



**Parents And
Children Together**

BUILDING THE RELATIONSHIPS THAT MATTER MOST

Parents And Children Together

**KALAULANILAWAPUNI
Capital Request**

State Grant in Aid

**Application for Grants: FY 2027
January 23, 2026**



BUILDING THE
RELATIONSHIPS THAT
MATTER MOST

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 and CEO

PRINT NAME AND TITLE

January 13, 2026

DATE

Application for Grants

If any item is not applicable to the request, the applicant should enter "not applicable."

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: 01/05/2026

Status: Compliant

Hawaii Tax#: [REDACTED]
New Hawaii Tax#: [REDACTED]
FEIN/SSN#: [REDACTED]
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	Waived
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)

January 13, 2026

(Date)

Ryan Kusumoto

(Typed Name)

President and CEO

(Title)

Rev 8/30/23



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:

This CIP funds request meets the public purpose defined by Section 42F-102 of the HRS. The funding will complete the purchase of a facility in Kalihi-Palama where the community can access needed social services for children, youth, families, and individuals across the state.

For more than five decades, Parents And Children Together (PACT) has been dedicated to improving the lives of Hawaii's children, individuals, and families, fostering safe and promising futures. Beginning as a single program in Kalihi at Kuhio Park Terrace, PACT has evolved into a multi-faceted statewide social services organization, offering educational and social services tailored to the unique needs of Hawaii's most underserved communities.

The CIP grant-in-aid would pay the remainder of the total \$8,300,000.00 cost for purchasing the 2.0 acre property currently leased to PACT by Lili'uokalani Trust. Named by gift as Kalaulanilawapuni ("The royal's leaf whose substance can sustain everyone."), the 1300 Halona Street property in Kapalama was formerly the Honolulu unit of Queen Lili'uokalani Children's Center and its administrative headquarters. The Trust approached PACT with an offer to purchase the property, having sought a non-profit organization whose mission would align with the Queen's Deed of Trust for the "benefit of orphan and other destitute children in the Hawaiian islands..."

The new location is PACT's permanent home that combines multiple programs and essential services that offer supportive opportunities to struggling residents, children, and families, while promoting collaboration with clients and partner agencies to chart a path towards greater community directed well-being. The programs focus on early learning, domestic violence intervention and prevention, child welfare and family strengthening, behavioral health, out-of-school youth support, poverty prevention and intervention, child sexual abuse intervention, and child sex trafficking intervention. The location in Kalihi-Palama will improve coordination,

collaboration, and efficiency across PACT programs and access for residents residing along the leeward and Koolaupoko corridors, especially.

Kalaulaniwapuni will serve as the center of support, education, and inspiration to strengthen sustainable communities that will ultimately improve the health and well-being of the state of Hawaii. The campus and its name honors the Queen's place of refuge, protection, and rehabilitation and the shared belief in serving all people of Hawaii.

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

PACT provides services on Oahu, Maui, Lanai, Kauai, Molokai, and Hawaii. The 1300 Halona Street location is the agency's administrative headquarters and hub for services throughout the islands. Services specifically available at this site include: child welfare and family strengthening, family peace, behavioral health for youth with social-emotional behavioral disorders and their families, child sexual abuse intervention. The campus enables PACT to serve even more clients and work collaboratively with other organizations and sectors to address complicated socio-economic issues impacting our state's collective health and well-being.

(4) The target group:

PACT program clients range from pre-natal mothers to young keiki, to kupuna. Many of the families and individuals served experience poverty and/or represent the ALICE (Asset-Limited Income Constrained Employee) population: 73% of PACT's clients earn less than \$20,000 a year. PACT also serves many first-generation residents for whom English is a second language and those trying to get their lives back on track after abuse or trauma. Following is a listed of target populations served through the organization's programs:

- Survivors of domestic violence
- Survivors of child sexual abuse
- Survivors of child sex trafficking
- Individuals needing batterer intervention programs
- Children and families needing early learning services
- Children and families needing child welfare intervention services
- Youth in low-income residences
- Keiki and infants needing early intervention services
- Families needing child visitation services
- Youth needing behavioral health interventions
- Families living in poverty
- Homeless families
- Native Hawaiians and Pacific Islanders.

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

The total capital cost is \$8,300,000. PACT is requesting \$750,000 in capital improvement project funds to fund the balance of the purchase of the 1300 Halona Street property.

