



# Kuhio Park Neighborhood Draft Transformation Plan

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# Executive Summary





## Executive Summary

For over a century, the Kuhio Park neighborhood has served as a residential oasis for families on O`ahu – sitting just outside of the hive of activity found in downtown Honolulu, but close enough to access the jobs and amenities found there. Providing a suburban living environment within an urban area, Kuhio Park has transitioned from its roots as a middle- to upper-class community of native Hawaiians into a true melting pot of residents hailing from over 20 different Asian, Hawaiian and Pacific Islander ancestries. While the inhabitants today are less well-off and the diversity of the residents has led to cultural tensions and conflict, Kuhio Park remains a haven for low-income and working families as one of the few remaining affordable areas to live on an island and State that has consistently ranked among one of the most expensive places to live in the nation. The tensions between affordability, diversity, and proximity are key factors that underlie the Transformation Plan for the Kuhio Park neighborhood, and have clearly shaped the goals and strategies identified to move this community “on the cusp” into one of connection, inclusion, and choice.

## Vision for Kuhio Park Neighborhood

*“The Kuhio Park Neighborhood will support and celebrate all islanders, cultures, and races to foster community, promote assimilation and acceptance, and reduce negative perceptions.”*

Achieving the community’s vision for the neighborhood is grounded in:

- Creating a collective impact by honoring existing partnerships while attracting new partnerships to maximize and leverage available resources;
- Celebrating the unique assets of the community to promote pride of place;
- Capitalizing on the current and planned public and private investments in the community;
- Aligning with the City and County of Honolulu’s long-term goals for the island around sustainability and livability; and
- Ensuring that all residents, regardless of income or heritage, benefit from the community’s transformation.

Change in the community has already begun. From the investment by the Hawaii Public Housing Authority (HPHA) in partnership with private developer, the Michaels Development Company (MDC), to revitalize the two 16-story towers at Kuhio Park Towers (KPT), renamed The Towers at Kuhio Park and now the symbol of hope; the significant decrease in violent crime over the last 4 years as a result of the transformation of the KPT high-rises plus the banding together of neighborhood residents to take back their streets; and the successful Walking School Bus grassroots initiative focused on children and making their walk to school safe; the seeds of optimism for the future have been planted. The Transformation Plan for the Kuhio Park neighborhood captures this energy and momentum and uses it as a springboard for additional change in the community.

## Target Site and Neighborhood

Located in the Kalihi area of O`ahu, west of downtown Honolulu, the Kuhio Park neighborhood is primarily a residential community that sits just east of the H1 interstate before H201 splits off. With easy access to downtown and Waikiki, the neighborhood is home to residents that work in these employment centers, but have been priced out of the center city area. The affordability of the Kalihi area, proximity to jobs and services, and concentration of particular ethnic groups, has made Kuhio Park a beacon for recent immigrants to Hawai`i, especially those from Samoa and other Micronesian nations.

One strong draw for these immigrants is the three public housing developments – The Towers at Kuhio Park, KPT Low-Rises and Kuhio Homes – sitting in the middle of the community offering over 500 units of public housing. Once a locus for gang, drug, and criminal activity in the 1990s and 2000s, this all began to change when local residents took an organized stand against crime, which was supported tremendously with the redevelopment of the high-rises. With the high-rise transformation complete, the community’s attention has turned to effectuating the same transformational change at KPT Low-Rises and Kuhio Homes containing 42 and 134 family public housing units, respectively. At almost 50 or more years old, the two developments have reached the end of their useful life and require a significant financial investment to address deferred maintenance and systems replacement that are cost prohibitive but are essential to improving the quality of life for the families that call these two places home.

Beyond the public housing developments, the neighborhood is seeking to reinvest back into the community itself, and bring goods, services and amenities that will further drive positive change in this long overlooked part of the City. With the resources provided by the Choice Neighborhoods Initiative (CNI) Planning Grant, HPHA and MDC are using this opportunity to extend the



dialogue around transformation beyond the public housing properties and meld them with the conversations happening at the neighborhood level to foster real sustainable change.

**Transformation Plan Highlights**

The Kuhio Park Transformation Plan identifies the goals and strategies in four core areas – neighborhood, housing, people and education – that are essential to engender the shifts needed to achieve the collective vision for this community. The goals and strategies for each core area are summarized below:

**Neighborhood Goals**

Goal 1: The Kuhio Park Neighborhood is a welcoming community that shows pride of place and celebrates the cultural diversity of its residents.

Goal 2: Residents live in a safe community with strong linkages to places within and outside the neighborhood.

Goal 3: The Kuhio Park Neighborhood is well connected to amenities, services and businesses that promote a healthy and livable lifestyle.

**Housing Goals**

Goals 1: Replace 174 units of obsolete public housing as part of a sustainable mixed-income community at the Kuhio Park campus in the Kalihi neighborhood.

Goals 2: Design housing that is of high quality, energy efficient, safe and able to address the household needs of all residents.

Goals 3: Pursue Stage 1 certification for LEED-ND.

Goals 4: Minimize the displacement and disruption of Kuhio Homes and Kuhio Park Terrace Low-Rise residents resulting from relocation.

**People Goals**

Goal 1: Residents are well informed about, have access to and take advantage of the support services and programs in Kalihi and greater Honolulu.

Goal 2: Households are economically stable and self-sufficient.

Goal 3: Children, youth and adults are physically and mentally healthy

Goal 4: Increased navigation skills and English language skills foster a strong sense of community and honors Hawaii’s diverse cultural mix

**Education Goals**

Goal 1: Children enter kindergarten ready to learn.

Goal 2: Parents are engaged in their child’s school and in their education.

Goal 3: Children are proficient in key academic subjects and graduate from high school ready for college.

Some of the strategies build upon and further existing community efforts, such as the Keiki Clean-Up Crew and the Walking School Bus, capitalize upon planned future investments like the stations associated with the new rail transit system, leverage recent improvements such as the renovation of The Towers at Kuhio Park, or reorganizes the way current organizations work within the community to maximize their reach and impact on the residents they serve. Other strategies seek to bring new resources and programs into the Kuhio Park neighborhood to address the identified needs of the community.

**Neighborhood Strategy**

The Neighborhood Plan focuses on harnessing the energy and enthusiasm of local residents to make their community a place that showcases the pride and diversity of its people. From celebrating the history and cultural backgrounds of new and old residents, embracing the “Aloha Spirit” that is characteristic of the islands, making connections to surrounding investments like the impending light rail system and nearby stations, and continuing to increase the real and perceived safety of the community through resident-powered initiatives and infrastructure improvements, to creating improved access to neighborhood-serving retail and amenities such as open space and access to fresh food, the Neighborhood element addresses the key needs identified by the residents.

**Housing Strategy**

The Kuhio Park Housing plan is currently under development. A Master Planner was recently selected that will be leading the residents and community through a three-month long intensive charrette planning process. At the end of the process, a master plan for the KPT Low-Rises and Kuhio Homes will be delivered that is in alignment with and reflects the wishes and needs of the community. To date, discussions regarding density, income mixing, and infrastructure capacity have occurred within the Housing





Task Force. While no specific decision has been made, each of these topics will be taken into serious consideration when selecting the preferred housing master plan.

### **People Strategy**

Grounded in a case management and service coordination approach, the People plan focuses on what the residents of Kuhio Park Low-Rises and Kuhio Homes need to thrive and achieve economic, health, and cultural stability. The diverse population of newly migrated and immigrated Pacific Islanders, with very different cultural norms, and limited English language skills, has created specific challenges in the awareness and delivery of services that will ultimately ensure that households are economically stable, self-sufficient, and physically and mentally healthy. To address the services gap, the underlying premise of the people strategy is the development of cultural ambassador teams for the varying ethnic groups. The teams will have language skills, be networked together through Better Tomorrows, will outreach through a variety of venues and face-to-face encounters and importantly will be seen as leaders in their respective groups. Through these channels, the broad, deep net of existing supportive services will become stronger—with fewer residents falling through the pukas (holes)—and will expand to better address the needs of the residents through the resident/ambassador interchange.

### **Education Strategy**

Building upon three current and very powerful educational movements in Hawaii – the Hawaii P-20 Partnerships for Education, STRIVE HI Performance System, and the formation of the Executive Office on Early Learning, the Education plan for the Kuhio Park neighborhood targets the immediate needs of the Pacific Islander children and youth population and institutes the value of high quality education within the family culture from early childhood education to higher education and beyond. The primary focus of the education strategy on this subset of the population is driven by the data-documented achievement gap within the schools between these students and other non-Pacific Islanders. Lacking opportunities on their own small islands for multiple generations, many Pacific Islanders don't realize the importance of attending school. This disconnect is evident in the high number of absences, high dropout rate and increase in misbehaviors. The strategies to address these ills includes professional development for teachers, parenting classes for pre- and grade school mothers, breakfast and walking school bus programs, an increase in mentoring and vocational programs and HI-DOE and University of Hawaii System collaboration on curriculum standards. The overarching understanding and motivation are that as the school population ethnic mix has changed, the relationships and structures between the educational systems, the students and the parent needs to adapt.

### **Implementation**

Implementation structure and staffing for the Transformation Plan is still under discussion. For neighborhood, talks are underway with the City and County of Honolulu to take a prime role in overseeing and executing the neighborhood elements of the plan. MDC, in partnership with HPHA, will lead the Housing component; and Better Tomorrows, the current supportive services provider at the Towers of Kuhio Park, is anticipated to continue in this capacity with the redeveloped KPT Low-Rises and Kuhio Homes for the People element. The champion for the Education Strategy is still under review to ascertain the most effective organization to assume this role.

### **Budget and Schedule**

To be determined

### **Measuring Change and Ensuring Success**

To be determined

The remaining chapters of the Transformation Plan review the history and existing conditions in the Kuhio Park neighborhood (Context) followed by a description of how residents and other stakeholders have been key players in the development of the Plan (Community Engagement). Subsequent chapters cover the specific goals and activities within the areas of Neighborhood, Housing, People and Education to move the community closer to its vision. The last chapter discusses how the Transformation Plan will be implemented, including responsible entities, funding sources, schedule, ongoing community engagement and how progress will be benchmarked and measured.



# Neighborhood Context



## Neighborhood Context

### State of Hawai'i

Hawai'i, popularly known as the Aloha State, is renowned for its spectacular natural beauty, ranging from sandy beaches and lush rainforests to mountainous terrain and active volcanic activity. First settled by the Polynesians an estimated 1,500 years ago, Hawai'i has a rich history of discovery, change, growth and development – from traditional individual island rule by hereditary chiefs under the *Kapu* religious-law system, to a monarchy state under Kamehameha I, to territorial rule by the United States in 1898, and eventually to statehood in 1959. The population and economics of Hawai'i is shaped by its history of military defense, tourism and agriculture.

Today, Hawai'i is comprised of hundreds of islands spread over 1,500 miles in the Pacific Ocean of which only seven host a permanent residential population – Hawai'i, Maui, Lana'i, Moloka'i, O'ahu, Kaua'i and Ni'ihau. With over 1.3 million residents, according to the 2010 Census, 75% of residents live on O'ahu, the third largest island in the State. Approximately 38% are of Asian descent, due in large part to the influx of Asian immigrants (predominantly from the China, Japan, Korea and the Philippines) in the mid-19<sup>th</sup> century to support the expanding agricultural industry, and more recently from Samoa and the Micronesian nations (Micronesia, Marshall Island, and Palau) under the Compact of Free Association (COFA)<sup>1</sup>.



Agriculture, which was once the primary source of income for the State, remains a significant contributor to the local economy. The primary source of income for Hawai'i is the tourism sector, which spreads over several industries such as service, transportation and retail trade. Tourism now leads the economy with over 7 million visitors a year, infusing over \$11 billion into the economy in 2012<sup>2</sup>, followed by Federal defense spending of almost \$9 billion with 49,110 military personnel<sup>3</sup>. Over the next 25 years, the population of Hawai'i is estimated to grow at a rate of 1% per year to almost 1.85 million by 2040<sup>4</sup>. With this anticipated population growth and concern about the impact of this growth on environmental, social and economic resources, the State prepared a 2050 Sustainability Plan to serve as a blueprint for the preferred future of the State<sup>5</sup>. The Sustainability Plan identified five goals for the future of Hawai'i:

- Sustainable living and embracing a sustainability ethic across all sectors of the population;
- Economic diversification that is supported by a well-trained workforce and improved physical infrastructure;
- Conservation and preservation of natural resources now and for future generations;
- Strong, healthy and vibrant communities that are safe and offer a high quality of life including affordable housing, quality educational institutions, and job opportunities; and
- Celebrating and respecting traditional island cultures and values that make the State unique.

Although the 2050 Sustainability Plan has not yet been formally adopted by the State Legislature, the Plan serves as a guide for local planning processes and a shared vision for future growth and development.

### City and County of Honolulu

Located on O'ahu, the City and County of Honolulu is the cultural and urban heart of Hawai'i. Meaning "sheltered bay" in Hawaiian, the transformation of Honolulu into the epicenter of trade and industry began when King Kamehameha I moved his court from the

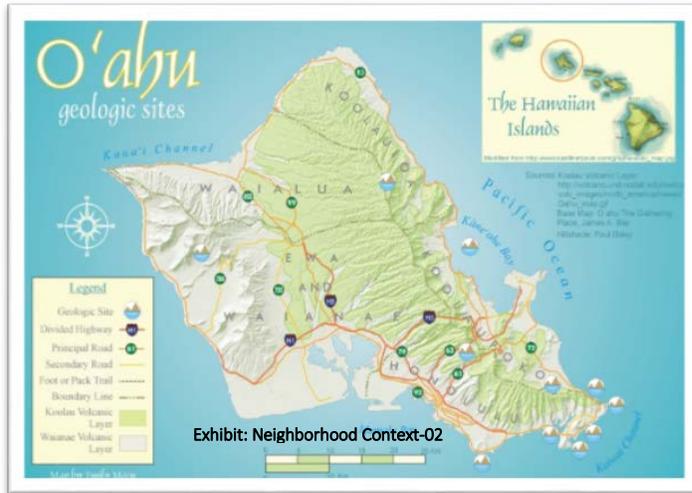
<sup>1</sup> The Compact of Free Association (COFA) is an agreement with the Federate States of Micronesia (FSM) signed in 1986 that granted the United States with exclusive territorial control in FSM in return for economic assistance, defense, and other services and benefits, including the right to live permanently or come and go at will in the United States. The Republic of Palau was added to the COFA in 1994.

<sup>2</sup> [http://dbedt.hawaii.gov/economic/databook/2012-individual/\\_07/](http://dbedt.hawaii.gov/economic/databook/2012-individual/_07/)

<sup>3</sup> [http://dbedt.hawaii.gov/economic/databook/2012-individual/\\_10/](http://dbedt.hawaii.gov/economic/databook/2012-individual/_10/)

<sup>4</sup> [http://files.hawaii.gov/dbedt/economic/data\\_reports/2040-long-range-forecast/2040-long-range-forecast.pdf](http://files.hawaii.gov/dbedt/economic/data_reports/2040-long-range-forecast/2040-long-range-forecast.pdf)

<sup>5</sup> <http://hawaii2050.org/>



Island of Hawai'i to Waikiki on O'ahu at the beginning of the 19<sup>th</sup> century. Honolulu was proclaimed the capital of the Hawaiian Kingdom in 1849. Annexation of the Hawaiian Islands by the United States occurred in 1898, and in 1905, the Territorial Legislature passed the law that forms the basis of modern government in Hawai'i. The County of O'ahu was incorporated in 1905, and was renamed the City and County of Honolulu in 1907. After becoming the 50th State in 1959, Honolulu and the rest of Hawai'i experienced an economic and tourism boom, bringing rapid growth and ultimately millions of visitors to the Islands.

At present, urban Honolulu is home to the majority of O'ahu's population and is the largest city in Hawai'i<sup>6</sup>. The sprawling city spreads throughout the southeastern shores of Oahu, from Pearl Harbor to

Maikapuu Point. A destination point for migrants from other Hawai'i counties, the mainland United States and other countries, the population of Honolulu grew nearly 30% between 1960 and 1990. The residential population saw a slight decrease between 1990 and 2000 as people moved from the urban center to other parts of Oahu. In 2010, the population of Honolulu was 337,256<sup>7</sup>. People of Asian ancestry comprise 55% of the population.

Honolulu is a major financial center of the Hawaiian Islands and of the Pacific Basin<sup>8</sup>, as its location makes it a business and trading hub, connecting the East and the West. The economic picture in Honolulu is expected to remain strong, bolstered by tourism, military defense, research and development, and manufacturing. The unemployment rate in Honolulu has consistently remained well below the national average (4.2% vs. 6.7% in December 2013)<sup>9</sup> and the median household income is above the national median (\$58,397 vs. \$53,046)<sup>10</sup>.

Honolulu is also among the most expensive places to live in the United States. Based upon the Cost of Living Index, in the third quarter of 2013, Honolulu was the third most expensive place to live (167.5) with only Manhattan (221.3) and Brooklyn (175.6) being higher<sup>11</sup>. This higher cost of living is attributable to Hawai'i being an Island state with a land base zoned for real estate development and approximately 80% of what is consumed is imported, including groceries, gas, automobiles and building materials, by sea from the mainland United States<sup>12</sup>. Despite the higher cost of living, wages in Honolulu are comparable to the national average. According to the Bureau of Labor Statistics, in 2010 the mean hourly wage for civilian workers in Honolulu was \$21.11 while the national mean was \$21.29<sup>13</sup>. In comparison, the mean hourly wage in the New York-Newark-Bridgeport, NY-NJ-CT-PA CSA was \$26.80<sup>14</sup>.

Housing costs in Honolulu, which are 61% higher than the national average, is the largest contributor to the higher cost of living<sup>15</sup>. According to the *Out of Reach Report for 2014* by the National Low Income Housing Coalition, Honolulu is the most expensive metropolitan area in the nation, with a renter household needing to earn at least \$31.54 per hour to afford a two-bedroom unit at

<sup>6</sup> Honolulu County is coextensive with Honolulu City and covers the rest of Oahu and the northwestern Hawaiian Islands from Nihoa to Kure Atoll.  
<sup>7</sup> In the 2010 Census, the U.S. Census Bureau split the Honolulu Census Designated Place (CDP) into three areas – Urban Honolulu CDP, East Honolulu CDP, and a portion placed into the already existing Hickam CDP. This made any comparison between 2000 and 2010 population using Census data impossible to make.  
<sup>8</sup> Pacific Basin includes the two vast continental enclaves of the America's and Asia (Pacific Rim) and the thousands of Islands suspended between.  
<sup>9</sup> <http://www.deptofnumbers.com/unemployment/hawaii/honolulu/>  
<sup>10</sup> U.S. Census American Community Survey, 2008-2012.  
<sup>11</sup> <http://www.coli.org/ReleaseHighlights.asp> Cost of Living Index is a composite index based on six components – housing, utilities, grocery items, transportation, health care, and miscellaneous goods and services. National average is 100.  
<sup>12</sup> <http://www.hawaiireporter.com/jones-act-inflicting-damage-on-hawaii-economy/123>  
<sup>13</sup> <http://www.bls.gov/ncs/ocs/sp/ncbl1482.pdf>; <http://www.bls.gov/ncs/ocs/sp/nctb1475.pdf>  
<sup>14</sup> <http://www.bls.gov/ncs/ocs/sp/ncbl1614.pdf>  
<sup>15</sup> <http://www.payscale.com/cost-of-living-calculator/Hawaii-Honolulu>



the Fair Market Rent (FMR)<sup>16</sup>. As a result, the homeless population rose 13.7% in the Honolulu area between 2010 and 2011, even though among the homeless, almost 17% are employed full-time<sup>17</sup>. The State Administration and Legislature are contemplating an increase in the minimum wage rate to at least \$8.75, but this increase for minimum wage earners, of which 85% are 21 years or older, would still fall significantly short of the earnings needed to rent a unit at FMR<sup>18</sup>.

**Ahupua`a of Kalihi**

The target Kuhio Park Neighborhood is located in the Ahupua`a of Kalihi that is located west of downtown Honolulu<sup>19</sup>. In the post missionary era, Kalihi was one of the first areas to be populated with mostly single-family homes. By the early 1900s, it was a residential area of middle- and upper-class Hawaiians and part-Hawaiians, and started to attract Chinese and Portuguese residents. Next, Japanese, Puerto Rican and other sugar workers settled in Kalihi as they left the plantations. Since then, Filipinos, Samoans, Koreans and Southeast Asians have moved into the area, attracted by affordable housing and Kalihi’s proximity to downtown Honolulu and U.S. military bases<sup>20</sup>. Rapid, largely unplanned development brought parks, schools, businesses and industrial districts to accommodate the growing population. This also led to increasing urban problems with overcrowding and crime. Starting in the 1960s, these social ills, including growing tensions between the different ethnic groups that resided in the area, began to define Kalihi in the eyes of O`ahu residents<sup>21</sup>.

Today, Kalihi is one of the most diverse communities in Honolulu, and is home to a range of small commercial and industrial businesses as well as long-time residents and recent immigrants. It provides easy access to other parts of the island via freeways, highways and major thoroughfares. It is also hosts many social service facilities, including several homeless shelters and transitional apartments, halfway houses, and the O`ahu Community Correctional Center. Furthermore, 15 of the 32 federal public housing developments in Honolulu are located in Kalihi, for a total of 2,512 public housing units or 52% of the total public housing stock on O`ahu. They include Kuhio Park Terrace and Kuhio Homes (748 units), Kalihi Valley Homes (400 units), Mayor Wright Homes (364 units), and Kamehameha Homes (221 units).

In 1972, via Charter, the City and County of Honolulu established neighborhoods and neighborhood boards as a means to increase citizen participation at the community level in the decision-making process around the delivery of basic government services, economic development and land use questions. A total of 36 neighborhood areas were established and Kalihi is primarily divided into two (2) neighborhood areas – Kalihi-Palama (No. 15) and Kalihi Valley (No. 16). A voluntary Neighborhood Board consisting of elected citizens that serve in an advisory role administers these neighborhoods. The Kuhio Park Neighborhood is located in the northern corner of the Kalihi-Palama neighborhood.

Since their creation, the Neighborhood Boards have been working in tandem with the City and County of Honolulu administration and departments to address the concerns of residents and businesses, including public safety, infrastructure, proposed development and quality of life issues. The Kalihi-Palama Neighborhood Board has participated in planning processes that impact the community, including the Primary Urban Development Center Plan adopted in June 2004, the subsequent Kalihi-Palama Action



<sup>16</sup> <http://nlihc.org/sites/default/files/oor/2014OOR.pdf>

<sup>17</sup> <http://uhfamily.hawaii.edu/publications/brochures/HomelessServiceUtilization2011.pdf>

<sup>18</sup> <http://www.hawaiinewsnow.com/story/24510096/gov-neil-abercrombie-calls-for-minimum-wage-boost>

<sup>19</sup> Ahupua`a is a land division extending from the uplands to the sea providing all the needs for a community. Residents of an Ahupua`a had rights to use all of its resources - the hills for timber to make canoes, the flatlands that provided lush vegetable gardens and taro patches, and the sea with an abundance of fish.

<sup>20</sup> <http://www.oralhistory.hawaii.edu/pages/community/kalihi.html>

<sup>21</sup> Draft Residential Market Study.

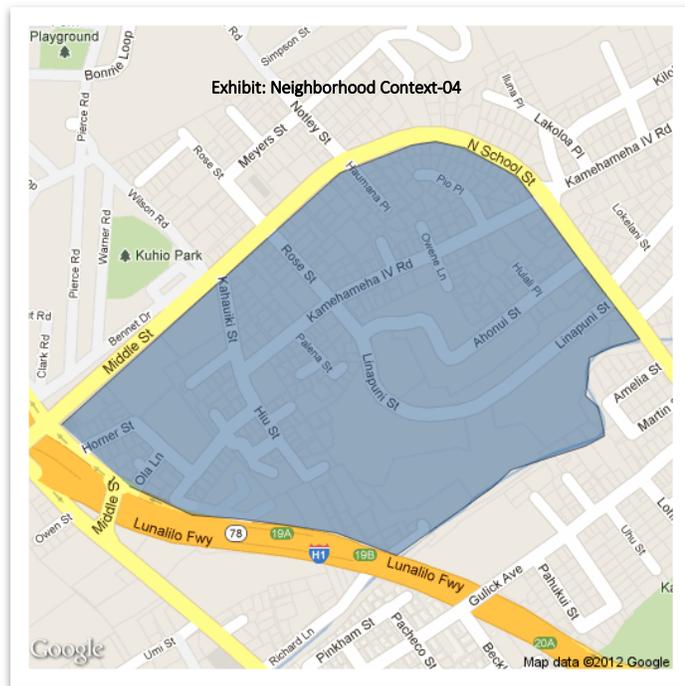
Plan adopted in September 2004 and most recently the draft Kalihi Neighborhood Transit-Oriented Development (TOD) Plan completed in September 2012.

**Kuhio Park Target Neighborhood**

Middle Street and North School Street bound the Kuhio Park Neighborhood to the north and Nimitz Highway (H1) and Kalihi Stream bound the area to the south. Kuhio Park is home to the largest public housing development in Honolulu. Kuhio Park Terrace (KPT), constructed in 1962, originally contained 572 units of family public housing in two (2) 16-story high-rises plus another 42 units in one- and two-story row houses. Immediately adjacent to KPT is Kuhio Homes with another 134 units of family public housing in one- and two-story townhouses. Notorious in the 1990s and 2000s for crime and gang activity, KPT was also in disrepair due to age, vandalism and significant deferred maintenance.

However, this status has begun to change. In 2011, the Hawaii Public Housing Authority (HPHA) entered into a public-private housing partnership with the Michaels Development Company to revitalize KPT. Utilizing private funds, low-income housing tax-credits (LIHTC), and other sources, the \$135 million revitalization effort undertaken by The Michaels Organization enabled major capital repairs, including interior and exterior work, at the KPT high-rises.

Renamed The Towers at Kuhio Park, the high-rise buildings have been successfully transformed into 555 updated housing units that include a mix of public housing, project-based Section 8 and affordable rental, market rate units. The remaining 17 units were reconfigured to provide new space for resident activities and services. The amenities include an expanded laundry facility, a health center, a family library, social service and training-educational spaces, a fitness center, a hospitality suite, and a technology center. Other improvements included the renovation of the on-site Community Hall, demolition of a four-bedroom residence to create a community garden, a new green park gathering area, additional parking including handicap accessible spaces, and implementation of controlled vehicle entrances at both entries into the community from North School Street and Kamehameha IV Road.



The revitalization of the Towers has resulted in other positive changes both on-site and in the neighborhood. Residents have new pride in where they live and are becoming actively involved in making other changes in their community, including the recently implemented Walking School Bus initiative. Now, the focus has turned to creating the same type of change at the Kuhio Park Terrace Low-Rises and Kuhio Homes. In 2011, The Michaels Organization, in partnership with HPHA, applied for and received a \$300,000 Choice Neighborhoods Initiative Planning Grant dedicated to the revitalization of the Kuhio Park target neighborhood that encompasses the KPT Low-Rises and Kuhio Homes, along with the surrounding community including the Towers of Kuhio Park, the resource center, ball field and Linapuni and Fern Elementary Schools.



### Targeted Public Housing - Kuhio Park Low-Rises and Kuhio Homes

Located adjacent to one another, and across Linapuni Street from the recently renovated Towers at Kuhio Park, KPT Low-Rises and Kuhio Homes were constructed in 1965 and 1953, respectively. With a total of 174 units of family public housing, the buildings have outlived their useful life and are in need of significant structural repair. The most recent Real Estate Assessment Center (REAC) score for both developments was 58 out of 100<sup>22</sup>.

The KPT Low-Rises contain 40 multi-family units. Running along the north side of Linapuni Street, a recent physical needs assessment identified spalled wall conditions, peeling and faded paint, graffiti on some buildings and plant life growing on upper and lower roof edges of some buildings, resulting in flashing corrosion. The majority of the rear lower roofs are water damaged, specifically at the separation wall, and the concrete is spalled on front lower canopy edges on some buildings.

Kuhio Homes is located on three (3) acres adjacent to and just north of the KPT Low-Rises. With 134 units in 21 concrete and masonry townhouse buildings, the buildings were rehabilitated in 1994, with additional termite damage repair completed in 1998. Necessary exterior repairs account for 88% of the rehabilitation costs for the development. These include repair of major cracks at sill and headers around exterior windows and major cracks along entry roof ledges, which have deteriorated to the point of exposing the underlying rebar.

### Current Neighborhood Conditions

#### Demographic Profile

In the Kuhio Park Neighborhood, public housing residents at The Towers of Kuhio Park, KPT Low-Rises and Kuhio Homes account for 45% of the total population (2,800 out of 6,232 residents)<sup>23</sup>. As a result, the public housing resident population significantly affects the overall target neighborhood demographics.

#### *Race and Ethnicity*

The target neighborhood is primarily comprised of residents of Asian or Native Hawaiian or Other Pacific Islander lineage. However, when the public housing residents are excluded from the target neighborhood demographics, the resident mix shifts predominately to those of Asian descent as indicated in the table below. This indicates that the public housing developments are home to most of the Native Hawaiian and Other Pacific Islander population in the target neighborhood. In comparison to urban Honolulu, there is a significantly greater concentration of residents of Native Hawaiian or Other Pacific Islander descent living in the Kuhio Park Neighborhood than the greater urban area.

The Asian population in Kuhio Park is mostly of Filipino origin, with small groupings of Japanese, Chinese, and Vietnamese residents. Among the Native Hawaiian and Other Pacific Islander residents, the majority originate from Samoa or are Native Hawaiian, and there is a small concentration of individuals of Marshall Island descent.

