



**Parents And  
Children Together**

BUILDING THE RELATIONSHIPS THAT MATTER MOST

# Parents And Children Together

**Domestic Violence Shelters | Family Visitation Center**

**Grant in Aid  
The Thirty-Second State Legislature**

**Application for Grants: FY 2026**

**January 17, 2025**



## Application Submittal Checklist

*The following items are required for submittal of the grant application. Please verify and check off that the items have been included in the application packet.*

- 1) Hawaii Compliance Express Certificate (If the Applicant is an Organization)
- 2) Declaration Statement
- 3) Verify that grant shall be used for a public purpose
- 4) Background and Summary
- 5) Service Summary and Outcomes
- 6) Budget
  - a) Budget request by source of funds ([Link](#))
  - b) Personnel salaries and wages ([Link](#))
  - c) Equipment and motor vehicles ([Link](#))
  - d) Capital project details ([Link](#))
  - e) Government contracts, grants, and grants in aid ([Link](#))
- 7) Experience and Capability
- 8) Personnel: Project Organization and Staffing

  
AUTHORIZED SIGNATURE

Ryan Kusumoto, President & CEO  
PRINT NAME AND TITLE

01/13/2025  
DATE

**THE THIRTIETH LEGISLATURE  
APPLICATION FOR GRANTS  
CHAPTER 42F, HAWAII REVISED STATUTES**

Type of Grant Request:

Operating                       Capital

Legal Name of Requesting Organization or Individual: Db:

Parents And Children Together

Amount of State Funds Requested: \$ 363,492.00

Brief Description of Request (Please attach word document to back of page if extra space is needed):

The purpose of this request is to protect victims of family violence, prevent further harm. Additionally, we aim to support survivors in rebuilding fulfilling lives. Parents And Children Together's (PACT) mission guides our services to create safe and promising futures for domestic violence survivors and their families. We are requesting \$363,492 in a grant-in-aid from the State Legislature to provide emergency shelter, transitional housing, and supportive services for survivors of domestic violence (DV) and their children and supervised visitation and safe exchange for families embroiled in contentious separation or divorce proceedings, involving domestic violence and potential child abduction by the non-custodial parent.

(Continued on next page)

Amount of Other Funds Available:

State: \$ 665,578.00

Federal: \$ \_\_\_\_\_

County: \$ \_\_\_\_\_

Private/Other: \$ 50,000.00

Total amount of State Grants Received in the Past 5 Fiscal Years:

\$ 4,700,910.00

Unrestricted Assets:

\$ 6,899,825.00

New Service (Presently Does Not Exist):  Existing Service (Presently in Operation):

Type of Business Entity:

- 501(C)(3) Non Profit Corporation  
 Other Non Profit  
 Other

Mailing Address:

1300 Halona Street

City:

Honolulu

State:

HI

Zip:

96817

Contact Person for Matters Involving this Application

Name:  
Ryan Kusumoto

Title:  
President & CEO

Email:  
RKusumoto@pacthawaii.org

Phone:  
(808) 847-3285

  
Authorized Signature

Ryan Kusumoto, President & CEO  
Name and Title

01/13/2025  
Date Signed

## Continued Brief Description of Request

National data highlights the pervasive impact of domestic violence: nearly 1 in 4 adult women (23%) and approximately 1 in 7 men (14%) in the U.S. report having experienced severe physical violence during their lifetime (NISVS). Statistically, the burden of DV is not shared equally across all groups. Data indicate that the lifetime prevalence of experiencing contact sexual violence, physical violence, or stalking by an intimate partner is 57% among multi-racial women, which is primarily the clients that PACT serves.

In Hawaii, DV prevalence varies across demographic groups, as reported by Asian Pacific Institute for Gender-Based Violence (2020): 12.6% of Native Hawaiians, 14.1% of other Pacific Islander, and 13.1% of Caucasians have experienced physical abuse by an intimate partner.

Our services focus on the safety of adult survivors as well as their children. When couples separate in the midst of significant violence and intimidation by one parent against the other, children may require protection from the tensions involved in ending a marriage or relationship between their parents. However, in cases of domestic violence, both the children and the survivor require protection from ongoing exposure to abuse. The principle of equal regard for the safety of children and adult survivors of battering is at the core of PACT's services.

Staff provide an array of trauma-informed information on the effects of domestic violence on the victim and on their children. Trauma can significantly impact a person's mental health and well-being. Experiencing abuse can affect how a person feels, thinks, and interacts with the world. Sometimes, trauma-related mental health symptoms improve with increased safety and support. Other times, the mental health effects of trauma may be long-lasting or may develop into a psychiatric disability. As advocates, we know that survivors come to our programs with many diverse needs. We can take steps to ensure that our programs are accessible to all survivors, including survivors who are experiencing the mental health effects of trauma or psychiatric disability.

The grant-in-aid will enable PACT to provide in fiscal year 2026 the following anticipated outputs through its Domestic Violence Shelter Services and Family Visitation Centers programs:

- ❖ 130 survivors (adults and children) served in shelter annually (Oahu)
- ❖ 3,000 bed days provided annually (Oahu)
- ❖ 130 families provided supervised visits annually (Oahu and Kauai)
- ❖ 1,200 supervised visits to be provided annually (Oahu and Kauai)
- ❖ 100% of survivors in shelter and family visitation to receive safety planning services (Oahu and Kauai)

For over two decades, PACT's services have been a cornerstone in Hawaii's efforts to address domestic violence, by providing safe harbor and resources for survivors and their children in an environment that helps them get back on their feet. Since 2001, The Ohia emergency shelter has served an average 132 survivors annually, including 77 adults and 55 children and culminating in an average of 2,945 bed days each year. Last year our domestic violence hotline number received 366 calls, resulting in services ranging from emergency support and shelter to information and referrals for legal aid, health, and housing.

The Family Visitation Centers on Oahu and Kauai provided over 1,200 supervised visits last year for 129 families and more than 300 children who would otherwise have never seen their non-custodial parent. PACT has been providing supervised visits since 1997.

A grant-in-aid will enable PACT to sustain and expand critical services, providing survivors the support and resources need to achieve safety, self-reliance, and a path to recovery.



## **Application for Grants**

### **I. Certification – Please attach immediately after cover page**

#### **1. Hawaii Compliance Express Certificate (If the Applicant is an Organization)**

PACT's Certificate of Good Standing is attached.

#### **2. Declaration Statement**

PACT's declaration statement affirming its compliance with the standards for the award of grants is attached.

#### **3. Public Purpose**

Please see attached Verification of Public Purpose.



STATE OF HAWAII  
STATE PROCUREMENT OFFICE

**CERTIFICATE OF VENDOR COMPLIANCE**

This document presents the compliance status of the vendor identified below on the issue date with respect to certificates required from the Hawaii Department of Taxation (DOTAX), the Internal Revenue Service, the Hawaii Department of Labor and Industrial Relations (DLIR), and the Hawaii Department of Commerce and Consumer Affairs (DCCA).

**Vendor Name:** PARENTS AND CHILDREN TOGETHER

**Issue Date:** 12/24/2024

**Status:** **Compliant**

Hawaii Tax#: 20282966  
New Hawaii Tax#: GE-1025824768-01  
FEIN/SSN#: XX-XXX9678  
UI#: XXXXXX0927  
DCCA FILE#: 16394

Status of Compliance for this Vendor on issue date:

Form	Department(s)	Status
A-6	Hawaii Department of Taxation	Compliant
8821	Internal Revenue Service	Compliant
COGS	Hawaii Department of Commerce & Consumer Affairs	Exempt
LIR27	Hawaii Department of Labor & Industrial Relations	Compliant

**Status Legend:**

Status	Description
Exempt	The entity is exempt from this requirement
Compliant	The entity is compliant with this requirement or the entity is in agreement with agency and actively working towards compliance
Pending	A status determination has not yet been made
Submitted	The entity has applied for the certificate but it is awaiting approval
Not Compliant	The entity is not in compliance with the requirement and should contact the issuing agency for more information

**DECLARATION STATEMENT OF  
APPLICANTS FOR GRANTS PURSUANT TO  
CHAPTER 42F, HAWAII REVISED 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, Hawaii 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, Hawaii 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; and
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii 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.
- 4) The use of grant-in-aid funding complies with all provisions of the Constitution of the State of Hawaii (for example, pursuant to Article X, section 1, of the Constitution, the State cannot provide "... public funds ... for the support or benefit of any sectarian or nonsectarian private educational institution...").

Pursuant to Section 42F-103, Hawaii 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)

  
(Signature)

\_\_\_\_\_  
01/13/2025

(Date)

Ryan Kusumoto

\_\_\_\_\_  
President & CEO

(Typed Name)

(Title)



**Verification of Grant Use for Public Purpose**

§42F-102 Applications for grants. Requests for grants shall be submitted to the appropriate standing committees of the legislature at the start of each regular session of the legislature. Each request shall state:

**(1) The name of the requesting organization or individual:** Parents And Children Together

**(2) The public purpose for the grant:**

**Purpose Statement:** This request seeks support for domestic violence services on Oahu and Kauai – specifically for domestic violence shelter services and family visitation services. Parents And Children Together is the key provider of services across a range of domestic violence mitigations in Hawaii, including emergency and transitional housing for victims, trauma and therapeutic counseling, visitation services and prevention. To support the rising need, PACT is requesting that the Hawaii Legislature grant \$363,492 to support two specific components of the continuum that are underfunded on Oahu and Kauai: domestic violence shelter services and supervised family visitation services. Both are integral for effective support of victims and families affected by violence in the home, including children.

**Statistics:** Data from the National Intimate Partner and Sexual Violence Survey (NISVS) indicate that nearly 1 in 4 adult women (23%) and approximately 1 in 7 men (14%) in the U.S. report having experienced severe physical violence (e.g., being kicked, beaten, choked, burned on purpose, and/or having a weapon used against them, etc.) from an intimate partner in their lifetime. On average, more than three women a day are murdered by their husbands, boyfriends, or partners in the United States and women experience two million injuries from intimate partner violence each year (Futures Without Violence Fact Sheet, Children and Domestic Violence). Sadly, Hawaii is no exception to this statistic. A recent report by the Hawaii State Coalition Against Domestic Violence (HSCADV) found that 18% of Hawaii adult residents experienced physical violence/intimidation by an intimate partner and 1-in-5 (20%) experienced coercive control or isolation. During the COVID-19 pandemic, domestic violence increased to 1-in-4 survivors (28%) (HSCADV, 2024)

**Impacts:** Domestic violence is, by its nature, chronic and often creates life-long and even generational dysfunction when left unaddressed. There are no subtle episodes of trauma; rather, domestic violence is an ongoing traumatic experience for all members of the family. While the physical violence may be infrequent or absent, the other forms of abuse are ongoing and complicate the survivor's experience of trauma. The perpetrator of the traumatic experience is a loved one and often survivors interact with their perpetrator on a regular basis. The violation of trust and harm to interpersonal connections is more severe because the trauma occurs in the context of an intimate partner relationship. Without successful



intervention, violence in one family can create poverty, mental instability, ongoing police and court involvement, poor education, debilitating health problems, and any number of other issues that may not end with the family in crises but will also burden successive generations.

Intended Outcomes: Survivors can heal from the trauma of domestic violence, acquire resources, and develop the skills and knowledge necessary for returning to live in the larger community by supporting themselves and living violence-free. In many cases, batterers can take responsibility for the destruction of their families and learn to work toward healthy relationships. The services this grant provides will support and strengthen Hawaii's families and communities. The impact of each child's healing echoes through generations to stop the cycle of violence as that child grows to become a nurturing parent.

### **(3) The services to be supported by the grant:**

This proposal supports individuals affected by domestic violence through PACT's three residential shelters. These shelters provide a safe haven and essential resources for survivors and their children, fostering an environment that promotes recovery, physical and emotional security, and a transition toward independence. It will also support children and their families through Family Visitation Centers on Oahu and Kauai which are severely underfunded. Together, the victim support provided in these facilities keeps families safe from harm from batterers and allows children to heal without fear, while batterers are provided opportunities (under supervision) to recognize and rectify the wounds they have created where possible.

**Shelter Services:** Emergency shelter and transitional housing provide survivors of domestic violence and their children the chance to stabilize from the crisis of fleeing from the abuser, be provided the basic necessities and therapeutic support while living in a safe, confidential, and nurturing environment, where survivors can begin their journey of healing. During their residence, survivors and their children will develop and update safety plans; apply for temporary assistance, medical insurance, vocational training/schooling, and be assisted by staff in connecting to other resources that survivors need to address their needs.

Shelter services are typically initiated by a survivor fleeing the home. Once a survivor reaches out to PACT via our domestic violence help line or to a referring partner (agencies, individuals, schools, churches, law enforcement, etc.), services commence with the first contact, where information is gathered through the Intake & Orientation process. This process is important in making the survivor feel welcomed and creating a "space" that makes the survivor feel comfortable and safe in sharing what their needs, priorities, concerns, and goals are for themselves and their children. Staff first share the extent and limits of confidentiality and mandatory reporting requirements and how documented information is kept private and confidential before survivors begin disclosing information about themselves.

Safety planning also begins with the first contact with the survivor, as they are at most risk when leaving an abusive relationship. Safety plans are then revisited during client intake/orientation, during assessment, and throughout services at the shelters. Plans regularly

reviewed to ensure that they continue to meet the survivor's needs. Survivors with children also have their child(ren)'s safety plans included with their safety plan.

At PACT, we recognize the profound impact of trauma on individuals and families. Our trauma-informed approach is woven into every aspect of our service delivery, ensuring that survivors and their children receive compassionate care. We understand that trauma can manifest in a variety of ways, affecting not only mental health but also physical health, relationships, and overall well-being.

