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NOTICE OF INFORMATIONAL BRIEFING

DATE: Thursday, February 25, 2010
TIME: 9:45 a.m.
PLACE: Conference Room 309
State Capitol
415 South Beretania Street

A G E N D A

The purpose of this informational briefing is to discuss the Re-Entry Program with:

- Community Alliance on Prisons
- Department of Public Safety
- Hina Mauka
- Maui Economic Opportunity's BEST Reintegration Program
- Ohana Ho'opakele
- TJ Mahoney's Ka Hale Hoala Hou o Na Wahine
- Victory Ohana Prison Ministries.

There will be no testimony accepted from the public.

If you require special assistance or auxiliary aids and/or services to participate in the House public hearing process (i.e., sign or foreign language interpreter or wheelchair accessibility), please contact the Committee Clerk at 586-6299 or email your request for an interpreter to HouseInterpreter@Capitol.hawaii.gov at least 24 hours prior to the hearing for arrangements. Prompt requests submitted help to ensure the availability of qualified individuals and appropriate accommodations.

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Mele Carroll

Rep. Mele Carroll
Chair

Faye Hanohano

Rep. Faye Hanohano
Chair





HINAMAUKA

Informational Briefing for Re-Entry Program

COMMITTEE ON PUBLIC SAFETY: Rep. Hanohono, Chair; Rep. Aquino, Vice Chair

COMMITTEE ON NATIVE HAWAIIAN AFFAIRS: Rep. Carroll, Chair, Rep. Shimabukuro, Vice Chair.

Thursday, Feb. 25, 2010, 9:45: am, Conference Room 309

GOOD MORNING CHAIR HANOHANO, CHAIR CARROLL AND DISTINGUISHED COMMITTEE MEMBERS:

My name is Alan Johnson. I am the CEO of Hina Mauka and also the current chair of the Hawaii Substance Abuse Coalition (HSAC), a statewide hui of more than twenty non-profit treatment and prevention agencies.

Hina Mauka's Treatment Services

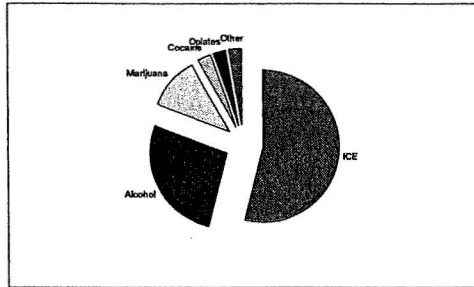
We present the attached power point, which covers the need, solutions, funding opportunities and infrastructure issues to successfully address reentry.

We appreciate the opportunity for this informational briefing and are available for questions.



OFFENDER POPULATION

- Adult Treatment is 1,500 per year for just Hina Mauka.
- 60% of treatment population is offenders
- Ice, alcohol and marijuana are major drugs of choice



Drug Use and Crime

- More than 50% of violent crimes
- 60-80% of child abuse and neglect cases
- 50-70% of theft and property crimes
- 75% of drug dealing

Our current strategies are failing

- Incarceration rates are exploding (400% and more)
- 97% of offenders will be released
- 650,000 people are released yearly
- 50% to 70% will recidivate within 3 years
- 67% in prison are 2nd or more incarcerations (creates criminal culture and gang mentality)
- Prisons, probation and parole are overwhelmed systems that can not respond adequately to offender needs
- Financial and social costs are hugely exorbitant

Reentry Goals

- Improve community safety
- Reduce recidivism
- Save money

- Help individuals and families become productive members of our shared community.

- Proposed Re-entry Program:
 - Provide treatment for substance use disorders
 - Provide job training and placement
 - Provide transitional housing
 - Provide mentoring and counseling

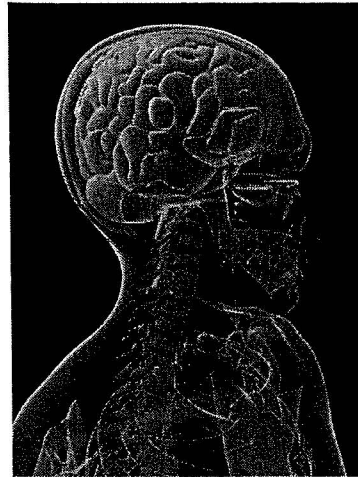


HINAMAUKA

HOLISTIC TREATMENT

> Biological/Psychological/ Social Disease Concept

- Alcohol and Substance Use Disorders
- Criminality
- Co-occurring Disorders (addiction coupled with mental health – for both moderate and severe mental health issues)

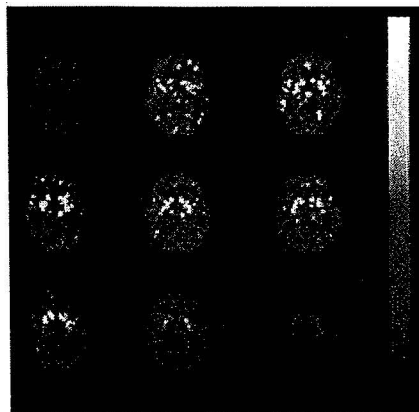


It's a **Brain Disease** Beyond a Reasonable Doubt.

A brain disease expressed as a compulsive behavior;

The continued abuse of drugs despite negative consequences;

A chronic, potentially relapsing disorder

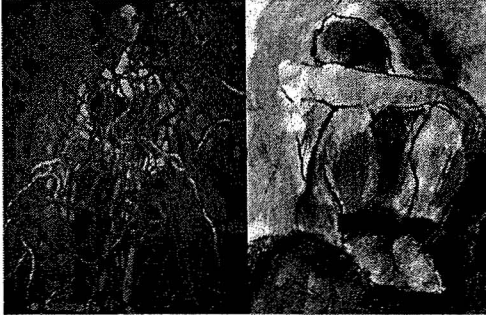


Source: Volkow et al., 2001

Why Do People Take Drugs in The First Place?

To feel good

To have novel:
feelings
sensations
experiences
AND
to share them



To feel better

To lessen:
anxiety
worries
fears
depression
hopelessness

Repeat Offenders

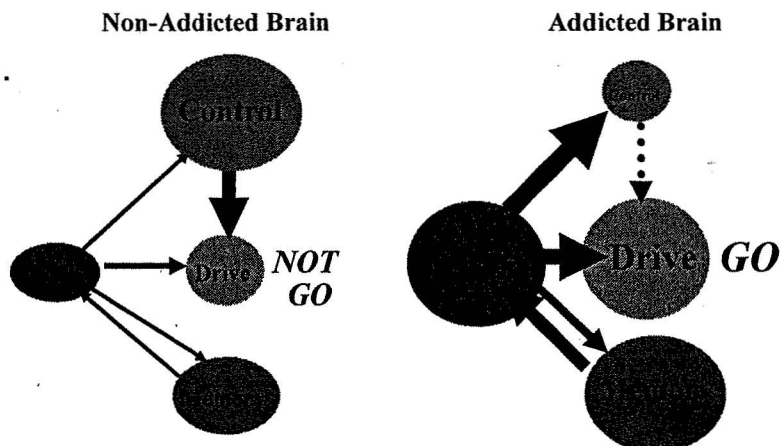
Take Drugs to feel better:

Anxiety
trauma
worries
fears
depression
hopelessness

Prisons contribute to sense of trauma and hopelessness.



