





January 18, 2019

The Honorable Donovan M. Dela Cruz, Chair  
Senate Committee on Ways and Means  
Hawaii State Capitol, Room 208  
Honolulu, HI 96813

Subject: Grant In Aid

Dear Senator Dela Cruz,

Na Hale O Maui was founded as a grassroots effort in 2006. Our mission is "to secure and preserve a permanent supply of affordable housing alternatives for low and moderate income households in Maui County." We began with no budget, no homes and no headquarters. Today we have 34 permanently affordable homes. Five of the homes have been resold to another income-qualified island family at a truly affordable price, further proof that the model works in Hawaii.

Na Hale O Maui is a Community Land Trust (CLT), **the first and only fully operational organization of its kind in Hawaii.** CLT's reduce the cost of homeownership by separating the land and house through leasehold arrangements. Each home is sold to a qualified buyer at a below market price, while the land is retained by the CLT. In most cases, the homeowner may resell the home at a restricted price, which ensures the home will remain affordable in perpetuity, and the homeowner may share in the equity as well.

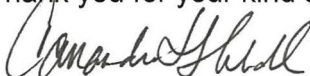
Enclosed please find a copy of the Na Hale O Maui Community Land Trust's \$1 million Grant in Aid application for CIP funds to assist in the construction of 12 permanently affordable homes in West Maui. Na Hale has not received state GIC assistance to date. We believe this project will demonstrate how we might successfully jump start a Community Land Trust effort and model for the entire State of Hawaii.

This grant, along with other funding partners, will lead to the addition of 12 new permanently affordable homes in West Maui **that will never go to market price**, and will make a powerful statement about the legislature's ability to create permanently affordable housing.

Our project goal is to construct and sell twelve permanently affordable homes over approximately eighteen months (from the start of construction.) Our plan calls for four 4-bedroom/2.5 bath homes and eight 3-bedroom/2 bath homes that will be priced below the HUD sales tables published by the Department of Housing and Human Concerns. Maui families earning between 80-120% of the Area Median Income will be the beneficiaries of the project.

Please call with any questions at 808-244-6110 (office) or 808-304-3533 (cell).

Thank you for your kind consideration of our request,

  
Cassandra Abdul  
Executive Director





January 17, 2019

The Honorable Donovan M. Dela Cruz, Chair  
Senate Committee on Ways and Means  
Hawaii State Capitol, Room 208  
Honolulu, HI 96813

Subject: Grant In Aid

Dear Senator Dela Cruz,

I have the honor to serve as the President of the Board of Directors of Housing and Land Enterprise of Maui, dba Nā Hale O Maui, a nonprofit Community Land Trust helping to create affordable housing for Maui's residents. The organization was founded in 2006 with the mission "to secure and preserve a permanent supply of affordable housing alternatives for low and moderate income household in Maui County".

Since inception, Nā Hale O Maui has purchased, rehabilitated and/or built 34 permanently affordable homes for income-qualified families in Maui. We are now working to build twelve 3- & 4-bedroom homes in Lahaina which is one of the least affordable areas of our community.

There are numerous reports outlining the fact that Hawaii continues to experience a severe crisis in affordable and workforce housing available to residents who struggle to meet income qualifications and the large down payment to qualify for a mortgage for many of the available housing options. The Community Land Trust model helps to resolve many of the obstacles island families face including truly affordable prices, down payment assistance, and the avoidance of private mortgage insurance. Nā Hale O Maui's Lahaina project is urgently needed to help address the housing crisis in West Maui.

We recognize that twelve homes will not solve the housing crisis. We also know that every house counts – especially for the families who live there! This project will move our affordable and workforce housing shortfall in the right direction. As a community, we cannot afford to wait to take some tenuous future action. With your support, we can do it now!

I respectfully ask that you participate in funding the Na Hale O Maui project, and partner with a nonprofit developing affordable homes in perpetuity. Please help build these twelve desperately needed homes for our island families.

Sincerely,

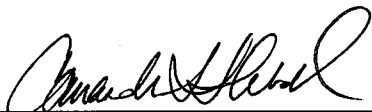


David Ward, President

## 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) Certificate of Good Standing (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



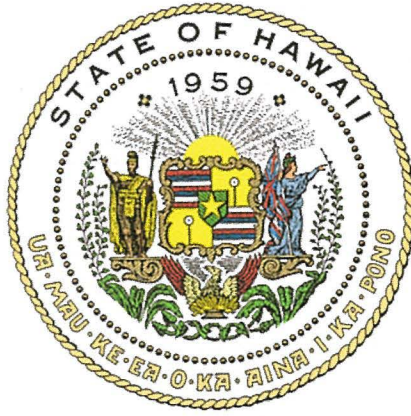
AUTHORIZED SIGNATURE

Cassandra Abdul, Executive Director

PRINT NAME AND TITLE

January 17, 2019

DATE



## Department of Commerce and Consumer Affairs

### CERTIFICATE OF GOOD STANDING

I, the undersigned Director of Commerce and Consumer Affairs of the State of Hawaii, do hereby certify that

HOUSING AND LAND ENTERPRISE OF MAUI

was incorporated under the laws of Hawaii on 08/05/2006 ; that it is an existing nonprofit corporation; and that, as far as the records of this Department reveal, has complied with all of the provisions of the Hawaii Nonprofit Corporations Act, regulating domestic nonprofit corporations.



IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Department of Commerce and Consumer Affairs, at Honolulu, Hawaii.

Dated: January 11, 2019

Director of Commerce and Consumer Affairs

**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.
  
- 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.

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.

Housing and Land Enterprise of Maui, dba Na Hale O Maui

\_\_\_\_\_  
(Typed Name of Individual or Organization)



\_\_\_\_\_  
(Signature)

January 17, 2019

\_\_\_\_\_  
(Date)

Cassandra Abdul  
\_\_\_\_\_  
(Typed Name)

Executive Director  
\_\_\_\_\_  
(Title)

## 2019 GIA-CIP Background Summary

### II. Background and Summary

#### 1. A brief description of the applicant's background;

Housing and Land Enterprise of Maui, dba Nā Hale O Maui (NHOM,) a grass-roots nonprofit organization, was founded in 2006, with a mission "to secure and preserve a permanent supply of affordable housing alternatives for low and moderate income households in Maui County." The Na Hale O Maui office is located in Wailuku, Maui, Hawai'i, House District 8 and Senate District 5.

