

**Ho'ōla Nā Pua, Inc.**

**Hawaii State Grant in Aid Application**

**for Operations Funding**

**January 30, 2015**

**Submitted to:**

**Senate Committee on Ways and Means**

**State Capitol, Room 207**

**Honolulu, HI 96813**

House District 43

Senate District 27

THE TWENTY-EIGHTH LEGISLATURE  
APPLICATION FOR GRANTS  
CHAPTER 42F, HAWAII REVISED STATUTES

Log No:

For Legislature's Use Only

Type of Grant Request:

GRANT REQUEST – OPERATING

GRANT REQUEST – CAPITAL

"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.

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

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

STATE PROGRAM I.D. NO. (LEAVE BLANK IF UNKNOWN): DEPARTMENT OF HEALTH AND DHHS

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual: Ho'ōla Nā Pua, Inc.

Dbas: N/A

Street Address: 66-382 Kaamooloa Rd, Waiialua, HI

96791

Mailing Address: PO Box 491 Haleiwa, HI 96791

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name JODY ALLIONE

Title Chairman of the Board and Volunteer Executive Director

Phone # (808) 347-3174

Fax # N/A

E-mail jody.allione@hoolanapua.org

3. TYPE OF BUSINESS ENTITY:

- NON PROFIT CORPORATION INCORPORATED IN HAWAII
- FOR PROFIT CORPORATION INCORPORATED IN HAWAII
- LIMITED LIABILITY COMPANY
- OTHER
- SOLE PROPRIETORSHIP/INDIVIDUAL

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

Ho'ōla Nā Pua seeks operations funding to support the transition of this 30 person volunteer organization into a full-time staffed operation to efficiently develop and operate the 12 acre property leased from DLNR for establishment of a fully licensed residential Special Treatment Facility for minor girls rescued from sex trafficking in Hawaii.

4. FEDERAL TAX ID # [REDACTED]

5. STATE TAX ID # [REDACTED]

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2016: \$ 155,000

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 \$195,000

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

JODY ALLIONE, CHAIRMAN OF THE BOARD

AUTHORIZED SIGNATURE

JANUARY 30, 2015

NAME & TITLE

DATE SIGNED

RECEIVED

1/30/2015  
D. H. GARDNER

## **I. Background and Summary**

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

Ho'ōla Nā Pua's commitment is to children who have been commercially sexually exploited. This form of exploitation is also known as child sex trafficking. These children are discovered after having suffered an abuse of severe brutality, deception, exploitation and manipulation to serve the profit and personal interests of others.

The all-volunteer Ho'ōla Nā Pua effort began in 2011 as Justice Project Hawai'i with a vision to build Hawai'i's first licensed residential home for underage girls who have escaped or were removed from the atrocity of sex trafficking. From 2011 to 2013 we aligned with Courage Worldwide, Inc. (CWW) in Rockland, California to umbrella the Hawai'i effort to raise support and funding to secure land and build a home for girls in Hawai'i modeled after their program called "Courage House". Until 2013 we bannered our effort to secure a home as "Courage House Hawai'i" until we wholly separated from CWW and formed Ho'ōla Nā Pua independently as a Hawai'i based 501 (c) (3) .

In order to regain their ability to live free from the exploitative bondage of others these girls require security and safety in a home environment, not an institution. The average time it takes to respond to a therapeutic program of care and restoration for re-integration is 18 months. Survivors in a healthy and safe environment, can begin to heal from their physical, emotional and spiritual abuse. At the Ho'ōla Nā Pua residential home our team of caring professionals will provide a trauma treatment program specific to individual girl's needs in a culturally appropriate way in order to prepare them for successful and fulfilling lives.

### **Mission**

The mission of Ho'ōla Nā Pua is to provide a home designed to meet the unique needs of underage female sex trafficking victims through the utilization of individualized, comprehensive and restorative therapies.

### **Vision**

Our vision is to provide girls who are rescued or escape from the abuse of sex trafficking with a home, a path to restoration and healing from their trauma, an increased sense of self-worth, and the confidence and ability to successfully reintegrate into their family and the community.

### **Core Values**

*Integrity:* Our values shall be uncompromised in our behaviors and services, in our commitment to the girls under our care, and to the Ho'ōla Nā Pua mission and vision.

*Financial Transparency:* We are committed to prudent financial accountability with strong fiscal controls in place and the timely presentation of public information.



*Inspiration:* Our purpose and services are intended to inspire and nurture community support for the Ho'ōla Nā Pua values, mission, and vision.

*Impact:* Each child entrusted to our care experiences lifelong and purposeful change that impacts favorably upon them and upon those who serve with excellence in the child's and in our community's best interests.

*Collaboration:* We are comprehensive in our services to the girls in our care; nevertheless, we are incomplete without our community, our allied service providers, our funders, and intra-governmental partners to collaborate in our shared mission.

*Faith:* As a non-religious organization, we are not without faith. The acknowledgement of a God greater than ourselves shall not be forsaken or forbidden among us.

## **Objectives**

*Support the Life Renewal of Formerly Trafficked Underage Girls:* Each year, we will usher girls back into their communities with a renewed sense of being, purpose, hope, and capacity to live and thrive productively in life.

*Sustain a Home:* We shall maintain and sustain a comprehensive care residential campus to house and serve the recovery and holistic renewal of underage girls removed from sex trafficking in Hawai'i. The home will be an around-the-clock therapeutic residence.

*Increase the Numbers of Rescued Children:* We collaborate with medical and human services providers, state and federal justice agencies, and nongovernmental service organizations to identify and remove children from the atrocity of human trafficking.

*Reduce Trafficking Vulnerability through Education and Advocacy:* We conduct multi-sector community education to increase awareness of sex trafficking in Hawai'i. Our objective is to provide safeguards for vulnerable persons and foster an interactive anti-trafficking community through outreach to neighborhoods, school, first-responders, lawmakers, and the population at large.

*Impact Trafficking Perpetration and Demand:* We support and advocate for policies and practices that protect sex trafficked child victims and that brings their traffickers and patronizing solicitors to justice.

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

Since 2011, an all-volunteer team has labored in advocacy, relationship building, training, collaborating with partner agencies, and fundraising to realize the acquisition of a home for girls who have escaped or been removed from the sex trafficking atrocity in Hawaii. Ho'ōla Nā



Pua's 4 year all- volunteer commitment to meeting these children's needs has resulted in the competitive award of state owned land to build a state-of-the art therapeutic home. On July 25, 2014, the Department of Land and Natural Resources (DLNR) selected Ho'ōla Nā Pua for a forty year lease award of a 12 acre property including a 24,000 square foot building. Through this property that can accommodate up to 32 girls we have a tremendous opportunity to provide special therapeutic services, education and much needed therapeutic co-curricular activities in a personal home environment.

This property lease culminates our 4-year campaign and search to identify and secure land and facilities appropriate and suitable for a home for these victimized girls. Over the next two years, Ho'ōla Nā Pua intends to renovate the leased property and staff it as a fully-licensed long-term residential Special Treatment Facility. The vote of confidence in Ho'ōla Nā Pua by the State of Hawai'i DLNR in awarding land and buildings has accelerated our launch of a major Development Capital Campaign to finance restoration and outfit the existing structure at an estimated total cost of \$2.0 million (see Appendix 1: Development Costs and Capitalization Budget). A significant portion of the materials and labor are anticipated to come from charitable donations. The awarding of this property has placed us not less than two years ahead of our initial best hopes for the completion of a home for the girls. However, the decreased timeline requires more immediate staffing of key organization positions.

Coordination of this initial construction effort and setting up operations to meet the victim's multiple physical, educational, health and therapeutic needs requires a transition of this dedicated volunteer effort into a fully paid professional organization. We are requesting state funding to help initiate the conversion of a 30 person volunteer effort into an eventual 15 person full-time staff and volunteer-supported services operation. Our goal is to:

1. *Open a full-time professional and volunteer-supported efficient and sustainable administrative Home Office.* Ho'ōla Nā Pua's historically all-volunteer led team has been structured to provide the highest quality of support and execution of our mission while remaining exceptionally cost-effective. When the Ho'ōla Nā Pua facility is approved for partial occupancy, estimated to open in early 2017, the Home Office must be prepared and equipped for essential operations, program and development staff.
2. *Attract and develop high-caliber service professionals at every level of the organization.* Ho'ōla Nā Pua recognizes that it is only as effective as the people within the organization. Highly competent, child-centered, professionals of character beyond reproach are essential to enabling Ho'ōla Nā Pua to achieve its service goals. All persons considered for employment on the Home campus shall undergo an exhaustive background check that minimally includes the verification of identity and credentials, a criminal background check, a psychological evaluation, a work history review, and extensive character reference checks.

In order to achieve the milestones required to open the Home, Ho'ola Na Pua must transition immediately to a fully-funded, full-time, staff of professional positions filled by qualified, ethics



and standards driven individuals with values and abilities that can push forward the construct of the organization into the Special Treatment Facility (Home) development and operation phase.

The current volunteer base that is managing the various parts of the organization are highly skilled professionals. It is the intent to transition and partially compensate the key professionals to retain their services and take full advantage of their expertise on a longer-term and less constrained basis. The transition will sustain the momentum of the organization and decrease the learning curve for new employees. These employees will fundraise and support the gain of up to \$5 million needed to permit, rebuild, and fully staff the residential Special Treatment Facility within the next two years. Our formal Development Capital Campaign is currently underway with a comprehensively detailed request for sustaining financial support from private sector foundations and other philanthropic capital sources. It is crucial that an experienced, responsible, and committed paid staff is retained to assure full accountability to effectively lead and manage large spectrum site development, campaigns and funding, regulatory and grant compliance, and ensure a timely opening of this much needed facility.

State GIA funds are specifically requested to help support salaries for eight initial positions for one year to support our stated goals and objectives. These funds will match private sector funding being sought to support salaries for Ho'ōla Nā Pua professionals who are operating in the positions outlined in the Budget Justification. (See Appendix 2: Budget Request and Budget Justification forms). The positions will be paid 25% of the indicated full time salary (in Column 1) by HNP and we are asking the GIA to fund another 25% of each of the salaries. The balance of the salaries will continue to be provided in-kind until full funding is available.

These positions and their current volunteer professionals include:

- **President and CEO:** Jessica Munoz, RN, BSN, MSN, APRN-RX, FNP-BC who works collaboratively with the Board of Directors in continuing to lead the transformation of Ho'ōla Na Pua from its current stage to a fully developed organization capable of delivering on its long-term vision. The CEO will ensure that Ho'ōla Nā Pua's finances, operations, fundraising, marketing, human resource, technology, and programmatic strategies are effectively implemented across all divisions of the organization.
- **Chief Operating Officer (COO):** Nicholas Sensley, MBA who will lead a mission-focused, strategic, and broad process in scaling the organization, leading the management team, and developing a performance culture among our team of diverse, talented individuals.
- **Administrative Assistant (AA)** to support the professional efficiencies required for successful operations. The AA works with the executive management team to coordinate all activities as well as provide executive assistance in all areas. In the development stage, the AA will be responsible for compliance documentation for all grant requirements and reports back to grantors on progress.



- **Program and Research Director:** Dr. Shantae Williams who is designing services to residents, including assessment, treatment, program planning and implementation, related documentation, and communication. She oversees the development of capacity for innovative, responsible care through the creation and implementation of evidence based practices that continually improve services and processes to achieve superior outcomes. She is also leading the licensing for the special treatment program.
- **Compliance Officer:** Michael Akau oversees the Licensing and Compliance Program, functioning as an independent and objective assessor who reviews and evaluates compliance issues/concerns within the organization. The position ensures the Board of Directors, management and employees are in compliance with the rules and regulations of all regulatory agencies.
- **Bookkeeper:** Tammy Bitanga shall maintain all of the financial records required for the organization. This entails all transactions, deposits, expenses tracking, budget management and accounts payable.
- **Site Development Director:** Jody Allione is responsible for the development of the Home serving as project manager which includes obtaining state and county land use and building permits. Responsibilities required are coordinating the architectural design and building criteria in compliance with the specific licensing requirements for a special treatment facility.
- **Communications and Marketing Director** who collaborates throughout the organization to support community outreach and trainings, , public relations, grant writing, awareness, school education, fundraising, and other duties to convey our message of services, needs, practices, and direction.

Funds are also being requested to support staff training and board development required to transition to an operational facility. Funds are also required to purchase much needed liability insurance for the property and officers, and office equipment, and supplies to support the new expanded staff roles and responsibilities.

The individuals will continue to work from remote offices until a cost effective team space can be secured.

3. The public purpose and need to be served;

Honolulu is a hub for business and trading between the East and the West. Hawai'i's economy is fueled by domestic and international tourism and each of the military service sectors. Tourism has been one of Hawai'i's largest industries since 1959. The State has eleven installations that include all branches of the United States Armed Forces that support a large number of transient personnel on temporary duty in the islands. These combined conditions contribute to making Hawai'i a prime market for traffickers to capitalize on high demand for sex



services sought by leisure and business travelers, locals, and armed forces personnel.

As the demand for sexual services increases in Hawai'i, so does the number of child trafficking victims. Girls as young as 11-years-old are particularly vulnerable and are among the choice targets. The girls are ordered online and sent to hotels and homes, purchased in massage parlors, sent to the streets, and taken to the mainland to be sold and exploited.

The Hawai'i justice system is well aware of the sex trafficking facts in our state and is more frequently recognizing these children as victims instead of criminals. Law enforcement is now actively targeting the perpetrators who profit from the sexual exploitation of children. However, these same officials are limited in their efforts with the lack of dedicated homes and services that cater specifically to the underage victims they recover. While the paradigm shift in viewing the child as victims is long overdue, the reality of treatment is quite different due to the lack of shelters and resources for these kids.



The children are most often subjected to a systemic cycle through which they end up back in the control of their trafficker. Behavioral observation reveals that despite being in the custody of a non-trauma informed care system, the children are only away from the trafficker but not free from their control. Youth correctional facilities become a temporary and transitional holding and control stopover where the victims continue to believe in their self-perpetuated sense of invaluable even when apart from their perpetrators. Numerous studies on this topic have detailed the need for underage prostituted victims to be rescued from their exploitative captivity with care and services that assist in self-renewal and prevents recidivating trauma and exploitation.

#### 4. Describe the target population to be served;

Approximately 100 to 200 children are reported missing every month in Hawai'i. It is often believed that these children have "chosen" the street life alternatively to "behaving" at home and subsequently fell into a life of exploitation. This presumption fails to account for the push to the streets that 80 percent of child victims of prostitution have suffered from sexual and other serious abuses before leaving and at home.<sup>1</sup> Once on the streets, sex-offenders and sexual predators exploit these children's seeking for love, need for encouragement and shelter, and other basic needs. They quickly fall victim to deceit, coercion, and force that compels them into prostitution.

The children vulnerable to this exploitation come from a variety of backgrounds and familial circumstances. Among the children found to be highly susceptible to victimization through sex

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<sup>1</sup> Bagley, C and Young, L "Juvenile Prostitution and child sexual abuse: a controlled study," Canadian Journal of Community Mental Health, Vol 6: 5-26, 1987.

