

House District 29

Senate District 13

THE TWENTY-NINTH LEGISLATURE
APPLICATION FOR GRANTS
CHAPTER 42F, HAWAII REVISED STATUTES

Log No:

For Legislature's Use Only

Type of Grant Request:

GRANT REQUEST - OPERATING

GRANT REQUEST - CAPITAL

"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.

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

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:
Parents And Children Together

Dbas: PACT

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

Mailing Address: Same as above

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name RYAN KUSUMOTO

Title President & CEO

Phone # 808.847.3285

Fax # 808.841.1485

E-mail rkusumoto@pacthawaii.org

3. TYPE OF BUSINESS ENTITY:

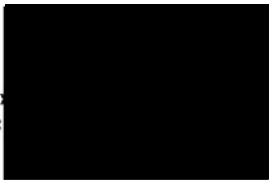
- NON PROFIT CORPORATION INCORPORATED IN HAWAII
- FOR PROFIT CORPORATION INCORPORATED IN HAWAII
- LIMITED LIABILITY COMPANY
- SOLE PROPRIETORSHIP/INDIVIDUAL
- OTHER

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

MIKIALA - WHILE THEY ARE WAITING

4. FEDERAL TAX ID #:

5. STATE TAX ID #:



7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2018: \$ 275,000.00

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 \$ 0
 FEDERAL \$ 0
 COUNTY \$ 0
 PRIVATE/OTHER \$ 60,985.00

TYPE NAME & TITLE OF MEMORIZED REPRESENTATIVE:



RYAN KUSUMOTO, PRESIDENT & CEO

NAME & TITLE

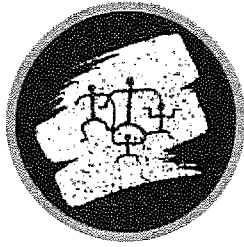
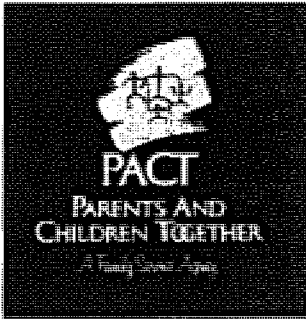
1.17.2017

DATE SIGNED



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1/19/17 *wp*



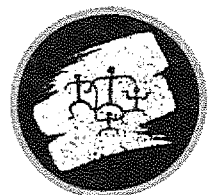
PACT PARENTS AND CHILDREN TOGETHER
A FAMILY SERVICE AGENCY



Mikiala – While They Are Waiting

**29th Legislature
Grant-In-Aid
Fiscal Year 2018
Application for Grants**

January 20, 2017



Application for Grants

I. Background and Summary

1. Brief Description of the Applicant's Background

Since its founding as the Parent Child Center of Kalihi in 1968, Parents And Children Together (PACT) has been all about optimizing children's welfare through parent support. After nearly 50 years of service, PACT remains focused on healthy and thriving families and children. Today, with 16 programs serving communities throughout the state of Hawaii, PACT offers a comprehensive and interconnected array of services to strengthen individuals, children, families, and communities experiencing developmental, educational, social, behavioral health, and economic challenges. Our mission is to promote and support *healthy individuals, families and communities, by creating opportunities for them to identify and address their own strengths, needs, and concerns and successfully realize their potential*. PACT delivers prevention and intervention services that are recognized locally and nationally as highly effective, producing quality outcomes for individuals, families and communities. Services address family peace and preservation; early childhood development and education; behavioral health support for children and youth; youth development; and community and economic development.

Over the years, PACT has developed extensive organizational knowledge about how the dynamics of long-term poverty create challenges for families and neighborhoods. Our programs are community-based to reflect the cultures and faces of our clients. PACT engages family members and partners from all sectors of the community to define strategies and solutions that reflect the combined knowledge, assets, and skills of all the community. Our administrative headquarters is still located in the Kuhio Park Terrace (KPT)/Kuhio Homes public housing community, along with four programs: Head Start-Early Head Start; economic development center; community teen center; and family center. All other programs are located within the communities they serve or at places conveniently located along main streets and bus lines. Several of our programs provide services at clients' homes or places in the community according to clients' preferences.

Being a community-based service provider allows our staff to build strong, working relationships with our clients. Regular surveys¹ of our clients' experience with our services find they are highly satisfied with our services:

- 94% were satisfied with the services they received;
- 95% felt the services were helpful;
- 94% felt the services were provided when needed;
- 95% felt their culture and background were respected; and
- 98% found the staff friendly and caring.

¹ Averaged ratings of client surveys conducted 2011-2015.

With nearly 50 years of relationship-building and service delivery experience, PACT has earned the community's trust through initiating partnerships to address the pervasive problems associated with poverty, and has nurtured community-driven solutions that have helped communities thrive. The staff possesses a multi-cultural fluency developed through experience in working with Hawaii's culturally diverse populations.

The program staff approach their work with families and family members as a partnership, based on equality and respect. While the agency has grown to become a statewide provider, our approach still considers the unique needs and strengths of each client as an individual, as a part of the family unit, and as a member of a community with resources. PACT uses the family center model as both the philosophical and the practical framework for working with clients. The socio-ecological perspective of individual as part of a family unit is key to all of PACT's service strategies. The principles of family strengthening/family support are consonant with traditional Hawaiian values² including ohana, aloha, lokahi, malama, kuleana, laulima, and hoomau. Whether employing a domestic violence intervention or a youth leadership development program, in their approach with clients, staff members respect the family and its members' ability to develop the skills and knowledge that allow each member to fulfill their dreams and goals.

PACT is fully accredited by the Council on Accreditation for Families and Children (COA), and earned superior accolades from its 2016 site review. PACT is an active member of HANO, the Kalihi Business Association, the Native Hawaiian Chamber of Commerce, and the Better Business Bureau. We are a partner agency and recipient of the United Ways on Oahu, Kauai, and Maui.

PACT encounters and serves homeless families in all the program areas. We leverage our expertise in early childhood education, treatment, prevention, and intervention work in particular to assist homeless families with young children. PACT has worked in the early education arena for almost 50 years, running the Head Start and Early Head Start Programs, and thus has in-depth knowledge of the developmental needs of young children living in poverty and homeless children. PACT operates family engagement centers that focus on Hawaii's neediest—those struggling with trauma, poverty, and financial independence. With this GIA request, we propose to provide early intervention and support services to homeless children and their parents while they are waiting for housing. Mikiala – While They Are Waiting is the name of this proposed program, which seeks to reduce the unavoidable negative impacts that even short-term homelessness can have on the family and, in particular, on very young children.

2. Goals and Objectives Related to the Request

Mikiala – While They Are Waiting seeks to bridge the gap from homelessness to housing by creating a supportive environment for families as they wait for their opportunity to acquire transitional or permanent shelter. Mikiala means to be prompt, early, on hand, and

² Hawaiian values: ohana (extended family), aloha (love, affection, compassion, kindness), lokahi (unity, harmony), malama (to take care of, attend to, protect), kuleana (right, privilege, responsibility), laulima (cooperation, joint action), and hoomau (to persevere, endure, continue).

present. This Hawaiian word describes our cultural approach to service delivery, which is to partner with homeless families early on and support them in their pathway to success. Our approach follows the concept of hoaha oihana: to braid a cord of early intervention services that strengthen the relational ties between parents and children in order to foster children’s development and adults’ parental and economic self-reliance skills for success in transitional or permanent housing.

While they are waiting ...

On any given night in Hawaii, there are nearly 8,000 people who are homeless. The State and Honolulu County’s collaboration on the Housing First program has increased momentum to provide permanent housing for those in need. *But while they wait for placement in permanent housing . . .*

- 1,258 one- and two-parent families reside in homeless shelters on Oahu³
- 1,112 young children 0-5 are spending the most critical period for brain development in homeless shelters⁴
- 92 or 23% of the homeless youth/young adults are parents⁵
- Homeless children are experiencing three times the rate of emotional and behavioral problems, such as anxiety, depression, sleep problems, withdrawal, and aggression, and are
- More than twice as likely to repeat a school grade, be expelled or suspended, or drop out of high school.⁶

There is no safe level of homelessness, especially for young children. Timing (pre-natal or post-natal) and duration of homelessness (more or less than six months) compounds the risk of harmful child health outcomes.⁷ The ultimate goal of the Mikiala – While They Are Waiting program is to provide support services to homeless children and their parents that will reduce the unavoidable and dangerous long-term impacts that accompany being homeless for both parents and children, and that will thereby reduce their future dependency on government support. PACT proposes to provide an immediate intervention in the “survival” state of both parents and child by engaging them in skill building activities that will support their growth and mental health throughout the ordeal of homelessness -- motivating and preparing parents to become self-sufficient, while ensuring that children have opportunities for normalcy, health and future success. This holistic approach aligns with the Department of Human Services’ Ohana Nui initiative in supporting the entire needs of the family. The Mikiala – While They Are Waiting program seeks to bridge the gap from homelessness to housing by creating a supportive environment for families with young children as they wait for their opportunity for a more

³ Shelter clients FY 2014, [Hawaii DHS Databook](#), December 2015.

⁴ Shelter client FY 2015, [Hawaii DHS Databook](#), December 2015.

⁵ [Section 20.1 Act 124 SLH 2016 Homeless Services Report](#), November 2016.

⁶ “When the Bough Breaks: The Effects of Homelessness on Young Children,” [Early Childhood Highlights](#), Child Trends, February 2012.

⁷ “Compounding Stress: The Timing and Duration Effects of Homelessness on Children’s Health, Sandel et al., [Insights from Housing Policy Research](#), Center for Housing Policy, Children’s Health Watch, June 2015.

permanent shelter. While the Housing First initiatives are critical for getting families and individuals off the streets, there are still so many families that are not seeking shelter or have other barriers to attaining this support. We are in a critical time to provide these preventative and proactive services, described in this GIA, to get these families and children the services they need for long-term success.

