
HANA COMMUNITY HEALTH CENTER



Project Title:	Sustainable Farm and Workplace Development Program
Award Amount:	\$1,278,109
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2005 – Sept. 2008
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 15 jobs created
- 8 youth involved
- \$362,273 in revenue generated
- \$25,000 in resources leveraged
- 10 individuals trained
- 5 partnerships formed

BACKGROUND

Hana Community Health Center, or Hana Health, is a nonprofit organization formed in 1994, and is located on the island of Maui. The mission of Hana Health is to improve the health and wellness of the Native Hawaiian community of Hana. Hana Health is the only medical facility in Hana, and serves about 3,000 residents. Many homes in the Hana area lack electricity and running water. Hana is the fourth poorest community in Hawaii, with 41% of families living below the federal poverty line. Many residents continue to practice a subsistence lifestyle. Hana Health provides prevention-oriented health care, acute and chronic care, urgent care, dental care, and limited laboratory testing and x-ray services to

clients. Recently, Hana Health created Hana Fresh to encourage healthy eating habits within the local population.

PURPOSE AND OBJECTIVES

The purpose of the project was to create a self-sustaining produce farm that provides local employment opportunities to Native Hawaiians. In addition, the project strived to increase healthy eating habits of the local population by increasing the amount of fresh produce consumed in the community.

The project's first objective was to produce 10,000 pounds of fruits and vegetables a month, 50% of which would be consumed in Hana. During the project timeframe, project staff doubled the size of the farm to six acres, installed three greenhouses, and experimented with a variety of crops to meet client demand. Hana Fresh sold 120,757 pounds of produce over the project's three year timeframe, and 41% of produce was sold locally.

The project's second objective was to generate \$400,000 in annual revenue within three years of project funding. To complete the objective, staff created the Hana Fresh logo and packaging material to brand and

publicize the farm's produce. At the end of the project period, staff secured five steady accounts. Hana Fresh lost some accounts from the island of Oahu due to the high fuel costs in 2007, making the price of Hana Fresh produce non-competitive. In addition, the project experienced challenges related to the cultivation of organic produce and was unable to successfully produce organic tomatoes, which have a high volume sale and price. Overall, the farm collected \$362,273 in revenue during the project timeframe.

The project's third objective was to create and maintain twelve full-time farm-related jobs and six part-time positions for youth workers. Project staff restricted employment to Hana residents with a history of substance abuse. All workers underwent pre-employment drug screening and were monitored during work hours. Staff also provided a counseling program to all employees. Over the course of the three years, the farm employed thirteen full-time and five part-time workers. The farm steadily employed nine to ten people and had a 40% turnover rate among the farm workers. Despite advertising within the community and local school, project staff was unable to sustain the six part-time youth worker positions.

The project's final objective was to increase the amount of fresh fruits and vegetables consumed by Native Hawaiians residing in the Hana District by 25% within two years and by 50% in the third year. The implementation of project activities increased local consumption of fruits and vegetables by hosting a local farmer's market and providing free produce to 400 school children and 95 elders. By the second year of the project, consumption of fresh fruit and vegetables increased 22% among the targeted community. By the third year, consumption increased slightly, but did not reach the 50% threshold

OUTCOMES AND COMMUNITY IMPACT

The implementation of project activities provided a direct and positive impact to farm workers and the Hana community. The farm workers were provided a livable wage complete with a benefits package. The farm employed a variety of people from at-risk backgrounds. One worker leveraged their employment into a job with the County of Maui.

Hana did not have a steady source of affordable fresh produce prior to the project. The Maui community benefited from having a farmer's market that included fresh and organic produce and locally produced arts and crafts. The market provided local people free space to sell their products, provided they participated in the market each month. The project director stated that the farmer's market increased the family income levels of the nine local vendors who took advantage of this opportunity. In addition, the farm workers stated that the success of the farm encouraged local residents to create their own backyard gardens.

The Hana Fresh farm is being sustained by funds from Hana Health. The farm continues to cultivate organic produce and employ local residents.

"I've seen a total transformation in him since he's been working here."

Cheryl Vasconcellos,
Executive Director, in reference to one
of the farm's workers

HAWAII MAOLI



Project Title:	E Ho'owaiwai i ka Pono - Bring Prosperity Through Righteousness
Award Amount:	\$709,235
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2005 – Sept. 2008
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 27 jobs created
- 25 businesses created
- 10 Native American consultants hired
- 21 elders involved
- 31 youth involved
- \$302,300 in resources leveraged
- 450 individuals trained
- 26 partnerships formed

BACKGROUND

Hawaii Maoli was formed in 1997 in Honolulu as the nonprofit arm of the Association of Hawaiian Civic Clubs. Hawaii Maoli facilitates cultural and educational grants that provide a variety of support services to the Association and to the Native Hawaiian community.

