



HAWAIIAN HOME LANDS TRUST  
DEPARTMENT OF HAWAIIAN HOME LANDS

**Native Hawaiian Development Program Plan  
January 1, 2012- June 30, 2014**

**DRAFT November 30, 2011**

*Prepared by Planning Office*

## *PREFACE*

The **Hawaiian Homes Commission Act (HHCA)** “rehabilitates” native Hawaiian beneficiaries by awarding residential, agricultural or pastoral homestead leases at a rate of \$1.00 per year for 99-years. “Rehabilitating a native Hawaiian family takes more than a land lease.

Section 213 of the HHCA, established the **Native Hawaiian Rehabilitation Fund (NHRF)** to provide a wide range of “rehabilitation” programs that address educational, economic, political, social and cultural opportunities. Development in these areas improves the general welfare and conditions of native Hawaiians. Funded by a 30% share of revenues from sugar leases and water licenses, the NHRF fund provides a large pool of financial resources that can be dispersed to a wide spectrum of programs, projects, and services that are deemed necessary for “rehabilitation”.

The **Native Hawaiian Development Program Plan (NHDPP)** identifies priority programs and services that should be provided for the next two years. It also determines how the NHRF funds will be allocated in the next fiscal biennium to support those priorities. The NHDPP focuses on five (5) areas of development: 1) Individual Development; 2) Community Development; 3) Beneficiary Consultation; 4) Planning; and 5) Governance.

# Hawaiian Home Lands Trust

## Native Hawaiian Development Program Plan January 1, 2012- June 30, 2014

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# **NATIVE HAWAIIAN DEVELOPMENT PROGRAM**

## **“Empower”**

To provide individuals and or groups with skills, information, authority and resources in order to carry out their responsibilities.

The purpose of the Native Hawaiian Development Program is to “improve the general welfare and conditions of native Hawaiians through educational, economic, political, social, cultural, and other programs.” [Title 10 Administrative Rules, Chapter 6.1]

## **NATIVE HAWAIIAN DEVELOPMENT PROGRAM PLAN**

The Native Hawaiian Development Program Plan (NHDPP) is a two (2) year approach designed to achieve the aforementioned purpose by “increasing the self-sufficiency and self-determination of native Hawaiian individuals and native Hawaiian communities”. [Title 10] The following are guiding principles that help to define the plan:

- Beneficiaries define their own vision for their community.
- Beneficiary Organizations through its democratically-elected leaders are the primary conduit for the relationship between the department and homestead residents and applicants with regard to community development. Each homestead lessee and applicant is eligible to vote for their leaders.
- The interests of applicants, the future residents of homestead communities, must not be overlooked in community planning.
- The skills and talents of individuals need to be strengthened and nurtured to ensure strong, prepared leadership for the future.
- Each homestead association defines what it wants to be responsible for within the areas of authority the commission is willing or able to delegate.
- Successful participation of beneficiaries in planning for the use and management of homestead lands and assets is tied to being adequately prepared and supported.
- Homestead leaders can best learn governance and management skills through hands-on training that applies to the assets in their own community.

- Each homestead is unique and each homestead association will have its own way of working toward self-sufficiency. Not every homestead association will be interested or ready to take the steps toward self-sufficiency at the same time or in the same way.
- Beneficiary organizations<sup>1</sup> will assume more responsibilities as their capacity increases.
- Beneficiary organizations are under no obligation to participate in this initiative.
- The policies and practices of DHHL must support increased self-governance by homestead associations and beneficiary organizations.

The NHDPP has five (5) primary goals:

1. Individual Development
2. Community Development
3. Beneficiary Consultation
4. Planning
5. Governance

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<sup>1</sup> Throughout this document the term “beneficiary organization” refers to organizations that are owned and controlled by homesteaders or DHHL applicants that they represent

# I. INDIVIDUAL DEVELOPMENT

## **“Self-sufficiency”**

Provision by one's self  
of all of one's own needs

### **GOAL:**

Provide opportunities for native Hawaiians to obtain the knowledge and skills that will increase their ability to earn a living, become self-sufficient, or secure and make better use of their homestead award.

