MISSION

TO IDENTIFY, PROMOTE, DEVELOP, AND SUPPORT CULTURALLY-APPROPRIATE, SUSTAINABLE OPPORTUNITIES THAT BENEFIT NATIVE HAWAIJANS

HI'I LEI ALOHA LLC

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ANNUAL REPORT 2011-2012
This year marks Hi‘ilei Aloha LLC’s 5th anniversary. In these five years, we have grown from one company to six companies and, within Hi‘ilei, from one employee to seven employees.

It has been an exciting journey, with both high points and challenging struggles. These past two years, we launched two successful programs—the Procurement Technical Assistance Center (PTAC) and ʻOkoakahua Capacity Building. And we had some of the best news ever: Waimea Valley, an expensive venture that used to lose $400,000 per year, turned a profit for the first time under the superb leadership of Richard Pezzulo. Our biggest challenge was the decision to divest ownership of Makaweli Poi Mill on Kaua‘i and turn it over to a community-based group.

In any venture, there are folks to thank, and this 5th anniversary is an opportunity to look back and thank two entities who helped us get Hi‘ilei to where it is today. The first is Carr Gouveia CPAs, who joined us when Hi‘ilei was only a concept. Ron Gouveia and Ronelle Matsunami have guided us with patience and professionalism. Bob Gouveia led us to our state-of-the-art server, phone system, and IT support, all necessities for success. The other “entity” to thank is Kanani Kaluawai-Duan, Hi‘ilei’s first employee and its only employee for the first two years. She has worn every hat an organization can have, and her steadfastness has helped to lay our foundation.

As we look to the future, we know the needs in the Hawaiian community continue to be great. We sincerely thank the Office of Hawaiian Affairs, our parent organization, without whom we would not exist. OHA’s funding has allowed us to deliver the exciting and innovative services you will read about here. We look forward to the next 5, 10, 20 years and beyond!

Holomua!

Mona Bernardino
Chief Operating Officer
This was a period of growth in programs and staff. As the parent company, Hi'ilei's role is to handle core functions for all six OHA subsidiaries. This includes risk management, insurance policies, fiscal oversight, human resources, employee benefits, 401(k) plan administration, facilities, policies and procedures, annual audit, annual tax returns, and government registrations and filings.

To help with these tasks, we created a new Controller position and Human Resources position. The Controller oversees combined budgets of $10 million, and Human Resources assists with payroll, employee benefits, training, and other personnel matters for more than 70 employees.

In addition to overall management, the Chief Operating Officer handles risk management; $40 million in insurance; the 401(k) plan; grant applications for new projects; and ongoing compliance with the Department of Commerce and Consumer Affairs, Attorney General, and IRS.

Hi'ilei also handles the creation of new LLCs as requested by OHA, of which five have been created since 2008.

Core Staff
Donna Murguia, MBA, Controller
Kanani Ka'auwai-Duan, Human Resources
Corinne Fukushima, Corporate Communications/Executive Assistant

Ho'okahua Capacity-Building Program
With funding from OHA, we launched a new program to help build capacity in Hawaiian organizations. Our vision is to become the go-to leader for assisting Native Hawaiian organizations in achieving stable governance, strong leadership, skilled staff, and adequate long-term financing.

Hi'ilei hired its first full-time Capacity Building Manager in August 2011 to startup and shape the Ho'okahua Capacity-Building Program. The first several months were a time to group, assemble, and amass, to gain insight on best practices in Hawai'i and within indigenous communities internationally.

In early 2012, a second Capacity Building Manager was hired, and this was a period of growth. The staff planned, coordinated, sponsored, and/or conducted a wide variety of trainings including 11 workshops throughout the Hawaiian community and presentations at the Department of Hawaiian Home Lands' 2012 Beneficiary Leaders Conference and the Maui Native Hawaiian Chamber of Commerce's annual conference.

Note: Hi'ipol LLC and Ho'okele Pono LLC are not addressed in this Annual Report because both companies do not have any staff or programs at this time. They were created so they would be ready to begin programs when opportunities arise.
Our Poi Mobile project won first place in Chaminade University's Hogan/American Savings Bank Non-Profit Business Plan Competition. The business plan calls for creating a mobile certified kitchen that will travel to small taro farms on O'ahu to help farmers make poi in a certified kitchen. This will give farmers a value-added product and allow them to sell their poi on a commercial basis. We are retrofitting the vehicle and have partnered with subsidiary Waiman Valley to utilize its certified kitchen as the home base for the mobile kitchen.

We adopted the "5 Life Stages of a Nonprofit" model by Judith Shanken Simon and J. Terence Donovan. Simon's life stages identify the current capacity of an organization through an online assessment, which we use to help clients lay out a plan for building the skills and infrastructure their organizations need in order to be successful and self-sustaining. We localized Simon's steps by translating them into Hawaiian words and concepts.

**5 Stages of a Nonprofit**

**Stage 1** *Ke 'Ako/Ana (Imagine & Inspire)*
- the seed, the vision. This is the vision and idea stage with a focus on clarifying the organization’s mission and core values.

**Stage 2** *Ke Kapu (Found & Frame)*
- sprout, sprouting, the seed sprouts. This is the startup stage with a focus on completing all of the legal requirements of forming an organization; clarifying the organization's governance structure; filing for IRS 501(c)(3) status; establishing accounting procedures; finalizing employee job descriptions, salaries, and benefits; and creating general policies and procedures.

