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Executive Summary

In order to understand who the Hawaii Dream Service Center is, we must ask ourselves the following questions. What if I was a single mom with a two year old who dreams of being the best mom in the world and always wanted to be a hotel manager? But I have to live in a broken down one room apartment because I don't have any family I can live with or the skills to get a job that pays more than minimum wage. So am I stuck feeling like my dreams will never be fulfilled or can someone really help me? Or, suppose I am a man who is living on the street because I just got out of jail and can't find a job? Or maybe you're a family who has a job, but can't afford rent. So, you live on the beach but dream of someday living in a house and having your own family business as the best local food restaurant on Oahu. But, you don't have the skills to work at a job that pays more money, let alone go to college to learn to be a chef. Or, let's suppose you are fourteen and you have to deal with watching your dad abuse your mom everyday and you don't know how to cope with it all. In your eyes, there is no hope and drinking and drugs isn't helping so you decide suicide is your only way out. All of these scenarios are happening everyday right here on Oahu. Can we help them? Should we help them? Put yourself in their shoes. Wouldn't you want someone to help you?

The Hawaii Dream Service Center (HDSC) is designed to fulfill these dreams. Constantine Nightingdale, the CEO of the HDSC and all the directors agree that this Center is designed to be a creative way of building a better Oahu. Individuals and families need's will be met from the ground up. The dream of the Hawaii Dream Service Center is "to build a center that will provide a high quality environment, a training center, and a temporary safe haven for Oahu's homeless and disadvantaged people." People coming to the Dream Center will know we care about them and are going to do everything in our power to give them a safe place to live, job skills training, job placement and follow-up, financial counseling, substance abuse help, medical assistance, education and child care for their children, scholarship funding for college, personal fitness training, healthy meals, affordable housing when they are finished with our program and much more. A top-notch staff of directors is in place and they are eagerly ready to move forward so that the homeless and disadvantaged people of Oahu can begin achieving their dreams quickly.

The Hawaii Dream Service Center will be working together with other agencies in three ways. First, HDSC will be a place for them to advertise information about themselves. Second, they may have needs our clients and staff can assist with. Thirdly, these agencies can refer clients to HDSC. We want to strongly send the message that we are not in competition with anybody, but instead, we are moving forward to "Build a Better Hawaii" together in partnership.

And finally, HDSC can serve as a much needed Civil Defense Site in case we would suffer a Hawaii Katrina type emergency. HDSC will be able to cot, tent and feed around 10,000 people on our campus.

Description of the Need or Demand for the Venture.

One of the major problems on Oahu is that we have an estimated 3,750 unsheltered and sheltered homeless population according to a study commissioned by the City and County of Honolulu conducted January 28, 2007, an increase of 28.2 percent since the last count conducted in 2005. A state count, also conducted in January, concluded that the number of Oahu's homeless was approximately 7,825, more than double the city count. Homelessness affects people of all ages young and old alike. These numbers continue to grow because of the crime, unemployment, poverty levels, distressed families facing problems with incarceration and divorce, and the high cost of living on Oahu due to rent, mortgage, food, and gas.

"Hawaii Dream Service Center" (HDSC), first of its kind here, is a non-profit organization dedicated to restoring the lives of these disadvantaged people in Hawaii. It is our goal to implement programs which will meet the needs and solve the problems that these individuals face daily. The HDSC is committed to improve the "quality of life" by providing services to the homeless, families, abused men, women and children, youth, substance and alcohol abuse, AIDS victims, prostitution, prisoners and others for the purpose of rehabilitation and re-instilling hope and life skills needed to live a healthy and beneficial life.

Marketing/Outreach Plan.

All of our services are free to our clients and staff. We will market/outreach HDSC through:

- **Services to clients**

Since the goal of the Hawaii Dream Service Center is to reach thousands of disadvantaged, hurting and needy children, families and adults across all races and cultures each day on the Island of Oahu will build a facility that provides support services. These services will provide an environment where people will be able to transition toward a healthy and beneficial lifestyle and play an active part in building a stronger and safer community.

