

communicate expand implement commit effective provide  
diversify create trust increase efficiency  
support improve protect access develop advance

## Department of Hawaiian Home Lands

Year One Deliverables (January 2012 – December 2012)

*deliver*

### Deliver Diverse Homesteading Opportunities

#### *Objective 1: Expand the Variety of Residential Homesteading Opportunities*

1. Complete the design for one multi-family project and determine location
2. Complete one “Kauhale” model.
3. Identify at least one vertical structure option and location.
4. Identify the first 100 families on the waitlist and identify barriers to homesteading.
5. Complete 83 residential lots in Lalamilo, Waimea, Hawaii Island
6. Complete 44 residential lots in Kakaina, Waimanalo, Oahu
7. Award 58 residential lots in Kanehili, Kapolei, Oahu
8. Award 10 residential lots in Laiopua, Kona Hawaii Island
9. Award 2 residential lots in Kaniohale, Kona Hawaii Island
10. Award 2 residential lots in Kaumana, Hilo, Hawaii Island
11. Award 1 residential lot in Princess Kahanu, Waianae, Hawaii Island
12. Award 1 residential Lot in Molokai
13. Award 39 residential lots in Maui
14. Award 10 residential lots in Discovery Harbor
15. Complete design of the Honokowai Well for Leali‘i 1B
16. Complete the Makuu Water System
17. Start Construction on 53 residential lots in Piilani Mai Ke Kai

#### *Objective 2: Implement Agricultural Homesteading Opportunities*

1. Complete an Agriculture Program Plan.
2. To establish and fill an agriculture support position within the department.

#### *Objective 3: Implement Pastoral Homesteading Opportunities*

1. Complete a Pastoral Program Plan.
2. To establish and fill a pastoral support position within the department.

#### *Objective 4: Explore Aquaculture Homesteading Opportunities*

1. Complete historical analysis on Aquacultural Homesteading.

#### *Objective 5: Seek Alternative Financing for Homesteading Opportunities*

1. Launch a minimum of 2 new loan product alternatives.

## Provide Excellent Service

*serve*

*Objective 1: Increase and Improve Beneficiary communication and access to information*

1. Distribute Ka Nuhou quarterly.
2. Update the HHL website to include a section for homestead events, meetings and connections between beneficiary organizations and with the Hawaiian Home Lands Trust.
3. Integrate consistent live streaming of selected HHL events on the HHL website.
4. Complete Beneficiary consultations for HHL Hawaii Administrative Rules, Regional Plans and other critical issues that impact beneficiaries.
5. Update and expand forms for beneficiary use and information online.
6. Provide six workshops on the HHL application process.
7. Increase twitter followers and facebook “likes” by 300 each.

*Objective 2: Develop Transparent Policies, Procedures and Practice*

1. The commission will adopt 15 Administrative Rules changes and/or additions.
2. Complete the District Offices Procedures manual.
3. Establish Management Plan and customer service standards for existing lessees and all beneficiaries.

*Objective 3: Provide Professional Development Opportunities and Support for All staff members.*

1. 100% of staff members participated in professional development opportunities related to their duties.
2. 100% of the staff members participated in professional development opportunities related to the Hawaiian homes Commission Act and/or ‘ike Hawaii.

## Reaffirm and Assert Trust Status

*assert*

*Objective 1: Determine & commit to meeting the TRUST kuleana*

1. Define the role and responsibility of the Hawaiian Homes Commission.
2. Investigate opportunities to meet needs of beneficiaries facing incarceration and homelessness.

*Objective 2: Protect our TRUST*

1. Defend the Hawaiian Homes Commission Act
2. Participate in the Native Hawaiian Recognition Process
3. Ensuring the state’s obligation to fund NHRF
4. The commission will adopt a Native Hawaiian Burials Policy for all HHL lands.
5. The commission will adopt a Water Policy Plan
6. The commission will update and adopt the existing Energy Policy Plan.
7. Update the Oahu Island Plan to identify land use and potential partnerships
8. Complete the Kau Regional Plan to identify priority projects and potential partnerships.

*Objective 3: Advance the Hawaiian Homes Commission Act*

1. In partnership, provide 5 workshops statewide on the Hawaiian Homes Commission Act.
2. Establish and complete six Kanawai and transfers assets (dues) for management.
3. Provide two grant award cycles for eligible beneficiary organizations for the purposes of self-sufficiency.

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*protect*

## Ensuring the Financial Well-being of the Trust

### *Objective 1: Improve Efficiency and Effectiveness of Internal Operations.*

1. Reduce Operating expenditures by 5%.
2. Implement a balanced budget for FY 2013.
3. Introduce bills and resolutions that work towards refining federal, state and county policies (i.e. procurement, permitting)
4. Create draft of organizational restructuring
5. Complete fixed cost vs. variable costs study of operating the HHL.
6. Decrease lease delinquencies for commercial leases to 5%.
7. Decrease residential loan lease delinquencies to 13%.
8. Complete a plan to implement an office-wide contract management and performance system.

### *Objective 2: Create Synergistic Partnerships and Alliances.*

1. Begin two partnership projects, which leverage trust assets and resources.
2. Conduct two meetings with beneficiary leadership members to promote partnerships and alliances.

### *Objective 3: Diversify and Increase Revenue Streams*

1. Increase general lease revenue to \$16 million.
2. Reauthorize NAHASDA funding (permanent funding stream).
3. Expand HHL eligibility into one or more new Federal Funding opportunities.
4. Increase new federal/private funding by \$3 million.