Program Goals:

Our approach of hoaha oihana (to braid a cord of services) speaks to the urgency of services coming together to form a wraparound of safety net services that are preventive or intervening early, while our most vulnerable families wait for permanent housing. Homelessness, even for short periods of time, can have disastrous effects on the well-being and future of a child. We need to provide services that are integrated and focused on preventing the escalation of negative impacts on our homeless families and their pre-school children.

The Mikiala – While They Are Waiting program goals are:

1. Support the family unit through case management to identify and remediate the risks of being homeless.
2. Teach positive parenting strategies to enhance and improve parent interactions that will support engagement in critical activities that support their own and their children’s academic, economic, and life success with linkage to community resources.
3. Screen for developmental and health related issues. Mitigate identified issues through referrals while also providing developmental activities to ensure pre-school children have opportunities to progress on-target.
4. Teach and instill the family of Protective Factors to reduce child abuse risk and strengthen parent resiliency.

Objectives:

Children:

1. Teach cognitive and non-cognitive skills that promote language, literacy, and social-emotional skills needed for school success.
2. Assess child development and provide referral to appropriate community service agencies.

Parents:

1. Increase parental knowledge of parenting and child development by teaching parents positive parenting techniques, engagement strategies, and accessing relevant community resources.

2. Address social supports by helping develop skills in parents that will improve relationships with family and peers.
3. Teach parents how to access and utilize resources to obtain and sustain for their child's growth and development and for their own self-sufficiency.
4. Increase parental resilience by teaching parents pre-job and on-the-job skills that support and sustain economic self-reliance, such as computer skills, cover letter and resume writing, English language, family budgeting, dressing for success, interviewing skills, job application procedures, and just as importantly – how to keep the job.

3. Public Purpose and Need to be Served

Impacts of Homelessness on Families

On October 2015, Governor Ige issued an emergency proclamation to address Hawaii's homelessness crisis. Homelessness is a significant problem in our community. Many families are unable to meet the necessities of food, clothing, and shelter. The stress that this places on the family unit can lead to destructive and long-term impacts on all the family members—especially on young children. The experience of living without stable housing and being homeless is an adverse childhood experience (ACE) that researchers have linked to a range of adverse health outcomes in adulthood (substance abuse, depression, cardiovascular disease, diabetes, cancer, premature mortality). The stress and trauma caused by losing one's home, frequent moves, inconsistent relationships, lack of places to play, disruptive sleeping environment, and witnessing domestic violence and substance abuse have proven to be emotionally and cognitively damaging. The cumulation and duration of these ACEs impair health and children's neurological development.

In America, 2.5 million children are homeless; that is 1 in 30 children. In 2013, Hawaii had almost 5,000 children that were identified as being homeless while 17% of all children in Hawaii were living in poverty, the major determinant of homelessness (2014 *America's Youngest Outcasts: A Report Card on Child Homelessness*). This statistic does not account for all the *hidden* homeless families and children – those who have to live in unstable environments, often doubling up in public housing, living with other family/friends in homes, or camping on friend's property. One (1) out of 48 children under the age of 6 is experiencing homelessness in Hawaii (Administration for Child and Families, January 2016).

The infancy period is when a person is at the highest risk of living in a homeless shelter in the United States (U.S. Department of Housing and Urban Development (HUD), 6th Annual Homelessness Report, 2012). This is also the most critical period for a child's social, emotional and cognitive development when 85% of the brain's development occurs before kindergarten and the neurological foundation for future learning is

established. In 2015, new clients entering the system of homeless services in Hawaii were more likely to be young children under age 6 or young adults aged 18-24.⁸

Providing homeless families with children's services that help build skills, social support, and connect them to other community resources to prepare them for maintaining permanent housing will save taxpayers money on costs for remediative, rehabilitation, and incarceration services in the long run. Economists say for each dollar invested in early intervention and prevention programs, the returns to society extend from \$1.80 to \$17.07 in academic achievement, behavior, reduced delinquency and crime, educational progression and attainment, and labor market success ("Proven Benefits of Early Childhood Interventions," Rand Corporation). The cost of chronic homelessness is estimated at \$40,000 per homeless individual per year (www.hiappleseed.org/housing-first-saving-lives-saving-public-funds). This includes emergency health services, incarceration and policing, mental and substance use disorder treatment. The County of Honolulu's Emergency Medical Services has been overwhelmed by increased calls for service to the homeless. On some days, the number of 911 calls for the homeless can average 50-70% of all calls ("Cost of Homeless Care Increases," *Star Advertiser*, 9/7/16). Straub Hospital has spent \$30,000-50,000 to house the homeless after discharge for post-discharge care, negotiating with nursing homes and rehab facilities to accept homeless patients and paying for short-term stays at a YMCA, hotel or respite home during recovery. Psychiatric hospitalizations of homeless people were, at one point in time, 100 times higher than their non-homeless cohort. This Hawaii study of hospital admissions of 1,751 homeless individuals found the excess cost at \$3.5 million or \$2,000 per individual. In addition, a HUD study found the cost of providing emergency shelter to families is generally as much or more than the cost of placing them in transitional or permanent housing, at approximately \$8,067 more than the average annual cost of the Section 8 federal housing subsidy (www.endhomelessn.org).

The lack in construction of affordable rental units combined with the current low supply drives up rental rates, as well as poses a challenge for the community to provide permanent housing for the homeless in a timely manner.

Homelessness is a Problem for Our Keiki

We know that what happens early in a child's life impacts him for a lifetime. In young children, stress resulting from major trauma such as extreme poverty and homelessness, can weaken the developing brain and lead to lifelong problems. Current research shows direct correlation between a young child's early experiences and the developing brain. Experiences of homelessness during infancy and toddlerhood are associated with poor academic achievement and engagement in elementary school (Perlman & Fantuzzo, 2010). Additionally, experiences of homelessness are associated with social emotional delays among young children (Haskett, et al, 2015) and poor classroom-based social skills in elementary school (Brumley, Fantuzzo, Perlman, & Zager, 2015).

⁸ 2015 Homeless Service Utilization Report, Center on the Family, University of Hawai'i and Homeless Program Office, Hawai'i State Department of Human Services.

Eliminating the negative impacts of homelessness on young children is extremely challenging since the experience often leads to changes in brain structure that can negatively impact learning, social-emotional development, self-regulation and cognitive skills. Eighty-five percent (85%) of the brain is developed in the first 5 years of life. As Jack Shonkoff from the Center on the Developing Child at Harvard University, has described, “The basic architecture of the brain is constructed through an ongoing process that begins before birth and continues into adulthood. Simpler neural connections and skills form first, followed by more complex circuits and skills. In the first few years of life, 700 to 1,000 new neural connections form every second. After this period of rapid proliferation, connections are reduced through a process called pruning, which allows brain circuits to become more efficient. The impact of experiences on brain development is greatest during these years. It is easier and less costly,” writes Shonkoff, “to form strong brain circuits during the early years than it is to intervene or ‘fix’ them later. Brains never stop developing—it is never too late to build new neural circuits—but in establishing a strong foundation for brain architecture, earlier is better. Research on traumatic life experiences and their impact on the child’s developing brain make a strong case for the critical importance of prevention and early intervention in the lives of extremely poor and homeless children” (Center on the Developing Child at Harvard University, 2014).

Children should be healthy, alert, and motivated to have a better chance of leading productive lives. Not every child, however, has that chance. Children do not have the foundations to deal with the stresses they face while homeless. Research has indicated that children experiencing homelessness were more often hungry, sick, and worried where their next meal and bed would come from; they wondered if they would have a roof over their heads at night and what would happen to their families. Homeless children often developed more slowly. Many struggled in school, missing days, repeating grades, and even dropping out of school entirely.

Solutions for the Family

Support for Homeless Keiki. A home typically provides the safety and space for positive growth of a young child. PACT believes that a safe shelter and more affordable housing is the key to solving the homeless issue. However, a safe and affordable home is not a reality for many of Hawaii’s families in the near future and there is much work to be done in this area. For example, the Kakaako Family Assessment Center, the state’s newest homeless shelter, opened on September 28 with the goal of helping clients move to permanent housing within 90 days, but has only been able to place six families into transitional housing or permanent housing so far (“Kakaako Shelters Work to Move Homeless Into Housing Faster,” www.civilbeat.org, 1/19/17). In the meantime, families and children continue to find themselves dealing with the vicious impacts that homelessness brings to their lives and development. During that time, the impact to the child and their development has life-long consequences. These impacts may be irreversible – making it even more critical that we act now. Children often prove resilient; however, time is precious and without intervention, considerable damage can be done. **Services for families with young children must happen as soon as families enter into**

homelessness – often unfortunately the same time when families do not seek help productively due to embarrassment or confusion about what to do next. Funding proactive strategies, such as providing parent and child skill building groups that include parent-child activities to promote language, literacy, and social-emotional skills will combat the negative impacts of homelessness to young children. We cannot wait for housing to become available. Every day of a child’s early life has the potential for exponential implications for future success.

There have been many efforts to support various segments of the homeless population. However, children in homeless families have not received the type of attention needed to effectively mitigate the damage done. Providing children with effective early childhood education can reduce or perhaps prevent the consequences of homelessness trauma, while increasing preparation for school and life-long success. The proposed intervention ensures that young children who are homeless have access to supports that are proven to be critical for improving the long-term educational outcomes of children nationwide. Below is a list of critical supports we can provide for homeless children:

- Early childhood education and development activities that include academic, social and experiential learning;
- Comprehensive needs assessments and linkage to community resources;
- Health assessments and screenings; and
- Case management and follow up even after housing is achieved.

