



HAWAIIAN HOME LANDS TRUST
DEPARTMENT OF HAWAIIAN HOME LANDS

**Native Hawaiian
Development Program Plan
NHDPP
2011 – 2013**

KULIA I KA NU‘U

Summary of Comments Received
&
Staff Responses and Recommendations

<p>HAWAIIAN HOME LANDS TRUST STRATEGIC GOALS & OBJECTIVES 2012-2017 APPLICABLE TO KULIA I KA NUU</p>	
<p>REAFFIRM & ASSERT TRUST STATUS</p>	<ul style="list-style-type: none"> - PROTECT THE TRUST - ADVANCE THE HAWAIIAN HOMES COMMISSION ACT
<p>ENSURING THE FINANCIAL WELL-BEING OF THE TRUST</p>	<ul style="list-style-type: none"> - CREATE SYNERGISTIC PARTNERSHIPS & ALLIANCES - DIVERSIFY & INCREASE REVENUE STREAMS
<p>PROVIDE EXCELLENT CUSTOMER SERVICE</p>	<ul style="list-style-type: none"> - INCREASE COMMUNICATION & ACCESS TO INFORMATION - DEVELOP TRANSPARENT POLICIES, PROCEDURES, AND PRACTICES
<p>DIVERSIFY HOMESTEADING OPPORTUNITIES</p>	<ul style="list-style-type: none"> - IMPLEMENT AGRICULTURAL, PASTORAL, AND AQUACULTURE HOMESTEADING OPPORTUNITIES

<p>KULIA I KA NU'U</p> <p>GOAL – TO SUPPORT DEMOCRATICALLY-ELECTED HOMESTEAD ASSOCIATIONS WHICH ARE RESPONSIVE TO AND REPRESENT THE INTERESTS OF THEIR CONSTITUENTS.</p> <p>GOAL – TO STRENGTHEN THE ORGANIZATIONAL CAPACITY (LEADERSHIP, GOVERNANCE, MANAGEMENT, FINANCIAL, ADMINISTRATIVE SYSTEMS) OF HOMESTEAD ASSOCIATIONS TO BETTER MANAGE RESOURCES AND ASSETS.</p> <p>GOAL – TO ENHANCE EFFECTIVENESS OF HOMESTEAD ASSOCIATION PROGRAMS AND SERVICES SERVING DHHL BENEFICIARIES.</p> <p>GOAL – TO INCREASE ASSOCIATION AND COMMUNITY SUSTAINABILITY.</p> <p>GOAL – TO INCREASE STRATEGIC PARTNERSHIPS, RESOURCES, AND FUNDING.</p>
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KEY POINTS		
CATEGORY	COMMENT	RESPONSE / RECOMMENDATION
MANAGEMENT & STAFFING	<p>There is general support for the Kulia Program. Beneficiaries comment on the value of training, technical assistance, and grant awards received.</p> <p>Negative comments focus on the lack of adequate staff to operate program components efficiently and lack of response to client organizations. The program must be in alignment with the resources provided (staff, vendors, grant funds). There needs to be adequate staff follow-up with client organizations.</p>	<p>Response: The Kulia Program was assigned 3.0 FTE staff – one Planner V, one Community Development Specialist, and one Grants Specialist. Since 2009, staff was re-assigned to work on other projects. As a result, the staff was increasingly unable to respond and carry out the Kulia Program. Vendors were used to deliver services and assist in administering the program. Vendors are costly and should be used for specialized training and technical assistance, not to administer the program.</p> <p>Recommendations (OPTIONS):</p> <p>(1) Assign professional-level FTE's and 1 administrative support FTE to serve as liaison between associations and the Department; coordinate and deliver association training and technical assistance through vendors; advocate for organizations in securing outside funds</p> <p style="text-align: center;">- AND -</p> <p>(2) Separate professional staff functions (e.g., training, technical assistance, grants</p>

		<p>review, program development and evaluation) from administrative functions (e.g., procurement, contract compliance, payments)</p> <p style="text-align: center;">- OR -</p> <p>(3) Adjust Kulia Program services in accordance with levels of staff, vendor, and other resources committed.</p>
<p>COMMUNICATIION</p>	<p>Kulia Program requirements are not well understood and seem to change. Need better communication on the status of each client organization in the Kulia process and what needs to be done to access services and move to higher levels. There needs to be adequate staff follow-up with client organizations.</p>	<p>Recommendation:</p> <ul style="list-style-type: none"> - Update checklists on the criteria for each Kulia stage and keep client organizations informed - Conduct more outreach orientations to client organizations - Develop marketing and informational tools to keep client organizations informed of status, services available, and upcoming events - As a condition for eligibility, require grantees to participate in various levels of training - Devote a portion of the DHHL website to feature various homestead lessee and applicant organizations – articles and by-laws, officers and board members, strategic plan, current and up coming events – so that

<p>PROGRAM FOCUS</p>	<p>- There is a need to focus program staff and services provided for community grants and land awards</p> <p>- Priority Projects vetted through the Regional Plan process are often not well-developed, creating frustration in implementing these projects or division within the region with disagreements among client organizations.</p> <p>- There is a need to strengthen the relationship between the Kulia Program and Regional Plan Priority Project processes.</p> <p>- Expand DHHH and homestead organizations eligibility and ability to secure federal and state grant program funds.</p>	<p>information is shared among beneficiaries</p> <table border="1" data-bbox="1255 272 1906 620"> <thead> <tr> <th colspan="3">COMMUNITY GRANTS AWARDED 2009-2011</th> </tr> <tr> <th>TYPE</th> <th>NO.</th> <th>AMOUNT</th> </tr> </thead> <tbody> <tr> <td>CAPACITY BUILDING</td> <td>12</td> <td>\$ 50,000</td> </tr> <tr> <td>PROJECT IMPLEMENTATION</td> <td>9</td> <td>235,078</td> </tr> <tr> <td>REGIONAL PLAN PRIORITY PROJECT</td> <td>12</td> <td>672,172</td> </tr> <tr> <td>COMMUNITY ECONOMIC DEVELOPMENT</td> <td>5</td> <td>1,250,000</td> </tr> <tr> <td>NON-COMPETITIVE ADMINISTRATIVE</td> <td>2</td> <td>160,000</td> </tr> <tr> <td>TOTAL</td> <td>40</td> <td>2.322.250</td> </tr> </tbody> </table> <p>Recommendation:</p> <p>- Focus and combine Capacity Building, Project Implementation, Regional Plan Priority Project, and Community Economic Development funds to:</p> <ul style="list-style-type: none"> • Outreach Grants to assist client organizations to communicate with their constituents, and • Homestead Organization Project Grants • Statewide Administrative Grants <p>- Convert Non-Competitive Grants to a competitive Statewide Administrative Grant available to democratically-elected statewide beneficiary owned and controlled organizations</p> <p>- Develop tools such as board orientation manual; corporate binder; record keeping</p>	COMMUNITY GRANTS AWARDED 2009-2011			TYPE	NO.	AMOUNT	CAPACITY BUILDING	12	\$ 50,000	PROJECT IMPLEMENTATION	9	235,078	REGIONAL PLAN PRIORITY PROJECT	12	672,172	COMMUNITY ECONOMIC DEVELOPMENT	5	1,250,000	NON-COMPETITIVE ADMINISTRATIVE	2	160,000	TOTAL	40	2.322.250
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		<p>system; and train-the-trainer workshops</p> <ul style="list-style-type: none">- Assign Kulia Program and Planning staff to conduct the “Project Action Planning” module from the Ford Family Foundation Leadership Program to assist DHHL regions and client organizations to scope out their projects; organize their communities; determine feasibility; seek and secure resources; and successfully implement and sustain Regional Plan Priority Projects. (2 day class) Participants will walk away with project action plans and project management tools that they can apply to current and future projects.- Kulia Program and Planning staff will follow-up and maintain contact to support client organizations with their Regional Plan Priority Projects.- Kulia Program and Planning staff to work to maintain DHHL and homestead organization eligibility and solicit funding for Regional Plan Priority Projects in various federal programs through the Consolidated Plans (CDBG), Annual Program Plan (NAHASDA), Community Economic Development Strategy (EDA), Native Hawaiian Higher Education Plan (NHHE), Social and Economic Development Strategies (ANA) and State
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		programs: Living Hawaiian Culture and Natural Resources Programs (HTA), Kauhale, Kaiahulu, Kamoku, Ahahuui, Community Partners Grants (OHA)
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GENERAL COMMENTS		
CATEGORY	COMMENT	RESPONSE / RECOMMENDATION
	<ul style="list-style-type: none"> • Happy with programs • Concept of Kulia/support is good. Need to strengthen the program. • (Kulia program) should not change if it is successful. • I like Kulia i Ka Nu'u and it's expected outcomes. "Democratically elected" (boards of) homestead associations - a good thing and I support that. Associations should not be participating unless willing to be transparent. • This comment is to the homesteads. This Kulia program works well when the homestead has a vision and is moving forward with a project. Otherwise, you are wasting DHHL resources by going just to go and just to get the money. It is more than just the money and the land. • I agree with the needs for Governance within the homesteads. I agree with democratically elected boards and also with being self governing, without too much pressure from the department. I am all for the Kulia 	

