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Merri Keli'ikuli
Office Manager & Program
Support

Corin Thornburg
Community-Based Economic
Development Senior Project
Associate

June 18, 2024

Ms. Susan Kunz, Administrator
Housing and Community Development, County of Hawai'i
1990 Kino'ole Street, Suite 102
Hilo, Hawai'i 96720
ohcd@hawaiiicounty.gov

Subject: Letter of Interest to Provide Professional Services for Fiscal Year
2024-2025

Category: OH.5 – Community Planning (Community Engagement, Strategic
Planning)

Aloha Ms. Susan Kunz,

This serves as Hawai'i Alliance for Community-Based Economic
Development's (HACBED) *Letter of Interest*, in response to the County of
Hawai'i's *Notice to Providers of Professional Services* and expresses
HACBED's interest in providing professional services in **Category OH.5 –
Community (Community Engagement, Strategic Planning).**

The following addresses the additional information requested in the County of
Hawai'i's notice:

3. *Name of Firm, Email Address, Principal Place of Business, & Location
of all Offices:*
 - a. Hawai'i Alliance for Community-Based Economic Development
 - b. bkakesako@hacbed.org
 - c. 1575 South Beretania Street, Suite 211, Honolulu, HI 96826
(sole location)
4. *Age of Firm:* 32 years
Average Number of Employees (over past 5 years): 3 employees
4. *Education, Training, & Qualifications of Key Members of Firm:* Please
see enclosed resumès of HACBED's:
 - a. Executive Director, Brent Kakesako
 - b. Office Manager and Program Support, Merri Keli'ikuli
 - c. Senior CBED Project Associate, Corin Thornburg

4. *List of Recent Projects & Clients Who May be Contacted, including at least two for whom services were rendered during the preceding year:*
 - a. Financial Empowerment Center
County of Hawai'i – Office of Housing and Community Development, Sharon Hirota
(808) 961-8379; sharon.hirota@hawaii.gov
 - b. Kūpuna Community Care Network II
Kula No Na Po'e Hawai'i, Adrienne Dillard
(808) 520-8997; adrienne@kula-papakolea.org
 - c. Housing Affordability Coalition / Affordable Hawai'i for All Fellows Support
Hawai'i Community Lending, Jeff Gilbreath
(808) 587-7886; jeff@hawaiiancommunity.net
 - d. Native Hawaiian Women Development Initiative
County of Hawai'i – Department of Research and Development, Frecia Cevallos
(808) 961-8366; Frecia.Cevallos@hawaiicounty.gov
 - e. Strategic Plan Update
Hawaiian Community Assets, Chelsie Evans Enos
(808) 809-4409; chelsie@hawaiiancommunity.net

5. *Any Promotional or descriptive literature which the individual or firm desires to submit:*
 - a. HACBED's Statement of Qualifications detailing HACBED's qualifications, experience, and work history on similar projects.
 - b. HACBED's Customized Training & Technical Service (TTA) Track Record listing HACBED's history of Non-Profit and Community-Based Organizations served

Please call me at (808) 550-2661 or email me at bkakesako@hacbed.org to address any questions or required follow up.

Thank you for the opportunity to submit to you HACBED's Statement of Qualifications and our expression of interest in potentially providing community planning services to the County of Hawai'i's Office of Housing and Community Development.

Sincerely,



Brent Kakesako
Executive Director

Brent N. Kakesako

1133 Waimanu Street, #1611 • Honolulu, Hawaii 96814 • (808) 371-9145 • bkakesako@gmail.com

EMPLOYMENT HISTORY

Executive Director, Hawaii Alliance for Community-Based Economic Development (HACBED)

June 2013 – Present

Collaboratively work with board and leadership team to set vision and goals to achieve organizational mission; develop and implement strategy through direct facilitation, coalition building, and other technical support and partnership building; hire, develop, and coach staff; facilitate and support project-based teams to effectively meet metrics and goals; manage annual operating budget that reaches close to \$1MM; and oversee data and evaluative processes to ensure efficient use of resources to achieve organizational mission. Recognized as a 40 Under 40 by Pacific Business News in June 2015 for business excellence. Other highlights:

- Cleared \$100,000 debt in late 2014 to bring finances into the black and now have brought the organization to a place with close to two years of financial reserves.
- Built on past organizational efforts to pass legislation to enact a state earned income tax credit for working families in 2017.
- Supported a range of social service and cultural and aina-based organizations, such as the Molokai Homestead Farmers' Alliance and Hoa Aina O Makaha, and institutional partners, such as the Hawaii Tourism Authority and the Department of Hawaiian Home Lands, Hawaii County Office of Housing & Community Development, to provide business planning, strategic planning, community-based planning, and other organizational capacity building support

Most recently, worked with Founders as well as long standing and current partners to celebrate HACBED's 30th Anniversary and identified areas of organizational focus around intergenerational knowledge transfer and succession, aina and food justice, and strengthening relationships between community and institutional partners to take HACBED forward in a way that is still grounded in a co-learning approach that highlights the culture, values, and knowledge of this place -- Hawai'i.

Co-Director, Founder Institute Honolulu Chapter

March 2013 – June 2016

Co-facilitated a local chapter of the World's Largest Startup Accelerator, with a mission to "Globalize Silicon Valley" and help founders build enduring technology companies. Connected local start-ups with proven entrepreneurs and mentors from around the globe over a 15-week entrepreneur training program, which led to the launching of three companies.

Chief Operating Officer, HACBED

August 2012 – June 2013

Administered and managed HACBED's work in partnership with former Executive Director, Robert Agres Jr. to fulfill HACBED's outstanding obligations; evaluated HACBED's existing work projects for operational efficiency and relation to mission; stewarded ongoing legislative efforts around asset building and family self-sufficiency; explored partnerships and opportunities to continue HACBED advancing its mission while working towards financial self-sustainability.

Co-Founder and Chief Operating Officer, Cultivating Collaboration & Collective Change (C4)

August 2011 – December 2017

Provided business knowledge and start-up assistance founded in the values of Hawaii. Supported entities like Na Mea Hawaii / Native Books and Uncle Clay's House of Pure Aloha to maximize current business activities and increase operational efficiency by incorporating community capacity through creative giving programs that increase profits and benefit the community

Program & Policy Development Specialist, HACBED

January 2012 – August 2012

Focused on developing Spendsafe.ly, a text-based platform that helped families better manage their budgets and financial behavior through culturally appropriate text messages, in partnership with Asio Corporation and working families, who piloted the program and provided real time feedback to improve the platform.

PROFESSIONAL AFFILIATIONS

Strategic Advisory Board Member, Hawaii Energy

September 2020 – Present

Hawaii Energy's Strategic Advisory Board is helping to broaden the impact and benefits of energy efficiency for Hawaii's residents and businesses. Provides insight from the non-profit and community-based organization sectors and serves as an energy efficiency ambassador.

Board Member, National Community Reinvestment Coalition (NCRC)

March 2017 – February 2023

NCRC and its member organizations create opportunities for people to build wealth. Work with other board members to oversee a multi-million dollar budget and related programs of a nonprofit entity that works with community leaders, policymakers and financial institutions to champion fairness in banking, housing and business development. Provides expertise and support at convenings across the country around community development and reinvestment.

Community Steering Committee Member, Community Champions, Prosperity Now

December 2015 – January 2021

Partner with Committees Members from across the nation to provide local perspective and leadership to Prosperity Now's Community Champions, a movement-oriented group of service providers, advocates, researchers, financial institutions, policymakers and others who are working to implement strategies and advocate for policies that help people become more financially secure. Spoken at national convenings about financial empowerment efforts and victories in Hawaii.

Board Member, Oahu Workforce Development Board

April 2016 – June 2021

Local economic development member that is working with other board members to guide and support the City & County of Honolulu's efforts to collaborate with industry leaders and government to help Oahu's business grow, train and sustain a globally competitive workforce. Serving on committees focused on engaging local employers in supporting their workforce issues and supporting workforce system partners to strengthen sector pathways.

COMMUNITY/CIVIC ENGAGEMENT

Alumni Association Director, University of Hawaii William S. Richardson School of Law

July 2016 – October 2018

Collaboratively created a mentorship program for current law students to connect with practicing alumnus in conjunction with the law school and Association leadership.

Young Lawyer's Division Board of Directors, Hawaii State Bar Association

January 2015 – December 2017

Co-led the Junior Judges program, which connects lawyers to students in the community, and spearheaded a committee that put together three continuing legal education (CLE) opportunities around mediation, nonprofit board, and small business issues. Supported other projects that provides valuable volunteer opportunities for young lawyers.

Committee Member, Iolani Community Action Network (ICAN)

August 2009 – March 2015

One of the founding members of an alumni volunteer network that carried out quarterly projects emphasizing educational and cultural learning opportunities through community service, including 'One Day, One Team' – an annual international day of service coordinated with alumni around the world.

Challenge Committee Member, Kanu Hawaii

August 2009 – October 2014

Organized and coordinated challenges around neighborhood building, local food, and civic engagement to motivate the 13,000+ members to commit to broader personal and communal commitments to improving our island community. Received the Kuleana Award in February 2010 as a volunteer who "inspired change in others and in their community through their own demonstrations of kuleana or courageous acts of responsibility-taking and leadership by example."