With a significant Asian and Pacific Islander population, 56% of the population age 5-years and older, speak an Asian or Pacific Islander language at home<sup>24</sup>. Of those that speak an Asian or Pacific Islander language at home, 81% speak English less than very well or less than well. This suggests potential challenges in communicating with and reaching local residents in providing services, education, or general neighborhood information and engagement.

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<sup>22</sup> HUD's Real Estate Assessment Center conducts physical property inspections of properties owned, insured and subsidized by HUD, including public housing and multifamily assisted housing.

<sup>23</sup> HPHA Demographic Report, February 2014; U.S. Census 2010

<sup>24</sup> 2008-2012 American Community Survey, Census Tract 62.01 Blocks 1, 2, 4 and Census Tract 62.02.





Table: Neighborhood Context-01

	Kuhio Park Neighborhood*	Public Housing Developments**	Kuhio Park Neighborhood less Public Housing Developments***	Urban Honolulu CDP
<b>Total Population</b>	<b>6,232</b>	<b>2,800</b>	<b>3,432</b>	<b>337,256</b>
<b>Race</b>				
White	2%	1%	3%	18%
Black	0%	0%	0%	2%
American Indian	0%	0%	0%	0%
Asian	42%	7%	71%	55%
Native Hawaiian/ Other Pacific Islander	40%	74%	12%	8%
Other Race	0%	0%	0%	1%
Two or More Races	15%	16%	14%	16%
<b>Ethnicity</b>				
Non-Hispanic	95%	94%	96%	95%
Hispanic	5%	6%	4%	5%

Source: U.S. Census 2010

\*Includes Census Tract 62.01 Blocks 1002, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 4000, 4001, 4002; and all of Census Tract 62.02

\*\*Includes Census Tract 62.01 Block 2000; and all of Census Tract 62.02

\*\*\*Includes Census Tract 62.01 Blocks 1002, 2001, 2002, 2003, 2004, 2005, 2006, 4000, 4001, 4002

Note: The above segregation of data by Census Tract Blocks is not 100% aligned with the boundaries of the public housing developments, but provides a relatively close approximation.

*Age*

Overall, the Kuhio Park neighborhood trends towards a younger population, but with an even balance across all age groups. However, when one disaggregates the public housing residents from the neighborhood, the non-public housing residential population is evenly distributed across all age groups, with the younger population (under 20) living predominately in the public housing developments. There are fewer older residents living in the Kuhio Park neighborhood than the greater urban Honolulu area.

Table: Neighborhood Context-02

	Kuhio Park Neighborhood	Public Housing Developments	Kuhio Park Neighborhood less Public Housing Developments	Urban Honolulu CDP
<b>Total Population</b>	<b>6,232</b>	<b>2,800</b>	<b>3,432</b>	<b>337,256</b>
<b>Age Groups</b>				
Under 10	19%	27%	12%	10%
10-19	18%	22%	14%	10%
20-29	13%	15%	12%	15%
30-39	12%	13%	12%	13%
40-49	12%	10%	14%	14%
50-59	11%	7%	14%	14%
60-69	9%	5%	12%	11%
Over 69	8%	2%	12%	13%

Source: U.S. Census 2010

*Households and Household Size*

There are 1,474 households in the Kuhio Park neighborhood with an average household size of 4.23. Household sizes between public housing and non-public housing households are not significantly different (4.37 vs. 4.12). However, when compared to the urban Honolulu area, the average household size in the Kuhio Park Neighborhood is significantly higher at 4.23 versus 2.51. This is primarily because there are a significantly greater number of one-person households in the urban area (33% of all households) than in the target neighborhood (15%).

One marked difference in household composition between the public housing, neighborhood and City households is the percentage of female-headed households with no husband present. For the neighborhood as a whole, the rate of female-headed households is 2.5 times higher than the City, much of it attributable to households residing in the public housing developments.





Table: Neighborhood Context-03

	Kuhio Park Neighborhood	Public Housing Developments	Kuhio Park Neighborhood Less Public Housing Developments	Urban Honolulu CDP
Total Households (HH)	1,474	641	833	337,256
HH Average Size	4.23	4.37	4.12	2.51
HH 1-person	15%	11%	18%	33%
HH Female-headed	29%	44%	17%	12%

Source: U.S. Census 2010

*Income and Employment*

The average median weighted household income in the Kuhio Park neighborhood is 24% lower than the median household income in urban Honolulu (\$44,383 vs. \$58,397)<sup>25</sup>. In the Kuhio Park neighborhood, 61% of households earned less than \$50,000 compared to 42% in urban Honolulu. The average income for public housing households was \$19,423<sup>26</sup>. In total, 31% of the population in the Kuhio Park Neighborhood is living below the poverty level versus 12% in urban Honolulu<sup>27</sup>.

The unemployment rate in the Kuhio Park Neighborhood is comparable to urban Honolulu (4% vs. 5%)<sup>28</sup>. However, a significantly greater percentage of the working age population in the target neighborhood is not in the labor force (45% vs. 35%)<sup>29</sup>. The reason for these working age individuals not to be in the labor force ranges from being in school, disabled, retired, and/or too discouraged to continue looking for work. The higher percentage of individuals not in the workforce impacts the earning capacity of the households in the community.

Exacerbating the income and employment gap in the Kuhio Park Neighborhood is the lower educational attainment of the residents. Only 69% of the residents in the target neighborhood have achieved a high school degree (or higher) compared to 88% in urban Honolulu<sup>30</sup>. Similarly, only 10% of the target neighborhood residents have obtained a Bachelor’s degree while 34% have in the Honolulu urban area. The difference in median earnings in Hawai‘i between a high school diploma and a Bachelor’s degree is \$17,068<sup>31</sup>.

**Housing Profile**

There are 1,542 housing units in the Kuhio Park Neighborhood, of which 49% (748 units) are public housing units<sup>32</sup>. The majority of the housing stock was constructed between 1960 and 1979, which coincides with the construction of KPT Low-Rises and Kuhio Homes. Only 11% of the current housing stock was constructed post-1980. Predominately, the units located in the target neighborhood, excluding the public housing developments, are one- or two-story single-family detached or attached homes.

Vacancy rates in the target neighborhood are lower than urban Honolulu (4% vs. 10%), which speaks to the demand for affordably priced housing. The large portfolio of public housing in the community affects the homeownership rate in the target neighborhood, like the demographic profile.

The overall homeownership rate in the Kuhio Park Neighborhood is 25%, but when the public housing units are excluded, the homeownership rate is 43%, which is on par with the urban Honolulu rate of 44%. The median value of an owner-occupied unit in the Kuhio Park Neighborhood is \$489,300, which is not significantly lower than urban Honolulu (\$547,600). The median gross rent is \$948 in the Kuhio Park Neighborhood and \$1,231 in urban Honolulu<sup>33</sup>.

<sup>25</sup> U.S. Census American Community Survey 2008-2012. Kuhio Park neighborhood is defined as Census Tract 62.01 Block Groups 1, 2, 4 and Census Tract 62.01.

<sup>26</sup> HPHA Demographic Report, February 2014.

<sup>27</sup> U.S. Census American Community Survey 2008-2012. Kuhio Park neighborhood is defined as Census Tract 62.01 and Census Tract 62.01.

<sup>28</sup> Ibid.

<sup>29</sup> Ibid.

<sup>30</sup> Ibid.

<sup>31</sup> <http://www.higheredinfo.org/dbrowser/index.php?measure=83>

<sup>32</sup> Based upon 2010 Census data and prior to the redevelopment of KPT in 2011.

<sup>33</sup> Median gross rent for the neighborhood only includes Census Tract 62.01 as Tract 62.02 is comprised almost 100% of public housing units.



With the high cost of housing in the Kuhio Park Neighborhood and the greater Honolulu area, and wages that have not kept pace with costs, foreclosure is a serious concern for the community. According to the Local Initiatives Support Corporation’s (LISC) most recent data from September 2013, the zip code that includes the Kuhio Park Neighborhood (96819) has a composite foreclosure risk score of 14.95, which ranks the area 17 out of 59 in the state and 8 out of 28 in the City and County of Honolulu<sup>34,35</sup>. Based upon the component information, the greatest contributor to foreclosure risk in the area is subprime lending, which includes loans with terms such as high interest rates, reset clauses or balloon payments. Subprime loans have a seven to ten times greater default rate than prime loans.

**Table: Neighborhood Context-04**

	Zip Code 96819	Rank in State of Hawaii (out of 59 zip codes)	Rank in C&C of Honolulu (out of 17 zip codes)
Composite Foreclosure Risk Score	14.95	17 <sup>th</sup>	8 <sup>th</sup>
Subprime Risk Score	30.55	8 <sup>th</sup>	4 <sup>th</sup>
Foreclosure Score	13.71	25 <sup>th</sup>	10 <sup>th</sup>
Delinquency Score	10.48	17 <sup>th</sup>	10 <sup>th</sup>

**Zoning and Land Use**

Land on O`ahu is classified into one of three State land use districts: Conservation, Agricultural or Urban. As of 2009, there were 101,051 acres of Urban, 156,614 acres of Agricultural and 128,523 acres of Conservation for a total of 386,188 acres on O`ahu<sup>36</sup>. The land use classification for the entire Kuhio Park Neighborhood of about 110 acres is Urban.

For planning purposes, the Kuhio Park neighborhood is included in the Primary Urban Center subarea of O`ahu and contains residential, apartment and business zoning designated as A-1, A-2, B-1, B-2, R-3-5 and P-2. There are two P-2 General Preservation parcels in the Kuhio Park Neighborhood. The first parcel is the over 2-acre Fern Elementary School Playground and the second parcel is an almost 6.5-acre Open Space between and behind The Towers of Kuhio Park. The R-3.5 Residential parcels are all in the surrounding neighborhood. The 19 B-1 Neighborhood Business and B-2 Community Business parcels are along Middle and School Streets. There is one A-1 Apartment Low-Density parcel in the surrounding neighborhood on Kamehameha IV Road. The remaining five A-2 Apartment Medium-Density parcels are public housing parcels. (Note: Zoning map will be generated by Master Planner Architect and included in Final Transformation Plan.)

**Table: Neighborhood Context-05**

Zoning Designation	Zoning Permitted Uses
A-1 Apartment Low-Density	Boarding facility, consulates, duplex units, dwellings (detached, one-family or two-family), dwellings (multi-family), public uses and structures. Maximum lot area 7,500 square feet.
A-2 Apartment Medium-Density	Boarding facility, consulates, duplex units, dwellings (detached, one-family or two-family), dwellings (multi-family), public uses and structures. Maximum lot area 10,000 square feet.
B-1 Neighborhood Business	Amusement and recreation facilities, indoor, business services, dance or music schools, eating establishments, financial institutions, laboratories (medical), medical clinics, office buildings, personal services, photographic processing, photography studios, real estate offices, retail establishments, travel agencies, consulates, repair establishments (minor), art galleries and museums, day-care facilities, meeting facilities, public uses and structures, schools (business, elementary, intermediate and high, language, vocational - that do not involve the operation of woodwork shops, machine shops or other similar features), theaters, commercial parking lots and garages.
B-2 Community Business	Amusement and recreation facilities-indoor, automobile sales and rentals - including sales and distribution of automobile parts and supplies, business services, catering establishments, convenience stores, dance or music schools, eating establishments, financial institutions, laboratories (medical and

<sup>34</sup> The composite foreclosure risk score is comprised of three separate risk components – foreclosure, subprime lending and delinquency.

<sup>35</sup> The risk scores indicate that an area has only X% of the risk compared to the highest zip code in the state, which receives a score of 100.



	research), medical clinics, office buildings, personal services, photographic processing, photography studios, real estate offices, retail establishments, travel agencies, consulates, repair establishments (minor), art galleries and museums, day-care facilities, meeting facilities, public uses and structures, publishing plants for newspapers, books and magazines, colleges-business, schools (business, elementary, intermediate and high, language, vocational - that do not involve the operation of woodwork shops, machine shops or other similar features), theaters, commercial parking lots and garages.
R-3.5 Residential	Duplex units, dwellings (detached, one-family or two-family), public uses and structures. Maximum lot area 3,500 square feet.
P-2 General Preservation	Aquaculture, crop production, forestry, livestock grazing, cemeteries and columbaria, public uses and structures.

Source: Revised Ordinances of Honolulu, 1990 Chapter 21 Article 3. Establishment of Zoning Districts and Zoning District Regulations

**Flood Zone and Tsunami Evacuation Zone**

The Kalihi Stream that runs behind The Towers of Kuhio Park is designated AEF-100 Year Flood, Flood Way Area and the rest of the Kuhio Park Neighborhood is designated either X-Beyond 500 Year Flood Plain or XS-500 Year Flood Plain<sup>37</sup>. The Kuhio Park Neighborhood is outside the Tsunami Evacuation Zone<sup>38</sup>.

**Industrial and Retail Profile**

The Kalihi Shopping Center retail submarket is defined by Kohou Street to the southeast, Nimitz Highway to the southwest, School and Middle Streets to the north. In 2012, there were 1,119 businesses with 17,424 employees in this retail submarket that includes nine (9) retail shopping centers comprised of 4.34 million square feet of retail space: Dillingham Shopping Plaza, City Square, Dole Cannery Square, Kamehameha Shopping Center, Kapalama Shopping Center, Liliha Square Shopping Center, Nimitz Center, Nuuanu Shopping Plaza and Waiakamilo Shopping Center<sup>39</sup>. This submarket is also home to a number of big box retailers, which include Costco, Home Depot, Lowes, City Mill and Best Buy. The Kalihi retail submarket also has numerous small street retail properties along major thoroughfares throughout the area, of which many are single tenant or owner user properties that do not typically have available retail space for lease<sup>40</sup>. While these assets serve the Kuhio Park Neighborhood, there is still a residual demand for small retail development, in closer proximity, for a convenience store, food market, local fast food, local farm products and incubator store space for local manufactured products<sup>41</sup>. (Note: Maps of retail submarket area will be included in the Final Transformation Plan.)

The Kalihi-Kapalama industrial submarket is the largest industrial submarket in urban Honolulu. Bordered by King Street to the northeast, Kohou Street to the southeast, Airport Viaduct to the northwest and Honolulu Harbor to the southwest, this market is comprised of 9.6 million square feet of industrial warehouse buildings<sup>42</sup>. The close proximity to Honolulu Harbor, Honolulu International Airport and the business centers of downtown Honolulu and Waikiki, make Kalihi an ideal location for transportation, logistics and wholesale distributors. The proximity of the industrial submarket to the Kuhio Park neighborhood is ideal for employment opportunities, but it is not desirable to bring the industrial uses any closer due to concerns over traffic, noise and pollution<sup>43</sup>.

**Anchor Institutions**

The Kalihi-Palama area and urban Honolulu are rich in civic, cultural and cerebral assets – assets known as anchor institutions – that can be put to work on behalf of neighborhoods for revitalization. When these anchor institutions are responsive and focused on community-based strategies and not just on improving, tweaking or scaling their own programs, there can be improved outcomes for the children and families that reside in these communities. Universities, community colleges, museums, libraries,

<sup>37</sup> <http://gis.hawaiiifip.org/FHAT/#>

<sup>38</sup> <http://www1.honolulu.gov/dem/drafttoahuindexmaplist.pdf>

<sup>39</sup> Kuhio Park Choice Neighborhood Commercial Demand Study Prepared for Michaels Development 10/7/2013 by Colliers Hawaii Consulting and Research, p.21, 24

<sup>40</sup> Kuhio Park Choice Neighborhood Commercial Demand Study Prepared for Michaels Development 10/7/2013 by Colliers Hawaii Consulting and Research, p.22

<sup>41</sup> Kuhio Park Choice Neighborhood Commercial Demand Study Prepared for Michaels Development 10/7/2013 by Colliers Hawaii Consulting and Research, p.28

<sup>42</sup> Kuhio Park Choice Neighborhood Commercial Demand Study Prepared for Michaels Development 10/7/2013 by Colliers Hawaii Consulting and Research, p.16

<sup>43</sup> Kuhio Park Choice Neighborhood Commercial Demand Study Prepared for Michaels Development 10/7/2013 by Colliers Hawaii Consulting and Research, p.18





hospitals, parks, performing arts centers, military installations and sport complexes are all possible institutions that can contribute to the culture, economy and vitality of a community.

Table: Neighborhood Context-06

Anchor Institutions Within ½ Mile	Arts	College University	Health Care	Library	Municipal, County, State, Federal	Museum	Park	Sport
Bernice Pauahi Bishop Museum	✓					✓		
Kokua Kalihi Valley Comprehensive Care			✓					
Anchor Institutions Within 1 Mile	Arts	Technical College University	Health Care	Library	Municipal, County, State, Federal	Museum	Park	Sport
Hawaii Technology Institute		✓						
Honolulu Community College		✓			✓			
Kalihi YMCA								✓
Kalihi-Palama Health Center			✓					
Lanakila Health Center			✓					
Anchor Institutions Within 3 Miles	Arts	Technical College University	Health Care	Library	Municipal, County, State, Federal	Museum	Park	Sport
Aloha Medical Mission Clinic			✓					
Foster Botanic Garden							✓	
Hawaii Pacific University		✓						
Honolulu Community College and Library		✓		✓				
Med-Assist School of Hawaii		✓						
Moanalua Gardens							✓	
Queen Emma Palace and Gardens						✓	✓	
Royal Mausoleum						✓		
The Queen's Medical Center			✓					
University of Phoenix - Hawaii Campus		✓						

**Crime and Safety**

The Kuhio Park Neighborhood, patrolled by the Honolulu Police Department, is located in District 5, Sector 2, Beat 560<sup>44</sup>. The community has for many years been plagued by violent crime, much of it associated with gang activity centered on the various ethnic groups that reside in the neighborhood. As recently as five years ago, the violent crime rate in the community was over 2.5 times higher than all of O`ahu.

<sup>44</sup> The Honolulu Police Department's jurisdiction covers the entire island of Oahu.



With outcry from local residents and collaboration by community leaders, actions and programs were initiated to address gang behaviors and associated criminal activity. The impact of these efforts, which were further supported and invigorated by the renovation of the KPT Towers in 2011, is that the violent crime rate in 2012 was less than half that from the previous five years.

**Table: Neighborhood Context-07**

	2008	2009	2010	2011	2012
<b>Beat 560 Violent Crimes</b>					
<b>Murder</b>	1	0	0	0	0
<b>Rape</b>	4	5	2	9	4
<b>Robbery</b>	21	13	16	26	12
<b>Aggravated Assault</b>	38	24	24	26	14
<b>Beat 560 Total Violent Crimes</b>	<b>64</b>	<b>42</b>	<b>42</b>	<b>61</b>	<b>30</b>
<b>Rate per 1,000 Residents*</b>	<b>7.57</b>	<b>4.97</b>	<b>4.97</b>	<b>7.21</b>	<b>3.55</b>
<hr/>					
<b>O`ahu Total Violent Crimes</b>	<b>2,575</b>	<b>2,537</b>	<b>2,548</b>	<b>2,370</b>	<b>2,336</b>
<b>Rate per 1,000 Residents</b>	<b>2.86</b>	<b>2.82</b>	<b>2.83</b>	<b>2.63</b>	<b>2.59</b>

\*Population for Beat 560 from 2010 U.S. Census  
 Source: Honolulu Police Department

Despite the progress that has been made in addressing crime in the community, residents still do not feel safe in the neighborhood. According to the resident survey of both public housing and neighborhood residents, 40% felt that crime occurred frequently in the neighborhood, while another 43% believed crime happened sometimes. Survey respondents felt the least safe walking through the target neighborhood (24%). During the last 12 months, residents had witnessed or experienced teenage violence (57%), gang-related crimes (50%), domestic violence (43%) and drug-related crimes (43%).

**Public Transportation**

The bus public transportation system in Honolulu is called TheBus. The Kuhio Park Neighborhood is served by three different bus lines that pick-up and drop-off riders on Middle Street or North School Street.

The primary bus line is the #2 that takes riders from the Kalihi Transit Center to Kapiolani Community College. Operating seven days a week from approximately 5am to 1:45am, bus headways are as short as five minutes during the week to 10 minutes on the weekend, and no longer than 25 minutes between buses. There is also a #2L that runs essentially the same route, but has fewer stops. The #2L only operates during the morning and afternoon rush hours during the week. The #W3 is an express bus line between the Kalihi Transit Center and Waikiki. The line operates 7 days a week, but runs only two buses during the morning and afternoon rush hours that are 30 minutes apart.

The #7 goes from the Kalihi Transit Center into the downtown center of Kalihi and then Kalihi Valley. The #7 operates 7 days a week from 5am to 11pm. Headways during the week range from 15 to 45 minutes, 30 to 40 minutes on Saturday and 1 to 1 ¼ hours on Sunday.

Public transportation is an important mode of transportation for residents to get to work. In the Kuhio Park Neighborhood, 36% of residents rely upon public transportation compared to 12% in urban Honolulu<sup>45</sup>. In the resident needs survey, a lack of transportation was cited as a reason that household members have difficulty finding or keeping work, and transportation assistance was rated as one of the most highly needed services.

**Pedestrian and Bicycle Connectivity**

The rapid, largely unplanned development of the Kuhio Park Neighborhood occurred before the establishment and enforcement of codes for regulating the form and function of roadway infrastructure, resulting in a lack of sidewalks, drainage and underground utilities. The roads are poorly maintained and not upgraded to withstand increased traffic. Urban greenery and pedestrian safety measures are largely an after-thought.

<sup>45</sup> 2008-2012 American Community Survey for Census Tract 62.01 Block Groups 1, 2, 4 and Census tract 62.02



The existing sidewalk conditions and the lack of biking amenities (paths, lanes and storage) are of great concern for those seeking to use alternate, non-vehicle travel modes. The limitations of the physical infrastructure are apparent. Although there are several public schools within or near the neighborhood, walking or biking to school is mostly unsafe due to dangerous intersections, pedestrian crossings without signalization and inadequate (or lack of) sidewalks. There are master bike and pedestrian plans to improve the situation, but the streets in the community are under a number of different jurisdictions (city, county, and state), which complicates implementation<sup>46</sup>.

In spite of the roadway conditions, the Kalihi-Palama area is the fifth most walkable neighborhood in Honolulu with a neighborhood Walk Score of 78<sup>47</sup>. The Linapuni Street area has a Walk Score of 66 out of 100, therefore the location is Somewhat Walkable and so some errands can be accomplished on foot. There are minimal bike lanes, but the terrain is mainly flat, so the Linapuni Street area has a Bike Score of 51 out of 100.

As a part of the Safe Routes to School (SRTS) program that endeavors to “create safe, convenient and fun opportunities for children to bicycle and walk to and from schools,” a Walking School Bus program was launched in the Kuhio Park Neighborhood on Monday, September 9, 2013<sup>48</sup> for a safer commute to Fern Elementary School through the narrow roadways in Kalihi. Students walk in groups, led by an “adult driver,” that follows a set route with the “bus” stopping at pre-determined pick-up points in the neighborhood.

### **Parks and Open Space**

There is one park, Fern Community Park, located within the target neighborhood. Adjacent to Fern Elementary School, the over 2-acre park offers two basketball courts and a volleyball court, a baseball field, playground, and indoor recreational facility with restrooms. Fern Community Park is open from 5:00am to 10:00pm and has lighting to permit evening recreational activities. The park offers basketball, volleyball, flag football, music and dance, a kids club and a teen program at various times throughout the year.

Kamehameha Community Park is located less than a mile to the south of the target neighborhood. Containing two (2) baseball/softball fields, two basketball and two volleyball courts, a playground and indoor recreation center with restrooms on almost nine acres, the park is open from 6:00am to 9:30pm with lights for evening activities. On-site programs includes arts and crafts, basketball, cooking, field games, volleyball, dodge ball, flag football, toddler tumbling class, afterschool programs and teen club, plus Cross Fit and Walking Fitness Clubs for adults. On Saturday mornings from 6:30-7:30am, the People’s Open Market (POM) operates a market site at Kamehameha Community Park to offer local residents the opportunity to purchase fresh agriculture and aquaculture products and other food items at a low cost, including many ethnic fruits and vegetables not normally found in larger retail stores.

The largest park in the area, also less than a mile from the Kuhio Park neighborhood, is the Kalihi Valley District Park that is adjacent to Dole Middle School. Spanning almost 12 acres, the park offers one combination baseball-softball field, two basketball and two volleyball courts and three tennis courts, plus a practice hitting area, eight-lane swimming pool plus splash pool, a playground and an indoor recreation center with restrooms. Kids and youth programs include arts and crafts, basketball, boxing, gymnastics, cooking, dodge ball, Kidz Klub and volleyball. Adult programs include Zumba, arts and crafts, ceramics, Okinawan dance, yoga, Ping-Pong, and a social club. The park is open from 6:00am to 9:30pm with outdoor lighting. On Saturday mornings from 10:00-10:45am, the POM hosts a market site at the park. (Note: Park and Walking Radii map will be generated by the Master Planner Architect and included in Final Transformation Plan.

Residents consider increasing the amount of open space and accessible parks a priority. In the resident and community survey, 70% of the respondents identified more open space as the number one amenity that would benefit the neighborhood.

### **Educational Profile**

Hawai‘i has the only statewide public education system in the United States with only one district overseeing all of the public and charter schools. In May 2013, the State Department of Education replaced the federal No Child Left Behind (NCLB) requirements with the Strive HI Performance System. With a focus on college- and career-readiness, school performance is based on student

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<sup>46</sup> <http://www1.honolulu.gov/dts/oahubikeplanaugust2012.pdf>

<sup>47</sup> <http://www.walkscore.com/HI/Honolulu/Kalihi-Palama>

<sup>48</sup> <http://joeymanahan.files.wordpress.com/2013/09/walking-bus-kalihi-press-release.pdf>



achievement on the State Assessment (HSA); student readiness based upon attendance, ACT scores, high school graduation rates and college enrollment; and reduction in the achievement gap between “high needs” and other students<sup>49</sup>.

One of the more recent challenges facing the system is the influx of Micronesian students due to COFA migrants. During a five-year period between 2001-02 and 2006-7, the number of Micronesian school-age students enrolled in O’ahu schools increased by 92%<sup>50</sup>. In addition to poor English language abilities, regular school attendance by Micronesian students has been problematic, with family relationships and other obligations like work taking precedent over school<sup>51</sup>. Educators in the State have made a commitment to address this issue as well as language and cultural barriers to improve the educational outcomes for these students.

The Kuhio Park neighborhood is served by three elementary schools (Linapuni, Fern and Kalihi-Waena), one middle school (Dole) and one high school (Farrington)<sup>52</sup>. Two schools – Linapuni and Fern – are located within the target neighborhood boundaries.

**Table: Neighborhood Context-08**

School	Grades	Number of Students 2013-14	Strive HI 2012-13		AYP 2011-12	NCLB Status 2012-13
			Step	Score		
Linapuni	PK-1	191	N/A	N/A	Not Met <sup>53</sup>	School Improvement Year 1
Fern	K-5	530	Continuous Improvement	174	Not Met	Restructuring
Kalihi-Waena	K-5	583	Continuous Improvement	318	Met	Restructuring
Dole	6-8	841	Priority	63	Not Met	Restructuring
Farrington	9-12	2,374	Continuous Improvement	180	Not Met	Restructuring

Source: State Department of Education

*Linapuni Elementary*

Located in the heart of the public housing developments, Linapuni formerly served students from pre-K through 2<sup>nd</sup> grade. During the 2011-12 school year, Linapuni was transformed into an Early Childhood Center dedicated to serving only pre-K through 1<sup>st</sup> grade students in collaboration with Kokua Kalihi Valley (KKV). Linapuni is also part of an Aloha United Way grant to create quality early learning opportunities such that children enter Kindergarten with age-appropriate language, literacy and social-emotional skills.

Most of the students attending Linapuni live in the surrounding public housing complexes and the student body is reflective of the fact whereby 57% of the students are from Micronesia and 25% are from the Samoan Islands. Daily school attendance at 90% is lower than the State standard of 95%, and the chronic absenteeism rate is 36%, double the State average of 18% (for 2012-13)<sup>54</sup>.

*Mayor Joseph J. Fern Elementary*

A Kindergarten through 5<sup>th</sup> grade school, Fern serves students from three public housing developments (KPT low-rises, Kuhio Homes, and Hauiki Homes) plus the children from the local older residential community. Micronesian and Samoan students account for 27% and 13% of the school’s population, respectively, with Filipinos representing another 40%, which is reflective of the ethnic composition of the surrounding neighborhood. During the 2012-13 school year, almost one-third of the students had limited English proficiency. Average daily attendance and chronic absenteeism is close to the State average at 94.3% and 20%, respectively.

*Kalihi-Waena Elementary*

Located just on the other side of Kalihi Stream from the target neighborhood, Kalihi-Waena is a K through 5<sup>th</sup> grade school. Approximately 30% of the students come from the Towers at Kuhio Park. Filipino students comprise 54% of the student body,

<sup>49</sup><http://www.hawaiipublicschools.org/VisionForSuccess/AdvancingEducation/StriveHIPerformanceSystem/Pages/home.aspx#NCLB>

<sup>50</sup> <http://archives.starbulletin.com/2007/07/15/news/story04.html>

<sup>51</sup><http://www.hawaii.edu/hivandaids/Culturally%20Responsive%20Schools%20for%20Micronesian%20Immigrant%20Students.pdf>

<sup>52</sup> Under Hawai’i laws, school-age children are assigned to schools based upon their geographic area of residence. However, a student can apply for a “geographic exception” to attend a different school.

<sup>53</sup> As an Early Childhood Center, Linapuni’s AYP status is determined using results of former Linapuni students that transferred to other Hawaii elementary schools in grade 3.

<sup>54</sup> Chronic absenteeism is defined as the proportion of students in a school who were absent 15 or more days during the school year.



followed by Samoan and Micronesian students at 17% and 14%, respectively. During the 2012-13 school year, about one-quarter of the students had limited English proficiency. Average daily attendance and chronic absenteeism is also close to the State average at 94.6% and 21%, respectively.