PURPOSE AND OBJECTIVES

The purpose of the project was to increase and expand Native Hawaiian businesses and to encourage the use of cultural practices among Native Hawaiians engaged in entrepreneurial activities.

The project's first objective was to develop a survey to determine the business needs of Native Hawaiian entrepreneurs. To complete the objective, project staff contracted with the Native Hawaiian Chamber of Commerce to develop the survey. Staff held focus groups with local Native Hawaiian-owned businesses to pilot survey content and ensure the survey was culturally sensitive.

The project's second objective was to distribute the survey instrument to at least 1,050 Native Hawaiian businesses. Staff utilized the mailing lists from the Association of Hawaiian Civic Clubs and the Native Hawaiian Chamber of Commerce to circulate 1,624 surveys. Of these, 146 businesses returned completed surveys. Project staff then organized and analyzed the data sets, and identified the following barriers to success faced by Native Hawaiian-owned businesses: 1) access to capital, 2) accounting practices, 3) knowledge of taxes, and 4) marketing. From these findings, staff planned to create an action plan to develop a training program that directly addressed these challenges. Staff developed a logical framework model

for the training program that included quantitative benchmarks and expected long-term outcomes, but created the model in the project's third year. The logical framework model therefore served to summarize project implementation activities instead of being utilized as a program planning tool.

The project's third objective was to hold a business conference for 300 Native Hawaiian businesses and entrepreneurs. Instead of staging an independent conference, Hawaii Maoli co-chaired the annual business convention presented by the Office of Hawaiian Affairs. Due to this situation, Hawaii Maoli did not control the evaluation portion of the conference, thereby limiting the project staff's access to participant feedback on the effectiveness of the workshops presented.

The project's fourth objective was to provide culturally sensitive business education and training to Native Hawaiian job seekers, businesses, and entrepreneurs. Hawaii Maoli staff originally envisioned that all activities would be implemented at the Prince Kuhio Community Center in Kapolei, which was scheduled to complete construction in 2007. Funding issues delayed the completion of the Center, and the facility was not completed within this project's timeframe. Hawaii Maoli instead received in-kind office and classroom space from the Waianae Coast Coalition. To complete the objective, project staff contracted with Empower Oahu to offer workshops on small and micro-business development. Overall, 450 people completed a workshop, which covered topics such as cash management, creating a budget, writing a business plan, and understanding taxes. Project staff did not offer the planned job skills, tourism-based business development, or business expansion trainings.

OUTCOMES AND COMMUNITY IMPACT

Workshop participants increased their knowledge on a broad range of financial topics, including cash management, budgets, marketing, accessing capital and creating a business plan. With this knowledge, 25 Native Hawaiians created a business during the project timeframe, which included t-shirt screening, purse-making, catering, and housecleaning businesses. Of particular importance, six of these businesses were created by homeless shelter residents on the Waianae coast. In all six cases, the once homeless families were able to move out of the shelter and into homes.

The Kapolei Community Center is slated to complete construction in 2009, and Hawaii Maoli staff plan to continue offering business trainings for a fee in the Center's classroom space. Staff will also utilize classroom space to offer internet and copier services, as well as financial advice, to workshop participants. Finally, due to the efforts of this project, Hawaii Maoli secured a \$20,000 grant from the Office of Hawaiian Affairs to develop a Native Hawaiian Business Directory.

INSTITUTE FOR NATIVE PACIFIC EDUCATION AND CULTURE



Project Title:	Ka Lama Education Academy
Award Amount:	\$525,176
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2005 – Sept. 2008
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 2 jobs created
- 4 Native American consultants hired
- 25 youth involved
- \$917,676 in resources leveraged
- 2 individuals trained
- 14 partnerships formed

BACKGROUND

The Institute for Native Pacific Education and Culture (INPEACE) was established as a nonprofit organization in 1994 in Waianae, Hawaii. INPEACE offers a wide range of programs to improve the quality of life for Native Hawaiians. One such program, Ka Lama Academy, recruits residents of the Waianae area to seek opportunities in the education field and then provides support services to assist recruits in becoming certified teachers. The efforts of Ka Lama Academy are based on two historical trends: The Waianae education system experiences a 20% teacher turnover rate each year, and only 10% of teachers are Native Hawaiian while 27% of students are Native Hawaiian.

