

Application Submittal Checklist

The following items are required for submittal of the grant application. Please verify and check off that the items have been included in the application packet.

- 1) Hawaii Compliance Express Certificate (If the Applicant is an Organization)
- 2) Declaration Statement
- 3) Verify that grant shall be used for a public purpose
- 4) Background and Summary
- 5) Service Summary and Outcomes
- 6) Budget
 - a) Budget request by source of funds ([Link](#))
 - b) Personnel salaries and wages ([Link](#))
 - c) Equipment and motor vehicles ([Link](#))
 - d) Capital project details ([Link](#))
 - e) Government contracts, grants, and grants in aid ([Link](#))
- 7) Experience and Capability
- 8) Personnel: Project Organization and Staffing



Chelsie Evans Enos (Jan 23, 2026 11:58:39 HST)

AUTHORIZED SIGNATURE

Chelsie Evans Enos, CEO

PRINT NAME AND TITLE

01/23/2026

DATE



STATE OF HAWAII
STATE PROCUREMENT OFFICE

CERTIFICATE OF VENDOR COMPLIANCE

This document presents the compliance status of the vendor identified below on the issue date with respect to certificates required from the Hawaii Department of Taxation (DOTAX), the Internal Revenue Service, the Hawaii Department of Labor and Industrial Relations (DLIR), and the Hawaii Department of Commerce and Consumer Affairs (DCCA).

Vendor Name: HAWAIIAN COMMUNITY ASSETS, INC.*

DBA/Trade Name: HAWAIIAN COMMUNITY ASSETS, INC.*

Issue Date: 01/12/2026

Status: **Compliant**

Hawaii Tax#: [REDACTED]

New Hawaii Tax#:

FEIN/SSN#: [REDACTED]

UI#: XXXXXX1605

DCCA FILE#: 117704

Status of Compliance for this Vendor on issue date:

Form	Department(s)	Status
A-6	Hawaii Department of Taxation	Compliant
8821	Internal Revenue Service	Compliant
COGS	Hawaii Department of Commerce & Consumer Affairs	Exempt
LIR27	Hawaii Department of Labor & Industrial Relations	Compliant

Status Legend:

Status	Description
Exempt	The entity is exempt from this requirement
Compliant	The entity is compliant with this requirement or the entity is in agreement with agency and actively working towards compliance
Pending	A status determination has not yet been made
Submitted	The entity has applied for the certificate but it is awaiting approval
Not Compliant	The entity is not in compliance with the requirement and should contact the issuing agency for more information

**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS PURSUANT TO
CHAPTER 42F, HAWAII REVISIED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant is awarded;
 - b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
 - c) Agrees not to use state funds for entertainment or lobbying activities; and
 - d) Allows the state agency to which funds for the grant were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant.
- 2) If the applicant is an organization, the applicant meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is incorporated under the laws of the State; and
 - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant is awarded shall be conducted or provided; and
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
 - b) Has a governing board whose members have no material conflict of interest and serve without compensation.
- 4) The use of grant-in-aid funding complies with all provisions of the Constitution of the State of Hawaii (for example, pursuant to Article X, section 1, of the Constitution, the State cannot provide "... public funds ... for the support or benefit of any sectarian or nonsectarian private educational institution...").

Pursuant to Section 42F-103, Hawai'i Revised Statutes, for grants used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant used for the acquisition of the land.

Further, the undersigned authorized representative certifies that this statement is true and correct to the best of the applicant's knowledge.

Chelsie Evans Enos

(Typed Name of Individual or Organization)



Chelsie Evans Enos (Jan 23, 2026 11:58:39 HST)

01/23/2026

(Signature)

(Date)

Chelsie Evans Enos

CEO

(Typed Name)

(Title)

Application for Grants

If any item is not applicable to the request, the applicant should enter "not applicable".

I. Certification – Please attach immediately after cover page

1. Hawaii Compliance Express Certificate (If the Applicant is an Organization)

If the applicant is an organization, the applicant shall submit one (1) copy of a Hawaii Compliance Express Certificate from the Comptroller of the Department of Accounting and General Services that is dated no earlier than December 1, 2025.

