

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



AUTHORIZED SIGNATURE

Kara Chow, Co-Executive Director

PRINT NAME AND TITLE

1/22/2020

DATE

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.

2. Declaration Statement

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

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](#).

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;

Response: Homestead Community Development Corporation (HCDC) is a Hawaii-based 501(c)(3) nonprofit organization founded in 2009 to advance affordable housing and economic development on or near Hawaiian Home Lands. HCDC is governed by a five-member Board of Directors representing the islands of O'ahu, Kaua'i, Maui, Moloka'i, and Hawai'i Island, providing diverse geographic perspective and professional expertise in support of the organization's mission.

HCDC is led by two Co-Executive Directors who report directly to the Board. One is a Hawaiian Home Lands lessee and the other an eligible successor, ensuring leadership grounded in lived homestead experience. Together, they oversee approximately 20 employees operating from island offices in Kekaha, Honolulu, Anahola, and Wailuku. The organization is structured across three integrated divisions. The Corporate Division manages administrative and compliance functions, including human resources, finance and audits, grant and contract compliance, insurance, fund development, and board governance. The Programs Division operates HCDC's social enterprises, affordable housing, economic development, and youth initiatives, all based in HCDC-developed facilities on or near Hawaiian Home Lands, including the facility that is the subject of this proposal. The Capacity and Capital Improvement Projects Division leads homestead capacity-building initiatives and oversees all capital improvement and development



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: HOMESTEAD COMMUNITY DEVELOPMENT CORPORATION

DBA/Trade Name: HOMESTEAD HOUSING AUTHORITY

Issue Date: 12/29/2025

Status: **Compliant**

Hawaii Tax#: [REDACTED]
 New Hawaii Tax#: [REDACTED]
 FEIN/SSN#: [REDACTED]
 UI#: No record
 DCCA FILE#: 226440

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, Hawaii 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, Hawaii 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, Hawaii 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, Hawaii 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.

Homestead Community Development Corporation

(Typed Name of Individual or Organization)



(Signature)

1/22/2026

(Date)

Kara Chow

(Typed Name)

Co-Executive Director

(Title)



Governing Board & Executive Team

HCDC is governed by a statewide Board of Commissioners, enrolled members of the Sovereign Council of Hawaiian Homestead Associations (SCHHA) representing the five SCHHA MokuPuni regions and other areas of expertise. HCDC is governed by and serves the interests of HHCA tribal lands, homestead beneficiary associations and homestead communities.

Location	Board of Commissioner Name	Position
Oahu	Lilia Kapuniaia, Native Hawaiian Term Expires: 2027 <i>Ms. Kapuniaia is the Executive Director of Papakolea CDC, delivering community services and programs in three homesteads. She is a homestead leader and resident</i>	Chair
Molokai	Kammy Purdy, Native Hawaiian Term Expires: 2028 <i>Ms. Purdy is the owner of a homestead farm operation on the island of Molokai, and a long-time homestead leader and resident of the Hoolehua homestead on Molokai.</i>	Vice Chair
Maui/Lanai	Daniel Ornellas, Native Hawaiian Term Expires: 2026 <i>Mr. Ornellas is an experienced land use planner, state government public servant and a homestead leader and resident in the Waiehu homestead on the island Maui.</i>	Secretary/Treasurer
Kauai	Liberta Albao, Native Hawaiian Term Expires: 2025 <i>Ms. Albao is a retired visitor industry executive, with more than 30 years in finance, accounting and fiscal procedures and is a waitlist leader on the island of Kauai.</i>	Director
Hawaii Island	Vacant since August 2025 Term Expires: 2027 <i>For Replacement Appointment by HCDC Board.</i>	Director
Maui/Lanai	Janice Herrick, Native Hawaiian Term Expires: 2027 <i>Ms. Herrick works in the renewable solar industry and is a resident in the Paukukalo homestead on the island Maui.</i>	Director
Kauai	Daisha Kuhaulua, Native Hawaiian Term Expires: 2027 <i>Ms. Kuhaulua is a small business owner and resident in the Piilani Mai Ke Kai homestead on the island of Kauai.</i>	Director

Executives

Co-Executive Director, Corporate **Kara Chow, Native Hawaiian**
 Co-Executive Director, Programs & Capacity **Jordyn Danner, Native Hawaiian**
 Chief Financial Officer **Napali Woode, Native Hawaiian**



Creating Jobs & Affordable Housing On or Near Hawaiian Home Lands and Building the Capacity of Homesteads

Headquarter Offices
3375 Koapaka Street, Suite D145
Honolulu, HI 96819



info@hawaiianhomesteads.org
(808) 431-4067
www.hawaiianhomesteads.org

HCDC Programs & Services on or near Hawaiian Home Lands

Homestead Community Development Corporation (HCDC) founded in 2009 by the *Sovereign Council of Hawaiian Homestead Associations (SCHHA)*, is a statewide tribal nonprofit corporation, dedicated to affordable housing, economic development and capacity building on or near Hawaiian Home Lands on Oahu, Kauai, Molokai, Maui/Lanai and Hawaii Island.

HCDC, as a typical tribal community development corporation (CDC), is a developer of affordable housing, community facilities and social enterprises that create local jobs, delivers programming in workforce development, youth leadership and capacity building of Homestead Beneficiary Associations (HBAs).