PURPOSE AND OBJECTIVES

The purpose of the project was to recruit, retain, and provide support services to residents of the Waianae community to pursue teaching positions in order to develop a stable core of Waianae-based teachers.

The project's first objective was to recruit and retain twenty local high school students to enroll in an introductory education course at Leeward Community College. Staff formed a partnership with Waianae High School to recruit interested seniors to attend the after-school course. The class met once a week for three hours for a full academic semester. Course content covered basic education topics in an effort to interest the students to pursue a teaching career. Sixteen students passed the course and received three college credits for their efforts.

The project's second objective was to recruit and retain 25 local individuals to enroll in an Associate of Arts degree program at Leeward Community College. To complete the objective, Ka Lama Academy staff operated a recruitment office on Leeward Community College's campus. Staff estimated they made contact with 500 individuals during their recruitment efforts. As much of the target community qualified

as non-traditional students (defined by staff as students not entering college directly from high school), staff aimed to reduce attrition by offering a variety of support services, including one-on-one consultations on how to complete an enrollment application. At the end of the project timeframe, 26 students had graduated with an Associate of Arts degree from Leeward Community College and 34 additional students were making progress towards an Associate of Arts degree.

The project's third objective was to recruit fifteen Waianae-based students enrolled in an Associate of Arts degree program to enter a teacher certification program upon graduation. To achieve the objective, staff continued to offer counseling and support services, including the provision of refresher courses to prepare students for the Praxis exam, the test required by the State of Hawaii to enter a teacher education program. At the conclusion of the project timeframe, sixteen students had completed an Associate of Arts degree, passed the Praxis exam, and received admission to an accredited teacher education program.

OUTCOMES AND COMMUNITY IMPACT

The Ka Lama Academy has created a continuum of supportive services for Waianae-based students interested in pursuing teaching careers. Project staff offered individualized recruitment, counseling, retention, and test preparation plans to each student. This support, along with the necessary dedication of each student, provided an opportunity for interested students in Waianae to pursue higher education and a professional career. Furthermore, through the various partnerships created during project implementation, Ka Lama Academy staff connected recruits not willing to commit to a teaching career to alternative programs that

better fit their interests, such as health or agriculture programs.

For the Waianae community, the project's cohort of participating students will serve to decrease teacher transience and reduce reliance on non-local teacher placements. These future teachers will have a strong connection to local students and provide role models for Waianae youth. Mr. Cato, a former Ka Lama student and current teacher in the Waianae School District, stated, "I provide consistency to my students and stability to my community." Miss Vai, also a former Ka Lama student and current teacher in the Waianae School District, shared, "If Waianae did not have the Ka Lama Academy, its students would be without role models. Our youth need to see successful people that come from their community."

To continue their recruitment and retention efforts, Ka Lama Academy staff will continue to operate their campus office with funds from the Office of Hawaiian Affairs and Leeward Community College. To expand their student support services, Ka Lama Academy staff signed a Memorandum of Agreement with Kamehameha Schools, whose teachers will provide mentoring to Ka Lama's students.

KHM INTERNATIONAL



Project Title:	Molokai Reef Fish Restoration Project
Award Amount:	\$671,149
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2004 – March 2008
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 1 job created
- 6 Native American consultants hired
- 100 elders involved
- 2,000 youth involved
- \$80,530 in resources leveraged
- 4 individuals trained
- 18 partnerships formed

BACKGROUND

Ka Honua Momona (KHM) International is a recently formed nonprofit organization located on the Hawaiian island of Molokai. Prior to contact with the western world, the Hawaiian people practiced aquaculture through the development of fishponds, of which the remnants of approximately 80 can still be seen on Molokai's southern shore. The fishponds consisted of rock walls that allowed sea water to ebb and flow into the ponds, and a gate that would help circulate seawater and allow small fish in. Once in the fishpond, fish would eat and grow too large to swim back through the gate. The construction of the fishponds allowed Native Hawaiians to harvest fish within a semi-confined area. The mission of KHM is to

work with the Molokai community to restore these fishponds and find solutions to the island's natural resource challenges.

PURPOSE AND OBJECTIVES

The purpose of the project was to restore Hawaiian fishponds, educate the community about natural resource management, and stem the decline of the native Hawaiian reef fish population.