<http://cicmh.metapress.com/app/home/contribution.asp?referrer=parent&backto=issue,1,7;journal,51,62;linkingpublicationresults,1:120150,1> (Accessed 11/4/11)

trafficking, underage runaway girls have been found to be at greatest risk. The National Runaway Safeline presented data on the runaway statistics from sources such as the US Office of Juvenile Justice and Delinquency Prevention (OJJDP), the US Department of Health and Human Resources (HHS), the American Journal of Public Health (AJPH), the Journal of Adolescent Health (JAH) and other research sources. The data presented offers an opportunity for analysis and reasonable speculation about the push and pull of youth into sex trafficking. The relevant statistics are:

- Between 1.6 and 2.8 million youth run away each year
- Youth aged 12 to 17 are at higher risk for homelessness than adults
- 47% of runaway and homeless youth indicated that conflict between them and their parent or guardian was a major problem
- 80% of runaway and homeless girls reported having been sexually or physically abused
- 34% of runaway youth (girls and boys) reported sexual abuse before leaving home
- In a 1995 survey, 7% of youth in runaway and homeless youth shelters and 14% of youth on the street had traded sex for money, food, shelter, or drugs in the previous twelve months
- Approximately 48.2% of female youth living on the street and 33.2% of those living in a shelter reported becoming pregnant
- Approximately 10% of shelter youths and 28% of street youths report having participated in survival sex. Survival sex includes the exchange of sex for shelter, food, drugs, or other subsistence needs.

Notwithstanding the circumstances that trap children into sex trafficking, an escape from the conditions of sex trafficking can be seemingly insurmountable given the violence and the physical and emotional trauma often during formative child development. With the age of entry into child sex trafficking victimization averaging 12 years, the preteen and early teen is an exceptionally vulnerable victim.

5. Describe the geographic coverage.

Ho'ōla Nā Pua serves the entire state of Hawaii. However, our Home Office and the majority of our activities are on Oahu,

### **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 scope of work required to meet the specific goals of this funding request is fairly simple because significant groundwork has already been laid. The funding request: (1.) to engage eight professionals to effect Ho'ōla Nā Pua's transition from an all-volunteer effort into an eventual



fifteen person full-time staff and volunteer- supported services operation; and (2.) to train staff and purchase much needed insurance, office equipment, and supplies to support their work, is based upon ongoing volunteer work that is well defined. Positions descriptions have been approved by the Board of Directors and highly qualified professionals are already serving in each of the positions as volunteers providing valuable in-kind service. The GIA will allow them to continue their work. The individuals The Board of Directors will oversee the hiring/contracting process as they have already done for the recently hired Program and Research Director who is being paid from private donations and working from a home office to develop Ho'ōla Nā Pua's therapeutic programming.

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

GIA funds can be employed immediately upon award. Staff training and Board Development is on-going and purchase of office equipment and supplies can also be done immediately. Funding requested for the eight positions is for a period of one year. Fundraising for the long-term salaries is ongoing and is part of our Development Capital Campaign. See Appendix 3: Ho'ōla Nā Pua Development Timeline regarding the renovation and licensing schedule of the state-awarded site and buildings and the anticipated Home opening date in 2017.

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

The President and CEO's performance is monitored and evaluated by the Board of Directors who meet monthly and are in the process of establishing a personnel review process. The CEO will be responsible for monitoring and evaluating all other positions. She will be establishing these processes and procedures in cooperation with the COO who will manage all other positions.

In order to recruit, train, and retain staff, Ho'ōla Nā Pua has created three strands of staff development:

- *Provider Excellence Program:* A comprehensive training program for all staff new to Ho'ōla Nā Pua. For new employees with direct resident interaction, it includes over 100 hours of professional development during their first year of service. All employees will receive bi-annual performance evaluations. The program is managed at the Home Office.
- *Professional Credentialing Track:* The PCT program is in the very early stages of development and will be fully developed throughout the initial phases of the development plan. In conjunction with leadership, management and care initiatives, it will create a continuous development track for full-time advanced professional credentialed staff members to ensure timely and ongoing compliance with required professional certifications and encourage and support opportunities for self-paced



credential advancement.

- *Director Leadership Development:* All Ho'ōla Nā Pua full-time staff Directors and above will be developed internally and externally. The DLP program creates an internal cohort for our leadership to learn, share, encourage, and support each other in the fulfillment of a shared commitment to the girls in our care, other staff and to the mission. The program includes: identifying each individual's unique capacities to impart useful understandings and skills not specialized by others; group participation in external leadership programs; routine "soul care retreats" and service debriefings with evaluation and assessment of mental and physical health for signs of vicarious trauma; and ongoing group participation in programmatic, services and operations review.
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 ultimate measure of success for this specific funding request is the successful completion of the building permits, renovation/construction of the State-awarded site and buildings, successful completion of the Special Treatment Facility licensing process and the planned 2017 opening of the therapeutic home. The immediate measures of success are the contractual engagement of all of the positions mentioned within a few months of receipt of funds and their ability to establish and implement processes and procedures to affect the outcomes above. We will provide the legislature with a 6 month and a year-end report of our progress and outcomes.

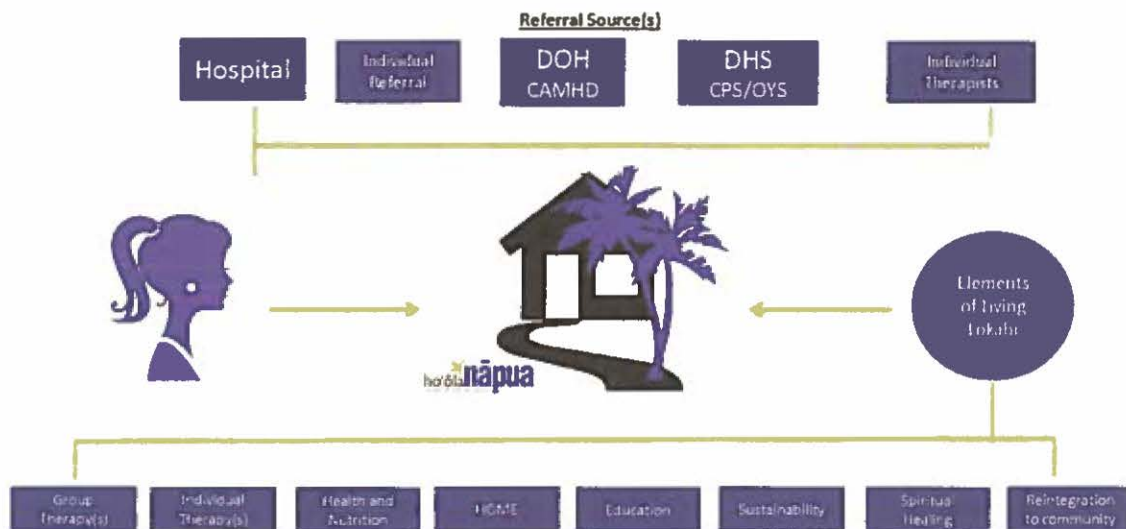
Measuring the long-term success for the residential treatment facility and all of Ho'ōla Nā Pua's objectives, including outreach and prevention, are part of the well- researched and designed, and proven 3-step process of providing services for the girls. The delivery of excellent care and services is one measure of success. The second is teaching them to live a sustainable and productive lifestyle; and the third is their successful reintegration into community.

**1. Researched, Proven, and Designed Services:** Research and consultation with local mental health and trauma counseling experts has been a key component in planning and designing the program for this home. Hawai'i based Licensed Clinical Psychologist Dr. George F. Rhoades, Jr., a national and international expert on child sexual exploitation, trauma, PTSD, and dissociative disorders is providing clinical and program oversight for this home. On-site employees of the home will include an Executive Director, an in-house therapist, social workers, facility administrator as well as a number of operations staff to ensure the highest quality 24 hour care. Interns from the University of Hawai'i Myron B Thompson School of Social Work as well as selected doctoral students with trauma counseling and therapy focuses will be engaged. Essential and fruitful collaboration with key partner service providers will be intrinsic

comprehensively meeting the needs of the girls under our care. The use of evidenced based practice modalities and therapy plans are essential foundations of our comprehensive program.

**2. Sustainability:** Aiding our residents through establishing a personal journey of personal sustainability is one of our most crucial services to their independence and lifelong capacity for independence and reintegration into their communities. It begins with helping them to understanding what sustainability is in definition and vision, and then behaviors within their lifestyle to achieve their personal sustainability goals. They will have opportunity to consider setting goals across various aspects of life including community, relationships, cultural, spiritual, and personal, and articulating them in a goals matrix. They will be challenged to consider 3 fundamental questions: 1) What are your values, 2) What is important to you in social, economic and environmental contexts, and 3) What is your purpose/aim and what is the scope or boundaries to this purpose?

**3. Reintegration to Community:** A proper regard for appropriate community reintegration helps guarantee, in general terms, the long-term safety and wellbeing of trafficking survivors and their community whilst simultaneously securing justice and safeguarding against re-victimization, reprisal or retaliation. Furthermore, our holistic survivor-oriented return and reintegration approach is open to allow them to inform and enhance anti-trafficking policy and practices based on engagement on their terms – rather than exclusion from ongoing anti-trafficking efforts and seemingly diluting their community value. At Ho'ola Nā Pua, reintegration is about a survivor's readiness, choice, capacity and our ongoing advocacy and engagement of the communities of the survivor to be ready and supportive of their return.





**III. Financial**

**Budget**

1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.

See Appendix 2: Budget Request & Budget Justification Forms (GIA Application pages 5 and 6)

2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2016.

| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | Total Grant |
|-----------|-----------|-----------|-----------|-------------|
| 38,750    | 38,750    | 38,750    | 38,750    | 155,000     |

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2016.

See Appendix 4: Development Capital Campaign Offering Terms and Proforma Financials and Appendix 5: Ho'ōla Nā Pua Target Grants Chart

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

Not Applicable

5. The applicant shall provide a listing of all government contracts and grants it has been and will be receiving for program funding.

Ho'ōla Nā Pua anticipates receiving a contract for services from the Hawaii State Department of Health and Human Services and the Department of Health to provide residential and therapeutic services to children referred to the program. The formal contractual agreements will be pursued as soon as the program is licensed.

6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2014.

Unrestricted current assets as of December 31, 2014 are \$195,531



## **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.

Ho'ōla Nā Pua has successfully met and exceeded its goals since 2011 (See Appendix 6: Milestones Achieved). Ho'ōla Nā Pua recruits and retains high-caliber service professionals at every level of the organization. In more than four years of operations as an all-volunteer team, each member of a 10 person core leadership team has dedicated not less than 25 hours per week toward accomplishing our goals. Members of the core team are working skilled professionals with advanced graduate degrees across a spectrum of fields including, PhDs, Masters in Science in Nursing, MBAs, and degrees in finance, accounting, organizational management, communications, marketing and more.

The leadership team has served youth of our community, conducted state and community level advocacy, built and sustained key collaborative relationships with governmental and nongovernmental partners, conducted trainings across all sectors, collaborated with partner agencies, and raised funding and support to realize the acquisition of a home for girls. Our team has been and will continue to be structured to provide the highest quality of support and execution of our mission.

Ho'ōla Nā Pua's superior track record of organizational accomplishments is overseen by a dedicated professional Board of Directors with highly pertinent experience to match all areas of the organization's needs: Chairperson Jody Allione, MBA has a depth of corporate and project management experience in Hawaii. Vice President Michael Lyons is a retired police officer and member of the North Shore Neighborhood board where the home will be located. Treasurer Jeff Alameida is a financial planner who is also Executive Director of Empower Oahu where he is responsible for the management of a non-profit organization comprised of the 10 most economically distressed communities on the island of Oahu. Secretary Kirsten Baumgart Turner has been assisting government agencies, corporations and non-profit organizations to plan and implement their economic development projects in Hawaii for 26 years. Director Sterling Lee, Senior Pastor at the First Baptist Church of Pearl City, helped establish the Ke Kama Pono Safe House Program in the Kalaeloa Community on the west side of Oahu where he serves as Program Management Specialist for Partners in Development. Director Jeremy Munoz was a Construction Management Project Manager for the Irvine Company and currently manages his own construction business in Hawai'i;

Our verifiable experience to provide our service is highlighted through our Clinical Director, George F. Rhoades, Jr., PhD. Dr. Rhoades is a lifetime resident of Hawaii and graduate of Hawaii



Pacific University. He has been a practicing clinical psychologist specializing in trauma recovery with more than 30 years of global experience. He holds a Doctor of Philosophy in Clinical/Counseling Psychology, and Master of Arts in Clinical/Counseling Psychology. He is Member-at-Large, on the Executive Committee, of the American Psychological Association, and is the Chair of the Diversity and Multicultural Concerns Committee of the American Psychological Association. Dr. Rhoades also serves as the Clinic Director, Ola Hou Clinic, multi-discipline private clinic in Honolulu and is Executive Director for Roads To Hope an international humanitarian nonprofit organization dedicated to removing the spiritual, psychological and physical barriers of trauma. He has received international acclaim for his services and is the author of more than fifty publications.

In service under Dr. Rhoades is Shantae Williams, PsyD. Dr. Williams is a lifetime resident of Hawaii and graduate of the University of Hawaii. She has been providing therapeutic outreach to sex trafficked girls on Oahu for five years. Dr. Williams' holds a Doctor of Philosophy in Clinical Psychology from the University of Hawaii with a doctoral thesis on *An Intensive Outpatient Program for Juvenile Sex Trafficking Victims*. Her clinical focus is on the therapeutic intervention and treatment modalities addressing the complex needs of minors who have been sex trafficked. Dr. Williams has extensive youth services experience, training and pro-active experience working with victims of human trafficking. In addition to her clinical work, she has managed a group home living residence for minors. She has significant experience in facilitating training and education on the complex problem of human trafficking. Dr. Williams has been hired as Ho'ōla Nā Pua's Program and Research Director responsible for writing the therapeutic program for residents of the home and developing programs, policy and procedure around home operations, staff training and development.

The Ho'ōla Nā Pua Founder and CEO is Jessica Munoz, RN, BSN, MSN, APRN-RX, FNP-BC. Ms. Munoz is currently the Lead Nurse Practitioner for Emergency Medicine Physicians Inc. at Pali Momi Medical Center on Oahu, Hawaii. She has been a resident of Hawaii for 9 years and earned her Masters of Science in Nursing from the University of Hawaii. In addition to her leading management role at one of Oahu's busiest emergency rooms, she has provided an average of forty hours per week of unpaid service as founder and CEO of Ho'ōla Nā Pua since its origins. Ms. Munoz's nursing career was a key factor in moving to Oahu where she worked at Kapiolani Medical Center for Women and Children. Her research revealed that there is a gross lack of education amongst health care professionals on the human trafficking problem. Her extensive nursing background with a heavy focus on pediatric trauma has helped her to understand the comprehensive needs of children who experience trauma. The clear and unmet need for a holistic services home that comprehensively serves a traumatized child's healing, wellness, and restoration has become the focus of her community efforts and advocacy.

Ho'ōla Nā Pua has reached a tentative agreement with Mr. Nicholas A. Sensley, MBA to serve as our Chief Operating Officer to lead the organization through the critical development phase that shall lead to our opening in 2017. Mr. Sensley is currently the Owner and Chief Solutions Officer of Cross Sector Solutions LLC (CSS-LLC). Since 2001 has successfully led and managed CSS-LLC as a global consortium of community problem-solving strategists who build, facilitate,



and support local and regional multidisciplinary coalitions of community leaders in response to significant problems. Mr. Sensley has guided the start-up of three successful nonprofit service organizations and provided consulting guidance to more than 2 dozen service organizations globally. He is a retired California Chief of Police and served in 3 California jurisdictions over 25 years of diverse policing service. Mr. Sensley recently served as the Anti-Human Trafficking Strategist and Grantee Organization Development Consultant for Humanity United, an Omidyar Group foundation. He has worked as a lecturer, consultant and developer in the United States, Africa, Asia, Europe, and the South Caribbean since 1998. He has specialized in leadership development, the emphasis and practice of principled governance, and countering and responding to human atrocities through the formation of multi-disciplinary collective impact teams. Mr. Sensley is the author of the US Department of Justice's "Anti-Human Trafficking Task Force Strategy and Operations Guide". He has served as an instructor of economics, as an appointed regional Human Rights Commissioner, served on various Boards of Directors, and served in the United States Army. Mr. Sensley holds a Bachelor of Science degree in Organizational Management and a Masters of Business Administration.