### **OBJECTIVES:**

#### **Education**

- Increase the education and self-sufficiency of Hawaiian youths and adults and the numbers of native Hawaiians obtaining college and vocational degrees
- Increase the number of native Hawaiians that are job ready, experienced, and have higher earning potential in the long term

#### **Agricultural and Pastoral**

- Offer Agricultural and Pastoral applicants an opportunity for Rural homestead leases (subsistence level)
- Develop new rules that provide clear policies on the allocation of limited resources (e.g., land, loans, technical assistance) proportionate with intent (farm and ranch plan) and capabilities
- Increase use of agricultural and pastoral lands more in line with current private industry practices
- Provide more flexibility for beneficiaries by allowing both farm and pastoral type activities on rural lots
- Increase beneficiary income from farm and ranch activities
- Increase farming and ranching activities on Hawaiian Home Lands
- Integrate activities with the Regional planning process

### **STRATEGY:**

A strong education and the development of job skills are essential for creating self-sufficient, independent individuals. In turn, increasing the knowledge and abilities of individuals strengthens the community as a whole. Providing scholarships makes an education attainable for many more native Hawaiians. By coordinating our scholarship programs with others, we enhance programs that already exist and extend the opportunities for an advanced education to more people.

Economic opportunities and homeownership are also affected by the lack of appropriate skills and experience, making it difficult for lessees with agricultural and

pastoral awards to make full use of their homesteads. DHHL staff estimates that only 15% of agricultural awards are in productive farming at this time. Access to the appropriate resources, training and technical assistance are needed to help lessees get started and expand their production.

Education affects homeownership in two major ways – earning power and financial security. Numerous studies document the relationship between educational achievement and income. Higher and more stable incomes allow people to qualify for a mortgage. Similarly, knowledge about handling money wisely (like budgeting, managing debt, and saving) helps people prepare for homeownership and paying a mortgage.

Settlement of native Hawaiians on the land is DHHL's primary mission. With homes costing more than \$500,000 in the private sector, many more native Hawaiians are seeking homestead awards. The large average native Hawaiian family size, combined with lower per capita income, lack of savings, credit or debt problems makes it a challenge to achieve homeownership. The lack of experience in buying real estate means that training and assistance is critical to make native Hawaiian homeownership a reality.

## **IMPLEMENTATION ACTIONS FOR 2012-2014:**

### **1.1 Education**

Provide educational opportunities through scholarships, internships, and community service opportunities.

#### **1.1.1 HHC Scholarships**

Maintain and administer two (2) post-high scholarship programs that provide financial assistance to native Hawaiians with demonstrated financial need or academic excellence (Kuhio Scholars) enrolled in post-high school educational institutions. Annually, there are approximately 300-400 applications received and 200 awards granted.

##### ***Eligibility Requirements:***

- Be native Hawaiian (50% or more Hawaiian ancestry) or Homestead Lessee (25% or more Hawaiian ancestry);
- Be enrolled as a full-time classified student in an accredited two-year, four-year or graduate degree program;
- Minimum GPA of 2.0 for undergraduates, 3.0 for graduate students;
- Agree to participate in community service projects;
- Applications due March 1 each year;
- For Kuhio Scholars, minimum GPA of 3.8 for graduate students.

*\*Applications are available at: [www.hawaiicommunityfoundation.org](http://www.hawaiicommunityfoundation.org)*

**Budget:** \$200,000 annually for the Hawaiian Homes Commission Scholarships and Vocational Education Scholarships; (\$20,000 for program administration). 0.2 FTE Staff for application review, determination of native Hawaiian status, and coordination with other agencies.