Housing and Land Enterprise of Maui, dba Na Hale O Maui (NHOM), was a HISTORIC FIRST IN HAWAII; the first organization of its kind in Hawaii and remains the only fully operational Community Land Trust (CLT) in Hawaii.

CLTs reduce the cost of homeownership by separating the land and house through leasehold arrangements. Each home is sold to income-qualified buyers at a below market price while the land is retained in trust by the CLT. In most cases, the homeowner may resell the home at a restricted affordable price. This ensures the home will remain affordable in perpetuity, while sharing a portion of the appreciation based on the homeowner's investment.

NHOM has acquired 34 single family homes, rehabilitated and/or built, and sold 33 owner-occupied, single-family homes to income-qualified island families. Five of the homes have been resold to additional income-qualified buyers, at truly affordable prices. NHOM is rehabilitating the 34<sup>th</sup> home that will be occupied by a low to moderate-income family.

NHOM provides education; training and support to ensure our homebuyers and homeowners clearly understand the leasehold arrangement, will successfully qualify for and make mortgage payments while maintaining their homes in good repair. As a result of the education and support, no NHOM homes have been lost to foreclosure.

#### 2. The goals and objectives:

NHOM's over-arching goal was originally to kick-start the development of a Community Land Trust movement on Maui and throughout Hawaii. Today's CLTs are the result of the founding of the Burlington Community Housing Land Trust in 1984. The Burlington CLT began with one house and has grown to over 2,500 families enrolled in their programs and 250 CLTs across the US! NHOM has been instrumental in introducing the CLT model on Kauai, Oahu and the Big Island.

Our primary project goal is to design, construct and sell twelve permanently affordable homes over an 18-month period. Our plan calls for up to four 4-bedroom, 2.5 bath homes and eight 3-bedroom, 2 bath. Depending on the income category, we anticipate selling the homes at or below the maximum price ranges set by a HUD.

This is the year the Hawaii State Legislature can make a historic first by helping to fund truly affordable homes in perpetuity. These homes will remain affordable homeowner after homeowner, generation after generation, family after family. Sale after sale, they will never go market price. The public funds invested in this 12-home project will remain in with the homes and never need to be replaced.

Community land trusts play a critical role in building community wealth for several key reasons:

- They provide low- and moderate-income people with the opportunity to build equity through homeownership and ensure these residents are not displaced due to land speculation and gentrification.
- Land trust housing also protects owners from economic downturns because people are not over extended; as a result, foreclosure rates for land trusts across the U.S. have been as much as 90 percent less than conventional home mortgages.
- At least one-third of a land trust's board is composed of community residents, allowing for the possibility of direct, grassroots participation in decision-making and community control of local assets.
- In addition to the development of affordable housing, many land trusts are involved in a range of community-focused initiatives including homeownership education programs, agricultural, commercial and industrial development projects, and community greening efforts.

NHOM acquired twelve improved residential lots in the 100% workforce housing Kahoma Homes subdivision developed by West Maui Land Company, Inc. (WML.) The development is located in House District 10 and Senate District 6. The developer provided a significant discount on the lots sold to NHOM, helping to increase the affordability of the homes. We estimate the total project construction costs to be approximately \$4-5 million.

Eight of the homes will be for families earning less than 100% of the AMI, and four will be for those earning up to 120% of the AMI for Maui County. Preference will be given to those who work and/or live in West Maui.

We are currently working with a licensed contractor and architect on accurate cost estimates. We anticipate executing a contract in the first quarter of 2019. Preliminary home prices for households between 80.1-100% Area Median Income (AMI) family home prices are estimated to fall between \$350,000 -



\$400,000 (leasehold), and the 100.1-120% AMI in the \$400,000 - \$450,000 range (leasehold).

The long-term community result we seek is additional opportunities and access for income qualified island families to quality homes they can afford to buy at below market rates, and remain affordable in perpetuity, generation after generation, and family after family.

In addition to the life-changing benefit of home ownership, our constituents gain knowledge about the leasehold process, education on managing their finances, correcting and improving credit scores, available matching down payment assistance grants based on need, and support throughout the process of buying their home. NHOM may provide matching grants, based on need, of up to \$10,000 per home to assist our homebuyers with the down payment and closing costs. To date, Na Hale O Maui has provided \$105,200 in matching grants.

Na Hale O Maui homes to be built with the assistance of this GIA-CIP grant will be sold leasehold, contributing to truly affordable homes in perpetuity. The grant will enable NHOM to accelerate and expand our housing program, which has previously been limited to one or two homes at a time. Funds granted by the state legislature will do much to move affordable housing forward significantly, as we work with additional partners to fully fund 12 new permanently affordable single family homes in Lahaina, demonstrating the viability of the CLT model on Maui neighborhood developments and across the State of Hawaii. We have already met with CLT advocates from the Big Island, Kauai and Oahu to share and provide technical assistance to help start a Community Land Trust.

### **3. The public purpose to be served**

The need for affordable housing on Maui is evident due to rising home ownership costs, compounded by relatively low wages compared to many mainland communities. Working families in Hawai'i face the highest housing prices in the nation, and often do not earn enough to meet housing costs. The median income in Maui County is \$66,476 (US Census 2016), and the median price of a single-family home is **\$774,223** (Realtors Association of Maui, December 2018.) Many professionals, including teachers, police officers, firefighters and construction and hotel workers, cannot afford to live in the communities they serve.

In its report, "Measuring Housing Demand in Hawai'i, Hawai'i 2015-2025," the Department of Business, Economic Development and Tourism, details how lack of affordable housing became a crisis in Maui. First, stricter mortgage lending and down payment requirements made it difficult for first time buyers to purchase a home. Second, job losses during the recession kept buyers away from the market. Third, as the economy recovered, home prices increased at a rapid pace pricing many potential homebuyers out of the market. This in turn resulted in sustained rental price increases.

