

# STATEMENT OF QUALIFICATIONS

## *Facilitation Services – Puapua‘a Iki Habitat Restoration Project (Core Hui)*

Category of Professional Services  
Community Facilitation, Community Engagement, and Strategic Planning Services

### **Executive Summary**

Mahina Paishon is a trusted, Hawai‘i moku based facilitator with over 20 years of experience guiding complex, culturally sensitive, multi-stakeholder processes. Her work centers on elevating community voice—particularly lineal descendants and cultural practitioners—while translating dialogue into actionable, place-based solutions. With a proven track record supporting Federal, State, County, philanthropic and community initiatives, she brings the cultural competency, facilitation expertise, and strategic insight needed to successfully establish and guide the Puapua‘a Iki Core Hui.

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### **(1) Firm/Individual Information**

**Name:** Faylene Mahina Paishon Duarte

**Business:** Mahina Consulting LLC

**Phone:** (808) 354-3928

**Email:** [mahina@mahinapoepoe.com](mailto:mahina@mahinapoepoe.com)

**Principal Place of Business:**

P.O. Box 102, Holualoa, Hawai‘i 96725

**Office Locations:**

O‘oma, Hawai‘i (statewide service delivery)

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### **(2) Firm Background**

Mahina Duarte LLC, established in **2009**, provides over **15 years of professional services** in facilitation, community engagement, and strategic planning.

The firm operates with a **small core team (1–5 professionals)** and scales through partnerships to support complex, multi-stakeholder projects.

### **(3) Qualifications**

#### **Education & Training**

- MBA, Hawai'i Pacific University
- Post-Baccalaureate Certificate, Post-Secondary Education
- B.A., Hawaiian Studies, University of Hawai'i at Mānoa

#### **Certifications:**

Project Management (PMI) | Essential Facilitation | Non-Violent Communication | Grant Writing | Art of Hosting | Traditional Ho'oponopono training

#### **Core Expertise**

- Culturally grounded facilitation with lineal descendants and community stakeholders
  - Advisory group formation and collaborative governance design
  - Community engagement for place-based and culturally sensitive projects
  - Strategic planning and systems change processes
  - Public sector coordination (County, State, nonprofit)
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### **(4) Relevant Experience**

#### **Mauna Kea Legislative Working Group (Hawai'i State Legislature)**

- Facilitated weekly working group and subcommittee meetings
- Developed structured dialogue processes and collective agreements
- Coordinated multi-stakeholder engagement, including Native Hawaiian perspectives
- Supported consensus-building and final report development

Supporting material:

<https://www.hawaiihousedemocrats.com/post/house-mauna-kea-working-group-submits-final-report>

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#### **State of Hawai'i DBEDT – Maui Economic Recovery Commission & County of Maui**

- Co-designed and facilitated multi-sector convenings
- Supported development of strategic recovery priorities
- Guided inclusive engagement and stakeholder alignment

Supporting material:

<https://dbedt.hawaii.gov/mauieconomicrecovery/>

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### **Hawai'i Community Foundation – Waimea Futures Initiative**

- Facilitated the Waimea Community Weaving Hui (shared governance body)
- Led community engagement and strategic planning
- Developed a Theory of Change grounded in community voice

See attached

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### **Waipā Foundation – Strategic Planning**

- Facilitated development of long-term strategic vision
- Integrated cultural values and 'āina-based stewardship into planning
- Supported alignment of programs and organizational growth

See attached

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### **Department of Land and Natural Resources (DLNR) - House Concurrent Resolution 191 - Establishment of the Kailua Bay Advisory Working Group**

- Facilitated multi-stakeholder engagement processes
- Supported dialogue on environmental and cultural resource issues
- Developed stakeholder-informed recommendations

Supporting material:

<chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://files.hawaii.gov/dlnr/reports-to-the-legislature/2026/BD26-HCR191-HD-1-KBAWG-Report-FY25.pdf>

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### **Additional Experience**

- Convened advisory groups addressing land use, stewardship, and governance
- Led engagement processes centered on **lineal descendant and community voice**
- Integrated cultural protocols into planning and facilitation

## Core Strengths

- Proven facilitator of **culturally sensitive, place-based processes**
- Trusted leader in **community engagement and advisory group development**
- Strong ability to translate dialogue into **actionable outcomes**
- Deep understanding of Hawai'i's cultural, environmental, and governance context

## References:

Mr. John DeFries, Executive Director  
Mauna Kea Stewardship & Oversight Authority  
[john.defries@hawaii.gov](mailto:john.defries@hawaii.gov)

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# WAIPĀ

2025- 2030 STRATEGIC PLAN

E ŌLA KA 'ĀINA O WAIPĀ

# EXECUTIVE *Summary*



*"I think that Waipā is an example of what the future of conservation in Hawai'i should be."*

For thirty years, Waipā Foundation has stewarded an enduring vision: working hand in hand with kupuna, 'ohana, and wider cultural, educational, and conservation communities to cultivate education, healing from historical trauma, ahupua'a restoration, durable social connections, and shared kuleana.

With broad based community support, Waipā created two generations of impact:

- Tens of thousands of learners served
- Revitalized habitat and ecosystems throughout the ahupua'a
- Hundreds of organizations, funders, institutions, and businesses that are inspired and transformed by Waipā's vision and work

This plan represents an invitation to join Waipā's journey, by:

- Partnering on programs and initiatives
- Sharing targeted resources
- Providing funding support for continued growth

Waipā Foundation's explicit **call to action** includes:

- **Resources:** Raise a minimum of \$25M over 5 years to meet Waipā's strategic goals
- **People:** Serve over 50,000 individuals over 5 years by growing existing staff of 25 to 50 and team of volunteers from 100 to 200+ individuals
- **Partnerships:** Double existing partnerships from 100 to 200 annually over 5 years

Waipā will continue evolving as a model for ahupua'a-scale resource management and community prosperity. Join their Foundation in amplifying the health and abundance of Waipā for present and future generations, inspiring healthier communities both locally and globally.

*E ola ka 'āina o Waipā!*

(May the land of Waipā live and endure!)



# BACKGROUND

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Waipā Foundation retained Mahina Consulting in January 2024 to develop a five year strategic plan to chart the course for Waipā Foundation, towards fulfilling its vision and mission, better positioning the organization for continued growth and strategic transformative impact to serve 'āina and community.

The aims of this planning effort were multi-fold and were conducted to intersect with other concurrent planning processes which include: the continuing master and site planning process; and a study that examined the wide range of impacts the organization has had over their 30 years of operation. In doing so, the strategic plan will both inform and be informed by key components of the aforementioned plans.

