

# STRATEGIC PLAN 2007–2011

## Department of Hawaiian Home Lands

**MISSION:** To manage the Hawaiian Home Lands trust effectively and to develop and deliver lands to native Hawaiians. We will partner with others towards developing self-sufficient and healthy communities.

### ‘EKAHI GOAL 1

Provide every qualified native Hawaiian beneficiary on the waiting list with an opportunity for homeownership or land stewardship on homestead lands. Over the next five years, deliver (5,000) homestead awards through the development of various award programs.

**OBJECTIVE 1:** Complete construction of accelerated lot and undivided interest awards and continue to offer more awards on every island.

ACTIVITIES:

- Obtain funding to construct infrastructure for existing undivided interest projects.
- Identify vacant unimproved lots for homestead awards.
- Offer awards to applicants and begin island-phased project infrastructure improvements.
- Complete planning, design, and construction phases.
- Convert awards into leases.
- Obtain funding to complete the remaining accelerated award projects.
- Develop water master plans, as needed, to facilitate development of Hawaiian home lands tracts.

**OBJECTIVE 2:** Implement rural homestead lot awards in selected areas on the neighbor islands.

ACTIVITIES:

- Create rural homestead dispositions and explore rural lands available.
- Develop land specifications for rural homesteads.
- Identify and prioritize projects by island.
- Complete planning, design, and construction phases.

**OBJECTIVE 3:** Continue to offer turnkey, vacant lot, and self-help housing awards.

ACTIVITIES:

- Identify and prioritize projects by island.
- Procure engineering and construction services.
- Complete planning, design, and construction phases.

**OBJECTIVE 4:** Acquire additional land through strategic public & private land acquisitions and exchanges that result in the long term awarding of 1,000 leases per annum.

ACTIVITIES:

- Partner with public and private sector to identify and explore housing stock opportunities.
- Identify and prioritize projects by island.

**Objective 5:** Seek partnerships with Federal, State, County, and private agencies to share in the cost of infrastructure development and home construction.

ACTIVITIES:

- Utilize statewide regional plans as the vehicle to develop collaboration of projects within homestead areas and the surrounding community.
- Explore alternative housing opportunities such as multi-family housing.
- Utilize a non-profit organization to leverage federal funding for water system projects.
- Explore alternative strategies to finance the construction of infrastructure, reduce costs, and accelerate development.

### ‘ELUA GOAL 2

Provide beneficiaries with the necessary tools for long-term homeownership sustainability by supporting capacity building programs to assist in strengthening homestead communities.

**OBJECTIVE 1:** Establish the Home Ownership Assistance Program (HOAP) for permanent foundation in DHHL.

ACTIVITIES:

- Transition the pilot program into DHHL by June 2007.
- Create a business plan that develops the financial literacy area program and includes job training opportunities and social service programs.
- Partner with other organizations with expertise in these areas.
- Develop the post-loan component to include programs for current homesteaders.
- Explore the Homestead District Service Offices as places to expand HOAP services to the neighbor islands.
- Develop performance based contracting for program effectiveness.
- Expand the database program to monitor and track progress of clients.
- Conduct an annual evaluation of the program to determine outcomes and effectiveness.

**OBJECTIVE 2:** Support capacity building programs to assist homesteaders to effectively govern the affairs within their respective homestead communities.

ACTIVITIES:

- Work with the State Council of Hawaiian Homestead Associations (SCHHA) to develop policies and guidelines to govern their community.
- Provide homestead associations, and other beneficiary organizations, the opportunity to seek funds through an open and competitive grant proposal process.
- Assist new homestead communities in developing their respective association.
- Provide training and technical assistance to our homestead associations to help these associations achieve their community objectives.
- Provide scholarships, community service opportunities, and career and educational assessments for native Hawaiians.

### ‘EKOLU GOAL 3

Strive to improve overall operational efficiency and delivery of services to beneficiaries of the Trust.