Please see attached Vendor Compliance Certificate for Hawaiian Community Assets, dated 1/12/2026.

2. Declaration Statement

The applicant shall submit a declaration statement affirming its compliance with [Section 42F-103, Hawaii Revised Statutes](#).

Please see attached Declaration Statement.

3. Public Purpose

The applicant shall specify whether the grant will be used for a public purpose pursuant to [Section 42F-102, Hawaii Revised Statutes](#).

Hawaiian Community Assets will utilize a grant from the State Grant In Aid program for the public purpose outlined below in Section II: Background and Summary, Question 3.

II. Background and Summary

This section shall clearly and concisely summarize and highlight the contents of the request in such a way as to provide the State Legislature with a broad understanding of the request. Please include the following:

1. A brief description of the applicant's background;
2. The goals and objectives related to the request;
3. The public purpose and need to be served;
4. Describe the target population to be served; and
5. Describe the geographic coverage.

1. A brief description of the applicant's background

Founded in 2000, Hawaiian Community Assets (HCA) is a Native Hawaiian-led nonprofit organization dedicated to building the capacity of low- and moderate-income communities to achieve and sustain economic self-sufficiency, with a particular focus on Native Hawaiian families. HCA operates statewide and is widely recognized for its culturally grounded approach to financial education, housing stability, and asset-building.

In addition to being Hawai'i's largest HUD-certified housing counseling agency, HCA has developed innovative programs that move families beyond readiness and into actual housing opportunities, including affordable housing access, lease-to-own pathways, and community-based financial harm prevention initiatives. HCA's work is rooted in long-term stability, ensuring families not only understand how to manage finances, but also have real pathways into safe, affordable housing and protection from predatory practices.

2. The goals and objectives related to the request

Hawaiian Community Assets (HCA) is requesting a \$3.2 million capital grant to support the purchase of a permanent office space for its O'ahu central office. While HCA operates as a statewide organization with owned facilities on Hawai'i Island (Hilo), Kaua'i (Līhu'e), and Maui (Wailuku), the Honolulu office is currently the organization's only leased location.

Securing a permanent O'ahu office is a core component of HCA's long-term organizational sustainability strategy. Ownership of this facility will provide greater financial predictability, reduce long-term operating costs, and allow HCA to more effectively plan and budget for O'ahu-based operations. A permanent space will also strengthen HCA's ability to deliver consistent, accessible housing access, financial education, and community development services to O'ahu residents. The primary objectives of this capital request are to:

- Establish a stable, long-term physical presence on O'ahu to support essential community services
- Reduce reliance on rental markets and mitigate exposure to escalating lease costs
- Improve operational efficiency and fiscal planning for O'ahu programs
- Ensure continuity of services and staff capacity in Hawai'i's largest population center

3. The public purpose and need to be served

Hawai'i faces persistent economic challenges driven by a high cost of living, wage stagnation, and a severe shortage of affordable housing. According to the most recent ALICE (Asset Limited, Income Constrained, Employed) report released by

[Aloha United Way](#), nearly half of Hawai'i residents report that they are "just getting by" or "finding it difficult to get by," and more than one in three households include someone who considered leaving the state in the past year due primarily to cost-of-living pressures. These conditions disproportionately impact Native Hawaiian families and other underserved communities, increasing financial vulnerability and housing instability.

On O'ahu, where housing costs and population pressures are most acute, many families lack access to the financial education, housing navigation, and stabilization services needed to build credit, improve financial health, and pursue long-term goals such as homeownership. Without consistent access to trusted, community-based services, households remain vulnerable to displacement, predatory practices, and cycles of financial insecurity.

Hawaiian Community Assets (HCA) serves low- and moderate-income households across O'ahu, with a focus on Native Hawaiian families and communities experiencing the greatest housing and economic disparities. Through its financial education and asset-building programs—particularly Kahua Waiwai—HCA has provided financial education workshops and one-on-one counseling to more than 2,000 individuals and families statewide, with a significant number of participants residing on O'ahu. Program participants have demonstrated measurable gains, including improved budgeting skills, reduced consumer debt, increased savings, and stronger credit profiles.