See Appendix 7: Leadership Team and Board of Directors' Bios

## **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.

Until now, there has been no physical office space. Our volunteer leaders have worked from home offices. This practice will continue until office space is donated or found at a very low cost to keep administrative expenses at a minimum. When the residential treatment facility is renovated it will contain ample office space. We anticipate opening the Home in 2017.

## **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.

Ho'ōla Nā Pua, Inc. is transitioning from an all-volunteer initiative to a staffing pattern similar to many successful professional corporations. Our key positions that need to be funded as soon as possible include:

**President and Chief Executive Officer:**

This is a role for a visionary and highly regarded professional to lead in the evolution of a growing and highly respected organization. HNP requires a President of outstanding quality with a respected record of accomplishment in the human rights and social justice field. Jessica Munoz exemplifies this requirement. She has been operating in this role as leader of this outreach to all stakeholders and as founder of the organization. The President (CEO) will have overall strategic and operational responsibility for Ho `ōla Nā Pua's staff, programs, expansion, and execution of its mission. The CEO will have a deep knowledge of field, core programs, operations, and business plans. The CEO will work collaboratively with the Board of Directors in leading the transformation of HNP from its current stage to a fully developed organization capable of delivering on its long-term vision. Specifically, the CEO will ensure that Ho `ōla Nā Pua's finances, operations, fundraising, marketing, human resource, technology, and programmatic strategies are effectively implemented across all divisions of the organization.

The CEO should have proven leadership, coaching and relationship management experience. Concrete demonstrable experience and other qualifications that include:

- An advanced degree, ideally an in advanced health services, or MPH and have at least 5 years of management experience
- Unwavering commitment to quality programs and data-driven program evaluation
- Excellence in organizational management with the ability to coach staff, manage, and develop high-performance teams, set and achieve strategic objectives, and manage a budget
- Past success working with a board of directors with the ability to cultivate existing board member relationships
- Strong marketing, public relations, and fundraising acumen with the ability to engage a wide range of stakeholders and cultures
- Strong written and verbal communication skills; a persuasive and passionate communicator with excellent interpersonal and multidisciplinary project skills
- Action-oriented, entrepreneurial, adaptable, and innovative approach to organizational planning
- Ability to work effectively in collaboration with diverse groups of people
- Passion, idealism, integrity, positive attitude, mission-driven, and self-directed

**Chief Operations Officer:**

Ho `ola Na Pua has been growing steadily and is now seeking to: (1) Fund general construction, renovation, equipping and furnishing, landscaping and securing of our campus; (2) Fund the conversion of a 5-year, 300 person volunteer effort into an initial 15 person full-time staff services operation; (3) Stimulate a Social Return on Investment (SROI) in the form of renewed lives of children reintegrated to communities, reduced



juvenile incarceration costs, reduced healthcare costs, a decrease in crime, and enhancing livelihoods for an estimated average of 20 girls per year (4) Greatly enhance our organization's institutional capacity to practice, model and freely share protocols and practices for the most defunct service in the national attempt to address a severe form of human trafficking. The organization requires a mission-focused, seasoned, strategic, and process minded leader with experience scaling an organization, leading an executive management team, and developing a performance culture among a group of diverse, talented individuals.

Nicholas Sensley has been in an advisory capacity to the organization for two years and has been instrumental in its current development and funding plan. Reporting to the President/CEO of Ho 'ola Na Pua, the COO is the Executive Vice President who leads across the organization and will have the following responsibilities:

- Creating the Strategic five year plan and implement new processes and approaches to achieve it.
- Increasing key impact measurements
- Produce and implement a Balanced Scorecard metric throughout the organization
- Cultivate the values of HNP within the organization
- Upgrade human capital and capabilities
- Fund Raising
- Budgeting
- Ensuring the development and implementation of systems for reporting, measurement and supporting revenue generation
- Administrative oversight of proposal preparation and granting writing
- Partner with the CEO on development of the board of directors: and give guidance to board committees

#### **Clinical & Therapeutic Director**

The Director of Clinical and Therapeutic Services) provides inspiring leadership, direction, and oversight to Ho `ola Nā Pua's Residential Life and Living Lokahi Division. This Director will ensure the design, development, and ongoing implementation of effective, innovative, high quality services to underage girls through trauma-informed and trauma-specific services that improve the short and long-term health, safety, and well-being of victims of severe forms of human trafficking.

The primary purpose of this role is to develop and implement the program and obtain the special treatment facility license from the Hawaii State Department of Health. Upon

commencement of operations, the Director will provide and direct services to residents, including assessment, treatment, program planning and implementation, related documentation, and communication. The Director is entrusted to oversee the provision of innovative, responsible healthcare with the creation and implementation of new ideas and concepts that continually improve services and processes to achieve superior outcomes.

### **Site Development Director**

The site development director is responsible for the permitting including state and county land use permits, waste water and other use permits. Responsibilities required are coordinating the architectural design and building criteria in compliance with the specific licensing requirements for a special treatment facility. Jody Allione, as Site Development Director, has been actively in project development of multi-million dollar projects in Hawaii for 25 years.

Specific work entails:

- Working with DLNR, HC&C and other agencies involved in the land use and other permits and applications. Provide all information to EA writer and provide information and writing as needed.
- Responsible for coordinating land use permitting, environmental assessment and managing community outreach for the site as related to permitting.
- Work with architect on design, interact with suppliers and coordinate with construction manager, subcontractors and suppliers.
- Seeking in kind services and creative ways to work with other volunteer organizations and suppliers.
- Manage the site development schedule and budget.
- Interact with licensing team to provide relevant permitting information.
- Help find donations from vendors, suppliers & subs. Respond to early offers, track them on a spreadsheet.
- Organize site cleanup with volunteer organizations.

### **Administrative Assistant**

The AA will work with the executive management team to coordinate all activities as well as provide assistance as an executive assistance in all areas.

The Administrative Assistant in the development stage will be responsible for compliance with all grant requirements and reports back to grantors on progress. The AA will also participate in the licensing and coordinate its efforts with all other parties.



The AA will set up all manual filing systems for accounting and finance requirements and coordinate development activities on all fronts by responding to permitting and licensing agency inquiries to the appropriate director or providing the appropriate documentation. The AA will manage the physical stores and inventory of items donated in advance of construction.

The AA will manage the volunteer site cleanup and preparation work and coordinate any contractor or volunteer activity on the site. The AA will work with the grant writers to assure coordination of the review process and to provide information as requested to complete specific grant and development funding requests. The AA will attend all community meetings and take notes and follow up with information requests. The AA will take minutes of all executive and leadership meetings and manage the online document filing system. The AA will fill in all areas by providing information and data to all of the various task forces to assure timely responses.

#### **Bookkeeper/ CPA**

The bookkeeper/ CPA work team is required to maintain all of the records required for a 501c3 non-profit organization. This entails all transactions, deposits, expenses tracking, budget management and accounts payable. They will maintain Quicken Books and provide monthly financial statements for the Board of Directors and management. They will be responsible for interacting with the database management system to track donations and grants and provide year end donation receipts. They are responsible for interacting with the auditor and providing all backup data. They will manage payroll and be responsible for all tax filing data.

#### **Compliance Officer**

The Chief Compliance Officer oversees the Corporate Compliance Program, functioning as an independent and objective body that reviews and evaluates compliance issues/concerns within the organization. The position ensures the Board of Directors, management and employees are in compliance with the rules and regulations of regulatory agencies, that company policies and procedures are being followed, and that behavior in the organization meets the company's Standards of Conduct. The CA acts as a channel of communication to receive and direct compliance issues to appropriate resources for investigation and resolution, and as a final internal resource with which concerned parties may communicate after other formal channels and resources have been exhausted.

The Chief Compliance Officer acts as staff to the CEO and Board of Trustees' Corporate Compliance Committee by monitoring and reporting results of the compliance/ethics

efforts of the company and in providing guidance for the Board and senior management team on matters relating to compliance. The Chief Compliance Officer, together with the Corporate Compliance Committee, is authorized to implement all necessary actions to ensure achievement of the objectives of an effective compliance program.

#### Duties and Responsibilities of Compliance Officer

- Develops, initiates, maintains, and revises policies and procedures for the general operation of the Compliance Program and its related activities to prevent illegal, unethical, or improper conduct. Manages day-to-day operation of the Program.
- Develops and periodically reviews and updates Standards of Conduct to ensure continuing currency and relevance in providing guidance to management and employees.
- Collaborates with other departments (e.g., Risk Management, Internal Audit, Employee Services, etc.) to direct compliance issues to appropriate existing channels for investigation and resolution. Consults with the Corporate attorney as needed to resolve difficult legal compliance issues.
- Responds to alleged violations of rules, regulations, policies, procedures, and Standards of Conduct by evaluating or recommending the initiation of investigative procedures. Develops and oversees a system for uniform handling of such violations.
- Acts as an independent review and evaluation body to ensure that compliance Issues/concerns within the organization are being appropriately evaluated, investigated and resolved.
- Monitors, and as necessary, coordinates compliance activities of other departments to remain abreast of the status of all compliance activities and to identify trends.
- Identifies potential areas of compliance vulnerability and risk; develops/implements corrective action plans for resolution of problematic issues, and provides general guidance on how to avoid or deal with similar situations in the future.
- Provides reports on a regular basis, and as directed or requested, to keep the Corporate Compliance Committee of the Board and senior management informed of the operation and progress of compliance efforts.
- Ensures proper reporting of violations or potential violations to duly authorized enforcement agencies as appropriate and/or required.
- Establishes and provides direction and management of the compliance Hotline.



- Institutes and maintains an effective compliance communication program for the organization, including promoting (a) use of the Compliance Hotline; (b) heightened awareness of Standards of Conduct, and (c) understanding of new and existing compliance issues and related policies and procedures.
- Works with the Human Resources Department and others as appropriate to develop an effective compliance training program, including appropriate introductory training for new employees as well as ongoing training for all employees and managers.
- Monitors the performance of the Compliance Program and relates activities on a continuing basis, taking appropriate steps to improve its effectiveness.

### **Communications & Marketing Director**

The Marketing Director must collaborate with and support Directors and core/senior team leaders with promoting fundraising, public relations, grant writing, awareness, school education, community and church outreach, legislation, and other duties to convey our message of service.

Duties and responsibilities include:

- Communicate and work with Director and other core/team leaders on all marketing related matters. Brochures, web content, upcoming events/presentations, fundraising initiatives, new legislation alerts, school awareness programs, social media, etc. Marketing Director touches nearly every possible project coming through the pipeline that will be distributed or shared with general public.
- Identify marketing opportunities that will establish and grow brand, enhance organization's awareness, and increase donor base and financial support.
- Enhance organization's image and position in the local/national/international community and general public.
- Ensure clear, consistent voice for all of organization's messaging.
- Oversee planning, development, implementation, distribution of any and all marketing campaigns and support materials (e.g. banners, signs, flyers, brochures, email announcements, newsletters, social media content and web content, press releases, presentation materials, and decks, etc.) to ensure consistent image, voice, and messaging.
- Measure and report success of all online/offline marketing and communications campaigns/programs.

**Ho'ōla Nā Pua Board Governance Committees:** All Ho'ōla Nā Pua entities, including the Home Office, operate under the same charter and with the same governing board. The board's role is that of organizational governance and oversight of vision, mission, and values. The executive team of Ho'ōla Nā Pua is charged with operational leadership, management, oversight and mission execution. The following Board led committees provide governance and policy guidance:

**Residential Life and Living Lokahi Committee (RL3)** Provides insight and expertise related to residential life and well-being decisions, and the efficiency and effectiveness of programs and systems to support our PEARLS program.

**Business Operations and Funding Committee (B-Ops)** Guides Ho'ōla Nā Pua's financial health, stability, and accountability. The B-Ops focuses on quality growth goals and delivering on the strategic objectives. Additionally, the committee meets to periodically evaluate the risk factors associated with growth and ensure the organization is planning ahead, mitigating risk factors, and creating realistic contingency plans.

**Community and Partnership Operations Committee (C-Ops)** The C-Ops Committee champions Ho'ōla Nā Pua's mission in the broader Hawaii community. The committee works to support the organization in its community relationship building, outreach, advocacy, training, and education. C-Ops helps ensure the facilities and properties are properly maintained ensuring Ho'ōla Nā Pua is a good community neighbor.

As discussed in detail above, both the volunteer Board of Directors and the currently volunteer President and CEO of Ho'ōla Nā Pua have oversight of and manage all-volunteer staff. As of January, 2015 newly contracted Program and Research Director Shantae Williams reports to President and CEO, and Nurse Practitioner Jessica Munoz, whose management qualifications are evidenced by her supervisory and clinical leadership role for Emergency Medicine Physicians Inc. at Pali Momi Medical Center on Oahu. In addition to her full time career as a nurse practitioner, she has also served in a full time volunteer executive leadership role for the organization for the past few years. The Ho'ōla Nā Pua Board of Directors will continue to oversee Jessica in her part-time paid position. The President will provide direction for the new COO who in turn will provide direction for the Administrative Assistant.

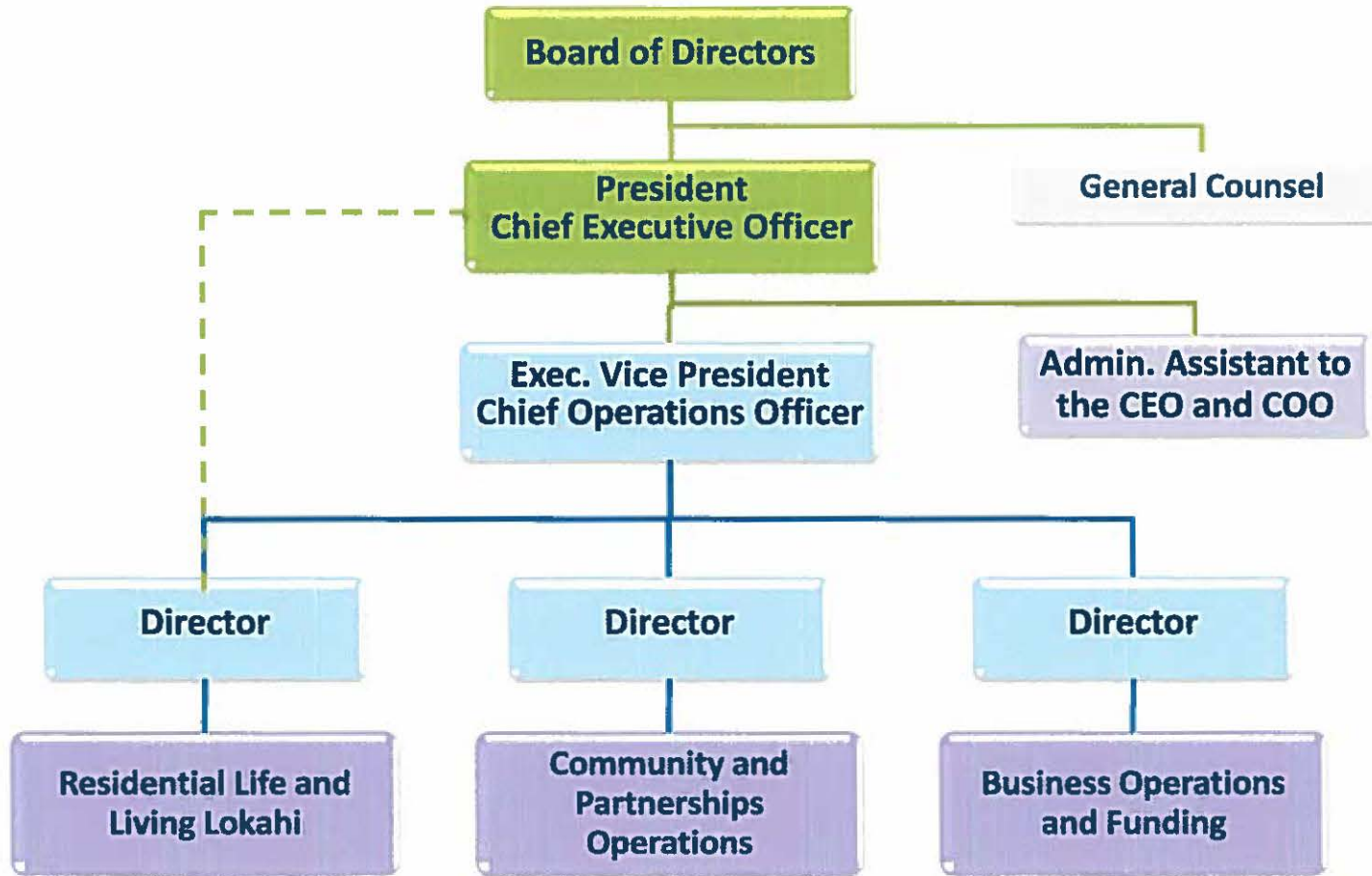
## **B. Organization Chart**

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 organization chart that illustrates the placement of this request.

