

# **BUSINESS PLAN**

*for*

## **KE OLA HOU (RENEWED LIFE)**

### **VISION:**

Guided by impacted residents and rooted in Aloha, we aim to enrich, empower, and evolve Lāhainā's Community Resilience.

### **MISSION:**

Establish and operate a 56-month (end 12/31/2028) Community Resilience Center at Kā'anapali and a Community Resource Center at Kanaha.

### **URGENT NEEDS ASSESSMENT:**

- On August 8, 2023, Lāhainā, Maui, an ancient and culturally significant wahi pana-sacred space and vital tourism economic town, was devastated by hurricane wind-fueled fires. Over 2,207 structures were destroyed. Approximately 100 lives were lost. Approximately 7,514 residents were displaced. Over 3,000 youth from K-12th grade were unable to attend school. The estimated recovery cost is 6 billion dollars. It will take 8-10 years to recover and rebuild the town.
- There is no available location for community resilience activities, and much of what is available lacks a suitable green space and a positive atmosphere for mental health healing and community gathering.
- Existing resource and distribution centers are consolidating/closing by April 30, 2024. The center closings risk the community feeling a collective abandonment.
- The urgent need for resource assessment and distribution for housing, employment, childcare, and kupuna care continues to threaten community stability and resilience six months post.
- The closure of the Disaster Recovery Center at the Lahaina Civic Center gymnasium and other emergency hubs in the Lahaina District will leave the community without a central hub for coordinated services and resources in one location to efficiently deliver coordinated services.
- Anxiety, depression, and drug and alcohol abuse are rising due to a lack of jobs, housing, and lack of mental health to process the grief and trauma created by the massive upheaval and even loss of life experienced by the Lahaina residents. Therapists do not have affordable office space to provide services, and the Department of Health needs more mental health support as well. We have now shifted out of the acute/crisis phase and into the long-term recovery phase, in which time more people seek help for mental health support and community resources.
- The successful model of the Paradise Valley Fires community center demonstrated the effectiveness of this plan. A cohesive, centralized plan thoughtfully executed in an accessible greenspace location will prevent fragmentation of services and programs for rebuilding the community, addressing the critical mental health needs, and restoring the treasured Aloha of Lahaina for future generations.
- **A multipurpose center for resilience, mental health, assessment, and distribution of resources, as well as community resource gathering space, is urgently needed before April 30, 2024.**

### **PROJECT DEFINITION:**

Ke Ola Hou is set to empower the Lahaina community through two dedicated hubs, fostering engagement, personal growth, and mental health recovery. These hubs will unite various community, nonprofit, spiritual, and governmental groups to support the Lahaina disaster victims. The initiative encompasses two strategically located campuses: one in hana'anapali at Keka'a Drive and another in Kanaha at the Valley Isle Resort, each designed to cater to distinct community needs. Over five years, with an anticipated budget of eight (8) million dollars sourced from disaster grants and philanthropic contributions, these campuses will provide essential space for community organizations to deliver vital services.

#### **Resiliency and Mental Health Focus:**

The Ka'anapali campus, located at 2530 Kekaa Dr, Lahaina, HI 96761, will serve as the Community Healing and Resiliency Campus. This primary site aims to address both immediate and long-term community needs through a range of professional services designed to promote healing and resilience. (Should define the potential agencies and/or services.

#### **Resource Focus:**

The Kanaha campus located at Valley Isle Resort will host the second campus, functioning as a Community Resource Center (CRC). This center will coordinate efforts from key agencies such as FEMA, Small Business Administration, State/County agencies, and nongovernment organizations (NGOs). To ensure access to each campus, a shuttle bus can operate between both campuses, enhancing the community's ability to utilize the services offered at each location.

### **FOUNDATIONAL STEPS**

- Establish agreements and a framework to operate the plan with a Fiscal Intermediary and Governance Board.
- Establish agreements with campus site owners and owner's associations.

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- Pineapple Properties, LLC, Kā'anapali Operators Association (KOA), Royal Kā'anapali Condominiums (RKC), and Sacred Hearts Academy (Catholic Diocese).
- Owner and Management of Valley Isle Resort.