#### *Governor Sanford Ballard Dole Middle*

Dole is located to the east of the Kuhio Park neighborhood and is the feeder middle school for Fern and Kalihi-Waena. As a designated “Priority” school under Strive HI, Dole is in its 8<sup>th</sup> year of restructuring and has a partnership with Edison Learning to support curriculum development and practices for student academic success and personal growth<sup>55</sup>. Of the student population, 43% are Filipino, 20% are Micronesian, and 16% are Samoan; and 28% have limited English Proficiency. Average daily attendance is 92%, below the State average of 95%.

#### *Governor Wallace Rider Farrington High*

A public high school serving the Kalihi community has one of the largest student populations in the State of Hawai‘i. Predominantly Filipino (62%), Farrington also has a sizable Samoan (10%), Native Hawaiian (9%), and Micronesian (6%) population. Fourteen percent (14%) of the student body has limited English proficiency. Farrington has struggled with student attendance (90.1%) and dropouts (23.4%), plus fewer students attending college than the State average (55% vs. 63%)<sup>56</sup>.

## **Existing Efforts**

### **HPHA 5 Year PHA Plan 2009-2014 and FY2014 Annual Plan Update**

As discussed in the HPHA 5-Year PHA Plan, the current amount of rent revenue, operating and capital funding from federal and state sources are not sufficient to maintain and modernize Hawai‘i’s public housing. To bring additional capital into the system, HPHA is partnering with private developers to allow the housing authority to maintain public housing while turning over renovations and operations to a private company. The private developer is required to maintain the same number of public housing units, while adding other types of housing. The result is a mixed-income community. This mixed-finance, public-private partnership model was used to redevelop the Towers at KPT and the immediate campus, and the HPHA plans to apply this model to other HPHA properties.

In the FY2014 Annual Plan, the HPHA will continue with the approved redevelopment plan for KPT and Kuhio Homes, which involves the construction of new mid-rise dwelling structures for elderly public housing tenants, the redevelopment of Kuhio Homes and KPT Low-Rises and the inclusion of mixed uses. The \$300,000 CNI Planning Grant awarded to the HPHA is being used to develop a Transformation Plan for the remaining public housing units in Kuhio Park as well as catalyze change in the surrounding neighborhood.

### **City and County of Honolulu Consolidated Plan 2011-2015**

The City and County of Honolulu Consolidated Plan 2011-2015 was approved by City Council on July 15, 2009. The Consolidated Plan identified that 30% of all homeowners and 35% of all renters were cost-burdened with housing costs that exceeded 30% of their income, and the lower the income, the greater the housing problem. With CDBG, HOME, and HOPWA funding, the City and County of Honolulu was going to focus on increasing the number of homeowners, correcting physical conditions in deteriorated homes, constructing or preserving affordable and special needs housing, and assisting persons with HIV/AIDS with housing to avoid homelessness.

The Consolidated Plan identifies new rental housing construction along the proposed rail transit alignment as well as infill development in existing urban areas such as urban Honolulu. The HPHA is a major partner in the City and County of Honolulu housing efforts, and the mixed-income, mixed-finance redevelopment at KPT are a key aspect of the overall housing plan.

### **Kalihi Neighborhood Transit Oriented Development Plan**

Starting in 2005, the City and County of Honolulu began planning for the development of a new Rail Transit system. This new rail system spans 20 miles in O‘ahu from East Kapolei to the Ala Moana Center, and has 21 stations of which 3 are located in Kalihi to the south of the Kuhio Park neighborhood. Supported by the award of a \$2.38 million 2010 Sustainable Communities Community Challenge Planning Grant, the City’s Department of Planning and Permitting began the process of preparing Neighborhood Transit-Oriented Development (TOD) Plans around the proposed rail stations to help integrate land use and transportation planning.

<sup>55</sup> “Priority” schools are among the lowest 5% performing schools in the State, and are characterized by persistently low achievement, persistently low graduation rates or schools in School Improvement Grants Program; and receive a very high level of State interventions and involvement.

<sup>56</sup> Dropout rate is based on the cohort of first-time 9<sup>th</sup> graders who dropped out prior to graduating.



A final draft of the Kalihi TOD Plan, completed in September 2012, focuses on how to best capitalize upon the three new rail stations in Kalihi (Middle Street, Kalihi, and Kapalama) to transform the area into a vibrant mixed-use district with more diverse housing and employment opportunities, and an enhanced quality of life through improved educational centers, more open space, and better connectivity.

While the Kuhio Park Neighborhood is located a little more than ½ mile away from both the Middle Street and Kalihi rail stations, the new rail system will provide an additional transportation option for Kuhio Park residents to access employment and services found along the rail corridor, and give them access to the amenities that will be created around the stations as the elements of the TOD Plan are carried out. Construction began on the first phase of the rail system starting in East Kapolei to Aloha Stadium in 2011. This segment is expected to be operational by 2017, with the rest of the rail system from Aloha Stadium to Ala Moana Center operational by 2019.

#### **Kalihi-Palama Action Plan**

In alignment with the O`ahu General Plan and Primary Urban Center Development Plan completed by the City and County of Honolulu, in September 2004, the Kalihi-Palama Action Plan was completed. This special area plan encompassed all of Kalihi from mountain to sea and involved the three neighborhood boards in the geographic area (Liliha, Alewa, Pu`unui, Kamehameha Heights; Kalihi-Palama; and Kalihi Valley).

The intent was for each area to create a vision for the future of their neighborhoods and identify programs and project that would help move the community closer to their vision.

With a focus on celebrating the cultural diversity of the residents both young and old; enhancing connections throughout the community – whether on foot, on bike or by car; strengthening the economic base of local businesses and residents; expanding housing opportunities; creating a quality educational system; and improving the quality of life via more open space, community-based services, public safety, and community spirit and cohesiveness, the Kuhio Park Transformation Plan is fully aligned with and supports the achievement of this vision for the larger Kalihi community.

#### **Future of the Kuhio Park Neighborhood**

Within this highly and densely developed community, there are limited opportunities for future economic development related to the creation of new office or industrial space within the neighborhood. According a commercial market study completed in September 2013 that looked at the projected growth of the area, the development of 5,000 to 7,000 square feet of additional retail space could be supported by 2017<sup>57</sup>. With respect to housing, there has been and will continue to be a shortage of affordable housing relative to the potential demand, and this condition is expected to only worsen given current trends in rental activity and rates in the rental market. Therefore, any new rental housing, particularly that target lower- and lower-middle income households, would be quickly absorbed in the marketplace<sup>58</sup>.

Looking more broadly at the larger Kalihi area, the potential new development resulting from the three new rail stations could create approximately 6,000 new housing units, 396,000 square feet in retail development, and 544,000 square feet of additional office and light industrial development<sup>59</sup>. This provides the greatest opportunity to bring more amenities and opportunities in closer proximity to Kuhio Park residents.

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<sup>57</sup> Kuhio Park Choice Neighborhood Commercial Demand Study prepared by Colliers International for Michaels Development, Draft September 9, 2013.

<sup>58</sup> Kalihi Rental Housing Market Study prepared by Data@Work for Michaels Development, Draft September 30, 2013.

<sup>59</sup> Ibid.



# Community Planning and Engagement Process



## Community Planning and Engagement Process

Lead Applicant, The Michaels Development Company (MDC), Co-Applicant Hawaii Public Housing Authority (HPHA) and Planning Coordinator EJP Consulting Group, LLC (EJP), created and led the planning process for the CNI Kuhio Park Neighborhood Initiative.

With more than 10 years’ experience working with communities across the nation to formulate and implement major revitalization programs, MDC has extensive experience, strength and flexibility in developing successful revitalization programs. This capacity was further strengthened by the on-the-ground, hands-on knowledge of comprehensive neighborhood revitalization from EJP. Together, with input from HPHA, the team developed a structure that not only engaged multiple stakeholder groups, but also ensured their active participation, empowerment and a voice in the planning process.

The culture of Hawaii is strongly community based, where rapport, relationships and respect are essential for success. Common in the culture is the concept of a “Hui” that is a partnership, union, club, team, or association that joins individuals together for a common purpose or goal. Based on this community collaboration concept, the planning team designed a community engagement process to facilitate the development of relationships between residents, civic leaders, and other stakeholders representing public, non-profit and private sectors.

Each Hui of interested, experienced and/or specialized stakeholders formed a Task Force, chaired by key thought leaders from the community for Neighborhood, Housing, People and Education. An oversight Hui, the Steering Committee, was formed for the purpose of integrating the planning elements from each Task Force into a synergistic and comprehensive transformation framework. In total, the transformation planning process involved over 200 stakeholders participating on either the Steering Committee or one of the four focused Task Forces. Participants met regularly to provide input or review data and brainstorm possible solutions. Specific activities, partners, funding sources, a timeline and measurable outcomes were established and identified through meaningful engagement of the multi-lingual, culturally varied resident population and various community groups.

Official kick-off of the CNI Kuhio Park Neighborhood Initiative occurred, on-site, on January 30 and 31, 2013 with a formal site visit from CNI Grant Managers from HUD Washington, D.C. To engage the community, a two-day educational session was held covering the Choice Neighborhoods Initiative and the big picture of the Choice Neighborhood Planning Grant for the Kuhio Park neighborhood. To learn about the goals, planning structure, roles and schedule of the CNI Kuhio Park Neighborhood Initiative, key stakeholders attended the educational session including Hui Chairs; potential task force members and residents representatives.

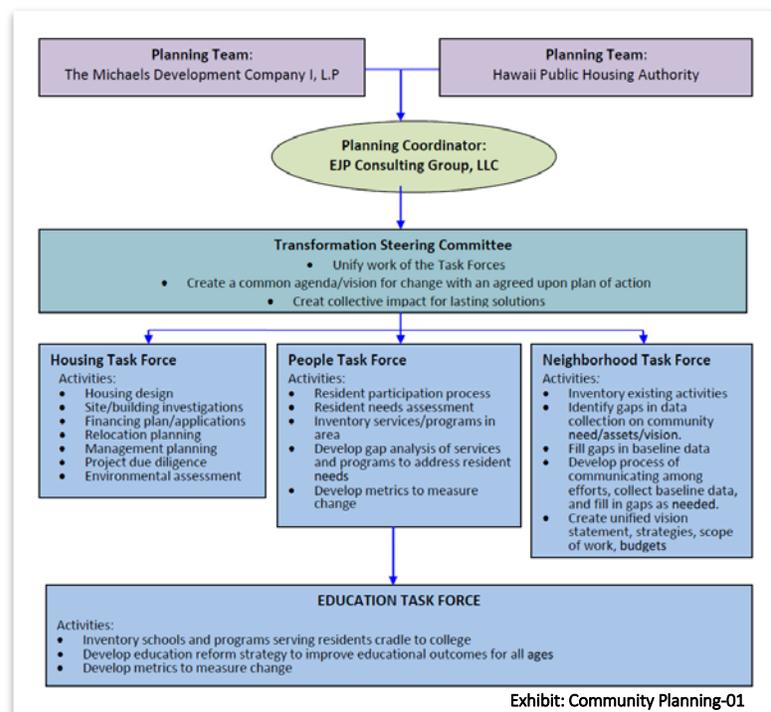


Exhibit: Community Planning-01

## The Steering Committee and Task Forces

### The Steering Committee

Understanding that large-scale community change comes from cross-sector coordination between electoral, governmental and community leaders, Steering Committee participants were carefully selected from leaders with demonstrated attitude and aptitude for advancing community change. Rather than focusing on independent action or isolated intervention from individual organizations as the primary vehicle for change, the goal of the Steering Committee was to create a common vision for change that included an understanding of the community’s needs and a joint approach to solutions through an agreed upon plan of action.

With a structured collaboration process that leads to a common vision, the impact of cross-agency initiatives and resources are maximized. By unifying Steering Committee member resources, the collective impact would result in a transformation initiative

<b>Transformation Steering Committee</b>	
Chair: Sam Aiona, YMCA Pioneering Healthier Communities	
<p>Better Tomorrows City &amp; County of Honolulu</p> <ul style="list-style-type: none"> <li>• Mayor's Office</li> <li>• Department of Transportation Services</li> <li>• Office of Housing</li> <li>• Councilmember, Joey Manahan District 7</li> <li>• Dennis Arakaki, District 7, Community Aide</li> <li>• Councilmember Fukunaga, District 6</li> </ul> <p>Harry and Jeanette Weinberg Foundation Hawaii Child Nutrition Program Hawaii Community Foundation HPHA Resident Advisory Board (RAB) HUD Honolulu Field Office Interstate Realty Management Kalihi Palama Neighborhood Board #15 Resident Association The Michaels Development Company</p>	<p>State of Hawaii</p> <ul style="list-style-type: none"> <li>• Governor's Office, Chief of Staff</li> <li>• Governor's Office, Deputy Director</li> <li>• Governor's Office, Policy Analyst</li> <li>• Office Chief of Staff, Social Service Director</li> <li>• Lieutenant Governor's Office</li> <li>• Hawaii Public Housing Authority</li> <li>• Senate President Donna Kim Mercado</li> <li>• House Representative, District 28</li> <li>• Community Aide, District 14</li> <li>• Department of Transportation</li> <li>• Department of Business, Economic Development, and Tourism (DBEDT)</li> <li>• Department of Education, Farrington Complex</li> <li>• Department of Human Services</li> <li>• Department of Labor and Industrial Relations (DLIR)</li> <li>• House Representative Cachola District 30</li> </ul>
<b>Exhibit: Community Planning-02</b>	

with lasting solutions for the Kuhio Park neighborhood.

Steering Committee members were asked to attend approximately 5 meetings over a two-year period with the responsibility of:

- Identifying gaps and needs for the key elements of the Transformation Plan;
- Identifying resources to address the gaps and needs;
- Developing a unified vision statement for the CNI Kuhio Park Neighborhood Initiative; and
- Serving as an ambassador by sharing information and advocating for the program.

The Steering Committee met 3 times in 2013, on-site at The Towers of Kuhio Park, and received updates on the activities and discoveries of each Task Force to guide the development of the Transformation Plan. The Steering Committee is scheduled to meet at least 2 times in 2014 to take the Transformation Plan to the final stage of completion with the required committed resources.

**The Neighborhood Task Force**

The Neighborhood Task Force was responsible for developing a plan to make the Kuhio Park neighborhood a destination of choice. The participants focused on creating a bikeable, pedestrian-friendly, safe community with access to quality of life amenities, including supportive services, recreation and open space, education programs, health services, workforce opportunities, mixed-income housing and basic services. A key goal of the CNI Kuhio Park Neighborhood Initiative was support and honor for all island cultures and ethnicities to foster a sense of community, promote assimilation and reduce negative perceptions.

Chaired by the District 7 Councilmember and former Hawai'i State House Representative Joey Manahan, the Neighborhood Task Force included members from the Kalihi-Palama and Kalihi Valley Neighborhood Boards, City and State Agencies, as well as private and non-profit stakeholders from the community. The Neighborhood Task Force concentrated on the collective impact of coordinating and leveraging public and private institutional investment in the community as a part of the transformation initiative. Community Patrol, Keiki Clean Up Crew, Farmer's Market, Safe Routes to School and Walking School Bus initiatives were instituted as part of the planning process.

Neighborhood Task Force members were asked to attend about 8 meetings over a two-year period with the responsibility of:

- Identifying gaps and needs for the Neighborhood;
- Identifying resources to address those gaps and needs;
- Developing unified vision statement for the Neighborhood Task Force; and

- Serving as an ambassador of the CNI Transformation by sharing information and advocating for the program.

The Neighborhood Task Force focused largely on resident and community engagement in 2013 to raise awareness of the CNI Kuhio Park Neighborhood Planning Grant Initiative. A neighborhood wide meeting at a local elementary school was held in July 2013 and several presentations were made to the two Neighborhood Boards and other community groups. The task force met 3 times in 2013, on-site at The Towers of Kuhio Park, to discuss engagement methods, create a neighborhood asset map, identify the primary needs of the neighborhood and review feedback from neighborhood presentations. The Neighborhood Task Force engaged Colliers International | Hawaii to conduct a Commercial Retail Study of the target neighborhood and worked with the Resident Needs Assessment team to develop and distribute the Neighborhood Survey instrument. The Neighborhood Task Force is scheduled to meet at least 4 times in 2014 to participate in the design charrette process and master planning sessions for the community.

**The Housing Task Force**

Chaired by the HPHA Executive Director, the Housing Task Force has the goal of transforming the severely distressed public housing site of KPT Low-Rises and Kuhio Homes into a vibrant, energy efficient, mixed-income, financially viable and sustainable community that could be a source of pride for the residents and the community for generations to come.

**NEIGHBORHOOD TASK FORCE**  
 Chair: Councilman Manahan  
 City and County of Honolulu, District 7

*Partners/Members:*  
 AARP – Complete Streets Coalition  
 Adult Friends for Youth  
 City & County of Honolulu

- Community Aide
- Department of Transportation Services
- Mayor’s Advisory Council on Bicycling
- Honolulu Police District 5
- Honolulu Police, Community Policing Division
- Weed and Seed

Dole Middle School  
 Fern Elementary School  
 Kalihi Union Church  
 Kokua Kalihi Valley Comprehensive Family Services  
 Healthy Hawaii Initiative  
 HUD, Honolulu office  
 Interstate Realty Management  
 Neighborhood Boards

- Kalihi Palama Neighborhood Board #15
- Kalihi Valley Neighborhood Board #16

Realty Laua Property Management  
 Safe Routes to School Hui  
 State of Hawaii

- House District 30, Representative Cachola
- Office of Senator Donna Mercado Kim

University of Hawaii, Student Equity, Excellence & Diversity  
 YMCA Pioneering Healthier Communities  
 KPT Towers 1/LLC Resident Association  
 Urban Land Institute     **Exhibit: Community Planning-03**

Housing Task Force members were asked to attend approximately 8 meetings over a two-year period with the same responsibilities of the Neighborhood Task Force, but with a housing focus. The Housing Task Force members include a full realm of housing specialists and stakeholders from public and private entities. Several meetings were held in 2013 that focused on collecting and reviewing existing data from market, economic and feasibility studies, analyzing the resident needs assessment, exploring green building initiatives and discussing master planning concepts of density, income mix, constraints and design.

**HOUSING TASK FORCE**  
 Chair: Hakim Ouansafi, Executive Director,  
 Hawaii Public Housing Authority

*Partners/Members:*  
 Development Team

- Michaels Development Company I, L.P.
- Vitus Group
- WRNS Studios, Inc.

Government Agencies/Leaders

- Hawaii Housing Finance and Development Corporation
- HUD, Honolulu Office of Public Housing
- Mayor’s Office of Housing
- Senator, District 13

KPT Towers 1/LLC Resident Association  
 Property Management

- Interstate Realty Management
- Realty Laua Property Management

Resident Association  
 University of HI, Department of Urban and Regional Planning

**Exhibit: Community Planning-04**

In 2013, the Housing Task Force engaged the market research firm of Data@Work to conduct a Residential Market Study of the target neighborhood that identified an under supply and high demand for affordable housing across affordability levels of 30% AMI to 100% AMI. In 2014, the task force engaged WRNS Studios as Master Planning Architect. Using input from the experienced and expert Housing Task Force members, the Master Planning Architect will develop a mixed-income housing plan that addresses the land-use needs, design considerations and housing needs of current and future residents.

The 2014 schedule for the design charrette process and master planning sessions for housing and neighborhood components with community engagement are as follows:

Table: Community Planning-01

Master Planning Architect Schedule			
	Date	Meetings	Activities
Phase I	03-APR-14	Kick-Off Meeting	
	↓		Data Gathering, Existing Conditions, Opportunities & Constraints
	30-APR-14	Charrette #1	Engage Kuhio Park Residents
	01-MAY-14	Charrette #1	Engage Neighborhood Residents
	01-MAY-14	Task Force Meeting #1	Review Phase I and All Previous Efforts
	↓		Development of Alternatives, Selection of Preferred Alternative
Phase II	22-May-14	Task Force Meeting #2	Review Phase II Alternatives, Make Selections
	28-May-14	Charrette #2	Test Alternatives Kuhio Park Residents
	29-May-14	Charrette #2	Test Alternatives Neighborhood Residents
	↓		Refinement of Preferred Alternative
Phase III	25-JUN-14	Charrette #3	Report to Kuhio Park Residents
	26-JUN-14	Charrette #3	Report to Neighborhood Residents
	26-JUN-14	Task Force Meeting #3	Review Phase III Efforts
	↓		Draft Master Plan Charrette Report
Phase IV	24-JUL-14	Task Force Meeting #4	Review Phase IV Efforts
	↓		Final Master Plan Charrette Report
Phase V	28-AUG-14	Task Force Meeting #5	Review Phase V Efforts

The Charrette meeting process is further defined as follows:

Table: Community Planning-02

	Date	Charrette Focus:
Phase I	30-APR-14	Charrette #1
		Update Kuhio Park Residents on: <ul style="list-style-type: none"> <li>✓ the Master Planner Architect role in the planning process;</li> <li>✓ the Master Planning process, timeline and milestones; and</li> <li>✓ the goals and possible housing alternatives.</li> </ul> Break into small groups to visit stations on distinct topics to: <ul style="list-style-type: none"> <li>✓ visit previous input on conditions and needs; and</li> <li>✓ allow personal input on current conditions and concerns.</li> </ul> Reconvene attendees to: <ul style="list-style-type: none"> <li>✓ share recorded input from stations.</li> </ul>
	01-MAY-14	Charrette #1
		Update the Neighborhood Resident Attendees on: <ul style="list-style-type: none"> <li>✓ the Master Planner Architect role in the planning process;</li> <li>✓ the Master Planning process, timeline and milestones; and</li> <li>✓ the goals and possible housing alternative.</li> </ul> Break into small groups to visit stations on distinct topics to: <ul style="list-style-type: none"> <li>✓ visit previous input on conditions and needs; and</li> <li>✓ allow personal input on current conditions and concerns.</li> </ul> Reconvene attendees to: <ul style="list-style-type: none"> <li>✓ share recorded input from stations.</li> </ul>
Phase II	28-May-14	Charrette #2
		Presentation to Kuhio Park Residents on: <ul style="list-style-type: none"> <li>✓ findings from Charrette #1;</li> <li>✓ update on planning activities; and</li> <li>✓ introduce alternatives.</li> </ul> Break into small groups to visit stations on each alternative to: <ul style="list-style-type: none"> <li>✓ give more in-depth information on concepts; and</li> <li>✓ allow for comments and critique.</li> </ul> Reconvene attendees to: <ul style="list-style-type: none"> <li>✓ share a summary of the comments and critique; and</li> </ul>



			<ul style="list-style-type: none"> <li>✓ conduct a discussion for consensus on preferred alternative.</li> </ul>
	29-May-14	Charrette #2	<ul style="list-style-type: none"> <li>Presentation to Neighborhood Residents on:                             <ul style="list-style-type: none"> <li>✓ findings from Charrette #1;</li> <li>✓ update on planning activities; and</li> <li>✓ introduce alternatives.</li> </ul> </li> <li>Break into small groups to visit stations on each alternative to:                             <ul style="list-style-type: none"> <li>✓ give more in-depth information on concepts; and</li> <li>✓ allow for comments and critique.</li> </ul> </li> <li>Reconvene attendees to:                             <ul style="list-style-type: none"> <li>✓ share a summary of the comments and critique; and</li> <li>✓ conduct a discussion for consensus on preferred alternative.</li> </ul> </li> </ul>
Phase III	25-JUN-14	Charrette #3	<ul style="list-style-type: none"> <li>Presentation to Kuhio Park Residents on:                             <ul style="list-style-type: none"> <li>✓ findings from Charrette #2;</li> <li>✓ update on planning activities; and</li> <li>✓ introduce a more developed preferred alternative.</li> </ul> </li> <li>Break into small groups to visit stations on each alternative to:                             <ul style="list-style-type: none"> <li>✓ give more in-depth information on concept; and</li> <li>✓ allow for further comments and critique.</li> </ul> </li> <li>Reconvene attendees to:                             <ul style="list-style-type: none"> <li>✓ share a summary of the comments and critique;</li> <li>✓ summarize planning process from Charrette #1; and</li> <li>✓ discuss the next steps in the development process.</li> </ul> </li> </ul>
	26-JUN-14	Charrette #3	<ul style="list-style-type: none"> <li>Presentation to Neighborhood Residents on:                             <ul style="list-style-type: none"> <li>✓ findings from Charrette #2;</li> <li>✓ update on planning activities; and</li> <li>✓ introduce a more developed preferred alternative.</li> </ul> </li> <li>Break into small groups to visit stations on each alternative to:                             <ul style="list-style-type: none"> <li>✓ give more in-depth information on concept; and</li> <li>✓ allow for further comments and critique.</li> </ul> </li> <li>Reconvene attendees to:                             <ul style="list-style-type: none"> <li>✓ share a summary of the comments and critique;</li> <li>✓ summarize planning process from Charrette #1; and</li> <li>✓ discuss the next steps in the development process.</li> </ul> </li> </ul>

**The People Task Force**

State Senator Suzanne Chun Oakland, with over 22 years of experience in state government, served as the Chair of the People Task Force. As the current Majority Whip, Chair of the Human Services Committee and Member on the Education, Health and Ways and Means Committees, Senator Oakland had the relations to cultivate a committed People Task Force that included members from multiple supportive service agencies and governmental agencies.

The People Task Force was very active and engaged in 2013 and had 9 meetings on-site at The Towers of Kuhio Park. The meetings focused on data collection, creating an inventory of supportive services, identifying gaps and needs in services, providing cultural awareness and education, and having members provide input on the resident needs assessment. As the supportive service agencies largely work via independent action or isolated intervention, the primary goal of the People Task Force was to analyze the specific needs associated with the Kuhio Park neighborhood and establish collaborative goals and strategies to overcome the historic obstacles in the community.

To educate the task force members in the cultural differences and challenges of the diverse population of the Kuhio Park community, two presentations were given in June 2013 by the University of Hawai'i. The first presentation was "Examining Issues Faced by Chuukese Immigrants within O'ahu Public Housing Developments" and the second presentation was "Family Responsibilities in Pacific Island Cultures: A Conflict of Values Around Education." With a better understanding the diversity of the Kuhio Park neighborhood, the People Task Force directed a resident needs assessment for the three distinct areas of the target neighborhood to ensure all community members were represented. The three areas included the distressed public housing site of KPT Low-Rises and Kuhio Homes; the revitalized Towers of Kuhio Park; and the surrounding neighborhood to encompass the entire Kuhio Park neighborhood. The People Task Force used findings from the resident needs assessment to develop a supportive



service plan that ensured Kuhio Park neighborhood residents of all ages access to high quality services and programs to directly improve self-sufficiency and healthy lifestyles.

<b>PEOPLE TASK FORCE</b> Chair: Senator Suzanne Chun Oakland State of Hawaii, District 13		
<u>Partners/Members:</u>		
Adult Friends for Youth	Kalikolehua	Parents and Children Together (PACT)
Aloha Care	Kokua Kalihi Valley - Comprehensive Family Services	Queen Lili'uokalani Children's Center
City and County of Honolulu, Department of Community Services	Kokua Kalihi Valley – Elderly Program	Realty Laua
Coalition for a Drug-Free Hawaii	Micronesians United	Resident Association
Coalition for a Tobacco-Free Hawaii	MLS Security	State Agencies
Faith Action for Community Equity (FACE)	Neighborhood Board #14	<ul style="list-style-type: none"> <li>• Department of Health</li> <li>• Department of Human Services</li> <li>• Office of Senator District 14</li> </ul>
Hawaii Literacy	Neighborhood Board #15	Susannah Wesley Community Center
Hawaii Medical Services Assoc.	Oahu Worklinks	The Michaels Development Company I, L.P
Honolulu Community Action Program	Office of Community Services Hawaii	University of HI, Archimedes Project
HPHA RAB	Operation Weed and Seed	University of HI, Center on the Family
Interstate Realty Management	Pacific Gateway Center	Wilson Care Group
Kalihi Business Association	Pacific Resources for Education and Learning	Workforce Investment Board HI
Kalihi Palama Health Center	Palama Settlement	YMCA Pioneering Healthier Communities

Exhibit: Community Planning-05

**The Education Task Force**

Given the significance of education to the residents of the Kuhio Park neighborhood, a separate task force on education was created and chaired by Jennifer Dang, a strong advocate for educational importance and improvement. Chair Dang serves as the Child Nutrition Program Coordinator for the Department of Education and is an active member of Pioneering Healthier Communities, which is a nation-wide YMCA initiative where community leaders work together to ensure that healthy living is within reach of the people who live in the community. Through Chair Dang’s strong relationships within the education and supportive services community, an Education Task Force with conversant and dedicated members was formed.

Education Task Force members were asked to attend approximately 8 meetings over a two-year period. Over the course of 2013, there were 8 meetings on site at The Towers of Kuhio Park. The 1<sup>st</sup> meeting of the Education Task Force focused on reviewing school data, which revealed that attendance was one of the biggest issues in the community. Other meetings included

<b>EDUCATION TASK FORCE</b> Chair: Jennifer Dang, FFVP & Special Projects Coordinator, Hawaii Child Nutrition Program YMCA Pioneering Healthier Communities		
<u>Partners/Members:</u>		
Department of Education	Governor’s Early Learning Coordinator	Pacific American Foundation
<ul style="list-style-type: none"> <li>• Complex Superintendent</li> <li>• Dole Middle School</li> <li>• Farrington High School</li> <li>• Fern Elementary School</li> <li>• Hawaii P-3 Operation Specialist</li> <li>• Kalihi-Waena Elementary School</li> <li>• Kapalama Elementary School</li> <li>• Linapuni Elementary School</li> <li>• School Renewal Specialist</li> </ul>	<ul style="list-style-type: none"> <li>Hawaii Appleseed Center</li> <li>Hawaii Literacy</li> <li>Honolulu Community Action Program</li> <li>Honolulu Community College</li> <li>Interstate Realty Management</li> <li>ISIS Hawaii</li> <li>Kapiolani Community College</li> <li>Living Life Source Foundation</li> <li>MVE Pacific, Inc.</li> </ul>	<ul style="list-style-type: none"> <li>Pacific Island Ministry Committee</li> <li>Parents and Children Together</li> <li>The Michaels Development Company</li> <li>University of Hawaii</li> <li>Dept. of Educational Psychology</li> <li>Hawaii P-20 Partnerships for Education</li> <li>YMCA Pioneering Healthier Communities</li> </ul>

Exhibit: Community Planning-06

presentations from the University of Hawaii on cultural challenges, a presentation from Family Hui (a consortium of state agencies, non-profits and the State of Hawai'i Department of Education) that discussed tailored trainings and toolkits being developed by the State of Hawai'i, and a presentation by PREL of the results of the needs assessment.

