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1/31/14

**HALE`O MANA KOA**

66-382 Kaamooloa Road

Waialua, HI 96791

*Kirsten Baumgart Turner*

*Secretary*

(808) 254-2154

January 31, 2014

Senate Committee on Ways and Means  
State Capitol, Rm. 208  
Honolulu, HI 96813  
Attn: Rod Becker

**APPLICATION FOR GRANTS AND SUBSIDIES CHAPTER 42F, HAWAII REVISED STATUTES  
GRANT REQUEST – CAPITAL**

**Please find attached Hale`O Mana Koa's capital grant application to renovate an existing facility to establish Hawaii's first residential special treatment facility for children rescued from sex trafficking in Hawaii. Our application for a 65 year lease of the facility is currently under review by DLNR. This funding is focused on the receipt of that lease.**

**We are currently in the process of fundraising, grant writing and preparing for the licensing and site development of a home to prepare a home on a site to house these victims with so that their lives can be restored from the trauma they have experienced.**

**Please contact me if you require any clarification to our proposal. I can be reached at 254-2154 or by email at [kirstenbturner@gmail.com](mailto:kirstenbturner@gmail.com)**

**Mahalo for your kokua,**

**Kirsten Baumgart Turner**

**Secretary, Hale `O Mana Koa**

House District 43

Senate District 27

THE TWENTY-SEVENTH LEGISLATURE  
APPLICATION FOR GRANTS AND SUBSIDIES  
CHAPTER 42F, HAWAII REVISED STATUTES

Log No: \_\_\_\_\_

For Legislature's Use Only

Type of Grant or Subsidy Request:

GRANT REQUEST – OPERATING

GRANT REQUEST – CAPITAL

SUBSIDY REQUEST

"Grant" means an award of state funds by the legislature, by an appropriation to a specified recipient, to support the activities of the recipient and permit the community to benefit from those activities.

"Subsidy" means an award of state funds by the legislature, by an appropriation to a recipient specified in the appropriation, to reduce the costs incurred by the organization or individual in providing a service available to some or all members of the public.

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

STATE DEPARTMENT OR AGENCY RELATED TO THIS REQUEST (LEAVE BLANK IF UNKNOWN): \_\_\_\_\_

STATE PROGRAM I.D. NO. (LEAVE BLANK IF UNKNOWN): \_\_\_\_\_

<p><b>1. APPLICANT INFORMATION:</b></p> <p>Legal Name of Requesting Organization or Individual: Hale `O Mana Koa</p> <p>Dbas:</p> <p>Address: Street 66-382 Kaamooloa Rd, Waialua, HI 96791</p> <p>Address: Mailing PO Box 491 Haleiwa, HI 96791</p>	<p><b>2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:</b></p> <p>Name <u>Kirsten Baumgart Turner, Board Secretary</u></p>
<p><b>3. TYPE OF BUSINESS ENTITY:</b></p> <p><input type="checkbox"/> NON PROFIT CORPORATION  <input type="checkbox"/> FOR PROFIT CORPORATION  <input type="checkbox"/> LIMITED LIABILITY COMPANY  <input type="checkbox"/> SOLE PROPRIETORSHIP/INDIVIDUAL</p>	<p><b>6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:</b></p> <p>Funding for renovations of an existing facility to establish Hawaii's first residential special treatment facility children rescued from sex trafficking in Hawaii.</p>
<p><b>4. FEDERAL TAX ID #:</b> [REDACTED]</p> <p><b>5. STATE TAX ID #:</b> _____</p>	<p><b>7. AMOUNT OF STATE FUNDS REQUESTED:</b></p> <p>FISCAL YEAR 2015: \$ <u>\$1,500,000</u></p>

**8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:**

- NEW SERVICE (PRESENTLY DOES NOT EXIST)
- EXISTING SERVICE (PRESENTLY IN OPERATION)

SPECIFY THE AMOUNT BY SOURCES OF FUNDS AVAILABLE AT THE TIME OF THIS REQUEST:

STATE \$ 0

FEDERAL \$ 0

COUNTY \$ 0

PRIVATE/OTHER \$ 88,000

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE

[REDACTED SIGNATURE]

AUTHORIZED SIGNATURE

Jessica Munoz, President

January 31, 2014



## Application for Grants and Subsidies

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

### I. Background and Summary

This section shall clearly and concisely summarize and highlight the contents of the request in such a way as to provide the State Legislature with a broad understanding of the request. Include the following:

Hale `O Mana Koa's mission is to provide a Pu'uhonua (a safe place) for local, adolescent, female victims of sex trafficking. The home will provide with long-term, trauma-informed care that is grounded in cultural diversity and holistic treatment. The home will utilize a team of caring professionals who will customize treatment programs specific to each child's needs and cultural identity. This includes mental health, psychosocial, spiritual, and educational services that have been shown to be successful in working with female adolescent victims of sexual trauma.

1. A brief description of the applicant's background:

The goal of Hale O'Mana Koa is to establish a Courage House similar to the one in Northern California using the proven therapeutic program developed by Courage Worldwide. It offers a homelike atmosphere to recover the lives of girls rescued from sex trafficking in our islands. We have been working closely with legislators, judges, prosecutors, therapists, and key advocates who recognize the problem and are endorsing our mission to build a home-like facility with a Courage Worldwide multi-modal therapeutic program and approach.

It is clear to all involved in the human trafficking initiatives that the depth of the problem in Hawaii is significant enough to have caused a great deal of attention to focus on the problem: how to stop it, how to prevent it, and how to recover the victims of this horrific crime. The focus constantly returns to the fact that there is no place to send these girls to recover from their trauma. Most of the girls we are aware of are from Hawaii and do not want to leave the state, but need a safe and sheltered place to recover and receive therapeutic care aimed at their special problems.

Our team of volunteers has grown to a database of over 200 interested people and donors with about 30% actively committed to serving dozens of hours on a weekly basis. Our accomplishments over the past 18 months are outlined in the attached document which includes fundraising for a site and a home, supporting legislative change, reaching out to the schools to educate our youth on the dangers of sex traffickers, and general public outreach and education. All of these activities support our primary goal of building and operating a home and therapeutic program for these girls.

After visiting the DLNR owned- site, it appears that after almost two years of intense searching, this site meets all our needs for this home as outlined below and in our strategic plan.

- Oahu north shore or north windward site location
- Remote location from the centers of trafficking
- Agricultural or country environment
- Access to equine therapy
- Reasonably accessible for workers and therapy providers
- Large and comfortable facility with multi-purpose rooms for music, dance, and athletic activity
- Minimum 5 acres, prefer 10-15
- Access to country for hiking and growing small gardens
- Supportive community: there has been a NS outreach for the past 3 years with strong community support and funding.
- Room for expansion if needed to support up to 50 residents and support staff.

This facility meets all of these needs and will create an important solution for the state in dealing with this difficult problem.

In summary, Hale O`Mana Koa should be awarded this grant because:

- These children are currently held in youth prisons or hospitals or released back to the streets. We receive constant calls asking where to put these girls. We currently have no place to send them.
- Foster care cannot provide the intense therapy needed by these victims who can be very disruptive to a home.
- Courage Worldwide has developed a specialized comprehensive treatment plan that is required to recover these girls' lives. The program has over two years with a proven track record. (see attachment XX)
- Hale O`Mana Koa is a privately funded local organization committed to funding the program as needed above and beyond the available state funding. Courage Worldwide has national programs in development to supplement local funding.
- Hale O`Mana Koa has raised funds and is obtaining the needed commitments for the capital improvements required to modify the interior space of the facility.
- Courage Worldwide has provided the operations budget that is used as a template for our planning and shows the viability of the operations funding at a resident level above 20 clients. Hale O`Mana Koa can easily meet the gap if it is needed by grant applications and fundraising events.
- The DOE currently provides funding for onsite teachers for these type of facilities, which will be sought prior to operation.
- The Department of Agriculture provides these homes food and meals grants that will help reduce costs; although part of the training is to interactively teach cooking and prepare meals as a group learning activity.
- Hale O`Mana Koa team members have been actively engaged with Hawaii social and healthcare service providers that have helped develop our Staffing Plan as outlined in our Operating Budget. The staff will be trained by Courage Worldwide professionals who are experienced with this population. The Courage House program will provide up to 38 onsite jobs plus DOE teaching positions and offsite therapists. Preference will be for hiring locally as a first priority.



- The Courage House program will be culturally sensitive and modified to meet the unique needs of the local population. Significant work is being done to address local culture in all aspects of the program.

Our Facility Renovations, Licensing and Permitting schedule (See Attachment 5) demonstrates that we could open for operations in 2015 given the commitment for a lease within the next five months.

Although newly named, the Hale `O Mana Koa (HOME) team has been operating successfully as a charitable organization in Hawaii for 3 years under the umbrella of Courage Worldwide as the Courage Worldwide- Hawaii Project. On December 5, 2013 we filed HOME's Articles of Incorporation as a separate Hawaii non-profit charitable organization, and we are currently seeking IRS 501 (c)(3) certification. We did this in order to be able to specifically address all of the activities related to stopping sex trafficking of children and adolescents in Hawaii, and to be able to meet Hawaii funding and licensing requirements, and ensure state compliance. Funds raised under Courage Worldwide-Hawaii Project will be transferred to Hale `O Mana Koa upon the confirmation of its tax exempt status. We continue, however, to have a close working relationship with Courage Worldwide which enables us to learn from their experience of building the first Courage House in California and to take advantage of their organizational development resources.

HOME founder and President is Jessica Munoz. Jessica has long been involved in restoration of sex trafficking victims, as Jessica's parents helped establish the Northern California Courage House, and the Tanzania Courage House. Jessica's husband Jeremy, who is also on the HOME Board of Directors, helped build the Tanzania Courage House. Early on Jessica led a team of 17 Hawaii volunteers to visit and attend a training at Courage House Northern California. That group became committed to building a Courage House-type facility in Hawaii. The Courage House program is a comprehensive holistic plan tailored for each child's individual needs, which can be easily adapted in Hawaii.

As the Courage Worldwide Hawaii Project director, Jessica has spent the past 3 years tirelessly networking with political leaders, the justice system, the faith based community, state licensing institutions, foundations, NGO's, health care personnel and individuals interested in the issue and wanting to see a rescue home built. (See Attachment 1 Letters of Support) .

Jessica formed the Courage House Hawaii Project Team that has accomplished so much in 3 short years with all volunteers. Hale `O Mana Koa has now been formed as a charitable organization with an excellent, highly qualified Board of Directors, a Core Executive Team and several effective Task Forces to implement its objectives. Following is a summary of our activities since founding our organization at the end of 2011.

**Education:** We have hosted and/or provided presentations on the problem of sex trafficking in Hawaii at **46 events** that have resulted in an outreach to over **7000 people over the past 18 months**.

In 2013, we conducted **four 30 minute radio interviews, a one hour television interview and a TedX presentation**. In 2014 we participated in a panel with State and Federal Judicial appointees on

the sex trafficking industry in Hawaii that received broad **newspaper and television coverage** in Hawaii.

**Prevention:** We have presented *Shared Hope's* "Chosen" prevention program under the name "*Smart Courage*" to **46 classrooms and assemblies in 16 secondary schools** and youth organizations. This program educates youth about the dangers of sex trafficking and pornography entrapment. We have reached **over 2000 students** and have many presentations planned over the next several months. We are campaigning to get the Hawaii Department of Education to require these presentations in all schools.

**Social Media:** In six months our social media outreach through our **Face Book** and **Twitter** sites has accumulated close to **700 followers**.

**Medical Education/Program:**

We have presented to over 1500 emergency physicians nationwide with education on identification and intervention surrounding sex trafficking victims. Presentations sites have included: Tripler Pediatric Residency, Kahi Mohala Nursing staff, American College of Osteopath Emergency Physicians, Emergency Medicine Physicians Inc. This spring we are scheduled to present to the Hawaii Chapter of the American Academy of Pediatrics, Kaiser Pediatric and OBGYN physicians, Schofield Family and Behavioral Health, ER residency program in Detroit, Michigan. Our director has been interviewed by a National Emergency Medicine Leadership forum, filmed a documentary from the perspective of survivors seeking medical care, and published three articles in Emergency Physician Journals on the topic. She is also a part of the HEAL trafficking coalition which consists of medical providers from across the country who work together to develop better education methods, presentations, best practices and protocol developments surrounding the issue of trafficking as it relates to health with focus on a victim centered approach to care.

**Volunteers:** We currently have a database of **250** available and trained volunteers with a core leadership team of **15** volunteers actively involved on a daily basis averaging **10-30 hours** a week in volunteer time.

We held 3 in-depth **training sessions to over 300** attendees to provide our volunteers with thorough knowledge of sex trafficking and its implications and solutions. Our next training is planned for February 2014.

Once the home is opened we will continue to conduct educational outreach and **volunteer training** to staff our existing Task Forces, and we will also provide **volunteers for property and facility maintenance, and the multi-modal therapies** that will be provided at the home.

**Fundraising:** Under the fiscal sponsorship of Courage Worldwide International, we have been selected as a beneficiary of several organizations including First Presbyterian Women's Ministry, Junior League, Soroptimists, 2013 Association for Humanistic Counseling National Convention in Honolulu; and we have applications pending at various Rotary organizations where we have had multiple speaking engagements. Junior League of Honolulu has actively partnered with us for educational and legislative outreach.



We have raised well over **\$100,000 in donations** for establishment of the home since September 2012 and have over **50 pledges of \$1000 annually** from our *\$1000 from 1000* campaign.

We held 2 Gala events, which raised over **\$70,000**. The events' attendance increased 250 people in 2012 to 350 people in 2013.

We have developed a **database of potential Foundations** that provide grant funding to specifically support abuse and exploitation of minors. We have developed and trained a grant writing team with scheduled applications for 2014 and beyond.

We are a finalist for a **\$100,000 capital grant** from the Harold K.L. Castle Foundation.

We received a **\$3,000 grant** from the Rotary Club of Honolulu.

We have commitments to provide more than **\$500,000 in donated materials and professional services** toward renovation and/or construction of a facility.

**Legislation:** We participated in Senator Chun Oakland's Hawaii State Legislative Task Force against Sex Trafficking and supported the passage of 4 bills in the 2013 legislative session with wide support in written and verbal testimony from our volunteer base. We continued our role on the Task Force helping to develop 3 more bills that we are supporting for passage in 2014.

**Hawaii State Anti-trafficking Task Force:** HOME has been an active member for the past 3 years of this Task Force coordinated by the Hawaii Attorney General's office.

**Organization:** We filed with the state as a **local charity in 2012**. We filed **Articles of Incorporation in 2013**, and we recently filed for **501 (C) 3 IRS non-profit certification** in January, 2014. We have an active and engaged **Board of Directors** consisting of professionals in the fields required to accomplish our mission. We have a very committed volunteer base divided into effective **Task Forces** including Organizational Development, Fundraising, Outreach, Event Planning, Education, Communications and Social Media, and Legislation.

**Site Selection:** We have identified a 12 acre site with existing facilities that will require minimum upgrades and can house up to 50 residents. We are now in the process of securing a lease from the Hawaii Department of Land and Natural Resources. DLNR can give preferential lease terms to Hawaii based non- profits.

**Operations:** Upon lease signing, we will proceed with the licensing process and engage Courage Worldwide International to provide programming and operations with anticipated opening in 2015. HOMK will develop an operations oversight team, and continue our fundraising efforts toward upgrade and maintenance of the property and facility while adding financial support for programming.

2. The goals and objectives related to the request:

Hale O'Mana Koa's goal for this GIA request is to obtain the estimated \$1.5 million in material costs to renovate the DLNR owned facility and grounds to meet the needs of a residential special

treatment facility for the specific needs of girls rescued from sex trafficking in Hawaii. The professional trade services and labor will be donated. HOME has also submitted a separate GIA request for \$75,000 seed funding to contract an Executive Administrator for one year to help coordinate and execute the myriad of logistics involved in developing a sustainable, long-term, therapeutic rescue and restoration facility on Oahu.

Hale `O Mana Koa's mission is to rescue girls from sex trafficking in Hawaii and restore their lives by receiving much needed, multi-modal therapies for 18 months to 2 years at a Courage House-type facility. While we plan to use the proven therapeutic program developed by Courage Worldwide, HOME will continue its research to build an ongoing knowledge base of the best proven therapeutic programs.

HOME was organized as the developer that will contract a self-sustaining operator and program provider. HOME will provide operations oversight, fundraising and volunteer support for the rescue home. To that end, HOME has submitted an application for a lease for a DLNR-owned site and facility on the North Shore. HOME will hold the lease for the property and contract for the operation of the facility and program with Courage Worldwide, and call the home Courage House Hawaii. Hale `O Mana Koa will remain closely involved through operations oversight and fundraising support and to ensure state compliance. Hale `O Mana Koa will also continue to lead the community outreach for awareness and youth education, legislative change, volunteer coordination and medical community involvement.

In order to accomplish this, HOME requires a paid Executive Administrator to coordinate all the logistics of organizational development, funds development and administration, site acquisition, facility renovation, licensing, contracting the Special Treatment Facility operator and program provider, and managing relations between HOME and the operator/program provider. The Executive Administrator will also support HOME's continuing objective to increase awareness of sex trafficking in Hawaii in order to: 1) provide safeguards for threatened youth and 2) support legislation that protects the victims and penalizes solicitors and pimps.

HOME requests \$75,000 as seed money to fund one year for this Executive Administrator position. We anticipate the Administrator's tasks to be significant enough to warrant a professional, full-time equivalent paid contract position during development and contracting of the operator. We plan to review the position after the facility is established and operating. Future funding for the position will come from HOME's significant fundraising efforts as described above, and outlined in our Fundraising Plan. (See Attachment 2 Strategic Plan, Section VI)

3. The public purpose and need to be served:

HOME is going to establish the first residential treatment facility in Hawaii with long-term programming that will specifically address the long-term needs of underage victims of sex trafficking. Currently there are no programs or facilities specifically for child-victims of trafficking and sexual exploitation. Instead of being helped, they are being prosecuted, thrown in juvenile detention and often vilified. While in detention, they are exposed to other serious vices and can become more hardened and criminalized. Alternatively, they are placed into one of the few group



homes for youth, or back into their home environments which are often the cause of their original alienation and vulnerability to the industry. Statistics show the majority of the young women who are victims of this crime do not have safe homes and loving families to return to once they have "graduated" from a program. As a result, their traumas often become further exacerbated and they flee, ending up back on the streets where sex traffickers exploit their low self-esteem and need for shelter forcing them back into prostitution.

We believe the cost of this facility is worth the effort because there is huge value in every life saved; and because the opportunity cost of not doing so can only be measured by the social wounds that will continue to be inflicted on, and later by, these victims.

Immediate Cost Savings to Hawaii:

Not only is rescue and restoration of these children the morally right decision; it is also the financially prudent decision. Since Courage House Hawaii will be significantly subsidized with volunteers, the cost of one year of restoration at Courage House Hawaii is estimated to be only \$164,250. This is far less than the cost of one year of housing a juvenile at the Hawaii Youth Correctional Facility of \$199,320. Additionally, after completion of the Courage House Hawaii program, the girls should be able to be productive and producing members of our society.

The Cost of ignoring the long term needs of these child victims:

Unless someone intervenes, unless someone believes in these children, they will remain lost and alone, and will become adult criminals weakening and burdening our communities. The cost to Hawaii of sex trafficking victims without hope of restoration is multi-faceted. Hawaii will bear the burden of supporting this person in its hospitals, correctional facilities, drug treatment programs or even eventually in its public areas, as many people without resources become homeless. Early intervention has the hope to restore these girls and prevent the tragedy that can often follow this type of abuse and exploitation. This tragedy often ends in adult incarceration. The cost of housing an adult male in a Hawaii Correctional facility in 2009 was estimated at \$43,070.00 per year. A male serving a 5 year sentence cost the State \$215,350. A 10 year sentence costs the State (in 2009 dollars) \$430,700. By contrast, the 2014 cost of one year of restoration at Courage House Hawaii is estimated to be only \$164,250. And the benefit to society of that restored person contributing to the tax base today offers a total working lifetime state benefit of \$186,167.

Benefits of Restoration:

As girls are restored and become functioning and contributing members of our society, they will contribute their share of taxes to Hawaii's economy. Per DBEDT, the average per capita Hawaii tax collections for 2012 were \$3,962. If the women are restored and contributing from age 18 to 65, each restored woman would generate \$186,167, on average, for the State of Hawaii. This amount exceeds the investment of \$164,250 in the girl's restoration.

A small investment early on, could lead to a lifetime of contributions to the State, instead of a lifetime of costs. Additionally, woman who have been nurtured and restored, often seek to pass along these gifts to the next generation. The seeds that we plant at Courage House Hawaii through this GIA funding will be continued on to many generations of our keiki. (See Attachment 3 Estimated State Cost Savings)

4. Describe the target population to be served.

Hawaii's economy is fueled by domestic and international tourism along with a heavy military population representing every service on Oahu. Honolulu is also becoming a hub for business and trading between the East and the West. All of this makes Hawaii--and especially Oahu-- a prime target for sex traffickers who capitalize on male travelers, businessmen, and military personnel.

As the demand for sexual services increases in Hawaii, so does the number of victims, specifically underage victims. Young girls in Hawaii are bought and sold. They are ordered online, purchased in massage parlors and put out on the street to generate business for sex traffickers, otherwise known as "pimps."

The girls come from all walks of life and all areas in Hawaii. Studies show that 85 percent of victims of prostitution have suffered sexual abuse as children, often at home, which is why they have fled to the streets. On the streets, and even on our community playgrounds, sex-offenders and sexual predators exploit these children's desire for love, encouragement and shelter, deceiving, intimidating or forcing them into prostitution. Runaway kids are the most vulnerable population. Missing Children Hawaii estimates between 200 and 300 children are living on the streets of Honolulu at any one time. The number is probably much higher because many runaways are unreported. KITV recently gave a report on the risks for runaways in Hawaii. The story includes interviews with David Hipp, Director of the State Office of Youth Services and HOME President Jessica Munoz, and mentions legislative efforts to establish a Safe Place program. The Report can be found at <http://www.kitv.com/news/hawaii/challenges-faced-by-hawaiis-runaways/-/8905354/24169916/-/ex46dxz/-/index.html>

5. Describe the geographic coverage.

HOME has focused its efforts on establishing a therapeutic residence on Oahu because that is where the victim population is greatest. The reason to maintain the facility on Oahu is because of the availability of trained staff and outpatient services. These crucial support services are not available on the neighbor islands and it would be prohibitively expensive to fly staff and specialists to the facility. The availability of emergency help on the island makes it an ideal centralized location. While located on the North Shore of Oahu, the doors of Courage House Hawaii will be open to serve young victims from across all the Hawaiian Islands.

## **II. Service Summary and Outcomes**

The Service Summary shall include a detailed discussion of the applicant's approach to the request. The applicant shall clearly and concisely specify the results, outcomes, and measures of effectiveness from this request. The applicant shall:

1. Describe the scope of work, tasks and responsibilities;



The recently shuttered Crawford Convalescent home owned by DLNR has an ideal layout for a residential treatment center. It has 16 bedrooms that were set up for 4 bedridden patients each. Hale `O Mana Koa will set each bedroom up with a dividing wall so each of 32 girls can have a private bedroom with access to the toilet/ sink facility in each of two rooms. The rooms will be individually furnished and decorated to appeal to teenage girls by donations from our various women's groups that support our cause.

The 25,000 sq. ft. former convalescent facility needs an overall facelift to replace the hospital-like features. Renovations also need to be made throughout the building. The walls and ceilings in the entire facility need to be repaired and painted due to damage incurred with removing the facilities from the past user. Softening effects will be employed using wallpaper and murals donated by our supporters. The kitchen needs to be fully built out with new appliances and set up for teaching culinary skills and making products from the produce grown onsite. The electrical system looks to be in good shape but it will be gone over to assure full county code compliance and multiple outlets may be added for each room. A solar system to support daytime loads will be considered if the roof is adequate to carry the load. The plumbing system is intact, but renovations will be made to the large shower rooms to add an element of privacy. Any other modifications to the former convalescent home structure and parking facilities will be undertaken as needed to meet any presently unknown building and zoning code and state licensing requirements.

Fencing and security gates need to be installed with landscaping that shields the view from the street. The adjacent staff home must be razed for safety purposes as it is an advanced state of disrepair. We would also like to make the old Crawford Boys Home ruins into a garden, so we will have to make sure the remnant structure is safely secured. Restoration of the burned out building to function as a stable and barn for small livestock is contemplated if the support structure is certified as safe by a civil engineer.