Affordable Housing & Community Facility Developer

1. **Community Facility Development** – HCDC builds community facilities that support economic development, job creation and social well-being. This includes predevelopment activities, capitalization, development and operation. Every facility is developed in partnership with an HBA on or near Hawaiian Home Lands.
2. **Affordable Housing Development** – HCDC builds and/or acquires affordable housing serving enrolled/eligible families under the Hawaiian Homes Commission Act (HHCA). This includes predevelopment activities, capitalization, development and/or acquisition, and property management functions, in partnership with an HBA.
3. **PARUS** – Permanently Affordable Rental Unit Strategy is an HCDC program to strategically convert market based residential properties, to permanent affordability serving tenants at or below 80% area median income. Currently, HCDC operates PARUS properties on Kauai and Maui.

Community Development & Capacity Building Programs

1. **Social Enterprises** – Operates social enterprise projects on or near Hawaiian Home Lands to create jobs, celebrate culture and promote economic prosperity in food service, retail services, equipment depot sharing, and other enterprise initiatives. Currently, HCDC operates a Thrift Shop, Café, Marketplace and Campground.
2. **Residential Employment & Living Improvement (RELI) Program** – Provides workforce development through short term temporary employment to promote experiential job training in the fields of administrative, land stewardship and facility maintenance. Availability of positions is dependent on workforce funding partners.
3. **Homestead Youth Leadership Programs** – Operates youth programming of afterschool, cultural exchanges and healthy campouts and supports Homestead Agricultural Youth Councils (HAYC) to bring youth ages 10 – 24 together to experience agriculturally based projects together with board governance and civic systems of policy advocacy. Availability is dependent on youth and agricultural funding partners.
4. **Homestead Beneficiary Association Capacity Program** – Operates year-round leadership and capacity programming for HBAs, through HBA fiscal sponsorships, board governance experiences, convening support to all SCHHA regional Mokuupuni meetings and other convenings, and capacity grant making when funds available.

HCDC was founded as a tribal nonprofit CDC to serve families and residents in the fields of affordable housing, job creation and capacity and leadership development. Its Statewide Board, represent SCHHA Mokuupuni regions across 6 islands and 4 county jurisdictions where Hawaiian Home Lands are located.

HCDC is led by Co-Executive Directors, **Ms. Kara Chow** and **Ms. Jordyn Danner**. For inquiries, email info@hawaiianhomesteads.org to sign up to receive informational announcements or visit www.hawaiianhomesteads.org.



Creating Jobs & Affordable Housing On or Near Hawaiian Home Lands and Building the Capacity of Homesteads

projects, including community facilities and affordable housing. HCDC's development projects are guided by project advisory committees that include homestead association leadership, ensuring alignment with community priorities while building local capacity.

HCDC remains focused on its board-adopted mission and core competencies. This disciplined approach has contributed to the organization's long-term stability, operational effectiveness, and sustained impact across the Hawaiian Home Lands community.

2. The goals and objectives related to the request;

Response: The goal of this GIA Capital request is to fund the purchase and installation of a photovoltaic solar energy system at the HCDC-owned and operated West Kauai Enterprise Center, located in the Kekaha region of the island of Kauai.

The primary objective of this investment is to stabilize and reduce the Center's operating costs by lowering long-term energy expenses. These savings will help minimize costs passed on to patrons primarily Kauai families, community organizations, and local businesses, thereby improving affordability, sustainability, and continued access to the facility.

3. The public purpose and need to be served;

Response: HCDC hereby certifies that the applicant for this GIA grant request is Homestead Community Development Corporation, a tax-exempt nonprofit organization incorporated in the State of Hawai'i. The requested funds are dedicated to a clear public purpose: the installation of photovoltaic solar panels to reduce energy costs at a community center that is owned, operated, and made available for use by the general public.

This GIA investment will support services to Kauai residents and businesses by sustaining continued access to the nonprofit community center through improved operational sustainability. By reducing long-term energy expenses, the project will help maintain affordable facility use fees for the general public. The primary target population includes Kauai residents, families, community organizations, and businesses owned by Kauai residents.

4. Describe the target population to be served; and

Response: The target population to be served by this GIA Capital request includes Kauai residents, families, organizations and businesses owned by Kauai residents.

5. Describe the geographic coverage.

Response: This project will serve the entire County of Kauai. While the HCDC West Kauai Enterprise Center is physically located in Kekaha, the limited availability of comparable community facilities countywide has resulted in patrons traveling from across the island to utilize its programs and services.

The project will also provide direct benefits to the residents of Kekaha by reducing the facility's electrical operating costs through this GIA Capital investment. These cost

savings will strengthen the Center’s financial sustainability and create opportunities for future facility improvements, job creation, and enhanced services, ultimately improving the quality and accessibility of the Center for all patrons.

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;

Response: HCDC proposes a scope of work to procure the purchase and installation of a solar photovoltaic and battery system on the rooftop of the HCDC West Kauai Enterprise Center, including all permitting. The tasks and responsibilities are as follows:

Task 1. Establish accounting codes for GIA funding to comply with State requirements and reporting.

Responsible Party: Deputy Director.

Task 2. Follow HCDC procurement and State of Hawaii procurement procedures to select a competitive and competent solar contractor and execute contracts and agreements.

Responsible Party: Deputy Director.

Task 3. Oversee the building permit process, acquisition of the solar system and installation, and complete payment as per the contract agreement and project timeline.

Responsible Party: Deputy Director and Co-Executive Director.

