. Youth Development Specialists require a Bachelor's Degree in Human Services or a related field, and experience working with adolescents. The Program Manager requires a Bachelor's Degree in Human Services or a related field, and two years

experience working with youth in a residential setting. This may be substituted with at least five years experience as a Residential Specialist or eight years experience supervising youth in a residential setting. The Program Director requires a Bachelor's Degree in Human Services or a related field, with five years experience in providing residential services. Two years of experience in personnel management and proposal or grant writing is also required. The educational requirements for the Director of Operations is a Bachelor's Degree in Human Services, or a Master's Degree in a related field, and two years experience in personnel management and proposal/grant writing. We believe that having staff who come from a variety of educational, professional, and experiential levels is valuable to our clients. This is because some issues are critical or sensitive in nature and best discussed with and handled by supervisory staff. Conversely, interaction with para-professionals and line staff may be less formal yet more relevant to the needs of the client on some issues. We take pride in providing an environment in our Residential Programs that mimics the community at large; it consists of a wide variety of personalities, ethnicities, backgrounds, and skill levels.

The Department of Human Services licenses TSA-FIS as a Child Caring and Child Placing Organization. As such, all new hires and volunteers must undergo a Child Abuse and Neglect registry check, criminal history record check, and FBI fingerprint check before beginning employment. Should there be any criminal or abuse/neglect history that would place any participants at risk, DHS will notify our agency as to the nature of the record and recommend the dismissal or non-hiring of that particular individual. Previous employers and personnel references are sent informational sheets regarding history of violence. TSA-FIS specifically follows written policies developed by The Salvation Army Territorial and Divisional Human Resource Departments for the denial of employment or termination of current employees. All such personnel action is submitted to the Divisional Finance Council for approval. TSA-FIS conducts annual CPS and criminal history checks for all employees as part of the annual re-licensing process. FBI fingerprint records are sent to DHS, and pertinent information, when warranted, is shared with TSA-FIS. All confidential information is contained within each employee's personnel file.

### **3. Supervision and Training**

The Director of Operations provides supervisory direction and support to the Program Manager to assure overall contractual compliance for all residential programs. The Program Manager is responsible for the overall supervision of Safe House staff, and conducts weekly case staffing with the Youth Development Specialist. The Program Manager is responsible for direct supervision the line staff, and monitors the daily activities of the program and other direct services provided to clients. The Director of Operations and Program Manager work together to assess and implement necessary resources and training to staff.

Although we believe training to be an on-going process, TSA-FIS provides to all employees and volunteers upon hire an organization Handbook that contains written personnel policies including fringe benefits. New staff must complete our agency's orientation process, which is 80 hours in length and tailored to the program. This is to ensure that staff will be sufficiently trained and knowledgeable in working with and understanding the programmatic and security issues and concerns regarding the targeted youth population prior to providing direct services to



the Safe House boys. The orientation process consists of program purpose, agency philosophy, program tasks, site visits, and shadowing experienced personnel. Residential employees are also trained in the following areas:

- Applicant philosophy and goals
- HIPAA laws
- Client Rights
- Emergency Procedure
- Grievance Procedure
- Record-Keeping
- Safe from Harm, sexual harassment and CPS child maltreatment reporting guidelines and mandates
- Dispensing of Medication
- Annual CPR and First Aid Training and Certification
- Recognition of the side effects of drugs and medications on youth
- Suicide Prevention/Intervention
- Sexual Abuse and Prevention
- Mental Health Awareness (including best practices in assessing and ensuring)
- Intake and assessment procedures in providing appropriate services and/or referrals
- Scope of services for contract
- Safe House Program Manual
- Client Rights/Grievance Procedure
- LGBT Policy and its' importance in validating sexual identity and general mental well-being of youth in placement
- Orientation to services available and requirements for participation as well as securing commitment from each youth to actively participate in services
- Contact with parent(s)/ legal guardians(s), inter-disciplinary team, agency worker(s)
- Documentation and confidentiality policies and procedures
- Community resource network
- Professionalism/working as part of a team and in collaboration with primary agency workers and other youth agencies
- Non-violent Crisis Intervention training and Verbal De-escalation Techniques
- Cognitive Restructuring Training
- Common Thinking Errors and Skills-building to correct them
- The Thinking Report (tool used by youth to examine and correct thinking errors)
- Asset Building and positive youth development approaches
- Behavior management and coping skills
- Ensuring safe/healthy facility and Client Supervision
- Enhancing Critical Thinking Skills (Youth Development Specialist only)
- Facilitation of individual, group and family enrichment sessions (Youth Development Specialist only)
- Person Center Planning Process (Youth Development Specialist only)
- Facilitation of the Communities that Care Risk/Needs Assessment (Youth Development Specialist only)