Support for Homeless Parents. The causes of homelessness are many and diverse. Low levels of education, inability to find jobs that pay livable wages, lack of transportation, adequate childcare, family violence, and mental health issues constitute the major issues parents face. Individually or collectively, these issues impact the ability of the parent to provide housing and thus provide the positive parenting and support their children need. Providing parents with the skills to involve themselves in their child’s development reduces future environmental risks such as illiteracy, drug abuse, crime, and early pregnancy. Supports needed include:

- Job training and employment opportunities;
- Financial Literacy;
- Comprehensive needs assessments and linkage/access to services;
- Services that incorporate trauma-informed care that will identify, prevent, and treat related issues;
- Positive parenting support; and
- Case management.

4. Target Population

The target populations to be served through this proposal are 1) families with young children, 6 months to 5 years-old. The children and families served are homeless, at

imminent risk of homelessness (e.g., being evicted), or living in local shelters in and around the downtown Honolulu corridor.

The Institute for Human Services (IHS) is a full partner in the conceptualization of this plan. The program was developed with their knowledge and understanding of the population in and around the area and the needs they see daily for the homeless there. IHS serves over 55 families on a regular basis who have young children and will be encouraging their families to participate in the program.

5. Geographic Coverage

PACT proposes to provide services in the Aala area of Honolulu, thus serving the homeless in the downtown, Iwilei and Aala areas. PACT proposes to provide services in Aala Park and in the Women's and Children Shelter of Institute for Human Services (IHS).

It is anticipated that most participants will be living in shelters or on the streets within a two-to three-mile radius.

II. Service Summary and Outcomes

1. Scope of Work, Tasks and Responsibilities

Scope

The Mikiala - While They Are Waiting program will partner with families with young children who are homeless and/or residing in homeless shelters as they await a more permanent solution to their homelessness. The goal is to provide comprehensive support services to homeless children and families where they are, with a special focus on helping young children develop the academic and social skills they need in their formative years.

The program will promote:

- Parental individual and group skill-building;
- Enhancement of social, cognitive and emotional development;
- Provision of educational, health, nutritional, and social services to children and their families;
- Engagement of parents in their children's learning and emotional needs;
- Identification and provision of child development and supportive services to meet the individual needs of the family; and
- Supporting parents in their education, positive parenting skills, literacy, and employment goals.

The Program Supervisor and Family Advocates will increase the family's access to resources and help them maintain acquired services and skills through the following:

- Parent-child interaction groups, 3 times per week for 1.5 hours at Aala Park with supplemental services and case management offered at the park, at PACT and at IHS.
- Parent educational sessions 3 times per week for 1.5 hours (following the parent-child groups) at Aala Park and the Institute for Human Services that focus on positive parenting, education, health, legal issues, and employment.
- Quarterly educational excursions for parents and children to venues, such as the Children's Discovery Center and the Waikiki Aquarium.
- Counseling visits at intake and quarterly with each family at their place of habitation or other location to assess the child's development, the family's needs, and to encourage and promote progress on family goals.
- Individual assessments and case management for both the child and family and referral services to needed resources.
- Comprehensive screenings (developmental, hearing, vision, and other health) to identify any early interventions to support the child.

Tasks

Outreach and Recruitment *(Continuous)*

PACT has a broad network of community partners and organizations to help reach and recruit potential clients. Families will be engaged through outreach with the Institute for Human Services, through partner organizations, through churches and clubs, and via outreach to groups concerned with homelessness. There will be a continuous recruitment of families with young children. The communities within the City and County of Honolulu will learn about the program through neighborhood board meetings, presentations with agency partners, and flyers posted at libraries, and State and City and County offices.

The approach of this program is to be highly visible. Families will be encouraged to go to a trial session and then sign up for the program if they are willing to make a commitment to attend.

Intake and Assessment and Individualized Service Planning *(On-going)*

Intake and assessment will be an ongoing activity via each of the portals to the program. The process may begin with the parent and child and a plan to engage the whole family. PACT will work to identify barriers and develop a family action plan for each client for whom the goals are family economic and social stability and child school readiness.

During the intake and assessment phase, staff will explain to clients the benefits of the program, expectations of their participation, and what they can expect from the staff and program. The Intake and Assessment phase can be one-on-one or in small groups.

Intake personnel from each service arm of the initiative will meet with the others on a routine basis to coordinate family engagement strategies and family plans so that support,

activities and resources are always coordinated and mutually reinforcing.

Dependent upon each client and family needs, services will vary and may involve various support services. All clients enrolled in the program must have a child aged 6 months to 5 years and at least one parent and their child(ren) will attend the program together.

Parent-Child Interaction Groups

Three times per week for 1.5 hours per session, PACT will set up and provide child skill-building activities in the park. Activities will be developed in accordance with proven preschool curricula and will focus on social, emotional, physical and cognitive learning in a culturally supportive and appropriate environment. All curricula will include active modeling for effective parent participation as a key element. Translation and interpretation services will be provided for non-English speakers.

Family Engagement

Following each parent-child activity session, 1.5 hours will be dedicated to working with parents. Parents will be engaged in support groups, skill-building activities, and individual sessions appropriate to their needs. Examples of each follow:

- **Support Groups**

Families want their children to succeed in school, no matter their economic circumstances. Many of the families who are homeless have voiced their desire to support their children's education but do not understand how. Because many homeless families are immigrants, their understanding of the education system and the role expected of them as parents is a mystery to them.
- **Skill Building**

Various events and opportunities will be offered to parents to prepare them for finding work or enhancing skills. These events will include sessions dedicated to topics such as:

 - ▶ Finding and applying for a job;
 - ▶ Work habits that lead to success on the job;
 - ▶ Family financial literacy;
 - ▶ Helping older children succeed in school;
 - ▶ Parenting adolescents and teens;
 - ▶ Understanding and complying with tax laws;
 - ▶ Maintaining documentation for the family; and
 - ▶ Dental, vision and nutritional health.
- **Individual Services**

Intake sessions and family goals planning will be ongoing as new families enter the program. Case managers and referrals will be available as needed throughout

the park sessions and for visits and contacts throughout the participation period and during the first months after housing is obtained.

2. Projected Annual Timeline

<i>Services Specific Tasks</i>		Months											
		1	2	3	4	5	6	7	8	9	10	11	12
<i>Program Design and Planning</i>													
Program Planning													
✓ Activity planning		X	X	X	X	X	X	X	X	X	X	X	X
✓ Collaboration Partners meet													
<i>Program Implementation</i>													
<i>Outreach and Recruitment Activities</i>	<ul style="list-style-type: none"> Distribute materials Meet with all area homeless providers Distribute fliers and recruit from homeless encampments 		X	X	X	X	X	X	X	X	X	X	X
	<ul style="list-style-type: none"> Deliver Preschool curriculum Enrichment & Recreation Activities Youth Dev./Skill Building Activities 			X	X	X	X	X	X	X	X	X	X
<i>Family Engagement</i>	<ul style="list-style-type: none"> Teach parent participation concepts and model positive parenting Establish and facilitate support groups Develop and provide skill learning activities 			X	X	X	X	X	X	X	X	X	X
	<ul style="list-style-type: none"> Identify and provide child development services. Link families to health resources. Provide referral services 			X	X	X	X	X	X	X	X	X	X
<i>Program Evaluation and Quality Assurance</i>													
Data Collection developed to meet specific needs		X											
Data collected and analyzed and programmatic changes implemented.				X			X			X			X

<i>Services Specific Tasks</i>	Months											
	1	2	3	4	5	6	7	8	9	10	11	12
Quarterly PQI and program reports completed			X			X			X			X

3. Quality Assurance and Evaluation Plans

PACT’s Performance and Quality Improvement (PQI) Plan

PACT staff and directors are dedicated to delivering services that improve the well-being of children, adults, families, and the community. To document and standardize quality expectations, our Performance and Quality Improvement (PQI) Plan details the activities, measuring tools and evaluation methods by which we evaluate our performance against external and internal standards.

This plan guides the agency in upholding PACT’s vision, mission, and values, and is designed to ensure targeted goals and outcomes are achieved, both with the highest possible quality of services and in compliance with contractual standards and Council on Accreditation (COA) standards. The plan clearly stipulates that “quality is everyone’s responsibility,” from the Board of Directors, the Executive Management Team, the Program Directors, the employees and contracted service providers, to the agency’s volunteers. PACT’s PQI Plan has a strong balance of qualitative and quantitative methods; and describes a broad-based, agency-wide process that regularly evaluates services and ensures a high level of quality is evidence-informed and aligned with PACT’s vision and mission.

Program PQI Activities

All PACT programs conduct a self-appraisal of their activities to measure, monitor and evaluate their performance against internal and external standards and expectations to determine program effectiveness. The self-appraisal includes systematic evaluation of the program’s processes based on data gathered routinely for each client and during the assessment process. Review activities and measures for this program will include: 1) Case Record Review; 2) Client Outputs and Outcomes - Meeting Contractual Obligations; and 3) Client Satisfaction; 4) Program Management Review.

At the end of each quarter, the Program Director reviews the data from the PQI program activities for the past period and documents areas of strength and challenges or opportunities; along with accomplishments and steps taken to achieve goals during that timeframe. Using this information, the improvement cycle of PDCA (Plan-Do-Check-Act) commences. The PQI Report summarizes how program quality is maintained and improved. The PQI reports are reviewed by the Supervisor in team meetings with improvement plans for any areas where an opportunity for more positive outcomes is seen.

PQI reports are submitted to the Director of Quality. Issues and areas needing Executive Leadership support and intervention are raised by the PQI Committee and tracked by the Director of Quality.