Staff work with clients through a trauma-informed approach. Experiencing abuse can affect how a person feels, thinks, and interacts with the world. Trauma can significantly impact a person's mental health and well-being. Our staff provide to clients an array of information on the effects of domestic violence on the survivor and their children. Staff continually assess and address each survivor's mental health, any issues with substance abuse, coping skills, and the effects of domestic violence exposure on their children. Staff ensure that they are able to understand the unique lived experiences of each survivor to meet survivors' self-identified needs intentionally and deliberately.

For example PACT's shelters, offer a range of trauma-specific services, including individual and group therapy, support groups, and advocacy. Our goal is to help survivors process their trauma, develop coping skills, and build resilience.

During their residence at any of PACT's three shelters, residents are offered comprehensive support services. Supportive services include case management, referrals to community resources for needs that the survivor identifies, as well as the following:

- Food and clothing;
- Childcare;
- Transportation;
- Substance abuse;
- Advocacy and emotional support;
- Distance learning support for children;
- Counseling through PACT's Family Peace Center;
- Healthcare and mental health services;
- Accessing legal services;
- Financial assistance such as transportation and assistance with applying for SNAP or GA;
- Securing employment through counseling for re-entry into the workforce;
- Vocational training;
- Housing advocacy with referrals to RRH; and
- Follow-up services for up to 6 months.

PACT recognizes that every survivor's journey is unique and service plans are individualized and tailored to each survivor's specific needs and goals. PACT staff work collaboratively with survivors to identify the challenges they face and develop strategies to overcome them.

Our service planning process includes:

- **Identifying Needs and Goals:** work with survivors to determine their immediate and long-term needs, as well as their personal and professional goals. This could include securing safe housing, finding employment, accessing counseling services, or developing parenting skills.
- **Developing Strategies:** help survivors develop strategies to achieve their goals. This could involve connecting them with community resources, providing advocacy and support, or offering skills training and educational opportunities.
- **Monitoring Progress:** regularly monitor survivors' progress toward their goals and make adjustments to the service plan as needed. The goal is to support survivors to take control of their lives and build a brighter future.

**Family Visitation Services:** Family Visitation Centers (FVCs) provide a safe and supportive environment for families experiencing separation, divorce, or family violence. FVC offers supervised visitation with children and the non-custodial parent (NCP) or assistance with transitioning from one parent to the other without the parties meeting. Supervised visitation ensures children feel safe with the NCP and allows the NCP to learn or relearn how to build and nurture trust with the child.

Family Visitation Services may be initiated through family court, divorce attorneys, or family members seeking a safe option when a NCP desires to maintain a healthy relationship with their children. When domestic violence involves children, the risks to the safety of the custodial parent (CP) and children are elevated. These risks can be mitigated through careful supervision which allows the NCP to maintain relationships with children in a supervised environment. In most cases, if the FVC did not exist, visits would likely not occur, increasing the potential for more violence and harmful interactions for everyone involved, particularly the children.

PACT operates the only visitation centers on Oahu and Kauai specifically designed to provide services to families experiencing domestic violence with a secure visitation facility. This type of center-based visitation increases the providers ability to mitigate safety risks in domestic violence cases, including the possibility of a parent abducting a child. Our continuing goal is to protect the safety of children while providing families the opportunity to mitigate the damage done by family violence and develop healthier parent-child relationships.

#### **(4) The target group:**

**Domestic Violence Shelter Target Group:** The target populations to be served through this proposal are survivors of domestic violence (i.e., those who have been harmed and their children). Survivors who come to one of our shelters are typically from Oahu but may come from anywhere in the islands. While the shelters are open to all without concern for race, gender, age, ethnicity, language, sexual orientation and other protected classes, we also know that statistically the burden of domestic violence is not shared equally across all groups.

A recent client census at PACT's Ohia DV Crisis Shelter shows, upon entry, 45% of the survivors report monthly incomes of \$1,000 or less and 20% have no income at all. Additionally, 88% of the adult females at Ohia Shelter are single. Clients who access shelter services are typically, a) homeless because of the domestic violence and b) 25-27 year-old females with two- three children of preschool age. The survivor typically has less than a high school diploma and has been unable to find employment or sustain housing in Hawaii's rental market.

In addition to the challenges outlined above, survivors of domestic violence in Hawaii face a dire situation due to the high prevalence and impact of abuse. The 18th Annual Domestic Violence Counts Report (NNEDV, 2024) reveals that on a single day in Hawaii, 417 domestic violence victims sought refuge in emergency shelters or transitional housing, highlighting the substantial need for such services.

**Family Visitation Target Group:** The Family Visitation Center also serves target populations involved with domestic violence/family violence on Oahu and Kauai, including:

- Survivors of domestic violence/family violence, stalking, and sex assault;
- Parents who have a history of domestic violence/family violence;
- Parents with a history of extensive criminal activity;
- Grandparents who desire to maintain contact with their grandchildren;
- Low to high socioeconomic communities;
- Parents with learning disabilities;
- Parents with physical disabilities;
- Parents with mental health disabilities;
- Parents with substance abuse issues;
- Parents who are hearing impaired; and
- Parents with English as their second language or Limited English Proficiency (LEP).

**(5) The cost of the grant and the budget. [L 1997, c 190, pt of §3; am L 2014, c 96, §6]:**

PACT's budget for the proposed GIA is \$363,492. Personnel costs account for 80% of the budget with the remaining 20% allocated for operating costs, including: inter-island airfare, telecommunications, insurance, supplies, training, and other costs directly related to the operation of the program.

**Parents And Children Together**

(Typed Name of individual or Organization and Title)

  
(Signature)

January 13, 2025

(Date)

Ryan Kusumoto, President and CEO

(Print Name and Title)



## **II. Background and Summary**

### **1. A brief description of the applicant's background**

PACT has assisted Hawaii families in their journey to health and stability since 1968. For over 55 years, through counseling and care, financial or other tangible support, and resources networking, PACT has supported families in crisis. With 20 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. We further extended our programmatic expertise in 2017 to embark on strategic initiatives working with local organizations and community sectors to address complicated socio-economic issues impacting our state's collective health and well-being such as domestic human/sex trafficking and long-term poverty.

PACT is a neighborhood-based service provider, forging community partnerships to address the needs of residents. Known for prevention as well as treatment, PACT is recognized for advocacy and a comprehensive continuum of inter-connected services in such areas as:

- Child abuse and neglect prevention and intervention;
- Early childhood education and support to families and children at risk;
- Domestic violence prevention and intervention;
- Behavioral health services for families with and youth diagnosed with serious emotional behavioral disorder (SEBD);
- Community building and economic opportunities.

PACT is fully accredited by the Council on Accreditation for Families and Children (COA). PACT is an active partner agency and recipient of Maui United Way, Aloha United Way, and Kauai United Way. PACT employs the latest community service models, prevention curricula, behavioral health methodologies, evidence-based treatment modalities, and validated best practices. We are committed to accountability for positive outcomes and to quality improvements that further advance client success and community well-being. PACT has an established record of accomplishment and organizational commitment to quality assurance and evaluation and has over five decades of experience in successfully implementing State of Hawaii contracts.

The recent years of amplified challenge (e.g., economic stress, COVID, Maui fires and increasing violence) have heaped ever more distress onto our low- income families. In response, PACT has developed mitigating strategies and extended activities beyond the norm into food and housing security, community health, technology access, distance learning support, and other actions designed to alleviate new difficulties and pressures. Our programs have always been community-based to reflect the cultures and faces of our clients. We have learned that now, more than ever, locally-placed services with culturally-informed approaches are absolutely critical for efficient service provision.

**Domestic Violence Shelter Specific Background:**

PACT's three residential domestic violence shelters have long been a presence on Oahu, providing safe harbor and resources for domestic violence survivors and their children in an environment that helps them get back on their feet. PACT averages 132 survivors annually in shelter, including 77 adults and 55 children and culminating in an average of 2,945 bed days each year. Last year our domestic violence hotline number received 366 calls, resulting in services ranging from emergency support and shelter to information and referrals for legal aid, health, and housing.

Our emergency shelter (Ohia) has been operating since 2001 to take in families in crisis. We quickly recognized that many women have no support system to obtain work and transition to independence beyond the typical 90 day stay in emergency shelter. We opened a transition shelter (Lehua) in 2009 so that with an extended stay of up to a year, the victim could truly get back on her feet. Then in 2018, we expanded stays for families who were having difficulty obtaining adequate housing and opened our third shelter (Hale Ola). The housing crisis in our state has been particularly devastating for victims of domestic violence.

To address the diverse needs of domestic violence survivors, PACT offers a range of shelter arrangements designed to provide safe haven and comprehensive support:

- Ohia Emergency Shelter: This 24/7 emergency shelter provides immediate safety and support for survivors and their children fleeing violence. We maintain strict confidentiality and security to protect survivors from their abusers. Ohia provides essential resources such as food, clothing, and school supplies, ensuring survivors' basic needs are met while they focus on healing and planning their next steps.
- Lehua Transitional House: This component offers longer-term housing and support services specifically designed for single survivors of domestic violence. Lehua provides a safe and supportive environment where individuals can rebuild their lives and work towards independence. With a focus on self-sufficiency, Lehua offers individual counseling, support groups, life skills training, and assistance with housing, employment, and education.
- Hale Ola Transitional House: This component provides a safe and nurturing environment for survivors and their children. Recognizing the profound impact of trauma, Hale Ola offers specialized therapy and support services to address the emotional and psychological needs of both survivors and their children. The program also provides housing assistance, parenting support, and economic programs to help families heal and thrive.

**Family Visitation Specific Background:**

The Family Visitation Centers on Oahu and Kauai provided over 1,200 supervised visits last year for 129 families and more than 300 children who would otherwise have never seen their non-custodial parent. PACT has been providing supervised visits since 1997

and continues to partner with the Judiciary, Child Protective Services, and other organizations dedicated to child safety and family peace.

With 55+ 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 family violence and poverty and has nurtured community-driven solutions that have helped its residents to become self-reliant, productive, and engaged citizens.

The program staff possess multi-cultural fluency developed through experience in working with Hawaii's diverse populations. They 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.

## **2. The goals and objectives related to the request**

PACT's mission guides our efforts to create safe and promising futures for survivors and families. With this grant, our primary focus is to protect victims of family violence, prevent further harm, and support survivors in rebuilding fulfilling lives. While these goals are complex and not always easily quantifiable, PACT can provide clarity by specifying the number of survivors and families we aim to serve, detailing the activities we will deliver, and outlining our methodologies and approach.

The numbers:

- ❖ Anticipated survivors served in shelter for the year (adults and children – 130 (Oahu)
- ❖ Anticipated bed days in shelter – 3,000 (Oahu)
- ❖ Families to be provided supervised visits – 130 (Oahu and Kauai)
- ❖ Number of supervised visits to be provided – 1,200 (Oahu and Kauai)
- ❖ Survivors in shelter and family visitation to receive safety planning services – 100% (Oahu and Kauai)

Tasks to be accomplished (Further detailed below in the Scope of Services):

- ❖ Comprehensive intake and orientation for all families and survivors who accept services.
- ❖ Safety planning for survivors and children involved.
- ❖ Assessment of needs, expectations and resiliency where appropriate.
- ❖ Comprehensive support services (in shelters) such as legal assistance, housing referrals and voucher applications, health care referrals, child care, job placement support, food and clothing, etc.
- ❖ Family goal planning and economic planning as appropriate.
- ❖ Transportation for shelter residents (for schooling, health care, job interviews, etc.) as funds are available.

**Our approach:**

Our services focus on the safety of adult survivors as well as their children. When couples separate in the midst of significant violence and intimidation by one parent against the other, children may require protection from the tensions involved in ending a marriage or relationship between their parents. However, in cases of domestic violence, both the children and the survivor require protection from ongoing exposure to abuse. The principle of equal regard for the safety of children and adult survivors of battering is at the core of PACT's services.

Trauma can significantly impact a person's mental health and well-being. Experiencing abuse can affect how a person feels, thinks, and interacts with the world. Sometimes, trauma-related mental health symptoms improve with increased safety and support. Other times, the mental health effects of trauma may be long-lasting or may develop into a psychiatric disability. People with a psychiatric disability are at a greater risk for abuse and may also experience an exacerbation of symptoms as a result of being abused. As advocates, we know that survivors come to our programs with many diverse needs. We can take steps to ensure that our programs are accessible to all survivors, including survivors who are experiencing the mental health effects of trauma or psychiatric disability.

Staff provide an array of trauma-informed information on the effects of domestic violence on the victim and on their children. Providing services that are trauma-informed is, at its core, the intentional and deliberate act of understanding and taking into account the unique lived experiences of each survivor. Services are not driven by paperwork deadlines or other administrative tasks but are driven by the understanding that effective service delivery is only effective if it meets the self-identified needs of each survivor. This means designing environments that are responsive to the range of needs people have, including their needs for engagement and connection, as well as for privacy, quiet, and time alone. Services are flexible so clients can choose what works best for them. The quality of our interactions and how people treat each other and how it feels to participate in services, as well as what the work environment feels like to staff, is paramount. At PACT we value respect, kindness, care, compassion, integrity, and transparency. Transparency means that we are clear and open about our processes, intentions, plans, options, boundaries, and limitations. Transparency ensures that clients have the information they need to decide if and how they want to participate in services. Clients should feel that who they are as individuals, along with their unique needs and experiences, are valued, acknowledged, and cared about by others.

More specific to the Family Visitation Centers, our trauma informed services: 1) increase the safety of parents and children who have been harmed using an Enhanced Model of supervised visitation and safe exchange services; 2) minimize the number of violent incidents occurring during service delivery; and 3) provide a safe and supportive environment where parents who have harmed can strengthen their relationship with their children while being held accountable for the harm they have caused.



In summary, this request seeks to provide the additional services desperately needed to prepare and support victims throughout their journey from violence and trauma to self-reliance and safety. The resources provided in the project will significantly improve chances of success once a victim must leave shelter and reduce the likelihood of homelessness and other dangers.