- **Strategy**

Because we are unique to Hawaii, Hawaii Dream Service Center will actively utilize the local medias such as TV, radio, newspaper, printed flyers, advertising booths at conferences, fundraising concerts, and a website. Our desire is to make a difference in Hawaii and around the world therefore, we will utilize whatever means possible and reasonable to get the word out that we intend to impact communities and build positive relationships with families and individuals.

- **Services to other service providers**

We are not in competition with any other service providers on Oahu. In fact, we will market HDSC and reach out to other service providers by offering our services to help impact the community of individuals they serve. Case in point: If another service provider has buildings they would like to make available for homeless families, that are not up to safety standards, we will offer to come along side of them and use the people we are training in the construction industry to repair these buildings at no charge to the service provider. It would be a win, win situation. The service provider's buildings would be repaired, the clients living at the Dream

Center would receive on-the-job training, the families that didn't have a place to live before could now have a roof over their heads. This is only one scenario out of hundreds where HDSC along with other service providers would create a stronger Hawaii.

- **Industry**

A state count, conducted in January of 2007, concluded that the number of Oahu's homeless was approximately 7,825. Many of these people are heads of households and have jobs, but aren't skilled enough to work in the jobs that pay enough wages for them to rent or purchase homes. The Hawaii Dream Service Center has developed innovative initiatives to solve these problems. Our goal is to impact the industry world by providing skills training and counseling for all individuals who come through our doors. This training and counseling will provide skilled workers for Hawaii's businesses. HDSC will also follow-up on every person we have trained and secured employment for, for one full year. Therefore, we will have job developers on staff who will educate and work with Oahu businesses in securing positions for our clients.

- **Clients**

We will attract clients to HDSC by hand delivered flyers, word-of-mouth, fundraisers, newspaper articles and advertisements, other service provider referrals, etc. We will get the word out that the Hawaii Dream Service Center's goal is to meet the needs of disadvantaged individuals, families, and communities.

Operations Plan.

The services provided by the Hawaii Dream Service Center are described below. They are explained under the building they will be provided in. Currently HDSC is dependent on the generosity of donations, grants and fundraisers to provide the funds needed to put HDSC in business. However, as indicated below many of our services will generate income. The ultimate goal of HDSC is to become self-sufficient within a few years after opening.

Building A Auditorium

The auditorium is a large meeting place with over 2,000 seats. Plenty of parking space and offices will be available.

INCOME: Rental of auditorium, concerts, ticket sales, seminars, training, rental of office space, private music lessons, piano, ukulele, and hula classes.

Building B Ramia Center

This center is the HDSC Administrative Building, housing administrative staff, social workers, marriage counselors, 12 step programs, coffee shop, rental office space, training, a television production studio, life enrichment counseling, parenting classes, anger management classes, etc. A computer, secretarial and technical support services training center will be included in this building.

INCOME: Rental of office space, computer repair and sales, secretarial services, coffee shop.

Building C Training Hotel (Hokele A'o)

This building is a Training Center for HDSC clients to prepare for Hawaii's tourism industry. The hotel will have 200 guest rooms, a restaurant, seven banquet rooms, a health spa and cosmetology center.

INCOME: Income generated from rental of hotel rooms to outside guests, restaurant sales, public use of the health spa and cosmetology center. The seven banquet rooms will also be available for a fee to the public for such things as birthday parties, wedding receptions, retirement parties, just to name a few. Food will be catered from the Culinary Arts Building for these banquet rooms. Finished products from sewing, Hawaiian quilting, and arts and crafts will be available for sale in the hotel.

Building D Recreation (Kikowaena Nanea)

Gymnasium, Medical & Pharmacy Offices

Child Care Center

This building holds programs that meet the recreation and health needs of HDSC clients. The licensed child care center will be a place where the safety, nurturing and educating of keiki (children) ages 3 months through 4 years of age are of utmost importance. Clients, staff and volunteer's children may attend this child care center program for free.

INCOME: none

Building E Culinary Art Building (Hale 'Aina)

This building houses a Culinary Arts School. Food for all HDSC clients, staff, and volunteers will be prepared in this building. Clients will be trained to work in all phases of the food preparation and service industry. A cafeteria will be a part of this building and will be big enough to seat 2,000 people at one time.