We provide on-going opportunities for our employees to attend job specific workshops and training so as to build creative and non-traditional strategies at to recognize trends and issues facing the at-risk population.

Further supervision and training is provided via The Salvation Army Hawaiian and Pacific Islands Divisional Headquarters located in Honolulu. The Divisional Finance Council reviews all program, financial and personnel matters. The Family Intervention Services Administrator reports directly to the Divisional Secretary, and works cooperatively with the Hilo, Honokaa, Kona and Wailuku Corp Officers and their respective Advisory Boards. The Divisional Headquarters provide support service in three major areas:

1. Program: planning; evaluation and monitoring matters relating to specialized facilities; professional consultation; and information and referral
2. Personnel: recruitment; training; and record keeping
3. Business Administration: budgets; maintenance of financial records; reporting; property and insurance; community relations and development; and legal services.

## **B. Organizational Chart**

Please refer to attached Organizational Chart.

## **C. Compensation**

The salaries of the three highest paid employees of The Salvation Army Family Intervention Services are:

██████████ Administrator, \$76,765  
██████████ Director of Operations, \$63,540  
██████████ Fiscal Manager, \$53,560

## **VI. OTHER**

### **A. Litigation**

TSA-FIS is free of any litigation, liens or judgments.

### **B. Licensure or Accreditation**

The Salvation Army Family Intervention Services is licensed by the Department of Human Services as a Child Care Institution and a Child Placing Organization.

**BUDGET**  
(Period 07/01/14 to 06/30/15)

Applicant/Provider: The Salvation Army - Family Intervention Services  
 RFP No.: Grant-in-Aid Group Home Maui  
 Contract No. (As Applicable): \_\_\_\_\_

<b>BUDGET CATEGORIES</b>	<b>Budget Request (a)</b>	<b>(b)</b>	<b>(c)</b>	<b>(d)</b>
<b>A. PERSONNEL COST</b>				
1. Salaries	59,824.35			
2. Payroll Taxes & Assessments	8,166.02			
3. Fringe Benefits	11,964.87			
<b>TOTAL PERSONNEL COST</b>	<b>79,955.24</b>			
<b>B. OTHER CURRENT EXPENSES</b>				
1. Airfare, Inter-Island				
2. Airfare, Out-of-State				
3. Audit Services	1,200.00			
4. Contractual Services - Administrative	360.00			
5. Contractual Services - Subcontracts				
6. Insurance	4,284.76			
7. Lease/Rental of Equipment				
8. Lease/Rental of Motor Vehicle				
9. Lease/Rental of Space				
10. Mileage	1,200.00			
11. Postage, Freight & Delivery				
12. Publication & Printing				
13. Repair & Maintenance				
14. Staff Training				
15. Substance/Per Diem				
16. Supplies	1,800.00			
17. Telecommunication	1,200.00			
18. Transportation				
19. Utilities				
20 Indirect Cost	10,000.00			
21.				
22.				
23.				
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>20,044.76</b>			
<b>C. EQUIPMENT PURCHASES</b>				
<b>D. MOTOR VEHICLE PURCHASES</b>				
<b>TOTAL (A+B+C+D)</b>	<b>100,000.00</b>			
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Budget Request	100,000.00	Cary Ebesugawa (808)959-5855, ext 17 Name (Please type or print) Phone		
(b)		[Redacted] 1/29/14 Signature of Authorized Official Date		
(c)		Roxanne Costa, Director of Operations Name and Title (Please type or print)		
(d)		For State Agency Use Only		
<b>TOTAL REVENUE</b>	<b>100,000.00</b>	Signature of Reviewer Date		



