

**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: Women in Need (WIN)

Amount of State Funds Requested: \$ 115,000

Brief Description of Request (Please attach word document to back of page if extra space is needed):
WIN is requesting funds to provide aid to those that are at risk of becoming homeless or are homeless and surviving from domestic violence to become self-sufficient. Services to be supported include Case Management, Mentorship, Advocacy, Legal Assistance and Education and Crisis Management.

Amount of Other Funds Available:

State: \$ 100,000
Federal: \$ 271,918
County: \$ 160,660
Private/Other: \$ 42,750

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

\$ 1,969,770

Unrestricted Assets:

\$ 20,000

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:

P.O. Box 414
City: _____ State: _____ Zip: _____
Waimanalo Hawaii 96795

Contact Person for Matters Involving this Application

Dr. Annie Anderson-Tanielu

Name:
Dr. Annie Anderson-Tanielu

Title:
Clinical Director of Oahu Programs

Email:
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(808) 772-6330

Federal Tax ID#:

State Tax ID#

Mary Scott-Lau
Authorized Signature

Mary Scott-Lau, Executive Director

Name and Title

January 17, 2019

Date Signed

received
1/17/19 2:31 PM PR

Grants in Aid FY 2020

Women In Need WIN

State Capitol Room 208
Honolulu, Hawaii 96813

January 17, 2019

Women in Need
PO Box 414
Waimanalo, Hawaii 96795
(808) 486-1996
www.winhi.org

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ATTACHMENTS

- A. Budget Request by Source of Funds
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Application Submittal Checklist

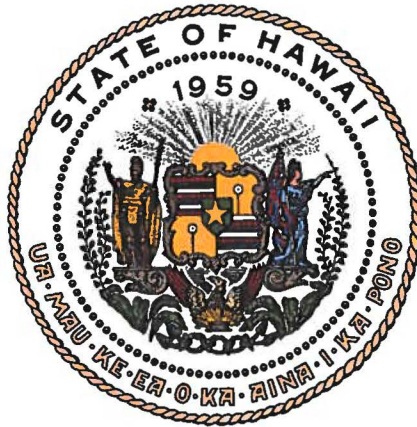
The following items are required for submittal of the grant application. Please verify and check off that the items have been included in the application packet.

- 1) Certificate of Good Standing (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](#))
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- 7) Experience and Capability
- 8) Personnel: Project Organization and Staffing


AUTHORIZED SIGNATURE

Mary Scott-Lau, Executive Director
PRINT NAME AND TITLE

January 14, 2019
DATE



Department of Commerce and Consumer Affairs

CERTIFICATE OF GOOD STANDING

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

WOMEN IN NEED (WIN)

was incorporated under the laws of Hawaii on 01/22/1997 ; that it is an existing nonprofit corporation; and that, as far as the records of this Department reveal, has complied with all of the provisions of the Hawaii Nonprofit Corporations Act, regulating domestic nonprofit corporations.

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

Dated: January 15, 2019

Director of Commerce and Consumer Affairs



**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.

- 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.

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.

Women in Need (WIN) Mary Scott-Lau
 (Typed Name of Individual or Organization)

Mary Scott 1/14/19
 (Signature) (Date)

Mary Scott-Lau Executive Director
 (Typed Name) (Title)



Application for Grants Certification

The grant will be used for Public Purpose pursuant to Section 42F-102, Hawaii Revised Statutes.

Name of requesting Organization: Women in Need (WIN)

The Public Purpose for the grant: To aid those that are at risk of becoming homeless or are homeless and surviving from domestic violence to become self-sufficient.

Services to be supported by the grant: Services to be supported include Case Management, Mentorship, Advocacy, Legal Assistance and Education and Crisis Management.

Target Group: The target population will be adult female, or those that identify as female, who are actively fleeing from domestic violence, dating violence, sexual assault, stalking, and prior victimization. WIN serves clients of diverse cultural backgrounds and mixed social status. Due to the negative impacts of abuse, survivors often time struggle with a host of challenges that include but are not limited to meeting basic needs such as having adequate housing, food, and finances along with substance use, mental health needs, and encounters with the criminal justice system. Therefore, it is essential to have supportive measures in place to assist in getting these needs met.

Cost of the grant: \$115,000

**Grant in Aid (GIA) FY 2020
Application for Grants**

II. Background and Summary

1. Brief Description

Women in Need (WIN) is a 501 (c) (3) human services organization whose mission is to serve Hawaii's community by assisting women and their families with transitional housing and other support services. WIN empowers families to lead healthy and full lives, providing a framework for women and children to live safely while implementing programs to help them develop and maintain self-sufficiency.

WIN was founded in 1996 to fill the need for basic life skill instruction for women. For over 20 years, WIN has provided transitional housing and supportive services to adults in need. Other supportive services include, access to recovery services through ADAD, substance abuse relapse prevention, domestic violence education and advocacy to the community, case management, bridge to success housing for individuals and families at-risk of homelessness and culturally integrative activities.

Since WIN's inception, Executive Director, Mary Scott-Lau began her mission of empowering women-at-risk to rise above their past and to start creating a better future for themselves and their families. Through Ms. Scott-Lau's leadership and her ability to empower both staff and individuals, WIN has grown into a multi-faceted organization that guides individuals to achieve personal development and self-sufficiency, maintain sobriety, obtain stable housing, increase awareness, educational opportunities while increasing earning potential. To ensure successful delivery of services, WIN has organizational systems in place. These systems are maintained by well-credentialed, highly trained, diverse staff; ongoing training and supervision programs; strong, quality assurance practices ensuring accountability and program quality; an Advisory Board consisting of treatment specialists, community members and individuals that provide crucial input and feedback regarding WIN services.

WIN has been an active member of Partners in Care (PIC) since 1997 and has extensive experience providing transitional housing and rapid rehousing services. As a member of PIC, WIN attends monthly meetings and currently participates on the Communications Board. WIN currently runs two transitional houses on Oahu to support those who are chronically homeless and surviving from domestic violence and has been providing these services since 2007. WIN also participates in the Homeless Point-In-Time count annually, which is a statewide count of homeless people that includes collaboration with numerous agencies and organizations.

2. Goals and Objectives

Our goal is to help survivors and their families thrive. We are dedicated to empowering underserved women, those who identify as women, and their families to recognize unhealthy patterns of abuse in all aspects of their life. To help survivors in their healing journey, WIN has begun utilizing a manualized curriculum titled "From Victim, to Survivor, to Thriver" by Susan O'Millian. This evidenced based approach allows the

survivor to identify each stage through multi modal and multi-sensory methods of learning while rebuilding a new and stronger sense of self. Recognizing that trauma can manifest in various ways, WIN also takes a Trauma Informed Care approach to prevent re-victimization of survivors.