In addition, through partnerships with local lenders and community finance institutions, Kahua Waiwai participants have accessed more than \$10 million in affordable loan products and down payment assistance, directly supporting pathways to homeownership and long-term housing stability. Many O'ahu-based families supported through these programs have successfully purchased homes or avoided foreclosure, reinforcing the ongoing demand for trusted, community-based financial and housing services on island. Collectively, these outcomes underscore both the scale of need on O'ahu and the importance of maintaining a stable, accessible physical presence to support continued impact.

The public purpose of this capital request is to secure a permanent office facility on O'ahu to ensure long-term stability for these essential services. HCA's O'ahu office currently serves as the primary hub for programming in Hawai'i's most populous county, yet it is the organization's only leased facility, while HCA owns its offices on Hawai'i Island, Kaua'i, and Maui. Reliance on leased space exposes HCA to escalating rental costs and long-term uncertainty that can disrupt service delivery for thousands of residents served annually.

Purchasing a permanent O'ahu office will reduce operating volatility, improve long-term fiscal planning, and allow public and philanthropic investments to be directed more efficiently toward direct services rather than rising occupancy costs. Most importantly, it will ensure uninterrupted access to housing access, financial

education, and asset-building services for O‘ahu residents, strengthening economic resilience and housing stability for communities most impacted by Hawai‘i’s high cost of living.

4. Describe the target population to be served

The primary populations served through this request are O‘ahu residents who are low- and moderate-income, Native Hawaiian families, ALICE households (Asset Limited, Income Constrained, Employed), kūpuna vulnerable to financial exploitation, and families actively seeking affordable housing opportunities.

Programs supported by this request serve individuals and families who have completed or are completing financial readiness steps and are seeking stable housing options on O‘ahu, as well as community members participating in neighborhood-based education and prevention initiatives. Services are culturally grounded, trauma-informed, and designed to reduce systemic barriers to housing access and long-term stability.

5. Describe the geographic coverage

Services supported by this request are focused on O‘ahu, where HCA maintains a staffed office and delivers in-person and community-based programming. Housing access initiatives, real estate navigation services, and financial harm prevention efforts are implemented across O‘ahu neighborhoods experiencing the highest housing instability and financial vulnerability, with coordination across HCA’s broader statewide infrastructure as needed to support program quality and compliance.

III. Service Summary and Outcomes

The Service Summary shall include a detailed discussion of the applicant’s approach to the request. The applicant shall clearly and concisely specify the results, outcomes, and measures of effectiveness from this request. The applicant shall:

1. Describe the scope of work, tasks and responsibilities;
2. Provide a projected annual timeline for accomplishing the results or outcomes of the service;
3. Describe its quality assurance and evaluation plans for the request. Specify how the applicant plans to monitor, evaluate, and improve their results; and
4. List the measure(s) of effectiveness that will be reported to the State agency through which grant funds are appropriated (the expending agency). The measure(s) will provide a standard and objective way for the State to assess the program’s achievement or accomplishment. Please note that if the level of appropriation differs from the amount included in this application that the measure(s) of effectiveness will need to be updated and transmitted to the expending agency.

1. Describe the scope of work, tasks and responsibilities

Through the grant period (July 1, 2026 – June 30, 2027), HCA will complete the purchase of a permanent office space on O‘ahu and conclude any needed renovations or repairs to ensure uninterrupted service delivery and continued progress toward the organization’s goal of serving at least 7,000 individuals statewide annually. Tasks and responsibilities will include:

Pre-Acquisition and Due Diligence

- Finalize property selection and confirm alignment with programmatic needs (client accessibility, proximity to partner agencies, adequate space for counseling and workshops).
- Engage real estate professionals, legal counsel, and financial partners to support the acquisition process.
- Conduct building inspections, environmental assessments (if required), and review zoning and permitting requirements.
- Finalize financing structure, including layering of GIA capital funds with organizational reserves, financing, or other committed capital sources.

