

House District 47

Senate District 23

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

Log No.

For Legislature 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):

DEPARTMENT OF LABOR, OFFICE OF COMMUNITY SERVICE

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

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual: Ho'ola Na Pua

Db/a:

Street Address: 58-130 Kamehameha Highway, Haleiwa, HI 96712

Mailing Address: PO Box 401, Haleiwa, HI 96712

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name JESSICA MUNOZ

Title President

Phone # 808-445-3131

Fax # \_\_\_\_\_

E-mail jessica.munoz@hoolanapua.org

3. TYPE OF BUSINESS ENTITY:

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

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

FUNDING TOWARDS RENOVATION OF A 20,000 SF BUILDING FOR TO BE A LICENSED SPECIAL TREATMENT FACILITY FOR PROVIDING TRAUMA BASED THERAPEUTIC TREATMENT FOR FEMALE VICTIMS OF SEX TRAFFICKING BETWEEN THE AGES OF 11-18.

4. FEDERAL TAX ID #: \_\_\_\_\_

5. STATE TAX ID #: \_\_\_\_\_

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2018: \$ 1,500,000

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 \$ 600,000

FEDERAL \$ \_\_\_\_\_



RECEIVED

1/20/17 *na*

COUNTY \$ 400,000

PRIVATE/OTHER/ INDIVIDUALS: Cash & pledged \$ 204,000

Foundations (pledges) \$ 120,000

Corporations (pro bono services) \$ 800,000

Organizations (designated funds) \$ 284,000

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:



Jessica Munoz

President

Name & Title

1/16/17

DATE SIGNED

## Application for Grants

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

### I. Background and Summary

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

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

Ho'ōla Nā Pua, which means "New Life for Our Children," is a 501(c)(3) Hawaii based nonprofit corporation. Ho'ōla Nā Pua (HNP) is building a comprehensive and sustainable response to the issue of domestic commercial sexual exploitation (CSEC) of children. Headquartered on Oahu, HNP also operates on the Big Island and will be establishing teams on Maui and Kauai. HNP's goal is to open Pearl Haven, a residential special treatment facility for CSEC victims from throughout the state.

Our foundational premise is that the societal reintegration of CSEC children requires a response framework that is supported by four critical program areas.

#### **Mission**

HNP's mission is the renewal of trafficked girls through health, education, advocacy, and reintegration.

HNP is committed to health, healing, and renewal of traumatized lives. Through our focused health, education, advocacy, and reintegration efforts, the complex needs of child victims of exploitation can be met.

Due to a lack of awareness about the issue, misidentification, a lagging national response, and the absence of tailored therapeutic treatment programs to meet their recovery needs, our children who have been exploited continue to be re-exploited.

*We need to **H.E.A.R** their voices to bring change around this issue, with appropriate responses to their needs, so the cycle of abuse and violence can end.*

## **Foundational Pillars**

HNP's four core pillars are **Health, Education, Advocacy, and Reintegration.**

### **Health**

Health is not just the absence of disease. At HNP, optimal health is comprehensive. This means that healing of body, mind, spirit, and emotion is central in our restorative efforts and interventions.

- **Starfish Mentoring Program** is our trauma-informed, health centric mentoring program addressing the rehabilitation needs of sexually trafficked survivors, the lack of available therapeutic services for this population, and the need to provide survivors with one-on-one support from a trusted, non-judgmental, appropriate adult mentor.
- **Family Support Group** provides a safe and confidential environment in which non-offending parents and caregivers can come together with others who are experiencing similar feelings and challenges in coping with their child's sexual abuse.
- **Pearl Haven** will provide a trauma-informed, health centric, in-patient approach to healing and restoration by integrating group and individual therapies, along with mental and physical health care, educational needs, and family reunification. This program will be implemented at the Pearl Haven Campus.

Children who have been trafficked suffer from severe complex trauma. Given their level of victimization, intensive intervention and comprehensive therapeutic services need to be provided in a safe environment. 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 the community.

### **Education**

HNP's team conducts multi-sector, community, active engagement, educational training to increase awareness of sex trafficking. Its objective is to provide safeguards for vulnerable persons and foster an interactive, multi-disciplinary, anti-trafficking community through outreach to neighborhoods, prevention program in schools, first-responders, service providers, lawmakers, faith-based communities, and the population at large.

- Junior High and High School In-School Education Program
- Service Provider Training
- Medical Personnel Training
- Law Enforcement Personnel Training

HNP has been key in educating the community on the identification, intervention, and response to child sex trafficking in Hawai'i. Through raising public awareness, education, training, advocacy, and understanding of the health-based and complex needs of children who have been exploited, we continue to actively advocate for a multidisciplinary response to addressing this issue.

### **Advocacy**

Collaboration among medical and human services providers, state, county and federal justice agencies, and nongovernmental service organizations is the only way to effectively and sustainably identify and permanently remove children from the atrocity of human trafficking.

- HNP supports and advocates for policies and practices that protect sex trafficked child victims.
- HNP raises awareness about the crime of child sex trafficking.

### **Reintegration**

HNP's focus is life renewal through our comprehensive, therapeutic approach and programmatic focuses. Collaborating with our service partners in creating individualized, therapeutic, reintegration plans for each girl is key for successful transition of individuals back into their communities.

- Future reintegration programs: transitional housing, career, and continuing education.

### **Conclusion**

HNP serves a statewide need through Health, Education, Advocacy, and Reintegration. Our response framework has been designed to track and measure outcomes, build scalable systems, and succeed in our overall mission.

Our staff and volunteers work tirelessly to collaborate with the justice system, social services, faith-based communities, state institutions, foundations, health care professionals, and others who share our mission to reintegrate victims of commercial sexual exploitation.

Currently HNP is the only organization working to build a long-term licensed residential special treatment facility of this kind in Hawai'i. To this end it has leased a 12.8 acre site from the DLNR and will renovate the 20,000 sf building that has been substantially damaged during its 3 year vacancy.

The scope of the problem can be overwhelming. The number of victims needing restorative intervention is vast, the rehabilitative process is challenging, and the resources currently available are sparse, but HNP is establishing successful models as a leader in this field. We are committed to finding efficiencies,

improving sustainable models, and successfully renewing trafficked girls through health, education, advocacy, and reintegration.

**2. The goals and objectives related to the request:**

**Pearl Haven: A Special Treatment Campus**

In July of 2014, HNP (HNP) was selected by the Hawai'i Department of Land and Natural Resources for the award of a minimum 30 year lease for a 12 acre property, including a 20,000 sq. ft. building on Oahu's fabled North Shore. The site is to be utilized as the girls' campus. Overwhelming support from state legislators and the judiciary, as well as local governmental and nongovernmental partners, backed our petition for this property. The campus is called Pearl Haven, and when completed, it will have the capacity to serve up to 32 underage victims. It will be one of the largest licensed and most comprehensive health and trauma-centric campuses for this victimized population in the United States. This will be the only facility licensed under the State Department of Health and accredited by CARF (Commission on Accreditation of Rehabilitation Facilities) specific to the CSEC population. This facility will be the first of its kind in the United States and will serve as the foundation for a researched-based clinical model for the care of trafficked girls. We will be able to take placements of children under 18 years of age from all islands. Services provided will include comprehensive individual and group therapy, life skills teaching, education and special tutoring, as well as equine, art, dance and music therapy. .