	<p>I Ka Nuu program because I saw the difference in the operations of the board and within the communities, and also between our homesteads. I agree with compensating community associations for taking on more responsibilities for the management of community assets within the community.</p>	
	<ul style="list-style-type: none"> • Is the Department going after grants to bring to the Department? 	
	<ul style="list-style-type: none"> • Kulia – no new restrictions; rules; process. Too much stuff to do in order to get money • Kulia (Certification) process takes too long 	
	<p>Program evaluations are needed to measure success and or identify changes to enhance the program.</p> <p>Re-visit the program structure and identify the good/bad of the program</p>	

KULIA PROGRAM ELIGIBILITY		
CATEGORY	COMMENT	RESPONSE / RECOMMENDATION
	<ul style="list-style-type: none"> • A “CDC” is required to be formed to administer / implement Regional Plan Priority Projects 	<p>Response: Kulia program will no longer require that a community development corporation be formed in regions with multiple homestead organizations.</p> <p>Recommendation: Eliminate the Community Economic Development Grants (\$250k per region)</p>
	<ul style="list-style-type: none"> • Open qualification process for Kulia I Ka Nuu to include existing Sovereign Council of Hawaiian Homelands Assembly Homestead Associations. • More invites to Kulia program. Include all lessees 	<p>Response: Kulia program is open to all homestead community associations, regardless of any affiliations with other organizations.</p> <p>Recommendation: Improve on marketing and communications on Kulia program eligibility.</p>
	<ul style="list-style-type: none"> • The NHDPP section on “Community Development” only addresses organizations participating in the Kulia program. NHRF funds (which funds 	<p>Response: It is the hope of the Department that all homestead and beneficiary organizations participate in Kulia. NHRF has limited funds,</p>

	<p>programs in NHDPP) are for all lessees and other beneficiaries regardless of whether they participate in Kulia or not.</p>	<p>so we are not able to provide funds to all beneficiary organizations. Kulia program is an approach for the Department to correlate organization capacity to plan and implement projects with grant and land awards.</p> <p>Recommendation: No action needed.</p>
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MANAGEMENT & STAFFING		
CATEGORY	COMMENT	RESPONSE / RECOMMENDATION
	<ul style="list-style-type: none"> • DHHL have a staff person on each island trained to work as community advocate and help the organizations get resources, training and guidance. Have DHHL staff person serve as liaison between DHHL and the homestead to keep line of communication open and guide us to who to talk to within DHHL. • Kulia needs reliable outreach person to assist and advocate for the associations to get to next levels. Meet at least twice a year to check progress, give advice, assistance and support. 	<p>Response: The Kulia Program was assigned 3.0 FTE staff – one Planner V, one Community Development Specialist, and one Grants Specialist. Since 2009, staff was re-assigned to work on other projects. As a result, the staff was increasingly unable to respond and carry out the Kulia Program. Vendors were used to deliver services and assist in administering the program. Vendors are costly and should be used for specialized training and technical assistance, not to administer the program.</p>

	<ul style="list-style-type: none"> • Have DHHL staff to collaborate with homestead associations. Not outside vendor • Please improve on the department's commitment to staffing the program. One person is not enough. • We would love to host/participate in these (quarterly leaders) meetings. The department could send representatives to each homestead. Train staff on each island to take care of their island and can address current issues as needed. • A (DHHL) advocate person would be wonderful to guide associations to know what is available to them in services in order to utilize them. • DHHL should have staff trained on each island to cut travel cost and each moku would know who to contact and that person would become familiar with the associations and could also act as the advocate and TEAM member • Suggest DHHL have a staff person on each island (who is) trained and works as a 	<p>Recommendations (OPTIONS):</p> <p>(1) Assign professional-level FTE's and 1 administrative support FTE to serve as liaison between associations and the Department; coordinate and deliver association training and technical assistance through vendors; advocate for organizations in securing outside funds</p> <p style="text-align: center;">- AND -</p> <p>(2) Separate professional staff functions (e.g., training, technical assistance, grants review, program development and evaluation) from administrative functions (e.g., procurement, contract compliance, payments)</p> <p style="text-align: center;">- OR -</p> <p>(3) Adjust Kulia Program services in accordance with levels of staff, vendor, and other resources committed.</p>
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	<p>community advocate to help the organizations get the resources, training, and guidance it needs to be successful in their goals. This person(s) would also serve as the liaison between the homestead organization and the department, thus keeping the lines of communication open, decreasing homestead frustration and knowing who to talk to.</p> <ul style="list-style-type: none"> • DHHL’s Native Hawaiian Development Plan was not properly implemented because it appears that components of plan were not funded and provided with support staff. DHHL must fully commit funds and staff for each component of a plan. It is a disservice to DHHL beneficiaries to create a plan with programs that are only implemented in part or not implemented at all. 	
	<p>Dedicate percentage of Kulia I Ka Nuu funds to beneficiary-run and –serving community based organizations to deliver capacity building services to Homestead Associations.</p>	<p>Response: The Department is required to follow state procurement law and procedures for contracting outside service providers.</p> <p>Recommendation: None.</p>