Why addicts can't just quit

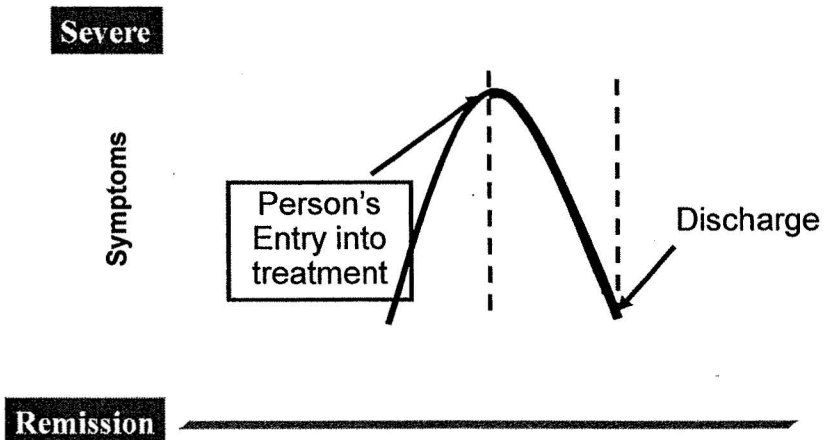


Barriers to Wellness

- Mental Health Disorders – up to 40%
- Substance Abuse Problems – 60% to 70%
- No Education and Vocational Skills – 40% to 50%
- Access to Adequate Housing
- Employment Barriers
- Numerous Health Issues
- Family Issues
- Stigma in Communities & Neighborhoods (*NIMBY*)

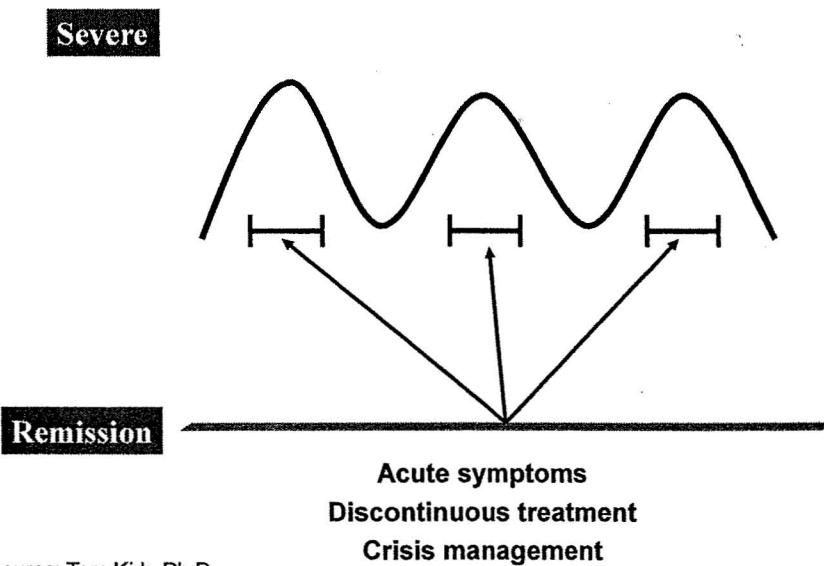


A Traditional Course of Treatment for a Substance Use Disorder

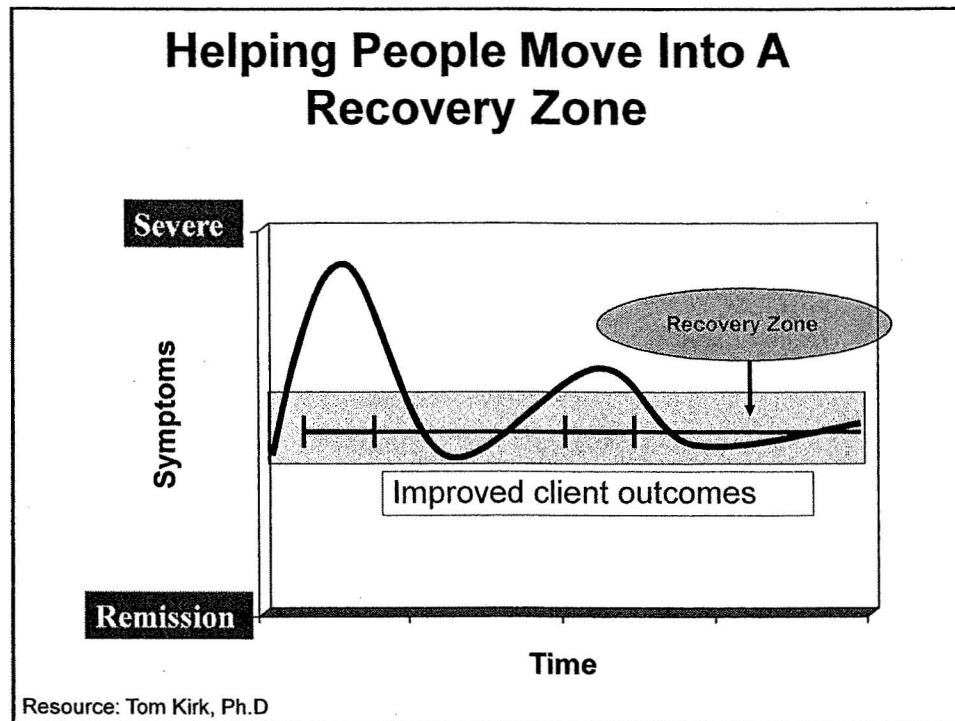


Resource: Tom Kirk, Ph.D

A Traditional Service Response



Resource: Tom Kirk, Ph.D



Benefits of Moving into a Recovery Zone

- Chronic care approaches, including self-management, family supports, and integrated services, improve recovery outcomes¹
- Integrated and collaborative care improves cost-effectiveness²

¹Lorig et al, 2001; Jason, Davis, Ferrari, & Bishop, 2001; Weisner et al, 2001; Friedmann et al, 2001
²Smith, Meyers, & Miller, 2001; Humphreys & Moos, 2001)

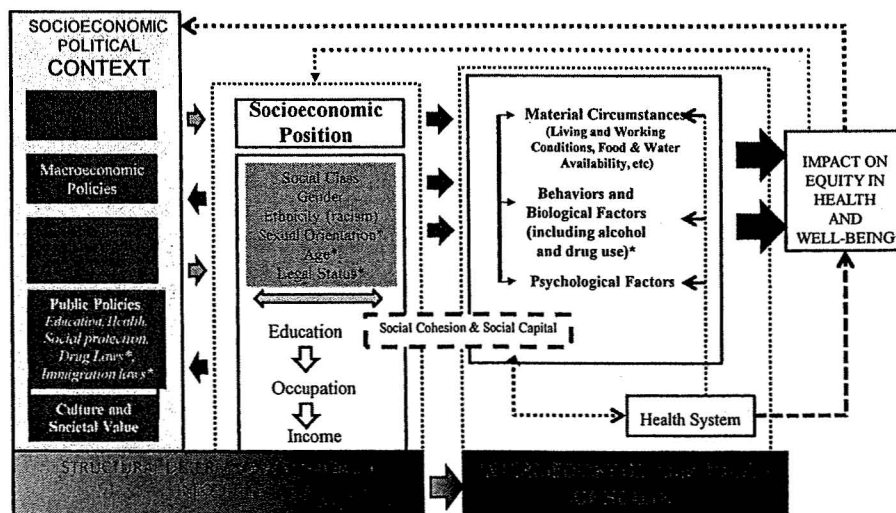
Recovery-Oriented Systems of Care (ROSC)

ROSC supports wellness and recovery:

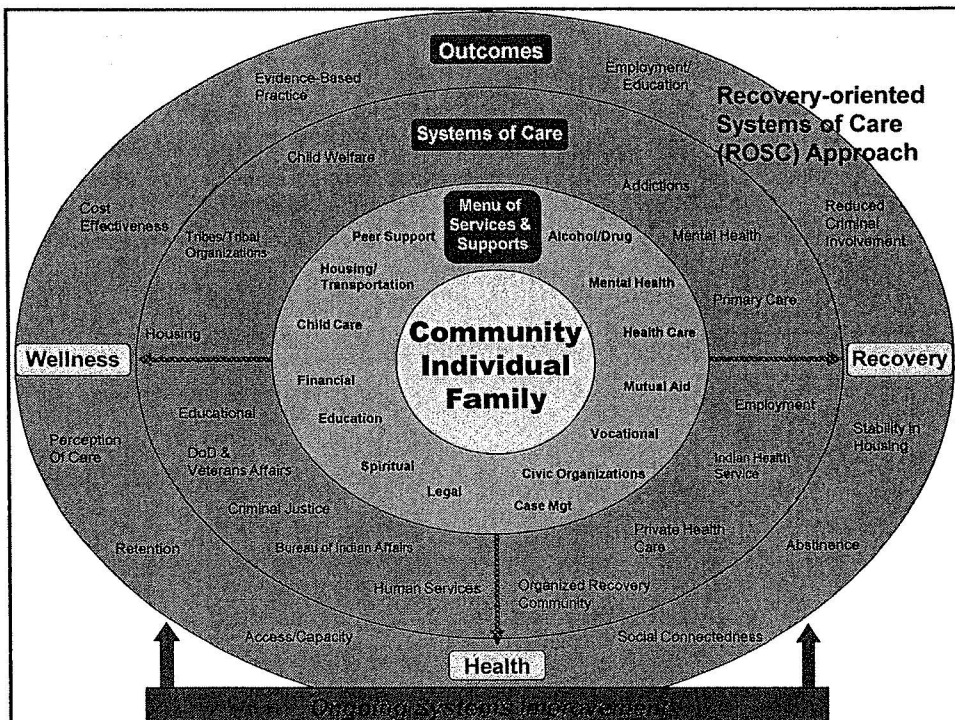
- person-centered and self-directed to build on strengths and resilience
- individuals, families, and communities must take responsibility

Source: CSAT National Summit on Recovery, 2005

The Social Determinants of Health*



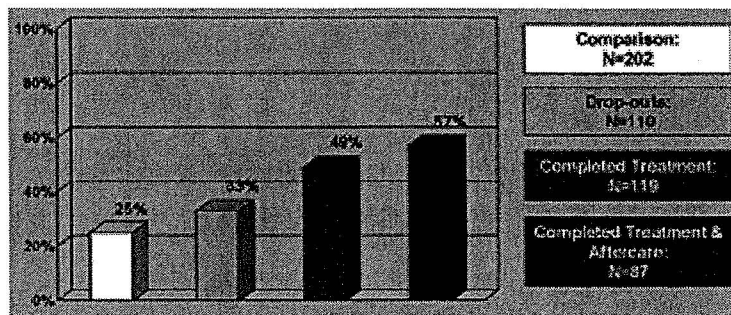
* Adapted from the World Health Organization



Judiciary – 1990’s – We Can Do Better in 2010s

> Drug Treatment During and After Imprisonment Increases Number of Drug-Free and Increases Number of Arrest-Free

> Delaware Corrections-Based Therapeutic Community Treatment Continuum
% Arrest-Free Since Release at 42-Month Follow-up Source: Inciardi et al., 2002 5



Hawaii Access to Recovery (ATR) Outcomes Data 2009 “We can make a difference”



Clients reporting...	6-Month Follow-up
No substance use	77.9%
Being employed	53.6%
Being housed	47.0%
No arrests	95.3%
Being socially connected	90.2%

Source: SAMHSA, SAIS, data collected through November 20, 2009

New Opportunities

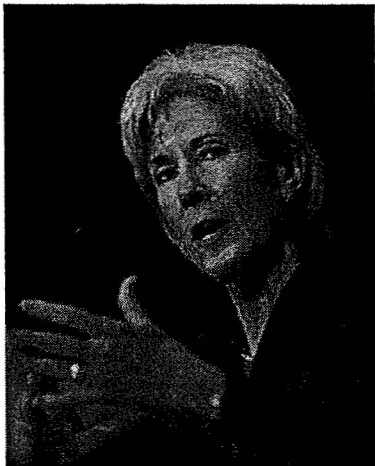


Parity Healthcare Reform

- Second Chance Act: Offender Reentry Initiatives
- SAMHSA Treatment and Reentry Grants
- The Serious and Violent Offender Re-entry Initiative
- The Transition from Prison to Community Initiative
- President's Prisoner Re-entry Initiative

A New Direction for States

- Encourage Collaborations:
 - We will have to do more with less.
- Build Infrastructures that:
 - improve processes,
 - use evidence-based practices
- Focus on Outcomes:
 - Quality recovery oriented services,
 - Effective use of resources,
 - Positive and improving outcomes.



Kathleen Sebelius
Secretary
U.S. Department of Health & Human Services

"At the Department of Health and Human Services we have a simple mission: protect the health of the American people and provide essential human services, especially for those who are least able to help themselves."

May 5, 2009

PU'UHONUA - HO'OPONOPONO AND WELLNESS CENTER COMMUNITY
LOCATED ON THE ISLAND OF HAWAII NEEDS ASSESSMENT

With an OHA grant and volunteers, a needs assessment for a Pu'uhonua – Ho'oponopono and Wellness Center to be located on the Island of Hawaii was conducted. A community assessment survey was developed and distributed with nearly 200 community members responding. A comprehensive Phase 1 Feasibility Analysis Report for the project was developed, a Literature Review undertaken and 26 Focus Groups held within the community.

Following is the summary of the Needs Assessment Surveys. A total of 192 surveys were completed. Discrepancies between the total number of answers to each question and the total of 192 can be explained by the following.

- 1) When answering the question concerning the respondent's connection to the prison issue, respondents were encouraged to mark every category that applied to them, thus bringing the total in that area to well above the total of 192.
- 2) The surveys were self-administered and respondents did not always answer every question, bringing the total responses to some of the questions below the total of 192.

The responses from the 192 completed surveys are in **bold type** below.

Respondents' connection to the prison issue:

- 87** *incarcerated person and/or former prisoner*
- 21** *family member of an incarcerated person*
- 16** *judicial/correctional system employee and/or social service provider*
- 19** *cultural practitioner*
- 94** *concerned general public community member*

1. *Hawaii's incarcerated should not be imprisoned on the Mainland.*

<u>8</u>	<u>2</u>	<u>5</u>	<u>7</u>	<u>159</u>	<u>8</u>
Strongly Disagree				Strongly Agree	Don't Know

Why? The importance of staying connected to 'ohana was cited again and again. Also mentioned was the cost to the State of Hawai'i to send prisoners to the mainland and the potential for mainland crime to spread to Hawai'i through prison contacts.