This funding request is towards the renovation and remodeling of the 20,000 sf structure that has been substantially vandalized. The decades old structure will be rebuilt and renovated to meet the goals of the program and to update the structure to current building code. Massive repairs such as roof and structural repair are required as well as a complete interior rebuild and refurbishing. This funding will supplement private funding being sought from foundations and individual, business and organization donors.

The engineering and design services required to obtain building and construction permits were initiated by a design team of Architects Hawaii (AHI) and Design Partners Inc at the end of 2016. With these permits in hand and substantial funds committed, construction of the renovations could start in late 2017 targeting a late 2018 operations startup.

**3. The public purpose and need to be served;**

**Meeting the Great and Growing Need**

Nationally, there are very few facilities specific to child victims of sex trafficking. As of 2013, there were a total of 37 homes specific for victims of human trafficking. Only 17 of these homes were for children. The majority of facilities

averaged around a total of six beds. Most are shorter-term placement options, and less than 5 homes are based on a trauma-informed model of care. There are no facilities in Hawai'i specific to this population of children. We are committed to meeting a non-duplication of aftercare services for this vulnerable population.

As the demand for sexual services increases in Hawai'i, so does the number of child trafficking victims. Local 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 and social service systems are aware that children are being victimized through sex trafficking in our state. The judicial and social service agencies struggle to find dedicated homes, services, and treatments that cater specifically to the underage victims they identify. While the exact number of children being exploited is not fully known in the State of Hawai'i, the Family Protection Act of 2014 requires child welfare services to collect data, screen and identify child victims of trafficking, and provide services or referral to services for children who have been exploited. With this new federal mandate, the numbers of children being identified will continue to increase. Nevertheless, while the need for services increases, residential placement continues to be a gap in the Hawai'i community.

Given the level of trauma that children who have been exploited endure, all intervention must be tailored to their specific trauma of being exploited in order for them to avoid ending up back in the cycle of abuse that they were "physically" removed from upon identification. Because of the level of psychological control and trauma, the physical removal without appropriate intervention addressing the psychological issues surrounding exploitation may lead the child back into the trafficker's control. Childhood trauma has been proven to have long term negative effects on an individual's life as well as a direct impact on the public health sector. The issue of child trafficking in America is a growing public health crisis. A Kaiser Permanente Adverse Childhood Experiences (ACE) Study reveals the link between child abuse and trauma and an increased risk for chronic diseases later in life. The study showed increased risk of depression, suicide, alcoholism, addiction, autoimmune diseases, and heart disease. The ACE study showed a direct correlation to inadequate performance in the workplace. Each one of these factors has a direct economic impact and ultimately increases the burden on society.

In the past, youth detention facilities and shelters have been utilized as temporary and transitional holding and shelter placement; however, without a longer term residential program, it can be difficult for victims to be truly freed from their past abuse. Having a placement option that provides a longer term intervention program specifically for exploited children—with trained professionals specializing in working with this population—is essential for the renewal of lives and prevention of recidivating trauma and exploitation.

## Impact

The need for evidenced-based research on delivery services for trauma treatment—specific to sex trafficked youth—has been spoken of and emphasized in therapeutic and service community sectors across the country, but has yet to be realized. We have the opportunity to integrate a comprehensive array of evidenced-based, sex trafficked specific programming, therapy, and services, such as clinical therapy, education, life skills, recreational activities, mentoring, interpersonal skills, and arts programs in a licensed, residential, restorative environment called Pearl Haven. Collectively, this programmatic approach will have a positive impact, allowing girls to be placed back on a healthy life path and reintegrated back into our communities after being exploited. With the success and measurement of this holistic effort, the hope is that a standard of care for this population will be established. A center of clinical excellence will be created through our leadership and research in the field of specialty clinical services for children who have been sexually exploited. Through our work, we will directly impact policy change toward this special population on a national level.

Pearl Haven will change the course of these girls' lives, which in turn will result in reduced juvenile incarceration costs, (the state cost for incarcerated youth is around \$198,000 per year), reduced healthcare costs, and a decrease in crime for the state of Hawai'i. It will enhance the livelihoods of an estimated 32 underage victims per year.

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

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 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:

- Nationally, 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. Runaway girls are at a significant risk of the violence and exploitation of commercial sex trafficking.
- An estimated 2,780 Hawai'i youth may be at risk for commercial sexual exploitation. This number is based on an average of 3,976 runaway reports per year in the state of Hawai'i (Attorney General's Uniform Crime Report Statistics, 2003 to 2012). Consequently, there are hundreds of Hawai'i's children who are vulnerable to traffickers each month.
- 50% of the 229 girls who were arrested for running away in 2009 were native Hawaiian.
- Additionally, In Hawai'i there were reportedly 1,368 adolescents in foster care in 2012, with 611 females being confirmed victims of sexual abuse, physical abuse, or neglect. There were 425 girls in the foster care system in 2015 who are native Hawaiian.

The US Department of Justice Office of Juvenile Justice and Delinquency Prevention statistics are that over 70% of runaway youth are estimated to be endangered. The most common endangerment component was physical or sexual violence.

While running away does not always end in a trafficking situation, children who run away from home are at an increased risk of being exploited. 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, since 80 percent of child victims of prostitution have suffered from sexual and other serious abuses before leaving home.<sup>1</sup> Once on the streets, sex-offenders and sexual predators exploit these children's need for love, encouragement, shelter, and other basic needs. They quickly fall victim to deceit, coercion, and force that compels them into prostitution.

---

<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;linkingpublicationresuits,1:120150,1> (Accessed 11/4/11)

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, which often occur 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.**

Based on Oahu, HNP serves the entire state and welcomes survivors from all of the counties of the Hawaiian Islands.

## II. Service Summary and Outcomes

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

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

Pearl Haven will provide young, sexually exploited adolescent females with a safe refuge and a place to heal, restart their lives, and become productive members of our community.

The renovation of HNP's Pearl Haven campus will provide shelter and counseling for those who would otherwise be homeless if they were able to escape the confines of their abductors.

Once completed, the Pearl Haven campus will be comprised of a 20,000 sq. ft. comprehensive residential care facility on 12.8 acres of land leased from the State Department of Land and Natural Resources for thirty years. The facility will include bedrooms, bathrooms, a family room and great room, a commercial kitchen, classrooms, counseling and family/therapy rooms, administrative offices, and recreational rooms, and will be designed more like a campus/home than an institution.

Completed:

- ❖ Perimeter fencing and landscaping of roadside access area
- ❖ Environmental assessment completed and approved
- ❖ Special Use Permit (SUP) Completed and approved by County of Honolulu.
- ❖ On site security provided to eliminate vandalism
- ❖ Schematic design developed
- ❖ Collateral site work including perimeter survey, area topographic survey,
- ❖ Architectural Team of Architects Hawaii and Design Partners Inc and Engineering team of Kai Engineering, Insynergy, and Minatoishi Architects are providing project design and construction oversight on a Pro Bono basis. Denny Watts is providing construction advice as the owner's construction representative. A contractor to assist with the Design Build Approach is being selected.