In short, the main renovations are interior remodeling to rebuild the kitchen and improve the bedrooms and bathrooms and to convert the central areas to a cozy dorm like environment. The plans will incorporate therapy classrooms and physical fitness, halau and music areas. Remodeling plans will be prepared by a local volunteer architect. (See Attachment 15: Capital Improvements Remodel Estimate)

We have applied for a State Grant In Aid to seed an Executive Administrator Position to coordinate the development, renovation, permitting and licensing process.(See Attachment 4: Draft Executive Administrator Position Description.)

2. Provide a projected annual timeline for accomplishing the results or outcomes of the service;

We anticipate being able to hire the Executive Administrator upon receipt of funds in June, 2014. As soon as we have site control we will begin the permitting and licensing process. (See Attachment 5: Facility Renovation, Permitting and Licensing Schedule). We will simultaneously begin the planning and design process with our committed volunteer architect, and the volunteer Construction Manager will activate his pledges of donated materials, volunteer specialty trade professionals and laborers.

3. Describe its quality assurance and evaluation plans for the request. Specify how the applicant plans to monitor, evaluate, and improve their results

The Executive Administrator will help coordinate and document all of the facility development activities (See Attachment 4: Executive Administrator Position Description). The Renovations Task Force Director and Construction Contractor Jeremy Munoz, however, will be responsible for planning and executing the actual renovations. As mentioned before, we have a well-orchestrated Task Force structure with dedicated volunteers that will be put into play for this phase of development. Task Forces, the Core Executive Team and the Board of Directors meet regularly to assess our progress. The Renovations Task Force and the Executive Team, including the Executive Administrator will measure progress against the Renovations, Permitting and Licensing Schedule (See Attachment 5). The Board of Directors and Executive Team members consist of experienced developers who will use tools of the trade to plan and monitor the renovations progress and results.

Successful completion of the Courage House improvements and initiation of a fully licensed restoration program for the girls will be the ultimate measure of results for the request.

4. List the measure(s) of effectiveness that will be reported to the State agency through which grant funds are appropriated (the expending agency). The measure(s) will provide a standard and objective way for the State to assess the program's achievement or accomplishment. Please note that if the level of appropriation differs from the amount included in this application that the measure(s) of effectiveness will need to be updated and transmitted to the expending agency.

The effectiveness for this capital grant funding will be measured by HOME's completion of renovations of the facility and successful opening of the residential special treatment center. Once completed, the rescue home will significantly reduce the State's administrative costs related to servicing and often adjudicating underage victims of sex trafficking. HOME and its contracted operator Courage Worldwide will continue to fund the facility and the treatment program through private sources. Additionally, the state will benefit in the long-term by having productive members of our community contributing to the tax base instead of withdrawing from it. (See Attachment 3: Estimated State Costs)

HOME will provide monthly progress reports to the designated State agency with indications of milestones achieved, including those on the Facility Renovation, Permitting and Licensing Schedule in Attachment 5. The dollars requested are for the remodeling and renovation to upgrade an existing facility to make it appropriate for the use. We have submitted an estimate of these costs. Prior to disbursement of funds, a final estimate will be prepared that will provide a cashflow estimate for materials and services on a timeline. Receipts of the actual expenditures can be provided to the overseeing agency for the disbursements typical to any construction project which can be checked against the total. If costs need to be reallocated, the project manager will discuss this with the agency staff and obtain approval for such changes.



Regarding the measures of effectiveness of the residential program itself, treatment centers such as Courage House in California and Tanzania have only been operating for less than three years. However, Courage House has seen amazing results with the residents that have come through the program. Not only are their incident reports, and run away statistics less than the average group home, the Courage House treatment team has remained in contact with 96% of all residents that have come through their doors, even after discharge. Residents have continued to access resources, counseling, and maintain a relationship with staff and volunteers. (See Attachment 6: Program Results)

### III. Financial

#### Budget

1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.
2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2015.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$375,000	\$375,000	\$375,000	\$375,000	\$1,500,000

1. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2015.

The capital improvement costs not covered by this GIA request will be primarily sourced from donations from the community and grants. The improvements are estimated at \$1.5 million for materials and \$ 500,000 estimated for volunteer labor. We also have commitments for significant donated professional services. Numerous offers of volunteer labor have also been received from the various organizations that we have contacted in our public outreach and informational seminars.

Board Member Jeremy Munoz is a state licensed General Contractor who will be managing the improvements on a pro bono basis. Mr. Munoz helped build the Courage Worldwide facility in Tanzania Africa. Local architect and owner of Real Green Power Company, Dennis Furukawa will provide pro bono design and architectural services. He has done similar work for non-profits in California. We are working with Compliance Consultants that have also committed to provide pro bono design and permitting assistance.

Major outlets such as Home Depot and Hawaii Hardware have programs to donate materials for nonprofits. Applications are underway with these organizations. Estimated material donations of about \$500,000 will help keep the estimated overall improvement cost to \$1.5 million.

Funding will also be obtained by solicitations and fundraisers over the next 6-9 months to add to the current \$88,000 capital improvement account built up over the past year. Some applications were submitted in late 2013 and are pending award decisions. One of these is a \$100,000 capital

improvement grant from the Castle Foundation. Organizations such as the Weinberg Foundation have also expressed interest, but they require completed plans in order to commit funding.

Various women's organizations such as Junior League have expressed interest in providing furnishings for the facility. A focused effort will be made to obtain room furnishings and appliance sponsors as has been successfully undertaken by other homes including Courage House in California.

HOME will also apply for grants and funding from various private foundations for ongoing operations funding. We have developed a list of potential grants that will be applied for starting in 2014 (see Attachment 7: Potential Grants Shortlist). Courage House Hawaii will be a state licensed residential treatment center. The Juvenile social services system has funding associated with caring for these children who are placed in their care through the judiciary or DHS/ CPS. As a service provider caring for these children who are under DOH / Child Adolescent Mental Health Division ("CAMHD") there is currently a \$450 per diem rate for each child's care, which is approximately \$13,500 per month. Children who are under the DHS/OYS/CWS divisions are wards of the State and as such the state is required to find services that best suit each child's needs and provide funds for their care.

To support private placements and children not in the social service system, the team has a Strategic Plan and Marketing and Public Relations Strategy (See Attachment 12) in place to raise the remaining operational funds. Courage Worldwide has been operating two homes for the past three years under this funding model, using state funds available for children, grants available for this population, and fundraising within the community. Our Facility Operating Budget (Attachment 9) shows the scenarios for both 12 and 24 residents and the impact on the operating budgets. The maximum residents that can be accommodated based on the plans are 32 residents, based on 2 per bedroom and it is anticipated that this level of growth will not likely be achieved during the first three years of operation. The financials are based on 70% occupancy to allow for intervals between placements. The home plans to be certified with the Child Protective Services (CPS) to accommodate emergency short term placements for these girls, as interim placement facilities are scarce in Hawaii at this time. As a result, our financial plans were calculated based on 10% placement of these "emergency" cases.

It is our intention to seek multi-year grants to supplement state client per diem funding, which can fluctuate with the term of the custody award, which makes consistent operational support problematic. The Hale `O Mana Koa volunteer grant team has compiled a list of potential grants that it plans to file for this year. The grants were screened based on mission and focus. There are a great number of grants available that target our client population's needs. Attachment 7 represents our research on potential grant funding sources for which we would be most eligible. We have a current grant application under review with the Castle Foundation. Castle Foundation has requested confirmation of a site in order to award the grant.

While foundation and government grants are important, Hale `O Mana Koa's Fundraising Plan is broad based and comprehensive. We are supported by an active cadre of volunteers committed to annual fundraising activities resulting in donations so far of over \$100,000 toward establishing a rescue facility. Some of these activities include ongoing restaurant sponsored fundraising, a golf



tournament and an annual gala event attended by 250 donors the first year and 350 in 2013, which was our second year.

We also recently launched a "\$1,000 from 1,000" campaign with the goal of obtaining monthly support totaling \$1,000 annually from individuals, businesses, churches, and groups to help achieve sustainability. We already have almost 60 donors enrolled in the campaign after less than a year of promotion. Regularly planned outreach and educational presentations to businesses, churches and multiple mainstream organizations have resulted in commitments to beneficiary status from organizations such as Soroptimists and various church Women's ministries. Many other contributors have specifically stated that they would commit to financial support once the facility is identified and operating.

The Department of Education provides onsite teaching to similar facilities in Hawaii. The facility will, in essence, act as a special school to provide education to disadvantaged youth in a separate facility, somewhat following the charter school model. The main difference being the facility also incorporates extensive therapy and life skills education in a residential facility.

2. 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.

NA

3. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2013.

Our assets total \$88,000 as of December, 2013 and were specifically donated for the facility development.

#### **IV. Experience and Capability**

##### **A. Necessary Skills and Experience**

The applicant shall demonstrate that it has the necessary skills, abilities, knowledge of, and experience relating to the request. State your experience and appropriateness for providing the service proposed in this application. The applicant shall also provide a listing of verifiable experience of related projects or contracts for the most recent three years that are pertinent to the request.

Hale `O Mana Koa has accomplished a great deal in its short 3 year existence. These accomplishments are a result of the dedication of numerous experienced and talented volunteers who feel passionate about our cause. These volunteers include a former victim of child sex trafficking, foster parents of children exposed to sex trafficking, social workers, nurses, and former policemen who have all worked with the target population.

As outlined in Section V. Personnel below, HOME is also governed by highly accomplished for profit and non-profit executive managers, community development and project management consultants

and a construction firm owner that have all participated in construction and renovation projects, as well as program development and contracting. Together, HOME's Officers and Board of Directors have all of the resources to carry out this project, and are more than equipped to direct, monitor, and evaluate the contract Executive Administrator. (See Attachment 8 HOME Resumes).

## **B. Facilities**

The applicant shall provide a description of its facilities and demonstrate its adequacy in relation to the request. If facilities are not presently available, describe plans to secure facilities. The applicant shall also describe how the facilities meet ADA requirements, as applicable.

Hale `O Mana Koa has submitted a lease application for a very appropriate DLNR owned site. We now require one year of seed money to pay an Executive Administrator to support coordination and execution of the logistics required for securing the recently identified site (or another should that lease not be awarded), planning, designing and completing facility improvements, and executing and administering a contract with a qualified operator and program provider.

### TARGETED SITE: NORTH SHORE

After two years of reviewing options, we have identified a recently vacated facility on a 12 acre site on the North Shore that is owned by the state. We toured the facility in early December and filed an application with the DLNR for a 65 year lease on January 9, 2014. The site includes a 25,000 sq. ft building with 16 bedrooms and baths that can be updated and upgraded to suit the purpose of this special treatment facility for these girls. The site is ideal, because it has a special use permit for a convalescent home, and we would only have to file for a minor special use permit to modify the use for this population of youth that requires special therapeutic programs. The house meets ADA standards and is ideal for our use because it allows us to house up to 32 residents plus required staff per the state staffing operations requirements. The building has rooms suitable for classrooms, therapy rooms and meeting rooms and has a large central room for dining and recreation. It requires minimal changes to the structure and the focus will be to make it into a cozy dorm like facility without an institutional feel. Our evaluation is that this facility lends itself well to housing these girls in a safe, secure and comfortable environment. It is also remote with no adjacent homes in the area that could object to this use. Our core volunteers and Board of Directors include many north shore residents who can help with the community which has already been extremely supportive of this venture and can work with us to offset any negative sentiment that may arise in the community related to our special use permit application. Fortunately there are no apparent impacts that would be different from the existing permitted use.

The site includes hiking trails and areas where we can grow food and take care of small animals and even horses, which is ideal therapy for these girls.

The site can be easily secured by planting high vegetation along the road front with security gates to keep outsiders from wandering on the property. It will not be a lockdown facility, but we need to make it difficult for these girls to leave the property and return to the streets while they are struggling with their therapy. This facility meets all of our needs and is an ideal location requiring

minimal capital investment compared to building out a new site. Timing is critical and we see this site as our closest option to moving forward and being able to start operations in early 2015. The low lease rate allows us to put all of our funds into supporting the program and maintaining the property.

## SITE REQUIREMENTS

The DLNR site for which we have submitted a lease application meets all the site criteria identified in our Strategic Plan. They include:

- remote from areas vulnerable to sex trafficking
- a rural location remote enough to preclude easy access to the city and trafficking areas
- supportive community
- capacity for at least 15-20 girls with the possibility for expansion up to 30-40 residents
- potential to obtain a permit and license to establish a residential therapeutic treatment home and Special Treatment Facility;
- access to equine therapy;
- accessible to health care and social services.

Preferred criteria also include:

- agricultural land where horses can be kept and crops grown;
- minimum 5 acres;
- limited geographic population density and potential for expansion

The identified DLNR-owned site with an existing facility meets all of these needs plus HOME has conducted outreach on the North Shore for the past 3 years with strong community support and funding; and there is room for expansion if needed to house up to 50 clients and support staff combined.

We require a large parcel away from the major trafficked areas in order to provide a safe, beautiful, and serene setting that can offer each child the physical, emotional, educational, psychological, and spiritual healing required through focused trauma therapy. The site also needs to be large enough to house an on-site school, a dance/music/arts studio, and equine therapy and a riding program to increase self-confidence and awareness. A variety of classes in social and life skills will also be offered to thoroughly equip, encourage, and empower young victims to begin the journey of healing and restoration.

With this type of property we will be able to serve hundreds of girls in the years to come, provide them an opportunity to be safe and heal from the trauma inflicted upon them, and save lives. A rescue home like Courage House Hawaii will help keep girls from being placed inappropriately in the Hawaii Youth Correctional facility or other generic "troubled youth" programs from which they have proven to reenter sex trafficking when they are released because they have not been treated with the appropriate therapeutic care.

Our organization is structured to succeed. We anticipate beginning operations of the facility in 2015 if we are awarded the DLNR lease.



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

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

The applicant shall describe the proposed staffing pattern and proposed service capacity appropriate for the viability of the request. The applicant shall provide the qualifications and experience of personnel for the request and shall describe its ability to supervise, train and provide administrative direction relative to the request.

---

Hale `O Mana Koa has a well-developed volunteer organization with great depth and breadth as illustrated in our Organization Chart, and demonstrated by our many accomplishments mentioned above. Our organization is structured to succeed.

HOME's Board of Directors and Officers represent many years of experience in community and economic development, social work, health care, non-profit leadership and development, infrastructure and energy development, new business start-ups, strategic planning, project development and management, and financial planning and analysis. Our Task Force leaders and members have specific skills matching their responsibilities. They also include nurses, social workers, teachers, military officers, communications specialists, and concerned mothers and home makers.

HOME's President, Jessica Munoz, is an accomplished Nurse Practitioner with training in pediatric trauma informed care. Her graduate work at University of Hawaii in health care included a Master's thesis in human trafficking and health care in Hawaii. Her extensive nursing with a heavy focus on pediatric trauma has helped her to understand the comprehensive needs of children who experience trauma and the need for a holistic place to offer healing. She has tirelessly led this well-developed organization while delivering countless speeches and trainings on the subject of child sex trafficking for 3 years.

HOME Vice President and Engineer/Developer Jody Allione and HOME Secretary Kirsten Baumgart Turner together have over 60 years of strategic planning, project development and management experience. Jody is an engineer developer who has managed many construction projects and Kirsten has managed multi- million dollar project grant awards.

HOME Treasurer and Certified Financial Planner Jeffrey Almeida has been Executive Director of non-profit Empower Oahu for 7 years. Empower Oahu provides funding and technical assistance for economic development projects in the communities. His duties there include the review and assessment of economic development funding requests; monitoring and evaluating projects, and providing technical assistance with the evaluation and design of community development projects

HOME Board Director and First Baptist Church of Pearl City Pastor Sterling Lee is also a former Program Director and current Program Management Specialist, for the Safe House Program of Partners in Development Foundation. His 5 years of experience establishing and running the



Ke Kama Pono Safe House Program contributes expertise in everything from management, licensing, policies & procedures, personnel, and case management.

Board Member and licensed contractor Jeremy Munoz runs his own successful construction firm. He has developed an impressive list of material, services, and labor donations. He helped build the Courage House in Tanzania and will lead the Facility Renovation Task Force.

Licensing Task Force leader Michael Akau is a licensing contractor with a depth of project and program licensing, accreditation, and compliance experience.

Attachment 8 provides biographies and resumes of our Board of Directors, Officers and Task Force Directors.

**A. Organization Chart**

The applicant shall illustrate the position of each staff and line of responsibility/supervision. If the request is part of a large, multi-purpose organization, include an organizational chart that illustrates the placement of this request.

See Attachment 14: Hale `O Mana Koa Organization Chart

**B. Compensation**

The applicant shall provide the annual salaries paid by the applicant to the three highest paid officers, directors, or employees of the organization by position.

The Hale `O Mana Koa team has not received any compensation for its herculean effort thus far. For this reason, we have requested a State Grant in Aid to contract an Executive Administrator for the development of the rescue facility for a period of 1 year. We will, in the meantime, seek other funding for subsequent years' contract assistance, if needed.

HOME will not require long-term operations staff, because we will contract with an experienced Special Treatment Facility operator and program provider, Courage Worldwide, Inc. that will hire all the staff required to operate the home. Attachment 9 Facility Operating Budget and Staffing Plan demonstrates the Staffing Budget Budget based on its existing facility in Northern California.

**VI. Other**

**A. Litigation**

The applicant shall disclose any pending litigation to which they are a party, including the disclosure of any outstanding judgement. If applicable, please explain. NA

**B. Licensure or Accreditation**

The applicant shall specify any special qualifications, including but not limited to licensure or accreditation that applicant possesses relevant to this request.

Hale `O Mana Koa will be pursuing licensing immediately after securing the site, since the license is dependent on site compliance. Our fiscal agent and proposed facility and program operator, Courage World Wide does have all of the required licenses for its operation in California, however. The program that it has in operation will be the basis for the licensing of this home.

HOME cannot begin the licensing process until a site is secured, because much of the application information involves specific site attributes and requirements. The convalescent home that had operated at the identified DLNR site would have had similar requirements as our residential treatment home for underage female victims of sex trafficking/ sexual exploitation. A review of the DLNR owned facility shows that it is in compliance with most of the basic facility requirements and the building renovations will also need to be permitted in accordance with County requirements. Any special requirements will be executed as needed for licensing.

The licenses required are for a Therapeutic Living Program and Special Treatment Facility as described below.

### **Therapeutic Living Program**

It is our intention to contract for the operation of a Therapeutic Living Program (“TLP”) while the application for the Special Treatment Facility (“STF”) is under review. This will enable us to immediately care for 6-12 girls while we get all of the programs in place and work out the logistical issues of the facility. Working with a smaller group initially will also make it easier to work out the integration of our onsite programs with outpatient programs on the island.

TLP group homes provide 24 hour care and integrated service planning that address the behavioral, emotional and/or systemic issues that prevent the youth from taking part in family and/or community life. They are designed for those whose needs can best be met in a structured program of small group living, in a community –based setting where they are supervised and provided services by professional staff that have been recruited and trained to work with children with emotional disturbance. These staff members are the primary treatment agents working closely with the youth, the family or custodial parents and the treatment team members.

### **Special Treatment Facilities**

Special Treatment Facilities (“STF”) provide highly structured daily programming, close supervision, educational services, and integrated service planning designed for severely-emotionally/ behaviorally disturbed or developmentally disabled youth unable to function in a less restrictive setting. Services include multi-disciplinary assessment of the youth, skilled milieu of services by trained staff who are supervised by a licensed professional on a 24 hour per day basis, individual psychotherapy and / or counseling, individualized adjunctive therapies, substance abuse education and counseling, as appropriate, and as part of an interdisciplinary treatment plan. Services are provided in a community based environment. Services are particularly focused on decreasing the specific behaviors, which place the youth at risk for more intensive


programming. Services are required to be staff secure at all times. The HOME facility shall be licensed as an STF to ensure the health, safety, and welfare of the individuals placed therein (HRS321-16.5).

Courage Worldwide's program and the Northern California Courage House qualify as Special Treatment Facilities. HOME Board Member Sterling Lee helped license the Partners in Development Safe House. Also, licensing process specialist Michael Akau who has recently obtained the same licenses for a youth oriented program has agreed to work with our group on its license application and to assure compliance with all state regulations as defined in Department of Health Chapter 11-98.



**BUDGET REQUEST BY SOURCE OF FUNDS**  
(Period: July 1, 2014 to June 30, 2015)

Applicant: Hale `O Mana Koa

<b>BUDGET CATEGORIES</b>	<b>Total State Funds Requested</b> (a)	(b)	(c)	(d)
A. PERSONNEL COST	NA			
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	0			
D. MOTOR VEHICLE PURCHASES	0			
E. CAPITAL	1,500,000			
<b>TOTAL (A+B+C+D+E)</b>				
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	1,500,000	Kirsten Baumgart Turner <span style="float:right">808/254-2154</span>		
(b) HOME's CIP Funds	88,000	Name (Please type or print) <span style="float:right">Phone</span>		
(c) Potential Castle Grant	100,000			
(d)		Signature of Authorized Official <span style="float:right">Date</span>		
<b>TOTAL BUDGET</b>	1,688,000	Kirsten Baumgart Turner, Secretary		
		Name and Title (Please type or print)		





## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Applicant: Hale `O Mana Koa

Period: July 1, 2014 to June 30, 2015

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
NA			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:			\$ -	
JUSTIFICATION/COMMENTS: NA				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
NA			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:			\$ -	
JUSTIFICATION/COMMENTS:				

## BUDGET JUSTIFICATION CAPITAL PROJECT DETAILS

Applicant: \_\_\_\_\_

Period: July 1, 2014 to June 30, 2015

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2012-2013	FY: 2013-2014	FY:2014-2015	FY:2014-2015	FY:2015-2016	FY:2016-2017
PLANS	0	0	0	in kind		
LAND ACQUISITION	20000	88000	0			
DESIGN	0	0	0	in kind		
CONSTRUCTION Services	0	0	1000000	500,000 in kind		
EQUIPMENT & Material	0	0	500000	500,000 in kind		
<b>TOTAL:</b>	<b>20000</b>	<b>88000</b>	1,500,000	1,050,000		
<b>JUSTIFICATION/COMMENTS:</b>						
See attached cost breakdown. All funds collected by Courage Worldwide were designated for site acquisition and building.						
Funds will be transferred to Hale O Mana Koa upon its receipt of its 501 C 3 approval.						



**DECLARATION STATEMENT OF  
APPLICANTS FOR GRANTS AND SUBSIDIES PURSUANT TO  
CHAPTER 42F, HAWAII REVISIED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants and subsidies 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 or subsidy 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 or subsidy 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 or subsidy.
- 2) 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 or subsidy is awarded shall be conducted or provided.
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
  - b) Has a governing board whose members have no material conflict of interest and serve without compensation.

Pursuant to Section 42F-103, Hawaii Revised Statutes, for grants or subsidies used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant or subsidy 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 or subsidy 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.

HALE O MANA KOA, INC.  
(Typed Name of Individual or Organization)

(Signature)

(Date)

JESSICA MUÑOZ, PRESIDENT  
(Typed Name) (Title)

Hale `O Mana Koa  
Listing of Attachments

- Attachment 1: Letters of Support
- Attachment 2: Strategic Plan, Section VI
- Attachment 3: Estimated State Cost Savings
- Attachment 4: Draft Executive Administrator Position Description
- Attachment 5: Facility Renovation, Permitting and Licensing Schedule
- Attachment 6: Program Results
- Attachment 7: Potential Grants Shortlist
- Attachment 8: HOME Resumes
- Attachment 9: Facility Operating Budget and Staffing Plan
- Attachment 10: DLNR Site Remodel Estimate
- Attachment 11: HOME Fundraiser Forecast
- Attachment 12: Strategic Plan and Marketing and Public Relations Strategy
- Attachment 13: By Laws of Hale `O Mana Koa
- Attachment 14: Hale `O Mana Koa Organization Chart



**Attachment 1:  
Letters of Support**



*Nancie Caraway, PhD*  
*First Lady, State of Hawaii*

January 6, 2014

Re: Letter of Recommendation for Courage Worldwide  
Therapeutic Living Program and Special Treatment Facility  
DLNR: Former Crawford Convalescent Home Site

To Whom It May Concern:

I am writing a letter of support for Courage Worldwide to build a residential treatment facility for juvenile girls who have been sex trafficked. We have found that there is not only a lack of services for victims of sex trafficking, but there is also no place for these juveniles who should be treated as victims, not perpetrators, to be housed once rescued. Sadly, they are frequently placed in our already overloaded youth correctional facilities, but are not given the necessary treatment for their recovery.

