



HAWAIIAN HOME LANDS TRUST
DEPARTMENT OF HAWAIIAN HOME LANDS

Strategic Goals & Objectives

2012 – 2017

Value Statement

To ensure the Hawaiian Home Lands Trust is on a solid foundation with sound policies and procedures, a long-term sustainable financial plan, a commitment to serving beneficiaries, and an organizational culture that honors the spirit of its founder, Prince Jonah Kūhiō Kalanianaʻole. With the foundation firmly rooted, administrations going forward will be prepared to work side-by-side with beneficiaries and other partners to create and maintain vibrant homestead communities.

Assert

REAFFIRM & ASSERT TRUST STATUS

- Objective 1: Determine & commit to meeting the Trust Kuleana
- Objective 2: Protect the Trust
- Objective 3: Advance the Hawaiian Homes Commission Act

The mission of the Hawaiian Home Lands Trust is implemented by a state department, the Department of Hawaiian Home Lands. The Hawaiian Homes commission Act provides clear roles and responsibilities to implement the act, while our state administrative rules provides for implementation. The difference and the roles of each kuleana must be articulated.

Protect

ENSURING THE FINANCIAL WELL-BEING OF THE TRUST

- Objective 1: Improve Efficiency And Effectiveness Of Internal Operations.
- Objective 2: Create Synergistic Partnerships And Alliances
- Objective 3: Diversify And Increase Revenue Streams

The trust has a finite amount of land and resources. Not only is the trust expected to provide “new” homesteads for 40,000 waitlist applications, it must continue to serve the existing 10,000 lessees by way of repair and maintenance of utilities, traffic, roads, water, wastewater, health and safety requirements. The trust must also use its lands to generate revenue to financially support the trust’s work of serving beneficiaries. Current economic times must be considered in the development of new strategies that produce optimal performance of the trust. Developing partnerships and alliances that provide mutual benefit will enhance the opportunities for success. The trust must also consider alternative revenue streams that will help to meet the ever growing waitlist.

Serve

PROVIDE EXCELLENT CUSTOMER SERVICE

- Objective 1: Increase Communication And Access To Information
- Objective 2: Develop Transparent Policies, Procedures And Practice
- Objective 3: Provide Professional Development Opportunities And Support For All Staff Members.

During both the beneficiary and staff retreats, opinions centered on the trust’s ability to provide for and support beneficiaries and employees. One comment in particular came from the staff retreat: “Good customer service benefits both beneficiaries and employees/DHHL.” Both groups also expressed the desire for consistent and clear policies – procedures and practices that would withstand the changing of new administration over time. Through the objective above, the trust will focus on laying the foundation for consistency, providing communication and creating methods for beneficiaries, staff and the broader public to access information. Further, the goals will provide for staff professional development support which leads to strong customer service and high performance while incorporating our Hawaiian values and understandings.

Deliver

DELIVER DIVERSE HOMESTEADING OPPORTUNITIES

- Objective 1: Expand The Variety Of Residential Homesteading Opportunities
- Objective 2: Implement Agricultural Homesteading Opportunities
- Objective 3: Implement Pastoral Homesteading Opportunities
- Objective 4: Implement Aquaculture Homesteading Opportunities
- Objective 5: Seek Alternative Financing For Homesteading Opportunities

The trust has mainly focused on single-family homes over its lifetime. Driven by the economic times and the needs of beneficiaries and applicants, the trust must seek to expand the breadth and depth of its homesteading opportunities overall. The trust has over 40,000 applications for families waiting to be returned to the ‘āina. Expanding residential homesteading opportunities into areas such as Kauhale, multi-family homes, rental and transitional units will provide relief to applicants who continue to wait for a home to meet their needs. The trust will strive to implement agricultural, pastoral, and aquacultural homesteading opportunities to fit today’s family. Considerations will be given to cluster-lots, community use lots and rural homesteading. To support these objectives, the department must step out of the box to create alternative financing models to service these beneficiaries.