The following tasks at hand are:

- ◆ Design & Engineering Completion Tasks
  - Construction Documents

- Individual Wastewater (Septic) permit: Variance submitted and under review by DOH
  - ◆ Permitting and Bidding Tasks
    - Building Permits
    - Subcontractor Selection and Bidding
  - ◆ Construction
    - Pre-construction; project logistics and specifications
    - Construction Phase
2. **Provide a projected annual timeline for accomplishing the results or outcomes of the service;**

See Exhibit A for the project timeline.

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

To ensure HNP's financial responsibility for grant funds, HNP will follow all internal financial policies which are GAAP compliant. Such policies include a procurement process, which allows HNP to evaluate subcontractors based on price and quality to allow for the best quality service and lowest price.

To ensure funds are used appropriately and that construction is on schedule, HNP has contracted with an architectural design team including Architects Hawai'i and Design Partners, Inc. This team and its engineering subcontractors are providing full design and construction oversight on a pro bono basis (valued at \$800,000).

A Building Oversight Committee (BOC) has been established that includes:

- Jody Allione MBA, has been responsible for the development of large-scale project opportunities including site acquisition, community interaction and permitting strategy for many clients in the energy field in Hawai'i. She has led the lease negotiations and land use permitting for the Pearl Haven site to date with a pro bono team of professionals.
- Mark Peterman, a Board Member and a professional project manager formerly of Verizon Hawai'i and Envision Networked Solutions, where he was responsible for construction and operations of multiple operations centers.
- Denny Watts, President and Founder of Watts Construction, a large general contractor in Hawai'i, currently a construction consultant for large projects.

- Jeremy Munoz, a Board Member with experience as a Construction Management Project Manager for the Irvine Company and currently manages his own construction business in Hawai'i.

HNP's Vice President and Site Development Manager, Jody Allione, will regularly meet with the Building Committee to ensure the project is on schedule and on budget and to make critical decisions related to the design and construction. She will also interface with the Licensing and Program Development team to assure that the Special Treatment Facility requirements are met. The project design will be reviewed by the DOH in advance of submitting the construction plans to the Honolulu DPP for building permits.

If any portion of the project needs improvement, it will be addressed through regularly scheduled meetings that will be attended by HNP's BOC. Action items for improvement will be made, and it will be the responsibility of the project manager to follow through on these items.

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.**

HNP's has a dedicated Building Oversight Committee (BOC) including four BOD members to oversee the progress of construction as described in Question #3. In addition to the three previously mentioned HNP Board Members, Carol Taira, Board Member, is vice president of finance for Goodwill Industries in Hawai'i, Inc. who holds a BBA in accounting and recently oversaw a major capital project for the non-profit. She is familiar with the requirements to manage appropriations and will oversee and interface with the designated compliance manager.

**Project Timetable:** The construction committee will help to ensure the project meets within reason the proposed timetable and benchmarks.

**Project Budget:** The project's budget will be managed by the construction committee and reviewed and overseen by the Board of Directors. Spending will be in correlation with project timetable and budget.

**Fiscal Accountability:** HNP is a 501(c)(3) that has received grant funding for which it provides regular reporting and is overseen by Board Member Carol Taira, Any fiscal or other reports required by the state will be regularly submitted to the state.

### 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 2017 GIA Pages 5-9

- 2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2018.**

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
400,000	400,000	400,000	300,000	1,500,000

- 3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2018.**

HNP will conduct a wide spectrum campaign for funds to complete this project and will include prospects from 1) large local foundations 2) Missionary Foundations 3) Corporations 4) Vest Pocket Foundations 5) Individual Gifts both major and general.

In addition to the numerous individuals and businesses that currently support the mission of HNP, some of the organizations and Foundations that continue to support this mission to date include:

Kamehameha Schools	The Harry & Jeannette
Queen Liliuokalani Trust	Weinberg Foundation
Zilber Foundation	Harold K.L. Castle
Bill Healy Foundation	Foundation
3 Strands	Friends of Hawai'i
7-11 Stores	Charities
Aloha United Way	HMSA
Childhood Foundation	Humanity United
GN Wilcox Foundation	Soroptimists
James & Abigail Campbell	Sunrise Rotary Club
Family Foundation	Turtle Bay Foundation
Hawai'i Lodging & Tourism	The Seto Foundation
Keith & Trudy Swayne	Women's Fund of Hawai'i
Michael & Susan Dell	Sidney Stern Memorial
Inspire Church	Trust
Strong Foundation	Taketa Family Fund of
	HCF

A committee made up of volunteer community leaders, including board members and senior staff, who are currently being assembled, will be responsible for planning and implementing the capital campaign. This Campaign Cabinet will report to and have oversight from the Board of Directors. A local Capital Campaign Consultant with over 30 years' experience in fundraising in the Hawaiian Islands, the mainland, and the Pacific Rim will guide the team.

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.**

The design team is applying for a Federal Historic Landmark status that would provide a federal tax credit up to 25% of the construction cost that could be utilized by a large donor.

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

See Page 9 Government Contracts & Grants List Attachment

6. **The applicant shall provide the balance of its unrestricted current assets as of December 31, 2016.**

\$126,022.00

#### **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.**

HNP has successfully met and exceeded its goals since 2013 (See Exhibit B: Significant Milestones Achieved). HNP recruits and retains high-caliber service professionals at every level of the organization. In the first four years of operations as an all-volunteer team, each member of a ten person core leadership team has dedicated not less than 25 hours per week toward accomplishing their 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, engineering and more.

The leadership team that now includes paid staff and professional consultants as well, continues to serve the youth of our community, conducting state and community level advocacy, built and sustains key collaborative relationships with governmental and nongovernmental partners, conducts training across all sectors, collaborates with partner agencies, and raises funding and support to realize the acquisition of a home for girls. The team has been and will continue to be structured to provide the highest quality of support and execution of the mission.

HNP's superior track record of organizational accomplishments is overseen by a dedicated volunteer Board of Directors, which has individuals with highly related experience to match all areas of the organization's needs: Chairperson Michael Lyons is a retired police officer and a member of the North Shore Neighborhood board, where the home will be located. Treasurer Carol Taira is the CFO of Goodwill Oahu, where she is responsible for the financial management of a large non-profit organization, which recently completed a large capital campaign. 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 Aaron Schnobrich is a producer, director, strategic developer and media creator who has overseen the strategic implementation of highly successful international media campaigns. Jody Allione, MBA, has a depth of corporate and site development/project management experience in Hawai'i. Mark Peterman is an accomplished telecommunication industry professional, with over 15 years of director level operational management experience. Dane Wicker brings insight into state and legislative priorities and operating procedures.

The staff of HNP includes:

The HNP Founder and President is **Jessica Munoz**, MSN, APRN-RX, FNP-BC, who works at Pali Momi Medical Center on Oahu, Hawai'i as an emergency room nurse practitioner. She has been a resident of Hawai'i for 11 years and earned her Master of Science in Nursing from the University of Hawai'i at Manoa. In addition to her leading management role at one of Oahu's busiest emergency rooms, Ms. Munoz has provided an average of forty hours per week of unpaid service as founder and President of HNP since its origins. Ms. Munoz's nursing career was a key factor bringing her



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 healthcare 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.