2. *Hawaii should support culturally based Pu'uhonua (wellness-center) as an alternative to prison.*

<u>7</u>	<u>1</u>	<u>2</u>	<u>13</u>	<u>162</u>	<u>3</u>
Strongly Disagree				Strongly Agree	Don't Know

3. *Each Island should have a Pu'uhonua center to take care of its own offenders.*

<u>10</u>	0	<u>1</u>	<u>14</u>	<u>162</u>	<u>3</u>
Strongly Disagree				Strongly Agree	Don't Know

4. *Rate the following program activities from 1 – 4 with 1 being of greatest importance to 4 being of least importance. Many respondents rated all of the following program activities as no. 1, of most importance.*

	1	2	3	4
<i>Life/Technical Skills</i>	<u>52</u>	<u>52</u>	<u>87</u>	<u>15</u>
<i>Substance Abuse Treatment</i>	<u>61</u>	<u>21</u>	<u>14</u>	<u>61</u>
<i>Cultural Enhancement Training</i>	<u>51</u>	<u>57</u>	<u>30</u>	<u>27</u>
<i>Gaining Employment/Transitioning from prison to community</i>	<u>80</u>	<u>17</u>	<u>17</u>	<u>44</u>

What other services and programs should be included in the Pu'uhonua, that you feel would heal and prepare the incarcerated to be self-reliant?

The following suggestions were mentioned by many of the respondents: **education, low-income housing, anger management classes, parenting and relationship classes, mentoring program, counseling for inmate and families, communication skills, daily living skills, health and wellness, cultural activities, skills and education, cultural healing and values, support groups for prisoner and families, involve prisoners in development of preventive programs for youth, substance abuse education victim/offender facilitated dialogues, reintegration into the community, community college, hone reasoning and logic skills, increase self esteem, keep 'ohana together as much as possible, genealogy, preventive medicine, Hawaiian spirituality, volunteer programs to give back to the community and restitution through service.**

6. *Do you have any other comments?*
Long-term mentorship is essential.

Feasibility Study
for
a Pu'uhonua
Ho'oponopono and Wellness Center
Located on Hawai'i Island

Proposed by the
'Ohana Ho'opakele
A Hawaiian culture-based 501 (c) 3 non-profit corporation,

Prepared by Chelle Shand

October 10, 2005

Preface

The following report is a Phase 1 Feasibility Analysis and includes the potential costs for the 'Ohana Ho'opakele's Pu'uhonua -Ho'oponopono and Wellness Center proposed to be located on Hawai'i Island.

It is anticipated that this report will contribute to a greater understanding of the structure, planned usage and financial viability of the project. The resulting activities will contribute to a realistic and defensible Business Plan.

Acknowledgments

The consultant would like to acknowledge a number of people and groups that have significantly contributed to the preparation of this report.

First, the members of the 'Ohana Ho'opakele are to be congratulated for their perception, progressive attitudes, commitment and perseverance for establishing and promoting the fundamental principles of the organization and their Hawaiian cultural heritage. Throughout the planning process they have worked persistently, demonstrating an assurance and confidence that has encouraged community members and gained their ongoing support.

Under the Presidential leadership of Sylvester Kepilino, the members of 'Ohana Ho'opakele have continued to shape the vision of their project. Without their strength and aloha, this project would not have advanced to its current level.

The project also owes much gratitude, to Auntie Eleanor Ahuna who through her deep cultural convictions, provided guidance and inspiration for the management of the facilities and its programs.

The late Dr, George Kanahale should be recognized for his invaluable understanding and harmonizing of traditional Hawaiian values and their limitless use in the management of contemporary organizations and business. His work has been a source of empowerment, strength, knowledge, motivation and humor.

The Hawai'i Alliance for Community Based Economic Development (HACBED) organization for their guidance and facilitation through the strategic planning process.

The project owes gratitude to Uncle Sam Kaleleiki for his creative skills and keen perception. His drawings have provided graphic confirmation of the community's vision and helped them to refine their dreams into functional validity.

Hawai'i Community Foundation should be recognized for their valuable financial contribution. Their funding and support to complete this research and report has provided immeasurable credibility to the mission and goals of 'Ohana Ho'opakele.

They all deserve our thanks and recognition for commitment and best effort.

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***“Nothing Splendid has ever been achieved except by
those who dared believe that something inside them
was superior to circumstance”***

–Bruce Barton

1. Project Concept

Project Background and Community Characteristics

Since its inception, ‘Ohana Ho‘opakele has been working to institute a restorative justice process that can more effectively heal victims and deal with the rehabilitation of community residents who have made mistakes in their lives. The ‘Ohana intends to provide community and culture based alternatives to the existing prison system. Its focus is on the belief that rehabilitation is a healing process that requires a therapeutic environment centered on wellness rather than the punitive orientation of the current correctional process. This shared vision has been helpful in mobilizing ‘Ohana Ho‘opakele members and community support around critical concerns for Hawai‘i Island. Examples of this include the ‘Ohana’s advocacy for key actions that support the concept of restorative justice on the Island of Hawai‘i, its work to support Hawai‘i residents incarcerated in out of state prisons, its Ho‘oponopono training for Hawai‘i Island residents, and its work to date towards the development of a justice and wellness center – in the manner of a Pu‘uhonua – to be located on the Island of Hawai‘i.

‘Ohana Ho‘opakele is comprised of a dedicated board who’s leadership in the community is highly and widely regarded, especially in the Native Hawaiian community. Their lifetime achievements and leadership role in the community have established networks and relationships that give the organization access and influence in key areas to affect the vision for restorative justice. The Ohana is at a critical juncture in its history. It is moving into a more proactive and growth oriented phase and must develop systems and capacity to assist it in negotiating through this important transition period.

The complete lack of a Ho‘oponopono or culture based healing or correctional facility in Hawai‘i motivated ‘Ohana Ho‘opakele to begin a lengthy strategic planning process to develop such a center for the Hawai‘i Island community. Members of the Ohana Ho‘opakele organization believe that self sufficiency and self actualization are essential to its long-term success and with this in mind have set about doing strategic and business planning to provide such a facility and program.

Initial ‘Ohana Ho‘opakele meetings resulted in the identification of the following challenges for the community:

- lack of financial resources and a site.
- lack of opportunities to employ a traditional corrective process
- lack of an alternative to prison for non-violent offenders
- lack of culturally based business management knowledge and skills
- no rehabilitation centers which are built on or managed with Hawaiian culture and core values

From these challenges, 'Ohana Ho'opakele has begun to formulate a community development plan that includes an economic plan that will provide for self-support. A primary part of this feasibility plan is the development of a Pu'uhonua-Wellness Center based in traditional Hawaiian values and restorative alternatives to the State's Prison System for non-violent offenders. We anticipate that the proposed development is fundamental and that it will bring about a positive impact within the Hawai'i Island Community as well that it will become a model for neighboring communities.

Concept Description

The Pu'uhonua -Wellness Center will be community based and operated. The project is being developed under the auspice of 'Ohana Ho'opakele a not-for-profit corporation. The 'Ohana Ho'opakele Pu'uhonua-Wellness Center business will be conducted to achieve the charitable and educational purposes of the 'Ohana Ho'opakele organization. The development of this model and its future management is considered to be the main focus of the group's efforts and the main program that the organization will undertake.

The Pu'uhonua is envisioned as a place where:

- the health, well-being, self-identity, and self-respect of non-violent native Hawaiian offenders and others would be restored; and
- the close relationship with their families and others would also be "repaired, regained, and restored".

Impacts at the Local Community Level

The Pu'uhonua is based on the traditional Native Hawaiian cultural model in which the 'ohana, the village, and the whole 'ahupua'a takes responsibility for healing and rehabilitation. In the process of the community taking on this role and responsibility, it is anticipated that the Pu'uhonua will:

- serve as a model for social and economic self-sufficiency for the whole of the local community, including both native Hawaiians and non Hawaiians;
- empower the local community through the transformative experience of Ho'oponopono;
- heal the victims of offenders; and
- develop an increased sense of safety by reducing the level of fear and crime that exists in the community.