Volunteer Coordinator, Salvation Army Ka Ohu Hou O Manoa Transitional Housing Program

May 2009 – August 2012

Organized regular service projects with over 50 volunteers per event to beautify the houses and surrounding areas and oversee arts and crafts for the housing program children. Supported the efforts of a high school sophomore who facilitated weekly child care sessions during the mothers' weekly meetings. Received the Salvation Army Outstanding Partners in Community Service Award in recognition for this support in March 2011.

Coach, Iolani Wrestling

October 2008 – March 2017

PROFESSIONAL DEVELOPMENT

Forum of Fellows / Omidyar Fellow

September 2018 – Present

Omidyar Fellows is an enduring and ongoing commitment to an active network of leaders and change makers, all of whom are dedicated to making positive movement on Hawaii's most pressing issues. Fellows also commit to the ongoing development of their leadership and its impact in Hawaii as tied to ongoing involvement with the Forum of Fellows.

Alakai Series: Aloha United Way's Leadership Development, Aloha United Way

July 2016

Workshop series to support leaders of partnership agencies to build organizational capacity in order to enhance organizational performance, financial sustainability, and community impact. Topics focused on internal board and staff collaboration, increasing program effectiveness and impact, improving communication and marketing, strengthening partnership development, and included a peer coaching as well as executive coaching components.

Weinberg Fellow, Harry & Jeanette Weinberg Foundation

December 2013

Intensive three session, multiple-day training that focused on enhancing skills and effectiveness of executive directors of nonprofit organizations. Sessions blended hands-on skills/experiences, practical information, inspirational speakers, and the opportunity to explore sector-specific issues with a cohort of peers.

Next Generation Leadership Program, National Coalition for Asian Pacific American Community Development (CAPACD)

June 2013

National program that provides support and mentorship to the next generation of community leaders and professionals in the community development field.

Facilitative Skills for Collaborative Leaders, University of Hawaii at Manoa

January 2013

Two-day workshop with Donna R. Ching, Ph.D to help individuals lead from within their organizations or groups. The workshop taught facilitative skills to ensure that meetings are productive, critical conversations are well managed, and individuals at every level are working in a collaborative manner.

Legal Experiences

May 2010 – December 2011

- Legal Extern, Hoku Corporation
- Summer Associate, Chun Kerr Dodd Beaman & Wong (now Chun Kerr)
- Legal Extern, Kanu Hawaii
- Judicial Extern, First Circuit Court of Honolulu

FORMAL EDUCATION

Masters of Business Administration, Shidler School of Business, University of Hawaii at Manoa

2013

- PACE Entrepreneur

Juris Doctorate, William S. Richardson School of Law, University of Hawaii at Manoa

2012

- Certificate, Environmental Law
- Publication in the University of Hawai'i Law Review (34 Hawaii L. Rev. 221) of second-year seminar paper entitled: "The "Aloha Corporation": Infusing the Culture of Hawai'i to Broaden the Perspective of Business and Return to Community," which explored legal business entities and related case law to debunk myths on business limitations to engage more deeply in community and envisioned a hypothetical legal entity that would be legally bound to be more community focused.

B.A., *cum laude*, Sociology, Harvard University, Cambridge, MA

2007

- Thesis: "Breaking Point: Leading High Performing Collegiate Wrestling Teams," which looked at the intersect of coaching highly motivated individuals and leading top ranked Division I collegiate wrestling teams and related staff and the subsequent application of those best practices to managing individuals and teams in a business setting.

Iolani School, Honolulu, HI

2003

PROFESSIONAL EXPERIENCE

COMMUNITY-BASED ECONOMIC DEVELOPMENT SENIOR PROJECT ASSOCIATE

HACBED: Hawai‘i Alliance for Community-Based Economic Development | October 2021 - Present

Support community initiatives by providing documentation support, synthesis of community input into action items, carrying out related research, and coordinate follow-up meetings with partners.

Provide virtual and in-person support facilitating, transcribing, and coordinating project convenings and meetings.

Support statewide partnerships within HACBED’s focus areas of Intergenerational Knowledge Evolution, ‘Āina & Food Justice, and Community-Driven Institutional Support.

MO‘OMONA LEARNING SPECIALIST

HAKIPU‘U ACADEMY | DECEMBER 2019 - September 2021

Health, Science, and ‘Āina-based education Teacher for Grades 6-12.

Wrote and awarded \$7,000 Service Learning Grant to execute outdoor learning experiences for students and secure economic resources for partner organizations in Kāne‘ohe, O‘ahu.

Early College Success Coach for High School students: enrolled 9-12 grade students in classes at Windward Community College (WCC). Worked directly with WCC faculty and staff to counsel high school students through coursework and academic performance.

COMMUNITY AND ECONOMIC DEVELOPMENT VISTA

UNIVERSITY OF SAN DIEGO: Mulvaney Center for Community, Awareness, and Social Action | JULY 2018 - AUGUST 2019

Led economic development initiatives and supported university wide local procurement efforts

Created, outreached, and established a local food vendor initiative, utilized across campus, to increase local purchasing.

Managed and tracked \$40,000 grant that offered community partners opportunities to host events, meetings, and programs at the University at zero cost to their organization.

Created partnerships between campus recreation that secured local youth admission to the University’s summer sport programs at an accessible cost.

GRADUATE ASSISTANT

UNIVERSITY OF SAN DIEGO: Kroc Institute & School of Peace Studies | JULY 2017 - JUNE 2018

Analyzed transcriptions, created over 20 first person narratives from transcribed audio interviews, and organized research documentation.

Interviews were from Bonded Labor victims and owners in India. Professor is continually working to publish this research into a book.

HEALTH ADVANCEMENT LEADERSHIP EXPERIENCE- INTERNSHIP

KAISER PERMANENTE HAWAI‘I | MAY 2017 - JULY 2017

Research Scholar. Project focused on the Hōkūle‘a voyaging canoe’s three-year worldwide voyage,

Designed culturally sensitive and relevant strategies that could be applied into health programs and initiatives. Created and conducted multiple interviews Polynesian Voyaging Society crew and medical team.

Mentored by Kaiser Permanente Hawai‘i physicians and executive leaders

COMMUNITY ENGAGEMENT WORK

STATE AID WORKER

HAWAI‘I STATE DEPARTMENT OF HEALTH | May 2021-Present

‘OHANA PRODUCE PLUS PROGRAM COORDINATOR - VOLUNTEER

HAWAI'I FOODBANK & LEEWARD COMMUNITY CHURCH | January 2021-Present

COMMUNITY SERVICE COMMITTEE MEMBER

KOMO MAI COMMUNITY SERVICES | December 2019 - Present

EDUCATION

UNIVERSITY OF SAN DIEGO | 2017-2018

Masters of Arts in Social Innovation

AZUSA PACIFIC UNIVERSITY | 2013-2017

Bachelor of Arts in Psychology

LE JARDIN ACADEMY | 2013

High School Diploma

PROFESSIONAL SKILLS

Proficiency in Microsoft Office, Google Suite, and Microsoft Teams

Strong oral communication skills

Proficient technology skills in video multimedia platforms

PROFESSIONAL EXPERTISE

- Strategic Planning
- Training & Staff Development
- Visual Merchandising
- Inventory Management
- Customer & Employee Engagement
- Budgets & Financial Reporting
- Merchandising and Assortment Planning
- Retail Sales & Operations

EXPERIENCE

Office Manager & Program Support – Hawai'i Alliance for Community-Based Economic Development October 2019 – Present

- Collaboratively work with leadership team to set and implement goals to achieve the organization's mission and manage an operating budget of nearly \$1M
- Assists with hiring and development of staff
- Responsible for meeting all bookkeeping and financial reporting needs, including oversight of billing and expenses, bank reconciliations, and 990/audit/review support to contracted accounting firm
- Provides grant and contract support, including reporting and evaluation
- Supports team and partners, providing meeting transcription and synthesis, research and reporting, and tool development, and general convening support

Merchant and Operations Consultant – Na Mea Hawaii February 2019 – December 2020

- Created operating budget, sales plan, and standard operating procedures
- Mentored Store Manager to create annual strategic plan and staff development plan
- Created visual merchandising guidelines and worked with sales team to develop and apply merchandising skills
- Oversaw buying for all categories, including assortment planning, sourcing new suppliers, negotiating consignment agreements, and regular product replenishments
- Managed workshop projects at Kipuka, including scheduling, advertising, and billing for cultural workshops

Executive Director and Community Outreach Coordinator – Hoa 'Aina O Makaha November 2016 – August 2018

- Established standard operating procedures, created job descriptions for each farm role, implemented program evaluations, created and managed database of contacts
- Facilitated partnership agreement with new leaseholder
- Coordinated the work of 6 staff members and conducted weekly meetings with them
- Secured and oversaw \$300K in grants from 17 funders and partners
- Reported to Hoa 'Aina's Board of Directors and founder, providing organizational updates ensuring programs consistently delivered on the organization's mission
- Liaised with Finance Committee to create and manage farm's \$350,000 budget and created and managed various fundraising accounts including Amazon Smile and Go Fund Me
- Helped coordinate the efforts of volunteers and on-site fundraisers and events such as the bi-annual "Evening Under the Stars" dinner and the Annual Open House
- Managed web and social media content and community outreach projects and efforts

Boutique Manager/Corporate Trainer – Wellendorff North America August 2015 – July 2016

- Dual role of Las Vegas Boutique Sales/Merchandise Manager and Wellendorff NA Training Manager
- Re-vamped product assortment to cater to Las Vegas' traveling clientele, balancing core references and exceptional one of a kind pieces with values ranging from \$4K to \$200K, resulting in a sales lift of 330%