A little more than a year ago, Hawaii was one of only four states in the country without anti-human trafficking laws. Last year local lawmakers successfully passed four bills that address the woeful lack of coordinated services for human trafficking victims. These laws codified enhanced legal protections and awareness provisions into Hawaii's statutory schemes.

This legislative session will address the next steps to undertake more aggressive penalties for those who solicit underage girls for sex services and to convict and penalize their pimps. However one of the biggest problems we still face is the lack of resources and facilities to house and restore the underage girls rescued from sex trafficking. Removing the victims from the area of the demand is key for the implementation of intentional therapeutic care. This is one of the biggest problems that we face as a community focused on remediating this situation.

The Courage Worldwide Hawaii team is proposing to establish Hale O'Mana Koa, as a solution that addresses this specific problem. Their primary objective is to provide a long term licensed residential home and special treatment facility for these young victims of sex trafficking. Based upon my past experience as an educator and with a doctorate in this field of human trafficking, I believe this program would fill the gap in our state programs and provide the much needed housing and services for these young victims.

One of the key issues to effectively care for these young victims is to locate them in a place far removed from their pimps and in an environment that is large enough to provide the various therapies, education, and life skills instruction in a safe and healing place. Returning victims to the place they were taken from—or ran from is not viable. Their often troubled families' or foster families' abilities try to



deal with the multiple effects of being caught in this life has been shown not to be effective-- and often makes the problem worse. In fact, they usually return to the streets in frustration and anger.

Although the numbers of victims are difficult to quantify, it is readily apparent that there are hundreds of girls entrapped in this life in Hawaii because dozens come to the surface in the court system, in emergency rooms, and through various rescue operations. We need to address their trauma through a holistic approach encapsulating healing and restoration of the emotional, physical, and mental health of these precious lives. By creating a place to heal, the opportunity to live the lives they were meant to live can become a reality

The Courage Worldwide model is proven in California and Tanzania and would be easily adapted in Hawaii. The Hawaii Project team Hale O`Mana Koa is a well-organized and highly motivated volunteer group of professionals seeking an appropriate site and facility to license the Courage Worldwide program and initiate operation. We believe the state agencies and judiciary could fill the home as soon as it opens! There are very limited resources existing nationwide and these girls do not want to be sent to a program on the mainland even if that were an option.

Please support this much needed project by granting Hale O` Mana Koa a long-term lease for the state-owned Crawford Convalescent Home site.

Mahalo & best regards,

A handwritten signature in cursive script that reads "Nancie Caraway". The signature is written in black ink and is positioned to the right of the typed name.

Nancie Caraway, PhD

October 9, 2012

To Whom it May Concern:

This letter is in support of Courage House Hawaii (Hale O'Mana'oi'o)!

Through the volunteer leadership of Jessica Munoz, Courage House Hawaii has transformed a vision and passion into a real project that addresses a real problem here in the State of Hawaii.

As a former family court judge and lieutenant governor, I am aware of the issue that our state is facing with child sex trafficking. Victims of child sex trafficking require an array of services and in many instances the issues that they face cannot be treated with other maladies such as alcoholism and drug addiction. In most, if not all instances, victims of sex trafficking require intensive residential treatment focused on their specific circumstances.

Through Jessica and others who have volunteered their services over the past couple of years, the issue of child sex trafficking has been brought to the forefront with social workers, educators, law enforcement, and the judiciary. Unfortunately, there is a lack of services and an absence of an essential and overwhelming need of a short and long-term shelter for these young victims.

The primary objective of Courage House Hawaii is to provide a long term residential home for these young victims of sex trafficking. Based upon my past experience both on the bench and in the executive branch there is no question that Courage House Hawaii would fill a tremendous void in providing the continuum of services that these victims would need.

Therefore, please join me in supporting Courage House Hawaii. Your assistance will make the difference in bringing their mission, objective, and purpose to fruition!

Aloha Ke Akua!

Duke Aiona



Margaret J. Cadiz MSW, LSW

Girls Court Therapist  
777 Punchbowl 2<sup>nd</sup> Floor  
Honolulu, Hawaii 96813

To Whom It May Concern,

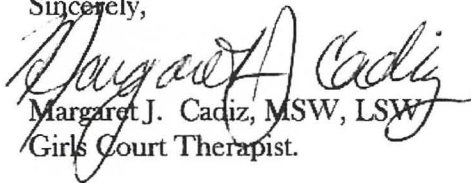
I am the therapist with the Hawaii Girls Court Program. I have been working with GC girls for several years and unfortunately have seen an increase in desperation for these girls who have turned to prostitution. Once we have successfully gotten them off the streets we have no where to put them, going home is not an option. They end up being "punished" and put in the detention home which is certainly not the place for them. Some end up in detention home as a "holding place" until we can find another safe place, but there is no suitable home for these girls in the state of Hawaii. The girls truly need a nurturing, safe home where they can heal from their horrific experiences.

I have personally counseled some of the girls and can tell you firsthand the trauma and devastation these girls have been through. It is heart wrenching to counsel them only to know that they may not be going back to a safe place, as so many have nowhere to go.

Hawaii needs to step up and protect our young victims. We need A Courage House built in Hawaii to rescue our young ones, help them to rebuild their lives safely and begin to renew their sense of self worth and belonging.

Courage To Be You has established a local group of dedicated volunteers who have worked tirelessly to get this house established. I truly support their efforts and hope that soon this home will be approved, up and running. Everyone needs a safe place to grow. I believe that Courage House will be an exceptional home and living environment to restore these children as secure, productive human beings. Let's all work together to make this happen now.

Sincerely,



Margaret J. Cadiz, MSW, LSW  
Girls Court Therapist.



## HOUSE OF REPRESENTATIVES

STATE OF HAWAII  
STATE CAPITOL  
HONOLULU, HAWAII 96813

January 13, 2014

The Honorable William Aila, Director  
Department of Land and Natural Resources  
1151 Punchbowl Street  
Honolulu, HI 96813

Re: Letter of Recommendation for Courage Worldwide  
Therapeutic Living Program and Special Treatment Facility  
DLNR: TMK 1-5-8-130

*Bill*

Aloha Director Aila,

I am writing a letter of support for Courage Worldwide to build a residential treatment facility on a state-owned parcel in Haleiwa for juvenile girls who have been sex trafficked. We have found that there is not only a lack of services for victims of sex trafficking, but there is also no place for these juveniles who should be treated as victims, not perpetrators, to be housed once rescued. Sadly, they are frequently placed in our already overloaded youth correctional facilities, but are not given the necessary treatment for their recovery. In actuality, these youth victims should not be placed in our youth correctional facility, but rather in a systematic sex victims programs, to assist them in their recovery and rehabilitation, equipped with the tools to succeed in life.

A few years ago, Hawaii was one of only four states in the country without anti-human trafficking laws. Last year the Hawaii State Legislature successfully passed several bills that addressed the woeful lack of coordinated services for human trafficking victims. These laws codified enhanced legal protections and awareness provisions into Hawaii's statutory schemes.

This legislative session, we will address the next steps to undertake more aggressive penalties for those who solicit underage girls for sex services and to convict and penalize their pimps. However one of the biggest problems we still face is the lack of resources and facilities to house and restore the underage girls rescued from sex trafficking. Removing the victims from the area of the demand is key for the implementation of intentional therapeutic care. This is one of the biggest problems that we face as a community focused on remediating this situation.

The Courage Worldwide Hawaii team is proposing to establish Hale O'Mana Koa, as a solution that addresses this specific problem. Their primary objective is to provide a long term licensed residential home and special treatment facility for these young victims of sex trafficking. Based upon my legislative experience as former Chairman of the House Human Services Committee, I believe this program would fill the gap in our state programs and provide the much needed housing and services for these young victims.

The Honorable William Aila, Director  
Department of Land and Natural Resources  
January 13, 2014  
Page 2

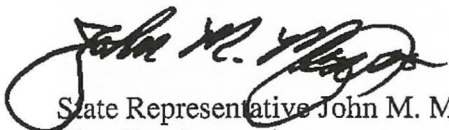
One of the key issues to effectively care for these young victims is to determine a proper place far removed from their pimps and in an environment that is large enough to provide the various therapies, education, and life skills instruction in a safe and healing place. Returning victims to the place they were taken from or ran from is neither a viable or reasonable option.

Although the numbers of victims are difficult to quantify, it is readily apparent that there are hundreds of girls entrapped in this life in Hawaii because dozens come to the surface in the court system, in emergency rooms, and through various rescue operations. We need to address their trauma through a holistic approach encapsulating healing and restoration of the emotional, physical, and mental health of these precious lives. By creating a place to heal, the opportunity to live the lives they were meant to live can become a reality.

The Courage Worldwide model is proven in California and Tanzania and would be easily adapted in Hawaii. The Hawaii Project team Hale O`Mana Koa is a well-organized and highly motivated volunteer group of professionals seeking an appropriate site and facility to license the Courage Worldwide program and initiate operation. We believe the state agencies and judiciary could fill the home as soon as it opens. There are very limited resources existing nationwide and these girls do not want to be sent to a program on the mainland even if that were an option.

For all of the foregoing reasons, I thank you in advance for your kind consideration to support this much needed project by granting Hale O` Mana Koa a long-term lease for the state-owned parcel TMK 1-5-8-130 in Haleiwa.

Sincerely Yours,



State Representative John M. Mizuno  
Vice Speaker  
State House District 28

**Representative John M. Mizuno ~ Vice Speaker**  
*Kalihi Valley – Kamehameha Heights*  
State Capitol, Room 439 – Honolulu, Hawaii 96813  
Phone: (808) 586-6050 – Fax: (808) 586-6051  
Email: [repmizuno@capitol.hawaii.gov](mailto:repmizuno@capitol.hawaii.gov)





## HOUSE OF REPRESENTATIVES

STATE OF HAWAII  
STATE CAPITOL  
415 SOUTH BERETANIA STREET  
HONOLULU, HAWAII 96813

September 17, 2012

Jessica Munoz  
Courage House Hawaii  
P.O Box 401  
Haleiwa, Hi 96712

Dear Mrs. Munoz,

Thank you for your determined work with Courage House to protect our children from sex trafficking, and for your efforts to rebuild the self-confidence and self-worth of victims of this travesty. There is much work to be done, yet you steadfastly move this important discussion forward. Indeed, once aware of this problem, it is incumbent on everyone to help.

I wholeheartedly support your efforts to establish a home that offers comfort and security to these young ladies while they put their lives back together. There are precious few long-term accommodations for adolescent females and there are not yet any homes in Hawaii specific to helping young sex trafficking victims.

It is distressing to learn how severe is the problem of sex trafficking in our state and nation and it is horrifying to think that such a fate could befall anyone, including my young daughter. We need to do everything we can to console and rehabilitate these abused children through wonderful programs such as Courage House.

Best wishes to you, Courage House, and the people you will be able to assist in their critical time of need!

Sincerely,

Gil Riviere  
House of Representatives  
46th District

**Representative Gil Riviere**

*District 46: Kaena Point, Schofield, Mokuleia, Waiialua, Haleiwa, Waimea, Pupukeya, Sunset, Kahuku, Laie*  
State Capitol – Honolulu, Hawaii 96813 Phone: 586-6380 – Fax: 586-6381  
E-mail: [repriviere@capitol.hawaii.gov](mailto:repriviere@capitol.hawaii.gov)

**Justin F. Kollar**  
Prosecuting Attorney

**Kevin K. Takata**  
First Deputy



**Rebecca A. Vogt**  
Second Deputy

**Diana Gausepohl-White, LCSW**  
Victim/Witness Program Director

**OFFICE OF THE PROSECUTING ATTORNEY**

**County of Kaua'i, State of Hawai'i**

3990 Ka'ana Street, Suite 210, Lihu'e, Hawai'i 96766  
808-241-1888 ~ FAX 808-241-1758  
Victim/Witness Program 808-241-1898 or 800-668-5734

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January 7, 2014

Board of Land and Natural Resources  
Department of Land and Natural Resources  
P.O. Box 621  
Honolulu, Hawaii 96809

Re: Residential Treatment Facility for Juvenile Victims of Sex  
Trafficking

Dear Gentleperson:

I write to support the need to build a residential treatment facility for juvenile girls who have been sex trafficked. Not only is there a lack of services for these victims, but there is also no place for them to live once rescued. Sadly, they are often placed in our youth correctional facilities, but remember, they are victims, not perpetrators.

A little more than a year ago, Hawaii was one of only four states without anti-human trafficking laws. Last year, local lawmakers successfully passed four bills that address the woeful lack of coordinated services for human trafficking victims. These laws codified enhanced legal protections and awareness provisions.

The upcoming legislative session will address more aggressive penalties for those who solicit underage girls for sex, and those that profit from this reprehensible crime. However, one of the biggest problems we still face is the lack of facilities to house the girls rescued from sex trafficking. Removing these victims from the area of the demand is key for the implementation of therapeutic care. This is one of the biggest problems that we face as a community focused on remediating this situation.

As the leader of the State of Hawaii Human Trafficking Task Force, we are grappling with the magnitude of the issue of recovery programs for these girls, who are not treated with traditional outpatient or rehabilitation programs. Their traumas are complex, and without a safe haven and adequate treatment, they become repeat runaways and overburden the judiciary system. They are often ignored by law enforcement, which is frustrated at the constant return of these girls to the street and the lack of facilities to care for them. We believe there are hundreds of young girls trapped in this life and are desperately searching for a solution to their housing and treatment needs.

Based upon my experience as a deputy prosecuting attorney, I believe that having a licensed facility would fill the gap in our state programs and provide the much needed housing and services for these young victims.

One of the key issues to effectively care for these young victims is to locate them in a place far removed from their pimps and in an environment that is large enough to provide the various therapies, education, and life skills instruction in a safe and healing place. Returning victims to the place they were taken from, or ran from, is not viable. Their often troubled families', or foster families', ability to deal with the multiple effects of being caught in this life has been shown not to be effective-- and often makes the problem worse. In fact, they usually return to the streets in frustration and anger.

Although the number of victims is difficult to quantify, it is apparent that there are scores of girls who are preyed upon in Hawaii because dozens come to the surface in the court system, in emergency rooms, and through various rescue operations. We need to address their plight through an approach that includes restoring the emotional, physical, and mental health of these precious lives. By creating a place to heal, the opportunity to live the lives they were meant to live can become a reality.

We believe that a residential treatment facility for juvenile victims of sex trafficking could be filled very quickly, which is an unfortunate consequence of the magnitude of this crime. There are very limited resources existing nationwide, and these girls do not want to be sent to a program on the mainland, even if that were an option.

Thank you for this opportunity to bring this need to your attention.

Sincerely,

A handwritten signature in black ink, appearing to read "Kevin K. Takata", written over a horizontal line.

Kevin K. Takata  
First Deputy Prosecuting Attorney





**Family Court of the First Circuit — THE JUDICIARY • STATE OF HAWAII**  
RONALD T.Y. MOON KAPOLEI COURTHOUSE • 4675 KAPOLEI PARKWAY • KAPOLEI, HAWAII 96707-3272

**R. MARK BROWNING**  
SENIOR JUDGE

**JEANNETTE H. CASTAGNETTI**  
CIRCUIT COURT JUDGE

**FA'AUUGA L. TO'OTO'O**  
CIRCUIT COURT JUDGE

**DISTRICT FAMILY JUDGES**

**JENNIFER L. CHING**  
**SHERRI L. IHA**  
**LANSON K. KUPAU**  
**CHRISTINE E. KURIYAMA**  
**PAUL T. MURAKAMI**  
**STEVEN M. NAKASHIMA**  
**CATHERINE H. REMIGIO**  
**BODE A. UALE**  
**MATTHEW J. VIOLA**

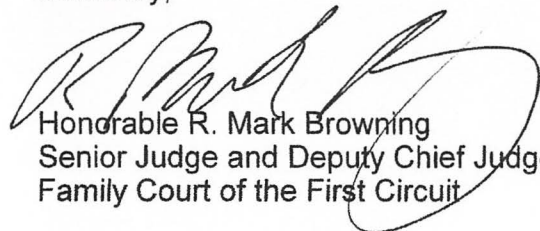
September 20, 2012

Jessica Munoz  
c/o Courage House  
P.O. Box 401  
Haleiwa, HI 96712

To Whom It May Concern,

Thank you for the opportunity to express our support for Hale O' Mana'o I'o, a residential treatment program for sexually exploited children in Hawai'i. With tourism being Hawaii's largest industry and with the large number of military personnel stationed here, there is a high demand for sexual services, which creates an equally high demand for young girls and boys to fill this demand. Although there are no accurate statistics, many of these juveniles come from families where they themselves have been abused or have observed domestic abuse/violence. There are few resources and services in Hawai'i with the specialized knowledge and ability to help these juvenile victims of sexual exploitation and sex trafficking. Being able to divert juvenile victims to a Courage House instead of the Hale Ho'omalua Juvenile Detention Facility for appropriate support and services, will be a welcomed alternative.

Sincerely,



Honorable R. Mark Browning  
Senior Judge and Deputy Chief Judge  
Family Court of the First Circuit

Margaret J. Cadiz MSW, LSW

Girls Court Therapist  
777 Punchbowl 2<sup>nd</sup> Floor  
Honolulu, Hawaii 96813

To Whom It May Concern,

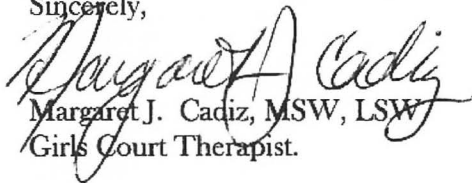
I am the therapist with the Hawaii Girls Court Program. I have been working with GC girls for several years and unfortunately have seen an increase in desperation for these girls who have turned to prostitution. Once we have successfully gotten them off the streets we have no where to put them, going home is not an option. They end up being "punished" and put in the detention home which is certainly not the place for them. Some end up in detention home as a "holding place" until we can find another safe place, but there is no suitable home for these girls in the state of Hawaii. The girls truly need a nurturing, safe home where they can heal from their horrific experiences.

I have personally counseled some of the girls and can tell you firsthand the trauma and devastation these girls have been through. It is heart wrenching to counsel them only to know that they may not be going back to a safe place, as so many have nowhere to go.

Hawaii needs to step up and protect our young victims. We need A Courage House built in Hawaii to rescue our young ones, help them to rebuild their lives safely and begin to renew their sense of self worth and belonging.

Courage To Be You has established a local group of dedicated volunteers who have worked tirelessly to get this house established. I truly support their efforts and hope that soon this home will be approved, up and running. Everyone needs a safe place to grow. I believe that Courage House will be an exceptional home and living environment to restore these children as secure, productive human beings. Let's all work together to make this happen now.

Sincerely,



Margaret J. Cadiz, MSW, LSW  
Girls Court Therapist.



## The Senate

STATE CAPITOL  
HONOLULU, HAWAII 96813

December 18, 2013

Re: Letter of Recommendation for Courage Worldwide  
Therapeutic Living Facility

To Whom It May Concern:

I am writing a letter of support for Courage Worldwide to build a residential treatment facility for juvenile girls who have been sex trafficked. We have found that there is not only a lack of services for victims of sex trafficking, but there is also no place for these juveniles who should be treated as victims, not perpetrators, to be housed once rescued. Sadly, they are frequently placed in our already overloaded youth correctional facilities, but are not given the necessary treatment for their recovery.

A little more than a year ago, Hawaii was one of only four states in the country without anti-human trafficking laws. Last year local lawmakers successfully passed four bills that address the woeful lack of coordinated services for human trafficking victims. These laws codified enhanced legal protections and awareness provisions into Hawaii's statutory schemes.

This legislative session will address the next steps to undertake more aggressive penalties for those who solicit underage girls for sex services and to convict and penalize their pimps. However one of the biggest problems we still face is the lack of resources and facilities to house and restore the underage girls rescued from sex trafficking. Removing the victims from the area of the demand is key for the implementation of intentional therapeutic care. This is one of the biggest problems that we face as a community focused on remediating this situation.

The Courage Worldwide Hawaii team is proposing to establish Hale O'Mana Koa, as a solution that addresses this specific problem. Their primary objective is to provide a long term licensed residential home and special treatment facility for these young victims of sex trafficking. Based upon my past experience as a legislator that is leading the effort to address these issues, this program would fill the gap in our state programs and provide the much needed housing and services for these young victims.

One of the key issues to effectively care for these young victims is to locate them in a place far removed from their pimps and in an environment that is large enough to provide the various therapies, education, and life skills instruction in a safe and healing place. Returning victims to the place they were taken from—or ran from is not viable. Their often troubled families' or foster families' abilities try to deal with the multiple effects of being caught in this life has been shown not to be effective-- and often makes the problem worse. In fact, they usually return to the streets in frustration and anger.



December 17, 2013  
Page 2 of 2

Although the numbers of victims are difficult to quantify, it is readily apparent that there are hundreds of girls entrapped in this life in Hawaii because dozens come to the surface in the court system, in emergency rooms, and through various rescue operations. We need to address their trauma through a holistic approach encapsulating healing and restoration of the emotional, physical, and mental health of these precious lives. By creating a place to heal, the opportunity to live the lives they were meant to live can become a reality

The Courage Worldwide model is proven in California and Tanzania and would be easily adapted in Hawaii. The Hawaii Project team Hale O`Mana Koa is a well-organized and highly motivated volunteer group of professionals seeking an appropriate site and facility to license the Courage Worldwide program and initiate operation. We believe the state agencies and judiciary could fill the home as soon as it opens! There are very limited resources existing nationwide and these girls do not want to be sent to a program on the mainland even if that were an option. Please support this much needed project by granting Hale O` Mana Koa a long-term lease for the state-owned Crawford Home site.

If you have any questions, please feel free to contact me or my staff at (808)586-6130 or [senchunoakland@capitol.hawaii.gov](mailto:senchunoakland@capitol.hawaii.gov).

Me ke aloha pumehana,



Suzanne N. J. Chun Oakland  
State Senator  
13<sup>th</sup> District

SNJCO:atl



## The Senate

STATE CAPITOL  
HONOLULU, HAWAII 96813

January 7, 2014

William Aila, Chairperson  
Department of Land and Natural Resources  
1151 Punchbowl Street  
Honolulu, Hawaii 96813

Re: Letter of Recommendation for Hale O` Mana Koa's long-term lease of the Former Crawford Convalescent Home site

Aloha Chairperson Aila,

I am writing a letter of support for Hale O` Mana Koa to build a Courage Worldwide Therapeutic Living Program and Special Treatment Facility for juvenile girls who have been sex trafficked. The organization is seeking to lease the state-owned Crawford Home site for their facility.

Hawaii has a real need for services for victims of sex trafficking. Unfortunately, due to the high number of visitors to our state, there are a large number of young women and girls who are forced into prostitution and sex trafficking. We are passing laws that are helping to rescue these victims of the sex trade industry, but after rescue, returning home is often not an option, at least initially.

Currently there is no place for these juveniles to be housed once rescued. They are frequently placed in our already overloaded youth correctional facilities, but are not given the necessary treatment for their recovery.

One of the key issues to effectively care for these young victims is to locate them in a place far removed from the area of demand and in an environment that is large enough to provide the various therapies, education, and life skills instruction in a safe and healing place. Thus, the former Crawford Home site is ideal.

Senator Laura H. Thielen

State Senate – 25<sup>th</sup> District

State Capitol, Room 223 - 415 S. Beretania Street, Honolulu, Hawaii 96813  
Phone: 808.587.8388 - FAX: 808.587.7240 - [senthielen@capitol.hawaii.gov](mailto:senthielen@capitol.hawaii.gov)

The Courage Worldwide model is proven in California and Tanzania and would be easily adapted in Hawaii. The Hawaii Project team Hale O` Mana Koa is a well-organized and highly motivated volunteer group of professionals. I have been impressed with their passion and commitment to address such a complex issue as juvenile sex trafficking.

The use of this facility would fill the gap in our state programs and provide much needed housing and services for these young victims. Please support this project by granting Hale O` Mana Koa a long-term lease for the state-owned Crawford Home site.

Sincerely,

A handwritten signature in black ink, appearing to read "Laura Thielen", written in a cursive style.