Waipā's 2025-2030 strategic planning process objectives were as follows:

- **Develop** a 5-year strategic plan to chart the course for Waipā Foundation toward fulfilling its vision and mission, better positioning the organization for the future.
- **Conduct** a comprehensive assessment of Waipā Foundation's current status, including strengths, weaknesses, opportunities, and threats (SWOT analysis).
- **Collaborate** to co-develop realistic timelines and resource allocation plans for the implementation of the strategic plan via action plans.
- Provide **guidance** on monitoring and evaluation strategizing to measure the plan's success.

To meet these planning process objectives, great effort was spent on engagement with staff, board members and core leadership which culminated in twenty plus hybrid, virtual and in-person sessions. The input represented in this plan offers strategic guidance with renewed vision and mission statements; five strategic goals and key targets; organizational values in action; and a theory of change that envisions and leads generational change over fifteen years.





# CURRENT SITUATION

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Below are individual quotes from staff members who participated in the swot analysis which provides a snapshot of the full data set that informed the development of the five strategic goals, growth areas and key targets.

## STRENGTHS

**Internal factors that distinguish Waipā from other similar organizations**

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- Connecting people to land
- Connecting people to people
- Helping the community and supporting children/youth through 'āina based programs
- The dedicated staff
- Great haumāna that demonstrate interest in 'āina-based learning
- Created a community gathering space to engage one another that is well utilized
- The health of the stream returning
- Quality and reputable education activities
- Growing ability to feed people and capacity towards sustainability

## WEAKNESSES

**AREAS FOR IMPROVEMENT**

**Internal factors that create challenges for Waipā to operate and meet its mission**

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- Lack of opportunities for staff development and mentoring
- Need for more permanent facilities to expand our programs
- Lack of education and workforce exposure opportunities in sectors such as health
- Need for stable funding

*“Waipā is an excellent example of resource management. It inspires me to dig deeper into the connection between our kūpuna, resource management and 'āina.”*



## OPPORTUNITIES

**External factors for which Waipā has an opportunity to grow and improve its programming and operations**

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- Expand Waipā living learning center to inspire other fields of interest
- Foster green jobs and workforce development or gap years etc.: ex-trade skills that are relevant and needed
- Continue to support kupuna knowledge and ways of being
  - Gather, record and perpetuate kupuna knowledge to the next generation
- Explore Waipā's role to improve the health conditions of Native Hawaiians
- Job creation and capture/retain the talent of Waipā students
  - Seek solutions to keep Kaua'i youth home
- Attract value-aligned funders/supporters
- Continue to explore eco-tourism experiences as a revenue generator
- Site and infrastructure expansion
- Opportunity for new or strengthening partnerships
- High demand site for volunteering
- Be a regional solution for building food system resilience
- Leverage growing movement for indigenous ecosystems management

## THREATS

**External factors that present Waipā with the risk of decline, failure or diminishing returns**

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- Funding - over reliance on grant funding
- Federal political landscape
- Over tourism
- Traffic congestion
- Cost of living
- Influx of disproportionate wealth
- Associated limitations/constraints with being a leasee
- Lack of affordable housing for residents and workers
- Invasive species
- Climate change
- Change in community values

# THEORY *of Change*

At a glance, Waipā Foundation's Theory of Change provides a framework for how the organization's mission, vision, and values will continually guide and align its priorities and resources to ultimately accomplish longer term generational impact for 'āina and community. [SEE EXPANDED THEORY OF CHANGE](#)

## VISION

Waipā is an ahupuaʻa where the land, resources, and people are thriving and overflowing with abundance, inspiring a healthier global community.

## MISSION

To restore Waipā's vibrant natural systems and resources; inspire healthy, thriving communities connected to their resources; and lead by example.

## VALUES

**Kūlia i ka Nu'u** - Strive for excellence

**Kūlia i ka Pono** - Strive to do the right thing

**Aloha 'Āina** - Love the land and resources

**Hiki Nō** - Resourcefulness and a "Can-Do" attitude



*"Waipā shows us that food sovereignty can be a reality."*

# VALUES *in Action*

The Hawaiian values that are described below are important core guiding values of the Foundation. Staff, board members, volunteers, and program participants are encouraged to apply these values at Waipā and in the greater community. In doing so, Waipā will be a thriving and healthy place and community of overflowing abundance.

## **KŪLIA I KA NU’U**

### **STRIVE FOR EXCELLENCE**

What does this look like in action?

- Cultivating and being a part of a community committed to Waipā
- Continually learning and building capacity
- Looking to our elders for wisdom
- Paying attention to the details

What does this value mean to us?

- It means to continually seeking growth for myself, supporting my coworkers in their pursuits of growth, and investing towards the growth of Waipā
- Always trying to improve ourselves and our work by reexamining, reimagining and reworking ‘systems and approaches’
- Deferring to others (when appropriate)
- Continue to build on yesterday and strive to be better

## **KŪLIA I KA PONO**

### **STRIVE TO DO THE RIGHT THING**

What does this look like in action?

- Holding ourselves accountable, reflecting on our actions
- Choosing to be a part of Waipā ‘ohana, being a part of a team dynamic, our shared goals
- Demonstrating ha‘aha‘a
- Being open minded

What does this value mean to us?

- It means taking the work beyond yourself, beyond your own desires
- Being an example of aloha ‘Āina and sharing what we have been able to accomplish with others
- Doing these things because it needs to be get done even if it’s not your (specific) kuleana
- Be a good example for our people, state, and world

## **ALOHA ‘ĀINA**

### **LOVE THE LAND AND ITS RESOURCES**

What does this look like in action?

- Showing up to work, believing in the mission and values of Waipā
- Connecting the community with Waipā ‘āina and work
- Simple and consistent actions like picking up trash when you see it; turning off the water and lights; avoiding the use of plastic whenever possible
- Taking care of our area
- Applying long-term thinking

What does this value mean to us?

- Building a long-term relationship with the ‘āina (land, water, community) to cultivate ‘āina momona
- To continuously connect to and love ‘āina so that future generations can too

## **HIKI NŌ**

### **RESOURCEFULNESS AND A “CAN DO” ATTITUDE**

What does this look like in action?

- Doing things to mālama the foundation or facilities just to kōkua and not for recognition
- You respect and trust your coworkers are giving their all
- Enduring (occasional) frustration and working through obstacles in all times (in both times of optimism and adversity)
- Taking on tasks outside of your immediate kuleana in order to support your coworkers

What does this value mean to us?

- It means you do what needs to be done with a good attitude
- Practicing resilience
- Community working together - shout out to all of those who kōkua on poi days!