### 1.1.2 HHCS – Vocational Education

Produce a separate brand for HHCS Vocational Education and develop a distinct website and information and marketing materials. Although the HHCS can cover UH Community College vocational education program costs, there has been minimal use of this program. There is a need to brand the HHCS – Vocational Education program separately from the HHCS – Four Year and Advanced Degree program. Vocational Education programs at the UH community colleges are a tremendous resource for native Hawaiians to enter the trades and other professions.

**Budget:** \$2,500 printing and distribution; .20 FTE Staff – in house project

### 1.1.3 Internships and Practicums

Define HHL Trust needs, discuss with appropriate program, and enter into Memoranda of Agreement with programs and principle investigators.

The UH Schools of Medicine, Law, Engineering, and Social Work have programs to support admissions and retention of native Hawaiian graduate students. There is a similar need in other graduate programs, especially in professions of interest to the Hawaiian Home Lands Trust.

Individual student Internships and Practicum classes offer opportunities to expand native Hawaiian interest in pursuing these professions, in serving the Hawaiian Home Land Trust, and in serving beneficiary communities. These programs could include Urban Planning, Accounting and Finance, Hawaiian Studies, Resource and Cultural Management.

**Budget:** \$30,000 annually for graduate level interns and practicum classes.

\*Note that graduate student assistants receive UH tuition waivers.

### 1.1.4 Partnerships

#### Chaminade University

Chaminade University of Honolulu offers a four year renewable scholarship valued at \$8,500 to attend Chaminade. Chaminade University is committed to support up to 40 scholarships each year for qualified homestead students. This commitment will be for four years per student as long as they maintain their commitment to education.

#### **Eligibility Requirements:**

- Be a dependent of a current resident who holds a lease to a Hawaiian homestead property;
- Have a high school GPA of 2.5 or higher;
- Have a SAT of 900 or an ACT of 18; and
- Be a full-time day undergraduate student.

**Budget:** No additional cost to DHHL



### Other Partnerships

Staff should pursue similar partnerships with other educational institutions (e.g. Hawaii Pacific University and BYU Hawaii) and sources of financial assistance (e.g. Office of Hawaiian Affairs)

## **1.2 Agricultural & Pastoral**

Effective use of limited resources (technical assistance, land, loans, project support) in accordance with intent (farm and ranch plan) and capabilities (experience, financing).

### **1.2.1 Technical Assistance**

Provide educational and technical assistance programs to Hawaiian Home Lands agricultural and pastoral homestead lessees. The objective of the program is to increase the number of successful homesteaders in agricultural enterprises by increasing their knowledge and training in commercial and subsistence agricultural production, best management practices, marketing, financial and business skills.

Currently, UH-CTAHR provides group training and technical assistance in food productions, disease control, best management practices, business planning, processing, and marketing on Kauai, Molokai, and Hawaii Islands. New homestead areas include Honokaia, Hawaii (ranch) and Keokea, Maui (farm).

Homestead farmers and ranchers have expressed the need to have more input into the program's direction and scope of work. Further, the program was structured to bring forth the resources of the entire UH-CTAHR, not just the extension agents' time paid for by DHHL.

**Budget:** \$250,000 annually; (Currently for 2.5 FTE extension agents on Molokai, Hawaii, and Kauai). 0.2 FTE Staff time for contract oversight and referral to services.

### **1.2.2 Primary (Rural) and Additional Acreage Homesteads**

Review current agricultural and pastoral homestead regulations and conduct beneficiary consultations, to formulate necessary rule changes to allow for Primary (Rural) and Additional Acreage Homesteads for homesteaders who wish to use more land to expand their homesteading activities. Major considerations include:

- Lot sizes
- Parameters for subdividing individual farm and ranch lots
- Access to appropriate resources
- Integrating agricultural and pastoral leases

The DHHL Agricultural Task Force, Island Plans, and Honokaia experiences provide the basis to develop a rural (subsistence agriculture) homesteading program.