Impacts at the Level of the Broader Community

Through the successful demonstration of the effectiveness and viability of healing and rehabilitation through Ho'oponopono, it is anticipated that the Pu'uhonua will:

- develop a change in the mindset of the broader community – moving from a mindset of punishment to one of wholeness, healing, and education; moving from the need for incarceration to the need for medical care, corrective healing, and social justice;
- transform the broader community by demonstrating a self-sufficient model; and
- provide data and “learning” around values and culture based strategies to inform efforts of the broader international network for restorative justice.

The traditionally Pu‘uhonua was an integral part of an ‘ahupua‘a. Since several Pu‘uhonua exist throughout the State, communities could go through the necessary legal processes to “revive” them and establish a broader system for healing and rehabilitation. Within this context, the board and staff believe that the following fundamental question needed to be explored because of its potential broad implications on how ‘Ohana Ho‘opakele’s Pu‘uhonua is developed:

- *Is the effort to demonstrate the viability of the Pu‘uhonua intended to change the existing corrections system or recreate the traditional pu‘uhonua and ho‘oponopono system or both?*

As a result of this exploration it was decided that programs could be developed and implemented as a case study. This case study and a ‘needs assessment’ have been supported through an OHA grant and are expected to begin sometime in December of 2005. Although the case study will be implemented without the facility it is strongly believed that the program as visualized by the organization cannot be acceptably implemented without the location/construction of a facility and onsite activities that could be managed solely within the fundamental program requirements.

The ‘Ohana Ho‘opakele planning process thus identified two distinct parts to the Wellness Center project. The first is the program activities and processes that will be engaged in the restoration (healing) and rehabilitation of individuals involved in the programs. The second is the physical facilities. Both parts are being developed through an integrated process to be sure that they are compatible and support the underlying concepts of the endeavor and its desired outcomes.

Challenges in Opening an Alternative to Prison

Opening an Alternative to Prison is a complex, long-term process. At the heart of the process is the issue of providing quality training and education based in cultural values and healing through the process of ho‘oponopono to a targeted set of clients and families who would benefit from a change in their rehabilitation environment. In meeting this potential need, six key factors of success must be evaluated:

1. Identification and development of an appropriate site,
2. Ongoing, sustainable operational funding,
3. Availability of capital improvement funding,
4. Availability of funding for start-up costs (sub-scale funding),
5. Increased community support, and

6. Administrative infrastructure and staffing.

Defining the Population of Interest

The 'Ohana Ho'opakele Pu'uhonua -Wellness Center is being designed with a primary beneficiary capacity of 100 individuals. The property will also provide accommodations for approximately 100 permanent and temporary staff as well as visiting family, friends and victims.

Participation in the 'Ohana Ho'opakele Pu'uhonua community -Wellness Center programs will be based on the following selection criteria:

- personal commitment to actively participate - contracted
- commitment of family and/or extended family to participate - contracted
- results of ongoing evaluation of the quality of the commitment

The primary beneficiaries will initially come from four streams of recipients:

- nonviolent incarcerated
- nonviolent as an alternative to incarceration
- adjudicated youth as a means of deterring future incarceration
- recently released as a means of deterring re-offence and re-incarceration

Selection and Referral Process

Individuals may be referred by the courts, prison officials, friends or relatives or may be considered by personal request. Following an initial interview given by contracted program experts, selected individuals will participate in a one-day orientation program. Following this evaluation, participants will then be selected and recommended for consideration as a beneficiary/resident. Individuals must be in general good health and test free of any current drug or alcohol use. The facility will provide basic clinic and health services but will not provide addiction withdrawal programs.

Startup Program Activities and Processes

Ho'oponopono programs will be ongoing and require that **all participants** including staff and consultants actively participate on an ongoing basis. Initial procedures will be explored and further developed through the needs assessment process and a case study. Funding has been provided by the Hawai'i State Office of Hawaiian Affairs (OHA) to facilitate this assessment, initial case study and program curriculum development.

Most members of the 'Ohana Ho'opakele organization, BOD, and current staff and consulting contractors have been actively participating in Ho'oponopono training. Both organizational sponsored workshops and those not sponsored by the organization. As part of the formal curriculum development process and program start-up, training will begin with a mandatory two-day workshop for 'Ohana Ho'opakele BOD, members, staff and

others involved as consultants, program curriculum development specialists, and facility designers. This training will be repeated on site once a place has been selected/committed to the project. And again as the staffing and construction process begins. Once the facility is completed all staff and organization representatives will participate in two two-week training sessions. Ongoing training and consultation will continue with primary participants, staff and organization representatives as each is selected and brought into the program.

Educational Programs

Resident Beneficiaries will be provided with onsite educational programs that include high school equivalency (GED), Trades such as food services, computer skills and graphics, Agriculture, and Business courses and planning. Once participants have completed their high school equivalency and according to progress evaluations they will be given the opportunity to attend Community College courses and then University programs as determined on an individual basis. Participants will be provided with tuition support as long as they are attending classes, achieving expected progress, and meeting required grade expectations. Participants will be provided with transportation to and from off-site courses. Participants attending off-site courses will be provided with on-site computer access and tutoring to ensure they do well in their chosen coursework.

Following completion of training or educational goals, Participants will be provided with job placement assistance or Business planning and start-up assistance. 'Ohana Ho'opakele is currently exploring "Best Practices" including business cooperatives.

Core Values and Guiding Principles

A first step in the feasibility planning process was to frame the process by identifying the underlying values in a systematic step-by-step manner. From this exercise the following list of twenty five core values were assembled:

1. Aloha
2. Ha'aha'a (humility)
3. Lokomaika'i (generosity)
4. Ho'okipa (hospitality)
5. Haipule or ho'omana (spirituality)
6. Wiwo (obedience)
7. Laulima (cooperativeness)
8. Ma'ema 'e (cleanliness)
9. 'Olu 'olu (graciousness, manners)
10. Pa'ahana (industry, diligence)
11. Ho'omanawanui (patience)
12. Le'ale'a (playfulness)
13. Kupono (honesty)
14. Ho'okuku (competitiveness)
15. Ho'ohiki (keeping promises)
16. Huikala (forgiveness)
17. Na'auao (intelligence)
18. Kuha'o (self-reliance)
19. Kela (excellence)
20. Koa (courage)
21. Kokua (helpfulness)
22. Lokahi (balance, harmony, unity)
23. Hanohano (dignity)
24. Alaka'i (leadership)
25. Ku I ka nu`u (achievement)

These values will function as a guide throughout the planning and decision making process as well as characterize the business management approach for the facility.

At the Individual Level

Ho‘oponopono is at the foundation of ‘Ohana Ho‘opakele’s approach to establishing the Pu‘uhonua. The following core principles identified by the group reflect this traditional cultural approach to healing and rehabilitation that focuses on restoring balance, harmony, holistic healing, and sovereignty. They relate to how the ‘Ohana will interact with and support individual participants at the Pu‘uhonua.

- In using a holistic healing approach, the mental, physical, moral, spiritual, and social aspects of individuals, ‘ohana, and the ‘ahupua‘a will be involved and nurtured.
- Build self-esteem and self-reliance within individuals, the ‘ohana, and the ‘ahupua‘a through restoration of cultural identity.
- Spiritual development will be at the foundation of the work.
- As participants take responsibility for their own healing and rehabilitation, they will be supported within an environment that is open, safe, and forgiving.
- Individuals will be supported with the tools to empower themselves and become self-sufficient.