### **PROJECT MANAGEMENT & ORGANIZATION**

The project is envisioned to operate with a Governance Board and be managed by the Fiscal Intermediary.

### **FISCAL INTERMEDIARY (FI)**

- The Native Hawaiian Education Association (NHEA) has verbally committed through Dr. Lui Hokoana to assume the FI role for this project pending grant and funding approvals to reach the project goals and aims.
- The FI shall sign the property Master Leases, ensure fiscal transparency, collect sublease rent where applicable, and be responsible for the management and reporting requirements of funds for the project.
- The FI shall work with the project Governance Board (GB) to ensure the community needs are served and the campuses operate efficiently and effectively.

### **GOVERNANCE BOARD (GB)**

The GB includes one seat for each entity. The GB shall be expanded to include key partners (entities) that join the project. The Board shall operate meetings under the Roberts Rules of Order.

The project shall maintain an odd number of voting members for all matters concerning the project. Below are the proposed GB members who have been planning the project or identified as key support partners.

- Fiscal Intermediary
  - Fiscal management, reporting, and project/property management - NHEA, Dr. Lui Hokoana
- Hawaii Emergency Management Agency (HIEMA)
  - State & Federal Emergency Partners Coordination - Francis Kau
- Hui No Ke Ola Pono
  - Mental Health and Wellness Services - Malia Purdy
- Community Mental Health Response
  - Team Coordination, Project Facilitation and Networking- Dr. Gerard Livaudais
- Nā Mea Ike 'Ia (NMII)
  - Cultural and community alignment - Paulo Faleafine Jr.
- Rotary District 5000 (State and County combined)
  - Community business alignment - Dr. Bridget Bongaard
- Mental Health Wildfire Response Team (SERGE Grant)
  - State of Hawaii, Department of Health Coordination - Trever Davis & Amy Petersen
- Maui County, Office of Resiliency
  - County of Maui Coordination - Christopher Kish, Kauano Batangan
- The Alano Club of Lāhainā, Inc.
  - Community Mental Wellness Programming - Tom Martindale

### **PROJECTS and AIM Statements:**

- Community Healing & Resilience Center (Ka'anapali Campus)
  - Building A - renovation: (3-4 months)
    - Community mixed-use center for resiliency-focused programming
    - Substance abuse counseling programming
    - Professional mental health counseling space
  - Sphere - healing dome: (6-9 months)
    - Immersive healing programming space
    - Community education on Lāhainā history and culture of aloha
    - Special events using immersive audio/visual space for revenue generation
  - South Lot/Field: (6-9 months)
    - Provide space for mobile services (e.g., dental, medical, vaccine, etc.)
    - Keiki-child and Kūpuna-elderly activities
  - Green Space - all open space on the property where applicable: (6-9 months)
    - "Farmacy" Boxes - smart farm boxes for food security, farmers market, health, and resiliency education.
    - Lei gardens - flowers and foliage gardens to weave leis and learn aloha.
- Community Recovery Resource Center (Kanaha Campus)



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- Provide Community Resource location for disaster recovery to improve resident/provider communication efficiency, advocacy, and coordination of care: housing, financial, employment, business development, etc.

### BUDGET:

It is expected that disaster grants and philanthropy shall pay for all campus space rent, utilities, maintenance, and administration. In this way, community support entities can utilize the campuses at no cost and be able to focus their resources on community programming.

#### ● Overview

- We expect that both campuses over 5 years will require a total of **-\$4,709,783**
  - Y1 (8 mo) - Startup and Establishment: -\$1,255,345
  - Y2-5: -\$901,109.56 annually = -\$3,604,438 over four years.
- The Ka'anapali Mental Health & Resiliency Campus will require approximately **-\$1,975,048.00** over the next five years.
  - Y1 (8 mo) - Startup and Establishment: -\$409,240.00
  - Y2-5: -\$296,952.00 annually = -\$1,187,808 over four years.
- The Kanaha Recovery & Resource Campus will require approximately **-\$2,970,787.80** over the next five years.
  - Y1 (8 mo) - Startup and Establishment: -\$396,105.04
  - Y2-5: -\$604,157.56 annually = -\$2,416,630.24 over four years.

