

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 11:59:18 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, HAWAI'I REVISED 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)



(Signature)

Chelsie Evans Enos

(Typed Name)

Rev 8/30/23

01/23/2026

(Date)

CEO

(Title)

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	302,967		164,000	
2. Payroll Taxes & Assessments	20,370		19,514	
3. Fringe Benefits	40,914		18,486	
TOTAL PERSONNEL COST	364,251		202,000	
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance	967		4,967	
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training	13,860		2,500	
6. Supplies	566		2,534	
7. Telecommunication				
8. Utilities	890		4,141	
9. Common Area Maintenance	12,508		3,708	
10. Credit Reports	9,000		8,000	
11. Outreach	3,875		2,500	
12. Office Loan	16,580		14,324	
13.				
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20.				
TOTAL OTHER CURRENT EXPENSES	58,247		42,674	
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	422,498		244,674	
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	422,498	Zara Nicholson, CFO 808-809-4416		
(b) Total Federal Funds Requested		Name (Please type or print) Phone		
(c) Total County Funds Requested	244,674	 01/23/2026 <small>Chelsie Evans Enos (Jan 23, 2026 11:59:18 HST)</small>		
(d) Total Private/Other Funds Requested		Signature of Authorized Official Date		
TOTAL BUDGET	667,172	Chelsie Evans Enos, CEO		
		Name and Title (Please type or print)		

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2026 to June 30, 2027

Applicant: Hawaiian Community Assets

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Program Manager	1	\$84,872.00	72.51%	\$ 61,538.67
Community Services Specialist 1	1	\$68,958.50	49.24%	\$ 33,958.50
Community Services Specialist 2	1	\$68,958.50	49.24%	\$ 33,958.50
Community Services Specialist 3	1	\$63,654.00	45.02%	\$ 28,654.00
Community Services Specialist 4	1	\$63,654.00	45.02%	\$ 28,654.00
Community Services Specialist 5	1	\$63,654.00	100.00%	\$ 63,654.00
Intake Manager	0.25	\$45,088.25	25.00%	\$ 11,272.06
Intake Coordinator	0.25	\$57,925.14	25.00%	\$ 14,481.29
Office Manager	0.25	\$65,245.35	13.07%	\$ 8,527.57
Communications Coordinator	0.25	\$63,654.00	13.07%	\$ 8,319.58
Community Relations Manager	0.25	\$76,119.58	13.07%	\$ 9,948.83
				\$ -
				\$ -
				\$ -
TOTAL:				302,966.99
JUSTIFICATION/COMMENTS: Salaries for personnel involved in Hawaii Island Housing Counseling.				

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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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

HCA is requesting a general operating grant of \$422,498 to support essential housing access, community development, and financial harm prevention programs serving residents on Hawai'i Island that are not reimbursable through federal housing counseling or other restricted funding sources. During the grant period, HCA will:

- Operate and expand the Ua Hale A'ela lease-with-option-to-purchase program on Hawai'i Island, supporting families transitioning into long-term affordable homeownership pathways.
- Provide real estate navigation and buyer representation services for Hawai'i Island households accessing affordable housing inventory, ensuring transactions are supported by trusted, community-serving professionals.
- Deliver Hawai'i Island-based community education initiatives, including Project Maka'ala and fraud prevention outreach for kūpuna, focused on preventing housing- and finance-related scams.
- Maintain the program supervision, compliance, outreach, and operational infrastructure necessary to coordinate Hawai'i Island housing placements and community-based prevention efforts.

The objective of this request is to ensure that Hawai'i Island families who complete financial readiness and housing preparation are able to secure stable housing and remain protected from financial risks that could undermine long-term stability.

3. The public purpose and need to be served

Hawai'i continues to face severe housing shortages, rising costs of living, and increasing financial vulnerability among working families and kūpuna. While housing counseling plays a critical role in preparing households, many essential components of housing stability are not eligible for federal reimbursement, including affordable

housing program operations, real estate transaction support, and community-based financial harm prevention.