At the Community Level

The ‘Ohana also sees the healing and rehabilitation of individuals as a function of the whole village and ‘ahupua‘a. As a result, the following additional guiding principles relate to how the ‘Ohana will interact and work with the community:

- Community building or ‘ahupua‘a building. Each place has its own ‘ahupua‘a and, traditionally, each ‘ahupua‘a had its own pu‘uhonua. Since traditionally there are specific and strict protocols for entering an ‘ahupua‘a, each ‘ahupua‘a should drive their own efforts to reestablish their pu‘uhonua.
- Individual participants will not be separated from the rest of community.
- A mindset of healing – for the community, the offender, and the victim. An important aspect of this is taking away the stigma of someone having been incarcerated.
- Beneficiary/Participants will receive educational and job training support and job location or business development support and on-going and follow up support to ensure their successful reintegration into the community.

- Community service is also one of the programs participants will contribute their efforts to a variety of agencies or not-for-profit groups as a pay back to society.

Identifying Stakeholder Groups:

Identifying the project’s stakeholders is critical to planning and implementing the overall strategic plan. ‘Ohana Ho‘opakele has had ongoing communications with most of these stakeholders and in many cases stakeholders have actively participated in or supported this planning process. Major stakeholder groups that ‘Ohana Ho‘opakele needs to include are both Internal Stakeholders and External Stakeholders:

Internal Stakeholders

Organization
 Board of Directors
 Administration
 Clients
 Families
 Supporters
 Donors
 Granting Organizations and Foundations
 Service Organizations
 Volunteers

External Stakeholders

Hawai‘i Residents
 Business Community & Chamber of Commerce
 Educational Community – Community College
 Students
 Community and Faith-Based Groups
 Funding Community
 Correctional Institutions
 Judicial
 Government Including: City, County, State, and Federal

Management Approach

Research is being conducted on “Best Practices” related to restorative justice programs, in prison culturally based programs, Hawaiian cultural values based management, and various ho‘oponopono trainings. Several consultants and programs have been identified. Several practitioners have presented board-training sessions and/or have participated in the planning meetings. Board member, Auntie Eleanor Ahuna has gone on to develop a conceptual design for this program (attached). Further development has taken place during the facility design stages to ensure structures ease integration of new arrivals into the site and programs. On-going design of programs will take place as staff and consultants are hired or contracted and will be designed to maximize the beneficial results of the facility structures and resources.

A culturally based management approach developed by the late George S. Kanahale will also be integrated into the operational management of the facility (attached).

2. Market Factors

The primary product offered by the ‘Ohana Ho‘opakele Pu‘uhonua -Wellness Center will be an alternative for selected non-violent offenders and others who might otherwise be incarcerated in the State Prison System or who might be leaving the prison system and are in need of support to reduce the chance that they will re-offend. The facility will be located on a site that can provide for financial sustainability. One such site has been identified and the following operational offsets and income sources have been identified. It is anticipated that as the project expands more opportunities will become available. For the purpose of this analysis, income will be derived from:

- Government funding that currently supports incarcerated and adjudicated individuals
- Recovery support funding
- Grants
- Agricultural Related Products including fruits, vegetables, native landscape plants, and aquatic
- Marketing Value Added Agriculture Products
- Marketing Value Added Water Products
- Fund Raising Opportunities
- Computer and Graphic Design Products
- Farmers Market / Retail Outlet.
- Trade Services and other outside business development

Market Projections

The following market projections are based on estimates derived from the above listed income sources over the five year strategy:

Income Source*	Year 1	Year 2	Year 3	Year 4	Year 5
Government Funding	-0-	\$3,650,000	\$3,650,000	\$3,650,000	\$3,650,000
Recovery Support and Other Grants	900,000	600,000	600,000	600,000	600,000
Private Fund Raising	7,550,000	-0-	-0-	-0-	-0-
Agricultural Products	-0-	-0-	15,000	40,000	70,000
Computer & Graphic Design Products	-0-	-0-	15,000	40,000	70,000
Trade Services & Other Business Dev	-0-	-0-	7,500	15,000	30,000
Total Expected Income . . .	\$8,450,000	\$4,250,000	\$4,287,500	\$4,345,000	\$4,420,000

*Although it is not projected, additional fund raising and grants may be available.

3. Facilities and Operational Requirements

Site Descriptions

The proposed Pu'uhonua and Wellness Center project includes the acquisition of the lease of 50 to 100 undeveloped acres of land. A site has been identified that is currently owned by the United Church of Christ (UCC). As a first step, an inquiry as to interest in obtaining this lease from the UCC was sent by Ohana Ho'opakele.

The larger permanent structure considered in this analysis will be constructed as funding becomes available. Several grants will be prepared and submitted that will fund the engineering, architectural blueprints and construction of the permanent facility. A referral has been made and contact is being established with Microsoft Foundation for project construction funds. This Feasibility Plan and the follow-up Business Plan will be employed to seek land acquisition and other support and funding for the project.

Facilities (land, buildings and utilities development)

TMK:

Zoning: Selected land is under the jurisdiction of the State of Hawai'i Department of Land and Natural Resources and is currently zoned as Watershed Conservation

Based on project objectives for the permanent facility, the following essential program spaces have evolved:

- Open air covered entry facility for receiving incoming beneficiaries and guests (800 sq ft)
- Enclosed meeting room for initial program training upon entry to site (800 sq ft)
- Domed meditation center (60 ft diameter)
- A multi-purpose space to shelter 200 people for providing meal services and holding meetings and gatherings. At 15 sf/person a 3,000 sf gathering space is required at a minimum. The perimeter of this multi-purpose space will be open to the surrounding for overflow area and activities.
- A kitchen (600 sq ft) fully certified by the Dept. of Health to support the facility and the production of value-added products for sale and fundraising.
- Laundry facilities. One central laundry (180 sq ft) including industrial machines and individual load machines

- Classroom spaces. Four to six classrooms (144 sq ft) spaces including one that is designed for advanced technology training.
- Office spaces for administration and small meeting areas. Six (100 sq ft) units.
- Storage. Storage space for maintenance equipment and supplies (1,000 sq ft)
- Living Facilities for two onsite staff and their families. One two bedroom (1,000 sq ft) and one three bedroom cottage (2,000 sq ft) for permanent on site staff.
- Living Facilities one of the following (final design will be determined following further research on recommendations for healing facilities, government requirements, and land use restrictions for the site:
 1. Dormitory facility for housing 100 primary beneficiaries and 20 guests.
 2. Dormitory facility for housing 50 primary beneficiaries 20 units for housing 100 primary beneficiaries and temporary staff and visiting families.
 3. 20 units for housing 100 primary beneficiaries and temporary staff and visiting families. Units will be constructed as four bedroom duplexes (total 1200 sq ft / 600 sq ft each) with central living room, kitchenette and bathroom.
- Parking for a minimum of 100 stalls to meet the parking requirement of a gathering space which is 1 stall for 75 sf.
- Green House (180 x 60) and cold frames (20 x 10 x 100)
- Agricultural buildings as required by sustainable integrated system designed for the facility

Start up Contractors Needed

Design – Architectural

Site Improvement Plan –

Native Plant Inventory

Sustainable Integrated Agriculture Use Design

Permits

Construction - Contractor

Staffing

Key personnel requirements include:

- Facilities Manager – one - permanent onsite living
- Program Director – one - permanent onsite living
- Cultural Program and Staff Development Specialists – three- fulltime
- Cultural Program Consultants – five – part time or as needed basis
- Curriculum Development Specialist – one – first two years, as needed thereafter
- Counselors – four – full time and others on an as needed basis
- Food Services Manager – one – fulltime
- Farm Manager – one – fulltime
- Capitol Development and Grant Management – one – on contract
- Educational Specialists – two – full time and others on a program specific basis
- Instructors – six – on contract, part time or as needed
- Employee Development and Human Resources– one fulltime
- Physicians Assistant (PA) – one fulltime
- Nurse (LPN) – one fulltime
- Accounting – on contract
- Controller – one – fulltime
- Marketing and Public Relations – one hired on contract
- Security – four – full time, may reside onsite

Equipment Needed

The facility configuration includes distribution, storage, farming and dairy facilities, certified kitchen, on-site medical care, exercise areas, an entertainment and stage area, and an office. Thus, farming equipment, milking machines, sound equipment, office equipment, complete kitchen equipment for cleaning, cooking and refrigeration, small processing equipment, kitchen utensils, and exercise equipment will be necessary in addition to beds, tables, chairs and other furnishings.