# STRATEGIC GOALS & GROWTH AREAS

Waipa Foundation's Theory of Change provides a framework for how **the organization's mission, vision, and values will continually guide and align its priorities** and resources to ultimately achieve longer term generational impact for 'āina and community. Due to the insights gleaned from the strategic planning, impact study, and master planning processes, it is clear that Waipā Foundation is successfully fulfilling its vision and mission. Building upon this success, **the Foundation is now poised to leverage three decades of experience in organizational development, community engagement, and ahupua'a management to achieve key targets** and five strategic goals between 2025 and 2030, which will ultimately culminate in 'āina and community transformation. Further, the positive changes that will be realized and measured are described in the generational impact statements below.

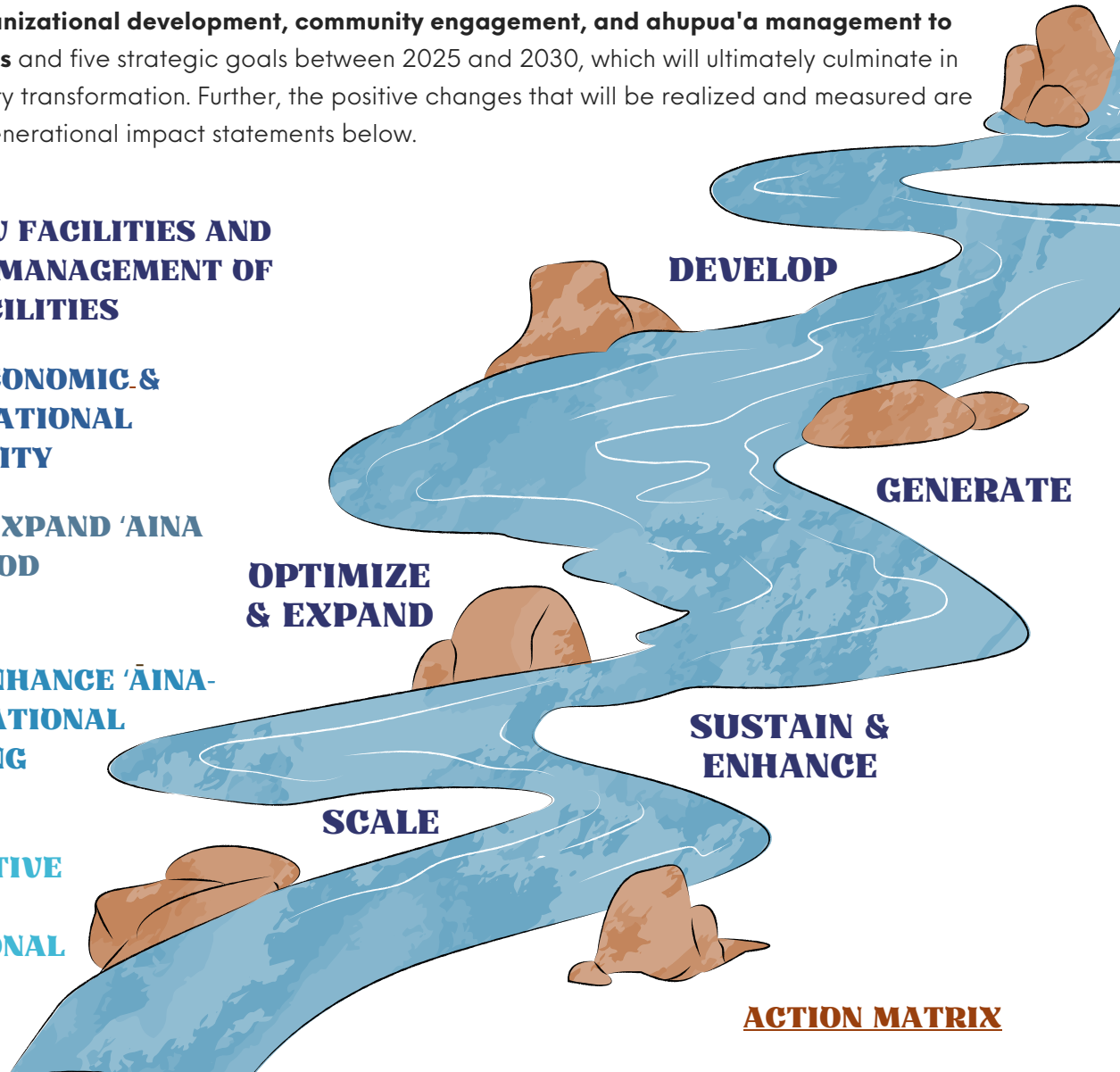
**DEVELOP NEW FACILITIES AND STREAMLINE MANAGEMENT OF EXISTING FACILITIES**

**GENERATE ECONOMIC & MULTIGENERATIONAL SUSTAINABILITY**

**OPTIMIZE & EXPAND 'AINA HEALTH & FOOD PRODUCTION**

**SUSTAIN & ENHANCE 'AINA-BASED EDUCATIONAL PROGRAMMING**

**SCALE ADMINISTRATIVE & ORGANIZATIONAL EFFICACY**



## **ACTION MATRIX**



# GENERATIONAL IMPACT INDICATORS

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Eight impact indicators were selected to provide a basis for measuring **Waipā's positive effects on changing 'āina and community health and resiliency over the next 15 years**. The indicator selection process utilized the Waipā Impact Study to inform strategic planning and visioning.

- Restoring and stewarding Waipā's vibrant and **abundant natural resources, mauka to makai**.
- Inspiring a **deeper connection between people with land** as that which feeds and sustains. Expanding access to culturally significant foods and localizing community food systems in Halele'a and beyond.
- Elevating **Hawaiian identity** and **strengthening the sense of place** and **community** in Halele'a and beyond.
- Inspiring and cultivating the next generations of **aloha 'āina practitioners**.
- Growing an organizational structure that provides a role model for best practices **integrating āina management, cultural values, and community impact** and engagement.
- Creating positive change in Waipā's target communities through **impactful 'āina-based educational programming**.
- Pursuing a sustainable workforce model for 'āina stewardship through **targeted job and internship creation**, and **long term capacity building** for staff, interns, volunteers and board members.
- Perpetuating Waipā as a **safe and nurturing place of learning, community connection and gatherings, employment** and meaningful work.



## ACKNOWLEDGEMENT

The Waipā board and staff acknowledges the founding kūpuna and òhana, those activists who fought to save Waipā from resort development by outsiders; those who, with great foresight, laid the foundation for kanaka led community-based development. We also acknowledge, with gratitude, the vast contributions from so many who have enabled our community to bring the vision of our founders to fruition. As we live the dreams of our kūpuna, we look to be the present visionaries who set the course for a healthy and abundant future. Mahalo for being a part of the Waipā òhana.

Mahalo to Mahina Paishon for the generous and valuable gifts of your time and ike in the development of the process and this plan.

Mahalo to Waipā's staff team for your shared knowledge, experience and dreams; to our Board of Directors for your leadership, guidance and foresight; and to the HMSA Foundation, Kamehameha Schools Āina Ulu, and others whose financial support brought this plan to life.