Task 4. Complete all required GIA reporting, documentation, and filings to successfully comply with county requirements, state requirements and local utility company requirements.

Responsible Party: Deputy Director and Co-Executive Director.

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

Response: Subject to GIA funding, the Certified Kitchen Solar Project estimates a timeline as follows:

By December 2026 – Execute GIA grant agreements, and submit requirements to comply with all State GIA regulations.

By March 2027 – Complete procurement of a qualified contractor.

By June 2027 – Complete permitting and installation of solar system, and complete final payment and reporting.

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

Response: HCDC will follow its standard protocols with contractors that perform services for the nonprofit, including verification of qualifications, progress inspections and reporting. HCDC will monitor and produce monthly reports, and once the contractor is engaged at the West Kauai Enterprise Center, will monitor performance weekly until project is complete. HCDC protocols include a checklist based on the deliverables in the contractor’s performance contract to ensure results are achieved.

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.

Response: HCDC will measure the effectiveness of a GIA Capital award as follows:

Completion of Task 1. Establish accounting codes for GIA funding to comply with State requirements and reporting.

Completion of Task 2. Follow HCDC procurement and State of Hawaii procurement procedures to select a competitive and competent solar contractor and execute contracts and agreements.

Completion of Task 3. Oversee the building permit process, acquisition of the solar system and installation, and complete payment as per the contract agreement and project timeline.

Completion of Task 4. Complete all required GIA reporting, documentation, and filings to successfully comply with county requirements, state requirements and local utility company requirements.

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](#))

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2026 to June 30, 2027

Applicant: Homestead Community Development Corporation

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.				
10.				
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18.				
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20.				
TOTAL OTHER CURRENT EXPENSES				
C. EQUIPMENT PURCHASES	300,000			
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	300,000			
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested		Kara Chow	(808) 651-8370	
(b) Total Federal Funds Requested		Name (Please type or print)	Phone	
(c) Total County Funds Requested			1/22/2026	
(d) Total Private/Other Funds Requested		Signature of Authorized Official	Date	
TOTAL BUDGET	300,000	Co-Executive Director		
		Name and Title (Please type or print)		

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2026 to June 30, 2027

Applicant: Homestead Community Development Corporation

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
N/A-Salary Dollars Not Requested				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
TOTAL:				

JUSTIFICATION/COMMENTS: N/A Salary Dollars

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2026 to June 30, 2027

Applicant: Homestead Community Development Corporation

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Solar Photovoltaic & Battery System	1.00	\$300,000.00	\$ 300,000.00	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:	1		\$ 300,000.00	

JUSTIFICATION/COMMENTS: For installation on a nonprofit community center (HCDC West Kauai Enterprise Center) in service to the general public and sustainability.

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				

JUSTIFICATION/COMMENTS:

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2026 to June 30, 2027

Applicant: Homestead Community Development

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						
DESIGN						
CONSTRUCTION						
EQUIPMENT			300000			
TOTAL:			300,000			
JUSTIFICATION/COMMENTS: Solar Photovoltaic and Battery System for Installation on Community Center - HCDC West Kauai Enterprise Center						

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: Homestead Community Development Corporation

Contracts Total: 4,665,000

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)	CONTRACT VALUE
1	Healthy Housing Initiative	2026	LISC	Federal	20,000
2	Kupaa Hawaii - SCHHA Enrollment Project	2025	POL	Federal	35,000
3	Kupaa Hawaii - SCHHA Enrollment Project	2026	POL	Federal	35,000
4	Annual Conference	2025	POL	Federal	15,000
5	Annual Conference	2026-2027	OHA	State	30,000
6	Annual Conference	2025	OHA	State	15,000
7	Workforce Development	2023-2025	OHA	State	500,000
8	Affordable Housing Acquisition	2026	Maui	County	1,015,000
9	Affordable Housing Acquisition	2025	Maui	County	3,000,000
10					
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Response: All Budget Forms Provided are Included in this section. HCDC is requesting \$300,000 in one-time GIA Capital funds

- The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2027.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$0-09/2026	\$0-12/2026	\$150,000 – 06/2027	\$150,00 – 12/2027	\$300,000

- The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2027.

Response: HCDC is pursuing the following:

State: \$815,142 DHHL for West Kauai Enterprise Center Facility Improvements

- 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.

Response: Not Applicable

- 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.

Response: HCDC has been awarded competitive funding awards as follows:

Federal: \$20,000 for Healthy Housing Initiative

Federal: \$70,000 for SCHHA Enrollment Project – Kupaa Hawaii

Federal: \$15,000 for Annual Conference

State: \$30,000 for Annual Conference

State: \$15,000 for Annual Conference

State: \$500,000 for Workforce Development

County: \$1,015,000 for Affordable Housing Acquisitions on Maui

County: \$3,000,000 for Affordable Housing Acquisitions on Maui

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

Response: As of October 31, 2025, HCDC’s unrestricted current assets total \$4,372,532, reflecting the organization’s strong fiscal position at the close of its fiscal year.

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.

Response: HCDC is an experienced developer and property manager of community facilities it has constructed through procurement of relevant contractors, and/or purchased in meeting its mission of affordable housing and economic development. The skills, abilities, knowledge and experience directly related to this GIA Capital request include:

A. Knowledge, experience and skills in building renovations, additions, improvements and general construction fields including specialty fields such as plumbing and electrical.