Laura Thielen

cc: Jody Allione, Courage Worldwide Hawaii

Senator Laura H. Thielen

State Senate – 25<sup>th</sup> District

State Capitol, Room 223 - 415 S. Beretania Street, Honolulu, Hawaii 96813  
Phone: 808.587.8388 - FAX: 808.587.7240 - [senthielen@capitol.hawaii.gov](mailto:senthielen@capitol.hawaii.gov)





**Ola Hou Clinic**

Psychological Services

*George F. Rhoades, Jr., Ph.D.*

*Michael R. Bressemer, Ph.D.*

*Bradley Robison, Ph.D.*

*Michael J. Kou, Psy.D.*

*Laura Fam, M.A.*

**TO:** To Whom It May Concern

**FROM:** George F. Rhoades, Jr., Ph.D., Clinical Psychologist

**RE:** Letter of support and need for Courage House Hawaii

**DATE:** January 22, 2013

Aloha Sir/Madam,

This letter is written to support the establishment of Courage House- Hawaii (Hale O'Mana'oi'o). It has been my privilege as an international author and speaker to work with survivors of trauma around the world. Today I am at an international consultation (conference) on sexual trafficking in South East Asia, held in Malaysia. The trauma of being kidnapped, deceived and/or enticed into sexual slavery is horrific and difficult to imagine or explain unless one has gone through this trauma.

The sexual trafficking in South East Asia is well known, but we have the same problem here in Hawaii. I have worked with a number of teenagers that have been trapped in this vicious cycle of being rescued, brought home and then out on the streets again to be further victimized. These teenagers often view themselves as "damaged goods" or are fearful of the pimps killing them or family. They typically feel that they have no place to go, have no psychological treatment and often are trapped again in sexual trafficking.

One teenager was kidnapped here in Hawaii and raped, beaten and drugged and brought into prostitution. She was rescued several times, but unable to get adequate treatment, no residential programs to address her needs and due to the unstable home life and the persistence of sexual traffickers/pimps was trapped once again. Today as an adult she is continuing to be strung out on drugs and living a trapped existence in prostitution in Hawaii.

This teenager and many more like her would have benefited from a short term/long term group home placement that specialized in the treatment of sexually trafficked adolescents. Courage House Hawaii would help provide a safe/stable environment that would allow the teenage girls to have the treatment that they need to heal the trauma they have experienced and to rebuild their lives. Courage House Hawaii would help the young ladies to learn how to be young women and to once again have dreams and goals for the future. Being located in Hawaii, Courage House will be able to reach out to the families of the girls and allow for a more smooth transition back into their families (if they are safe) and into society. Mainland programs often fail as they do not know the culture of Hawaii's peoples and are unable to adequately coordinate with Hawaii families and programs.

As a clinical psychologist and Clinic Director of Ola Hou Clinic, I will actively participate in the development of the program for Courage House Hawaii and believe it is essential to the success of the treatment and rehabilitation of these fragile girls. I was privileged to be a founding executive committee member of the new Division 56 of the American Psychological Association, Trauma Psychology. The trauma of sexual trafficking is horrific for children, teens and adults. Courage House Hawaii would give our Hawaii teens that are trafficked a chance for safety and healing. Please let me know if you would like further clarification of this brief letter.

Thank You,

George F. Rhoades, Jr., Ph.D.

98-1247 Kaahumanu St., Suite 223, Aiea, Hawai'i, 96701; 808-487-5433/5444 (Fax)

Clinical Psychologist/Clinic Director

98-1247 Kaahumanu St., Suite 223, Aiea, Hawai'i, 96701; 808-487-5433/5444 (Fax)

Attachment 2:  
Strategic Plan, Section VI



## **VI. FUNDRAISING**

CHH funding to date comes primarily from private donations and individual pledges. The overall plan is to raise capital commitments by soliciting private pledges and partnering with existing foundations while aggressively pursuing appropriate grants. Each of these three key elements will be approached with a coherent and orchestrated outreach focused on long term annual commitments from these sources. Due to budget constraints and ongoing competition for funding in Hawaii, state sourced funding will not be considered as a key element for funding the building and site development. However the state can provide funding for the care of residents that are sent to the facility by the Child and Mental Health Division (CAMHD) of the Department of Health. Additional annual fundraising will be necessary to support the facility. For purposes of this discussion, the State's funding for housing and treating clients is shown as equivalent to the Cost of Operations. The State's sources of funding are outlined in Appendix A.

### **CAPITAL FUNDING**

Obtaining funds required to capitalize the acquisition of a facility is the primary focus of the overall fundraising effort. The CHH volunteer directors have been actively working for two years solidifying its purpose and vision with public agencies, non-profit organizations and individual supporters. We have taken a collaborative, grassroots approach to achieve county-wide public awareness, a corps of committed volunteers, and fundraising that includes local businesses, medical and mental health professionals, foster care agencies, concerned citizens, churches, government agencies, law enforcement and even the FBI. The responses have indicated high levels of interest in finding a solution to the rescue and rehabilitation of underage victims of sex trafficking.

Through these grass roots efforts, we have already raised \$100,000 toward our goal of establishing a rescue home. In the near term, CHH plans to secure pledges for capital funds from these entities and concerned individuals to procure or build a facility under the licensing strategy outlined herein. Toward this end, we have begun to present our case to philanthropic organizations such as Harold J. Castle Foundation, Consuelo Foundation, Junior League of Honolulu, and Hawaii Community Foundation, which manages grants for numerous Hawaii organizations and foundations.

### **OPERATING FUNDS**

#### **State Fee for Service Payments**

State funds are available for the sustenance and servicing the needs of residents in approved treatment facilities. Ongoing capital improvement and facility maintenance, however, will have to be supported by fundraisers and grants.

A prototype STF, the Bobby Benson Center (BBC) is a private non-profit organization on Oahu for troubled youth suffering from addictions and minor criminal violations. It is made up of multiple cabins built on 5 acres on the Windward side and is licensed for 28 youth. It currently receives per diem funds per inmate from the state, which is reviewed annually which is based on actual operating costs. Due to

state cutbacks, this rate has been reduced and as a result, additional funding for maintenance and capital improvements is raised by outside funding and donations of services.

Under a similar charter, CWWH could qualify for similar funds from the Child Adolescent Mental Health Division (CAMHD) of the Department of Health to pay for the treatment of the girls sent to CWWH. To qualify for funds for these girls, CWWH will have to respond to a formal RFP process and provide complete cost information and be subject to regular audits.

### **Social Media Fundraising**

In addition to personal and organizational solicitations, we will use social media mentioned above to reach out to the general public to develop awareness, solicit funding and provide ongoing feedback regarding the success of the home.

CWW Hawaii has started a campaign called: ***“\$1000 from 1000”*** which is web based and advertised through social media as well as in our direct personal requests. This approach envisions that there are easily sourced pledges of \$1000 annually that could provide a long term funding source for our operating budget. These core, annual supporters will be acknowledged at annual events celebrating our progress.

### **House Volunteers**

The home will be run by professional therapists and qualified social workers who have been trained in dealing with the special needs of this population. Ongoing volunteers required to sustain the home will include:

- Facilities and Ground Maintenance
- Health and Nutrition
- Tutoring
- Art & Dance Therapy
- Equine Therapy

### **Fundraising Successes**

We have identified and even successfully completed several of the following fundraising opportunities:

- Gala Events
- Beneficiary Status
- Individual Donations
- Church Sponsorships

Gala Events:



We began our fundraising initiative with the gala “A Midsummer’s Night of Hope” event at Sunset Ranch on September 8, 2012 raising nearly \$25,000 with 250 in attendance. The Second Annual “A Midsummer’s Night of Hope” fundraiser at the same place also on September 8, 2013 boasted 360 attendees and raised nearly \$60,000 this year. Discussions are underway for the next gala event to be located in the Honolulu / Kahala area to boost attendance and exposure. Another event is being planned at the Elks Club on March 22, 2014 with a local Hawaiian theme that is targeting 300 attendees and includes craftsmen sales booths donating part of their proceeds.

#### Beneficiary Status

A focused effort is underway to identify organizations that hold large fundraisers and designate annual beneficiaries. Three major women’s organizations have been targeted for 2013 to identify and present our case for their support. The National Association of Professional Women (NAPW) has already become actively involved in the “A Midsummer’s Night of Hope” project. Other targets for ongoing contributions are the Women’s Legal Foundation, the Junior League, Soroptimists, and the Women’s Foundation, many of which have publicly established initiatives against sex trafficking. Several church Women’s Groups have expressed interest in designating CWWH as a beneficiary, initiated by First Presbyterian’s November 2, 2013 Holiday Bazaar. The goal is to request status from every church and women’s fundraising organization to establish long term sponsorship and beneficiary status.

#### Individual Donations: 1000 from 1000 Donation Plan

The goal of this program is to raise \$1,000,000 by asking for \$1,000 from 1,000 donors. In order to reach our target we must reach out to as many people and organizations as possible. In the process of doing so, we will also help educate our State about the vicious and growing sex trafficking industry. To date, we have approximately 40 participants since its initiation in mid 2013.

- Church Sponsorships

CHH is developing an orchestrated church outreach initiative to make presentations in every church on Oahu. The objective is to request multiple funding partners for the \$1000 from 1000 donation plan and to encourage church sponsored fundraisers and beneficiary status through regular pledging. Churches are also a great source of volunteers.

#### Additional Fundraising Opportunities

- Runs and Concerts
- Restaurant Nights
- Foundation Partnerships

CWWH is seeking partnering arrangements with charitable organizations with similar goals in order to help secure capital funding and long term operating funding commitments. Some benefits of working with these established organizations is to access their established network to help identify possible facility sites and sources of funds.



- NGO Partner Events

Over the past year many independent third party fundraisers have been initiated by volunteers and organizations that have identified CWWH as a beneficiary. In order to efficiently manage this effort , CHH is creating fundraising kits for these smaller faith based and private independent fundraisers. These kits and staff support will be managed by area coordinators. The area coordinators manage the timetables for the various fundraisers and provide trained volunteer staff support for the events to ensure the message is appropriate and consistent.

Each event is expected to raise \$1000-\$5000. Forecasts are for 2-3 school, church, and small organization (students, Clubs, etc) events per month generating \$60,000-90,000 annually. These events increase awareness for the general public as well as generate funds and attract volunteers.

- Organization Partnerships/ Corporate Outreach

CWWH has made presentations to key community and business organizations including numerous churches, Rotary Clubs, Elks clubs and various real estate associations luncheon and dinner events. We have 3 key volunteer spokespersons that are supported by an informational table team at each event. We are continuing to schedule presentations around the island on a regular basis.

- Private Foundation and Public Agency Grants

Volunteers responsible for grant writing and corporate outreach have identified national and local philanthropic organizations whose mission is compatible with the Courage Worldwide Hawaii project. This team is poised to develop both capital improvement and operations private grant and public grants-in-aid proposals once we have a site and its particular needs identified. .

- Faith Based Organizations

Many of the hundreds of churches in Hawaii have requested that we present information about the Courage Worldwide Hawaii Project to their congregations. We will also work with the centralized church organizations that have many branches to coordinate both denominationally and regionally. A list of target churches can be found in Appendix B

Two church outreach teams of 2 to 3 people each have been formed. One team focuses on the North Shore and West Side of Oahu and the other focuses on the South Shore and Windward side of the island. Initial outreach has resulted in substantial increases in volunteers and in most cases church pledges of \$1000 annually . As a result of this success, we will continue to give presentations at weekend services, and faith based events. We will also continue to provide information tables and pledge cards with the goal to obtain:

- Direct pledges for annual donations of \$1000 per individual or small group;
- Annual special church offerings to CWWH;

- Annual church fundraisers;
- Large individual donors
- Committed volunteers.

An example of a successful church outreach is the Catholic Knights of Columbus' designation of CWWH as its beneficiary of revenues from its Friday night fish fries. Award certificates were made up to present at follow up thank you events that provided encouragement to continue supporting CWWH.

Projected amounts of the various fundraising activities are shown in Appendix A.

DRAFT

**Attachment 3:  
Estimated State Cost Savings**



**Hale `O Mana Koa**  
**Attachment 3, Estimated State Cost Savings**

<b><u>Immediate Annual Operating Cost Savings to Hawaii</u></b>	
Cost to operate Courage House per person per day	\$ 450
Days per year	365
Cost of Courage House per person per year	\$ 164,250
Cost of corrections - youth, per person per year	\$ 199,320
Immediate and direct savings per person per year for Hawaii	<u>\$ 35,070</u>
Number of girls at Courage House Hawaii when operating at capacity	32
<b>Direct savings each year for Hawaii when Courage House is operating at capacity</b>	<b>\$ 1,122,240</b>

<b><u>The Cost of not investing and rehabilitating:</u></b>	
Cost of corrections, adult male, 2009	\$ 43,070
Estimated years in prison	5
Estimate cost to Hawaii per person	<u>\$ 215,350</u>
Cost of corrections, adult male, 2009	\$ 43,070
Estimated years in prison	10
Estimate cost to Hawaii per person	<u>\$ 430,700</u>
Compare to the cost of one year of restoration at Courage House Hawaii	\$ 164,250

<b><u>Benefits of Restoration:</u></b>	
Annual benefit of Hawaii tax revenue from rehabilitated resident, 2012, per DBEDT	\$ 3,962
Number of years after rehabilitation (from 18 to retirement of 65)	47
Average lifetime estimated Hawaii tax revenue from one rehabilitated person	\$ 186,214
Compare to the cost of one year of restoration at Courage House Hawaii	\$ 164,250

Attachment 4:  
Draft Executive Administrator Position  
Description

## DRAFT Executive Administrator Position Description

Hale 'O Mana Koa (HOME) requires an Executive Administrator to coordinate all the logistics of the development phase of the Special Treatment Facility. This includes organizational development, funds development and administration, site acquisition, facility renovation, licensing, contracting management for the operator and program provider, oversee relations between HOME and operator/ program provider. The Executive Administrator receives direction from and reports to the HOME President, Vice President and Board of Directors regarding coordination and administration of the following activities of the task force leaders to assure documentation of all activities and compliance with any contracts in the following areas.

1. Organizational Development (ongoing)
  - a. Policy Development & Documentation
    - i. By Laws
    - ii. Conflict of Interest
    - iii. Whistle Blower
    - iv. Grant
    - v. Donations
    - vi. Volunteers
    - vii. Insurance
2. Funds Development and Administration (ongoing)
  - a. Grant Opportunities
  - b. Grant Proposals
  - c. Grant Management & Compliance
    - i. Financial disbursements
    - ii. Project Reports
    - iii. Financial Reports
    - iv. Audits
3. Manage the Documentation for the Site Acquisition Team (reference Site Development Schedule)
  - a. Letter of Intent
  - b. Right of Entry
  - c. Facility Inspection
  - d. Contractor estimates
  - e. Lease Agreement
  - f. Lease Compliance
4. Work with the General Contractor to manage documentation and funds for the Facility Renovation
  - a. Site Renovation Planning



- i. Work with Architect and General Contractor team on interior and exterior design
    - ii. Contract for Grounds maintenance and security
      - 1. Street frontage landscaping
      - 2. Fence installation
      - 3. Security gate installation
  - b. Manage Documentation for
    - i. Contractor Agreements
    - ii. Professional Volunteers
    - iii. Labor Volunteers
    - iv. Material Donations
  - c. All capital improvements
    - i. Furnishings
    - ii. Structure Demolition
- 5. Manage Licensing documentation (May 2014- December 2015)
  - a. Establish document flow
  - b. Work with licensing team for compliance procedures
- 6. Operator-HOME Relationship (June 2014-June 2015)
  - a. Policy Development
  - b. Communications
  - c. Contract administration

Attachment 5:  
Facility Renovation, Permitting and  
Licensing Schedule

ID	Task Name	Duration	Start	Finish	2014				2015				2016		
					Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	
1	<b>Hale O'Mana Koa Permitting &amp; Licensing</b>	<b>472 days</b>	<b>Fri 1/10/14</b>	<b>Mon 11/2/15</b>											
2	<b>Qualify Site (DLNR)</b>	<b>120 days</b>	<b>Fri 1/10/14</b>	<b>Thu 6/26/14</b>											
3	File application and qualify for site	60 days	Fri 1/10/14	Thu 4/3/14											
4	Agreement for Site Use	60 days	Fri 4/4/14	Thu 6/26/14											
5	<b>Licensing Therapeutic Living Program</b>	<b>170 days</b>	<b>Fri 4/4/14</b>	<b>Thu 11/27/14</b>											
6	TLP License Process	120 days	Fri 4/4/14	Thu 9/18/14											
7	DOH Inspection	45 days	Fri 9/19/14	Thu 11/20/14											
8	TLP facility licensed	5 days	Fri 11/21/14	Thu 11/27/14											
9	<b>Building Remodel &amp; Sitework</b>	<b>241 days</b>	<b>Fri 4/4/14</b>	<b>Mon 3/9/15</b>											
10	Plant hedges and install fencing	30 days	Mon 6/30/14	Fri 8/8/14											
11	Architectural plans for remodeling	60 days	Fri 4/4/14	Thu 6/26/14											
12	County building permits	60 days	Mon 6/30/14	Fri 9/19/14											
13	Building Remodeling	90 days	Mon 11/3/14	Fri 3/6/15											
14	<b>Commence Operation as a TLP</b>	<b>0 days</b>	<b>Mon 3/9/15</b>	<b>Mon 3/9/15</b>											
15	<b>Special Treatment Facility License</b>	<b>352 days</b>	<b>Fri 6/27/14</b>	<b>Mon 11/2/15</b>											
16	Obtain Conditional Use Permit	90 days	Fri 6/27/14	Thu 10/30/14											
17	Prepare Cert of Need for STF	120 days	Mon 6/30/14	Fri 12/12/14											
18	County (DPP) review	60 days	Mon 12/15/14	Fri 3/6/15											
19	County Notice to DOH of licensing requirement for STF	0 days	Mon 3/9/15	Mon 3/9/15											
20	Prepare STF application	100 days	Mon 12/1/14	Fri 4/17/15											
21	Submit STF application to DOH	10 days	Mon 4/20/15	Fri 5/1/15											
22	DOH Review Process	130 days	Mon 5/4/15	Fri 10/30/15											
23	License issued for STF	1 day	Mon 11/2/15	Mon 11/2/15											
24	<b>Commence Operation as a STF</b>	<b>0 days</b>	<b>Mon 11/2/15</b>	<b>Mon 11/2/15</b>											
25															

Project: Attachment 27 Permitting Date: Tue 1/7/14	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	



ID	Task Name	Duration	Start	Finish	2014					2015				2016
					Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1
26														

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Project: Attachment 27 Permitting Date: Tue 1/7/14	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

# Attachment 6: Program Results

## **PROGRAM IMPLEMENTATION AND SUCCESS: RESULTS of COURAGE WORLDWIDE PROGRAM**

### **Northern California Operation**

Over the past 2 1/2 years Courage House has seen amazing results with the residents that have come through the program. Not only are our incident reports, and run away statistics less than the average group home, Courage House treatment team has remained in contact with 96% of all residents that have come through our doors, even after discharge. Residents have continued to access resources, counseling, and relationship with staff and volunteers. One of the reasons we find this to be such a huge success is that our residents are learning how to have healthy relationships. Most of them have never been able to have healthy relationships, many have attachment disorders, and all have had some level of trauma bonding. Research shows that trauma bonds cannot be broken until the individual has a new relationship to bond to. We are seeing that through this process, residents are being set free from old destructive thinking patterns that have often kept them bound to a lifestyle of sexual exploitation. It is part of our vision that once a girl has come to Courage House, she would remain apart of the extended "family" and be given the experience of receiving unconditional love, despite the reason she left. Emphasizing healthy relationships in our treatment approaches, as well as beyond the day-to-day program has allowed us to witness true life change, and long lasting effects on the minors who come through our doors.

Over the past several years we have also had nationally recognized mental health experts come to Courage House to assess and audit our program. Every site visit, assessment, and audit has resulted in an astounding response from the evaluator – stating that Courage House is a forerunner in creating a therapeutic home for minor victims of sex trafficking. While there are few homes in the nation for victims of sex trafficking, there are even fewer for minor victims of sex trafficking, and even less that have such an intentional therapeutic program in place.

After much research and consultation with mental health professionals, each girl's ULP at Courage House will incorporate individual and group therapy sessions with a licensed mental health professional specializing in Trauma Focused Therapy. The idea of trauma focused therapy is to help patients expose themselves in a controlled manner to traumatic memories and feared situations, to identify negative thought patterns about themselves, cognitive distortions, and to provide coping mechanisms and new thinking patterns to recover from their traumatic past and develop healthy habits to ensure future safety.

Mental health services are a huge focus of the Courage House Program and are integrated into most program aspects. Courage House has a licensed therapist onsite that organizes and oversees all therapeutic activities, as well as consults with a mental health trauma expert on a weekly basis.

Courage House is a part of Abholition International Shelter Association (AISA). As a member of AISA, Courage House has been invited to be apart of a research project utilizing what is known as "The Heart Model," which is a specific therapeutic modality that deals with high level



trauma, PTSD, and dissociative behaviors. As part of the study all residents at Courage House participate in 7 different mental health assessments upon intake, on a quarterly basis thereafter, and upon discharge. These assessments measure issues such as anxiety, depression, suicidality, dissociative behaviors, and the prevalence of other mental health disorders.

As part of the study a research team of doctoral students, led by Dr. Benjamin Keyes, and Dr. Lee Underwood additionally meet with our residents as part of a qualitative study to assess individual residents within the scope of our mental health program, and overall home environment.

In addition to the research study, residents at Courage House are involved in an ongoing weekly therapeutic program consisting of individual therapy, group therapy, psycho-education, and adjunct therapy.

Research has proven that the left side of the brain deals with thinking and problem solving, while the right side deals with emotions. However, in the midst of trauma, the left side of the brain is temporarily out of commission, so the right side of the brain stores all the memories in bits and pieces. The right side does not store information in a linear method as the left-brain does. As a result, all of the sights, sounds, smells, tastes, and stimulus information are stored without the story. Part of the problem with this is that to the right side of the brain, all time is "here and now." That creates a lot of confusion for a person whose trauma actually occurred years previously, as their brain continues to send messages that they are presently in danger. This is why time alone cannot heal trauma. Using talk therapy alone to process a trauma is like asking a person with a broken leg to walk to the hospital in order to get the broken bone set.

Traditionally, talk therapy has been the favored method of mental health services. Therapists want clients to talk about their problems and help them find solutions. This is necessary and good, however, it does not engage the right side of the brain, where the actual memories are stored.

For this reason, Courage House utilizes adjunct therapies as supplemental therapeutic services. These adjunct therapies either deal specifically with the right side of the brain, or with both sides of the brain at the same time, strengthening positive outcomes.

The following are adjunct therapies that Courage House utilizes on a rotation basis, upon availability of these professionals: equine therapy, music therapy, art therapy, photo voice, EMDR, biofeedback and somatic therapy.

Courage House has also incorporated a daily therapeutic recreational program that provides residents a variety of ways to participate in physical activity. Experts have proven that physical fitness is a huge contributor to healing PTSD and the brain.

Courage Worldwide is partnered with the Amen Clinic. The founder of the Amen Clinic is a nationally recognized child psychiatrist who has developed an intricate brain scan that reveals both structural damage to the brain, as well as emotional damage to the brain. The brain scan provides an accurate picture, resulting in a precise diagnosis of mental health conditions such as: PTSD, anxiety, depression, obsessive-compulsive disorder, ADD/ADHD, impulsive-compulsive disorder, bipolar, etc.

The Amen clinic is able to prescribe medications, including psychotropic medications for our residents. They also have a supplement regime specifically for PTSD that all residents at Courage House are offered upon intake.

While we have not been able to financially fund the brain scans for every resident that has come through Courage House, we are able to provide these in situations where the resident is having extreme difficulty. So often, children who have come from multiple placements through the foster care system have been given many different diagnosis, and have often been later found to have been mis-diagnosed. This has resulted in children being prescribed psychotropic medications that are not, in fact, necessary, which negatively effects brain development.

The accuracy of the brain scans allows us to get the most beneficial medications and treatment plans in place for the resident. Courage House is working towards getting grant funding to provide this service to all of our residents. In addition, we hope to re-scan residents in increments of every 12 months to assess individual progress, necessary treatment revisions, and overall program assessments. We expect that over time the brain scans will provide research outcomes regarding the effects of trauma on commercially sexually exploited children.

All residents at Courage House have access to a local psychiatrist as needed and upon direction of our treatment team.