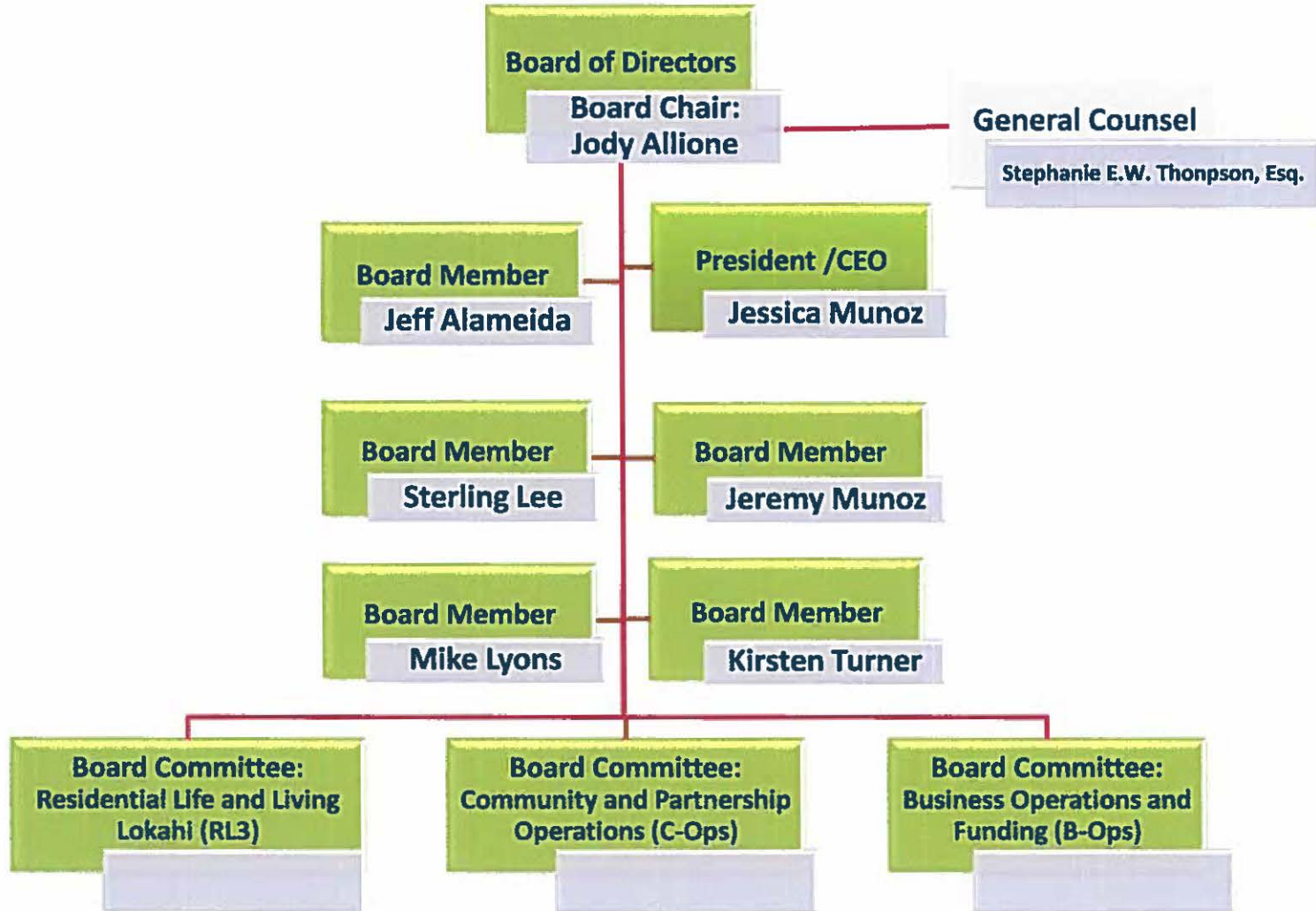
## **Ho'ōla Nā Pua Organizational Chart**



## Organizational Leadership

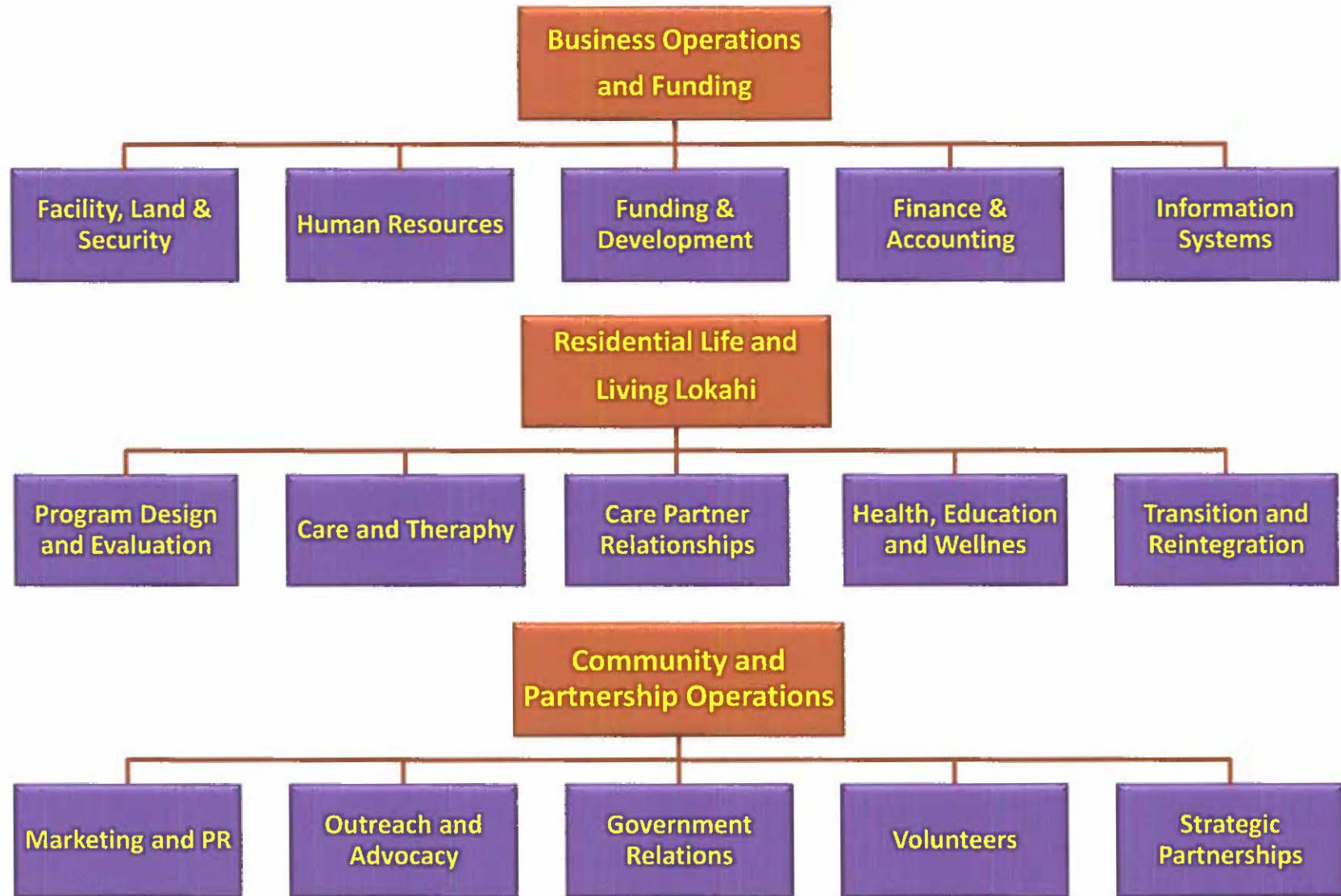


## Ho 'ōla Nā Pua Governance Chart





## Ho `ōla Nā Pua Operations Structure



**C. 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.

Ho'ōla Nā Pua President, Executive Vice President, Fund Development Director and Task Force leaders have all been serving on a volunteer basis since the organization was formed in 2011. The first paid position was contracted in January, 2015: Program and Research Director at a rate of \$56,000 per year.

If funds are awarded the current volunteer President will receive part time pay of \$50,000 and the full time Chief Operating Officer will receive \$90,000.

**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.

Not applicable

**B. Licensure or Accreditation**

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

Ho'ōla Nā Pua, a prospective Special Treatment Facility provider in the State of Hawaii, is applying for a Certificate of Need (CON) through the Department of Health, State Health Planning and Developing Agency to operate on Oahu's north shore. The target CON completion date is March 1<sup>st</sup>, 2015. Once the CON is obtained it will accompany the Application for licensure of the Special Treatment Facility through the Department of Health Office of Health Care Assurance (OHCA). The estimated submittal date to DOH (OHCA) for the STF license is September 14, 2015 pending the receipt of the County Conditional Use Permit for the site. During this time the PEARLS program curriculum will be completed. The estimated Commencement of Operations is scheduled for February 2017. Once in operation we will be applying for accreditations through the Council on Accreditation (COA) and the Commission on Accreditation of Rehabilitation Facilities (CARF) under the Child and Youth Services division.

**C. Federal and County Grants**

The applicant shall separately specify the amount of federal and county grants awarded since July 1, 2014.



Not applicable

**D. Private Educational Institutions**

The applicant shall specify whether the grant will be used to support or benefit a sectarian or non-sectarian private educational institution. Please see Article X, Section 1, of the State Constitution for the relevance of this question.

Not applicable

**E. Future Sustainability Plan**

The applicant shall provide a plan for sustaining after fiscal year 2015-16 the activity funded by the grant if the grant of this application is:

- (1) Received by the applicant for fiscal year 2015-16, but
- (2) Not received by the applicant thereafter.

We have recently launched a philanthropic Capital Development Campaign with the intention to raise all necessary funds for the renovation, staffing, opening and first two years of operations serving up to 32 girls rescued from sex trafficking in Hawaii. See Appendix 4: Capital Campaign Offering Terms and Proforma Financials

**F. Certificate of Good Standing (If the Applicant is an Organization)**

If the applicant is an organization, the applicant shall submit one (1) copy of a certificate of good standing from the Director of Commerce and Consumer Affairs that is dated no earlier than December 1, 2014.

See Appendix 8: DCCA Certificate of Good Standing

**DECLARATION STATEMENT OF  
APPLICANTS FOR GRANTS 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 pursuant to Section 42F-103, Hawaii'i Revised Statutes:
  - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant is awarded;
  - b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
  - c) Agrees not to use state funds for entertainment or lobbying activities; and
  - d) Allows the state agency to which funds for the grant were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant.
  
- 2) If the applicant is an organization, the applicant meets the following requirements pursuant to Section 42F-103, Hawaii'i Revised Statutes:
  - a) Is incorporated under the laws of the State; and
  - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant is awarded shall be conducted or provided.
  
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii'i 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'i Revised Statutes, for grants used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant used for the acquisition of the land.

Further, the undersigned authorized representative certifies that this statement is true and correct to the best of the applicant's knowledge.

Ho'ola Na Pua, Inc  
(Typed Name of Individual or Organization)

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 January 30, 2015  
(Signature) (Date)

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Jody Allione, Chairman of the Board  
(Typed Name) (Title)



## List of Appendices

**Appendix 1: 2015 Development Costs & Capitalization Budget**

**Appendix 2: Budget Request & Budget Justification Forms**

**Appendix 3: Development Timeline**

**Appendix 4: Development Capital Campaign Offering Terms and Proforma Financials**

**Appendix 5: Target Grants Chart**

**Appendix 6: Milestones Achieved**

**Appendix 7: Leadership Team and Board of Directors' Bios**

**Appendix 8: DCCA Certificate of Good Standing**

**Appendix 9: HNP 990 Tax Let Ho'ōla Nā Pua, Inc.**

**Appendix 10: Support Letters from:**

- 1. Office of the Prosecuting Attorney**
- 2. Family Court of the First Circuit**
- 3. Dr. Rhoades**
- 4. Girls Court**
- 5. Duke Aiona**
- 6. Senator Suzanne Chun Oaklund**
- 7. Senator Laura Thielen**