1) Case Record Review

The agency review process is thorough, consistent and comprehensive, evaluating case records on:

- Referral/Intake & Engagement
- Assessment,
- Service Planning,
- Service Delivery,
- Continuity of Service,
- Termination of Service,
- Aftercare/Follow-up,
- Case Supervision,
- Specific Contract Monitoring, and
- Overall Presentation.

When areas for improvement or weaknesses are identified, the Program Director and the staff meet and discuss the issues, identify the root cause and develop an improvement plan to change processes and address identified weaknesses. The effectiveness of the changes is evaluated at the next review. Agency case record review data is reported quarterly to the PQI Committee and to funders.

2) Client Outputs and Outcomes

It is a top priority of the Executive Leadership Team to evaluate the program's practice and assure the provision of services and its impacts are meeting the contractual obligations. To facilitate this process and to give Executive Leadership Team timely feedback, the Program Health Quarterly Update (PHQU) Form is completed by the Program Director and is attached to the PQI Report. This record of critical program outputs and outcomes, and compliance with contract requirements is reported quarterly to the PQI Committee and Executive Leadership Team. The program staff acts to address issues or opportunities identified to improve outputs/outcomes. Issues needing Executive Leadership support or intervention are raised at PQI Committee and are tracked by the Director of Quality.

3) Client Satisfaction

PACT regards client input and feedback as critical to the success of the organization, and seeks and uses such information to improve its services. Standardized surveys are hand delivered and the client is provided a sealed envelope to return the survey or mailed to clients with a self-addressed stamped envelope upon discharge and annually to all active clients. Client names are not documented on the surveys and if a client wants to give individual feedback or receive a response, they may add their name. The surveys include demographic questions and nine questions about the quality and

timeliness of services provided. Clients rate the services and their overall satisfaction using a 4-point Likert scale. The data is acted upon at the program and agency level and improvements are implemented based upon the findings.

4) Program Management Review

The Program Director reviews program operations and resources (fiscal/budget, MIS, information & technology, facilities, and staffing) issues. When areas for improvement or challenges are identified, the Program Director and the staff meet to discuss the issues, identify the root cause, and develop an improvement plan to change processes and address identified weaknesses. Key to PACT's success and to efficient operations, these reviews emphasize synergies between programs and activities to leverage impact. Issues and areas needing Executive Management Team support and intervention are raised by the PQI Committee and tracked by the Director of Quality.

Summary

As demonstrated, PACT's PQI Plan is the guidance for the institutionalization performance and quality improvement processes throughout the agency. The plan is based on COA standards, funder requirements, and the Plan-Do-Check-Act framework. Performance activities are incorporated in the daily activities at two levels of the organization: administration and programs. Staff members perform their work and monitor its quality to ensure that contract requirements are met, services are delivered in a cost-effective manner, and program and client outcomes are met. PACT's processes are formalized and updated through policies and procedures and staff are trained to ensure continuous and systemic achievement of quality and performance goals and objectives in organizational and program administration and program services delivery.

4. Measures of Effectiveness

- 1) A minimum of 50 children between the ages of six months and five years and their parent(s) will register for the program.
- 2) A minimum of 50 children will be screened for developmental and health factors.
- 3) A minimum of 75 parents will engage in preschool and family parent-child interaction engagement activities
- 4) A minimum of 50 adults will be connected to services/resources that improve economic self-reliance and health.
- 5) A minimum of 200 hours of one-on-one (1:1) family meetings per year.
- 6) Conduct and obtain ASQ and ASQ-SE (developmental assessments) for each child at intake and every six months they are in the program.
- 7) A minimum of 75% of parents surveyed on a post participation survey will report improved parenting skills.

- 8) A minimum of 75% of parents surveyed on a post participation survey will report their child to be better prepared for school.
- 9) A minimum of 75% of parents surveyed on a post participation survey will report satisfaction with the outcomes of the program for their family.

III. Financial

Budget

1. Budget and Budget Forms

The attached budget forms detail the cost of the grant-in-aid request.

2. Quarterly Funding Request for the fiscal year 2018.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$68,750	\$68,750	\$68,750	\$68,750	\$275,000

3. Other Funding Being Sought for fiscal year 2018

The full cost of the program is \$381,826. A listing of all federal, state, and county government contracts and grants PACT has and will be receiving for this program is included as an attachment. The following table shows the funding requests to be requested with program sustainability in mind.

Approximate Amount of Request	Contact Agency	Title of Service or Brief Description of Service
\$50,000	Samuel N. & Mary Castle Foundation	The three private foundations listed will be solicited for funding to support the program as described with focus on funds to provide start up needs (equipment and specialized curriculum and training for new staff) and to provide follow up services once families find housing and to ensure children’s development continues in their new location.
\$50,000	Doris Duke Charitable Foundation	
\$120,000 (\$40,000 annually over a three-year program period)	Hawaii Community Foundation – Hawaii Children’s Trust Fund: Child Abuse and Neglect Prevention	

4. State and Federal Tax Credits

PACT has not been granted any state/federal tax credits in the prior three years and does not anticipate applying for such credits in fiscal year 2018. PACT is not requesting funding for any capital projects with this application.

5. Government Contracts and Grants We Will Be Receiving for Program Funding

This form is included in the attachments.

6. Balance of Unrestricted Current Assets as of December 31, 2016.

- Unrestricted current assets as of the last third-party audit, period ending 6/30/16: \$3,603,420*;
- Approximate monthly expenses to meet contractual and grant commitments equals \$1,919,616, as of 12/31/16; and
- Cash balance as of 12/31/2016: \$4,441,419.

Please note PACT is awaiting the first draft of the FY16 audit that is being prepared by the auditors, which is anticipated to be presented to the President & CEO the week of January 16, 2017.

IV. Experience and Capability

A. Necessary Skills and Experience

Headquartered in Kalihi at Kuhio Park Terrace, Parents And Children Together (PACT) has been working with newcomers, formerly incarcerated individuals, victim/survivors of domestic violence, low-income and public housing communities since its inception in 1968. PACT has since expanded its programs to other neighbor island communities and has a statewide human services presence. The agency's first program, the Parent Child Center of Kalihi, focused on promoting the optimal development of young children by fostering the parent-child relationship. Today, PACT has 16 programs reaching families and individuals across the state in the areas of family strengthening, newcomer acculturation, domestic violence prevention and intervention, economic development, prevention of child abuse and neglect, early childhood education and development, youth mentorship and leadership development, community building, and behavioral health support. Its services are delivered in alignment with the agency's mission to promote and support healthy individuals, families and communities by creating opportunities for them to identify and address their own strengths, needs and concerns, and successfully realize their potential. The agency's approach to service delivery is based on honoring the values and principles inherent in the concept of partnership. PACT works closely with its clients, community members, and collaborates widely with organizations from varying fields. Services are designed in partnership with clients, with focused attention to the cultural and socio-economic context of their respective backgrounds.

Over the years, PACT has developed an extensive organizational knowledge about the dynamics and challenges that long-term poverty has on families and their neighborhoods. With over 45 years of relationship-building and service delivery experience, PACT has

earned the community's trust through initiating partnerships to address the pervasive problems associated with poverty and has nurtured community driven solutions that have helped communities thrive. PACT understands the numerous types of stressors and barriers that people encounter when chronically unemployed or underemployed, and the staff possesses a multi-cultural "fluency" developed through experience in working with Hawaii's culturally diverse population. The organization has been consistent in its efforts to ensure the composition of its staff reflect the ethnic diversity of its client populations.

PACT works with homeless families in our early childhood education programs, both Head Start and Early Head Start. Our emergency domestic violence shelter exists for abused women and their children who have fled from their residences and have become homeless. The Community Teen Center finds they are often dealing with a youth who has run away or feels he cannot safely return home. The Economic Development Center has clients who live in their cars. In essence, most if not all, of PACT's programs are working with homeless or hidden homeless individuals and families.

The program staff approach their work with families and family members as a partnership based on equality and respect. "Family" is the philosophical and practical framework for working with clients and underlies all of PACT's programs. The socio-ecological perspective of individual as part of a family unit, who is part of a community, is key to PACT's service strategies. Families and staff members work together in partnership that is based on equality and respect:

- The family has the capacity to malama (Hawaiian for "to take care of") their ohana (Hawaiian for "family"). The role of the staff member is to coach, guide, listen, encourage and teach, promoting family well-being and leadership development.
- Families are resources for their own members, for other families, for programs; the role of the staff member is to coach, guide, listen, encourage and teach families what they may not realize they already know and what they have learned as a result of their experience with the program.
- Families learn best when their cultural, racial and linguistic identities are respected and valued. The role of the staff member is to coach, guide, listen, encourage, teach and demonstrate their respect for the family's cultural identity and to offer other perspectives and potential solutions for their consideration.
- Effective programs are those embedded in communities. The role of the staff member is to ensure the program is providing client-centered, client-driven services.
- Effective programs partner with families to advocate for services and systems that are fair, responsive, and accountable to the community.
- Principles of family support practice are modeled in all program activities, including planning, governance, staff supervision and support, and administration.

PACT has been accredited by the Council on Accreditation (COA) since 2000 and has current full, four-year accreditation and has earned superior accolades in site reviews. It is an active member of the Kalihi Business Association and the Better Business Bureau. PACT has been an Aloha United Way partner agency for over 20 years and Kauai and Maui offices are partner agencies of the Kauai United Way and Maui United Way, respectively.

Verifiable Experience Table. The following is a listing of verifiable experiences with projects and contracts for the most recent three years that are pertinent to the service activities requested through this grant-in-aid.