Acquisition and Closing

- Execute purchase agreement and complete escrow process.
- Coordinate with lenders, title companies, and legal counsel to complete closing.
- Transfer utilities, insurance, and property management responsibilities to HCA.

Renovation and Build-Out (as needed)

- Conduct minor renovations, safety upgrades, and ADA accessibility improvements if required.
- Reconfigure interior spaces to support confidential counseling, group workshops, and staff operations.
- Install IT, security systems, and furnishings necessary for service delivery.

Operational Transition

- Relocate staff and programs from existing leased spaces into the permanent office.
- Update public communications, referral partners, and funders regarding new permanent location.
- Close or reduce leased space obligations, improving long-term financial sustainability.

Ongoing Oversight

- Executive leadership and the Board of Directors will provide fiscal and

- programmatic oversight throughout acquisition and renovation.
- Progress will be tracked against milestones and budget projections to ensure timely completion and responsible use of funds.
2. Provide a projected annual timeline for accomplishing the results or outcomes of the service

Month 1 (July 2026)

- Final property confirmation and purchase agreement execution
- Begin inspections, due diligence, and financing finalization

Month 2 (August 2026)

- Complete inspections and appraisals
- Finalize financing and closing documents
- Prepare renovation scope (if needed)

Month 3 (September 2026)

- Close on property purchase
- Transfer utilities, insurance, and occupancy

Month 4–5 (October–November 2026)

- Conduct renovations, safety upgrades, and space configuration
- Install IT, security, and furnishings

Month 6 (December 2026)

- Final inspections and occupancy approvals
- Staff transition planning and logistics

Month 7 (January 2027)

- Full operational move-in
- Resume full programming at permanent location

Months 8–12 (February–June 2027)

- Stabilized operations in permanent office
- Evaluation of space functionality and service efficiency
- Ongoing service delivery toward annual statewide goals

3. Describe its quality assurance and evaluation plans for the request. Specify how the applicant plans to monitor, evaluate, and improve their results

Progress on the project will be monitored and evaluated through regular internal meetings with executive leadership, financial tracking by the Chief Financial Officer, and oversight by the Board of Directors. Milestones outlined in the project timeline will be used to assess whether acquisition and renovation activities are proceeding as planned. HCA will also monitor:

- Adherence to approved capital budgets
- Timeliness of escrow, construction, and occupancy milestones
- Continued continuity of client services during transition

Any deviations from timeline or budget will be promptly addressed through corrective action plans approved by executive leadership and, when necessary, the Board of Directors.

4. List the measure(s) of effectiveness that will be reported to the State agency through which grant funds are appropriated (the expending agency).

Effectiveness will be measured through achievement of the following outcomes:

- Purchase of permanent O’ahu office space within 120 days of Notice to Proceed
- Completion of renovations or repairs within 120 days of acquisition
- No interruption of client services during transition period
- Increased operational stability through elimination of long-term leasing risk
- Continued progress toward serving at least 7,000 individuals statewide annually

In addition, HCA will track long-term cost efficiency gained through ownership, including stabilization of occupancy costs and reinvestment of savings into direct services.

IV. Financial

Budget

1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.
 - a. Budget request by source of funds ([Link](#))
 - b. Personnel salaries and wages ([Link](#))
 - c. Equipment and motor vehicles ([Link](#))
 - d. Capital project details ([Link](#))
 - e. Government contracts, grants, and grants in aid ([Link](#))
2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2027.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
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\$3.2m	\$100,000			
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3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2027.