Attachment 7:  
Potential Grants Shortlist



## Courage House Hawaii: Grant Opportunities

	ORGANIZATION	PROGRAM MISSION	FIT	MAX/MIN \$
1	W.K. Kellogg Foundation	To have fundamental strategy to create social change, emphasizing community & civic engagement as core strategies for creating conditions in which vulnerable children can succeed.. The heart of their approach has always been a view of all children as assets, not problems to be solved.	A	\$50K to \$3,600,000K
2	Morgan Family Foundation	Goal is to represent summation of their interests and values to see a return of their investment measured by lives changed and communities transformed. Respect is fundamental, Integrity guides their commitments, collaboration makes them stronger. They believe grant making should empower individuals and build self sufficiency.	A	\$10k - 100k to support innovative program initiatives, capitol requests or operating needs. Also will welcome grant requests \$50k-200k range to launch significant community collaborations and serve as challenge grants.
3	Oak Foundation	Their core commitment is to improve the lives of the most disadvantaged and strengthen child protection systems. In their child abuse program, they envision a world in which all children are protected from sexual abuse and sexual exploitation. They support initiatives that directly address sexual abuse and sexual exploitantions.	A	Donated \$158.32million to 312 organizations around the world. Wasn't able to find max or min. amts.
4	Michell and Susan Dell Foundation	Their goal is to ignite long lasting change that will ripple across communities, cities and the globe since 1999. They partner with government businesses and other philanthropic organizations. By reaching across these sectors, they aim to transform today's extraordinary interventions into tomorrow's standard and repeatable best practices.	A	Average Grant size \$48,833.00
5	Atherton Family Foundation	Their Mission: Is towards grants, loans, etc. that are toward assisting in the establishment, maintenance or promotion, religious, charitable, educational and other like enterprises, whether public or private, including schools, hospitals, assylyuys, home and the like instituions and objects for the public benefit. It is now one of the largest endowed grantmaking private resources in the State of Hawaii devoted exclusively to the support fo charitable activities.	A	\$50K - \$100,000K

6	Teresa F. Hughes Trust	grants restricted to orphans, social orphans, and indigents, and people who are victims of debilitating social conditions or health problems.	A	\$3,500.00-\$50K
7	Draper Richards Kaplan Foundation	They want to build strong capable organizations. And believe that multi year, unrestricted grant funding is essential for organizations to build properly, hire well and focus on its mission.	A	Provides \$300K start up funding paid over 3 years.
8	Barbara Cox Anthony Foundation	Focuses on education, health, human services and human development in Hawaii. Beneficiaries have included organizations ranging from schools to the State of Hawaii, Organization of Police Officers to homeless shelters to animal and groups from hospitals to YMCA, and from Honolulu Academy of Arts to the Salvation Army.	B	\$100.00 - \$125K
9	Campbell Family Foundation Hawaii	Support for programs that promote values and the health and welfare of Hawaiians.	B	Unknown
10	Sand Hill Foundation	They're interested in organizations, programs and services that provide opportunities for low income families/youth who are taking steps to improve their lives and change the course of their future.	B	Will make capitol grants under \$35K.
11	Peery Foundation	Their goal is to create access to quality goods and services which can improve the lives and livelihoods of the poor. To Strengthen youth and families and to build lives of dignity and self reliance.	B	\$1K to \$100K
12	Wallace Alexander Gerbode Foundation	Interested in programs & projects offering potential for significant impact. Primary geographical focus is San Francisco Bay area & Hawaii. Sometimes supports unpopular causes (?)	C	grants paid in 2011 \$3,118,370K
13	Consuelo Zobel Alger Foundation	They envision communities in Hawaii & Philippines in which disadvantaged children, women and families achieve dignity, self esteem, and self sufficiency resulting in renewed hope for those who have lost it and hope to those who have never had it. Their mission is to operate or support programs in Hawaii and Philippines that improve quality of life of disadvantaged children, women and families.	A	Millions...not found how it's dispersed

14	James and Abigail Campbell Foundation	Support programs that promote values and the health & welfare of a Hawaiians and address the challenges of young people.	A	\$5K to \$250K
15	Robert Wood Johnson Foundation	To improve the health and health care of all Americans.	C	\$1.2K to \$100K-\$300K
16	Verizon Foundation	Their goal is domestic violence prevention, victim relief and empowerment resources.	B	\$5K to \$10K
17	Annie E. Casey Foundation	Mission: to help vulnerable children and their families succeed. To support their core mission of improving outcomes for America's disadvantaged children and families, by making grants, providing direct services to children and families, that all children regardless of circumstances achieve the best outcome possible.	A	Unknown

18	Dorothy Patterson Foundation	<p>Their initial work: Relieving suffering and honoring the Patterson Legacy. Founder's charge to her foundation: "Do good and do it well". Initial focus beginning 2010... relieving those in crises beyond their control and honoring the Patterson Family with initiatives inspired by their history. Primary Focus: to connect with others to create new realities. They provide resources to facilitate, expedite and share methods, techniques and tools, joining with others in creating new realities. Their resources are focused in the areas of oral health, animal health, occupational and physical rehabilitation.</p>	B	unknown
19	Harry and Janette Weinberg Foundation	<p>To help low income disadvantaged and vulnerable individuals and families by providing grants to non-profits that provide direct services. Their grants may be in the form of operating, program or capital...Their belief is the affection and care for the old, incurable and helpless are the true gold mines of culture..</p>	A	They will grant 30% of maximum of program with no limit to project size.
20	William and Dorothy O'Neill Foundation	<p>Their vision is for strong communities where families thrive and to partner with nonprofits to improve quality of life for families and communities in places where O'Neill family members live. They invest their resources in effective nonprofits that change lives. They look for passion in their grantees and expect to enjoy the work that they share. Their Logo represents hope, healing and opportunities flowing from a figurative "pot of Gold" into the communities the O'Neills call home. One of the places that they live is Big Island, HI. Their family members also live in Oh., Va., Wash. DC, Tx....and they "stretch" to other communities in those states.</p>	A	Unknown



21	Atlantic Philanthropies	<p>They make grants that seek to advance opportunity and lasting change for those who are unfairly disadvantaged or vulnerable to life's circumstances. They believe all people have the right to opportunity, equity and dignity. Chuck Feeny (Founder) believes strongly in 'giving while living' and sees little reason to delay giving when so much good can be achieved through supporting worthwhile causes today. He is attracted to the underdog &amp; often reaches out to people who are struggling and likes to be known as the "Billionaire who is trying to go broke." He currently has a 'giving while living ' network in TASMANIA! and New South Wales.</p>	A	Amounts range from \$3,500K to \$50K
22		<p>Their commitment is to help survivors of domestic abuse build their financial skills as a way to escape abusive relationships , get safe, stay safe and thrive.</p>	C	\$5K to \$20K
23	Castle Foundation, Harold, KL	<p>They work to build resources in Hawaii and to spread new ideas and approaches to help solve some of Hawaii's most pressing problems. One of their four missions is to invest in a limited number of other unforeseen but compelling opportunities to make a big difference in Hawaii's future.</p>	C	Unknown

24	Thomas J. Long foundation	Goal is to support local charitable organizations which provide programs and services that benefit & inspire people where they work and play. They primarily fund charitable programs and services which are of particular benefit to residents of Hawaii and 5 Northern California counties.	A	Typically has donated \$25K to community violence solutions, children's programs, foodbanks & shelters, Big. Bro & Sisters, Arts, Hospitals and Education.
25	Joseph and Vera Long Foundation	They have special interests in programs that benefit women, families and seniors. Preference will be given for new, inovative programs which will be completed with their contribution. Vera Long's Father Started Safeway Stores. Vera's primary interest groups were women and children.	A	\$10K to \$100K
26	McInerny Foundation	They're broad purpose(no churches or religious organizations that proselytize). Submit general grant request anytime. Large Capital requests are projects that cost \$500K or more	A	\$500K for Major Capitol grants. \$3.5K to \$100K for Gen. Operating grants
27	Robert E. Black Memorial Trust	Black Foundation is handled thru the Hawaii Coummunity Foundation, as a supporting organization that enables a family business or existing foundation to affiliate with the Hawaii Community Foundation and utilize many benefits afforded a community foundation, including health, education and culture. They have a Hawaii Children's Trust Fund for Prevention Program to support the prevention of child abuse and neglect. This funding supports programs that expand/replicate effecti ve community-based apporaches or develop innovative programs with a means to measure impact.	C	unknown

28	American Legion Child Welfare Foundation	<p>Their two basic purposes are to contribute to the physical, mental, emotional and spiritual welfare of children through the dissemination of knowledge about new and innovative organizations and/or their programs designed to benefit youth, and to contribute the same welfares of children through the dissemination of knowledge already possessed by well-established organizations, to the end that such information can be more adequately used by society.</p>	A	\$1.5K -\$70K avgerage =\$32K
29	Allerton Endowment Fund Robert J P. Morgan			
30	Matson Foundation	<p>Priorities/areas of interest donations will generally be made to non-profits that have the greatest opportunity for positively affecting the communities Matson serves and are focused on Maritime enviroment, energy; human services: community health &amp; safety needs; national health organizations &amp; United Way partner agencies.; Culture and Arts; Civic and community programs (e.g. volunteerism, clean-ups, events and projects.)</p>	C	Unknown
31	Ananda Foundation	<p>Their mission is to alleviate the suffering of individuals and families in the poorest communities through sustainable grassroots initiatives aimed at local empowerment, access to health services, and educational opportunities in an effort to fulfill basic human rights embracing a spirit of compassion and service to humanity.</p>	A	\$500-\$5,000.00 depending on project's scope, timeframe, and need.

32	HMSA Foundation (Hawaii Medical Services Association)	Their mission is to extend their commitment to provide access to cost effective health care services, health promotion,, education, research and social welfare.	B	\$5K to \$30K Average to over \$100K depending on the project
33	The Strong Foundation	Grants are primarily to be for programs and organizations that are youth oriented. For Major Capitol grants they are predominantly for capital needs and of a major nature.	A	\$150K
34	Tereasa F. Hughes Foundation	The Trust provides grants for the support of eligible individuals through organizations that supervise these populations: 50 yrs of age or older, frail and in need of financial assistance. Children under 18 who are orphaned or half-orphaned, abused, abandoned or neglected, born out of wedlock.	A	Unknown
35	Kaiser Foundation Health Plan	Their community partnerships help address the widely varying health care and social needs of the different areas they serve, that range from rural communities to major metropolitan areas. Services offerd include medical aid t the indigent and uninsured, shelter to the homeless, and asylum to women escaping domestic abuse.	C	Unknown



36	Cooke Foundation, Ltd.	<p>The Cooke Foundation supports worthy endeavors in the community that the family feels will make a significant difference in the betterment and welfare of the people of Hawaii....to assure in some measure the continuance of, and also to extend and expand, all worthy endeavors for the betterment and welfare of this community and other communities by gifts and donations to corporations now or here after organized and operated exclusively for religious, charitable, scientific, or educational purposes, or for the prevention of cruelty to children or animals.</p>	C	\$10K to \$190K
37	Author M. Blank Foundation	<p>They seek innovative solutions that promote positive change in people's lives and enhance the communities in which they live to achieve results beyond what seems possible today.</p>	C	Unknown
38	Alexander & Balwin Foundation	<p>They work to improve communities through a responsive, broad-based program of giving in the following categories; health &amp; human services, education, community culture and arts, etc.</p>	A	\$2K to \$20K +

39	Andrews Foundation	They are dedicated to helping people and communities help themselves and emphasize support of organizations that help low-income people take control of their lives and permanently escape poverty.	A	Unknown...but they do contribute internationally.
40	The Chatlos Foundation	This Foundation proclaims the glory of God by funding non-profits in USA & around the globe. They're interested in Biblical Colleges/ Seminaries, religious causes, medical concerns, liberal arts colleges and social concerns.	A	Usually under \$10K
41	Dorthea Haus Ross Foundation	Their Mission is to support organizations that serve vulnerable children. Throughout the United States and around the World, no child should be left behind. They all are entitled to a healthy, safe and moral start in life and a successful poassage into adulthood.	A	Max. \$20 to \$ 35K. Min. \$ 1K to \$15K.
42	Kresge Foundation	They seek to expand access and opportunities for vulnerable, disadvantaged and low-income individuals and families by strengthening nonprofit organizations and generating new knowledge about efforts to ameliorate (make something better), and, create pathways out of, poverty.	A	Unknown...Grants of all sizes are given in 7 different catagories. In 2011, they awarded \$140 million in grants to 356 grantseekers.

43	The Bill Healy Foundation for the Environment and Children	Their purpose is the environment and the well being of children, and they feel they have an opportunity and a responsibility to offer support, understanding, and guidance that gives children educated, informed and compassionated choices for a better quality and appreciation of life.	A	Primarily supports projects in the states of Oregon and Hawaii. Small grants are \$1K to \$25K, Large Grants are \$26K to \$75K
44	Coca Cola Foundation	Will do donations but Kirsten will have to go to web site to sign up for it.	B	Unknown
45	CVS Grant Foundation for underserved and underinsured	Their mission is to give back to the communities in which they live and work through charitable contributions, colleague engagement, and by raising awareness of important issues impacting neighborhoods across the country.	A	Up to \$5K per organization. (They do much more than that on Extreme Makeover TV show!!)
46	Charles Schwabb Foundation	Their mission is to help individuals and families achieve lifelong financial well-being through education, volunteerism and advocacy.	B	They have facilitated more than \$2Billion in grants since their inception in 1999. Unknown as to how much they give to each organization.

Attachment 8:  
HOME Resumes



Jessica R. Munoz  
RN, BSN, MSN, APRN-RX, FNP-BC



Jessica works as the lead nurse practitioner for *Emergency Medicine Physicians Inc. at Pali Momi Medical Center* on Oahu. She has been an active member in the North Shore community for the past 8 years in the area of mentoring high-risk youth. Her nursing career was a key factor in moving to Oahu and began working at Kapiolani Medical Center for Women and Children and attended graduate school at the University of Hawaii. Her passion for victims of sex trafficking started while writing her thesis on human trafficking as it relates to health care providers. Her research revealed that there is a gross lack of education amongst health care professionals on the issue of trafficking. Her extensive nursing background with a heavy focus on pediatric trauma has helped her to understand the comprehensive needs of children who experience trauma and the need for a holistic place and approach in offering healing and restoration.

Jessica has recently published two articles in *Emergency Physicians Monthly* on identifying victims of sex trafficking. She has recently submitted an article to the *American College of Emergency Physician* journal on the issue. She is passionate about educating health care professionals, service providers, and law enforcement on the issue of trafficking. She emphasizes a tailored approach to aftercare, integrating and collaborating with community services providers as well as law enforcement. She stresses the importance of a victim-centered approach with emphasis on the need for licensed residential facilities committed to the restoration of the children affected by this crime. In addition to her full time job, she is currently the Director of the *Courage House Hawaii project* whose goal is to establish the first licensed special treatment facility specific for children who have been affected by this crime in Hawaii. She has spent the last four years helping lead the Anti-trafficking movement in our islands.

She was a guest lecturer at the *American College of Osteopath Emergency Physician National Scientific Assembly* – October 2013

She recently was a selected speaker for *Tedx Honolulu* on the issue of seeking true justice for children who have been sexually exploited.- November 2013

*Soroptomist International Human Trafficking Panel* selected participant- January 2014

#### Awards of Recognition

2007 Nurse of the year Kapiolani Medical Center for Women and Children

2010 Faces of Nursing for the State of Hawaii

2012- Emergency Medicine Physician Nurse Practitioner of the year- National award



## Ability Summary

### Skills, Knowledge & Abilities:

- Over 20 years of management and financial planning experience with emphasis in asset building, small business development, networking and multi-generational planning.
- Demonstrated ability to integrate social and cultural capital into building successful training programs.
- Over 12 years of economic development work with various cultural and socio-economic groups.
- 10 yrs. Experience conducting assessments that focus on identifying existing baseline processes and procedures.
- 10+ year experience with using or implementing social media in a business and/or government environment.
- 15+ years' experience with IT tools including, collaborative systems, Web 2.0 technologies and desktop applications.
- Possess US Passport and be able and willing to travel in the U.S. and internationally to support program goals and objectives.
- Experience promoting & providing technical support for collaborative tools including but not limited to wikis, blogs, forums and web conferencing tool.

## Employment History

### Contractor - Military Personal Financial Counselor

07/2012 - Present

Worldwide

Financial Counseling support on a rotational and on-demand basis CONUS and OCONUS. Rotational and on demand support provided primarily in Hawaii and Alaska with additional support provided in Japan and Colorado.. Have completed over 245 days of support in last 365 days.

### Executive Director

10/2007 - Present

Empower Oahu

Waialua, HI

Responsible for the management of a non-profit organization comprised of the 10 most economically distressed communities on the island of Oahu. Empower Oahu provides funding and technical assistance for economic development projects in the communities. Duties include the review and assessment of economic development funding request, monitor and evaluate projects, and provide technical assistance with the evaluation and design of community development projects. Currently implementing an Oahu wide micro- business training program to include conducting micro- business training and providing TA.

### Financial Planner

01/2005 - 10/2007

Linsco Private Ledger

Honolulu, HI

Develop and implement business and financial plans for individuals, businesses, and organizations, utilizing knowledge of tax and investment strategies, securities, insurance, pension plans, and real estate: Interviews client to determine client's assets, liabilities, cash flow, insurance coverage, tax status, and financial objectives. Analyzes client's financial status, develops financial plan based on analysis of data, and discusses financial options with client. Prepare and submits documents to implement plan selected by client. Maintains contact with client to revise plan based on modified needs of client or changes in investment market.

### Sales Trainer

01/1996 - 01/2005

Northwestern Mutual

Honolulu, HI

Reg. Representative Hawaii Responsible for the development and performance of new commissioned sales staff. Trains sales team and provides leadership towards the achievement of maximum profitability and growth in line with company vision and values. Contributes to the development of training and educational programs. Sales of life, health insurance and securities; develop and implement financial plans for individuals, businesses, and organizations.

### Education and Training

Issuing Institution	Location	Qualification	Course of Study
University of Nebraska	NE	Master's Degree (ongoing)	Community Development
University of Colorado	CO	Bachelor's Degree	Environmental Design
Kamehameha Schools Hawaii	HI	High School Diploma	General High School Curriculum

### Occupational Licenses & Certificates

Certification Title	Issuing Organization	Completion Date	Expiration Date
CFP_	Board of Standards, College of Financial	01/2007	01/2016

### Honors & Activities

### Additional Information

### Detailed References



**Attachment 8**  
**Jeremy Munoz**  
**Director**

**SUMMARY OF QUALIFICATIONS**

Jeremy Munoz was born and raised in Grass Valley, California. In 2009, while working as one of the construction contractors on the Courage House Tanzania Project, he became committed to establishing a Courage House in Hawaii to help restore hope, health and healing for girls here as well.

Jeremy graduated from CSU Chico with a BA in Economics and a BS in Business Administration and Information Systems Management. Jeremy worked for Hewlett Packard (while attending CSU Chico) as a Programmer/Business Analyst from 2000-2002. He worked as a Construction Management Project Manager for the Irvine Company from 2004-2006. He holds a General Building Contractor's License in California and Hawaii. In 2010, Jeremy was commissioned as an Army Infantry Officer after attending Officer Candidate School. He now runs his own construction business in Hawaii and is a Platoon Leader for the 442<sup>nd</sup> Infantry Regiment.

Jeremy and his wife, Jessica, have worked together as volunteer directors for this grassroots project here in Hawaii for the past seven years. Jeremy currently represents the Courage House Hawaii project as a member of the Courage House Worldwide board of directors. Jeremy's experience, determination and commitment makes him a much needed asset for the construction and/or renovation work to be done to create Courage House Hawaii. It is Jeremy and Jessica's dream for Courage House Hawaii to become a reality so that Hawaii's traumatized girls rescued from sex trafficking can be provided with a long-term safe haven that allows them to reclaim their lives.

**EDUCATION**

Bachelors, Economics, Business Administration, Information Systems Management	2002
California State University, Chico	



**Attachment 3**  
**Jody Allione**  
**Director**

**SUMMARY OF QUALIFICATIONS**

Jody Allione has been an independent consultant since 1980. She has an engineering degree and an MBA and has consulted with large multi-national engineering and construction businesses to help them integrate their various divisions with small business acquisitions as well as working with the acquired companies to help smooth the transition. She managed the development of Hawaii LLC for large Texas utility to develop a large Hawaii power project that was built in 2000 on the Big Island and is currently involved with the development of various types of utility scale renewable energy projects in Hawaii.

In addition to project development and management, her diverse background includes writing and implementing business and marketing plans for many diverse companies, site reconnaissance, major project proposal writing, and due diligence for the development viability of energy projects. As a developer, Jody is known as a solution finder that works with communities to develop projects that work and solve problems. She is an independent consultant that works with credible technologies and promotes the understanding of power generation with a consciousness of real community need. She provides developers with solutions for logistics and siting issues related to new projects.

With this background in strategic planning and implementation, her specialty is in the conceptualizing and development of large scale project opportunities including site acquisition, community interaction, permitting strategy and contract negotiations best exemplified where she led the project development of the 60 MW Hamakua Energy Partners project on the Big Island.

While attending a Social Justice conference in Australia in early 2012, Jody became aware of the problem of sex trafficking and was convicted to become involved in helping to address this problem in Hawaii. She met the Courage Worldwide Hawaii team who was looking for a site and realized that she had the ideal blend of connections and experience to help locate, permit and license the home and work with stakeholders. She is also actively recruiting volunteers and helping to coordinate corporate fundraising and organization alliances. She is actively engaged as a speaker advocate against sex trafficking and is active in new legislation and outreaches for educating the public and youth awareness.

**EDUCATION**

Masters of Business Administration Pepperdine University	1980
Bachelors, Industrial Distribution School of Engineering at Clarkson University	1974

## ATTACHMENT 8

### KIRSTEN BAUMGART TURNER, DIRECTOR, SECRETARY

#### SUMMARY OF QUALIFICATIONS

Kirsten Baumgart Turner, President of Community Development Services has served in economic development policy, planning, and project development, financing and implementation positions internationally at the United Nations, the US International Trade Administration, at the US Department of Commerce, the US Department of Defense and in Hawai'i at the state and county levels. Kirsten has a successful track record helping public agencies and private organizations develop policies, strategic plans, and priorities. She has successfully acquired public and private sector funding for implementation of key public policy initiatives and infrastructure-related community development projects including sustainability and renewable energy projects.

Ms. Turner received specialized training in the planning and management of public programs and policies as a Presidential Management Fellow in Washington D.C. where she qualified for non-competitive conversion to the Senior Executive Service. She also received diplomatic training as a participant in the graduate student intern program in the General Assembly of the United Nations, and passed the US Foreign Service Exam.

Ms. Turner also has extensive experience in education both teaching and as an administrator. She served as Dean of the Residential Program at Mid-Pacific Institute where she administrated and provided strategic planning for the campus dormitory program for high school students from throughout the Asia-Pacific Rim. She taught Political Science at Hawaii Pacific University and helped develop and facilitate the new Conflict Resolution Program at the United World College USA in New Mexico. She also managed the College's Wellness Program, where she developed and lead young adult seminars and a Peer Education program for 200 students from 83 different countries.

Ms. Turner's interest in education began with her experience as a Counselor for Youth at Risk at Nansen International Children's Center in Norway. For the next few years she served as a sixth grade bilingual Teacher's Assistant for the Los Angeles unified School District and a Tutor at Boy's Republic, a residential treatment facility for adjudicated youth in Los Angeles. She rounded out this experience as a Thomas J. Watson Foundation Fellow in South America where she designed and implemented an independent research project on "Street Children" in Caracas, Bogota, Lima, and Sao Paulo, Brazil. She took this experience to the United Nations where she helped develop and establish the Alternative Services for Street Children Project at the UNICEF Program Department and Planning Division in New York.

#### EDUCATION

Masters, International Relations	1986
Yale University, New Haven, CT	
<b>Bachelors, Diplomacy and World Affairs, and History</b>	<b>1983</b>
Occidental College, Los Angeles, CA.	
International Baccalaureate (I. B.)	1979
United World College of the Atlantic, Wales, U.K.	

## Attachment 8

### Michael Lyons Director

#### QUALIFICATIONS

Michael Lyons moved to Haleiwa in 1964. He attended Waialua High School, Leeward Community College, and BYU. He enlisted in the Navy and was stationed at Pearl Harbor where he met his wife of 43 years. His mother is the founder of the Consuelo-Alger Foundation, a Hawaii non-profit organization formed to build homes to rescue orphaned and abandoned children and victims of trafficking in the Philippines. His father was a troubled employee counselor for HC&C and a counselor at OCCC prison.