**Jody Allione, Vice President of Site Development** and a Co-Founder of HNP, has been a project development and management consultant since 1980. She has an engineering degree from Clarkson University and an MBA from Pepperdine University. She has consulted with large, multi-national engineering and construction businesses, integrating their various divisions with small business acquisitions, in addition to working with the acquired companies to help smooth the transition. She managed the development of Hamakua Energy Partners; a large Hawai'i power project built in 2000 on the Big Island. She has been involved with the development of various types of other utility scale renewable energy projects in Hawai'i. In addition to project development and management, her diverse background includes writing and implementing business and marketing plans for many diverse companies, site reconnaissance, major project proposal writing, and due diligence for the development viability of energy projects. She is a solution finder that works with communities to solve problems and develop projects that meet the needs of communities. With a background in strategic planning and implementation, her expertise is in the conceptualizing and development of large scale project opportunities including site acquisition, community interaction, permitting strategy and contract negotiations.

She also manages various aspects of operations, overseeing finance, human resources, and contracts. In addition, she actively recruits volunteers and staff and helps with grant writing, fundraising, and organization alliances. Jody is actively engaged as a speaker advocate for the restoration of these young victims of sex trafficking and advocates for new legislation and outreaches for educating the public and youth awareness.

**Clinical Program Developer, Linda Rich, MSW**, has over 30 years of working in direct clinical supervision, program development and quality improvement and staff training for full continuum of alcohol and drug treatment programs serving pregnant and parenting women, including those with co-occurring disorders and their children, including residential and outpatient treatment, therapeutic living, rural outreach providing perinatal support, domestic violence crisis intervention and victim services,

and substance abuse treatment readiness and psychiatric day treatment programs for children. She has over 20 years of direct experience in this role at the Salvation Army Family Treatment Services and seven of them as Executive Director. She has been an instructor in the UH School of Social work and was a Director of Social Work and residential treatment services for children and adolescents at Kahi Mohala. She also serves as an accreditation surveyor for the Commission of Rehabilitation Facilities.

**Terry Corkins** is the Manager and Lead Mentor for the Starfish program within HNP. She started with the organization as a volunteer in 2013, then moved to California to work with a state-licensed group home for minor victims of sex-trafficking. Terry was born and raised on Oahu and has returned to the island to continue her mission working with the CSEC population.

Her two years in California gained her direct knowledge and experience in working with victims of sex-trafficking, with the intention of returning to Hawai'i and HNP when appropriate. As a Facility Manager, she has worked directly with girls ages 13 to 17, who were victims of sex trafficking. As Direct Services Volunteer Coordinator, she interviewed, selected, and trained volunteers who would work on the property or have contact with the girls. As Property Manager, she ensured that the buildings, property, and horses were properly cared for. Terry has worked as a staff trainer, undergone structured mentorship training, and participated in mentorship programs. She is a certified group home administrator in California, a crisis prevention institute trainer, a Red Cross first aid and CPR for adults and children trainer, a certified mentor trainer, and was formerly certified for respite foster care for special needs infants at Hale Mālama (Catholic Charities).

**Brooke Ward** has a BA degree in social sciences, concentration in Psychology, anthropology from the University of Hawai'i and a Master of Science in Counseling Psychology degree from Chaminade University in Honolulu. She became the Executive Director at Central Oahu Youth Services Association in Haleiwa, Hawai'i, after being their House Manager, where she was responsible for managing the emergency shelter, overseeing the staff and clients, and coordinating with the Department of Human Services staff. Prior to that, she was a Parent Consultant for the Learning Disabilities Association of Hawai'i.

**Ashley Wiberg, MSW**, has been serving as a Clinical Director of a psychotherapy practice specializing in the delivery of Cognitive Behavioral Therapy and has over six years of specialized experience and comprehensive knowledge within the social services field. Her work experience administrative work, direct individual, family and group therapy,

case management, advocacy, marketing, and educational counseling. She is knowledgeable in the principles, practices, techniques and professional standards within the field of social work. She was recently the Clinical Director of the Bobby Benson Center for three years where she had previously worked as a therapist and counselor. She is the clinical supervisor for the Starfish Mentoring Program and is providing support for the Pearl Haven program development.

**Bebe Bainum, MSW**, is currently the Program Coordinator for the Family Support Group and the Starfish Mentoring Program. Bebe is a Social Worker and has worked in the non-profit industry for the last twenty years. She has worked as a coordinator and developed programs for Salvation Army since 1996. She worked as the Pathway of Hope Coordinator and Quality Improvement Specialist for Salvation Army Family Treatment services. She has also been a Child Safety Consultant and Substance abuse Counselor for Salvation Army. Her background with children and young adults suffering from various degrees of trauma brings her hands on experience in managing the mentors and families of victim and helping them deal with the daily situations that they experience with the mentees.

Bebe's experience with Quality Improvement as a Program Development Manager in her previous positions with the Salvation Army family treatment center will help ensure that all quality improvement tasks are performed according to accreditation standards and contract requirements. She works to provide training to program personnel on agency policies and procedures related to quality improvement activities as well as providing training to clinical staff on planning and documentation and assist in developing and monitoring the implementation of program development plans. She assists with the process to analyze data, present results, make recommendations, tracks corrective action plans and assist with implementation of system/program improvements.

**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.**

This 24-hour, therapeutic, Special Treatment Facility for adolescent girls ages 11 through 18 will provide care, safety, and integrated service planning committed to the treatment, restoration and reintegration of juvenile victims. The facility will provide educational, therapeutic, recreational, and occupational services all in one location. The program will address the behavioral, emotional, societal, and familial problems that may prevent the residents from taking part in family and community life. It will be a safe place for residents to heal, as their physical, emotional, psychological, psychosocial, spiritual, and reintegration needs are met. Pearl Haven will provide a State of Hawai'i accredited education so the girls need not leave the campus. The goal is to prepare each resident for successful transition and reintegration back into our community. There are currently no residential Special Treatment Facility programs for minor victims of sexual trafficking in the State of Hawai'i. The facility will seek CARF certification following the commencement of operations.

The facility is located at 58-130 Kamehameha Highway in Haleiwa on the North Shore of Oahu, between the communities of Sunset Beach and Kahuku. The site is identified as Tax Map Key: (1) 5-8-001:051 and is accessible to all residents on the island by car and public transportation.

All construction will be in compliance with the latest American with Disabilities Act (ADA) Guidelines and a team of architects: Architects Hawai'i (AHI) and Design Partners Inc are being contracted on a pro bono basis for the design and construction oversight of the project. Work commenced on January 5, 2016. Should government funding be provided, a review will be done with the State of Hawai'i, Disability and Communications Access Board, DCAB.

See Exhibit C 1-4 for facility design schematics and exterior rendering

**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.**

These positions include:

- President and President Jessica Munoz, MSN, APRN-RX, FNP-BC, who will continue to dedicate her expertise and leadership to bringing together all of Hawai'i's stakeholders to meet the needs of child victims of sex trafficking;
- Vice President and Co-Founder Jody Allione coordinates the design/build team, including site development, and manages the site permitting, design, and hiring the construction team.
- Clinical & Therapeutic Program Developer Linda Rich writes and implements the Pearls Program.
  - The Facility Administrator will manage the in-house residential treatment center.
  - The Administrative Assistant will support the professional efficiencies required for a successful operation.
  - A compliance Officer will be responsible for licensing and compliance programs and quality control for the special treatment facility.
  - Accounting Manager Lily Coletta will continue in her role as accounting supervisor, and the current bookkeeper, Debi Ortiz, will continue as the staff bookkeeper when the facility is open.
  - Strategic Planning Communications and Marketing Director, Co-Founder Aaron Schnobrich will manage community outreach and training to support HNP's initiatives as well as manage the long term strategic planning, and accountability.