- Implemented daily training program with the local team of specialists focusing on the art of emotional and psychological selling, improving conversion rates by 15 percentage points
- Introduced and educated Brand Ambassadors of our jewelry partners throughout the east coast to Wellendorff's sales concept for their respective Academy rollouts and conducted product training sessions for all team members; conducted 2 month training sessions with the sales teams of key partners
- Worked with Concierge, Asian Marketing, and Butler Service teams, to introduce, educate, and implement incentive programs, to increase brand awareness on the property and address customer service issues; trained more than 90 individuals throughout the hotel

Product Sales Manager - DFS Group, Louis Vuitton Moët Hennessey (LVMH)

Marc by Marc Jacobs/Marc Jacobs Collection/Michael Kors - February 2014 to February 2015

Chloe/Alfred Dunhill/Ermenegildo Zegna - September 2013 to February 2014

- Developed and executed sales strategy and led the Sales team for all 3 brands within my portfolio with a combined annual sales volume of \$26M (MMJ/MJC/MK) and \$18M (Chloe/Dunhill/Zegna)
- Led a team of +27 sales staff and 2 supervisors to deliver a superior luxury service experience
- Exceeded budget by +5% and net profit by 1.5 percentage points
- Acted as brand ambassador responsible for promoting and maintaining brand image, delivering brand training and communicating guidelines and strategies to all supporting departments
- Performed market analysis in competing markets, weekly competitive shops, SWOT analysis, and data and sales trend analyses to drive market share and develop and improve product assortment
- Developed strategies to drive flow of dead stock through markdowns, transfers, or exits
- Implemented a clienteling program and nurtured the customer relationship
- Coached and developed direct reports through ongoing 1:1's, brand trainings, on the floor observations, and annual performance reviews
- Ensured guidelines and procedures were followed and maintained to protect assets and maximize productivity
- Worked alongside brand executives and corporate counterparts in the disciplines of Planning, Merchandising, Finance and Accounting, Marketing, and Operations

Hermès Boutique Manager - DFS Hermès, A DFS and Hermès Paris Joint Venture

June 2003 to September 2013

- Dual role of Operations Manager and Buyer controlling all financial elements relating to P&L and delivering \$24M in annual sales
- Hired and coached award winning sales team of 12, including 1 Assistant Manager, 2 Supervisors, and 9 Sales Associates focused on sales conversion and delivering luxury customer experiences; individual sales associates generated +\$5M each
- Exceeded budgeted sales by an average of +10% throughout tenure and exceeded net profit by an average of 2 percentage points
- Planned merchandise assortments and placed semi-annual market buys in Paris for 14 product divisions while diversifying our customer base and balancing inventory levels; classifications ranged from \$25 home good soaps to \$200K crocodile, gold, and diamond handbags
- Implemented and managed client outreach program, identifying VIPs and building the lifetime value of these clients through individualized services and special orders to 30% of total annual sales
- Organized in-store events and animations to entertain clients and drive visits multiple times per year

Held several positions as Assistant Buyer & Assistant Merchandiser (details available upon request) with Hermès, LVMH, and T&C Surf

August 1990 to June 2003

EDUCATION & REFERENCES

- Bachelor of Business Administration, Loyola Marymount University, Los Angeles, CA – May 1990
- References available upon request

Statement of Qualifications

The Hawai'i Alliance for Community-Based Economic Development (HACBED) is a statewide, federally tax-exempt nonprofit intermediary organization that was established in 1992 to “*achieve economic, social, and environmental justice in Hawai'i through community-based economic development.*” Over 30 years, HACBED has helped to strengthen the strategic readiness of communities and the capacity of community-based economic development organizations in low income communities. HACBED has expanded economic choices, increased wealth, created hope, and promoted self-sufficiency for individuals, families, and communities on all islands, supporting them to act on their preferred visions for the future.



Through its work over the past 31 years of operation, HACBED has developed strong and relevant experience and expertise in the following areas:

- **Community & Organizational Capacity Building** – expertise in the areas of organizational assessments (diagnostics), facilitation, strategic thinking and planning, community economic development training and technical assistance, and executive coaching to assist communities and non-profit organizations in building capacity to plan, implement, and sustain community-based economic development ventures.
- **Network Coordination & Development** – expertise in design, facilitation, and coordination of community-based networks that encourage collaboration and collective impact. Such networks include individuals, grassroots organizations, and entities from public, private, and non-profit sectors.
- **Community Based Planning** – expertise in the areas of community and organizational planning process design, facilitation, and community based planning.

- ***Asset Development*** – developing policy and community practice around strategies to help individuals, families, and communities build wealth and assets in order to achieve self sufficiency and develop increased opportunities to exercise choice and control over their future.
- ***Finance & Fund Development*** – experience in providing training and technical assistance to assist low-income communities and non-profit community based economic development (CBED) organizations in developing viable financial and funding strategies to plan and implement their community and economic development ventures (projects, programs, and businesses).

Community & Organizational Capacity Building

Since its founding, HACBED has built a body of information, experience, and expertise to support the field of community-based economic development (CBED) by:

- providing organizational capacity development support to nonprofit CBED organizations across the state and elsewhere;
- assisting CBED organizations through trainings, workshops, coaching, technical assistance, and other support services; and,
- implementing field building strategies to improve the environment in which community-based organizations must operate in Hawai'i.

Enclosed is a list of the more than 350 nonprofit and community-based organizations that HACBED has served in Hawai'i over the past 31 years. These have been conducted through individual contracts with organizations and/or through contracts with private and public funders providing assistance to their grantees. This provides HACBED with development experience from an organizational life cycle and systems perspective. Organizations served range in size from large to small and span the stages of development from emerging to long established organizations. Work conducted for private and public funders include:

- *Wai'anae Sustainability & Capacity Building Support* – collaboration with Kamehameha Schools to take a cohort approach to learn alongside Hoa 'Āina O Mākaha and Ka'ala Farms to build organizational sustainability and resilience.
- *SNAP Inquiry* – HACBED was contracted by the Department of Human Services (DHS) to train and provide technical assistance to Supplemental Nutrition Assistance Program (SNAP) staff, SNAP participants, and SNAP Nutrition Education (SNAP-ed) Providers using the “Appreciative Inquiry” approach to connect personal stories to the target population. Appreciative Inquiry uses anonymized, small-group or 1-on-1 interviews with open-ended questions to gather in-depth stories in a safe setting. HACBED partnered with Social Ventures, LLC, a local consultant group led by James Koshiha. The data collected, training, and appreciative inquiry built capacity among SNAP staff, SNAP participants, and SNAP-Ed Providers and identified assets, strengths, and built a deeper understanding of the SNAP participants. The information gathered assisted SNAP staff to better determine the needs of the SNAP participants, gaps in services, and identify where to allocate resources for SNAP and SNAP-ed services.
- *Stipulation VII Prototypes* – HACBED helped with the coordination and creation of prototype work products for Stipulation VII B, C, and D of the Programmatic Agreement (PA) for the Honolulu Rail Transit Project (H RTP). These included a color brochure of the area's history, educational materials for children/youth, and a humanities program. Prototype creation and production was carried out through networked partnerships involving community, private, and public entities, such as Purple Mai'a (PM) and the University of Hawai'i at West O 'ahu (UHWO).

- *National CAPACD Placemaking Learning Cohort (NEA)* – HACBED is a partner with the National Coalition for Asian Pacific American Community Development (National CAPACD), Little Tokyo Service Center (LTSC), Chinatown Community Development Corporation (Chinatown CDC), and Asian Economic Development Association on a National Endowment for the Arts (NEA) grant to explore arts-based community development (AEDA). As the lead applicant, National CAPACD is implementing a Learning Circle which uses culture as a strategy for advancing equitable development in Asian American Pacific Islander (AAPI) communities. The Learning Circle’s first in-person meeting took place in early October in Hilo, Hawai‘i, and was hosted by HACBED. HACBED will continue to contribute based on its organizational experiences as tied to what placemaking looks like in Hawai‘i, with a particular emphasis on grounding in native culture and more deeply examining the Asian settler and colonial experiences.
- *East Hawai‘i ‘Ulu Planting and Intercultural Sharing Program* – With the help of many collaborators and support from the Laura Jane Musser Fund, HACBED created the East Hawai‘i ‘Ulu Planting and Intercultural Sharing Program in 2015. Intended to increase both transportation and common access to community and land, the project is providing open, inclusive, and culturally-grounded gatherings and shared areas for the expression of cultural knowledge for native peoples and migrants.
- *Kahua Pa‘a Mua (KPM)* is based in North Kohala – In 2016, KPM launched the Ho‘okahua ‘ai program, translated “to build a foundation of nutrition, sustenance, communication, and sharing,” with 18 enthusiastic and dedicated Kohala youth ages 12 to 25. HACBED serves as the Project Evaluator coordinating data collection and analysis, interviews, report-writing, and other evaluation-related activities.
- *The Institute for Native Pacific Education and Culture (INPEACE)* – HACBED carried out research and collected community input to determine the feasibility of and interest in a mobile science exhibit in West O‘ahu and on other islands.
- *Kāpuka Lānai‘i Farms* – HACBED partnered with KLF for the Lima Huli Project Lāna‘i, meant to foster economic, cultural, and environmental well being among Lānaians in an ‘āina-based, skills-focused, educational context. Via this collaboration, HACBED worked to build KLF’s capacity to steward both the ahupua‘a and the Lāna‘i community overall.
- *Compassion Capital – Hawai‘i Moving Forward*. Work for the Hawai‘i Community Foundation, University of Hawai‘i – Center on The Family, and Hawai‘i Island Ministries to conduct organizational assessments of organizations involved in the various cohorts of the Compassion Capital Program from 2003 to 2008.
- *Geist Foundation* – Organizational assessments of 14 foster care organizations.
- *Compassion Capital* – Organizational assessments conducted for youth serving organizations that were members of the Hawai‘i Youth Services Network’s Compassion Capital program.