#### ● Budget Assumptions

- Fiscal Administration, 10%
- Site Administration
- Community Event Programming
- Infrastructure development and Renovations for services
- Property Leasing & Utilities

#### ● Income

##### ○ Funding Sources

- Potential Funding
  - Hawaii Community Foundation - Maui Strong Fund
  - Kaiser Foundation
- Pledged Funding
  - Advisory Board group pledging approximately \$300,000.
    - Financial pledge from Alano Club of \$50,000.
    - Matching pledge from Pineapple Properties of \$50,000.
    - Grant from Rotary Fire Disaster Grant for Community mental health project and resiliency programs, covering construction materials for building A = \$150,000 to \$200,000.
    - Grant from Sendai Rotary of \$30,000 to outfit offices and conference rooms.
- Pledged Services
  - County of Maui Recovery Support Function (RSF) via Hawaii Community Foundation supplying funding for a property manager for both sites.

#### ● Expenses (see Appendix 4.)

The project will need startup funds to establish the modular units and required renovations of facilities, where it is expected to turn a profit by year three.

- **Community Resiliency Center:** Healing, Mental Health, Community Gathering, and meeting space (see Appendix 1.):
  - **Building A renovation** (3 months) for onsite mental health, community resilience, professional healing services, and office for coordination of all services for Ke Ola Hou. Provide space also for keiki-child and kūpuna-elderly activities. Meeting space for organizations Hula Halau, Rotary, Alano Club of Lahaina (12-Step recovery groups), special interest community groups, churches, etc. (see Appendix 2.)
  - **Sphere building construction** (1-2 months) to establish an immersive audio/visual space that aids in healing through clinically effective mind-body therapy.
  - **Administration services** (1-4 months) include beta-testing the HUA System, a disaster resiliency app to ensure efficient service coordination and clear communication between impacted residents and service providers. Office space for the administration of projects.
- **Community Recovery Resource Center:** Provides professional and confidential office space for recovery resource providers (Housing assistance, personal finance, employment, business development, etc.) Examples: FEMA, Red Cross, etc. (see Appendix 3.)
  - Location: Valley Isle Building

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- Size: Area 1 = 4559 sq., Area 2 = 1000 sq., Total = 5559 sf.
- **Shuttle Service and Parking**
  - Parking is limited at both sites, with larger lots available nearby at the Lahaina Civic Center and Whaler's Village
  - A shuttle between the 2 campuses, the Lahaina Civic Center and Whaler's Village can be run to facilitate ease of access to resources (expenses not included in budget)
- **Total Net Expenses (see Appendix 4.)**
  - Startup phase (2024): -\$955,345.04
  - Annual continuation costs (2025+): -\$901,109.56
  - Total 5 year net costs: -\$4,559,783.28

