

House District 47\*

Senate District 23\*

**THE TWENTY-FOURTH LEGISLATURE  
HAWAI'I STATE LEGISLATURE  
APPLICATION FOR GRANTS & SUBSIDIES  
CHAPTER 42F, HAWAI'I REVISED STATUTES**

Log No: 171-C

For Legislature's Use Only

\*PROJECT LOCATED IN HOUSE D. 47, SENATE D. 23; ORGANIZATION'S ADMIN. OFFICE LOCATED IN HOUSE D. 49, SENATE D. 24

Type of Grant or Subsidy Request:

GRANT REQUEST - OPERATING

GRANT REQUEST - CAPITAL

SUBSIDY REQUEST

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

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

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

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

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

**1. APPLICANT INFORMATION:**

Legal Name of Requesting Organization or Individual:  
Marimed Foundation for Island Health Care Training

Dbas: **MARIMED FOUNDATION**

Street Address: 45-021 Likeke Place  
Kāne'ohe HI 96744

Mailing Address:  
Same

**2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:**

Name LYNN CAREY

Title Director of Development

Phone # (808) 236-2288X230 or 349-8053

Fax # (808) 235-1074

e-mail Lynn.Carey@Marimed.org

**3. TYPE OF BUSINESS ENTITY:**

- NON PROFIT CORPORATION
- FOR PROFIT CORPORATION
- LIMITED LIABILITY COMPANY
- SOLE PROPRIETORSHIP/INDIVIDUAL

4. FEDERAL TAX ID #: [REDACTED]

5. STATE TAX ID #: [REDACTED]

6. SSN (IF AN INDIVIDUAL): [REDACTED]

**7. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:**

**Matching funds to build Multi-Purpose Building with Community-Based Residential housing for at-risk youth, and office space for program and clinical staff on Marimed's Mauka Campus in Kāhala'u.**

**8. FISCAL YEARS AND AMOUNT OF STATE FUNDS REQUESTED:**

FY 2008-2009 \$600,000

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

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

NOTE: NEW BUILDING FOR EXISTING SERVICES.

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

STATE \$ 0

FEDERAL \$ 0

COUNTY \$ 0

PRIVATE/OTHER \$ 600,000

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

MATT CLAYBAUGH, PHD PRESIDENT & CEO

AUTHORIZED SIGNATURE

[REDACTED SIGNATURE]

1/31/08

DATE SIGNED

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## Application for Grants and Subsidies

### I. Background and Summary

#### 1. Applicant's Background

Marimed Foundation (Marimed) is a Hawai'i nonprofit corporation established in 1984 with Internal Revenue Service Code 501(c)(3) status. It is governed by a volunteer board of directors and led by a professional staff. This is Marimed's first request for Grant in Aid funding since 1993. Our mission is:

*We deliver ocean- and land-based learning experiences that empower youth and families, and strengthen communities.*

Since 1992, Marimed has been providing integrated educational and therapeutic services in residential and non-residential settings to troubled adolescents (14 to 18 years old) from throughout the state. The majority of youth served have co-occurring chemical dependency and mental health problems. Marimed's programs are based on a proven experiential education and treatment model designed specifically for Hawai'i youth and utilizing *mauka* to *makai* resources. Annually, Marimed serves more than 100 youth and their families.

Youth enrolled in our residential programs live in Marimed's seven Community Based Residential homes (CBR) or Therapeutic Group Homes (TGH) on the islands of O'ahu and Hawai'i.

In accordance with the state's goals to provide timely and effective treatment for these youth, the Hawai'i State Department of Health (DOH) – Child and Adolescent Mental Health Division (CAMHD) contracts Marimed for its services. The Department of Education (DOE) also provides support for Marimed's education program, helping the DOE meet its mandate to educate Individuals with Disabilities Education Act (IDEA) and Section 504 students. Marimed's experiential approach to therapy and education has proven to be a highly successful model for these youth.

CAMHD's Mission:  
To provide timely and effective mental health prevention, assessment and treatment services to children and youth with emotional and behavioral challenges, and their families.

In plain language, Marimed helps teens:

- who have mental health and drug and alcohol abuse problems,
- who have been disruptive and are failing in school,
- who have poorly functioning families, and
- who, in most cases, have been in trouble with the law.

At Marimed, we know that youth are resilient and have the capacity for personal growth and change, and we believe that at-risk youth deserve the opportunity to participate in a proven program like Marimed's that succeeds where others have not.

Our goals are to help youth:

- become sober and healthy,
- continue and advance in their education,
- understand their responsibility in shaping their own future,
- learn to make healthy life choices, and
- return to their home, school and community to continue their lives in a positive, self-directed manner.

Youth who graduate from Marimed — after an average of eight months of integrated experiential therapy and education — return to their home schools having earned enough credits to work at their age/grade level, with vocational experience, and with the self-management and social skills needed to be a positive member of the community. Follow up studies show lasting, significant decreases in negative factors twelve months after clinical discharge, (IMO Project Final Evaluation Report, Ap. 2006, The Catalyst Group.) Most Marimed graduates stay out of serious trouble and drugs, continue their education, and seek advanced training or employment.

*What truly sets Marimed apart* from other programs and helps to foster positive outcomes is our values-based **experiential** approach to education and therapy. The core values of Marimed's programs are embedded in an array of culturally aligned ocean- and land-based experiential activities designed to promote learning, growth, and healing, such as hiking, building lo'i and growing taro, restoring fish ponds, ropes courses, canoe paddling, and small boat sailing. Youth progress to sailing as a team on five-day interisland ocean voyages, completing three to four voyages during their enrollment. These transformational group challenges utilize Marimed's 96-foot, three-masted schooner, the Sailing School Vessel (SSV) *Makani Olu* (Gracious Winds).

Marimed's partners include, but are not limited to:

CAMHD	DHS office of Youth Services	HI State Judiciary	Family Guidance Centers
DOE	HI Youth Correctional Facility	Maui Youth Services	Olomana School
Alu Like	Office of Youth Services	Police Activities League	OHA

## 2. Goals and Objectives

Marimed Foundation is requesting \$600,000 in capital improvement funding support for the construction of a multipurpose building on Marimed property that will provide:

- community-based residential housing for high needs adolescents,
- administrative offices and training space for program and clinical staff,
- therapy and recreation space for youth in all Marimed residential and non-residential programs (see below), and their families, and
- convenient access to Marimed's Mauka Campus resources, such as the farm and vocational training facilities



New Multipurpose Building

This project is Phase II of a Long Range Plan to enhance Marimed's Mauka Campus in Kahalu'u and consolidate our programs and resources. Marimed has \$600,000 in matching funds from the sale of one of its properties, contributions and in-kind support. The multipurpose building will be constructed on a 6.5 acre property that Marimed owns. The property currently includes a CBR group home, education center, culinary arts kitchen, and over four acres of working farm land. On the lower floor, the building will provide housing for up to eight additional youth at a time. The upper floor will provide office space for program administrators and clinical staff, the Quality Assurance Department, clinical and educational files, and a new staff training center. Architectural drawings are provided in Attachment 1.

**Goals:**

- To improve services and successful outcomes for youth and families Marimed serves by providing residential and program services in a consolidated setting with appropriate facilities.
- To make Marimed's services more efficient, cost-effective, and convenient for youth, their families, and other stakeholders.

**Objectives:**

- to provide 24/7 care in an appropriately designed Community Based Residential home for up to eight additional at-risk adolescents at a time,
- to provide individual, group and family therapy for up to 44 program adolescents at a time, and their families, in appropriate spaces,
- to provide group and individualized services to transitioning youth in appropriate indoor and outdoor settings,
- to provide group and individualized services to non-residential program youth in appropriate indoor and outdoor settings,
- to provide administrative and program office space,
- to conduct staff-trainings and meetings, and classes and conferences with partner agencies and stakeholders in appropriately sized and equipped spaces, and
- to provide emergency shelter for youth and staff from other Marimed facilities in times of natural disaster or emergency when Marimed's other facilities are in danger or damage zones.

Understanding Marimed's current O`ahu programs and facilities helps in evaluating the goals and objectives of the new multipurpose building and resource consolidation. The programs are described briefly below. The facilities are described in section IV. B. and briefly below.

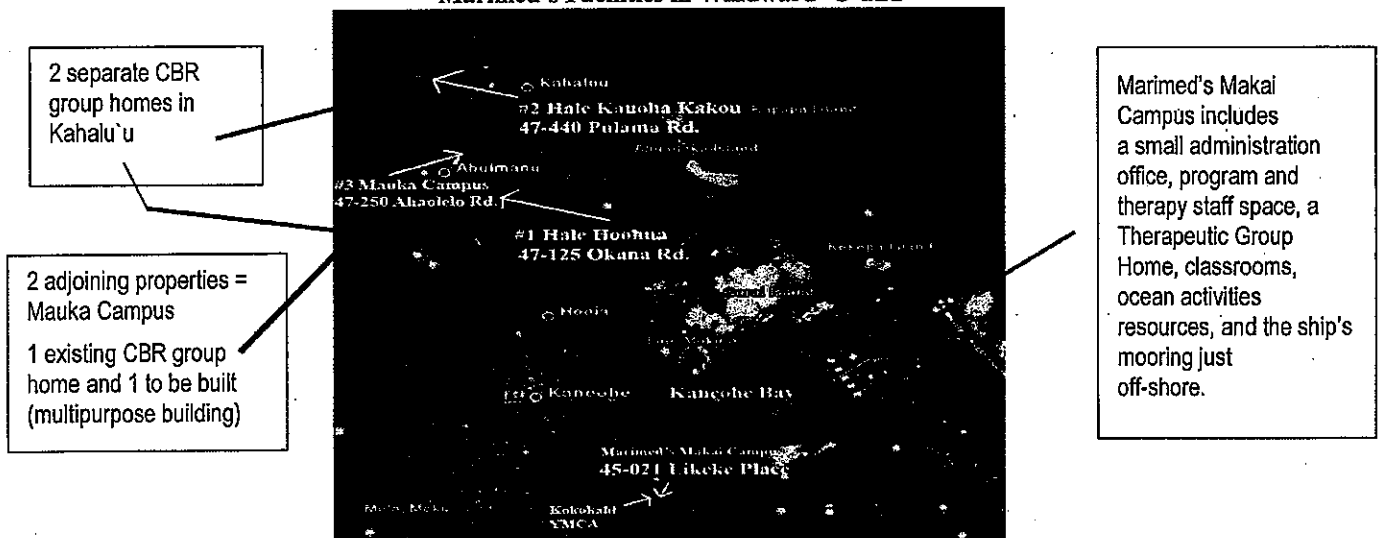
**O`ahu Residential and Non-Residential Programs:**

- **Kailana (Calm Seas)** A 24/7, 8 month (average), staff-secure residential program that uses culturally-aligned ocean- and land-based experiential activities in an integrated therapy and education program for severely emotionally disturbed adolescents, 14-18 years old, including those youth with a primary diagnosis of severe conduct disorder and those dually diagnosed with chemical dependency. (See Attachment 2.)
- **Huli`au (Change)** This program provides structured, staff-secure transitional living, skills training, and therapy services for adolescents who have graduated from a community-based residential treatment program but are not ready to return home, require structured therapeutic environment, or who have no safe home to return to. (See Attachment 3.)
- **Ho`o Ma`a (To Experience)** A non-residential counseling and skills-training program with an experiential component for adolescents referred by the Judicial System for law violations and status offenses.

**O`ahu Facilities:** Marimed owns and operates the following facilities on O`ahu, including:

- a makai, ocean-oriented campus on Kāne`ohe Bay with education, therapy and ocean activities offices and resources, and a Therapeutic Group Home,
- two separate properties in Kahalu`u, each with a CBR home (see Attachment 4), and
- two-adjointing properties in Kahalu`u totaling 6.5 acres — the site for the new multipurpose building — with a CBR home, farm, culinary vocational training facilities, and other learning and recreation resources (see Attachment 5).

**Marimed's Facilities in Windward `O`ahu**



#### 4. Public Purpose and Need

**The need in Hawai'i:** Thousands of adolescents in Hawai'i are deeply in trouble and need intensive, integrated assistance if they are to get well, sober, complete their education, and become positive, contributing members of our island society. If they are not provided with the opportunity to change through successful, long-lasting treatment at this critical life juncture, they may never have another chance.

Youth with mental health and substance abuse issues may develop escalating anti-social attitudes and behaviors, health-related problems, and a host of other problems. These challenges not only affect the youth today and in the future, but also affect family, school, community, and ultimately Hawai'i society in general. Recent news of adults with drug and mental health issues committing murders are sad examples. What if those individuals received successful intervention as teens? How might they be different? How might the lives of those around them be changed?

**The social and health costs to society** of substance abuse and untreated mental health issues are staggering. According to the National Criminal Justice Reference System, related illness, deaths, and crimes cost the nation billions of dollars annually. Every man, woman, and child in America pays nearly \$1,000 annually to cover the expense of unnecessary health care, extra law enforcement, auto accidents, and crime. Families, businesses, neighborhoods, and the education, criminal justice, health, and social service systems are all impacted negatively.