Contract # & Contract Period	Contracting Agency	Contact Person & Mailing Address	Phone and Email	Title and Brief Description
DHS-17-POS-4006 1/1/2017-6/30/2018	Department of Human Services	Christine Gamboa, DHS, 810 Richards St., Ste. 400, Hon, HI 96813	808.586.5687; Cgamboa@dhs.hawaii.gov	Oahu Ulupono Family Strengthening- provides strengths- based family-centered support and home visiting to avert incidences or recurrence of child abuse and neglect.
DHS-16-POS-3048 7/1/2015-6/30/2017	Department of Human Services	Christine Gamboa, DHS, 810 Richards St., Ste. 400, Hon, HI 96813	808.586.5687; Cgamboa@dhs.hawaii.gov	Hoomau Home Visiting - Windward- provides home visiting to reduce child abuse and neglect, reduce caregiver stress, increase child adjustment and achievement, and increased family self-reliance.
DHS-16-POS-3047 7/1/2015-6/30/2017	Department of Human Services	Christine Gamboa, DHS, 810 Richards St., Ste. 400, Hon, HI 96813	808.586.5687; Cgamboa@dhs.hawaii.gov	Hoomau Home Visiting – Honolulu - provides home visiting to reduce child abuse and neglect, reduce caregiver stress, increase child adjustment and achievement, and increased family self-reliance.
ASO-Log 14-124 1/1/2014-6/30/2017	Department of Health	N. Tod Robertson, M Ed; 741-A Sunset Ave. #202; Hon, HI 96816	808.733.9041; Nickey.robertson@doh.hawaii.gov	Hana Like Home Visiting- Early Identification screens families for poor child health outcomes, child development, and child maltreatment risk factors.
DHS-15-POS-2145 1/1/2015-6/30/2018	Department of Human Services	Kenwyn Kaahaaina, DHS, 810 Richards St., Ste. 400, Hon, HI 96813	808.586.5706; kkaahaaina@dhs.hawaii.gov	Ohia Domestic Violence Shelter and Transitional Housing Services provide emergency shelter and/or transitional housing to adults with or without children who are at-risk of or survivors of domestic violence.
Aloha United Way 4/30/2015-	Aloha United Way	Marc Gannon, 200 N. Vineyard	808.543.2215; marc@auw.org	Mikiala provides early developmental screening to 2 through 5-year-olds. Screenings include hearing, speech,

Contract # & Contract Period	Contracting Agency	Contact Person & Mailing Address	Phone and Email	Title and Brief Description
3/30/2016		Blvd., Ste. 700, Hon, HI 96817		physical, and social-emotional development.
DHS-16-POS-3055 7/1/2015-6/30/2019	Department of Human Services	Kenwyn Kaahaaina, DHS, 810 Richards St., Ste. 400, Hon, HI 96813	808.586.5706; kkaahaaina@dhs.hawaii.gov	Family Peace Center's Domestic Violence Services for Families provides services to families in Central Oahu referred by CWS, VCM or FSS who need services to address domestic violence.
DHS-16-POS-3056 7/1/2015-6/30/2019	Department of Human Services	Kenwyn Kaahaaina, DHS, 810 Richards St., Ste. 400, Hon, HI 96813	808.586.5706; kkaahaaina@dhs.hawaii.gov	Family Peace Centers Domestic Violence Services for Families provides services to families in Windward Oahu referred by CWS, VCM or FSS who need services to address domestic violence.
09CH01039 2-01-00 7/1/2016-6/30/2021	Department of Health & Human Services Administration for Children and Families	Cynthia Yao, Office of Head Start, Region IX, 90 Seventh Street, 9 th Flr, San Francisco, CA 94103	415.437.8400; cynthia.yao@acf.hhs.gov	Early Head Start/Head Start Programs provide comprehensive services to low income families with children ages birth to 3 years old and prenatal women who fall at or below 200% of the federal poverty income level.
DHS-13-CCPO-734 7/1/2012-6/30/2017	Executive Office on Early Learning	Lauren Moriguchi, Office of the Governor, Executive Office on Early Learning	808.586.3811; Lauren.K.Moriguchi@hawaii.gov	Mountain View Pre-Plus Preschool Services provide services to children 3 and 4 years of age who are attending preschool and fall below at or below the federal poverty income level.
CO-10644 7/1/2016-6/30/2017	Executive Office on Early Learning	Lauren Moriguchi, Office of the Governor, Executive Office on Early Learning	808.586.3811; Lauren.K.Moriguchi@hawaii.gov	Fern & Keonepoko Pre-Plus Preschool Services provide services to children 3 and 4 years of age who are attending preschool and fall below at or below the federal poverty income level.
13ADVC-63874 3/1/2014-2/28/2017	Hawaii Children's Trust Fund of Hawaii Community Foundation	Jennifer Grimm, 827 Fort Street Mall, Hon, HI 96813	808.566.5562; jgrimm@hcf-hawaii.org	Kamalama provides curriculum to low income parents and caregivers, targeting parenting teens, foster youth, children with disabilities, parents transitioning out of incarceration, parents in drug and alcohol rehabilitation and recovery and their children on Oahu.
OCS-POS-16-05	Office of Community	Jovanie Dela Cruz, OCS,	808.586.3955; jovanie.d.delacru	Employment Core Services for Low – Income Persons provides training and

Contract # & Contract Period	Contracting Agency	Contact Person & Mailing Address	Phone and Email	Title and Brief Description
7/1/2015-6/30/2017	Services	830 Punchbowl Street, Suite 420, Honolulu, HI 96813	z@hawaii.gov	support services to low-income individuals living within the City & County of Honolulu.
3039 7/1/2015-6/30/2017	Office of Hawaiian Affairs	Misti Pali-Oriol, OHA, 560 North Nimitz Hwy, Ste. 200,	808.594.0243; mistip@oha.org	Ready To Work and Career support Services Project provides an array of services to Native Hawaiian on Oahu that promotes employability and job retention.
09HP0026-02-00 2/1/2015-7/31/2019	Department of Health & Human Services Administration for Children and Families	Jan Len, Office of Head Start, Region IX, 90 Seventh Street, 9 th Flr, San Francisco, CA 94103	415.437.8400; Jan.len@acf.hhs.gov	PACT and Kama‘aina Kids Early Head Start Child Care Partnership Centers provide center-based care to infant and toddlers in the Waianae, Nanakuli, and Ewa communities on Oahu.

B. Facilities

PACT has 53 locations on Kauai, Oahu, Molokai, Lanai, Maui and Hawaii islands. **PACT’s administrative offices are located at 1485 Linapuni Street, Suite 105, Honolulu, 96819, in a federally funded Community Resource Center in the heart of Kalihi, Oahu.** Service locations meet all the requirements of the American Disabilities Act (ADA) regarding consumer and employee access as well as OSHA requirements for safety. Every effort is made to maintain services that are centrally located in each community where target populations are served. PACT has a Facilities Manager to ensure that all sites provide maximum accessibility, safety and support for service delivery. The Vice President of Operations oversees a Safety Program that includes facilities compliance with all safety regulations (such as OSHA), including fire drills and monthly facilities inspections.

PACT has a partnership with The Institute for Human Services to provide additional space for proposed programming to occur. PACT is also proposing to hold parent-child sessions in Aala Park and will seek City and County approval to do so. Other funding will be used to purchase a used, utility cargo van to transport program equipment, tents, mats, folding tables and chairs, cleaning supplies, properly insulated refreshments for program clients, first aid kits, and staff. In addition, arrangements will be made for a portable toilet to be placed on site during program delivery.

V. Personnel: Program Organization and Staffing

A. Proposed Staffing, Staff Qualifications, Supervision and Training

1. Proposed Staffing

The staffing pattern for this grant request is designed to provide increased community services by leveraging other funding sources to provide the comprehensive services detailed in this proposal.

As indicated in the Program Organization Chart (see attached) staff includes the following:

- Program Director at 0.1 FTE;
- Assistant Program Director at 0.1 FTE;
- Program Supervisor/Family Advocate at 1.0 FTE;
- Family Advocates at 2.0 FTE;
- Logistics and Safety Coordinator at 1.0 FTE; and
- Office Manager at .05 FTE.

Staff Qualifications

Below is a brief description of the staff qualifications and duties for which we are requesting funds. All staff meets or exceeds educational and/or experiential requirements for each position. Each of these staff is reflected in the attached budgets via their position description and full time equivalents allotted to the grant. These positions are also referenced on the attached organization chart.