Given the cultural diversity and varied values regarding education in the target neighborhood, the Education Task Force focused on developing multi-locational and diverse initiatives to improve attendance at area schools and strengthen parent education and involvement. Key goals were to bridge the cultural gap and develop programs so school-aged youth: 1) are prepared for college and career; 2) less likely to become a high school dropout, thus reducing the dropout rate; and 3) attain increased self-sufficiency for a whole generation. A high priority was placed on creating capacity in early childhood education programs so children are ready to enter kindergarten.

### Methods of Engagement During Planning Process

Community engagement was a high priority for the 1<sup>st</sup> half of 2013 and included a full spectrum approach to outreach, education and participation. During the planning process, multiple stakeholder, resident and community meetings were held with hundreds of participants in attendance.

### Resident Engagement

Recognizing that the residents are critical participants in the development of the Transformation Plan, several methods were developed to educate and engage the Kuhio Park residents in the planning process.

*Resident Meetings:* Two resident meetings were held on-site. The 1<sup>st</sup> resident meeting held in March 2013, had approximately 100 attendees and focused on educating the residents on the CNI Kuhio Park Initiative, what it means to them and ways to get involved. The 2<sup>nd</sup> resident meeting held in September 2013, with over 100 participants, provided an update on the CNI Kuhio Park Initiative and shared the results of the Resident Needs Assessment. The two resident meetings highly encouraged residents to participate by attending the community meetings, participating in the needs assessment, joining a task force, being part of a focus group, becoming a resident leader or being an ambassador of the CNI Kuhio Park Initiative. Seven residents committed to and participated in Task Force and Steering Committee meetings. Additionally, five residents were provided training and work experience for outreach, translation and survey administration. Residents were provided updates on the CNI Kuhio Park Initiative at the monthly Towers of Kuhio Park Resident Board meetings and the monthly newsletter.



In 2014, high levels of resident participation are planned for the master planning and design charrette meetings that will run from April to June.

*Resident Needs Assessment:* Pacific Resources for Education and Learning (PREL) conducted a comprehensive resident needs assessment in the Fall of 2013 to ensure that resident voices were heard. The needs assessment was administered in three phases targeting a specific population: 1) the targeted distressed public housing site of Kuhio Park Low-Rises and Kuhio Homes; 2) The Towers of Kuhio Park and 3) the CNI Kuhio Park surrounding neighborhood. A separate needs assessment survey for each phase was created with questions about housing, relocation, health, employment, crime, safety, education, transportation and neighborhood. The needs assessment sought comprehensive and accurate information about the life circumstances and needs of Kuhio Park neighborhood residents critical to the planning process, along with questions to better direct the redevelopment of the community. The over-reaching goal was to create a solid informational platform for future initiatives and involve the Kuhio Park neighborhood community in the decisions that impact their futures. A resident-based focus group tested the survey instrument before full administration. Resident translators provided assistance during the data collection period to address potential language barriers. A mixed-method approach was used to achieve the highest possible response rate that included large community sessions

and door-to-door survey administration. To encourage a higher level of participation, residents who completed the survey received a \$10 Longs Drugs gift card. For Phase 1, nearly 69% or 112 surveys were completed by the low-rise residents, 21% declined to respond, and 10% were unavailable to respond after multiple attempts. Phase 2 exceeded the targeted response rate of 30%, with 40% or 223 surveys completed by The Tower of Kuhio Park residents. Detailed results of Phase 1 and 2 are discussed in the People Chapter.

*Youth Engagement:* The People’s Task Force created an Asset Mapping Exercise to actively involve youth in the transformation effort. Engaging youth in the planning process raises self-esteem and fosters a sense of environmental and community responsibility. Asset Mapping is an effective tool to engage youth as it actively allows a diverse culture with many languages a safe means to communicate feelings and concepts via photographs and videotape. Working with the PACT Teen Center and the Micronesian Join Services Safe Place for Women and Girls, 45 youth from the Kuhio Park campus participated in the Asset Mapping Activity. Youth were provided disposable cameras to record what they "liked" and "not so much liked" about the Kuhio Park Neighborhood and were asked to write about why they took the picture.



The pictures were processed and displayed for voting by students from Fern and Kalihi-Waena elementary schools. The students voted for the photo that was: 1) most compelling; 2) spoke 1,000 words and 3) most gruesome. The photo that won "most compelling" was of Kokua Kalihi Valley's Main Clinic in the background and flowers in the foreground. The narratives reported that flowers were not only considered beautiful, but that their scent is able to transform people to a higher state of being. The photo that "spoke 1,000 words" was of the newly renovated Towers of Kuhio Park. This photo was selected as it demonstrated the ability of the human constructed environment to touch people's lives in so many ways. For the youth who live in the renovated Towers, they felt blessed. For the youth residing in Kuhio Park Low-Rises and Kuhio Homes, the photo represented the future. The "most gruesome" award was a photo of litter. Many of the youth belong to the "Keiki Clean-Up Crew," which has over 100 members. They have learned that litter is not only unsightly, but that it can easily reach the ocean affecting sea life in negative ways. As Pacific Islanders, the youth take the future of the ocean and the care of it very seriously.

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As a result of the engagement process, the residents were actively engaged and also ensured active participation, empowerment and a voice in the planning process.

*Neighborhood and Community Engagement:*

Neighborhood input and community support are essential for the development of the Transformation Plan. Several methods were developed to educate and engage the Kuhio Park neighborhood community in the planning process.



*Neighborhood-Wide Meeting:* Hosted by Neighborhood Task Force Chair, Councilman Manahan, a neighborhood-wide meeting was held on July 23, 2013 at an elementary school to educate neighbors and to receive input about the community. The meeting was advertised by placing flyers in key locations, delivering flyers to neighborhood residences, email and word of mouth. The Kalihi Business Association and local churches assisted by notifying members. Announcements were also made at the Kalihi-Palama and Kalihi Valley Neighborhood Board meetings. A total of 56 neighbor residents participated.

Neighbor residents were asked to identify where they lived by placing an identification pin on a map upon entering the cafeteria. The meeting began with an overview of the CNI Kuhio Park Neighborhood Initiative, what it meant to them and ways to get involved. Attendees

shared their thoughts about what they liked about the community and what they would like to see changed by visiting five breakout tables that covered the following key topics:

- Parks and Recreation;
- Public Safety;
- Getting Around (Roads, Sidewalks & Transportation);
- Amenities – Shopping and Retail; and
- The Future.

After the breakout sessions, a facilitator from each topic table summarized the top concerns for the entire group. The Parks and Recreation group recommended improvement of the Department of Parks and Recreation programs and more parks in locations that are accessible and safe for kids. The Public Safety group reported a need for increased police patrol and concern about loitering/illegal activity in the surrounding neighborhood areas. Lack of parking, sidewalks and drainage were of greatest concern for the Getting Around group. Parking and kids hanging around were top concerns for Amenities-Shopping and Retail group. The Future group recommended providing affordable and improved day care and after school enrichment programs (sports, art, dance, etc.), offering job mentoring, training and entrepreneurship guidance and beautifying the streets.



In 2014, high levels of resident participation are planned for the master planning and design charrette meetings that will run from April to June.

*Neighborhood Board Presentations:* The Neighborhood Board meetings allow residents to stay current on neighborhood activities and issues, as well as have a voice in the community. The O'ahu Neighborhood Board system was created as a part of the City and County of Honolulu "Responsible City" initiative in 1972 to assure and increase community participation in the decision-making process. The system applies the concept of participatory democracy, involving communities in the decisions affecting them. There are 36 boards in the island-wide network, with board members elected by the residents of each area. Each board meets monthly and is attended by representatives of all levels of government providing direct communication channels and expanding and facilitating opportunities for community and government interaction.

To educate and engage the community, the CNI Kuhio Park Neighborhood Initiative was presented on May 2013 at the Neighborhood Board meetings of Kalihi-Palama No.16 and Kalihi Valley No.15. The presentation covered an overview of the program and the goals of the Transformation Plan<sup>1</sup>. Very positive feedback was received on the work completed at The Towers of Kuhio Park and the CNI Kuhio Park Initiative. Neighbors were highly encouraged to become involved by attending the community meetings, participating in the needs assessment, joining a task force or becoming an ambassador of the CNI Kuhio Park Initiative. Neighborhood Task Force members regularly attend the monthly meetings to provide updates to the Neighborhood Boards.

*Neighborhood Wide Needs Assessment:* A comprehensive neighborhood needs assessment was conducted by PREL in October and November 2013 to ensure that the community had a voice in the planning process. Data was gathered on household demographics, community and neighborhood safety, amenities, transportation, employment, education, services, access to services, recreation and healthy living. A mixed-method approach was used to achieve the highest possible response rate that included large community sessions to door-to-door survey administration. Churches and community partners assisted in the needs assessment by distributing the survey electronically via e-mail distribution lists. Resident translators provided assistance during the data collection period to address potential language barriers. The comprehensive outreach process resulted in a high level of participation. The targeted response rate of 30% was exceeded with a return rate of 39.81% or 416 completed surveys.

The results of the needs assessment showed that the Neighborhood community is predominately Samoan (26.7%), followed by Chuukese (13.3%), Native Hawaiian/Part Hawaiian (13.3), and Other Pacific Islander (13.3%). In line with the feedback received from the Neighborhood-Wide meeting, respondents reported the highest needs in the community to be:

<sup>1</sup> A televised version of the presentation can be viewed at: <http://youtu.be/j0J9tQbQKjk>; <http://www.hpha.hawaii.gov/cni/planning.html>, or <https://www.Facebook.com/cnikuhiohomes>.

- Parks and Recreation: Communal spaces for meetings and activities (outdoor space, parks and a senior center);
- Public Safety: Increased security measures to reduce teenage, drug-related, and domestic violence, and safer neighborhoods that allow for recreational activity;
- Getting Around: Accessible transportation, unsafe roads (drivers who speed), the lack of sidewalks/paved paths;
- Amenities: Affordable food and healthcare (e.g. emergency food bank and food store; stress reduction); and
- The Future: Affordable childcare for children ages 0-5 and assistance with care for the elderly/disabled, job readiness training and GED attainment; financial assistance and credit repair, particularly for home ownership and small business ownership.

*Public Meetings and Workshops:* Outreach and engagement of the broader community was a priority to ensure support and a collaborative planning process. For the 1<sup>st</sup> half of 2013, presentations were made to the following community stakeholders:

- February 21, 2013: Community Planning for Kalihi to Kaka’ako Meeting;
- February 27, 2013: Kalihi to Pauoa Town Hall Meeting;
- March 7, 2013: The Learning Coalition;
- April 10, 2013: Kalihi Business Association;
- May 22, 2013: YMCA Pioneering Healthier Communities;
- May 8, 2013: Update on CNI Activities to Community Planning for Kalihi to Kaka’ako;
- June 6, 2013: Ala Moana Rotary Club; and
- July 18, 2013: Updated HPHA Board on CNI Planning efforts and activities.

### Communications and Community Feedback

Throughout the planning process, the team used a variety of means to engage the community and provide an opportunity for feedback. All meetings were widely announced via email, phone, flyers, newsletters, word of mouth and through the CNI Kuhio Park Facebook page. Meetings were open to the public and held in wheelchair accessible rooms located either on-site or at a convenient location in the target neighborhood. Childcare services, food and translators were provided at resident and community meetings to ensure everyone an opportunity to be fully engaged. An open door policy was used so residents and the community had full access to the planning team. To keep the community informed and updated on the CNI Kuhio Park Neighborhood Initiative, two websites were created - <http://www.hpha.hawaii.gov/cni/planning.html> and <https://www.Facebook.com/cnikuhiohomes>. The websites posted announcements, CNI resource materials, reports and studies, meeting minutes, events and pictures of CNI Kuhio Park activities.



Steering Committee and Task Force members were provided Evaluation Forms that assessed technical knowledge, expectations, and preferred mode of learning and communication. The evaluation forms were passed out at the end of the meetings and were an effective tool to engage participants, obtain feedback from members on the effectiveness of the meetings and respond to concerns and recommendations to inform future meetings. The CNI Kuhio Park Facebook page also serves as a forum for direct feedback from residents, community members and other stakeholders. Attendance at monthly meetings of the Towers at Kuhio Park Resident Board, Neighborhood Boards Kalihi-Palama No.16 and Kalihi Valley No.15, YMCA Pioneering Healthier Communities, Kalihi Business Association and the quarterly Community Planning for Kalihi to Kaka’ako Meeting, provided another venue for updates and community feedback. Activities and meetings such as the design charrettes, needs assessment and Asset Mapping Exercise were created to provide an active method for resident and community feedback. With this multi-faceted approach to community engagement, participants from all stakeholder groups have a voice and are empowered through the Choice Neighborhood Initiative Planning Process.

Future community engagement can be found in the Implementation Chapter.



# Neighborhood Strategy





## Neighborhood Strategy

### Overall Vision for Neighborhood

The vision for the Kuhio Park neighborhood is “a dynamic and livable urban community with a balance of employment, residential, and recreational uses that enjoy high quality transit access and reflect the area’s central location and rich cultural heritage.”

Neighborhood Plan Goals:

- The Kuhio Park Neighborhood is a welcoming community that shows pride of place and celebrates the cultural diversity of its residents.
- Residents live in a safe community with strong linkages to places within and outside of the neighborhood.
- The Kuhio Park Neighborhood is well connected to amenities, services and businesses that promote a healthy and livable lifestyle.

Achievement of Goals by:

- Capturing the energy, enthusiasm and “Aloha Spirit” of long-time and new residents, both young and old, to engender sustainable, grass roots improvements in the community.
- Celebrating the physical and social assets of the neighborhood to maximize their collective impact in supporting transformative change.
- Committing to making strategic public and private investment of resources in the short- and long-term to bring the vision for the community to fruition.

Movement to achieve the goals for the Kuhio Park Neighborhood has already begun, including starting a “walking school bus” from the public housing developments to Fern Elementary and the application for a Safe Routes to School grant from the State of Hawai‘i Department of Transportation. These actions are the direct result of the Choice Neighborhoods Initiative planning process.

### Summary of Priority Needs

The Neighborhood Plan directly addresses the needs and concerns identified by the Kuhio Park Neighborhood during meetings and through individual surveys. Priority needs for the Neighborhood are:

*Cultural Conflicts between Various Ethnic Groups.* The vast majorities of neighborhood residents are Native Hawaiian or come from the Philippines or Samoa. Samoans and other Micronesians are the most recent immigrants to the neighborhood under COFA, bringing with them different values, cultural traditions and lifestyles. This has resulted in discrimination, exclusion and negative attitudes and treatment of these newer residents.

*Dangerous Roadways for Pedestrians and Bicyclists:* Narrow roadways, lack of sidewalks, illegal parking and use of the small side streets in the neighborhood during rush hour to avoid traffic congestion endanger pedestrians and bicyclists. This is particularly acute on school mornings with many near accidents occurring on a frequent basis. The safety of intersections and crossings, and the speed of traffic along the school route were the biggest concerns voiced by parents.

*The Community is Perceived as Unsafe:* While the violent crime rate has steadily decreased over the last several years, the Kuhio Park Neighborhood continues to be perceived as a dangerous area, with 83% of residents saying that crime happens frequently or sometimes, and the biggest issues being teenage violence, gang-related crimes, domestic violence and drug-related crimes.

*Lack of Open Space and Neighborhood-Scaled Parks:* Fern Community Park is the only park in the target neighborhood. The other two public parks in close proximity are not easily accessible and require traversing major streets to access these facilities. Two-thirds of residents cited the lack of parks as a major need in the community, especially given the sizable youth population.

*Lack of Neighborhood-Serving Retail and Services:* The existing businesses in the community are of the convenience variety and barely address the day-to-day essentials needed by residents. Residents must either drive or take public transportation to the nearest shopping center outside of the neighborhood to access a grocery store and other retailers.

*Challenges in Using Public Transit System to Access Desired Destinations:* Residents frequently cited transportation as a barrier to finding and keeping employment and getting to needed supportive services like health care. This is especially problematic given that nearly half of the respondents to the resident needs assessment indicate that public transit is their primary mode of transportation, and 30% indicated that transportation assistance was a service they need right now.



*Current assets are underutilized.* The most unique asset in the Kuhio Park Neighborhood, Kalihi Stream, is neglected, mostly invisible, and a magnet for undesirable activity. Fern Community Park does not offer year-round youth programs, and is not a site for the weekly Public Open Market. The rich cultural diversity of neighborhood residents has not been utilized as a platform for teaching tolerance.

**Goals, Outcomes, Metrics, Strategies and Partners**

Goal 1: The Kuhio Park Neighborhood is a welcoming community that shows pride of place and celebrates the cultural diversity of its residents.

Goal 1 Partners: PACT, KKV, Hawai'i Literacy, El Sistema-HI, Pacific Gateway Center, City and County of Honolulu, Honolulu Police Department, Better Tomorrows, Neighborhood Boards and Business Associations.

*Host Neighborhood Pride and Beautification Activities:*

Pride in a community is evident in the visual cues people see around them on a daily basis, and like the “broken window theory,” the manner in which people behave is influenced by how they perceive the area is valued by the people who live there. Litter, unkempt yards and homes in need of upkeep detract from neighborhood pride, which was clearly demonstrated in the Youth Asset Mapping Exercise. The picture considered the “most gruesome” was of a large pile of trash on the ground.

Making Kuhio Park Neighborhood a neighborhood that residents are proud to call home will be accomplished by pursuing the following activities:

- Quarterly community street clean-up days - “Klean Kuhio Park” - as a part of Project CLEAN (Community Lokahi to Enrich our Aina Now) by HPD;
- Install public trash cans along Middle and School Streets;
- Assist low-income homeowners in applying for City Home Repair Loans;
- Conduct flower box-front yard contests;
- Install signage and beautify neighborhood gateways into Kuhio Park;
- Pursue opportunities for public art that engage and celebrate the diversity of the community;
- Educate property owners on benefits of well-maintained properties and what code violations are – frequently property owners are unaware of what constitutes a health or safety violation and by providing education, gives them the opportunity to address these violations prior to being cited by the City; and
- Work with the City to step up code enforcement on residential dwellings and commercial properties, especially for absentee property owners to change from a complaint-driven to a proactive code enforcement process.

*Establish a committee focused on promoting linkages between residents:*

Tensions between new and old residents that stem from different cultural backgrounds and values have resulted in discrimination and conflict, which has been manifested in gang activity and violence in the community. Formal avenues will be established for welcoming new residents, many of whom are recent immigrants from COFA nations, and opportunities for residents from different cultures to interact that allow each to educate and showcase their traditions and points of pride. These activities will start first within the public housing community and then expand to the larger neighborhood.

- Create a “welcome wagon” for new residents via the cultural Messengers-Ambassadors program to give new residents information about services, programs, and activities that orient them to living in the community.
- Create an “Aloha” Committee that continues with additional education and acclimation to Hawai'i culture.
- Host pot lucks, talent shows, cultural fairs and other events that highlight similarities among cultures and honor their differences

Goal 2: Residents live in a safe community with strong linkages to places within and outside the neighborhood.

Goal 2 Partners: Local Public Schools, City and County of Honolulu, Honolulu Police Department, Neighborhood Residents, Better Tomorrows, Farmers Insurance Company, Neighborhood Boards and Business Associations.

*Partner With The Honolulu Police Department to Establish or Expand Existing Community Public Safety Programs:*

The Honolulu Police Department, under its Community Policing Program, offers a number of different initiatives focused on community involvement in making the neighborhoods safer. District 5 police officers have engaged in various community-oriented public safety activities, and the Police Department will seek to intensify their work with Kuhio Park Neighborhood residents to involve them in enhancing the safety of their community.





- Neighborhood Security Watch – working with neighborhood residents, the HPD will help set-up a neighborhood watch group and attend monthly information meetings with the established group.
- Weekly Citizen Patrol Walks – through the neighborhood watch group, the HPD will help set up the framework for weekly citizen patrol walks through the community.
- Community Traffic Awareness Partnership (C-TAP) Sign Waving Events – organized sign-waving events that informs motorists that neither the police nor the community will tolerate unnecessary traffic injuries, especially during school arrival and dismissal times.
- Crime Prevention Through Environmental Design (CPTED) review of properties with owners and residents to provide individuals with recommended improvements and changes to increase their own safety and the safety of the community for their neighbors.

*Promote Inclusion of Complete Streets Principles in All Public Works Projects in The Neighborhood:*

In 2009, the State of Hawai'i adopted a Complete Streets policy for state and county transportation departments. In March 2012, Honolulu City Council established its Complete Street Policy for the City and County of Honolulu. With a goal of providing safe mobility for all users, the County's policy impacts all transportation facilities or projects that are planned, designed, operated and maintained. As currently written, the policy only encourages and does not mandate the implementation of Complete Street principles. As infrastructure improvements are made in the Kuhio Park Neighborhood, including the improvement or reconstruction of roadways, the community will advocate for the incorporation of Complete Street principles.

- Campaign to change the priority of a bicycle lane on Middle Street into Priority 1 status with the impending construction of the rail transit system and stations, as Middle Street will be a key access from the Kuhio Park Neighborhood to the rail transit station on Middle Street. Currently, the proposed bicycle lane on this street has Priority 3 status in the O'ahu Bike Plan, which means its implementation is at least 10 years away. Given its importance as a connector to the planned rail transit station, the neighborhood will advocate for its priority to be elevated in the overall master bicycle plan.

*Eliminate Non-Neighborhood Traffic on Kamehameha IV Road:*

The neighborhood streets in the Kuhio Park Neighborhood (particularly Kamehameha IV Road, Rose Street and Kahauiki Street) are used by commuters to avoid rush hour traffic back-ups on Middle Street. Speeding commuter traffic creates a serious hazard for pedestrians and bicyclists using these same roads. Decreasing the usability of these neighborhood streets as a short cut by commuters will significantly improve the safety of these corridors. The City and County Department of Transportation Services will explore the installation of additional stop signs on these streets and other traffic calming devices to either slow down traffic or discourage the use of neighborhood streets by non-residents.

*Improve Transit Stops With Seating, Shelter, Schedule and Route Information:*

The existing public bus stops along Middle and North School Streets offer no seating, shelter, schedule or route information for users with only a sign indicating that it is a bus stop. With nearly 50% of the population using public transportation as their primary mode of getting around, improvements to these stops will increase their usability by residents throughout the year, and be especially beneficial to the elderly and new residents in the community.

*Create Easy and Affordable Access to Planned Rail Transit Stations and Mixed-Use Development:*

The rail transit system will provide greater accessibility to employment, services and educational institutions throughout Honolulu. For example, the estimated time to travel from the Middle Street rail transit station to Ala Moana Center is 12 minutes, which is 20 minutes faster than the current public bus. Depending upon where in the Kuhio Park Neighborhood a resident resides, the Middle Street station is from ½ to 1 mile away. The City and County Department of Transportation Services will work with neighborhood representatives and City Councilmember offices to explore the options for a free or low-cost shuttle service between the neighborhood and the rail transit station.

*Continue to Advocate for and Implement Safe Routes to School Initiatives:*

Under the leadership of Better Tomorrows, walking school buses are in place in the Kuhio Park Neighborhood for students that attend Fern Elementary. To fully realize the entire Safe Routes to School vision, Fern Elementary, the City and County of Honolulu, the Honolulu Police Department, and Better Tomorrows will continue to pursue funding and support to execute all elements of the plan that include the following:

- In-school pedestrian and bicycle safety classes for students;
- Walking school buses for students with adult supervision;
- Community and parental education through presentations, PSAs, and flyers; and
- Enforcement of parking and speed limits by the police.



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Goal 3: The Kuhio Park Neighborhood is well connected to amenities, services and businesses that promote a healthy and livable lifestyle.

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Goal 3 Partners: City and County of Honolulu, Kokua Kalihi Valley, Local Public Schools, Local Businesses, Neighborhood Residents, People's Open Market, Neighborhood Boards and Business Associations.

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*Transform Kalihi Stream into a Community Asset:*

Overgrown, strewn with trash and essentially hidden from the public eye, Kalihi Stream starts at higher elevations, runs along the southern boundary of the Kuhio Park Neighborhood and eventually into the Ke`ehi Lagoon. However, this natural feature could be a contributing public asset to the neighborhood and the Kalihi area as a whole. A long-term activity that will require significant public investment, the future vision for the Kalihi Stream includes:

- Development of a pedestrian-bicycle trail along the length of the stream providing both a recreational feature and alternative access way to various amenities (harbor, park, rail transit station);
- Host location for nature and environmental programs by the local elementary schools, particularly for the Kalihi-Waena Elementary located adjacent to the stream;
- Utilization of art as a place-making tool to make the stream a destination for both residents and non-residents; and
- In the short-term, clean-up of the stream will be organized to build awareness of this natural asset in the community.

*Reposition the Retail Areas Along North School Street With Businesses Needed in the Community:*

The retail areas along North School Street, especially between Kalihi Stream and Ahonui Street, are visually unappealing, are magnets for loitering and unruly behavior and do not provide goods and services needed in the community. The City and County Office of Economic Development will work with neighborhood residents, the property owners, business proprietors and the Councilmember offices on options for redeveloping this retail area and understanding what businesses are viable and how to attract them to the community.

*Establish a Public Open Market (POM) at Fern Community Park:*

The closest Public Open Markets to the Kuhio Park Neighborhood – Kamehameha Community Park and Kalihi Valley Park – are not easily accessed. The City and County will work with the People's Open Market to determine the feasibility of establishing a Public Open Market at Fern Community Park to increase the availability of fresh fruits, vegetables and seafood in the neighborhood.

*Create pocket parks in underutilized areas (e.g. dead-end streets):*

There are a lack of easily accessible open space and small playgrounds in the Kuhio Park Neighborhood. Multiple roads throughout the neighborhood dead end into underutilized spaces that can be selectively converted into pocket parks equipped with sitting areas or small playgrounds. The ethnic and cultural diversity of the community can also be celebrated in these pocket parks through murals and other public art.

*Partner with local service providers and youth organizations to provide positive out-of-school time activities for school-age and at-risk youths (see People Strategy).*

## Alignment with Existing Efforts

### Safe Routes to School

The safety of students walking to and from Fern Elementary is a major concern of neighborhood residents due to the lack of sidewalks, illegal parking and use of neighborhood streets as a cut through by commuter automobile traffic during rush hour. A walking school bus was started within the last year from The Towers at Kuhio Park – Tower B to Fern Elementary to address student safety. In June 2013, Fern Elementary, in partnership with the City and County of Honolulu Department of Transportation Services, Honolulu Police Department, the Office of Councilmember Joey Manahan and Better Tomorrows, submitted an application to the Hawai'i Department of Transportation for a Safe Routes to School grant to expand these efforts to the entire geographic catchment area served by the school for education of parents and neighborhood residents, engineering traffic modifications to mitigate safety hazards, encourage cooperation with these efforts by residents and waste refuse companies and to enforce no parking laws and speed limits. Unfortunately, this effort was not selected for funding by the Department of Transportation, but the school and its partners intend to submit applications in future rounds of funding as they become available. In the meantime, the walking school bus will continue under the oversight of Better Tomorrows, and the Kuhio Park Neighborhood Strategy incorporates many of the activities promulgated by the Safe Routes to School<sup>1</sup> initiative to promote a safer walking environment for all residents.

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<sup>1</sup> <http://www.saferoutesinfo.org/>



### **Kalihi Neighborhood TOD Plan**

The Honolulu Authority for Rapid Transportation (HART)<sup>2</sup> is overseeing the construction of the 20-mile rail transit project from East Kapolei to Ala Moana Center. The first 10-miles of the system from Kapolei to Aloha Stadium is currently under construction with anticipated completion in 2017<sup>3</sup>. The last 10-miles of the system are scheduled to begin operating in 2019, which includes the three (3) stations closest to the Kuhio Park Neighborhood<sup>4</sup>. As a part of the planned rail transit stations, the City and County Department of Planning and Permitting has developed Neighborhood Transit Oriented Development (TOD) plans to address land use, circulation, urban design, housing, community facilities, parking, pedestrian amenities, historic and cultural enhancements along with necessary public investments. These plans will result in new zoning regulations to be adopted for the station areas.

**The Draft Kalihi Neighborhood TOD Plan<sup>5</sup>**, completed in September 2012, encompasses three (3) stations: Middle Street; Kalihi; and Kapalama. While none of the stations are in the Kuhio Park Neighborhood, the Middle Street and Kalihi Stations are located just over ½ mile away. With the planned TOD mixed-use and amenities to be developed as the rail transit becomes operational, the Neighborhood Strategy for Kuhio Park intentionally seeks to create the physical linkages between the neighborhood and the two (2) rail transit stations that will promote the greatest utilization of the services and amenities offered and maximize the benefits of rail transit for the neighborhood and its residents.