Facilities Plan:	Description/Dimensions	Expected Cost
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Main Project Site (Total Area 100,000 sf)

Building Area break-down:

Open-air Entry Facility	800sf
Enclosed Entry Facility	800sf
Dome 60 ft	3,000 sf
Multi-purpose space	3,000 sf
Certified Kitchen	600 sf
Laundry Facility	200 sf
Office	1,200 sf
Storage	1,000 sf
Classrooms spaces	2,400 sf

Total Common Area:	13,000 sf.
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Total Living Facilities	27,000 sf
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Parking Provided:	100 stalls
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Loading Dock:	1
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Conceptual Cost estimate:

Site work	\$ 300,000
Clearing, grading, utilities, parking & Landscaping	
Field for Athletics/Exercise/Sports	20,000
Building..... (@ \$150/sf)	6,320,000
Engineering and Design cost....	100,000
Civil Engineer	
Architect	
Mechanical Engineer	
Electrical Engineer	
Electrical Engineer	
Structural Engineer	

Green Houses, Cold Frames & Farm building	30,000sf	100,000
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Equipment		855,000
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Subtotal:....		\$ 7,695,000
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10% Contingency.....		769,500
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Total Expected Cost:.....		\$ 8,464,500
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*This is a very conceptual cost estimate. A more accurate estimate must be done by a cost estimator.

Site Plan Considerations

1. The Multi-Purpose Building should be visible from the main road fronting the 200'x400' parcel without parking in front of it.
2. The parking should be on one side of the lot so vehicular circulation is made easier as opposed to going around the building.
3. The building and site plan should not have any hidden places or corners so as to prevent vandalism and theft.
4. The dome should be attached to one end of the multipurpose room and should also be accessible from the outside
5. The kitchen should be accessible by truck or car.
6. The kitchen should be centralized in the main building.
7. Kitchen should be attached to multipurpose room to ease service
8. Laundry building should be attached to kitchen to streamline plumbing.
9. Cars traveling along the main roadway should not be able to see into the multi-purpose building.
10. The office should be visible from the entry drive and likewise the office should be able to see all points of the property and building.
11. The open edge of the Multi-Purpose/assembly space should be turned away from the strong trade winds.
12. Likewise, the short end of the building should be facing the southwest sun to minimize the heat gain in the afternoon.
13. In keeping with the Hawaiian theme the building should resemble a traditional Hawaiian style structure and incorporate the use of local rock, wood (ohia, koa, milo, and/or mango), and lauhala where possible.
14. Landscape should feature indigenous and Hawaiian introduced plants and those that produce fiber making materials as much as possible.

In consideration of the above items, a design will be developed that blocks the wind, minimizes the heat, minimizes hidden corners, centralizes the kitchen and provides for efficient functions.

In addition to this it is 'Ohana Ho'opakele's intention to design the facilities as energy efficient as possible and incorporates solar voltaic and other alternative energy technology and equipment.

Recycling, reuse and reduced waste will be considered from the design stages and will be incorporated into facility management from construction material selection, supply procurement, and agricultural processes to ensure the least amount of waste as is possible.

Agricultural functions will be integrated using sustainable processes. Organic farming practices will be used and as much of the facilities required ag products as possible will be produced on site.

Keeping an offender in prison costs \$100 per day. In addition, according to the Department of Corrections, it costs the state an estimated \$70,000 per bed to build a new prison, for an estimated total cost to the taxpayer of \$1 million per bed over the life of the prison.

The total cost comparison between keeping a lawbreaker in prison and keeping him or her on probation figures out at about six to one. In fiscal year 1991, the cost to house, feed, train and provide medical care for 23,941 inmates was \$563 million, according to the Illinois Department of Corrections. Probation that year for 79,402 offenders cost \$100 million, according to the Administrative Office of the Illinois Courts.

- Operational expenses (salaries, medical insurance, utilities, food) have increased each year. Local departments have covered expenses by diverting basic supervision funds (state allocations for support of non-residential supervision), reducing beds, or postponing physical plant repairs, equipment, and maintenance.
 - The median salary for all residential staff is \$23,724.
 - A quarter of CCF staff earned \$20,000 or less annually; 58% earned \$25,000 or less annually; 79% earned \$30,000 or less annually.
 - The median salary for line security staff is \$20,926
 - The median for supervisory security staff is \$24,408
 - The median salary for all residential security staff is \$21,652.
- Community Corrections Facility Staff

4. Capitalization Requirements

Assuming the land for the project can be obtained through a grant or donation, first year capitalization will require sufficient funds to design, plan, develop and construct the all facilities as well as purchase all required equipment, vehicles, supplies and materials. In addition funding will be necessary to pay for all staff and personnel.

The following is an outline of the expected start up capitalization costs:

Excavation and Other Site Work . . .	\$ 300,000
Main Facility Design and Construction . . .	6,420,000
Landscaping and Farm Preparation . . .	20,000
Greenhouse and Farm Structures . . .	100,000
Equipment and Supplies . . .	855,000
First Year Staffing . . .	575,000
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Total Start-up Capitalization Requirements . . .	\$ 8,270,000

We anticipate that a private donation may be available to pay for all or most of the development and construction costs of the main facility. State and Federal grants are likely available to provide the remaining initial capitalization needs. In the event that a private donation cannot be obtained, the required initial capitalization may be obtained through additional grant proposals or debt financing. Based on our projections, cash flows generated from state funding for resident care and recovery support grants should exceed all on-going operating expenses. If additional funding to cover operating expenses becomes necessary, additional grants and solicitation of private donations are likely to be available.