2. Key Staff/Positions

Name	Title	Qualifications and Experience
Sabrina Tran .10 FTE	Program Director	<ul style="list-style-type: none"> • Master of Science in Education, Emphasis in Child Development; Bachelor of Science in Family Resources • May 2013 to present as Assistant Program Director for Early Intervention and Family Strengthening • 2 years in former position as PACT program manager; 3 years in a former position as PACT supervisor, 3 years as a former child development specialist; and 7 years as a Healthy Start home visitor • Experience working with Child Abuse and Neglect (CA/N) <p>Minimum Qualifications: Master’s degree in social work, health, or a human services field; 3 years of experience working with child abuse and neglect, including domestic violence and substance abuse; 2 years’ supervisory experience in health and/or human</p>

Name	Title	Qualifications and Experience
<p>Janelle Dunkirk .10 FTE</p>	<p>Assistant Program Director</p>	<p>services.</p> <ul style="list-style-type: none"> • Bachelor of Arts in History • October 2016 – present as Assistant Program Director of Early Intervention and Family Strengthening • Program Supervisor – Hana Like Home Visitor Program, 2014-2016 • Senior Home Visitor – Hana Like Home Visitor Program, 2009-2014 • Child Development Specialist – Hana Like Home Visitor Program, 2003-09 • Home Visitor I & II, Senior Home Visitor – PACT Hana Like Home Visitor Program, 1999-2003 <p>Minimum Qualifications: Master’s in Social Work, Psychology or related field, plus one-year relevant experience or a bachelor’s in Social Work, Psychology or related field, three years’ relevant experience.</p>
<p>To Be Hired 1.0 FTE</p>	<p>Program Supervisor/Family Advocate</p>	<p>Minimum Qualifications: Master’s in Social Work, Psychology or related field, plus one-year relevant experience or a bachelor’s in Social Work, Psychology or related field, plus three years’ relevant experience.</p>
<p>To Be Hired 2.0 FTE</p>	<p>Family Advocate</p>	<p>Minimum Qualifications: High school diploma or equivalent and either one-year of experience in the human services or related field or an associate’s degree in Human Services or Family Resources or related field. Communicates and works effectively with people of diverse social, economic, and racial backgrounds.</p> <p>Is able to obtain an acceptable FBI background check and an acceptable CPS child abuse registry check. Possesses a valid driver’s license and proof of no-fault insurance.</p>
<p>To Be Hired 1.0 FTE</p>	<p>Logistics and Safety Coordinator</p>	<p>Minimum Qualifications: Two years of experience working with facilities and maintenance plus experience in obtaining permits.</p>

Name	Title	Qualifications and Experience
		Experience in organizations with children’s programs, highly desirable. Ability to lift and carry heavy equipment, drive utility vehicles and coordinate teams of volunteers.

3. Supervision and Training

PACT recognizes the importance of having a well-qualified, well-trained staff and places priority on creating access to appropriate supervision and training. PACT understands the value of ongoing supervision. Regular and effective supervision often yields greater work productivity and quality of service.

PACT has implemented a competency-based management and leadership development program for all supervisors. PACT worked with the Butler Institute of the University of Denver’s Graduate School of Social Work to customize its experiential, supervisory training for child welfare agencies for PACT supervisors. *Putting the Pieces Together* focuses on three areas of supervision – administrative, educational, and supportive supervision. Formal supervision occurs on a weekly basis, with informal supervision occurring as needed. Administrative and program staff have monthly meetings to ensure ongoing communication regarding agency and program operations. During formal supervision within the programs, the following areas are addressed:

- Salient client issues/concerns;
- Salient staff issues/concerns;
- Program accomplishments and operational challenges;
- Staff development/quality improvement tracking, monitoring, and assessment;
- Staff acknowledgements;
- Community networking;
- Program development;
- Facilities/equipment; and
- Budget concerns.

It is the policy of PACT to promote ongoing educational and in-service training opportunities for its staff as a means of endorsing life-long learning, assuring quality of services, and client satisfaction. All PACT employees are evaluated at three months after initial hire, at the end of the first year of employment, and annually thereafter.

Staff training and professional development plans are determined individually during annual performance reviews. The staff development program is designed to equip PACT employees with the skills necessary to perform their jobs and to maintain the overall goals and objectives of their service component and the entire organization.

Program staff are expected to be able to assess, plan, educate, and subsequently support the clients with services to reach their highest level of program participation and involvement, independent functioning, and self-determination. Staff are encouraged to participate in relevant conferences, workshops, trainings, and on-the-job in-service trainings. All staff complete a set of self-learning modules each year and new staff are required to participate in agency-level and program-level orientation during their first few months of employment.

B. Organization Chart

An agency-wide organization chart, that depicts the administrative management structure, lines of authority, and functions of the organization, is included in the attachments. The Board of Directors is ultimately responsible for the health and sustainability of the organization. The President and CEO is the chief professional officer who reports to the Board, and is supported by the executive leadership team of the Chief Operating Officer, Chief Administrative Officer, Chief Development Officer, Vice President of Community Building Programs, Vice President of Intervention Programs, and Vice President of Early Education Programs. The Chief Operating Officer has executive oversight of the Fiscal department, Technology and Contracts staff, and supervises the programs vice presidents. The Chief Administrative Officer has executive oversight of the Human Resources, Quality Assurance, Facilities, and Administration departments. The Chief Development Officer has executive oversight of the grants development, community outreach and PR marketing functions.

The programmatic organization chart details the programs' staff positions and lines of supervision. This structure supports a team approach that promotes effective oversight of staff and interaction among staff from different sites and/or contracts, allowing them to share their skills and areas of expertise.

C. Compensation

Current annual salaries of the top three PACT executives are as follows. All Board of Directors serve as unpaid volunteers.

- Ryan Kusumoto, President and Chief Executive Officer..... \$170,000.
- Kim Gould, Chief Operating Officer \$141,831.
- Margaret Takahashi, Chief Administrative Officer \$116,826.

VI. Other

A. Litigation

PACT has no litigation pending. If that changes, PACT will disclose and explain any pending litigation to which it is a party, including the disclosure of any outstanding judgment.

B. Licensure or Accreditation

PACT is fully accredited by the Council on Accreditation for Family Service Organizations.

C. Private Educational Institutions

This grant will not be used to support or benefit sectarian or non-sectarian private educational institutions.

D. Future Sustainability Plan

PACT understands the limited nature of government funding. Should PACT be awarded a grant-in-aid for this initiative for Fiscal Year 2018, but not thereafter, PACT will seek continued support of the initiative from local and national foundations and county and federal sources whose funding purposes are in accord with achieving long-term economic stability in families. To do this, PACT will document, monitor, and analyze its implementation of services during Fiscal Year 2018 and identify programmatic areas for improvement and areas that seem to be successful. PACT will use the baseline data to improve on the program design of the initiative, use the data to include in grant applications and proposals to prospective funders, and to develop an educational piece to present to prospective service provider partners, businesses, and policy champions.

E. Certificate of Good Standing

A Certificate of Good Standing from the Director of Commerce and Consumer Affairs is included as an attachment to this proposal.

Attachments



PACT
PARENTS AND
CHILDREN TOGETHER
A FAMILY SERVICES COMPANY

Budget



PACT
PARENTS AND
CHILDREN TOGETHER
A FAMILY FINANCE AGENCY

BUDGET

(Period July 1, 2017 to June 30, 2018)

Applicant/Provider:

Parents And Children Together

RFP No.:

Mikiala - While They Are Waiting

Contract No. (As Applicable):

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
A. PERSONNEL COST				
1. Salaries	186,915			0
2. Payroll Taxes & Assessments	25,150			0
3. Fringe Benefits	34,654			0
TOTAL PERSONNEL COST	247,718			0
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Airfare, Out-of-State				
3. Audit Services				0
4. Contractual Services - Administrative				0
5. Contractual Services - Subcontracts	0			0
6. Insurance	0			0
7. Lease/Rental of Equipment	0			0
8. Lease/Rental of Motor Vehicle	0			0
9. Lease/Rental of Space	0			0
10. Mileage	0			0
11. Postage, Freight & Delivery	0			0
12. Publication & Printing	0			0
13. Repair & Maintenance	0			0
14. Staff Training	0			0
15. Substance/Per Diem				
16. Supplies	0			0
17. Telecommunication	0			0
18. Transportation				0
19. Utilities	0			0
20. Beneficiary Cost	0			0
21. Administrative Cost	27,282			0
22.				
23.				
TOTAL OTHER CURRENT EXPENSES	27,282			106,826
C. EQUIPMENT PURCHASES	0			0
D. MOTOR VEHICLE PURCHASES	0			0
TOTAL (A+B+C+D)	275,000			106,826
SOURCES OF FUNDING		Budget Prepared By:		
(a) Budget Request - GIA	275,000	Sandra Yamamoto 647-3265 ext 784		
(b) Ward Village Foundation	25,000	Name (Please type or print) Phone		
(c) Hawaii Community Foundation	10,000	Signature of Authorized Official Date		
(d) Atherton Family Foundation	25,985	Kims Gould, Chief Operating Officer		
(e) Unsecured funding	45,841	Name and Title (Please type or print)		
TOTAL REVENUE	381,826	For State Agency Use Only		
		Signature of Reviewer Date		

**BUDGET JUSTIFICATION
PERSONNEL - SALARIES AND WAGES**

Applicant/Provider: Parents And Children Together

RFP No.: Mikiala - While They Are Waiting

Period: 07/01/17 to 06/30/18

Date Prepared: 12 / 29 / 16

Contract No. (As Applicable): _____

POSITION NO.	POSITION TITLE	FULL TIME EQUIVALENT TO ORGANIZATION	ANNUAL SALARY INCLUDING BUDGETED SALARY INCREASE A	% OF TIME BUDGETED TO THE CONTRACT B	TOTAL SALARY BUDGETED TO THE CONTRACT A x B
1	Program Director	100%	78,795.00	10.00%	7,880
2	Assistant Program Director	100%	64,642.80	10.00%	6,464
3	Office Manager	100%	44,583.26	5.00%	2,229
4	Program Supervisor/Family Advocate	100%	50,382.00	100.00%	50,382
5	Family Advocate	100%	38,480.00	100.00%	38,480
6	Family Advocate	100%	38,480.00	100.00%	38,480
7	Logistics and Safety Coordinator	100%	43,000.00	100.00%	43,000
TOTAL:					186,915
JUSTIFICATION/COMMENTS:					

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

Applicant/Provider: Parents And Children Together

RFP No.: Mikiala - While They Are Waiting Period: 07 / 01 / 17 to 06 / 30 / 18

Date Prepared: 12 / 29 / 16

Contract No.: _____
(As Applicable)