WIN is committed to ending the cycle of domestic violence through advocacy, education, awareness and prevention programs. Since 1996, Women in Need has provided services to victims of domestic violence in the form of crisis intervention, classes, advocacy, transitional housing, case management, and resource referrals. The hierarchy of needs dictates that safety is a priority in responding to survivor needs. All of the screening and safety planning protocols and standards of care must remain a high priority. Consistent routine inquiry, validation, offers of support and safety planning provide a platform to encourage currently abused woman to ask for necessary assistance as needed. The objectives of the program include the following:

- Complete a Risk Assessment to identify immediate safety needs
- Create individualized safety plan
- Provide community networking resources to address survivor's needs
- Increase survivor's knowledge about domestic violence
- Survivor will increase their involvement in pro-social activities
- To prevent revictimization, WIN will maintain a trauma informed approach to provide survivors with a compassionate, positive and unique experience towards healing.
- WIN will inspire survivors to gain a sense of independence and empowerment through role modeling and exposing them to other's who have overcome similar adversities and challenges.
- Increased positive support for survivors
- Increased positive self-esteem and self confidence

3. Public Purpose and Need

WIN plans to use the grant for a public purpose, to support domestic violence survivors with needed services, pursuant to Section 42F-102, Hawaii Revised Statutes. According to the National Domestic Violence Hotline, domestic violence (also called intimate partner violence (IPV), domestic abuse or relationship abuse) is defined as a pattern of behaviors used by one partner to maintain power and control over another partner in an intimate relationship.

The effects of domestic violence resonate beyond the survivor and impacts their children, friends, family and co-workers alike. Domestic violence impacts our entire community as it isolates survivors and victims from social and financial help, often leaving them to choose between returning to their abuser or becoming homeless.

As stated by the National Center Against Domestic Violence, the most lethal time for survivors is when she makes the decision to finally leave the abusive relationship. During this time, survivors are often left with limited options for housing, resulting in homelessness and engaging in high risk behaviors. Studies show a connection between domestic violence to homelessness, particularly among families with children. One study has found that 50% of homeless women and children were fleeing abuse.

Domestic Violence in our communities is an urgent problem requiring cultural advocacy and community-based strategies that encompass the ethnic and demographic diversity of this population. The urgency is compounded by several

issues that particularly affect Maui such as different cultural norms of Asians, Native Hawaiians and Pacific Islanders: high prevalence rates, unique dynamics and manifestations of abuse, socio-cultural barriers, and the pressures to maintain the integrity of the family by not disclosing abusive behaviors.

Domestic violence is a social epidemic that does not discriminate and occurs everywhere. While it is not a popular topic of discussion, the impacts on the Valley Isle are prevalent. According to the State of Hawaii, Department of the Attorney General, FY 2018-2021 Implementation Plan for Violence Against Women, Abuse of a Family or Household Members (ABFHM) has increased statewide by 11% from 2011 to 2015, where Maui county increased by 23%. Temporary Restraining Orders (TRO) and protection order filings in domestic violence cases involving family or household members also increased statewide by 2%, where Maui County rose by 5% during that same time period. During the five-year period, arrests for violations of TRO increased statewide by 30% where the largest increase occurred in Maui County with a staggering 150%. The average annual rate of domestic abuse murders over the same five-year period is 7.2. Upon review of previous data, the Maui Police Department had 4,376 Domestic Violence (DV) cases reported in 2015 with only 667 of them resulting in arrest; which equates to approximately 15% of the offenders being arrested after police involvement. Which does not make sense as the intensity of domestic violence has alarmingly increased over time in Maui County.

According to the Maui Police Department (MPD), there were 4,376 Domestic Violence (DV) cases reported in 2015 and 667 arrests. That means that approximately only 15 % of offenders were arrested after police involvement. Comparably it was 20.8% in 2014, and 15.9% in 2013. According to the Department of Human Services Data Book of 2012, approximately 7,338 victims/survivors received services; 1,919 survivors were provided advocacy services; 6,768 received DV outreach and education throughout the state.

The community, cultures, geography and dynamics in Hawaii are unique. This also presents unique challenges; families and communities are well connected, seeking safety when escaping a domestic violence relationship can be difficult-- the survivor escaping a relationship can move, but inadvertently end up in a neighborhood near her abuser's co-worker, cousin, friend, etc.

Unlike the continental United States, where you can literally drive for several hours and be in another county or even state, there is a finite limit to distance a victim can move away, always still on an island. The cycle of domestic violence and substance abuse can run within generations in a family, which can further keep a victim in that cycle due to normalization of their experience, not knowing anything different, family pressure to stay in the community or family, and keeping children with both parents. Isolation due to poverty, life circumstances and domestic violence is common. At times, the strengths of a collectivistic culture can pose threats and challenges for

survivors due to the closeness of the community.

4. Target Population

The target population will be identified as female adults or those who identify as female who are actively fleeing from domestic violence, dating violence, sexual assault, stalking, and prior victimization. WIN serves clients of diverse cultural backgrounds and mixed social status. Due to the negative impacts of abuse, survivors often time struggle with a host of challenges that include but are not limited to meeting basic needs such as having adequate housing, food, and finances along with substance use, mental health needs, and encounters with the criminal justice system. Therefore, it is essential to have supportive measures in place to assist in getting these needs met.

5. Geographic Coverage

The service area is the island of Maui County

III. Service Summary and Outcomes

1. Scope of work, tasks and responsibilities

WIN will provide specific resources and services that address the safety, economic, housing, and workplace needs of victims of sexual assault, domestic violence, dating violence, or stalking, including emergency assistance. Our Domestic Violence Survivor Advocacy Program will provide services to approximately 24 women over the course of this project.

WIN has been providing Case Management and Advocacy services on the islands of Oahu and Kauai for the same target population since 2008. Based on the outcomes of those programs, it is expected that the following will be direct benefits achieved through the implementation of this project on Maui. This program will help at least 24 unduplicated DV surviving women and children to become independent and self-sufficient during the grant term. The goal of the proposed project is to provide outreach services, efficient and accessible case management, crisis intervention and advocacy services to the targeted population. The program anticipates on reducing and preventing homelessness and reducing the number of DV victims and their families. Objectives include: providing 24 women and children with case management and advocacy over one year; increase life skills attained by participant families monthly; increase positive relationship building for families over one year; and increase the participation in case management provided on a monthly basis. Data will be collected through 6-month consumer satisfaction surveys.

Measurable Outputs: Number of clients referred for case management; Number of clients receiving case management, a month; Number of clients requiring legal services; Number of clients who developed a safety plan a month; Number of clients who are homeless at the beginning versus the end of the program; number of clients who receive services and are surviving from domestic violence.

Measurable Outcomes: Based on a semi-annual consumer satisfaction survey, the following will be reported on through quality assurance. WIN believes the following outcome measures reflect an effective program: % who reporting a positive experience

with the program; % who report being more confident in making healthy decisions; % who report they are able to identify past destructive behaviors; % who develop a safety plan within 5 days; % who received a case manager; % who received case management, advocacy, support groups, anger management groups, and legal counsel services monthly; % who report gaining effective communication skills; % who gained a stronger desire to become more productive and self-sufficient; % who report they value a positive lifestyle; % reporting positive relationship skills; % reporting they have learned skills that enable goal attainment; % who obtain skills needed for gainful employment; % who find stable housing; % who report positive peer relationships; and % staff provided training on topics related to DV and homelessness.