The lack of affordable homes has a detrimental effect on our community as a whole. Many moderate-income families feel they have no choice but to leave Hawai'i in search of a home and lifestyle they can afford. Further, housing affects overall quality of life, as families must make tough choices when over-burdened with high monthly living costs. Lack of access to affordable housing inhibits a family's ability to pay for other important budget items such as nutritious food, preventative medical care, insurance, reliable transportation and quality childcare, according to the Hawai'i Appleseed Project Report.

Although some affordable housing has been built on Maui, units remain affordable for a limited deed-restricted period. The majority of the homes originally sold as affordable have moved to market pricing and are no longer within reach of working island families.

This lack of affordable housing for local residents rises to the level of a human rights issue: shelter is a basic human right. Hawaii's children are leaving in alarming numbers to find mainland communities like Las Vegas, where they can afford the cost of living, especially a more reasonable cost of housing.

The median price for a single-family home on Maui in 2018 rose to \$774,223, according to the Realtors Association of Maui. Hawaii's ever-rising price of homes and condos, whether for sale or rent, result in the "Hidden Homeless," defined as "Households in which more than one family share accommodations. These households include families that are doubled up (two or more families or groups of persons who are related by birth, marriage or adoption) and those that are sharing (two or more families or groups whose members are not related by birth, marriage, or adoption)," according to a study by SMS for Hawaii Public Housing Authority.

The same study indicated there were 2,131 hidden homeless on Maui, a number that has grown since the study was published in 2007. The area on Maui with the highest number of hidden homeless was West Maui, the site of the NHOM Kahoma project. West Maui, according to the SMS study documented an estimated 706 persons who were doubled and tripled up.

Hidden homelessness tends to increase as home affordability drops. Affordability is defined as "the ratio between the affordable housing price, or the price a buyer with the median household income could afford, and the actual median sale prices." A smaller affordability ratio means that homes are less affordable. As homes become less affordable, those with fewer economic resources are squeezed out of the ownership market. Those who are unable to afford housing may be forced to double-up or live in overcrowded units and add to the level of hidden homelessness. This seems to suggest that the lack of affordably priced housing contributes to the hidden homeless and the overall homeless population.

The SMS report states that the average household size for the hidden homeless group was 5.2 persons statewide, compared with 3.1 for the at-risk households and 2.9 for all residents. The hidden homeless survey respondent tends to live in a housing unit that is owned by someone who lives in the unit. This suggests that doubling-up and sharing is more likely to involve an owned housing unit rather than a rented one.

Consistent with these findings, hidden homeless tend to be housed in larger units. Hidden homeless households tend to have more bedrooms and bathrooms. In turn, these units tend to have higher monthly shelter costs. These findings suggest that the hidden homeless tend to be supported by a well-established friend or relative rather than one who is struggling.

Along this line, hidden homeless households were more likely than other households to have at least one person employed (92% vs. 62%) and to have household incomes above \$50,000 a year (67% compared to 54%). This shows that hidden homeless households include more people, more people with jobs, and higher household incomes.

With financial counseling, down payment assistance and access to a permanently affordable home at below market prices, the hidden homeless can be helped. The problem is less to do with income and more to do with the lack of a permanent supply of affordable housing. NHOM homes are meant to be permanently affordable and contribute to reducing the hidden homeless populations. NHOM homes can be one tool to help solve the housing dilemma.

The CLT model enables NHOM to sell quality homes and provide education; guidance and support to ensure our families succeed as homeowners. The CLT model ensures that homes remains affordable in perpetuity. This assures a permanent community benefit since public funds invested in CLT properties stay with the properties, while the home owner shares in the portion of any realized appreciation based on the homeowner's original investment.

Na Hale O Maui offers one solution to this community challenge and a life changing opportunity to a number of Maui families. To be eligible for a Kahoma home, families must earn below 120% of the Area Median Income (AMI). For the Kahoma Homes project, we will have eight families earning between 80.1 - 100% of AMI and four families earning up to 120% of AMI.

#### 4. The target population to be served.

The target population to be served is island families earning between 80.1 % and 120% of the Maui County Area Median Income (AMI) based on the U.S Census and the federal Department of Housing and Urban Development (HUD.) Eight homes will be sold to families earning between 80.1-100% of AMI, and four

homes will be sold to families earning between 100.1-120% of Maui County AMI. Priority will be given to families who work and/or live in West Maui.