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## MANAGEMENT & STAFF

Executive Director

**STACY SPROAT**

Director of Operations, Communications and Community Programs

**KAUI FU**

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# WAIPĀ Board

President, Director

**PRESLEY WANN**

Vice President, Director

**GAYLA SPENCER**

Secretary, Director

**LĪHAU PAIK**

Treasurer, Director

**MICHELLE SWARTMAN**

Director

**LEANORA KAIADKAMĀLIE**

Director

**DR. TODD KUWAYE**

Director

**DONNA AANA - NAHAKARA**

Director

**KEITH NITTA**

Director

**WALLACE REZENTES, JR**

Director

**DENISE WARDLOW**

Director

**LILLIAN WATARI**

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WAIMEA I KA UA O KAPA'AOA  
KAHIKO I LUNA O KA'ALA  
KUAHIWI 'ALO ANU O WAIMEA  
'OHU'OHU I KE OHO O KA PĀLAI

WAIMEA IN THE PA'AOA RAIN  
ADORNING THE TOP OF KA'ALA  
MOUNTAIN EMBRACING WAIMEA'S COLD  
EMBELLISHED WITH LACEY PALAI FERN

VERSE II OF MAIKA'I WAIMEA BY JOHN KALINO

# WAIMEA FUTURES COMMUNITY REPORT

## PHASE III

Prepared by :

WAIWAI COLLECTIVE  
MAHINA PAISHON  
DIANE U'ILANI CHADWICK

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**“ NO MATTER WHERE WE  
COME FROM,  
WE ALL LOVE WAIMEA.**

————— Shawn Saito  
Tutu's House

# EXECUTIVE SUMMARY



## MAIKA'I WAIMEA

### OUR FUTURE, OUR KULEANA

Waimea Futures is a community-led initiative of the Richard Smart Fund at the Hawai'i Community Foundation (HCF) that advances HCF's strategic priorities of elevating community voice, co-creating solutions to root causes of systemic challenges, and building trust-based relationships that support long-term community well-being. Since 1988, the Richard Smart Fund has invested more than \$8.3 million in nonprofit organizations serving Waimea. In 2022, HCF intentionally re-imagined the Fund's grantmaking approach to align with trust-based philanthropy principles, launching Waimea Futures as a three-phase initiative spanning 2023–2025.

## PHASE 1

### Phase 1 (January–September 2023)

prioritized listening, inclusion, and relationship-building, key indicators of trust-based philanthropy. Through 14 community conversations and a community summit, Waimea Futures elevated diverse community voices and lived experiences, strengthened pilina to place, and centered 'ike kūpuna and cultural values in defining community priorities. These engagements honored the legacy of Richard Smart while grounding future action in community-identified needs and aspirations.

## PHASE 2

### Phase 2 (October 2023–September 2024)

advanced HCF's commitment to shared power and community co-creation by establishing a community advisory committee to redesign the Richard Smart Fund grant program. More than \$618,000 was invested through flexible, place-based strategies that emphasized collaboration, cultural perpetuation, and alignment of nonprofit kuleana with collective well-being. These strategies reduced traditional barriers between funder and community, supported experimentation through prototypes, and recognized community organizations as trusted partners in change.





## KEY INDICATORS

Key outcomes aligned with HCF's strategic priorities and trust-based philanthropy indicators include:

### PHASE 3

**Phase 3 (October 2024–September 2025)** deepened impact by strengthening community capacity, accountability, and learning, consistent with HCF's systems-change approach. Led by the Waimea Community Weaving Hui, this phase introduced Hui Kumu Waiwai, a learning cohort focused on shared understanding of systems, root causes, and collective action. The Maika'i Waimea Community Summit reconvened the community to reflect on progress, reaffirm shared values, and align future actions. Participation across Waimea Futures activities grew to as many as 1,100 individuals—engaging an estimated 8–10% of Waimea's resident population—demonstrating broad community trust, relevance, and ownership.

As Waimea Futures moves forward, recommended next steps include: a) expanding communication and community-led engagement; b) increasing adoption of the Waimea Community Pledge; c) offering action-oriented learning opportunities; d) continuing cultural recognition efforts; and finally e) sustaining the Waimea Community Weaving Hui as a trusted convener and advisory partner to HCF. Together, these efforts exemplify a trust-based, community-driven model for philanthropy that aligns with HCF's strategic vision and supports Waimea's ability to steward its future in accordance with its heritage, values, and collective aspirations.

- \* Elevated community voice and leadership, reflected in community-led decision-making, advisory structures, and learning cohorts
- \* Strengthened social cohesion and cross-sector collaboration, supporting collective problem-solving and shared accountability
- \* Flexible, relationship-centered grant-making, enabling nonprofits and community members to align their work with shared priorities
- \* Cultural perpetuation and place-based values, centered as foundational to long-term resilience and well-being
- \* Shared agreements and commitments, formalized through the Waimea Community Pledge



# BACKGROUND & SCOPE

Since 1988, the Richard Smart Fund at the Hawai'i Community Foundation (HCF) has received more than \$11 million from the Parker Ranch Foundation Trust (PRFT) and awarded over \$8.3 million to nonprofit organizations "to support health care, educational, and charitable purposes in the Kamuela (Waimea) area," as directed by Richard Smart's Trust. Over the past 23 years, grantmaking from the Fund has focused on building social capital, strengthening organizational capacity, supporting educational innovation, providing post-secondary scholarships, and broadly supporting the nonprofit sector serving the Waimea community.

In 2022, as HCF developed a 10-year strategic plan centered on elevating community voice, co-creating solutions to address root causes of systemic issues, and engaging in trust-based relationships, a new grant program for the Richard Smart Fund began to take shape. This work evolved into a place-based community initiative implemented in three phases from January 2023 through December 2025, now known as Waimea Futures.

## **PHASE 1: COMMUNITY CONVERSATIONS** **(JANUARY-SEPTEMBER 2023)**

Phase 1 focused on identifying and engaging the diverse population groups, influencers, organizations, and businesses within Waimea and inviting them to come together around their shared aloha for place. Fourteen community conversations and one community summit were convened and facilitated by Mahina Paishon of Waiwai Collective in partnership with Diane Chadwick of the Hawai'i Community Foundation.

Participants included long-time and newer residents, educators, nonprofit, business, and faith leaders, cowboys, farmers, cultural practitioners, and astronomers. These gatherings honored the legacy of Richard Smart, deepened participants' pilina (connection) to Waimea, and surfaced priority issues that must be addressed to move Waimea toward a thriving future that honors and perpetuates the community's culture.