**Stage 3** *Ke Aa, Ke Kumu (Ground & Grow)*
- roots and trunk. Branches grow because of the trunk. This is the grounding and growing phase of the organization to ensure proper systems of management and accountability, along with appropriate checks and balances, are implemented.

**Stage 4** *Ke Moa, Ke Liko, Ke Pua, Ke Hua (Produce & Sustain)* - the bud, the flower, the fruit. One knows a plant is healthy when it produces fruit. This is the mature phase of an organization where all systems are functioning as intended, goals are being achieved, and results are making a positive impact in the community.

**Stage 5** *Ke Kapu Hau (Review & Renew)*
- the new seed. This is the review and redesign phase where mature organizations may want to revisit their organizational vision, mission, and purpose to ensure it is still responding to community needs.

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2. These words and concepts were given to HI'ILEI ALOHA LLC by Hawaiian culture experts Kalei Akana, Ph.D., and Haviali Akana, M.Ed.
We partnered with several organizations to strengthen our outreach.

- In partnership with the County of Hawai‘i and Hawai‘i Alliance for Community-Based Economic Development (HACBED), HI‘ILEI conducted a unique community leadership training in Hilo using curriculum from the Ford Family Foundation Institute Leadership Program (FILP). This four-month training program prepares individuals for community leadership roles in all types of organizations and fields of interest – nonprofit sector, private business, government, agriculture/farming, arts, culture, health, human services, and environment.

This leadership program also provides train-the-trainer opportunities for FILP graduates to become FILP-certified trainers in the future. The Hilo program graduated 29 individuals representing 14 organizations. Graduates from the 2011 Waimānalo class served as community co-trainers in Hilo.

- We contracted with Nā Kūpau o Kūhiō to perform temporary project management services to assist with project financing and water and sewer compliance for five (5) Hawaiian homestead communities, which would allow them to access $15 million in federal funds for infrastructure development for 750 homes.

- We contracted with Insight Center for Community Economic Development, a national nonprofit corporation, to serve as the local capacity-building partner to assist eight (8) Hawaiian Home Lands associations with organizational development (board development, strategic planning, and fund development); business venture development (feasibility analysis and business planning), community engagement, and community organizing.

- We worked with HACBED to plan and coordinate the training program at the Department of Hawaiian Home Lands’ 2012 Beneficiary Leaders Conference.

**CAPACITY BUILDING PARTNERS**

- County of Hawai‘i: Department of Research and Development
- Department of Hawaiian Home Lands
- The Ford Family Foundation Institute Leadership Program
- Hawai‘i Alliance for Community Based Economic Development (HACBED)
- Hawai‘i Alliance of Nonprofit Organizations (HANO)
- Insight Center for Community Development
- Nā Kūpau o Kūhiō

Ho‘okahua Capacity Building Program Staff
Peter Hanohano, Ph.D., Manager
Gigi Cairel, Manager
Lena Racimo, Pat Mobile

**GRANTS**

In addition to training and counseling, we helped several nonprofit organizations obtain more than $10 million in state and federal grants by funding grant writers to assist them:

- $1.9 million for Kawaiaha‘o Church School
- $2.7 million for Living Life Source Foundation
- $5.8 million for La‘i ‘Opua 2020
**Hi'ipaka Mission, Vision and Strategic Priorities 2012 to 2016**

**Vision**

Waimea...a living pu‘uhonua for and by kānaka for Hawai‘i and the world.

**Strategic Priorities**

1. **Improve community understanding and support of Waimea Valley to increase Hawai‘i resident visitors to 30% by June 2013.**
2. **Enhance all aspects of the visitor experience to achieve operational sustainability by the third quarter of 2013.**
3. **Expand programs to offer authentic cultural and botanical experiences that will result in an average daily visitor count of 800 for 2015.**
4. **Achieve recognition as a world class botanical garden, cultural site and center of learning by 2016 as demonstrated by increased media coverage, published articles, volunteerism, and use and study by students, researchers, professionals, and cultural practitioners.**

Hi'ipaka LLC experienced a year of transition in 2011. The year was marked by several management changes starting with the untimely departure of the Executive Director in August. A number of interim Directors managed Hi'ipaka LLC until a replacement Executive Director was hired in March 2012.

Major accomplishments for 2011 focused on infrastructure improvements and the large increase of school groups requesting cultural and education programs. Infrastructure improvements include painting of the pavilion, upgrade of the sprinkler system, and kitchen renovations to include the installation of new equipment.

The Cultural Programs Department initiated a new education program and expanded outreach for schools and other interested groups. There was a 47% increase of participants in student service programs.

Stability and a new direction can best describe 2012 for Hi'ipaka LLC. The new Executive Director worked with the management team and key staff to develop a five-year operating plan. The plan provides focus through four strategic priorities as outlined in the next section. The inclusion of all managers and key staff in the development of the plan and briefings for all staff about the plan helped to ensure good understanding and commitment by all staff to its implementation. This resulted in a very successful 2012. The year ended with many positive changes and a financial surplus for the first time since the Valley was acquired by the Office of Hawaiian Affairs in 2006.
To achieve sustainability and enhance the visitor experience, staff expanded the gift shop sales area and increased the number of local items in both the gift shop and Nā Mea 'Ono (snack bar). Catering was moved from an in-house function to a professional catering company with strong ties to the North Shore community. Renovations were completed to the Visitor Center and a cultural greeter was stationed daily at the front entrance to welcome and educate visitors about the Valley. Signage was improved on the main road and throughout the Valley.