HCDC has over a decade of building community facilities from the ground up, start to finish from financing to construction to operation. Facilities it has accomplished include a 2,500 square foot enterprise center, a 1,200 square foot certified kitchen, an 800 square foot youth facility and a 2,000 square foot thrift shop.

Over the last decade, HCDC has also organized and coordinated improvements and additions to these facilities, including roof replacement, solar panel installation, additions and interior renovations to increase functionality.

B. Knowledge, experience and skills in project management with regulatory agencies and contractors in a variety of disciplines.

With every related project described in item "A", all well within the scope of this GIA request, HCDC has conducted all project management through its full time staff, with a hands-on approach to working directly with regulatory agencies and contractors to ensure efficient and timely completion.

C. Knowledge, experience and skills in fiscal management, regulatory compliance and timely reporting.

Likewise, with every project, HCDC has managed over \$4M in capital, equity and debt to accomplish the construction and/or acquisition of its facilities, requiring a keen focus on fiscal management, compliance and timely reporting to its funders.

Pertinent and verifiable projects within the last 3 years includes:

Kauai Affordable Housing Rental units operated since 2022, this project provides 6 units of affordable housing rental of 1-bedroom and studio units. **Maui Affordable Housing Rental units** operated since 2024, this project provides 8 units of affordable housing of 2-bedroom, 3-bedroom and 4-bedroom units. **Develop the Developer**

operated since 2025, this project is in the research and data gathering phase for implementation by the end of 2026, to create a standing training program for individuals interested in developer processes, financing and approaches to become a developer of small 1-5 unit housing developments.

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.

Response: HCDC owns and operates a number of facilities, however, this GIA Capital request is centered on its West Kauai Enterprise Center located in Kekaha, Kauai. Following is a complete list of the facilities and structures owned by the HCDC nonprofit:

- A. Headquarter Offices – 1,200 square feet of office space
- B. Salon Facility and Retail Space – 1,200 square feet of office space housing a local salon practitioner and security business
- C. Youth Facility – 800 square feet, youth center and educational facility.
- D. Open Air Marketplace – on 5 acres with a Thrift Shop and 15 small retail outlets
- E. Certified Kitchen – 1,200 square feet of certified kitchen and café space
- F. Marketplace Pavilion & Coffee Shop – covered pavilion with 200 square feet dedicated as a snack bar/coffee shop.
- G. Enterprise Center – 2,500 square feet of community facility space for enterprise training and financial planning.
- H. Campground Facility – 11 acre campground with a large pavilion, bathrooms and campground kitchen.
- I. Kauai Affordable Housing Rental units – 6 rental apartments located in downtown Lihue, Kauai, purchased and maintained to keep the units in local hands and with affordable rental rates.
- J. Maui Affordable Housing Rental units – 8 rental units located in Lahaina, Kihei, and Wailuku on Maui, purchased and maintained to keep in local hands and with affordable rental rates.

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.

Response: Homestead Community Development Corporation (HCDC) maintains an established and effective staffing pattern that is fully capable of supporting the viability of the proposed GIA Capital request. The organization operates with a lean structure of 16 full-time equivalent (FTE) employees, allowing for efficient project implementation while maintaining strong internal controls and accountability. The proposed request aligns with

HCDC’s existing service capacity and does not require additional staffing, as it falls squarely within the organization’s operational and capital project management expertise.

Oversight of the proposed project will be provided through HCDC’s Capacity CIP Division, which is responsible for facility operations and capital improvements. Capital initiatives are led by Mr. Garrett Danner, Deputy Director, who brings over 10 years of experience in community-based project management, development, and program implementation. Facility operations are supported by Mr. Dave Miller, Deputy Director, who has more than 20 years of experience in construction, facilities management, and project oversight. Strategic oversight, policy guidance, and executive mentorship are provided by Ms. Robin Danner, Policy Director, who has extensive experience in finance, construction, and residential and commercial project management.

HCDC maintains strong internal systems for supervision, training, and administrative direction. Cross-training, mentorship, and knowledge-sharing across divisions are core organizational values, ensuring continuity of operations and effective project delivery. This established staffing model and leadership capacity positions HCDC to successfully administer and implement the proposed GIA Capital request in support of its housing and economic development mission.

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.

Response: An HCDC organizational chart is included as an attachment and illustrates the placement of this GIA Capital project within the oversight responsibilities of two key Deputy Directors and HCDC’s two Co-Executive Directors. The project aligns directly with existing management functions and decision-making authority and is well within the operational, administrative, and fiscal capabilities of HCDC’s executive management team.

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.

Response: As of January 2026, the highest paid positions are as follows:

Co-Executive Director	\$78,000
Deputy Director	\$74,000
Co-Executive Director	\$70,000