## PHASE 2: PROGRAM REDESIGN AND EARLY ACTION (OCTOBER 2023–SEPTEMBER 2024)

Phase 2 built upon the insights gathered during the community conversations by forming a community advisory committee to partner with HCF in redesigning the Richard Smart Fund grant program. Together, they developed strategies for using RSF funding to convene opportunities that promote greater cohesion, connectedness, and shared agreement around collective values and actions. These strategies were designed to address critical issues, reflect Waimea’s heritage, and sustain its unique identity.

### STRATEGY ONE:

Strategy One supported community-led action through a \$100,000 grant to **Friends of the Future**. This funding enabled prototype groups formed at the May 2023 community summit to take action in four priority areas: affordable housing; public access to open spaces; perpetuating Waimea’s culture; and sharing the stories of Waimea. These prototype groups were composed of community volunteers committed to advancing these issues.

### STRATEGY TWO:

Strategy Two involved a \$100,000 grant to **Nā Kālai Wa‘a (NKW)**, which provided awards to four organizations exemplifying the perpetuation of Waimea’s culture:

- **Hālau Nā Kīpu‘upu‘u**, for sharing Hawaiian culture through hula and ‘ike kūpuna
- **Kawaihae Canoe Club**, for providing culturally grounded physical activity for all ages
- **Māla‘ai Garden**, for teaching students the importance of food cultivation for Waimea
- **Alex & Duke DeRego Foundation**, for promoting youth safety and well-being

Nā Kālai Wa‘a supported the identification and management of the awards and organized a community celebration attended by more than 300 people.

### STRATEGY THREE:

Strategy Three translated lessons from the Phase 1 conversations and summit into a redesigned grant program that brought together diverse members of the community. The program emphasized each nonprofit’s kuleana and how their work contributes to the collective well-being of Waimea while addressing the priority issues identified by the community. In 2024, a total of \$418,270 was awarded to 14 organizations through the Richard Smart Fund.



## PHASE 3: DEEPENING LEARNING AND RECONNECTION (OCTOBER 2024–SEPTEMBER 2025)

This report focuses on Phase 3. Lessons from Phase 2 highlighted a strong desire for deeper learning about Waimea’s culture, revealed challenges faced by volunteer-led prototype groups, and demonstrated an opportunity for nonprofit organizations to more intentionally align their work and kuleana with the community’s collective well-being through the redesigned grant program.

In response, the community advisory committee—now calling themselves the **Waimea Community Weaving Hui**—developed two new strategies:

1. **Hui Kumu Waiwai**, a deeper learning opportunity designed to build shared understanding, skills, and relationships
2. **Maika’i Waimea Community Summit**, a gathering to reconnect the community, share progress since the initial conversations in early 2023, and further explore the priority issues identified by the community.

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**I TOOK WAIMEA  
FOR GRANTED.  
BEING PART OF THE  
COHORT OPENED MY  
EYES THAT I HAVE  
A GREATER  
RESPONSIBILITY TO  
THIS PLACE THAT I  
LOVE, TO STEWARD  
IT WELL.**

—— Shirley De Rego  
Alex & Duke De Rego Foundation



# IMPACT AND INITIATIVES

## OUTCOMES

Participation increased from approximately 160 individuals in early efforts to as many as 1,100 participants across Waimea Futures activities. An estimated 8–10% of Waimea's resident population engaged in initiatives advancing the Waimea Futures vision and collective priorities. The following initiatives were funded by the Richard Smart Fund and supported by the Waimea Community Weaving Hui:

- **Discover Your Kuleana gatherings**
- **Hawai'i Public Radio / Hawai'i Radio Hour – Sharing Mo'olelo program at Kahilu Theatre**
- **Wai Forum, hosted by Waimea Hawaiian Civic Clubs**
- **Waimea Resilience Hub workshops**

These efforts expanded the community's social impact network and strengthened coordinated action aligned with a shared vision, values, and priorities. They also increased willingness to collaborate, problem-solve collectively, and share resources and expertise. In addition, the Hui hosted the second Waimea Futures Summit, Maika'i Waimea: Our Future, Our Kuleana.

## DELIVERABLES MET

- \* Coordinated and facilitated a learning cohort of grantee and interested organizations focused on systems change, root causes of systemic barriers, and co-creating place-based solutions
- \* Hosted an in-person summit that articulated a revised community vision and shared values and agreements
- \* Established Waimea Community Weaving Hui roles, terms, responsibilities, self-governance agreements, and onboarding/offboarding protocols
- \* Worked with HCF to recommend grants for 2025
- \* Developed a website, monthly e-newsletter, and social media presence to build connection, momentum, and information-sharing across Waimea
- \* Produced a written report describing a revised community vision and shared values and agreements

## DELIVERABLES NOT ADDRESSED

The following activities were not completed due to limited budget and competing academic, extracurricular, and family responsibilities of Waimea youth. To address these gaps, Waiwai Collective recommends convening interested organizations to apply for future grants focused on shared priorities identified at the Maika'i Waimea Summit. An additional recommendation is for Waimea Futures to collaborate with the Waimea Education Hui to co-host a Waimea Youth Summit. The Waimea Education Hui includes active participation from all Waimea public and private schools.

- Support for a second cohort of prototype groups addressing food and water security and other identified priorities
- Hosting a youth summit in collaboration with the Waimea Education Hui





# MAIKA' I WAIMEA SUMMIT

The second Waimea Community Summit, Waimea Futures, was held on September 27, 2025, at Kanu o ka 'Āina Public Charter School. The summit convened more than 150 community participants and 30 guest speakers and exhibitors.

The goal of the summit was to bring the community together, expand participation in conversations and actions shaping Waimea's future, increase awareness of ongoing initiatives supported by the Richard Smart Fund, and affirm the values guiding Waimea forward.

The program featured an opening plenary, two concurrent learning workshop sessions with four topic areas, guided lunch conversations, and a closing keynote.