2. **Annual Timeline**

WIN has already implemented this program and therefore will be able to provide services upon contracting. The following is a schedule of the services that will be provided to each participant:

- Day 1-3: Participant is referred/self-referred to WIN. They are screened and an intake packet is completed, or they are referred to services that WIN cannot provide.
- Week 1: Client meets with advocate for treatment planning and crisis management plans.
- Week 2: Participant meets with their case manager to discuss program services, referral sources, and community resources that best meet their needs.
- Week 3 until discharge: Advocacy and Case Management services continue and include support services such as: transitional housing, substance abuse treatment, anger management, healthy relationships, DV awareness and education, family therapy, mental health support, and mentorship. WIN collaborates with community agencies consistently to best support the participant.

Follow-Up and Evaluation Services

Staff provides follow-ups at three, six, and 12 months to assure they are still safe and if there are additional needs. WIN provides participants with an evaluation of services every 6 months which include questions about the program effectiveness, efficiency, access to services and participant satisfaction.

3. **Quality Assurance and Evaluation Plans**

The goal of WIN's quality assurance coordination is to ensure that participants receive the most effective and efficient services through the implementation of the Domestic Violence Survivors Advocacy Program. WIN continuously monitors their programs, identifying the strengths and deficiencies of services, and taking appropriate corrective actions. WIN's quality assurance plan serves as procedural guidelines for staff and describes responsibilities in monitoring services. Staff meet quarterly to review, evaluate, and implement improvements. The board oversees the execution of the Quality Assurance Plan (QAP) and assigns responsibilities for monitoring key indicators of quality to various staff

who present regular reports. The review identifies areas for improvement, which results in corrective action in those areas.

WIN's QAP and Continuous Improvement Process are designed to meet all requirements of quarterly and/or annual contract monitoring and to ensure compliance with all administrative and fiscal aspects of the contract. WIN provides documentation of all QAP activities and participant records for audits scheduled by oversight agencies. Evaluation in the form of surveys, feedback and closure forms are used in creating new programs and for application and compliance purposes required by funding agencies. All quarterly findings and information are reviewed by the Quality Assurance Committee and is conveyed to the Board of Directors and Executive Director.

In supporting its picture to improve the health and safety in our communities, WIN responds to the unique needs of domestic violence survivors and families by offering research and evidenced based treatment, counseling and education to promote pro-social behaviors and attitudes in a safe, respectful, and culturally sensitive community setting.

Record Review

The Executive Director and Clinical Director meet quarterly to review a random sample of 10% of active case files, utilizing established review criteria. Indicators reviewed include completeness of documentation, meeting of program standards, and presence-required documents. A report summarizing findings is generated, and deficiencies are communicated to program managers for corrective actions. Corrective Action Plan timelines are then followed up for completion.

Satisfaction Surveys

Satisfaction Surveys are an important part of WIN's Quality Assurance process. Surveys are conducted of consumers at a minimum twice a year. Analysis of results produces corrective actions, which are evaluated through subsequent surveys.

Consumer Complaints, Grievances and Appeals

All participants' complaints, appeals and grievances, are maintained in a complaint log book and presented in the monthly clinical meeting. Responses to such complaints, appeals and grievances are submitted to the appropriate persons in writing within the required time frame. Results of actions taken are noted in the monthly meeting minutes, and where warranted, studies of system improvement in response to actions taken are incorporated into the QA process.

Quality Management Policies and Procedures

WIN has established policies and procedures to include: Consumer Complaints, Grievances and Appeals; Consumer Safety; Consumer Satisfaction; Disaster Preparedness; Emergency Evacuation; Evidence-based Practice Guidelines; Level of Care Placement; Compliance; Consumer Rights and Orientation; Confidentiality/HIPAA; Treatment Records; Individualized Service Plans; Transition of participant to other programs; Credentialing Staff; and additional policies and procedures. These policies and procedures are available for review

upon request.

Outcome Measures and Performance Indicators

WIN is set up to provide regular monthly, quarterly, and yearly reporting of well-defined outcome measures and performance indicators of its delivery system. These are consistent with the professional standards of the discipline involved in the delivery of services. WIN focuses on the quality indicators of Program Efficiency, Program Effectiveness, Access to Services, and Consumer Satisfaction. It is WIN's policy that data collecting, timely reporting, and monitoring are key components in measuring the success of the program and for making continuous improvements in the effectiveness and delivery of services.

4. Measures of Effectiveness

WIN will collect data on the following Performance Measurements:

- 80% of victims who utilize crisis intervention will find it to be helpful to them.
- 100% of survivors will have access to accurate information about support services available in the community that they might need.
- 90% of survivors will have more ways to plan for their safety.
- 80% of survivors will feel more hopeful about the future.
- 80% of survivors will feel less isolated.
- 80% of survivors will know more about their options.
- 70% of survivors will feel more confident in their decision-making.
- 90% of survivors will find the program to be helpful to their healing process.
- 70% of survivors will have increased understanding about the natural responses to trauma.

IV. FINANCIAL

1. Budget

- Please refer to Attachment A for an outline of the budget request by source of funds using the budget form provided in this Application for Grant.
- Please refer to Attachment B for an outline of the personnel salaries and wages using the budget form provided in this Application for Grant.
- Please refer to Attachment C for an outline of equipment and motor vehicles using the budget form provided in this Application for Grant. WIN did not budget for any equipment or motor vehicles for this project.
- Please refer to Attachment D for capital project details using the form provided in this Application for Grant. WIN is not budgeting as a capital project.

2. Quarterly Funding Request FY 2020

| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | Total Grant |
|-----------|-----------|-----------|-----------|-------------|
| \$28,750 | \$28,750 | \$28,750 | \$28,750 | \$115,000 |

3. Other Funding Sources – FY 2020

Please see Attachment E for a current listing of all other sources of funding WIN is seeking for FY 2020.

4. State and Federal Tax Credits

WIN has not been given any state or federal tax credits within the past three years. WIN has not applied for any state or federal tax credits, nor do we anticipate applying for any.

5. Government Contracts, Grants, and Grant in Aid

See Attachment F for a current listing of all federal, state, and county government contracts, grants and grants in aid WIN has been granted within the past three years using the form provided in this Application for Grant.

6. Balance of Unrestricted Assets

Please see Attachment G for the balance of WIN unrestricted current assets as of September 30, 2018. WIN's accounting department is currently working on the balance sheet ending December 31, 2018 and can be submitted upon contracting.

V. EXPERIENCE AND CAPABILITY

1. Necessary Skills and Experience

For over 20 years WIN has helped to fulfill the overwhelming needs of survivors of domestic violence, successfully transition clients into the community from incarceration, and aid in the step up from homelessness to housed. In 2007, WIN expanded services offered to survivors by acquiring the first Bridge to Success Transitional House. Today WIN has three transitional houses, two on Oahu and one on Kauai. The transitional homes have proven a great community resource in providing a safe place to heal women in transition. By giving women and children a safe place to live and a program that helps them to transition to self-sufficiency and access to resources, we are in fact living our mission.