Respectfully submitted by the Ke Ola Hou Governance Board

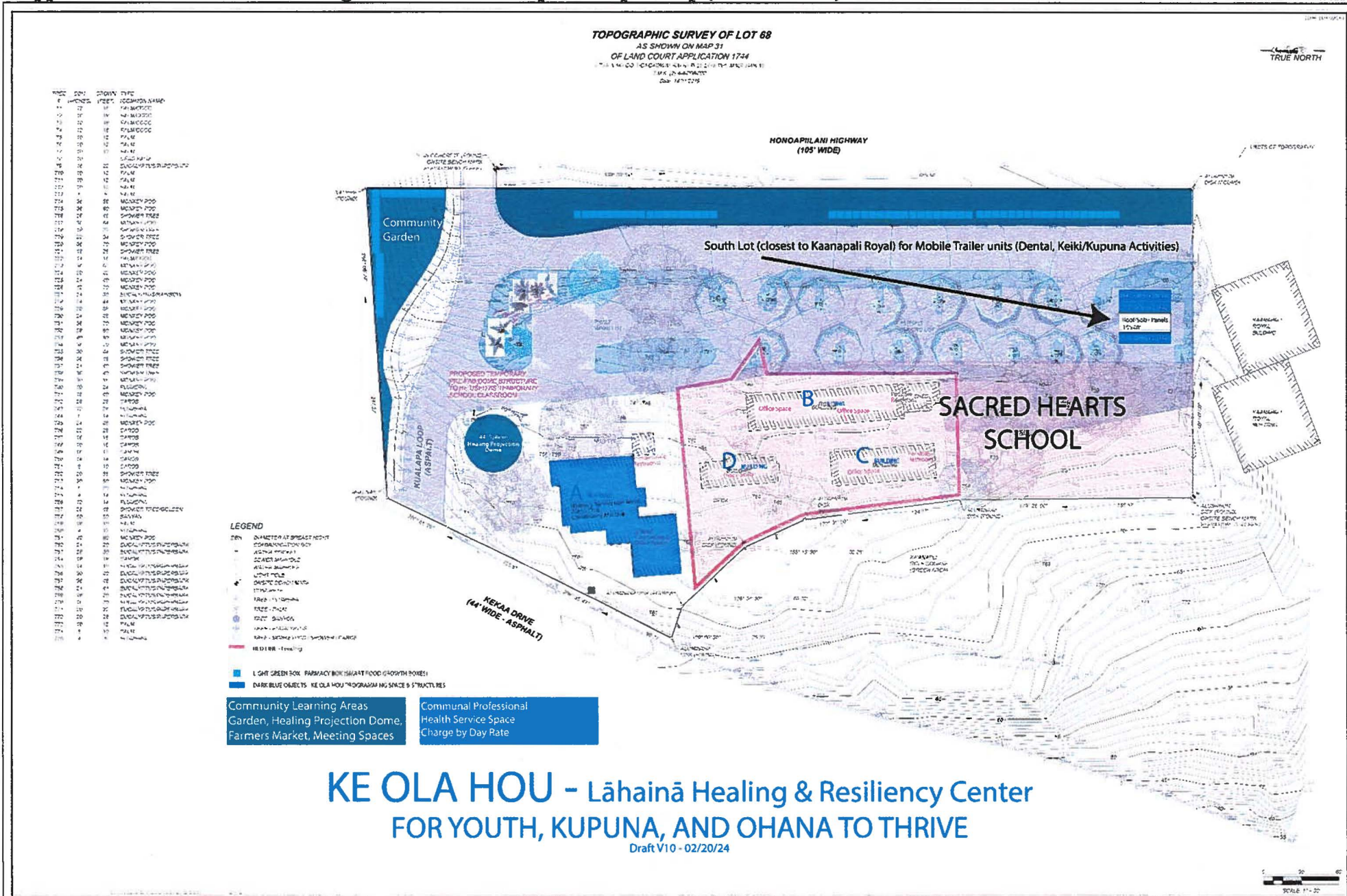
Paulo Faleafine, Nā Mea 'Ike 'Ia (NMII)  
Tom Martindale, Alano Club of Lahaina  
Gerard Livaudais, Hawaii Department of Health  
Bridget Bongaard, Rotary District 5000  
Francis Kau, HIEMA