Parents And Children Together

(Typed Name of individual or Organization and Title)



(Signature)

1/20/26

(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 walked alongside Hawaii families on their journey toward health, stability, and opportunity since 1968. For more than 55 years, PACT has provided a broad range of services including early education, mental and behavioral health support, domestic violence prevention, child abuse and neglect prevention, family strengthening, youth and community development, family economic development, and a wide spectrum of crisis response services. With twenty programs across the state, PACT provides a comprehensive and interconnected network of support that strengthens children, families, and communities facing developmental, educational, social, behavioral health, and economic challenges.

In recent years, PACT has expanded its impact in the community by forming key strategic partnerships and establishing new entities dedicated to strengthening and broadening essential services. These collaborations reinforce the foundation of PACT's work while enabling greater reach and efficiency. By working together, PACT and its affiliates are able to share costs, leverage collective strengths, and build a more sustainable service model for Hawai'i's families and communities. Current partnerships include a formal parent–subsidiary relationship with PATCH, a collaborative partnership with the Ma'i Movement, and the creation of Hawai'i's first pre K–only charter school, Parkway Village Preschool. Together, these efforts exemplify PACT's commitment to innovation, collaboration, and long-term community well-being.

PACT's locally embedded model allows staff to build strong relationships with clients based on trust and shared understanding. Client surveys consistently show high levels of satisfaction with PACT services. Results demonstrate that:

- 96% were satisfied with the services they received
- 96% felt the services were helpful
- 93% were satisfied with the progress they made and the skills they gained
- 98% felt their culture and background were respected
- 99% found the staff to be friendly and caring

With 57 years of relationship building and service experience, PACT has earned the trust of the communities it serves. The organization has built lasting partnerships to confront persistent issues related to poverty and has supported community driven solutions that help residents become self-reliant, productive, and engaged.

PACT program staff bring deep cultural understanding developed through years of work in Hawaii's diverse communities. They partner with families as equals, honoring each person's strengths, respecting their cultural identity, and recognizing their place within their family and community. Although PACT has grown into a statewide provider, it remains grounded in the belief that each client deserves individualized care that reflects both personal and cultural context.

PACT is an active member of HANO, Hawaii Appleseed Center for Law and Economic Justice, the Hawaii State Coalition Against Domestic Violence, HE'E Coalition, the Hawaii State Legislature's Keiki Caucus, and the Hawaii Hunger Action Network, to name a few. PACT is also a partner agency of the United Way organizations on Oahu, Kauai, and Maui. These partnerships reflect PACT's commitment to collective action and to improving the well-being of all people in Hawaii.

2. The goals and objectives related to the request

The goal of this request is to secure funding for the purchase of the Kalihi-Palama property that will become the permanent headquarters for Parents And Children Together. This campus serves as the central location for PACT programs that support children, youth, families, and individuals throughout Hawaii and provides gathering space for community members and other providers.

Objectives:

1. **Provide a permanent home for essential services:** Kalaulanilawapuni houses programs focused on early learning, domestic violence intervention and prevention, child welfare and family strengthening, behavioral health, out of school youth support, poverty prevention and intervention, child sexual abuse intervention, and child sex trafficking intervention.
2. **Strengthen financial stability and redirect funds to client services:** Purchasing the property will significantly reduce PACT's annual rent expenses. These savings will be reinvested directly into services that support community well-being and increase PACT's capacity to serve more clients statewide.
3. **Consolidate programs into a central and accessible location:** After years of operating in scattered leased facilities, and with the displacement of PACT's Dillingham Boulevard site due to the rail project, Kalaulanilawapuni provides an ideal central location. It will continue to improve coordination, collaboration, and efficiency across PACT programs and strengthen access for residents of Kalihi-Palama, the community where PACT was founded.
4. **Honor and continue the legacy of Queen Lili'uokalani:** The Lili'uokalani Trust identified PACT as a partner whose mission aligns with the Queen's lifelong dedication to the well-being of children and families. In naming orphans and destitute children as the primary beneficiaries of her estate, Queen Lili'uokalani established a legacy of care and compassion that continues to inspire today: "...It is for them that I would give the last drop of my blood; it is for them that I would spend, nay, am spending, everything belonging to me." Establishing a permanent home on this historic property allows PACT to continue her legacy of compassion, education, and service. The gifted name Kalaulanilawapuni reflects the shared belief that the land is a place of refuge, care, and abundance for all people of Hawaii.