INCOME: Income will be generated from this building through catering for special occasions such as: graduation, birthday parties, wedding anniversaries, retirement, business occasions in the hotel banquet rooms. Special groups using the auditorium for meetings can purchase food in the cafeteria or eat at the hotel restaurant.

Building F Youth Building (Hale ‘Opio)

This building is a place where daily care, life skills, and training of youth residents (Ages: 13 - 24) are available. Hawaii's youth suicide and underage drinking problems will also be address here through our intervention programs.

INCOME: none

Building G Women’s Building (Hale Wahine)

This building is a place of safety and life skills training of female residents on a daily basis.

INCOME: Finished products from sewing, Hawaiian quilting, and arts and crafts will be available for sale in the hotel.

Building H Family Building (Hale ‘Ohana)

This building is for the safety, life skills and training of family residents on a daily basis.

INCOME: Finished products from sewing, Hawaiian quilting, and arts and crafts will be available for sale in the hotel.

Building I Men’s Building (Hale Kane)

This building is for the safety, life skills and training of male residents on a daily basis.

INCOME: none

Building J,K,L Warehouse/Training/Education/Recycling Buildings (Hale Ho’ahu)

- Building J- A Kindergarten through 8th grade school for client, staff and volunteer children will be held in this building. Another section of this building will be available for clothing donation, repair and training of clients. They will learn how to repair clothes, the art of knowing what clothes suit the customer’s body type whether it is for casual or business attire, and how to be a successful clothing store owner or manager. Clothes from this warehouse will be available for clients and their families, volunteers and staff.
INCOME: Clothing sales and alterations will generate income in this building.
- Building K – Food donations will be collected and stored in this warehouse. Facilities maintenance supplies and equipment will be stored in another section of this building

securely separate from the food section. Grounds upkeep and security will also be a part of this building. A repair shop for small appliances and equipment like refrigerators and lawn mowers will be housed in this building.

INCOME: No income will be generated from the food section of this building as this food will be available for HDSC's use as well as other service groups if need. Example: River of Life feeds hungry homeless people and are dependant on the donations of the public to feed them. The food stored at HDSC will be available to help them during those times when they are experiencing a food shortage. Our food would be free of charge to them.

However, income will be generated from the repair and sales of small appliances.

- **Building L** – A wood working shop, furniture and upholstery repair shop and a home building and remodeling training center will be in this building. At the other end of this warehouse will be an auto repair and body shop. Clients will be trained by professionals to diagnose and repair vehicles as well as fix dents and paint and detail cars.
INCOME: Income will come from sales of items made in the wood shop and the furniture and upholstery shop. Home construction and remodeling services will also generate income. Cars donated to HDSC will be repaired and sold thus generating income. However, clients or staff who do not have vehicles of their own will be given a vehicle first. Another way income will be generated in this building is that the public will be able to bring their vehicles to HDSC for repair or body work.

INCOME PERTAINING TO ALL WAREHOUSES: We will be able to assist the State as a Recycling Center of many items such as clothes, appliances, food, furniture, cars, etc., that are currently being taken to an already full land fill sight.

Management Capacity & Staffing Plan.

At full capacity Hawaii Dream Service Center will employ approximately 93 paid staff, 100 volunteer professional staff including medical people, social workers, counselors and faith-based individuals, 50 other volunteers and 2000 clients.

The individuals who are responsible for implementing key parts of the business plan are:

President / CEO - Constantine I. Nightingdale

Administrator - Carol A. Steele

Legal Advisor - Greg Nishioka, Attorney at Law

Legal Advisor for Wills, Trusts, Probate, & Adoptions - Cheryl A. Dunn Takabayashi, Attorney at Law

Financial Director - Cora Laxina

Youth Director/Hale 'Opio Building - Teresa Shuptrine

Family Director/Hale'Ohana Building - Manni & Cinder Sonis

Women's Director/Hale Wahine Building - Grace Toki

Operations & Facilities Director/Hale Ho'ahu - Cliff Antoque

Employment/Vocational Training Director - Brenda Gregory

Recreation Director/Kikowaena Nanea - Dennis Hong-Tang

Hotel/Expo Center/Auditorium /Culinary Arts Director-Hokele A'o/Hale 'Aina - Jodi Akau

Steps were taken to insure that all directors have the experience and expertise required to implement HDSC's business plan successfully. In every instance job descriptions were compared with the individuals resume. If any vacancies occur all applicants will be carefully screened for ability to perform the position for which they are applying. Every person is given a manual for training them in the position they hold as well as training them in knowing the overall purpose and mission of HDSC.