**The State of Hawai'i has identified early treatment of mental health and drug and alcohol problems as a high priority.** CAMHD currently lists more than 2,650 youth in its system. These are youth with emotional, behavioral, or mental problems severe enough to be identified as in need of special state recognition and assistance. 2,650 is most likely only a small portion of the total Hawai'i youth with severe mental health or substance abuse problems. It is generally accepted that many, many more such youth needing services are not yet in the CAMHD system.

According to the CAMHD Annual Factbook 2007, of those youth who are listed, nearly 60% have comorbid diagnoses (both a mental health disorder and substance use disorder). CAMHD has contracted with Marimed to serve these youth, as Marimed provides a cost-effective and successful alternative to other programs that may have failed or have not been able to meet the integrated needs of these challenging, — yet reachable — youth.

The DOE also supports Marimed with partial funding for its education program. By providing high quality alternative education, Marimed provides much needed help to the at-risk youth and at the same time reduces the risk, disruption, and intensive work associated with serving these youth in public school settings.

The DHS Office of Youth Services has identified community-based treatment programs as the preferred treatment and setting for Hawai'i's at-risk youth:

**COMMUNITY-BASED RESIDENTIAL SERVICES**  
**DHS Office of Youth Services**

Institutional care for the majority of our troubled, abused, and neglected youth is not appropriate. Youth who do not require secure confinement or institutional care are better served in a less restrictive environment that can provide individual and intensive services that are conducive to their growth and development. Less restrictive programs are often more cost-effective and better suited in fostering positive change in at-risk youth. Community-based residential programs allow youth in transition a unique opportunity to experience, in a safe and nurturing environment, many challenges they will face when living within a community.

The goal of residential services is to provide an environment in which youth are able to increase their resiliency and reduce their risk factors to the extent they are able to safely return to a more permanent living situation. Services are provided to assist youth by increasing their decision-making, social and independent living skills, and by increasing their commitment to learning and education as important factors in their lives.

**Declining Availability of Qualified Treatment Programs:** The population Marimed serves is very challenging; stable, successful programs are difficult to find in any state. It takes a sound, tested model, integrated education and therapy provided by professional staff, and sound management and oversight. Marimed achieved successful results with this population for more than 15 years. It is our core business.

In the past few years, several programs attempting to serve *this specific population* have closed or changed their focus to another population group. These include programs operated by the following organizations:

- Maui Youth and Family Services,
- Catholic Charities,
- Castle Medical Center, and
- Rainbow House.

**The Need for Consolidated Program Facilities:** Youth enrolled in Marimed's programs will benefit by having their primary therapists and certified substance abuse counselors located on the same campus where they attend school and vocational trainings. These youth have multiple challenges to deal with during the ordinary school day. Having their primary therapist on site will increase both the quality and quantity of face-to-face interventions. This should also lead to less frequent violent and emotional outbursts, and more timely and intensive interventions. A decrease in incident reports and the more extreme "sentinel events" reports to contracting agencies is also projected.

As described in the Section II, 1. Scope of Work, the new building is being designed especially for our programs, with appropriate space, durability, safety and youth and program needs in mind. The residential portion will replace a converted home in Kahalu'u. That home is aging, requires major renovations and infrastructure improvements, and creates logistical challenges by being distant from major program resources and staff.



**Families of the youth will benefit** by having family sessions with their child and therapist on the site where the youth live and go to school. Currently family sessions are held in various locations, as Marimed’s group homes, school sites, and administrative offices are located at separate sites. Consolidated facilities should be especially beneficial for families coming from other islands who need to make efficient use of their time.

**Training and Best Practices.** Marimed is required by its contract with the Child and Adolescent Mental Health Division to provide 40 hours of training to each staff member. The Foundation’s Judiciary contracts have similar training and certification requirements. The new building will have a large staff training area with up-to-date technical equipment such as a computer projector and screen. Marimed currently must rent training space weekly to provide for staff orientation training, medical and clinical trainings, and weekly all staff meetings. The training center will be invaluable for increasing staff effectiveness and cost savings across program offerings. Measurable improvements in training hours will be realized by this centralized location and will transfer to program performance measures. The space will also be utilized in cross-trainings and orientations with partner agencies.

**4. Target Population**

Marimed annually serves more than 100 at-risk Hawai`i male and female adolescents (14 to 18 years old) and their families. Most of the youth enrolled in the Kailana Program on O`ahu are dually diagnosed with moderate to severe emotional and behavioral problems, and chemical dependency issues. These youth require integrated therapy and educational services that are more structured and restricted than school or home-based services, but they do not need to be incarcerated or hospitalized. Youth needing Marimed’s level of service are identified and referred to the program by CAMHD. The DOE classifies these youth as IDEA or Section 504 qualified students.

<b>Ethnicity:</b>	
Hawaiian/ Pacific Islander	62%
Asian American	9%
Caucasian	16%
African American	2%
Hispanic	9%
American Indian	2%
2007	

<b>Economic Backgrounds:</b>	
Low-Income Households	95%
2007	

**5. Geographic Coverage**

Marimed serves youth from throughout the state (see chart).

<b>Home Island:</b>	
O`ahu	45%
Hawai`i	38%
Kauai/	5%
Maui, Moloka`i/	
Lana`i	12%
2007	

## II. Service Summary and Outcomes

### 1. Scope of Work, Tasks and Responsibilities

Marimed Foundation is requesting capital improvement funding support for the construction of a multipurpose building that will provide community-based residential housing for high needs adolescents as well as administrative offices for program and clinical staff. The proposed new construction is Phase II of a long range plan for Marimed's Mauka Campus begun in 2004. Marimed plans to complete construction of the new building by October 2008.

The **Scope of Work** covered in this request includes:

- Demolition of existing structures
- Building design and permitting
- Septic design and permitting
- Clearing and grading of new building site
- Infrastructure improvements: driveway, electric, and water
- Construction of new building

The multipurpose building has been designed with input from Board, staff, youth, and general contractors specifically to meet the needs of youth and staff living and working in a community-based setting. The group home component has been designed with solid walls to minimize damage common to retrofitted group homes. All youth bedrooms have built-in bunk beds and dressers. This is in an effort to minimize wear and tear, and to provide locked space (dressers and closets) for youth to safely store their personal items. The first floor living space for youth has high visibility for staff to all rooms and a large living room for group gatherings. As Marimed staff are responsible for the youth 24 hours a day, adequate lines of sight are necessary to ensure the safety of all youth, and to allow overnight staff to view all room openings from a single vantage point. These design features will decrease staff response time in dealing with inappropriate behavior and to help prevent runaways.

Many of the **tasks** related to Phase II of the Mauka Campus development have already been initiated, and in some cases have been completed.

- As of 1/25/08 all existing structures designated for demolition have been removed and the property is being readied for new construction.
- The building design work was put to bid in the summer of 2007; the winning firm, Kaihaku Design, has delivered preliminary drawings.
- These designs have been approved by Marimed Foundation's Board after review and recommendations were made by program staff and the Board's Long Range Planning Committee.
- Septic system design was subcontracted through Kaihaku Design to McNulty Engineering.
- Kaihaku Design is currently working on the construction drawings which should be complete by February 29, 2008.

- Marimed has begun the construction bidding by providing initial drawings to two Hawai'i Licensed General Contractors with whom the Foundation has worked in the past and who have provided design input. Marimed is seeking a third bidder to ensure fair and appropriate costs.
- The Construction Contract is scheduled to be awarded by March 15, 2008.

**Responsibility** for the overall project rests with Marimed Foundation's President/Chief Executive Officer Matt Claybaugh, and Administrative Director/Chief Financial Officer Stephen Keller. These two individuals will oversee the fundraising, bidding, design, permitting, construction and eventual licensing processes. For the purposes of this project, Dr. Claybaugh and Mr. Keller operate under the direct supervision of the Long Range Planning Committee of the Board. All final decisions regarding design and expenditures must receive full Board approval as per Marimed's Bylaws. The Foundation Board of Trustees has been involved in the planning and decision making process since the purchase of the property in 2004.

## 2. Projected Annual Timeline

Year	Month	Description	Current Status as of 1/31/08
2007	July	Collect Design Bids (2)	Completed 7/10/07
2007	October	Contract Design Firm	Completed 10/04/07
2007	November	Complete Initial Concept Drawings	Completed 12/3/07
2007	November, December	Solicit Staff and Board input on Concept Drawings	Completed 12/7/07
2007	December	Board Approval of Design	Completed at Annual Board of Trustees Meeting 12/7/07
2007	December	Collect Construction Bids (3)	Currently Two (2) General Contractors have been Solicited, identifying third.
2008	January	Demolition of Existing Home and Out Buildings	Completed 1/25/08
2008	February	Complete House Planning & Design	In Process/On Target
2008	March	Submit Plans for Permitting	On Target
2008	March	Award Contractor's Contract	In Process/On Target
2008	April - August	Site Preparation and Construction	

2008	August	Complete Construction	
2008	August	Submit Final Application for STF License to OHCA (DOH: Office of Health Care Assurance)	OHCA has been informed of Marimed's Plans
2008	September	Move in Program Administrators/Clinicians	
2008	November-December	Receive STF License	
2008	November - December	Move youth to new home	

### 3. Quality Assurance and Evaluation Plans

Quality assurance and oversight for the project will be provided by Marimed Foundation and its Board of Trustees. The full Board will continue to be regularly updated and informed of plans and progress through its Long Range Planning Committee, whose current members are:

- David Higgins Esq. (Committee Chair),
- Charles Giuli, Ph.D., and
- William Tam Esq. (Board Chairman).

Marimed's Corporate officers Dr. Matt Claybaugh CEO, and Stephen Keller CFO are responsible for contracting licensed contractors and ensuring work quality. All major expenditures of the project (in excess of \$25,000) must be approved by the Board of Trustees.

Marimed Foundation is accredited by the Council on Accreditation (COA) and therefore all financial policies and procedures meet national non-profit guidelines for internal controls and are in accordance with Generally Accepted Accounting Principles. In addition, the Foundation is independently audited annually by the firm of Carr Gouveia and Associates (see Attachment 6). Marimed's books are open to monitoring by state contracting agencies and will be made available upon request.

**Monitoring** of the project and its subsequent programs will be provided by a number of state agencies and national accreditation organizations. Marimed has a long history of opening and sustaining Special Treatment Facilities (STF) in Hawai'i. The Foundation currently operates seven (7) adolescent homes that meet all federal, state, and county regulations regarding such facilities. The new building is designed to meet and/or exceed all building and licensing requirements for our target population.

STF licensed homes are inspected annually by the State of Hawai'i Department of Health's Office of Health Care Assurance to ensure the quality of service and environment. CAMHD audits Marimed's program services quarterly to ensure program quality. The DOE also performs regular audits of program services, environment, and curriculum. As a COA accredited organization, our facilities and programs also receive periodic reviews.

**Evaluation** of the project's impact on program services will be provided through quarterly internal audits administered by Marimed's Director of Quality assurance and reviewed by the Board of Trustees Committee on Educational Standards and Programs.

Marimed's Board Committee on Audit and Finance will evaluate the financial impacts of the project, its affects on the financial stability of the organization, and most importantly the impact of the project on accessibility and utilization of program services. Marimed will provide funding and expense reports as required by state and/or county agents.

Marimed's Quality Assurance Department submits quarterly reports to CAMHD that identify program outputs and outcomes as contractually required. This process assures that Marimed's programs meet or exceed all DOH outcomes standards for treatment and education of youth in our care.

**Recommendations** resulting from the above mentioned internal and external measurements and evaluation process will be implemented by Marimed's officers and staff. Corrective actions plans will be developed and implemented in accordance with recommended or required timelines.

#### **4. Measures of Effectiveness to be reported to the expending agency.**

Effectiveness will be measured against the project's goals and objectives listed in Section I. Marimed will measure and report to the State the extent to which project goals and objectives are met. Information will be collected through a variety of reporting and information gathering methods, including:

- Interviews with youth, families, staff and stakeholders.
- Written surveys completed by youth, family, staff and stakeholders.
- Reports, including regular quarterly and annual reports regarding services, educational and therapeutic progress and outcomes, quality assurance, and budget and finances, as described in the Evaluation Section above and required by licensing, accreditation, or by Marimed's standard operations review and oversight procedures.
- Unannounced observations and evaluations performed and documented by management.
- Marimed encourages comments and feedback at any time from families and stakeholders, and regularly informs families and stakeholders of this option. Pertinent comments will be included in measurements and reports, and is reviewed by the Board of Trustees.

Examples of comparative information gathered for reporting include:

- Youth, staff and family feedback about the size, comfort, safety and convenience of the residential sleeping, eating, living and group activity spaces.
- Time required for staff to respond to youth needs, changes in schedules, movement from home to education and therapy areas.
- Number of episodes of violent or emotional outbursts by youth.
- Number of individual, group and family therapy sessions, and quality of participation from youth, family and stakeholders.

- Number of new or improved experiential activities taking place at Mauka Campus.
- Number of thefts, or loss of personal belongings or Marimed equipment and supplies.
- Expenditures for residential and program equipment damage and replacement.
- Expenditures for vehicles traveling between homes and program sites.
- Attendance, length of sessions, and quality of experience feedback from staff attending in-house trainings. Number of times Marimed required to use outside facilities to meet its training needs. Expenditures for outside trainings.
- Number of workshops, trainings and meetings held on campus with partner agencies and stakeholders.

### III. Financial

#### Budget

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$300,000	\$300,000			\$600,000

Completed **Budget Forms** are included after this Application Section.