The name of the property was bestowed by Kahu David Kaupu. Kahu Kaupu was hand-picked for this purpose for two important reasons: 1) He blessed the property when it was originally built by the Queen Lili'uokalani Trust, and 2) Kahu Kaupu lives in the same ahupuaa as the designated area. Kahu Kaupu honored PACT's shared legacy with that of Queen Lili'uokalani's Trust, and acknowledged the differences between the two organizations. After careful deliberation, Kahu Kaupu came up with "Kalaulanilawapuni."

"Kalaulani" speaks to how PACT's vision and mission is a leaf from the same life-sustaining royal plant nurtured and established by Queen Lili'uokalani. PACT's commitment to the well-being of Hawaii's children and families shares common roots with the Queen's commitment to improve the present and future of destitute orphaned Native Hawaiians. "Lawapuni" literally means, "enough for all." It expands the focus and purpose of services from that of Native Hawaiians only, to include all peoples who call Hawaii their home.

- 5. Enhance long term community impact:** A permanent headquarters allows PACT to expand services, foster community partnerships, and provide a place where children, youth, and families can receive support, education, and healing. By securing ownership, PACT will ensure that essential safety net services remain available to Hawaii residents for generations to come.
- 6. Promote community directed well-being:** The consolidated campus serves as a collaborative hub where PACT staff, clients, and partner agencies work together to strengthen families, build stable communities, and create pathways toward opportunity.

Purchasing this property will secure long term stability for PACT, reduce future expenses, honor the legacy of Queen Lili'uokalani, and strengthen services that support the health, safety, and development of children, youth, and families across the state. This investment ensures that the community will continue to benefit from PACT's critical work far into the future.

3. The public purpose and need to be served;

PACT's proposed Grant-In-Aid request serves a clear public purpose pursuant to Section 42F-102, Hawaii Revised Statutes. The funding will support the purchase of a facility in Kalihi-Palama that will be a place where the community can access needed social services for children, youth, families, and individuals across the state.

For more than five decades, PACT has provided critical services that promote safety, health, and stability for some of Hawaii's most vulnerable residents. PACT has long served communities where poverty and social hardship are most concentrated, offering early learning, domestic violence intervention, child welfare and family strengthening, behavioral health support, youth development, poverty prevention, and intervention for child sexual abuse and sex trafficking. These programs address deep and persistent community needs that affect the overall well-being of the state. Most of these services

are mandated and contracted from the State of Hawaii, highlighting the vital nature of these services.

Today, many Hawaii families continue to struggle with high costs of living, limited income, housing instability, and safety concerns. Demand for services has increased, and the need for accessible, comprehensive, and culturally informed support remains urgent. PACT plays a central role in meeting these needs by providing a network of programs that help families build resilience, move toward self-sufficiency, and create safer environments for children.

After more than 55 years of operating in scattered leased spaces that were not designed for service delivery, PACT now has the opportunity to secure a permanent location. The displacement of PACT's Dillingham Boulevard office due to the rail project has further increased the need for a stable and centrally located campus. The property at 1300 Halona Street offers the ideal setting to consolidate programs, improve operational efficiency, and ensure long term access to vital services for the Kalihi Palama community and residents statewide.

This permanent home also carries significant cultural and historical value. The Lili'uokalani Trust identified PACT as a mission aligned steward whose work reflects Queen Lili'uokalani's lifelong commitment to the well-being of Hawaii's children and families. Establishing Kalaulanilawapuni as PACT's headquarters honors that legacy and ensures that the land continues to serve the people of Hawaii.

The public purpose of this project is to secure a stable and sustainable base for essential social services that protect children, strengthen families, reduce violence, support mental and behavioral health, and promote the long-term well-being of communities across the state. This will reduce the cost of service delivery, diverting lease costs directly back into service delivery, ensuring that Hawaii families continue to receive the support they need to thrive.

4. Describe the target population to be served

PACT offers comprehensive and integrated services statewide through 20 programs that assist individuals and families to overcome the challenges that inhibit them from reaching their social, educational, and economic goals. In FY25, PACT served over 18,000 individuals on Oahu, Maui, Lanai, Kauai, Molokai, and Hawaii Island. Clients range in age from very young keiki to kupuna. The purchase of Kalaulanilawapuni at 1300 Halona Street will allow PACT to serve even more clients and work collaboratively with other organizations and sectors to address complicated socio-economic issues impacting our state's collective health and well-being.