**President/ Chief Executive Officer:**

**Jessica Munoz**, the President, is the tireless founder of the organization, providing all her time as a volunteer like all of the highly dedicated and focused board members. Once fully funded, the President (President) will have overall strategic and operational responsibility for HNP's staff, programs, expansion, and execution of its mission. The President will have a deep knowledge of the field, core programs, operations, and business plans. The President 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 President will ensure that HNP's finances, operations, fundraising, marketing, human resource, technology, and programmatic strategies are effectively implemented across all divisions of the organization.

The President and Nurse Practitioner Jessica Munoz, possesses management qualifications that are evidenced by her supervisory and clinical leadership role for U.S Acute Care Solutions at Pali Momi Medical Center on Oahu. In addition to her career as a nurse practitioner, she has also served in a full-time volunteer leadership role for the organization for the past several years. The HNP Board of Directors will continue to oversee Jessica in this position. The President will provide direction for the operating team. She has proven leadership, coaching, and relationship management experience and other qualifications that include:

- An advanced degree in advanced health services and at least five years of management experience
- Excellence in organizational management, 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 broad range of stakeholders and cultures.
- Action-oriented, entrepreneurial characteristics, with an 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 approach, and self-direction.

**Vice President/ Site Development Director:**

**Jody Allione**, Vice President and Co-Founder, as site development director is responsible for the permitting, including state and county land use permits, wastewater and other use permits. This position terminates at the conclusion of construction. Responsibilities required are coordinating the architectural design and building criteria in compliance with the specific licensing requirements for a special treatment facility. Jody Allione, the Site Development Director, has been active in project development of multi-million dollar projects in Hawai'i for 25 years. As a Co-Founder, she has spent countless volunteer hours managing this process for HNP since early 2012 and was hired in this capacity in August 2016. Her experience working with both small and large multi-national companies has given her the qualifications needed for this demanding position.

Specific work entails:

- Working with DLNR, HC&C, and other agencies involved in the land use and other permits and applications.

- Working with the architect overseeing the design, coordinate the construction manager, subcontractors, and suppliers.
- Seeking in-kind services and creative ways to work with other volunteer organizations and suppliers.
- Managing the schedule and budget and bids for contracted work.
- Interacting with licensing team to provide relevant permitting information.
- Helping secure in-kind services from vendors, suppliers & contractors
- Contract negotiations.

### **Chief Operations Officer: TBD**

HNP has been growing steadily and is seeking to: fund general construction, renovation, equipping and furnishing, landscaping and securing of the campus. Additionally it is funding the conversion of a 5-year, 300 person volunteer effort into an initial 9 person full-time staff services operation. The team must stimulate a Social Return on Investment (SROI) in the form of renewed lives of children reintegrated into communities, reduced juvenile incarceration costs, lower healthcare costs, decrease crime, and enhancing livelihoods for an average of 32 girls per year. 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.

### **Strategic Planning & Marketing Executive**

**Aaron Schnobrich** is a Co-Founder, Board Member and Director of marketing, budgeting, and strategic planning. Reporting to the President/President of HNP, he has the following responsibilities:

- Creating the Strategic five-year plan and implement new processes and approaches to achieve it.
- Increasing key impact measurements.
- Producing and implementing a Balanced Scorecard metric throughout the organization.
- Cultivating the values of HNP within the organization.
- Upgrading human capital and capabilities.
- Budgeting.
- Ensuring the development and implementation of systems for reporting, measurement and supporting revenue generation.
- Partnering with the President on development of the board of directors and giving guidance to board committees.

**Clinical & Therapeutic Advisor:**

The primary purpose of this role is to develop and implement the program and obtain the special treatment facility license from the Hawai'i 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 through the creation and implementation of new ideas that continually improve services and processes to achieve superior outcomes.

**Facility Director:**

The Facilities Director is responsible for the management of the in-house residential treatment center. Management includes supervision of staff, handling of financial information, and oversight of residential programming. Program and policy changes are set forth by the program director, who also maintains the residential center's public image through publications and outreach. Scheduling counselors, scheduling round-the-clock support staff, and coordinating external contractors are all part of the director's oversight. While they may delegate tasks, all day-to-day operations of a residential treatment center fall under the Facilities Director's purview. Internally, there may be scheduling problems and patient-related emergencies; externally, vendor and contract agreements must be met and maintained. This person also oversees the management of the building and property.

A degree in management or business is generally required, as is experience in a non-profit or treatment center.

**Facilities Director's Tasks:**

- Direct the staff in quality and caring support of residents.
- Act as liaison for conflict resolution between staff, patients, family members and physicians.
- Oversee staff operations, business planning and budget development.
- Ensure services are in compliance with regulations, including both state and federal regulatory requirements.
- Ensure that Home Supervisors are resourced with professional development plans that promote continuous personal and professional growth.
- Maintain Responsibility for training, evaluating, and directing the work of the Supervisors, Social Workers/Clinicians, and Facility Managers.
- Review and approve all Special Incident Reports and submit to CCL.



- Ensure that the Facility is properly resourced and supported so that residents receive quality treatment services within a safe and healthy residential environment.
- Provide leadership and guidance in a collaborative working relationship with Residential Supervisors that result in pro-active treatment milieus.
- Work closely with the Clinical Director in maintaining full house occupancy.
- Work closely with the Clinical Director in coordinating all group home intakes and discharges.
- Serve as the local educational program liaison in working with School Districts.
- Oversee all hiring and training of new staff to ensure full coverage.
- Ensures that there is an emergency on-call system that responds to after hours crises in a safe and timely manner.

**Administrative Assistant:**

The Administrative Assistant will work with the executive management team to coordinate all activities, as well as to provide executive assistance in all areas. In the development stage, the Administrative Assistant will be responsible for compliance with all grant requirements and will report back to grantors on progress. The Administrative Assistant will also participate in the licensing and coordinate their efforts with all other parties. The Administrative Assistant 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 necessary documentation. The Administrative Assistant will manage the physical stores and inventory of items donated in advance of construction.

Additionally, the Administrative Assistant will manage the volunteer site cleanup and preparation work and coordinate any contractor or volunteer activity on the site. The Administrative Assistant 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 Administrative Assistant will attend all community meetings and take notes and follow up with information requests. The Administrative Assistant will take minutes of all executive and leadership meetings and manage the online document filing system. Finally, the Administrative Assistant 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 needed for a 501(c)(3) non-profit organization. This entails all transactions, deposits, expenses tracking, budget management and accounts payable. They will maintain QuickBooks 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. In addition, 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 Chief Compliance Officer 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 President 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 include the following:

- 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 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 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 Manager 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, etc.