WIN is perfectly poised to successfully carry out this proposed project. Since its inception, the program has been providing services to survivors, children and families. WIN has been operating the Domestic Violence Advocacy program for through federal, state and county funding since 2008.

WINs organizational structure is equipped with features that ensure the successful delivery of services to the target population. All staff are credentialed and have experience working with survivors of domestic violence. Some WIN staff are former participants, which in itself is a viable measure of the organization's success. As a result, WIN possesses staff with the qualifications, understanding, skills, and education necessary to advocate for participants and their families through their transition to self-sustainability.

2. Facilities

With the support of this grant, WIN has identified a location that they would like

to operate all the proposed services.

Administrative/Clinical Offices

Both Administrative and Clinical services for Maui are tentatively expected to occur at the following location: 270 Waiehu Beach Road, Suite 116, Wailuku HI 96793. WIN plans on securing this site by July 1, 2019 through a rental agreement.

VI. PERSONNEL: PROJECT ORGNAIZATION AND STAFFING

1. Proposed Staffing, Staff Qualifications, Supervision and Training

All WIN staff providing the proposed services shall possess the knowledge, skills, and experience of working with the targeted population. The administrative staffing pattern provides for adequate, efficient administrative support that allows for effective delivery of service, and for a variety of credentialing categories of clinical staff to ensure a multi-disciplinary team approach to service delivery. The following is a description of the proposed staffing pattern, client/staff ratio and proposed caseload capacity for the program:

WIN's organizational structure is equipped with features that ensure the successful delivery of services. WIN staff has extensive experience with individuals surviving from domestic violence, suffering from post-traumatic stress disorder, complex trauma, victimization, anger management, criminality and substance use. All Case Managers/Advocates are trained in trauma informed care and follow evidence-based practices when implementing services. WIN's is equipped to ensure successful delivery of services through:

- A well-credentialed, highly trained, diverse staff with experience in providing transitional housing, case management, support, advocacy, mentoring and adult substance abuse treatment services.
- Ongoing training and supervision program for staff.
- A strong quality assurance program.
- Accountability ensured through quality assurance.
- An Advisory Board consisting of treatment specialists, community members and consumers that provide crucial input and feedback regarding WIN services. Our Board of Directors consists of nine professionals passionate about creating a community of support for the consumers of the agency and have no material conflict of interest and serve without compensation. Each dedicated member actively participates in fundraising events, and they assist through financial contributions, product donations, professional expertise and time. Each member's professional and personal networks help to spread awareness about WIN's cause and upcoming events and meet every other month.

Staffing Pattern

The typical caseload will be 10-12 individuals per staff member for advocacy and case management. Resumes and position descriptions for all significant staff budgeted to the program will be provided upon request. Partial Funding is requested for staffing.

Credentialing

WIN has instituted a credentialing policy and procedure to ensure that all employees have the appropriate level of training and experience to perform their job. The credentialing process includes: a criminal background check, a review of the child abuse and neglect report, primary service verifications of education, license, residency (if applicable), insurance, work history, and references. Information is obtained regarding revocation, suspension, curtailment, and/or sanctions of privileges, license; and/or insurance. All staff at WIN are CPR certified.

Training

We ensure that the staff are carefully supervised and continually trained in the delivery of service. Specific skills related to the delivery of the program include, but is not limited to, extensive training in crisis intervention, trauma informed care, cross cultural counseling approaches, suicide prevention models, gender specific treatment, cognitive behavioral therapy, dialectic behavioral therapy, motivational interviewing, contingency management, ethics, HIPPA/confidentiality, co-occurring disorders, substance abuse, therapeutic interventions, managing potentially assaultive behaviors and lethality risk assessments. WIN staff regularly research best practices for working with survivors and apply this knowledge base into its clinical service delivery and training programs. WIN staff are provided with a minimum of 40 hours of training every two years.

WIN Staff has the following qualifications: extensive background in domestic violence either as a survivor of domestic violence, an advocate or as an instructor; knowledge of dynamics of domestic violence and how it affects the family, friends, work and community; training in several domestic violence areas including prevention, crisis intervention and collaboration with all the domestic violence shelters. WIN's staff possesses and utilizes a wide range of higher-level interpersonal observational skills and has experience in client assessment. They demonstrate motivational skills and the ability to direct clients to appropriate resources. They work effectively with individuals of diverse backgrounds, cultures, religious beliefs, and lifestyles. WIN has the capacity to build rapport and work with substance abuse clients, survivors, homeless persons and individuals who may have criminal history in their backgrounds, a history of violence, and those who may at times find it hard to trust and cooperate within structured services and systems. Staff composition is representative of the cultural diversity in Hawaii and includes supervision in the area of delivery. The strengths brought by cultural competence form the foundation of our service to Hawaii's diverse cultural population.

The following staff are intended to be partially funded through this GIA grant:

.10 FTE: Executive Director Mary Scott-Lau is a certified Domestic Violence Counselor and has over 20 years of experience working with survivors. Ms. Scott-Lau is an accredited instructor for mandatory anger management for the Department of Public Safety. She is a member of the Community Alliance on Prisons; and a member of the Community Advisory

Board on female offenders for the Department of Public Safety. She has also been a domestic violence instructor for Ameri-Corps, a member of the Volunteer Legal Services Hawaii, and an advocate/instructor for the Mary Jane Center. She has extensive experience and success in enlisting community support from partnering organizations.

.20 Clinical Supervisor Dr. Dayna Schultz, Psy. D., MSW, LSW, CSAC-IADAC is Psychologist, Licensed Social Worker and Licensed- Certified Substance Abuse Counselor. She has worked for WIN since 2016. As the clinical supervisor, she is responsible to provide supervision services to the staff of WIN. She supervises the current interns and provides clinical support and crisis management. She is currently responsible for the overall management, administration, coordination and evaluation of the WIN Residential programming and Intern Services. With over 15 years of experience in the field of Domestic Violence she brings a plethora of knowledge from a survivor and provider standpoint. She is able to provide direct oversight and clinical supervision of the DV Case managers/Advocates as she has expertise as it relates providing a trauma informed approach for survivors of Domestic Violence.

1 Position at 1.00 FTE: Case Manager DV/Advocate (TBD) works directly with the survivor and advocates for women experiencing domestic violence. This person works as an Intake Coordinator where she is the first person that the client has contact, including intake, exits and discharges, signing consents, assist in obtaining TRO's, developing safety plans, participates in meetings, court hearings or other events necessary to support the survivor and their families; provide community referrals to ensure support; manage crisis as they arise; provide regular updates to the Clinical Supervisor and WIN Admin. They will have extensive experience implementing trauma informed care and working with survivors.

1 Position at .50 FTE: Case Manager DV/Advocate (TBD) works directly with the survivor and advocates for women experiencing Domestic Violence. This person works as an Intake Coordinator where she is the first person that the client has contact, including intake, exits and discharges, signing consents, assist in obtaining TRO's, developing safety plans, participates in meetings, court hearings or other events necessary to support the survivor and their families; provide community referrals to ensure support; manage crisis as they arise; provide regular updates to the Clinical Supervisor and WIN Admin. They will have extensive experience implementing trauma informed care and working with survivors.