### **O`ahu Bike Plan**

The O`ahu Bike Plan<sup>6</sup>, completed in August 2012, is a bicycle master plan designed to integrate the proposed rail transit stations into the regional bikeway network. With the goal of creating a truly bicycle-friendly island, the plan considers both physical improvements as well as policies and programs for safer roads more accessible to bikes. The Kuhio Park Neighborhood Strategy directly supports the efforts to improve the bikeability of the area beyond the major thoroughfares of Middle and School Streets, through the inclusion of on- and off-street signage on neighborhood streets to increase the awareness of bicycle facilities, plus the addition of a pedestrian-bicycle path along a revitalized Kalihi Stream that connects to Kalihi Valley Park, downtown Kalihi and Ke`ehi Lagoon.

## **Consistency with Other Planning Documents**

### **HPHA PHA Plan**

The transformation of the Kuhio Park Neighborhood is consistent with the goals of the Hawai`i Public Housing Authority (HPHA) Annual and Five-Year Plan for FY 2014-2019<sup>7</sup>. The specific intent to redevelop the Kuhio Park Terrace Low-Rise and Kuhio Homes public housing sites, including the possible pursuit of additional Choice Neighborhoods Initiative funding is found on page 7 of the FY 2014-2019 HPHA Annual and Five-Year Plan.

### **HUD-DOT Community Challenge Grant**

In October 2010, the City and County of Honolulu was awarded a \$2.38 million Community Challenge Planning Grant to develop a transit-oriented housing strategy to increase the number of affordable housing units in and around the future light rail stations. Working with for-profit and non-profit developers, community organizations, public agencies and Kamehameha Schools, 3 of the 21 proposed stations (Kapalama, Pearlridge and Blaisdell Center) were selected as providing the most promise for affordable housing development. While the rail transit stations closest to the Kuhio Park Neighborhood were not selected, the work at the selected stations will lay the groundwork for the remaining stations and put in place the tools needed to encourage investment and ease barriers for the creation of thriving and equitable transit-oriented communities.

## **Neighborhood Implementation Lead**

As a part of the Master Planning Architect planning process, discussions are underway to name the City and County of Honolulu as the implementation lead for the Neighborhood component of the Kuhio Park Neighborhood Transformation Plan, with final a final determination expected by August 2014.

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<sup>2</sup> <http://www.honolulutrainsit.org/hart.aspx>

<sup>3</sup> <http://www.honolulutrainsit.org/rail-facts.aspx>

<sup>4</sup> <http://www.todhonolulu.org/neighborhood-tod-plans/kalihi-neighborhood-tod-plans>

<sup>5</sup> [http://www.todhonolulu.org/images/pdf/neighborhoodplanpages/kalihi/Kalihi\\_PRD.pdf](http://www.todhonolulu.org/images/pdf/neighborhoodplanpages/kalihi/Kalihi_PRD.pdf)

<sup>6</sup> <http://www1.honolulu.gov/dts/oahubikeplanaugust2012.pdf>

<sup>7</sup> <http://www.hcdch.state.hi.us/housingplans/20132014PHAPlan/Documents/PHA%20FY2013-2014%20Annual%20Plan.PDF>





# Housing Strategy





## Housing Strategy

### Overall Vision for Housing

The housing strategy for the Kuhio Park Neighborhood Transformation Plan focuses on replacing the existing, obsolete 174-combined public housing units at Kuhio Homes and KPT Low-Rises (Kuhio Park) with a new mixed-income community that fully embraces the cultures of native Hawaiians, Polynesians and COFA nation populations in particular. In its current condition, the Kuhio Park site not only restricts quality of life, but also hinders further public and private investment in this key area of Kalihi. The 2012 Choice Neighborhoods Initiative (CNI) planning grant has allowed the Hawaii Public Housing Authority (HPHA) and the Michaels Development Company (MDC) to undertake a comprehensive assessment of the broader Kalihi neighborhood and look to build community consensus for an ambitious yet feasible plan to transform both the Kuhio Park site and its surrounding neighborhood.

The housing strategy currently presents the guiding vision for the housing element, details existing conditions at the Kuhio Park sites, which support demolition and redevelopment rather than rehabilitation and outlines previous master planned designs, including the original plan from the Master Development Agreement (MDA) between the HPHA and MDC. HPHA and MDC have recently engaged WRNS Studio to act as master planner for the entire Kuhio Park campus (Kuhio Homes and Low-Rises, Linapuni Elementary, Resource Center, Ball Fields, Teen Center, etc.) and CNI target neighborhood as described in the Community Planning and Engagement Process section.

### Kuhio Park Housing Vision

The vision for the Kuhio Park housing component is based on trying to balance the obligation HPHA/MDC feel to de-concentrate poverty with the desire to provide much needed affordable housing in a city with extraordinarily high housing costs. Specifically, the vision includes the following goals:

- Replace 174 units of obsolete public housing as part of a sustainable mixed-income community at the Kuhio Park campus in the Kalihi neighborhood;
- Design new low-income public and mixed-income housing that is of high quality, energy efficient, safe, and able to address the household needs of families, seniors, and disabled residents;
- Pursue Stage 1 certification for LEED-ND; and
- Minimize the displacement and disruption of Kuhio Homes and KPT Low-Rise residents resulting from relocation.

The housing plan will seek to achieve these goals through a variety of strategies to be tested and modified during the WRNS Studio extensive community engagement and hands-on participatory process over the next six months. This is intended to result in a visionary master plan supported by residents and neighbors alike, with appropriate ties to the larger neighborhood, a phasing and financing plan so that residents are aware of how redevelopment will affect them, and the roles of HPHA as the current land owner and MDC as the mixed-finance developer. This effort will also be informed by the project-specific market study completed as part of the planning effort.

As a part of the visioning and master planning effort, LEED, or Leadership in Energy & Environmental Design, which is a green building certification program that recognizes best-in-class building strategies and practices, will help to inform the design of the target housing and neighborhood. The goal is to use as many of the principles as possible that are a “best fit” for the project. The LEED-ND Project Scorecard will be submitted in the final Transformation Plan.

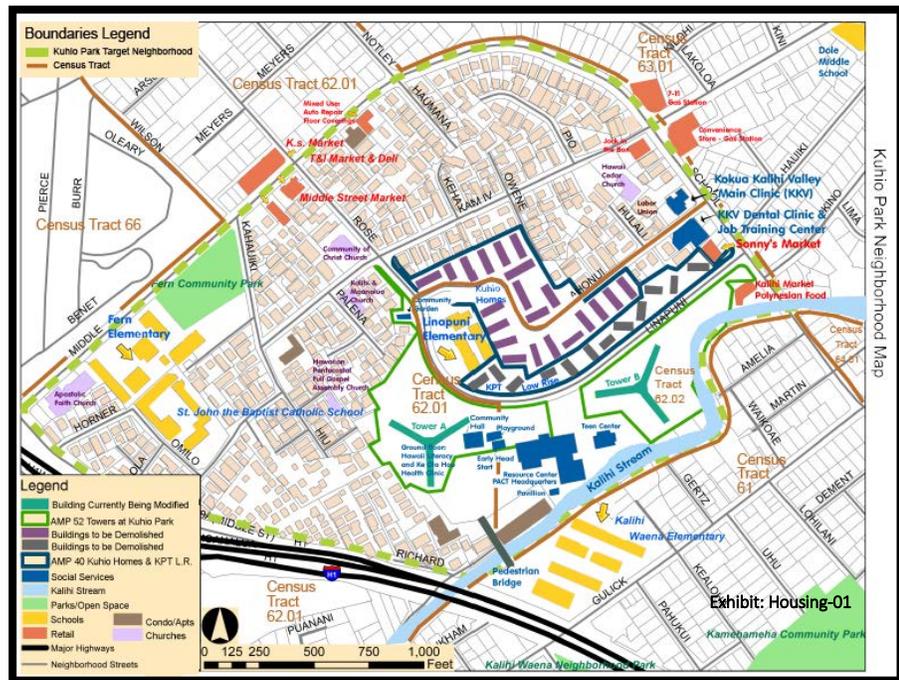
### Existing Conditions at Kuhio Homes and KPT Low-Rise

The Kuhio Park housing sites consist of the Kuhio Homes and the KPT Low-Rises Low-Rise developments. The Kuhio Homes project was initially occupied in 1953, and the KPT Low-Rise was initially occupied in 1965. Along with the Towers at Kuhio Park, these properties, located on the island of O`ahu, make up one of the largest low-income public housing developments in Hawai`i. Accordingly, this is also one of the largest Asset Management Projects in the State.

The townhouse, duplex and single-family buildings were constructed with cast-in-place concrete and concrete block. However, with the Kuhio Homes site being over 60 years old, and the KPT Low-Rise site being almost 50 years old, the units are obsolete and no longer meet building codes and are not energy-efficient. The concrete construction also makes it difficult and expensive to address structural, system and infrastructure deficiencies.

While both sites were partially rehabilitated in 1994 and 1998 respectively, the sites suffer from major structural and exterior deficiencies such as broken and flaked concrete wall conditions, peeling and faded paint, major cracks to entry roof ledges, corroded gutters and downspouts, balcony floor edges, cracks and gaps along concrete walkways, exposed rebar on corridor walls, and erosion of dirt around concrete foundations. Meanwhile, the interior of the units also suffer from cracked flooring material, incomplete railings, faded paint, and cracks and gaps along bathtubs and walls in some bathrooms.

The Kuhio Homes and KPT Low-Rises Low-Rise design is also deficient in other ways, starting with the military barrack style of housing that was typical in the 1950s. With approximately 670 residents calling the two sites home, the suburban style, internally focused site plan limits opportunities for residents to engage with their neighbors and to have front and back doors typical of houses in the neighborhood. In addition, the outdated utility systems require updating and upsizing to accommodate existing tenants, as well as the future tenants that Kuhio Park will be accommodating. This lack of utility capacity is not unique to this part of O’ahu and is mandated to be rebuilt in many areas of the Island. The



City and County of Honolulu will be integral in generating creative solutions for the utility needs of the revitalized Kuhio Park Neighborhood. Situated on approximately 4 acres, the Kuhio Homes and the KPT Low-rise sites have a density of 43 units per acre. The compact configuration of both sites includes parking stalls on-site for residents, but many tenants park on streets outside of the campus in the target neighborhood to avoid complying with the vehicle parking program that monitors for current vehicle licensing and safety checks. Parking at a distance is inconvenient for the residents, but the larger concern is exposure to crime and the safety of the residents.

Pacific Resources for Education (PREL) conducted a needs assessment of residents living at Kuhio Homes and KPT Low-Rises in August and September 2013. The results of the needs assessment will guide the housing program and indicated a high need for ADA accessible and family units (almost 40% of households reported a member with a physical disability and 75% of the families have children)<sup>1</sup>. The report also showed that safety is a concern with a fairly high perception of crime related domestic violence, teenage violence and gangs. The residents also reported a desire to have larger units, additional parking and private backyards.

<sup>1</sup> PREL Final Report: Result of Round One Needs Assessment Administration – Kuhio Park Low-Rise Community, Summary of Findings

In addition, records provided by HPHA<sup>2</sup> show the following data for household characteristics:

**Table: Housing-01**

Household Characteristics			
Description	Homes	Low-Rises	Total
Individuals	498	171	669
Children	230	84	314
0-5	35	11	46
6-11	93	34	127
12-17	102	39	141
Disabled	70	13	83
Seniors	56	10	66

Based on the conditions described above, it is anticipated the plan will call for demolishing the Kuhio Homes and KPT Low-Rise sites and building new energy efficient low-income public housing units mixed with other affordable housing units. Further exploration needs to be performed to fully understand and address the high degree of self-reported physically disabled individuals, the perception of crime on site, and the desire for larger units and more recreation space.

### Housing Program Background

On April 1, 2009, HPHA issued a solicitation to select a developer to work with the agency and its residents to carry out a phased revitalization of the Kuhio Park campus into a mixed-income, mixed-finance neighborhood. That solicitation identified the following minimum goals:

- *Mixed-Income:* housing for families/individuals with a wide range of incomes, including public housing eligible, tax credit eligible, and workforce/market rate households.
- One-for-one replacement of public housing units on- and/or off-site.
- *Relocation:* Minimal permanent off-site relocation of public housing residents.
- *Master Plan:* to include neighborhood scale design, pedestrian and bicycle friendly design, community amenities, supportive services and/or neighborhood commercial/retail facilities that enhance the existing community and strengthens its economic vitality.
- *Energy Efficiency:* Meet energy efficient requirements set forth in the State of Hawaii’s building code.
- *Economic Development and Opportunities:* Job creation for local residents and businesses, with a foundation for long-term economic growth of the community.
- *Supportive Service Programs:* Create viable employment opportunities for existing public housing residents during the revitalization and redevelopment of KPT Low-Rises and Kuhio Homes process and establish partnerships with local agencies for job training and supportive service program opportunities.
- *Financial Viability:* Efficient use of available funds, strategies for sharing of development costs, and leverage of private investment, in and around the revitalization and redevelopment of KPT Low-Rises and Kuhio Homes area.
- *Regulatory Compliance:* The revitalization and redevelopment of KPT Low-Rises and Kuhio Homes must be implemented in compliance with all state and federal (i.e., U.S. Department of Housing and Urban Development) requirements relating to the project.
- *Community Participation:* Meaningful and effective communication among public and private entities, including civic organizations, businesses, present neighborhood residents, City officials, and various other stakeholders.
- *On Schedule:* Timely and efficient development.

At the conclusion of the solicitation process, HPHA determined that the Michaels Development Company I, L.P., a New Jersey limited partnership, along with its local partner, Vitus Group, Inc., best met the needs of HPHA and the minimum goals described above. In addition, HPHA and MDC agreed at the time of executing a Master Development Agreement (MDA), the legal contract between the two organizations, that the Revitalization shall ultimately result in at least 1,024 total rental units, including at least 748 public housing units, and a mix of project-based Section 8 voucher units, low income housing tax credit (LIHTC) only units, and market rate units. The breakdown of the units is 748 Annual Contributions Contract (ACC) public housing units, 200 Project Basted

<sup>2</sup> HPHA family members KPT Low-Rise.xls, February 12, 2014

Voucher (PBV) units, 67 Low-Income Housing Tax Credit Units (LIHTC) and 9 market units. To date, revitalization efforts have resulted in 555 rehabilitated units at the Towers consisting of 347 ACC units, 150 PBV units and 58 LIHTC units. To meet the 1024 unit count, another 401 ACC units, 50 PBV units, 9 LIHTC units and 9 market units need to be developed.

**Table: Housing-02**

Master Plan		Renovated Towers		To Be Developed	
748	ACC	347	ACC	401	ACC
200	PBV	150	PBV	50	PBV
67	LIHTC	58	LIHTC	9	LIHTC
9	Market	0	Market	9	Market
<b>1024</b>	<b>Total</b>	<b>555</b>	<b>Total</b>	<b>469</b>	<b>Total</b>

In support of this, the Housing Task Force held a number of meetings over the last year to discuss current conditions and to debate what are expected to be controversial issues of density and income mixing. Specific options were reviewed for achieving the replacement units or modifying the unit count based on Housing Task Force discussions included:

*Option 1 – 1,058 units*

Consider accepting the 150 PBV units at the Towers as replacement ACC units, leaving 251 ACC units to be replaced between units lost at the Towers and those to be demolished at Kuhio Homes and KPT Low-Rises Low-Rise. This, combined with an additional 201 LIHTC units and 51 market units would total 503 units needing to be constructed (with a potential cost of \$150,900,000). This results in 34 more units than the MDA calls for.

*Option 2 – 1,024 units*

Consider accepting the 150 PBV units at the Towers as replacement ACC units along with the 50 PBV units still to be constructed, leaving 201 ACC units to be replaced. This, combined with another 202 units with an income mix yet to be determined, would total 403 units needing to be constructed (with a potential construction cost of \$120,900,000). This results in 66 fewer units than the MDA calls for.

The Housing Task Force also reviewed other design options including a 3-story, low-rise design that would result in 33 multifamily units and an 11-story mid-rise design that would produce 80 multifamily senior units. The 33 unit multifamily complex could be constructed on the current softball field site and would consist of 11-stacked flat units and 22-townhouse units. The 11-stacked flat units would consist of three- and two-bedroom units of about 960 square feet and the 22-townhouse units would consist of two- and one-bedroom units that would be approximately 992 square feet. To accommodate tenant vehicles, 22 regular and 11 disabled parking stalls might be constructed, depending on the available parking stalls nearby.

The senior 11-story mid-rise could be constructed near “Tower B” of The Towers at Kuhio Park and would have 80 multifamily units with 64 one-bedroom units that would be about 570 square feet and 16 two-bedroom units of about 800 square feet. To accommodate tenant vehicles, 40 regular and 2 disabled parking stalls might be constructed, depending on the available parking stalls nearby. Development of these building options would also assist in minimizing relocation impacts while the Kuhio Homes and KPT Low-Rises Low-Rise units are demolished and replaced in phases.

Another topic discussed during the Housing Task Force meetings is the need to increase the inventory of extremely low- and low-income housing versus mixed-income housing due to the high cost of housing and living on the Island of O`ahu. While there is no doubt that the integration of working-class families with extremely low- and low-income families creates viable and diverse communities, the unfortunate fact is that the need for extremely low- and low-income housing is so tremendous that the CNI Kuhio Park Neighborhood team needs to also explore housing models that will serve the most extremely low- and low-income households.

In Hawaii, the Fair Market Rent (FMR) for a two-bedroom apartment is \$1,640. In order to afford this level of rent and utilities – without paying more than 30% of income on housing – a household must earn \$5,467 monthly or \$65,600 annually. Assuming a 40-hour workweek, 52 weeks per year, this level of income translates into a required housing wage of \$31.54<sup>3</sup>. This is the highest required housing wage in the nation, with the next highest at \$28.25 in the District of Columbia. To afford the FMR for a two-bedroom apartment at the estimated mean (average) wage for a renter of \$13.86, a renter in Hawai`i would need to work 91 hours

<sup>3</sup> <http://nlihc.org/sites/default/files/oor/2014OOR.pdf>



per week, 52 weeks per year. A minimum wage worker earning \$7.25 an hour would have to work 174 hours per week, 52 weeks per year.

The lack of infrastructure to support the future development of the Kuhio Park campus was also discussed. While there are those who believe that high-quality, denser housing models are needed to meet the demand for extremely low- and low-income housing, it is unclear as to what the surrounding infrastructure will support. Several scenarios were discussed as to how to meet this challenge:

- Partner with the City and County of Honolulu (City) to upgrade the existing sewer lines, as the second sewage digester will come online in 2015 to meet the Environmental Protection Agency Consent Decree;
- Use the current model at the Towers at Kuhio Park, which uses water saving fixtures that have reduced the water flow by 30%-40%; and
- Create and install a discharge system, which will hold the sewage during the day, and then discharge it into the sewer system at night.

### **CNI Kuhio Park Neighborhood - Kalihi Housing Market Study**

The condition described above is even more evident from the data collected for the CNI Kuhio Park Neighborhood Kalihi Housing Market Study. Simply put, the supply of affordable housing is less than the potential demand and this condition looks to continue into the foreseeable future. This is especially so, as the local housing market has entered the second year of a 4 to 6 year up cycle, both for for-sale and rental housing. Already, increased sales activity has pushed condo prices up by double digits since the market bottom in 2011. Since the trend in sales and prices in the for-sale sector of the housing market leads the trend in rental activity and rates in the rental market, the study concludes that the current level of rental unit scarcity and rental rates will only be exacerbated, relative to families in search of affordable housing in the near future.

In sum, conditions exist on the island and within the area studied that indicate an undersupply of housing, particularly at the segments that service the lower and lower-middle income households. Thus, any new supply of rental units would be met with very high demand. In view of that, the study notes that the costs of building in general, but building lower end rental housing in particular, have prevented new supply from entering the market, no matter the level of demand. With that being said, there are substantial lands held by the public entities - the Federal, the state and the county – some of which would be very appropriate for rental housing development for lower income families in pursuance of fulfilling their public trust.

As the production of affordable housing is also limited by the amount of subsidy available, the development team must find assistance from other sources, including the Low-Income Housing Tax Credit (LIHTC) program, which has typically funded fewer than 300 units of affordable housing a year in Hawaii. This is due to the fact that the State annual LIHTC allocation is limited to about \$3M and the tax credits only account for about 50% of the development costs, requiring additional sources of funding.



# People Strategy



## People Strategy

The people plan for the Kuhio Park Neighborhood Transformation Plan focuses on the residents of the distressed housing facilities, i.e., KPT Low-Rise and Kuhio Homes, but also intends to reach residents in the adjoining property, i.e., the Towers of Kuhio Park (the two 16-story high-rises renovated in 2012-13) as well. These three public housing facilities sit adjacent to each other on 18 acres of land in Kalihi Valley, considered the first neighborhood area in a burgeoning 1800s Honolulu, Hawaii. Combined, these three facilities are the largest public housing facility in Hawaii, built in the 1960s.

This chapter presents the guiding vision for the people plan; discusses existing conditions and current needs among residents of Kuhio Park and the surrounding neighborhood; outlines how the people program was developed; describes the proposed goals, outcomes and metrics; and then details the strategies and partners to meet these objectives. Please note, the proposed people plan focuses primarily on the effective delivery of supportive services; educational strategies are defined in Chapter VII.

### Overall Vision for People

The supportive services plan seeks to create opportunities for all Kuhio Park families and individuals to thrive. The canoe was adopted as a symbol of the mutuality of all peoples of the Pacific Rim basin, as a symbol of their shared origins and their shared ancestry—to provide an emotional image to bring resident together in a common effort towards betterment. Interestingly, some elders described the canoe as a space ship of their ancestors, because with it, they made explorations that were, in the context of their culture, just as incredibly bold as the initiative to make the systemic changes needed to transform this community.

The plan directly responds to the needs identified through the resident and community needs assessments; through a series of monthly task force meetings with key elected officials, government department administrators and staff, non-profit directors and front-line staff, industry leaders, university professors and researchers, and residents representing Kuhio Parks diverse Pacific Islander/Asean population; and informal “talk story” *hui* (meetings) all seeking to help residents attain greater self-sufficiency, health, in its broadest term, and housing stability.



Through the discovery process, five goals were identified around the themes of Case Management and Service Coordination, Income and Employment, Health and Wellness, and Language and Culture, as follows:

- Residents are well-informed about, have access to, and take advantage of the supports, services and programs in and around the Kuhio Park neighborhood and greater Honolulu;
- Households are economically stable and self-sufficient;
- Children, youth and adults are physically and mentally healthy; and
- Increased understanding of English language and American-Hawaiian culture to provide better navigation skills for newly arriving migrants.

The plan seeks to achieve these goals through a series of strategies and partnerships by:

- Developing comprehensive, coordinated and evidence-based programs that meet the specific needs of the Kuhio Park neighborhood while supporting and, if needed, expanding upon those already in place;
- Building organizational capacity of the local service providers that are offering individualized, strengths-based, family-driven, culturally-based case management services and supports to build a bigger network of service to reach all in need;
- Emphasizing collaboration among a network of partners who creatively leverage and align community assets to facilitate greater collective impact for the target population and neighborhood; and
- Organizing a network of community navigators to help promote the programs and services already offered.

### Profile of Target Population

When most people think of Hawaii, they think of the beautiful sandy beaches and green grassy golf courses, but for the residents of Kuhio Park the reality is much different. With an island-wide median income of \$66,420<sup>1</sup> and with some neighborhoods boasting

<sup>1</sup> U.S. Census, 2010

averaged adjusted income well over \$1 million<sup>2</sup> the low-rise residents are well below the poverty level with an average annual income of \$18,665.<sup>3</sup>

Table: People-01

Kuhio Park Population Overview Data Table						
	Kuhio Park <sup>1</sup>		KPT Low-Rise <sup>1</sup>		Towers <sup>2</sup>	
Households	128		35		555	
Residents	504		166		2149	
Age of Residents	N	%	N	%	N	%
0 to 5	43	8.5	15	9.0	314	14.6
6 to 12	118	23.4	35	21.1	462	21.5
13 to 16	61	12.1	25	15.1	206	9.6
17 to 20	46	9.1	24	14.5	172	8.0
21 to 25	34	6.7	6	3.6	107	5.0
26 to 35	47	9.3	9	5.4	244	11.4
36 to 45	42	8.3	17	10.2	255	11.9
46 to 55	39	7.7	16	9.6	190	8.8
56 to 65	30	6.0	9	5.4	118	5.5
66 to 72	29	5.8	3	1.8	47	2.2
73 and over	15	3.0	7	9.0	25	1.2
Employed	58.5% <sup>3</sup>				63.6% <sup>3</sup>	
Median Income	\$18,992		\$20,707		\$16,170	

Source: <sup>1</sup>Hawaii Public Housing Authority; <sup>2</sup>Interstate Realty Management Company

<sup>3</sup>Resident Survey

The four largest ethnic populations in the low- and high-rise facilities are Samoan, Chuukese, Marshallese and Native Hawaiian, as detailed in the chart that follows:

Table: People-02

Kuhio Park Population					
	Samoan	Chuukese	Native Hawaiian	Marshallese	Other
Low-Rise	41.3%	21.6%	21.6%	4.3%	11.2%
High-Rise	20.3%	39.2%	12.3%	5.2%	23.0%

Populations represented by lesser than 3% in order of percent are: Pohnpeian, American Indian/Alaskan Native, Black, Filipino, Hispanic, White and Tongan. While many demographic readings, including the US Census, lump all Pacific Islanders into one category there are subtle differences among the cultural norms and mores, and certainly they self-identify with the island of their birth and/or ancestry.

The largest population group in the low-rise community, Samoan, began their emigration to Hawaii in the 1950s and is generally well established. Through their years on the island, they have become United States citizens or naturalized citizens and have learned English. The emigration of other Pacific Islanders began in the late 1980s, as discussed below, and the path to citizenship is not as direct as it is for Samoans. Of the low-rise respondents, 77.2% are United States citizens, 7.9% are naturalized citizens, and 13.5% are legal aliens. Among respondents, 96.7% have lived in Hawaii for more than five years. As expected with a larger Chuukese population, the number of U.S. citizens is smaller among Tower residents, with 56.6% identifying as U.S. citizens, 16.1% naturalized citizens, and 27.3% legal citizens – this latter status is given to members of the Compact of Free Association (COFA) nations as described below.

**Compact of Free Association Nations Background**

Between 1946 and 1958, the United States conducted at least 67 nuclear weapons tests in the Marshall Islands, unleashing the equivalent of over 7,200 Hiroshima-sized bombs in the Marshall Islands. The largest test, carried out in March 1954, was a hydrogen

<sup>2</sup> <http://wealth.mongabay.com/cities/HAWAII>

<sup>3</sup> Hawaii Public Housing Authority

bomb with a yield of 15 megatons, over 1,000 times the strength of the bomb that destroyed Hiroshima<sup>4</sup>. The results of the exposure to radiation and other toxic chemicals is a legacy of stillborn babies, birth defects, sterility, cancer and other maladies that some experts say are now a part of the DNA, passing from generation to generation, with effects that may not be realized for decades.<sup>5</sup>

In 1986, the United States signed agreements called the Compact of Free Association (COFA) with two newly independent Pacific island nations: the Federated States of Micronesia (FSM) and the Republic of the Marshall Island (RMI). A similar compact was entered into with the Republic of Palau in 1994. A flood of migration began the week after the signing of the first COFA. In exchange for exclusive territorial control of their lands by the United States, citizens of FSM, RMI and Palau were granted the right to live permanently or come and go at-will to the United States. As legal citizens, COFA residents can work, study, receive medical treatment and are required to pay local, state and federal taxes. There is a pathway to citizenship after five years of residency, but the path is hard to negotiate and expensive. During the early migration, the people of COFA nations were eligible for most of the same public benefits as Americans. That changed during 1996 federal welfare reform when Congress restricted access to a broad range of programs to certain non-US citizen residents including COFA migrants. The result was that many COFA patients were cut off from the nationally-sponsored health care system. Support for COFA patients fell to the states and it cost Hawai'i \$114 million in 2010<sup>6</sup>.



### Needs Assessment

To learn the needs of the target population in the low-rises, and residents of the adjacent Towers and the broader neighborhood, Pacific Resources for Education and Learning (PREL) conducted three separate needs assessment surveys in the Fall of 2013. Comprehensive and accurate information about the life circumstances and needs of Kuhio Park neighborhood residents critical to the planning process was sought, along with questions to the target population to better direct the redevelopment of the buildings. The over-arching goals of the surveys were to: 1) create a solid informational platform for future initiatives; and 2) involve the Kuhio Park community in the decisions that impact their futures. PREL received assistance from resident translators during the data collection period to address potential language barriers. A mixed methods approach was used to achieve the highest response rate possible, starting with large community sessions and then moving to door-to-door survey administration. Residents who completed the survey received Longs Drugs gift cards in the amount of \$10.00 for their time. Nearly 69% of low-rise residents completed the survey, while 21% declined to respond, and 10% were unavailable to respond after as many as five attempts, and so thought to be off-island. The high-rise resident surveys were distributed randomly between the two Towers, with a goal of 30%, but so eager was the response, the final reach was 40%.

In addition to the resident survey, the People Task Force used the following data sources to understand the needs of the Kuhio Park community:

- Input from community meetings opened to all low- and high-rise residents regarding their priorities for supportive services, neighborhood amenities, and design concepts;
- Information provided by key stakeholders, many of whom live in or work with residents from the Kuhio Park neighborhood or population subgroups, via the People Task Force meetings;
- A Youth Asset Mapping project that documented assets and challenges in the neighborhood through the lenses of Kuhio Park youth;
- A services asset map collaboratively created by the People Task Force members that identifies the availability and accessibility of supportive services and programs within a two-mile radius of the site;
- Education and student data from State Department of Education's School Status Report and AYP Accountability Status for the 2012-13 school year;
- Presentation by Katherine T. Ratliffe, PhD, Dept. of Educational Psychology, University of Hawai'i on: Family Responsibilities in Pacific Island Cultures: A Conflict Of Values Around Education;
- "Talk Story" informal talks with residents; and
- Data tables compiled by PREL using the U.S. Census and other sources.