The DHHL Agricultural Task Force recognized that limited resources (land, loan funds, technical assistance) should be allocated appropriately among homestead farm (and ranch) lessees in accordance with their farm (and ranch) plans and ability to perform. Island Plan surveys confirm that the majority of farm and ranch homestead applicants seek a subsistence lot of sufficient size to build a home and raise food for home use. A smaller group, about 25%, seeks a commercial lot to raise products for sale and profit.

**Budget:** 1.0 FTE (Beneficiary Consultations and public hearings budgeted in Goal 3)

### **1.2.3 Agricultural Regional Priority Projects**

Through the Regional Planning process, revisit the HHL Agricultural Task Force's recommendations and identify priority projects to support agricultural (farming and ranching) activities for that specific region. Regional Plans impacted include Molokai, North Hawaii, Makuu, Panaewa, Anahola, and Keokea-Waiohuli.

**Budget:** Funds and Staff Time budgeted in other goals

### **1.3 Homesteading Opportunities Assistance Program (H.O.A.P.)**

Revive, expand, and rebrand the existing "Homeownership Assistance Program" into the "Homestead Opportunities Assistance Program," to assist all beneficiaries. All current elements of the existing program, designed to provide comprehensive support and resources for homeownership including homebuyer education, financial literacy training, one-on-one credit counseling, and other homeownership tools, will continue to be provided. Expansion and enhancement of the program may include technical assistance in agricultural, pastoral, and aquaculture homesteading.

**Budget:** Undetermined

## II. COMMUNITY DEVELOPMENT

### **“Community Development”**

A process involving the conception, planning, and implementation of projects or activities which create improvements in (or reduce the extent of declines in) the living standards of people in a particular community.

#### **GOAL:**

To support homestead associations and beneficiary organizations in developing unified, organized, effective, and sustainable Hawaiian communities.

#### **OBJECTIVES:**

- Support community-based governance on Hawaiian Home Lands through democratically-elected beneficiary organizations which are responsive to and represent the interests of their constituents.  
*An elected leadership ensures transparency and accountability in conducting beneficiary organization business.*
- Strengthen the organizational capacity (leadership, governance, management, financial, administrative systems) of beneficiary organizations to better manage resources and assets.  
*By increasing the capacity of beneficiary organizations, the DHHL can make sound investments in its beneficiary groups.*
- Enhance effectiveness of beneficiary organization programs and services serving DHHL beneficiaries.  
*By increasing the capability of beneficiary organizations, the DHHL can help the organizations to better serve their clients and communities.*
- Increase association and community sustainability.  
*Capacity building is needed to help beneficiary organizations constantly scan their environment; stay on top of changing social, economic, and industry trends; and keep their organizations healthy and viable.*
- Leverage strategic partnerships, resources, and funding.  
*Investing in capacity building is an effective way to leverage and ultimately multiply – the impact of DHHL’s resources.*
- Develop staff’s capacity to deliver community development services

#### **STRATEGY:**

Beneficiary organizations provide an avenue for homestead applicants and lessees to take part in the planning of new homestead developments, the various uses of

homestead land, and the management of homestead assets. These organizations need to have certain skills and resources in order to enable them to participate in these activities.

It is important to build the leadership, organizational, and management capacity within beneficiary groups. Most homestead organizations currently secure resources in order to undertake projects to benefit their communities. The types and sizes of projects are very diverse, ranging from annual community gatherings to moderate-sized recreation, education, cultural, and community center activities.

“Community Development” is consistent with the intent of the Hawaiian Homes Commission Act 201.6 which authorizes the transfer of certain department authority to democratically-elected homestead organizations that demonstrate a capacity to provide these services at a level and quality comparable to services provided by the department.