April 14 2024



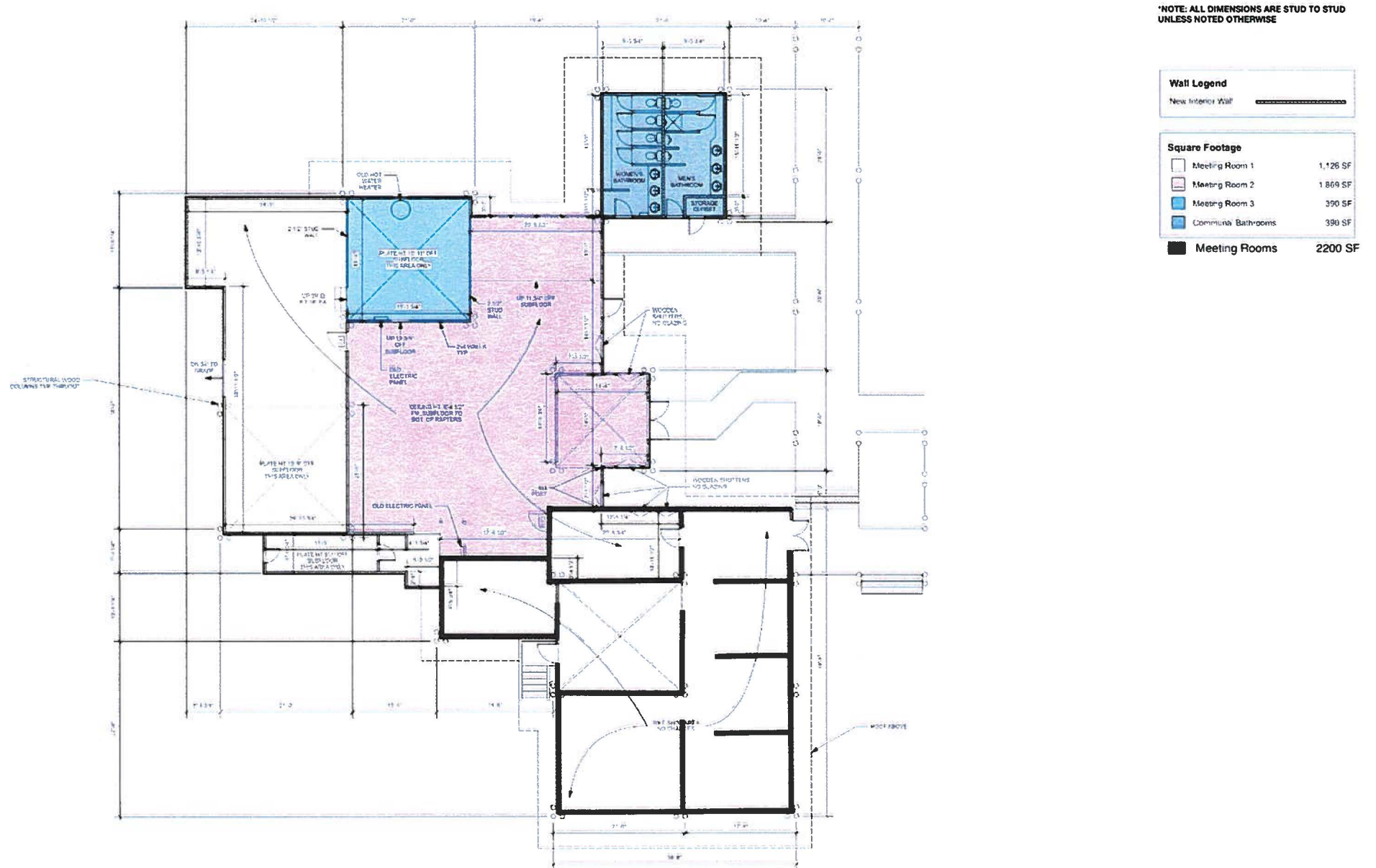
# BUSINESS PLAN for KE OLA HOU (RENEWED LIFE)