COMMUNICATIONS		
CATEGORY	COMMENT	RESPONSE / RECOMMENDATION
	<p>(Kulia program) requirements not clearly understood and changes just when you think you are done and ready to move to the next level, another hoop to jump through. At start of training standardize list of steps to take and services provided to association. Provide status/certification update to organizations working to be certified on a timely basis</p> <p>Clear understanding of where an org is in the Kulia process; what the steps are that the org must take to get to the next level; and guidance to get there.</p>	<p>Response: Checklists are available on the criteria for each Kulia stage.</p> <p>Recommendation: Conduct outreach to Associations Conduct minimum of once a month contact</p>
	<ul style="list-style-type: none"> • Didn't know about many of our community development programs • Need better communication about DHHL programs such as Kulia program – how to access grants and receive training to connect programs and services available to beneficiaries. • Need simple marketing design to deal with the complex requirements of the programs. 	<p>Response:</p> <p>Recommendation: Conduct outreach to Associations Increase frequency of Kulia program orientations Develop marketing materials including FAQ's</p>
	<p>Simplify (organizational) assessment process and work with community to insure their</p>	<p>Response: There are two organizational assessment</p>

	<p>understanding of the program and process.</p> <p>Assessment was confusing and not informative. Duplicative. Feedback was not clear from outside vendor</p>	<p>processes – in-depth and start-up. DHHL staff determines which level of assessment is appropriate.</p> <p>Recommendation: DHHL staff and assessment vendor to jointly meet with Association to conduct orientation on the assessment process. Purpose is to clarify roles and expectations of all parties involved – Association, DHHL, and DHHL vendor.</p>
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ONGOING SUPPORT TRAINING & TECHNICAL ASSISTANCE		
CATEGORY	COMMENT	RESPONSE / RECOMMENDATION
	<ul style="list-style-type: none"> • Provide ongoing training and coaching because board members change • Need for yearly training to maintain level by all Board members and others who may be interested in serving at later date. • All associations are made up of volunteers. Provide continual training to new members and refreshers for those who have served. • Keep in touch with us routinely so we are all on the same page 	<p>Response: N/A</p> <p>Recommendation: Staff recommends to develop tools such as board orientation manual; corporate binder; record keeping system; and train-the-trainer workshops</p> <p>Staff recommends to conduct the “Project Action Planning” module from the Ford Family Foundation Leadership Program to assist DHHL regions to scope out their projects; determine feasibility; and implement Regional Plan Priority Projects. (2 day class) Participants will walk away with project action planning and project management tools that they can apply to current and future projects. Within the class,</p>
	<ul style="list-style-type: none"> • DHHL to help Associations connect to lessees • Help associations and lessees connect 	Response:

	<ul style="list-style-type: none"> • DHHL build strong association boards and encourage community participation 	<p>Recommendation:</p>
	<ul style="list-style-type: none"> • This (Kulia) is a good program. Trainers were highly recommended. • There was great networking opportunity with other homesteaders through the Kulia trainings • Would like more one-on-one time with trainers • Trainers have a lot of expertise and are clear communicators • As a leader I felt the training was excellent and the process went smoothly. • Technical experts helped us initially plan out our project. Can we have more one-on-one time with them? 	<p>Response: N/A</p> <p>Recommendation: Maintain training component of Kulia, given that association boards are volunteers</p> <p>Technical assistance is more resource intensive. Staff recommends developing a process for Associations to request for TA; develop criteria for how we “award” TA; at the completion of the TA, send TA evaluation form to recipient</p>
	<ul style="list-style-type: none"> • Training & Technical Assistance: - Support a single statewide provider to provide capacity building services 1) Define "support" 2) Will there be a procurement process for selection? 3) What are the pros & cons to this strategy? • Not in support of just 1 statewide provider 	<p>Response: “Support” means contracting with one single statewide provider to be responsible for providing all capacity building services. The provider may provide services directly if it has the qualifications and experience to address association TA/T needs.</p>

	<p>to provide capacity building services. Reason: It would be a monopoly and association boards may not feel comfortable with the services or people who provide the service.</p>	<p>In order to contract with an outside vendor, the Department must follow state procurement law.</p> <p>Pro's - reduces contract administration responsibilities for the Department</p> <p>Con's – will be challenging to find one provider that (1) has a broad enough range of services to address association TA/T needs and (2) has enough qualified and experienced employees to provide assistance in a timely manner</p> <p>- Over-reliance on vendors, rather than professional staff, reduces contact and relationships between the trust and beneficiaries</p> <p>Recommendation:</p>
	<ul style="list-style-type: none"> • Too basic for a lot of organizations; needs to be tweaked to match capacity of individual association strengths 	<p>Response: There are two levels of training – Basic and Advanced / Specialized. Basic training may be waived given documentation of compatible training and/or experience.</p> <p>Through the OA process, TA and training needs are identified and a training plan is</p>

		<p>developed</p> <p>The Department encourages associations to extend an invitation to the Basic and Advanced trainings to other board members as well as interested lessees and beneficiaries who have a community development interest and/or for professional growth.</p> <p>Recommendation:</p>
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NEW ASSOCIATIONS		
CATEGORY	COMMENT	RESPONSE / RECOMMENDATION
	DCCR communities beneficiaries need more education	<p>Response:</p> <p>Recommendation: In preparing future lessees, include course module (via HOAP) on DCCRs, HRS 421J, roles & responsibilities of the homeowner association, lessee (as member) and DHHL</p> <p>As developer and/or declarant, DHHL to fulfill its duty to incorporate the homeowner association, appoint initial board, assist the new association with administration set up, process for first annual members meeting and board elections</p>
	Be proactive in supporting other future homesteads to organize as a community	<p>Response:</p> <p>Recommendation: Clarify definition of “new association” so it is clear as to who is eligible to receive this type</p>

		<p>of assistance</p> <p>Definition: DHHL will assist with the initial set up for homestead communities that meet the following conditions:</p> <ol style="list-style-type: none"> (1) DHHL or its designee developed the homestead subdivision (2) DCCRs were filed with Bureau of Conveyance (3) Homestead subdivision development meets the definition of a Planned Community Association, HRS 421J (4) No other homestead association exists with the primary purpose to administer and implement the DCCRs
	<ul style="list-style-type: none"> • Is DCCR Association “privately owned” or “community owned” ? 	<p>Response: DCCR homeowner associations as defined in HRS 421J are required to have members. The association governing documents may have other requirements as to who are members and class of membership. Generally, DCCR associations are community-owned.</p> <p>Recommendation: No action needed</p>

	<ul style="list-style-type: none"> • Not all the areas have association dues? What is the various costs for association dues. What do the dues provide? 	<p>Response: Association dues are set based on the Association’s budget. The budget is developed according to the Bylaws</p> <p>Recommendation:</p>
	<p>We feel DHHL should be proactive in helping/encouraging / supporting other future homesteads, eg Waiohuli Phase 2 Kahikinui undivided interest lessees to organize as a community</p>	<p>Response:</p> <p>Recommendation: Continue to provide community organizing training to homestead communities with no existing association</p>
	<p>DCCR communities beneficiaries need more education</p>	<p>Response:</p> <p>Recommendation: In preparing future lessees, include course module (via HOAP) on DCCRs, HRS 421J, roles & responsibilities of the homeowner association, lessee (as member) and DHHL</p> <p>As developer and/or declarant, DHHL to fulfill</p>

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		its duty to incorporate the homeowner association, appoint initial board, assist the new association with administration set up, process for first annual members meeting and board elections
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GRANT AWARDS		
CATEGORY	COMMENT	RESPONSE / RECOMMENDATION
		<p>Response:</p> <p>Recommendation: Change non-competitive grants (SCHHA and Hui Kako'o) to make them competitive. At least 2 new statewide groups have formed and idea to provide same opportunity for funding administrative and operations. Eligibility is statewide organizations that are beneficiary-owned and -controlled</p>
		<p>Response: There is a need to simplify the Grant Awards structure and process</p> <p>Recommendations:</p> <p>(1) OUTREACH GRANTS</p> <p>PURPOSE – Strengthen communications between homestead organization and lessees within homestead boundaries (members and potential members)</p>