## LEARNING WORKSHOP: TOPICS AND PRESENTERS

### CULTURE/MO'OLELO

#### Sharing Waimea's Stories & Culture

Naka Nathaniel, Kolby Akamu Moser, Julia Brotman, Dagan Bernstein

#### Understanding Waimea through Mo'olelo

Momi Naughton, Ku'ulei Keakealani, Ana Bertelmann

### WAI

#### Where are the waters of Waimea?

Kalani Flores

#### Waimea Futures: Planning in Continuity with Water

Kamuela Plunkett

### FOOD SECURITY

#### Restoring Pilina 'Āina: One Food Forest at a Time

Cheryl Ka'uhane Lupenui, Margo Shiroyama, Jake Merkel, Anianikū Chong, Ka'iana Runnels

#### Supporting Our Food Producers

Eric Batha, Leandra Rouse, Ippy Aiona

### AFFORDABLE HOUSING

#### Koai'e Update & Becoming Mortgage Ready

Keith Kato, Jeremy McComber, Shirley De Rego

#### Community Land Trusts

Carolyn Auwelo, Beth Robinson, Whitney Harvey



# SUMMIT SURVEY RESULTS

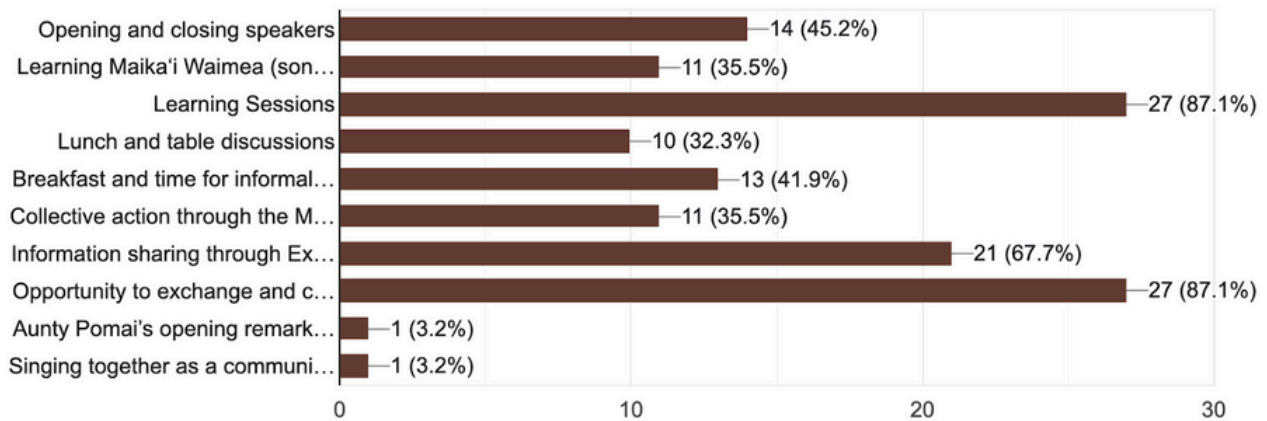
The following describes the responses of 31 Summit attendees which make up 26% of total attendance.

Overwhelmingly, both survey respondents and in-person Summit poll, indicated that a 3rd Summit should be offered in the future. Survey respondents also provided recommendations for refinement, should a 3rd Summit be hosted.

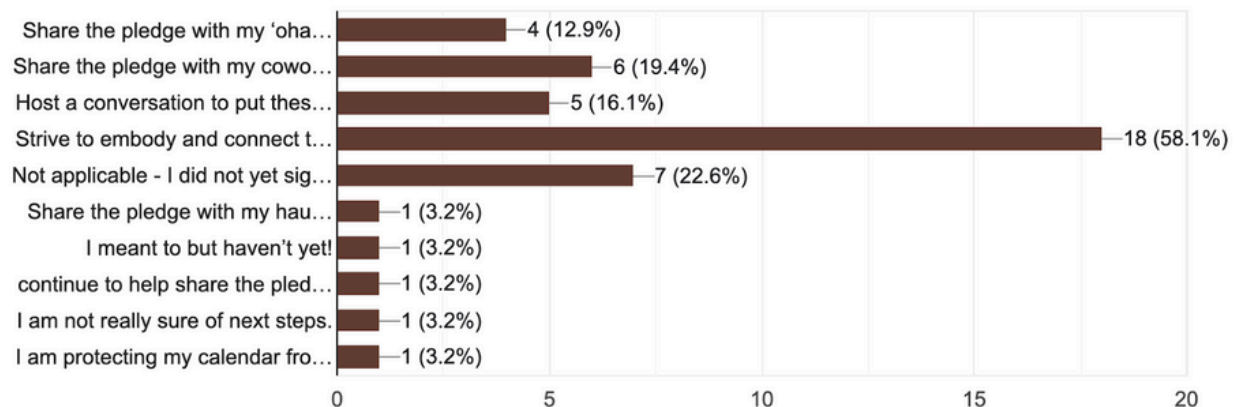


## 31 RESPONSES COLLECTED:

### WHAT WAS THE BEST THING ABOUT SATURDAY'S "MAIKA'I WAIMEA" SUMMIT?



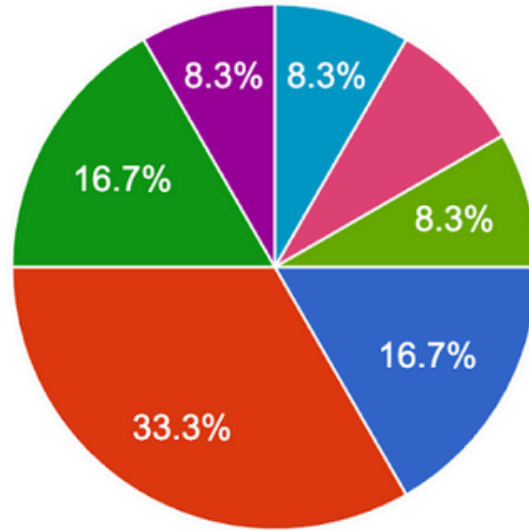
### WHAT WOULD YOU CONSIDER YOUR PERSONAL "NEXT STEPS" REGARDING OUR SHARED MISSION AND VISION FOR WAIMEA'S FUTURE