Additional staff members were recruited to include a full-time cultural programs educator and an AmeriCorps intern to enhance the visitor experience by expanding activities in the Valley. Cultural Programs staff expanded the number of cultural activities in the Valley by increasing the number of cultural practitioners to provide cultural education and demonstrations for visitors, granting access to hula hālau wishing to practice or perform in the Valley, and expanding the number of cultural and historical tours offered daily.

A number of other visitor enhancement projects were initiated in 2012 to include installation of a lift for ADA compliance thus allowing for the reopening of the Proud Peacock restaurant in 2013, installation of a toilet block to replace portable toilets in the Valley, construction of a new 4,800 square foot nursery building to help restore the gardens and increase plants sales. Several grant applications were prepared to restore a 15-acre native forest and the Kaahale living site area.

Waimea Valley staff members have a very strong commitment to community and believe the Valley is a treasure to be shared by all. Community outreach efforts include:

- Re-establishing the 'Alahui Advisory group comprised of community leaders to provide advice and guidance to the Valley;
- Establishing the Hui 'Aha Mele group to help organize a summer concert series to bring music and our local community back to the Valley;
- Providing the Hale'a'wa Farmers' Market a new home with over 1,000 community members attending the market every Thursday;
- Sharing information about the Valley gardens and conservation efforts with the community through monthly articles in the North Shore News; and
- Conducting community work days, volunteer opportunities, and community events such as Earth Day, Arbor Day, Pālana, Makahiki, and a monthly military and kama'aina appreciation day with half-price admission.

HI'IPAKA LLC ended 2012 in a much improved financial position than in 2011. In 2011, HI'IPAKA ended the year with a funding shortfall of $852,000.00 while in 2012 the Company generated a funding surplus of $138,000.00. The 2012 financial performance can be attributed to the hard work and dedication of staff to implementing the 2012 – 2016 Operating Plan and the four strategic priorities. Waimea Valley staff look forward to continued improvements and success in 2013.
Botanical Group

The Plant Collections are essential to achieving Waimea Valley’s mission to preserve and perpetuate the natural resources by improving the understanding, appreciation, and preservation of plant diversity. As a national and international resource in the various fields of plant biology, the Valley’s plant collections are developed and maintained to support scientific investigation, hands-on cultural education, plant conservation, and the Hawaiian value of malama `aina.

Waimea Valley has nine significant collections devoted to Hawaiian plants and features remarkable species from the world’s tropics and subtropics. These include flora of other global island systems including Guam, Fiji, Lord Howe Island, Japan’s Ogasawara (Bonin) Islands, Madagascar, the Seychelles, Sri Lanka, and the Mascarenes. Many of the rarest flowers and fruit are on display at Waimea Valley and can only be seen here and in their distant places of origin.

Highlights of the Botanical Group include:

- Planning for the relocation of the existing plant nursery was completed to include the design, site location, and construction. Hawai‘i Tourism Authority (HTA) provided $30,000 in grant funding to purchase the interior components and accessories for the nursery such as plant benches, construction material, catchment tank, light fixtures, and an irrigation system. Atherton Family Foundation provided $10,000 to purchase the electrical system and educational signage for the nursery. The new building is a galvanized steel frame nursery measuring 30' x 36' (4,800 sq. ft.) and the site location that was selected is much safer from the elements such as floods and rock falls than the existing nursery.

- The Dye Garden was expanded with the addition of ma‘o (Hawaiian cotton), ‘āle‘i, and two other species of ‘ukukui. The Diastella sandwicensis fruit gives a brownish dye, the rare D. multipedicellata gives a green dye, and the common ‘ukukui (D. laverum) fruit excretes a purple dye.

- The ‘ala‘e‘ula endangered bird population increased from six at the beginning of the year to 14 by the end of both years.

- A lower number of pigs were caught in 2011 (95) and a much higher number in 2012 (281) compared to previous years (average 117). The decrease is mainly due to a decrease in the presence of pigs in the lower Valley, which can be attributed to good ungulate control measures. The subsequent increase is mainly due to increased volunteer hunter pressure and improved trapping. Clearing of neighboring property and construction of windmills could have increased the pig population on Valley property as well.

- In June 2011, the Botanical Group started selling potted plants at Waimea’s gift shop on a daily basis with the help of the gift-shop staff. There are also three annual plant sales which generated a combined revenue, including the gift shop sales, of $5,141 for the year.

- Kalahē Community Restoration Project was initiated with the help of a school group that installed a 400-gallon catchment tank at the ridge to water out-plantings. Months later it was expanded with a second 400-gallon catchment tank installed with help from a local Boy Scout troop.

- Twelve (12) types of native plant seeds were collected from our forests and sown in the nursery with a result of 661 native plants out-planted into the Kalahē Ridge area. Boot scrapers were installed at major trailheads to reduce the spread of weeds. Months later 28 types of native plant seeds were collected and sown in the nursery with a result of 671 native plants out-planted into the area, a slight increase of 2%.

- An AmeriCorps intern was recruited in August 2012 to work in the nursery and help out in botanical areas. One of the botanical staff members attended a 3-day GIS training.

- A 15-acre Ma Uka Native Plant Restoration Site was initiated with an out-planting test plot of 20 native plants which consisted of ‘ālai‘i, koa, mamaki, ‘ile‘i, and la‘au.

Facilities Department

The Facilities Department consists of Housekeeping, Maintenance, and Security units and is responsible for the maintenance, cleaning, and security of all facilities in the Valley.