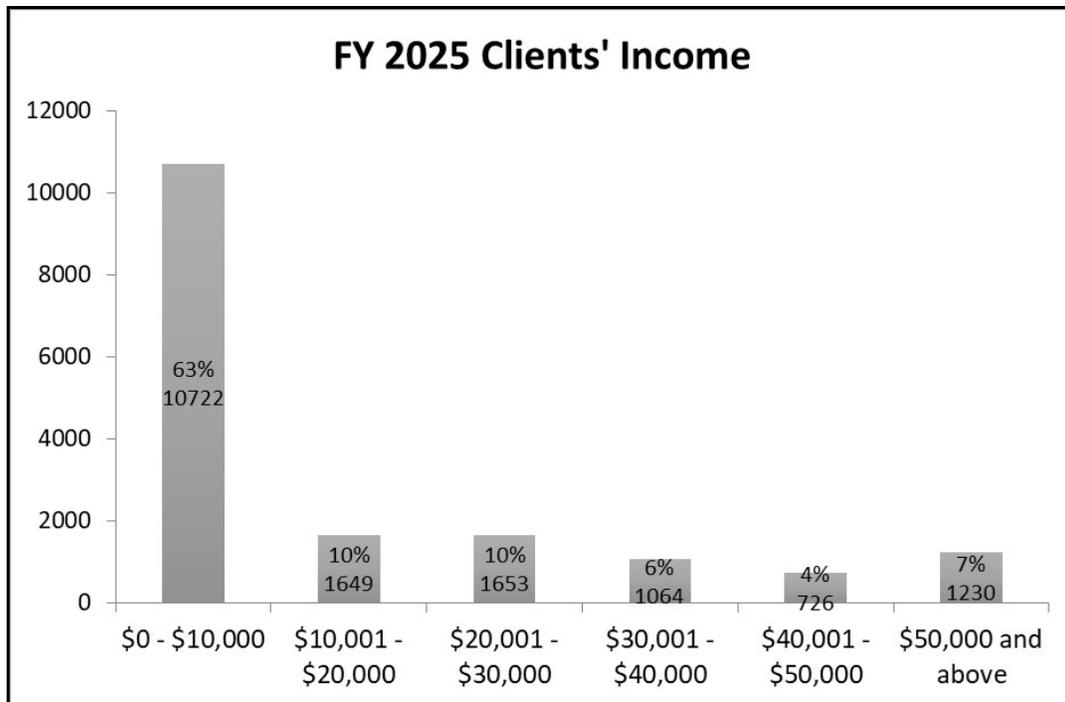
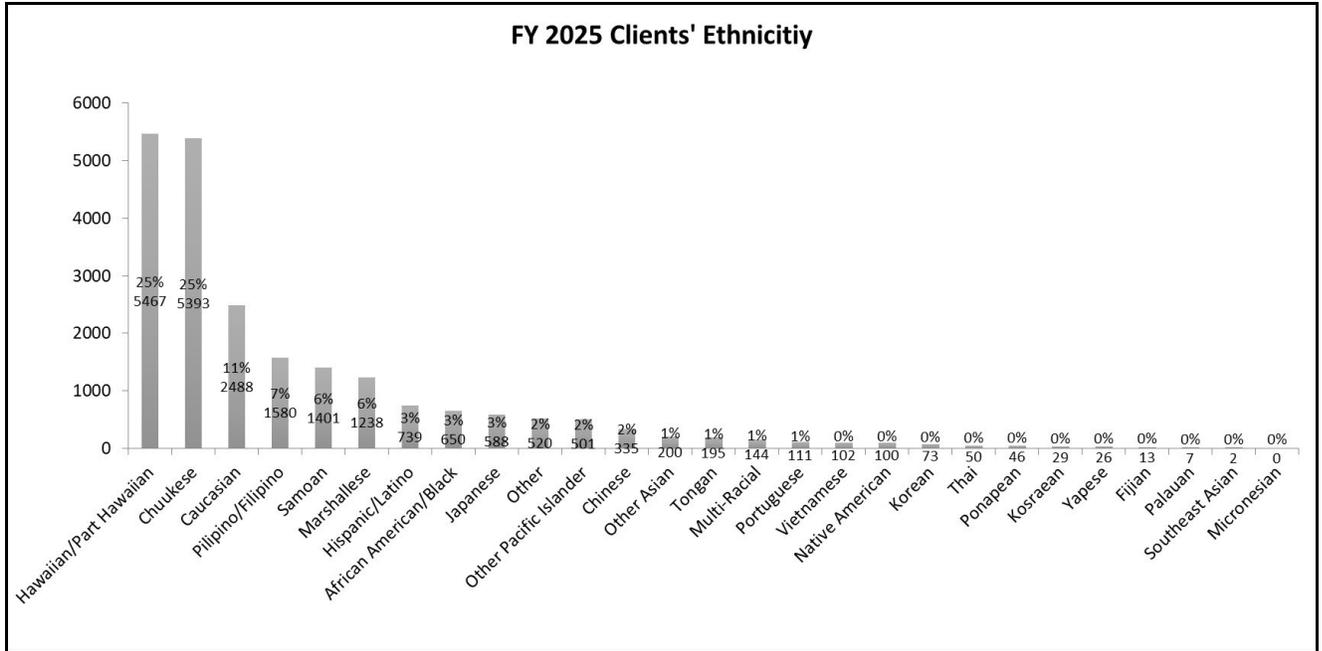
Many of the families and individuals served are experiencing poverty and/or represent the ALICE (Asset Limited Income Constrained Employee) population. Seventy-three percent earn less than \$20,000 a year. The average household income in Kalihi is \$74,690 (\$35,880 is the poverty level for a family of four, Health and Human Services