Financial Plan.

The directors at Hawaii Dream Service Center are already actively seeking to gain financial stability from every means possible. To startup this project we are dependent on grants and donations. However, as noted above under the building descriptions, income will be generated on many different levels. Our goal is to become self-sufficient within three years of opening.

Estimating Start-Up Capital Hawaii Dream Service Center January 1, 2006

	Cash Needed to Start
MONTHLY COSTS	
Salary of owner-manager	\$85,000.00
All other salaries and wages	\$1,000,000.00
Marketing/Promotion	\$80,000.00
Delivery expense	\$250,000.00
Supplies	\$300,000.00
Telephone	\$6,240.00
Other utilities	\$143,200.00
Insurance	\$32,000.00
Taxes, including social security	\$326,000.00
Merchant Account & Web Fees	\$29,000.00
Legal and other professional fees	\$50,000.00
Supplies for needy people	\$15,000.00
Subtotal	\$2,316,440.00
ONE-TIME COSTS	
Land Purchase	\$10,000,000.00
Building and other Permits	\$180,000,000.00
Infrastructure Buildout	\$7,000,000.00
Starting Equipment	\$50,000.00
Computer Purchases	\$32,000.00
Web Development	\$15,000.00
Advertising and promotion for opening	\$32,000.00
Cash	\$1,000.00
Subtotal	\$197,130,000.00
TOTAL ESTIMATED START-UP CAPITAL	\$199,446,440.00

**HAWAII DREAM SERVICE CENTER
STATEMENT OF ESTIMATED CASH FLOWS
YEAR ONE**

TOTAL REVENUE	\$68,766,237
Federal Government Grants	\$24,000,000
State Government Grants	\$14,000,000
Faith-Based Service Fees	\$23,400,000
Private Donations	\$5,000,000
Rental of Facilities and Equipment	\$2,366,237
Hotel Room Sales	\$6,901,524
Less charge sales (A/R)	\$34,383,118
Plus cash collected from A/R	\$34,383,118
NET CASH IN FROM GRANTS/DONATIONS/SALES	\$68,766,237
CASH OUT FOR GOODS	
Federal Government Grants COGS	\$2,400,000
State Government Grants COGS	\$1,400,000
Hotel & Facility Rental Maintenance	\$3,707,104
Variable Expense 4	\$0
TOTAL CASH OUT FOR GOODS	\$7,507,104
CASH FOR OPERATIONS	
Gross wages	\$5,200,000
Payroll taxes-employer share, benefits (20%)	\$240,000
Worker Compensation (5%)	\$60,000
Accounting, legal, professional	\$6,000
Advertising & promotions	\$82,500
Vehicle Expenses	\$33,552
Food	\$2,880,000
Building Maintenance & Landscaping	\$37,200
Charitable contributions	\$6,876,624
Insurance	\$21,000
Loan Payment	\$0
Office supplies	\$36,000
Hotel Support Services	\$92,400
Telephone	\$14,400
Electric Utilities	\$360,000
Water Utilities	\$36,000
Internet	\$3,000
Sewage/Trash	\$19,200
Propane Utilities	\$36,000
TOTAL CASH OUT FOR OPERATIONS	\$16,033,876
NET CASH FROM OPERATIONS	\$45,225,257
OTHER CASH IN	
Sales tax collected	\$5,157,468