### IV. Experience and Capability

#### A. Necessary Skills and Experience

Marimed has 15 years of experience in providing a variety of treatment and education services to “at risk” youth and families in Hawai`i. The Kailana Program on O`ahu has been in continuous operation for the past 14 years. During this time Marimed has increased its training, credentialed staffing, and clinical capacity to serve some of Hawai`i’s most challenging youth in the least restrictive settings.

Marimed has a long and successful history with the Hawai`i state government, including:

- providing treatment and education services to Felix class youth,
- 15 years of service to CAMHD referred youth;
- cooperative and supportive relationship with the DOE home schools of students in Marimed’s programs, and
- long and favorable established working relationships with the State Judiciary.

**Projects and Contracts:** Marimed is an experienced mental health and social services organization with seasoned staff familiar with best practices in the behavioral health field, proven and effective methodologies in serving youth, and cost-effective programs geared to meeting the needs of the youth and families served. Following is a list of pertinent Marimed contracts over the past five years:

- Contract VE-0708-05-01, October 1, 2007 – September 30, 2008, Alu Like, Partial Agricultural, Culinary and Marine Skills support.
- Contract J07030, July 1, 2007, Judiciary, State of Hawai'i to provide a counseling program with an outdoor experiential component and concomitant services, O'ahu.
- Agreement 1417-6, renewed July 1, 2007 – June, 30, 2007, DOE – Office of Hawaiian Affairs Child Nutrition, school nutrition program.
- CAMHD Log No.07-025, Modification Order No. 1, October 1, 2006, Contract with CAMHD to provide Comprehensive Behavioral Health Services for Children, Youth and Families: Island of O'ahu.
- CAMHD Log No. 07-024, Modification Order No. 1, October 1, 2006, Contract with CAMHD to provide Comprehensive Behavioral Health Services for Children, Youth and Families: West Hawai'i Island.
- CAMHD Log No. 07-023, Modification Order No. 1, October 1, 2006, Contract with CAMHD to provide Comprehensive Behavioral Health Services for Children, Youth and Families: East Hawai'i Island.
- Contract C000491, September 30, 2006; County of Hawai'i to Establish & Operate an Adolescent Residential Treatment Facility, funded by SAMHSA, County of Hawai'i.
- Contract J05175, Judiciary, State of Hawai'i, March 23, 2005, provide a 12 week experiential program for youth referred by Juvenile Drug Court Program of First Judicial Circuit, O'ahu.
- CAMHD Log No. 03-037, modification Order No 5, July 1, 2004, contract with CAMHD to provide Community Based Residential Programs and Therapeutic Group Homes.
- Grant No. 20041398, Sept. 1, 2004, Department of Justice (COPS) for Adolescent Residential & Day Treatment Services, Hawai'i Island.
- Contract 2099, June 23, 2004, contract with the County of Hawai'i contract to Establish & Operate an Adolescent Residential Treatment Facility, funded by SAMHSA, County of Hawai'i.
- Contract J04054, July 1, 2003, contracted with the Judiciary, State of Hawai'i to provide a counseling program with an outdoor experience component and concomitant services, O'ahu.

## **B. Facilities**

Marimed's residential, administrative, and educational facilities are located on the islands of O'ahu and Hawai'i. These properties are ideally situated in communities that offer easy access to a variety of educational and experiential resources that enhance program services and activities. The group homes are on large agricultural lots in rural areas that provide a safe and healthy environment, are conducive to a variety of program activities and discourage elopement.

### **O'ahu Facilities**

On O'ahu, Marimed owns and operates four group homes, two therapy/educational sites, and administrative offices. Of the two therapy/educational sites, one is a *makai* ocean-focused campus on Kāne'ohē Bay, and the other a *mauka* agriculturally-focused campus in Kahalu'u.

Kāne`ohe Bay Campus: This campus includes three houses that have been used for treatment and educational services for more than 15 years.

- Administration/Group Home: This two-story building houses key administrative staff on the lower floor. The upper floor is a licensed Special Treatment Facility that serves as a Therapeutic Group Home for teenage males in Marimed's Huliau Program who are attending public school and transitioning back to home and community.
- Kailana Education Center: This house contains classrooms, an ocean front out-door class and meeting space, offices for teachers, and student health center. The school is equipped with standard classroom equipment and supplies, including computers.
- Clinical Services Building: This two-story house has offices for clinical and support staff and space for individual and family therapy sessions. Staff meetings and trainings are also held here.
- Recreational Resources: This water front property has a variety of small craft used by students in the educational/recreational therapy program. These include three Hawaiian paddling canoes, one Hawaiian sailing canoe, a 20' O'Day sailboat, two Lightning sailboats, four sailing and rowing "nutshell" prams built by program students, four Pico sailboats, and two outboard powered safety launches.
- Sailing School Ship: The *Makani Olu*, Marimed's 96 foot, 68 gross ton, steel hulled, three-masted staysail schooner, is moored in the waters of Kāne`ohe Bay across from the Education Center when students from the O`ahu or Big Island programs are not on voyages. The premiere experiential and treatment tool for Marimed's programs, the *Makani Olu* is a U.S. Coast Guard certified sailing school vessel. She was built in 1997, and is well suited for inter-island sailing. She has berthing for up to 15 students and 5 crew and staff.

Kahalu`u Facilities: Marimed owns two group homes on two separate parcels, and Mauka Campus with a group home, educational and vocational campus resources.

- Mauka Campus: The site where the new multipurpose building will be constructed is comprised of two adjoining parcels, with a combined size of 6.5 acres. It serves as the center of the Kailana Program's mauka land-based experiential learning and therapeutic activities.

There is a large two-story house (on the property when purchased) that includes an education center equipped with standard classroom equipment and supplies, including computers. The house is a licensed STF, and has group home living space for up to eight youth on the lower floor.



Culinary arts vocational training takes place on this campus. The property with a flowing *auwai* (irrigation stream) has a working farm where students learn to cultivate kalo (taro) in ten lo'i (taro patches), bananas and citrus. They also grow hydroponic greenhouse vegetables that are used in their culinary program, for daily meals, and are sold as a part of the entrepreneurial curriculum. Tilapia or "sunfish" and ornamental fish are also raised in tanks for use by the culinary program's student catering service and to sell.

- STF Group Homes: Two separate licensed STF homes with the capacity to serve up to eight teens each are also located in Kahalu'u on large lots in safe, rural settings.

### **Hawai'i Island Facilities**

Marimed owns two campuses and rents an Education/Office building on Hawai'i Island for its Wahiolanona'opio Program.

Administrative and Education Offices: These offices are located in Laupahoe in a plantation-style building that once served as the community health center. The facility includes classrooms and space for administrative use, individual therapy sessions, treatment planning, and staff meetings.

Girls Campus: This campus has two homes on an acre parcel zoned for agriculture use. One home has six bedrooms and four bathrooms. The kitchen, dining, and living areas are spacious and provide a family style atmosphere for life skill development and socialization opportunities. The second home has three bedrooms and two baths. The two homes allow for individualized services, yet permit shared activities. The students attend classes at Marimed's school in Laupahoe. Students receive individual instruction at the home when unable to attend outside classes.

The homes are licensed through the State of Hawai'i Department of Health, Office of Health Care Assurance as Special Treatment Facilities for five persons each and accredited by the Alcohol and Drug Abuse Division.

Boys Campus: This residential and agriculture site sits on 14 acres overlooking the Hamakua Coast near Laupahoe. The home has three bedrooms, two baths, a large kitchen/dining area and parlor. It also has an office utilized for counseling services. The students attend classes in Marimed's school at Laupahoe. Students receive individual instruction at the home when unable to attend outside classes.

The campus has an agricultural program that gears its instructional offerings to the Hawai'i job market and post-secondary vocational opportunities. The property contains a large greenhouse, with a hydroponics and aquaculture learning laboratory. The youth raise variety of indigenous plants and common livestock animals here. The agricultural program and its resources are used by both the girls and boys programs.

The facility is licensed as a Special Treatment Facility (STF) through the State of Hawai'i, Department of Health, and Office of Health Care Assurance and accredited by the Alcohol and Drug Abuse Division, with the home and all outbuildings on the property in full compliance with the ADA.

**Accessibility and Safety:** Marimed's programs can accommodate youth with physical disabilities and are ADA compliant. In addition, Marimed will make accommodations for youth so that they can benefit from the programs offered. Marimed's group homes meet all state and county safety, security and emergency requirements. The Hawai'i State Department of Health's Office of Health Care Assurance (OHCA) licenses Special Treatment Facilities. Each STF is also accredited by ADAD for residential substance abuse treatment.

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

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

**For the building project,** responsibility rests with Marimed Foundation's President/Chief Executive Officer Matt Claybaugh, and Administrative Director/Chief Financial Officer Stephen Keller, as described in Section II. (See Attachment 7 for resumes.)

Marimed's **program staff** meet and, in many cases, exceed rigorous state and federal credentialing for the population served. Staff include licensed psychiatrists, therapists, counselors, teachers, nurses and ship's crew. Dr. Dan Ponce is the lead psychiatrist, Dr. William Rezendes is the clinical director, and Scott Allred, LMFT is the lead therapist and O'ahu Programs Director. (Resumes available upon request.)

All staff go through a set of rigorous background checks prior to direct contact with our students, as required by the State Department of Health, CAMHD. Volunteers with direct-client contact also go through criminal, sex-offender, and child abuse background checks.

### **B. Organization Chart**

Marimed's CEO and CFO will have lead responsibility for the project. The organizational charts which include program staff are provided in Attachment 8.A Board of Trustees list is provided in Attachment 9.

## **VI. Other**

### **A. Litigation**

Marimed serves a very challenging population and engages youth through carefully structured and supervised experiences, much of it occurring in farm, fishpond, ocean, and other natural settings. Yet, during its 23 year history, Marimed has been involved in litigation only four times, once as plaintiff in an arbitrated contract dispute, once as defendant in a suit brought by a part-time cook claiming aggravation of a preexisting back injury while loading stores aboard ship, once as defendant in a suit by a youth claiming he was assaulted by another youth, and once as a defendant in a suit by the family of a youth who suffered minor injuries due to a slip and fall during an outdoor hike.

Marimed prevailed in the arbitration and was awarded damages. The employee suit was settled by Marimed's insurers. Marimed, through its insurers, denied liability in the third suit, in part on the basis of evidence that there was no negligence in staff supervision. The claim was submitted to mediation and successfully resolved. The fourth suit was successfully settled through mediation.

### **B. Licensure or Accreditation**

**For the building project**, Marimed will only use state licensed architectures, engineers and general contractors for design and construction.

**On the program side**, Marimed is licensed to operate Community Based Residential homes and Therapeutic Group homes by DOH Office of Health Care Assurance; certified to provide services by CAMHD, and is also accredited by Alcohol and Drug Abuse Division.

Marimed has national accreditation from the Council of Accreditation in the services of: Substance Abuse Services; Family-Centered Casework/Intensive Family Preservation; Residential Treatment; Day Treatment Services; and Group Services for Social Development and Enrichment. Marimed's policies and procedures related to contracted services and fair and open building meet COA standards for such practices. Other internal policies related to nepotism and fair business practices, which meet or exceed nonprofit standards, are and will be followed.

Additionally the Foundation is affiliated with a number of local and national youth and professional organizations including required STF licenses and U.S. Coast Guard licenses the Hawai'i Youth Services Network, Western States Youth Services Network, National Network for Youth, Association for Experiential Education, and American Sail Training Association.

**DECLARATION STATEMENT  
APPLICANTS FOR GRANTS AND SUBSIDIES  
CHAPTER 42F, HAWAII REVISED STATUTES**

The undersigned authorized representative of the applicant acknowledges that said applicant meets and will comply with all of the following standards for the award of grants and subsidies pursuant to section 42F-103, Hawaii Revised Statutes:

- (1) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant or subsidy is awarded;
- (2) Comply 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;
- (3) Agree not to use state funds for entertainment or lobbying activities; and
- (4) Allow the state agency to which funds for the grant or subsidy were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and assuring the proper expenditure of the grant or subsidy.

In addition, a grant or subsidy may be made to an organization only if the organization:

- (1) Is incorporated under the laws of the State; and
- (2) Has bylaws or policies that describe the manner in which the activities or services for which a grant or subsidy is awarded shall be conducted or provided.

Further, a grant or subsidy may be awarded to a non-profit organization only if the organization:

- (1) Has been determined and designated to be a non-profit organization by the Internal Revenue Service; and
- (2) Has a governing board whose members have no material conflict of interest and serve without compensation.