12 RESPONSES COLLECTED:

### IF YOU DID NOT YET SIGN THE PLEDGE, WHAT DO YOU NEED TO SIGN ON?

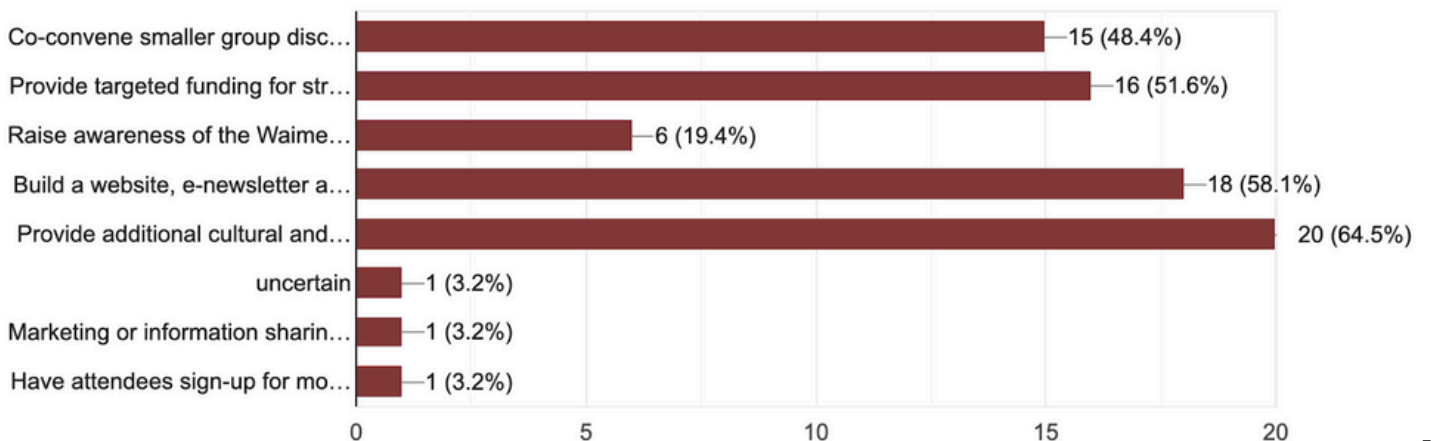


- More information - I do not adequately understand what is described.
- Make it easy to sign-on like using an electronic form or set up the pledge in...
- Edit the Pledge. I would like to see rev...
- Note sure
- just hadn't gotten to it
- like this <https://ponopledge.com/take-t...>
- I signed the pledge, and I appreciate t...
- Sorry, I signed the pledge, but cannot...



31 RESPONSES COLLECTED:

### WHAT SHOULD BE THE NEXT STEPS TO BUILD ON THIS POSITIVE MOMENTUM?





Respondents overwhelmingly agreed that a 3rd Summit should be offered.

- **Maintain Momentum and Connections:** A 3rd summit is strongly supported to keep the energy, motivation, and connections going, as well as to continue building relationships (pilina) and fostering community interaction/participation.
- **Action and Learning:** Respondents see it as an opportunity to execute action items, learn about and be part of community priorities, go deeper into topics, and refine goals/action items based on past learnings. Some requested more action-based workshops.
- **Community Growth and Inclusion:** The summit is viewed as a great way to involve community members in community growth, bring organizations and community members together, attract new voices by offering the event at a different time/day, and bring in more people who may be interested in future plans.
- **Improve Representation and Focus:** Suggestions included first holding a series of smaller group sessions to mobilize specific action, and ensuring representation from larger stakeholders like DHHL, Parker Ranch, the farming community, and the hospitality industry.

## EDUCATIONAL VENUE AND INFORMATION ACCESS:

THE SUMMIT IS  
VALUED AS AN  
EDUCATIONAL VENUE  
THAT PROVIDES  
IMPORTANT  
INFORMATION/  
INITIATIVES TO THE  
COMMUNITY AND IS A  
GREAT WAY TO  
ACCESS  
INFORMATION ON  
LIVING IN WAIMEA.

# NEXT STEPS & RECOMMENDATIONS



Building on the momentum, learning, and relationships established through Waimea Futures, the following next steps and recommendations are offered to sustain progress and deepen community impact:

- 
- \* Promote and expand the Waimea Futures brand and communication platforms to strengthen visibility, coherence, and shared identity across the community.
  - \* Increase awareness of—and participation in—the Waimea Community Pledge by engaging targeted education, business, nonprofit, and government entities to encourage alignment with shared values and collective commitments.
  - \* Provide additional action-oriented workshops that build upon the priorities, ideas, and energy generated at the Maika'i Waimea Summit, supporting practical implementation and collaboration.
  - \* Secure funding to host a second “Keeping Waimea’s Culture” event and provide additional awards that recognize and uplift organizations and individuals perpetuating Waimea’s cultural heritage.
  - \* Continue to host and facilitate the Waimea Community Weaving Hui to:
    - Serve as a trusted convener that creates inclusive spaces for dialogue, fostering greater cohesion, connectedness, and shared agreement around collective values and actions that address critical issues, reflect Waimea’s heritage, and sustain its unique identity.
    - Develop strategies and activities for using the Richard Smart Fund to support community-driven efforts that address challenges and advance opportunities aligned with the future envisioned by Waimea residents.
    - Provide ongoing advisory support to the Hawai'i Community Foundation for the design, implementation, and decision-making of community grants awarded through the Richard Smart Fund.

# ACKNOWLEDGEMENTS

## SPONSORS & COORDINATING TEAMS (6 COMMUNITY COLLABORATORS)

Deviants from the Norm  
Friends of the Future  
Hui Kumu Waiwai  
Richard Smart Fund & Hawai'i  
Community Foundation  
Waimea Community Weaving Hui  
Waiwai Collective

## COMMUNITY HOSTS (15 COMMUNITY COLLABORATORS)

Alex & Duke De Rego Foundation  
Big Island Mediation  
Discover Your Kuleana  
Five Mountains Hawai'i  
Hawai'i Preparatory Academy  
Hawai'i Songwriting Festival  
Kahilu Theatre Foundation  
Kona Historical Society  
Mala'ai - Culinary Garden of  
Waimea Middle School  
Mālama Kai Foundation  
Parker School  
Rama Tree  
St. James Episcopal Church  
Small World Pre-school  
Waimea Community Theatre



# APPENDIX A: ALIGNMENT WITH HCF STRATEGIC PRIORITIES & TRUST-BASED PHILANTHROPY INDICATORS

Appendix A: Alignment with HCF Strategic Priorities & Trust-Based Philanthropy Indicators

HCF Strategic Priority	Trust-Based Philanthropy Indicator	Waimea Futures Actions	Demonstrated Outcomes
Elevate Community Voice	Community-led decision-making; listening first	14 community conversations; community summits; creation of Waimea Community Weaving Hui	Diverse participation; community-defined priorities; advisory body with shared governance
Co-create Solutions to Root Causes	Shared power; flexible funding	Community advisory redesign of RSF grants; prototype funding; learning cohorts	Grantmaking aligned with systems-level issues (housing, culture, food, access)
Build Trust-Based Relationships	Transparency; long-term relationships	Ongoing convenings; Hui Kumu Waiwai; consistent facilitation	Increased participation (8–10% of residents); cross-sector collaboration
Strengthen Community Capacity	Investment beyond programs	Learning cohorts; nonprofit alignment around kuleana	Improved coordination, shared values, collective action
Advance Equity & Place-Based Approaches	Cultural humility; respect for local knowledge	Centering ‘ike kūpuna, aloha ‘āina, and Waimea heritage	Cultural perpetuation embedded as core strategy, not add-on

# APPENDIX B: WAIMEA FUTURES THEORY OF CHANGE

## **Community Context**

Waimea faces interconnected challenges related to housing, cultural perpetuation, land access, food systems, and youth well-being, shaped by historical and systemic factors. At the same time, the community holds strong cultural values, deep relationships to place, and a desire for collective stewardship of its future.