Appendix 1

Ho'ola Na Pua, Inc. State Grant in Aid Application January 30, 2015

| Ho'ola Na Pua 2015 Development Costs & Capitalization Budget |        |        |        |        |        |        |        |        |        |        |        |        | Ho'ola Na Pua 2016 Development Costs & Capitalization Budget |         |         |         |         |         |         |         |         |         |         |         |         | 2015-2016  |           |           |           |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|------------|-----------|-----------|-----------|
|  | Jan-15 | Feb-15 | Mar-15 | Apr-15 | May-15 | Jun-15 | Jul-15 | Aug-15 | Sep-15 | Oct-15 | Nov-15 | Dec-15 | 2015 Total   | Jan-16  | Feb-16  | Mar-16  | Apr-16  | May-16  | Jun-16  | Jul-16  | Aug-16  | Sep-16  | Oct-16  | Nov-16  | Dec-16  | 2016 Total | 2015-2016 |           |           |
| <b>BTI DIV COSTS</b>   |        |        |        |        |        |        |        |        |        |        |        |        |  |         |         |         |         |         |         |         |         |         |         |         |         |            |           |           |           |
| Boundary Survey  | 6000   | 9000   |        |        |        |        |        |        |        |        |        |        | 15,000   |         |         |         |         |         |         |         |         |         |         |         |         |            | 15,000    |           |           |
| Leases   |        |        |        | 25,000 | 2,000  |        |        |        |        |        |        |        | 27,000   |         |         |         |         |         |         |         |         |         |         |         |         |            | 27,000    |           |           |
| Security Sites   |        |        |        | 2,000  | 8,000  |        |        |        |        |        |        |        | 10,000   |         |         |         |         |         |         |         |         |         |         |         |         |            | 10,000    |           |           |
| Landscaping  |        |        |        | 12,500 | 12,500 | 10,000 |        |        |        |        |        |        | 35,000   |         |         |         |         |         |         |         |         |         |         |         |         |            | 35,000    |           |           |
| Planting   |        |        |        | 2,500  | 2,500  | 2,500  | 2,500  | 2,500  | 2,500  | 2,500  | 2,500  | 2,500  | 15,000   |         |         |         |         |         |         |         |         |         |         |         |         |            | 15,000    |           |           |
| Security Cameras & Alarm                                     |        |        |        |        | 5,000  |        |        |        |        |        |        |        | 5,000  |         |         |         |         |         |         |         |         |         |         |         |         |            | 5,000     |           |           |
| Professional Services, Design, Survey                        | 5,000  | 5,000  |        | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 135,000  |         |         |         |         |         |         |         |         |         |         |         |         |            | 135,000   |           |           |
| Environmental Consultants (EA & CLP)                         |        | 2,500  | 2,500  | 2,500  |        |        |        |        |        |        |        |        | 10,000   |         |         |         |         |         |         |         |         |         |         |         |         |            | 10,000    |           |           |
| Architect/Construction Manager/Engineer                      |        |        |        |        |        |        |        | 8,750  | 8,750  | 8,750  | 8,750  | 8,750  | 37,500   | 8,750   | 8,750   | 8,750   | 8,750   | 8,750   | 8,750   | 8,750   | 8,750   | 8,750   | 8,750   | 8,750   | 8,750   | 8,750      | 8,750     | 105,000   |           |
| Construction Material  |        |        |        |        |        |        |        |        |        |        |        |        | 125,000  | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000    | 1,250,000 | 1,250,000 |           |
| Construction Labor   |        |        |        |        |        |        |        |        |        |        |        |        | 117,000  | 117,000 | 117,000 | 117,000 | 117,000 | 117,000 | 117,000 | 117,000 | 117,000 | 117,000 | 117,000 | 117,000 | 117,000 | 117,000    | 1,170,000 | 1,170,000 |           |
| <b>TOTAL BTI DIV COSTS</b>                                   | 6,000  | 11,900 | 2,500  | 45,000 | 49,500 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 250,000  | 249,250 | 249,250 | 249,250 | 249,250 | 249,250 | 249,250 | 249,250 | 249,250 | 249,250 | 249,250 | 249,250 | 249,250 | 249,250    | 249,250   | 2,514,250 | 2,514,250 |
| <b>OPERATIONS</b>  |        |        |        |        |        |        |        |        |        |        |        |        |  |         |         |         |         |         |         |         |         |         |         |         |         |            |           |           |           |
| <b>PERSONNEL SALARIES &amp; WAGES</b>                        |        |        |        |        |        |        |        |        |        |        |        |        |  |         |         |         |         |         |         |         |         |         |         |         |         |            |           |           |           |
| President/CEO (1/1)  |        |        |        | 7,500  | 7,500  | 7,500  | 7,500  | 7,500  | 7,500  | 7,500  | 7,500  | 7,500  | 75,000   | 7,500   | 7,500   | 7,500   | 7,500   | 7,500   | 7,500   | 7,500   | 7,500   | 7,500   | 7,500   | 7,500   | 7,500   | 7,500      | 75,000    | 150,000   |           |
| CEO  |        |        |        | 7,500  | 7,500  | 7,500  | 7,500  | 7,500  | 7,500  | 7,500  | 7,500  | 7,500  | 75,000   | 7,500   | 7,500   | 7,500   | 7,500   | 7,500   | 7,500   | 7,500   | 7,500   | 7,500   | 7,500   | 7,500   | 7,500   | 7,500      | 75,000    | 150,000   |           |
| Regional Dir/ Admin Mgr                                      |        |        | 3,000  | 3,000  | 3,000  | 3,000  | 3,000  | 3,000  | 3,000  | 3,000  | 3,000  | 3,000  | 30,000   | 3,000   | 3,000   | 3,000   | 3,000   | 3,000   | 3,000   | 3,000   | 3,000   | 3,000   | 3,000   | 3,000   | 3,000   | 3,000      | 30,000    | 60,000    |           |
| Programs & Research Director                                 | 4,500  | 4,500  |        | 4,500  | 4,500  | 4,500  | 4,500  | 4,500  | 4,500  | 4,500  | 4,500  | 4,500  | 45,000   | 4,500   | 4,500   | 4,500   | 4,500   | 4,500   | 4,500   | 4,500   | 4,500   | 4,500   | 4,500   | 4,500   | 4,500   | 4,500      | 45,000    | 90,000    |           |
| Site Development Director                                    |        |        |        | 3,000  | 3,000  | 3,000  | 3,000  | 3,000  | 3,000  | 3,000  | 3,000  | 3,000  | 30,000   | 3,000   | 3,000   | 3,000   | 3,000   | 3,000   | 3,000   | 3,000   | 3,000   | 3,000   | 3,000   | 3,000   | 3,000   | 3,000      | 30,000    | 60,000    |           |
| Biologists (1/1)   | 2,000  | 2,000  | 2,000  | 2,000  | 2,000  | 2,000  | 2,000  | 2,000  | 2,000  | 2,000  | 2,000  | 2,000  | 20,000   | 2,000   | 2,000   | 2,000   | 2,000   | 2,000   | 2,000   | 2,000   | 2,000   | 2,000   | 2,000   | 2,000   | 2,000   | 2,000      | 20,000    | 40,000    |           |
| Compliance Consultant  | 2,500  | 2,500  | 2,500  | 2,500  | 2,500  | 2,500  | 2,500  | 2,500  | 2,500  | 2,500  | 2,500  | 2,500  | 25,000   | 2,500   | 2,500   | 2,500   | 2,500   | 2,500   | 2,500   | 2,500   | 2,500   | 2,500   | 2,500   | 2,500   | 2,500   | 2,500      | 25,000    | 50,000    |           |
| Communications & Media Director                              |        |        |        | 4,000  | 4,000  | 4,000  | 4,000  | 4,000  | 4,000  | 4,000  | 4,000  | 4,000  | 40,000   | 4,000   | 4,000   | 4,000   | 4,000   | 4,000   | 4,000   | 4,000   | 4,000   | 4,000   | 4,000   | 4,000   | 4,000   | 4,000      | 40,000    | 80,000    |           |
| Travel Expenses  | 4,500  | 4,500  | 4,500  | 4,500  | 4,500  | 4,500  | 4,500  | 4,500  | 4,500  | 4,500  | 4,500  | 4,500  | 45,000   | 4,500   | 4,500   | 4,500   | 4,500   | 4,500   | 4,500   | 4,500   | 4,500   | 4,500   | 4,500   | 4,500   | 4,500   | 4,500      | 45,000    | 90,000    |           |
| <b>PROFESSIONAL FEES</b>                                     |        |        |        |        |        |        |        |        |        |        |        |        |  |         |         |         |         |         |         |         |         |         |         |         |         |            |           |           |           |
| Permit/Regulatory Fees (FICA, BIA/TP, MW-12%)                | 575    | 575    | 1,800  | 2,825  | 2,825  | 2,825  | 2,825  | 2,825  | 2,825  | 2,825  | 2,825  | 2,825  | 28,250   | 2,825   | 2,825   | 2,825   | 2,825   | 2,825   | 2,825   | 2,825   | 2,825   | 2,825   | 2,825   | 2,825   | 2,825   | 2,825      | 28,250    | 56,500    |           |
| Health Care Cost/4%  | 2,625  | 2,625  | 2,625  | 2,625  | 2,625  | 2,625  | 2,625  | 2,625  | 2,625  | 2,625  | 2,625  | 2,625  | 26,250   | 2,625   | 2,625   | 2,625   | 2,625   | 2,625   | 2,625   | 2,625   | 2,625   | 2,625   | 2,625   | 2,625   | 2,625   | 2,625      | 26,250    | 52,500    |           |
| Insurance (VLI)  | 275    | 275    | 800    | 875    | 875    | 1,275  | 1,275  | 1,275  | 1,275  | 1,275  | 1,275  | 1,275  | 12,750   | 1,275   | 1,275   | 1,275   | 1,275   | 1,275   | 1,275   | 1,275   | 1,275   | 1,275   | 1,275   | 1,275   | 1,275   | 1,275      | 12,750    | 25,500    |           |
| <b>Total Prof Fees</b>                                       | 2,475  | 2,475  | 4,405  | 6,525  | 6,525  | 6,925  | 6,925  | 6,925  | 6,925  | 6,925  | 6,925  | 6,925  | 69,250   | 6,925   | 6,925   | 6,925   | 6,925   | 6,925   | 6,925   | 6,925   | 6,925   | 6,925   | 6,925   | 6,925   | 6,925   | 6,925      | 69,250    | 138,500   |           |
| <b>TRAVEL</b>  |        |        |        |        |        |        |        |        |        |        |        |        |  |         |         |         |         |         |         |         |         |         |         |         |         |            |           |           |           |
| Travel (President/CEO)                                       | 7,500  | 7,500  | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 150,000  | 15,000  | 15,000  | 15,000  | 15,000  | 15,000  | 15,000  | 15,000  | 15,000  | 15,000  | 15,000  | 15,000  | 15,000  | 15,000     | 150,000   | 300,000   |           |
| <b>PROFESSIONALS &amp; CONTRACT FEES</b>                     |        |        |        |        |        |        |        |        |        |        |        |        |  |         |         |         |         |         |         |         |         |         |         |         |         |            |           |           |           |
| Accountants & Audit  |        |        |        | 1,000  | 1,000  | 1,000  | 1,000  | 1,000  | 1,000  | 1,000  | 1,000  | 1,000  | 10,000   | 1,000   | 1,000   | 1,000   | 1,000   | 1,000   | 1,000   | 1,000   | 1,000   | 1,000   | 1,000   | 1,000   | 1,000   | 1,000      | 10,000    | 20,000    |           |
| Public Communications  | 500    | 500    | 500    | 1,000  | 1,000  | 1,000  | 1,000  | 1,000  | 1,000  | 1,000  | 1,000  | 1,000  | 10,000   | 1,000   | 1,000   | 1,000   | 1,000   | 1,000   | 1,000   | 1,000   | 1,000   | 1,000   | 1,000   | 1,000   | 1,000   | 1,000      | 10,000    | 20,000    |           |
| <b>Total CONTRACT FEES</b>                                   | 1,500  | 1,500  | 1,500  | 2,500  | 2,500  | 2,500  | 2,500  | 2,500  | 2,500  | 2,500  | 2,500  | 2,500  | 25,000   | 2,500   | 2,500   | 2,500   | 2,500   | 2,500   | 2,500   | 2,500   | 2,500   | 2,500   | 2,500   | 2,500   | 2,500   | 2,500      | 25,000    | 50,000    |           |
| <b>EQUIPMENT PURCHASES</b>                                   |        |        |        |        |        |        |        |        |        |        |        |        |  |         |         |         |         |         |         |         |         |         |         |         |         |            |           |           |           |
| Laptops, Phones, Copiers                                     |        |        |        | 25,000 |        |        |        |        |        |        |        |        | 25,000   |         |         |         |         |         |         |         |         |         |         |         |         |            | 25,000    |           |           |
| Office Furniture   |        |        |        |        |        |        |        |        |        |        |        |        | 15,000   |         |         |         |         |         |         |         |         |         |         |         |         |            | 15,000    |           |           |
| Telecommunications   |        |        |        | 1,000  |        |        |        |        |        |        |        |        | 1,000  |         |         |         |         |         |         |         |         |         |         |         |         |            | 1,000     |           |           |
| <b>Total EQUIPMENT COSTS</b>                                 |        |        |        | 26,000 |        |        |        |        |        |        |        |        | 40,000   |         |         |         |         |         |         |         |         |         |         |         |         |            | 40,000    |           |           |
| <b>OTHER COSTS</b>   |        |        |        |        |        |        |        |        |        |        |        |        |  |         |         |         |         |         |         |         |         |         |         |         |         |            |           |           |           |
| Insurance (D&O, Liability, Property)                         | 600    | 1800   |        |        |        |        |        |        |        |        |        |        | 2400   | 4,800   | 9,600   | 9,600   | 9,600   | 9,600   | 9,600   | 9,600   | 9,600   | 9,600   | 9,600   | 9,600   | 9,600   | 9,600      | 9,600     | 9,600     | 19,200    |
| Compliance, Training, Background Checks                      | 750    | 750    | 750    | 750    | 750    | 750    | 750    | 750    | 750    | 750    | 750    | 750    | 7,500  | 750     | 750     | 750     | 750     | 750     | 750     | 750     | 750     | 750     | 750     | 750     | 750     | 750        | 750       | 7,500     | 15,000    |
| Utilities  |        |        |        |        |        |        |        |        |        |        |        |        |  |         |         |         |         |         |         |         |         |         |         |         |         |            |           |           |           |
| Office Phone/Printer/Security                                |        |        |        |        |        |        |        |        |        |        |        |        |  |         |         |         |         |         |         |         |         |         |         |         |         |            |           |           |           |
| Communications Office Supplies                               | 240    | 240    | 240    | 240    | 240    | 240    | 240    | 240    | 240    | 240    | 240    | 240    | 2,400  | 240     | 240     | 240     | 240     | 240     | 240     | 240     | 240     | 240     | 240     | 240     | 240     | 240        | 240       | 2,400     | 4,800     |
| Programs Activity Materials                                  | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 5,000  | 500     | 500     | 500     | 500     | 500     | 500     | 500     | 500     | 500     | 500     | 500     | 500     | 500        | 500       | 5,000     | 10,000    |
| Printing & Postage   | 400    | 400    | 400    | 400    | 400    | 400    | 400    | 400    | 400    | 400    | 400    | 400    | 4,000  | 400     | 400     | 400     | 400     | 400     | 400     | 400     | 400     | 400     | 400     | 400     | 400     | 400        | 400       | 4,000     | 8,000     |
| Travel   | 200    | 200    | 200    | 200    | 200    | 200    | 200    | 200    | 200    | 200    | 200    | 200    | 2,000  | 200     | 200     | 200     | 200     | 200     | 200     | 200     | 200     | 200     | 200     | 200     | 200     | 200        | 200       | 2,000     | 4,000     |
| Board Development  | 300    | 300    | 300    | 300    | 300    | 300    | 300    | 300    | 300    | 300    | 300    | 300    | 3,000  | 300     | 300     | 300     | 300     | 300     | 300     | 300     | 300     | 300     | 300     | 300     | 300     | 300        | 300       | 3,000     | 6,000     |
| County office activities                                     | 300    | 300    | 300    | 300    | 300    | 300    | 300    | 300    | 300    | 300    | 300    | 300    | 3,000  | 300     | 300     | 300     | 300     | 300     | 300     | 300     | 300     | 300     | 300     | 300     | 300     | 300        | 300       | 3,000     | 6,000     |
| Meeting  | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 500    | 5,000  | 500     | 500     | 500     | 500     | 500     | 500     | 500     | 500     | 500     | 500     | 500     | 500     | 500        | 500       | 5,000     | 10,000    |
| <b>Total OTHER COSTS</b>                                     |        |        |        |        |        |        |        |        |        |        |        |        |  |         |         |         |         |         |         |         |         |         |         |         |         |            |           |           |           |