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

Marimed Foundation  
(Typed Name of Individual or Organization)

[Redacted Signature]  
(Signature)

11/31/08  
(Date)

Matt Claybaugh, Ph.D.  
(Typed Name)

President & CEO  
(Title)

**BUDGET REQUEST BY SOURCE OF FUNDS**  
(Period: July 1, 2008 to June 30, 2009)

Applicant: Marimed Foundation for Island Health Care Training

BUDGET CATEGORIES	Total State Funds Requested (a)	Sale of Property (b)	Donations (c)	Marimed (d)	Loan (e)	Total (f)
<b>A. PERSONNEL COST</b>						
1. Salaries						
2. Payroll Taxes & Assessments						
3. Fringe Benefits						
<b>TOTAL PERSONNEL COST</b>						
<b>B. OTHER CURRENT EXPENSES</b>						
1. Airfare, Inter-Island						
2. Insurance						
3. Lease/Rental of Equipment						
4. Lease/Rental of Space						
5. Staff Training						
6. Supplies						
7. Telecommunication						
8. Utilities						
9						
10						
<b>CAPITAL (PHASE II)</b>						
1. Design & Plans					25,000	25,000
2. Infrastructure		400,000	30,000	100,000	70,000	200,000
3. Construction	600,000					1,000,000
15						
16						
17						
18						
19						
20						
<b>TOTAL Capital</b>	600,000	400,000	30,000	100,000	95,000	1,225,000
<b>C. EQUIPMENT PURCHASES</b>						
<b>D. MOTOR VEHICLE PURCHASES</b>						
<b>E. CAPITAL</b>						
<b>TOTAL (A+B+C+D+E)</b>	600,000	400,000	30,000	100,000	95,000	1,225,000
<b>SOURCES OF FUNDING</b>						
(a) Total State Funds Requested	600,000					
(b) Property Sale	400,000					
(c) Donations	30,000					
(d) Marimed	100,000					
(e) Loan	95,000					
<b>TOTAL REVENUE</b>	<b>1,225,000</b>					

Budget Prepared By:

Name (Please type or print)

Phone

Signature of Authorized Official

Date

Name and Title (Please type or print)

## BUDGET JUSTIFICATION PERSONNEL - SALARIES AND WAGES

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

Period: July 1, 2008 to June 30, 2009

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME BUDGETED TO REQUEST B	TOTAL SALARY BUDGETED IN REQUEST A x B
President/CEO	1	\$120,000.00	10.00%	\$ 12,000.00
CFO	1	\$70,000.00	10.00%	\$ 7,000.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
<b>TOTAL:</b>				<b>19,000.00</b>

JUSTIFICATION/COMMENTS:  
Planning & Oversight

# BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Marimed Foundation

Period: July 1, 2008 to June 30, 2009

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
N/A			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:			\$ -	

JUSTIFICATION/COMMENTS:

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
N/A			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:			\$ -	

JUSTIFICATION/COMMENTS:

**BUDGET JUSTIFICATION  
CAPITAL PROJECT DETAILS**

Applicant: **Marimed Foundation for Island Health Care Training**  
 Period: July 1, 2008 to June 30, 2009  
**Phase I**

		FUNDING AMOUNT REQUESTED					
TOTAL PROJECT COST	ANY OTHER SOURCE OF FUNDS RECEIVED IN PRIOR YEARS	STATE FUNDS REQUESTED		FUNDING REQUIRED IN SUCCEEDING YEARS			
		FY: 2005-2006	FY: 2006-2007	FY: 2007-2008	FY: 2008-2009	FY: 2009-2010	FY: 2010-2011
PLANS							
LAND ACQUISITION	\$500,000 <sup>1</sup>						
DESIGN	\$ 26,850 <sup>2</sup>						
CONSTRUCTION		\$154,000 <sup>3</sup>					
EQUIPMENT							
	TOTAL:	\$ 526,850	\$ 154,000				
JUSTIFICATION/COMMENT							
	<sup>1</sup> Purchase Land	<sup>2</sup> Master plan Design-Arch Fees					
	<sup>3</sup> 1st Phase of Education Center						



**BUDGET JUSTIFICATION  
CAPITAL PROJECT DETAILS**

Applicant: **Marimed Foundation for Island Health Care Training**

Period: July 1, 2008 to June 30, 2009

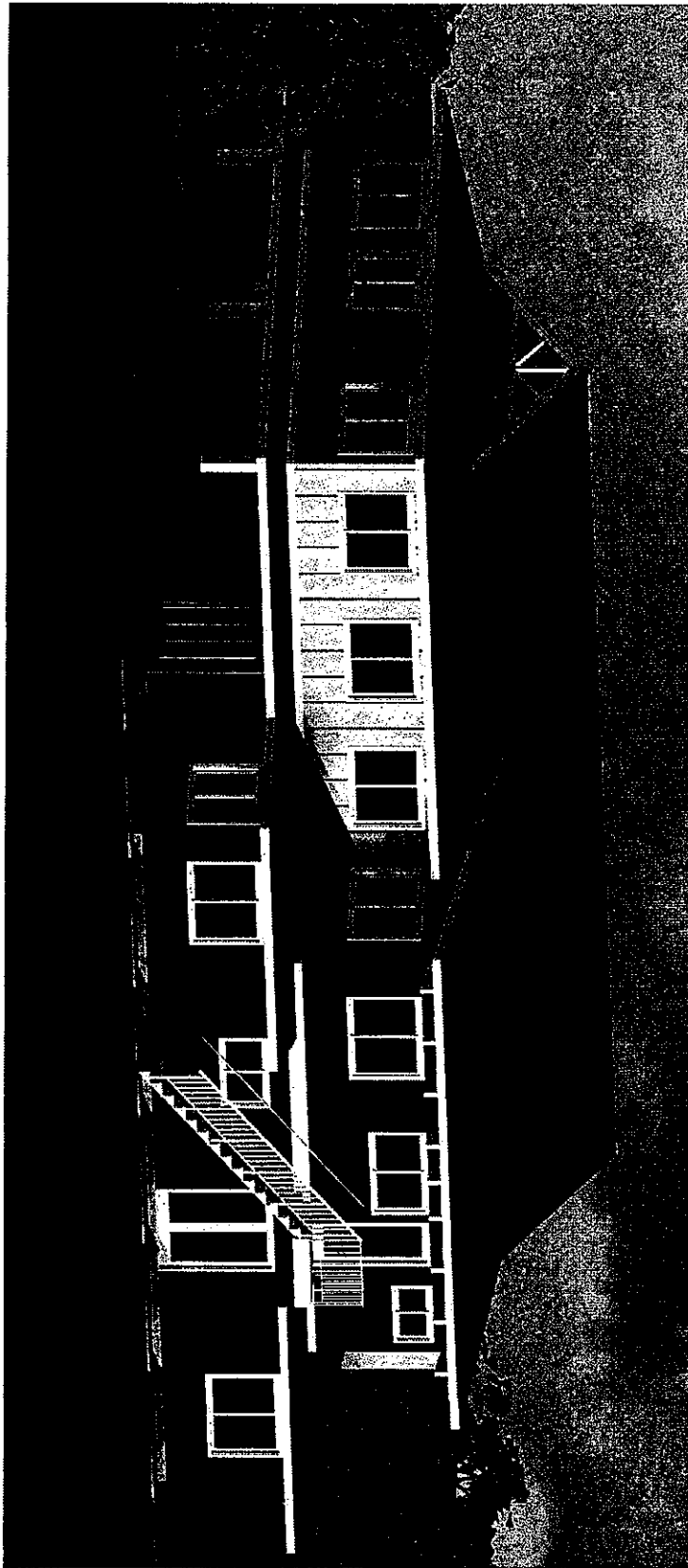
**Phase II**


TOTAL PROJECT COST	FUNDING AMOUNT REQUESTED				FUNDING REQUIRED IN SUCCEEDING YEARS
	ANY OTHER SOURCE OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED		
	FY: 2005-2006	FY: 2006-2007	FY:2007-2008	FY:2008-2009	
PLANS			\$ 15,000 <sup>1</sup>		
LAND ACQUISITION					
DESIGN			\$ 10,000 <sup>1</sup>		
CONSTRUCTION				\$1,200,000 <sup>2</sup>	
EQUIPMENT					
	TOTAL:		\$ 25,000	\$ 1,200,000	
JUSTIFICATION/COMMENT <sup>1</sup> Design & Plans <sup>2</sup> Construction of 5,000 sqft Residence @ \$200/per = \$1,000,000 + \$50,000 - Road & Driveway + \$40,000 - Clear & Grade Site + \$50,000 - Septic System (2) + \$60,000 - Infrsstructure (water line, Elec..)					

**Attachments**

1. Multipurpose Building Drawings
2. Kailana Program Description
3. Huliau Program Description
4. Separate CBR Homes in Kahalu`u
5. Mauka Campus Photographs
6. Audit Summary
7. Resumes
8. Organization Charts

Attachment 1  
Multipurpose Building Drawings



sheet no. <b>SKA 05</b>	drawing:	<b>MARIMED KAHALUU</b>	 kaihaku design fusion (art+construction) kc@kaihakudesign.com 808.223.7691
	date: 12/3/2007	47-292 AHAOLELO RD., KANEHOHE, HAWAII 4-7-029-003	



40  
SKA  
04

sheet no.

drawing:

date: 12/3/2007

### MARIMED KAHALUU

47-292 AHAOLELO RD., KANEHOE, HAWAII

4-7-029-003

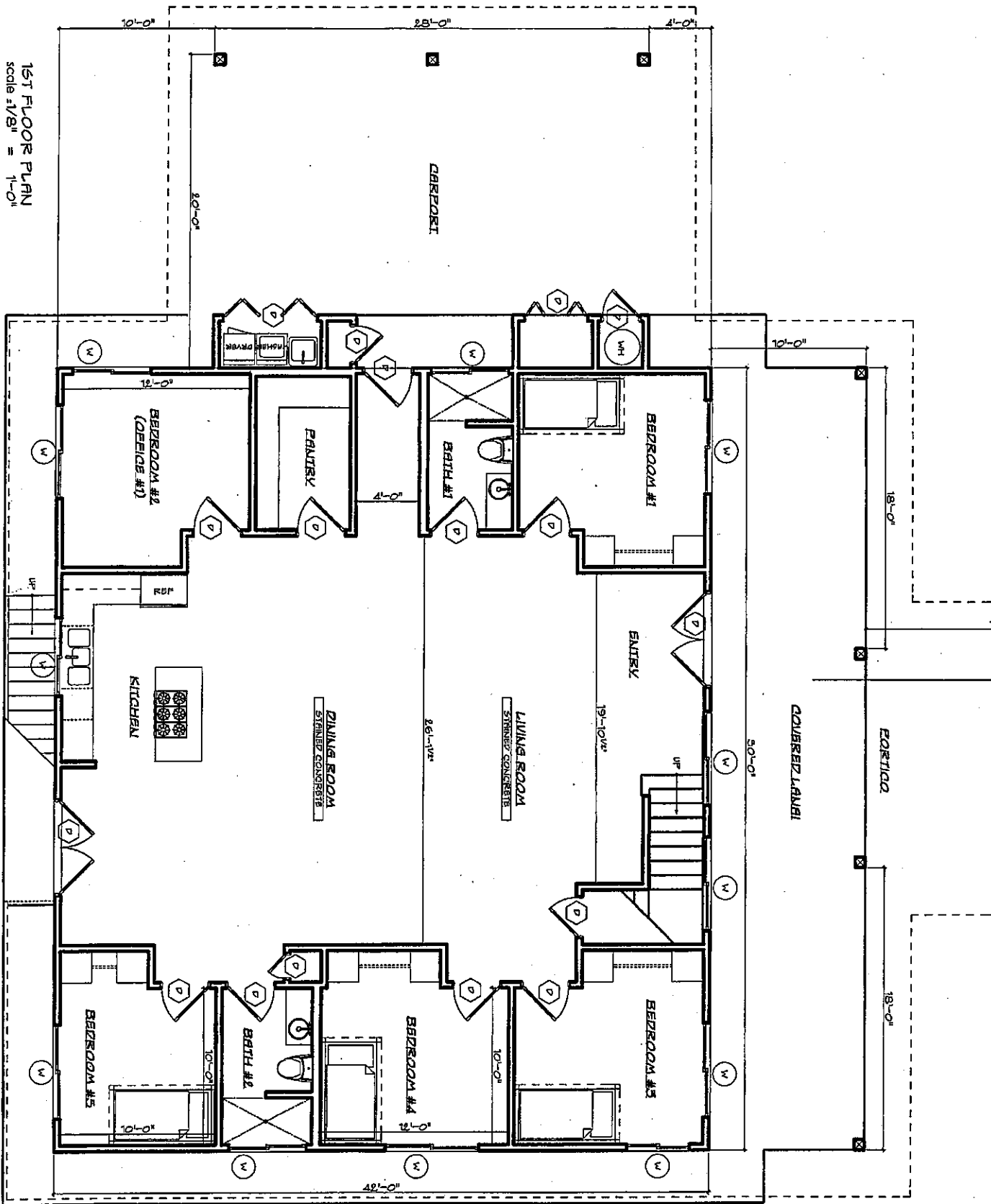


kaihaku design

fusion (art+construction)

kc@kaihakudesign.com 808.223.7691

1ST FLOOR PLAN  
 scale 1/8" = 1'-0"