## **Inputs**

- Richard Smart Fund financial resources
- Community knowledge, lived experience, and leadership
- Facilitation and backbone support (Waiwai Collective & Friends of the Future)
- Trust-based grant-making practices

## **Core Strategies**

- Deep listening and inclusive community conversations
- Shared governance through the Waimea Community Weaving Hui
- Flexible, place-based grant-making
- Learning and capacity-building (Hui Kumu Waiwai)
- Cultural recognition and storytelling

## **Outputs**

- Community summits and convenings
- Learning cohorts and workshops
- Prototype action groups
- Redesigned grant program
- Waimea Community Pledge

## **Short-Term Outcomes**

- Increased trust between community and funder
- Greater alignment among nonprofits and community actors
- Shared understanding of values, priorities, and systems

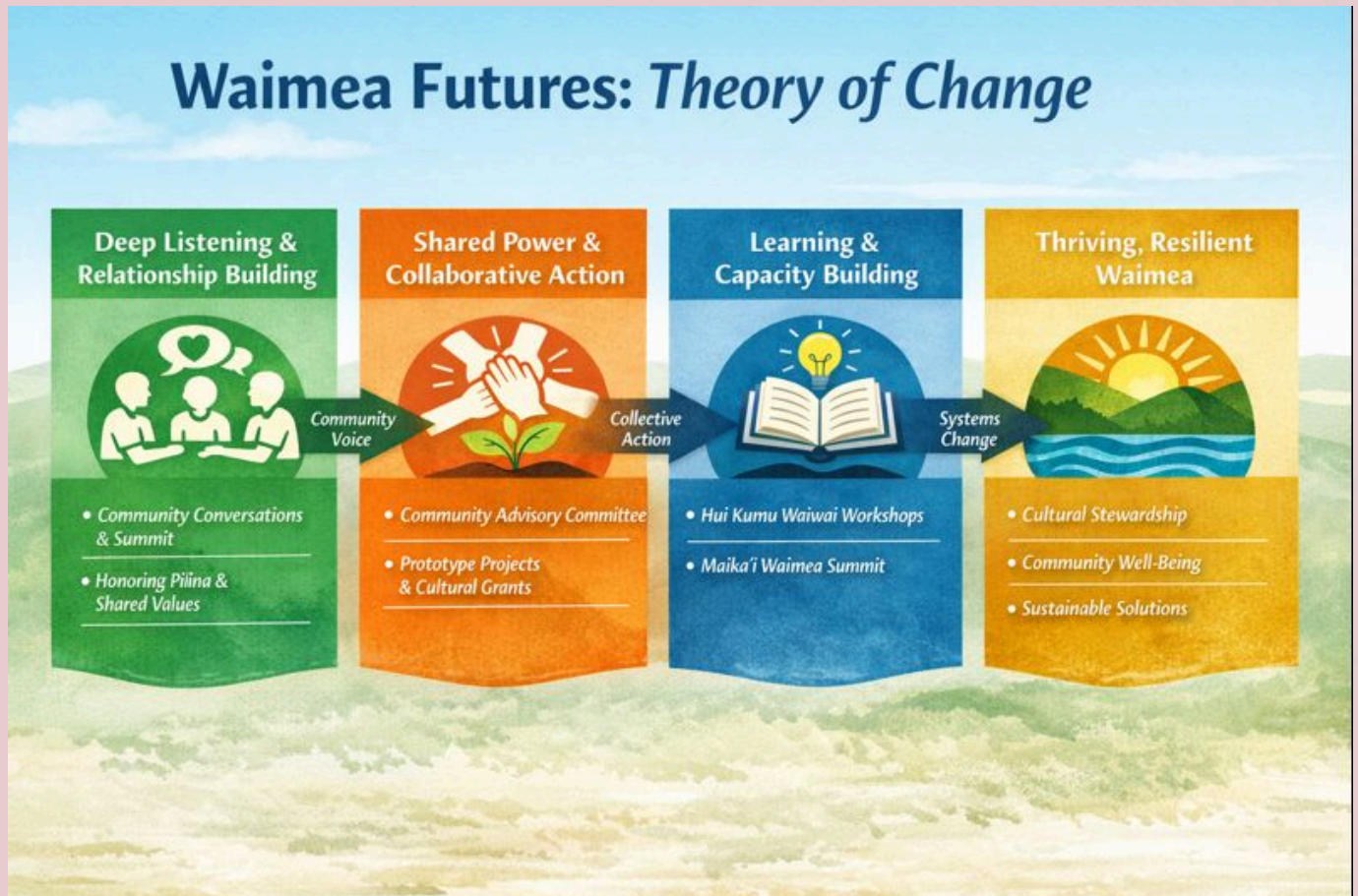
## **Intermediate Outcomes**

- Coordinated action across sectors
- Increased cultural perpetuation and place-based leadership
- Stronger nonprofit collaboration and reduced duplication

## **Long-Term Impact**

Waimea residents steward a thriving future grounded in culture, equity, and collective well-being, supported by trusted philanthropic partnership and community-led systems change.

# APPENDIX B: WAIMEA FUTURES THEORY OF CHANGE



# APPENDIX C: WAIMEA COMMUNITY PLEDGE

## Waimea: Our Future, Our Kuleana Community Pledge

### Preamble

Waimea's culture and character are grounded in community values: **mālama 'āina** (care for the land), **kuleana** (responsibility), and **pilina** (relationship). These values are the foundation for how we care for the environment and each other to ensure Waimea thrives for generations to come.

### Our Collective Pledge

As kupa'āina, residents, schools, faith organizations, nonprofits, businesses and public policy makers of Waimea, we sign this pledge to express our intention to live by these values that foster kuleana for and connection with our beloved 'āina and each other.

- 1. Protect & Preserve** – Honor and safeguard the integrity, health, and well-being of Waimea's 'āina, wai, spirit, and community as the town grows and changes.
- 2. Unite to Care for One Another** – Come together to support the thriving of all.
- 3. Care for Generations** – Honor kūpuna and nurture keiki as your own, ensuring Waimea remains a beloved place for future generations.
- 4. Be Humble** – Listen, learn, and respect the wisdom of place and people.
- 5. Show Kindness** – Extend compassion, respect, and aloha in every interaction. Welcome all who enter, embracing everyone as part of Waimea's 'ohana.
- 6. Share Our Gifts** – Offer our skills, talents, time, energy, resources and knowledge in service to our community
- 7. Foster a Feeling of Safety** – Protect one another and nurture an environment of trust and well-being, assuring all voices are heard.

Together we commit to upholding these values for the well-being of Waimea now and for future generations.



HAWAI'I  
COMMUNITY  
FOUNDATION

WAIMEA  
FUTURES  
**COMMUNITY**  
REPORT

**PHASE III**

Designed by:  
**ALL I SEE IS ART**

[www.waimeafutures.org](http://www.waimeafutures.org)