## Appendix 1- Resilience and Healing Center Site: Ka'anapali Campus Map (Keka'a Drive).



# BUSINESS PLAN for KE OLA HOU (RENEWED LIFE)

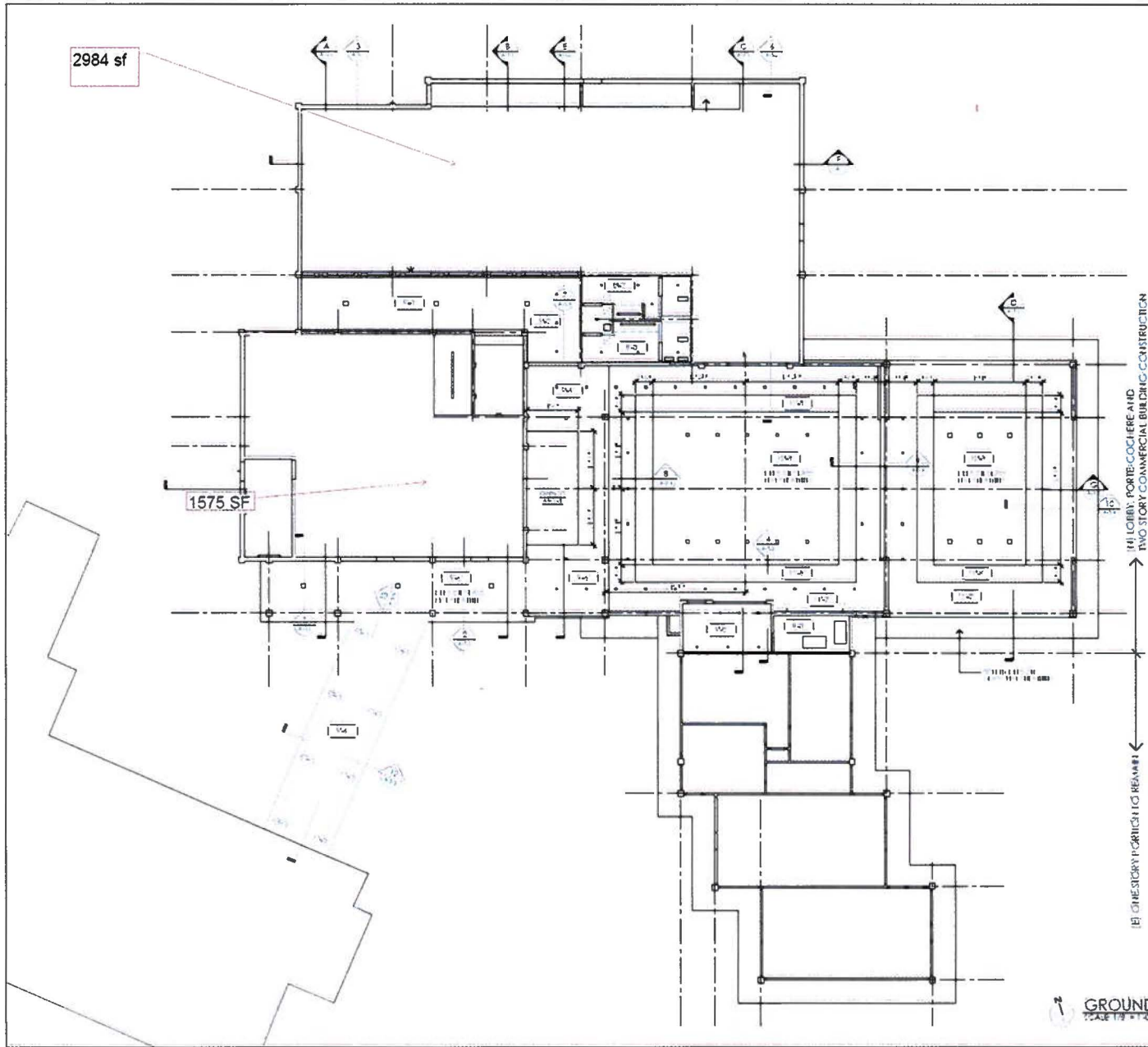
## Appendix 2: Resiliency Center, Ka'anapali Campus, Building A floor plan.





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Appendix 3: Resource Center Site, Kanaha Campus, Valley Isle Building Floor Plan.



R.C. PLAN NOTES	
1.	SEE PLAN FOR ALL DIMENSIONS AND NOTES.
2.	ALL WORK TO BE DONE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE BUILDING CODES AND SPECIFICATIONS.
3.	ALL MATERIALS TO BE USED SHALL BE OF THE BEST QUALITY AND SHALL BE APPROVED BY THE ARCHITECT.
4.	ALL WORK SHALL BE DONE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE BUILDING CODES AND SPECIFICATIONS.
5.	ALL WORK SHALL BE DONE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE BUILDING CODES AND SPECIFICATIONS.