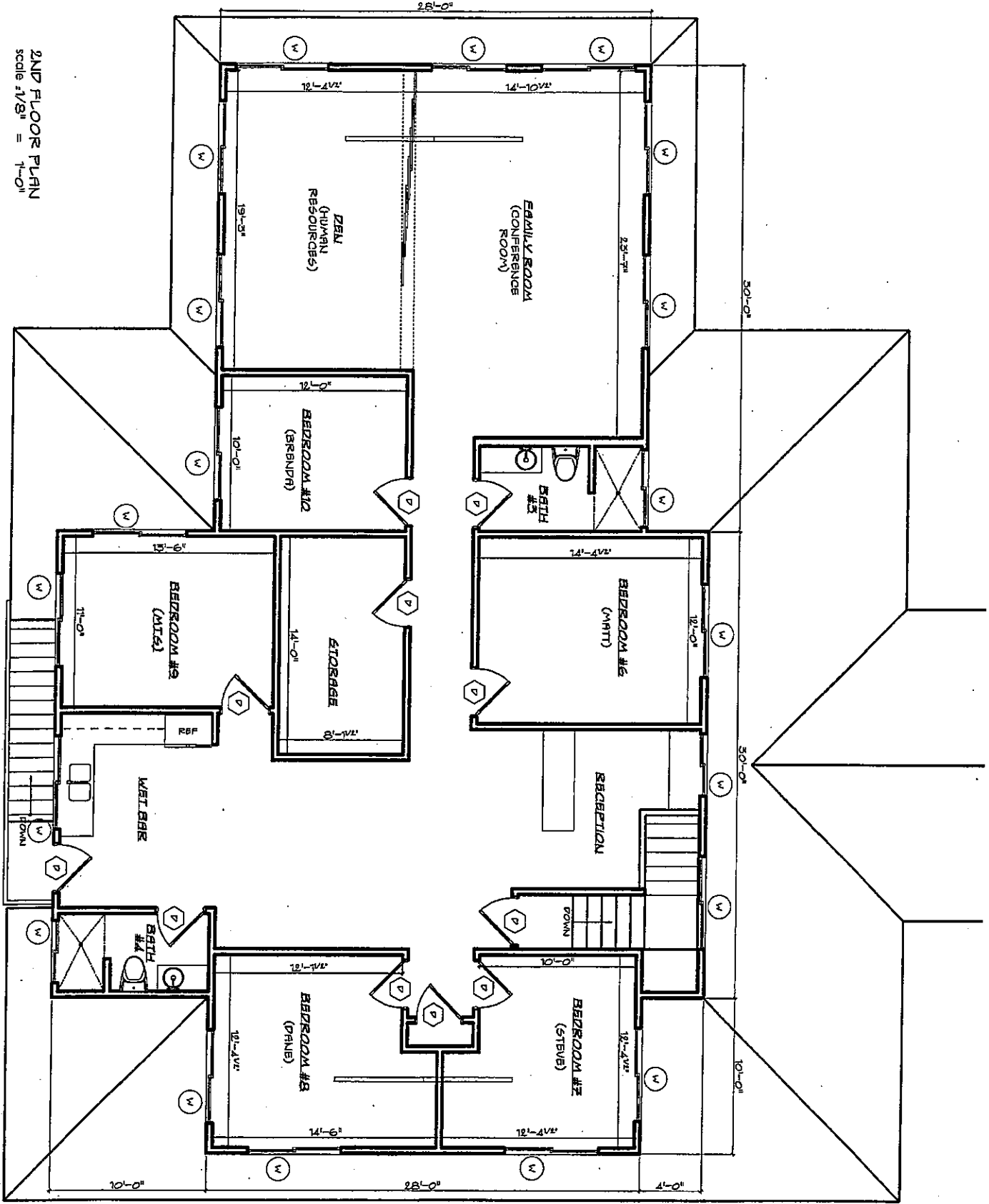
drawing:  
 1ST FLOOR PLAN  
 date: 12/3/2007

sheet no.  
**SKF**  
**02**

**MARIMED KAHALUU**  
 47-292 AHAOLELO RD., KANEHOE, HAWAII  
 4-7-029:003

 **kaihaku design**  
 fusion (art+construction)  
 kc@kaihakudesign.com 808.223.7691

2ND FLOOR PLAN  
 scale 1/8" = 1'-0"

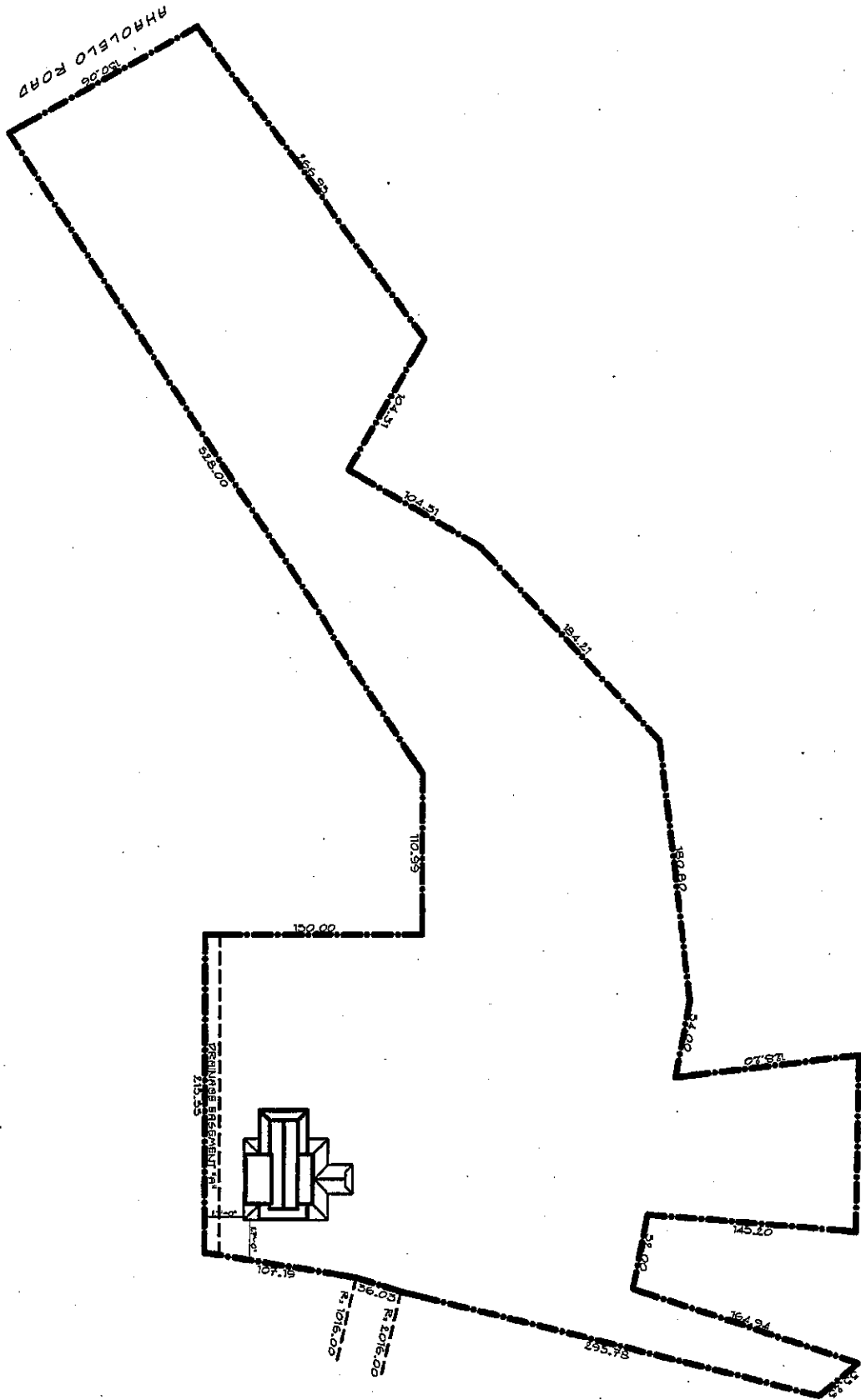


drawing:  
 2ND FLOOR PLAN  
 date: 12/3/2007


sheet no.  
**SKP**  
**003**

**MARIMED KAHALUU**  
 47-292 AHAOLELO RD., KANEHOE, HAWAII  
 4-7-029-003

 **kaihaku design**  
 fusion (art+construction)  
 kc@kaihakudesign.com 808.223.7691



SITE PLAN  
scale 1" = 100'

<b>SKA</b> 01 sheet no.	drawing:	<b>MARIMED KAHALUU</b>	 kaihaku design fusion (art+construction) kc@kaihakudesign.com 808.223.7691
	date: 12/3/2007	47-292 AHAOLELO RD., KANEHOE, HAWAII 4-7-029.003	



Attachment 2  
Kailana Program Description

## Experiential Therapy Works

### Experiential Therapy....

- Works to interrupt unsuccessful patterns by empowering youth through challenges, structured curriculum and new tools for future success in life.
- Utilizes experiential learning approach to facilitate behavior change in individuals in a group setting.
- Can accommodate a variety of needs, personal concerns, different values, styles and capacity for learning.
- Helps develop their capacity for trust, communication, problem solving and becoming personally responsible for their own behavior.
- "Youth are healed by taro patches, they are healed by the sea, they are healed by pulling on the lines of the sails. The experiential approach has the power to reconnect them with being alive in the real world."

## Services Provided

- Individual psychotherapy
- Family therapy
- Integrated experiential & recreational therapy
- Chemical dependency group therapy
- Medication management services
- Secondary level education
- Special education services
- Vocational education & training
- Job placement counseling

### OUR MISSION

We deliver ocean and land based learning experiences that empower youth and families and strengthen communities.

*The Kailana Program* helps adolescents in their personal development, family and community relationships, and in their successful return to home, school, or appropriate community alternative.

### OUR VISION

Hawaii is a state where youth grow and learn in a safe and nurturing environment, free from violence, fear and economic hardship, where families are the building blocks of healthy communities, where cultural diversity is celebrated, and where the public and private sectors work together to insure that those youth who face special challenges, or who encounter difficulties on their journey through adolescence, receive the help they need to become responsible, productive and fulfilled adults.

11/5/07

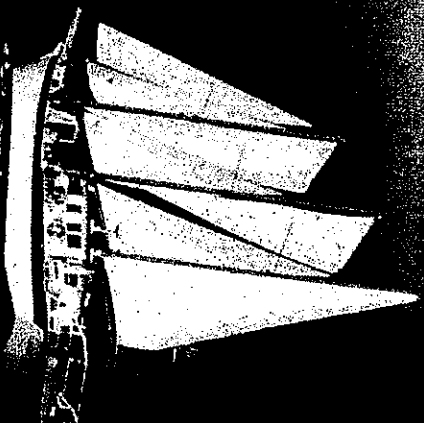
## MAKIMAKI

45-021 Likeke Place  
Kāne`ohe, Hawai`i 96744

Phone: 808-236-2288  
Fax: 808-235-1074  
Email: [info@marimed.org](mailto:info@marimed.org)  
Website: <http://www.marimed.org>

An Ocean-Oriented  
Experiential Treatment  
& Education Program

## Kailana Program



Kailana (Calm Seas), is a residential mental health treatment program for adolescents needing comprehensive treatment and education.

## THE KAILANA PROGRAM

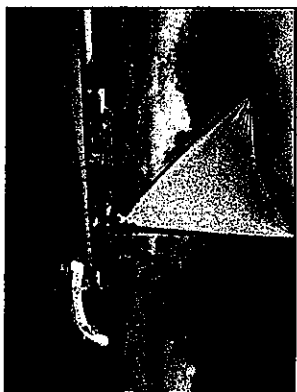
The Kailana (Calm Seas) Program is a highly structured, staff secure, residential program for high risk Hawai'i adolescents needing comprehensive treatment and education, including mental health services. Kailana, run by the non-profit Maimed Foundation, combines individual, group and family therapy with educational and vocational services, ocean and land based therapeutic and recreational activities including sailing and ocean voyaging on



*Makani Ohu* (Maimed's sail training vessel), canoe paddling, agriculture, aquaculture, and culinary opportunities.

Kailana is unique in its ocean-experiential approach to serving youth with moderate to severe emotional and behavioral problems. Our program incorporates the core values of CHART (Community, Honesty, Aloha, Respect and Learnwork) to help our youth and their families make the often stormy passage through adolescence. The program takes advantage of the importance of the ocean to Hawai'i and Pacific Island people, historically and culturally. The appeal of the ocean to youth helps build life skills through challenges and experiences that are powerful and stormational.

## WE SERVE



Males, 14 through 18, who face difficult emotional and educational challenges requiring something more structured and restrictive than school or home-based services, but who do not need to be hospitalized or incarcerated. This program specializes in adolescent males with conduct disorders and those dually diagnosed with chemical dependency.

## ENROLLMENT

All youth enrolled in the program are referred directly by the Child and Adolescent Mental Health Division of the State Health Department. Many youth are involved with the Family Court, the Office of Youth Services, or the Department of Education special education. For enrollment questions or assistance contact Mike Moskal, Program Intake Coordinator at (808) 236-2288 ext. 238.

## PROGRAM FACILITIES

Youth in the residential program live in small Windward O'ahu group homes licensed as Special Treatment Facilities. All youth, called "Cadets," begin at an Intake House for 30-40 days for assessment and introduction to program structure and expectations. They then move to one of two Voyaging Houses, where they prepare for a series of 5-day voyages to the neighbor islands as working crew on Maimed's Coast Guard certified Sail Training Vessel or our Hawaiian sailing canoe.



## EDUCATION



While living in the Voyaging Houses, cadets commute daily to Maimed's oceanfront main campus on Kaneohe Bay Drive. School for Voyaging House cadets is provided in the Education Building on the main campus. Here students follow an intensive IEP (Individual Education Plan) tailored to their specific needs and circumstances. School for Intake House cadets is provided on the facility's 6.5 acre self contained campus. Youth can earn up to one credit per month. Cadets also participate in service learning projects while they are receiving vocational and life skills training, to help them reconnect with their Community.