Duties and responsibilities include:

- Communicate and work with Director and other core/team leaders on all marketing related matters. Create brochures, web content, upcoming events/presentations, fundraising initiatives, new legislation alerts, school awareness programs, social media, etc... The Marketing Director touches nearly every possible project coming through the pipeline that will be distributed or shared with the general public.
- Identify marketing opportunities that will establish and grow the 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 the general public.
- Ensure that a clear, consistent voice is presented in all of organization's messaging.
- Oversee planning, development, implementation, and 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.

**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.

See Exhibit D Organization Chart  
Capital Campaign Funds (CIP) shown under Site Development

**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.

The President is a full time volunteer.  
The other executive positions are working under consulting contracts

The highest salaries are paid to:  
Starfish Program Manager / Human Resources Manager, \$50,436  
Development Director \$50,314  
Volunteer Coordinator \$43,500

**VI. Other**

**A. Litigation**

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

NA

**B. Licensure or Accreditation**

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

NA

**C. 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.

NA

**D. Future Sustainability Plan**

The applicant shall provide a plan for sustaining after fiscal year 2017-18 the activity funded by the grant if the grant of this application is:

- (1) Received by the applicant for fiscal year 2017-18, but
- (2) Not received by the applicant thereafter.

See Exhibit E Planned Sources of Funding for the construction funding.

**SUSTAINABILITY PLAN**

A non-profit organization's economic sustainability is vital. Controlling and continual cost reduction will ensure a high rate of referring sources and donors who respect agencies that are not entirely reliant on grants and charitable funding to survive. This sustainability plan consists of three parts; reimbursement for service in which cash is generated from fees and services, self-sustainability, whereby Pearl Haven's financial needs are

additionally funded through Ho'ola Na Pua, and lastly, through a planned giving and endowment strategy.

Additional sustainability will be derived from the production of on site food and electricity. Along with the Annual Campaign, the Sustainability Plan provides for both financial and operational stability. All elements of the program and facility are being designed to reduce costs.

Further details of the sustainability plan include a certified greenhouse where a variety of hydroponic crops will be grown. Residents will cultivate plants and fish for residential use and commercial consumption. The greenhouse may include solar panels, as will the main building to reduce energy costs.

There will be agriculture production from fruit trees that will not only address the needs of Pearl Haven but will be for sale at farmers markets and roadside stands. Goats will keep the growth down on the 12 acre weeded part of the property and chickens will be located onsite to provide eggs and reduce the bugs without requiring pesticides.

**Contract Fees for Service:**

State Contract Fees are awarded via RFPs from various state agencies. After six months of operation, Pearl Haven can apply for CARF accreditation, which will enable the program to apply for reimbursement from many private insurers. Private insurance rates are quoted once the facility is accredited. Current rates average \$500 per diem per client. Military dependents can receive up to \$800 per day for this residential treatment.

The cost per resident at the minimum capacity is comparable to institutions that offer room, board and education only. The cost per resident decreases as the facility approaches capacity.

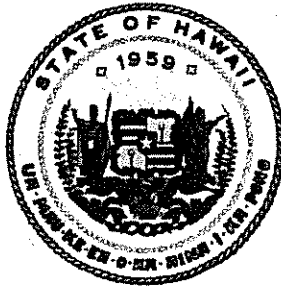
Compared to other non-therapeutic institutions, the Pearl Haven program will also provide individualized trauma-based therapy, recreational therapy, and life skills development. In addition, the Pearl Haven program will provide onsite education and will likely reduce recidivism and future state dependency. The program is designed to significantly reduce future state costs.

A detailed Sustainability Plan is being compiled including the possibility of Social Impact Bonds that would provide results oriented long term funding.

**E. 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, 2016.

See attached Certificate of Good Standing.



## 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 the State 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, 2017

*Carleen P. Awak-Coleman*

Director of Commerce and Consumer Affairs





# BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2017 to June 30, 2018

Applicant: Ho'ola Na Pua

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
<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. Construction Roofing Repair	500,000		100,000	200,000
10 Construction Main Building	300,000		200,000	3,600,000
11 Construction Materials	300,000			1,000,000
12 Furnishings, Fixtures & Equipment	300,000			700,000
13 Contingency	100,000			300,000
14 Miscellaneous			100,000	
15				
16				
17				
18				
19				
20				
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>1,500,000</b>		<b>400,000</b>	<b>5,800,000</b>
<b>C. EQUIPMENT PURCHASES</b>				
<b>D. MOTOR VEHICLE PURCHASES</b>				
<b>E. CAPITAL</b>				
<b>TOTAL (A+B+C+D+E)</b>	<b>1,500,000</b>		<b>400,000</b>	<b>5,800,000</b>
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	1,500,000	Jody Allione	808-347-3174	
(b) Total Federal Funds Requested		Name	Phone	
(c) Total County Funds Requested	400,000			1/17/17
(d) Total Private/Other Funds Requested	5,800,000	Signature of Authorized Official		Date
<b>TOTAL BUDGET</b>	<b>7,700,000</b>	Jody Allione, Vice President		1/17/17
		Name and Title (Please type or print)		



Applicant: Ho'ola Na Pua

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

JUSTIFICATION/COMMENTS:

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

JUSTIFICATION/COMMENTS:

Applicant: \_\_\_\_\_ Ho'ola Na Pua \_\_\_\_\_

FUNDING AMOUNT REQUESTED							
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS		
	FY: 2015-2016	FY: 2016-2017	FY:2017-2018	FY:2017-2018	FY:2018-2019	FY:2019-2020	
	PLANS	3,500	5,000		21,500		
LAND ACQUISITION							
DESIGN		800,000					
CONSTRUCTION	150,000	740,000	1,200,000	2,000,000	1,080,000		
EQUIPMENT			300,000	700,000	700,000		
<b>TOTAL:</b>	<b>153,500</b>	<b>1,545,000</b>	<b>1,500,000</b>	<b>2,721,500</b>	<b>1,780,000</b>		

**JUSTIFICATION/COMMENTS:** Includes \$600,000 funds from 2016 State GIA awarded but not yet funded. Pearl Haven will be the first of its kind as a rehabilitation facility for young female victims of sex trafficking (age 11-17). It will provide a array of therapeutic programs including clinical care, family therapy, and education, along with personal care and protection, recreational services and mentoring to nurture personal growth and recovery so they can return home as healthy members of our communities. To date HNP has had pro bono architectural and engineering services contracted (valued at \$800,000) as well as land permitting and landscaping support. Not included is the value of these inkind services which is available upon request.

**GOVERNMENT CONTRACTS AND / OR GRANTS**

Applicant: Ho'ola Na Pua

Contracts Total: 1,000,000

	<b>CONTRACT DESCRIPTION</b>	<b>EFFECTIVE DATES</b>	<b>AGENCY</b>	<b>GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)</b>	<b>CONTRACT VALUE</b>
1	Hawaii State GIA	2017	Dept. Of Labor, OCS	State	600,000
2	Honolulu County Grant	2017	County Council	Honolulu County	400,000
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
23					
24					
25					
26					
27					
28					
29					
30					

**DECLARATION STATEMENT OF  
APPLICANTS FOR GRANTS PURSUANT TO  
CHAPTER 42F, HAWAII REVISED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant is awarded;
  - b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
  - c) Agrees not to use state funds for entertainment or lobbying activities; and
  - d) Allows the state agency to which funds for the grant were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant.
- 2) If the applicant is an organization, the applicant meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is incorporated under the laws of the State; and
  - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant is awarded shall be conducted or provided.
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
  - b) Has a governing board whose members have no material conflict of interest and serve without compensation.