Highlights of the Facilities Department include:

- The Visitor Center and Pavilion were painted and sprinkler system repairs initiated.
- A backup generator for fire sprinkler was purchased and installed.
- The Visitor Center deck painting was completed.
- Visitor Center Renovations were completed to improve the overall look and ADA accessibility.
- Permits for the installation of a lift for the Proud Peacock restaurant were obtained and all planting work was completed for ensuring ADA compliance. A contractor was selected through a bidding process with construction started in October and all work expected to be completed in early 2013.
- Work to build a new Plant Nursery was initiated to include permit application, issue of bid documents, and selection of a qualified builder. Construction work started in September with completion of the new plant nursery expected in early 2013.
- Construction of a toilet block located at the turn-around near the waterfall was initiated. The new toilet block will replace all of the porta-potties in the Valley with installation expected to be completed in April 2013.

Cultural Programs Group

The Cultural Programs Group provides programs that give our visitors the opportunity to experience the wonders of the Valley by exploring the culture and treasures of an aluapua’a, seeing archeological sites, hearing Hawaiian music, learning hula, observing native wildlife, and going on historical and cultural walks.

Highlights of the Cultural Group include:

- Signage for cultural sites throughout the Valley were designed and installed.
- Cultural Programs staff participated in the opening protocol for the State Conservation Conference.
- School groups coming to learn about the Valley increased by 47% from the previous year.
- We had increased community interest in cultural education as evidenced by the number of groups, other than school groups, that requested a cultural walking tour, amounting to 43 groups representing 976 individuals.
- Cultural Programs staff initiated the selling of Hawaiian instruments and other handmade items with total revenue generated from the sale of items at $6,869.
- We initiated a plan to restore the Kauhale living site based on past archaeological and cultural surveys and submitted several grant funding requests to restore the area.
- Cultural activities in the Valley were increased to include placing a Cultural Greeter in the Visitor Center to greet and educate visitors about the Valley, conducting Kaniakapila every Friday showcasing Hawaiian music and hula, and leading six visitor walking tours per day: three History Tours and three Native Plant Walks. The number of visitor walking tours doubled by the end of 2012.
  - Artisan/Cultural Practitioner activity was increased. Current Practitioner offerings include Lomilo (Healing Massage), Kalai’o’pua (Stone Carving), Mea Hula (Feather Work), Mea Kaua (Hawaiian Weapons), Manitu (Fish Hook Carving), Kapa Making (Bark Cloth), and ‘Ohe Kapa (Bamboo Stamping) using natural plant dyes.
- Waimea Valley staff performed the opening ceremonies for Vans Triple Crown of Surfing Event in Hale'iwa.
- We held a successful Makahiki Celebration that included an exhibition by various hula halás, artisans/cultural practitioners, displays, demonstrations, and a craft fair.

Volunteer Program

Hi'Ipaka LLC welcomes volunteers to join in the effort of fulfilling Waimea Valley’s vision. Hi'Ipaka LLC has been supported by many talented individuals and groups who generously donate their time and talent by volunteering at Waimea Valley.

In 2011 the monthly average number of individual volunteers was 22 and volunteer groups 7 providing a total of 5,454 hours for the year. The Volunteer Program experienced a very large increase in the number of volunteer hours in 2012. On average there were 23 individual volunteers and 10 volunteer groups per month providing a total of 9,625 hours.
Events and Special Projects

Throughout the year, Waimea Valley hosts a number of events and projects unique to the Valley, including:

Kanikapila: Since 2009, Waimea Valley has celebrated Kanikapila with the Abrigo O'hana every third Sunday of the month. Open and free to the public. Kanikapila is a traditional Hawaiian music jam session where musicians of all ages and skill levels are invited to perpetuate the mele (music) and the tradition in which music was passed on from generation to generation.

Pālama 'O Waimea (August): The acquisition of Waimea Valley (August 12, 2006) ensures the cultural and natural resources of Waimea Valley will be forever preserved on behalf of 'O'owia Hawai'i (Native Hawaiians) and all people of the State of Hawai'i, the nation and the world, so that all who come here may learn from and celebrate this sacred land of our ancestors. The celebration is full of fun activities for the entire 'ohana at Waimea Valley's Pālama 'O Waimea.

Arbor Day Tree Give-Away (November): This event is co-sponsored with Hawaiian Electric Company. A variety of patio plants, flowering plants, fruit trees, and shade trees are given away to the public.

Makahiki: This is a cultural and historical tradition of giving both people and land a time to rest and rejuvenate. Most important, Makahiki is a time to honor Lono, the god of harvest and agriculture. This is a unique opportunity for both kamaʻāina and visitor alike to experience firsthand the history and spirituality of Waimea Valley and to learn about Makahiki as celebrated on all our islands.

Hale'iwa Farmers’ Market: Waimea Valley has partnered with the Hale'iwa Farmers' Market to conduct the market every Thursday from 3:00 p.m. to 7:00 p.m. in the Pavilion. The market is attended by over 1,000 people and includes over 35 vendors selling fruits and vegetables, prepared food items, jewelry, and other craft items.

Amphitheater Renovation Projects: Waimea Valley staff and partners initiated the restoration of the upper meadow amphitheater with a number of community partners. The old amphitheater was in disrepair and not used for many years. A community workshop was conducted in September 2012 to remove the decaying railroad ties and bench seating, remove the old staging, and clear overgrown vegetation in the area.