- *Department of Hawaiian Home Lands* – As part of its Kulia I Ka Nu‘u program, HACBED provided organizational assessment support, training, and technical assistance for Hawaiian Homestead organizations on all islands.

In the same period, HACBED has also provided technical assistance to more than 30 community-based and CBED organizations for strategic planning, feasibility analyses, business planning, and evaluation support. Examples of this work include:

- *Kua‘āina Ulu ‘Auamo (KUA) Business & Strategic Planning Support* – HACBED provided support to KUA, its team, management, and networks around planning and assessment, financial workshops and training, funding forecast and analysis, stakeholder engagement, and document template creation.
- *EPIC ‘Ohana Strategic Planning Support* – HACBED provided capacity support to EPIC ‘Ohana as they work on creating a strategic plan for the next five years as an organization. HACBED staff members met with members from all of EPIC ‘Ohana’s programs including ‘Ohana Conferencing Field and Coordination, Youth Circles, Family Findings, Wrap, Independent Living Collaborative (ILC), and HI HOPES. In addition, HACBED met with EPIC ‘Ohana members who are not stationed on Oahu including those in Hilo, Kona, and on Maui.
- *North Shore Community Land Trust Strategic Plan Update* – The North Shore Community Land Trust (NSCLT) protects, stewards, and enhances the natural landscapes, cultural heritage, and rural character of ahupua‘a (traditional land divisions) from Kahuku Point to Ka‘ena. They act to protect one of our most precious and threatened natural resources: the spectacular lands of the North Shore of O‘ahu. By using analyses of current work and on-island climate, HACBED staff members facilitated a process that will help to guide the organization’s short- and long-term actions, ultimately ensuring that their efforts continue to shape and preserve land on the North Shore.
- *Hui ‘Ulu Mea ‘Ai Visioning Support* – supported Hui ‘Ulu in preparing for community stakeholder meetings to celebrate efforts to date around community food systems and determine next steps.
- *Hawaiian Islands Land Trust Board Retreat Support* – HACBED provided support to the Hawaiian Islands Land Trust at their annual board retreat. HACBED helped staff and board create a vision statement as well as update their mission statement and values. HACBED also worked with staff and board to revisit their draft strategic plan and strategic planning process to come to shared clarity around strategic, development, marketing, and operations areas.
- *KULA Strategic Planning* – HACBED provided strategic planning support services to Kula No Nā Po‘e Hawai‘i (KULA) and Papakōlea Community Development Corporation (PCDC) with the goal of gathering information through ‘Ohana Dialogue and using that information to help mold the collective vision of the organization.
- *Kula No Nā Po‘e Hawai‘i (KULA) Kupuna Community Caregiver Network (KCCN) II Support* – data analysis, grantwriting, advisory group convening, and strategic planning support to KULA,

specifically with its KCCN II program as tied to an Administration for Native Americans (ANA) grant.

- *Hoa ‘Āina O Māka‘ala* – HACBED has provided strategic planning, board development, and facilitation services related to Hoa ‘Āina’s lease renewal.
- *Moloka‘i Homestead Farmers Alliance (MHFA)* – Assisted MHFA with business planning services, specifically for the repair of the Lanikeha Center in Ho‘olehua, Moloka‘i.
- *Going Home Hawai‘i Island Strategic Plan* – Provided strategic planning services to Going Home Hawai‘i, a consortium of over 50 public and private entities currently totaling over 250 members dedicated to the reintegration of former offenders and formerly incarcerated individuals.
- *Hālanu Kū Māna Strategic Plan* – Organized and executed strategic planning process for HKM, a Hawaiian-focused public charter school in Makiki that serves students from 4th through 12th grades.
- *Nā Kūpuna A Me Nā Kāko‘o O Hālawā* in Hālawā Valley on O‘ahu – HACBED provided facilitation and technical support for strategic planning, board development, operational support, and development of a sustainability plan
- *Waiobuli Hawaiian Homesteaders Association* on the island of Maui – Conducted stakeholder interviews and feasibility analysis for place-based and culturally relevant opportunities for the use of a soon-to-be constructed community center and commercial kitchen.
- *Ho‘oulu ‘Āina – Kōkua Kalihī Valley* in Kalihi Valley on O‘ahu – Conducted feasibility analysis for culturally appropriate venture development concepts for the 100-acre Ho‘oulu ‘Āina Nature Preserve of Kōkua Kalihī Valley that provides comprehensive family services and operates the Charles Judd Community Health Center.
- *Hui No Ke Ola Pono* – Conducted an organizational assessment and strategic planning process for this Maui based nonprofit organization that is part of the statewide Native Hawaiian Health Care System.
- *Ke ‘Anuenue Area Health Education Center Inc.* – Completed a strategic planning process for this Hawai‘i Island based nonprofit.
- *Waipā Foundation* in the Hanalei/Waipā area on the island of Kaua‘i – Feasibility analysis and business planning support was provided to Waipā Foundation for implementation of components of its master land use plan for its 1,600-acre ahupua‘a.
- *Mala ‘Ai ‘Opio (MA‘O)* on the Wai‘anae Coast of O‘ahu – Over the past 4 years, HACBED has provided facilitation and technical support to MA‘O for organizational assessments, strategic planning, and design and implementation of a statewide conference on community food security.
- *Hawai‘i Community Foundation & Hawai‘i Tourism Authority* – Conducted a strategic dialogue process with the advisory groups that make up HTA’s Natural Resources & Kukulū Ola: Living

Hawaiian Culture Programs to inform the new partnership in which HCF will administer the two grantmaking programs for HTA.

Other examples of HACBED's community and organizational capacity building experience and expertise include:

- *Ho'owaiwai Network Kohala Collaboration* – Building on the work of network partners--including a diverse coalition of nonprofits, government departments, social service agencies, and businesses--HACBED is determining the feasibility of expanding and deepening the impact of the Ho'owaiwai Network by conducting a planning process with support for potential pilots in collaboration with partners in North Hawai'i.
- *Hawai'i Farm to School and School Garden Hui* – Provided preparation, planning, and facilitation support to the hui for their strategic planning retreat.
- *'Ohana Based Youth Savings Initiative* – Development of an incentivized youth savings program for 6th-10th grade students that serves as an entry point to a broader set of family financial empowerment services to embed asset building into the core human services delivery systems.
- *Kupaiianaha* – Through a contract with the State of Hawaii Office of Planning, HACBED's efforts helped to encourage and guide investment by the private sector and government agencies in culturally, socially, and environmentally compatible economic development projects and strategies in and adjacent to native Hawaiian homestead communities throughout the state of Hawaii.
- *The Community Connection (CommConn)* – CommConn was a nine-month training and technical support program conducted by HACBED for CBED organizations that were planning and/or implementing economic ventures. The program was held in 1994, 1996, 2000, 2001, 2002, 2003, and 2006 and more than 320 grassroots leaders from over 150 CBED organizations from all islands have participated in *CommConn*. Some of the primary sponsors of *The Community Connection* have included the State DBEDT, Office of Hawaiian Affairs, Bank of Hawai'i, American Savings Bank, Hawai'i Community Foundation, the City & County of Honolulu, the County of Hawai'i, the Wallace Alexander Gerbode Foundation, the National Rural Funders Collaborative, and the Kosasa Family Foundation.
- *Schools of the Future* – Through a contract with the Hawai'i Community Foundation and in partnership with the Hawai'i Association of Independent Schools, HACBED provided facilitation and technical support for learning circles formed in and between the 20 schools chosen to be part of HCF's *Schools of the Future* initiative.
- *Youth Matters Network (YMN)* – Through a contract with the Hawai'i Community Foundation, provided facilitation and technical support to establish and conduct learning circles for 18 nonprofit youth serving organizations in the *YMN*.
- *Workshops & Trainings* – Workshops and trainings have been organized and conducted on such topics as microenterprise development and lending, Individual Development Accounts (IDAs), the Community Reinvestment Act, commercial real estate development for nonprofits,

developing and managing food processing business incubators, systems thinking, media – communicating values and shaping opinions, fundamentals of nonprofit management, nonprofit organizational assessment, and others. In 2000, HACBED was awarded the Niu Award from Volunteer Legal Services of Hawai‘i for nonprofit training.

- *County of Hawai‘i Department of Research & Development* – Designed and implemented a leadership development training collaborative for nonprofit and community based groups on Hawai‘i Island through a contract with the County of Hawai‘i.
- *Department of Hawaiian Home Lands* – Through a contract with DHHL, HACBED conducted a 7-month capacity building training and technical assistance program for 35 Hawaiian Homestead Associations from across the State.
- *Editorial Board & Board of Directors of The Nonprofit Quarterly* – In 2001, HACBED was appointed to the editorial board of *The Nonprofit Quarterly*, a national publication for the nation’s nonprofit sector, and was also a founding board member of the *Nonprofit Information Networking Association* that publishes the *Quarterly*.
- *Field Building Consulting Services* – Based on its organizational assessment, strategic planning, and organizational capacity building work, HACBED has provided field building services for organizations in such areas of interest as faith-based organizations, and foster care. Citibank and the National Alliance for Nonprofit Management also contracted HACBED to provide a field building workshop to Asian and Pacific Island CBED organizations from California and Florida.