<sup>4</sup> <http://www.aljazeera.com/humanrights/2013/10/micronesians-hawaii-face-uncertain-future-201310191535637288.html>

<sup>5</sup> Ciotti, Kapono, Education Consultant, Pacific American Foundation. Discussion in a People Task Force Meeting at the Tower of Kuhio Park, August, 14, 2014

<sup>6</sup> <http://www.doi.gov/oia/reports/upload/2010-Hawaii-Compact-Impact-Report.pdf>

### Income and Employment

Hawaii's unemployment rate is just 5.5%, lower than it's been since the recession and far lower than the national average of 7.9%.<sup>7</sup> The Hawaii rate is considered enviable to the point that Business Insider listed it among the "10 States with Ridiculously Low Unemployment Rates."<sup>8</sup> Still, many feel that the rate is misleading. For example, an economist with the University of Hawaii Economic Research Organization purports that "the unemployment rate ignores people who are forced to work part-time because they can't find full-time work, as well as people who have given up looking for jobs."<sup>9</sup> Further, there is evidence that people once working multiple jobs have subsequently lost one or two of them and are struggling to make ends meet with the reduced income, yet are still considered employed.<sup>10</sup> Certainly, among the Kuhio Park residents, there are people who are holding part-time jobs, working two or three jobs and struggling to keep up with Hawaii's high cost of living, which is one of the nation's highest. In 2011, the Cost of Living Composite Index for the State of Hawaii was at 168, and the housing index was at 252.5<sup>11</sup>; respectively, this means that Hawaii residents pay 68% more to cover essential expenses than those living in the base city (which is always expressed as 100), and pay 152.5% more for housing. As a comparison, Phoenix, Arizona's composite index is 96.6, with housing at 87.4, so these residents pay less than the base.

The majority of low- and high-rise residents work; 58.5% and 63.6%, respectively. Almost half of those work 30 hours a week or less; 49.3% and 45.9%, respectively. The survey findings reveal that a majority of jobs have been held for less than 6 months, indicating frequent job turnover, and, further, that residents work in relatively low-wage jobs, as shown in the graph above.

When asked what makes it difficult to find and/or keep a job, low-rise residents identified the need to care for sick family members (24.5%), having a disability (14.5%) and the lack of affordable childcare. (13.6%) Although not identified directly by survey respondents, additional barriers to work include:

- *Limited educational attainment.* 14.5% of respondents are interested in GED/adult education although only one individual is currently enrolled. In addition, 14.5% of respondents expressed a desire to pursue community or a 4-year college degree.
- *Limited English literacy.* 6% of survey respondents are interested in English as a Second Language classes. In addition, a significant correlation was found between respondents who work less than 20 hours/week and the need for ESL services. This suggests that limited English literacy may impact some residents' ability to secure full-time employment. In addition, a small percent of low-rise survey respondents indicated they have difficulty with reading English (13.6%), writing English (9.1%) and basic math (7.3%). However, 40% selected "Don't Know" to this item, which suggests that residents may experience more difficulty with these three skills sets than findings reveal.
- *Limited job skills and experience.* There is a significant interest in job training. Residents are most interested in vocational training (24.5%), computer training (23.6%), and job readiness training (20.9%). However, there is also interest in training to start a small business (16.4%) and apprenticeship programs for construction-related jobs (15.5%) Despite the interest, there is currently very little current participation in such programs with only one or two residents in any particular program.
- *Lack of transportation.* About half of the low-rise respondents have a personal vehicle. However, more than 1/3 (34.1%) rely on TheBus as their primary mode of transportation. Analysis of the survey responses suggest that a lack of transportation correlates with difficulty finding and/or keeping work. And, a quarter of respondents indicate that transportation is a service needed "right now."

### Health and Wellness

As with the unemployment figure, the health of the residents in Hawaii is very good on a national level, with the State ranked the "healthiest" in 2013. Twenty-seven indicators of health are measured, including tobacco and alcohol abuse, exercise, infectious diseases, crime rates, public health funding, access to immunizations, premature birth rates and cancer and heart disease rate. Hawaii scored 91.9% followed by Vermont at 86.8%.<sup>12</sup>

#### *Good Access to Medical Services:*

There are a number of excellent medical care resources located in or near the Kuhio Park neighborhood. Kokua Kalihi Valley Comprehensive Family Health Center (KKV), an award winning federally qualified health center that has served the community for

<sup>7</sup> [http://www.civilbeat.com/fact\\_checks/2012/12/07/17836-fact-check-gov-hawaii-has-among-the-lowest-unemployment/](http://www.civilbeat.com/fact_checks/2012/12/07/17836-fact-check-gov-hawaii-has-among-the-lowest-unemployment/)

<sup>8</sup> <http://www.businessinsider.com/ten-states-with-ridiculously-low-unemployment-rates-and-why-2010-8?op=1>

<sup>9</sup> <http://www.civilbeat.com/articles/2012/12/17/17899-what-hawaiis-low-unemployment-rate-doesnt-say/>

<sup>10</sup> *ibid.*

<sup>11</sup> <http://www.civilbeat.com/posts/2012/06/26/16138-why-people-cant-afford-to-live-in-hawaii/>

<sup>12</sup> <http://www.usatoday.com/story/news/nation/2013/12/11/health-improvements-states/3953505/>

40 years, has a satellite health center on-site with their main offices located less than a block away. Another Federally qualified health center, Kalihi-Palama Health Center, which was also launched in the mid-1970s, is less than two-miles away. Both of these health centers have staff that speaks over 20 different languages and dialects. And, both look at health with a very broad brush; their programs encompass medical, dental, behavioral and mental health along with WIC, tobacco cessation programs, nutrition counseling, eligibility counseling, and transportation services. Kalihi Palama also offers optometry and a pharmacy; and KKV goes even broader with senior health maintenance programs, and parenting classes; as well as a community garden and weekly farmer’s market on-site at Kuhio Park.



Nonetheless, approximately 16% of respondents and household members still go to the emergency room for primary healthcare. They cite long wait times, lack of transportation and high costs as the greatest barriers to healthcare access. Additionally, many respondents appear to be unaware of the on-site satellite health clinic and nearby full-service health clinics, since nearly half (49.2%) of low-rise and 59% of Tower residents cited the need for a health clinic in the neighborhood. Strategies to better publicize these existing programs and services are explored below through community engagement strategies.

*Good Access to Medical Insurance:*

Medicare and Medicaid are the most common sources of health insurance for respondents and their households (20-36%; low- and high-rise, respectively), followed by private insurance companies (15-22%). Only 4-11% of respondents report that their children and other

household adults are uninsured. Here again, KKV takes a strong lead in providing eligibility experts who help residents and neighbors sign up for available benefits. These experts have offices in both KKV’s satellite center and the main clinic.

*High rates of disability:*

An overwhelming 38.8% of the target low-rise population lives with a disability compared to 10.2% for the state and 12.1% nationally.<sup>13</sup> 33.9% of high-rise respondents also report a disabled member in their household. Twenty percent of the residents in the distressed housing cite the need for accessible housing to best assist those disabled to manage their daily activities, with health assistance a distant second at 10%.

*High Rates of Mental Health conditions:*

Of the survey respondents, 21.2% reported that a household member lives with a mental disability. While the percentage is lower in the high-rise community (17.4%), there were 8.2% who “did not know,” which may point to a lack of understanding of the question. Health researchers of the Micronesian and Marshallese populations link increased sugar intake and diabetes with increased mental disabilities and suicide.<sup>14</sup> At any rate, mental health care providers are currently short-staffed and overburdened. In a recent incident, a 16-year old was a party to a felony assault and as a result, his household faced eviction unless they provided and action plan to address his behavior. He was referred by a KKV case manager to a mental health specialist who estimated a four-month delay before he could even be evaluated; viewing the youth as a danger to fellow residents, the management company moved forward with the eviction.

*Cultural Challenges in Health:*

With the strong correlation between poverty and race/ethnicity, some of the groups most impacted by health issues often face cultural barriers to health improvement;<sup>15 16</sup> and that is certainly the case among the resident Pacific Islanders. The need for better English skills—including reading and writing—is evident in the needs assessment as it relates to finding a job, but these skills are also important in accessing health care, to communicate symptoms and conditions, to fill out forms, and to read prescription directions. Among the people of the COFA nations, there are specific protocol depending upon age and sex. One female resident informant told of a situation where the male doctor was not standing in the right location to her, so she stopped going to his office.

<sup>13</sup> <http://www.disabilitystatistics.org/reports/acs.cfm?statistic=1>

<sup>14</sup> <http://www.micsem.org/pubs/counselor/frames/healthmicfr.htm>

<sup>15</sup> [http://www.hah.org/uploads/5/0/1/9/5019048/2013\\_state\\_chna.pdf](http://www.hah.org/uploads/5/0/1/9/5019048/2013_state_chna.pdf)

<sup>16</sup> <http://www.civilbeat.com/topics/compact-of-free-association/>

Proper health care is especially critical for the Kuhio Park population. Western culture began to influence Pacific Islanders after World War II, impacting Samoa in the 1950s<sup>17</sup> and what was to become the COFA nations in the 1960s.<sup>18</sup> The diets changed to more processed foods and instead of walking, it became the norm to take a taxi. The medical community attributes the influence of Western food and ideals as a major factor in the declining health of Pacific Islanders.<sup>19</sup> <sup>20</sup> Thus, it is no surprise that the low-rise population has numerous chronic illnesses including High blood pressure (29.1%), Diabetes (24.2%), Asthma (20.2%), and High cholesterol (17.5%)—these rates are even larger in the high-rise population as seen in Table XX below. Tragically, the health of those from the Micronesian cultural lands is further compounded by radioactive fallout from 12 years of nuclear testing, as mentioned above, and the subsequent lack of agricultural land on these thousands of coral islands and atolls, many with an average sea elevation of seven feet.

Table: People-03

Medical Condition	Have this condition				Receiving treatment			
	Low-Rise		Tower		Low-Rise		Tower	
	N	%	N	%	N	%	N	%
Asthma	45	20.2%	31	29.2%	26	11.7%	19	17.9%
Diabetes	54	24.2%	38	35.8%	36	16.1%	25	23.6%
Lead Poisoning	2	0.9%	2	1.9%	3	1.3%	2	1.9%
High Blood Pressure or Hypertension	65	29.1%	44	41.5%	46	20.6%	29	27.4%
High Cholesterol	39	17.5%	28	26.4%	28	12.6%	22	20.8%
Extreme Stress, Anxiety or Fear	33	14.8%	18	17.0%	19	8.5%	9	8.5%
Overweight	52	23.3%	31	29.2%	17	7.6%	19	17%
Other (Heart Failure, Stroke. Etc.)	17	7.6%	8	7.5%	14	6.3%	8	7.5%

Migrants from COFA nations also have many have numerous endemic diseases; including Tuberculosis, Hepatitis B, and Syphilis. Cholera and Dengue fever are still common, as is Hansen’s disease. Smoking and alcohol consumption are on the uptick, leading to heart disease, stroke, and cancer; and on remote islands and atolls, Malnutrition and Vitamin A deficiency are common gateways to more serious illnesses.<sup>21</sup>

As they move to Hawai`i, these migrants bring significant burdens of infectious and chronic disease. It is estimated that in 2009, COFA migrants accounted for 17% of all new tuberculosis cases in the state and 94% of all new Hansen’s disease cases.<sup>22</sup>

Given the high number of residents who report being overweight and/or suffering from another chronic medical condition, striving to lead a healthier lifestyle is important. Nonetheless, residents face numerous barriers in this regard:

*Need for Greater Physical Activity:*

34.5% of respondents identified physical fitness programs as a service needed right now. This was the third most frequently cited need out of 21 options. The identification of this need correlates with respondents self-identifying as Samoan and Micronesian, indicating that this need may be higher among these populations. Additionally, less than half (42.9%) of respondents indicate that their children engage in 60 minutes of vigorous physical activity daily as recommended. And, as many as 6.6% of children are never active. The most common reasons why families are inactive or less active were lack of time (33%), health problems (23.6%) and fatigue (19.9%).

<sup>17</sup> <http://www.everyculture.com/multi/Pa-Sp/Samoan-Americans.html>

<sup>18</sup> <http://www.micsem.org/pubs/counselor/frames/healthmicfr.htm>

<sup>19</sup> <http://www.everyculture.com/multi/Pa-Sp/Samoan-Americans.html>

<sup>20</sup> <http://www.micsem.org/pubs/counselor/frames/healthmicfr.htm>

<sup>21</sup> <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3123150/>

<sup>22</sup> *ibid.*

#### *Need for Healthy, Affordable Food:*

Only 15.3% of respondents stated that their children eat the recommended five servings of fruits and vegetables a day. Most eat some fruits and vegetables daily; 35.7% eat 1-2 servings and 28.6% eat 2-4 servings. However, as many as 4.1% eat no servings of fruits and vegetables on a daily basis.

When asked about the barriers to eating fresh fruits and vegetables, more than half (56.7%) cited the high cost. However, additional reasons included poor produce (14.4%), lack of availability (6.7%) and lack of preparation know-how (3.9%). In addition, 14.5% of respondents indicated that they would benefit from nutritional counseling.

#### Language and Culture

Questions in the needs assessment related to language were almost always statistically significant for Micronesian households. While no Samoan or Native Hawaiian respondent thought that language was a difficulty for them or their households, approximately one-third of Micronesian families cited language barriers as an obstacle to finding and maintaining employment.

It was uncovered in the PACT Sunday's Project - a program geared toward parents of school-age children - that newly migrated parents were keeping their children home from school to help navigate shopping trips and medical visits. Wrapped up in this behavior is the cultural belief that education is not important - beliefs that service providers are working to change. The larger impact of this action is that, by missing school, these children not only fall behind with schoolwork, but also are listed as chronically absent, which causes the schools to lose federal funding. Student absenteeism is identified as a critical problem by all areas schools, and addressing this issue is a top goal in of the Education Task Force.

The management staff also notes the importance of having translators specifically for Chuukese, Kosraean and Marshallese residents. Translators are needed to help explain the leasing contract, the occupancy rules, and to assist with lease violations which may arrive from a lack of understanding of a resident's responsibilities. The Pacific Islanders are overall, very gentle souls who may simply pretend they understand to avoid causing trouble, but management has learned this is not the optimal way to ensure that they keep their housing status.

#### Community Engagement

One of the more jarring findings of the needs assessment was that residents do not appear to know about the array of services available on-site or within a short distance of Kuhio Park. For example, as mentioned above, KKV and Kalihi Palama Health Center are located half a block and a little less than two miles away, respectively. These award winning Federal qualified health centers have served the community for 40 years, yet 49.2% of low-rise residents cited the need for a health clinic. Further, 59.7% cited a library as an amenity that that would benefit their neighborhood. Yet Hawaii Literacy offers a 5,000+ book Family Library on-site and a state public library branch is a short 4-minute drive or 15 minute walk away. Additionally, 23.6% cited computer training as a program that was needed "right now." However, a computer training center has been operating on-site for over 10 years. Residents of the Tower community appear to be even less aware of these services and amenities with 59% citing the need for a health clinic, 76.1% citing the need for a Library, and 71.5% citing the need for computer training.

Additionally, service providers offer excellent programming such as parenting classes, C-BASE diploma programs for young adults and adults, and various job training that the needs assessment indicates are needed and wanted by residents. Yet, many programs have trouble recruiting participants. Even programs that may have good attendance at the start, find that the number of attendees dwindles. Clearly, there needs to be a better way to inform the residents about and engage them in available programs.

According to the survey, 62.1% of low-rise residents said they get their information from the newsletter. So, it is a reasonably effective tool for communication. However, other creative avenues and venues are needed to reach more of the resident population with details on the many offerings and entice them to participate.

In review of programs that were consistently well attended year-after-year, and did provide measurable results like the PACT Sunday's Project and resident association activities, the common factor was that the programs were organized and taught by native speakers who had a standing among their peers. In Pacific Island and Asean cultures, the elderly are the leaders of their sub-groups, i.e. family clan, village, small island, and/or church. Finding this influential person is key to reaching residents, because when this person speaks, those in his or her sub-population will listen.

### Goals, Outcomes, Metrics, Strategies and Partners

As previously noted, through the discovery process, the People Task Force identified four goals for the Kuhio Park people plan. Additionally, a set of outcomes and metrics related to each goal have been developed to more fully define success and track progress.

**Table: People-04**

Goals	Outcomes	Metrics
<p>Goal 1: Residents are well-informed about, have access to and take full advantage of the support services and programs in Kalihi and greater Honolulu</p>	<ul style="list-style-type: none"> <li>Active partnerships with Kuhio Park and greater Honolulu providers ensure comprehensive services are available to Kuhio Park residents</li> <li>Well organized system established for sharing data and tracking/ reporting progress against metrics</li> <li>Community Messenger/Ambassador Teams are formed as a pilot project – to be duplicated as interest and need is identified</li> <li>A referral network that links service providers; thereby increasing their knowledge of program offering and increasing cross-agency/ organization referrals</li> <li>Migrants more easily adapt to their new home</li> <li>There is a greater degree of cultural competency among residents and neighbors</li> <li>Residents are actively involved in services, events and activities</li> </ul>	<ul style="list-style-type: none"> <li>At least 80% participation in a case management program</li> <li>#/% of residents enrolled in benefits programs</li> <li>#/% of MOU's with partner organizations</li> <li># of “ambassador” or “navigator” groups for the different ethnicities that are formed to help acculturate migrants/immigrants</li> <li>#/% of residents participating in the local service providers programs</li> </ul>
<p>Goal 2: Households are economically stable and self-sufficient.</p>	<ul style="list-style-type: none"> <li>Residents attain the education, job skills and work readiness training needed for employment</li> <li>Increase # of youth and adults with work experience</li> <li>Work-eligible residents are employed and receive a living wage</li> <li>Residents no longer face barriers to employment</li> <li>30% of new hires are Section 3 employees, 10% of construction contracts and 3% of non-construction contracts go to Section 3 businesses</li> </ul>	<ul style="list-style-type: none"> <li>#/% of adults that complete high school or GED</li> <li># of residents who enrolled and completed job training or workforce development programs</li> <li>#/% of working-age adults with a certificate or license</li> <li>#/% of working-age adults working at least 30hrs/wk</li> <li>#/% of households who received Earned Income Tax Credit (EITC)</li> <li>#/% of households that have a bank account</li> <li>#/% of households enrolled in a savings program, FSS, etc.</li> <li># of residents employed through Section 3</li> <li>% of construction and non-construction contracts awarded to Section 3 businesses</li> </ul>
<p>Goal 3: Children, youth and adults are physically and mentally healthy</p>	<ul style="list-style-type: none"> <li>Residents with healthcare coverage identify a primary care physician and receive annual health check-ups</li> <li>Residents with identified mental health issues are receiving help</li> <li>Uninsured residents receive health care coverage</li> <li>Residents have access to affordable, healthy food and choose to maintain a healthy diet</li> <li>Elderly/Disabled residents remain stably housed in an independent living environment</li> </ul>	<ul style="list-style-type: none"> <li>#/% of households with medical insurance</li> <li>#/% of children with medical insurance</li> <li>#/% of increase in those receiving mental health counseling</li> <li>#/% of residents reporting good physical health</li> <li>#/% of residents reporting healthy weight</li> <li>#/% of residents with diabetes</li> <li>#/% of residents with high cholesterol</li> <li>#/% of resident participation in the Community Garden and the Farmer’s Market</li> <li>#/% of elderly participating in KKV’s Healthy Maintenance program</li> </ul>
<p>Goal 4: Increased navigation skills and English language skills foster a strong sense of community and honors Hawaii’s diverse cultural mix</p>	<ul style="list-style-type: none"> <li>Migrants more easily adapt to their new home</li> <li>There is a greater degree of cultural competency among residents and neighbors</li> <li>Residents are actively involved in services, events and activities</li> <li>Residents and neighbors have an understanding about and an appreciation of other cultures</li> </ul>	<ul style="list-style-type: none"> <li># of “navigator” groups for the different ethnicities that are formed to help acculturate migrants/immigrants</li> <li>#/% of residents participating in the local service providers programs</li> <li>#/% of reduction in reported bullying and ethnic-based violence</li> <li>An annual cultural festival highlighting the music, dance, costume, food, and other factors of the many ethnicities represented in the Kuhio Park community is produced each year</li> </ul>



**People Strategies**

To realize these goals and affect positive outcomes, the People Task Force identified a set of strategies and the partners to work to that end, with the knowledge that the process is fluid and will be adjusted as needed to respond to changes and unforeseeable conditions.

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Goal 1: Residents are well informed about, have access to and take full advantage of the support services and programs in Kalihi and greater Honolulu.

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Goal 1 Partners: PACT, KKV, Susannah Wesley, DHS, KKV, HOPE, Inc., Hawaii Literacy, Micronesia United, Micronesia Community Network, COFA Can, Immigrant Justice Center, Kalihi Provider Network, Aloha United Way, Resident Association, KNDI Radio Station 1270 AM, and others TBA

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*Foster Alliances and Build on Community Assets While Identifying and Addressing Gaps in Services*

Better Tomorrows will support and expand partnerships to create a continuum of programs that address the current and evolving needs of Kuhio Park residents. The case management team will be responsible for holding monthly or bimonthly meetings with service providers, securing written agreements, seeking new funding, recruiting new partners, and ensuring consistent data tracking and reporting procedures. A database of services will be created and maintained to effectively match residents with appropriate providers as needs are identified. This database will link with Aloha United Way’s database of services that offers one-stop access to services through a telephone hotline service and the internet.

Case managers will comprehensively assess all adults and their dependents with measurements that are easily understood and transferable, work with households to develop Individual and Family Action Plans, connect residents to local service providers, provide additional follow-up and support to ensure referrals are successful, and motivate residents to accomplish their individual goals.

*Increase the number of on-site case managers and bi-lingual and culturally competent support*

While Kuhio Park residents are blessed to have so many on-site case managers and eligibility specialists from KKV, PACT, Susannah Wesley and the Department of Human Services (DHS); many residents receiving benefits from DHS have to go to the downtown office to meet with their case managers. Conversely, recipients who live closer to the downtown offices have to meet with case manager at this location. This disparity will be addressed through the transformation efforts, allowing more residents to access case management services on-site. The revitalization of the distressed low-rises will also allow opportunities to build and provider more social service office space for case management services.

Case managers will work with the “navigator” teams defined below (in Goal 4) to learn effective, culturally appropriate ways to engage their clients and to help get the word out about new programs or changes in programs. As needed, the case managers will also engage organizations that provide interpreter services and translation for languages not spoken by the case managers. All printed application materials will be distributed in English, Chuukese, Marshallese and Samoan.

*Conduct Targeted Outreach to Engage Residents*

Better Tomorrows will employ a wide variety of promotion tools to enroll and maintain residents` engagement in programs. These tools include: monthly newsletters and periodic flyers delivered door-to-door; community building events; community meetings; targeted mailings to different segments of the resident population about specific programs and events; community-wide notices in common areas; and presentations at monthly resident association meetings.

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Goal 2: Households are economically stable and self-sufficient.

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Goal 2: Partners: Department of Community Services (Youth Build Program, WIA Youth Program, Workforce Development Programs, Vocational Rehabilitation, Family Self Sufficiency Program, Department of Labor and Industrial relations, Honolulu Community College, HCC –iCAN Program, PACT (Economic Development Center, Makery Program, and Teen Center), KKV, Goodwill Industries, Lanikila, Farrington Complex Schools, AmeriCorps, Kalihi Interagency Council, Interstate Realty Management Company, Michaels Development Company, Michaels Education Scholarship Foundation

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*Connect Residents to School or Employment Training*

Close to one-third (29.2%) of low-rise residents and 40.1% of high-rise residents are currently looking for work. Noting an up-tick in the Japanese economy and its impact on tourism, Hawai`i is listed as one of the top ten cities across the nation for job



growth.<sup>23</sup> As the impact of a healthy tourism industry is felt across a broad spectrum of jobs—including the fields where many residents work; i.e., restaurant-food service, retail store-sales, maintenance and even childcare; this is very good news. Other fields of job growth where residents have shown an interest in working include:

- Skilled Labor
- Sailors/Maritime
- Home Health/Personal Care Aides
- Computer Software Engineers
- Medical/ Public Health Social Workers
- Cargo and Freight Agents
- Physical Therapists
- Coaches and Scouts
- Nursing Aides
- Orderlies
- Hairdressers
- Hairstylists
- Nurse Practitioners
- Physician Assistants
- Interpreters and Translators
- Pharmacy Technicians
- Skin Care Specialists<sup>24</sup>

Residents have access to job listings in the three on-site computer centers. They can also access assistance on how to write a resume and additional help on how to get and keep a job in the job readiness programs. Additionally, the Michaels Educational Foundation offers higher education scholarships to residents pursuing degrees or certifications in college, trade/professional schools, or institutes. Better Tomorrow will work with PACT, Workforce Development, Goodwill, and school counselors to compile additional job placement and scholarship opportunities and make these opportunities known to residents through the avenues discussed above in Goal 1.

#### *Expand Access and Enrollment in Vocational Training*

According to U.S. Census, approximately 30% of residents in the Kuhio Park neighborhood have less than a high school diploma or its equivalency, and while only 13 low-rise residents are currently enrolled in adult education and training, the needs assessment uncovered a strong interest for vocational training and higher education. Note: residents were asked to mark all their areas of interest. To encourage the realization of residents' interest, job fairs and hands-on job demonstration will be staged with the pathways toward enrollment made very clear in all languages spoken on-site. Critical in the success of these events is the inclusion of the Navigators to effectively reach and engage the population.

Referrals will continue to be encouraged to other job readiness programs including:

- The PACT Economic Development Center Job Readiness Program and Business Start-Up Program, where participants in the two programs receive yearlong coaching on how to get and keep a job or how to launch and sustain an entrepreneurial business;
- The WorkHawaii YouthBuild Honolulu and WIA Youth Program where youth learn construction skills and get mentoring, respectively, while earning a high school diploma equivalent;
- AmeriCorps local Urban Corps program, Kupu, where youth learn natural resource management, energy conversation skills and other green job skill sets in hands-on activities that engage the mind and also leads to a high school diploma equivalent and job placement; and
- Seams Wonderful sewing classes and the newly launched Makery that trains enrollees in computer aided design (CAD) and computer aided manufacturing. These programs teach job skills that allows participants to produce fabric items such as clothing, curtains, purses, shoes, napkins and placemats, uniforms, logo items like hats and shirts, etc. (Seams Wonderful); and wooden items such as boxes, name tags, earring, key chain fobs, musical instruments, and other such items limited only by imagination (The Makery).

Beyond supporting these job development programs, PACT, is exploring a Business Start-up class to all who graduate from the two programs. This class teaches residents how to become entrepreneurs; including how to file taxes and other reports, how to market and advertise goods, and buy the business license for each graduate and provides a year of follow-up coaching. Graduates of the programs may also choose to start working for a clothing manufacturer, a sign company or even furniture manufacturer, or become a part of a worker cooperative that PACT and KKV are exploring the flexibility of forming.

<sup>23</sup> <http://www.kiplinger.com/slideshow/business/T012-S001-10-states-with-the-biggest-rate-of-job-growth-in-2/>

<sup>24</sup> [http://pattyinglishms.hubpages.com/hub/Hawaii\\_Jobs](http://pattyinglishms.hubpages.com/hub/Hawaii_Jobs)

*Maximize Section 3 Employment and Contracting Opportunities*

When the Michaels Development Company (MDC) began renovation on The Tower of Kuhio Park in 2011, a Section 3 plan was created to ensure the hiring of Section 3 residents. Once again, with the renovation of the low-rise communities, Section 3 jobs and contracts will play a big part in promoting economic development and employment opportunities to very-low- and low-income persons from Kuhio Park as well as the larger Honolulu area.

According to the Section 3 Plan, adopted on August 25, 2011, it is a goal of the Michaels Development Corporation to not only meet, but also make efforts to exceed the required Section 3 goals.

- 10% of the total dollar amount of all Construction-related contracts shall be extended to Section 3 Business Concerns.
- 3% of the total dollar amount of all Non-Construction contracts shall be extended to Section 3 Business Concerns.
- 30% of the aggregate number of new hires generated by this Development shall be extended to Section 3 Residents.
- Exception: for subcontractors performing on subcontracts less than \$100,000, Section 3 Goals shall not apply. If a subcontractor is awarded multiple subcontracts each less than \$100,000 but cumulatively totaling more than \$100,000, Section 3 Goals shall apply. The Developer and Contractor, however, shall include subcontracts less than \$100,000 on their overall Section 3 Goal reports.

Order of Preference for Section 3 Business Concerns:

- Business Concerns that are 51% or more owned by residents of Kuhio Park Terrace or Kuhio Homes, or whose businesses with a full-time, regular workforce that includes 30% of these persons as employees.
- Business Concerns that are 51% or more owned by residents of other Section 3 Housing in the State of Hawaii, or whose businesses with a full-time, regular workforce that includes 30% of these persons as employees.
- HUD Youth build programs in the State of Hawaii.
- Business concerns that are owned 51% or more by Section 3 Residents, or whose regular, full-time workforce includes no less than 30% Section 3 Residents, or that subcontracts in excess of 25% of the total amount of subcontracts to other Section 3 Business Concerns.

Order of Preference for Section 3 Residents in Training and Employment opportunities:

- Residents of Kuhio Park Terrace or Kuhio Homes
- Residents of other Section 3 Housing in the State of Hawaii
- Participants in HUD Youthbuild programs in the State of Hawaii
- Other Section 3 Residents

As a result, 69% (244 out of 355) of the new hires for the renovation of The Towers at Kuhio Park were Section 3 residents. Additionally, 95% of the total dollar amounts of all construction related contracts were extended to Section 3 Business concerns and 14% of the total dollar amounts of all non-construction were expended to Section 3 Business concerns.