2024). Additionally, PACT serves many first-generation immigrants for whom English is a second language and those who are trying to get their lives back on track after abuse or trauma.

CIP funding for Kalaulanilawapuni will provide critical services to these individuals to foster development of a safer and thriving community. The stability provided by this location will devote resources to where they are needed most. Below is a list of the target populations:

- Survivors of domestic violence
- Survivors of child sexual abuse
- Survivors of child sex trafficking
- Individuals needing batterer intervention programs
- Children and families needing early learning services
- Children and families needing child welfare intervention services
- Youth in low-income residences
- Keiki and infants needing early intervention services
- Families needing child visitation services
- Youth needing behavioral health interventions
- Families living in poverty
- Homeless families
- Native Hawaiians and Pacific Islanders.

In addition to serving the above populations, this location functions as a community hub for nonprofit and community-based organizations. Through these partnerships, the reach of the site extends beyond PACT to include the clients and families served by these organizations. Organizations that regularly utilize this space include Healthy Mothers, Healthy Babies Hawaii; the Hawaii Alliance of Nonprofit Organizations (HANO); the HE'E Coalition; PATCH; Big Brothers Big Sisters; Damien High School; Iolani School; IVAT; the Ma'i Movement; the Oahu Economic Development Board; and the Hawaii Afterschool Alliance.



5. Describe the geographic coverage

PACT provides services statewide: Kauai, Oahu, Maui, Molokai, Lanai, and Hawaii Island. PACT is purchasing a property located in Kalihi-Palama that directly serves clients on Oahu and supports operations on the neighbor islands.

III. Service Summary and Outcomes

1. Scope of work, tasks and responsibilities

The grant-in-aid funding will be used for the purchase of the facility located at 1300 Halona Street. The facility is on a 2-acre parcel with two Tax Map Keys. The facility has the necessary space for the following programs to deliver services: early learning, domestic violence intervention and prevention, child welfare, behavioral health, out-of-school youth services, poverty prevention and intervention, child sexual abuse intervention, and child sex trafficking intervention. The facility is fully operational.

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

October 2021 – December 2027

- Capital Campaign to raise \$8,300,000

December 29, 2027

- Complete the escrow period for the property purchase.

Note: LT has already vacated this space and has been leasing the property to PACT during the Escrow period.

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

The PACT Board of Directors is overseeing the Capital Campaign for Kalaulanilawapuni. PACT has also engaged a consultant, The Kalaimoku Group, which is assisting with the Capital Campaign.

Parents And Children Together (PACT) is dedicated to providing quality services for the community at large and for those children, adults, and families who participate in programs. PACT maintains quality assurance and evaluation through a 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, 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 work performance and quality improvement processes throughout the agency. The Plan is based on the Council on Accreditation (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
- 7) Continuous Program Review and Improvement.

The Capital Campaign adheres to an evaluation plan that 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?).

PACT Development staff gathers 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 will submit quarterly data (e.g., youth attendance, reports on events and activities, family 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 Grant-in-Aid, PACT will track and measure all required outputs and outcomes.

When areas for improvement or challenges are identified, the Chief Development Officer and 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 has been accredited continuously since 2000 by the Council on Accreditation (COA) and most recently participated in the review and evaluation process that culminated with a site visit in May 2024. PACT achieved accreditation until October 31, 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 COA 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:

"This organization's PQI system reflects effective management practices and program goals. It is clear that staff have a voice in the quality improvements and can contribute. The board is active in the process and assuring that PQI is well thought out. It appears that a solid practice of PQI is woven throughout the organization.