The workday was attended by 67 community members from organizations such as Kanehameha Schools, First Wind, Siemens, and Waimea Valley regular volunteers and staff. First Wind provided $20,000 to support the restoration, which was used to purchase key stone concrete blocks to replace the railroad tie style seating. Several more volunteer contractor work days were conducted in late 2012 to install the key stone blocks. Participants for these work days included Kanehameha Schools, First Wind, Shoreline Construction, Geosolutions Inc., and Milliland Agriculture Park. Once completed the amphitheater will hold around 600 people and will be used to conduct community events, concerts, and hula and other competitions.

Waimea Valley Staff

Richard Peznulo, Executive Director
Rhino Cristobal
Charlotte Danzeiser
Patricia Dezio
Palapa Estela
Clifford Fa
Andrea Feldman
Dana Rae Guro
Spike Kekahuna
Brandon Kishima
William Kusumoto
Coco Leong
Naiona Leong
Jonathan Logan
Derek Lopez
Kekai Lau
Sarah Martin
Mary Morton
Diane Nacario
Krystal Nacario
Fred T. Newman
Michael Nevemyer
Percy Orillo
David W. Orr
Jasmine Ortegina
Lauren Charles Pool
Severo Raymundo
Elizabeth Repollo
Elii Repollo
Vergilio Repollo
Denise Rodrigues
Edwin Rubio
Esther O. Rubio
Ariel Martin Sanchez
Brenna Silva
Kymyli Susnoka
Antonio Tamayo
Dexter Tamayo
Spencer Kawika Tavele
Joshua Torres
John Michael Turner

www.waimeavalley.net
www.facebook.com/WaimeaValley
www.youtube.com/WaimeaValleyOahu
www.twitter.com/WaimeaValley
This period was challenging. Makaweli Poi Mill on Kaua'i continued to lose money on a regular basis, and hundreds of pounds of poi were thrown away each month due to premature fermentation. Problems included poor quality taro, low quantities of taro, inconsistent supply of taro, and insufficient workforce.

OHA provided an infusion of funding in the amount of $150,000 a year for two years to help turn things around and assist with product development and marketing. In line with that, the Mill launched a new product, Taro Chunks, and conducted production and marketing tests on kūloko, bottled poi, and baby food.

But these efforts were not enough to turn the Mill around. By May 2012, it was decided to transfer ownership of the Mill to a community-based Hawaiian organization while there were still funds left to be used for transitional assistance. It was decided that the local community could better address the quality and quantity of taro and workforce development.

On December 31, 2012, the assets of the Mill were transferred to Supporting the Language of Kaua'i, Inc. (SLK), a nonprofit organization affiliated with Kawaihōna New Century Public Charter School. SLK entered into a management agreement with Lehua Poi Company to operate and manage the mill. At the end of each year, profits from the mill will be forwarded to Kawaihōna to assist with its scholarship programs.

This was a win-win solution that allowed the Mill to be kept open and placed control in the hands of the local community who is better able to address issues faced by the Mill. Hi'ipoi provided support during the transition, including grant funds in the amount of $25,000, purchase of a dehydrator, upgrade of the chiller/refrigerator, and sales, marketing, and distribution assistance on O'ahu. OHA also provided financial support in the form of a grant.

We are confident this transfer in ownership will provide local control and the best opportunity for long-term success.

Hi'ipoi LLC will continue to work with other farmers and assist with other taro endeavors.
Ho'okipaipai LLC is the newest company. It is an economic development organization that opened its doors on May 1, 2011.

Ho'okipaipai's first project is the Hawaii Procurement Technical Assistance Center (PTAC), a program created and partially funded by the U.S. Department of Defense and its Defense Logistics Agency (DLA). OHA provides the other part of PTAC's funding. The PTAC program was first brought to Hawaii by OHA in 2008 and was housed within OHA until it moved to Ho'okipaipai in 2011.

PTAC's purpose is to help local businesses obtain contracts with the federal, state, and county governments. PTAC is unique among OHA-funded programs in that it serves all sectors of the community, not just Native Hawaiians.

PTAC staff helps small businesses compete successfully in the government marketplace by maximizing partnerships between small businesses and prime contractors. Workshops are held throughout the year, and staff counselors provide a wide range of services including counseling, online bid matching, review of contract specifications, and assistance with bid submittals.

In 2012, the staff's focus was on establishing relationships with other agencies to build collaboration and enhance the value of training for small businesses. Partners include the Small Business Development Center (SBDC), U.S. Small Business Administration (SBA), Minority Business Development Agency, U.S. Department of Transportation, and U.S. Department of Defense Small Business Specialists.

The program has reached out to more than 1,200 local companies and helped to procure more than $716 million in federal contracts for Hawaii's businesses.

<table>
<thead>
<tr>
<th>Clients &amp; Contracts Awarded</th>
<th>2008 - 2012</th>
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<tbody>
<tr>
<td>Clients Counselled</td>
<td>Native Hawaiian</td>
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<tr>
<td>2012 Staff</td>
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<tr>
<td>Contracts Awarded</td>
<td>50</td>
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<tr>
<td>Value of Contracts Awarded</td>
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</tbody>
</table>

*In addition, a Native Hawaiian firm was awarded an OXI (incomplete data/defense quantity) contract of $33 billion for a consortium of 34 companies.
PTAC Workshops Held

July 2011
Doing Business with Government (Maui)

Aug. 2011
Presentation with Watts Contractors (Maui)

Sept. 2011
Doing Business with Government (Maui)

Oct. 2011
Doing Business with Government Subcontracting (Maui)

Nov. 2011
HUBZone - What's In It For You? (Maui)

Dec. 2011
Training, Part 1 (Maui)

Jan. 2012
Training, Part 2 (Maui)

Feb. 2012
Training, Part 1 (Maui)