To assist in Community Development, the DHHL is focusing on the following implementation actions:

1. Grants
2. Technical Assistance and Training
3. Leveraged Resources and Partnerships
4. Staff Training

## **IMPLEMENTATION ACTIONS FOR 2012-2014:**

### **2.1 Grants**

Provide beneficiary organizations the opportunity to seek funds through an open and competitive grant application process. All grants require a minimum match of 25% of the grant request amount in outside in-kind services and/or funds.

#### **2.1.1 Outreach Grants**

Strengthen communications between homestead associations and lessees, within homestead boundaries (members and potential members), as they nominate and vote for their democratically-elected boards.

**Eligibility:** Any homestead lessee association

**Grant Deadlines:** Submit proper Application Form by the beginning of each quarter – July 1, October 1, January 1, and April 1.

**Application Forms:** To be developed.

**Review Process:** HHC approves criteria for Outreach Grants. Staff review and Chairman’s approval of Application Forms.

**Grant Amounts:** \$15 per homestead lessee within homestead association boundaries, not to exceed \$5,000

**Budget:** \$150,000 annually

#### **2.1.2 Beneficiary Organization Project Grants**

Support community-driven projects to improve the living standards in homestead communities, including HHC-approved Regional Plan Priority Projects.

**Eligibility:** After June 30, 2011, available to beneficiary organizations that have democratic boards.

**Deadlines:** March 1 and September 1

**Application Forms:** To be developed

**Review Process:** Applications are distributed to a Grants Review Advisory Committee (GRAC) for review and ranking. Project descriptions and funding recommendations are sent to the Hawaiian Homes Commission for action.

**Grant Amounts:** Not to exceed \$150,000 per application

**Budget -** \$500,000 annually

### **2.1.3 Statewide Administrative Grants**

Support basic operating costs for statewide beneficiary organizations to defend the Hawaiian Home Lands Trust

**Eligibility:** Statewide non-profit beneficiary organization owned and controlled by HHCA beneficiaries, either as individuals or as a consortium of member beneficiary organizations, committed to defend and support the Hawaiian Home Lands Trust

**Deadlines:** October 1 for next CY funding (e.g., October 2012, for CY 2013 funding)

**Application Forms:** To be developed

**Review Process:** Timely completed Applications are distributed to a Grants Review Advisory Committee (GRAC) for review and ranking. Project Descriptions and funding recommendations are sent to the Hawaiian Homes Commission for action.

**Grant Amounts:** Not to exceed \$150,000 per application

**Budget:** \$150,000 annually

## **2.2 Training and Technical Assistance**

Provide training and technical assistance to beneficiary organizations to assist in developing organizational visions and strategies, in securing resources, in successfully implementing their community projects, and in becoming stable, self-sufficient homestead communities.

Staff will assume the role of liaison with beneficiary organizations to provide advice, pull in technical assistance, and serve as a point of contact and referral.

### **2.2.1 Organizing Associations**

Assist new master planned homestead communities recently formed or to be formed that need training and legal and technical assistance to establish their associations and transition from developer organizations to democratically-elected homestead associations, many with DCC&R and common area maintenance responsibilities. In addition, assist

areas/communities with no existing beneficiary organization that want to form a homestead association.

**Master Planned Homestead Communities:**

- Kanehili
- East Kapolei 1
- Kaupuni
- Kakaina
- Kumuhau
- Laiopua
- Kaumana
- Piihonua
- Lalamilo
- Piilani Mai Ke Kai
- Lanai

**Other Communities:**

- Ka'u
- Ke'anae
- Hana

**Budget:** 0.5 FTE Staff; Master Planned Homestead Communities under contract

**2.2.2 Homestead Association Capacity Building**

Provide basic training to all homestead associations to address fundamental needs in their organizational development. The following is a sample of training topics that may be offered:

- Nonprofit Board Roles and Responsibilities
- Nonprofit Financial Management/Fiscal Accountability
- Strategic Planning
- Proposal and Grant Writing
- How to Find, Hire, and Manage Consultants
- Project Action Planning