Families often complete counseling but encounter significant barriers when attempting to access affordable units, navigate transactions, or protect themselves from scams targeting renters, first-time buyers, and elders. Without operating support for these critical transition points, education alone cannot translate into lasting housing outcomes.

This grant serves a public purpose by strengthening the Hawai'i Island-based systems that move families from readiness into actual housing opportunities and protecting them from financial practices that threaten housing stability. By supporting affordable housing pathways, real estate navigation, and community education, this investment reduces homelessness risk, supports neighborhood stability, and helps families remain rooted in their O'ahu communities.

All services supported by this request are provided to the public at no cost and prioritize communities experiencing the greatest housing and economic pressures.

4. Describe the target population to be served

The primary populations served through this request are Hawai'i Island 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 Hawai'i Island, 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 Hawai'i Island, 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 Hawai'i Island 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

During the grant period (July 1, 2026 – June 30, 2027), Hawaiian Community Assets (HCA) will operate and strengthen housing access, community development, and financial harm prevention programs serving residents on Hawai‘i Island. The scope of work focuses on moving families from housing readiness into stable, affordable housing and protecting vulnerable households from financial exploitation in Hawai‘i Island’s high-cost housing market.

A. Ua Hale A‘ela Lease-to-Own Affordable Housing Program

HCA will operate the Ua Hale A‘ela program on Hawai‘i Island, which provides families with access to scattered-site affordable rental homes with a structured pathway to ownership. Tasks and responsibilities include:

- Managing lease-with-option-to-purchase agreements for Hawai‘i Island-based properties
- Monitoring compliance with program requirements
- Supporting families in preparing for mortgage qualification
- Coordinating inspections, repairs, and property management
- Supporting escrow and transition into homeownership

B. Real Estate Navigation and Affordable Housing Access

HCA will provide real estate services and housing navigation for Hawai‘i Island families seeking affordable homeownership opportunities, ensuring culturally responsive and community-centered transaction support. Tasks and responsibilities include:

- Assisting families in identifying Hawai‘i Island-based affordable housing inventory

- Providing buyer representation through HCA’s brokerage services
- Educating buyers on shared-equity and affordability restrictions
- Coordinating with lenders, escrow officers, and housing developers
- Retaining transaction-related revenue within nonprofit housing services

C. Community Development and Financial Harm Prevention

HCA will implement community-based education and prevention programs on Hawai’i Island that protect households from scams, predatory practices, and financial instability that threaten housing security. Tasks and responsibilities include:

- Delivering Project Maka’ala community education initiatives on Hawai’i Island
- Providing fraud and scam prevention workshops for kūpuna
- Conducting outreach in partnership with community organizations
- Developing culturally relevant prevention materials
- Engaging neighborhood leaders in awareness campaigns

D. Program Supervision and Operations

Grant funds will also support the staffing and infrastructure necessary to coordinate Hawai’i Island-based housing access and community prevention programs. Tasks include:

- Supervising program staff and ensuring compliance
- Data tracking and outcome reporting
- Training and quality assurance
- Outreach coordination and partnership management

Housing counseling and homebuyer education services are funded through separate federal and legislative funding streams and are not supported by this grant request.

2. Provide a projected annual timeline for accomplishing the results or outcomes of the service

HCA’s Hawai’i Island-based housing access and community development programs operate year-round using a continuous service delivery model. Activities will be implemented throughout the grant period as follows:

Months 1–3 (July–September 2026)

- Support Hawai’i Island families entering Ua Hale A’ela housing units
- Provide real estate navigation for families seeking affordable homes
- Launch community outreach and prevention activities on Hawai’i Island
- Begin quarterly data tracking and reporting

Months 4–6 (October–December 2026)

- Continue lease-to-own program operations and compliance monitoring
- Support homeownership transitions for eligible Hawai'i Island families
- Expand community education sessions and kūpuna outreach
- Review program performance and adjust outreach strategies

Months 7–9 (January–March 2027)