**APPENDIX 2**

**BUDGET REQUEST BY SOURCE OF FUNDS**

Period: July 1, 2015 to June 30, 2016

Applicant: Ho'ola Na Pua

| <b>BUDGET CATEGORIES</b>                | <b>Total State Funds Requested (a)</b> | <b>Total Federal Funds Requested (b)</b>                                     | <b>Total County Funds Requested (c)</b> | <b>Total Private/Other Funds Requested (d)</b> |
|---|--|--|---|--|
| <b>A. PERSONNEL COST</b>                |  |  |   |  |
| 1. Salaries                             | 139,000                                | 0  | 0                                       | 209,000  |
| 2. Payroll Taxes & Assessments          | 0                                      | 0  | 0                                       | 48,450   |
| 3. Fringe Benefits                      | 0                                      | 0  | 0                                       | 18,150   |
| <b>TOTAL PERSONNEL COST</b>             | <b>139,000</b>                         |  |   | <b>275,600</b>                                 |
| <b>B. OTHER CURRENT EXPENSES</b>        |  |  |   |  |
| 1. Airfare, Inter-Island, travel        | 0                                      | 0  | 0                                       | 2,200  |
| 2. Insurance                            | 0                                      | 0  | 0                                       | 4,990  |
| 3. Lease office equipment               | 0                                      | 0  | 0                                       | 0  |
| 4. Lease/Rental of Space                | 0                                      | 0  | 0                                       | 0  |
| 5. Staff Training                       | 2,000                                  | 0  | 0                                       | 0  |
| 6. Supplies                             | 1,200                                  | 0  | 0                                       | 1,440  |
| 7. Telecommunication                    | 3,000                                  | 0  | 0                                       | 3,000  |
| 8. Utilities                            | 1,200                                  |  |   | 2,100  |
| 9 Permitting Consultant                 | 0                                      |  |   | 5,000  |
| 10 Outreach Fundraiser Consultant       | 0                                      |  |   | 13,500   |
| 11 Accounting & Audit                   | 0                                      |  |   | 16,000   |
| 12 Mileage & Parking                    | 0                                      |  |   | 4,400  |
| 13 Board Development                    | 2,200                                  |  |   |  |
| 14 Printing                             | 2,000                                  |  |   | 6,000  |
| 15                                      |  |  |   |  |
| 16                                      |  |  |   |  |
| 17                                      |  |  |   |  |
| 18                                      |  |  |   |  |
| 19                                      |  |  |   |  |
| 20                                      |  |  |   |  |
| <b>TOTAL OTHER CURRENT EXPENSES</b>     | <b>0</b>                               |  |   | <b>0</b>                                       |
| <b>C. EQUIPMENT PURCHASES</b>           | <b>16,000</b>                          |  |   | <b>27,000</b>                                  |
| <b>D. MOTOR VEHICLE PURCHASES</b>       | <b>0</b>                               |  |   |  |
| <b>E. CAPITAL</b>                       | <b>0</b>                               |  |   |  |
| <b>TOTAL (A+B+C+D+E)</b>                | <b>155,000</b>                         |  |   | <b>302,600</b>                                 |
| <b>SOURCES OF FUNDING</b>               |  | Budget Prepared By:  |   |  |
| (a) Total State Funds Requested         | 155,000                                | Kirsten B Turner 358-4286  |   |  |
| (b) Total Federal Funds Requested       |  | Name (Please type or print) Phone  |   |  |
| (c) Total County Funds Requested        |  | Signature of Authorized Official Date 1/29/15                                |   |  |
| (d) Total Private/Other Funds Requested | 302,600                                | [Redacted Signature]   |   |  |
| <b>TOTAL BUDGET</b>                     | <b>457,600</b>                         | Name and Title (Please type or print)<br>Jody Allione, Chairman of the Board |   |  |

**APPENDIX 2**

**BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES**

Period: July 1, 2015 to June 30, 2016

| Applicant: <u>Ho'ola Na Pua, Inc</u>  |                      |                    |   |  |  |
|---|----------------------|--------------------|---|--|--|
| POSITION TITLE  | FULL TIME EQUIVALENT | ANNUAL SALARY<br>A | % OF TIME ALLOCATED TO GRANT REQUEST<br>B | TOTAL STATE FUNDS REQUESTED<br>(A x B) |  |
| President/CEO   | 0.5                  | \$100,000.00       | 25.00%                                    | \$ 25,000.00                           |  |
| Chief Operations Operation Officer  | 1                    | \$90,000.00        | 25.00%                                    | \$ 22,500.00                           |  |
| Administrative Assist   | 1                    | \$36,000.00        | 50.00%                                    | \$ 18,000.00                           |  |
| Program & Research Director (RL3)   | 1                    | \$54,000.00        | 50.00%                                    | \$ 27,000.00                           |  |
| Compliance Officer  | 0.5                  | \$50,000.00        | 25.00%                                    | \$ 12,500.00                           |  |
| Bookkeeper/ CPA   | 0.5                  | \$36,000.00        | 25.00%                                    | \$ 9,000.00                            |  |
| Site Development Director   | 0.5                  | \$60,000.00        | 25.00%                                    | \$ 15,000.00                           |  |
| Communications & Marketing Director   | 0.5                  | \$40,000.00        | 25.00%                                    | \$ 10,000.00                           |  |
|   |                      |                    |   | \$ -                                   |  |
|   |                      |                    |   | \$ -                                   |  |
|   |                      |                    |   | \$ -                                   |  |
|   |                      |                    |   | \$ -                                   |  |
|   |                      |                    |   | \$ -                                   |  |
| <b>TOTAL:</b>   |                      | 466000.00          |   | 139,000.00                             |  |
| <b>JUSTIFICATION/COMMENTS:</b> These employees will be paid at the FTE % startup rate for the 2015-2016 period.           |                      |                    |   |  |  |
| We are asking the GIA to match the funds we will be paying. The balance of time spent will be considered volunteer hours. |                      |                    |   |  |  |



Appendix 3: Development Timeline

Ho'ola Nā Pua, Inc. State Grant in Aid Application January 30, 2015

|    | Ⓐ | Name                                   | Duration  | Start             | Finish           | Predecessors | Resource Names | Qtr 1, 2015 |     |     |     |
|----|---|--|-----------|-------------------|------------------|--------------|----------------|-------------|-----|-----|-----|
|    |   |  |           |                   |                  |              |                | Nov         | Dec | Jan | Feb |
| 1  |   | <b>Site Permits</b>                    | 176 days? | 1/2/15 8:00 AM    | 9/4/15 5:00 PM   |              |                |             |     |     |     |
| 2  |   | Right of Entry obtained                | 1 day?    | 1/2/15 8:00 AM    | 1/2/15 5:00 PM   |              |                |             |     |     |     |
| 3  |   | <b>Start ENVIRONMENTAL WORK</b>        | 100 days  | 1/5/15 8:00 AM    | 5/22/15 5:00 PM  |              |                |             |     |     |     |
| 4  |   | <b>Environmental Assessment</b>        | 100 days  | 1/5/15 8:00 AM    | 5/22/15 5:00 PM  | 2            |                |             |     |     |     |
| 5  |   | Prepare & Submit EA & Studies          | 40 days   | 1/5/15 8:00 AM    | 2/27/15 5:00 PM  |              |                |             |     |     |     |
| 6  |   | NS Public Hearing                      | 17 days   | 3/2/15 8:00 AM    | 3/24/15 5:00 PM  | 5            |                |             |     |     |     |
| 7  |   | Agency Review                          | 30 days   | 3/2/15 8:00 AM    | 4/10/15 5:00 PM  | 5            |                |             |     |     |     |
| 8  |   | Revise EA & Publish Final              | 15 days   | 4/13/15 8:00 AM   | 5/1/15 5:00 PM   | 7            |                |             |     |     |     |
| 9  |   | EA FONSI                               | 15 days   | 5/4/15 8:00 AM    | 5/22/15 5:00 PM  | 8            |                |             |     |     |     |
| 10 |   | <b>County Conditional Use Permit</b>   | 175 days  | 1/5/15 8:00 AM    | 9/4/15 5:00 PM   |              |                |             |     |     |     |
| 11 |   | Prepare Permit                         | 55 days   | 1/5/15 8:00 AM    | 3/20/15 5:00 PM  | 2            |                |             |     |     |     |
| 12 |   | DPP & SHPD Review                      | 90 days   | 3/23/15 8:00 AM   | 7/24/15 5:00 PM  | 11           |                |             |     |     |     |
| 13 |   | CUP Issued                             | 30 days   | 7/27/15 8:00 AM   | 9/4/15 5:00 PM   | 9;12         |                |             |     |     |     |
| 14 |   | <b>Special Treatment License</b>       | 281 days? | 1/5/15 8:00 AM    | 2/1/16 5:00 PM   |              |                |             |     |     |     |
| 15 |   | Write PEARLS Program                   | 40 days   | 1/5/15 8:00 AM    | 2/27/15 5:00 PM  |              |                |             |     |     |     |
| 16 |   | Prepare Cert of Need                   | 60 days   | 3/2/15 8:00 AM    | 5/22/15 5:00 PM  | 15           |                |             |     |     |     |
| 17 |   | SHPDA / DPP Review                     | 60 days   | 5/25/15 8:00 AM   | 8/14/15 5:00 PM  | 16           |                |             |     |     |     |
| 18 |   | SHPDA notice to DOH for STP            | 1 day?    | 8/17/15 8:00 AM   | 8/17/15 5:00 PM  | 17           |                |             |     |     |     |
| 19 |   | <b>STF DOH Application</b>             | 181 days  | 5/25/15 8:00 AM   | 2/1/16 5:00 PM   |              |                |             |     |     |     |
| 20 |   | Prepare Application                    | 80 days   | 5/25/15 8:00 AM   | 9/11/15 5:00 PM  | 16           |                |             |     |     |     |
| 21 |   | Submit Application                     | 20 days   | 8/18/15 8:00 AM   | 9/14/15 5:00 PM  | 18           |                |             |     |     |     |
| 22 |   | DOH Review Process                     | 80 days   | 9/15/15 8:00 AM   | 1/4/16 5:00 PM   | 21           |                |             |     |     |     |
| 23 |   | License Issued for STF                 | 20 days   | 1/5/16 8:00 AM    | 2/1/16 5:00 PM   | 13;22        |                |             |     |     |     |
| 24 |   | <b>Sitework &amp; Building Remodel</b> | 545 days  | 11/11/14 8:00 ... | 12/12/16 5:00 PM |              |                |             |     |     |     |
| 25 |   | <b>Site Security</b>                   | 80 days   | 1/6/15 8:00 AM    | 4/27/15 5:00 PM  |              |                |             |     |     |     |
| 26 |   | Survey                                 | 10 days   | 1/6/15 8:00 AM    | 1/19/15 5:00 PM  |              |                |             |     |     |     |
| 27 |   | Fence Permit Application               | 10 days   | 1/20/15 8:00 AM   | 2/2/15 5:00 PM   | 26           |                |             |     |     |     |
| 28 |   | SHPD Historical Review                 | 20 days   | 2/3/15 8:00 AM    | 3/2/15 5:00 PM   | 27           |                |             |     |     |     |
| 29 |   | Fence installation                     | 20 days   | 3/3/15 8:00 AM    | 3/30/15 5:00 PM  | 28           |                |             |     |     |     |
| 30 |   | Landscaping                            | 20 days   | 3/31/15 8:00 AM   | 4/27/15 5:00 PM  | 29           |                |             |     |     |     |
| 31 |   | <b>Plans &amp; Specs</b>               | 545 days  | 11/11/14 8:00 ... | 12/12/16 5:00 PM |              |                |             |     |     |     |
| 32 |   | Building Design                        | 240 days  | 11/11/14 8:00 AM  | 10/12/15 5:00 PM |              |                |             |     |     |     |
| 33 |   | <b>Building Permits</b>                | 90 days   | 10/13/15 8:00 ... | 2/15/16 5:00 PM  | 21;32        |                |             |     |     |     |
| 34 |   | SHPD Review                            | 60 days   | 10/13/15 8:00 AM  | 1/4/16 5:00 PM   | 13           |                |             |     |     |     |
| 35 |   | DPP Approval                           | 30 days   | 1/5/16 8:00 AM    | 2/15/16 5:00 PM  | 34           |                |             |     |     |     |







### Ho'ōla Nā Pua Development Capital Campaign Offering Terms

All flows of philanthropic equity grants associated with this Ho'ōla Nā Pua 2014-2016 Development Capital Campaign Offering will be modeled and accounted after the SEGUE<sup>SM</sup> (Sustainable Enhancement Grant) methodology developed by Nonprofit Finance Fund, a certified Community Development Financial Institution based in New York City. The SEGUE<sup>SM</sup> methodology was designed to provide philanthropic investors with an equity-like experience and recommends the following features to which we will adhere:

**Exclusion of Debt** terms and conditions do not under any circumstances apply to potential debt obligations referred to in this offering document.

**Philanthropic Equity Investment** "Philanthropic Equity Investment" refer to contributions that are entirely charitable in nature and will generate no financial returns to the investor.

**Philanthropic Equity Investment Offering** We offer up to 20 non-assignable Ho'ōla Nā Pua Growth Capital Campaign Units, at \$250,000 per Unit.

**Philanthropic Investor** The words "Philanthropic Investor" refers to any person or institution that has made a charitable donation to Ho'ōla Nā Pua pursuant to this offering document.

**Unit** A Unit is defined as a formal mechanism by which Ho'ōla Nā Pua recognizes the roles played by Philanthropic Investors who provide equity-like capital required to produce the Ho'ōla Nā Pua enterprise that is fully self-sustaining under Ho'ōla Nā Pua 's chosen business model. Holding a Unit or Units does not constitute ownership in Ho'ōla Nā Pua. Philanthropic Investors hold no Board seats and have no voting rights, unless formally invited by Ho'ōla Nā Pua to join the Board.

**Maintenance of Capitalization Table** Ho'ōla Nā Pua will maintain a definitive list of Philanthropic Investors, identifying their names, contact information and invested amounts. This roster will not be altered unless a new Philanthropic Investor is added, either in connection to the Capital Campaign Offering, or in connection to subsequent Ho'ōla Nā Pua development or growth capital campaigns.

**Identification of Philanthropic Investors** Ho'ōla Nā Pua will provide each Philanthropic Investor with the Phase II SEGUE<sup>SM</sup> Capitalization Table. Any change in the roster of Philanthropic Investors or amounts invested by each will be communicated within 60 days to all Philanthropic Investors. Each Philanthropic Investor will be offered the option to be listed as "Anonymous" on this shared communication.

**New Sub-Account** Ho'ōla Nā Pua will establish a new temporarily restricted sub-account, called "2014 – 2016 Development Capital Campaign" which will be tracked and reported upon as part of Ho'ōla Nā Pua's standard internal financial reporting. All proceeds from this offering will be accounted for through this sub-account.

**Campaign Close** Ho'ōla Nā Pua will affirmatively declare a close of the Development Capital Campaign and communicate an Official Close Date to all Philanthropic Investors.

**Communication of Inflows and Outflows** Philanthropic Investors will regularly be informed, at a summary level, of all annual inflows and outflows from the Ho'ōla Nā Pua sub-account.

**Accounting Treatment for Subsequent Philanthropic Equity Funding** Any subsequent rounds of Ho'ōla Nā Pua enterprise level philanthropic equity will be accounted for using accounting methods similar to



## Appendix 4:



those used for this 2014 to 2016 round, but tracked separately, using a separate temporarily restricted sub-account. **Exhaustion of Funds**

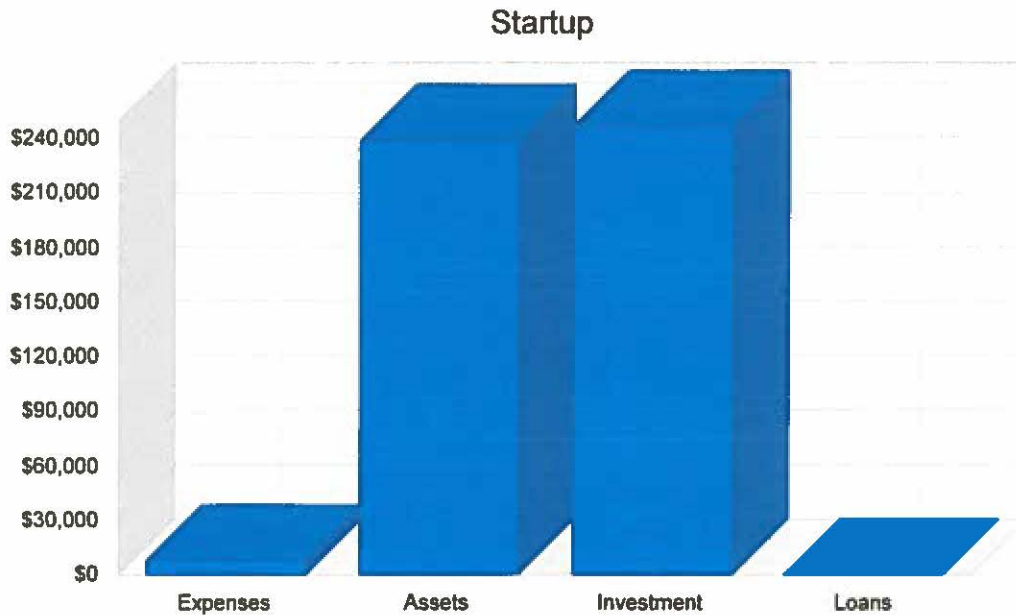
**Before Release of Subsequent Enterprise Level Philanthropic Equity Funds** Subsequent rounds of Ho'ōla Nā Pua's philanthropic equity may be raised at any time. However, funds subsequently raised through this offering may not be released unless and until all funds from this round have been fully released.