5. Forecasted Financial Statements

5 Year Pro-Forma Income Statement					
Period Covering: January 2006 - December 2010					
	2006	2007	2008	2009	2010
Resident Fees	\$ -	\$ 3,630,000	\$ 3,630,000	\$ 3,630,000	\$ 3,630,000
Net Product Sales	-	-	37,000	95,000	170,000
Gross Operating Income (Not Including Grants and Donations)	-	3,630,000	3,687,000	3,745,000	3,820,000
General and Administrative Expense	(748,157)	(3,928,465)	(3,546,840)	(3,639,465)	(3,716,715)
Operating Income	(748,157)	(278,465)	140,160	105,535	103,285
Interest Income (Expense)	-	-	-	-	-
Other Income (Expense)	-	-	-	-	-
Total Nonoperating Income (Expense)	-	-	-	-	-
Net Income Before Taxes ...	(748,157)	(278,465)	140,160	105,535	103,285

5 Year Pro-Forma Statement of Cash Flows					
Period Covering: January 2006 - December 2010					
	2006	2007	2008	2009	2010
Cash Flows from Operating Activities					
Resident Fees	\$ -	\$ 3,630,000	\$ 3,630,000	\$ 3,630,000	\$ 3,630,000
Recovery Support Funding	-	600,000	600,000	600,000	600,000
Grants	900,000	-	-	-	-
Fund Raising Activities	7,530,000	-	-	-	-
Product Sales	-	-	37,000	95,000	170,000
Total Receipts from Operations	8,430,000	4,230,000	4,267,000	4,325,000	4,400,000
Payments to Suppliers and Employees	(748,157)	(3,928,465)	(3,546,840)	(3,639,465)	(3,716,715)
Net Cash Provided by Operations	7,681,843	321,535	720,160	685,535	683,285
Capital Expenditures					
Long Term Capital Investment	(6,840,000)	-	-	-	-
Equipment and Other Short Term Investment	(855,000)	-	-	-	-
Net Capital Expenditures	(7,695,000)	-	-	-	-
Net Increase (Decrease) in Cash Held	6,843	321,535	720,160	685,535	683,285
Cash at Beginning of Year	-	6,843	328,378	1,068,538	1,774,073
Cash at End of Year	\$ 6,843	\$ 328,378	\$ 1,068,538	\$ 1,774,073	\$ 2,477,358

5 Year Pro-Forma Balance Sheet -- Cash Basis (No Depreciation Recognized)					
Period Covering: January 2006 - December 2010					
	2006	2007	2008	2009	2010
Assets					
Current assets:					
Cash	\$ 6,843	\$ 328,378	\$ 1,068,538	\$ 1,774,073	\$ 2,477,358
Investments	-	-	-	-	-
Inventories	-	-	-	-	-
Accounts receivable	-	-	-	-	-
Pre-paid expenses	-	-	-	-	-
Other	-	-	-	-	-
Total current assets	6,843	328,378	1,068,538	1,774,073	2,477,358
Fixed assets:					
Property, Buildings & Improvements	6,840,000	6,840,000	6,840,000	6,840,000	6,840,000
Equipment	855,000	855,000	855,000	855,000	855,000
Equity and other investments	-	-	-	-	-
Net fixed assets	7,695,000	7,695,000	7,695,000	7,695,000	7,695,000
Total assets	\$ 7,701,843	\$ 8,023,378	\$ 8,763,538	\$ 9,469,073	\$ 10,172,358
Liabilities and owner's equity					
Current liabilities:					
Accounts payable	\$ -	\$ -	\$ -	\$ -	\$ -
Accrued wages	-	-	-	-	-
Income taxes payable	-	-	-	-	-
Unearned revenue	-	-	-	-	-
Other	-	-	-	-	-
Total current liabilities	-	-	-	-	-
Long-term liabilities:					
Mortgage payable	-	-	-	-	-
Total long-term liabilities	-	-	-	-	-
Owner's equity:					
Donations & Grants Received	8,450,000	9,050,000	9,650,000	10,250,000	10,850,000
Accumulated retained earnings	(748,157)	(1,026,622)	(886,462)	(780,927)	(677,642)
Total owner's equity	7,701,843	8,023,378	8,763,538	9,469,073	10,172,358
Total liabilities and owner's equity	\$ 7,701,843	\$ 8,023,378	\$ 8,763,538	\$ 9,469,073	\$ 10,172,358

6. Risk Assessment Organizational Considerations

The Pu'uhonua and Wellness Center is a novel approach to criminal justice and rehabilitation. Additionally, projected funding for the Center's development and operations is based on the availability of substantial private donations, grants, and government support. Accordingly there are numerous risk factors and organizational considerations that must be addressed during all phases of planning, development, construction and operation of the Center. The following is an initial list of potential risk factors and other considerations:

- Availability and acquisition of sufficient land for site;
- Availability of private donations for development and construction of facilities;
- Approval from federal, state and local governments;
- Acceptance from the community;
- Availability and timeliness of grants and other private donations;
- Availability of qualified personnel and sub-contractors for planning, development, construction and staffing;
- Willingness of potential residents to participate;
- Changes in market factors that may affect the sale of agricultural and other products;
- Environmental concerns.

*This is only a conceptual list of risk factors. A more extensive list of risk factors and organizational considerations must be done as part of the business plan and assessment.

7. Key Planning Consultant Requirements

We have identified the following list of personnel and organizational groups that will be critical to the operational success of the Pu'uhonua and Wellness Center:

Friends of Ohana Ho'opakele Advisory Board:

- Members serve in an advisory capacity to Ohana Ho'opakele.
- Membership composed of experts and individuals who are willing to serve.
- Voluntary board with no remuneration

Advisory Committee

Representatives of community, county and state organizations have agreed to participate on an advisory committee to guide the project. Much of the training and technical assistance in small business management methods offered by these advisors is available without charge. These include but are not limited to:

Advisory Committee

Neal Wagatsama
Kaua'i Community Correctional Center
5350 Kuhio Highway Lihue, Kaua'i 96766
Phone: 808-241-3057 Fax: 808-241-3059

Noelle Rodriguez
Hawai'i Community College
Phone: 808-974-7386

Hawaii Community College

University of Hawaii at Hilo

Liaison / Information Director:

- Culturally sensitive.
- Knowledge of all aspects of project.
- Public speaking abilities and excellent communication skills.
- Ability to take direction.

This position is relevant to successful communication between Ohana Ho'opakele, its' constituents and neighboring communities. This position encompasses the recordation, composition and publishing of informational releases regarding the project.

Paid Consultants and Technical Assistants

- culturally sensitive.
- qualified and/or certified working experience in field of expertise.
- bond capability if required.
- registered with SOH to operate a business.
- excellent communication skills.
- networking abilities imperative.
- knowledge of acceptable business practices.

Project Manager / Administrator

- knowledgeable and supportive of desires of community.
- ability to work collaboratively with persons, entities involved in project.
- culturally sensitive.
- have an understanding of the community development process.
- administrative and organizational capabilities.

This position will act as the liaison between the Ohana Ho`opakele and all design and construction efforts. The Project Manager will work closely with the professionals (architect, engineers and licensing agencies) and consultants required through the process of implementation of this project.

Project Planning Consultants:

The role of these consultants is to provide training and staff support to the Ohana Ho`opakele's Board of Directors; facilitate the bi-monthly training workshops; monitor and help to prepare evaluation reports for the project; identify sources of and seek additional long term funding for the project; facilitate preparation of and continue to train Ohana Ho`opakele in grant writing and other business development skills.

- Train/educate Ohana Ho`opakele members in organizational responsibilities, empowerment process, implementation and business management (Chelle Shand / Milnor Lum).
- Planners to "put on paper" working plans of Ohana Ho`opakele group and complete reports (Chelle Shand / Milnor Lum).
- To research financial/investor development funds project completion and for further economic development (Chelle Shand).
- To teach Ohana Ho`opakele computer skills, the use of technology and software to streamline their processes, and strengthen their capacity to participate in the high-tec community.

- To train/educate Ohana Ho`opakele members in Management by Values (Chelle Shand).
- To conduct a needs assessment for the project

Architectural and Site Layout Consultant:

Architect

- To research and facilitate necessary permits, planning and construction requirements required to the permit process.
- Develop Working Drawings of the Pu`u Honua wellness Center Facilities and larger planned project.

Other consultants and technical assistance to be utilized will be determined by Ohana Ho`opakele and its' advisory board in behalf of the projects' success.

Exhibits

Organizational Chart