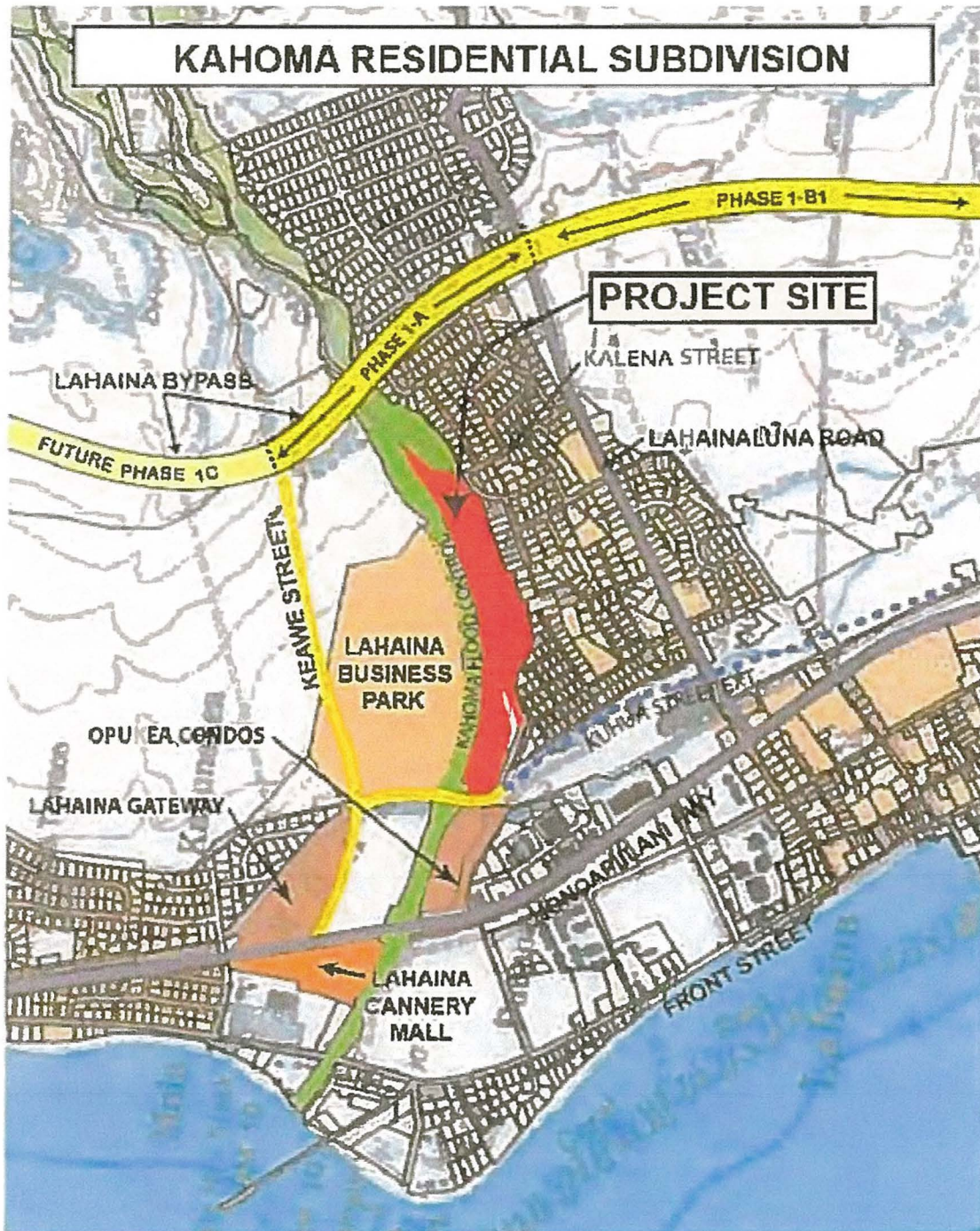
Historically, Na Hale O Maui homeowners have been between 30 to 50 years of age. Ninety one percent of our homeowners have children and almost 50 percent self-identify as Native Hawaiian or Pacific Islander.

**5. Describe the geographic coverage**

The project an in-fill project, located in the Kahoma Homes subdivision developed by West Maui Land Company in Lahaina (House District 10 and Senate District 6.) Please see the attached map.

The homes will be made available to families that work and/or live in West Maui as a priority.





Kahoma Homes is a 100% workforce housing project located in Lahaina. An ideal location for Maui's busy working families, west Maui is one of the key commercial tourism hubs on Maui, with many resorts, restaurants, and visitor entertainment companies that employ a great number of west Maui's almost 12,000 residents.

Bounded by the Kahoma Flood Control Channel to the north and existing residential communities to the south, this livable, walkable neighborhood is a short distance from:

- Lahaina Business Park
- Lahaina Gateway Center
- Lahaina Cannery Mall
- Front Street
- West Maui's resort areas of Ka'anapali and Kapalua
- All of west Maui's public schools
- Maui Bus Stops located at the Lahaina Gateway Center and Lahaina Cannery Mall

Kahoma Homes is a residential subdivision with wide streets, sidewalks, limited on-street parking and a centrally located large neighborhood park. The 68 lots in the project range in size from 5,000 square feet to 12,000 square feet. Homes will be built and offered for sale by Habitat for Humanity Maui (10 homes), Na Hale O Maui (12 homes), and affiliates of West Maui Land Company, Inc. have built 43 homes, offering 3 vacant lots for sale to qualified buyers who meet the eligibility requirements.

### **III. Service Summary and Outcomes**

#### **1. Scope of Work:**

Design home plans with assistance of Architect and engineer, design register plans with the County of Maui permitting department, obtain building permits, contract bidding and value engineering, apply for grants, interim construction loan, and physical construction of twelve homes. Na Hale O Maui applied for and was approved for a \$1 million grant from the County of Maui Affordable Housing Fund. We have completed the design of the homes that fit within the building envelop of the 12 lots, the design registration of 3 building plans, permitting, and bidding process and reviewed potential value engineering. We have applied for a construction loan. The construction and loan are in the process of being finalized, with a goal of mid-February 2019.

#### **2. Projected Annual timeline**

NHOM has continually hosted a quarterly Homebuyer Seminar to interested Maui homebuyers, to inform them of the program and how they can completed the 4-steps to become a Qualified Buyer. Qualified Buyers have the opportunity to view and purchase homes as they are completed. We estimate that we currently have approximately 40 Qualified Buyers for the 12 Kahoma homes.

During the bidding process, NHOM negotiated with contractor to reduce the construction time line to slightly over 12 months from the start of construction. We will begin the construction phase with 2 homes. Once

the cement slabs are poured and cured, the contractor will begin framing and erecting the home. The next two home will commence while the first two homes are in construction. This process will continue until all 12 homes are completed.

NHOM will employ its 'blind' homebuyer selection process for the project. Once selected, the homebuyer will have approximately 45-60 days to complete the mortgage process, close the sale and receive the keys to the home.

Between the time of construction and the sales process, we estimate completion of construction of the twelve homes and sales to 12 income-qualified homebuyers within approximately 18-months of the start of construction.

**3. Quality Assurance and evaluation plans: monitor, evaluate and improve results.**

NHOM has contracted a licensed, experience and knowledgeable Architectural firm that oversees the design, registration, permitting, contracting and construction of the project. We will contract with an independent inspector to ensure that construction is on track, following all plans and specifications, and time frames. The architect will make periodic inspections of the project. The lender will hire an outside consultant to inspect the project before funding periodic disbursements. The Executive Director will make periodic inspections of the project. The project will be well monitored. The consultant will take pictures of any potential issues, email to the architect and ED, and immediately resolve any potential issues in the field. Between the various inspections and oversight by the consultant, architect, ED, any discrepancies or issues will be addressed immediately before they become a larger issue.