		<p>ELIGIBILITY – Any homestead lessee organization who participates in Kulia and has achieved LEVEL 1 HO’OLALA or higher certification</p> <p>GRANT AMOUNTS - \$15.00 per homestead lessee within homestead organization boundaries</p> <p>ANNUAL BUDGET: \$150,000</p> <p>(2) HOMESTEAD ORGANIZATION PROJECT GRANTS</p> <p>PURPOSE – To support community-driven projects to improve the living standards in homestead communities</p> <p>ELIGIBILITY & GRANT AMOUNTS -</p> <table border="1" data-bbox="1255 982 1904 1203"> <thead> <tr> <th>CERTIFICATION LEVEL</th> <th>MAXIMUM \$ GRANT</th> <th>MINIMUM \$ MATCH ***</th> </tr> </thead> <tbody> <tr> <td>1 - HO’OLALA</td> <td>\$ 15,000</td> <td>\$ 5,000</td> </tr> <tr> <td>2 - HO’OKUMU</td> <td>\$ 25,000</td> <td>\$ 10,000</td> </tr> <tr> <td>3 – KUPU</td> <td>\$ 50,000</td> <td>\$ 25,000</td> </tr> <tr> <td>4 - HO’OMAKA</td> <td>\$100,000</td> <td>\$ 50,000</td> </tr> <tr> <td>5 - KA ‘OHI</td> <td>\$150,000</td> <td>\$ 75,000</td> </tr> </tbody> </table> <p>*** “MINIMUM \$ MATCH” REFERS TO THE VALUE OF OUTSIDE IN-KIND SERVICES + FUNDS</p> <p>ANNUAL BUDGET - \$750,000</p>	CERTIFICATION LEVEL	MAXIMUM \$ GRANT	MINIMUM \$ MATCH ***	1 - HO’OLALA	\$ 15,000	\$ 5,000	2 - HO’OKUMU	\$ 25,000	\$ 10,000	3 – KUPU	\$ 50,000	\$ 25,000	4 - HO’OMAKA	\$100,000	\$ 50,000	5 - KA ‘OHI	\$150,000	\$ 75,000
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		<p>(3) STATEWIDE ADMINISTRATIVE GRANTS</p> <p>PURPOSE – Support basic operating costs for statewide organizations to defend the Hawaiian Home Lands Trust</p> <p>ELIGIBILITY – Statewide organization owned and controlled by HHCA beneficiaries or organizations representing HHCA beneficiaries committed to defend and support the Hawaiian Home Lands Trust</p> <p>GRANT AMOUNTS –</p> <table border="1" data-bbox="1255 787 1906 1036"> <thead> <tr> <th>MEMBERSHIP REPRESENTS</th> <th>MAXIMUM \$ AMOUNT</th> <th>MINIMUM \$ MATCH ***</th> </tr> </thead> <tbody> <tr> <td>AT LEAST 10% OF HHCA BENEFICIARIES</td> <td>\$ 50,000</td> <td>\$ 25,000</td> </tr> <tr> <td>AT LEAST 50% OF HHCA BENEFICIARIES</td> <td>\$150,000</td> <td>\$ 75,000</td> </tr> </tbody> </table> <p>ANNUAL BUDGET - \$250,000</p>	MEMBERSHIP REPRESENTS	MAXIMUM \$ AMOUNT	MINIMUM \$ MATCH ***	AT LEAST 10% OF HHCA BENEFICIARIES	\$ 50,000	\$ 25,000	AT LEAST 50% OF HHCA BENEFICIARIES	\$150,000	\$ 75,000
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LAND AWARDS		
CATEGORY	COMMENT	RESPONSE / RECOMMENDATION
		<p>Response:</p> <p>Recommendation: Similar to a grant proposal application, we need to develop criteria, a format and a review process for submitting a request for land parcels</p>

CONFERENCES		
CATEGORY	COMMENT	RESPONSE / RECOMMENDATION
DHHL ANNUAL LEADERS CONFERENCE	The best thing the conference did was to bring leasers from all islands together to meet each other, share concerns, issues and mana’o and what was going on outside of our Moku giving us a larger perspective. Future conferences could be held on different islands so the people on that island can participate.	<p>Response: There are definite benefits to rotating the Annual Leaders Conference among the islands as it allows different organizations to showcase their plans and projects. There is a significant cost difference among the islands in terms of conference facilities, lodging and meals, airfare, and the no. of beneficiaries traveling.</p> <p>Recommendation: Staff recommends soliciting proposals statewide. Conference location to be determined by budget</p>
	Direct DHHL Annual Leaders Conference funds to the Native Hawaiian and Sovereign Councils of Hawaiian Homesteads Assembly Conventions in order to maximize collaboration between the Trust and beneficiary-run and –serving organizations and expand reach of Trust funds to engage a larger population of leaders.	<p>Response: Approximately one-half of beneficiary organizations belong to SCHHA; a significant number do not.</p> <p>Recommendation: Keep the Annual Leaders Conference as stand-alone event with a focus on beneficiary training, technical assistance, and networking.</p>

ATTENDING OTHER CONFERENCES		<p>Response: The DHHL has funded registration or sponsorship costs for beneficiaries to attend the annual CNHA and Hawaiian Civic Clubs conferences. Depending on the homestead organization's strategic plan, there may be other events that provide more relevant training and technical assistance opportunities.</p> <p>Recommendation: Provide out-service training opportunities of up to \$1,000 per Kulia participant organization per year, selected by the organization. Can be used for registration cost and travel (air, lodging, meals). This allows organizations to choose what trainings and conferences to use it for. They can choose if they want to send the whole board to one conference or can choose to send 2 board members to several conferences</p>
		<p>Response: DHHL has been able to secure grants for outside training for homestead organizations (e.g., NeighborWorks Annual Leadership Institute, Ford Family Leadership Institute.)</p>

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		Recommendation: DHHL to continue to cultivate relationships with other training providers nationally and offer training benefits to homestead organizations
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General comments

Comment	Response / Recommendation

Kulia program eligibility

Comment	Response / Recommendation
<ul style="list-style-type: none"> A “CDC” is required to be formed to administer / implement Regional Plan Priority Projects 	<p>Response: Kulia program does not require that a community development corporation to be formed.</p> <p>Recommendation: In NHDPP, include definitions of terms used in Kulia program and criteria for eligibility.</p>
<ul style="list-style-type: none"> Open qualification process for Kulia I Ka Nuu to include existing Sovereign Council of Hawaiian Homelands Assembly Homestead Associations. More invites to Kulia program. Include all lessees 	<p>Response: Kulia program is open to all homestead community associations, regardless of any affiliations with other organizations.</p> <p>Recommendation: Improve on marketing and communications on Kulia program eligibility.</p>
<ul style="list-style-type: none"> The NHDPP section on “Community Development” only addresses organizations participating in the Kulia program. NHRF funds (which funds programs in NHDPP) are for all lessees and other beneficiaries regardless of whether they participate in Kulia or not. 	<p>Response: It is the hope of the Department that all homestead and beneficiary organizations participate in Kulia. NHRF has limited funds, so we are not able to provide funds to all beneficiary organizations. Kulia program is an approach for the Department to determine organization capacity to plan and implement projects.</p>

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	<p>Recommendation: No action needed.</p>
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Management and staffing

Comments received:

Requirements not clearly understood and changes just when you think you are done and ready to move to the next level, another hoop to jump through. At start of training standardize list of steps to take and services provided to association. Provide status/certification update to organizations working to be certified on a timely basis

Create opportunities for true collaborative efforts between DHHL, HHA's community efforts that can reduce costs; increase outcomes; determine long term effects or impacts on upcoming generations. There are successful efforts & partnering existing that are pursuing many of your Community Development & Individual Development programs. Save the cost & re-allocate to other areas.