Mar. 2012
Understanding the Capability Statement (Maui)

April 2012
Doing Business with the Government (Maui)

May 2012
Subcontracting & Teamng (Maui)

SBA Government Contracting Programs (Maui)

Doing Business with the Government (Maui)

Subcontracting, Teamng & Capability Statements (Maui)

July 2012
An Afternoon with SAC & High Technology Development Corporation (Maui)

Securing Government Contracts and Getting HUBZone Certified (Maui)

Aug. 2012
8(a) Essentials (Maui)

An Afternoon with Kiewit Building Group (Maui)

Proposal & Bid Writing - Tips & Techniques (Maui)

Sept. 2012
Government Contracting 101 (Maui)

Small Business Preference with the Experts (Maui)

Women Owned Small Business & Economically Disadvantaged WOSB Program (Maui)

GSA Schedule - Is It Right For You? (Maui)

What Small & Emerging Government Contractors Must Know to Win Business with the U.S. Government (Maui)

Dec. 2012
8(a) Essentials (Maui)

Proposal & Bid Writing - Tips & Techniques (Maui)
### 2011 Financial Report

**Assets**

<table>
<thead>
<tr>
<th>Item</th>
<th>Hi'ilei Aloha LLC</th>
<th>Consolidated</th>
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<td>Accounts Receivable</td>
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<td>Point of Sale (POS) System</td>
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<td>Land and Buildings</td>
<td>14,181</td>
<td>14,181,103</td>
</tr>
<tr>
<td>Building Improvements</td>
<td>332,170</td>
<td></td>
</tr>
<tr>
<td>Accumulated Depreciation</td>
<td>(79,393)</td>
<td>(394,377)</td>
</tr>
<tr>
<td>Intangible Assets</td>
<td>45,000</td>
<td></td>
</tr>
<tr>
<td>Accumulated Amortization</td>
<td>(14,000)</td>
<td></td>
</tr>
<tr>
<td>Security Deposit</td>
<td>973</td>
<td></td>
</tr>
</tbody>
</table>

**Net Assets**

| Total Assets             | $429,084          | $15,459,644 |

### 2011 Percentages

- 61% Personnel Costs
- 12% Facilities, Utilities & Equip
- 1% Insurance
- 4% Computer Equip & Software
- 8% Professional Services
- 14% Operating Costs
- 52% Personnel Costs
- 11% Facilities, Utilities & Equip
- 4% Insurance
- 2% Computer Equip & Software
- 9% Professional Services
- 0% Taxes
- 23% Operating Costs

### 2012 Financial Report

**Assets**

<table>
<thead>
<tr>
<th>Item</th>
<th>Hi'ilei Aloha LLC</th>
<th>Consolidated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$48,547</td>
<td>$711,575</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>6,850</td>
<td>155,031</td>
</tr>
<tr>
<td>Other Receivables</td>
<td>169,040</td>
<td>175,578</td>
</tr>
<tr>
<td>Inventory</td>
<td>7,094</td>
<td></td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>5,959</td>
<td>35,600</td>
</tr>
<tr>
<td>Furniture and Fixtures</td>
<td>9,352</td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>73,133</td>
<td>374,129</td>
</tr>
<tr>
<td>Point of Sale (POS) System</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Automobiles: General</td>
<td>26,200</td>
<td>74,828</td>
</tr>
<tr>
<td>Land and Buildings</td>
<td>13,972,209</td>
<td></td>
</tr>
<tr>
<td>Building Improvements</td>
<td>935,519</td>
<td></td>
</tr>
<tr>
<td>Accumulated Depreciation</td>
<td>(48,944)</td>
<td>(626,140)</td>
</tr>
<tr>
<td>Intangible Assets</td>
<td>45,000</td>
<td></td>
</tr>
<tr>
<td>Accumulated Amortization</td>
<td>(43,500)</td>
<td></td>
</tr>
<tr>
<td>Security Deposit</td>
<td>2,500</td>
<td>11,098</td>
</tr>
</tbody>
</table>

**Net Assets**

| Total Assets             | $281,331          | $16,069,671 |

### 2012 Percentages

- 59% Personnel Costs
- 10% Facilities, Utilities & Equip
- 3% Insurance
- 2% Computer Equip & Software
- 2% Professional Services
- 2% Taxes
- 21% Operating Costs

### 2012 Percentages

- 54% Personnel Costs
- 14% Facilities, Utilities & Equip
- 1% Insurance
- 1% Computer Equip & Software
- 1% Professional Services
- 27% Operating Costs

28

29
**Assets**

<table>
<thead>
<tr>
<th>Item</th>
<th>Waimea Valley</th>
<th>Hi'Ipaka LLC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>32,992</td>
<td>$285,655</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>33,396</td>
<td></td>
</tr>
<tr>
<td>Other Receivables</td>
<td>316,463</td>
<td></td>
</tr>
<tr>
<td>Inventory</td>
<td>53,421</td>
<td></td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>33,396</td>
<td></td>
</tr>
<tr>
<td>Furniture and Fixtures</td>
<td>316,463</td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>33,396</td>
<td></td>
</tr>
<tr>
<td>Point of Sale (POS) System</td>
<td>316,463</td>
<td></td>
</tr>
<tr>
<td>Automobiles: General</td>
<td>48,628</td>
<td></td>
</tr>
<tr>
<td>Land and Buildings</td>
<td>14,182,104</td>
<td></td>
</tr>
<tr>
<td>Building Improvements</td>
<td>322,370</td>
<td></td>
</tr>
<tr>
<td>Accumulated Depreciation</td>
<td>(412,072)</td>
<td></td>
</tr>
<tr>
<td>Intangible Assets</td>
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<td></td>
</tr>
<tr>
<td>Accumulated Amortization</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Security Deposit</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Total Assets</td>
<td>$14,069,797</td>
<td></td>
</tr>
</tbody>
</table>