**BUDGET JUSTIFICATION  
PERSONNEL: PAYROLL TAXES, ASSESSMENTS, AND FRINGE BENEFITS**

Applicant/Provider: The Salvation Army - Family Intervention Services

RFP No.: Grant-in-Aid Group Home Maui Period: 07/01/14 to 06/30/15

Date Prepared: 01/27/14

Contract No.: \_\_\_\_\_  
(As Applicable)

TYPE	BASIS OF ASSESSMENTS OR FRINGE BENEFITS	% OF SALARY	TOTAL
<b>PAYROLL TAXES &amp; ASSESSMENTS:</b>			
Social Security	59,824.35	7.65%	4,576.56
Unemployment Insurance (Federal)			
Unemployment Insurance (State)	59,824.35	2.50%	1,495.61
Worker's Compensation	59,824.35	2.50%	1,495.61
Temporary Disability Insurance	59,824.35	1.00%	598.24
SUBTOTAL:			8,166.02
<b>FRINGE BENEFITS:</b>			
Health Insurance	59,824.35	15.00%	8,973.65
Retirement	59,824.35	5.00%	2,991.22
SUBTOTAL:			11,964.87
<b>TOTAL:</b>			<b>20,130.89</b>

**JUSTIFICATION/COMMENTS:**

**BUDGET JUSTIFICATION  
CONTRACTUAL SERVICES - ADMINISTRATIVE**

Applicant/Provider: The Salvation Army - Family Intervention Services

RFP No.: Grant-in-Aid Group Home Ma

Period: 07/01/14 to 06/30/15

Date Prepared: 01/27/14

Contract No. \_\_\_\_\_  
(As Applicable)

NAME OF BUSINESS OR INDIVIDUAL	TOTAL BUDGETED	SERVICES PROVIDED	JUSTIFICATION/COMMENTS
ADP	360.00	Payroll Processing	Allocation of payroll processing
Deloitte and Touche, CPA	1,200.00	Independent Audit Services	Allocation of audit services
<b>TOTAL:</b>	1560		

**BUDGET JUSTIFICATION  
PROGRAM ACTIVITIES**

Applicant/Provider: The Salvation Army - Family Intervention Services

RFP No.: Grant-in-Aid Group Home Mat      Period: 07/01/14 to 06/30/15      Date Prepared: 01/27/14

Contract No. : \_\_\_\_\_  
(As Applicable)

DESCRIPTION	AMOUNT	JUSTIFICATION/COMMENTS
Supplies	1,800	Supplies necessary to achieve program goals and objectives
<b>Total:</b>	1,800	

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

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants and subsidies pursuant to Section 42F-103, Hawai'i Revised Statutes:
  - a) 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;
  - b) Complies 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;
  - c) Agrees not to use state funds for entertainment or lobbying activities; and
  - d) Allows 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.
- 2) The applicant meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:
  - a) Is incorporated under the laws of the State; and
  - b) 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.
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:
  - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
  - b) Has a governing board whose members have no material conflict of interest and serve without compensation.

Pursuant to Section 42F-103, Hawai'i Revised Statutes, for grants or subsidies 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.

The Salvation Army - Family Intervention Services

(Typed Name of Individual or Organization)



(Signature)

Pauline Pavao

(Typed Name)

1/31/14

(Date)

Administrator

(Title)