Network Coordination & Development

For years, HACBED has formally and informally worked to develop networks based on intention, trust, and collective action. Utilizing expertise in design, facilitation, and coordination of community-based networks, HACBED has brought together diverse stakeholders in a variety of settings in order to address the most challenging issues facing communities.

- *Convening Resilience Efforts* – In response to COVID-19 and efforts pre-dating COVID-19 focused on building the resilience of families and communities in Hawai‘i by creating spaces to coordinate and align across efforts and with funders interested in supporting action out of the convenings. Actions are focused around policy and advocacy, coalition and coalition building, and institutional relationship building.
- *Hawai‘i Housing Affordability Coalition* – The Hawai‘i Housing Affordability Coalition is a statewide, multi-sector coalition to increase housing affordability for households earning \$75k annually or less. The Coalition’s approach expands the conversation by bringing together community members; tenants and owners of affordable housing; housing advocates; representatives from existing housing coalitions, nonprofits and unions; and the health, education, finance, and philanthropic sectors. In addition, the coalition focuses on building the capacity of communities to create new solutions and builds the Coalition as a community.
- *Ho‘ohiapo: Renewing Ancestral Education Pathways in Agroecology* – A collaborative network which focused on reintegrating ancestral mentoring processes in Hawai‘i’s education system and

building an ‘auwai (or pathway) for students to proceed from regional high schools to higher education with a focus on sustainable community food systems. The network consisted of faculty members from Hawai‘i high schools, faculty members from the University of Hawai‘i at West O‘ahu, and representatives from community-based organizations.

- *Hawai‘i Nutritious Sustainable Food Network* – Through a contract with the Office for Social Ministry, HACBED provided technical assistance and support to the 66 Catholic parishes statewide in support of sustainable, nutritious, and community-based actions. This work involves building a network of community-based resource hubs and partners that create a fertile environment in which faith-based food sustainability can more successfully occur.
- *Ho‘owaiwai Network* – The Ho‘owaiwai Network is a statewide coalition comprised of over 130 members of private and public organizations, community practitioners, financial institutions, families, and youth in Hawai‘i that organize actions to address asset poverty and build the wealth and financial stability of Hawai‘i’s working families.
- *Resources Match* – Resources Match is an online tool developed by Mission Asset Fund designed to connect low- and moderate-income individuals and families to community services and programs. HACBED currently supports County of Hawai‘i’s Office of Housing and Community Development’s management of Resources Match through promoting and facilitating the program’s pilot on Hawai‘i Island with partner agencies.
- *Hina‘i: Hawai‘i Center for Sustainable Food & Agriculture* – Having grown from community engagement opportunities and funded by a grant from the Administration for Native Americans (ANA), this Network increased food security and experiential place-based education opportunities, particularly on the Wai‘anae Coast. It also resulted in the establishment of UH West O‘ahu’s Bachelor of Applied Science in Sustainable Community Food Systems.
- *Hawai‘i Island Community Resilience Capacity Building Support* – A collaboration between the County of Hawai‘i, HACBED, and other community partners, the goal of the project is to provide tools and support to communities and community-based organizations so that they can build relationships and robust networks that take care of the people they serve, the facilities they use, and their broader communities. The project aims to build community resilience by strengthening connections and growing partnerships between community organizations with a focus on providing capacity building support and community resilience and asset mapping workshops.

Community-Based Planning

The following are examples of HACBED’s work in the area of supporting community-based planning:

- *Hawai‘i Island Tourism Strategic Plan* – HACBED worked with the County on background research on local and global trends, stakeholder engagement with individuals and groups from the community, the visitor industry, cultural practitioners, and others, as well as network gatherings to engage the broader community, to update the Hawai‘i Island Tourism Strategic Plan.

- *Hawai‘i Island General Plan Outreach Support* – HACBED supported the Planning Department with an outreach process that was designed to authentically engage community members across the island to integrate community voice into the draft General Plan (GP).
- *DHHL Wai‘anae and Nānākuli Regional Plan Updates* – HACBED provided support to the Department of Hawaiian Home Lands (DHHL) in its 10-month process of updating the Wai‘anae and Lualualei Regional Plan (last updated in 2010) and the Regional Plan for the Traditional Native Lands of the Ahupua‘a of Nānākuli (last updated in 2009). In consultation with its Wai‘anae and Nānākuli regional beneficiaries and other stakeholders, as well as members of DHHL, this update process sought to articulate a communal vision, incorporate any changes that have occurred since the last planning process, and frame and organize current and future initiatives.
- *Pāhoa Community Engagement* – In partnership with HOPE Services Hawai‘i, HACBED facilitated a community engagement process to gain input regarding upcoming local developments in the Pāhoa area.
- *Transit Oriented Community-Based Economic Development (TOCBED)* – A partnership between HACBED, the University of Hawai‘i’s Department of Urban & Regional Planning and Social Policy Center, and Plan Pacific (a planning consulting firm) to research previous plans and studies, contact area businesses and residents, and conduct surveys and facilitate community forums to explore broad-based "grassroots" planning models to assist three urban neighborhoods – Central Kaka‘ako, Ala Moana-Sheridan-Kaheka, and McCully-Mō‘ili‘ili to [1] articulate preferred scenarios for social and economic revitalization, [2] build these communities’ capacity to implement a strategic plan for their preferred future, and [3] assist State and county policymakers in developing a master plan to integrate transit-development opportunities with state, federal, and local programs that address the needs of urban communities with a strong ethnic-historic heritage and capitalize on public institutional assets. The work resulted in a report, *Honolulu’s Cultural Heritage Corridor: A Strategic Vision & Development Framework for Central Kaka‘ako, Ala Moana-Sheridan-Kaheka, & McCully-Mō‘ili‘ili* that provided recommendations for a [a] governance structure and [b] mitigating impacts and addressing development opportunities through community based initiatives. The initiative was funded by the City & County of Honolulu and the State Legislature.
- *Hawai‘i County’s Update of the Ka‘ū Community Development Plan* – Through a partnership with Place Makers (a planning consulting firm), HACBED developed a Community-Based Economic Development Plan for the Ka‘ū Region as part of the overall process to update the region’s community development plan.
- *Hawai‘i County’s Update of the Hāmākua Community Development Plan* – Through a partnership with PBR Hawai‘i (a planning consulting firm), HACBED helped to design and facilitate a community engagement process to develop a Community-Based Economic Development Plan for the Hāmākua Region and update the region’s community development plan.

- *Lanaians For Sensible Growth* – HACBED provided process design, research, facilitation, and technical support to a community-based planning initiative to establish a development framework for the Lānaʻi community that will be used to negotiate a community benefits agreement and assess future planning and development efforts on the island. The process included use of ‘ohana dialogue sessions (family to family talk story sessions using a popular education methodology), Speak Outs, a door to door survey, and community gatherings.
- *Empower O‘ahu* – HACBED designed and conducted community and regional strategic planning processes in 9 communities as part of the City & County of Honolulu’s federal HUD Empowerment Zone application process in 1998 and 2000. HACBED then served as fiscal sponsor and management agent for the implementation phase of this island-wide initiative to create opportunities for residents in low/moderate income communities on O‘ahu. The 9 communities are investing and leveraging \$4 million in City/federal resources for community development.
- *Workforce Development Community Audits* – HACBED conducted a study for the O‘ahu Workforce Investment Board to promote strategic workforce investment decisions through the analysis of areas on O‘ahu where residents would benefit from investments of OWIB resources and activities, high growth industries that can employ new workers and support entrepreneurship, and industries that can provide high wages and career ladders to create upward mobility for low income individuals.
- *State Office of Youth Services* – In partnership with UH-DURP, HACBED worked with OYS on a two-year education, training, and facilitation project to expand the capacity of the agency to plan and establish a community-building approach to the development of a continuum of youth services statewide. Part of this effort is to develop a strategic plan for the Office within the context of this strategic focus.
- *Community Visioning in FSM & Palau* – Through a contract with The Nature Conservancy, the Governors’ Association of Palau, the Palau Conservation Society, and the Conservation Society of Pohnpei, HACBED provided trainings and technical assistance for officials from federal, state, and municipal governments, NGOs, and traditional leaders on community visioning for sustainable development.
- *Department of Hawaiian Home Lands’ Meeting Facilitation Services* – HACBED continues to facilitate discussions related to the

Asset Development

HACBED’s *Ho‘owainai – The Hawai‘i Asset Policy Initiative* was a statewide collaborative effort involving nonprofit organizations, private sector representatives, public sector members, and community members that identified and championed policies and strategies that promote the creation and retention of assets and wealth in low income families and communities throughout Hawai‘i. The initiative sought to increase family self sufficiency by (1) building grassroots leadership, networks, and capacity to develop and advance asset building policies; (2) increasing community capacity to plan and implement wealth creation ventures and strategies; and (3)

establishing new resource partnerships to affect innovative approaches to investing in culture- and values-based development of Hawai‘i’s low-income communities. This work included:

- *Ho‘owaimai Network* (the Statewide Hawai‘i Asset Building Network) – HACBED provided support to the *Hawai‘i Asset Building Network* that is comprised of a range of diverse community-based partners and works to advance asset development policy and practice initiatives including State Earned Income Tax Credits, Tax Credits for Individual Development Accounts, a Volunteer Tax Assistance Program, and efforts to address predatory financial services.
- *State Asset Policy Task Force* – HACBED provided management and leadership support to the *State Asset Policy Task Force* that was established by the State legislature to initially focus on universal children’s savings accounts, financial education, and eliminating asset limits.
- *Family & Individual Self-Sufficiency Program* – HACBED coordinated a statewide network of volunteer income tax assistance (VITA) sites and trained volunteers to provide free tax assistance to low income working individuals and families. This program facilitated over \$4 million in federal refunds including \$1.8 million in Earned Income Tax Credits and \$286,721 in Child Tax Credits between 2007 and 2016.
- *Publications* – In collaboration with 3Point Consulting and other partners, HACBED developed the publication *Ho‘owaimai . . . Asset-Building Policy for Hawai‘i* that identifies six goals for a Hawai‘i asset building policy agenda – *make work pay, teach asset-building, break down barriers to asset-building, help people save, help people start and own businesses, and help people buy homes*. In addition, *One Step Forward, Two Steps Back – Policy Incentives & Deterrents in the Lives of Low Income Families* was also produced. HACBED’s most recent publication, *Asset Policy Roadmap: A Strategy for Advancing Financial Security & Opportunity in Hawai‘i* was developed in partnership with the Prosperity Now (formerly the Corporation for Enterprise Development or CFED).
- *County of Hawai‘i’s Department of Research & Development* – HACBED developed an asset policy roadmap for the County of Hawai‘i.
- *State Asset Leaders Learning Circle* – HACBED represented the Hawai‘i Asset Building Network in the 9 state *Learning Circle* that included California, Hawai‘i, Washington, Pennsylvania, Delaware, Texas, Illinois, Connecticut, and Michigan.
- *Prosperity Now Scorecard Partner* – HACBED served as a member of the Prosperity Now Community Steering Committee and continues to contribute to the annual scorecard. HACBED was also selected as one of eleven *2009-2010 Assets & Opportunity Established Asset Policy Coalition* partners from across the nation to work with CFED on its national *Assets & Opportunity Campaign*.
- *National Community Reinvestment Coalition (NCRC)* – HACBED serves as a board member for NCRC, which works with its grassroots member organizations to create opportunities for people to build wealth. NCRC works with community leaders, policymakers and financial institutions to champion fairness in banking, housing and business development.

- *Prosperity Now, Community Champion (formerly CFED Assets & Opportunity Network Steering Member* – Partnered with other Steering Members from across the nation to provide local perspective and leadership to the A&O Network, which was supported by CFED, and was a movement-oriented group of service providers, advocates, researchers, financial institutions, policymakers and others who worked to implement strategies and advocate for policies that help people become more financially secure.
- *CBED Conferences* – With support from financial institutions, government agencies, and CBED organizations, HACBED organized the 2004 CBED conference – “*Families Defining Economic Success: Redefining Wealth & Poverty in Hawai‘i*” that laid the groundwork for *Ho‘owainai – The Hawai‘i Asset Policy Initiative*.
- *Public Policy: NRFC Policy Committee* – HACBED was a member of the National Rural Funders Collaborative policy committee.
- *State Asset Policy Research* – HACBED was one of six state asset policy initiatives that was the focus of research supported by the Fannie Mae Foundation and was part of the learning network comprised of the six state initiatives.
- *Children’s Savings Project* on Hawai‘i Island – HACBED piloted a Kids Savings Initiative in partnership with the County of Hawai‘i, Dr. Michael Cheang, and Hawai‘i Island based credit unions. The key objective of the project was for children to develop a savings behavior early in life so they are able to build and maintain assets while ensuring economic security and well-being for the future.
- *Hawai‘i Individual Development Account Collaborative (HIDAC)* – HACBED served as fiscal sponsor and management agent for HIDAC, a collaborative of IDA practitioners and funders that provided restricted matched savings for low income individuals. Nearly 500 IDAs were opened; over \$500,000 in participant savings was amassed with an earned match of nearly \$800,000; more than 73 small businesses were started or expanded; 49 participants became first-time homeowners; and 53 participants acquired a post-secondary education.
- *National Rural Funders Collaborative (NRFC)* – HACBED participated in the NRFC’s (a collaborative of 12 national funders) learning network of 20 rural regional asset development collaboratives for 3 years. HACBED was also one of 6 teams chosen by NRFC to participate in the Aspen Institute and Annie E. Casey Foundation’s training institute for Rural Family Economic Success (RUFES).
- *City & County of Honolulu Department of Community Services* – HACBED developed an asset policy roadmap for the City & County of Honolulu.
- *O‘ahu Workforce Development Board* – local economic development member that helped to create the Local Plan, guiding the City & County of Honolulu’s efforts to collaborate with industry leaders and government to help Oahu's business grow, train and sustain a globally competitive workforce. Served on the Workforce Investment Board (Jan. 2013-Aug. 2015) and supported local workforce development initiatives that directly connected youth and employers

As part of this work, HACBED has also managed and operated the *Family Independence Initiative – Hawai‘i*, an initiative to identify viable asset building policies and community practices that work to break the cycle of poverty. The initiative supported families taking initiative and developing their own pathways out of poverty in two ways:

- through monetary awards and new connections, FII increases the economic and social assets of families that take the initiative to leverage their culture, values, and natural community to develop achievable paths out of poverty.
- as FII learns what actions families are taking to help themselves and others, we connect public, private and philanthropic sectors to these efforts and help to improve the programs and policies aimed at low income communities.

In less than two years, families in four communities on O‘ahu were able to achieve an 18% increase in their monthly household income, a 75% increase in family net worth, and a 377% increase in savings.

Finance & Fund Development

Through its training, technical assistance, and executive coaching services, HACBED has provided support to CBED organizations statewide in developing viable financing and fund development strategies to plan and implement their community and economic development ventures (projects, programs, and businesses). In addition to this work, HACBED has also worked with various private and government agencies to increase access to financing and funding opportunities for community organizations including the following efforts:

- *City & County of Honolulu* – HACBED conducted the community revitalization project under contract with the City & County of Honolulu to design and establish the City’s Section 108 Loan Program.
- *DBEDT’s CBED Program* – HACBED’s founders established a CBED grant, loan, and technical assistance program within the State DBEDT.
- *ABC Fund* – The Agenda for Building Community Fund, a hui of local private funders, provided non-traditional multi-year funding to 5 comprehensive community change initiatives on 3 islands. HACBED provided technical assistance to the Fund and its grantees.
- *Hawai‘i Community Loan Fund* – HACBED established this community development financial institution that was the first certified CDFI that focused on community-based economic development.



Background of HACBED Staff & Key Partners

HACBED Staff

Brent Kakesako is the Executive Director of HACBED and provides both organizational and managerial leadership across all program activities. In addition, he will assist with project planning; help with NPO recruitment, selection, and capacity assessments; and provide training, technical assistance. Brent is a licensed attorney who has a background in exploring legal entity structures for businesses, community organizing and coordination, planning and program development; developing and maintaining communication links with community based partners and constituents; and coaching. He is also the co-founder of Cultivating Collaboration & Collective Change (C4), a company that focuses on infusing community back into businesses through innovative partnerships and collaborative projects. He has an undergraduate degree, *cum laude* from Harvard University after writing a thesis focused on the leadership of teams and a Juris Doctorate from University of Hawai‘i’s William S. Richardson School of Law.

Merri Keliikuli is the Office Manager & Program Support of HACBED, responsible for day to day management of the office, accounting/bookkeeping, and support across various programs/projects. Merri’s work experience includes her previous role as Executive Director of Hoa ‘Āina O Mākaaha, overseeing daily operations, grant and budget management, and community outreach. Prior to that, she led several teams in retail operations while executing merchant planning and buying for more than 25 years. Merri received her bachelor’s degree in Business Administration from Loyola Marymount University.

Corin Thornburg is the Community-Based Economic Development Project Associate of HACBED, supporting the team with current activities as HACBED grows partnerships and collaborative projects. In her past experience, Corin worked as a teacher and grant writer at Hakipu‘u Learning Center, Public Charter School. Prior to that Corin worked at the University of San Diego’s Mulvaney Center for Community, Awareness and Social Action supporting local procurement and Anchor Institution initiatives. Corin received her bachelor’s degree in Psychology from Azusa Pacific University and master’s degree in Social Innovation from the University of San Diego.

Key Partners

HACBED also taps the expertise and experience of some of its board members and a small cadre of independent consultants to deliver on its work. These key partners include:

Bob Agres has more than 20 years of community and economic development experience. He served as HACBED's Executive Director from 1992 to 2012. He previously served as Maui County's Director of Housing & Human Concerns, the City & County of Honolulu's Director of Housing & Community Development and Deputy Director for Community Services, and Coordinator for the State CBED Program within the Department of Business, Economic Development, and Tourism. He teaches graduate level courses in community-based planning, community-based economic development, and social policy and planning at the University of Hawai'i's Department of Urban & Regional Planning and was awarded the 2009 *Planner Who Made a Difference Award* by UH-DURP and the American Planning Association's Hawai'i Chapter. He was a former member of the Editorial Board and a founding member of the Board of Directors of *The Nonprofit Quarterly* (a national publication); has been honored for nonprofit leadership by the Hawai'i Community Foundation, Wallace Alexander Gerbode Foundation, and Ford Foundation's Leadership for a Changing World (regional finalist); and has an M.S. in Community Economic Development from Southern New Hampshire University.