2. Organization Chart

See Attachment H for the Organization Chart.

3. Compensation

The table below shows the annual salary range paid by WIN to the three highest paid positions.

| | |
|---------------------|---------------------|
| Executive Director | \$84,000 – \$86,000 |
| Clinical Director | \$62,000 – \$65,000 |
| Treatment Counselor | \$42,000 – \$45,500 |

VII. OTHER

1. Litigation

WIN is free from any litigation pending or otherwise.

2. Licensure or Accreditation

WIN does not currently have any special qualifications such as licensure or accreditation at this time, nor is it needed for this request.

3. Private Educational Institutions

WIN will not be using this grant to support or benefit a sectarian or non-sectarian private educational institution.

4. Future Sustainability Plan

If the GIA funding is not available to support this project, WIN has a sustainability plan in place. This includes the use of WIN's Board of Directors who meet on an annual basis to identify funding needs for the upcoming and future years in order to maintain all the programs and activities that currently operate, in addition to new ideas for programs or the expansion of existing ones. Throughout the year, board members look for resources to sustain each program and the organization as a whole. The budget line items are evaluated for its importance to continuing each program's operations after the grant funds are decreased or cease to exist. WIN staff, office leases, supplies, insurance, audit, house leases, and training are critical expenses to continue providing the same or higher level of services.

WIN's current funding strategies include:

- Billing medical insurance as first payer. This allows for grant funds to be used more for supportive services which will produce greater outcomes.
- Use of program fees for transitional housing program to support programming needs. Participants are charged a program fee while living in the transitional house and is income based.
- The use of major-gift programs. WIN identifies, cultivates and solicits donors that have the potential to make significant gifts.
- Corporate sponsorships are used to build a base of long-term commitment and support from local business.
- A training program is used for staff to receive additional training during the grant period to learn new and evidenced based protocols to enhance services.
- Collaboration with Partner Agencies help identify new funding streams or other resources to continue operations. Partners more importantly augment operations to reduce or even eliminate some

expenses without disrupting the continuum of care.

- Grant requests are submitted to private foundations and government agencies that support our mission.

Sustainability planning will be conducted throughout the grant project. WIN will continue to pursue additional funding revenues to sustain and or expand operati

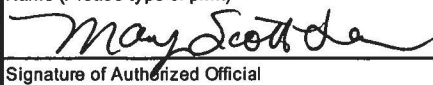
ATTACHMENT A
BUDGET REQUEST BY SOURCE OF
FUNDING

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2019 to June 30, 2020

App

Women in Need (WIN)

| BUDGET CATEGORIES | Total State Funds Requested (a) | Total Federal Funds Requested (b) | Total County Funds Requested (c) | Total Private/Other Funds Requested (d) |
|--|---------------------------------------|--|--|---|
| A. PERSONNEL COST | | | | |
| 1. Salaries | 75,400 | 175,000 | 87,159 | 18,000 |
| 2. Payroll Taxes & Assessments | 11,310 | 20,215 | 10,151 | 3,150 |
| 3. Fringe Benefits | 9,946 | 20,175 | 10,050 | 6,000 |
| TOTAL PERSONNEL COST | 96,656 | 215,390 | 107,360 | 27,150 |
| B. OTHER CURRENT EXPENSES | | | | |
| 1. Airfare, Inter-Island | 1,500 | 3,000 | 1,200 | 600 |
| 2. Insurance | | 2,000 | 2,500 | |
| 3. Lease/Rental of Equipment | | | 2,100 | |
| 4. Lease/Rental of Space | 6,344 | 12,528 | 12,000 | |
| 5. Staff Training | | 3,500 | | |
| 6. Supplies | | 1,000 | 3,000 | 1,000 |
| 7. Telecommunication | | 3,500 | 6,000 | 1,500 |
| 8. Utilities | 4,000 | | 8,000 | |
| 9. Contractual Services - Administrative | 5,000 | 6,000 | 10,000 | 2,000 |
| 10. Curriculum and cultural events | 1,500 | | 8,500 | 3,500 |
| 11. Housing subsidies | | 25,000 | | 7,000 |
| 12 | | | | |
| 13 | | | | |
| 14 | | | | |
| 15 | | | | |
| 16 | | | | |
| 17 | | | | |
| 18 | | | | |
| 19 | | | | |
| 20 | | | | |
| TOTAL OTHER CURRENT EXPENSES | 18,344 | 56,528 | 53,300 | 15,600 |
| C. EQUIPMENT PURCHASES | | | | |
| D. MOTOR VEHICLE PURCHASES | | | | |
| E. CAPITAL | | | | |
| TOTAL (A+B+C+D+E) | 115,000 | 271,918 | 160,660 | 42,750 |
| SOURCES OF FUNDING | | Budget Prepared By: | | |
| (a) Total State Funds Requested | 115,000 | Annie Anderson-Tanielu (808) 772-6330 | | |
| (b) Total Federal Funds Requested | 271,918 | Name (Please type or print) Phone | | |
| (c) Total County Funds Requested | 160,660 |  | | |
| (d) Total Private/Other Funds Requested | 42,750 | Signature of Authorized Official Date | | |
| TOTAL BUDGET | 590,328 | Mary Scott-Lau, Executive Director Name and Title (Please type or print) | | |

ATTACHMENT B
BUDGET JUSTIFICATION –
PERSONNEL SALARIES AND WAGES

ATTACHMENT C
BUDGET JUSTIFICATION –
EQUIPMENT AND MOTOR VEHICLES

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2019 to June 30, 2020

Applicant: Women in Need

| DESCRIPTION EQUIPMENT | NO. OF ITEMS | COST PER ITEM | TOTAL COST | TOTAL BUDGETED |
|--------------------------------|-----------------|------------------|---------------|-------------------|
| not applicable | | | \$ - | |
| | | | \$ - | |
| | | | \$ - | |
| | | | \$ - | |
| | | | \$ - | |
| TOTAL: | | | | |
| JUSTIFICATION/COMMENTS: | | | | |

| DESCRIPTION OF MOTOR VEHICLE | NO. OF VEHICLES | COST PER VEHICLE | TOTAL COST | TOTAL BUDGETED |
|---------------------------------|--------------------|---------------------|---------------|-------------------|
| not applicable | | | \$ - | |
| | | | \$ - | |
| | | | \$ - | |
| | | | \$ - | |
| | | | \$ - | |
| TOTAL: | | | | |
| JUSTIFICATION/COMMENTS: | | | | |
| Not applicable | | | | |