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Goal 3: Children, youth and adults are physically and mentally healthy

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Goal 3 Partners: PACT – Teen Center, Family Center, KKV Health Clinic, Interstate Realty Management, HPHA, Realty Laua, IRM, KKV, PACT, Resident Association, DOH

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*Actively Collaborate With Existing Healthcare Providers*

Utilize the case management team, KKV’s eligibility specialists and Hawaii Health Connector advocates to ensure that all children, youth and young adults have the health coverage benefits they are entitled to and that they are using the health and wellness services offered by local health care providers.

Organize health fairs and events that provide health and developmental screening for various health conditions and reach residents of all ages and abilities; further, provide incentives for attendance to these fairs and use them—along with case managers and cultural navigators to:

- Connect residents to health care providers, establish a primary care doctor and preventive health care with annual medical, dental and behavioral check-ups.





- Identify and work with uninsured residents to enroll in available health care coverage and connect with FQHCs that serve patients regardless of ability to pay; specifically Kookaa Kalihi Valley and Kalihi-Palama Health Centers.

*Provide Interpreter Services to Assist Patients in Seeking and Obtaining Healthcare*

Work with Joint Services Safe Space for Women and Girls, Pacific Gateway, PACT Immigrant and Family Center, KKV and Kalihi-Palama Health Centers' multi-lingual staff, and the Navigators team to help Micronesian, Marshallese and other non-English speaking residents identify potential health, mental health and/or substance abuse issues, to make referrals to culturally competent service providers, and to follow-up on treatments and other mitigations. Together, these providers speak the over 20 languages and dialects used at Kuhio Park. Through networking efforts, providers have found that by engaging residents in fringe areas of health, such as immigration, they are able to build familiarity and trust which opens communication to hidden behaviors such as domestic violence and sexual abuse. Such cases can then be carefully referred to culturally competent specialists.

Support KKV's transportation services that connect residents with their main clinic and off-site doctor and other health-related appointments with van service stopping on-site every 30 minutes or by appointment.

*Continue To Provide Venues and Support For On-Site Access to Physically Active and Healthy Lifestyles, Including:*

- KKV's Health Maintenance program, an evidence-based exercise program offered on-site at Kuhio Park, which helps to keep the elderly active and interested in life. Each weekday morning for the past 10 years from 80 to as many as 110 senior citizens from the low- and high-rises and surrounding neighborhood meet to sing, dance, exercise, and have a healthy lunch. Some of the seniors who attend were bedridden when the program was first launched, and a number of them have gone from wheelchair use to walker, to cane. The program is a testament to more recent studies that cite *social interaction* as an important factor in health—as important as blood pressure and blood sugar levels.
- The Fitness Center located in Tower A, with 20 different cardio and weight machines.
- The Playground, with two sturdy structures, one for children aged 2-5 years old and one for children aged 5-12 years old; with quality rubber surfacing used to maximize safety and long-term usage, and equipment that accommodate both active and passive use as well as opportunities for upper body and fine motor skill development.
- The Ball Field, where the Solid Rock Crusaders tag and tackle football teams for girls and boys, grades K-7<sup>th</sup> play. These teams are sponsored by local hero, former resident and Jacksonville Jaguars defensive tackle, Tyson Alualu and offers training and mentorship for youth.
- The Community Garden, where youth involvement in digging garden beds, planting seeds, and harvesting fresh produce is encouraged and appreciated with fresh vegetables to take home.



- The Crop Shop – Farmer's Market offering organic vegetables, fresh fish and sea vegetables, healthy value-added foods prepared in Pacific Gateway's commercial kitchen and educational programming for youth, with food demonstrations for all ages. Currently providing \$2 for \$1 for those with SNAP EBT benefits.
- Iron Chef Competitions – PACT's Teen Center sponsored event where students learn healthy recipes and cooking tips then compete in this tasty cook-off.
- Free Smoking Cessation products – through tobacco settlement funding, Hawaii Department of Health sponsors free patches, gum, lozenges, and counseling for anyone wanting to quit. With all apartments in Kuhio Park going smoke-free by December 2014, promotion of these products has already geared up.

*Support Healthy Lifestyles Through Housing Design, Open Space and Recreation Facilities, and Infrastructure Improvements*  
 These strategies are more fully outlined in Neighborhood and Housing Strategy sections.

- Promote walking and bicycling by improving sidewalks, street lighting, crosswalks and signage and introducing bike lanes through the City & County of Honolulu's Complete Streets Plan, Hele-on-Kalihi initiative, Transit Oriented Development Plan, currently being implemented.
- Encourage students to walk to school with the Walking School Bus initiative and through 30-second radio spots on pedestrian safety created and recorded by elementary school students, and funded by Hawaii Department of Transportation's Safe



Routes to School (SRTS) education grant award. Further, promote walking and bicycling by applying for the H-DOT's SRTS infrastructure grant.

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Goal 4: Increased navigation skills and English language skills foster a strong sense of community and honors Hawaii's diverse cultural mix

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Goal 4 Partners: PACT, KKV, Susannah Wesley, DHS, KKV, HOPE, Inc., Hawaii Literacy, Micronesia United, Micronesia Community Network, COFA Can, Immigrant Justice Center, Kalihi Provider Network, Aloha United Way, Resident Association, KNDI Radio Station 1270 AM, and others to be determined

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*Create a Cultural Navigator Program of community leaders to help engage residents in programs and activities and to better identify and understand their needs.*

Better Tomorrows will work with local service providers, the resident association and other residents in creating a "cultural navigator" program. The program will initially focus on two ethnic populations with the highest concentration of non-English language speakers; i.e., native Chuukese and Marshallese speakers. Each language will have a team of navigators who will share information about the various programs and how to access them. This will be a very fluid and navigator-influenced program, as these key informants will know the best person to deliver programming details to which groups and in the best venue. Navigators will attend network service providers meetings, and then share information about the various programs through informal gatherings. Providers will, in turn, learn about needed programs or find ways that their programs could be adjusted to better serve the needs of their clientele.

Additionally, there are 20-some different languages and dialects spoken in the approximately 2100 islands and atolls in Micronesia alone, so it's critical to find the person with the right language skills. (It's interesting to note that some older Micronesians fall back on Japanese to communicate, which was the common language during the Pre-WWII occupation.) It is most likely that many program details and encouragements to participate will be shared in church or in bible study groups, around community events which include food, cultural events, fairs, "talking story" while waiting for the bus, and over the KNDI local radio station which offers programming in 17 different languages and dialects.

*Create a welcome wagon for new residents that connect them to the Cultural Navigator program.*

- Entry points for those newly arriving include the housing management team along with the network of service providers who will help make introductions to navigators and provide a gift basket of green household cleaning supplies.
- Activities may include visits to shopping centers, grocery stores, banks, and other retail establishments to help in future way-finding. The newly arrived migrant/immigrant will help determine the mode of transportation be it car, bus, walking, etc. depending upon their capacity and capabilities.

*Identify the places where these cultures overlap (food, dance, song, celebrations) and hold events around these similarities.*

- Linking common areas of interest will help people from the different cultures relate to each other along those common themes by encouraging events organized by cross-cultural planning teams.

*Identify the proper, culturally appropriate way to reach residents.*

- Identify images, colors that appeal to various groups (ethnicities, ages, etc.)
- Identify the best medium to reach various demographic populations
- Identify necessary languages for translations

*Offer ESL courses with different methodologies.*

- Three different service providers offer ESL courses on site. Hawaii Literacy offers a Rosetta Stone-based program to adults that have the advantage of also teaching computer skills, KKV buses women enrolled in their Seams Wonderful sewing class to an advanced course at the University of Hawaii's East West Center that is taught by a college professor, and Susannah Wesley offers a course taught by a native speaker of Chuukese. Realizing that people learn differently, ESL is offered for many different levels, from early beginner to advanced, and via different modes, e.g., native speakers, college professors, computer-aided, etc. It is also offered at different times of the day and different days of the week.
- Encourage literacy in one's indigenous language. The success in learning English as a second language is greatly increased if one is literate in their native language; thereby, classes in Chuukese and Marshallese could ultimately increase the fluency in English, and provide classes for native English speakers wanting to learn another language.



# Education Strategy



## Education Strategy

### Overall Vision for Education

The Education Strategy focuses on the coordinated implementation of a series of programs and efforts to improve educational opportunities for Kuhio Park’s children and youth, aged 0 to 20 who make up 45% of the total resident population (n=1,521). U.S. Census estimates for 2012 show a much lower percentage for the State of Hawaii and Honolulu County for ages 0-19, at 24.7% and 24.6%; respectively.<sup>1</sup> Along with the high number of youth, this population mix mirrors the cultural diversity of Kuhio Park discussed in previous chapters, and also mirrors many of the barriers to success; including language skills, and navigation skills as newly arriving migrants/immigrants trying to acculturate into a new home.

This chapter presents an overview of an Education Plan that seeks to build upon two very powerful educational movements underway in Hawai‘i: the Hawaii P-20 Partnerships for Education and STRIVE HI Performance System.

*Hawaii P-20 Partnerships for Education:* This five-year effort launched in 2009 with funding from the W.K. Kellogg Foundation. Its goal is to strengthen the educational pipeline so all students, from early childhood through higher education, can achieve college and career success. Specifically targeting the needs of this predominately migrant/immigrant population, a P-3 Partnership was launched in the elementary schools attended by children in the Kuhio Park neighborhood and surrounding valley. The P-3 initiative focused expanding early childhood education, reading on an “at-grade level” by 3<sup>rd</sup> grade, and professional development for teachers. This work is currently evolving into the next stage, called P-3—Phase 5.

*STRIVE HI Performance System:* In 2010, the Hawaii State Department of Education won a four-year, \$75 million Race to the Top grant by pledging sweeping education reforms, including plans to turn around its lowest performing schools, boost student achievement and improve teacher and principal effectiveness. In May 2013, the U.S. Department of Education (USDE) approved Hawaii’s waiver from certain requirements of the federal No Child Left Behind Act (NCLB). Over the course of more than a year, the DOE collaborated with Hawaii educators, parents, community groups and higher education stakeholders to develop an accountability and improvement system, called the Strive HI Performance System, that replaced many of No Child Left Behind’s most outdated and ineffective requirements and measures of success. Strive HI aligns and connects the Hawaii DOE’s strategic plan with system-wide policies and initiatives that yield outcomes that can be evaluated. Based on the “Growth Model,” The Strive HI Index uses multiple indicators to measure achievement, growth, readiness and achievement gaps to understand school performance and progress.

Several other education strategies are being tested and refined as resources emerge and new issues are uncovered. While the Education Strategy principally focuses on education for children and youth, additional strategies related to adult learning, job development, family supports and self-sufficiency can be found in the People Strategy section.

**Table: Education-01**

Kuhio Park Population – 0 - 20 years old					
	KPT Low-Rise <sup>1</sup>	Kuhio Homes <sup>1</sup>	Towers <sup>2</sup>	Totals	%
<b>Total Population</b>	<b>166</b>	<b>504</b>	<b>2,148</b>	<b>2,818</b>	<b>100%</b>
<b>0 to 5 years</b>	<b>15</b>	<b>43</b>	<b>314</b>	<b>372</b>	<b>13%</b>
<b>6 to 12 years</b>	<b>35</b>	<b>118</b>	<b>462</b>	<b>615</b>	<b>13%</b>
<b>13 to 16 years</b>	<b>25</b>	<b>61</b>	<b>206</b>	<b>292</b>	<b>10%</b>
<b>17 to 20 years</b>	<b>24</b>	<b>46</b>	<b>172</b>	<b>242</b>	<b>9%</b>
<b>Total population 0-20 years</b>	<b>99</b>	<b>268</b>	<b>1,154</b>	<b>1,521</b>	<b>45%</b>

Source: <sup>1</sup>Hawaii Public Housing Authority – April 2014; <sup>2</sup>Interstate Realty Management Company - April 2014

### Education Vision

The broad-based and evolving education strategies discussed below apply evidence-based and culturally-based programs and methodologies to address the immediate needs of this Pacific Islander children and youth population, while building a strong net that keeps them engaged in learning throughout their academic career and beyond, thereby creating an atmosphere where every household embraces the attainment of high quality education as a positive, lifelong process. The strategy supports and augments HI-DOE Strive HI initiatives to close achievement gaps through integrated, multi-sector partnerships.

<sup>1</sup> [http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_12\\_5YR\\_DP05](http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_12_5YR_DP05)

The goals of the education plan include:

- Children enter kindergarten ready to learn.
- Parents are engaged in their child's school and in their education.
- Children are proficient in key academic subjects and graduate from high school ready for college and/or career.

The Education Plan is informed by the findings of a comprehensive resident needs assessment that documents the strengths, current challenges and opportunities facing children, youth and their families at KPT Low-Rise and Kuhio Homes as well as the Towers of Kuhio Park and the broader Kuhio Park neighborhood. Key data sources utilized in this assessment include:

- *Resident Survey*: Comprehensive survey of the needs and preferences of residents at KPT Low-Rise, Kuhio Homes, The Towers of Kuhio Park and the broader Kuhio Park neighborhood administered by Pacific Resources for Education and Learning (PREL) in October-November 2013. There was a 68% response rate (112 of 164 possible households) for KPT Low-Rise and Kuhio Homes, 40% for the Towers and 39% for the surrounding Kuhio Park neighborhood
- *Local Reports and Publications*: Hawaii Department of Education Strive HI Performance System: Performance Steps, Performance Index, Performance Goals, School Years 2012-13 to 2017-18, School Status and Improvement Reports, School Year 2012-2013, 2012 Superintendent's 23rd Annual Report Hawaii Kids Count, Snapshots of Hawaii's Young Children (0-5), Children (6-11) and Teens (12-17)
- *Stakeholder Input*: Via Task Force meetings.

### Early Education

According to the Carnegie Foundation for the Advancement of Teaching, 35% of children entering kindergarten are unprepared to learn. The achievement gap is much higher for low-income and other high need children.<sup>2</sup> According to Hawaii Kids Count, only 8% of kindergarten classes statewide have at least three-fourths of all entering children consistently displaying the skills and characteristics necessary for success in school life.<sup>3</sup>

Research has shown that providing children with a preschool education makes a difference in their kindergarten readiness and their future success in school and life. "Well designed preschool education programs produce long-term improvements in school success, including higher achievement test scores, lower rates of grade repetition and special education, and higher educational attainment. Some preschool programs are also associated with reduced delinquency and crime in childhood and adulthood. The strongest evidence suggests that economically disadvantaged children reap long-term benefits from preschool."<sup>4</sup>



### Early Education Enrollment:

In 2011-2012, 58% of kindergarteners in Hawaii attended preschool.<sup>5</sup> According to resident survey data, the rate of early education enrollment among public housing and other neighborhood residents in Kuhio Park is significantly lower. Approximately 40% of 0-5 year olds from KPT Low-Rise and Kuhio Homes are enrolled in Head Start, Early Head Start or some other early education program. The rate (34%) is slightly lower for young children at The Towers of Kuhio Park; and even lower still (25.1%) for young children from the surrounding neighborhood.

<sup>2</sup> Raising a Reader website, <http://www.raisingareader.org>

<sup>3</sup> Hawaii Department of Education and Good Beginnings Alliance, 2012; Hawaii State School Readiness Assessment School Year 2012-2013.

<sup>4</sup> Barrett WS (2008), Preschool education and its lasting effects: Research and policy implications.

<sup>5</sup> 2012 Superintendent's 23<sup>rd</sup> Annual Report, Office of the Superintendent, Systems Accountability Office, Department of Education, State of Hawaii, RS 12-1271, Mary 2013.

Table: Education-02

Early Learning Enrollment of Children Ages 0-5			
	KPT Low-Rise and Kuhio	The Towers of	Surrounding Kuhio Park
Kindergarten	13.3%	19.3%	12.5%
Head Start	18.1%	14.3%	6.3%
Early Head Start	17.1%	14.3%	18.8%
Other Early Education Programs	4.8%	4.9%	6.3%
Do not attend	20%	20.2%	43.8%
Do not know	8.6%	5.4%	6.3%

Source: PREL Final Report: Result of Needs Assessment Administration for Kuhio Park Terrace Low-Rise and Kuhio Homes, The Towers of Kuhio Park and Kuhio Park Neighborhood

Public housing residents indicate a significantly greater need for childcare for this age group. 16.5% of residents in KPT Low-Rise and Kuhio Homes and 25.7% in The Towers of Kuhio Park need childcare for children ages 0-5 compared to 7.7% in the surrounding Kuhio Park neighborhood.

### K-12 Schools

The Hawai'i Department of Education is the only statewide public education system in the United States with divisions known as Complexes: one high school and the middle and elementary schools that feed into it. Anywhere from two to four Complexes are grouped into a Complex Area, which has its own Complex Area Superintendent (CAS) and support staff. Complex Area Superintendents provide leadership across 15 complexes on six (6) Islands. The CAS reports to the Deputy Superintendent in the Department of Education offices.



As described by former Deputy Superintendent Hamamoto, “Organizing by smaller complex groupings will allow each administrator to better focus on supporting the needs of their schools, while providing more meaningful supervision and accountability expectations of the principals and schools. Complexes represent a more manageable scope of responsibility, situate resources and decision making closer to the schools and improve student support as a continuum from kindergarten to graduation.”<sup>6</sup>

The Farrington-Kaiser-Kalani Complex Area is one of nine on the island of Oahu and is part of the Honolulu District. The Farrington Complex is the one attended by Kuhio Park residents and includes: a high school (the largest in the state), two (2) middle schools, eight (8) elementary schools, and a Pre-K-1<sup>st</sup> grade elementary school. The Complex schools most attended by Kuhio Park students include Governor Wallace Rider Farrington High School (*Farrington*), Governor Stanford B. Dole Middle School (*Dole*), King David Kalakaua Middle School (*Kalakaua*), Kalihi Waena Elementary, Mayor Joseph J. Fern Elementary (*Fern*) and Linapuni Elementary-an Early Childhood Center teaching pre-K-1<sup>st</sup> grade.

When the Farrington High School Complex is compared to other schools in the State, the data shows educational attainment is significantly lower and the population is also poorer. With low median incomes, 73% of students at the Farrington Complex are economically disadvantaged compared to 50% of students statewide.<sup>7</sup> Anywhere from two-thirds to nearly 100% of students at the Farrington Complex schools receive free or reduced lunch compared to 52% statewide. All of the schools are Title I schools where an average of 1 in 3 students have limited English language skill.

<sup>6</sup> Hawaii State Department of Education, [http://doeweb2.k12.hi.us/myschool/complexareas\\_about.htm](http://doeweb2.k12.hi.us/myschool/complexareas_about.htm)

<sup>7</sup> 2012 Superintendent’s 23<sup>rd</sup> Annual Report, Office of the Superintendent, Systems Accountability Office, Department of Education, State of Hawaii, RS 12-1271, Mary 2013.

Table: Education-03

Hawaii State Assessment Program, School Year 2012-2103		
Total population	49,872	1,360,301
% of population aged 5-19	21.6%	18.4%
Median age of population	37.0	38.6
Number of family households	9,193	313,907
Median household income	\$64,206	\$66,460
Community Educational Attainment Level		
College Graduate	14.3%	29.4%
Some College	25.9%	31.4%
High School	36.2%	29.0%
Less Than High School	23.6%	10.2%

Source: State of Hawaii Department of Education, 2013 School Status and Improvement Reports

Although precise enrollment data from the Hawai'i Department of Education is not available, the resident survey indicates that students from KPT Low-Rise and Kuhio Homes as well as the Towers of Kuhio Park are clustered in certain schools. Approximately half of the school age children are enrolled in one of three elementary schools: Linapuni, Fern and Kalihi-Waena. Almost 30% of school age children are enrolled in Middle School; three-quarters of whom attend Dole and one-quarter that attend Kalakaua. Almost 20% of students attend high school; 90% of whom attend Farrington.

When asked if they explored other school options (i.e. private, charter or Montessori), only 16.5% parents at KPT Low-Rise and Kuhio Homes said they had. The figure was very similar at the Towers (16.3%) and the surrounding neighborhood (14.3%).

*Poor Academic Performance Compared to State Standards:* Of the six schools that Kuhio Park students attend, five are restructuring per NCLB and one is in its first year of improvement (Linapuni). Only one neighborhood school met the Adequate Yearly Progress standards for the 2012-13 school year (Kalihi Waena). All of these school report absenteeism and tardiness as a priority issue, and a dropout rate of close to 25%, beginning in middle school and with all factors considered.<sup>8</sup>

*The Strive HI Index:* The Strive HI Index uses multiple measures of achievement, growth, readiness and achievement gaps (including HSA reading and math scores; end-of-course science assessments; chronic absenteeism; 8th and 11th grade ACT scores in reading, English, math and science; high school graduation rates; and college enrollment) with a total score of 400 points. This “report card” charts schools’ performance and progress and differentiates schools based on their individuals needs for reward, support and intervention. The Index considers the performance of all students as well as performance gaps between two new student subgroups: “High-Needs Students” and “Non-High Needs Students.”

*The Strive HI Steps:* Based on the Index score, schools are placed on one of 5 Steps – Recognition, Continuous Improvement, Focus, Priority and Superintendent’s Zone – as they strive for continuous improvement. The state’s highest-performing schools will receive recognition, financial awards and administrative flexibility to sustain their success. Low-performing schools will receive customized supports based on the lessons learned from Hawaii’s successful school turnarounds.

The current Strive HI indexes and place along the steps for the Farrington Complex Schools that serve the Kuhio Park community are as follows:

Table: Education-04

School	Index	Step
Kalihi-Waena Elementary	318	Continuous Improvement
Kalakaua Middle	240	Continuous Improvement
Farrington High	180	Continuous Improvement
Fern Elementary	174	Continuous Improvement
Dole Middle	63	Priority School

Note: The classification for Linapuni Elementary has not been determined. Because Linapuni is a Pre-K-1 school, all but one of the metrics in the Strive HI Index (chronic absenteeism) are not available for the school. DOE is working with the CAS and principal to identify alternative metrics appropriate for this unique school.

<sup>8</sup> <http://arch.k12.hi.us/PDFs/ssir/2013/Honolulu/SSIR106-1.pdf>

For the most part, the Farrington Complex schools where the public housing residents attend performed below state standards across the board in reading, mathematics and science.

Table: Education-05

Hawaii State Assessment Program, School Year 2012-2103							
School	Reading			Mathematics			Science
Elementary – Grade	3	4	5	3	4	5	4
State Standard	71%	73%	72%	66%	65%	61%	45%
Fern	56%	68%	51%	50%	55%	51%	22%
Kalihi-Waena	59%	57%	68%	54%	70%	65%	43%
Middle School – Grade	6	7	8	6	7	8	8
State Standard	74%	71%	73%	59%	55%	59%	29%
Dole	44%	47%	59%	33%	29%	48%	10%
Kalakaua	55%	66%	68%	53%	53%	57%	21%
High School – Grade	10			10			10
State Standard	69%			46%			24%
Farrington	60%			49%			13%

Source: State of Hawaii Department of Education, 2013 School Status and Improvement Reports

Lower graduation rate at Wallace Rider Farrington compared to the state standard: 75.0% of freshman who began high school at Farrington High School in school year 2009-10 graduated in 2012-13. This is significantly lower than the statewide rate of 82.2%<sup>9</sup>.

Table: Education-06

Student Profile, School Year 2012-2013					
School	Fall Enrollment	#/% enrolled for	#/% receiving	#/% in Special	#/% with
State Standard <sup>10</sup>			52% <sup>11</sup>	10.0%	8.4%
<b>Elementary</b>					
Linapuni	168	148 (88.1%)	167 (99.4%)	9 (5.4%)	103 (61.3%)
Fern	510	464 (91.0%)	421(82.5%)	32 (6.3%)	159 (31.2%)
Kalihi-Waena	581	549 (94.5%)	477 (82.1%)	30 (5.2%)	130 (22.4%)
<b>Middle School</b>					
Dole	809	739 (91.3%)	639 (79.0%)	95 (11.7%)	230 (28.4%)
Kalakaua	1032	980 (95.0%)	768 (74.4%)	91 (8.8%)	261 (25.3%)
<b>High School</b>					
Farrington	2437	2224 (91.3%)	1627 (66.8%)	242 (9.9%)	344 (14.1%)

Lower rate of students who require special education than their peers: Although precise data for Kuhio Park students is not available, most of the Farrington Complex schools have fewer students that require special education programs than the State as a whole. The one exception is Dole that has a rate of 11.7% compared to 10.0% statewide.

Lower percentage of public housing residents appear to require bi-lingual support than their peers: 10.7% of KPT Low-Rise and Kuhio Homes residents indicated that they have a child who needs bi-lingual support (another 10.7% do not know). A higher percentage of residents from the Towers of Kuhio Park (17.5%) said they have a child that would benefit from bi-lingual support (18.1% do not know). Interestingly, none of the residents in the surrounding Kuhio Park neighborhood responded in the affirmative, although 14.3% said they do not know. Unless a significant portion of the residents who responded “do not know” really do have a child who needs this service, it appears that the percentage of students in the target population who need bi-lingual support is lower than it is among the total Farrington School Complex population.

<sup>9</sup> 2012 Superintendent’s 23rd Annual Report, Office of the Superintendent, Systems Accountability Office, Department of Education, State of Hawaii, RS 12-1271, Mary 2013.

<sup>10</sup> Ibid.

<sup>11</sup> He, S.J., Stern, I.R., Nakamura, L. (2013). Snapshots of Hawaii’s Children. Honolulu: University of Hawaii, Center on Family.

Significantly higher rates of Samoan and Micronesian students in the Farrington Complex than the state: Additionally, with the exception of Linapuni, there are significantly higher rates of Filipino students in the local schools than the state as a whole. Based upon the demographic analysis in the Neighborhood Context Chapter, it appears that students from the public housing sites tend to make up the Samoan and Micronesian, as well as the Native Hawaiian populations at the schools; whereas, the Filipino student population appears to come from the surrounding Kuhio Park neighborhood where the proportion of residents of Asian descent is much higher.



Table: Education-07

Student Ethnicity, School Year 2012-2013					
School	Filipino	Native Hawaiian	Samoan	Micronesian	Other
State Average <sup>12</sup>	21.9%	27.7%	3.5%	3.2%	43.7%
<b>Elementary</b>					
Linapuni	4.3%	8.5%	24.7%	56.6%	5.9%
Fern	39.6%	12.0%	13.3%	27.4%	7.7%
Kalihi-Waena	53.7%	8.2%	6.9%	14.4%	16.8%
<b>Middle School</b>					
Dole	43.0%	10.4%	16.2%	19.6%	10.9%
Kalakaua	66.3%	9.1%	5.3%	9.9%	9.4%
<b>High School</b>					
Farrington	61.6%	9.2%	9.7%	5.9%	13.6%

*High rates of absenteeism in all grade levels:* Students have to be present and engaged to learn. Research shows that starting as early as kindergarten, absences can affect academic achievement, especially for low-income students unable to make up for lost time. They can leave children unable to read well by the end of 3<sup>rd</sup> grade, exacerbating the achievement gap. And they can set a pattern of poor attendance and academic failure for older students, fueling the dropout rate. As a result, chronic absence is a critical early warning sign that students are headed off track. Chronic absence refers to the percentage of students who have missed more than 10% of the school year (i.e. 18 or more days) including excused and unexcused absences.<sup>13</sup>



All of the schools in the Farrington Complex have lower rates of average daily attendance and higher average daily absences than the state standard. Rates at Linapuni, Dole and Wallace Rider Farrington are particularly troubling.

<sup>12</sup> 2012 Superintendent's 23<sup>rd</sup> Annual Report, Office of the Superintendent, Systems Accountability Office, Department of Education, State of Hawaii, RS 12-1271, May 2013.

<sup>13</sup> *Attendance Works: Advancing Student Success by Reducing Chronic Absenteeism*, <http://www.attendanceworks.org/>

Table: Education-08

School	Attendance Rates			Average Daily
	Average Daily Attendance			
	2010-11	2011-12	2012-13	
State Standard	---	---	95.0%	9
Elementary	94.7%	94.6%	---	---
Linapuni	91.3%	89.9%	90.0%	18.0
Fern	93.9%	93.8%	94.3%	10.3
Kalihi-Waena	94.8%	94.2%	94.6%	9.7
Middle School	94.5%	94.4%	---	---
Dole	92.0%	91.2%	92.0%	14.4
Kalakaua	95.0%	94.9%	94.7%	9.5
High School	92.4%	92.3%	---	---
Farrington	90.1%	89.2%	90.1%	17.1

Source: State of Hawaii Department of Education, 2013 School Status and Improvement Reports, unless otherwise noted.

Through discussions with native Pacific Islanders and cultural experts on the People and Education Task Force committees, it was uncovered that newly migrating Micronesian youth and their families often lack adequate socialization to prepare them for life in their adopted home. They move from small islands and atolls with few opportunities and where cultural mores and norms have taught complacency for thousands of years. Youth arrive in Hawaii where expectations are made but never fully explained, and the pathways to success in this new home are seldom made clear—or even presented as worthwhile avenues to follow. This disconnect is leading to high absenteeism rates. There is an urgent need to create culturally appropriate pathways to success that can spark the willingness to learn outside traditional Western education modalities.