VII. Other

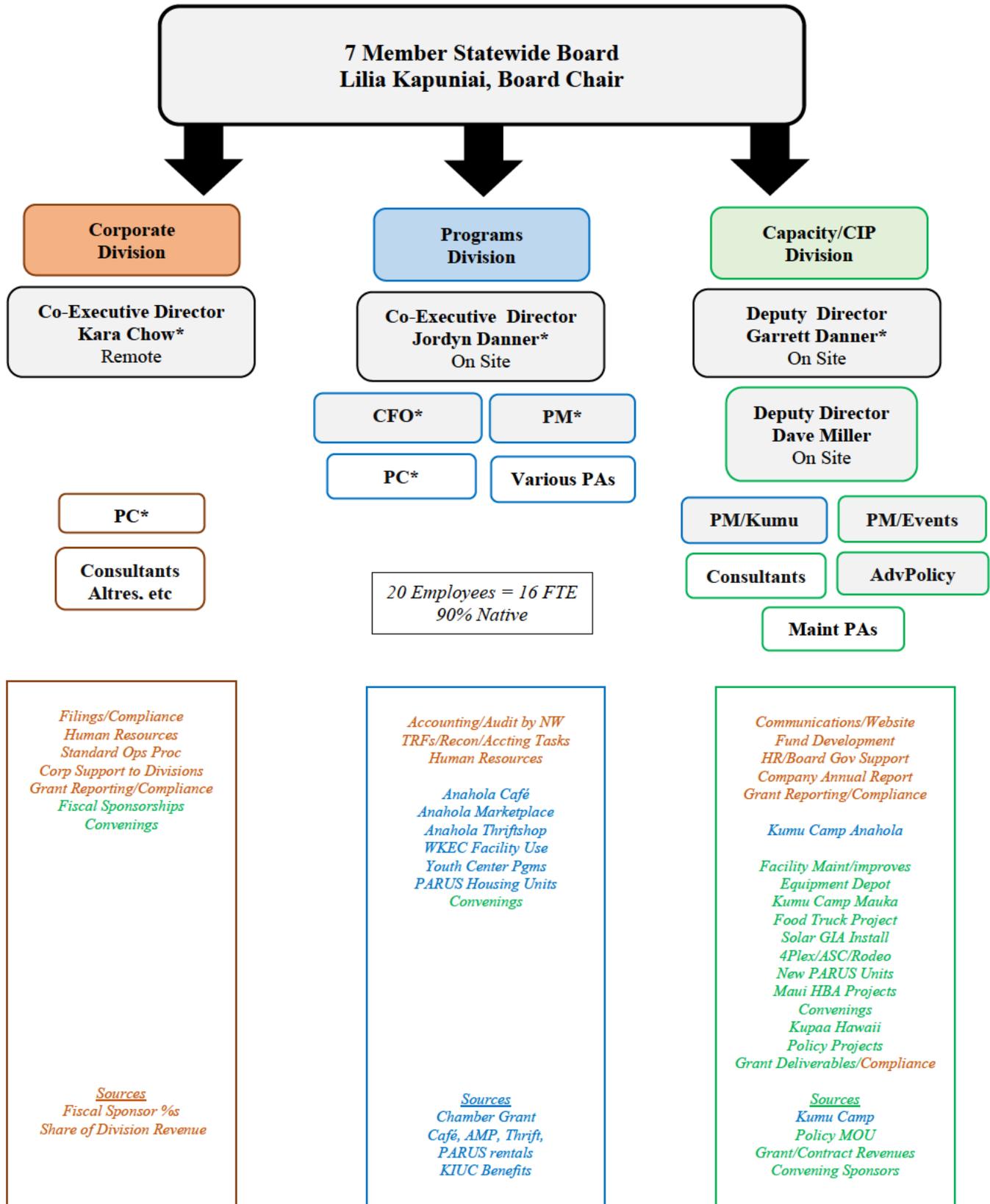
1. Litigation

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

PO Box 646
Anahola, HI 96703
(808) 431-4067



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Kara Chow, HCDC Co-Executive Director

Native Hawaiian



Ms. Kara Chow, employed since 2021 is the Co-Executive Director at the Homestead Community Development Corporation (HCDC) nonprofit, sharing Executive Directorship with Ms. Jordyn Danner. Kara oversees the nonprofit Corporate Division, while her executive colleagues oversee the remaining two divisions consisting of the Programs Division and Capacity/CIP Division.

Kara provides executive management of human resource administration, standard operating procedures for the nonprofit, contract compliance, insurance requirements, coordination of board governance responsibilities and corporate support to company divisions, including fiscal sponsorship engagements.

Kara is an experienced executive in administration and business processes, with prior employment, having operated a family business providing marketing services in the private sector in brand management, product placement and business communication strategies. She also enjoyed 8 years with the Hawaii State Legislature, as the Office Manager for Senate District 8, coordinating constituent services and staffing office day to day operations. She is culturally grounded and knowledgeable in Native Hawaiian cultural protocols and language given her life-long contribution and participation in halau dedicated to maintaining the traditional practices and expressions through Native Hawaiian hula.

Kara is a graduate of Kauai High School and received her Bachelor of Science in Hotel Administration with a concentration in Meeting and Events Management at the University of Nevada, Las Vegas. She is married to Ainoa Castaneda, is the mother of four girls, ages ranging from ages 3 and 10, and resides in her home in Ewa Beach on the island of Oahu.

About HCDC. Homestead Community Development Corporation founded in 2009 by the Sovereign Council of Hawaiian Homestead Associations is dedicated to affordable housing, economic development and community capacity building on or near tribal trust lands established under the Hawaiian Homes Commission Act of 1920.

About SCHHA. The Sovereign Council of Hawaiian Homestead Associations is a tribal organization and coalition of self-governments exercising sovereignty on Hawaiian Home Lands and is registered with the U.S. Department of Interior under 43 CFR Part 48.6.



Response: 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.

Response: Not Applicable

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.

Response: Not Applicable. This request will not be used to support or benefit a sectarian or nonsectarian private educational institution.

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.