Hawaiian Community Assets (HCA) anticipates pursuing diversified funding support during Fiscal Year 2027 (October 1, 2026 – September 30, 2027) from a range of private, corporate, and public sources. This includes:

- Bank of Hawaii Foundation
- Atherton Family Foundation
- Rural LISC - GM Transportation Grant
- NeighborWorks America CLI Grant
- NeighborWorks Flexible Impact Grant
- OHA Ho'ākoakoa Lāhui Event Sponsorship
- Honolulu Grants in Aid (GIA)
- Community Development Block Grant (CDBG - Hawaii County)
- Community Development Block Grant (CDBG - Kauai County)
- Community Development Block Grant (CDBG - Honolulu County)
- Honolulu Board of Realtors Care Fund
- HCF Strength in Service
- HCF Cooke Foundation
- JPMorgan Chase Philanthropic Initiative
- Social Purpose Real Estate
- The Harry and Jeanette Weinberg Foundation
- NIWRC - Wellness and Resilience Retreat
- OHCD Sole Source
- Big Sea Wavemakers Grant

4. The applicant shall provide a listing of all state and federal tax credits it has been granted within the prior three years. Additionally, the applicant shall provide a listing of all state and federal tax credits they have applied for or anticipate applying for pertaining to any capital project, if applicable.

Not applicable.

5. The applicant shall provide a listing of all federal, state, and county government contracts, grants, and grants in aid it has been granted within the prior three years and will be receiving for fiscal year 2027 for program funding.

Within the organization's prior three fiscal years (10/1/2022 to 9/30/2025), Hawaiian Community Assets has received grants and/or contracts with the following agencies and is expecting these will be renewed in fiscal year 2027:

- County of Hawai'i (Sole Source contract)
- Department of Hawaiian Home Lands

- Office of Hawaiian Affairs

6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2025.

The balance of Hawaiian Community Assets unrestricted current assets as of December 31, 2025 is \$685,343.75.

V. Experience and Capability

1. Necessary Skills and Experience

The applicant shall demonstrate that it has the necessary skills, abilities, knowledge of, and experience relating to the request. State your experience and appropriateness for providing the service proposed in this application. The applicant shall also provide a listing of verifiable experience of related projects or contracts for the most recent three years that are pertinent to the request.

Hawaiian Community Assets (HCA) possesses extensive experience in property acquisition, asset management, and organizational infrastructure development necessary to successfully complete the purchase of a permanent office facility for its O’ahu operations. HCA currently owns and operates its offices on Maui, Kaua’i, and Hawai’i Island, and O’ahu represents the final location where the organization remains in leased space. This project builds upon HCA’s proven track record of responsibly acquiring, financing, renovating, and maintaining real property to support long-term service delivery.

As Hawai’i’s largest HUD-certified housing counseling agency, HCA supports thousands of families each year in preparing for and sustaining homeownership. Organizational leadership believes it is both fiscally responsible and mission-aligned to model the same long-term stability we encourage for our clients. Establishing permanent ownership of our O’ahu office strengthens financial sustainability, protects continuity of services, and reinforces the importance of asset building as a pathway to community self-sufficiency.

HCA’s Chief Executive Officer, Chelsie Evans Enos, brings more than 20 years of nonprofit leadership and housing-focused program experience, including executive management of statewide organizations, oversight of multi-million-dollar budgets, and leadership of housing access, financial education, and culturally grounded community development initiatives. Ms. Evans Enos has led organizations through periods of growth, infrastructure expansion, and major funding increases, while also guiding the development of Hawaii’s first rent-to-own scattered-site housing program offering fee-simple ownership opportunities. She has extensive experience working with boards, lenders, government agencies, and funders, and serves in multiple national and statewide advisory and governance roles related to housing, community

development, and financial equity.

HCA's asset management and acquisition activities are supported by Michelle Del Rosario, Principal Broker and Managing Director of KW Commercial Hawai'i, who brings more than three decades of experience in commercial and residential real estate, development feasibility analysis, property acquisition, financing, and property management. Ms. Del Rosario has led brokerage operations statewide, overseen hundreds of real-estate professionals, negotiated acquisition contracts, and secured financing for development projects. Her experience includes conducting physical and financial feasibility analyses, coordinating with architects and contractors, and managing compliance with regulatory and zoning requirements. She has also served in senior government advisory roles reviewing affordable housing development proposals and advising elected officials on housing policy and land use matters.