TYPE	BASIS OF ASSESSMENTS OR FRINGE BENEFITS	% OF SALARY	TOTAL
PAYROLL TAXES & ASSESSMENTS:			
Social Security	186,915	7.65%	14,299
Unemployment Insurance (Federal)	186,915	As required by law	
Unemployment Insurance (State)	186,915	3.00%	5,607
Worker's Compensation	186,915	2.34%	4,374
Temporary Disability Insurance	186,915	1.00%	1,869
SUBTOTAL:			26,150
FRINGE BENEFITS:			
Health Insurance	186,915	14.50%	27,102
Life Insurance	186,915	0.04%	75
Retirement	186,915	4.00%	7,477
SUBTOTAL:			34,654
TOTAL:			60,803

JUSTIFICATION/COMMENTS:

**BUDGET JUSTIFICATION
TRAVEL - INTER-ISLAND**

Applicant/Provider: Parents And Children Together

RFP No.: Mikiala - While They Are Waiting Period: 07 / 01 / 17 to 06 / 30 / 18

Date Prepared: 12 / 29 / 16

Contract No. _____
(AS APPLICABLE)

NAME OF EMPLOYEE & TITLE	DESTINATION	NO. DAYS	PER DIEM OR SUBSISTENCE A	AIR FARE B	TRANSPORTATION C	TOTAL A+B+C
Not Applicable						
TOTAL:						

JUSTIFICATION/COMMENTS:

**BUDGET JUSTIFICATION
TRAVEL - OUT OF STATE**

Applicant/Provider: Parents And Children Together

RFP No.: Mikiala - While They Are Waiting Period: 07/01/17 to 06/30/18

Date Prepared: 12/29/16

Contract No. _____
(As Applicable)

NAME OF EMPLOYEE & TITLE	DESTINATION	NO. DAYS	PER DIEM OR SUBSISTENCE A	AIR FARE B	TRANSPORTATION C	TOTAL A+B+C
Not Applicable						
TOTAL:						

JUSTIFICATION/COMMENTS:

**BUDGET JUSTIFICATION
CONTRACTUAL SERVICES - ADMINISTRATIVE**

Applicant/Provider: Parents And Children Together

RFP No.: Mikiala - While They Are Waiting

Period: 07 / 01 / 17 to 06 / 30 / 18 Date Prepared: 12 / 29 / 16

Contract No. _____
(As Applicable)

NAME OF BUSINESS OR INDIVIDUAL	TOTAL BUDGETED	SERVICES PROVIDED	JUSTIFICATION/COMMENTS
Not Applicable			
TOTAL:			

**BUDGET JUSTIFICATION
DEPRECIATION**

Applicant/Provider: Parents And Children Together

RFP No.: Mikiala - While They Are Waiting

Contract No. (As Applicable): _____ Period: 07 / 01 / 17 to 06 / 30 / 18

Date Prepared: 12 / 29 / 16

ITEM PLEASE IDENTIFY EACH ASSET. DO NOT GROUP BY ASSET TITLE.	ACQUISITION DATE	ACQUISITION COST	USEFUL LIFE	METHOD OF DEPRECIATION	PREVIOUS DEPRECIATION TAKEN	DEPRECIATION EXPENSE	% ALLOCATED	DEPRECIATION ALLOCATED
Not Applicable								
Total:								

JUSTIFICATION/COMMENTS:

**BUDGET JUSTIFICATION
PROGRAM ACTIVITIES**

Applicant/Provider: Parents And Children Together

RFP No.: Mikiala - While They Are Waiting

Period: 07 / 01 / 17 to 06 / 30 / 18

Date Prepared: 12 / 29 / 16

Contract No. : _____
(As Applicable)

DESCRIPTION	AMOUNT	JUSTIFICATION/COMMENTS
Administrative Cost	27,282	Administrative Cost allocated to the contract (Please see attached "Cost Methodology for Administration Cost")
Total:	27,282	

BUDGET JUSTIFICATION EQUIPMENT AND MOTOR VEHICLES

Applicant/Provider: Parents And Children Together

RFP No.: Mikiala - While They Are Waiting Period: 07 / 01 / 17 to 06 / 30 / 18 Date Prepared: 12 / 29 / 16

Contract No.: _____
(As Applicable)

DESCRIPTION OF EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Not Applicable				

JUSTIFICATION/COMMENTS:

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
Not Applicable				
TOTAL:				

JUSTIFICATION/COMMENTS:

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS
 Period: July 1, 2016 to June 30, 2017

Applicant/ Parents And Children Together

RFP No.: Mikiala - While They Are Wai Period: 07 / 01 / 17 to 06 / 30 / 18 Date Prepared: 12 / 29 / 16

Contract No.: _____
 (As Applicable)

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2014-2015	FY: 2015-2016	FY:2016-2017	FY:2016-2017	FY:2016-2017	FY:2017-2018
	PLANS					
LAND ACQUISITION	Not Applicable					
DESIGN						
CONSTRUCTION						
EQUIPMENT						
TOTAL:						
JUSTIFICATION/COMMENTS:						

Allocation Methodology for Administration Cost



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FOR A BETTER WORLD



Parents and Children Together Allocation Methodology for Administration Cost

Joint costs are costs that benefit more than one project, activity, or program. Joint costs such as rent, copier, postage, automobile insurance, mileage, telephone, and other program direct costs are directly allocated to a contract based on actual usage. Other joint costs, whether they are general operating costs or administration costs, are directly allocated to all benefiting contracts based on the total expenditures of each contract.

Administration costs are allocated among all the programs administered by PACT. The expenses are allocated to each program in proportion to the amount of expenditures in each program relative to PACT's total operating budget. The actual percentage charged is based on the proposed operating budget for administration for the fiscal year. Only allocable administration expenses are factored in to this equation.

Administration cost includes the salaries and wages of personnel as well as the operating cost of the administrative office that services the agency as a whole. All costs charged to administration:

- Conform to any limitations or exclusions on the type or amount of costs placed on the grant or contract by federal, state or local laws and federal source regulations
- Follow applicable cost principles
- Are reasonable and necessary to the overall operation of the organization.
- Are treated consistently
- Are in accordance with Generally Accepted Accounting Principles (GAAP)
- Are adequately documented
- Are allowable to the grants and contracts as administrative costs.

Time studies and analysis of the contracts administered by the agency indicate that the size of each program (including the number of employees, clients served, and reporting requirements) is relative to amount of total costs that it expends. Total contract expenditures have therefore been used, as a basis to determine the proportionate share of administrative cost that should be allocated to a particular contract.

Administrative budgets are prepared annually and approved by PACT's Board of Directors. The Internal Committee of the Board of Directors monitors the administrative budget through variance reports and the Internal Committee must approve any revisions of the budget.

The total budgeted expenditures of each contract that is applicable to the fiscal year of the administrative budget is used as the base to figure each contract's proportionate share of the administrative expenses. The resulting proportion is recorded as a percentage. This percentage is used to allocate administrative expenses to the contract on a monthly basis. All administrative expenses are charged to an administrative account and allocated to the individual accounts of each program through a clearing account.

Agency-wide expenses not charged to administration include the professional services of the independent auditors for PACT and the professional, general liability and automobile insurance maintained by the agency. If any of these expenses can be directly charged against a particular contract, such as the automobile insurance of a vehicle that belongs to a particular program it is directly charged against that program's contract. The auditing expenses and the insurance expenses that benefit the agency as whole are charged to each contract in the same method as the administrative expenses.

Agency administrative services that can be charged directly to a contract based on the actual usage are charged directly rather than through administration allocation. These include copier usage, postage meter and telecommunication expense. The administration office copier and posted meter are programmed to require and record an identifying code for each program and expenses are charged on the actual usage reported for each code. Telecommunication expenses are allocated to contracts based on the actual use as detailed in billing statements.

Government Contracts and Grants



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A SERVICE PROVIDER

GOVERNMENT CONTRACTS AND / OR GRANTS

Applicant: Parents And Children Together

Contracts Total:

100,985

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)	CONTRACT VALUE
1	Mobile Preschool for Homeless Children	9.20.2016-9.19.2017	Ward Village Foundation		25,000
2	Mobile Preschool for Homeless Children	12.13.16-12.12.17	Atherton Family Foundation Henry A. Zuberano - 2016		25,985
3	Services for Homeless Families with Young Children	11.1.16-10.31.17	Hawaii Community Foundation Flex Grant		10,000
4	Services for Homeless Families with Young Children	pending 4.1.2017-3.31.2020	Hawaii Children's Trust Fund- Hawaii Community Foundation		40,000
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Declaration Statement



PACT
PARENTS AND
CHILDREN TOGETHER
A FAMILY SERVICE AGENCY

**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS 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 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 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 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.
- 2) If the applicant is an organization, 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 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 used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant 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 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.