Re-visit the program structure and identify the good/bad of the program
Competes against our cultural values
Pits beneficiaries against each other
Collaborate with beneficiaries

- Kulia program process takes too long

Please improve on the department's commitment to staffing the program. One person is not enough. Another option is to commit to work with 5 or 10 groups (or whatever number works) per year that will receive assistance. Then work with another 5 groups the following year. This way , those groups that have a project and want to move forward can access assistance at the time they need it. Right now, all groups are coming through the door and there's no sense of

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priority as to who gets assistance, by when, and how much assistance they get. We know the department's budget is limited, so may be limit the number of groups that can be served per year. just some thoughts.

3.3 Beneficiary Groups

3.3.1 Association level

We would love to host/participate in these meetings. The department could send representatives to each homestead. Train staff on each island to take care of their island and can address current issues as needed. Saving travel time and expenses. I think it would be also beneficial if they could take a lessee/ successor from each island to learn the process and what it takes to get the information to the beneficiaries. (pay stipend from money saved on travel)

Community Development and Sustainability- Green

Kulia I ka Nu'u program needs to have a reliable outreach person who can assist and advocate for the associations to get to the next levels and meet with them at least 2 times per year to check progress, give advice, assistance and support. DHHL needs to remember that the association leaders are all volunteers who most have regular jobs, families and lives. Often times the requirements are not clearly understood and seem to change. It seems every time you think you are done and ready to move to the next level you have another hoop to jump through. A standard list of what steps need to be taken along with the services can be provided to the association from the very beginning.

It is imperative to have the adm. of Kulia to provide status/certification update to the orgs. that are working to be certified on a timely bases. I know for myself that I found out that we had been certified through another associations member who saw it in the commission meeting minutes. We were NEVER notified in writing and it will be almost 1 year since the commission meeting. I would be nice to get a Congratulations, you are now at Level_____. You can now qualify for _____ and Your next step is _____.

There needs to be a Kulia staff who acts as advocate to keep tabs on the orgs. and guide them through the next steps as previously stated. That has not happened.

Again an advocate person would be wonderful guide associations to know what is available to them in services in order to utilized them. How does one go about asking for specific training. To be a successful program I believe that DHHL has to be a partner with the associations and work together and not make the homesteaders adversaries begging for help and being treated as if it is our fault we did not get all the requirements done or did not request for services we did not know are available through this program.

Kulai i ka Nu'u

I think the concept and intent is good, however it appears to have unclear expectations for the community leaders. Poor feedback to the associations from the department and very little advocacy support.

All associations are made up of volunteers and will continually change. The training must be on going so the newer members can get the training and those who have been serving will get refreshers.

REVIEW/REVISE OBJECTIVE 2.5 CERTIFICATION PROGRAMS AS FOLLOWS:

DHHL has not provided adequate support staff to manage and work with beneficiary associations on the certification process. DHHL must provide staff that can support beneficiary associations to secure certification status.

KPFA is still waiting for proper certification of its status. Staff does not seem to have the time to review and respond to our requests for certification review and assessment. Moreover, if KPFA had received its 2009 capacity building grant, KPFA would have established a 501 (c) (3) for a Ho'omakua certification. How does DHHL expect growing associations to evolve without some level of support?? It appears that the certification program only supports organizations that have financial resources or affiliations.

Comment	Response / Recommendation
<ul style="list-style-type: none"> • DHHL have a staff person on each island trained to work as community advocate and help the organizations get resources, training and guidance. Have DHHL staff person serve as liaison between DHHL and the homestead to keep line of communication open and guide us to who to talk to within DHHL. • Kulia needs reliable outreach person to assist and advocate for the associations to get to next levels. Meet at least twice a year to check progress, give advice, assistance and support. • Have DHHL staff to collaborate with homestead associations. Not outside 	<p>Response: Unfortunately, the Department does not currently have the resources to increase staff positions in each district office for community development / Kulia program activities</p> <p>Recommendation: Assign 3 professional-level FTE's and 1 administrative support FTE to manage and implement Kulia program, including DHHL community grants program; serve as liaison between associations and the Department; and coordinate and deliver association training and technical assistance.</p>

<p>vendor</p> <ul style="list-style-type: none">• Please improve on the department's commitment to staffing the program. One person is not enough.• We would love to host/participate in these (quarterly leaders) meetings. The department could send representatives to each homestead. Train staff on each island to take care of their island and can address current issues as needed.• A (DHHL) advocate person would be wonderful to guide associations to know what is available to them in services in order to utilize them.• DHHL should have staff trained on each island to cut travel cost and each moku would know who to contact and that person would become familiar with the associations and could also act as the advocate and TEAM member• Suggest DHHL have a staff person on each island (who is) trained and works as a community advocate to help the organizations get the resources, training, and guidance it needs to be successful in their goals. This person(s) would also serve as the liaison between the homestead organization and the department, thus keeping the lines of communication open, decreasing	
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<p>homestead frustration and knowing who to talk to.</p> <ul style="list-style-type: none">• DHHL's Native Hawaiian Development Plan was not properly implemented because it appears that components of plan were not funded and provided with support staff. DHHL must fully commit funds and staff for each component of a plan. It is a disservice to DHHL beneficiaries to create a plan with programs that are only implemented in part or not implemented at all.•	
<p>Dedicate percentage of Kulia I Ka Nuu funds to beneficiary-run and –serving community based organizations to deliver capacity building services to Homestead Associations.</p>	<p>Response: The Department is required to follow state procurement law and procedures for contracting outside service providers.</p> <p>Recommendation: None.</p>

Communications

Kulia needs reliable outreach person to assist and advocate for the associations to get to next levels. Meet at least twice a year to check progress, give advice, assistance and support. Requirements not clearly understood and changes just when you think you are done and ready to move to the next level, another hoop to jump through. At start of training standardize list of steps to take and services provided to association. Provide status/certification update to organizations working to be certified on a timely basis

More education opportunities to understand guidelines

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Didn't know about many of our community development programs

Need better communication about DHHL programs such as Kulia program – how to access grants and receive training to connect programs and services available to beneficiaries. Need simple marketing design to deal with the complex requirements of the programs. Simplify assessment process and work with community to insure their understanding of the programs. Program evaluations are needed to measure success and or identify changes to enhance the program.

- La'i 'Opua – wants response from Kulia; waiting over a year.
 - Project at risk as waiting
 - Build economic capacity
 - Further support from HHC for capacity; commercial center property in order to support overall plan.