**Liabilities and Net Assets**

<table>
<thead>
<tr>
<th>Item</th>
<th>Waimea Valley</th>
<th>Hi'Ipaka LLC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>93,817</td>
<td>$862,403</td>
</tr>
<tr>
<td>Other Payable</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Accrued Liabilities</td>
<td>138,151</td>
<td></td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>231,968</td>
<td></td>
</tr>
<tr>
<td>Unrestricted Net Assets</td>
<td>3,637,829</td>
<td></td>
</tr>
<tr>
<td>Total Liabilities and Net Assets</td>
<td>$14,069,797</td>
<td></td>
</tr>
</tbody>
</table>

**2011 Hi'Ipaka Percentages**

- 51% Personnel Costs
- 10% Facilities, Utilities & Equip
- 4% Insurance
- 2% Computer Equip & Software
- 10% Professional Services
- 24% Operating Costs

---

**Assets**

<table>
<thead>
<tr>
<th>Item</th>
<th>Hi'Ipaka LLC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$682,403</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>125,468</td>
</tr>
<tr>
<td>Other Receivables</td>
<td>6,338</td>
</tr>
<tr>
<td>Inventory</td>
<td>70,984</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>7,024</td>
</tr>
<tr>
<td>Furniture and Fixtures</td>
<td>93,362</td>
</tr>
<tr>
<td>Equipment</td>
<td>300,097</td>
</tr>
<tr>
<td>Point of Sale (POS) System</td>
<td>7,658</td>
</tr>
<tr>
<td>Automobiles: General</td>
<td>48,628</td>
</tr>
<tr>
<td>Land and Buildings</td>
<td>13,972,209</td>
</tr>
<tr>
<td>Building Improvements</td>
<td>955,570</td>
</tr>
<tr>
<td>Accumulated Depreciation</td>
<td>(577,296)</td>
</tr>
<tr>
<td>Intangible Assets</td>
<td>-</td>
</tr>
<tr>
<td>Accumulated Amortization</td>
<td>-</td>
</tr>
<tr>
<td>Security Deposit</td>
<td>7,625</td>
</tr>
<tr>
<td>Total Assets</td>
<td>$15,719,190</td>
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</tbody>
</table>

**Liabilities and Net Assets**

<table>
<thead>
<tr>
<th>Item</th>
<th>Hi'Ipaka LLC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>$139,627</td>
</tr>
<tr>
<td>Other Payable</td>
<td>-</td>
</tr>
<tr>
<td>Accrued Liabilities</td>
<td>149,178</td>
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<tr>
<td>Total Liabilities</td>
<td>288,806</td>
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<tr>
<td>Unrestricted Net Assets</td>
<td>15,430,585</td>
</tr>
<tr>
<td>Total Liabilities and Net Assets</td>
<td>$15,719,190</td>
</tr>
</tbody>
</table>

**2012 Hi'Ipaka Percentages**

- 61% Personnel Costs
- 9% Facilities, Utilities & Equip
- 4% Insurance
- 2% Computer Equip & Software
- 2% Professional Services
- 22% Operating Costs
### 2011 HI’IPOI PERCENTAGES

- **63%** Personnel Costs
- **16%** Facilities, Utilities & Equip
- **5%** Professional Services
- **2%** Professional Services
- **3%** Insurance
- **1%** Operating Costs

### 2012 HI’IPOI PERCENTAGES

- **48%** Personnel Costs
- **16%** Facilities, Utilities & Equip
- **3%** Insurance
- **2%** Computer Equip & Software
- **1%** Operating Costs
- **30%** Operating Costs

---

### Financial Report

**Hi’ipo LLC**

#### Assets

<table>
<thead>
<tr>
<th>Item</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$ 53,753</td>
<td>$ 40,025</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>$ 16,586</td>
<td>$ 22,126</td>
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<tr>
<td>Other Receivables</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Inventory</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>1,902</td>
<td>2,615</td>
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<tr>
<td>Furniture &amp; Fixtures</td>
<td>86,779</td>
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</tr>
<tr>
<td>Equipment</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Point of Sale (POS) System</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Automobiles: General</td>
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<td>-</td>
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<tr>
<td>Land and Buildings</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Building Improvements</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Accumulated Depreciation</td>
<td>($2,962)</td>
<td>45,000</td>
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<tr>
<td>Intangible Assets</td>
<td>45,000</td>
<td>-</td>
</tr>
<tr>
<td>Accumulated Amortization</td>
<td>($14,540)</td>
<td>($14,540)</td>
</tr>
<tr>
<td>Security Deposit</td>
<td>973</td>
<td>973</td>
</tr>
</tbody>
</table>

**Total Assets**  
$160,763  
$68,950

#### Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Liability</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>$ 9,246</td>
<td>$ 17,110</td>
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<tr>
<td>Other Payable</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>Accrued Liabilities</td>
<td>5,859</td>
<td>5,323</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>15,795</td>
<td>22,933</td>
</tr>
<tr>
<td><strong>Unrestricted Net Assets</strong></td>
<td>345,050</td>
<td>46,417</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td>$160,763</td>
<td>$68,950</td>
</tr>
</tbody>
</table>
### Financial Report