Parents And Children Together
(Typed Name of Individual or Organization)



January 16, 2017
(Date)

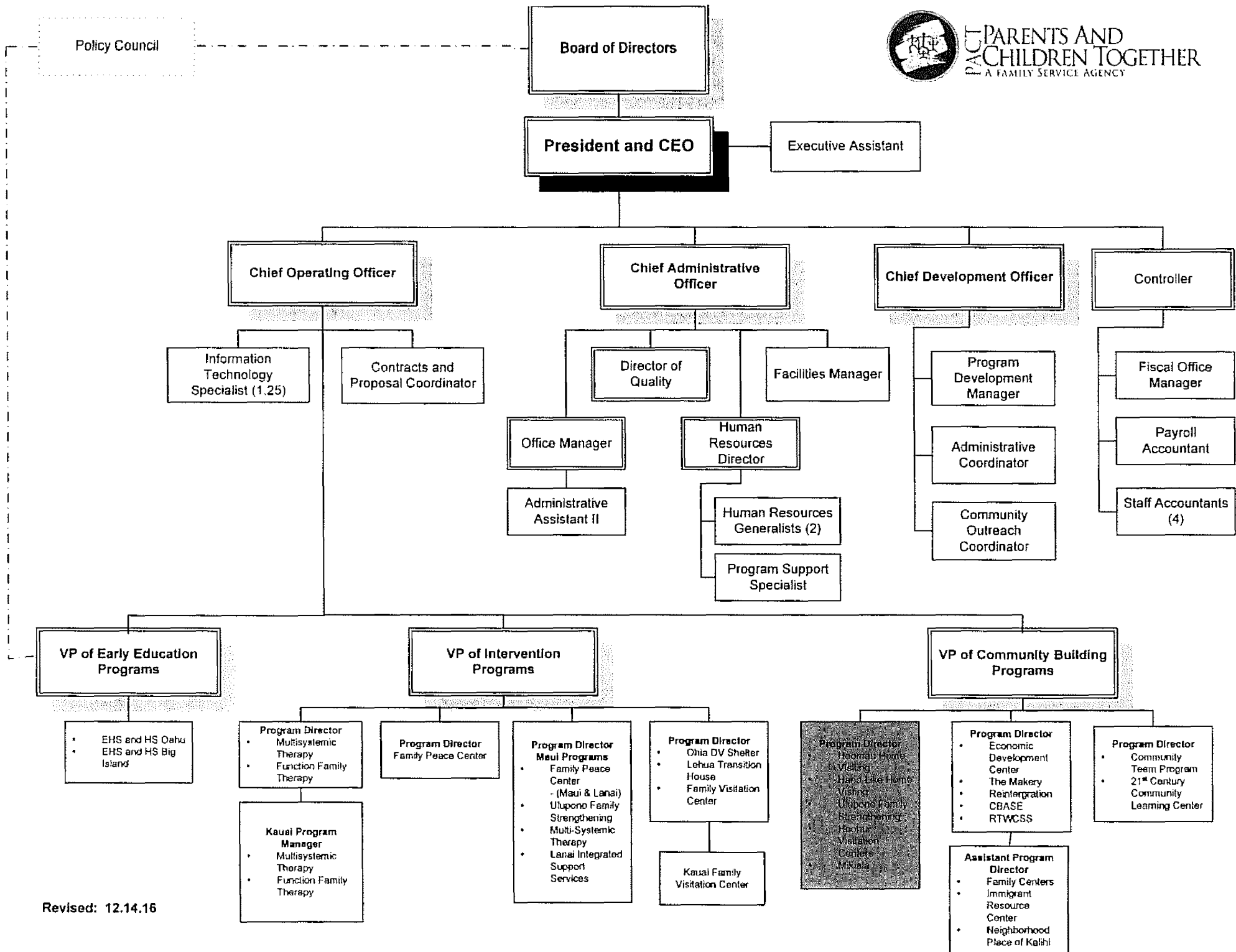
Ryan Kusumoto
(Typed Name)

President & CEO
(Title)

Organizational Chart



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CHILDREN TOGETHER
A FAMILY SERVICES AGENCY



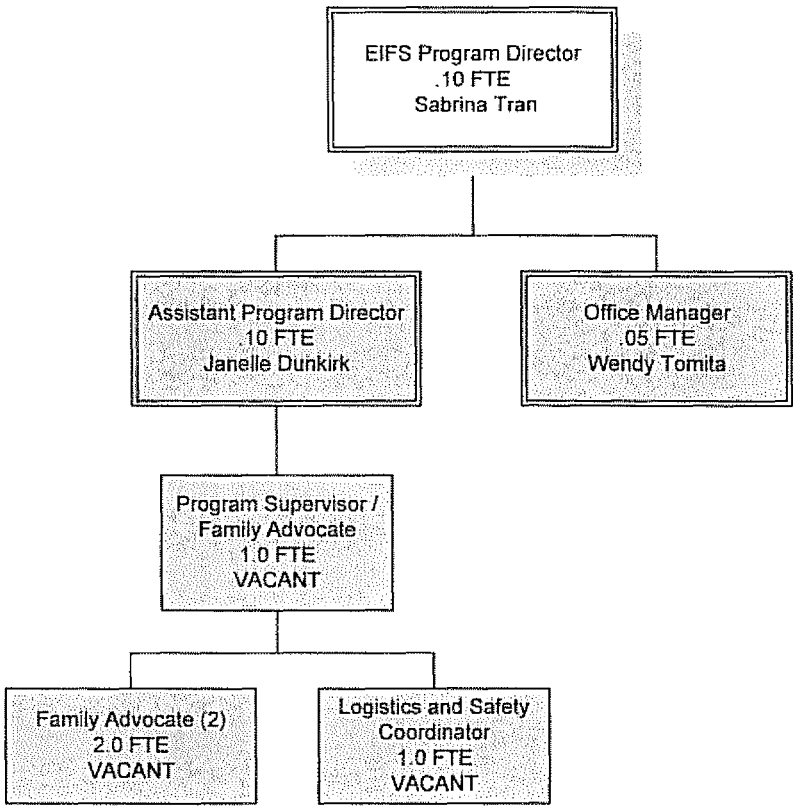
Revised: 12.14.16

Program Specific Chart



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A MODEL COUNTY AGENCY

Mikiala - While They Are Waiting
Grant in Aid FY2018
Program Organizational Chart



Certificate of Good Standing



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• MAKING SCHOOLS BETTER



Department of Commerce and Consumer Affairs

CERTIFICATE OF GOOD STANDING

I, the undersigned Director of Commerce and Consumer Affairs of the State of Hawaii, do hereby certify that

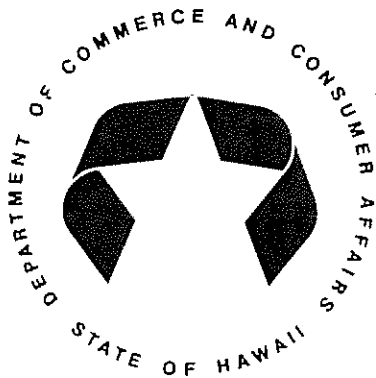
PARENTS AND CHILDREN TOGETHER

was incorporated under the laws of Hawaii on 08/15/1968 ; that it is an existing nonprofit corporation; and that, as far as the records of this Department reveal, has complied with all of the provisions of the Hawaii Nonprofit Corporations Act, regulating domestic nonprofit corporations.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Department of Commerce and Consumer Affairs, at Honolulu, Hawaii.

Dated: January 04, 2017

Director of Commerce and Consumer Affairs



501c3 Tax Exempt Status



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Internal Revenue Service

Department of the Treasury

JUL - 5 2000

P. O. Box 2508
Cincinnati, OH 45201

Date: June 29, 2000

PARENTS AND CHILDREN
TOGETHER

Parents and Children Together
1485 Linapuni St.
Honolulu, HI 96819

Person to Contact:
Tonya Martin 31-03017
Customer Service Representative
Toll Free Telephone Number:
8:00 a.m. to 9:30 p.m. EST
877-829-5500
Fax Number:
513-263-3756
Federal Identification Number:
[REDACTED]

Dear Sir or Madam:

This letter is in response to your telephone call requesting a copy of your organization's determination letter. This letter will take the place of the copy you requested.

Our records indicate that a determination letter issued in March 1972 granting your organization exemption from federal income tax under section 501(c)(3) of the Internal Revenue Code. That letter is still in effect.

Based on information subsequently submitted, we classified your organization as one that is not a private foundation within the meaning of section 509(a) of the Code because it is an organization described in sections 509(a)(1) and 170(b)(1)(A)(vi).

This classification was based on the assumption that your organization's operations would continue as stated in the application. If your organization's sources of support, or its character, method of operations, or purposes have changed, please let us know so we can consider the effect of the change on the exempt status and foundation status of your organization.

Your organization is required to file Form 990, Return of Organization Exempt from Income Tax, only if its gross receipts each year are normally more than \$25,000. If a return is required, it must be filed by the 15th day of the fifth month after the end of the organization's annual accounting period. The law imposes a penalty of \$20 a day, up to a maximum of \$10,000, when a return is filed late, unless there is reasonable cause for the delay.

All exempt organizations (unless specifically excluded) are liable for taxes under the Federal Insurance Contributions Act (social security taxes) on remuneration of \$100 or more paid to each employee during a calendar year. Your organization is not liable for the tax imposed under the Federal Unemployment Tax Act (FUTA).

Organizations that are not private foundations are not subject to the excise taxes under Chapter 42 of the Code. However, these organizations are not automatically exempt from other federal excise taxes.

Donors may deduct contributions to your organization as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to your organization or for its use are deductible for federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Parents and Children Together
[REDACTED]

Your organization is not required to file federal income tax returns unless it is subject to the tax on unrelated business income under section 511 of the Code. If your organization is subject to this tax, it must file an income tax return on the Form 990-T, Exempt Organization Business Income Tax Return. In this letter, we are not determining whether any of your organization's present or proposed activities are unrelated trade or business as defined in section 513 of the Code.

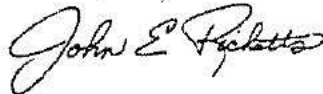
The law requires you to make your organization's annual return available for public inspection without charge for three years after the due date of the return. You are also required to make available for public inspection a copy of your organization's exemption application, any supporting documents and the exemption letter to any individual who requests such documents in person or in writing. You can charge only a reasonable fee for reproduction and actual postage costs for the copied materials. The law does not require you to provide copies of public inspection documents that are widely available, such as by posting them on the Internet (World Wide Web). You may be liable for a penalty of \$20 a day for each day you do not make these documents available for public inspection (up to a maximum of \$10,000 in the case of an annual return).

Because this letter could help resolve any questions about your organization's exempt status and foundation status, you should keep it with the organization's permanent records.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

This letter affirms your organization's exempt status.

Sincerely,



John E. Ricketts
Director, TE/GE CAS