### **3. The public purpose and need to be served**

As noted in the opening overview, domestic violence (DV) affects millions of people in the United States each year. Data from the National Intimate Partner and Sexual Violence Survey (NISVS) indicate that nearly 1 in 4 adult women (23%) and approximately 1 in 7 men (14%) in the U.S. report having experienced severe physical violence (e.g., being kicked, beaten, choked, burned on purpose, and/or having a weapon used against them, etc.) from an intimate partner in their lifetime. On average, more than three women a day are murdered by their husbands, boyfriends, or partners in the United States and women experience two million injuries from intimate partner violence each year (Futures Without Violence Fact Sheet, Children and Domestic Violence).

Domestic abuse is a systematic form of gendered violence that takes place in a historical social context. It is not simply an "anger problem" or physical violence issue, but a pattern of assaultive and controlling behaviors that is purposely designed to create an environment of fear, intimidation, and danger for the victim and children involved. Survivors are typically isolated, terrorized, and traumatized when the person they should be able to trust most, their intimate partner, turns on them through violence and abuse. A survivor who recently stayed at our domestic violence shelter described her experience of domestic violence and the abuse that she endured: "I felt so alone and unimportant. It was as if I was doomed to stay in an abusive relationship. I never thought that help was as close as it really is." When children live in, witness, and experience a violent and abusive environment, the abuse becomes a powerful influence on their psyche and behaviors, sense of self, and impacts their future and life choices. Domestic violence negatively impacts the entire household.

Domestic violence is, by its nature, chronic and often creates life-long and even generational dysfunction when left unaddressed. There are no subtle episodes of trauma; rather, domestic violence is an ongoing traumatic experience for all members of the family. While the physical violence may be sporadic or infrequent, the other forms of abuse are ongoing and complicate the survivor's experience of trauma. The perpetrator of the traumatic experience is a loved one and often survivors interact with their perpetrator on a regular basis. The violation of trust and harm to interpersonal connections is more severe because the trauma occurs in the context of an intimate partner relationship. Without successful intervention, violence in one family can create poverty, mental instability, ongoing police and court involvement, poor education, debilitating health problems, and any number of other issues that may not end with the family in crises but will also burden successive generations.

Every member of our neighborhood or child who suffers from domestic violence without help diminishes our community health and well-being into the future. Domestic violence shelters and family visitation centers offer critical support to individuals and families impacted by domestic violence. These services address the trauma caused by abuse, each fulfilling a unique and essential role in the journey toward safety and healing.

#### **4. The target population to be served**

This proposal will serve survivors of domestic violence (including those who have been harmed and their children) who pass through/reside in our three domestic violence shelters on Oahu. While the shelters are open to all without concern for race, gender, age, ethnicity, language, sexual orientation and other protected classes, we also know that statistically the burden of domestic violence is not shared equally across all groups. Data indicate that the lifetime prevalence of experiencing contact sexual violence, physical violence, or stalking by an intimate partner is 57% among multi-racial women, which is primarily the clients that we serve. Further, victimization by sexual orientation demonstrates that some sexual minorities are also disproportionately affected by victimization: 61% of bisexual women, 37% of bisexual men, 44% of lesbian women, 26% of gay men, 35% of heterosexual women, and 29% of heterosexual men experienced rape, physical violence, and/or stalking from an intimate partner in their lifetimes. Studies show that people with a disability have nearly double the lifetime risk of victimization.

According to the Asian Pacific Institute for Gender-Based Violence (2020), in Hawaii, 12.6% of Native Hawaiians reported ever experiencing physical abuse by a current or former intimate partner, compared to 14.1% of other Pacific Islander, 13.1% of Caucasian, 6.6% of Black, and 5.9% of Filipino respondents.

A recent client census at PACT's Ohia DV Crisis Shelter shows, upon entry, 45% of the survivors report monthly incomes of \$1,000 or less and 20% have no income at all. Additionally, 88% of the adult females at Ohia Shelter are single. Clients who access shelter services are typically, a) homeless because of the domestic violence and b) 25-27 year-old females with two-three children of preschool age. The survivor typically has less than a high school diploma and has been unable to find employment or sustain housing in Hawaii's rental market.

The Family Visitation Center serves target populations involved with domestic violence/family violence, including:

- Survivors of domestic violence/family violence, stalking, and sex assault;
- Parents who have a history of domestic violence/family violence;
- Parents with a history of extensive criminal activity;
- Grandparents who desire to maintain contact with their grandchildren;
- Low to high socioeconomic communities;
- Parents with learning disabilities;
- Parents with physical disabilities;
- Parents with mental health disabilities;

- Parents with substance abuse issues;
- Parents who are hearing impaired; and
- Parents with English as their second language or Limited English Proficiency (LEP).

## **5. Geographic coverage**

Shelter and Family Visitation Services will mainly be provided to families residing on Oahu and Kauai. Survivors in shelter may come from anywhere on the island. PACT recognizes that survivors of domestic violence may need to relocate from neighbor islands to Oahu for safety and support. Our organization is prepared to assist these survivors with transportation to Oahu shelters when necessary. This service ensures that survivors across all islands have access to the resources and protection they need to escape dangerous situations and begin their journey toward healing and recovery.

### **III. Service Summary and Outcomes**

#### **1. Scope of work, tasks and responsibilities**

##### **Shelter Services:**

Typically, the first entry point for a victim family is the Ohia Emergency Shelter. While State funds will assist us with operating costs for this shelter, DHS also requires that we make every effort to move victims out of the emergency shelter within a 90-day timeframe. Given the difficulties with finding affordable housing in Hawaii and the safety concerns of domestic violence victims, ninety days is arbitrary and inadequate for the majority of victims who do not have other support systems such as family or friends to help them. To improve outcomes during those difficult transitions, PACT opened two other shelters. Firstly, Lehua Transitional House can house single women for up to one year as they find jobs and, if necessary, obtain job training. Secondly, Hale Ola Shelter provides a stop-over for families with multiple children who have no housing to go to after ninety days in emergency shelter. Survivors residing at Hale Ola face multiple challenges on top of housing, including cost of childcare, finding gainful employment, and recovering from the impact of financial abuse. PACT's shelter staff work with each victim to find support for long-term housing so that her children may remain with her throughout. PACT must fundraise to cover the operating costs annually since the State funds do not cover the basics of operating and staff the three locations.

To ensure the safety and well-being of residents, PACT provides staffing and support across all three shelter facilities. The Ohia Emergency Shelter is staffed 24/7 to provide immediate support and resources for those fleeing crisis situations. While Lehua and Hale Ola are typically staffed Monday through Friday, survivors residing at these facilities have 24/7 access to staff members who are available to assist with any urgent needs or concerns that may arise. Though we have always provided a constant presence in the shelters; we are finding that now, more than ever, we must also provide intensive support for survivors trying to find employment (at a living wage) and housing. In particular, the rental housing market was devastated by COVID-19. Landlords were somewhat hamstrung in their needs to replace tenants who do not pay and are consequently exceptionally wary of social service clients. Consequently, our community ties and landlord relationships are critical to clients obtaining adequate and safe long-term housing for their families. Only by brokering agreeable back-up arrangements, providing ongoing support and counseling, and nurturing understanding relationships with landlords, can we maintain housing lifelines and keep survivors from returning to dangerous and unhealthy situations. Pushing survivors out of shelter without a stable landing place leads to homelessness or worse, and is a recipe for public disaster. The probability of survivors returning to the offender is ten-fold when the victim is faced with homelessness, not being able to feed or provide basic needs for their children, and fear that their children will be taken from them.

PACT's job begins the moment a survivor reaches out for help to PACT via our domestic violence crisis line or to a referring partner (agencies, individuals, schools, churches, law enforcement, etc.).

**Intake & Orientation:**

Often, the first contact we have with people is during the intake process. The intake process is designed to welcome survivors into the program; to offer empathy, kindness, respite, and care; and to create opportunities for survivors to express the needs, priorities, concerns, and goals they have for themselves and for their children. Intake procedures are designed to provide a sense of physical and emotional safety; acknowledge survivors' resilience and strengths; offer connection and hope; and convey a genuinely collaborative, survivor-defined approach. Intake procedures are flexible, transparent, and meet people where they are, balancing the length and timing of the intake process with survivors' preferences and needs.

Before survivors disclose anything, staff members understand and are able to share the extent and limits of confidentiality and mandatory reporting requirements within the program. This includes the kinds of records that are kept, who has access to this information, and confidentiality of information disclosed by children and youth working with advocates. Specifics about privacy and electronic safety measures are disclosed to all participants.

Staff are trained and are expected to have courageous conversations with survivors about the kinds of things that might be challenging or cause stress in a shelter environment, such as: communal living, navigating the legal system, documentation, feeling isolated from their community, being around people who might not share their same beliefs, not having their pets with them (we do accommodate emotional support animals), trying to stay sober or maintain recovery, parenting under scrutiny, and struggling with limited financial and housing resources.

Safety Planning: Survivors are at most risk when they leave an abusive relationship. Safety planning begins with the first contact with the client, and is revisited during the client intake/orientation, during the comprehensive assessment and throughout services. In safety planning, staff respects the survivor's choices and control over their own journey to recovery. Safety plans are reviewed regularly to ensure that they continue to meet the survivor's needs.

Shelter staff (Shelter Advocates, Shelter Relief Workers and Shelter Case Managers) receive DV training upon hire including training specific to safety planning. Safety planning is conducted with every client and children are included on the safety plan. Shelter Case Managers and the survivor will develop a safety plan based on client self-identified safety risks, the information gathered during intake, eligibility determination and assessment. Goals will focus on increasing the likelihood of securing sustained housing and employment while increasing safety. Housing and social service referral options will be offered to the survivor with self-determined decisions made by each survivor.

In safety planning, staff respects the survivor's choices and control over their own journey to recovery. It is the first step where the shelter staff and survivor initiate a relationship based in partnership minimizing the power imbalance between staff and

survivor. The safety plan will emphasize the survivor's strengths, focusing on understanding the whole individual within the context of their life experiences. The client identifies ways to increase safety throughout service processes. Safety plans are reviewed regularly to ensure that they continue to meet the survivor's needs.

**Comprehensive Support Services:**

Shelter staff will provide comprehensive support services to survivors—who may elect to participate voluntarily. Support services include case management, including referrals to appropriate community resources made by staff as the survivor's needs present. Support services also include:

- Food and clothing;
- Childcare;
- Transportation;
- Substance abuse;
- Advocacy and emotional support;
- Distance learning support for children;
- Counseling through PACT's Family Peace Center;
- Healthcare and mental health services;
- Accessing legal services;
- Financial assistance such as transportation and assistance with applying for SNAP or GA;
- Securing employment through counseling for re-entry into the workforce;
- Vocational training;
- Housing advocacy with referrals to RRH; and
- Follow-up services for up to 6 months.

Shelter case managers will meet with the survivor weekly to assess the client's needs and progress toward their goals. The survivor's goals and objectives will be revised as the survivor's needs change and at their request.

**Assessment:**

Comprehensive assessment includes questions related to the survivor's strengths and needs, past trauma, methods of coping with this trauma to date, and ongoing safety concerns. Some survivors may be farther along in their emotional stability and within a short period of time, can successfully move to permanent housing with minimal support. Other survivors struggle with the emotional trauma of the abuse and will need more intensive supportive services. The emotional well-being of the child and their experience will also be assessed by the Shelter Case Manager.

**Service Planning:**

Shelter case managers and the survivor will develop a service plan based on client self-identified goals, the information gathered during intake, eligibility determination and assessment.



Service planning intentionally addresses the barriers a survivor faces and guides the survivor toward self-reliance. Domestic violence group counseling intervention services will be provided in kind through PACT's Family Peace Center for adult and child victims of domestic violence. Employment services will be provided in kind by PACT's Family Economic Opportunity Center.

As the emergent nature of the survivor's situation becomes more stable and victims look beyond shelter, housing options are discussed with each survivor based on their safety needs and choices. Depending on the assessment of each individual situation and the survivor's housing needs, a determination will be made as to what shelter or living option best suits the survivor. Options at PACT and elsewhere may be considered as appropriate. If the survivor elects to stay at a PACT shelter they will be guided to one of the following:

1. Ohia Emergency Shelter

- 24/7 emergency shelter that provides a safe and confidential facility for survivors of domestic violence and their children of various backgrounds.
- Survivors can stay for up to 90-120 days.
- Ohia Shelter also provides transitional housing support services.
- Each client is assigned a case manager.

2. Lehua Transitional House

- This shelter provides supportive housing and counseling services to single survivors of domestic violence who are homeless and choose to live in transitional housing.
- Eligible participants must identify as women and be 18 years of age (unless legally emancipated).
- Participants may stay for up to 24 months at no cost.
- Lehua Transitional House also provides case management, which includes transitional housing support services, to survivors.

3. Hale Ola Transitional House

- This shelter provides safe, supportive housing, and counseling services to survivors of domestic violence and their children.
- Survivors can stay for 6 to 24 months or until discharged to permanent housing.
- Hale Ola targets working with survivors with increased barriers to securing employment, such as survivors who have young children under the age of 5, ESL, and immigrant survivors.
- This shelter also provides case management, which includes transitional housing support services, to survivors.

So, for the Shelter Services portion of this proposal, our scope will include the above comprehensive support services to help survivors move from crisis to long-term stability,

ensuring immediate safety and easy access to trauma-informed support services, and working toward sustainable housing, economic self-reliance.

**Family Visitation Services:**

A family history of domestic violence/family violence can disrupt a child's sense of safety and security. As a child confronts or witnesses interfamilial violence and aggression, he or she can be adversely affected by anger and fear. Within these circumstances, children can exhibit higher levels of anxiety, depression, and trauma. Children who witness domestic violence, come through the doors of a visitation center with mixed feelings of fear, anger, ambivalence, and anxiety. They may not want to be anywhere near the visiting parent, or they may be eager to see them and blame the parent who needs protecting, for the separation. The child may be intensely angry or grieving and confused. They may be annoyed that their routines with friends, sports, and afterschool activities are interrupted by visitation. Children may feel conflicted about what has happened in their lives and how this new visitation or exchange schedule will affect their lives.