Pursuant to Section 42F-103, Hawaii Revised Statutes, for grants 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  
(Typed Name of Individual or Organization)

[REDACTED] 1/17/17  
(S) (Date)

Jessica Munoz President  
(Typed Name) (Title)



Exhibit B  
Milestones Achieved

**Significant Milestones**

- Received a Certificate of Need from the State Hospital Planning Department.
- Obtained a viable site lease at a nominal lease rate.
- Obtained an approval for the Environmental Assessment.
- Hired staff for administrative and financial accountability.
- Raised **\$1.0 million** in operations and program funding in less than 3 years of operation.
- Received grants from organizations and foundations from **\$5000-\$140,000**.
- Launched the public phase of our **ReImagine** our capital campaign in October 2016.
- Secured our first **\$2.204 million dollars** towards ReImagine Capital Campaign through State & County funding and solid pledges including \$800,000 in pro bono design fees.
- Supported by a team of pro bono architects and professional consultants to achieve construction readiness.
- Formalization and implementation of our **Starfish Mentorship Program** for victims which is actively serving girls.
- Started a Family Support Group for parents whose children have been victimized.
- Business Leadership Award! Pacific Business News, Cades Schutte - The Cades Foundation Nonprofit Leadership winner, 2016.

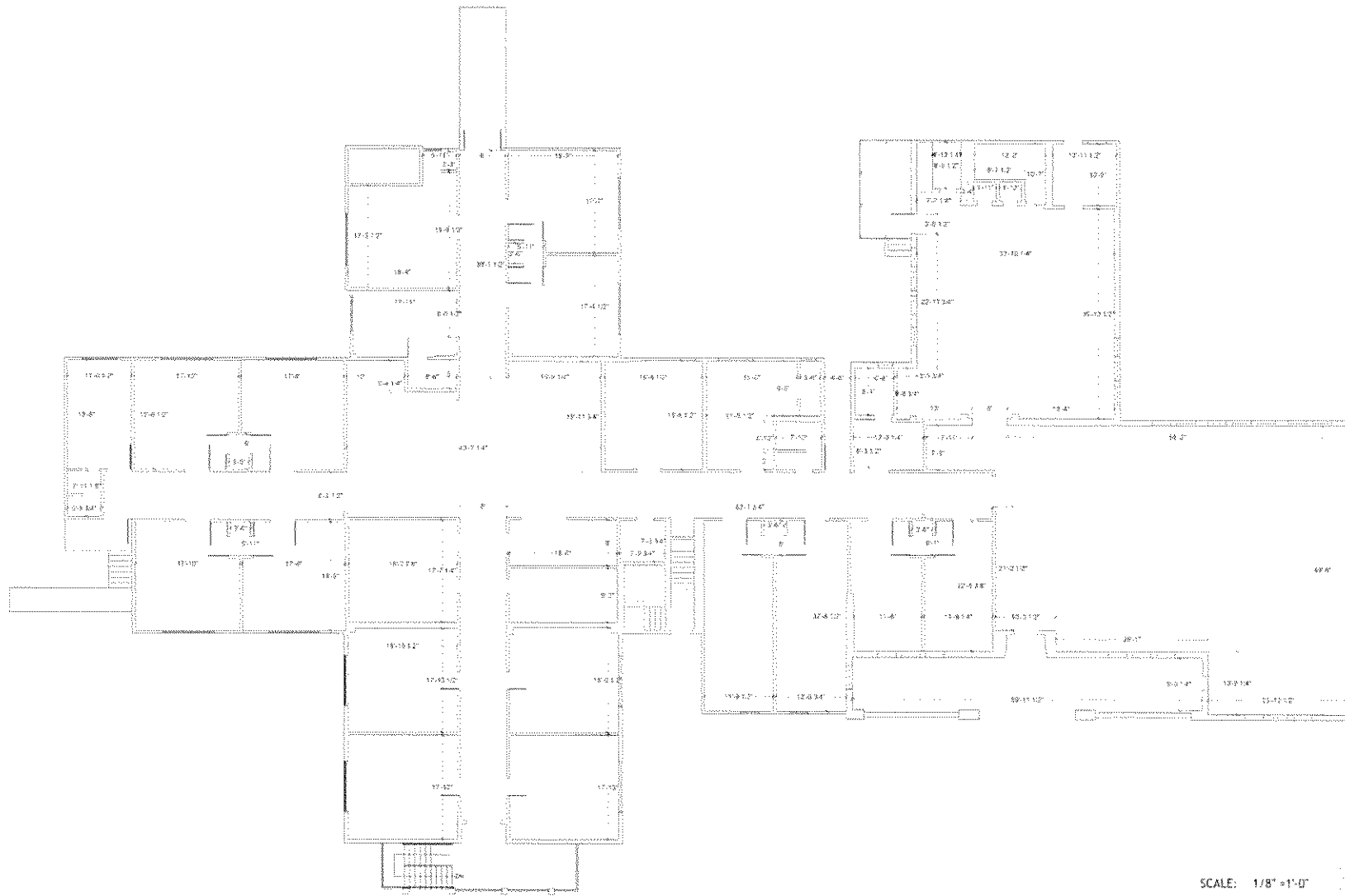


Exhibit C 1



EXISTING FIRST FLOOR  
NOVEMBER 14, 2016

Exhibit C 2



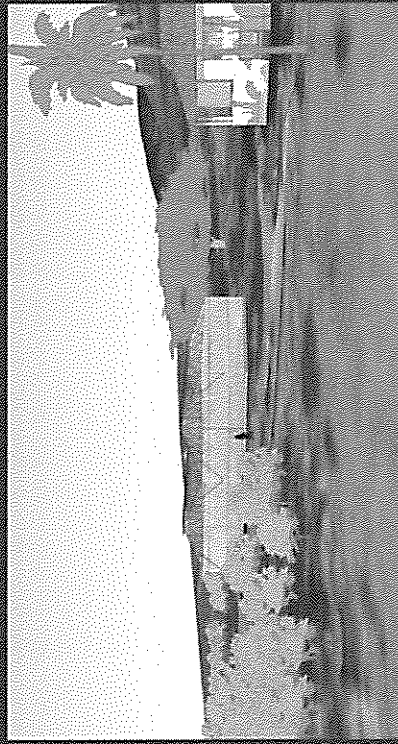
SCALE: 1/8" = 1'-0"