ATTACHMENT D
BUDGET JUSTIFICATION –
CAPITAL PROJECT DETAILS

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2019 to June 30, 2020

Applicant: Women in Need

| FUNDING AMOUNT REQUESTED | | | | | | |
|---|--|---------------|-----------------------|----------------------------------|--------------------------------------|--------------|
| TOTAL PROJECT COST | ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS | | STATE FUNDS REQUESTED | OTHER SOURCES OF FUNDS REQUESTED | FUNDING REQUIRED IN SUCCEEDING YEARS | |
| | FY: 2017-2018 | FY: 2018-2019 | FY:2019-2020 | FY:2019-2020 | FY:2020-2021 | FY:2021-2022 |
| PLANS | N/A | N/A | N/A | N/A | N/A | N/A |
| LAND ACQUISITION | N/A | N/A | N/A | N/A | N/A | N/A |
| DESIGN | N/A | N/A | N/A | N/A | N/A | N/A |
| CONSTRUCTION | N/A | N/A | N/A | N/A | N/A | N/A |
| Not Applicable | N/A | N/A | N/A | N/A | N/A | N/A |
| TOTAL: | N/A | N/A | N/A | N/A | N/A | N/A |
| JUSTIFICATION/COMMENTS: Not applicable | | | | | | |

ATTACHMENT E
BUDGET JUSTIFICATION –
OTHER SOURCES OF FUNDING FOR
FY 2020

WIN OTHER SOURCES OF FUNDING FOR FY 2020

Applicant: Women in Need (WIN)

Request Total: \$ 1,388,650

| | CONTRACT DESCRIPTION | AGENCY | GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau) | REQUEST VALUE |
|----|---|-----------------------------|--|----------------------|
| 1 | Case Management and Advocacy | City and County GIA | Honolulu | \$ 119,050 |
| 2 | Case Management and Advocacy | GIA 2020 | Maui | \$ 115,000 |
| 3 | Transitional Housing for Homelessness | CDBG | Maui | \$ 50,000 |
| 4 | Transitional Housing | Emergency Solutions Grant | Honolulu | \$ 146,297 |
| 5 | Transitional Housing for Homelessness | CDBG | Kauai | \$ 50,000 |
| 6 | Acquisition of Transitional House | CDBG Acquisition | Kauai | \$ 500,000 |
| 7 | Transitional Housing for Furlough Women | Department of Public Safety | State | \$ 94,827 |
| 8 | Substance Abuse Treatment Services | Judiciary | Honolulu | \$ 313,476 |
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ATTACHMENT F
GOVERNMENT CONTRACTS, GRANTS,
AND/OR GRANTS IN AID

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: Women in Need (WIN)

Contracts Total:

2,035,580

| | CONTRACT DESCRIPTION | EFFECTIVE DATES | AGENCY | GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau) | CONTRACT VALUE |
|----|--|------------------------|---------------|--|-----------------------|
| 1 | Substance Abuse Treatment | 7/1/17 - 9/30/21 | DOH - ADAD | State | 650,000 |
| 2 | Substance Abuse Monitoring | 1/1/17 - 6/30/20 | DHS | Oahu | 87,159 |
| 3 | DV and Homeless Services | 5/9/18 - 6/30/19 | DHS HPO | State | 180,091 |
| 4 | DV Services | 9/13/17-11/30/18 | CDBG | Oahu and Kauai | 163,465 |
| 5 | DV Support Services | 10/1/18 - 9/30/19 | GIA | Oahu | 119,050 |
| 6 | Bridge to Success - Transitional Housing | 10/1/15 - 9/30/18 | OVW | Federal | 350,000 |
| 7 | DV Support Services | 7/1/17 - 6/30/18 | GIA | Oahu | 99,885 |
| 8 | Bridge to Success | 7/1/17 - 6/30/18 | GIA | State - Kauai | 100,000 |
| 9 | DV Services | 10/17/16 - 10/16/17 | CDBG | Oahu and Kauai | 137,490 |
| 10 | DV and Homeless Services | 8/1/16 - 1/31/17 | DHS HPO | Oahu | 73,440 |
| 11 | Substance Abuse Treatment | 7/1/15 - 6/30/19 | Judiciary | State | 75,000 |
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ATTACHMENT G
BALANCE OF UNRESTRICTED ASSETS

Women In Need WIN

STATEMENT OF ACTIVITY

January - September, 2018

| | TOTAL |
|--|-------------------|
| Revenue | |
| 4000 Direct Contributions | |
| 4010 Individ, Business Contributions | 4,497.60 |
| Total 4000 Direct Contributions | 4,497.60 |
| 4400 Revenue from Grants | |
| 4410 Federal Grants | |
| 4411 Off on Violnc Agnst Wmn (OVW) | 45,522.26 |
| 4412 EFS National Board Program | -730.27 |
| Total 4410 Federal Grants | 44,791.99 |
| 4420 State Grants | |
| 4421 ADAD - Oahu | 299,709.60 |
| 4422 ADAD - Kauai | 28,492.00 |
| 4423 HPO - Oahu | 72,497.00 |
| 4424 HPO - Kauai | 22,557.00 |
| 4425 Judiciary Grant | 43,449.70 |
| 4426 Department of Human Services | 24,784.00 |
| 4427 HPO - Halawa | 92,638.00 |
| 4428 HPO - Aiea | 17,693.00 |
| 4429 Interest Earned | 400.00 |
| Total 4420 State Grants | 602,220.30 |
| 4430 City & County Grants | |
| 4431 CDBG | 133,387.44 |
| 4433 AUW - Oahu | 1,521.51 |
| 4434 AUW - Kauai | 5,000.00 |
| 4437 GIA | 50,876.99 |
| 4439 Hawaii Community Foundation | 500.00 |
| Total 4430 City & County Grants | 191,285.94 |
| 4450 Womens Fund of Hawaii | 5,000.00 |
| 4451 Charity Walk | 1,044.00 |
| Total 4400 Revenue from Grants | 844,342.23 |
| 4500 Indirect Contributions | 2,087.99 |
| 4600 Other Types of Income | 210.72 |
| 4610 Medical Billing - Kauai | 23,716.94 |
| Total 4600 Other Types of Income | 23,927.66 |
| 5000 Earned Revenues | |
| 5100 Program Fees | 4,294.90 |
| 5105 Program Fees Kauai | 19,859.13 |
| 5106 Program Fees Oahu | 44,861.47 |
| Total 5100 Program Fees | 69,015.50 |
| 5900 Special Events/Fundraising | 26,828.86 |
| Total 5000 Earned Revenues | 95,844.36 |
| Sales | 0.00 |
| Uncategorized Income | 7,406.00 |