It is important to ask children what they need to feel safe, what they would like to have happen during the visit, and what they do not want to have happen during the visit. Each child within the same family may have different needs depending on their age, exposure to trauma, and past relationship with the parent-who-has-harmed. FVC staff will meet with the children prior to the visit to welcome them, ask them if they know why they are there, assure the child they are not to blame for the family's situation, and answer their questions. Staff understands that the last time the child saw the parent-who-harmed may have been under traumatic circumstances. Staff acknowledges the child's experience in the parent's absence and helps the child prepare for physical and or behavioral changes they may observe since the last time they saw the parent who harmed. Staff acknowledges each child's resiliency and strengths as they explore with the child ways to increase safety and address any anxiety the child may have.

The Family Visitation Centers assist families when:

- ❖ Children need to transfer or "exchange" from one parent to another without the parents interacting, because the tension, fear, and friction between parties is such that the children need to be protected from such an encounter;
- ❖ Children's visits with a parent are restricted and deemed necessary by a judge to warrant a monitored or structured setting that needs to be supervised because of safety concerns;
- ❖ There are concerns (i.e., domestic violence/family violence, fear of kidnapping, substance abuse, mental health issues, an existing restraining order, etc.) with a former partner and the court has ordered visitation; and
- ❖ There are concerns about the child's physical and mental safety during visitations.

FVC services adhere to the principle to provide the least restrictive environment that still ensures safety and acceptable behaviors. Typically, the court order will specify the level of visitation or will indicate Safe Supervised Exchange. For voluntary families, the level

of supervision is Monitored Supervised Visitation unless otherwise agreed upon by both parties and indicated in the Contract for Services. The levels of supervised visitation are:

1. Monitored Supervised Visitation (MSV)

This service provides an assigned Visitation Monitor or Program Supervisor to chaperone— remain with at all times—children and the parent who harmed in the visitation room for the duration of the visit. Families will receive MSV services, based on risk and/or safety concerns as they may require a higher-level supervision with the sole purpose of ensuring no further harm comes to adult and child victims. This may change over time. However, some families will always need this intensive and heightened level of service, thus engaging in a model that promotes healing may not be appropriate or welcome and may actually be further traumatizing to the child. Depending on the level of existing risk and/or escalating violence, the safest strategy for working with some families will always require heightened vigilance and rigid boundaries which require a visitation monitor to focus solely on ensuring no further harm occurs during the visit.

Before the child is released to the Visitation Monitor, the parent who needs protection is encouraged to discuss any safety concerns. The Visitation Monitor also conducts a check-in with the child prior to the visit. The Family Visitation Center staff supervises the parent/child visits, provides interventions whenever necessary, and models behavior for parents in order to enhance parenting skills. The primary focus of this level of supervision is to safeguard the child and custodial parent's safety and to facilitate parent/child interactions with the parent-who-has-harmed. Particular emphasis is placed on facilitating the parents' and children's initial contact and separation. An observation form is completed by staff after each visit.

2. Enhanced Supervised Visitation (ESV)

ESV provides an environment for staff to engage with families during supervised visits, incorporating strategies that support safety and create opportunities for growth and change. While safety is the primary role of all levels of supervised visitation, a worker's role in an Enhanced Model, while also centered on safety, also includes a role in supporting parents and children, facilitating opportunities for change, and working with families on a path towards healing.

The focus is on building strong relationships with each parent and child. Relationship building begins with the first interaction and should be intentional throughout the course of services. Families are engaged from a humanistic and compassion-driven approach. Developing compassion and empathy for each parent and child is an important strategy for supporting safety and creating opportunities for change. The humanity and unique life circumstances of each family member are valued and respected. Each family and individual within the family brings a personal story and life experience that must be accounted for in ESV visitation. Safety is centralized for adult and child survivors by creating an

environment that is sensitive and responsive to the impact of violence on adults and children. This level of supervision provides a unique opportunity to counter the experiences and tactics of family violence as staff attempt to engage parents from a place of partnership and equity instead of just stopping the negative behavior. An important component of this level of visitation is a check-in prior to and after the visit with both parents and the children.

### 3. Intermittent Supervision

This service allows parents to visit with their children in the Center with limited or minimal supervision as appropriate. The Enhanced Model of supervised visitation cautions against assuming that it is safe to have limited supervised visits even when the parent-who-has-harmed has demonstrated positive behaviors during the visits if the underlying reason for the family to be referred for the service has never been addressed. For cases involving domestic violence, intermittent supervision would only be appropriate after the parent-who-has-harmed has worked effectively with the FVC to address behaviors associated with domestic violence, over an extended period of time and with the court's recommendation. A Visitation Monitor will observe the visits periodically while always having audio access to the visit room. This allows parents and children to be together in the room without the continued presence of a Visitation Monitor in the visitation room.

### 4. Safe Supervised Exchanges (SSE)

This service allows children to transfer from one parent to another without the parents making any contact. The exchanges are secure and supervised by a center monitor and Visitation Monitor and occur at the Family Visitation Centers.

The Non-Custodial Parent (NCP) arrives at the visitation center 15 minutes before the start time of the visit. The Visitation Monitor will check in the NCP. The use of a metal detector and the visual inspection of all personal belongings are implemented to ensure that the staff and clients are safe.

Fifteen minutes after the arrival of the NCP, a Visitation Monitor greets the Custodial Parent (CP) and the children outside of the center in the parking lot and walks the children into the center. The Visitation Monitor remains with the children and NCP, observing the interaction, and listening to the conversation. This helps to ensure that all parties are adhering to the center's required guidelines. The children remain in the center for one hour to visit with their parent.

At the end of the visit, the Visitation Monitor walks the children out of the center and back to the CP. Once the children and CP have left the center's parking area, the NCP must wait fifteen minutes at the center before leaving the center's premises. If the CP is using public transportation, the NCP may be required to wait until the FVC is notified that the CP and the children are safely out of the immediate area. Throughout the arrival and departure, the center monitor is also

observing and monitoring the movements and whereabouts of both the children as well as the NCP. This ensures compliance with restraining orders and adherence to safety precautions.

**2. Projected annual timeline for accomplishing the results or outcomes of the service**

Services at PACT's three existing shelters and the Family Visitation Centers are ongoing. Subsequently, all activities listed in the scope of services will continue in each quarter – with specific activity types relevant to the needs of individual survivors and families happening simultaneously throughout. The length of service for any individual will depend upon their needs for housing, training, employment, legal assistance, counseling, or visitation services and the required follow-up level, but will typically span several months.

Outcomes data will be collected each quarter and reported.

**3. Quality assurance and evaluation plans and how the applicant plans to monitor, evaluate, and improve their results**

PACT is dedicated to providing quality services for the community at large and for those children, adults, and families who participate in our programs. PACT maintains quality assurance and evaluation through the Performance & Quality Improvement (PQI) Plan. The PQI Plan is built upon PACT's vision, mission, and values and is designed to ensure that targeted goals and outcomes are achieved with the highest possible quality of services, in compliance with Council on Accreditation standards of care, and are consistent with funders' contract requirements. Our approach emphasizes that "quality is everyone's responsibility" starting with the Board of Directors to the Executive Leadership Team to the Program Directors and then to all employees, contracted service providers, and volunteers. PACT's Performance & Quality Improvement Plan provides the framework, guidance and basis for all quality activities. The Plan guides our work performance and quality improvement processes throughout the agency. The Plan is based on COA standards, funder requirements, and the Plan-Do-Check-Act framework.

PACT evaluates its performance in a multifaceted approach and uses this information as the genesis for the improvement cycle of Plan-Do-Check-Act (PDCA). Our Quality Activities include:

- 1) External review and accreditation from the Council on Accreditation (COA);
- 2) Contract Management Policies and Procedures;
- 3) Program PQI Activities;
- 4) Quarterly Case Record Review;
- 5) Quarterly Analysis of Client Outputs and Outcomes;
- 6) At minimum, Annual Client Satisfaction surveys; and
- 7) Continuous Program Review and Improvement.

Each service program's specific evaluation plan is based on PACT's quality processes and procedures and the goals and measures proposed in this document. The program evaluation includes a combination of process or outputs evaluation (is the program being implemented as planned?), outcomes evaluation (is the program working and is the participants' behavior changing as anticipated?), and formative evaluation (answers the questions: What's working? What's not? What changes need to be made?).

Program staff will gather relevant data continuously to ensure contract compliance and adherence to Quality procedures. Data will be provided to the State as contracted and/or requested, and PACT will submit quarterly data (e.g., number of shelter residents and bed nights, reports on events and activities, relevant contacts, and case reviews) for Quality reports to the agency's Director of Quality, who analyzes the data, reports trends and makes recommendations regarding immediate issues to the agency's PQI Committee. The Committee is comprised of the PACT leadership and management staff. For this RFP, PACT will track and measure all required outputs and outcomes that will add significant impact for the program.

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. If less than satisfactory performance is identified, program leadership can introduce interventions to improve performance, obtain additional input from staff, and create a plan of action to monitor the effectiveness of the interventions, thus continuing the Plan-Do-Check-Act cycle throughout the life of the program. Additionally, Issues and areas needing Executive Leadership Team support or intervention are raised by the PQI Committee and tracked by the Director of Quality.

PACT values the feedback of clients and participants and uses their feedback to provide context for improvement when needed. Client feedback for domestic violence services has been critical for our safety planning over time. For example, one father had a harrowing experience prior to visitation services when his ex-wife took his 3-year-old son and disappeared. The courts gave father full custody, but it took him over a year to find and get his son back. He still wanted his son to be able to see the mother and arranged for video conferencing -- when she did come to Hawaii to visit he used FVC to make sure that they were able to connect given the flight risk. His son would not have been able to see his mom and build a relationship if it were not for FVC and his experience throughout the process underscored the constant need for our safety and security precautions.

Since 2000, PACT has been accredited continuously by the Council on Accreditation (COA) and most recently participated in the review and evaluation process that culminated with a site visit in January 2024. PACT achieved accreditation through 2028. Of significance, there were no areas of improvement identified and accreditation was expedited. To meet COA standards, all programs and the agency administration were evaluated with separate standards specific to the area. PACT's PQI system was evaluated against the PQI standards, and was recognized for being comprehensive,



data driven, involving staff at all levels, and maximizing lessons learned by sharing effective practices across programs, promoting excellence across the organization and program service delivery. COA site reviewers commented on the Family Visitation Center and domestic violence shelter services:

*FVC: "The organization's family visitation program is unique, and it provides kind monitoring with supportive resources."*

*Shelter: "Staff are committed and passionate about connecting survivors and children of survivors to safe spaces. Although resources may be limited in the community, staff are resourceful and collaborative in their endeavors to meet the needs of the individuals they serve. Domestic violence survivors feel empowered to make life-changing choices. Staff are compassionate and empathetic to the needs of the individuals they are working with."*

*Hale Ola and Lehua Transitional House: "The homes are safely integrated into the community. The staff work to empower clients to gain independence and dignity while mediating barriers to services. The homes are comfortable and provide for comprehensive case management to meet the needs of women and children."*

**4. List the measure(s) of effectiveness that will be reported to the State agency through which grant funds are appropriated (the expending agency).**

Program achievement and impact will be measured both quantitatively and qualitatively to ensure survivors are utilizing and benefiting from services.

Quantitative measures will include:

- 1) Over 130 survivors and their children during the upcoming year will be safely sheltered.
- 2) All survivors who stay in shelter at least one week or more will be offered resources and assistance.
- 3) 90% of the survivors who stay in shelter more than 20 days will participate in safety planning and transitional assistance through counseling, training, housing referrals, and/or other activities to enhance stability beyond their shelter stay.
- 4) At least 130 families will participate in more than 1,200 supervised visits (Oahu and Kauai combined).

Qualitative measures will give us an understanding of impact and longer-range possibilities of the interventions provided:

- 5) 75% of shelter participants will self-report successful transition—they are in a safe housing situation—within three months following their shelter stay.
- 6) 100% of supervised visits will be incident free and safe for children.

**IV. Financial**

**Budget**

1. **PACT is submitting a budget utilizing the attached budget forms that detail the cost of the request.**
  - a. Budget request by source of funds
  - b. Personnel salaries and wages
  - c. Equipment and motor vehicles
  - d. Capital project details
  - e. Government contracts, grants, and grants in aid

2. **Anticipated quarterly funding requests for the fiscal year 2026.**

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$90,873	\$90,873	\$90,873	\$90,873	\$363,492

3. **The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2026.**

Approximate Amount to be Requested	Funder
\$464,975	State of Hawaii – Department of Human Services - <b>SECURED</b>
\$50,724	State of Hawaii – Department of the Attorney General - <b>SECURED</b>
\$149,879	City and County of Honolulu – Department of Community Services – Essential Services - <b>SECURED</b>
\$277,856	U.S. Department of Housing and Urban Development - <b>APPLIED</b>
\$216,975	City and County of Honolulu – Department of Community Services – Essential Services - <b>APPLIED</b>
\$241,709	City and County of Honolulu – Department of Community Services – Rapid Re-Housing - <b>APPLIED</b>
\$350,348	State of Hawaii – The Judiciary – <b>REQUESTING EXTENDED FUNDING</b>

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

PACT did not directly receive Federal Tax Credits. However, it was designated as a Qualified Active Low-Income Community Business (QALICB) under the Federal New Markets Tax Credit program to support struggling communities in Hawaii.

- 5. The applicant shall provide a listing of all federal, state, and county government contracts, grants, and grants in aid it has been granted within the prior three years and will be receiving for fiscal year 2026 for program funding.**

A list of required information is included in the Attachments on the provided form: "Government Contracts, Grants, and/or Grants in Aid."