EXISTING SECOND FLOOR  
NOVEMBER 14, 2016



## **GREENHOUSE**

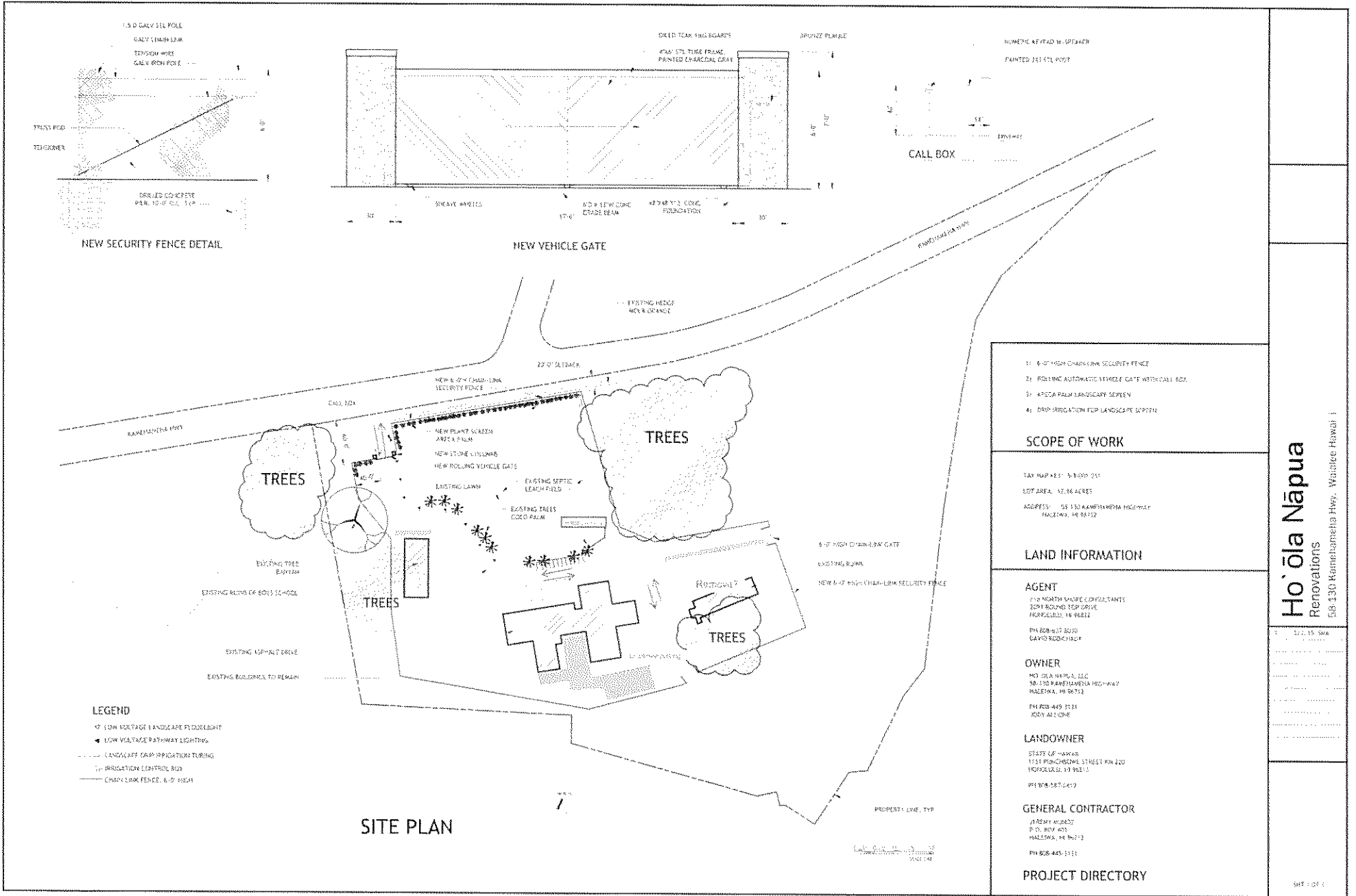
*A Commercial Grade Greenhouse will provide space for therapy, a place of discovery, and a facility to teach job skills and entrepreneurship.*



*Solar panels integrated into greenhouse roofs will produce energy for the center and demonstrate renewable energy systems to girls.*



Exhibit C 4



**Ho'ola Nāpua**  
Renovations  
55-430 Kamehameha Hwy, Waialeale, Hawaii

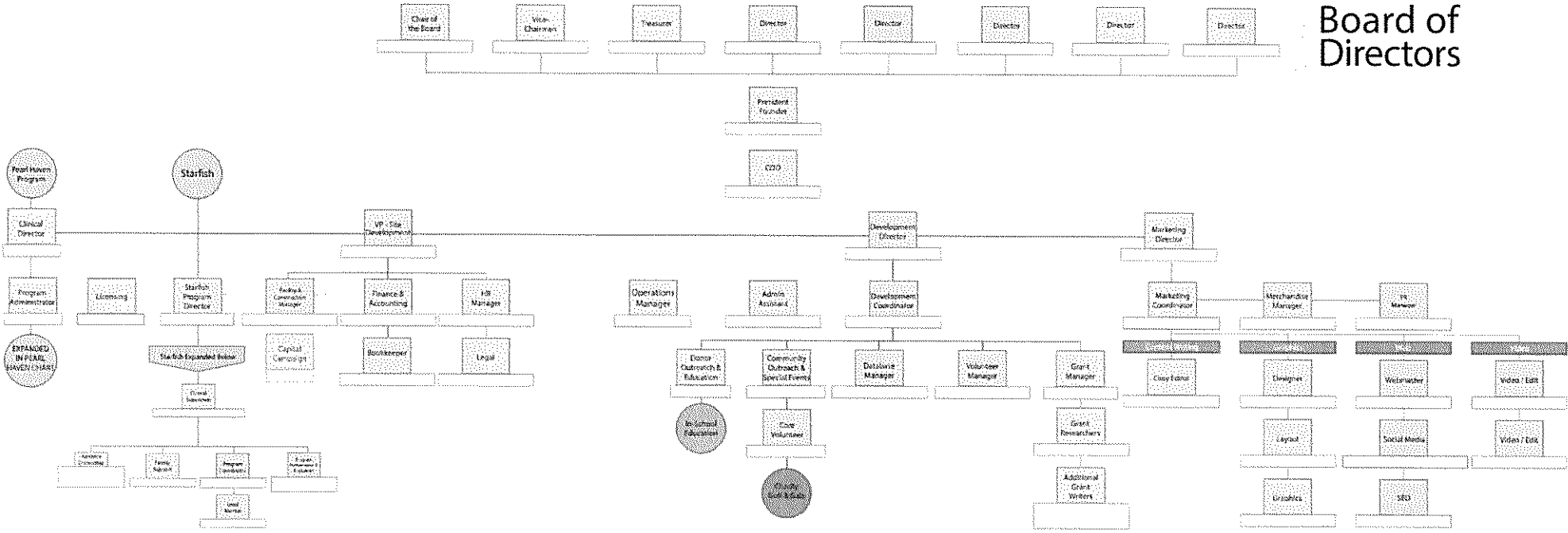
Scale: 1" = 15' 0"

SHEET 1 OF 1

Exhibit D - Organization Chart



Respect for traffic left girls through Health Education, Advocacy, and Re-integration.



Health, Education, Advocacy, Reintegration

**EXHIBIT E GIA 2017  
PEARL HAVEN  
SOURCE OF FUNDING**

Construction Cost estimated \$7,700,000

Government S/T	\$2,000,000
Foundations	\$3,000,000
Corporate	\$1,200,000
Organizations	\$500,000
Individuals	\$1,000,000
<b>Total</b>	<b>\$7,700,000</b>