Response: The HCDC West Kauai Enterprise Center Facility Improvement Project Plan intentionally proposes this GIA Capital request as a one-time investment designed to deliver long-term sustainability benefits to the West Kauai Enterprise Center, the general public, and facility patrons over the estimated 20-year useful life of the solar photovoltaic and battery system.

This one-time investment of public funds will result in immediate and sustained reductions in annual operating costs, beginning on the first day the system becomes operational. These energy cost savings will generate unrestricted revenues that can be reinvested to support ongoing operations, maintenance, and community-serving programs at the West Kauai Enterprise Center, thereby strengthening the facility's long-term financial viability.



P.O. Box 1306 Kekaha, Hawaii 96752
808-652-2438

Aloha,

Our homestead association, serving West Kauai area trust lands, conveys our clear support for the Homestead Community Development Corporation (HCDC) that has been an excellent partner in our region for many years. This homestead nonprofit has shown a deep commitment to supporting our association, not in just words, but by the deeds of its representatives.

HCDC includes and creates opportunities for our board and members to engage, to build our own capacity in functioning and in its responsiveness when we have a need that they may be able to assist with.

In terms of the West Kauai Enterprise Center, and the proposed project to make facility improvements, we are in total support. Our homestead association has always been designated by HCDC as their project advisory committee, and we have enjoyed operating the facility.

The improvements that HCDC is requesting funding to accomplish have been compiled from many visioning sessions with our homestead association and residents of our homestead. WKHHA wholeheartedly supports the project proposal, and we are hopeful that you will see the value and incredible opportunities the renovations will make for our homestead.

Mahalo for your consideration.

Me Ke Aloha,

A handwritten signature in black ink, appearing to read "Myrnadette H. Bucasas". The signature is fluid and cursive, written over a light blue circular stamp.

Myrnadette H. Bucasas



3375 Koapaka Street, Suite D145
Honolulu, HI 96819
(808) 652-3684

policy@hawaiianhomesteads.org

Date: January 7, 2026

Re: Support for the West Kauai Enterprise Center Facility Improvement Project

The Sovereign Council of Hawaiian Homestead Associations is a homestead association registered with the U.S. Department of Interior, serving the 203,000 acres of Hawaiian Home Land communities, the nearly 30,000 beneficiaries on the waitlist, and the 10,000 beneficiaries that are lesses under the homestead section of the HHCA.

Founded in 1987, our statewide homestead association, with its 5-member governing council, unifies five (5) MokuPuni Regions of Hawaiian Home Lands as follows:

Kauai	KipuKai Kualii, Chair
Hawaii Island	Maile Luuwai, Vice Chair
Molokai	Sybil Lopez, Council Member
Oahu	Iwalani McBrayer, Council Member
Maui/Lanai	Kainoa MacDonald, Council Member

It has been nearly 2 decades since the SCHHA and other homestead associations founded HCDC in 2009 to serve our homestead communities anywhere in the state. Starting with a handful of homestead leaders serving on its initial governing board from Waimea, Hawaii Island, to Kaupea on Oahu, to Anahola and Kekaha on Kauai, to Hoolehua on Molokai and the waitlist leaders on Maui, we mahalo their vision and fortitude.

The West Kauai Enterprise Center, located in the Kekaha homestead, developed by HCDC in 2012 has served the west Kauai homesteads consistently and diligently. We especially mahalo HCDC for its partnership with the West Kauai Hawaiian Homestead Association, designated as the facility project advisory committee.

Please accept this strong letter of support for both the HCDC organization, and the project it is proposing for funding.


KipuKai Kualii, Chair


Maile Luuwai, Vice Chair

Founded in 1987, the Sovereign Council of Hawaiian Homestead Associations (SCHHA) is the oldest and largest governing homestead association registered with the Department of Interior, exercising sovereignty on the trust lands established under the Hawaiian Homes Commission Act of 1920.

West Kauai Enterprise Center Facility Improvement Project

Project Financial Business Plan

Updated: January 2026



Aloha!

This *Project Financial Business Plan* is required under RFP-26-HHL-002 for the West Kauai Enterprise Center Facility Improvement Project grant proposal to the State Department of Hawaiian Home Lands (DHHL). This document provides the historical background on the HCDC West Kauai Enterprise Center that began when the facility was envisioned and included in the 2011 West Kauai Regional Plan. HCDC received 2.6 acres of vacant land under License agreement #773 in 2012, and in 2014 the facility infrastructure and building was completed.

HCDC is requesting \$752,090 in DHHL capital over 3 years combined with \$50,270 in HCDC unrestricted capital and \$12,782 of In-Kind resources for a total project budget of \$815,142 to make facility improvements that will increase the services available in the Kekaha homestead area.

This Plan addresses the requirement to present financial projections to reflect cash flow requirements over the 3 year project period, and an operating budget to ensure operational and maintenance functions are sustainable for at least a 5 year period once the improvements are completed.

Mahalo for the opportunity to include this *Project Financial Business Plan* in the HCDC facility improvement proposal. This proposed project will greatly increase the opportunities and potential of our people in accessing the resources of WKEC, located on Hawaiian Home Lands in the Kekaha homestead.



Kara Chow
HCDC Co-Executive Director



Jordyn Danner
HCDC Co-Executive Director

The HCDC nonprofit corporation approach serving many HBAs and homestead areas, facilitates successful projects in small homestead areas to scale, because HCDC is consolidating financial and staffing capacity to support small projects that may not pencil otherwise.