## PROGRAM STAFF

Kailana program staff and counseling treatment members include a child and adolescent psychiatrist, a clinical psychologist, social workers, CSAC certified counselors, teachers (including a certified special education teacher), nursing staff, youth counselors, and a ship's crew of licensed marine professionals and experiential facilitators.

## EXPERIENTIAL ACTIVITIES

In addition to the Sail Training Vessel, *Makani Ohu*, Kailana therapeutic experiential activities include the use of a variety of small sailing crafts, three Hawaiian six man paddling canoes, 10 lo'i, a low ropes course, and a Hawaiian sailing canoe.

Attachment 3  
Hullau Program Description

## Youth work towards greater

**self-sufficiency** by participating in therapeutic and educational activities, including life skills and transition training.

Training in self-management and social skills, as well as exploration of vocational interests increase the likelihood of a successful return to family, community, or independent living.

Youth receive weekly training to tackle problems such as: drug/alcohol relapse, time-management, negative peer/family pressures, budgeting finances, learned helplessness, poor study habits, poor boundaries, low assertiveness skills, and anxiety and depression.

## Life Skills Training....

...Works to interrupt unsuccessful patterns by empowering youth through experiential challenges and a structured curriculum that provide new tools for future success in life.

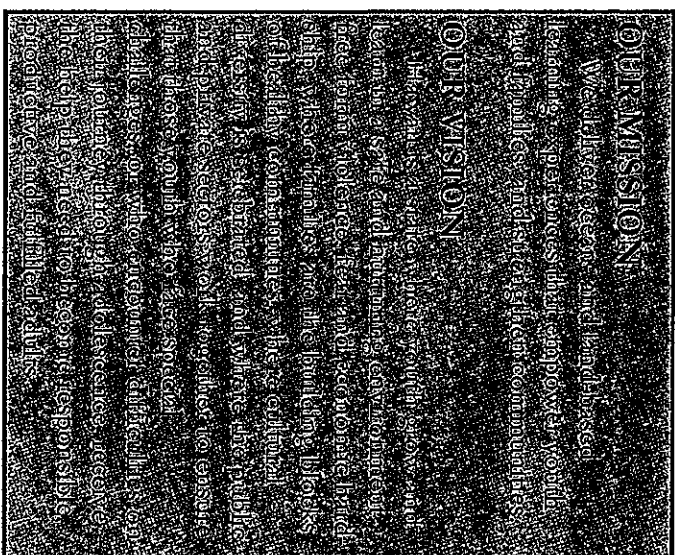
...Creates a stronger level of self-mastery and self-reliance.

...Accommodates a variety of needs, personal concerns, values, styles, capacities for learning.

...Provides a higher level of functioning so youth and family can re-unite with greater recognition of life skills acquired.

...Encourages increased community interaction through jobs, internships, and activities that help develop empathetic responses toward others.

...Emphasizes job preparedness, employment skills, and application for post-high school education.



VA-11108

### Contact:

Huli'au Intake Coordinator

Mike Moskal

236-2288 X 238

Mike.Moskal@Marimend.org



## MARIMEND FOUNDATION

CHARTING THE COURSE FOR HAWAII' I YOUTH

45-021 Likeke Place

Kane'ohē, Hawai'i 96744

Phone: 808-236-2288

Fax: 808-235-1074

Email: [info@marimend.org](mailto:info@marimend.org)

A Therapeutic Group Home  
for Adolescent Males

# Hale Huli'au

"House of Change"

The transition  
back to school, home  
and community can  
be difficult and  
lonely.

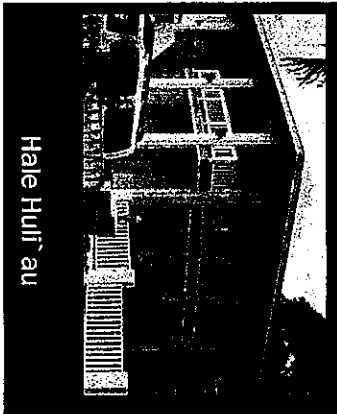
Our program  
helps make  
the passage  
successful.

A small group home setting,  
providing treatment services and  
life skills training for  
adolescent males who are  
participating in school, community,  
and vocational activities.

## THE HULI`AU PROGRAM

The *Huli`au Program* is a structured, staff-secure, therapeutic group home for boys who need residential treatment, or for whom returning home is not an option, but are able to succeed in public education, recreation, and vocational settings.

Our eight-bed home in Windward O`ahu is less restrictive than community-based residential treatment, yet offers a safe and secure transitional environment and support services.



While at Huli`au, youth may attend regular or alternative school settings and participate in vocational activities, community functions, clubs, recovery meetings such as AA and NA, and recreational activities.

Huli`au is a component of Marimed Foundation's successful continuum of experiential educational and therapeutic programs for at-risk Hawai`i youth.

### SERVICES PROVIDED

- Individual psychotherapy
- Family therapy
- Integrated experiential & recreational therapy
- Chemical dependency group therapy
- Medication management services
- After care services
- Public high school education
- Vocational education and work experience
- Job placement counseling

## WE SERVE

Males, 14 - 18 years old, who...

...face difficult emotional and educational challenges requiring something more structured and restrictive than living at home, and ...need to further their development of skills necessary to make the transition back into community, school and family settings.

## EDUCATION

Huli`au youth attend regular or special education classes, typically at Castle or Olomana High Schools. Youth are encouraged to participate in after school programs and community service learning projects and may obtain part-time employment in the community.



## REFERRAL

Referrals are made through the State of Hawai`i Department of Health, Child and Adolescent Mental Health Division's Family Guidance Centers in collaboration with the Department of Education, Family Court, Youth Corrections, or Office of Youth Services.

The majority of funding is provided through contracts with the State of Hawai`i Department of Health.

Our intake counselor can help determine if a particular youth is right for the program or guide you to resources and referral agencies.

Please contact **Mike Moskal** at 236-2288 ext. 238 or [Mike.Moskal@Marimed.com](mailto:Mike.Moskal@Marimed.com)

## EXPERIENTIAL THERAPY WORKS!

What truly sets Huli`au apart from other programs and helps to foster positive outcomes is Marimed's values-based experiential approach to education and therapy.

Marimed's core CHART values are embedded in an array of culturally aligned ocean- and land-based experiential activities designed for learning, growth, and healing.

### CHART Values

- Community
- Honesty
- Aloha
- Respect
- Teamwork



*Challenging outdoor activities and community service are a part of the Huli`au program.*

### FAMILY ENHANCEMENT

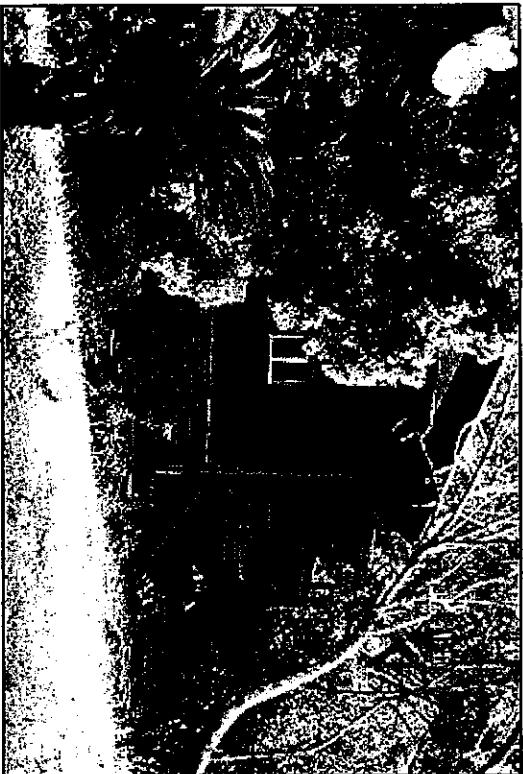
Families are offered family therapy twice a month. Parental training and psycho-education are provided on a variety of significant topics, including:

- psychiatric needs for severe and chronic depression, oppositional defiance, and generalized anxiety;
- recovery issues associated with drug dependency and long-term addiction;
- aggression replacement therapy;
- developing routine home contracts; and
- creating supportive family system

Attachment 4  
Separate CBR Homes in Kahalu'u

*Marimed CBR Homes*

**Hale Ho`ohua**  
***"House to Bear Fruit"***  
***Kahalu`u***



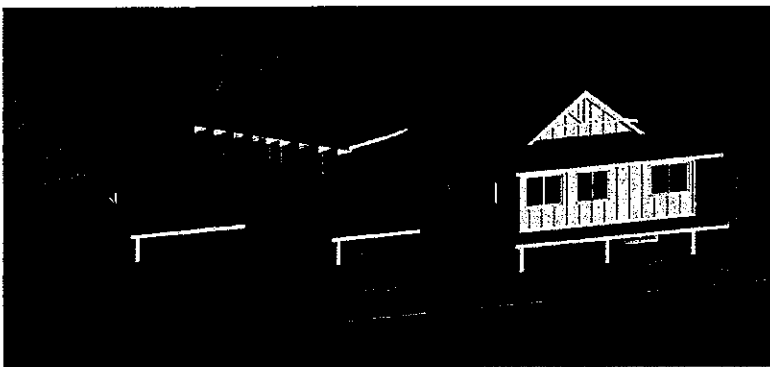
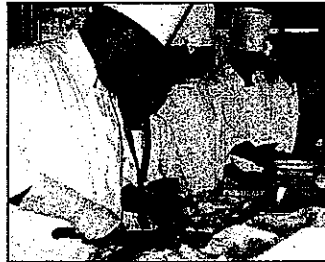
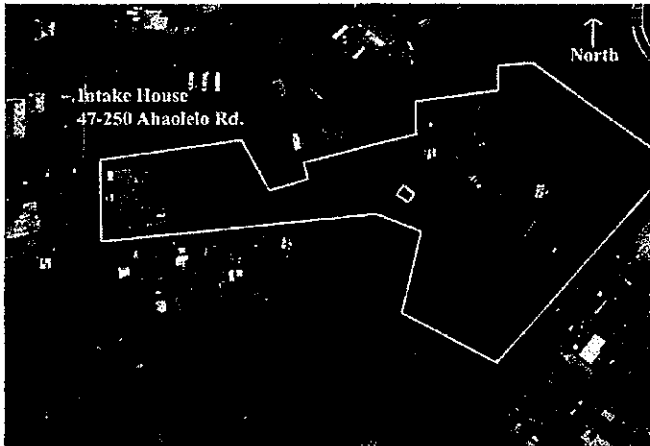
**Hale Kauoha Kākou**  
***"House of Our Will"***  
***Kahalu`u***



Attachment 5  
Mauka Campus Photographs

## MARIMED FOUNDATION

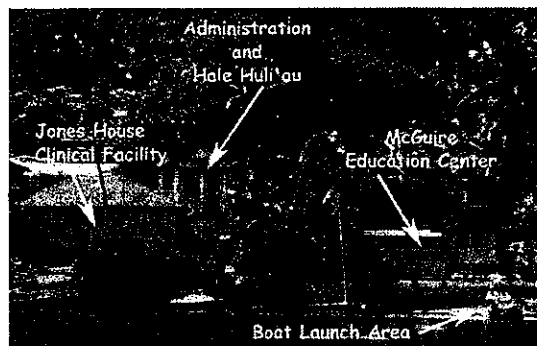
Our 6.5 acre Kahalu`u campus currently includes a 2-story, 8-bed Community Based Residential group home with staff space; lo'i, fruit and vegetable gardens; hydroponics facility; culinary vocational training program, and storage/processing building.