Loan proceeds	\$0
Add back interest expense	\$0
Owner contributions	\$0
TOTAL OTHER CASH IN	\$5,157,468
OTHER CASH OUT	
Sales tax paid	\$5,157,468
Debt service-principal	\$0
Capital equipment/vehicle purchases	\$0
Building & improvements	\$0
Owner draw (including estimated taxes)	\$0
TOTAL OTHER CASH OUT	\$5,157,468
NET CHANGE IN CASH	\$49,225,257
BEGINNING CASH	\$2,500,000
ENDING CASH	\$51,725,257
Total Units	119,637
Federal Government Grants	24
State Government Grants	28
Faith-Based Service Fees	7,800
Private Donations	50,000
Rental of Facilities and Equipment	15,775
Hotel Room Sales	46,010

**HAWAII DREAM SERVICE CENTER
STATEMENT OF ESTIMATED CASH FLOWS
YEAR TWO**

TOTAL REVENUE	\$91,823,986
Federal Government Grants	\$12,000,000
State Government Grants	\$7,000,000
Faith-Based Service Fees	\$60,300,000
Private Donations	\$10,000,000
Rental of Facilities and Equipment	\$2,523,986
Hotel Room Sales	\$9,202,032
Less charge sales (A/R)	\$45,911,993
Plus cash collected from A/R	\$45,911,993
NET CASH IN FROM GRANTS/DONATIONS/SALES	\$91,823,986
CASH OUT FOR GOODS	
Federal Government Grants COGS	\$1,200,000
State Government Grants COGS	\$700,000
Hotel & Facility Rental Maintenance	\$4,690,407
Variable Expense 4	\$0
TOTAL CASH OUT FOR GOODS	\$6,590,407
CASH FOR OPERATIONS	
Gross wages	\$6,200,000
Payroll taxes-employer share, benefits (20%)	\$240,000
Worker Compensation (5%)	\$60,000
Accounting, legal, professional	\$6,000
Advertising & promotions	\$82,500
Vehicle Expenses	\$33,552
Food	\$2,880,000
Building Maintenance & Landscaping	\$37,200
Charitable contributions	\$9,182,399
Insurance	\$21,000
Loan Payment	\$0
Office supplies	\$36,000
Hotel Support Services	\$92,400
Telephone	\$14,400
Electric Utilities	\$360,000
Water Utilities	\$36,000
Internet	\$3,000
Sewage/Trash	\$19,200
Propane Utilities	\$36,000
TOTAL CASH OUT FOR OPERATIONS	\$18,339,651
NET CASH FROM OPERATIONS	\$73,893,928
OTHER CASH IN	

Sales tax collected	\$6,886,799
Loan proceeds	\$0
Add back interest expense	\$0
Owner contributions	\$0
TOTAL OTHER CASH IN	\$6,886,799
OTHER CASH OUT	
Sales tax paid	\$6,886,799
Debt service-principal	\$0
Capital equipment/vehicle purchases	\$0
Building & improvements	\$0
Owner draw (including estimated taxes)	\$0
TOTAL OTHER CASH OUT	\$6,886,799
NET CHANGE IN CASH	\$73,893,928
BEGINNING CASH	\$2,500,000
ENDING CASH	\$70,393,928
Total Units	148,299
Federal Government Grants	12
State Government Grants	14
Faith-Based Service Fees	20,100
Private Donations	50,000
Rental of Facilities and Equipment	16,827
Hotel Room Sales	61,347