- 6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2024.**

\$6,899,825

## **V. Experience and Capability**

### **1. Necessary Skills and Experience**

Parents And Children Together has been a resource for Hawaii families in need for over 55+ years. Founded in 1968 as a single program called the Parent Child Center of Kalihi, PACT has grown to be a trusted provider of diverse confidential services that respond to family and individual crises and hardships across our islands. Today, with a cadre of over 300 caring staff, PACT offers comprehensive and integrated services to strengthen individuals, children, families, and communities experiencing developmental, educational, social, behavioral health, and economic challenges.

Related and relevant service contracts for the most recent three years including the following:

<b>Title of Service/Service Description</b>	<b>Contract Project ID Number Project Period</b>	<b>Contracting Agency/ Contact Person, Contact Information</b>
Domestic Violence Shelter and Transitional Housing Services- Ohia, Hale Ola and Lehua Shelters provide safe confidential facilities for survivors and their children who can no longer remain in their homes because of danger from domestic violence.	DHS-21-POS-0068 12/28/2020-06/30/2026	Department of Human Services  Kimberly Ayala 1010 Richards St., Ste. 216, Honolulu, HI 96813  808.586.5687; kayala@dhs.hawaii.gov
Supportive Transition provides survivors and their children a safe confidential facility, where they receive trauma informed services.	23-WF-12 VAWA 06/01/2024-05/31/2026	Department of the Attorney General  Memory Tanuvasa 235 S. Beretania St., Ste. 401, Honolulu, HI 96813  808.586.1153 ext. 1054; memory.k.tanuvasa@hawaii.gov
The Transitional Housing Assistance Program provides comprehensive and therapeutic support services to domestic violence survivors to assist them as they work towards the goals of safety, economic stability, and permanent housing.	15JOVW-21-GG-02098 TRAN 10/01/2021-09/30/2024  15JOVW-24-GG-02757- TRAN 10/01/2024-09/30/2027	Office on Violence Against Women  Sharon Elliott 145 N. St., NE, STE. 10W.121, Washington D.C. 20530;  202.305-1662; sharon.elliott@usdoj.gov
Continuum of Care Program Hale Ola Domestic Violence Shelter Program supports the US	HI0106D9C012102 10/01/2022-09/30/2023	US Department of Housing and Urban Development

Title of Service/Service Description	Contract Project ID Number Project Period	Contracting Agency/ Contact Person, Contact Information
Department of Housing and Urban Development continuum of care system on Oahu.	HI0106D9C012304 10/01/2024-09/30/2025	Rebecca Borja 1132 Bishop Street, #1400, Honolulu, HI 96813  808.457.4673; Rebecca.C.Borja@hud.gov
City & County of Honolulu – Emergency Solutions Grant - Ohia Shelter  To provide emergency DV shelter (up to 24 individuals at any given time) to survivors and their children who are fleeing DV.	CT-DCS-2400168 02/08/2024-01/31/2025  CT-DCS-2100123 03/27/2020-06/30/2024  CT-DCS-2300186 05/22/2023-12/31/2023  CT-DCS-2400230 05/14/2024-05/31/2024	City and County of Honolulu Department of Community Services  Thayer Goya 925 Dillingham Boulevard, Suite 200 Honolulu, Hawaii 96817  808.768.7772 tgoya@honolulu.gov
Hawaii Community Foundation, The Freeman Foundation: Ohia Domestic Violence Shelter	101575 7/1/2022-6/30/2023  07/01/2024-06/30/2025	Hawaii Community Foundation  Kevin Rapp 827 Fort Street Mall Honolulu, HI 96813  808-537-6333
The Central & Windward Oahu Domestic Violence Services for Families emphasizes partnership, equality, and respect among and between all family members. Individual and group services are provided to survivors, children, and offenders of domestic violence. Services also include advocacy, community outreach, anger control groups, parenting groups, and specialized LEP groups.	DHS-22-POS-0029 (Central) and DHS-22-POS-0025 (Windward) 07/01/2021-06/30/2025	Department of Human Services  Kimberly Ayala 1010 Richards St., Ste. 216, Honolulu, HI 96813  808.586.5687; kayala@dhs.hawaii.gov
Through sub-contract with Susannah Wesley Community Center, the Family Peace Center provides crisis response and case management to victims of sex trafficking under the age of 21 referred by Child Welfare Services and their families or	DHS-21-POS-0069 07/01/2021-06/30/2025	Subcontract with Susannah Wesley Community Center  Toni Higdon 1117 Kaili St., Honolulu, HI 96819

Title of Service/Service Description	Contract Project ID Number Project Period	Contracting Agency/ Contact Person, Contact Information
caregivers. Voluntary Case Management Services and Family Support Services help victims safely leave the sex trafficking situation and assist them in addressing their immediate and long-term needs.		808.847.1535; thigdon@susannahwesley.org
Family Visitation Center provides supervised visits/exchanges for children and parents who are experiencing domestic violence, difficulties with divorce, child custody as well as high conflict situations.	J20194 07/01/2019-06/30/2023  J24146 07/01/2023-06/30/2025	The Judiciary, First Circuit Family Court,  Caelan O'Meara 777 Punchbowl Street, Honolulu, HI. 96813  808.539.4446; caelan.m.omeara@courts.hawaii.gov
The Domestic Violence Enhanced Crisis Intervention program provides enhanced crisis counseling support services, safety planning groups to domestic violence survivors.	23-V2-13 07/01/2024-06/30/2026	Hawaii State Department of the Attorney General  Valzey Freitas 425 Queen Street, Honolulu, HI 96813  808.586.1154; valzey.k.freitas@hawaii.gov
Provide center-based, supervised child visitation/safe exchange services through its Family Visitation Center program on the island of Oahu.	J24378 10/01/2023-09/30/2024	The Judiciary, First Circuit Family Court,  Caelan O'Meara 777 Punchbowl Street, Honolulu, HI. 96813  808.539.4446; caelan.m.omeara@courts.hawaii.gov

PACT has developed extensive organizational knowledge about how the dynamics of long-term poverty create challenges for families and neighborhoods. Once intergenerational poverty becomes entrenched, it can negatively shift the community outlook on safety, health, and educational outcomes of an entire population. 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 each family and the community at large. Being a part of the community we serve allows us to respond with agility to the emerging needs of the community. Our administrative office is located at 1300 Halona Street in Kapalama, along with three programs: Family Peace Center, Intensive Support Services, and Early Intervention and Family Support. Three

other programs remain in the community resource center at Kuhio Park Terrace public housing community: Early Head Start-Head Start, Family & Economic Opportunity Center, and the TRY Center teen program. All other programs are located within the communities they serve or at places conveniently located along main streets and bus lines. A number of our programs provide services at clients' homes or places in the community according to clients' preferences.

In summary, PACT's approach to service delivery and its unique strengths, the agency's pillars of service delivery are:

1. Services have a community-based, family-focused, holistic, and client-driven orientation.
2. A vibrant culture of quality and performance improvement permeates the organization.
3. Services use evidence-based models and curricula, industry/field/discipline best practices, culturally responsive, and consumer-driven approaches.
4. PACT recognizes the value of staff and supports continuous professional development. Staff are highly trained in their respective disciplines and job duties.
5. The ethnic backgrounds of our staff reflect those of the multi-cultural populations we serve.

**Necessary Skills & Experience in Domestic Violence Intervention:**

PACT has provided domestic violence services since 1988 when the Family Builders program began. Over the years, PACT developed a comprehensive array of prevention and intervention services for domestic violence victims/survivors, adult and teen offenders, and children exposed to violence in the family. These services now include group intervention for adult and teen offenders, survivors, and child witnesses; confidential emergency shelter, transitional housing, and rapid re-housing assistance; supervised visitation; and a crisis counseling line. The bulleted programs/services below indicate the type of service or program with origination date with a brief synopsis of the program following.

- Ohia Emergency Shelter (2001)
- Lehua Transitional House (2009)
- Rapid Re-Housing/Homeless Prevention Funding (2012)
- Oahu Family Peace Center (1995)
- Maui Family Peace Center (1997)
- Oahu Family Visitation Center (1994)
- Kauai Family Visitation Center (2003)

Ohia Emergency Shelter: For 19 years, PACT has operated a domestic violence emergency shelter in Windward Oahu. The shelter operates 24 hours a day, seven days a week and can accommodate up to 24 survivors and their children at any given time. Survivors and their children may stay at the shelter for up to 120 days. During fiscal year 2022, the shelter provided 1,959 bed days to 163 women and children. We



received 485 hotline calls, of which 80 calls resulted in acceptance to the shelter, 109 calls resulted in support services, and 296 calls resulted in information and referral resources. Ohia shelter provides a safe, supportive, and clean environment for survivors of domestic violence with or without children. Survivors may call for assistance through the hotline or may be referred by multiple community sources, including police, clergy, schools, hospitals, and other domestic violence providers. While in the shelter, residents and their children are provided supportive services, such as safety planning, case management, domestic violence counseling groups, individual counseling, transitional planning, and referral sources.

**Lehua Transitional House:** The Lehua Transitional House provides supportive transitional housing for survivors of domestic violence who are referred by staff at the Ohia Shelter, other emergency domestic violence shelters, and domestic violence providers statewide. Approximately 90% of survivors exiting Ohia Shelter have limited housing options. Lehua Transitional House provides supportive housing for up to one year to survivors of domestic violence without children who are not yet emotionally or economically ready to venture into independent living. Lehua Transitional House helps survivors of domestic violence avoid long wait lists for housing and increases their options beyond the difficult choices they may face returning to the abuser, moving from an emergency domestic violence shelter to a homeless shelter, living in overcrowded conditions with family or friends, or living on the street. We have also been able to provide therapeutic counseling to participants while they are in residence.

Staff of Ohia and Lehua, work one-on-one with each survivor—within the safety net of ongoing emotional support—to develop an individualized service plan based on an assessment of needs. This could include safety planning, acquiring TANF benefits, access to job training, and other life skills to help survivors increase their socio-economic options.

**Necessary Skills for Family Visitation Centers:**

Initiated in 1994, PACT's Oahu Family Visitation Center (FVC) program was one of six programs established in the nation. Through the unwavering support of the First Circuit, PACT's FVC has developed into one of the most progressive visitation programs being implemented. The FVC is an important community resource that was specifically designed to protect survivors from encountering their batterers during child visitations and exchanges. The FVC also provides an opportunity for children to have safe contact with their non-custodial parent during a contentious and potentially violent separation, reducing the likelihood of children becoming caught in the crossfire between parents who are separating and/or divorcing. Further, the FVC protects survivors and their children from violent perpetrators who have used unsupervised child visitations as an opportunity to continue to perpetrate fear and violence. Many perpetrators of domestic violence attempt to use this period of separation to harass, threaten, or harm their former partners, or to manipulate or kidnap the children.

Successful visitation centers are part of a larger, coordinated community response to domestic violence that allows custodial parents, their children, and non-custodial

parents to access the array of services and interventions necessary to achieve safe families.

Staff for both shelter and visitation services are trained upon hire and refreshed annually to ensure all work is trauma-informed and culturally appropriate for our clients. Professional development to stay current is required of staff as well as regular de-escalation training and safety training.

## **2. Facilities**

Parents And Children Together (PACT) currently occupies 55 locations throughout the state of Hawaii providing a wide range of community services. PACT sites are strategically placed where they are visible, accessible, and where they can provide for the most vulnerable populations effectively. The administrative office and three programs are located at 1300 Halona Street, Honolulu, HI 96817. Three other programs remain at the resource center on the Kuhio Park Tower/Kuhio Homes public housing property at 1485 Linapuni Street, Honolulu, HI 96819.

PACT prioritizes the health, safety, and comfort for all their clients, visitors, and employees by continuously monitoring and complying to environmental regulatory and safety standards. Regulatory compliance agencies include the Americans With Disabilities Act (ADA) Occupational Safety and Health Administration (OSHA), and the Life Safety Code. Monthly Safety Committee meetings are held to continuously monitor the effectiveness of our safety program and is managed by the Chief Administrative Officer, Director of Quality, and the Facilities Manager.

**Ohia Domestic Violence Emergency Shelter** underwent an extensive nine-month renovation which was completed and reopened on July 10, 2020. The maximum capacity of Ohia Shelter is 24 survivors and children.

The Ohia Shelter facility has six bedrooms, and four full bathrooms. Each bedroom is fully furnished with beds, dressers, and in-room closets. The upper level of the home is the main living area and includes four bedrooms, two renovated bathrooms, and a communal kitchen. The main kitchen contains a large refrigerator, cabinets, and storage so all clients have a designated space to store their groceries. Next to the kitchen is a full, furnished dining area for the clients to eat their meals.

Two bedrooms are located on the lower floor level with an additional bathroom. Also located on the lower level of the house is a common living area that is furnished with comfortable furniture, a TV, and a fully functional business center equipped with a computer, printer, and several resource books. Survivors can use the business center for job and house hunting, as well as maintaining contact with supportive friends and family. On the lower level of the house is a children's play area, furnished with a children's computer, toys, and books. Groups and activities can also take place in this area.

The Ohia Shelter is fully ADA compliant and has a bedroom and bathroom specifically designated for a client who is in a wheelchair or physically disabled. The ADA bathroom and bedroom is located on the ground level to ensure easy access to the shelter. A ramp is located on the side of the house for direct wheelchair access to the house entrance. Included in the recent renovation was the addition of a fully functioning elevator to accommodate all clients access to the entire shelter, regardless of ability. There is a laundry area equipped with two washers and two dryers for the clients to use at any time. At the front of the house is a play area with a picnic table making it easier for parents to supervise their children while they play.

The 2020 renovation provided a two-story office space. The downstairs office space has two separate confidential offices and a large open space for conducting intakes with a conference table and play area for the children. Rather than having three desks in a room where intakes are being done, there is a separate office where Primary Shelter Case Managers can meet with their client to conduct individual sessions privately. This creates an environment that promotes respect for survivors' privacy. There is increased access to participants with limited mobility via a wheelchair ramp directly to the office. The pantry/donation room is twice the size it was before, allowing for increased storage and improved organization. Clients have access to clothing, toiletries, and other donated items to make their stay at Ohia more comfortable.