KipuKai Kualii
HCDC Founding Board Chair

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SCHHA member HBAs started strategizing about a statewide 501c3 at our Homestead Conference in 2008. We studied what Native American tribes have that are accountable to their tribal governments. We could see that we needed this model, to build our collective capacity as homestead associations, to build housing and facilities, so we launched HCDC to be governed by homesteads from every SCHHA mokupuni region.



*Auntie Kammy Purdy, HCDC Board Vice Chair,
 Hoolehua Homestead Member, former SCHHA Vice Chair*

About West Kauai Enterprise Center

Origins of Facility, Construction and Funding. The original vision for the WKEC was first communicated to HCDC by one of the longest serving homestead leaders in the West Kauai region, Auntie Leah Perreira. She sought the development of a facility within the homestead, controlled, owned and operated by a beneficiary organization, a place where beneficiaries could gather, plan and execute solutions, particularly with and for the next generation of beneficiaries. The project concept was included in the 2011 West Kauai Regional Plan.

HCDC agreed to support her vision and the priority project in the regional plan, resulting in the 1,856 square foot facility completed in the Kekaha, west Kauai homestead community on trust lands to provide community facility space.

The project was funded by grant capital awarded by HUD under its Alaska Native/Native Hawaiian Institutions Assisting Communities (ANNHIAC) program. This funding source partnered the development of the facility with the University of Hawaii, Kauai Community College (KCC) as the grantee and HCDC as the community recipient to construct the WKEC.

Through procurement, a native Hawaiian owned developer was contracted to build the facility, based on design plans donated by KCC and the State DHHL provided 2.6 acres for the project.

State DHHL License. On April 23, 2012, the Hawaiian Homes Commission approved a 30-year License #773 under HHCA Section 207 (c)(1)(A) and Hawaii Administrative Rules Section 10-4-22, which was executed by the State DHHL on December 31, 2012. The purposes authorized HCDC to construct, manage, and operate facilities which offer community programs, to primarily benefit the Kekaha homestead community.

Project Advisory Committee – HCDC has operated the WKEC since 2014 when construction was completed, with the West Kauai Hawaiian Homestead Association (WKHHA) as its project advisory committee, providing day-to-day management. The facility has served its purpose providing community programs, a myriad of training sessions including entrepreneurship, and serves as a significant gathering and fellowship location for homestead families, residents and businesses.

About Strategic Project Priorities

In 2022, a decade after the start of developing the WKEC facility, HCDC and WKHHA embarked on annual visioning sessions to discuss the next decade and future of the WKEC as well as other initiatives for the West Kauai region. These visioning sessions, resulted in consensus from numerous priorities discussed and shared, to four (4) priorities for a WKEC facility improvement project.

Strategic Project Priorities. The four (4) priorities identified to improve and expand accommodation at the WKEC facility follows:

1. **Roof Top Solar** – to maximize the West Kauai sunshine to contain the costs of utilities at the facility. Presently WKEC is 100% dependent on electricity generated from the KIUC grid.
2. **Restroom Addition** - to increase capacity to accommodate larger community groups, events and activities at the facility. Presently, WKEC has a single bathroom.
3. **Kitchen Renovation** - to improve the existing kitchen area to achieve Certified Kitchen status with the Department of Health to expand opportunities to address the needs of entrepreneurs with food related products. Presently, WKEC has a kitchen area with a sink, refrigeration and cabinetry.
4. **Facility Sustainability** – to improve the capacity of WKEC revenues to cover facility operating and maintenance costs, while expanding services to beneficiaries. Presently, WKEC is at breakeven or below.

HCDC is proposing these facility improvement priorities based on consistent community input and strong support, to be accomplished over a 3 year funding period, beginning July 1, 2026 through June 30, 2029.

About Financial Projections

HCDC calculated two financial projections to 1) assess the cash resources necessary to build out the project; and 2) to assess operating revenues and expenses based on increased usage of the facility, to test sustainability.

Cash Flow Projections. HCDC presents financial projections to ascertain project cash flows necessary for each year of the proposed 3-year term of a State DHHL grant agreement in **Addendum A**. These cash flow projections are important to ascertain the necessary funding anticipated year by year.

In Year 1, the HCDC projection of resources expended totals \$207,047 representing 25.40% of the total project improvement costs. The expectation in Year 1 is to establish all compliance systems, community outreach scheduling and the launch of design and engineering services, as well as building permit applications.

In Year 2, resources expended are projected to be \$403,047 representing 49.45% of the total project improvement costs. Year 2 focuses on beginning the certified kitchen renovations and accomplishes the roof top solar panel installation.

In Year 3, the projection of resources expended totals \$205,047 representing 25.15% of the total project improvement costs. Year 3 completes the certified kitchen renovations, and completes entirely, the restroom upgrades.

The Cash Flow Projections (Addendum A) are color coded by the two sources of capital for the proposed project, DHHL funds representing 92% of the required capital, and HCDC unrestricted capital and In-Kind resources representing 8%.

The projection also establishes that only 22% of the project budget is allocated to staffing, with 78% allocated to achieving the facility improvements.

Operating Budget Projections. HCDC presents a 5-year operating budget after all improvements are completed in **Addendum B**, reflecting facility sustainability, to support facility operations and maintenance functions.