The practice of quality improvement is understood and practiced at all levels of the organization. Staff at the direct service level have embraced and participated regularly in quality improvement exercises and have experienced positive changes in services as a result. The data is used to guide best practices, the mission, and the future of the direction of the organization at all levels, incorporating all program types. Cross-pollination of program experiences is often used to have a "lessons learned" experience, assuring that those lessons in quality are shared throughout."

Additionally, PACT undergoes an annual audit conducted by an independent external auditor, currently CW Associates. This process includes a comprehensive financial audit as well as a Federal Single Audit, ensuring compliance with applicable federal and state requirements. Any findings or recommendations identified through these audits are carefully reviewed by management and the Board of Directors, with appropriate corrective actions implemented to strengthen financial oversight and organizational accountability.

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

Should PACT receive this grant-in-aid funding, PACT will be able to finalize its purchase of 1300 Halona Street and settle into a permanent facility. Achievement and impact will also be measured quantitatively and qualitatively to ensure families and youth are participating and benefiting from services provided in the facility.

Quantitative measures (participation information) will include:

- 1) Purchase completed on December 29, 2027 or sooner
- 2) Reduction of lease rent costs to the agency that will be allocated to client services instead.

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 ([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](#))

- 2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2027.**

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$0	\$0	\$0	\$750,000	\$750,000

- 3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2027.**

Approximate Amount to be Requested	Funder
\$5,800,000	New Market Tax Credits Funding (Already secured)
\$1,500,000	PACT Designated Funds (Already Allocated)
\$250,000	Private Foundations

- 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.**

Not applicable.

PACT received New Markets Tax Credit–related funding in December 2025; however, PACT was not the recipient of any tax credits associated with this financing.

- 5. 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 2027 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,” also referred to as “Page 10.”

- 6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2025.**

\$17,541,236

V. Experience and Capability**1. Necessary Skills and Experience**

PACT has been serving Hawaii's families since 1968, working with families to build on strengths and overcome barriers to health and well-being. Our Oahu, Maui, and Lanai teams partner with DHS, DOH, DOE, OYS and other state agencies. Related and relevant service contracts for the last three (3) years include the following:

Title of Service/Service Description	Contract Project ID Number Project Period	Contracting Agency/ Contact Person, Contact Information
Oahu Ulupono Family Strengthening provides strengths-based, family centered support and home visiting to avert incidences or recurrence of child abuse and neglect.	DHS-17-POS-4006 1/1/2017-6/30/2022 DHS-23-POS-9990 7/1/2022-Present	Department of Human Services Joshua Selman, 1010 Richards St., Ste. 216, Hon, HI 96813 808.586.5245; jselman@dhs.hawaii.gov
Maui Ulupono Family Strengthening provides strengths-based, family-centered support and home visiting to avert incidences or recurrence of child abuse and neglect.	DHS-17-POS-4005 1/1/2017-6/30/2022 DHS-23-POS-9991 7/1/2022-Present	Department of Human Services Joshua Selman, 1010 Richards St., Ste. 216, Hon, HI 96813 808.586.5245; jselman@dhs.hawaii.gov
Hana Like Home Visiting- Early Identification provides Home Visiting Services and screens families for poor child health outcomes, child development, and child maltreatment risk factors.	ASO Log 21-006 7/1/2020-6/30/2022 ASO Log 26-023 7/01/2022-Present	Department of Health Jeremy Heyer, 741-A Sunset Ave. #202; Hon, HI 96816 808.733.9041; Jeremy.heyer@doh.hawaii.gov
Hoomau Home Visiting provides home visiting to reduce child abuse and neglect, reduce caregiver stress, increase child adjustment and achievement, and increased family self-reliance.	DHS-16-POS-3048 7/1/2015-6/30/2021 DHS-16-POS-3047 7/1/2015-6/30/2021 DHS-22-POS-0016 7/1/2027-Present	Department of Human Services Jenny Matsunaga, 1010 Richards St., Ste. 216, Hon, HI 96813 808.586.5737; jmatsunaga@dhs.hawaii.gov
Lanai Integrated Support Services – LISS provides referred families a continuum of services from outreach to family strengthening,	DHS-17- POS-4014 1/1/2017-6/30/2022 DHS-23-POS-9987	Department of Human Services Joshua Selman, 1010 Richards St., Ste. 216,