Asked for better communication on outreach/better customer service

Community Development and Sustainability- Green

Kulia I ka Nu'u program needs to have a reliable outreach person who can assist and advocate for the associations to get to the next levels and meet with them at least 2 times per year to check progress, give advice, assistance and support. DHHL needs to remember that the association leaders are all volunteers who most have regular jobs, families and lives. Often times the requirements are not clearly understood and seem to change. It seems every time you think you are done and ready to move to the next level you have another hoop to jump through. A standard list of what steps need to be taken along with the services can be provided to the association from the very beginning.

It is imperative to have the adm. of Kulia to provide status/certification update to the orgs. that are working to be certified on a timely bases. I know for myself that I found out that we had been certified through another associations member who saw it in the commission meeting minutes. We were NEVER notified in writing and it will be almost 1 year since the commission meeting. I would be nice to get a Congratulations, you are now at Level____. You can now qualify for ____ and Your next step is ____.

Clear understanding of where an org is in the Kulia process is very important and what the steps the org must take to get to the next level and guidance to get there. Again looking at a TEAM approach

Actions:

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Within 30 days of receipt of a letter of interest to participate in Kulia, DHHL shall notify and provide comment period to the lessees in the stated boundaries

Develop FAQ's

Develop TA/training request form to be developed and signed by association, DHHL representative and, if applicable, TA provider / trainer. Form to include identified TA / training need(s), proposed scope of work to address the need, estimated hours / budget / resources, timeline and milestones,

Develop form letters and estimated timelines (example: Self Help cookbook)

Example:

- Within 30 days of receipt, DHHL sends written response to organization expressing interest to participate in Kulia program
- Within 90 days, Kulia program orientation is scheduled
- Within 60 days of completion of orientation, organizational assessment is completed. DHHL meets with organization to discuss OA and develop work plan towards Kulia certification
- Minimum of once a month contact with association

Grants:

- Within 5 days of receipt of a grant application, issue letter to applicant acknowledging that application was received and stating estimated timelines for grant proposal review and schedule for Commission action
- Once a month communication to applicant providing status of application
- For grantees, conduct quarterly meetings (2 site visits and 2 by phone) to monitor grantee progress on grant deliverables
- At proposal stage and during grant period, Department shall make 3 attempts to reach grantee (at last known contact information) for requests for information. If no response, grant may be cancelled

Better communications with DHHL; timely response; communication channels

Kulia program – consultation process still waiting for letter; wrote letter in March; pending response

Comment	Response / Recommendation
(Kulia program) requirements not clearly understood and changes just when you think you are done and ready to move to the next level, another hoop to jump through. At start of training standardize list of steps to take and	Response: Checklists are available on the criteria for each Kulia stage.

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<p>services provided to association. Provide status/certification update to organizations working to be certified on a timely basis</p> <p>Clear understanding of where an org is in the Kulia process; what the steps are that the org must take to get to the next level; and guidance to get there.</p>	<p>Recommendation: Conduct outreach to Associations Conduct minimum of once a month contact</p>
<ul style="list-style-type: none"> • Didn't know about many of our community development programs • Need better communication about DHHL programs such as Kulia program – how to access grants and receive training to connect programs and services available to beneficiaries. 	<p>Response:</p> <p>Recommendation: Conduct outreach to Associations Increase frequency of Kulia program orientations Develop marketing materials including FAQ's</p>
<p>Need simple marketing design to deal with the complex requirements of the programs.</p>	<p>Response:</p> <p>Recommendation:</p>
<p>Simplify (organizational) assessment process and work with community to insure their understanding of the program and process.</p> <p>Assessment was confusing and not informative. Duplicative. Feedback was not</p>	<p>Response: There are two organizational assessment processes – in-depth and _____. DHHL staff determines which level of assessment is appropriate.</p>

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clear from outside vendor	Recommendation: DHHL staff and assessment vendor to jointly meet with Association to conduct orientation on the assessment process. Purpose is to clarify roles and expectations of all parties involved – Association, DHHL, and DHHL vendor.
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On-going support / training & TA

- Programs for after school
- Strong NSW- Neighborhood Security Watches
- Parks: Management of Parks
- Build strong community association boards, encourage community participation

- We need community cultural centers for gathering purposes. Similar to the **Maoui Marei** or Hawaiian Kan Hale. Meeting places are very scarce & sometimes not adequate for cultural learning.

- Training & Technical Assistance: - Support a single statewide provider to provide capacity building services 1) Define "support" 2) Will there be a procurement process for selection? 3) What are the pros & cons to this strategy? (Lessee)

Collaborate beneficiaries skills to train others (AG, Kulia, etc.)

- But how to make that consistent?

- Kulia get more training for board and new associations

- Too basic for a lot of organizations; needs to be tweaked to match capacity of individual association strengths

Training and TA

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- this section only addresses Kulia certified orgs
- statewide providers shall be from in-state. Planning Office has wasted a lot of NHRF funds on the previous training strategy

this is good program. I was at a training in Hilo and OHA Colette attended and spoke highly of this Kulia program and HANO trainers. HANO helped many Hawaiian groups on Molokai. The class was excellent. I learned a lot about different types of nonprofits and the community must first have vision then the type of nonprofit becomes clear.

Mahalo DHHL.

my wife and I attended all the classes. We learned a lot and was glad to meet other homesteaders from other associations. We live in a new homestead and Gigi and Brian has helped us so much with setting up our association. he explained everything about nonprofits and is very clear. Now it is up to us the community to make decision on moving forward. thank you Gigi and DHHL for providing this kind of assistance

Mahalo DHHL. The department never provided this kind of assistance before. Thank you for sending HACBED, Brian, Allan and Brad to our island for training and to assist us one-on-one. They are all excellent and know their stuff. wish we could have more one-on-one time with them throughout our project.

Mahalo for Kulia. Gigi and Brad met with us several times to help us with a business venture. Brad was very clear and provided great advice on how to make it work. We were all excited about our business idea. We had internal board issues and , in the end, could not use Brad's advice at this time. We saved all of Brad's notes and hope may be in the future we can pick this up. I just want to say that it was us not

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the Kulia program as to why we haven't been able to move forward. We have another economic development project that the board fully supports and we are close to construction.

Chairman, what I like about Kulia is the technical experts. The trainers bring a lot of expertise and experience and are good communicators. Please improve on the department's commitment to staffing the program. One person is not enough. Another option is to commit to work with 5 or 10 groups (or whatever number works) per year that will receive assistance. Then work with another 5 groups the following year. This way, those groups that have a project and want to move forward can access assistance at the time they need it. Right now, all groups are coming through the door and there's no sense of priority as to who gets assistance, by when, and how much assistance they get. We know the department's budget is limited, so may be limit the number of groups that can be served per year. just some thoughts.

Kulia helped us take our community vision and put together a project concept, scope and budget. We appreciate the assistance. Is it possible to get more one-on-one time with the trainers to stick with us and coach us through the project development process? We are new to all this, we are volunteers, and we are lay people. We need someone to guide us through the process and to check in with us so that we stay on the same track. We are not asking to teach us to become developers. We plan to hire professionals, but we need help with understanding the development process so we will know what skills to bring on board, what the consultant is expected to do and how to manage/monitor the consultants work performance.

thank you for the opportunity to comment.

2.3.3 Basic non-profit org training

Board members and officers change all the time. This training was very helpful but as the board changes new members need the training and the roles of others change we all need to have refreshers. I think it would be very helpful to have regular yearly training sessions. Some things that we learned did not apply then, but as we grow we need additional training. I did the training at a

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leadership conference but could not do all the trainings as help simutainiously and can only remember so at a time. Total overload. refreshers and retraining are musts.