The project's first objective was to raise native Hawaiian fish, such as mullet, moi, kahala, awa, and ulua, in fishponds. To complete the objective, KHM hired a project director and entered into a contract agreement to utilize an existing fishpond and fish nursery. Project staff soon encountered challenges in the permit procurement process to operate the fishpond, and decided to pursue the use of two different fishponds during the project's second year. The alternative ponds, Kalokoeli and Alii fishponds, were overgrown with mangrove, causing additional delays while project staff, in collaboration with volunteers from Americorps and the local community, removed the excess growth. During the project's third year, KHM staff were able to raise a variety of fish species in the Kalokoeli and Alii fishponds.

The project's second objective was to release native fish to the reef in order to increase species population and to sell native fish to gain revenue and sustain project activities past the funding timeframe. Due to project delays, project staff did not sell any native fish during the project timeframe. In the final two years of the project, staff tagged a small portion of fish and released them to a reef environment on the Molokai coast.

The project's third objective was to create and implement a native Hawaiian fish and fishpond education program. KHM collaborated with the Hawaiian Learning Center to develop a curriculum entitled "Kahea Loko" or "the call of the pond". Project staff recruited teachers to conduct on-site learning experiences for students and interested community members. KHM staff and volunteer teachers held monthly community fishpond cleaning days and educational workshops at the Kalokoeli and Alii fishponds. KHM has also partnered with the local Ho'omana Hou High School and Kualapu'u Elementary School which utilized portions of the Kahea Loko curriculum in their chemistry and biology classes. KHM staff also presented as guest classroom speakers and provided guided tours of the fishponds to students.

OUTCOMES AND COMMUNITY IMPACT

The implementation of project activities benefited a wide variety of groups, including youth and elders in the Native Hawaiian and non-native communities. The Kahea Loko program educated almost 3,000 people on the history and practice of Hawaiian aquaculture and emphasized marine environment conservation and preservation. The fishponds became a symbol of cultural pride for the community.

Project staff began the process of revitalizing the native Hawaiian fish population on the Molokai coast. Staff also

created a solid volunteer base, which will continue to contribute to the growth of the program. Staff secured two grants that allow KHM to continue to maintain the fishponds and raise fish. Finally, staff shared that they will soon be able to commence sales of mature fish in order to sustain the project into the future.

"The fish pond is more than looking at fish. It is sustainability of the people of the community. It is us making a difference."

Herbert Hoe,
Kapuna (Hawaiian Elder)

MA KA HANA KA 'IKE



Project Title:	Backhoe Training (Newly Developed Heavy Equipment Training Program)
Award Amount:	\$75,662
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2007 – Sept. 2008
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 1 job created
- 17 elders involved
- 21 youth involved
- \$5,200 in resources leveraged
- 21 individuals trained
- 4 partnerships formed

BACKGROUND

The Ma Ka Hana Ka `Ike Building Program, a nonprofit organization founded in 2000, is a hands-on learning program for high school students, including many at-risk youth, in Hana, Maui. The program, which had 53 students in 2007, allows youth to apply concepts in math and science to real-life situations in construction and repair work, giving them confidence and marketable skills.

Ma Ka Hana Ka `Ike teaches the value of “kokua,” or helping others. In this spirit, program youth have built and renovated various community and school facilities; rebuilt homes for fire victims; erected handicap access ramps and cottages for

seniors; and constructed many other buildings benefiting members of the community.

PURPOSE AND OBJECTIVES

The purpose of the project was to provide positive learning experiences and on-the-job training in construction skills for at-risk high school youth in the Hana community.

The project’s first objective was to purchase a backhoe and accompanying attachments for use in the organization’s heavy equipment program. The project director completed the necessary research and purchased the equipment during the first two months of the project. The dealer who sold the backhoe to the organization provided free delivery of the backhoe and volunteered his time to train the students.

The project’s second objective was to teach the students in the heavy equipment building program how to operate and maintain the backhoe. Project staff originally intended to have community members provide the training. However, difficulties in coordinating schedules caused some challenges. In response, the project staff

hired a skilled local backhoe operator to train the students. The training started early in the second month and by the end of the project the trainer had conducted 160 sessions for 21 students on safe equipment operation, backhoe operation and maintenance.

After completion of the training, staff at the elder and family resource centers identified community projects for the students to hone their newly acquired skills. These 22 projects included clearing land for gardening, creating drainage canals and driveways, and building cottages and handicapped walkways.