- Ongoing housing placement and transition support
- Continued real estate transaction assistance
- Implement targeted Hawai'i Island neighborhood education campaigns
- Mid-year outcome evaluation and reporting

Months 10–12 (April–June 2027)

- Finalize housing transitions for families completing program phases
- Continue prevention education and outreach
- Conduct annual evaluation and prepare reports to expending agency
- Plan program improvements for subsequent fiscal year

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

HCA will monitor Hawai'i Island-based program performance using its centralized data management systems, client tracking tools, and financial reporting processes. Program managers will review service delivery data monthly to ensure housing access activities and prevention programs are meeting established benchmarks. Quality assurance measures include:

- Documentation of Hawai'i Island housing placements and lease-to-own participation
- Tracking of real estate transactions and buyer support services
- Attendance and engagement tracking for community education activities
- Participant feedback surveys to assess relevance and effectiveness

Quarterly internal reviews will assess program progress, identify barriers to housing access on Hawai'i Island, and guide adjustments to outreach and service coordination. Findings are shared with executive leadership and incorporated into continuous improvement processes.

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 of this grant will be measured by the number of households served, with a

target of at least 100 Hawai'i Island families receiving financial education, economic empowerment, or related support services during the grant period.

Final outcome targets will be adjusted proportionally if the level of appropriation differs from the amount requested.

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
105,624.50	105,624.50	105,624.50	105,624.50	422,498

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. Planned funding requests include proposals to the Hawai'i Community Foundation, Federal Home Loan Bank of Des Moines, Hawai'i County, Kaua'i County, Maui County, and the City and County of Honolulu, among other potential partners.

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)
- NeighborWorks
- Rural LISC
- 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.

The services and outcomes proposed in this request represent core programming that Hawaiian Community Assets (HCA) has successfully delivered for more than two decades. As Hawai’i’s largest HUD-certified housing counseling agency, HCA possesses the organizational experience, professional staffing, fiscal infrastructure, statewide partnerships, and nationally validated performance necessary to implement the proposed services and achieve the intended outcomes.

Since our founding, HCA has served more than 50,000 Hawai’i residents. With a statewide team of 35 staff members—including 20 HUD-certified housing counselors—HCA currently reaches approximately 7,000 residents annually through comprehensive, culturally-responsive housing counseling, financial education, and asset-building services. These services support low- and moderate-income households in achieving and sustaining long-term housing stability and economic self-sufficiency.

HCA’s capacity and performance are demonstrated through consistent external validation and oversight. Our organization undergoes a HUD housing counseling audit every two years and has continuously maintained certification with no findings. HCA also completes annual independent financial audits, all of which have resulted in

clean, unmodified opinions with no material weaknesses. In 2024, NeighborWorks America’s Affiliation Review rated HCA in the highest performance tiers across all PROMPT benchmarks, confirming excellence in program delivery, financial management, organizational systems, and regulatory compliance.

HCA’s expertise is further recognized at the state level. The organization was formally cited in the State of Hawai‘i’s *2025 Analysis of Impediments to Fair Housing*, specifically within the Native Hawaiian and local-preference housing chapter, underscoring HCA’s role as a trusted and effective provider in addressing housing access, equity, and community needs statewide.

For the past three fiscal years, Hawaiian Community Assets has been contracted by the County of Hawai‘i as the sole-source provider of financial education services, demonstrating the organization’s capacity to successfully manage projects of this scope and consistently deliver contracted outcomes.

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.

With 25 years of service delivery in Hawai‘i, Hawaiian Community Assets (HCA) maintains established, fully operational facilities on Hawai‘i Island that are well suited to support the services proposed in this request. HCA operates a staffed office in Hilo that serves as a primary hub for Hawai‘i Island–based housing access, financial education, and community development programs, enabling consistent and accessible in-person and virtual service delivery for island residents.

The Hawai‘i Island office is fully equipped with the infrastructure necessary to support program implementation, including computers, printers, secure data and case management systems, and private meeting spaces suitable for confidential housing counseling, financial education, and one-on-one client support. These facilities are currently available and fully adequate to carry out the activities proposed under this application.