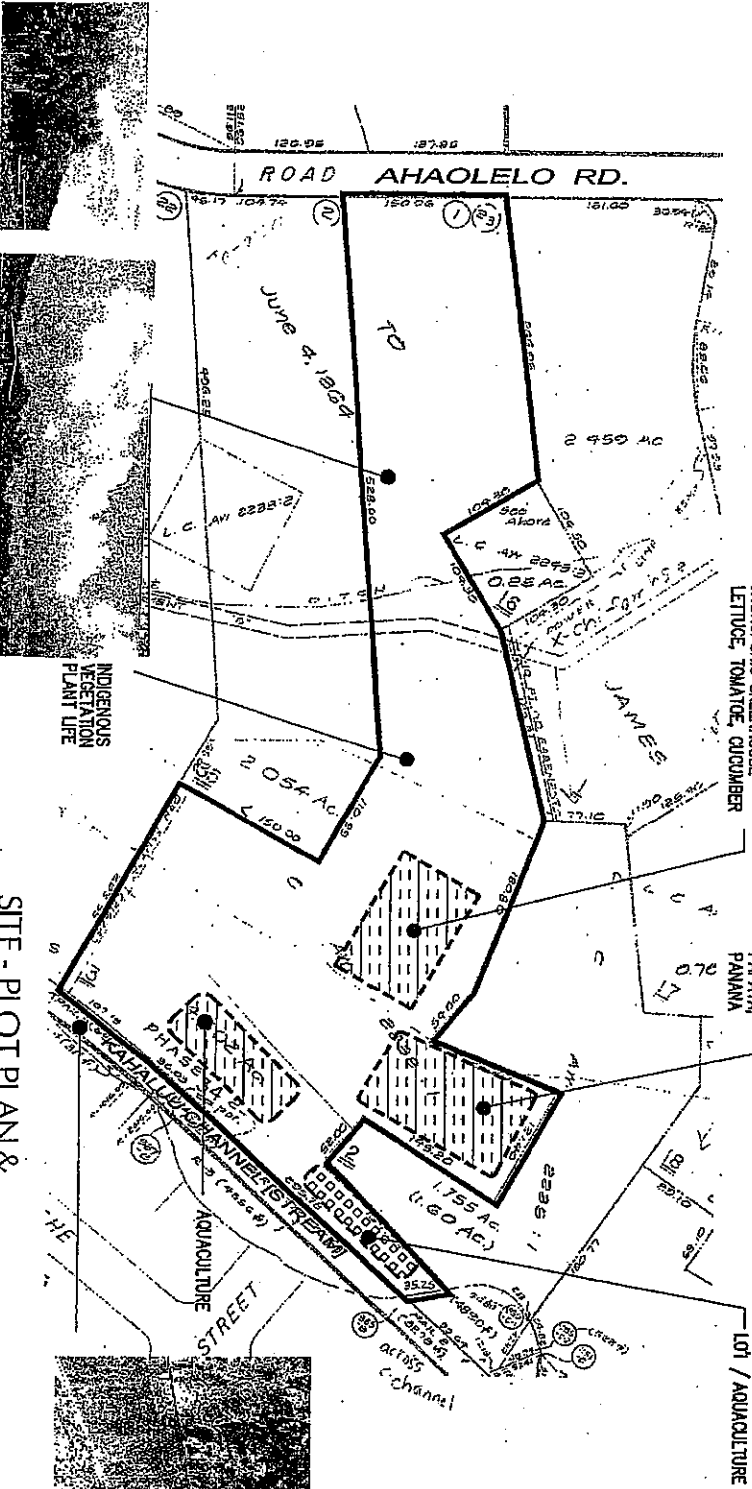
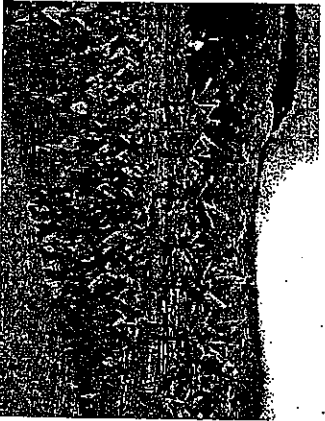
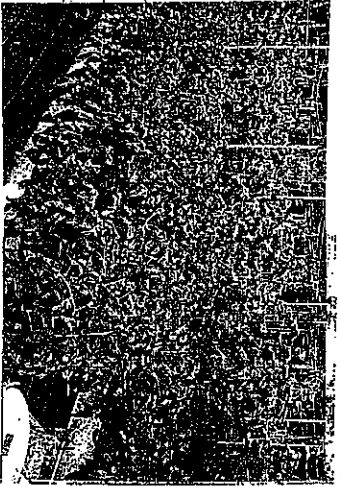
The proposed second group home with program space on our 6.5 acre property will allow Marimed to:

- build a home designed especially for active teens and program activities;
- close a group home in Kahalu`u that is older and needs repairs, and
- provide more efficient services for the teens and their families.

Marimed's Makai Campus, next to Kokokahi Y, on Kane'ohe Bay has classroom, therapy and experiential ocean-related resources, including our 96' sailing vessel *Makani Olu*.



KEY PLAN



SITE - PLOT PLAN &

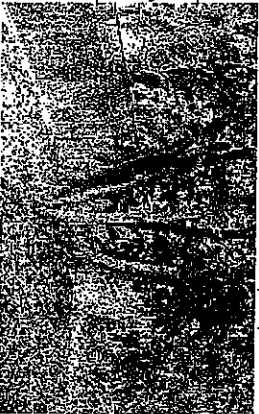
# MARIMED FOUNDATION

47-292 AHAOLELO ROAD  
KAHALUU, HAWAII

6.15.05



SPO ARCHITECTS  
2 WATERLOO PLAZA  
HONOLULU, HI 96813  
T: (808) 543-8380



Some existing features

Attachment 6  
Audit Summary

**MARIMED FOUNDATION FOR ISLAND HEALTH CARE TRAINING**  
**STATEMENT OF FINANCIAL POSITION**  
June 30, 2006

**ASSETS**

Cash	\$ 29,912
Contracts and grants receivable	836,427
Other receivables	8,330
Prepaid expenses	61,330
Property and equipment, net	<u>5,792,719</u>

**TOTAL ASSETS**

\$ 6,728,718

**LIABILITIES AND NET ASSETS**

**LIABILITIES**

Accounts payable and accrued expenses	\$ 116,575
Note payable	19,552
Long-term debt	<u>3,127,013</u>
<b>TOTAL LIABILITIES</b>	<u>3,263,140</u>

**NET ASSETS**

Unrestricted	3,415,578
Temporarily restricted	50,000
<b>TOTAL NET ASSETS</b>	<u>3,465,578</u>

**TOTAL LIABILITIES AND NET ASSETS**

\$ 6,728,718

See accompanying notes to financial statements.

**CGA**

Carr, Gouveia + Associates, CPAs, Inc.

**MARIMED FOUNDATION FOR ISLAND HEALTH CARE TRAINING**  
**STATEMENT OF ACTIVITIES**  
**Year Ended June 30, 2006**

	Unrestricted	Temporarily Restricted	Total
<b>REVENUES AND OTHER SUPPORT</b>			
Government grants and contracts	\$ 5,072,828	\$ -	\$ 5,072,828
Private and corporate gifts	194,155	94,996	289,151
Experiential contracts	48,890	-	48,890
Other	37,986	-	37,986
Combined Federal Campaign/membership support	1,835	-	1,835
Interest	877	-	877
Net assets released from restrictions - satisfaction of program or time restrictions	44,996	(44,996)	-
<b>TOTAL REVENUES AND OTHER SUPPORT</b>	<b>5,401,567</b>	<b>50,000</b>	<b>5,451,567</b>
<b>EXPENSES</b>			
Program services	5,025,066	-	5,025,066
Management and general	821,879	-	821,879
Fundraising	77,598	-	77,598
<b>TOTAL EXPENSES</b>	<b>5,924,543</b>	<b>-</b>	<b>5,924,543</b>
<b>CHANGE IN NET ASSETS</b>	<b>(522,976)</b>	<b>50,000</b>	<b>(472,976)</b>
<b>NET ASSETS AT BEGINNING OF YEAR</b>	<b>3,938,554</b>	<b>-</b>	<b>3,938,554</b>
<b>NET ASSETS AT END OF YEAR</b>	<b>\$ 3,415,578</b>	<b>\$ 50,000</b>	<b>\$ 3,465,578</b>

See accompanying notes to financial statements.

**CGA**

*Carr, Gouveia + Associates, CPAs, Inc.*

**MARIMED FOUNDATION FOR ISLAND HEALTH CARE TRAINING**  
**STATEMENT OF FUNCTIONAL EXPENSES**  
Year Ended June 30, 2006

	Program Services	Management and General	Fund - raising	Total
Salaries	\$ 3,039,722	\$ 456,667	\$ 46,899	\$ 3,543,288
Payroll taxes	267,982	40,247	4,373	312,602
Employee benefits	366,455	66,082	6,138	438,675
Total salaries and related expenses	3,674,159	562,996	57,410	4,294,565
Supplies	255,469	14,478	1,143	271,090
Depreciation	240,192	21,966	1,407	263,565
Contractual and outside services	192,261	52,629	-	244,890
Transportation	143,244	38,884	2,858	184,986
Interest	170,630	6,608	-	177,238
Insurance	158,210	11,638	263	170,111
Rent	20,359	57,566	6,359	84,284
Utilities	63,700	1,990	109	65,799
Repairs and maintenance	44,416	2,350	26	46,792
Telephone	38,976	6,891	396	46,263
Conferences and training	8,931	11,931	265	21,127
Printing	9,586	3,221	6,077	18,884
Recruitment	35	16,856	-	16,891
Membership	650	6,712	557	7,919
Postage and shipping	1,417	3,265	722	5,404
Miscellaneous	2,831	1,898	6	4,735
<b>TOTAL EXPENSES</b>	<b>\$ 5,025,066</b>	<b>\$ 821,879</b>	<b>\$ 77,598</b>	<b>\$ 5,924,543</b>

See accompanying notes to financial statements.

**CGA**

*Carr, Gouveia + Associates, CPAs, Inc.*

**MARIMED FOUNDATION FOR ISLAND HEALTH CARE TRAINING**  
**STATEMENT OF CASH FLOWS**  
Year Ended June 30, 2006

<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
Change in net assets	\$ (472,976)
Adjustments to reconcile change in net assets to net cash provided by operating activities	
Depreciation	263,565
Changes in operating assets and liabilities	
Contracts and grants receivable	490,784
Other receivables	14,332
Prepaid expenses	96,404
Accounts payable and accrued expenses	(139,774)
Deferred revenue	(118,750)
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<u>133,585</u>
<b>CASH FLOWS FROM INVESTING ACTIVITY</b>	
Purchases of property and equipment	<u>(895,663)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
Proceeds from issuance of long-term debt	532,000
Principal payments on note payable	(37,360)
Principal payments on long-term debt	(112,670)
<b>NET CASH PROVIDED BY FINANCING ACTIVITIES</b>	<u>381,970</u>
<b>NET DECREASE IN CASH</b>	(380,108)
<b>CASH AT BEGINNING OF YEAR</b>	<u>410,020</u>
<b>CASH AT END OF YEAR</b>	<u>\$ 29,912</u>
<b>SUPPLEMENTAL DISCLOSURES</b>	
Interest paid	\$ 177,238

See accompanying notes to financial statements.

**CGA**

*Carr, Gouveia + Associates, CPAs, Inc.*



Attachment 7  
Resumes

**Matthew A. Claybaugh, Ph.D.**  
44-151 Nanamoana Street  
Kāneʻohe, Hawaiʻi 96744  
matt.claybaugh@marimed.org

**Education**

Ph.D., December 1998  
Department of American Studies  
University of Hawaiʻi, Mānoa

Master of Arts, February 1993  
Department of American Studies  
University of Hawaiʻi, Mānoa

Bachelor of Science, History and Secondary Education June 1987  
Northland College  
Ashland, Wisconsin

**Papers &  
Presentations**

"Utilizing Research Outcomes to Meet Program and Development Goals,"  
ASTA's 35<sup>th</sup> Annual Conference on Sail Training and Tall Ships  
Victoria, British Columbia, November, 2007

"Healthy Children: Wahioloanaʻopio (*A Healing Place for Youth*)"  
The Hawaiʻi Island Methamphetamine Summit IV  
Waikoloa, Hawaiʻi, August 27, 2007

"Providing Solutions to Program Challenges," Panel Presentation. Targeted Capacity Expansion  
(TCE) Methamphetamine & Earmark Grantee Workshop.  
Washington, D.C. February 2006.

"Alternative Treatment Approaches: Marimed's Kailana Program & Outcomes"  
CWAG (Conference of Western Attorneys General) 2005 Annual Meeting  
Kapalua, Maui, July 2005

"Experiential Substance Abuse Treatment and Continuing Care"  
2005 CSAT Joint Meeting on Adolescent Treatment Effectiveness  
Washington, D.C., March 2005

"The Sea Change, Experiential Voyaging"  
Association of Experiential Education  
Norfolk, November 2004

"A Little Aloha Goes A Long Way: Building Relationships with Public Officials"  
National Network for Youth Symposium 2002  
Washington DC, February 2002

"Kailana's Experiential Model"  
Western Society of Criminology Annual Meeting  
Kailua Kona, February 2000

"Book Review: Transforming Vernacular Culture"  
Cultural Resource Management 21.8 (1998): 31.

"Therapeutic Culture: Appropriation of Metaphor in Experience"  
Hawaiʻi American Studies Association Student Academic Conference  
Honolulu, April 1998

"Departures: Receptivity and Preparation, Contextualizing the Future"  
American Culture Association/Popular Culture Association Joint Meeting  
Orlando, April 1998

"Exploring Boot Camp Philosophy: Lessons Learned From The Wilderness Model"  
Western Society of Criminology Annual Meeting  
Newport Beach, March 1998

### **Work Experience**

*President & CEO*, Marimed Foundation  
February 1, 2002 to Present

Responsible for the oversight of all Marimed Foundation functions and programs. Report to Marimed Foundation Board of Trustees and all related committees. Represent the organization at all relevant community functions and coalitions.

*Vice President of Programs*, Marimed Foundation  
November 1999 to February 1, 2002

*Director of Education*, Marimed Foundation  
July 1999 to November 1999

*Director of Staff Development*, Marimed Foundation  
November 1998 to July 1999

*Consultant*, Marimed Foundation: Kailana *Tole Mour* Youth Program  
February 1996 - August 1996

*Program Coordinator*, Marimed Foundation: Kailana Youth Program  
December 1994 - February 1996

*Graduate Assistant and Lecturer*, Department of American Studies, University of Hawai'i, Mānoa  
September 1993 - May 1994, September 1996 - August 1997, September 1998 - December 1998.