**Performance Indicators Dashboard** Following the Close Date and until December 31, 2018, Ho'ōla Nā Pua will produce an annual dashboard report that provides a comprehensive view of financial and programmatic results as compared to annual and quarterly operating objectives. From time to time, at the discretion of Ho'ōla Nā Pua's management and Board, the metrics included in the dashboard report may be changed to reflect Ho'ōla Nā Pua's evolving needs. Each year, a copy of this report will be sent to each Philanthropic Investor.

# Appendix 4:

## Pro-Forma Financials

| <i>Funding at Start of Campaign</i> |                  |
|-------------------------------------|------------------|
| <b>Requirements</b>                 |                  |
| <b>Expenses</b>                     |                  |
| Fees                                | \$250            |
| Contracted Services                 | \$0              |
| Fundraiser Expenses                 | \$3,000          |
| Operations                          | \$3,000          |
| Business Expenses and Fees          | \$1,000          |
| Other Expenses                      | \$250            |
| <b>Total Startup Expenses</b>       | <b>\$7,500</b>   |
| <b>Assets</b>                       |                  |
| Cash Required                       | \$0              |
| Other Current Assets                | \$85,462         |
| Long-term Assets                    | \$153,699        |
| <b>Total Assets</b>                 | <b>\$239,161</b> |
| <b>Total Requirements</b>           | <b>\$246,661</b> |

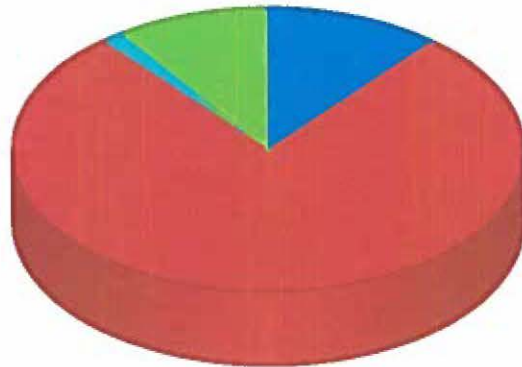




# Appendix 4:

| <i>Market Analysis</i>             |               | 2014      | 2015       | 2016       | 2017       | 2018         |               |
|------------------------------------|---------------|-----------|------------|------------|------------|--------------|---------------|
| Potential Customers                | Growth        |           |            |            |            |              | CAGR          |
| Major Donors & Foundations         | 50%           | 8         | 12         | 18         | 27         | 41           | 50.46%        |
| Individual Donors                  | 100%          | 56        | 112        | 224        | 448        | 896          | 100.00%       |
| Government                         | 50%           | 1         | 2          | 3          | 5          | 8            | 68.18%        |
| Churches and Service Organizations | 75%           | 7         | 12         | 21         | 37         | 65           | 74.56%        |
| <b>Total</b>                       | <b>93.53%</b> | <b>72</b> | <b>138</b> | <b>266</b> | <b>517</b> | <b>1,010</b> | <b>93.53%</b> |

Market Analysis (Pie)

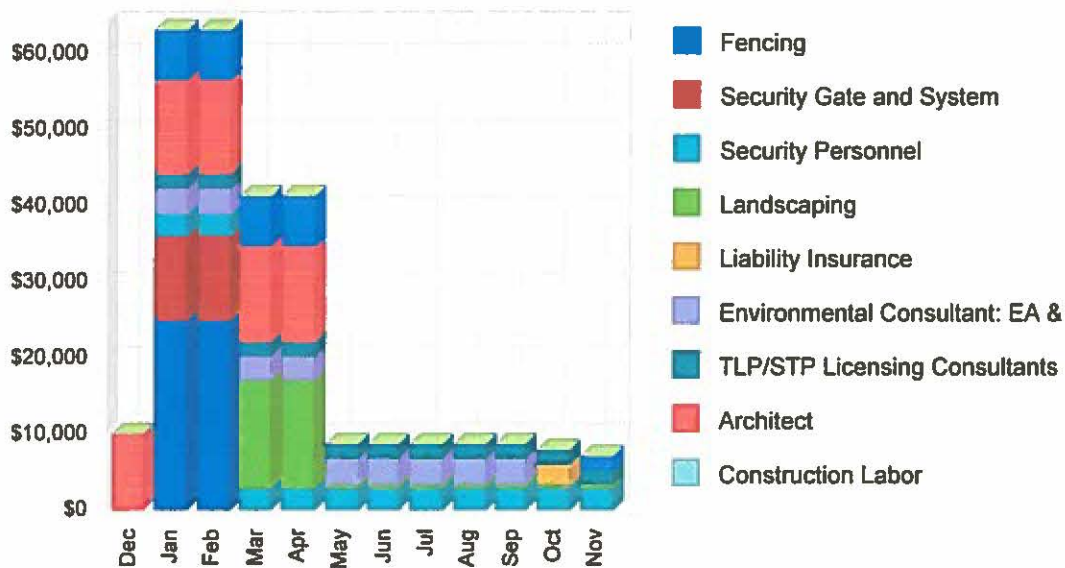


- Major Donors & Foundations
- Individual Donors
- Government
- Churches and Service Organizat

# Appendix 4:

| Campaign Specific Funding Forecast<br>(FY15/FY16) | Post-Campaign    |                    |                    |
|---|------------------|--------------------|--------------------|
|   | FY 2015          | FY 2016            | FY 2017            |
| <b>Funding</b>                                    |                  |                    |                    |
| Fencing   | \$50,000         | \$0                | \$0                |
| Security Gate and System                          | \$22,000         | \$0                | \$0                |
| Security Personnel                                | \$33,000         | \$36,000           | \$72,000           |
| Landscaping                                       | \$31,500         | \$6,000            | \$8,000            |
| Liability Insurance                               | \$2,493          | \$3,000            | \$3,000            |
| Environmental Consultant: EA & CUP                | \$29,997         | \$0                | \$0                |
| TLP/STP Licensing Consultants                     | \$20,625         | \$11,250           | \$7,500            |
| Architect   | \$60,000         | \$0                | \$0                |
| Construction Labor                                | \$0              | \$1,399,998        | \$0                |
| Construction Material                             | \$0              | \$1,500,000        | \$0                |
| Contract Services                                 | \$28,100         | \$0                | \$10,000           |
| Post-Campaign Operations (FY17)                   | \$0              | \$0                | \$2,223,622        |
| <b>Total Funding</b>                              | <b>\$277,715</b> | <b>\$2,956,248</b> | <b>\$2,324,122</b> |
| <b>Direct Cost of Funding</b>                     | <b>FY 2015</b>   | <b>FY 2016</b>     | <b>FY 2017</b>     |
| Administration                                    | \$135,830        | \$162,996          | \$240,996          |
| Staff and Operations (FY17 at 35% Occupancy)      | \$174,700        | \$222,000          | \$1,990,656        |
| Fundraising Expenses                              | \$52,500         | \$87,500           | \$300,000          |
| <b>Subtotal Cost of Funding</b>                   | <b>\$363,030</b> | <b>\$472,496</b>   | <b>\$2,531,652</b> |

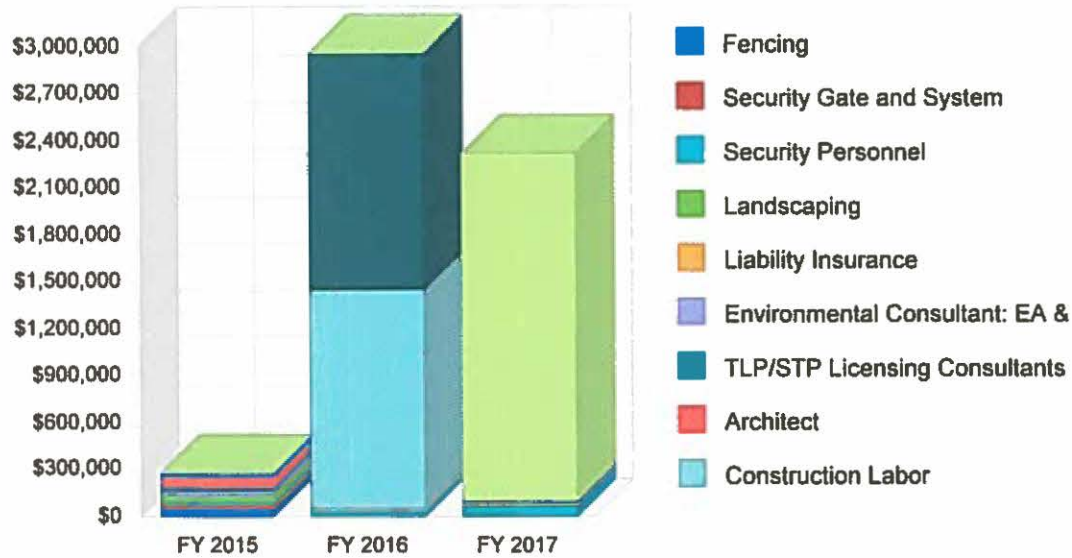
Funding Monthly





# Appendix 4:

Funding by Year



| <i>Personnel Plan</i>                              |                  |                  |                  |
|--|------------------|------------------|------------------|
|  | FY 2015          | FY 2016          | FY 2017          |
| President/CEO (P/T FY15)                           | \$45,830         | \$54,996         | \$120,000        |
| Exec. Vice President/COO (FT)                      | \$90,000         | \$108,000        | \$108,000        |
| VP of Clinical and Therapeutic Services (F/T FY15) | \$65,000         | \$78,000         | \$78,000         |
| Finance and Development Manager (FT)               | \$52,500         | \$60,000         | \$60,000         |
| Business Operations Admin Assistant (P/T FY15)     | \$17,500         | \$42,000         | \$42,000         |
| Total People                                       | 6                | 6                | 15               |
| <b>Total Payroll</b>                               | <b>\$270,830</b> | <b>\$342,996</b> | <b>\$408,000</b> |

## Appendix 4:

| <i>Funding at Start of Capital Campaign</i> |                  |
|---|------------------|
| Startup Expenses to Fund                    | \$7,500          |
| Startup Assets to Fund                      | \$239,161        |
| Total Funding Required                      | \$246,661        |
| <b>Assets</b>                               |                  |
| Non-cash Assets from Startup                | \$239,161        |
| Cash Requirements from Startup              | \$0              |
| Additional Cash Raised                      | \$0              |
| Cash Balance on Starting Date               | \$0              |
| Total Assets                                | \$239,161        |
| <b>Liabilities and Capital</b>              |                  |
| <b>Liabilities</b>                          |                  |
| Current Borrowing                           | \$0              |
| Long-term Liabilities                       | \$0              |
| Accounts Payable (Outstanding Bills)        | \$0              |
| Other Current Liabilities (interest-free)   | \$0              |
| Total Liabilities                           | \$0              |
| <b>Capital</b>                              |                  |
| <b>Planned Investment</b>                   |                  |
| Owner                                       | \$0              |
| Investor                                    | \$0              |
| Additional Investment Requirement           | \$246,661        |
| Total Planned Investment                    | \$246,661        |
| Loss at Startup (Startup Expenses)          | (\$7,500)        |
| Total Capital                               | \$239,161        |
| Total Capital and Liabilities               | \$239,161        |
| <b>Total Funding</b>                        | <b>\$246,661</b> |

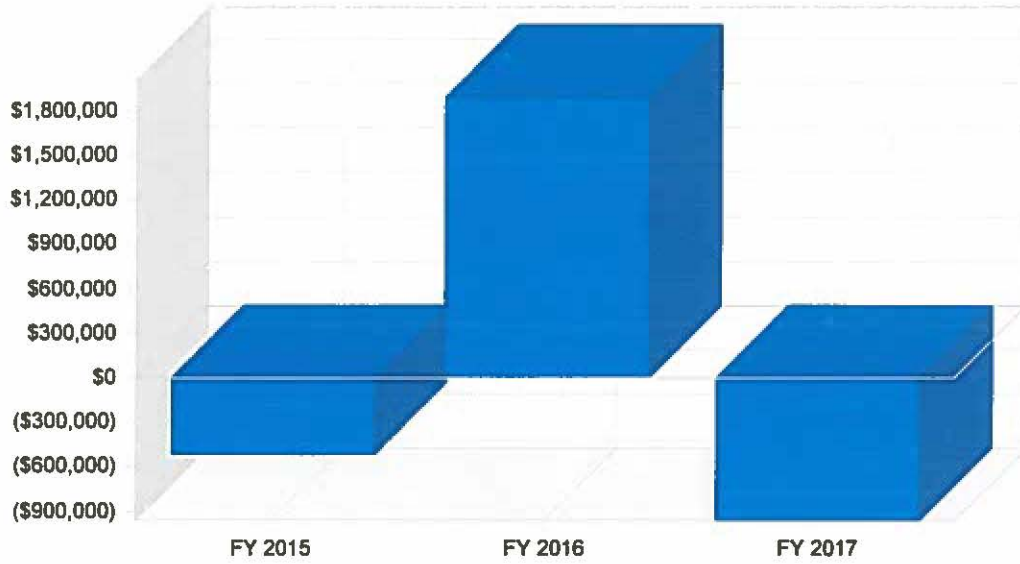


## Appendix 4:

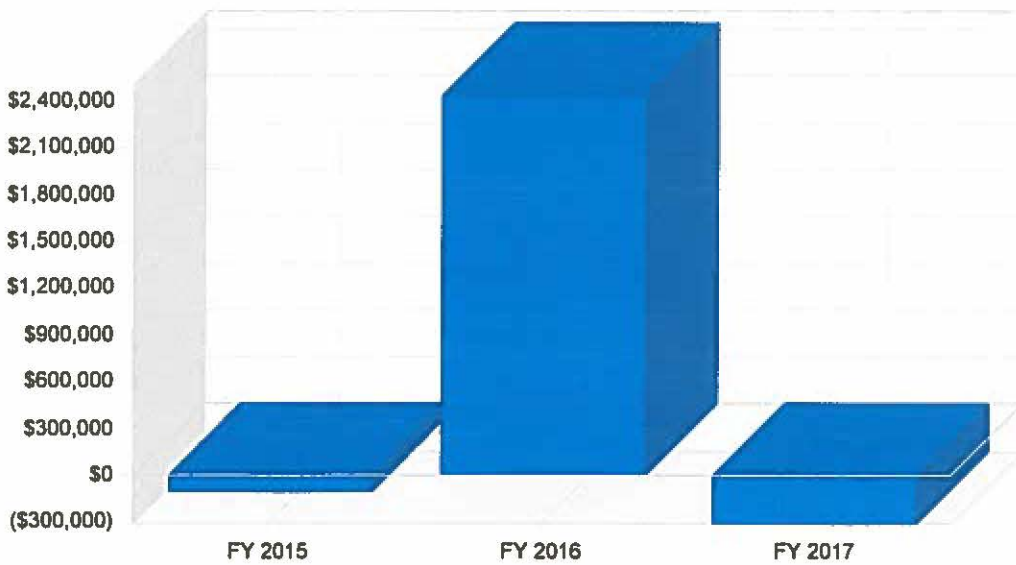
| <i>Break-even Analysis</i>    |             |
|-------------------------------|-------------|
| Monthly Revenue Break-even    | (\$109,307) |
| Assumptions:                  |             |
| Average Percent Variable Cost | 131%        |
| Estimated Monthly Fixed Cost  | \$33,580    |