**4. Measures of effectiveness.**

The most effective measure to determine the effectiveness of the program is the completion (including the notice of Completion to be published in the Maui News), lien releases and the sale and closing of each home, through escrow, to a new income-qualified homeowner.

## **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 (attached)
  - b. Personnel salaries and wages (attached)
  - c. Equipment and motor vehicles (attached)
  - d. Capital project details (attached)
  - e. Government contracts, grants, and grants in aid (attached)

2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2020.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$500,000	\$500,000	0	0	\$1,000,000

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2019.

County of Maui	Affordable Housing Fund
Hawaii Community Foundation	FLEX Grant Program
Cooke Foundation	
The REIT Way Hawaii	
Atherton Foundation	
HomeStreet Bank/Foundation	
American Savings Bank	CRA
Territorial Savings Bank	CRA
First Hawaiian Bank	CRA
Bank of Hawaii	CRA
Hawaii National Bank	CRA

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. **NONE**

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 2020 for program funding.

Government contacts **NONE**

County of Maui Affordable Housing Fund Grant \$1,000,000  
 \$ 660,000  
 \$1,000,000

Grants in Aid **NONE**

6. The applicant shall provide balance sheet of its unrestricted current assets as of December 31, 2018



**Unrestricted Current Assets as of 12/31/2018**

Account	Amount
Checking Account	\$33,821
EFT Account	4001
Savings Account	56886
Petty Cash	200
Total Unrestricted Current Assets:	\$94,908

**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 Executive Director has extensive past experience with development of subdivisions: Waiehu Heights Subdivision (approximately 450 lots) and Wailuku Industrial Park (approximately 79 lots) in Wailuku, Maui, Hawaii. She has experience with on- and off-site infrastructure and construction of turn-key housing. She also has many years of experience renovating and rehabilitating single and multi-family homes. (Please see V. Personnel for details on skills and experience)

Housing and Land Enterprise of Maui, dba Na Hale O Maui (NHOM) acquired 33 homes through the foreclosure process, rehabilitated and renovated each home, and sold the homes to income qualified homeowners in Maui County. NHOM built a new home on a vacant lot previously purchased in foreclosure. The NHOM homes are located in Central (Wailuku and Kahului,) Upcountry, South and West Maui.

Five NHOM homes have been resold to additional income qualified households. All sales are made to income qualified families at truly affordable prices, demonstrating the success of the CLT model to help island homeowners build wealth through shared appreciation, passing on a portion of the appreciation to future homebuyers.

**Verifiable Experiences Acquisition, Rehabilitation, Construction and Sale of properties 2016-2018:**

3/11/2016	101 Papahi Loop	Kahului	Hawaii 96732
4/25/2016	333 Kama Street	Wailuku	Hawaii 967993
5/2/16 and 12/23/16	458 Kipuka Place	Kahului	Hawaii 96732
3/9/2017	164 Komo Mai Street	Lahaina	Hawaii 96761
3/9/2017	181 Komo Mai Street	Lahaina	Hawaii 96761
3/9/2017	188 Komo Mai Street	Lahaina	Hawaii 96761
3/9/2017	193 Komo Mai Street	Lahaina	Hawaii 96761
3/9/2017	196 Komo Mai Street	Lahaina	Hawaii 96761

3/9/2017	204 Komo Mai Street	Lahaina	Hawaii 96761
3/9/2017	149 Komo Mai Street	Lahaina	Hawaii 96761
3/9/2017	156 Komo Mai Street	Lahaina	Hawaii 96761
3/9/2017	148 Komo Mai Street	Lahaina	Hawaii 96761
3/9/2017	172 Komo Mai Street	Lahaina	Hawaii 96761
3/9/2017	180 Komo Mai Street	Lahaina	Hawaii 96761
3/9/2017	165 Komo Mai Street	Lahaina	Hawaii 96761
11/17/2017	857 Mahealani Street	Kihei	Hawaii 96753
5/4/2018 and 8/31/2018	138 Kauhaa Street	Kihei	Hawaii 96753
8/30/17 and 2/22/18	18 Hoouii Place	Kahului	Hawaii 96793
3/23/2017 and 1/5/2018	36 Kapalaia Place	Wailuku	Hawaii 96793
10/31/2018	95 Ohana Hana Loop	Wailuku	Hawaii 96793

## 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.

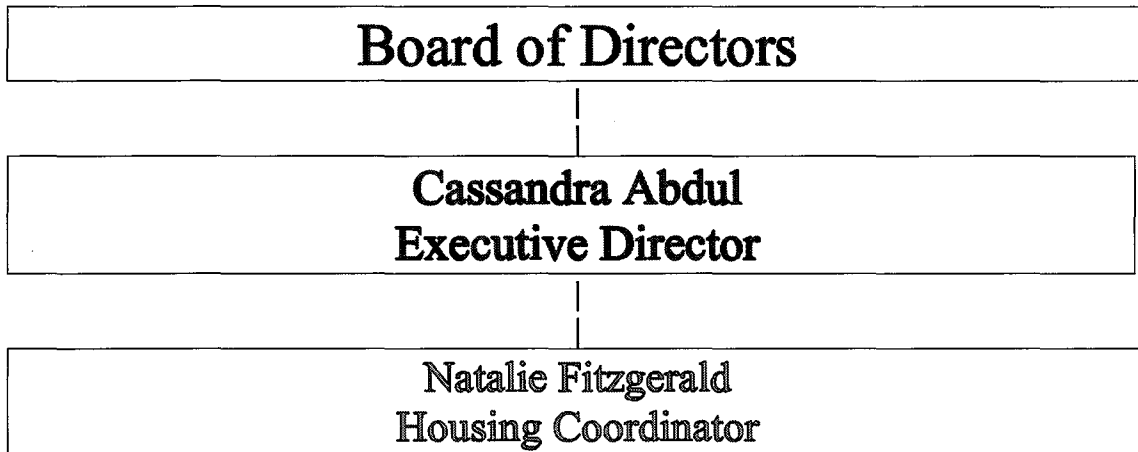
Ha Hale O Maui office is located in a former single-family residence at 190 N. Church Street in Wailuku, acquired on 9/23/2011. The property is free and clear. NHOM has no mortgage or lease obligation that needs to be paid for. The office is not subject to rent increases, or the need to relocate.