Title of Service/Service Description	Contract Project ID Number Project Period	Contracting Agency/ Contact Person, Contact Information
home visiting, family supervision, and permanency planning.	7/1/2022-Present	Hon, HI 96813 808.586.5245; jselman@dhs.hawaii.gov
The Sundays Project provides immigrant families orientation to U.S. schools and engages them in their children’s school success. The project also promotes family literacy and offers other services to enhance overall family health & well-being such as employment and language assistance.	DOE Contract for Goods and Services 1/2009-present	DOE-Farrington-Kaiser-Kalani Complex Rochelle Mahoe, Ph.D. Complex Area Superintendent, 4967 Kilauea Avenue, Hon, HI 9681 808.733.4952 rochelle_mahoe/hondo/hidoe@notes.k 12.hi.us
Neighborhood Place of Kalihi provides family strengthening programs. Families receive linkages to community-based health, legal, housing, food security, job development and other services, and participate in socializations and parenting groups.	DHS-17-POS-4113 7/1/2017-6/30/2022 DHS-23-POS-9989 7/1/2022-Present	Sub-contractor to Neighborhood Place of Kalihi Shy Helm PO Box 4560, Hon, HI 96812 808.673.1493 shy@blueprintforchange.org
Voluntary Case Management provides families that are at risk of child abuse and/or neglect and referred by CWS with assessment, referral, counseling, crisis intervention, parenting education, therapy, home-based services, and outreach.	DHS-18-POS-4200 1/1/2018-6/30/2023 DHS-24-POS-9947 7/1/2023-Present	Department of Human Services Jenny Matsunaga, 1010 Richards St., Ste. 216, Hon, HI 96813 808.586.5737; jmatsunaga@dhs.hawaii.gov
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-16-POS-3055 (Central Oahu) 7/1/2015-6/30/2021 DHS-16-POS-3056 (Windward Oahu) 7/1/2015-6/30/2021 DHS-22-POS-0025 (Windward Oahu) 7/1/2021-Present DHS-22-POS-0029 (Central Oahu) 7/1/2021-Present	Department of Human Services Joshua Selman, 1010 Richards St., Ste. 216, Hon, HI 96813 808.586.5245; jselman@dhs.hawaii.gov

Title of Service/Service Description	Contract Project ID Number Project Period	Contracting Agency/ Contact Person, Contact Information
<p>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 on the islands of Maui and Lanai.</p>	<p>DHS-16-POS-3061 (Maui) 7/1/2015-6/30/2021</p>	<p>Department of Human Services Joshua Selman, 1010 Richards St., Ste. 216, Hon, HI 96813 808.586.5245; jselman@dhs.hawaii.gov</p>
	<p>DHS-16-POS-3060 (Lanai) 7/1/2015-6/30/2021</p>	
	<p>DHS-22-POS-0027 (Maui) 7/1/2021-Present</p>	
	<p>DHS-22-POS-0024 (Lanai) 7/1/2021-Present</p>	

2. Facilities

PACT has locations on Kauai, Oahu, Molokai, Lanai, Maui, and Hawaii islands. Administrative offices are located at 1300 Halona Street in the Kalihi-Palama area (currently leasing). Service locations meet all the requirements of the American Disabilities Act (ADA) regarding consumer and employee access as well as OSHA requirements for safety. Every effort is made to maintain services that are centrally located in each community where target populations are served. PACT has a Facilities Manager to ensure that all sites provide maximum accessibility, safety, and support for service delivery. The Quality Director oversees a Safety Program that includes facilities compliance with all safety regulations (such as OSHA), including fire drills and monthly facilities inspections.

VI. Personnel: Project Organization and Staffing

1. Proposed Staffing, Staff Qualifications, Supervision and Training

The project team for PACT includes several critical groups including:

- **The Facilities Committee:** consists of an architect and attorneys with experience in commercial properties. This is made of members of the PACT Board and PACT staff.
- **Ryan Kusumoto, President/CEO, PACT:** has over 20 years of leadership experience in nonprofit management.
- **Melissa Cretsinger, Chief Administrative Officer, PACT:** Over 20 years of facilities management and quality assurance experience.
- **Dori Gusman, Facilities Manager, PACT:** local, proven facilities manager having managed large medical facilities.
- **Shaun Ushijima, President, Ushijima Architects:** proven local architect with 100s of projects in portfolio.
- **David Shibata, attorney, Rush Moore:** local attorney specializing in commercial property acquisitions.