The upstairs office space (accessible via the stairwell or the elevator) provides a private counseling room, and two private offices for the Shelter Managers. A spacious multipurpose room for group activities and video conferencing now provides a confidential space for survivors to share in groups. Video conference equipment allows survivors to participate from the privacy of their room if they choose. The office space is furnished with desks, computers and a locked file area to maintain client confidentiality of records. Also, in the office space are lockers so clients can keep personal belongings and medications locked up. Each client maintains the key to their assigned locker.

The **Lehua Transitional House** is a two-story, program-owned facility that can house seven female survivors at any given time, each with their own private room. Survivors share common areas, such as the kitchen, an upstairs and downstairs living room, dining room, five bathrooms, garage, and an outside living area. The house is fully furnished and located in a safe, residential community and accessible along the public bus line. The house is ADA accessible and includes a separate, ADA bedroom, and private bathroom. The Trauma Therapist has an office on site. Lehua Transitional House services are available for women without children who are survivors of DV, sexual assault, dating violence, and/or stalking and have resided in an emergency DV shelter or are referred by a community DV provider. Additional eligibility criteria include a demonstrated need for permanent housing.

The **Hale Ola** facility meets 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. Hale Ola has five separate living areas and can

house two to 10 survivors and their children at a time (12 new beds). The configuration of Hale Ola provides flexibility in providing housing to families with more than four children and/or families with multiple children under the age of five who are currently under served on Oahu.

Each household will have a private living area. Survivors will share common areas such as a kitchen, upstairs living room, downstairs living room, dining room, and four bathrooms. PACT owns the building and will act as the landlord and service provider. The house is fully furnished and is located in a safe residential community with convenient access to public transportation, small scale retail, and schools. It is ADA accessible with a separate ADA bedroom and private bathroom.

The **Family Visitation Centers on Oahu and Kauai** have easy access via both automobile and the bus. The Oahu Houghtaling Street facility is equipped with three visitation rooms and an office space for the Program Supervisor and Visitation Monitors. The visitation rooms are equipped with age appropriate toys, books, games, and Netflix for children's enjoyment. Parents are able to pack a snack or a meal for their children to enjoy during the visitation. The Center has a refrigerator and microwave for parents to use for the provision of snacks while visiting with their children. The Center was completely renovated in 2016 with new room partitions, painting, wall-to-wall carpet and bright art work to create a warm and welcoming environment. The new office space was designed for safety and confidentiality in mind enabling staff to make phone calls to schedule visits in privacy while providing complete visual access through protective glass from the entry way to the visitation rooms. The Kauai facility is located centrally in Kapaa, and accommodates two families/visits at a time.

The Centers are designed to provide safety and visual privacy for each visitation room. Upon entering the visitation center, visitors are asked to put all personal items in a secure locked cabinet. Additionally, visitors walk through a standalone metal detector to ensure that weapons are not brought into the center. Walls do not extend to the ceiling nor do any of the doors have locks on them. This allows the Visitation Monitors the ability to listen to visits and to visually monitor interaction between parents and children or enter the room when necessary. The FVC is also equipped with a silent alarm system and a panic button alarm so that staff could call for help or push a button if assistance becomes necessary without further escalating a volatile situation. The most important aspect of the Family Visitation Center is that they provide a warm and nurturing place where children feel safe, custodial parents feel safe leaving their children, and parents who have harmed feel respected. The FVC is always maintained to be neat and clean and filled with fun activities.

## **VI. Personnel: Project Organization and Staffing**

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

#### **Shelter Staffing:**

Planning for the human resources needed to operate the shelter and provide direct services to survivors on an ongoing basis is critical. Effective shelter services require a team of staff with a variety of roles and responsibilities. The Ohia Emergency Shelter is staffed 24/7 and residents at the Lehua and Hale Ola transitional houses can contact staff over the weekend and after hours.

Shelter staff provide an array of trauma-informed information on the effects of domestic violence on the victim and on their children. Shelter staff receive trauma-informed training included in their program orientation. The Shelter staff assigned to work with survivors in this project is trained in trauma-informed care and participates in a weekly case review with a multi-disciplinary team including Shelter Advocates, Shelter Relief Workers, Shelter Case Managers, Shelter Manager, Assistant Program Director, Trauma Therapist, and Senior Program Director. The weekly case review includes not only progress toward acquiring and maintaining permanent housing, but also a discussion of the survivor's mental health, substance abuse, coping skills, and the effects of the children's exposure to DV.

Providing services that are trauma-informed is, at its core, the intentional and deliberate act of understanding and taking into account the unique lived experiences of each survivor. Services are not driven by paperwork deadlines or other administrative tasks but are driven by the understanding that effective service delivery is only effective if it meets the self-identified needs of each survivor. This means designing environments that are responsive to the range of needs people have, including their needs for engagement and connection, as well as for privacy, quiet, and time alone. Services are flexible so clients can choose what works best for them. The quality of our interactions and how people treat each other and how it feels to participate in services, as well as what the work environment feels like to staff, is paramount. At PACT, we value respect, kindness, care, compassion, integrity, and transparency. Transparency means that we are clear and open about our processes, intentions, plans, options, boundaries, and limitations. Transparency ensures that clients have the information they need to decide if and how they want to participate in services. Clients should feel that who they are as individuals, along with their unique needs and experiences, are valued, acknowledged, and cared about by others.

Additionally, the shelter staff will work with the Assistant Program Director and Shelter Manager to establish partnerships with local rental agencies, property management businesses, and or independent landlords who will provide rental housing to survivors and their children. Building relationships with key housing specialists is instrumental in helping to build awareness about the impact of domestic violence on the family, homelessness, and the sheer challenge to recover from the long-term impact of domestic violence.

Shelter staff will provide comprehensive support services to survivors. These services are voluntary. Support services are case management driven to support the client in achieving their short- and long-term goals during their participation in the program. These services can include assistance with basic needs such as, obtaining food and clothing, childcare, and transportation. More complex services will include support and referrals for substance abuse treatment, general advocacy and emotional support, domestic violence group and individual counseling, and warm referrals to healthcare and mental health services, legal services, and vocational training. We have agreements with Legal Aid Society of Hawaii and YWCA of Oahu to provide legal advocacy, employment readiness training, and financial classes.

Follow-up services are also included for a specified amount of time after the survivor has transitioned out of a PACT facility. This can be up to one year based on the type of rental assistance awarded.

Shelter Case Managers generally meet with the survivor weekly to assess the client's needs and progress toward their goals. The survivor's goals and objectives will be revised as the survivor's needs change and at their request. A comprehensive assessment will inform service plan goals and includes questions related to the survivor's strengths and needs, past trauma, methods of coping with this trauma to date, and ongoing safety concerns. Some survivors may be farther along in their emotional stability and within a short period of time, can successfully move to permanent housing with minimal support. Other survivors struggle with the emotional trauma of the abuse and will need more intensive supportive services. The emotional well-being of the child and their experience will also be assessed by the Shelter Case Manager.

Shelter Case Managers and the survivor will develop a service plan based on client self-identified goals, the information gathered during intake, eligibility determination and assessment. Service planning intentionally addresses the barriers a survivor faces. Sound management is needed to ensure the quality and sustainability of services provided by shelters, particularly given the stressful and often insecure work environments, and limited resources in which the shelter operates.

The Senior Program Director and Assistant Program Director, ensures that all shelter facilities operate in a manner consistent with contractual standards and guidelines, state agencies, and accreditation standards.

The Shelter Manager and Assistant Program Director are also responsible for the direct supervision of the Shelter staff, data collection, ensuring accuracy of data, meeting reporting requirements, staff training, coordination, and quality assurance activities.

**Family Visitation Staffing:**

The Oahu and Kauai Family Visitation Centers staff have an understanding of the power dynamics and cyclical nature of domestic violence. The key roles staffing the centers include:

Center Monitor (CM) – The CM is assigned to monitor the security camera and ensures that the custodial parent and child(ren) are free from harm by the non-custodial parent. If the non-custodial parent, who must arrive first, is dropped off at the center, the CM will make sure the ride giver leaves the area. When the visit begins between the non-custodial parent and child, the CM will search the parent’s belongings that are being brought into the visitation room. Cell phones, keys, smart watches, and any device with wi-fi capability are prohibited in the visit room and must be locked up.

The CM will have the non-custodial parent walk through a metal detector. If the detector sounds, the CM ensures additional security measures are taken: having the visiting parent empty pockets and remove their belt while the CM uses a handheld metal device to scan the parent. Once cleared through the detector, the CM will have the non-custodial parent enter the visit room. After the visit, the CM will inform the non-custodial parent when they can leave the center, which is about 15 minutes after the visit is completed.

Visitation Monitor (VM) – The VM schedules visits, coordinating between the custodial and non-custodial parent. The VM monitors the visits and ensures the visit is conducted in a safe manner, observing cues from the child when the visit should stop. The VM will intervene and redirect the interaction between the non-custodial parent and child when the parent violates any of the program guidelines.

**Staff Qualifications of Incumbents**

<b>Position:</b>	Senior Program Director	<b>Staff Name:</b>	Eddie Esperante
<b>Required Education and Experience:</b>			
Master’s degree in Social Work, Public Health, Psychology, Counseling or related field required. Two (2) years’ experience in executive or administrative capacity involving grant writing, fiscal management, and program planning, required. Two (2) years’ experience in supervision of management personnel, required. Three (3) years direct service experience in a social service setting required.			
<b>Qualifications:</b> Master’s Degree with 10+ years of experience in the field.			
<b>Position:</b>	Assistant Program Director	<b>Staff Name:</b>	Bethany Lazor
<b>Required Education and Experience:</b>			
<ol style="list-style-type: none"> <li>1. Master’s degree in Social Work, Psychology, or a Human Services field preferred, three years’ experience working with child abuse and neglect including domestic violence and substance abuse required. Two or more years supervisory experience in the health and/or human services required OR</li> <li>2. Bachelor’s in Social Work, Psychology, or related field and 4 or more years’ experience working with child abuse and neglect, including domestic violence and</li> </ol>			

substance abuse required and two or more years supervisory experience in health and or human services required.			
<b>Qualifications:</b> Bachelor's Degree with 3+ years of experience in the field.			
<b>Position:</b>	Shelter Manager	<b>Staff Name:</b>	Sandra Whittle
<b>Required Education and Experience:</b> Bachelor's degree in social work, psychology, counseling, or equivalent human services field, required PLUS one (1) year experience providing case management services in the field of intimate partner violence plus one (1) year experience working with children in a group or individual setting, required. One (1) year experience working in a domestic violence program, required. One (1) year supervisory experience, required.			
<b>Qualifications:</b> Certificate with 2+ years of experience in the field.			
<b>Position:</b>	Trauma Therapist	<b>Staff Name:</b>	Vacant
<b>Required Education and Experience:</b> Master's Degree in a social services field is required. At least one-year relevant experience in the field of domestic violence. At least one-year relevant experience providing direct client service within a trauma-informed care arena. At least one-year relevant experience working with persons in crisis.			
<b>Qualifications:</b> N/A			
<b>Position:</b>	Shelter Case Manager	<b>Staff Name:</b>	Luana Moreno
<b>Required Education and Experience:</b> 1. Bachelor's degree in social work, psychology, counseling, or equivalent human services field, required PLUS one (1) year experience providing case management services in the field of intimate partner violence plus one (1) year experience working with children in a group or individual setting, preferred, OR 2. High School Diploma, required PLUS three (3) years' experience providing case management services in the field of intimate partner violence plus three (3) years' experience working with children in a group or individual setting, required.			
<b>Qualifications:</b> Bachelor's Degree with 3+ years of experience in the field.			
<b>Position:</b>	Shelter Advocate	<b>Staff Name:</b>	Sherry Ciskowsky
<b>Required Education and Experience:</b> 1. Bachelor's degree in social work, psychology, counseling, or equivalent human services field, required PLUS one (1) year experience support and advocacy services in the field of intimate partner violence plus one (1) year experience working with children in a group or individual setting, preferred, OR 2. High School Diploma, required PLUS three (3) years' experience proving support and advocacy services in the field of intimate partner violence plus three (3) years' experience working with children in a group or individual setting, required.			
<b>Qualifications:</b> High School Diploma or GED with 16+ years of experience in the field.			



<b>Position:</b>	Shelter Relief Worker	<b>Staff Name:</b>	Bille-Ann Bruce
<b>Required Education and Experience:</b> High School Diploma or equivalent, required. Familiarity with the dynamics of intimate partner violence, preferred.			
<b>Qualifications:</b> Associate's Degree with 2+ years of experience in the field.			
<b>Position:</b>	Senior Program Director	<b>Staff Name:</b>	Janelle Chock
<b>Required Education and Experience:</b> Master's degree in Social Work, Public Health, Psychology, Counseling or related field required or Bachelor's degree with relevant experience. Two (2) years' experience in executive or administrative capacity involving grant writing, fiscal management, and program planning, required. Two (2) years' experience in supervision of management personnel, required. Three (3) years direct service experience in a social service setting required.			
<b>Qualifications:</b> Bachelor's degree with 25+ years of experience in the field.			
<b>Position:</b>	Program Supervisor	<b>Staff Name:</b>	Tofoipupu Liufau
<b>Required Education and Experience:</b>			
<ol style="list-style-type: none"> <li>1. Bachelor's Degree in social work, psychology, counseling, or equivalent human services field, required PLUS</li> <li>2. Three (3) year experience in direct services to children and high-risk families, required. Experience involving interaction with child abuse and neglect, or domestic violence and nonviolent de-escalation techniques required.</li> <li>3. One (1) year supervisory experience, required.</li> </ol>			
<b>Qualifications:</b> Bachelor's Degree with 10+ years of experience in the field.			
<b>Position:</b>	Visitation Monitor (Oahu)	<b>Staff Name:</b>	John Norris
<b>Required Education and Experience:</b> Bachelor's Degree in Social Work, Psychology, counseling, or another related field, preferred. Minimum of High School Diploma or equivalent, with (1) one-year experience in direct services to children and high-risk families, required. One (1) year experience in direct services to children and high-risk families, required. Experience involving interaction with child abuse and neglect, or domestic violence and nonviolent de-escalation techniques preferred.			
<b>Qualifications:</b> Associates Degree with 2+ years of experience in the field.			
<b>Position:</b>	Senior Visitation Monitor (Kauai)	<b>Staff Name:</b>	Christian Edwards
<b>Required Education and Experience:</b> Bachelor's Degree in Social Work, Psychology, counseling, or another related field, preferred. Minimum of High School Diploma or equivalent, required. Two (2) years' experience in direct services to children and families at high risk, required. Experience involving interaction with child abuse and neglect, or domestic violence and nonviolent de-escalation techniques preferred.			
<b>Qualifications:</b> High School Diploma with 2+ years of experience in the field.			