**HAWAII DREAM SERVICE CENTER
STATEMENT OF ESTIMATED CASH FLOWS
YEAR THREE**

TOTAL REVENUE	\$87,323,986
Federal Government Grants	\$0
State Government Grants	\$0
Faith-Based Service Fees	\$64,800,000
Private Donations	\$20,000,000
Rental of Facilities and Equipment	\$2,523,986
Hotel Room Sales	\$9,202,032
Less charge sales (A/R)	\$43,661,993
Plus cash collected from A/R	\$43,661,993
NET CASH IN FROM GRANTS/DONATIONS/SALES	\$87,323,986
CASH OUT FOR GOODS	
Federal Government Grants COGS	\$0
State Government Grants COGS	\$0
Hotel & Facility Rental Maintenance	\$4,690,407
Variable Expense 4	\$0
TOTAL CASH OUT FOR GOODS	\$4,690,407
CASH FOR OPERATIONS	
Gross wages	\$6,200,000
Payroll taxes-employer share, benefits (20%)	\$240,000
Worker Compensation (5%)	\$60,000
Accounting, legal, professional	\$6,000
Advertising & promotions	\$82,500
Vehicle Expenses	\$33,552
Food	\$2,880,000
Building Maintenance & Landscaping	\$37,200
Charitable contributions	\$8,732,399
Insurance	\$21,000
Loan Payment	\$0
Office supplies	\$36,000
Hotel Support Services	\$92,400
Telephone	\$14,400
Electric Utilities	\$360,000
Water Utilities	\$36,000
Internet	\$3,000
Sewage/Trash	\$19,200
Propane Utilities	\$36,000
TOTAL CASH OUT FOR OPERATIONS	\$19,889,651
NET CASH FROM OPERATIONS	\$68,743,928
OTHER CASH IN	

Sales tax collected	\$6,549,299
Loan proceeds	\$0
Add back interest expense	\$0
Owner contributions	\$0
TOTAL OTHER CASH IN	\$6,549,299
OTHER CASH OUT	
Sales tax paid	\$6,549,299
Debt service-principal	\$0
Capital equipment/vehicle purchases	\$0
Building & improvements	\$0
Owner draw (including estimated taxes)	\$0
TOTAL OTHER CASH OUT	\$6,549,299
NET CHANGE IN CASH	\$65,743,928
BEGINNING CASH	\$2,500,000
ENDING CASH	\$68,243,928
Total Units	149,773
Federal Government Grants	0
State Government Grants	0
Faith-Based Service Fees	21,600
Private Donations	50,000
Rental of Facilities and Equipment	16,827
Hotel Room Sales	61,347

Social Return on Investment.

The Hawaii Dream Service Center is a fresh and new approach to the homeless crisis and to the people who desperately need their dreams fulfilled. HDSC wants to do more than just pick people up, dust them off, feed them, clothe them, maybe provide a 12 step program for them, and send them back out on the streets. Our goal is to help people fulfill their dreams in life and assist other agencies to make a difference in the lives of their clients as well.

Two thousand people can be serviced at one time and as they begin to realize their dreams and move on, others can take their place and begin to work on their dreams. It is a never ending circle of dreams being made possible right here on Oahu. The social impact on Oahu will be immense, starting with each individual and going all the way to the justice system and the Governors office. Unemployment will decrease, qualified employees will increase, people receiving assistant from the different areas of welfare will decrease and home owners will increase. Future employees and employers all over Hawaii, could easily come from the very clients we train. It is truly a win, win program.

Risk Factors.

The major risk factor of this plan is ensuring the safety of our clients and staff. Some of the major reasons safety will be the major risk factor is:

- Husbands and boyfriends will want to come on campus and further abuse their wives, girlfriends and children.
- Clients will try to sneak drugs and alcohol into the buildings.
- Gang leaders will seek to retaliate against gang members who are trying to lead a new life and have become our clients.
- Sex offenders will try to become clients and continue their abuse.

The strategies we will use to ensure the safety of our clients and staff are:

- Every person who comes through our doors, clients and staff will be fingerprinted and receive background checks. Sex offenders will not become our clients or staff workers.
- Everyone will be tested for drugs and alcohol. They will be counseled and not allowed to use either while in our care.
- The entire campus will be surrounded by a beautiful rock wall and entrance will only be gained through a security gate.
- The women's building will have an additional fence around it for the protection of the women from outside dangers.

A secondary risk factor is allowing people to become clients that we are not staffed to handle.

- The extremely mentally challenged adults and children.

The strategy we will use is as follows:

- We will assess each adult individual by using physical, emotional and job skills tests to determined that a person is mentally challenged beyond our ability to bring them back to a full self-sufficient life. If the individual is not capable of becoming self-sufficient we will contact the State Department of Health and make them aware of the individual. We will then encourage the state to provide a place for this person to be where they can receive on-going care.

- In the case of a child, we will encourage and help the parents enroll their child in a DOE program that will adequately meet the need of the mentally challenged child.