Subsequently he joined the Honolulu Police Department and retired after 34 years working primarily in the Kalihi and North Shore communities as a Sergeant and Acting Lieutenant. He had direct experience working with victims of sexual abuse and sex trafficking and became personally committed to work against this crime and to help rescue and restore the victims of this criminal activity.

Michael has been involved in community organizations and served on boards such as the Chamber of Commerce, Waialua Scholarship Board, North Shore Christian Fellowship, Chairman of a political campaign, and Chairman of the North Shore Neighborhood Board, which he currently remains and active board member. He also worked as a volunteer with the Institute for Human Services where he assisted with contributions and supplies under the leadership of Debbie Morikawa and Lynn Maunakea. He also participated in multiple outreach programs under HPD in the Kalihi area providing food and housing to the needy and underprivileged. He worked with Gary Aki at Kamehameha housing for outreach and information to national audiences about how the HPD interfaced with the needy community.

#### EDUCATION

Psychology & Biology studies

1969-1970

BYU, Leeward Community College



## Attachment 8

### Sterling M. Lee Volunteer Director

#### PROFESSIONAL EXPERIENCE

Sterling Lee is currently the Senior Pastor at the First Baptist Church of Pearl City (FBCPC). In this role, he oversees the day-to-day operations of the church, as well as all counseling programs. Prior to joining FBCPC, he has worked with students for the past 20 plus years in various capacities from student minister, to classroom teacher, to High school coach, as well as a counselor and mentor to at-risk youth. He continues to work with families and lead the parenting workshops at the Ke Kama Pono Safe House Program out in Kalaeloa on the west side of Oahu.

**Senior Pastor**, First Baptist Church of Pearl City, Pearl City, Hawaii

Oversee the day-to-day operations of the church, which include working the leaders of the various committees and programs, Sunday morning services, as well as counseling throughout the week.

**Program Management Specialist**, PIDF, KKP Safe House Program

Currently works with, consult, and assist the management/administration team of the program. This covers everything from management, licensing, policies & procedures, personnel, as well as the case management.

**Program Director**, Partners in Development Foundation, Ke Kama Pono Safe House Program (Dec 2007 - April 2012)

Oversaw the day-to-day operations of the program, everything from personnel, administration, to grant writing.

**Lead Pastor**, Central Baptist Church, Honolulu, Hawaii

Oversaw the day-to-day operations of the church, which include the property management, liaison to tenants on the church property, working the leaders of the various committees and programs, Sunday morning services, as well as counseling throughout the week.

**Director**, Baptist Collegiate Ministry, UH Manoa Campus, Honolulu, Hawaii

**Associate Minister of Students & Education**, Cornerstone Fellowship, Mililani, Hawaii

**Teacher/Director of Campus Ministries**, Hawaii Baptist Academy, Honolulu, Hawaii

**Head Golf Coach**, Hawaii Baptist Academy, Honolulu, Hawaii

**Head Wrestling Coach**, Pac-5 Athletics, Honolulu, Hawaii

**Lead Counselor**, Kentucky Baptist Homes for Children, Middletown, Kentucky

Supervised staff, counseled, and disciplined at-risk teenage males in residential facility. Instructed residents in daily living and personal hygiene.

#### EDUCATION

**Master of Divinity**

1997

The Southern Baptist Theological Seminary, Louisville, Kentucky

**Bachelor of Arts**

1992

University of Hawaii, Honolulu, Hawaii



## **PROFESSIONAL AFFILIATIONS/MEMBERSHIPS**

### **Juvenile Justice State Advisory Council**

2013 to Present, Board Member

### **Hawaii Pacific Baptist Convention**

2005 to 2006, Board Member

### **National Federation of High School Coaches**

2001 to 2004, Member

### **Who's Who Among American Teachers**

2000

## EMP Spotlight: Jessica Munoz

An ardent advocate for victims of sex trafficking, Jessica Munoz, RN, BSN, MSN, APRN-RX, FNP-BC, recently presented to attendees of the Leadership Forum. Her topic focused on the unique role emergency medicine providers can play in the fight against sex trafficking. Although emergency care providers are trained to recognize the signs and symptoms of many diseases and forms of abuse, she informed attendees that the unique symptoms of sex trafficking are often misunderstood and overlooked.

Jessica is also a sought after speaker and author with regard to the topic. She recently authored two articles for *Emergency Physicians Monthly* with regard to identifying victims of sex trafficking. She also appeared at TedX Honolulu. *EMP News* caught up with Jessica to ask her what makes her so passionate about this topic.

Originally from California, Jessica has lived on Oahu's north shore for more than eight years. She has been involved in high risk youth mentoring and outreach since moving to the island. Her nursing career was a key factor in moving to Oahu, and she initially began working at Kapiolani Medical Center for Women and Children and attended graduate school at the University of Hawaii.

Jessica's passion for helping people who are victims of sex trafficking started while she was writing her thesis on human trafficking and the healthcare professional. She quickly realized that in addition to educating emergency healthcare professionals on identifying victims, they needed to be challenged to join in the aftercare needs. Her research revealed that there is a gross lack of aftercare resources existing for these victims - especially the underage victims. The need for long-term licensed residential facilities nationwide is pressing and cannot be ignored. She recently published two articles in *Emergency Physicians Monthly* on identifying victims of sex trafficking. Currently the Director of the Courage House Hawaii project, *EMP News* asked Jessica what keeps her going? She replied:

"The people who have left a legacy of social change are often viewed as super human; but in reality, they are ordinary people who are passionate enough to live out what they believe no matter the cost."

- Jessica Munoz

"I knew this journey would be a marathon and not a sprint. The issue of sex trafficking goes beyond just educating and raising awareness. It is truly changing a cultural mindset and adjusting biases that we embrace surrounding the issue of prostitution. This is about creating a movement so that there will be an outcry from our communities saying we will not tolerate this crime any longer.

"Social change occurs when people become aware of the problem, become enraged, and then take action. The times when I feel as if I want to give up, I am reminded of the girls who live daily trapped within the grips of a hideous crime. If I do not speak up, who will? I have been given several platforms to be a voice for these precious lives that do not always have a voice. Knowing what I know about the problem, I could have been one of these girls - it can happen to anyone! I am inspired by the committed volunteers, both the lay person and professionals, who are catching the vision and taking action."

As Jessica put it during her speaking engagement at TedX, "The people who have left a legacy of social change are often viewed as super human; but in reality, they are ordinary people who are passionate enough to live what they believe no matter the cost."

*EMP News* asked Jessica to sum up the one major take away from her presentation at the *EMP Leadership Forum*. She replied: "Thinking its not happening in your town or community or ER is denial. Sadly, if you continue to embrace this belief, you will miss the victim when they present before you. Thus, you are further contributing to their victimization.

"Do your research, talk to people in your community. Realize that if you only personally ever encounter one victim - it's worth it to touch that life! But I guarantee you, when you step into this underworld street culture that exists, you will find more than one."

Jessica is volunteer director at Courage house Hawaii. for more information, visit [www.courageworldwide.org/hawaii](http://www.courageworldwide.org/hawaii) or contact Jessica Directly at [j.munoz@courageworldwide.org](mailto:j.munoz@courageworldwide.org).



Kaleo Schneider was born and raised in Hawaii. She has two grown children and a family restaurant business in Kailua on Oahu.

Her education in human trafficking is from Shared Hope International (SHI) located in Washington State and DC. She has participated in 4 trainings since Aug of 2012. Two with Shared Hope Intl. in Washington DC (2012/2013) and one in Portland Oregon She has also attended a training January 2013 in Sacramento California with Courage World Wide.

Shared Hope is a leader in human trafficking legislation and education. At present we are involving Shared Hope in helping write new bills to be introduced to our local legislature this month, January 2014. She presently attend meetings with Senator Susie Chun-Oakland (Hawaii Senator) on a bill writing task force at our local capitol. We are working on legislation to redefine the definition of "prostitution" to "sex trafficking". She also spearhead a group of concerned citizens who help to testify and push anti trafficking legislation forward here in Hawaii.

Kaleo is the director of the Smart Courage program (started by the Courage Worldwide Hawaii team) which educates youth in the public and private school system in Hawaii. Smart Courage began in December of 2012 and has held over 63 trainings with 2000 youth.

In December of 2013 I hosted Elizabeth Scaife who trains for SHI for a stay here in Hawaii. With the help of Missing Childrens Hawaii (local branch of National Missing Childrens) we presented 3 training programs, two of which were at the state capitol. We held training for LE. legislators, prosecutors, service providers and advocates from around the state.

In August of 2012, Kaleo joined the Hawaii Coalition Against Human Trafficking. HCAHT is comprised of law enforcement including FBI and ICE, service providers and NGO's. We meet 6 times per year to identify, discuss and collaborate on the problems we face here in Hawaii.

The issue of child trafficking is similar in every city across this country. The program our team has developed in addition to the material available from Shared Hope can be used in any youth setting. It is extremely important we look at raising awareness in the school systems, after care school programs, detention facilities, any youth program, health clinics working with adolescents, and youth group homes surrounding the issue and risk for ending up in a trafficking situation. The goal with the smart courage program is to raise awareness and define what trafficking looks like for Jr high and Sr high youth. It is stranger danger for the 21<sup>st</sup> century.





**Kimberly Carson**  
**Courage House Hawaii**  
**Church Partnership Director**

Kim Carson is an active duty naval officer with over 10 years of experience, serving both as an enlisted Sailor and commissioned officer. In 2005, she graduated from the United States Naval Academy in Annapolis, Maryland with an undergraduate degree in Oceanography. She has served in numerous foreign countries, supporting both peactime and combat operations. She is also a Department of Defense certified Unit Victim Advocate for sexual assault. Kim learned from a young age the importance of volunteer work and giving back to her community. She has devoted her time to rehabilitating abused animals, tutoring grade school students, and teaching Sunday School. Since becoming a part of Courage House Hawaii, she has been an integral part in curriculum and classroom presentation development for the Smart Courage student educational program. She also is the Church Partnership Director responsible for outreach and partnership development with the local church community; promoting awareness and fundraising in support of Courage House Hawaii.



## Michael K. Akau, MBA

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### COMPLIANCE OFFICER PROGRAM PLANNING & PERFORMANCE IMPROVEMENT DEVELOPMENT | RESOURCE COORDINATION | COMPLIANCE AND ACCREDITATION

- Strong deliverance in Performance Improvement Plan development, implementation and monitoring for results.
- Highly qualified manager directing resources to impact operations and enhance organizational capabilities, with a keen eye on leading organizations to maturity.
- History of achievement orchestrating environment, health, safety, and accreditation programs and projects compliant to state/federal regulations and create results.
- Deliver excellent budgeting, resource optimization and problem-solving skills, with proficiencies in training, operations, organizational management and team development in academic and business environments.

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### CORE COMPETENCIES

Analyzing Operations & Systems Processes | Develop, Implement and Monitor Performance Improvement Plans, Project Management And Coordination | State & Federal Regulation Compliance | Website Development | Training and Mentoring | Organizational Development | Annual Strategic Plan Reporting | Risk Management Analysis | CARF Accreditation; NIPSA Accreditation | Data Analysis Requirements Gathering | Developing and Simplifying Procedures | Education, Physical Fitness

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### PROFESSIONAL EXPERIENCE

#### **2007- 2013: Loveland Academy, Honolulu, HI: Compliance/Quality Assurance Officer**

- Administer all aspects of daily compliance operations for this day treatment facility for special needs kids; aiding in strategic planning, compliance/risk mitigation, performance improvement, policies and procedures.
- Facilitate and support re-accreditation with CARF (Commission on Accreditation of Rehabilitation Facility), ensuring compliance to 2000+ standards. Maintain all state/federal regulations of five organization programs (i.e., Assessment and Referral, Community Integration, Day Treatment, Out Patient and Therapeutic Living Programs).
- Secure three-year accreditation with the National Independent Private Schools Association (NIPSA), ensuring self-study, compliance of 2000+ standards.
- Facilitate and support accreditation Identify and fix issues, devise tools to ensure compliance; integrate performance improvement plans to restructure and enhance operations.
- Orchestrate plans to improve community integration and day treatment programs; devise goals and verify attainment of plans. Aid in program planning/development.
- Finalize application and direct efforts to comply with the standards of the Hawaii State Department of Health for licensure of a Therapeutic Living Program (TLP) - secured in 12 months. Writing the application for a Special Treatment Facility.
- Champion the Waiahole Project, spearheading the construction of Marcus House, Nursery construction, and aquaponics development.
- Planned, developed, and published 2 company and program websites.

#### **2005-2007: Chaminade University of Honolulu: Assistant to the Environmental Safety Officer**

- Invited to establish campus safety and disaster preparedness; complied with all federal standards to bring university up to code.
- Directed the Emergency and Safety Program, successfully organizing the 1<sup>st</sup> campus community hurricane evacuation drill and tested all Phases of Hurricane Emergency Plan.
- Established an emergency command and evacuation center complete with communications equipment.
- Successfully directed the operations for a new Faculty Services Office; structured process for

## Michael K. Akau, MBA

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academic and support staff to receive information and distribution quickly.

### **2004-2005: Vantage Island Processors: Telemarketer, Honolulu, HI**

- Leveraged strong communication and client relations' skills to secure business for refinancing options.

### **1988 to 1990: Virginia Dept. of Corrections, Crewe, VA - Corrections Officer**

- Operated and monitored safety control center governing locked gates, security systems and disturbance alarms; worked in both general population and segregation unit environments.

### **1990 to 2000: Our Place Restaurant, Victoria, VA – Owner/General Manager**

- Provided day to day leadership for this full-service restaurant operation; led start-up operations, hired and trained staff, developed branding concept and forecasted sales, revenue and profitability results.

### **— MILITARY EXPERIENCE**

United States Army, NCOIC/Security Manager, Senior Instructor, Station Commander, Squad Leader, Military Police Patrolman, and Provost Marshal Operations Sergeant.

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## **EDUCATION & CREDENTIALS**

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Ed.D Organizational Leadership, Argosy University - 2013

MBA, Master of Business Administration - The Public Sector MBA, Chaminade University of Honolulu

Business Management, Computer Information Systems, Chaminade University of Honolulu

Associate in Applied Science; Administration of Justice, Southside Virginia Community College

### Awards & Accolades:

4 Army Commendation Medals | 2 Army Achievement Medals | Recruiter Badge with 3 Gold Stars

Letters of Commendation | Letters of Appreciation | Certificates of Achievement

*"My background in Hawaii has been extensively working with the autistic population and licensing work related to long term care and special treatment facilities. When I learned of the plight of these young girls, it seemed a natural transition for me to apply my extensive licensing experience to help with the licensing applications and compliance for these young victims. The facility needs are very similar."*

**Michael Akau**

**Volunteer Compliance Officer Courage House Hawaii**



Tamara Bitanga –

Tamara Bitanga, known as “Tammy” to her peers and “Auntie Tammy” to many young girls, was born in Honolulu, Hawaii and grew up mostly in Kailua and North Shore and has briefly resided Medford, Oregon and the state of Florida. At age 13 she was placed in the Foster Care System, due to abuse in the home. She struggled thru those years and found herself in Alaska, working as an escort in a gentlemen’s club. She returned to Hawaii after 4 months. Tammy called her social worker and was placed in another Foster Home. Life in the foster home was not easy but in spite of being a chronic run away Tammy was able to graduate from Waialua High School in 1983. Shortly after graduation she became a mother to her #1 Son Chad, who will be 31 years old this year. She has been married to her friend of 20 plus years, Jonny for 6 years.

Her life changed 13 years ago, a concerned friend noticed that her life was out of control and invited Tammy to attend church with her. At that time, Tammy was living a life of turmoil, and it was when she sat in the service at Hope Chapel Olomana, she began to realize there was Hope in Christianity. Tammy supports various events within her home church such as organizing the ever popular and blessed Annual Women’s Retreat, preparing food for HCO’s youth service, as well as previously volunteering with the Youth Prison Ministry, where she shared Jesus with those who were incarcerated at the Youth Correctional Facility.

Two years ago Tammy was introduced to Courage Worldwide at an Arise women’s conference at Hope Chapel West Oahu. The desire to help in getting the community around her aware of the problem of child exploitation & human trafficking moved her to organize the Sex & Money viewing at the church she attends. Because of her history with prostitution and firsthand experience of how the broken life can spiral in despair, it is her desire to reach out to the children rescued out of prostitution any way the Lord will use her. Being born and raised in Hawaii she feels that she can communicate the need to build a Courage House here in Hawaii to others in a way that is relatable.

Psalm 73:28 says “But as for me, how good it is to be near God! I have made the Sovereign LORD my shelter, and I will tell everyone about the wonderful things you do.” This scripture holds dear to Tammy because she has been healed from much pain and healed from the damage anger did to her heart. God has given her a deep desire to share what God has done in her life with those who are lost and even with believers that struggle to trust God.

When asked “What is the most important thing that you do to continue growing as a Christian?” She adamantly states, “Attend Church regularly, read the Word of God daily, apply what I learn to my life, believe what the Word of God says, fellowship with my Sisters in Christ and be willing to make changes necessary to serve God better.” Definitely words of wisdom from this beauty for ashes! Tammy firmly believes helping women to know whatever their circumstances is that God is there for them and loves them. It’s a life *with* God who has the power to uproot and break bondages that hold women captive and hinder them from serving a great God. When we are born again, God brings us into a wholesome healthy heart which allows us to flourish and be a blessing to others.

For enjoyment Tammy likes to paddle outrigger canoe and take in the beauty of the local beaches in Kailua. She walks her 6 year old doxie Frankie daily and takes joy in participating in Earth Dog each summer, Frankie obtained his Jr. Earth Dog Qualification this summer 2013. She also loves to do crafts and lei making. There is not much free time for Tammy but when there is a need she will make time to cook a meal for a friend or go visit new born babies birthed in her family.

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OBJECTIVE

A position as a bookkeeper, staff support or administrative assistant with the opportunity for advancement and growth based on experience and job performance.

PROFESSIONAL EXPERIENCE SUMMARY

25 years of bookkeeping experience for a numerous Law Firms in Honolulu Hawaii. Also 2 years as a billing processor at a computer consulting company, located in Tampa, Florida.

WORK HISTORY

KOSHIBA PRICE GRUEBNER & MAU

Attorneys At Law

June 2001 to Present

1003 Bishop Street, Suite 2600

Honolulu, Hawaii 96813

(808)523-3900

General Duties: Process monthly billing, manage all banking transactions including monthly bank reconciliation, process payroll, process accounts payable and accounts receivable, and process GE Tax Payments.

ROECA LOUIE & HIRAOKA

April 1999 to June 2001

Attorneys At Law

841 Bishop Street, Suite 900

Honolulu, Hawaii 96813

(808)538-7500

General Duties: Process monthly billing, process accounts payable and accounts receivable.

SYKES ENTERPRISES INCORPORATED

October 1997 to March 1999

100 N. Tampa Street, #3900

Tampa, Florida 33602

(813) 233-2151

General Duties: Customer service. Receive and process orders for products. Keep track of and replenish inventory at warehouse. Invoice for products ordered and shipped. Process credit card payments. Input information in accounts receivable system.

WAGNER WATSON & PETTIT

September 1988 to September 1997

Attorneys At Law

737 Bishop Street, Suite 2480

Honolulu, Hawaii 96813

(808)533-1877

General Duties: Process monthly billing; manage all banking transactions including monthly bank reconciliation, process payroll, process accounts payable and accounts receivable.

EDUCATION

Waialua High School – General Education

Diploma

Honolulu Community College – Project Success

Certificate

Hawaii Pacific University – Accounting Course

3 Credits

SKILLS

10 Key, TABS III Billing Program, Excel, Word, Type 65 WPM, Quick Books Pro 2012



Attachment 9:  
Facility Operating Budget and Staffing Plan

Attachment 9

Basis Expense Courage House Norcal	Hawaii Projected Costs		Comments	NORCAL Costs: 6 girls	
	Number of Residents			2012	2013
	12	24			
	Hawaii 2014-15	2015-2016			
Allowance for Residence				\$ 1,311.60	\$ 1,800.00
Auto Expenses Van	\$ 7,200.00	\$ 20,000.00		\$ 2,456.40	\$ 1,800.00
Clothing-gifts residence	\$ 6,000.00	\$ 12,000.00	Donations	\$ 6,249.60	\$ 4,200.00
Education (DOE)		\$ -	DOE onsite funding	\$ 2,601.60	\$ 600.00
Fingerprinting	\$ 1,500.00	\$ 3,800.00		\$ 1,365.60	\$ 1,200.00
Garbage UTIL	\$ -	\$ -	NA	\$ 748.80	\$ 1,200.00
Gas and Electricity UTIL	\$ 20,000.00	\$ 40,000.00		\$ 10,845.60	\$ 15,600.00
Gas Maintenance-auto	\$ 5,000.00	\$ 10,000.00		\$ 4,908.00	\$ 4,800.00
Grocery Meal Expenses	\$ 30,000.00	\$ 60,000.00		\$ 19,093.20	\$ 15,600.00
Home Owners Insurance	\$ 5,000.00	\$ 10,000.00	Hawaii Insurance quotes	\$ 3,343.20	\$ 3,600.00
Horse Trainer	\$ 30,000.00	\$ 60,000.00		\$ 34,675.20	\$ 33,600.00
Horse Maintenance		\$ -	offsite horses	\$ 11,698.80	\$ 18,000.00
Internet services	\$ 2,400.00	\$ 4,800.00		\$ 685.20	\$ 624.00
Medical Expenses	\$ 12,000.00	\$ 24,000.00		\$ 6,990.00	\$ 3,000.00
Mileage Expenses	\$ 3,000.00	\$ 6,000.00		\$ 2,950.80	\$ 4,800.00
Misc expenses	\$ 5,000.00	\$ 10,000.00		\$ 873.60	
Lease / or Mortgage Interest	\$ 600.00	\$ 600.00	DLNR Lease	\$ 26,390.40	\$ 22,800.00
Office Expenses NC	\$ 2,000.00	\$ 4,000.00		\$ 177.60	\$ 600.00
Payroll Taxes-Employer NorCal	\$ 591,840.00	\$ 813,600.00		\$ 55,134.00	\$ 67,800.00
Propane Gas UTIL		\$ -	NA	\$ 3,159.60	\$ 3,960.00
Property Maintenance	\$ 12,000.00	\$ 12,000.00		\$ 7,759.20	\$ 7,200.00
Recreation Expenses	\$ 12,000.00	\$ 24,000.00		\$ 4,983.60	\$ 5,400.00
Salaries SCH	\$ 1,183,680.00	\$ 1,627,200.00		\$ 572,988.00	\$ 732,000.00
Staff Medical Benefits SCH	\$ 24,000.00	\$ 48,000.00		\$ 9,682.80	\$ 24,000.00
Supplies	\$ 4,000.00	\$ 8,000.00		\$ 3,858.00	\$ 3,000.00
Telephone NC	\$ 12,000.00	\$ 12,000.00		\$ -	\$ 900.00
Therapy	\$ 24,000.00	\$ 48,000.00		\$ 13,531.20	\$ 6,000.00
Staff Training	\$ 15,000.00	\$ 38,000.00		\$ 6,103.20	\$ 2,400.00
Travel fpr Training	\$ 15,000.00	\$ 38,000.00		\$ 6.00	\$ 1,200.00
Water UTIL	\$ 6,000.00	\$ 12,000.00		\$ 2,871.60	\$ 3,000.00
Workers Comp Insurance	\$ 36,000.00	\$ 72,000.00		\$ -	\$ 36,000.00
<b>Total Expense Courage House</b>	<b>\$ 2,065,220.00</b>	<b>\$ 3,018,000.00</b>		<b>817,442</b>	<b>1,026,684</b>
State Per Diem/Client	\$1,620,600.00	\$3,421,300.00			
Balance needed from fundraising/ (surplus)	\$ 444,620.00	\$ (403,300.00)			
Sources of Fundraising					
Gala Events	\$ 75,000.00	\$ 75,000.00			
\$1000 from \$1000	\$ 50,000.00	\$ 50,000.00			
Small fundraisers	\$ 15,000.00	\$ 15,000.00			
<b>Subtotal</b>	<b>\$ 140,000.00</b>	<b>\$ 140,000.00</b>			
Amount needed from grants	\$ 304,620.00	\$ (543,300.00)			