Again, the need for yearly training to maintain level of training by all Board members and others who may be interested in serving at later date.

As a leader I felt the training was excellent and the process went smoothly.

Training should be given on a yearly basis, especially since some homestead associations change leadership every year, such as Waiohuli, who has had trouble keeping their presidents. These homesteads should be monitored and kept tab on. Ours has a democratic vote every two years, so with new leaders it would be good to have constant update on training.9) I agree with lands for homesteads to generate revenue, which would also create jobs and training, small business, etc. which would lead to self sufficiency, self reliance, self sustainability and also give us ability to manage ourselves. Proper training and help from the DHHL will provide associations with the "know how" of self management.

Not in support of just 1 statewide agency to provide capacity building services. Reason: It would be a monopoly and association boards may not feel comfortable with the services or people who service, we should at least have the choice of choosing who would provide service to us?

The thought of vouchers is not bad, but again I think the homestead leaders should be able to suggest who should be these providers, sometimes the "pick" may not be as good as you think.

give us a say on who should serve us. People "matter" and the organizations funded to serve us should be trained to serve better, people not money should matter!

Comment	Response / Recommendation
<ul style="list-style-type: none">• Provide ongoing training and coaching because board members change• Need for yearly training to maintain level	Response: N/A

<p>by all Board members and others who may be interested in serving at later date.</p> <ul style="list-style-type: none"> • All associations are made up of volunteers. Provide continual training to new members and refreshers for those who have served. • Keep in touch with us routinely so we are all on the same page 	<p>Recommendation: Staff recommends to develop tools such as board orientation manual; corporate binder; record keeping system; and train-the-trainer workshops</p> <p>Staff recommends to conduct the “Project Action Planning” module from the Ford Family Foundation Leadership Program to assist DHHL regions to scope out their projects; determine feasibility; and implement Regional Plan Priority Projects. (2 day class) Participants will walk away with project action planning and project management tools that they can apply to current and future projects. Within the class,</p>
<ul style="list-style-type: none"> • DHHL to help Associations connect to lessees • Help associations and lessees connect • DHHL build strong association boards and encourage community participation 	<p>Response:</p> <p>Recommendation:</p>
<ul style="list-style-type: none"> • This (Kulia) is a good program. Trainers were highly recommended. • There was great networking opportunity with other homesteaders through the Kulia trainings • Would like more one-on-one time with trainers • Trainers have a lot of expertise and are 	<p>Response: N/A</p> <p>Recommendation: Maintain training component of Kulia, given that association boards are volunteers</p>

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<p>clear communicators</p> <ul style="list-style-type: none"> As a leader I felt the training was excellent and the process went smoothly. Technical experts helped us initially plan out our project. Can we have more one-on-one time with them? 	<p>Technical assistance is more resource intensive. Staff recommends developing a process for Associations to request for TA; develop criteria for how we “award” TA; at the completion of the TA, send TA evaluation form to recipient</p>
<ul style="list-style-type: none"> Training & Technical Assistance: - Support a single statewide provider to provide capacity building services 1) Define "support" 2) Will there be a procurement process for selection? 3) What are the pros & cons to this strategy? Not in support of just 1 statewide provider to provide capacity building services. Reason: It would be a monopoly and association boards may not feel comfortable with the services or people who provide the service. 	<p>Response: “Support” means contracting with one single statewide provider to be responsible for providing all capacity building services. The provider may provide services directly if it has the qualifications and experience to address association TA/T needs.</p> <p>In order to contract with an outside vendor, the Department must follow state procurement law.</p> <p>Pro’s - reduces contract administration responsibilities for the Department</p> <p>Con’s – will be challenging to find one provider that (1) has a broad enough range of services to address association TA/T needs and (2) has enough employees to provide assistance in a timely manner</p> <p>Recommendation:</p>

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<ul style="list-style-type: none">• Too basic for a lot of organizations; needs to be tweaked to match capacity of individual association strengths	<p>Response: There are two levels of training – Basic and Advanced / Specialized. Basic training may be waived given documentation of compatible training and/or experience.</p> <p>Through the OA process, TA and training needs are identified and a training plan is developed</p> <p>The Department encourages associations to extend an invitation to the Basic and Advanced trainings to other board members as well as interested lessees and beneficiaries who have a community development interest and/or for professional growth.</p> <p>Recommendation:</p>
	<p>Response:</p> <p>Recommendation:</p>

New associations

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- Is DCCR Association “privately owned” or “community owned” ?
Association dues?
- Not all the areas have association dues? What is the various costs for association dues. What do the dues provide?
- Kapolei (approx. \$35)
- Planned communities? Or homestead associations?
 - Association bylaws would govern the costs.

- Kanehili association has not had any association meetings recently.
 - Why there hasn’t been one?
 - And when will the next one be scheduled?
 - What are the dues? How much?
 - After August 1, in legal consultation, then an association meeting will be scheduled to discuss all current issues concerning the Kanehili community.

We feel DHHL should be proactive in elping/encouraging / supporting other future homesteads, eg Waiohuli Phase 2 Kahikinui undivided interest lessees to organize as a community

Comment	Response / Recommendation
DCCR communities beneficiaries need more education	<p>Response:</p> <p>Recommendation: In preparing future lessees, include course module (via HOAP) on DCCRs, HRS 421J, roles & responsibilities of the homeowner association, lessee (as member) and DHHL</p> <p>As developer and/or declarant, DHHL to fulfill its duty to incorporate the homeowner association, appoint initial board, assist the new association with administration set up, process for first annual members meeting and</p>

	board elections
	<p>Response:</p> <p>Recommendation:</p> <p>Clarify definition of “new association” so it is clear as to who is eligible to receive this type of assistance</p> <p>Definition: DHHL will assist with the initial set up for homestead communities that meet the following conditions:</p> <ul style="list-style-type: none"> (5) DHHL or its designee developed the homestead subdivision (6) DCCRs were filed with Bureau of Conveyance (7) Homestead subdivision development meets the definition of a Planned Community Association, HRS 421J (8) No other homestead association exists with the primary purpose to administer and implement the DCCRs
<ul style="list-style-type: none"> • Is DCCR Association “privately owned” or “community owned” ? 	<p>Response:</p> <p>DCCR homeowner associations as defined in HRS 421J are required to have members. The association governing documents may have other requirements as to who are members and class of membership. Generally, DCCR associations are community-owned.</p>

	<p>Recommendation: No action needed</p>
<ul style="list-style-type: none"> • Not all the areas have association dues? What is the various costs for association dues. What do the dues provide? 	<p>Response: Association dues are set based on the Association's budget. The budget is developed according to the Bylaws</p> <p>Recommendation:</p>
<p>We feel DHHL should be proactive in helping/encouraging / supporting other future homesteads, eg Waiohuli Phase 2 Kahikinui undivided interest lessees to organize as a community</p>	<p>Response:</p> <p>Recommendation: Continue to provide community organizing training to homestead communities with no existing association</p>

Advanced/specialized assistance for mature organizations

- some trainings too basic
- training requirement should be waived if organization has proven experience

Comment	Response / Recommendation
	<p>Response:</p> <p>Recommendation:</p>
	<p>Response:</p> <p>Recommendation:</p>