Donavan Kealoha is the Chief Executive Officer of Asio Corporation and is a technology entrepreneur and community organizer. While a graduate student, he co-founded Adama Materials, Inc., a material science company spun out of the University of Hawai'i, which raised nearly \$5 million to advance its technologies to enhance the performance of composite materials. While leading Adama, Donovan was also president of Lanaians for Sensible Growth, a grassroots community organization focused on advocacy of the community's role in economic development. Most recently, Donovan co-founded Asio Corporation. Donovan is a graduate of the William S. Richardson School of Law and the Shidler College of Business. In 2010, he was recognized as a "Forty under 40" recipient for Pacific Business News.

Jason Okuhama (Board President) has worked his entire professional career in the banking, commercial and consumer lending industry spanning the past 41 years. For the past 22 years he has been self-employed and specializes primarily in USDA Rural Development, US Small Business Administration and USDA Farm Service Agency loan programs. Jason has been the Board President of HACBED for the past 22 years.

Trina Orimoto (Board Vice-President) describes herself as a scientist-practitioner-activist and currently serves as a staff psychologist at the University of Hawai'i at Mānoa, Center for Cognitive Behavior Therapy. Until recently, she led the Program Improvement and Communications Office at the Department of Health's Child and Adolescent Mental Health Division. While there, Dr. Orimoto championed the division's research, legislative, policy, and strategic communications efforts. She also supervised student research and clinical work and would often pinch hit as a clinical lead at local Family Guidance Centers. Her research centers on understanding practice patterns and evidence-based treatments in community mental health settings. Dr. Orimoto is a graduate of the University of California at Los Angeles and the University of Hawai'i at Mānoa.

Marcus Kawatachi (Board Treasurer) has worked almost his entire career at the Hawai'i Civil Rights Commission, the agency that enforces the State's antidiscrimination laws in the areas of employment, housing, state services, and public accommodations. He currently serves as the Deputy Executive Director of the Hawai'i Civil Rights Commission, providing direct supervision to its legal

and investigative staff. As a member of the HACBED board, Marcus hopes to continue to assist individuals and families in creating opportunities to live their lives as they choose. He is a proud graduate of Princeton University and the William S. Richardson School of Law.

Derrick Kiyabu (Board Secretary) reconnected with HACBED by joining the board at the end of 2020. From 2000 - 2005, he worked at HACBED supporting its capacity-building training and technical assistance initiatives. He's since spent the last 17 years working in Hawai'i's agriculture sector, including work at MA'O Organic Farms, The Kohala Center, and GoFarm Hawai'i. Derrick currently lives a few miles north of Hilo, in Onomea, on Hawai'i Island and manages a tropical fruit production farm management company. He remains passionate about agriculture and community development issues in Hawai'i and also serves on the board of Mala'ai and HuiMAU (Hui Mālama i ke Ala 'Ūlili) on Hawai'i Island.

Miwa Tamanaha (Board Member) Miwa has served environmental and economic justice efforts in non-profit, private and public sectors, for over 20 years, including as a Co-Founder and Co-Director of backbone organization KUA (Kua'āina Ulu 'Auamo) and advocacy non-profit Executive Director of KAHEA: The Hawaiian-Environmental Alliance. Miwa holds a joint- B.A./M.A. in Economics from the University of Southern California. Miwa is currently serving in an Impact Residency at Hawai'i Investment Ready (HIR), a social impact finance intermediary. There, she serves as HIR's first Artist-in-Residence, working to further the art of community-building at HIR. At HACBED, Miwa hopes to contribute to HACBED's long legacy of supporting community economic self-determination, and the vision of its founders.

Phil Garboden (Board Member) is HCRC Professor of Affordable Housing at the University of Hawai'i with a joint appointment in the Department of Urban and Regional Planning (DURP) and the UH Economic Research Organization (UHERO). His work focuses on ways that public policy can support marginalized communities by providing housing that they can afford in environments that promote child development and individual well-being.

HACBED Track Record of Customized Training & Technical Assistance

List of Nonprofit & Community-Based Organizations Served

1. A Safe Place
2. Ae Kamalii Preschool
3. Affordable Housing & Homeless Alliance
4. Aha Punana Leo
5. Ahahui Kiwila Hawai'i O San Diego
6. Aiea Community Association
7. Alii Pauahi Hawaiian Civic Club
8. Aloha Church Assembly of God
9. Aloha Club
10. Aloha Family Chiropractic Health Center
11. Alternative Structures International
12. Anahola Hawaiian Homes Association
13. Anahola Hawaiian Land Farmers Association
14. Anahola Town Center Committee
15. Angel Network Charities, Inc.
16. ARC Of Hilo
17. The ARC of Kona
18. Bay Clinic
19. Benedictine Monastery of Hawai'i
20. Big Island Sustainable Comm. Assoc.
21. Catholic Charities Hawai'i
22. Center for Independent Living
23. Central Union Church of Honolulu
24. Children's Alliance of Hawai'i
25. Child & Family Services
26. Chuuk Hawai'i Community Council
27. Coalition of the Poor
28. Comfort, Security, Independence Inc.
29. Community Health Outreach Work Project
30. Community Conservation Network
31. Community Empowerment Organization
32. Community Life Resource Center
33. Compassion In Action
34. County of Hawai'i
35. Cultural Center of the Pacific
36. Damien Memorial High School
37. Department of Hawaiian Homelands
38. E Hoomau O Kaua'i Festival
39. Earth Aware Hawai'i
40. EduSphere
41. Empower North Shore O'ahu
42. Empower O'ahu
43. Envision Hawai'i
44. The Episcopal Church in HI
45. F.L.I.C.K. Foundation
46. Faith Against Drugs
47. Family Life Center
48. Family Promise of Hawai'i
49. Family Support Services of West Hawai'i
50. Farm Supply Cooperative
51. Fonuengin Association
52. Friends of Foster Kids
53. Friends of Kalihi/Kamanakaiki Streams
54. Friends of Moku'ula
55. Friends of the Children's Justice Center – East Hawai'i
56. Friends of the Children's Justice Center – Kaua'i
57. Friends of the Children's Justice Center – Maui
58. Friends of Waialua Town
59. Garden Island Arts Council
60. Genealogy Hawai'i
61. Genesis
62. GlobalCharities.org
63. God's Country Waimanalo
64. Good Beginnings Alliance
65. Grace Bible Church Honolulu
66. Grace Bible Church Maui
67. Grassroots Community Development Group
68. Greater E. Honolulu Community Association
69. Habitat for Humanity Maui
70. Hale Kipa
71. Hale Ku`ai Cooperative
72. Hale Pauahi Tenant Association
73. Haleiwa Main St. Business Association
74. Hamakua Diversified Agriculture Association
75. Hāmākua Youth Center
76. Handcrafters & Artisans Alliance
77. Haola Inc.
78. Hawai'i Academy of Arts & Sciences
79. Hawai'i Adult Day Care
80. Hawai'i Association of Independent Tutors
81. Hawai'i Children & Youth Foundation
82. Hawai'i Coalition for Dads
83. Hawai'i Community College
84. Hawai'i Council On Economic Education
85. Hawai'i County Economic Opportunity Council
86. Hawai'i Educational Opportunity
87. Hawai'i Families As Allies
88. Hawaii Foster Youth Coalition
89. Hawai'i Foster Parents Association
90. Hawai'i Freshstart
91. Hawai'i Herb Growers
92. Hawai'i Island Affordable Housing Community Land Trust
93. Hawai'i Island HIV/AIDS Foundation
94. Hawai'i Island Land Trust
95. Hawai'i Island Rural Health Assoc.
96. Hawai'i Island Writers Association
97. Hawai'i Maoli
98. Hawai'i Ola Waimanalo
99. Hawai'i Organic Farmer's Assoc.
100. Hawai'i Outcomes Institute
101. Hawai'i Police Department
102. Hawai'i School Gardens Hui
103. Hawai'i Seafood Training & Education Center
104. Hawai'i Shares
105. Hawai'i Tourism Authority
106. Hawai'i United Individuals
107. Hawai'i Volcano Circus
108. Hawai'i Women's Business Center
109. Hawai'i Youth Services Network
110. Hawaiian Community Development Board
111. Hawaiian Homestead Technology
112. Hawai'i's Homeless Women & Children Crisis Intervention Center
113. Hawai'i's Plantation Village
114. He Kula Na Mea Hawai'i
115. Healing Hands
116. Health Advocates for Patients Interests
117. Healthy Minds
118. Herstory
119. HI Assoc. Of Diabetes Educators
120. HI Assoc. of School Psychologists
121. HI Institute of Integrative Health
122. HI People's Fund
123. HI United Methodist Union Church
124. HI Vanilla Growers Cooperative
125. High Technology Development
126. Hilo Bay Watershed Advisory Group
127. Hilo Medical Center Foundation
128. Hilo-Hāmākua CDC
129. Hilo-Hāmākua MIRA Team
130. Historic Hawai'i Foundation
131. Hoa 'Āina O Mākaha
132. Homeownership Center Hawai'i
133. Honolulu Community Action Program
134. Honolulu Family Advocacy Center
135. Honolulu Habitat for Humanity
136. Honomu Computer Resource Center