## ATTACHMENT 9 COURAGE HOUSE HAWAII STAFFING PLAN

Shifts/day 3  
 Staff ratio 1:2 to 1:3  
 Costs Daily

12	24
12 CLIENTS	24 CLIENTS

Title	Hourly Rate	STAFF	COST (3 shifts)	STAFF	COST (3 shifts)
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**Staff/Shift**

Lead	\$ 16.00	3	\$ 48.00	3	\$ 48.00
Line	\$ 14.00	9	\$ 144.00	21	\$ 294.00
Kitchen Staff (2 shifts)	\$ 14.00	4	\$ 56.00	6	\$ 84.00
Security	\$ 12.00	3	\$ 36.00	1	\$ 12.00

**Supervisory / Admin**

Clinical Director	\$ 22.00	1	\$ 22.00	1	\$ 22.00
Exec. Director	\$ 22.00	1	\$ 22.00	1	\$ 22.00
Admin Staff	\$ 14.00	1	\$ 14.00	1	\$ 14.00
HR Mgr	\$ 14.00	1	\$ 14.00	1	\$ 14.00
Nurse	\$ 40.00	1	\$ 40.00	2	\$ 40.00
			\$ 3,168.00		\$ 4,400.00
Maintenance	\$ 15.00	1	\$ 120.00	1	\$ 120.00
Total Daily Staff cost		15	\$ 3,288.00	38	\$ 4,520.00
Total Monthly Staff cost			\$ 98,640.00		\$ 135,600.00
Annual Staff salaries			\$ 1,183,680.00		\$ 1,627,200.00
Payroll, with taxes & insurance	\$ 0.50		\$ 591,840.00		\$ 813,600.00

<b>Total staff costs</b>			<b>\$ 1,775,520.0</b>		<b>\$ 2,440,800.0</b>
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Per Diem/ Client	\$ 450.00	(1)	\$ 1,379,700.00		\$ 2,759,400.00
Occupancy Rate	70%				
Emergency Care	10%	(2)	\$ 240,900.00		\$ 481,800.00
Total Income			\$ 1,620,600.00		\$ 3,241,200.00

(1) Per Diem based on current rate paid by CAMHD  
 (2) Short Term/ Emergency Care Status can be obtained to accommodate clients for short periods at \$550/diem from CPS

Attachment 10:  
DLNR Site Remodel Estimate



**Attachment 25  
Hale O Mana Koa  
Draft Forecast For Crawford's Renovation  
Dec 2013 V.1**

Acres: 13	Total (possible) Bedrooms	26	Windows	85
Units: 1	Total Bathrooms	22	Doors	125
SqFt: 25,000	Kitchens	1	<b>Total Forecasted Costs with 15% contingency factored in</b>	
			<b>\$1,548,848.75</b>	

	Board Budget A	Original Authorized Amount C	Change Orders C2	Allowance E	Total Committed F=D+E	Forecast H	Comments	Total Projected Cost I = (F+G+H)
Demolition						\$3,300	Excavator 3 days at \$1100 per day, demo condemned building	
Arch Sit Concrete						\$2,500	misc. concrete repair to walkways and stairs	
Lani						\$2,500	misc. repairs to lani walkways	
Pavement Marking						\$1,000	resurface as per code pavement and parking stalls	
Ornamental Railings						\$2,000	Fix all railings as per code	
Plaster/Stucco						\$5,000	Stucco repair as needed	
Exterior Painting						\$37,500	paint 50000 sqft of walls at .75c per foot	
Signage						\$2,000	misc. safety signage	
Kitchen Equipment						\$200,000	rough estimate for industrial kitchen, install used equipment	
Light Fixtures (Site)						\$18,000	security and accent lighting outdoors fixtures	
Rough Clean						\$5,000	clean up 12.8 acrs, volunteer labor, equip rental and fuel	
Building Cln-Up, Final						\$5,000	clean up interior of building after construction	
Finish Carpentry						\$86,000	\$450 Per Door \$350 Per window	
Cabinets						\$30,100	40 Boxes Kitchen 2 per Bath @ \$350 per box	
Solid Surfng Cntrtps (granite)						\$52,500	111 Lft for Kitchen, 172 Lft for Bathrooms @ 35 prefab panels @ 500, (19810sqft)	
Sheet Metl Flshng/Trm						\$15,000	Roof flashing repair	
Door Hardware						\$25,000	Door Hardware and RFB \$200 per door	
Mirrors						\$4,800	1 Per Bedroom 1 Per Bath at \$100	
Drywall						\$112,500	Repair drywall as needed (Include T Bar) @ \$1.50 per sqft	
Flooring-Resilient						\$87,500	Install new Tile throughout at 3.50 per foot tile and thin set	
Paints and Coatings						\$112,500	Paint interior at \$1.50 per foot	
Re-finish Tubs/Showers						\$56,250	Paint material costs .75 per sqft	
Shower Doors/Encloses						\$8,250	\$375 per tub/shower	
Tilet (nd Bth) Accssrs						\$3,300	\$150 per bathroom	
Residential Eqp/Applns						\$5,200	\$200 per bedroom	
Horizontal Lver Blnds						\$5,525	\$65 per window	
Plumbing						\$38,100	\$350 Per fixture + \$15000 misc. fixes	
Electrical						\$48,000	\$300 per fixture / data connection +15k misc. fixes	
Rough Carpentry						\$25,000	misc. framing repair	
Laminat-Cld Wd Caswrk						\$12,500	\$100 Per Door	
Entries Flooring						\$1,000	area rugs 10 @ 100 each	
Supervision						\$0	Volunteer	

**Attachment 25  
Hale O Mana Koa  
Draft Forecast For Crawford's Renovation  
Dec 2013 V.1**

Acres: 13      Total (possible) Bedrooms 26      Windows 85  
 Units: 1      Total Bathrooms 22      Doors 125      **Total Forecasted Costs with 15% contingency factored in**  
 SqFt: 25,000      Kitchens 1      **\$1,548,848.75**

	Board Budget A	Original Authorized Amount C	Change Orders C2	Allowance E	Total Committed F=D+E	Forecast H	Comments	Total Projected Cost I = (F+G+H)
Rental Expns						\$5,000	misc. rental budget	
Office Equipment						\$500	misc.	
Offc Suppls & Fld Exp						\$2,500	500 misc., 2000 plans for subcontractor	
Elect Usage Temp Power						\$3,500	Temp power as needed	
Water						\$2,000	Water usage during construction	
Telephone Usage						\$2,000	Telephone / data expenses during construction	
Sanitation / Septic						\$23,500	Temp sanitation 3.5k, septic overhaul / pumping 20k	
Small Tools						\$2,000	misc. tools needed for specialty installations	
Fencing Expenses						\$105,000	3000 LFT of fencing at 35 per lft	
Site Security (Construction Only)						\$50,000	1 security guard per night for one year @\$25 per hr.	
General Labr/Drct Labr						\$0	volunteer	
Dumpsters / Disposal						\$15,000	Twenty 40 yard containers @ 750 each	
Insurance						\$75,000	%5 of 1.5mil	
Site Survey Eng-Civil						\$18,000	site survey	
Specialty Subcontractors						\$30,000	misc. specialty contractors	
<b>SUBTOTAL PROJECT COSTS</b>								

Attachment 11:  
HOME Fundraiser Forecast





Attachment 12:  
Strategic Plan and Marketing and Public  
Relations Strategy

## Hale 'O Mana Koa Marketing Strategy

**Summary:** Hale O Mana Koa will use marketing, public relations, and social media to increase brand awareness, and build credibility and lasting relationships, on a local as well as a national scale. In order to enhance our reputation as leaders in our nonprofit community, we must understand that the impression our organization makes, and the experience people (e.g supporters, volunteers, and donors) have with us are expressed by *everything* that represents us, from:

- Volunteers to board members
- Quality of our programs, events, and communications
- Alliances and associations we establish (e.g. working with other groups like Soroptimist, Junior League of Honolulu, Rotary clubs, Hawaii Human Trafficking Task Force, law enforcement, churches, etc.)
- Look and content of all print and online materials (e.g. brochures, posters, videos, social media posts, website, emails, etc.)

**Goals:** We must establish both short-term and long-term strategies that can best contribute to achieving our organizational goals to:

- Create demand for a long-term, therapeutic residence for underage sex trafficking victims in Hawaii.
- Actively support, and educate the public about legislative changes needed to protect sex trafficking victims.
- Help children avoid the dangers of sex trafficking by educating and alerting youth about the dangers via the Smart Courage youth program.
- Increase supporter, volunteer, and donor base.

**Audience:** "Everybody in Hawaii" is not an audience. In order to effectively and efficiently reach a wide range of people, we must segment them into identifiable groups that we want to reach. Overall, our focus is to build their understanding of the local issue, and how they can help improve the situation, so they are motivated to become advocates of our organization. There are six main segments in our target audience:

- Underage female victims in need of long-term, therapeutic residence to recover from traumas of their situation.
- Volunteers that live in Hawaii, and who have an interest and commitment to help these victims.
- Donors, both individual and business level, most likely to financially support our organization.
- Students, middle and high school age, that must be educated about the reality of sex trafficking.
- General supporters (individual and business) who haven't yet made volunteer or financial commitments, but have attended an event or are at least aware of our organization.
  - Community residents who want to maintain and improve the quality of life for themselves and/or children.
  - Active retired persons looking for a sense of purpose or “second career”.
  - Registered voters looking to make a difference in the lives of victims and survivors.

**Calls to Action:** What are we trying to get each audience to do? All possible actions must be defined:

- Donate
- Volunteer
- Learn about sex trafficking dangers in Hawaii
- Visit our website
- Subscribe to our email newsletter
- Follow and engage with us on social media platforms: Facebook, Twitter, Instagram, and Pinterest, etc.
- Request a speaking engagement (e.g. church, club, or special event)
- Schedule Smart Courage program classroom presentation
- Request Medical Professional training
- Participate in an event (e.g. movie screening, volunteer social, fundraiser, etc.)
- Share our cause with family, friends, neighbors, coworkers, etc.
- Collaborate on a project or event with us

[Type text]

**Benchmarks and Measurement:** Specific and measurable steps that must be completed to achieve our goals.

**Benchmarks:** We must establish realistic yearly benchmarks for fundraising, website visits, social media growth and engagement, email newsletter open and click-through rates, volunteer growth, etc. Examples of benchmarks we must set:

- Finalize partnerships with three organizations to cross-promote advocacy campaigns by June 2014.
- Initiate building three new partnerships with key partner organizations by June 2014.
- Grow the number of active volunteer advocates to 100 by December 2014.
- Increase donor contributions by 15% each month.
- Increase visits to website by 75% by December 2014.
- Increase total social media fan/follower base to 3000 followers by December 2014.

**Measurement:** You can't improve what you don't measure. How will we know if our marketing initiatives are moving us in the right direction? What content is most compelling, what messaging generates the most action or conversation? All actions and initiatives must be tracked and measured.

- Event attendance (e.g. fundraiser, movie screening, volunteer orientation, speaking engagements, etc.)
- Donor contributions
- Inquiries generated by phone, email, social media, referral, etc.
- Website and social media analytics (e.g. most viewed pages, time on site, follower counts, engagement rates, etc.)
- Response rate to email marketing (e.g. open rates, unsubscribes, etc.)
- Online/email survey findings
- Requests for speaking engagement
- Requests for movie screenings
- Requests for training (e.g. law enforcement, medical professionals, etc.)
- Requests for Smart Courage program presentation

[Type text]



**Objectives, Strategies & Tactics:** Based on our pre-defined target audience groups, we must engage each group to motivate them to take our desired actions and meet our organizational goals.

- *Develop messaging:* We must build brand awareness in the community, and with our audience, with authentic, consistent, and clear messaging.
  - Establish official positioning statement, tagline, logo, and internal/external communications procedures by March 2014.
    - Develop review and editing procedure: Who needs to review and sign-off on which marketing collateral.
  - Change all volunteer email signatures to same required format by January 2014.
  - Create procedure, with checklist and photos, for table display and set-up by February 2014.
  - Host and promote training event to educate volunteers on messaging, talking points, how to respond if a victim reaches out to them, and internal and external communications procedures by March 2014.
  
- *Establish credibility and grow awareness of Hale O Mana Koa:*
  - Initiate and nurture relationships with prospective supporters and volunteers by forging relationships with relevant local volunteer organizations.
    - Establish point of contact for each Soroptimist group statewide by May 2014.
    - Submit request to become a speaker at Junior League of Honolulu's yearly Wahine Forum conference, and/or other monthly events by April 2014.
    - Become a Aloha United Way partner agency:  
<http://auw.galaxydigital.com/volunteer/agency/signup/> by April 2014.
  - Establish strategic alliances and positive working relationships with other key influencers in our community in order to cross-promote advocacy campaigns. Creating alliances allows us to reach a broader audience with already established, credible partners.

- Reconnect with Project Kealahou to discuss outpatient/inpatient alliance by March 2014.
- Establish point of contact with Parents And Children Together (PACT), which provides educational social services in the areas of early childhood education, domestic violence prevention and treatment, child abuse & neglect prevention and treatment, positive youth development, community and economic development, and mental health support, by March 2014.
- Become a Shared Hope partner  
<http://sharedhope.org/what-we-do/restore/partners/our-partners-across-the-united-states/> by October 2014 (or by the time Hale O Mana Koa home is opened).
- Establish point of contact with Hawaii Families As Allies (HFAA), which supports families with children who have emotional, behavioral or mental health challenges, by May 2014. They work closely with local Family Guidance Center, Community Children's Council, schools, and other organizations to develop and implement activities that meet local needs.
  - Get listed in their resource manual, or become a Children's Mental Health Awareness week partner.
  - They also have a youth council, Hawaii Youth Helping Youth (HYHY), for youth ages 14-25 years of age who have experienced emotional, behavioral and/or mental health challenges or experience with juvenile justice, special education or foster care. Request to present about our mission, or provide Smart Courage presentation by March 2014.
- Establish point of contact with Family Programs Hawai'i, which provides services to prevent children from entering foster care, supports children and families involved in the system, and assists youth transitioning out of care, by May 2014.
- Promote men's outreach group, currently in progress, to create anti-pornography and end the demand educational and action campaigns designed to increase male involvement.

- Create campaign to promote Smart Courage presentation to increase school participation island-wide. TBD
- Form and promote legislation task force to write letters and testify in-person at hearings by February 2014.
- Establish and promote Hale O Mana Koa speaker training program for volunteers interested in becoming a presenter.
- Create and promote events piggy-backing off existing locally/nationally/internationally recognized awareness days/weeks/months.
  - Restaurant fundraising nights during January National Trafficking Awareness Month.
    - Currently have CPK Kahala, Pizza Bob's Haleiwa, Romano's Grill, and Pizza Hut locations island-wide booked during January.
    - Plan for monthly fundraisers throughout the year, at additional locations.
  - Get Facebook and Twitter followers to change their profile picture to Not On Our Islands graphic to show support during National Trafficking Awareness Month.
  - Ask people to wear blue on actual National Trafficking Awareness Day.
  - Plan Zumbathon during April Child Abuse Prevention Month.
  - Organize a 5K run, in partnership with related organizations, during October Domestic Violence Awareness Month. Non-profits share in proceeds.
- *Increase contributions:* grow contributions by 15% each month, via online donations, fundraising events, grants, etc.
  - Schedule and promote monthly, ongoing restaurant fundraising nights with participating restaurants island-wide. Perhaps last Wednesday of the month is Hale O Mana Koa restaurant night.
  - Host and promote two fundraising galas each year.
  - Use email newsletters, website, and social media campaigns to recruit volunteers to assist with grant writing.
  - Ask for donations at every event, via speaker announcement and/or prominently displayed donation boxes.



- Plan and promote golf tournament, music concert, etc.
  - Include link to donate in all email newsletters.
  - Write monthly "How to" blog outlining steps to creating and promoting a fundraising event to benefit Hale O Mana Koa. For example: car wash, Zumbathon, potluck dinner party or wine-tasting, etc.
  - Qualify for and promote Aloha United Way's Donor Choice program by June 2014. There are also targeted funding options available as well.
  - Register for and promote AmazonSmile by May 2014:  
<https://org.amazon.com>
  - Register for and promote Ebay Giving Works by May 2014:  
<http://givingworks.ebay.com/about/>
  - Participate in and promote Partnership for Freedom Innovation Challenge (next challenge TBD):  
<http://www.partnershipforfreedom.org/details-faq/>
  - Register for and promote Foodland's Annual Community Matching Gifts Program (deadline to register July 2014):  
<http://www.foodland.com/our-community/give-aloha/give-aloha-faqs>
  - Set-up and promote corporate matching program (companies with matching gift programs encourage employees to donate to charitable organizations, and will match those donations) by May 2014.
- *Build online presence:*
    - Launch website by April 2014.
      - Finalize sitemap and website outline January 2014.
      - Choose backend platforms for volunteer/donor database, email database, online auctions, etc.
    - Drive traffic to website: increase total visits by 75% and achieve 40% or less bounce rate by December 2014.
      - Optimize for search engines:
        - Increase online authority by establishing link building campaign.
        - Maximize pages indexed as well as organic ranking for relevant keyword search queries.



- Publish at least one new blog post per week, which is also linked to via social media, email newsletters, etc.
  - Apply for Google AdWords grant and create pay per click campaigns to:
    - Recruit volunteers and donors.
    - Solicit speaking engagements, movie screenings, and Smart Courage presentations.
    - Promote events, annual gala, and fundraisers.
  - Link social media posts to related website content and blog updates.
  - Use monthly mail newsletter to link to new blog posts, news updates, events calendar, and related website content.
  - Utilize testimonials, videos, and images to demonstrate who we are and what we do in order to recruit donors and volunteers.
  - Increase event attendance by maintaining events page updated with fundraising, movie screening, and other events.
- Increase social media fan/follower base, recognition, and engagement: reach 2000 Facebook fans, 500 Twitter followers, 300 Instagram followers by December 2014.
  - Include links to social media in all email signatures, email newsletters, website pages, and printed and presentation (e.g. PowerPoint decks, slides, etc.) materials.
  - Cross-promote profiles across different platforms (e.g. post Instagram photos to Facebook, promote Facebook posts on Twitter, etc.)
  - Engage with current fans/followers by asking and answering questions, sharing educational articles and resources, and maintaining events calendar.
  - Build relationships with like-minded people and/or organizations by engaging in conversation, retweets, mentions, reposts, etc.
- Get free listings in non-profit directories by April 2014:
  - <http://www.nationalsocialservices.org/organization>
  - <http://www.guidestar.org/NonprofitDirectory.aspx>

- <http://npod.org>
    - <http://greatnonprofits.org/city/Honolulu/HI>
    - <http://nccs.urban.org>
    - <http://www.charitynavigator.org>
    - Get listed on Polaris Project's Hawaii page by April 2014:  
<http://www.polarisproject.org/state-map/hawaii>
  - Submit Hale O Mana Koa to Giving Library by April 2014:  
<http://www.givinglibrary.org/organization/submit/>
- *Grow and nurture volunteer base:* increase number of active volunteers to 100 by December 2014.
    - Use email subscriber database and social media to announce volunteer opportunities.
    - Promote volunteer sign-ups at all events (e.g. speaking engagements, Smart Courage presentations, movie screenings, etc.)
    - Develop relationships with schools, colleges, universities, and organizations that require students to perform community service.
    - List volunteer opportunities on related websites by February 2014:
      - <http://www.idealists.org>
      - <http://www.volunteermatch.org>
      - <http://honolulu.craigslist.org/vol>
      - <https://www.ugive.org/ForCharities.aspx>
      - <https://www.auw.org>
      - <https://www.sparked.com/welcome/nonprofit>
      - <http://www.onebrick.org/requesthelp>
    - Leverage relationships with Soroptimist, Junior League of Honolulu, and similar organizations to recruit new volunteers.
    - Host monthly socials (e.g. pizza night, beach BBQ, hiking, trip to Honolulu Zoo, etc.) to all email subscribers and social media fans/followers for supporters to meet and greet other supporters and volunteers. Establishes comradery, which encourages and inspires supporters to turn into volunteers.
    - Host yearly Volunteer Appreciation event to thank our volunteers for all of the service they provide. Solicit local businesses to

donate gift certificates or coupons that we can provide as appreciation gifts.

- *Build and manage email list/database*: Build and manage email list to 3000 subscribers (engaged supporters, volunteers, and donors) by December 2014.
  - Solicit subscribers via website and social media, as well as speaking engagements and presentations.
  - Create monthly email newsletter to announce events (e.g. movie screenings, volunteer orientations, donation drives, small fundraisers, restaurant nights), share latest local legislation and policy news, update subscribers on Hale O Mana Koa progress, etc.
  - Send surveys to new volunteers and donors to get demographic and psychographics to better understand who our real audience is. For example:
    - "Mahalo for donating, please take a second to tell us about yourself" email, with quick survey of age, household income, marital status, number of kids, why they donated, how they heard about Hale O Mana Koa, etc.
  
- *Foster public relations*: Develop relationships with local journalists who cover the non-profit or human/social services beat by February 2014.
  - Establish Hale O Mana Koa as a journalist's "go to" resource for sex trafficking facts, trends, challenges, etc. by providing media kit with FAQs and other resources and a volunteer contact for all questions.
  - Invite local journalists to events, movie screenings, training orientations, public presentations, etc.
  - Develop media based Public Service Announcements (PSAs) for Hawaii specific to the issue in our islands. The selected themes are:
    - Awareness of the issue of underage prostitution
    - Limiting Supply/prevention in the schools and our businesses
    - Restoration - need for a home

- Pitch specific stories during awareness months, explaining challenges and demonstrating solutions. For example:
  - Schedule Hawaii Public Radio interview during January's National Trafficking Awareness Month to discuss the issue locally.
  - Contact media during National Runaway Prevention Month to discuss need for treatment facilities for underage girls rescued from trafficking, so they don't end up back on the street.



Attachment 13:  
By Laws of Hale `O Mana Koa

**Hale `O Mana Koa Board of Directors Meeting**  
**January 9, 2014**  
**Video Conference on Google Hangouts**

Call to Order: The meeting opened at 7:33 AM with Jody presiding as Chairperson.

Present: Jessica Munoz, Jeremy Munoz, Jody Allione, Kirsten Baumgart Turner, and Michael Lyons. Absent: Sterling Lee

Board of Directors/Officers: Per the Articles of Incorporation filed December 4, 2013 the initial members of the Board of Directors and officers of the corporation include Jessica Munoz serving as President/Executive Director; Jody Allione as Executive Vice President/Deputy Director and Jeremy Munoz as Director. The initial slate was confirmed to be placed in the By Laws with the additions of Michael Lyons as Vice President, Kirsten Baumgart Turner as Secretary, Jeremy Munoz as Treasurer (until another board member can fulfill the position), and Sterling Lee as Director. Jody Allione was also approved as Chairman of the Corporation and the Board. The maximum number of Board members is 15. Additional persons recommended to become Board members included clinical psychologist and trauma specialist and Director of the OlaHou Clinic Dr. George Rhoades and North Shore resident Jeff Alameida for his financial management expertise. Board members agreed to talk with the two candidates regarding their interest and availability.

Handling of Funds Resolution: The Board approved the following policy for the handling of corporation funds. All checks, drafts, or other orders for payment of money, notes or other evidences of indebtedness for unbudgeted expenditures above \$1,000 issued in the name of Hale `O Mana Koa shall be signed by the Corporation President and a member of the Board of Directors. The Vice President may sign in the absence of the President; the Executive Vice President may sign in the absence of the Vice President; and the Secretary may sign in the absence of the Executive Vice President. Unbudgeted expenditures above \$5,000 require approval by a majority of the Board of Directors.

Whistle Blower Policy: It was agreed that the By Laws would require the Board to develop a Whistle Blower policy and a draft will be presented at the next quarterly Board meeting.

By Laws: The By Laws were unanimously approved as amended and attached herein.

Lease Application to DLNR: The lease application was approved for signature by the Executive Vice President and the Secretary for submittal to DLNR on Friday, January 10, 2014.

Officer and Volunteer Task Force Directors' Planning Retreat: Most Board Members will be in attendance January 10 and 11 in Waialua.

Next Meeting: For its second quarter meeting the Board agreed tentatively to another Video Conference via Google Hangouts on Thursday, March 6 at 8 AM.