LEGEND	
	EXISTING WALLS
	NEW WALLS
	EXISTING CEILING
	NEW CEILING
	EXISTING FLOOR
	NEW FLOOR

**S  
H  
A**

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Email: steven@sharch.com

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Construction  
Drawings  
for:

Valley Isle  
Resort  
Commercial  
Building  
Reconstruction

4377 Lower  
Kamohāilani Road  
Maunaloa, Hawaii 96761  
TAC: (2) 4-3110-024

DRAWING

GROUND LEVEL  
REFLECTED  
CEILING PLAN

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DATE	DESCRIPTION
11/18/18	ISSUED SET
12/28/18	REVISED
01/10/19	REVISED FOR PERMIT

DESIGNED BY: STEVEN HELLER  
DRAWN BY: MICHAEL HENDERSON  
CHECKED BY: MICHAEL HENDERSON  
DATE: 12/28/18

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

**GROUND LEVEL REFLECTED CEILING PLAN**

A-2.2

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### Appendix 4: Budget

LINE ITEM	YEAR 1 (8 mo's)	ANNURAL	NOTES
Initial Funding (Pledges)	\$300,000.		Advisory board members pledging \$100,000; Rotary grants totaling \$200,000 for building materials
<b>KA'ANAPALI CAMPUS EXPENSE</b>	<b>Startup Phase *First 8 MONTHS</b>	<b>ANNUAL</b>	<b>NOTES</b>
Rent	-\$100,000.00	-\$150,000.00	\$12,500 mo (\$2.08 sf)
Utilities	-\$48,000.00	-\$72,000.00	Est. \$1 sf x 6000 sf. = \$6,000 mo.
Commercial Cleaning Grounds Keeping & Maintenance	-\$15,840.00 -\$14,400.00	-\$37,752.00 -\$19,200.00	Commercial Cleaning @ avg of \$0.33 sf * 6000 sf = \$2000 mo Est \$800/acre x 2 acres = \$1600 mo
Building A (Renovation & Furnishings)	-\$480,000.00	\$0.00	\$75 sf for reno X 6000 sq ft = \$450,000 for community meetings and 2200 office space for shared mental health services. Reno timeframe 60-90 days. \$30,000 furnishings
Sphere (Construction & Equipment)	-\$150,000.00	\$0.00	Install estimate \$50k, Audio/Visual equipment estimate \$100k
Community Garden & Farmers Market	-\$51,000.00	-\$18,000.00	Farmacy Boxes @ \$1,500 ea. x 25 = \$37,500. Weekly Farmers Market (Marketing and Entertainment) @ \$1500k mo. x 12 mo. = \$18k
<b>Sub-Total</b>	<b>-\$859,240.00</b>	<b>-\$296,952.00</b>	
<b>KANAHA CAMPUS EXPENSE</b>	<b>Startup Phase *First 8 MONTHS</b>	<b>ANNUAL</b>	<b>NOTES</b>
Rent	-\$349,376.00	-\$534,064.00	Calculated at \$8/sf for 5,459 sf
Utilities	-\$39,741.52	-\$59,612.28	Calculated at \$0.91/sf for 5,459 sf, sewage, water, electricity
Office Maintenance	-\$6,987.52	-\$10,481.28	Calculated at \$0.16/sf for 5,459
Area 1 Renovation	\$0.00	\$0.00	Initial renovation costs shall be included in the sf costs. Monthly rate is \$5/sf; planning costs with reno is \$8/sf
<b>Sub-Total</b>	<b>-\$396,105.04</b>	<b>-\$604,157.56</b>	
<b>Total Expenses</b>	<b>-\$1,255,345.04</b>	<b>-\$901,109.56</b>	
<b>NET</b>	<b>-\$955,345.04</b>	<b>-\$901,109.56</b>	

YEARLY NET EXPENSES					5 YEARS
YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
-\$955,345.04	-\$901,109.56	-\$901,109.56	-\$901,109.56	-\$901,109.56	-\$4,559,783.28



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**Appendix 5: Organizational Chart**

**Draft Organization Chart for Community  
Resilience & Resource Centers**

Revised 3/14/2024