**Budget:** \$350,000 annually; (1 to 1 match funds: \$175,000 USDA-RCDI (Year 1), \$175,000 Other Sources)

**2.2.3 Annual Leadership Conference**

Convene homestead association and beneficiary organization leaders annually to provide technical assistance and training and also to network and develop partnerships, collaborate on projects, and to share best practices with one another. Conference may be “piggy backed” on other similar conferences in attempts to partner and share costs

**Budget:** \$75,000 annually with matching funds from USDA-RCDI grant and private sponsors, OHA, and DBEDT.

**2.3 Leveraged Resources and Partnerships**

Leverage external resources and develop partnerships to provide more community development opportunities for DHHL and beneficiary organizations by:

- (1) Staying current and informed of other resources that support the mission and programs of the Hawaiian Home Lands Trust by outreaching and networking with potential funders;

- (2) Identify and apply for grants that support the mission and programs of the Hawaiian Home Lands Trust;
- (3) Include DHHL and beneficiary priorities in federally mandated annual program plans;
- (4) Develop and maintain existing and new partnerships that support the mission and programs of the Hawaiian Home Lands Trust.

Several Federal and State programs continue to offer major funding opportunities on a regular basis for native Hawaiian initiatives. They include:

- HHS – ANA - Administration for Native Americans
- DOE - Alaska Native/Native Hawaiian Institutions Assisting Communities
- HUD – NAHASDA - Native American Housing Assistance and
- Self-Determination Act
- DOE - Native Hawaiian Education Act
- HUD – CDBG - Community Development Block Grants
- DOA – RD RUS - Rural Development – Rural Utility Services

**Budget: 0.2 FTE Staff**

#### **2.4 Staff Training**

Train and certify DHHL staff, by attending courses, to conduct certain basic nonprofit training courses that are most relevant to beneficiary organizations. In the long term, this will increase staff's ability to provide professional services to clients and reduce DHHL's need to contract outside services. DHHL has established relationships with Neighborworks, the Ford Family Foundation, and through its CDFI grant where resources are available for staff training. These partnerships need to be continued and expanded.

**Budget:** Secure scholarships to attend training certification programs with minimal or no cost to DHHL

### III. BENEFICIARY CONSULTATION

**“Consultation”**

A conference between two or more people to consider a particular question; get or ask advice from; seek information from; talk something over.

**GOAL:**

Recognize and commit to meaningful, timely and effective beneficiary consultation as an essential foundation for the future of the Trust.

**OBJECTIVES:**

- Ensure that opportunities for beneficiary consultation are standardized and incorporated within existing decision-making processes with respect to:
  - (1) Statewide Policies
  - (2) Changes in Island Plan Land Use Designations; and
  - (3) Regional Issues and Development Proposals
- Build and strengthen staff and Commissioner relationships with beneficiaries by conducting consultation sessions that are:
  - (1) Timely and Consistent (standardized process)
  - (2) Inclusive and Respectful
  - (3) Informative and Educational

**Beneficiary Consultation Record**

TYPE OF CONSULTATION	Number Completed*	Number Pending
1. Statewide Issue	8	2
2. Regional Issue	9	3
3. Regional Plan Meetings	11	1
4. HHC Community Meetings	28	2
5. Homestead Association Leaders	4	1
<b>TOTAL</b>	<b>60</b>	<b>9</b>

\*since January 2009

- Advocacy efforts of beneficiary organizations, especially leaders, are supported so that they are informed and involved in the major issues affecting the Hawaiian Home Lands program and native Hawaiian rights



## **STRATEGY:**

The Hawaiian Homes Commission and the Department of Hawaiian Home Lands administers and manages the Hawaiian Home Lands Trust on behalf of its native Hawaiian beneficiaries. Over the past 50 years we have learned important lessons about how beneficiaries should be involved or how we should approach our beneficiaries.