While this request is focused on Hawai‘i Island, HCA’s broader statewide infrastructure—including additional offices on O‘ahu, Kaua‘i, and Maui, as well as remote support for Moloka‘i and Lāna‘i—provides operational backup, compliance support, and continuity of services as needed. No additional facilities are required to implement the proposed Hawai‘i Island–based services.

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) employs approximately 20 HUD-certified housing counselors, including 8 Program Managers and Housing Specialists, who are responsible for direct service delivery under this request. Counseling staff are supported by an experienced operations and executive team of approximately 10 staff members with expertise in nonprofit management, fiscal oversight, data analysis, resource development, compliance, and administrative operations. This staffing structure provides the scale, supervision, and administrative support necessary to implement the proposed services effectively.

All housing counseling staff are HUD-certified Homeownership Professionals and complete required continuing education to maintain certification and stay current with changes in financial literacy standards, affordable housing programs, and mortgage industry regulations. Program Managers provide ongoing supervision, case review, and performance monitoring to ensure quality, consistency, and compliance with HUD and funder requirements.

HCA has intentionally designed its staffing model to allow HUD Housing Specialists to focus on their core responsibilities: delivering individualized, high-quality financial and housing counseling, particularly for households experiencing rental instability or homelessness. To support this, HCA maintains dedicated staff roles for outreach, data and report management, training coordination, and real estate management. This division of responsibilities minimizes administrative burden on counselors and increases service capacity, client engagement, and effectiveness.

Staff training is continuous and multi-layered, including onboarding, regular professional development, peer learning, and supervision. Administrative leadership provides oversight related to compliance, reporting, fiscal management, and performance evaluation to ensure program integrity and sustainability.

In addition to professional qualifications, HCA staff reflect the communities we serve. Many counselors and intake staff are community members themselves, fostering culturally grounded, trauma-informed, and trusted service delivery. This lived connection strengthens engagement, improves outcomes, and supports long-term client relationships.

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
- Chief Financial Officer - \$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) has established a diversified, multi-pronged strategy to sustain the activities supported by this request beyond Fiscal Year 2027, regardless of future grant awards.

Ongoing and Diversified Grant Support

HCA consistently pursues funding from state, county, federal, and philanthropic partners. At any given time, the organization manages multiple active grants while maintaining a robust pipeline of pending proposals. This diversified funding strategy reduces reliance on any single source and enables HCA to continue core programming as individual grants conclude or funding cycles change.

Revenue-Generating Housing Programs

HCA's Ua Hale A'ela lease-with-option-to-purchase program provides a sustainable earned-revenue component. Modest revenue generated through shared-equity home sales is reinvested into affordable housing development and program operations, creating an internal funding stream that supplements grant support and grows over time.

Renewable Service Contracts

In addition to grant funding, HCA maintains ongoing contracts with counties and community partners to deliver financial counseling, homebuyer education, and outreach services. These contracts provide recurring revenue that supports staffing and operations and strengthens long-term program viability beyond any single grant period.