OUTCOMES AND COMMUNITY IMPACT

The impact of the project on the community exceeded the expectations of Ma Ka Hana Ka 'Ike. The project staff did not anticipate that clearing the land for backyard gardens would become the most requested project. The project director shared that the backyard gardens filled with fruits and vegetables were improving the health of some community members and elders. The school principal stated that the backhoe training helped to keep the 21 students actively engaged in school and provided a good base for their future. One student from the program is now employed full time in the construction industry and is studying for his general contractor license.

By purchasing the backhoe and undertaking these community projects, the community experienced the value of “kokua” (helping others). The project director believed the most important impact of the project was the sense of pride it instilled in the youth. The youth fulfilled a community need by undertaking the projects, and consequently became a needed presence in their community.

The Ma Ka Hana Ka 'Ike Building program will be sustained through private and state

funding and youth will continue to undertake projects using the backhoe in their community.

“Because of this project, kids have a chance to feel needed by the community. For a 16-year-old, that is huge.”

Rick Rutiz, Executive Director

PASIFIKA FOUNDATION HAWAI'I



Project Title:	Community-Based Host/Visitor Project: Phase II Community Asset Survey and GIS Map
Award Amount:	\$118,464
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2007 – Sept. 2008
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 1 job created
- 2 Native American consultants hired
- 116 elders involved
- 52 youth involved
- \$38,845 in resources leveraged
- 10 partnerships formed

BACKGROUND

The tourism industry, Hawaii's leading economic sector, attributes much of its success to the islands' natural beauty and moderate climate. The industry also owes much to Hawaii's rich island culture including the history, traditions, and practices of Native Hawaiians. Social and economic indicators, however, show the Native Hawaiian community has derived minimal social and economic benefit from tourism.

Since 2005, the Pasifika Foundation Hawai'i (PFH) has worked to redress this situation by providing Native Hawaiians access to, participation in, and community control over a portion of the tourism industry. In this

project's first phase, funded by the Hawai'i Tourism Authority (HTA), PFH worked with Native Hawaiian community representatives to establish a strategic model known as the Community-Based Host-Visitor (CBHV) to convert tourism from a process aimed at serving the visitors' needs to one that is mutually beneficial for both host and guest.

PURPOSE AND OBJECTIVES

As the second phase of the CBHV, the purpose of the project was to lay the foundation for a community-based tourism program that is built upon Native Hawaiians' cultural, traditional and community values.

The project's first objective was to structure the data design and collection process. To complete the objective, project staff drafted an information collection framework detailing entities to inventory and data fields to collect. Two specific data sets were developed: one for existing community-based host-visitor sites and one for potential community-based host-visitor sites. PFH hired two data collection team members to conduct the community inventories.

The project's second objective was to collect data on existing and potential Native Hawaiian community based host activities over a 28-week period. Originally envisioned to be large community meetings, elders and board members advised project staff to follow cultural protocols and hold one-on-one meetings with community leaders. The implementation of such meetings proved to be beneficial for several reasons. The community leaders acted as gatekeepers to the community; once they understood the project's intent, community leaders were very forthcoming with additional information regarding potential partners and local tourism initiatives. Additionally, the relationships formed through one-on-one meetings laid the groundwork for continued partnerships throughout future phases of the CBHV.

The project's third objective was to incorporate the information gleaned from one-on-one meetings into an information system including a database and series of GIS maps. Project staff produced a relational database consisting of the following categories: addresses, organizations, people, sites, and initiatives. PFH drafted a full project report with associated maps and graphics. At least fifteen Native Hawaiian communities expressed an interest and demonstrated the potential to develop a CBHV project. In addition, the data collection team identified approximately 85 existing and potential host persons and organizations, 73 potential and existing project partners, 64 canoe clubs, 41 Hawaiian Civic Clubs, 156 Hula Halau, 16 Hawaiian Charter Schools, and 62 traditional artists which promise to provide mutually beneficial CBHV opportunities.

OUTCOMES AND COMMUNITY IMPACT

The project was a critical element of PFH's ongoing CBHV program. In order to build a viable and sustainable CBHV program, it

was first necessary to identify existing and potential hosts. Project staff created a structure of key community partnerships that will continue to be utilized in future implementation phases of the CBHV.

Engaging community leaders through one-on-one meetings brought a sense of empowerment as this segment of the population has not previously been consulted on tourism endeavors. Together, project staff and community leaders developed a new discourse outlining the positive possibilities of host-based tourism.

Finally, the CBHV concept serves as a replicable model for indigenous communities worldwide interested in fostering a mutually beneficial community-based host-visitor program.

"People come here to engage in the Hawaiian culture and community, and almost every time, they leave without an Hawaiian experience."

Clarence Ching,
Board Member