Together, HCA's executive leadership and real-estate professionals provide the organization with the technical expertise necessary to complete property acquisition, oversee renovations, manage compliance, and integrate facilities into ongoing operations without disruption to services. Over the past three years, HCA has successfully managed real-estate assets across multiple islands while simultaneously expanding service capacity, strengthening financial systems, and maintaining compliance with federal, state, and private funding requirements.

Ownership of the O'ahu office will eliminate long-term leasing risk in a highly volatile commercial rental market, protect continuity of client services, and allow HCA to reinvest operating savings into direct counseling and financial education services. The organization's demonstrated experience in property ownership, combined with professional real-estate management capacity and strong governance oversight, positions HCA to successfully complete this capital project within the proposed grant period.

2. Facilities

The applicant shall provide a description of its facilities and demonstrate its adequacy in relation to the request. If facilities are not presently available, describe plans to secure facilities.

Hawaiian Community Assets (HCA) currently operates permanent offices on Maui, Kaua'i, and Hawai'i Island, all of which are owned by the organization and serve as stable hubs for housing counseling, financial education, disaster recovery assistance, and community outreach. These facilities include private counseling spaces, group training rooms, administrative offices, and secure data infrastructure necessary to meet HUD counseling standards and client confidentiality requirements. Ownership of these facilities has allowed HCA to maintain uninterrupted service delivery, manage long-term occupancy costs, and expand programming in response to community needs.

O‘ahu is currently the only island where HCA remains in leased space, limiting the organization’s ability to fully stabilize operations in its highest-demand service area. Due to escalating commercial rents, limited availability of nonprofit-appropriate office space, and frequent lease turnover in the Honolulu market, continued reliance on leased facilities presents ongoing risk to continuity of services and long-term program planning.

Through this GIA capital request, HCA intends to purchase a permanent office facility on O‘ahu to serve as the organization’s final owned operational hub statewide. While HCA does not yet have site control of a specific property, the organization is actively evaluating suitable buildings that meet programmatic needs, including accessibility, proximity to partner agencies, and adequate space for confidential client services and workshops. HCA is prepared to move forward with purchase immediately upon award and disbursement of funds, using GIA funds in combination with organizational reserves and/or financing to complete the acquisition.

Following acquisition, the facility will be evaluated for any necessary renovations or safety upgrades, and minor interior modifications may be completed to support counseling, training, and administrative functions. Based on prior experience acquiring and operating office facilities on three islands, HCA has established systems for property oversight, maintenance planning, and regulatory compliance to ensure that the O‘ahu office will meet operational, accessibility, and safety requirements.

Securing permanent ownership of an O‘ahu office will complete HCA’s statewide facilities strategy, strengthen service continuity, and ensure that families seeking housing stability and financial self-sufficiency have consistent access to counseling and support services in Hawai‘i’s largest population center.

VI. Personnel: Project Organization and Staffing

1. Proposed Staffing, Staff Qualifications, Supervision and Training

The applicant shall describe the proposed staffing pattern and proposed service capacity appropriate for the viability of the request. The applicant shall provide the qualifications and experience of personnel for the request and shall describe its ability to supervise, train and provide administrative direction relative to the request.

Hawaiian Community Assets (HCA) maintains a fully staffed executive and management structure to support both ongoing statewide service delivery and the successful completion of capital acquisition projects. The proposed staffing pattern ensures that financial oversight, asset management, strategic direction, and operational supervision are in place to execute the purchase and transition into a permanent O‘ahu office facility while maintaining uninterrupted client services.

Executive Leadership and Project Oversight

Overall project oversight will be provided by the Chief Executive Officer (CEO), Chelsie Evans Enos, who brings over 20 years of nonprofit leadership experience, including executive management of statewide organizations, oversight of multi-million-dollar budgets, and leadership of housing stability and asset-building initiatives serving Native Hawaiian and low- to moderate-income communities. Ms. Evans Enos has extensive experience working with lenders, government agencies, boards of directors, and contractors, and has previously led organizational growth that included acquisition and stabilization of owned facilities across multiple islands. She will provide executive direction, coordinate with the Board of Directors, and ensure alignment between capital activities and programmatic needs.