## VI. Personnel; Project Organization and Staffing

1. Proposed Staffing, Staff Qualifications, Supervision and Training  
Staffing will consist of the Executive Director (ED), whose qualifications and experience are listed above, and the Housing Coordinator, with resumes are appended to the end of the Application.  
The ED has extensive experience in development and turn-key housing and will be responsible for the planning and execution of the house construction.  
The Housing Coordinator has been employed to work directly with the Homebuyers and Homeowners, and will not be responsible for the construction of homes. She has worked in this capacity for almost 11 years.  
All other work is controlled by contracts with the Architect, Contractor and Project Management. The ED is responsible for overseeing all contract work.  
Several Board members are active Real Estate Brokers and/or Developers with many projects under their

2. Organizational Chart

**Housing and Land Enterprise of Maui,  
dba Na Hale O Mau**



3. Compensation range paid to highest paid employee: \$70,000 - \$80,000

**VII Other**

1. Litigation: There is no pending litigation against Na Hale O Maui.
2. Licensure or Accreditation: Na Hale O Maui and it's Executive Director are Licensed Real Estate Broker in the State of Hawaii, trained, experienced and able to handle complex real estate transactions and developments.
3. Private Educational Institutions: When awarded, the grant will not be used to support or benefit a sectarian or non-sectarian private educational institution, as per Article X, Section 1, of the Hawaii State Constitution
4. Future Sustainability Plan for Sustaining Project After 2019-2020 the activity funded by the grant if the grant of this application

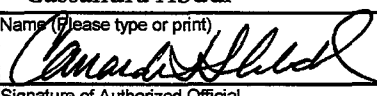
NHOM will continue with the successful Community Land Trust program we have utilized for 13-years, that has produced 34 homes (5 of those homes have been resold to additional income-qualified families at truly affordable prices) since our inception in 2006. As homes are built and sold, the net proceeds will be used to acquire, renovate and/or build additional CLT homes.

Net sales proceeds builds assets and reserves for NHOM to use to build more permanently affordable homes and to grow the CLT model on Maui and in Hawaii.

## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2019 to June 30, 2020

Applicant: Housing and Land Enterprise of Maui

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
<b>A. PERSONNEL COST</b>				
1. Salaries				
2. Payroll Taxes & Assessments				
3. Fringe Benefits				
<b>TOTAL PERSONNEL COST</b>	0	0	0	0
<b>B. OTHER CURRENT EXPENSES</b>				
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				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
<b>TOTAL OTHER CURRENT EXPENSES</b>	0	0	0	0
<b>C. EQUIPMENT PURCHASES</b>	0	0	0	0
<b>D. MOTOR VEHICLE PURCHASES</b>	0	0	0	0
<b>E. CAPITAL</b>	1,000,000	0	1,000,000	0
<b>TOTAL (A+B+C+D+E)</b>	1,000,000	0	1,000,000	0
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	1,000,000	Cassandra Abdul		808-244-6110
(b) Total Federal Funds Requested	0	Name (Please type or print)		Phone
(c) Total County Funds Requested	1,000,000			January 17, 2019
(d) Total Private/Other Funds Requested	3,600,000			Signature of Authorized Official
<b>TOTAL BUDGET</b>	5,600,000	Cassandra Abdul, Executive Director		
		Name and Title (Please type or print)		





## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2019 to June 30, 2020

Applicant: Housing and Land Enterprise of Maui

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
N/A			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>			\$ -	
<b>JUSTIFICATION/COMMENTS:</b>				
No GIA funds will be used for Equipment				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
N/A			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>			\$ -	
<b>JUSTIFICATION/COMMENTS:</b>				
No GIA funds will be used for Motor Vehicles				

## BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2019 to June 30, 2020

Applicant: Housing and Land Enterprise of Maui

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: 2017-2018	FY: 2018-2019	FY:2019-2020	FY:2019-2020	FY:2020-2021	FY:2021-2022
PLANS						
LAND ACQUISITION	1,561,636					
DESIGN	100,000					
CONSTRUCTION		1,600,000	1,000,000	3,600,000		
EQUIPMENT						
<b>TOTAL:</b>	1,661,636	1,600,000	1,000,000	3,600,000		
<b>JUSTIFICATION/COMMENTS:</b>						
\$1,000,000 GIA funds will go toward construction of 12 affordable/workforce housing in perpetuity.						

**GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID**

Applicant: Housing and Land Enterprise of Maui

Contracts Total: 0 -

	<b>CONTRACT DESCRIPTION</b>	<b>EFFECTIVE DATES</b>	<b>AGENCY</b>	<b>GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)</b>	<b>CONTRACT VALUE</b>
1	N/A				
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
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25					
26					
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29					
30					



Board of Directors

Cassandra Abdul  
Executive Director

Natalie Fitzgerald  
Housing  
Coordinator

**CASSANDRA J. LEOLANI ABDUL**

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**CAREER HIGHLIGHTS:**

**Na Hale O Maui, a Community Land Trust**

**2015- present**

Wailuku, Hawaii

Executive Director, Broker-In-Charge, Principal Broker (February 2016 – present)

Deputy Executive Director (November 2015-January 2016)

Manage and direct a Nonprofit Community Land Trust, dedicated to securing and preserving a permanent supply of affordable housing alternatives for low and moderate income households in Maui County.

**Kay Abdul Realtors, Inc.**

**2006 – present**

Honolulu, Hawaii

President & Principal Broker for a closely held real estate investment and development firm providing commercial, industrial, and residential real estate consulting services. Specializing in complex transactions that maximize tax benefits and investment returns for a select group of Trusts, organizations and individuals. Real estate services include but are not limited to: sales & acquisitions, ground lease & space rent negotiations, due diligence, tax deferred exchanges, leased fee conversions, development and asset management.