<b>Position:</b>	Visitation Monitor (Kauai)	<b>Staff Name:</b>	Susan O'Neill
<b>Required Education and Experience:</b> Bachelor's Degree in Social Work, Psychology, counseling, or another related field, preferred. Minimum of High School Diploma or equivalent, with (1) one-year experience in direct services to children and high-risk families, required. One (1) year experience in direct services to children and high-risk families, required. Experience involving interaction with child abuse and neglect, or domestic violence and nonviolent de-escalation techniques preferred.			
<b>Qualifications:</b> Bachelor's Degree with 8+ years of experience in the field.			

**Supervision and Training:**

The Family Visitation Center Senior Program Director and Program Supervisor will participate in the hiring of new staff. The Program Supervisor will take the lead in orienting and training new staff on the program. The shelter's Senior Program Director, Assistant Program Director, and Shelter Manager participate in the hiring of any new staff as openings arise and are responsible for orienting and training all new staff under their supervision.

**Training & Orientation of New Staff:**

Every employee newly hired to PACT participates in a full-day orientation to the organization. This includes an introduction to the mission, vision, and values of our organization; overview of policies and procedures; our philosophy in working with clients; safety information; and benefits overview.

Additionally, the employee is provided a program orientation specific to the job needs and requirements. Upon hire, program leadership will assess each new employee's strengths and needs based on their education, work, and life experiences. Additionally, program leadership will ensure that each employee receives all required training and any other training that may enhance the staff member's skills; track the completion of training and monitor implementation of the knowledge and skills learned on an ongoing basis; and provide ongoing reflective coaching and mentoring of the new employee. At times it may be recommend that the employee work with another staff member to obtain additional skills as needed. A program training log is completed by the employee and monitored by program leadership to completion.

At the Family Visitation Centers, the Senior Program Director, and/or the Program Supervisor conduct monthly formal supervision with center staff, and both are available for consultation whenever needed. At the shelters, the Assistant Program Director and Shelter Manager provide monthly supervision to staff. Program leadership will provide ongoing supervision that includes administrative, clinical, and reflective elements with the staff. Supervision with staff will be conducted for a minimum of one to two hours monthly; it will be scheduled and conducted on a regular basis and will be structured and thoroughly documented. Informal supervision will be conducted on a weekly basis and as requested. Program leadership will also be available as needed through an

“open door” policy as well as being available by phone should any crisis arise during and after regular office hours.

**Supervision:**

At minimum, employees participate in supervision once per month, with frequency depending upon the developmental needs of the employee. The components of supervision are described as follows.

**Administrative Supervision:**

Administrative supervision relates to the oversight of federal, state, and agency regulations, program policies, rules and procedures. In administrative supervision, staff will receive guidance on program requirements, feedback on their performance and will be assisted with problem-solving and with work-related issues.

Supervision that is primarily administrative will be focused on the following objectives:

- **Hire:** The HR Department will screen all applicants to ensure that they meet basic position requirement. Program leadership will participate in the interviewing of the candidates to ensure they meet the qualifications for the position, including the personal qualities of engaging participants in a warm, non-judgmental manner, trauma-informed engagement, providing information in a manner that matches the learning style of the participant, establishing and maintaining professional boundaries, and providing information and encouragement for participants to learn how to do things for themselves such as accessing community resources, self-regulation, and maintaining safety, to name a few.
- **Train/Educate/Coach:** Program leadership will train and orient their respective new staff as described above and will provide ongoing training through discussing how formal training is being implemented and assess areas needing additional reflective coaching.
- **Oversee Documentation:** Program leadership will train and mentor their respective new and ongoing staff on tracking requirements, including developing and implementing systems, such as a weekly review of ticklers to ensure completion of all required assessment tools in a timely and accurate manner and ensuring that documentation is completed using non-judgmental language. Program leadership will provide ongoing feedback on the quality and timeliness of documentation.
- **Track Data & Write Reports:** Program leadership will be asked to track and summarize data, including an explanation of areas where outputs and outcomes are not met and possible strategies for improvement, to be discussed at program leadership meetings.
- **Explain Rules & Policies:** Program leadership will explain rules, policies and procedures during program orientation, on an ongoing basis, and when there are changes to these or new procedures are added.

- **Coordinate:** Program leadership will ensure the implementation of the team approach through discussing the need to coordinate services with PACT's Family Peace Center, Family and Economic Development Center programs, and other community resources.
- **Monitor Productivity:** During orientation and on an ongoing basis, the Program leadership will track and discuss program expectations, such as maintaining accurate documentation, etc.
- **Evaluate:** Program leadership will provide informal feedback to their respective staff member during supervision, formal feedback following shadowing exercises, and through the PACT Performance Review, which is completed at the end of the three-month introductory period and annually thereafter.

### **Clinical Supervision:**

Clinical supervision/consultation is case-focused and includes the following objectives:

- **Preparing to Work with the Participant:** Program leadership will review the initial eligibility criteria and assessment with staff to establish a collaborative plan to engage the participant in services, assessing their strengths, risks, and readiness for services. Program leadership will guide staff in developing strategies that promote safety, accountability, healing, and well-being within the context of the participant's culture and developmental abilities.
- **Review Casework:** This activity will be completed at both an individual level and during shelter's weekly case consultation. Individually, program leadership and staff will review all participants receiving services since the last supervision, whether safety planning has occurred, immediate needs have been met, mental health and/or medical needs have been identified, substance abuse screening has occurred, child development or parent-child activities conducted; employment goals have been identified and assessed with appropriate services provided; short- and long-term housing needs have been met; and referrals made. Program leadership will review service and safety plans on an ongoing basis to ensure quality and relevant services are being provided through a group supervision format.
- **Discuss Information and Impressions:** Program leadership will provide the staff with timely feedback regarding the participant's level of participation in group and/or individual intervention, quality of parent-child interaction, the type and quality of family interactions observed in the office, the child's responsiveness to the parent and/or to program activities, identify cultural considerations, the parent's ability to read and speak English and respond to the child's cues.
- **Reflective Discussion on Intervention Strategies:** Program leadership will periodically discuss the curriculum and assessments being implemented with the participant and whether it is understood and implemented as intended by the staff. For example, reflective discussion may include the following questions: Does the approach used by the worker (staff member) appear to be effective with this participant? Is the participant receptive to the worker and to services, or does

their approach or strategies need to be adjusted or changed? Is the participant's culture being respected? Did the worker talk too fast? Did the worker give enough time for the participant to respond in their own words? Program leadership will use the information gathered to make improvements to service delivery as needed and will include a summary of improvements implemented in the agency's quarterly quality report.

- **Discuss Referrals:** Program leadership will discuss possible referrals to community resources that may benefit the participant and will follow up on referrals made by staff. Program leadership will assist the staff in defining the roles of the programs involved to avoid service gaps or duplication and will assess the constellation of resources to ensure that resources are appropriate to families with multiple needs and will discuss the importance of communication and coordination of services. Program leadership will discuss the quality and rate of referrals during monthly program leadership meetings and whether additional steps need to be implemented on behalf of clients.
- **Reflective Review and Discussion of Service Planning:** Program leadership will have reflective discussions on the following with the staff in regard to the service planning: What does the participant consider as their strengths, needs and priorities? Do you think the participant made an accurate self-assessment? What are their short-term goals while in program and long-term goals post program services? Are the goals reasonable for the time frame? Are the strategies reasonable and will the participant be able to do their share of the work defined by the identified goal(s)?
- **Reflective Review and Evaluation of the Participant's Progress:** Program leadership will discuss with the staff the following in regard to service planning: Is the participant meeting the goals they set? Do goals or strategies need to be revised? Does the participant have new goals? Are the strategies outlined in the Safety Plan still relevant? Regular feedback on progress towards these goals is provided during supervision sessions and at informal evaluation discussions throughout the year.
- **Give Guidance/Advise/Reflective Coaching:** Program leadership may suggest staffing alternate approaches with the participant, such as addressing the parent's immediate needs regarding their two-year old's tantrums as a way to make services meaningful and valuable to the survivor. Program leadership may discuss the participant's culture and ways the staff could modify their approach to be more responsive to that and may also ask probing questions regarding the parent-child engagement and whether they are able to read each other's cues, etc.
- **Teach/Coach:** Program leadership will follow up on training attended by each supervised employee to ensure the information is understood and effectively integrated into service delivery. Program leadership may review possible indicators, as displayed by the client, of continued domestic violence, child abuse and neglect, and behavioral health challenges so that the staff is more aware of when a referral is needed.

Supervision is a resonant, parallel process whereby the supervisor provides an encouraging, positive, nurturing environment for reflection and growth on the part of the employee. This parallel process provides a model for the parent-child relationship, the parent-parent relationship and will be practiced throughout all aspects of service delivery. All relationships will be grounded in nurturing safety, identification of strengths, positive support, encouragement of growth, and accountability.

The professional relationship between the supervisor and the supervisee is the foundation for reflective supervision and consultation. Personal and professional growth takes place within the context of a trusting relationship. To the extent that the respective supervisor and his/her team are able to establish a trusting relationship—one that allows each team member to share insecurities, mistakes, questions and differences of opinion—the capacity to be reflective will flourish. The respective supervisor will create this atmosphere by identifying strengths, providing support, and encouraging self-reflection and problem-solving. Staff will be encouraged to set and maintain clear boundaries with participants to avoid taking on a role that is beyond their job description or taking responsibility for a participant's progress. The Shelter Manager will help staff to develop realistic expectations by highlighting the staff's and participant's successes, however great or small. This will be particularly important when working with multi-need participants, to prevent job burnout for all program staff.

**Staff Safety:**

PACT promotes staff safety through subsidy for staff cellular phones, which are required for all direct service and management staff, use of a sign-in/sign-out board, secured entry to offices, and continually emphasizing to staff that safety is foremost. In addition, staff are trained in CPI (Crisis Prevention Institute), CPR, QPR (Question, Persuade and Refer Suicide Prevention Training) and are required to complete self-learning modules each year that contain valuable safety information, e.g., communicable and infectious diseases, drug and alcohol free workplace, emergency preparedness, employee wellness, facilities security, fire safety and fire drill, and hazard communication program.

**Training:**

PACT promotes on-going educational and in-service training opportunities for its staff as a means of endorsing life-long learning, assuring quality of services, enhancing staff retention, and achieving participant satisfaction. All staff will complete an initial required training of 25 hours, at least 15 hours of which are specific to domestic/family violence. Each year thereafter, each staff member will be required to complete a minimum of 12 hours of relevant training. In-service topics are flexible depending upon the needs of current staff, program, individual work experiences, and education. All new PACT staff members attend an eight-hour initial orientation to familiarize them with the agency and work expectations. Topics include HIPAA, Safety in the Workplace, Emergency Preparedness, Professional Conduct, Administrative Policies & Procedures, Performance & Quality Improvement, PACT's Employee Handbook, Human Resources Information, Benefits, and an Overview of PACT (history, vision, mission, values, philosophy, Code of Ethics, organizational chart Board of Directors) and culture-based

practice. Staff document all internal and external training in Relias, an online training portal for staff. Required PACT yearly training are assigned and tracked for completion in real time.

All supervisory and management staff members are required to attend PACT's six-to nine-day Putting the Pieces Together (PTPT) Supervisory Series.

**Program Based Training:**

Training on Domestic Violence and Family Violence will be provided quarterly by program leadership, the trauma therapist and/or guest speakers. Topics may include: the power and control wheel, dynamics of domestic/family violence within a cultural context, crisis intervention, age appropriate safety planning, the impact of violence on children, teen dating violence, and effective parenting in violent families to name a few.

Training on Trauma Exposure and Trauma Informed Care Within the Context of Native Hawaiian Cultural Values will be provided quarterly by program leadership, the trauma therapist, and/or guest speakers. Topics may include impact of intergenerational trauma exposure within a cultural context, trauma-informed care, why this approach can be transformative, etc.

Training on Risk Factors will be provided by program leadership, the trauma therapist, and/or guest speakers. Topics to include: behavioral health issues such as depression in survivors and/or children within their cultural context, self-medicating behaviors/substance abuse, and other risk factor topics identified by staff.

Training on Community Resources will be provided by invited guest speakers from community agencies, other PACT programs, or by staff members with special areas of expertise or who have attended community-based trainings.

**3. Organization Chart**

The organization-side chart depicts the lines of supervision throughout the organization and Shelter services program within the several program areas PACT offers. The program-level organization chart depicts the lines of supervision and FTEs for the Shelter services program.

**4. Compensation**

The annual salary range of the three highest paid professional staff is as follows:

- President & CEO: \$229,465.92
- Chief Administration Officer: \$173,000.16; and
- Chief Development Officer: \$173,000.16

## **VII. Other**

### **1. 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.

### **2. Licensure or Accreditation**

Parents And Children Together is accredited by the Council on Accreditation through October 31, 2028.

### **3. Private Educational Institutions**

Not applicable.