Consultation is a good practice. It provides a means to identify and clarify issues in order to potentially resolve them early in the process. Consultation takes time and requires the commitment to communicate effectively with a large community of individuals that may have different values and concerns. But if done well, consultation will improve the outcome. It will lead to more community support and fewer disputes in the long run. Even when not mandatory, consultation is good practice. It develops and solidifies our relationships overtime.

## **IMPLEMENTATION ACTIONS FOR 2012-2014:**

### **3.1 Statewide Consultations**

Conduct 2 to 3 statewide consultations to cover administrative rulemaking topics to vet and discuss issues that have the potential to affect all beneficiaries. The process is as follows:

- Staff conducts initial research and potential options are identified and tested
- Proposed action is then disseminated for consultation
- Minimum of nine (9) meetings: Kaua'i (1), O'ahu (3), Moloka'i (1), Lana'i (1), Maui (1), and Hawai'i (2)
- Notification sent to homestead lessees and applicants at least 2 weeks before meeting
- Beneficiaries have 30-days to send in their comments via at the meeting (written or oral), email, or regular mail
- Comments are collected and analyzed in a Record of Comments
- Record of Comments is submitted with staff recommendations to the Hawaiian Homes Commission for action.

**Budget:** \$43,400 - \$65,100 annually; each statewide consultation costs about \$21,700 including printing, mailing, travel, and lodging.

### **3.2 Regional Consultations**

Conduct regional consultations to cover updates to four (4) Regional Plans, the O'ahu Island Plan, land use amendments, and development proposals. Regional consultations take topics of regional, local, or community concern to beneficiaries residing in that area, for discussion before decisions are made. These topics include Regional Plans, Island Plan land use amendments, development proposals (for homestead, revenue, and community proposals), and HHC community meeting discussions.

**Budget:** \$25,000 annually; each regional statewide consultation costs at minimum about \$500 on Oahu to \$1,000 on the Neighbor Islands for travel,

lodging, and room rental. Printing and mailing of notices and materials vary by the number of affected homestead lessees and applicants.

### **3.3 Statewide Leadership Meetings**

Conduct one-day informational meetings as needed with about 70 beneficiary leaders to discuss statewide topics impacting DHHL, beneficiary rights, and other timely issues in the Hawaiian community. Topics may include federal and state recognition, lawsuits affecting the HHCA and native rights, new initiatives and resources.

**Budget:** \$36,000 annually; \$18,000 per meeting for meeting facility fee, travel, and meals for beneficiaries. 0.25 Staff time cost for coordination and presentation.

### **3.4 Homestead Association Assistance**

Planning staff will be assigned to serve as a liaison with homestead associations and beneficiary organizations. As part of this role, staff will be available upon request and as budget permits, to cover topics impacting DHHL, beneficiary rights, and other timely issues in the Hawaiian community, as well as attend community and/or board meetings.

**Budget:** Staff time and cost for travel, lodging, coordination and presentation included in other budgets.

## IV. PLANNING

### **“Planning”**

The process of setting objectives, or goals, and formulating policies, strategies, and procedures to meet them.

#### **GOAL:**

To effectively involve beneficiaries, stakeholders and potential partners in developing and managing our resources in order to meet our mandate and sustain the Hawaiian Home Lands Trust. Planning provides opportunities for strategic asset based management and creative problem solving.

#### **OBJECTIVES:**

- Identify priorities projects supported by beneficiaries
- Identify development opportunities for partnerships on DHHL lands
- Provide base line information on the constraints and opportunities affecting regional development and improvements

#### **STRATEGY:**

The DHHL planning system provides the framework to support establishing and attaining the Commission’s long-term goals, objectives, and priorities. The comprehensive approach identifies critical issues, determines priorities, allocates resources, and implements plans. The planning system is composed of the following:

- Tier 1** – DHHL General Plan (adopted 2002) – Long term statewide 20 year plan, DHHL Policies
- Tier 2** – DHHL Strategic Plan, Island Plans (20 year land use) Program Plans (e.g. Agriculture, Water)
- Tier 3** – Regional Plans (sets 1-3 year project priorities), Development Plans (10 year phased property development), Resource Plans (e.g. Natural/Cultural Resource Management)
- Tier 4** – Implementation Tools such as CIP, Operating Budget, land use controls, legislation
- Tier 5** – Assessment and Evaluation

## **IMPLEMENTING ACTIONS FOR 2012-2014:**

### **4.1 New Plans**

Develop new plans to address current administrative priorities that include:

- Water Policy Plan
- Oahu Island Plan
- Kau Regional Plan
- Burial Policy
- Alternative Energy Development Plan

**Budget:** \$150,000 for two (2) new plans; other plans contracted and 0.5 FTE Staff

### **4.2 Update Existing Plans**

Update existing plans as needed that include:

- General Plan
- 4 Regional Plan Updates
- 2 Special Plans

**Budget:** \$300,000 and 2.0 FTE Staff

### **4.3 Implement Regional Plan Priority Projects**

Each regional plan contains priority projects, which may be proposed laws, rules, policies, plans, programs, and construction projects.

- DHHL will work with homestead leaders and stakeholders to implement priority projects within each region.
- Work with agencies to include priorities in their multi-year program plans (e.g. State Transportation Improvement Plan) for budget purposes.
- Work with beneficiary organizations to plan, organize, and fund community-based priority projects (e.g. Grants-In-Aid).
- Work to educate public and private sector decision-makers on the priority projects and solicit their support.

**Budget:** \$200,000 and 1.0 FTE staff

## V. GOVERNANCE

In general, governance comprises the traditions, institutions and processes that determine how power is exercised, how citizens are given a voice, and how decisions are made on issues of public concern.

### GOAL:

To educate, organize, and unify native Hawaiian beneficiaries to govern, manage, and defend trust assets and native Hawaiian rights.

### OBJECTIVE:

- Inform beneficiaries on Federal Native Policy
- Work with beneficiaries and other natives to support inclusion of native Hawaiians in Federal Self-Determination Policy
- Confer authorities from HHC to homestead associations consistent with Act 302
- Defend the trust from legal and constitutional challenges

### STRATEGY:

Mobilize and empower beneficiaries as Hawaiian leaders who can advance self-governance and self-determination.

### IMPLEMENTATION ACTIONS FOR 2012-2014:

#### 5.1 Understanding Native Policy

Conduct symposiums on Oahu and the Neighbor Islands, on public policy and practices with native groups regarding native rights which may include, but not be limited to, federal and state recognition, the Hawaiian Homes Commission Act and its basis, land use and water rights under the HHCA, citizenship, self-governance, native constitutions, and land claim settlements.

**Budget:** \$50,000 for two series of symposiums.

#### 5.2 Support Federal Recognition

Continue to show Commission support by Chairman testifying before Congressional committees and educating the beneficiaries on federal recognition and its impacts. The legal basis of the Hawaiian Homes Commission Act has been questioned recently. Federal recognition is necessary to establish a government-to-government political relationship with the United States, similar to American Indian

and Alaska Natives. It is important that native Hawaiians and the general public be educated on native laws, rights, and processes.

**Budget:** None; covered under other budget items.

### **5.3 Selected HHCA Functions**

Allow functions related to the management of funds and land as eligible for Grants and training activities. Certain beneficiary organizations have expressed the desire to assume certain responsibilities for the management of funds and land as authorized under Act 302, SLH 2001, for example, common area property management, cultural and resource management, homestead lease compliance.

**Budget:** None, covered under other budget items

### **5.4 Legal Defense**

Continue to monitor and defend the trust from constitutional challenges. There is a need to keep beneficiaries informed. Hawaiian trusts, including DHHL, has been the subject of a variety of lawsuits that impacts native Hawaiian entitlements and rights.

**Budget:** Legal costs are covered under other budget items.