**Bank of Hawaii (Trust Real Estate & Closely Held Departments)**

**1994 – 2006**

Honolulu, Hawaii

**Chief Transaction Officer (March -October2006)**

- Manages and administers major transactions with asset value exceeding \$3 million, including purchases, sales, lease negotiations, construction and development and litigation oversight for trust and agency accounts.
- Provides supervision of all other real estate transactions with asset value exceeding \$1 million.
- Identifies appropriate strategy, selects and oversees team of professional consultants, and directs and monitors due diligence.
- Ensures that transactions are managed with highest professional standards and are fiscally prudent for clients and Company with appropriate risk tolerance.

**Manager, Trust Real Estate & Closely Held Group (2003 – 2006)**

- Responsible for approximately \$1.1 billion dollar real estate portfolio consisting of more than 1,100 commercial and residential properties in more than 600 accounts, generating more than \$26 million dollars in annual revenue.
- Increased revenue by more than \$1.2 million dollars in Special Service fees in addition to annual administrative account fees through due diligence, acquisition and disposition of property, renegotiation of leases, oversight of construction, and other extra-ordinary services to existing and new clients.
- Decreased costs and increased profits through effective management of budgets, forecasting, revenue growth and expenses. Employed effective negotiation rather than litigation, coupled with effective contract enforcement on a portfolio level.
- Reviewed and revised Trust Real Estate policies, procedures and desk tops. Revised Trust Real Estate Committee and Closely Held Business Valuation Committee Charters.



Annually reviewed discretionary accounts and appropriate level of bank responsibility for compliance and profitability.

- Chaired Trust Real Estate Investment Committee and participated on Trust Executive Committee, Closely Held Business Investment & Review Committee, Collective Investment Fund Advisory Board and Fee Committee.
- Promoted from Acting Manager.

#### **V.P., Senior Portfolio Manager & Institutional Team Leader (1996 – 2003)**

- Led and directed the management and administration of the books of accounts assigned to direct reports, achieving individual and team goals.
- Ensured accounts were managed to the highest professional standards, risk adjusted returns to client and profitability to Company.
- Participated as member of the Trust Real Estate Committee that approved acquisitions, sales and leases exceeding a term of 5 years including option periods, and expenses over \$50,000.

#### **Portfolio Manager (1994 – 1996)**

- Joined Hawaiian Trust Company, Ltd., as a Portfolio Manager of real estate assets for Charitable, Trust, Agency and Institutional investment clients.
- Managed account relationships and resolved long-standing real estate issues and challenges resulting in improved existing and development of new client relationships.

#### Trust Real Estate Selected Major Accomplishments:

- Effectively represents broad spectrum of trust (irrevocable and revocable) and agency interests including charitable trusts and private foundations, Pacific Island nations, and Taft Hartley Pension Funds in the capacity of Qualified Professional Asset Manager (QPAM) and Independent Fiduciary (IF).
- Resolved conflicts, legal issues and/or under-performing assets. Analyzed each situation, called upon experts when appropriate, and negotiated favorable outcomes. Retained profitable accounts through personalized service and attention to detail. Managed transition of unprofitable accounts to appropriate retail channels.
- Actively managed Hawaii Real Estate Equity Fund (HREEF) by acquiring high quality commercial and industrial properties with competitive income and long-term capital appreciation potential affecting qualified retirement portfolios. Proactively managed orderly liquidation of assets at or above independently appraised value. Resulted in estimated appreciation of \$2.5 million over appraised values and estimated savings to Fund of \$1.5 million in commissions. Negotiated terms of \$53.5M interim construction & permanent take-out loan for the Shops at Wailea on behalf of a consortium of Union Pension Trust Funds & represent \$18M on an on-going basis through payoff of the mini-perm loan.

#### **Kay Abdul Realtors, Inc.**

**1972 – 1994**

Honolulu and Wailuku, Hawaii

**President, Broker and Real Estate Agent** for this real estate investment and development firm

- Managing Partner to develop Maui subdivisions. Located prospective development sites; managed due diligence and negotiated acquisitions; obtained financing, managed and directed consultants for plans, zoning, variances and permits to complete subdivision. Prepared disclosures, marketing materials and acted as Principal Broker.

Administered finances through sales and site construction for buyers, as requested. Select turn key construction.

- **Representative projects:** Waiehu Heights, 400-unit residential subdivision; Wailuku Industrial Park, first fee simple 79 unit light industrial park; Wailuku Heights Phase II (172 lot) - exclusive sales agent; The Cassandra condominium conversion.

#### **EDUCATION / CREDENTIALS:**

**University of Hawaii at Manoa**  
Honolulu, Hawaii

- **Masters of Business Administration**

**University of Hawaii West Oahu College**  
Honolulu, Hawaii

- **Bachelor of Arts**

**Commercial Investment Real Estate Institute**, Chicago, Illinois

- **Certified Commercial Investment Manager (CCIM)**

**Institute of Real Estate Management**  
Chicago, Illinois

- **Commercial Property Manager (CPM)**

**State of Hawaii**

- **Real Estate Broker**

#### **INDUSTRY AND COMMUNITY AFFILIATIONS:**

##### **Boards of Director/Partnership:**

Current: Maui Nonprofit Directors Association (Director); Kay Abdul Realtors, Inc. (Officer); Pualani Manor Corporation (Officer); Cassandra LLC, CJ 808 LLC, CJ Park Enterprises LLC, and 856 Enterprises LLC.

Past: Kapoho Land Development Company; Kahili Development Company; Robert U Mitsuyasu Company; OCWAH (Shareholder, Director & Officer); Hawaii Developer's Council

**Member:** Commercial Investment Real Estate Institute (CCIM); Institute of Real Estate Management (IREM); National Association of Realtors; Hawaii Association of Realtors; Maui Board of Realtors; Maui Nonprofit Directors Association.

