



Strategic Goals & Objectives 2012 - 2017

Vision: *To build vibrant homestead communities that flourish from the solid foundation of the Hawaiian Home Lands Trust. A trust grounded in commitment to serving and partnering with beneficiaries, implementing sound policies and procedures, following a long-term sustainable financial plan, and practicing an organizational culture that honors the spirit of its founder, Prince Jonah Kūhiō Kalanianaʻole.*

assert

Reaffirm & Assert TRUST Status

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

The Hawaiian Home Lands Trust was created by the Hawaiian Homes Commission Act of 1920. Upon statehood, the State of Hawaii committed to fulfilling the mission of the trust and created the Department of Hawaiian Home Lands to meet that kuleana. Both the trust and the department must work to determine that kuleana includes providing access to homesteading and managing trust resources.

protect

Ensuring the Financial Well-Being of the Trust

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

The trust has a finite amount of land and resources with over 40,000 current applications. The trust is expected to provide “new” homesteads for its growing waitlist while it continues to serve the existing 10,000 lessees with repair and maintenance of utilities, traffic, roads, water and wastewater systems, and health and safety requirements. The trust must also use its lands to generate revenue to financially support its work of serving beneficiaries. The current economic environment impacts the development of new strategies that produce optimal performance of the trust. Developing partnerships and alliances that provide mutual benefit will enhance the opportunities for success. The trust must also consider alternative revenue streams that will help to meet the ever growing waitlist. The more successful we are, the longer the waitlist grows.

serve

Provide Excellent Customer Service

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

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

deliver

Deliver Diverse Homesteading Opportunities

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

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