Financial Oversight and Fiscal Controls

Financial management for the project will be overseen by the Chief Financial Officer (CFO), Zara Nicholson, CPA. Ms. Nicholson is a licensed Certified Public Accountant in Hawai'i with a Master's degree in Accounting and extensive experience managing finances for multi-million-dollar construction, design-build, and development companies. Her background includes managing accounting teams, payroll processing, cash flow analysis, reconciliations, and preparation of financial statements. She will oversee all capital expenditures, ensure compliance with grant requirements, manage disbursements related to acquisition and renovation, and provide regular financial reporting to executive leadership and the Board.

Asset Management and Acquisition Support

HCA's asset management and acquisition functions are supported by Michelle Del Rosario, Principal Broker and Managing Director of KW Commercial Hawai'i, who brings more than 30 years of experience in commercial and residential real estate, property acquisition, financing, and development feasibility analysis. Ms. Del Rosario has led brokerage operations statewide, negotiated acquisition contracts, coordinated with lenders, contractors, and consultants, and overseen compliance related to zoning and permitting. She will support property identification, transaction negotiations, due diligence coordination, and renovation planning to ensure the facility meets operational and regulatory requirements.

Strategic Operations and Systems Alignment

Strategic planning, systems coordination, and operational alignment will be supported by the Chief Strategy Officer (CSO), Jessica Poniala Kaneakua, who brings over 15 years of experience in community-rooted organizational leadership, systems development, program evaluation, and trauma-informed practice. Ms. Kaneakua has held senior leadership roles in statewide and national organizations, overseeing operations, development, communications, and program integration. She will support internal change management, ensure that facility transition aligns with staffing workflows and service delivery systems, and assist in coordinating communications

with staff, partners, and stakeholders throughout the transition process.

Supervision, Training, and Service Capacity

HCA currently employs program managers, housing counselors, financial coaches, and administrative staff across all islands, supported by centralized executive leadership, financial systems, and data management infrastructure. Supervisory structures are already in place to ensure continuity of services during facility transitions. Staff are regularly trained in HUD counseling standards, data security, trauma-informed service delivery, and culturally grounded engagement practices.

During the acquisition and relocation process, supervisors will coordinate scheduling and service delivery to ensure that clients experience no disruption in counseling, workshops, or disaster recovery services. Training related to facility procedures, safety protocols, and IT systems will be incorporated into existing professional development schedules to ensure staff readiness for the new site.

This staffing structure, combined with professional financial management and real-estate expertise, ensures that HCA has the administrative capacity, technical skills, and leadership oversight necessary to successfully complete the proposed capital project while sustaining full service capacity for Hawai'i's families.

2. Organization Chart

The applicant shall illustrate the position of each staff and line of responsibility/supervision. If the request is part of a large, multi-purpose organization, include an organization chart that illustrates the placement of this request.

Please see attached Organizational Chart.

3. Compensation

The applicant shall provide an annual salary range paid by the applicant to the three highest paid officers, directors, or employees of the organization by position title, not employee name.

The three highest-paid positions at Hawaiian Community Assets are as follows:

- Chief Executive Officer - \$200,000
- Chief Strategy Officer - \$150,000
- Director of Asset Management and 'Aina Acquisition - \$150,000

VII. Other

1. Litigation

The applicant shall disclose any pending litigation to which they are a party, including the disclosure of any outstanding judgement. If applicable, please explain.

Not applicable.

2. Licensure or Accreditation

The applicant shall specify any special qualifications, including but not limited to licensure or accreditation that the applicant possesses relevant to this request.

Hawaiian Community Assets (HCA) is a HUD-certified housing counseling agency and, in 2025, became a chartered member of the NeighborWorks America network, reflecting national recognition of the organization’s capacity, performance, and governance.

HCA maintains a strong record of compliance, accountability, and transparency. The organization undergoes annual independent financial audits, most recently conducted by CW Associates, all of which have resulted in clean, unmodified opinions. HUD housing counseling audits are conducted biennially and have consistently resulted in no findings. As a chartered member of the NeighborWorks America network, HCA is also subject to triennial audits, which further affirm the organization’s adherence to rigorous national standards for program delivery, financial management, and organizational operations. These certifications and accreditations demonstrate HCA’s qualifications and readiness to successfully carry out the services proposed in this application.