### **4. Future Sustainability Plan**

PACT has an active fund development team who perform regular searches of government, foundation, and corporate contract/grant opportunities, locally and nationally. Specific team members are responsible for cultivating and nurturing individual donor relations, promoting PACT's work through social media and other communication venues, and producing fundraising events to raise capital and unrestricted funds that support the entire non-profit organization.

In 2001, we added shelter and supportive services to our array of services for domestic violence survivors and their children, by opening the Ohia Emergency Shelter; and by recognizing the need for more transitional housing options for these survivors, we acquired and now operate two additional transitional houses to accommodate and support our DV survivors and their children, as they are in need of further educational and vocational training to afford permanent rental housing in Hawaii's unique rental market. Largely supported by state and federal contracts, we have been able to acquire additional funding through foundations and individual donors, to compensate for government contraction and expansion. The Kauai Visitation Center, in particular, has been subject to annual funding cuts and is now funded almost entirely from private sources

Should funding not be available, PACT would need to reconfigure its services and likely not be able to serve as many survivors in need of shelter and assistance, or provide as many supervised visits as are currently being proposed.



## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2025 to June 30, 2026

Applicant: Parents And Children Together

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
<b>A. PERSONNEL COST</b>				
1. Salaries	224,251.00			
2. Payroll Taxes & Assessments	29,601.00			
3. Fringe Benefits	38,257.00			
<b>TOTAL PERSONNEL COST</b>	<b>292,109.00</b>			
<b>B. OTHER CURRENT EXPENSES</b>				
1. Airfare, Inter-Island	1,800.00			
2. Insurance	5,158.00			
3. Lease/Rental of Equipment				
4. Lease/Rental of Space	1,260.00			
5. Staff Training	750.00			
6. Supplies	1,000.00			
7. Telecommunication	2,700.00			
8. Utilities	4,650.00			
9. Audit Services	964.00			
10. Contractual Services - Administrative	1,189.00			
11. Repairs and Maintenance	4,500.00			
12. Administrative Costs	47,412.00			
13				
14				
15				
16				
17				
18				
19				
20				
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>71,383</b>			
<b>C. EQUIPMENT PURCHASES</b>				
<b>D. MOTOR VEHICLE PURCHASES</b>				
<b>E. CAPITAL</b>				
<b>TOTAL (A+B+C+D+E)</b>	<b>363,492</b>			
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	363,492	Sarah Manning		
(b) Total Federal Funds Requested		Name (Please type or print)		
(c) Total County Funds Requested		808-847-3285		
(d) Total Private/Other Funds Requested		Phone		
		1/10/2025		
		Date		
<b>TOTAL BUDGET</b>	<b>363,492</b>	Ryan Kusumoto, President & CEO		
		Name and Title (Please type or print)		

## BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2025 to June 30, 2026

Applicant: Parents And Children Together

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
<b>Shelter Services:</b>				
Senior Program Director	1	\$120,000.00	10.00%	\$ 12,000.00
Assistant Program Director	1	\$74,909.00	10.00%	\$ 7,491.00
Shelter Manager	1	\$67,626.00	10.00%	\$ 6,763.00
Trauma Therapist	1	\$63,693.36	10.00%	\$ 6,369.00
Shelter Case Manager	1	\$47,840.00	100.00%	\$ 47,840.00
Shelter Advocate	1	\$45,870.00	50.00%	\$ 22,935.00
Shelter Relief Worker	1	\$39,269.00	25.00%	\$ 9,817.00
<b>Visitation Services:</b>				
Senior Program Director	1	\$120,000.00	10.00%	\$ 12,000.00
Program Supervisor	1	\$67,626.00	50.00%	\$ 33,813.00
Visitation Monitor (Oahu)	1	\$39,265.00	50.00%	\$ 19,633.00
Senior Visitation Monitor (Kauai)	1	\$45,749.49	70.00%	\$ 32,025.00
Visitation Monitor (Kauai)	0.5	\$39,265.00	35.00%	\$ 13,743.00
<b>TOTAL:</b>				<b>224,429.00</b>
<b>JUSTIFICATION/COMMENTS:</b> PACT strives to maintain competitive market-based salaries to attract and retain qualified employees, thus personnel costs are reasonable and comparable to similar positions within the service area and the industry, based on salary surveys. Salaries are allocated based on time spent by staff to support and execute contract services. The agency tracks allocated personnel costs through time sheets, approved by supervisor, and completes agency salary allocation forms, which are approved by Program Senior Director and accountant assigned to program.				

## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2025 to June 30, 2026

Applicant: Parents And Children Together

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
N/A			\$ -	-
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				
<b>JUSTIFICATION/COMMENTS:</b>				

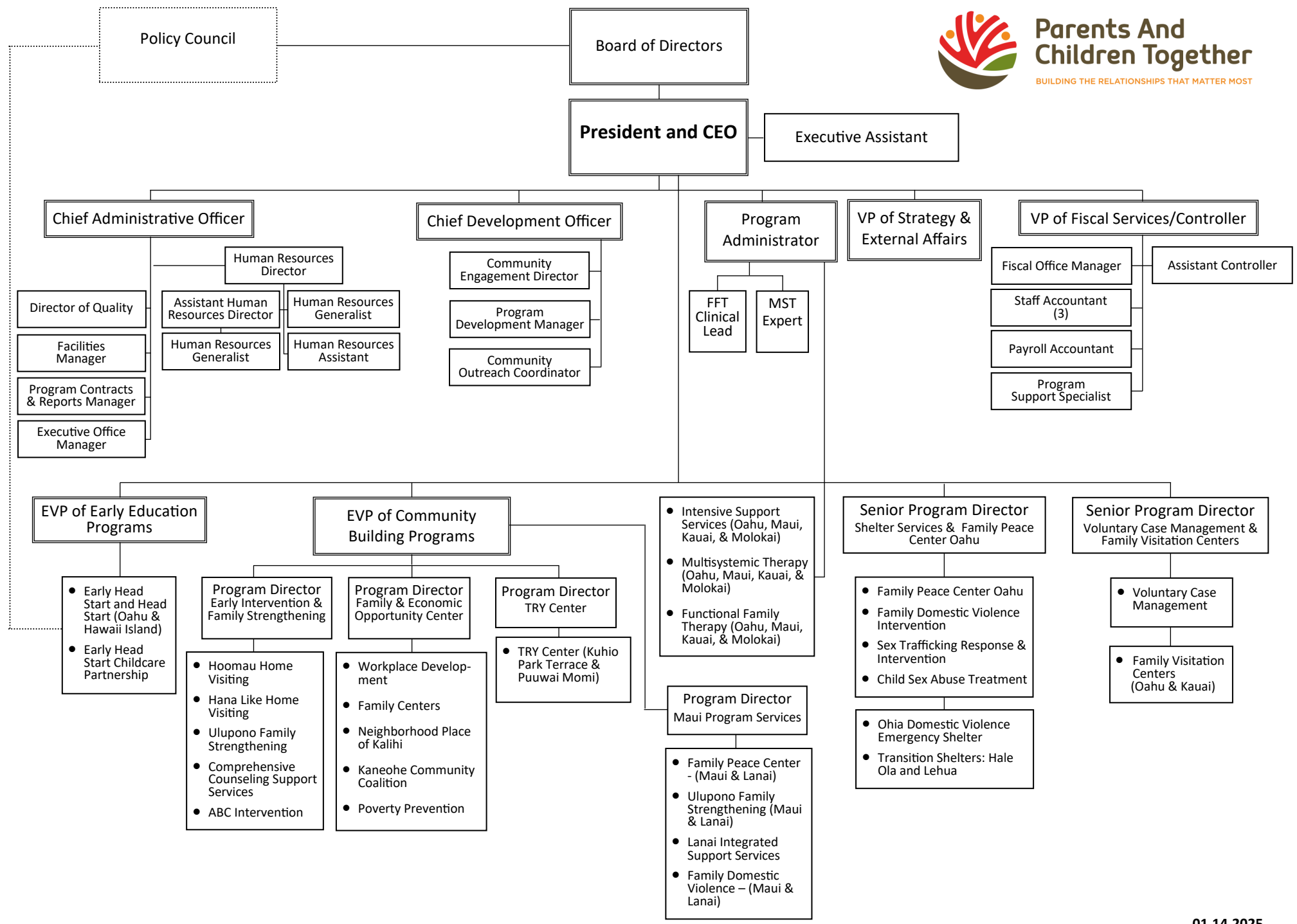
DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
N/A			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				
<b>JUSTIFICATION/COMMENTS:</b>				

**GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID**

Applicant: Parents And Children Together

Contracts Total: 8,670,657

	<b>CONTRACT DESCRIPTION</b>	<b>EFFECTIVE DATES</b>	<b>AGENCY</b>	<b>GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)</b>	<b>CONTRACT VALUE</b>
1	Domestic Violence Shelter Services	12/28/20-6/30/26	Department of Human Services Social Services Division	State of Hawaii	2,883,432
2	Continuum of Care - Hale Ola and DV Bonus Project FY23	10/1/24-9/30/25	Department of Housing and Urban Development	U.S	277,856
3	Continuum of Care - Hale Ola and DV Bonus Project FY22	10/1/23-9/30/24	Department of Housing and Urban Development	U.S	277,304
4	Continuum of Care - Hale Ola and DV Bonus Project FY21	10/1/22-9/30/23	Department of Housing and Urban Development	U.S	277,304
5	Continuum of Care - Hale Ola and DV Bonus Project FY20	10/1/21-9/30/22	Department of Housing and Urban Development	U.S	277,304
6	Continuum of Care - Hale Ola and DV Bonus Project FY19	10/1/20-9/30/21	Department of Housing and Urban Development	U.S	264,608
7	Transitional Housing Assistance Program	10/1/24-9/30/27	Department of Justice Office on Violence Against Women	U.S.	593,750
8	Transitional Housing Assistance Program	10/1/22-9/30/24	Department of Justice Office on Violence Against Women	U.S.	403,163
9	Transitional Housing Assistance Program	10/1/18-3/31/22	Department of Justice Office on Violence Against Women	U.S.	297,228
10	Emergency Solutions Grant Program - Ohia Domestic Violence Shelter	pending-1/31/26	City and County of Honolulu	Honolulu	149,879
11	Emergency Solutions Grant Program - Ohia Domestic Violence Shelter	5/14/24-5/31/24	City and County of Honolulu	Honolulu	73,335
12	Emergency Solutions Grant Program - Ohia Domestic Violence Shelter	5/22/23-12/31/23	City and County of Honolulu	Honolulu	90,000
13	Emergency Solutions Grant Program - Ohia Domestic Violence Shelter	3/27/20-6/30/24	City and County of Honolulu	Honolulu	538,549
14	Emergency Solutions Grant Program - Ohia Domestic Violence Shelter	2/19/20-1/31/21	City and County of Honolulu	Honolulu	82,801
15	Shelter - Stop Violence Against Women (VAWA)	1/1/25-9/30/25	Department of the Attorney General Crime Prevention and Justice Assistance Division	State of Hawaii	50,724
16	DV Transitional Housing for Families - Stop Violence Against Women (VAWA)	6/1/20-5/31/22	Department of the Attorney General Crime Prevention and Justice Assistance Division	State of Hawaii	248,115
17	PACT Supportive Transitions - Stop Violence Against Women (VAWA)	10/1/21-6/30/22	Department of the Attorney General Crime Prevention and Justice Assistance Division	State of Hawaii	120,000
18	Domestic Violence Shelter - Grant in Aid	7/1/23-6/30/24	Department of Human Services Social Services Division	State of Hawaii	205,000
19	Family Visitation Center (Oahu) - State Judiciary	7/1/23-6/30/25	Adult Client Services Branch, First Circuit Court, The Judiciary	State of Hawaii	700,695
20	Family Visitation Center (Oahu) - State Judiciary	10/1/20-9/30/21	Adult Client Services Branch, First Circuit Court, The Judiciary	State of Hawaii	111,111
21	Family Visitation Center (Oahu) - State Judiciary	10/1/21-9/20/22	Adult Client Services Branch, First Circuit Court, The Judiciary	State of Hawaii	111,111
22	Family Visitation Center (Oahu) - State Judiciary	10/1/22-9/30/23	Adult Client Services Branch, First Circuit Court, The Judiciary	State of Hawaii	111,111
23	Family Visitation Center (Oahu) - State Judiciary	10/1/23-9/30/24	Adult Client Services Branch, First Circuit Court, The Judiciary	State of Hawaii	111,111
24	OVW Justice for Families Program	10/1/22-9/30/24	Department of Justice Office on Violence Against Women	U.S.	366,666
25	Family Visitation Center (Kauai) - State Judiciary	7/1/19-6/30/23	Special Services Division, Fifth Circuit Court, The Judiciary	State of Hawaii	30,500
26	Family Visitation Center (Kauai) - State Judiciary	7/1/23-6/30/25	Special Services Division, Fifth Circuit Court, The Judiciary	State of Hawaii	18,000





**Parents And Children Together**

BUILDING THE RELATIONSHIPS THAT MATTER MOST

### Shelter Services Organization Chart

Senior Program Director  
Eddie Esperante

Assistant Program Director  
Beth Lazor

Shelter Case Manager  
JoAnn Hopps

Shelter Case Manager  
Luana Moreno

Shelter Case Manager  
Casie Heyward

Shelter Case Manager  
VACANT

Trauma Therapist  
VACANT

Program Coordinator  
Vanessa Chatham

Shelter Manager  
Sandra Whittle

Shelter Advocate  
Nakita Meli

Shelter Advocate  
Cindy Lewis

Shelter Advocate  
Sherry Ciskowsky

Shelter Relief Worker  
Billie-Ann Bruce

Shelter Relief Worker  
Kathleen Iaea

Shelter Relief Worker  
Larissa Ancheta

Shelter Relief Worker  
Kristy Arakawa

Shelter Relief Worker  
Jennifer Rivera

Shelter Relief Worker  
Sara Mathew