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137. Hoolehua Agriculture Association
138. Ho`omana O Na Alii ame Ka Haku O Na Haku
139. Hoomau Ke Ola
140. Ho`omana O Na Alii ame Ka Haku O Na Haku
141. Ho`oulu Lahui
142. Hoowaiwai Na Kamalii – INPEACE
143. Hope Services
144. Hospice of Hilo
145. Hospice of Kona
146. Housing Affordability Coalition
147. Housing Solutions Incorporated
148. Hui Ho`omau O Keaukaha Pana`ewa
149. Hui Kako`o Aina Ho`o pula pula
150. Hui Makaainana a Kalawahine
151. Hui Malama Aina O Laie
152. Hui No Ke Ola Pono
153. Hui O Koolauloa
154. Hui O Na Makuahine Ho`okahi `O Kaua'i
155. Hui Olaka-Koke`e Natural History Museum
156. Hui Ulu Mea `Ai
157. `Ilio `uiaokalani Coalition, Inc.
158. Imua Family Services
159. Imua Transit Services
160. Insights to Success, Inc.
161. Institute for Native Pacific Education and Culture (INPEACE)
162. Institute for Family Enrichment
163. Institute for Human Services
164. International Military Community Executives Association
165. IONA Contemporary Dance Theatre
166. Island Praise Creation
167. Island Tenants on the Rise
168. Japan American Society of Hawai'i
169. Japanese Cultural Center of Hawai'i
170. Ka `Aina Ola CDC
171. Ka Hale Ola Makamae
172. Ka Hale Pomaika`i
173. Ka Leo O Na Kahuna Lapa`au `O Hawai'i
174. Ka Ohana O Kahikinui, Inc.
175. Ka`u Agroforestry Association
176. Ka`u Rural Health Community Association
177. KAHEA – The Hawaiian Environmental Alliance
178. KAHEC
179. Kahuku 2000
180. Kahuku Hospital
181. Kailapa Community Association
182. Kalamaula Homestead Association
183. Kalapana Community Association
184. Kalawahine Streamside Association
185. Kalihi-Palama Health Center
186. Kalihi-Palama-Chinatown CIG
187. Kama`aina Streets Coalition
188. Kamaliloa Ome Ahi
189. Kamehameha Schools
190. Kanu Hawai'i
191. Kanuikaponu Charter School
192. Kapaa Business Association
193. Kapolei CDC
194. Ka`u Concert Society
195. Kaua'i Bible Church
196. Kaua'i Habitat for Humanity
197. Kaua'i Museum Association
198. Kaua'i Planning & Action Alliance
199. Kaua'i Rural Champion Comm.
200. Kauai Food Bank, Inc.
201. Kauai North Shore Business Council
202. Kauhale (MAO Organic Farms, Searider Production, and Makaha Studios)
203. Kauhane O Halawa
204. Ke Aloha O Kō Kākou `Āina
205. Ke Aupuni Lokahi
206. Ke Ola Hou
207. Kea`au Youth Business Center
208. Keaukaha-Panaewa Farmers Association
209. Keiki Kidbits
210. Keiki Kokuu
211. Keiki O Ka `Āina Family Learning Centers
212. Keokea Hawaiian Homes Farmers
213. Keokea Homestead Farm Lots Association
214. Kewalo Hawaiian Homestead
215. KEY Project
216. Ki O Kaua'i
217. Kids Hurt Too
218. Kino'ole Baptist Church
219. Kipahulu OHana
220. Kipuka Farms
221. Ko`olauloa Educational Alliance Corp.
222. Kohala Community Partners
223. Kohala Forest Education & Outreach
224. Kohala Hospital Charitable Foundation Inc.
225. Kokua Counseling Services
226. Kokua Kalihi Valley – Ho`oulu `Āina
227. Kokua Market
228. Kona Pacific Farmers Cooperative
229. Kona Pacific Institute
230. Kona Theatre Preservation Society
231. Koolau loa Educational Alliance
232. Kula No Na Poe Hawai'i
233. Kulia Na Mamo
234. Labman Hawai'i
235. Lahaina Town Action Committee
236. La`i`ōpua 2020
237. Lana`i Compr. Comm. Dev. Initiative
238. Lanaians For Sensible Growth
239. Lanakila Rehabilitation Center
240. Laulima Eco-Farms Hawai'i, Inc.
241. Laulima Kuha`o
242. Laupahoehoe Elem. & High School
243. Laupahoehoe Train Museum
244. The Leahi/Maluhia Foundation, Inc.
245. Legal Aid Society of Hawaii
246. Legal Aid Society of HI – Kaua'i
247. Legal Assistance Services
248. Lihue Baptist Church
249. MA`O Organic Farms
250. Makaha Studios
251. Maku`u Farmers Association
252. Malama A Hoopili Pono Project
253. Malama Learning Center
254. Maluohai Residence Assn
255. Maluohai Residents Association
256. Maui Economic Opportunity
257. Maui Farm
258. Maui Interfaith Volunteer Caregivers
259. Maui Youth & Family Services
260. Maunalaha Valley Community Association
261. Micronesian Community Network
262. Micronesian United – Big Island
263. Micronesians United O`ahu
264. Moanalua Community Services
265. Moiliili Hongwanji – Project Dana
266. Mokichi Okada Association
267. Mokuaikaua Church
268. Mokuaina A Wakinekona
269. Moloka'i Community Services Council
270. Moloka'i Occupational Center
271. Moomana
272. Mothers Care
273. Na Huapala O Hawai'i
274. Na Kamalei-Ko`olauloa Early Education Program
275. Nā Kūpuna A Me Nā Kāko`o O Hālawā

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276. Na Lau Lama
277. Na Maka Haloa
278. Na Moku Aupuni O Ko`olau Hui
279. Na Ohana Kupa'a
280. Na Po`e Hoa 'Aina
281. Na`alehu Main Street
282. Na`alehu Theatre
283. Nanakuli Hawaiian Homestead
284. Nanakuli Housing Corporation
285. Nanakuli Neighborhood Housing Service
286. Native Hawaiian Education Council
287. Native Hawaiian Legal Corporation
288. Native Pathfinders Institution, Inc
289. Neighborhood Place of Kona
290. New Moon Foundation
291. North Shore Chamber Of Commerce
292. North Shore Community Land Trust
293. North Shore Country Market
294. O`iwi Lakahai O Ka Mokupuni O Keawe
295. O`ahu Workforce Investment Board
296. Oahu Council Hawaiian Civic Clubs
297. Oahu Rural Health Association
298. Ocean View Community Association
299. Ocean View Community Center
300. Office for Social Ministry
301. Office of Hawaiian Affairs
302. Ohana Family Of The Living God
303. Ohana Hoopakele
304. Ohana Komputer
305. Ohana Makamae
306. Ohana Ola O Kahumana
307. Olaa Community Center
308. Orchidland Community Association
309. Outrigger Duke Kahanamoku Foundation
310. Pacific American Foundation
311. Pacific Business Center
312. Pacific Gateway Center
313. Paepae O He`eia
314. Paleaku Peace Garden Sanctuary
315. Palolo Chinese Center
316. Palolo Tenants Association
317. Palolo Valley Homes Residents Association
318. Papakolea CDC
319. Papakolea Community Association
320. Paradise Chapel
321. Parents & Children Together
322. Parents Without Partners
323. Partners in Development Foundation
324. Partnership For Hawai'i's Keiki
325. Paukukalo Hawaiian Homes Community Association
326. Pearl City Foundation
327. Pearl Harbor Hawaiian Civic Club
328. People in Need of Support
329. Ponahawaiola Independent Living Readiness
330. Princess Kahanu Estates Association
331. Puueo Community Association
332. Puula Recovery Center
333. Queen Liliuokalani Children's Center
334. Resource Central.
335. Rural Development Project
336. Rural South Hilo Comm. Association
337. The Salvation Army-Family Intervention Services
338. Save The Foodbasket, Inc.
339. Sisters of St. Joseph of Carondelet
340. Sisters Offering Support
341. Society for Kona's Education & Art
342. South Kona Community Voices
343. Springs Of Living Water
344. St. Anthony Church & School
345. St. Joseph Church Youth Ministry
346. St. Patrick's Church Outreach
347. St. Theresa Church, Hale Kau Kau
348. State Foundation Culture & the Arts
349. State Office Of Youth Services
350. Steadfast Housing Dev. Corp.
351. Tahiti Fete of Hawai'i
352. Taiko Kaua'i
353. T.J Mahoney & Associates
354. Tobacco Free Hawai'i
355. Traditional Chinese Medical College
356. Trust for Public Land
357. Turning Point For Families
358. Vibrant Hawai'i
359. Victory Ohana Prison Fellowship, Inc.
360. Volcano Arts Center
361. Volcano Community Association
362. Volunteer Legal Services Hawai'i
363. Wai`anae Coast Coalition
364. Wai`anae Coast Community Alternative Development Corporation
365. Wai`anae Comm. Re-Development Corporation
366. Wai`anae Community Outreach
367. Waialua Farmers Cooperative
368. Waianae Community Outreach
369. Waiehu Kou Phase III
370. Wailuku Door of Faith Church
371. Waimanalo Community Development Corporation
372. Waimānalo Hawaiian Homes Association
373. Waimanalo Kūpuna Housing
374. Waiohuli Hawaiian Homesteaders Association
375. Waipā Foundation
376. Waipahu Community Association
377. West Hawaii Comm. Health Center
378. West Kauai Comm. Dev. Corporation
379. Windward Homeless Coalition
380. Wisdom of Women Institute
381. Youth Vision