3. Private Educational Institutions

The applicant shall specify whether the grant will be used to support or benefit a sectarian or non-sectarian private educational institution. Please see [Article X, Section 1, of the State Constitution](#) for the relevance of this question.

Not applicable.

4. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2027 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2027, but
- (b) Not received by the applicant thereafter.

Hawaiian Community Assets (HCA) is requesting \$3.3 million to support a one-time capital purchase of a permanent office facility on O‘ahu. If the full amount is received in Fiscal Year 2027, HCA will complete the purchase during the grant period and will not require additional funding for this activity thereafter, as the acquisition eliminates long-term lease obligations and stabilizes occupancy costs. Ongoing operating and maintenance expenses will be absorbed into HCA’s existing diversified operating budget, supported by government contracts, philanthropic grants, and earned revenue. If funding under this application is not received after FY2027, the sustainability of this capital investment is not impacted, as it is a one-time expense; HCA will continue to advance its facility ownership strategy through a combination of capital reserves, additional philanthropic support, and financing options while maintaining uninterrupted services. In all scenarios, ownership of a permanent O‘ahu office strengthens HCA’s long-term financial stability, reduces exposure to escalating rental costs, and ensures continuity of essential services for O‘ahu residents beyond the grant period.

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2026 to June 30, 2027

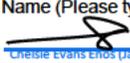
Applicant: Hawaiian Community Assets

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY:2024-2025	FY:2025-2026	FY:2026-2027	FY:2026-2027	FY:2027-2028	FY:2028-2029
PLANS						
LAND ACQUISITION			2,800,000.00	300,000.00		
DESIGN				50,000.00		
CONSTRUCTION			500,000.00			
EQUIPMENT				50,000.00		
TOTAL:			3,300,000.00			
JUSTIFICATION/COMMENTS: Cost to purchase and renovate office at 3112 Mokihana St, Honolulu, HI 96816						

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2026 to June 30, 2027

Applicant: Hawaiian Community Assets

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
A. PERSONNEL COST				
1. Salaries				
2. Payroll Taxes & Assessments				
3. Fringe Benefits				
TOTAL PERSONNEL COST				
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training				
6. Supplies				
7. Telecommunication				
8. Utilities				
9. Building Acquisition	2,800,000			300,000
10. Design				50,000
11. Construction	500,000			
12. Equipment				50,000
13.				
14.				
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16.				
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18.				
19.				
20.				
TOTAL OTHER CURRENT EXPENSES	3,300,000			400,000
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	3,300,000			400,000
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	3,300,000	Zara Nicholson, CFO 808-809-4416		
(b) Total Federal Funds Requested		Name (Please type or print) Phone		
(c) Total County Funds Requested		 01/23/2026		
(d) Total Private/Other Funds Requested	400,000	Signature of Authorized Official Date		
TOTAL BUDGET	3,700,000	Chelsie Evans Enos, CEO Name and Title (Please type or print)		

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: Hawaiian Community Assets

Contracts Total: 2,885,200

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/	CONTRACT VALUE
1	General Organizational Capacity	09/17/2024-09/30/2025	Neighborworks	U.S.	50,000
2	Hawaii Island housing counseling	10/01/2024-06/30/2025	County of Hawaii SoleSource	Hawaii	450,000
3	DHHL recipient housing counseling	05/01/2024-04/30/2025	Department of Hawaiian Home Lands	State	444,200
4	Statewide housing counseling	10/1/2024-09/30/2025	National CAPACD	U.S.	54,000
5	Statewide Native Hawaiian housing	04/01/2025-03/31/2027	Office of Hawaiian Affairs	State	1,660,000
6	Unrestricted Funding	05/19/2025-05/18/2026	Neighborworks	U.S.	207,000
7	General Organizational Capacity	12/01/2024-11/30/2025	Rural LISC	U.S.	20,000
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