Year 1 budgets new revenue of \$25,000 annually for certified kitchen vendors, \$12,000 in new revenues from open air pop up market events, and \$10,000 in event sponsorships due to the improved capacity of the facility to host west Kauai events. Expenses are budgeted to add dedicated part time facility program and maintenance staff, totaling \$34,213, and non-personnel expenses of \$31,500 which includes increases to refuse collection, insurances and other costs. Utilities, however, are contained within the non-personnel expenses, even when facility use is projected to increase.

Year 1 through Year 5, reflects net revenues after expenses, capable of establishing a maintenance reserve account for the first time in the facility's history, resulting in Net Operating Income after maintenance reserves on average of \$11,602 annually.

Closing

These two financial projections indicate that a one-time investment by DHHL delivers new and needed services in the homestead, especially economic opportunities to individual micro businesses in food products and pop up market sales common on the island.

Addendum A Cash Flow Projections over 3 Years
Addendum B Operating & Maintenance Budget over 5 Years

West Kauai Enterprise Center - Facility Improvement Project

This Financial Projection Anticipates Cash Flow for Project Expenditures by Year

Financial Projections - Cash Flow Analysis During 3 Year Project Implementation

Description	Year 1	Year 2	Year 3	Total 3 Years
Personnel				
.50 FTE Project Manager	37,000	37,000	37,000	111,000
Fringe - at 19% (WC, FICA, Etc)	7,030	7,030	7,030	21,090
.25 FTE Project Assistant	11,000	11,000	11,000	33,000
Fringe - at 19% (WC, FICA, Etc)	2,090	2,090	2,090	6,270
Up to 3 Volunteers - Value of Time	2,880	2,880	2,880	8,640
Fringe - at 19% (WC, FICA, Etc)	547	547	547	1,642
Total Personnel - 22% of Total Project	60,547	60,547	60,547	\$181,642
Non Personnel				
Travel				
Equipment				
Supplies	3,000	2,000	1,000	6,000
Design/Engineer Contractor	60,000	3,000		63,000
Solar Installation Contractor	50,000	250,000		300,000
Kitchen Renovation Contractor		55,000	40,000	95,000
Bathroom Addition Contractor			72,000	72,000
Communications Contractor	6,000	6,000	3,000	15,000
Community Meeting Food & Beverage	2,500	1,500	3,500	7,500
Indirect Project Costs	25,000	25,000	25,000	75,000
Total Non Personnel - 78% of Total Project	146,500	342,500	144,500	633,500
Total Expenses	207,047	403,047	205,047	\$815,142
DHHL Grant Capital by Year	185,030	383,030	184,030	752,090
HCDC Unrestricted Capital by Year	16,090	16,590	17,590	50,270
HCDC Volunteer Value of Contributions by Year	5,927	3,427	3,427	12,782
Total Project Expenses by Year	207,047	403,047	205,047	\$815,142
% of Project Funding Expended by Year	25.40%	49.45%	25.15%	100%
<i>Representing Projected Cash Flow Requirements</i>				

West Kauai Enterprise Center - Facility Improvement Project**Financial Projections - Facility Operating & Maintenance Budget**

This Financial Projection Anticipates Sufficient Resources for Operations/Maintenance

PROJECTED REVENUES	Year 1	Year 2	Year 3	Year 4	Year 5
Facility Revenues					
Facility Certified Kitchen Rental Income	25,000	25,000	25,000	25,000	25,000
Facility Use Rental Income	18,000	18,000	18,000	18,000	18,000
Program Income	10,000	10,000	10,000	10,000	10,000
Sponsors, Donors	15,000	15,000	15,000	15,000	15,000
Other Revenues	12,000	12,000	12,000	12,000	12,000
Total Revenues	80,000	80,000	80,000	80,000	80,000
PROJECTED EXPENSES	Year 1	Year 2	Year 3	Year 4	Year 5
Personnel					
.50 FTE Facility Coordinator	22,000	22,440	22,889	23,347	23,814
Fringe - at 19% (WC, FICA, Etc)	4,180	4,264	4,349	4,436	4,525
.15 FTE Facility Maintenance	6,750	6,885	7,023	7,163	7,306
Fringe - at 19% (WC, FICA, Etc)	1,283	1,308	1,334	1,361	1,388
Total Personnel	34,213	34,897	35,595	36,307	37,033
Non-Personnel					
Audit, Legal, Other - Prorated at 5%	1,750	1,750	1,750	1,750	1,750
Accounting/HR Support at 9% of Rev	7,200	7,200	7,200	7,200	7,200
Equipment less than \$5k	2,700	2,700	2,700	2,700	2,700
Office and Facility Supplies	3,000	3,000	3,000	3,000	3,000
Refuse Collection	5,000	5,000	5,000	5,000	5,000
Septic System Maintenance	750	750	750	750	750
Insurance	5,200	5,200	5,200	5,200	5,200
Merchant Fees	1,200	1,200	1,200	1,200	1,200
Telecommunications/Internet	1,400	1,400	1,400	1,400	1,400
Utilities	3,300	3,300	3,300	3,300	3,300
Other					
Total Non Personnel	31,500	31,500	31,500	31,500	31,500
Total Expenses	65,713	66,397	67,095	67,807	68,533
Net Operating Revenue	14,288	13,603	12,905	12,193	11,467
Maintenance Reserve at 10%	1,429	1,360	1,291	1,219	1,147
NOI for Other Homestead Benefits	12,859	12,243	11,615	10,974	10,321