#### December 31, 2011

**HI OPTAC**

**Ho'okuapaipai LLC**

<table>
<thead>
<tr>
<th>Assets</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$107,167</td>
</tr>
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<td>Accounts Receivable</td>
<td>$166,385</td>
</tr>
<tr>
<td>Other Receivables</td>
<td>$1,964</td>
</tr>
<tr>
<td>Inventory</td>
<td>$1,119</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>$2,300</td>
</tr>
<tr>
<td>Furniture and Fixtures</td>
<td>$3,421</td>
</tr>
<tr>
<td>Equipment</td>
<td>$1,000</td>
</tr>
<tr>
<td>Point of Sale (POS) System</td>
<td>$1,000</td>
</tr>
<tr>
<td>Automobiles: General</td>
<td>$1,000</td>
</tr>
<tr>
<td>Land and Buildings</td>
<td>$1,000</td>
</tr>
<tr>
<td>Building Improvements</td>
<td>$1,000</td>
</tr>
<tr>
<td>Accumulated Depreciation</td>
<td>$1,000</td>
</tr>
<tr>
<td>Intangible Assets</td>
<td>$1,000</td>
</tr>
<tr>
<td>Accumulated Amortization</td>
<td>$1,000</td>
</tr>
<tr>
<td>Security Deposit</td>
<td>$1,000</td>
</tr>
</tbody>
</table>

**Total Assets** $216,265

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td>$24,836</td>
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<tr>
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<td>Accrued Liabilities</td>
<td>$14,567</td>
</tr>
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<td>Total Liabilities</td>
<td>$55,687</td>
</tr>
</tbody>
</table>

**Unrestricted Net Assets** $110,578

**Total Liabilities and Net Assets** $216,265

---

### Financial Report

#### December 31, 2012

**HO'OKIPAIPAI LLC**

<table>
<thead>
<tr>
<th>Assets</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$234,876</td>
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<td>$14,682</td>
</tr>
<tr>
<td>Other Receivables</td>
<td>$1,000</td>
</tr>
<tr>
<td>Inventory</td>
<td>$1,000</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>$2,300</td>
</tr>
<tr>
<td>Furniture and Fixtures</td>
<td>$3,421</td>
</tr>
<tr>
<td>Equipment</td>
<td>$1,000</td>
</tr>
<tr>
<td>Point of Sale (POS) System</td>
<td>$1,000</td>
</tr>
<tr>
<td>Automobiles: General</td>
<td>$1,000</td>
</tr>
<tr>
<td>Land and Buildings</td>
<td>$1,000</td>
</tr>
<tr>
<td>Building Improvements</td>
<td>$1,000</td>
</tr>
<tr>
<td>Accumulated Depreciation</td>
<td>$1,000</td>
</tr>
<tr>
<td>Intangible Assets</td>
<td>$1,000</td>
</tr>
<tr>
<td>Accumulated Amortization</td>
<td>$1,000</td>
</tr>
<tr>
<td>Security Deposit</td>
<td>$1,000</td>
</tr>
</tbody>
</table>

**Total Assets** $254,889

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td>$2,162</td>
</tr>
<tr>
<td>Accounts Payable</td>
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</tr>
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<td>Accrued Liabilities</td>
<td>$12,128</td>
</tr>
<tr>
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<td>$155,480</td>
</tr>
</tbody>
</table>

**Unrestricted Net Assets** $99,409

**Total Liabilities and Net Assets** $254,889

---

### 2011 Hookipaipai Percentages

- 63% Personnel Costs
- 3% Facilities, Utilities & Equip
- 0% Insurance
- 5% Computer Equip & Software
- 2% Professional Services
- 28% Operating Costs

#### 2012 Hookipaipai Percentages

- 57% Personnel Costs
- 5% Facilities, Utilities & Equip
- 1% Insurance
- 8% Computer Equip & Software
- 0% Professional Services
- 29% Operating Costs
OUR CORE VALUES

NATIVE HAWAIIANS ARE THE REASON FOR OUR EXISTENCE.

WE IMPROVE THE CONDITIONS OF NATIVE HAWAIIANS BY PRESERVING HAWAIIAN CULTURE, LANGUAGE, AND HISTORY AND BY CREATING AND PROMOTING EDUCATIONAL AND ECONOMIC OPPORTUNITIES.

EACH OF US WILL CARRY OUT OUR RESPONSIBILITIES (KULEANA) WITH CIVILITY AND RESPECT (ALOHA) FOR OTHERS.

WE WILL SPEAK TRUTHFULLY (OIA'I'O) AND WITH HUMILITY (HA'AHA'A).

WE WILL FOSTER TRUSTING RELATIONSHIPS.

IN PERFORMING OUR WORK, WE ASPIRE TO EXCELLENCE (PO'OKELA) IN ALL THAT WE DO, AND WE WORK TOGETHER AS A TEAM (LAULIMA).

WE DO THINGS IN A HAWAIIAN WAY AND WITH A HAWAIIAN SENSE OF PLACE.

WE WILL EXHIBIT LEADERSHIP IN ALL THAT WE DO AND MOVE FORWARD WITH INNOVATION.

WE CONTRIBUTE AND ADD VALUE TO THE ORGANIZATION.

HI'I LEI ALOHA LLC

711 Kapōlani Boulevard, Suite 1430
Honolulu, Hawai‘i 96813
Tel: 808.596-8990 / Fax: 808.596.8992

Photos courtesy Kathryn Adcox and Lono Logan, Waimea Valley
Randall Morita Design