| <i>Surplus and Deficit</i>        | FY 2015     | FY 2016     | FY 2017     |
|-----------------------------------|-------------|-------------|-------------|
| Funding                           | \$277,715   | \$2,956,248 | \$2,324,122 |
| Direct Cost                       | \$363,030   | \$472,496   | \$2,531,652 |
| Other Costs of Funding            | \$21,379    | \$53,471    | \$100,000   |
| Total Direct Cost                 | \$384,409   | \$525,967   | \$2,631,652 |
| Gross Surplus                     | (\$106,694) | \$2,430,281 | (\$307,530) |
| Gross Surplus %                   | -38.42%     | 82.21%      | -13.23%     |
| <b>Expenses</b>                   |             |             |             |
| Payroll                           | \$270,830   | \$342,996   | \$408,000   |
| Marketing/Promotion               | \$32,095    | \$53,471    | \$70,000    |
| Depreciation                      | \$10,706    | \$16,051    | \$21,000    |
| Rent                              | \$25,000    | \$30,000    | \$30,000    |
| Utilities                         | \$20,000    | \$36,000    | \$50,000    |
| Insurance                         | \$2,500     | \$3,000     | \$7,500     |
| Payroll Taxes                     | \$40,625    | \$51,449    | \$61,200    |
| Other                             | \$1,200     | \$2,400     | \$5,000     |
| Total Operating Expenses          | \$402,956   | \$535,367   | \$652,700   |
| Surplus Before Interest and Taxes | (\$509,650) | \$1,894,914 | (\$960,230) |
| EBITDA                            | (\$498,944) | \$1,910,965 | (\$939,230) |
| Interest Expense                  | \$0         | \$0         | \$0         |
| Taxes Incurred                    | \$0         | \$0         | \$0         |
| Net Surplus                       | (\$509,650) | \$1,894,914 | (\$960,230) |
| Net Surplus/Funding               | -183.52%    | 64.10%      | -41.32%     |

Surplus Yearly



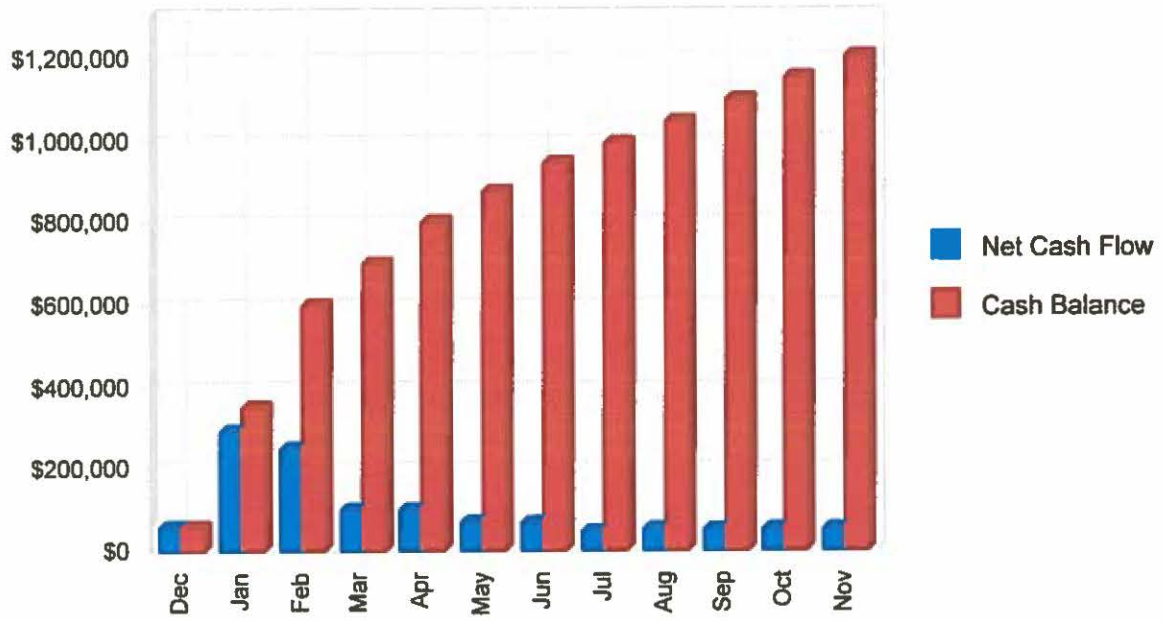
Gross Surplus Yearly





# Appendix 4:

### Cash



**APPENDIX 5: Target Grants List**

Ho'ōla Nā Pua, Inc. State G

| <b>Source</b>   | <b>Type</b>         | <b>Max Avail</b>   | <b>Deadlines</b>   |
|---|---------------------|--|--|
| Anthony ,Barbara Cox Foundation                       | General             | \$100.00 - \$125K  | No Deadlines   |
| Alexander & Balwin Foundation                         | Programs            | \$2K to \$20K +  | Feb. 1 & Aug. 1 for larger requests over \$20K Under \$20K...Dec. 1,/ Jan.; Feb 1./Mar.; April 1/May; Aug. 1/Sept.; Oct. 1/ Nov..  |
| Allstate Foundation                                   | Programs            | \$5K to \$20K  | Currently not accepting USP regional grant requests for 2012...LOI Deadline Mar. 30, 2012  |
| American Legion Child Welfare Foundation              | Programs            | \$1.5K -\$70K avgerage = \$32K   | Applications are accepted from May 1 to the July 15th Deadline   |
| Ananda Foundation                                     | Programs            | \$500-\$5,000.00 depending on project's scope, timeframe, and need.  | <a href="mailto:Grants@anandafoundation.org">Grants@anandafoundation.org</a>   |
| Andrews Foundation                                    | Programs            | Unknown...but they do contribute internationally.  | Grant apps. Are reviewed on a continuous basis throughout the year. The grant app. Submitted from October 1st thru Dec. 31st, will be reviewed by trustees of the Andrews Foundation in the next fiscal year, beginning January 1st. |
| Atherton Family Foundation                            | grants, loans,      | \$50K - \$100,000K   | Dec. 1, Feb. 1, Apr. 1, & October 1, of each year.   |
| Atlantic Philanthropies                               | Operations/Programs | Amounts range from \$3,500K to \$50K   | Kirsten, please read Atlantic's page regarding Deadlines   |
| Bill Healy Foundation for the Enviroment and Children | Operations/Programs | Primarily supports projects in the states of Oregon and Hawaii.Small grants are \$1K to \$25K, Large Grants are \$26K to \$75K | 3-Jun-13   |
| Black, Robert E. Memorial Trust                       | Operations/Programs | unknown  | February 1.  |

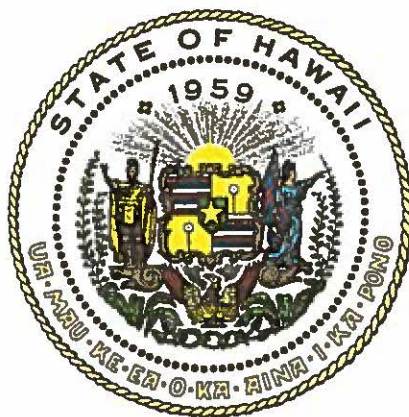


| Edna McConnell Clark Foundation                                | Operations/Programs         | Generally Unrestricted (see Column "M")   | Unknown/none   |
|--|-----------------------------|---|--|
| Entertainment Software Association Foundation (ESA Foundation) | Operations/Programs         | Up to \$50K for first time awardees.  | May 15. After May 15, apps will be considered for the subsequent funding cycle. Apps are accepted year round and are reviewed annually in June/July. |
| Finance Factors Foundation                                     | Operations/Programs         | Unknown   | Unknown  |
| Ford Foundation  | Programs                    | Unknown   | Unknown  |
| Friends of Hawaii  | operations/programs/Capitol | unknown (so far)  | 30-Jan-15  |
| Hilton, Conrad H Foundation                                    | Programs                    |   |  |
| HMSA Foundation (Hawaii Medical Services **Association)        | operations/programs         | \$5K to \$30K Average to over \$100K depending on the project   | Deadlines: Jan. 1, April 1, July 1 and Oct. 1  |
| Hughes, Theresa Foundation                                     | Programs                    | Unknown   | Apr. 30 (?) Jan.2 & June 1. (not sure...two different sources gave different deadlines!  |
| Hughes, Theresa F. Trust                                       | General                     | \$3,500.00-\$50K  | Jan. 2 , June 1, Oct. 1  |
| JP Morgan Chase  | VOID                        |   |  |
| Kaiser Foundation Health Plan                                  | Programs                    | Unknown   | unknown  |
| Kellogg , W.K. Foundation                                      | Operations/programs         | \$50K to \$3,600,000K   | They don't have deadlines, they accept and review grant applications throughout the year.  |
| Kresge Foundation  | Operations/programs         | Unknown...Grants of all sizes are given in 7 different categories. In 2011, they awarded \$140 million in grants to 356 grantseekers. | Open.  |
| Lafitte, Charles Foundation                                    | Operations/programs         | \$.5 million to \$1.5 million   | Application season reopens September 15, 2013. We will be required to apply for an eligibility quiz at that time.                                    |

## APPENDIX 6 : Milestones Achieved Ho'ōla Nā Pua, Inc. State Grant in Aid Application

| ACTIVITY                             | RESULTS  | TIMING                              |
|--------------------------------------|--|-------------------------------------|
| Volunteer Recruitment                | 250 listed on database.<br>20 core leaders<br>Average volunteer time of core leaders: 10-30 hours per week                 |                                     |
| Volunteer Training                   | 4 in depth training sessions to >500   | Quarterly                           |
| Law Enforcement                      | 80 attendees, Federal, State and Local Law Enforcement   | April 2014                          |
| Prosecutor's Office of the AG        | 2 sessions<br>10 attorneys/each  | Feb 2014<br>April 2014              |
| Trauma Therapy                       | 150 participants attending an all-day seminar  | May 2014                            |
| Judicial Team                        | 2 sessions to 12 family court judges   | Nov. 2013<br>Feb. 2014              |
| Social Workers & Court based teams   | Training Conducted   | Feb 2014                            |
| Medical Education Program            | 1500 Emergency Physicians nationwide<br>Tripler pediatric residents,<br>National level case studies (CME credit) presented | Nov 2013-<br>May 2014<br>March 2014 |
|                                      | 3 Medical articles published in national medical journals  | Dec 2013-May 2014                   |
|                                      | Filmed documentary from survivors perspective  | March 2014                          |
| Presentations                        | Presentations at 52 events to over 8000 people at various organizations and hosted events                                  |                                     |
| Military Outreach                    | Anti-trafficking training sessions   |                                     |
| Media                                | 6 – 30 minute radio interviews<br>2 one hour television interviews<br>TedX presentation                                    |                                     |
| Social Media                         | 700 followers: Facebook, Twitter, Instagram  |                                     |
| Fundraising Galas                    | 2012 250 attendees<br>2013 350 attendees   | September 2013 & 2014               |
| Smart Courage Presentations to Youth | 55 classrooms & assemblies<br>15 secondary schools & youth organizations<br>2500 students                                  |                                     |
| Trafficking Presentations            | University of Hawai'i<br>Hawai'i Pacific University  | April 2013- April 2014              |
| Curriculum                           | Writing a proposal for a secondary school curriculum for the DOE to review and incorporate                                 | 2 Qtr. 2014                         |
| Rotary Grant                         | Rotary awarded a grant for \$3500 to the UH Manoa Rotaract group to support the Smart Courage program                      | 1 Qtr. 2014                         |
| <b>LEGISLATION</b>                   |  |                                     |
| 4 bills passed 2013                  | Wide support in written and advocacy from volunteer base.  |                                     |
| 3 bills passed 2014                  | Wide support in written and advocacy from volunteer base.  |                                     |
| <b>SITE DEVELOPMENT</b>              |  |                                     |
| Lease application                    | For long term lease on a state owned site  | Jan-June 2014                       |
| Lease Awarded                        | For long term lease on a state owned site  | July 2014                           |





## Department of Commerce and Consumer Affairs

### CERTIFICATE OF GOOD STANDING

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

HO'OLA NA PUA

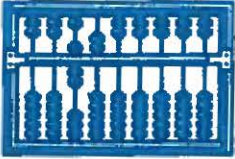
was incorporated under the laws of Hawaii on 12/05/2013 ; that it is an existing nonprofit corporation; and that, as far as the records of this Department reveal, has complied with all of the provisions of the Hawaii Nonprofit Corporations Act, regulating domestic nonprofit corporations.

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

Dated: January 20, 2015



Interim Director of Commerce and Consumer Affairs



## ANDERSEN & ASSOCIATES

A Division of BUSINESS COMPUTER SOLUTIONS, LLC  
Licensed Tax Preparer • Accounting • Automated Accounting Solutions  
Member of Association of Certified Fraud Examiners.

To whom it may concern:

The 990 tax form is not available at this time due to the restrictions from the program, and the finalization of the forms from the government. The 990 is normally due by the 15<sup>th</sup> day of the 5<sup>th</sup> month following the organizations tax year. Ho'ola Napua's Tax year is a calendar year, and as such the tax return is due May 15<sup>th</sup> 2015.

The organization is a non-profit that was just that was started in 2014 and has just completed its first year in operation it therefore does not have a return done for any prior years. I anticipate having the necessary forms completed as soon as they are released and finalized by the IRS.

Accordingly, I have examined the books and records as presented, and my finding's are that they are following all guidelines according to generally accepted accounting principals for a non-profit corporation, and their reporting will reflect this.

Sincerely



William Andersen & Associates



## APPENDIX 10: Support Letters

Ho'ōla Nā Pua, Inc.

1. Office of the Prosecuting Attorney
2. Family Court of the First Circuit
3. Dr. Rhoades
4. Girls Court
5. Duke Aiona
6. Senator Suzanne Chun Oaklund
7. Senator Laura Thielen

**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

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.

*An Equal Opportunity Employer*





**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**

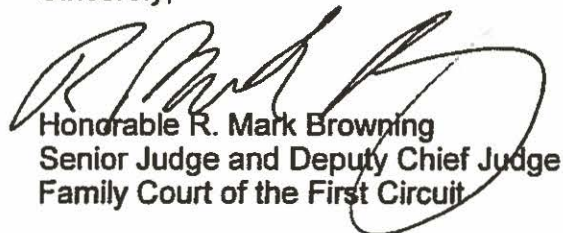
September 20, 2012

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



**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)



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,

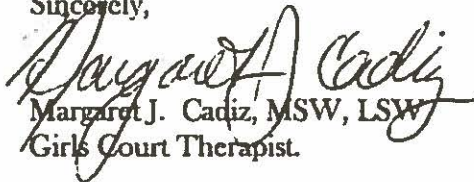
I am the therapist with the Hawaii Girls Court Program. I have been working with GC girls for several years and unfortunately have seen an increase in desperation for these girls who have turned to prostitution. Once we have successfully gotten them off the streets we have no where to put them, going 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.





## 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.



## 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,

*William*

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)