Braided and Leveraged Funding

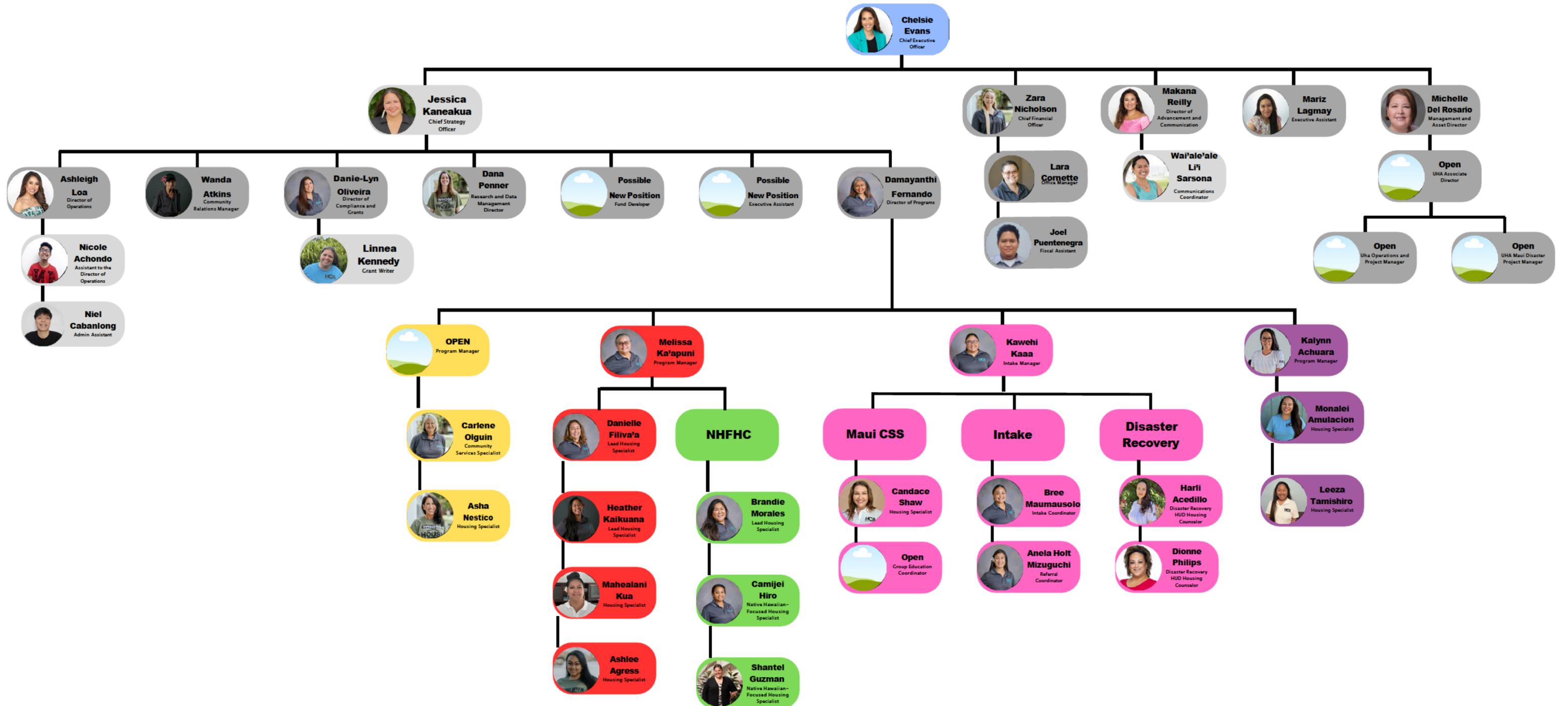
HCA strategically leverages emergency assistance funding—such as rental assistance provided by partners including Office of Hawaiian Affairs—to complement and extend other funding sources. For example, when partners fund emergency rental assistance, HCA provides the counseling and stabilization services, allowing philanthropic and government dollars to stretch further. This braided funding approach increases impact while strengthening sustainability.

CDFI Partnership and Earned Revenue

HCA's sister organization, Hawai'i Community Lending, further reinforces sustainability by offering credit-building loans, debt consolidation, and access to affordable capital. These services align with HCA's housing stability work and generate earned revenue through lending activities, supporting the broader ecosystem of services.

If funding under this application is received for Fiscal Year 2027 but not thereafter, HCA will continue the supported activities through a combination of active and future grants, renewable service contracts, earned revenue from housing programs, leveraged emergency assistance, and aligned CDFI activities. This diversified approach ensures continuity of services and positions HCA to sustain critical housing access and financial stability programs for Hawai'i families beyond the grant period.

HCA Organizational Chart



Hawaiian Community Assets _ OP (Hawaii Island)

Final Audit Report

2026-01-23

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