**Honors:** Beta Gamma Sigma (Academic Honor Society); Mu Kappa Tau (Marketing Honor Society); Cambridge Who's Who; Manchester's Who's Who; Montclair's Who's Who in Real Estate, Bank of Hawaii Chairman's Bonus Award (1996); Top Producer - Trust-Real Estate (1999, 2000)

**Fellows:** Weinberg Fellows, 2018

## Community Service

Hawaii State Ethics Commission	2002; 2010-2014
Vice Chairperson 2011-2013; Chairperson 2013 - 2014	
Vice Chairperson 1995 & 1997; Chairperson 1996 & 1997-2002	
Animal Species Advisory Commission (State of Hawaii)	1994
Chairperson	
Aquatic Life and Wildlife Advisory Commission	1986-1994
County of Maui, Member	1986-1994
Chairperson 1990-1994	1990-1994
Kanaha Pond Advisory Committee	1993
Committee on the Status of Women, County of Maui	1985 - 1987
Sub-Committee on Child, Health & Family, Chair	
Department of Education Advisory Council	2005 - 2008
<u>PRIVATE, NONPROFIT:</u>	
Boy Scouts of America:	1980-1988
Cub Scout Pack 68:	1980-1988
Cub Scout Pack 68: Treasurer 1980-85; Planning Committee 1980-84 Leader 1979-81; Cub Scout Pack 69: Scouting Coordinator 1985-88; Committee Chairperson 1985-88; District Commissioner 1985-88	
Emmanuel Lutheran Church & School:	1982 - 1988
Parent Teacher League, Vice-President 1982-83; Parent Teacher League, President 1983-85; School Building Pledge Committee 1983	
Board of Education, Secretary 1984-86; At Large 1985-86; Chair 1986-88	
Church Secretary 1985-87; Annual May Day Program Chair 1987- 88;	
Co-Chair 1985-86; School Building Dedication Committee 1985	
Pualani Manor Corp., Director	2008-present
President	2014-present
<u>PROFESSIONAL:</u>	
Cassandra AOA: P/T/S	2000-present
Commercial Investment Real Estate Institute (CCIM)	1992-present
Institute of Real Estate Management (IREM)	2000-present
Hawaii Association of Realtors	1976-2006
Hawaii Chapter, CCIM	1988-present
Hawaii Chapter, IREM	1994-present
Honolulu Board of Realtors	1988-2006
City Affairs Committee 1993; Subcommittee: Planning, Vice-Chair 1993; Subcommittee: Housing 1993	
Hawaii Developer's Council	1993-2010
Director 1997 – 2000; Treasurer 1997-1999; Newsletter Chair 1994-1996	
President 1996-1997; Vice President 1995-1996; 1998-1999	
Maui Nonprofit Directors Association	2015-present
National Association of Realtors	1976-present
TIGR -- The Investment Group, Realtors	1990-1995
Treasurer; Finance and Audit	1993
<u>PERSONAL:</u>	
Halau Hula o Anahulu	1990 - 2004
Kaupo Wildlife Club	1984 - 2011

## Natalie Fitzgerald

25 Kamahao Street, Wailuku, HI 96793  
808.276.8504 (cell/home)  
[natfitz@maui.net](mailto:natfitz@maui.net)

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### OBJECTIVE

To assist the Executive Director in refining and maintaining day to day administration, communication procedures and management of the Housing Program. Organize and participate in events and outreach programs utilizing communication, technical and analytical skills with Maui cultures and people to influence organizational growth and implementation of the Housing program. Management of the Housing Coordinator Program, including Homeowner counseling, application and selection.

### PROFESSIONAL EXPERIENCE

**Na Hale O Maui, A Community Land Trust, Wailuku, HI** **2009 - present**  
Housing Coordinator

**Coldwell Banker Island Properties, Kihei, HI** **2003 - 2012**  
Realtor (S)

**Equity One Real Estate, Inc. Makawao, HI** **2003 - 2007**  
Realtor (S)

- Real estate sales and marketing to local and visiting clientele. Multiple tasks included developing marketing plans, maintain client list by periodic follow-ups, maintaining files during escrow transactions, establishing relationships with affiliates in lending, escrow, inspectors, etc.

**Hilton Vacation Club, Honolulu, HI** **2001 – 2003**  
Sales Associate/Reception, Tour Coordinator

- Front desk reception for real estate timeshare sales. Expedite the sales appointment process from beginning to end, working alongside the real estate sales staff to present a professional experience. Tour Coordinator handled reservations from external and internal sources for timeshare tours.

**Kahala Mandarin Hotel, Honolulu, HI** **2000 – 2001**  
PBX Operator for a 5 Diamond Resort

**Internship at Hyatt Regency Waikiki, Honolulu, HI** **1999**  
3 months during classes at KCC in Hotel management

Assisted catering managers at various hotel functions in the food & beverage dept.

**Town and Country Maui**, Kula, HI  
Florist at the Four Seasons Resort, Wailea

**1995 – 1998**

## **EDUCATION**

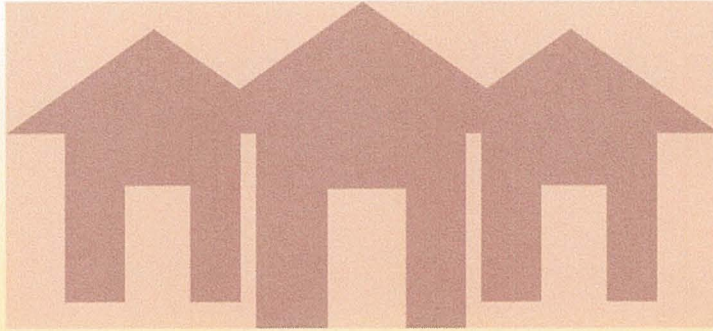
**Vitousek Real Estate School**, Honolulu, HI  
Graduate, Realtor Salesperson

**2003**

**Kapiolani Community College**, Honolulu, HI  
Associate of Science degree: Hotel Management and Food Service

**University of Hawaii**, Honolulu, HI  
1 year study

**Kalani High School**, Honolulu, HI  
graduate



**34 NHOM Homes on Maui**  
12 NEW Homes to be built in Lahaina

**33 NHOM FAMILIES  
MORE THAN 67 CHILDREN**