*Lecturer*, University of Hawai'i, Mānoa: College of Continuing Education  
Fall 1996

*Teacher*, Department of Education, State of Hawai'i: Ewa Beach Elementary School  
1991-1992

*Teacher*, Department of Education, State of Hawai'i: Honoka'a High School  
1987-1988, 1990-1991

*Teacher*, Department of Education, State of Hawai'i: Waimea Elementary and Intermediate School  
1988-1990

### **Memberships**

Board of Directors, Hawai'i Youth Services Network (1999 to 2006, President 2002-2006)  
Association of Experiential Education  
American Sail Training Association

## **Stephen E. Keller**

87-1034 Kaipoi Street  
Waianae, HI 96792  
808-341-2927

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### **Highlights of Qualifications**

- 2+ Years as CFO for Marimed Foundation
- 20+ Successful years as Controller/Financial & Operations Manager
- Preparation and Analysis of Financial and Managerial Reports
- Maximized Cash Flow by Maintaining Low A/R and Stretching A/P
- Preparation and Supervision of Payroll for up to 300 employee staff including all Tax Deposits and Government Reports
- Developed Inventory Controls utilizing Requisitions, Par-Levels, Perpetual vs. Actual Comparisons and Monitoring of Product Turnover
- Implemented and Monitored Effective Cash Controls
- Reduced Expenses and Increased Revenues through P&L and Variance Analysis
- Responsible for Human Resource Administration
- Conducted Internal and Monitored External Audits & Prepared Government Reports
- Responsible for Risk Management/Loss Prevention & Capital Allocation
- Responsible for Computer Systems Setup, Operation, Trouble Shooting and Training

### **WORK EXPERIENCE**

#### **Marimed Foundation**

*Administrative Director / CFO*

**Kaneohe, HI**

**May 2005 – Present**

Directly oversees and is responsible for Accounting/Finance, Human Resources, M.I.S, Facilities and Risk Management Departments.

#### **Dream Cruises, Inc.**

*Controller*

**Honolulu, HI**

**May 1997- May 2005**

Responsibilities included all Accounting/Finance operations, Financial & Managerial Reporting, Analysis, Development and Implementation of Controls (Cash, Inventory, Asset); as well as M.I.S. & Human Resource functions for a Hawaiian Cruise Ship Corporation.

#### **Unified Micro Solutions/ Records Management Hawaii, Inc.**

*Controller*

**Honolulu, HI**

**February 1995 – May 1997**

Responsible for all Accounting/Finance functions for a Computer Network Development & Software Design Corporation.

**ARA Leisure Services**  
**Controller**

**Colorado & New Mexico**  
**May 1985 – March 1993**

Responsible for all Accounting/Finance and M.I.S functions for All Concession Operations in both Mesa Verde National Park, Colorado and Bandelier National Monument, New Mexico which included: 150 room Hotel; 5 Restaurants; 5 Retail Shops; 2 Grocery Stores; Camping Supply Store; 500-site Campground; 3 Service Stations & Tour Bus Operations

**ARA Leisure Services**  
**Operational Management**

**Denver, CO**  
**1985 – 1986**

Responsible for Concession operations at Mile-High Stadium and McNichols Sports Arena, Denver, Colorado. Duties included Staffing and Operational Management for a 350 employee staff during large 77,000 spectator events.

**S.B.A/SCORE (Small Business Administration)**  
**Consultant**

Assisted small businesses in improving their Marketing and Finance Strategies.

**EDUCATION**

**University of Denver**  
**M.B.A**

**1985**

**University of Denver**  
**B.S.B.A Hotel/Restaurant Management**

**1983**

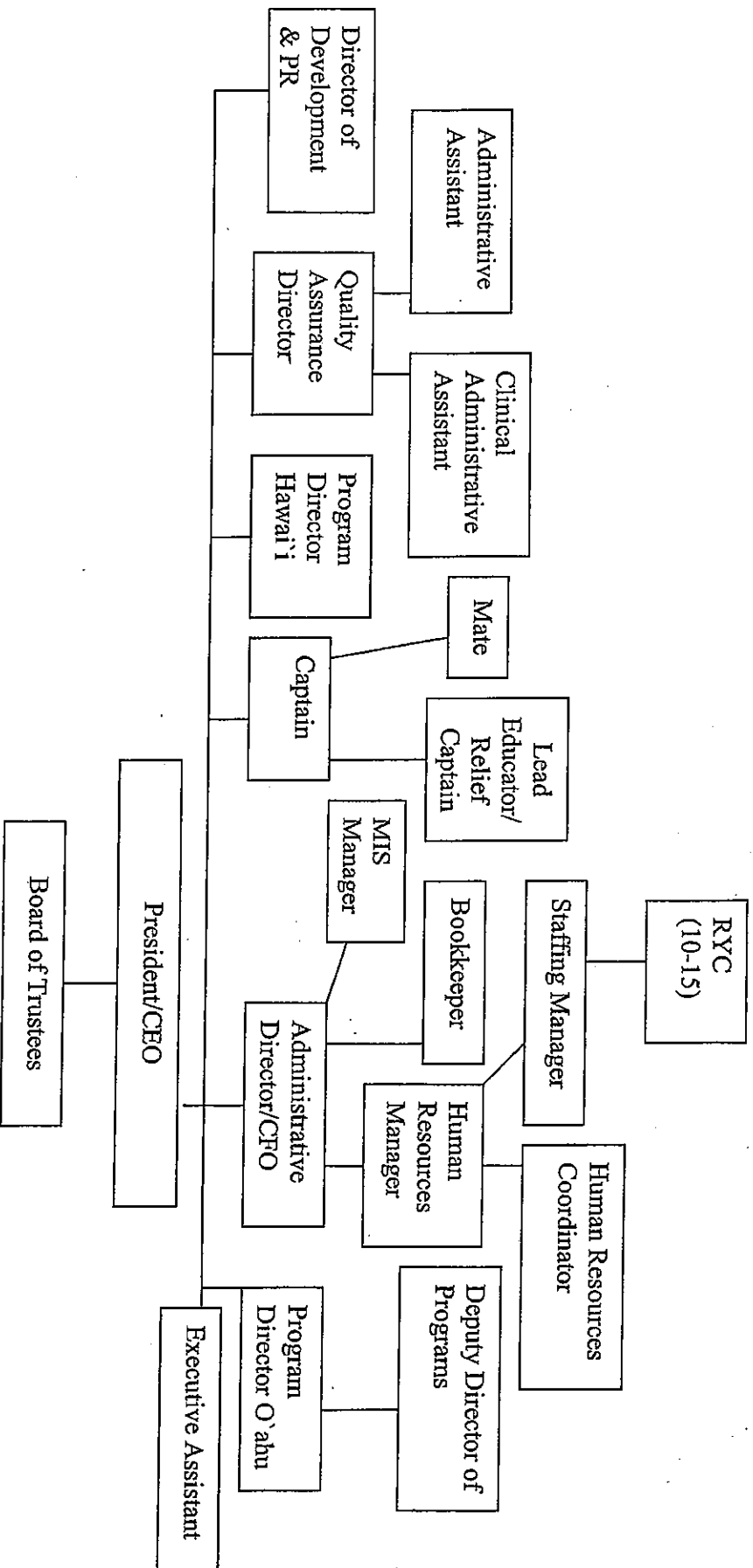
**REFERENCES**

Upon request

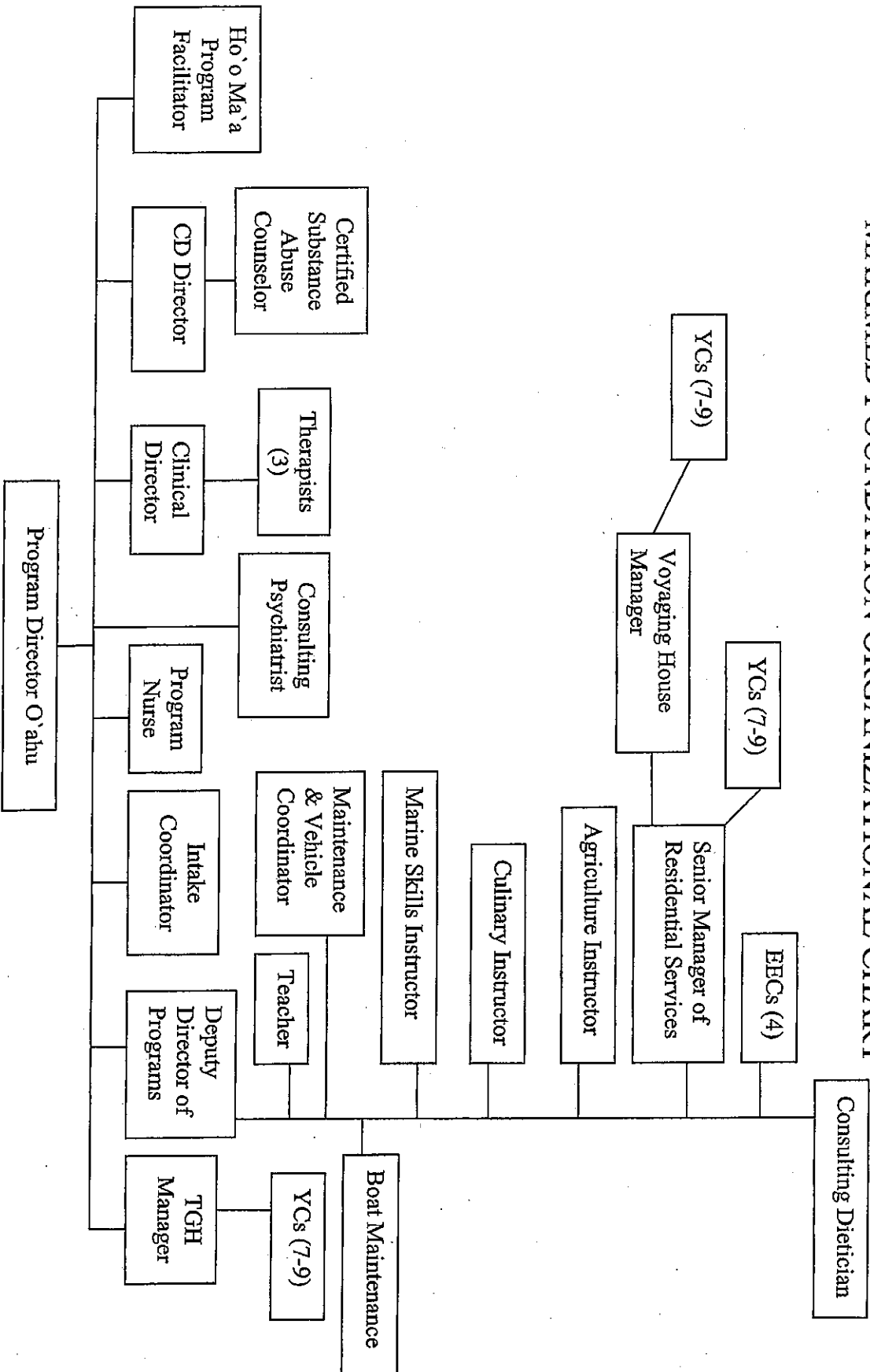
Attachment 8  
Organization Charts.

# MARIMED FOUNDATION ORGANIZATIONAL CHART

## YOUTH AND FAMILIES



# KAILANA PROGRAM MARIMED FOUNDATION ORGANIZATIONAL CHART





Attachment 9  
Board of Trustees

**Marimed Foundation**  
**Officers and Trustees 2008**

**Officers** \_\_\_\_\_

**Chairman**

William M. Tam, Esq.  
Attorney, Alston, Hunt Floyd & Ing

**Secretary**

Charles Guili, Ph.D.  
Programs Eval. & Planning,  
PRELL

**Treasurer**

James Hasselman, CPA, LLC

**Medical Director**

Ilona Laszlo Higgins, MD, FACOG

**Marimed President & CEO**

Matthew A. Claybaugh, Ph.D  
Marimed Foundation

**Marimed Administrative Dir./CFO**

Stephen E. Keller  
Marimed Foundation

**Voting Members** \_\_\_\_\_

Haunani S. Apoliona  
Robert Grossman, Ph. D.  
Richard W. Gushman II  
Admiral Thomas Hayward, USN (Ret.)  
Ron Hochuli

**Committees** \_\_\_\_\_

**Long Range Planning**

David Higgins

**Education & Program Standards**

Charles Guili

**Ship Safety**

Tim Guard

**Trustees** \_\_\_\_\_

Ron Cox

Manager, Operations Strategic  
Planning, Hawaiian Electric

Tim Guard

President & G.M.,  
McCabe, Hamilton & Renny Co., Ltd.

Dave H. Higgins, Esq.

Attorney, Alston, Hunt Floyd & Ing  
Founder, Marimed Foundation

Laura laea

Human Resources Manager,  
Army Hawaii Family Housing LLC

Vanda Kurashige

HR Manager, Amfac Hawaii, LLC

Capt. Kaipo Pomaikai

Captain, Sause Brothers

Nainoa Thompson

President, Polynesian Voyaging  
Society

Kamehameha School Trustee

Lawrence C. Janss

Christine Maxwell

Ruth Ono

C. Dudley Pratt, Jr.

**Personnel Committee**

Laura laea

**Development & Marketing**

William Anonsen

**Audit & Finance**

James Hasselman