**OBJECTIVE 1:** Optimize operational efficiency and continually improve internal operations within DHHL.

ACTIVITIES:

- Improve on operational standards for all Divisions with employee training, updating of divisional goals, and monitoring individual staff performance via annual performance reviews.
- Revisit our lease delivery, re-awards, and loan servicing systems and update or develop applicable policies and procedures manuals.
- Maintain cabinet service standard ratios by reviewing monthly progress reports for timely vendor payments and proper control of employee overtime hours.
- Continue to use our annual financial audit as a gauge to determine progress made on internal controls and financial statements.
- Amend and approve the Administrative Rules to reflect any changes to DHHL's policies, procedures, or operations.
- Revise DHHL's organizational structure to reflect DHHL's current operations.

**OBJECTIVE 2:** Provide excellent service to our lessees and partners by improving our external service delivery standards.

ACTIVITIES:

- Create, implement, and fine tune beneficiary service delivery standards and improve accessibility for lessees in their day-to-day interactions with DHHL.
- Create and adopt an applications manual which depicts DHHL's methodology for qualifying native Hawaiians for the wait list.
- Create and adopt an awards manual which depicts DHHL's methodology for awarding homestead properties.
- Build upon the private mortgage financing programs with other local private lending institutions.
- Establish cohesive partnerships with private businesses, Hawaiian organizations, and other organizations to meet the purposes of DHHL's strategic plan.
- Explore the possibility of expanding the successorship base for applicants and lessees.

### ‘EHĀ GOAL 4

Pursue financial self-sufficiency by 2013 replacing the Act 14 financial settlement of \$30 million per year and generating significant non-governmental revenue to support DHHL's housing program.

**OBJECTIVE 1:** Strategically identify properties in DHHL's inventory to maximize income generation from our current lands.

ACTIVITIES:

- Identify and explore other sources of financing to meet housing development projects.
- Assess projected revenues and costs of capital projects.
- Assess projected revenues to be obtained through selected non-homestead uses of Hawaiian home lands.
- Revisit the legislative statutory process for lease dispositions to streamline the general lease process.

**OBJECTIVE 2:** Explore alternative commercial, marketing, and investment methods to maximize departmental revenues generated to fund capital projects.

ACTIVITIES:

- Develop a strategy to manage assets and generate competitive returns from capital projects and non-homestead revenues using the regional plans.
- Pursue alternative strategies that will utilize federal funds to offset infrastructure costs.
- Using the diagnostic report study, develop viable revenue-generating alternatives to ensure an adequate revenue stream for the future.

### ‘ELIMA GOAL 5

Continue to effectively manage and protect the Trust to ensure perpetuity for future generations of native Hawaiians and fulfill our responsibility as long-term stewards.

**OBJECTIVE 1:** Continue to support efforts to secure passage of the Akaka Bill.

ACTIVITIES:

- Increase public awareness within the Hawaiian community and the community at-large, both locally and nationally.
- Continue support and awareness of the Akaka Bill with various local and federal agencies.
- Actively participate with other Hawaiian organizations and State agencies and participate in events that pertain to the protection and preservation of Native Hawaiian rights and entitlements.

**OBJECTIVE 2:** Explore alternatives to resolve the pending native Hawaiian individual claims.

ACTIVITIES:

- Continue efforts towards pursuing legislative resolution of individual claims.
- Assist the State Attorney General in exploring other options or alternatives to settle the claims in a fair and equitable manner.

**OBJECTIVE 3:** Promote awareness understanding, and support of departmental programs and activities with beneficiaries, homestead associations, and the general public.

ACTIVITIES:

- Continue quarterly newsletter publications of Ka Nuhou.
- Continue periodic newsletter publications of Ho'opaepae to our undivided award lessees.
- Continue presentations to and consultation with homestead associations and other beneficiary organizations a SCHHA quarterly leadership meeting.
- Continue to receive input and consultation throught the Regional Plan community meetings.
- Continue in-house public information activities including press releases, editorial boards, website, and other promotional marketing materials.

**OBJECTIVE 4:** Improve land stewardship and natural resource protection on and around Hawaiian home lands.

ACTIVITIES:

- Establish a GIS system to track DHHL's land inventory and natural resources.
- Establish and implement DHHL procedures to protect archaeological sites, historic sites, and burials discovered on Hawaiian home lands.
- Develop and implement strategies to minimize environmental impacts to our land, water, and natural resources.
- Develop and implement strategies to control evasive species, and promote the protection and reforestation of native plants on Hawaiian home lands.