Grants

- Grants to individual lessees
- The \$15 per homestead lease should be automatically given to associations recognized by DHHL without having to ask for it. What about new associations that do not have 2 years of minutes? New organizations spend more money to get established as the cost for a 501c3 Application is \$750. How does an organization get started without assistance? Does an organization have to be a 501c3 to receive grant monies?
- Our association has applied for this program grant. We will find out how we are doing, awesome job! We are still waiting. (Lessee)
- Kulia initiative funding by OHA \$5million (part of 90 million bond) to build more homes
 - \$250k per region;
 - Not every association wants to do all the steps
 - Consider using fund for others outside of Kulia structure (other projects)

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- If outside funding is unavailable; please help to benefit from resources on hand (via pot of funds that is also Kulia; if unused).
- \$5million (OHA) for each region
 - Has that money been earning interest? Management of the fund??
 - Unclear if we “got” that fund

Better grants process

Grants shall be designated to address building individual lessee capacity to steward the ‘aina that he/she leases. Convene an ad hoc committee to address this

Build homestead association capacity to implement vision and activities they have identified

- outreach grants to enable step #1 in Kulia
- Operational grants are not described
- Implementation grants are to be added
- Is CED grant being combined with the Regional Plan Priority Grant?
- Non-competitive grants are to remain as they have been. Other organizations may compete for funds – DHHL to make additional funds available for this

Re-vamp grant review process

- many times staff nor GRAC members have any idea on how to address the request nor the needs defined and defer to their non-information and end up making poor decisions to the detriment of the lessees, the families, the requesting homestead association, and ultimately the community. Grant applicants should have the opportunity to answer questions to clarify and justify their request.
- Several times the lame excuse is that the project is duplicating DHHL’s efforts is used to deny funding. The request is being made because DHHL efforts are not being met
- Convene an ad hoc committee to discuss and improves this process
-

3.3 Beneficiary Groups

3.3.2 Beneficiary group support

Who are these organizations (SCHHA, Hui, Na Kupaa)? How do they support us? Maybe they can come out and tell us about themselves and let us know how we are being supported.

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DHHL has not managed its grants program. As a result, beneficiary associations are left empty handed scrambling for resources to support community initiatives. DHHL must properly staff and fund its grants management division to ensure that grant funds are awarded to beneficiary associations on a timely basis.

2.2.1 Outreach Grants-This grant has not been made available to homestead associations. KPFA has been told that there is no DHHL staff available to support the Outreach Grant program. Once again, DHHL has created an objective and has not provided adequate support staff to ensure its implementation.

As previously stated, KPFA was awarded grants two years ago but grant funds have not been issued. In 2009, KPFA planned to hire an attorney with a DHHL capacity building grant. We are still waiting for the grant funds. KPFA is also waiting for its award to support its Farmers Market which is scheduled to open next week. As a result, KPFA is now scrambling for resources to support this regional plan priority project.

Issue-Molokai Agriculture Fair

Implement-Continue to financially support Fair

Benefit-Allows farmers/ranchers already existing and those that are not to come network, promote market and educate them about farming and ranching allows for information and sharing to partner with other agencies to move forward

Issue-Financing Homestead Associations

Implement-Set aside in a separate account for associations under the Kulia I ka Nu'u Program and give \$10,000 to each qualifying association

Benefit-So that these associations can continue to help their homestead communities move forward

Grants to start small business projects, neighborhood development, training and assessments, would help native Hawaiian communities evolve into more effective and active communities, youth programs and cultural projects would benefit natives today and in the future. The

Comment	Response / Recommendation
	Response:

	<p>Recommendation: Change non-competitive grants (SCHHA and Hui Kako'o) to make them competitive. At least 2 new statewide groups have formed and idea to provide same opportunity for funding administrative and operations. Eligibility is statewide organizations that are beneficiary-owned and -controlled</p>
	<p>Response:</p> <p>Recommendation:</p> <p>\$250,000 CED grant eligibility</p> <ul style="list-style-type: none">• One per region• Consortiums where majority of consortium members are community grassroots organizations within the Region• Must include MOU and Board resolutions from each consortium member clearly describing role, level of support/involvement in the project and how project benefits will be shared among consortium members• Within 30 days of submitting grant proposal, applicant shall post in newspaper and on DHHL website

10-24-11
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DHHL Conference

Plan and conduct one conference / gathering event in within NHDPP Plan period (July 1, 2011 – June 30, 2013)

The best thing the conference did; was to bring leasers from all islands together to meet each other, share concerns, issues and mana’o and what was going on outside of our Moku giving us a larger perspective. Future conferences could be held on different islands so the people on that island can participate.

3.3.3 Conferences

Since all leasers are volunteers, there will always be turn over, I suggest that there be at least 2 leaders from each Association minimum, if one leaves the org at least there is someone else who has a clue as to what is going on. Cannot put all the eggs in one basket.

Comment	Response / Recommendation
The best thing the conference did; was to bring leasers from all islands together to meet each other, share concerns, issues and mana’o and what was going on outside of our Moku giving us a larger perspective. Future conferences could be held on different islands so the people on that island can participate.	Response: Conference location to be determined by budget Recommendation: Staff recommends soliciting proposals statewide.
Direct DHHL Annual Leaders Conference funds to the Native Hawaiian and Sovereign Councils of Hawaiian Homesteads Assembly Conventions in order to maximize collaboration between the Trust and beneficiary-run and –serving organizations and expand reach of Trust funds to engage a	Response: Recommendation:

10-24-11
11-11-11 REV

larger population of leaders.	
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Attending other conferences

The NeighborWorks training that I attended would be beneficial to all community members, although I realize not all can attend, but training for more than just one person per community would be beneficial. So far I have been the only one to attend, and was co chair in producing the Hui Mana DVD with the rest of those who attended NW. Grants for these type of trainings would be beneficial, also the CNHA conferences are great and more scholarships should be given for us to attend instead of just 1 per association, and at least airfare and lodging would be beneficial since CNHA scholarships 3 per association which pays for registration and lunches. This type of training is very beneficial.

Comment	Response / Recommendation
	<p>Response:</p> <p>Recommendation: Create grants program, \$10,000 per organization per year. Can be used for registration cost and travel (air, lodging)</p> <p>Purpose: association board member training and professional development</p>

	Recommendation:
	Response: Recommendation: Similar to a grant proposal application, we need to develop criteria, a format and a review process for submitting a request for land parcels

Public notice of intent to apply for the \$250,000 CED grant

Prior to submitting grant application, applicant must publish a notice of intent to apply for DHHL grant. The notice of intent must be published in a newspaper(s) of general circulation in the proposed DHHL region to be served.

Alternative: when DHHL receives an application for the \$250k, DHHL sends out a notice to beneficiaries within the region. Allow 30-day comment period.

Beneficiary consultation

Prior to submitting grant application, applicant should consult with beneficiaries within the DHHL region to be served as well as the general public regarding the development of any proposed project. The meeting must give beneficiaries an opportunity to be come acquainted with the proposed project and to comment on such items as

- is the consortium representative of the beneficiaries within the Region?
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10-24-11
11-11-11 REV

Applicant is required at least 10 days prior to the meeting to publish a notice of the meeting in a newspaper(s) of general circulation in the DHLL Region, to post a public notice at the applicant's principal office, and to notify DHHL. The applicant will provide DHHL a copy of the published notice, meeting notes, sign in sheet and minutes of the public meeting.