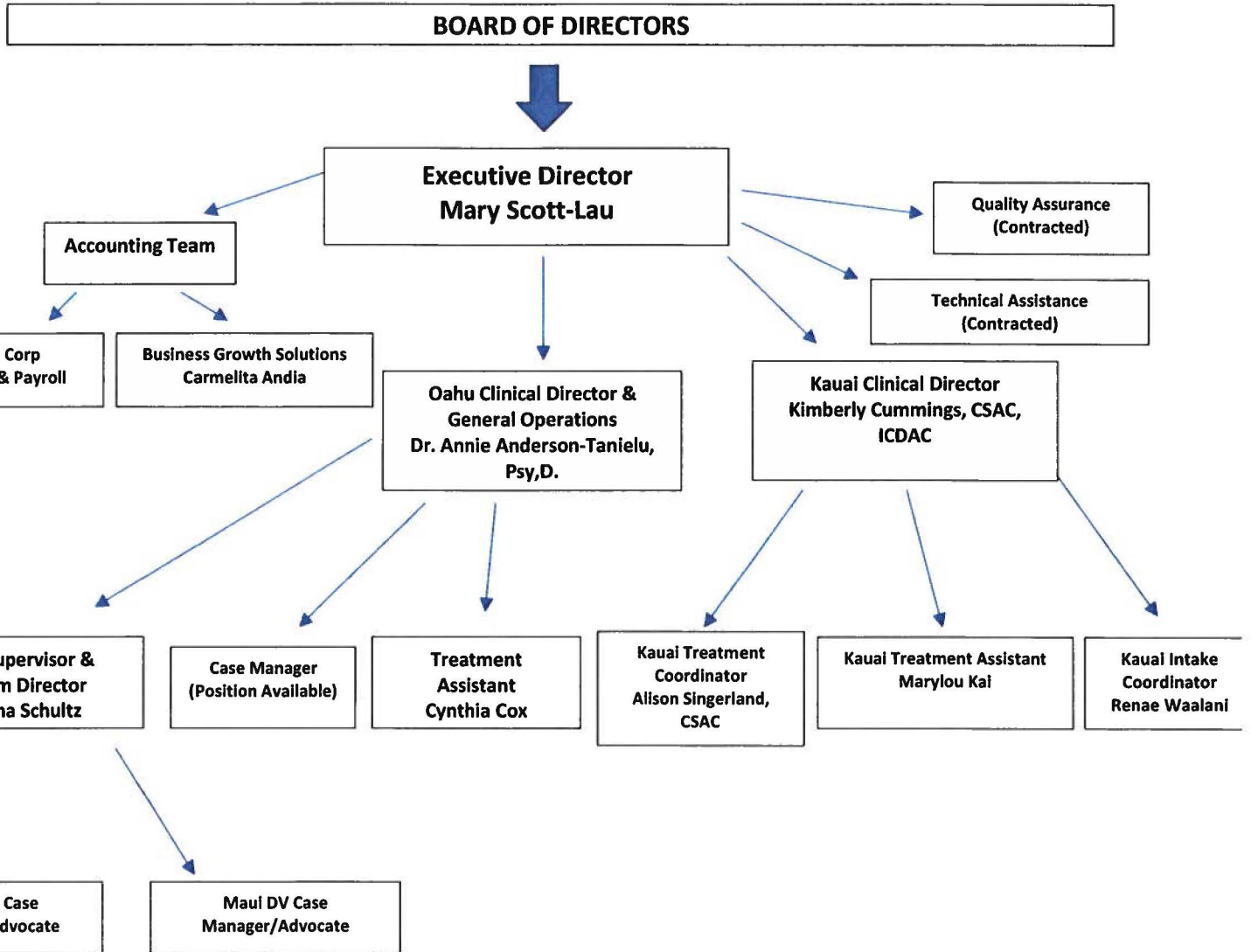
| | TOTAL |
|---|---------------------|
| Total Revenue | \$978,105.84 |
| GROSS PROFIT | \$978,105.84 |
| Expenditures | |
| 6100 Insurance | |
| 6110 General/Professional Liability | 9,802.62 |
| 6115 DNO/EPLI Insurance | 1,832.00 |
| 6120 TDI Insurance | 2,269.39 |
| 6140 Workman's Comp | 3,145.00 |
| 6150 Home Insurance | 213.00 |
| Total 6100 Insurance | 17,262.01 |
| 6300 WIN Transitional Facilities | |
| 6310 Aiea House | |
| 6311 Rent | 29,350.00 |
| 6312 Utilities | 16,067.68 |
| 6313 Supplies/Equipment | 7,381.97 |
| Total 6310 Aiea House | 52,799.65 |
| 6330 Kauai House | |
| 6331 Rent | 34,500.00 |
| 6332 Utilities | 12,056.38 |
| 6333 Supplies/Equipment | 1,900.33 |
| Total 6330 Kauai House | 48,456.71 |
| 6340 Halawa House | |
| 6341 Rent | 41,850.48 |
| 6342 Utilities | 10,285.51 |
| 6343 Supplies/Equipment | 5,560.28 |
| 6344 Furniture | 3,060.49 |
| Total 6340 Halawa House | 60,756.76 |
| 6350 Maintenance & Repair | 10,751.99 |
| Total 6300 WIN Transitional Facilities | 172,765.11 |
| 6400 Treatment/Program (IOP) | 1,096.34 |
| 6410 Curriculum | 200.00 |
| 6415 Supplementary Education | 100.00 |
| 6420 Supplies | 6,214.89 |
| 6430 Special Events | 2,052.95 |
| 6450 Lab Fees & Supplies | 2,063.66 |
| 6460 Gifts | 1,049.45 |
| 6480 Meals | 2,559.23 |
| Total 6400 Treatment/Program (IOP) | 15,336.52 |
| 6500 Operations | |
| 6510 Business Expenses | 23.48 |
| 6511 Bank/Credit Card Fees | 519.68 |
| 6512 Business Registration Fees | 75.00 |
| 65121 Technology/Media | 423.08 |
| 6513 Business Meals | 4,951.52 |
| 6514 General Excise Tax | 7,373.00 |
| 6515 Subscrptn/Mmbrshp/Certification | 80.00 |
| 6516 Parking | 85.50 |
| 6517 Telecommunications | 5,610.74 |
| 6518 Postage/Shipping | 363.12 |

| | TOTAL |
|---|-------------------|
| 6519 Gifts/Thank You | 1,419.20 |
| Total 6510 Business Expenses | 20,924.32 |
| 6520 WIN Offices | 231.93 |
| 6521 Aiea Office | 457.69 |
| 65211 Rent | 34,046.00 |
| 65212 Utilities | 3,024.48 |
| 6529 Software Purchase | 121.40 |
| Total 6521 Aiea Office | 37,649.57 |
| 6522 Kailua Office | |
| 65221 Rent | 28,892.23 |
| 65222 Utilities | 6,458.38 |
| Total 6522 Kailua Office | 35,350.61 |
| 6523 Kauai Office | 2,496.00 |
| 65231 Rent | 7,513.00 |
| 65232 Utilities | 6,458.01 |
| 65233 Software/Tech Purchase | 3,007.93 |
| Total 6523 Kauai Office | 19,474.94 |
| 6524 Printing and Copying | 2,580.43 |
| 6525 Supplies | 4,055.15 |
| 6526 Miscellaneous Office/General Administrative Expenditures | 36.60 |
| Total 6525 Supplies | 4,091.75 |
| 6527 Equipment Purchase | 7,555.25 |
| 6528 Equip Repair/Maintenance | 615.85 |
| Total 6520 WIN Offices | 107,550.33 |
| 6560 WIN Vehicle | 562.50 |
| 6561 Lease | 21,487.39 |
| 6563 Insurance | 1,390.00 |
| 6564 Gas | 3,980.15 |
| 6565 Maintenance/Repair | 4,997.21 |
| Total 6560 WIN Vehicle | 32,417.25 |
| 6570 Staff Events | 14,807.35 |
| Staff Training | 2,983.58 |
| Total 6570 Staff Events | 17,790.93 |
| Total 6500 Operations | 178,682.83 |
| 6600 Other Types of Expenses | |
| 6620 Vehicle Purchase | 2,000.00 |
| 6650 School Backpack Program | 22.53 |
| 6670 Teachers Appreciation | 2,500.00 |
| 6680 Housing for clients | 4,200.00 |
| Total 6600 Other Types of Expenses | 8,722.53 |
| 6800 Travel and Meetings | |
| 6810 Conference, Convention, Meeting | 990.90 |
| 6820 Travel | 3,566.92 |
| 6830 Transportation | 1,298.32 |
| 6840 Food, Supplies | 1,353.84 |
| 6850 Lodging | 6,729.57 |
| Total 6800 Travel and Meetings | 13,939.55 |
| 7000 Independant Contractors | 12,546.60 |