Supervision and Training

PACT is committed to ongoing, regular, responsive supervision that assures service quality and staff effectiveness. Supervision meetings are conducted at least monthly but often weekly. PACT also holds all-staff virtual meetings every month to provide critical updates and training.

Administrative supervision will include the following topics:

- Acknowledgments for work/professional accomplishments;
- Review of families/youth served;
- Problem solving and suggestions for service provision, including solution-focused approaches and community resources;
- Individual skill building;
- Staff development/Quality Assurance; and
- Discussion of self-care and wellness.

PACT has established organization-wide training for all staff members within the first year of employment (in addition to programmatic training). After hire, staff members attend an eight-hour orientation session that covers a variety of topics including the following:

- PACT History and Culture;

- Code of Ethics;
- Safety;
- Policies and Procedures;
- Quality Assurance;
- Confidentiality, Data Security, and HIPAA;
- PACT's Employee Handbook and Standards of Behavior; and
- Employee Benefits.

The purpose of this orientation is to provide new staff with an understanding of PACT's history, culture, values, vision, ethics, and mission as well as specific program procedures. Throughout the process, examples are discussed, and it is emphasized that staff are expected to do their work in accordance with these guidelines and to embrace the spirit of the Code of Ethics in all aspects of their work. At the orientation, staff members are provided with the opportunity to learn about other PACT programs. Participants leave this orientation with a comprehensive new hire packet that includes the agency's organizational chart, roster of Board of Directors, a Fact Sheet of all PACT programs, HR, Safety, and other informational materials.

2. Organization Chart

The organization-wide chart illustrates the organizational structure including all statewide programs and services within PACT. Central offices for all of PACT's programs statewide in addition to our administrative offices are housed at Kalaulanilawapuni (1300 Halona Street).

3. Compensation

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

- President & CEO: \$229,465.92
- Chief Administration Officer: \$176,460.24; and
- Chief Development Officer: \$176,460.24

VII. Other

1. Litigation

PACT has two (2) cases pending litigation that do not affect the type or quality of services that funding is being requested for. Additional information can be provided upon request.

2. Licensure or Accreditation

PACT is fully accredited by the Council on Accreditation for Families and Children.

3. Private Educational Institutions

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

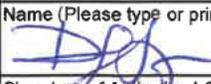
4. Future Sustainability Plan

PACT understands the limited nature of government funding and is requesting this funding as the final step in purchasing Kalaulanilawapuni. As with our programs, PACT has diligently sought every available funding source for Kalaulanilawapuni's Capital Campaign, from local and national foundations, private donors, to county and federal sources.

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2026 to June 30, 2027

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)
A. PERSONNEL COST				
1. Salaries				
2. Payroll Taxes & Assessments				
3. Fringe Benefits				
TOTAL PERSONNEL COST				
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training				
6. Supplies				
7. Telecommunication				
8. Utilities				
9.				
10.				
11.				
12.				
13.				
14.				
15.				
16.				
17.				
18.				
19.				
20.				
TOTAL OTHER CURRENT EXPENSES				
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL	750,000	5,800,000		1,750,000
TOTAL (A+B+C+D+E)				
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	750,000	Sarah Manning 808-847-3285		
(b) Total Federal Funds Requested	5,800,000	Name (Please type or print) Phone		
(c) Total County Funds Requested				
(d) Total Private/Other Funds Requested	1,750,000	Signature of Authorized Official 1/21/2026		
		Date		
TOTAL BUDGET	8,300,000	Ryan Kusumoto, President & CEO		
		Name and Title (Please type or print)		

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2026 to June 30, 2027

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)
				\$ -
NOT APPLICABLE				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
TOTAL:				
JUSTIFICATION/COMMENTS:				

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2026 to June 30, 2027

Applicant: Parents And Children Together

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:				

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2026 to June 30, 2027

Applicant: Parents And Children Together

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:2024-2025	FY:2025-2026	FY:2026-2027	FY:2026-2027	FY:2027-2028	FY:2028-2029
PLANS						
LAND ACQUISITION			750,000.00	7,550,000.00		
DESIGN						
CONSTRUCTION						
EQUIPMENT						
TOTAL:			750,000			
JUSTIFICATION/COMMENTS: Amount requested will be used towards the land cost for the properties located at TMK-1-6-004-003 and TMK-1-6-004-014 located at 1300 Halona Street.						

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: Parents And Children Together

Contracts Total: -

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)	CONTRACT VALUE
1	NONE				
2					
3					
4					
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