Adjournment: The meeting was adjourned at 8:53 AM

Submitted by: Kirsten Baumgart Turner, Secretary

**BY-LAWS OF  
HALE O'MANA KOA**

**ARTICLE I**

**PURPOSES AND NONPROFIT CHARACTER**

Section 1.1 Purposes. The purpose of the corporation shall be as specifically set forth in Article III of the Articles of Incorporation.

Section 1.2 Nonprofit Character. The corporation shall be a charitable nonprofit corporation, and any net income or earnings which may be derived from its operations, in pursuit of the purposes of the corporation, shall not be distributed to any director or officer of the corporation, except to pay reasonable compensation for services rendered to the corporation, or to reimburse expenses incurred in furtherance of the corporation's purposes

**ARTICLE II**

**OFFICES**

Section 2.1 Principal Office. The principal office of the corporation shall be maintained at such place within or without the State of Hawaii, and the corporation may have other offices within or without the State of Hawaii, as the Board of Directors shall determine.

Section 2.2 Change of Office Location. The county of the corporation's principal office can be changed only by amendment of these bylaws and not otherwise. The board of directors may, however, change the principal office from one location to another within the named county by noting the changed address and effective date below. Such changes of address shall not be deemed an amendment of these bylaws.

Section 2.3 Other Offices. The corporation may also have offices at such other places, within or without the state of Hawaii, where it is qualified to do business, as its business may require and as the Board of Directors may, from time to time, designate.

## ARTICLE III

### POWERS AND DUTIES OF THE BOARD OF DIRECTORS

Section 3.1 Powers. The corporate powers of this corporation shall be vested in the Board of Directors (sometimes also referred to herein as "Board") to the fullest extent permitted by the laws of the State of Hawaii. The Board of Directors shall have general charge of the affairs, funds and property of the corporation, and shall have full power, and it shall be their duty, to enforce the By-Laws. The Board shall also have the power to exercise all voting rights in any corporation in which the corporation is a shareholder or a member.

Section 3.2 Duties. It shall be the duty of the Board of Directors to conduct, manage, and control the affairs and business of the corporation and to promulgate and enforce rules and regulations therefor not inconsistent with law, the Articles of Incorporation or the By-Laws of the corporation. The duties of the Board shall include, among other things:

Section 3.2.1 Perform any and all duties imposed on them collectively or individually by law, by the Articles of incorporation of this corporation, by these bylaws, and as detailed in the HALE O' MANA KOA Board Manual.

Section 3.2.2 Whistle Blower Policy. It is the responsibility of the directors, officers and staff to observe the highest standards of business and personal ethics in the conduct of their duties and responsibilities. Honesty and Integrity must be practiced in all activities and responsibilities and complying with the spirit as well as the letter of all applicable laws and regulations. It is also the responsibility of the directors to develop a Whistle Blower Policy to be signed by all directors, officers and staff.

Section 3.2.3 Conflict of Interest Policy. It is the responsibility of the directors to develop a Conflict of Interest Policy and Statement to be signed by all directors, officers and staff.

Section 3.2.4 Meet quarterly and additionally as needed;

Section 3.2.5 Register their physical and email addresses and telephone numbers with the secretary of the corporation, and notices of meetings communicated by one of the above means to them at such addresses and numbers shall be valid notices thereof.

Section 3.3 Committees. The Board of Directors, by resolution adopted by a majority of the directors in office, may designate and appoint one or more committees, which committees, to the extent provided in such resolution, shall have and exercise all the authority of the Board of Directors, except as otherwise provided by law, the Articles of Incorporation, or these By-Laws.



## ARTICLE IV

### BOARD OF DIRECTORS

Section 4.1 Number and Qualification of Directors. The initial number of directors of the corporation shall be as set forth in the Articles of Incorporation. The number of directors may be increased, but not beyond fifteen (15), or decreased, but not below three (3), from time to time by amendment to the By-Laws. A Director shall hold office until his successor is named, subject to earlier termination by reason of death or resignation or as otherwise provided by law. Directors, as such, shall not receive any salary for their services, provided that nothing herein contained shall be construed to preclude any Director from serving the corporation in any other capacity, and receiving compensation therefor.

Section 4.2 Election and Tenure of Office. The initial Board of Directors shall be as stated in the Articles of Incorporation. The initial directors shall serve for staggered terms as provided herein. Two of the initial directors shall serve for terms of three years each. One of the initial directors shall serve for a term of two years. Thereafter appointments of directors shall be by simple majority vote of the then-appointed directors. The directors' term of office shall begin immediately after election. Except as otherwise provided herein, all directors shall hold office until their successors are elected and qualified.

Section 4.3 Vacancies. Any vacancy occurring in the Board of Directors and any directorship to be filled by reason of any increase in the number of directors may be filled by a vote of the then-appointed Board. A vacancy or vacancies shall be deemed to exist in case of the death, resignation, or removal of any director. If the Board of Directors accepts the resignation of a director tendered to take effect at a future time, the members shall have power to elect a successor to take office when the resignation shall become effective. A director elected to fill a vacancy shall be elected for the unexpired term of such director's predecessor in office.

Section 4.4 Removal / Resignation. Any director may be removed from office by a two-thirds vote of the entire Board of Directors. Any director may resign at any time by giving written notice to the Board of Directors or the President, or the Secretary of the corporation. Any such resignation shall take effect at the date of the receipt of such notice; or at any later time specified therein; and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Section 4.5 Reduction. No reduction of the number of directors shall have the effect of removing any director prior to the expiration of such director's term of office.

Section 4.6 Compensation. Directors, as such, shall not receive any salary or compensation for their services, provided that nothing herein contained shall be construed to preclude any Director from serving the corporation in any other capacity, and receiving compensation therefor.

## ARTICLE V

### MEETINGS OF THE BOARD OF DIRECTORS

Section 5.1 Annual Board of Directors Meeting. The annual meeting of the Board of Directors shall be held within ninety (90) days after the close of each fiscal year on such date designated by the Board of Directors. At the annual meeting, the directors shall elect the directors and officers for the ensuing year and transact any other lawful business.

Section 5.2 Regular Meetings. Regular meetings of the Board of Directors shall be held from time to time, and at least once quarterly, at such times and places as the Board of Directors may provide by resolution. No notice other than such resolution need be given.

Section 5.3 Special Meetings. Special meetings of the Board of Directors may be called by or at the request of any quorum of directors, or the President or if the President is absent or unable or refuses to act, by any Vice-President. The person or persons authorized to call special meetings of the Board of Directors may fix the place for holding any special meeting of the Board of Directors called by them. Notice of each special meeting shall be given in accordance with these By-Laws.

Section 5.4 Notice. Written notice of the time and place of annual or special meetings shall be delivered to the directors: (i) personally, (ii) by facsimile to the facsimile number, if any, as it is shown in the records of the corporation, (iii) by electronic mail to the e-mail address as it is shown in the records of the corporation, or (iv) by mail, postage prepaid, addressed to the director by his or her address as it is shown upon the records of the corporation, or if it is not shown on such records or is not readily ascertainable, at the place in which the meetings of the directors are regularly held. Such notice shall be given by the Secretary or Assistant Secretary or, if there be no such officer, or in the case of such officer's neglect or refusal, by any director. In case such notice is mailed, it shall be deposited in the United States mail at least four (4) days prior to the time of the holding of the meeting. In case such notice is delivered or sent by facsimile or electronic mail as above provided, it shall be so delivered or sent via facsimile at least twenty-four (24) hours prior to the time of the holding of the meeting. Such mailing, delivery, faxing, or electronic mail as above provided shall be deemed to be due, legal, and personal notice to such director. Notice need not be given to any director who shall, either before or after the meeting, submit a signed waiver of notice or attend such meeting without protesting, prior to or at its commencement, the lack of notice to him or her. Except as otherwise provided by law, the Articles of Incorporation or the By-Laws, a notice or waiver of notice need not state the purposes of such meeting.

Section 5.5 Waiver of Notice. When all the directors are present at any directors' meeting, however called or noticed, and sign a written consent thereto on the records of such meeting, or, if a majority of the directors are present and sign a written consent thereto on the records of such meeting and if those not present also sign in writing a waiver of notice of such



meeting, which waiver shall be filed with the Secretary of the corporation, then the transactions thereof are as valid as if had at a meeting regularly called and noticed.

Section 5.6 Quorum and Adjournment. Two-thirds of the then-appointed directors shall constitute a quorum. No action taken shall bind the corporation unless it shall receive the concurring vote of a majority of the directors present at a meeting at which a quorum is present. In the absence of a quorum, the presiding officer or a majority of the directors present may adjourn the meeting from time to time without further notice until a quorum is present.

Section 5.7 Place of Meetings; Telephone Conference Meetings. Meetings of the Board of Directors shall be held at the office of the corporation in the State of Hawaii, or such other place within or without this State as may be designated for meetings of the Board of Directors from time to time by consent of all of the members of the Board. Meetings may be held by telephone conference or other electronic or communication media so long as all participants are able to hear all the other participants, and participation in a meeting in such manner shall constitute presence in-person at such meeting.

Section 5.8 Action Without Meeting. Any action required or permitted to be taken at any meeting of the Board of Directors or any committee designated thereby may be taken if all the Directors or all of the members of the committee, as the case may be, sign a written consent setting forth the action taken or to be taken at any time before or after the intended effective date of such action. Such consent shall be filed with the minutes of the Board of Directors or committee, as the case may be, and shall have the same effect as a unanimous vote.

Section 5.9 Presumption of Assent. A director of the corporation who is present at a meeting of the Board of Directors at which action on any corporate matter is taken shall be presumed to have assented to the action taken unless such director's dissent or refusal to vote is entered in the minutes of the meeting or unless the director either files a written dissent to such action with the person acting as the secretary of the meeting before the adjournment thereof or forwards such dissent by certified mail to the Secretary of the corporation immediately after the adjournment of the meeting. Such right to dissent shall not apply to a director who voted in favor of such action.

Section 5.10 Voting. Except as otherwise expressly provided herein, all resolutions, motions, and other acts and proposals brought before the Board of Directors shall require for approval or adoption the vote of more than fifty percent (50%) of the directors of the corporation present at a meeting at which a quorum is present.

Section 5.11 Conflict of Interest. No director shall vote on any matter under consideration by the board of directors or committee in which the director has a conflict of interest. The minutes of such meeting shall reflect that a disclosure was made and that the director having the conflict of interest abstained from discussion and voting. Any director may request the board of directors to consult the director's signed Conflict of Interest Statement to determine whether a conflict of interest exists in any matter. The board of directors shall resolve the question. The decision of the board of directors shall be determinative for all purposes.

Section 5.11 Adjournment. In the absence of a quorum at a meeting duly called, the President or a majority of the directors then present may adjourn the meeting from time to time without further notice, and may convene or reconvene the meeting when a quorum shall be present.

Section 5.12 Proxies. Voting by proxy shall not be permitted at any meeting of the Board of Directors or of any committee, boards or bodies created by the Board.

## ARTICLE VI

### OFFICERS

Section 6.1 Officers. The officers of the corporation shall be the President, one or more Vice-Presidents, the Secretary, the Treasurer and such other officers as the Board of Directors shall from time to time elect with such duties as from time to time may be prescribed by the Board of Directors or the By-Laws.

Section 6.2 Election and Term of Office. All officers shall be elected by the Board of Directors at their annual meeting, or at a special meeting of the directors called for that purpose, or at such other times as the directors may from time to time determine. All officers shall serve until their successors are elected. Any two (2) or more offices may be held by the same person, provided that the corporation shall have not fewer than two (2) persons as officers. The Board of Directors may elect acting or temporary officers, elect officers to fill vacancies occurring for any reason whatsoever, and limit or enlarge the duties and powers of any officer elected by it in the manner prescribed above. Officers need not be directors of the corporation.

Section 6.3 Removal and Resignation. Any officer may be removed, either with or without cause, by a majority of the directors at any regular or special meeting of the Board, or by any officer upon whom such power of removal may be conferred by the Board of Directors. Any officer may resign at any time by giving written notice to the Board of Directors or to the President, or to the Secretary of the corporation. Any such resignation shall take effect at the date of the receipt of such notice or at any later time specified therein; and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Section 6.4 President. The President shall be the chief executive officer of the corporation and shall, subject to the control of the Board of Directors, have general supervision, direction and control of the business and affairs of the corporation. The President when present shall preside at all meetings of the Board of Directors. The President shall be *ex-officio* a member of all the standing committees, including the executive committee, if any, and shall have the general powers and duties of management usually vested in the office of president of a corporation, and shall have such other powers and duties as may be prescribed by the Board of Directors or the bylaws.



Section 6.5 Vice-President(s). The Vice-President(s) shall at the discretion of the Board of Directors, in the absence or disability of the President, perform the duties and exercise the powers of the President, and shall perform such other duties as the Board of Directors shall prescribe.

Section 6.6 Secretary. The Secretary shall keep, or cause to be kept, a book of minutes, at the principal office or such other place as the Board of Directors may order, of all meetings of directors, with the time and place of holding, whether regular or special, and if special, how authorized, the notice thereof given, the names of those present at directors' meetings, and the proceedings thereof. The Secretary shall give, or cause to be given, notice of all the meetings of the Board of Directors required by the bylaws or by law to be given. The Secretary shall:

- Certify and keep at the principal office of the corporation the original, or a copy of these bylaws as amended or otherwise altered to date
- Keep at the principal office of the corporation or at such other place as the board may determine, a book of minutes of all meetings of the directors, and, if applicable, meetings of committees of directors and of members, recording therein the time and place of holding, whether regular or special, how called, how notice thereof was given, the names of those present or represented at the meeting, and the proceedings thereof
- See that all notices are duly given in accordance with the provisions of these bylaws or as required by law
- Be custodian of the records and of the seal of the corporation and see that the seal is affixed to all duly executed documents, the execution of which on behalf of the corporation under its seal is authorized by law or these bylaws
- Exhibit at all reasonable times to any director of the corporation, or to his or her agent or attorney, on request therefore, the bylaws, the membership book, and the minutes of the proceedings of the directors of the corporation

The Secretary shall have such other powers and perform such other duties as may be prescribed by the Board of Directors or by the bylaws.

Section 6.7 Treasurer. Subject to the provisions set forth herein, the Treasurer shall receive and keep all the funds of the corporation, and pay them only on the check of the corporation, signed in the manner authorized by the Board of Directors. The Treasurer shall:

- Have charge and custody of, and be responsible for, all funds and securities of the corporation, and deposit all such funds in the name of the corporation in such banks, trust companies, or other depositories as shall be selected by the Board of Directors
- Receive, and give receipt for, monies due and payable to the corporation from any source whatsoever

- Disburse, or cause to be disbursed, the funds of the corporation as may be directed by the Board of Directors, taking proper vouchers for such disbursements
- Keep and maintain adequate and correct accounts of the corporation's properties and business transactions, including accounts of its assets, liabilities, receipts, disbursements, gains and losses
- Exhibit at all reasonable times the books of account and financial records to any director of the corporation, or to his or her agent or attorney, on request therefore
- Render to the president and directors, whenever requested, an account of any or all of his or her transactions as treasurer and of the financial condition of the corporation
- Prepare, or cause to be prepared, and certify, or cause to be certified, the financial statements to be included in any required report.

The Treasurer shall have such other powers and perform such other duties as may be prescribed by the Board of Directors or by the bylaws.

Section 6.8 Assistants. The Board of Directors may from time to time appoint any Assistant Secretary or Assistant Treasurer, respectively, who, when so appointed, may exercise any of the powers of Secretary or Treasurer as directed by the Board of Directors and shall perform such other duties as the Board of Directors may direct.

Section 6.9 Subordinate Officers. The Board of Directors may from time to time appoint such subordinate officers or agents as the business of the corporation may require, fix their tenure or office and allow them suitable compensation.

## ARTICLE VII

### AUDITOR

An auditor may be elected by the Board of Directors to serve until a successor is elected. No director or officer of the corporation shall be eligible to serve as auditor.

## ARTICLE VIII

### DISBURSEMENTS AND CONTRIBUTIONS

Section 8.1 Disbursements. Disbursements of the funds of the corporation for the purposes for which it is organized shall be made by the Board of Directors in its discretion.

Section 8.2 Limitations on Disbursements. The Board of Directors shall not make any disbursements or contributions of the funds or assets of the corporation to or for the benefit, directly or indirectly, of any member, director, or officer of the corporation, except for

reasonable payments for services actually rendered to the corporation by such director or officer as an employee of the corporation.

## **ARTICLE IX**

### **INDEMNITY**

Section 9.1 Definitions. As used in this Article IX of the By-Laws, "agent" means any person who is or was a director, officer, employee, or other agent of the corporation, or is or was serving at the request of the corporation as a director, officer, employee, or agent of another corporation, partnership, joint venture, trust, or other enterprise; "proceeding" means any threatened, pending, or completed action or proceeding, whether civil, criminal, administrative, or investigative; and "expenses" include, without limitation, attorneys' fees and any expenses of a completed proceeding.

#### Section 9.2 Indemnity.

Section 9.2.1 The corporation shall indemnify each person who was or is a party or is threatened to be made a party to any proceeding (other than an action by or in the right of the corporation) by reason of the fact that such person is or was an agent of the corporation, against expenses, judgments, fines, settlement, and other amounts actually and reasonably incurred in connection with such proceeding if such person acted in good faith and in a manner such person reasonably believed to be in or not opposed to the best interests of the corporation, and, with respect to any criminal proceeding, had no reasonable cause to believe his or her conduct was unlawful. The termination of any proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent, shall not, of itself, create a presumption that such person did not act in good faith and in a manner which such person reasonably believed to be in or not opposed to the best interests of the corporation, and, with respect to any criminal proceeding, had reasonable cause to believe that his or her conduct was unlawful.

Section 9.2.2 The corporation shall indemnify each person who was or is a party or is threatened to be made a party to any threatened, pending, or completed action by or in the right of the corporation to procure a judgment in its favor because such person is or was an agent of the corporation, against expenses actually and reasonably incurred by such person in connection with the defense or settlement of such action if the person acted in good faith and in a manner the person reasonably believed to be in or not opposed to the best interests of the corporation, except that no indemnification shall be made in respect of any claim, issue or matter as to which such person shall have been adjudged to be liable for negligence or misconduct in the performance of such person's duty to the corporation unless and only to the extent that the court in which such action or suit was brought shall determine upon application that, despite the adjudication of liability but in view of all of the circumstances of the case, the person is fairly and reasonably entitled to indemnity for such expenses which the court deems proper.

Section 9.2.3 To the extent that an agent has been successful on the merits or otherwise



in defending of any proceeding referred to in paragraph 9.2.1 and 9.2.2 of this Article IX, or in defense of any claim, issue, or matter therein, the agent shall be indemnified by the corporation against expenses actually and reasonably incurred by such person in connection therewith.

Section 9.2.4. Any indemnification under paragraph .2.1 and 9.2.2 of this Article IX (unless ordered by a court) shall be made by the corporation only as authorized in the specific case upon a determination that indemnification of the agent is proper in the circumstances because such person has met the applicable standard of conduct set forth in paragraph (b) or (c). Such determination may be made (i) by the Board of Directors by a majority vote of a quorum consisting of directors who were not parties to such action, suit or proceeding, or (i) if such quorum is not obtainable, or if a quorum of disinterested directors so directs, by independent legal counsel in a written opinion to the corporation, or (iii) by the Court in which such action, suit or proceeding was pending upon application made by the corporation or the person seeking indemnification or the attorney or other person rendering services in connection with the defense, whether or not such application is opposed by the corporation.

Section 9.2.5. Expenses incurred in defending any proceeding may be paid by the corporation in advance of the final disposition of such proceeding upon receipt of an undertaking by or on behalf of the agent to repay such amount unless it shall ultimately be determined that such person is entitled to be indemnified by the corporation as authorized in this Article IX.

Section 9.2.6. Any indemnification pursuant to this Article IX shall not be deemed exclusive of any other rights to which those indemnified may be entitled and shall continue as to a person who has ceased to be an agent and shall inure to the benefit of the heirs and personal representatives of such a person.

Section 9.2.7. The corporation shall have the power to purchase and maintain insurance on behalf of any agent of the corporation, against any liability asserted against or incurred by the agent in any such capacity or arising out of the agent's status as such, whether or not the corporation would have the power to indemnify such person against such liability under the provisions of this Article IX.

Section 9.2.8. This Article IX shall be effective with respect to any person who is a director, officer, employee, or agent of the corporation or is serving in such capacity at the request of the corporation in any other corporation, partnership, joint venture, trust or other enterprise, at any time on or after the effective date of these Articles of Incorporation with respect to any action, suit, or proceeding pending on or after that date against such person based upon his or her acting in such capacity before or after that date. This Article IX does not apply to any proceeding against any trustee, investment manager, or other fiduciary of an employee benefit plan in such person's capacity, although such person may also be an agent of the corporation as defined in Section 9.1 above. Nothing contained in this Article IX shall limit any right to indemnification to which a trustee, investment manager, or other fiduciary may be entitled by contract or otherwise.



## ARTICLE X

### MISCELLANEOUS

Section 10.1 Records. The corporation shall maintain adequate and correct accounts, books, and records of its business and properties. All of such books, records, and accounts shall be kept at its principal place of business, as fixed by the Board of Directors from time to time.

Section 10.2 Inspection of Corporate Records. The books of account and minutes of proceedings of the directors shall be open to inspection upon the written demand of any member or director, at any reasonable time, and for a purpose reasonably related to such member's or director's interests as a member or director, respectively. Such inspection may be made in person or by an agent or attorney, and shall include the right to make copies. Demand for inspection may be made in writing upon the President, the Secretary or any Assistant Secretary of the corporation.

Section 10.3 Inspection of By-Laws. The corporation shall keep in its principal office the original or a copy of the By-Laws as amended, certified by the Secretary, which shall be open to inspection by the members and directors at all reasonable times during office hours.

Section 10.4 Execution of Instruments. All checks and other orders for the payment of money, drafts, notes, bonds, acceptances, contracts, and all other instruments, except as otherwise provided in these By-Laws, shall be signed by such person or persons as shall be provided by general or special resolution of the Board of Directors, and in the absence of any provision in these By-Laws or any such general or special resolution applicable to any such instrument, then such instrument shall be signed by the President or Vice-President, and by the Treasurer or the Secretary. Unless authorized by the Board of Directors, no officer, agent, or employee of the corporation shall have any power or authority to bind the corporation by any contract or engagement or to pledge its credit or to render it liable for any purpose or to any amount. The Board of Directors may provide for the execution of checks by the printed, lithographed, or engraved facsimile signature or signatures of the person or persons authorized to sign checks.

Section 10.5 Execution of Contracts. The Board of Directors, except as otherwise provided in herein, may authorize any officer or officers, agent or agents, to enter into any contract or execute any instrument in the name of and on behalf of the corporation. Such authority may be general or confined to specific instances.

Section 10.6 Annual Reports. The Board of Directors shall cause an annual report to be filed with the Director of the Department of Commerce and Consumer Affairs as provided by the Hawaii Revised Statutes.

Section 10.7 Handling of Funds. All funds of the corporation shall be deposited from time to time to the credit of the corporation in such banks, trust companies, or other depositories

as the Board of Directors may select. All checks, drafts, or other orders for payment of money, notes or other evidences of indebtedness issued in the name of or payable to the Corporation shall be signed or endorsed by such person or persons and in such manner as, from time to time, shall be determined by resolution of the board of directors.

## ARTICLE XI

### SEAL

The corporation may have, but shall not be required to have, a seal, insignia or mark of such form as the Board of Directors may from time to time determine.

## ARTICLE XII

### ACCOUNTING YEAR

The accounting year of the corporation shall be the calendar year or such other period as may from time to time be established by the Board of Directors.

## ARTICLE XIII

### AMENDMENTS TO BY-LAWS

New bylaws may be adopted or these bylaws may be repealed or amended by a two-thirds vote of the Board.

The undersigned, on this 9th day of January, 2014, being all of the directors of the HALE O'MANA KOA under and in accordance with the laws of the State of Hawaii, do hereby adopt the foregoing as the By-Laws of said corporation.



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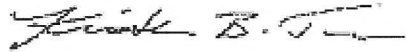
Name: Jody Allione, Chairman

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Name: Jessica Munoz, President

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Name: Michael Lyons, Vice President



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Name: Kirsten Baumgart Turner, Secretary

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Name: Jeremy Munoz, Treasurer

## **Hale `O Mana Koa Board of Directors Meeting**



Attachment 14:  
Hale `O Mana Koa Organization Chart

# Courage House Hawaii Organization