| | TOTAL |
|--|---------------------|
| 7020 Accounting/Payroll | 41,846.28 |
| 7030 Payroll Service | 1,884.84 |
| 7050 Grant Writer/Manager | 21,083.94 |
| Total 7000 Independant Contractors | 77,361.66 |
| 7200 Payroll & PR Assessments | 69.65 |
| 7205 Payroll Back Taxes | 9,000.00 |
| 7220 Salaries & Wages - other | 259,881.42 |
| 7221 Payroll Advance | 6,523.97 |
| 7240 Employee Benefits | 40,396.98 |
| 7250 Payroll Taxes | 114,752.25 |
| Total 7200 Payroll & PR Assessments | 430,624.27 |
| 7270 Bonus | 5,500.00 |
| 7500 Fundraising | 20,785.81 |
| 7510 Contributions/Donations | 206.10 |
| Total 7500 Fundraising | 20,991.91 |
| Advertising | 50.00 |
| Legal & Professional Fees | 5,000.00 |
| Licensing & Accredidation | 7.50 |
| Total Expenditures | \$946,243.89 |
| NET OPERATING REVENUE | \$31,861.95 |
| Other Expenditures | |
| 80000 Ask My Accountant | 0.00 |
| Total Other Expenditures | \$0.00 |
| NET OTHER REVENUE | \$0.00 |
| NET REVENUE | \$31,861.95 |

ATTACHMENT H
ORGANIZATION CHART

WOMEN IN NEED ORGANIZATIONAL CHART



ATTACHMENT I
THEORY OF CHANGE

Domestic Violence Evidence Project

A project of the National Resource Center on Domestic Violence

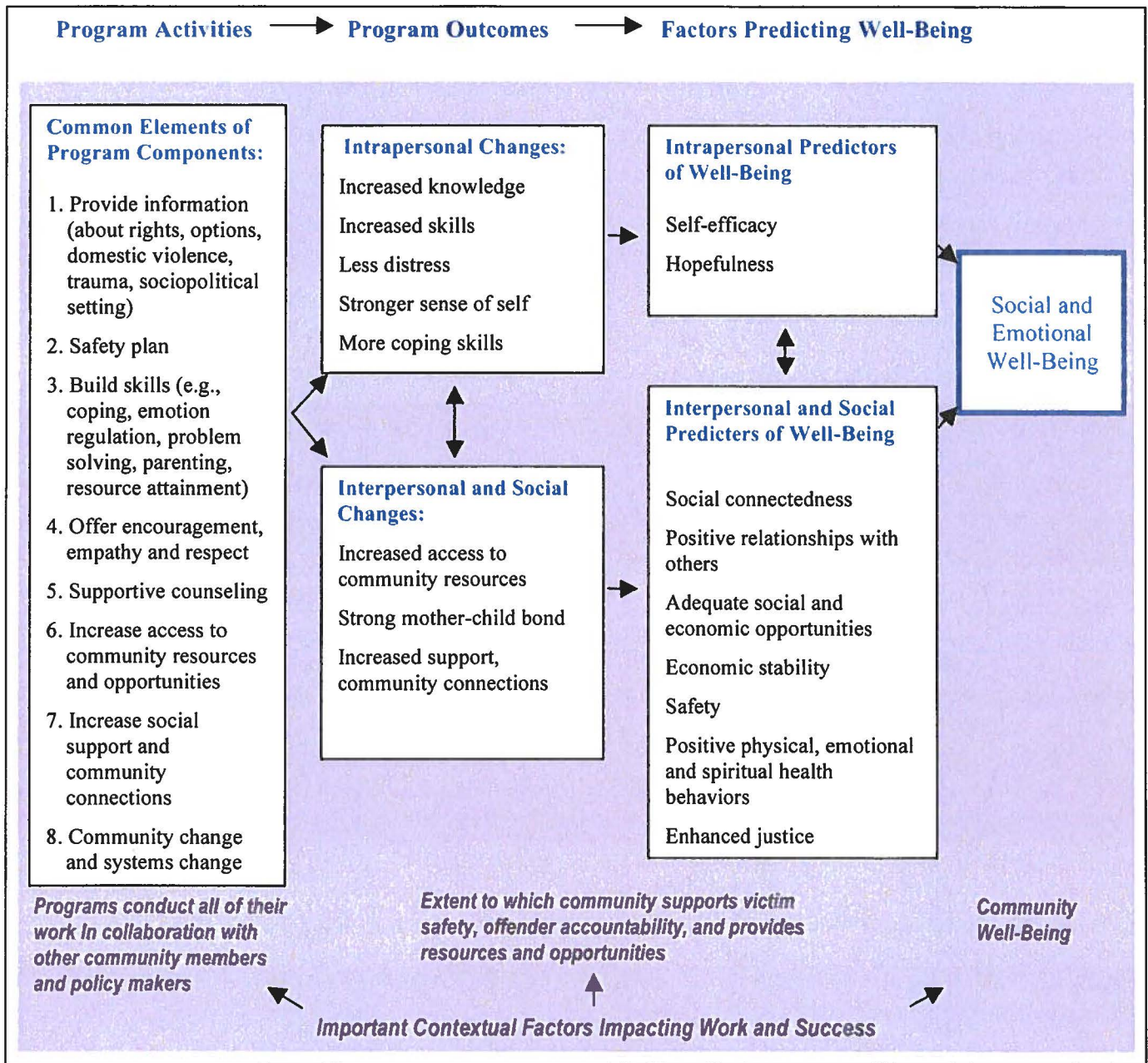


Figure 1. Theory of Change Underlying How Domestic Violence Program Activities Impact Adult and Child Survivors' Well-Being

FROM: Sullivan, C.M. (2012, October). *Examining the Work of Domestic Violence Programs Within a "Social and Emotional Well-Being Promotion" Conceptual Framework*, Harrisburg, PA: National Resource Center on Domestic Violence at www.dvevidenceproject.org.