*High rates of suspensions in the middle and high schools:* While rates of suspensions in the Farrington Complex elementary schools are much lower than the State standard for the 2011-2012 school year, the rates for the Middle and High Schools exceed it. Dole has a particularly high rate of suspensions. (Examples of class suspensions: Class A: Burglary, robbery, sale of dangerous drugs; Class B: Disorderly conduct, trespassing; Class C: Class cutting, insubordination, smoking; and Class D: Contraband (e.g. possession of tobacco))

Table: Education-09

Schools	Suspensions, School Year 2012-2013					
	Non-Suspended	Suspended	Class A	Class B	Class C	Class D
State Standard	95% <sup>14</sup>					
Elementary						
Linapuni	168 (100%)	---	---	---	---	---
Fern	504 (99%)	6 (1%)	---	5 (83%)	---	1 (17%)
Kalihi-Waena	571 (98%)	10 (2%)	4 (40%)	2 (20%)	2 (20%)	2 (20%)
Middle School						
Dole	705 (87%)	104 (13%)	39 (25%)	75 (48%)	18 (11%)	25 (16%)
Kalakaua	950 (92%)	82 (8%)	42 (31%)	59 (44%)	20 (15%)	14 (10%)
High School						
Farrington	2,286 (94%)	151 (6%)	110 (54%)	62 (30%)	31 (15%)	2 (1%)

Source: State of Hawaii Department of Education, 2013 School Status and Improvement Reports, unless otherwise noted.

*Limited concerns about student safety at school but somewhat more concerns about travelling to and from school:* Only 6.2% of KPT Low-Rise and Kuhio Homes worry that their children are somewhat or very unsafe at school. The rate was slightly higher at The Towers (10%) but there were no parents in the surrounding neighborhood that feared their children were unsafe. These responses are consistent with data from the School Quality Survey at the Farrington Complex elementary schools. Overall teachers,

<sup>14</sup> 2012 Superintendent’s 23<sup>rd</sup> Annual Report, Office of the Superintendent, Systems Accountability Office, Department of Education, State of Hawaii, RS 12-1271, Mary 2013.

\*Ibid.

parents and students expressed more concerns about student safety and well-being at the key middle and high schools, particularly Sanford B. Dole and Wallace Rider Farrington.

Table: Education-10

Student Safety and Well-Being			
School	Teachers	Parents	Students
<b>Elementary</b>			
State Standard	94.7%	92.2%	83.6%
Linapuni	100.0%	93.0%	---
Fern	77.7%	94.5%	92.6%
Kalihi-Waena	90.3%	94.4%	79.8%
<b>Middle School</b>			
State Standard	91.7%	85.8%	81.0%
Dole	60.3%	82.5%	77.6%
Kalakaua	97.5%	90.8%	84.2%
<b>High School</b>			
State Standard	89.4%	81.9%	75.3%
Farrington	81.1%	83.3%	66.3%

Source: State of Hawaii Department of Education, 2013 School Status and Improvement Reports, 2013 School Quality Survey (SQS)

Parents appear to be more concerned about the safety of children travelling to and from school. At KPT Low-Rise and Kuhio Homes, 18.3% thought their children were somewhat to very unsafe travelling to and from Fern Elementary School. This number was even higher at the Towers and in the neighborhood with 23.8% and 21.4% worrying that their child was somewhat to very unsafe respectively.

When asked why they feel their child is unsafe, violence (24.3%) and bullying (23.3%) were the primary reasons followed closely by drugs (18.4%). Other less frequent reasons included unsafe roads/bad drivers, the bridge between Kalihi-Waena Elementary School and Kuhio Park, and a general lack of adult supervision. The response was very similar from Towers parents. In the surrounding neighborhood, residents also noted the lack of sidewalks/paved paths, lack of transportation (no bus), poor neighborhood reputations and the threat of strangers.

Despite some of the poor performance indicators, standards for the Farrington Complex teachers tend to exceed Department averages. A higher percentage of teachers at the target schools are fully licensed compared to state rate of 97%. With the exception of Dole, teachers at all of the target schools have more advanced degrees than their peers statewide. With the exception of Kalihi-Waena, teachers at all of the target schools are more experienced. However, at Fern, Kalihi-Waena, Dole and Kalakaua, the teachers are newer to the school than on average statewide.

Table: Education-11

Teacher Performance Indicators				
Schools	Fully Licensed	Advanced degree	5+ years at this	Average years of
State Standard	97%	35%	62%	12.2
Farrington Complex	99%	38%	63%	12.5
<b>Elementary</b>				
Linapuni	100.0%	47.1%	82.4%	19.1
Fern	97.1%	38.2%	50.0%	10.4
Kalihi-Waena	97.2%	47.2%	50.0%	9.4
<b>Middle School</b>				
Dole	97.8%	26.1%	58.7%	13.0
Kalakaua	98.4%	45.2%	60.0%	12.4
<b>High School</b>				
Farrington	99.3%	39.3%	72.6%	15.4

Source: State of Hawaii Department of Education, 2013 School Status and Improvement Reports

*HIDOE Wellness Guidelines*—Background. In 2004, U.S. Congress passed the Child Nutrition and Women Infants and Children Reauthorization Act requiring school systems participating in the National School Lunch Program to establish a local wellness policy. In response, Hawaii’s Board of Education created a Health, Wellness, and Safety Policy and developed Wellness Guidelines which included goals for food and beverages on campus, nutrition education, physical education, and other school-based activities that were designed to promote student wellness. The Policy and Guidelines were adopted in 2007, and schools were given four years—until SY2010-11 to implement the guidelines.

Farrington Complex does not fare well according to 2012 Wellness Indicators. The Overall Wellness Guidelines Score is only 72% compared to 78% for the state overall. Only 75% of the complex schools have a wellness committee compared to 84% in the overall state and only 25% of all food and beverages sold met compliance compared to 41%. Only 75% of required health education classes and 67% of required physical education classes met recommended minutes compared to 82% and 85% respectively statewide. And the minimum of 20 minutes of recess per day was only achieved 75% of the time compared to 80% statewide. This is of particular concern given the high rates of chronic disease and other health issues identified in the People Needs Assessment.

*KPT Low-Rise and Kuhio Homes parents were less satisfied with the quality of the Farrington Complex schools than other parents.* One of four parents (25.3%) from KPT Low-Rise and Kuhio Homes are not satisfied with their child’s school; 17.7% were very satisfied, 31.6% were satisfied and 25.3% were somewhat satisfied. This is significantly lower than their peers at The Towers of Kuhio Park and the surrounding neighborhood where only 4.3% and 6.7% were unsatisfied. At the Towers 42.7% were very satisfied, 22% were satisfied and 25% were somewhat satisfied and in the neighborhood, 33.3% were very satisfied, 26.7% were satisfied and 20% were somewhat satisfied. It is also significantly lower than the satisfaction rates reported by parents as a whole at the respective schools (see Table below) which range from 83.3% at Wallace Rider Farrington to 100.0% at Linapuni.

**Table: Education-12**

Farrington Complex Satisfaction			
School	Teachers	Parents	Students
<b>Elementary</b>			
State Standard	92.8%	93.3%	87.0%
Linapuni	96.2%	100.0%	---
Fern	91.7%	96.6%	92.6%
Kalihi-Waena	91.7%	96.9%	92.5%
<b>Middle School</b>			
State Standard	87.9%	89.6%	85.0%
Dole	61.5%	83.8%	85.2%
Kalakaua	97.6%	92.2%	87.9%
<b>High School</b>			
State Standard	89.4%	81.9%	75.3%
Farrington	81.1%	83.3%	66.3%

Source: State of Hawaii Department of Education, 2013 School Status and Improvement Reports, 2013 School Quality Survey (SQS)

When asked why they were dissatisfied, respondents from KPT Low-Rise and Kuhio Homes noted outdated curriculum, not meeting the minimum test score requirements, feeling that their children were academically behind and because the schools are inconveniently located far from home.

*Parent involvement is limited:* 42.5% of KPT Low-Rise and Kuhio Homes parents said they participate in Parent Teacher Association (PTA) meetings or other school support organizations. This is slightly lower than parents at the Towers (47.7%) but nearly double the rate in the surrounding neighborhood (28.6%). It also appears to be somewhat at odds with the data from the School Quality Survey that indicates much higher rates of involvement as reported by teachers, parents and students at the key Farrington Complex schools.

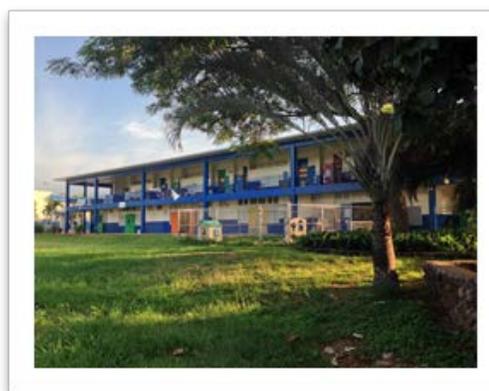
Table: Education-13

School	Parent Involvement		
	Teachers	Parents	Students
<b>Elementary</b>			
State Standard	96.9%	93.3%	87.0%
Linapuni	100.0%	98.3%	---
Fern	95.3%	96.6%	92.6%
Kalihi-Waena	96.0%	95.0%	81.0%
<b>Middle School</b>			
State Standard	93.5%	85.8%	79.4%
Dole	70.9%	86.4%	80.4%
Kalakaua	97.1%	87.3%	68.3%
<b>High School</b>			
State Standard	92.6%	82.5%	77.9%
Farrington	88.2%	81.3%	70.1%

Source: State of Hawaii Department of Education, 2013 School Status and Improvement Reports, 2013 School Quality Survey (SQS)

When asked what would encourage them to be more involved at their children’s school, 22.3% of KPT Low-Rise and Kuhio Homes said “nothing” and another 23.3% said they did not know. Of the few who offered suggestions, 14.6% cited more flexible meeting/event times, 13.6% felt that a closer school location would help them attend and 7.8% indicated that bi-lingual support services would encourage them. This response was similar among Towers residents but a much higher proportion of neighborhood residents (37.5%) said flexible meeting times would help.

Nonetheless, many parents do show active participation in other aspects of their child’s education. The majority of parents at KPT Low-Rise and Kuhio Homes read to their 0-7 year old child regularly; 42.7% 3+ times per week, 20.7% at least 1-2 times per week. Similarly, a majority of parents encourage their children in grades K-8 to read books outside of school; 50% 3+ times per week, a 20.7% at least 1-2 times per week. Finally, the majority of parents of high school age children talk to them about college and career; 29.3% 3+ times per week, 21.3% at least 1-2 times per week. These rates were very similar among parents in the Towers. Residents in the neighborhood tended to read to their children a bit more frequently; 64.3% 3+ times per week. However, they encourage their children K-8 to read at very similar rates. Moreover, it appears that all of the neighborhood parents of high school students, speak to them at least once a week about college and career.



*Limited participation in out-of-school-time programs:* High-quality, organized after-school and summer programs promote academic and social skills, provide opportunities for children and youth to develop positive relationships with peer and adult mentors, increase children’s safety and reduce the likelihood that youth engage in inappropriate activities. Participation can improve children’s academic performance, homework completion, behavior and work habits, while reducing the need for disciplinary action. Additionally, students lose math and reading skills when they are not engaged in enriching summer activities. According to research, summer learning losses, when compounded each year, accounts for a large portion of the achievement gap between lower-income and high-income students.<sup>15</sup>

Unfortunately, participation in out-of-school time activities is limited among public housing residents and neighborhood youth. Participation in summer programs is particularly low. Among all groups, the most attended programs include after-school programs, faith-based activities, recreation/sports programs and tutoring.

<sup>15</sup> 2012 Rhode Island KIDS COUNT Factbook/Education/Out-of-School Time



Table: Education-14

Participation in Youth Programs			
	KPT Low-Rise and Kuhio	The Towers	Surrounding Kuhio Park
After-school program	13.9%	20.6%	25%
Faith-based/Church activities	11.4%	11.2%	25%
Recreation or sports program	10.5%	9%	12.5%
Tutoring program	8.6%	18.4%	6.3%
Summer program	5.7%	4.0%	6.3%
Leadership program	2.9%	4.5%	---
Arts/Performing Arts	1.9%	4.9%	---
Drug Prevention program	1.9%	4.5%	---
Mentoring Program	1.0%	4.9%	---
College preparation	1.0%	5.4%	---
Life Skills program	1.0%	4.9%	---
Weekend program	1.0%	4.9%	---
Relationship counseling	1.0%	3.6%	---
Job training/Employment program	---	5.4%	---
Other	1.9%	3.6%	---

When asked why their children do not participate in out-of-school-time programs, most respondents said they “Don’t Know.” However, of the KPT Low-Rise and Kuhio Homes residents that indicated a reason, the most frequently cited were: Program Times (15.5%), Don’t know what’s available (14.6%), Gang/Neighborhood Violence (10.7%) , Cost (9.7%) and Lack of transportation (8.7%). A greater portion of Tower residents cited Violence (17%) and neighborhood residents also cited lack of availability of programs (12.5%) and lack of interest (12.5%).

More than 3 in 4 residents said there is a high need for more programs for children and teens; 72.4% of KPT Low-Rise and Kuhio Homes residents, 81.5% of Tower at Kuhio Park residents and 90% of surrounding Kuhio Park residents. Specifically, KPT Low-Rise and Kuhio Homes residents would like to see additional programming for youth in the following areas: Tutoring (18.1%), After-school programs (14.3%), Arts/Performing Arts programs (14.3%), Faith-based/church activities (13.3%), and Drug prevention programs (13.3%). While Tower and neighborhood residents were also interested in these programs, Tower residents emphasized the need for Summer Programs and Recreation/Sports programs and Kuhio Park residents focused on Life Skills programs.



### Goals, Outcomes, Metrics, Strategies and Partners

As previously noted and in direct response to this needs assessment, three key education goals have been identified for the Kuhio Park Education Plan. Additionally, a set of outcomes and metrics related to each goal have been developed in order to more fully define success and track progress to determine when strategies and partnerships need to be adjusted during implementation. Table: Education 15 outlines the specific outcomes and metrics for each of the three goals.

**Table: Education-15**

Goals	Outcomes	Metrics
Goal #1: Children enter kindergarten ready to learn	Children ages 0-5 are enrolled in a high quality early learning programs that lead to successful health, social-emotional, and education outcomes	<ul style="list-style-type: none"> <li>• #/% of mothers/children receiving preventative care</li> <li>• # of accredited early learning/child care slots in neighborhood</li> <li>• #/% of children, from birth to K entry, participating in accredited center-based or formal home-based early learning programs (e.g., Early Head Start, Head Start, child care, or preschool)</li> <li>• #/% of children in kindergarten who demonstrate at the beginning of the program or school year age-appropriate functioning across multiple domains of early learning</li> <li>• #/% of households participating in family literacy activities</li> <li>• For children 0-7, #/% of parents or family members who report reading to their child 3 or more times a week</li> </ul>
Goal #2: Parents are engaged in their child's school and in their education	Increase the number of parents/guardians actively engaged in their child's educational experience and appreciate the need to send their children to school	<ul style="list-style-type: none"> <li>• For children in K through 8th grade, #/% of parents or family members who report encouraging their child to read books outside of school</li> </ul>
All schools are experiencing high absentee rates	All students regularly attend school	<ul style="list-style-type: none"> <li>• % of average daily attendance</li> <li>• # average daily absences</li> </ul>
Goal #3: Children are proficient in key academic subjects and graduate from high school ready for college and career	Kuhio Park youth and young adults participate in supplemental and continuous education opportunities that prepare them for college and career success	<ul style="list-style-type: none"> <li>• #/% increase in reading proficiency for Farrington Complex students</li> <li>• #/% increase in math proficiency for Farrington Complex students</li> <li>• #/% increase in science proficiency for Farrington Complex students</li> <li>• #/% increase in graduation rates</li> </ul>
	Students expelled from school are offered in- school alternative educational programs	<ul style="list-style-type: none"> <li>• #/% of young adults who enroll in and graduate from vocational training or industry-recognized certification programs</li> </ul>
	More high school graduates enroll into post-secondary education	<ul style="list-style-type: none"> <li>• For children in 9th-12th grades, #/% or parents of family members who report talking with their child about the importance of college and career</li> <li>• #/% entering college and secondary schools</li> </ul>

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Goal 1: Children enter kindergarten ready to learn.

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Goal 1 Partners: HI-DOE; HI-DOH, Fern, Linapuni, Kalihi-Waena Elementary Schools; & Dole Middle Schools; PACT Head Start and Early Head Start; PACT Immigrant and Family Center; Hawaii Literacy; YMCA; Y-Center of Hawaii, El Sistema –HI, Executive Office of Early Learning (EOEL); Hawaii Appleseed Center, KKV Health Clinic and Behavior Health Division, University of Hawai`i System, Hawaii P-20 Partnerships for Education.

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*Mothers have healthy births and children are receiving primary prevention, health screening, and healthy meals:*

Launch a campaign based on the “friends don’t let friends…” concept to connect mothers to perinatal, WIC, and nutritional programming to ensure healthy births, along with well-baby home visits, immunizations, and parenting support classes offered by KKV and Kalihi-Palama Health Centers. Enlist the cultural navigators and the graduates of the Sunday’s Project and Tuesday’s Club (discussed below) to help doctors and case managers impart the importance of WIC and SNAP programs in providing the “building blocks necessary for proper growth, health, development and learning.”<sup>16</sup> Ensure that mothers and their babies are receiving prenatal perinatal and postnatal care, along with nutrition education and access to healthy foods that are critical factors in the child’s future academic career.



*Ensure all 3-4 year olds are screened by PACT’s Mikiala Early Screening Program.* This school-readiness project provides free developmental, hearing, and vision screening to 3 and 4 year olds in the Farrington Complex Area. Along with hearing and vision screen, pre-school development specialists also screen in five areas of development: Communication (language), Gross Motor (large muscles), Fine Motor (small muscles), Problem Solving, and Personal-Social using the Ages and Stages Questionnaire (ASQ). Following the screening, specialists provide information to parents about their child’s health and development, and what steps they can take to increase their child’s readiness for school, including fun activities for parents and children and community resources to assist them. To extend the reach of the program, during the summer months screening will take place on site, with booths located in the common areas drawing in participants and screening occurring in Hospitality Suites or other available social service areas. Along with spontaneous recruitment of those passing by, the localized screenings will also be promoted through flyers, the monthly newsletter distributed door-to-door, and word-of-mouth.

*Pilot a School Breakfast program model at Linapuni Elementary School.* The benefits of breakfast go far beyond improving child nutrition. As any educator knows, hungry children cannot learn. Empirical research has repeatedly shown that students who participate in school breakfast:

- Are less likely to be absent or tardy;
- Eat more nutritious diets, including consuming more fruit and milk while eating a wider variety of foods;
- Visit the school nurse less frequently;
- Experience better mental health, with reductions in behavioral problems, anxiety, and depression; and
- Perform better on standardized tests, thanks to improved cognitive functioning including alertness, concentration, memory, and comprehension.

Currently, Hawaii ranks 44th in the nation for school breakfast participation rates among students eligible for meal subsidies, a drop from 34th in the 2009-2010 school year. Therefore, the Hawaii Appleseed Center, a public advocacy group, has selected Linapuni Elementary to pilot a School Breakfast promotion project. Linapuni was selected because although 98% of the students are eligible for free breakfast, the average daily participation is just about 30%.

This school year, Linapuni Elementary, with the help of Hawaii Appleseed and other community partners, is encouraging students to eat breakfast by having special events, literacy days, and extending the breakfast period by 15 minutes. Hawaii Appleseed has secured funding to experiment with Breakfast in the Classroom, Grab and Go breakfast bags, and continue advocating for better breakfast menus and more flexibility. Linapuni’s principal and staff are hoping that the focus on breakfast will get the students to school on time, thus improving the school’s attendance records, as well as provide the nutrients students need to do well in school.

The Appleseed Center, with ongoing assistance from the Hawaii Child Nutrition Programs and FRAC, will also encourage the school’s Food Service provider to continue offering breakfast throughout the summer through the Seamless Summer Option program to address food insecurity for those age 3 to 18 and so that going to school for breakfast becomes a daily habit.

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<sup>16</sup> <http://www.nokidhungry.org/sites/default/files/child-economy-study.pdf>

*Continue to provide training and professional development opportunities for Pre-school teachers that are focused on improved education outcomes:* The grant period for the P-3 initiative mentioned above that targets early childhood education for migrants and immigrants in Kalihi is over at the end of this school year. However, this effort has a champion in Governor Abercrombie who will continue intends to continue the effort with leadership from the Executive Office on Early Learning and expanded partnerships. The next stage, dubbed P-3—Phase 5, has already set its top two goals: reading at-grade-level by 3<sup>rd</sup> grade and boosting attendance, with strategies that also include professional development and cultural-competency trainings.

*Increase awareness of early childhood education opportunities, the importance of enrollment, and work to sustain free early childhood education programs:*

With the newly migrated/immigrated families, many parents don't realize that there are early childhood education programs available; but even more so, they may not understand the importance of these programs in preparing children to enter kindergarten ready to learn. The culturally-based, on-site programs for parents of school-aged children; i.e., Sunday's Project and Tuesday's Club (discussed in further detail below) emphasize the importance of early childhood education in their discussions.

The Y-Center's Come with Me program, a 10-week early childhood education program that requires parents to attend (discussed below), was just launched on-site this year. While initial enrollment was good, attendance has fallen in subsequent weeks. This experience is providing an excellent opportunity to determine the factors that lead to the decline in attendance and to experiment with new strategies toward increased future attendance. One of the early indicators in the decline was that parents had to attend with their child; and so new strategies are being identified to spark interest in attendance and engage parents in projects that evolve over the course of the program.

Assist qualified families in enrolling for Head Start, Early Head Start, pre-K and other Early Childhood Education programs by offering transition fairs with opportunities to meet with representatives from area programs, learn about available programs and how to apply for childcare subsidies.

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Goal 2: Parents are engaged in their child's school and in their education.

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Goal 2 Partners: PACT; Linapuni Elementary School; Public Health Nurses, YMCA; Hawaii Literacy; KKV; KUPU, WIC Program, YouthBuild, Aloha Learning Center

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*Support and build capacity for Hawaii Literacy's family library and afterschool programs for youth ages 5-8.* Hawaii Literacy's on-site library has over 5000 books in English and Pacific Island languages. It is a magical place for youth and adults entering the door to the colorfully creative and interactive space. Elementary school-aged youth flock to the library for afterschool programs and help with homework. On weekends, there is a story hour, a bevy of literacy activities, and children and parents can receive help with homework or writing letters for business matters. Hawaii Literacy also provides an on-site computer center with access to high quality children's e-books. They offer ESL classes through Rosetta Stone software that has the added benefit of exposing adults to computers. Additionally, Hawaii Literacy gives books to families, knowing that when it comes to a child's literacy, just having a book in the home is twice as important as the father's education level.<sup>17</sup> This library is currently at capacity and there are always kids waiting around the door who want to get into the afterschool program. There is a great opportunity to expand the library and accommodate more students and parents.



*Support and promote involvement in culturally based parenting programs:*

- *PACT's Sunday's Project (Micronesian)* was launched four years ago to address the high truancy and low graduation rates of Chuukese students enrolled in Hawaii's school system. The 10-week program employs an innovative strategy based on the "Positive Deviance" approach to problem solving. Parents of Micronesian students are brought together in the comfortable on-site Hospitality Suite and after observance of cultural protocol discuss what works in relation to their child's education rather than what is lacking. The process honors the belief that in every community there are certain individuals or groups whose uncommon behaviors and strategies enable them to find better solutions to problems than their peers, while having

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<sup>17</sup> <http://www.unr.edu/nevada-today/news/2010/books-in-the-home-as-important-as-parents-education-level>

access to the same resources and facing similar or worse challenges. This asset-based and community-driven “talk-story” approach to problem-solving empowers residents to discover their own successful behaviors and strategies and develop a plan of action that can be adoption by all concerned. In this way, there is a true buy-in to the strategies, outcomes and goals.

From those early discussions, a curriculum was developed that is offered through Chuukese churches, hence the name the Sundays Project. Virtually every Micronesia in Kuhio Park is associated with a church and by including this knowledge into church programming, the action steps were reinforced for those who had participated in the project and the reach of the knowledge expanded throughout the community.

Through their testimonials, parents learned the importance of making sure their child got enough sleep to get up early, attended school and got there on time. They also learned the importance of reading the “papers” that were sent home from school, learned the ways to effectively talk with teachers, and realized that there are many career goals their child can attain by attending and participating in school. While these insights may seem very straightforward to the Western mind, they are new concepts to many Pacific Islanders.

The dramatic decreases in truancy rates and increases in reading skills and good citizenship that resulted from the Project were noticed by the Department of Education (DOE). Therefore, PACT has duplicated the Project in several other communities across the state.

- *PACT’s Sunday’s Project (Marshallese)* With the success of Sunday’s Project for Micronesia, PACT hired Marshallese native speakers and launched a mirror program in the Marshallese language targeted to this population. This well-attended program is in its first year.
- *KKV’s Tuesday Club* is a group of parents with children attending Linapuni Elementary—the on-site pre-K- 1<sup>st</sup> grade school. As with the Sunday’s Project, the Tuesday Club was launched to address high absentee rates and a lack of parental involvement. To help build a sense of community among parents, to strengthen school/home partnerships, and to make Linapuni a welcoming place for parents and family members, parents are engaged as they drop off their children in the morning. They are given a free breakfast and participate in a variety of culturally appropriate activities including flower arrangement, lei making, cooking, etc. As the weeks pass, the activities become more focused on healthy life skills such as, nutrition, health/wellness, parenting skills, and other related topics that support education and student achievement.
- *The Y-Center’s Come with Me program*, known in communities across the nation as Early Learning Readiness (ELR), is a 10-week program for parents and adult caregivers with children age 2-4 that are not attending preschool. Come with Me provides a stimulating, ever-changing environment to help children develop the physical, verbal, and social skills which they’ll need to be school-ready. Caregivers learn how children develop and how to encourage skill building at home. Curriculum addresses the holistic development of young children by supporting brain development, early literacy, healthy habit development and strong parenting skills. The program, geared toward families without access to other early childhood options, helps lay the foundation for future and ongoing achievement and success.

*Work with Parent Community Network Center (PCNC) staff to promote involvement on school boards and in school activities.* This outreach can occur during resident association meetings, special events, and through newsletters and flyers.

*Ensure all students regularly attend school:* While the aforementioned parenting classes are proving very effective—particularly in identifying and addressing cultural influences that may limit a parent’s efforts to get their children to school and get them there on time—there are many other measures that will be incorporated toward this goal; including:

- *Create a “school community liaison” program* so housing staff can help schools contact absentee students and address delinquency issues. This liaison will help school counselors and officers to contact parents and students to get to the root of the absences quickly, help find resources to address the causes and provide follow-up ensuring attendance at school. In the event that the student is of age and considering dropping out, the liaison will introduce programs where youth can earn a Competency-Based High School Diploma (C-Base) with job training; including:
  - HI-DOE’s Aloha Learning Center with opportunities in culinary arts;
  - PACT’s Economic Development Center with links to jobs with local businesses and entrepreneurial opportunities;
  - City and County of Honolulu Department of Community Services’ WIA Youth Program or YouthBuild Honolulu that provide 14-21 years old or 18-24 years old, respectively, with occupational and construction skills training; or



- The AmeriCorps KUPU Community U, with training in the fields of natural resource management, conservation, renewable energy, farming or sustainable living.

The benefits of referrals to these alternative training opportunities has the opportunity to help break the poverty cycle by directing youth to a program they are interested in and in which they can excel.

- *Recognize and address underlying cultural issues.* The traditional U.S. school curriculum is not often the best fit for COFA nation migrant youth. They can get frustrated by the alien structure without understanding the benefit of a high school diploma. They begin acting out with self-destructive behaviors—too often leading to truancy. These youth are of great concern to District 5 Honolulu Police Officers, whose district includes Kuhio Park. HPD officers have held a series of meetings with community leaders in the Micronesian community to find solutions. The officers explain an emerging scenario where, within a year, Micronesian youth are moving from missing school, to a petty misdemeanor to a felony crime. The community leaders explain that these youth often feel misplaced and are not given the information and tools they need to thrive. As discussions continue, referral to these programs that include life-skills training with job skills training are seen as one solution.



- *Support the Walking School Bus Program where parents/volunteers escort/supervise students walking to school.* The current on-site walking school bus began because of potentially dangerous roadway conditions on the route from Kuhio Park to Fern Elementary. This route has no pedestrian or bicycling facilities. The uneven, often muddy shoulders are used by parked cars, trash and recycle bins, and bulky items awaiting pick-up. Additionally, the narrow streets, that were once sleepy neighborhood streets with dogs sleeping in the middle of them, have become a cut-through for commuter traffic.



- *Identify the familial member with the greatest influence, especially for youth being raised in a single parent household, and leverage this relationship to improve education outcomes.* This may be a pastor, or someone who was a high chief on the family’s ancestral island. For some Pacific Island cultures, it’s the big sister. This is the person who needs to give the clear message that school is important and to explain the consequences of truancy. This person of influence can also help identify and address safety concerns and negative perceptions of safety in schools. Sometimes youth are staying away from a bully, rather than just missing school. This information is not something a youth may feel comfortable sharing with a teacher, school administrator or counselor, but only with someone they have a close connection with and trust. Once this knowledge is known, it’s important to engage a support group that is sensitive and knows how to negotiate and end the harassment. Both PACT and KKV have trained multi-cultural staff to help.

*Encourage children and youth to participate in the Farmer’s Market and Community Garden activities to learn about healthy food and begin a healthy food diet at a young age.*

- Kuhio Park residents enjoy both an on-site community garden and a weekly farmer’s market. Children and youth are encouraged to participate in the community garden and the school gardens at the Farrington Complex schools where they are fully engaged with hands-on activities that includes the planting, tending, and harvesting of fresh produce along with other activities tied to HI-DOE core curriculum standards in the fields of reading, math, science, and art. Children and youth become aware of where healthy food comes from and the benefits of eating locally-grown fresh produce.
- “The Crop Shop”, the on-site weekly farmer’s market, provides only locally grown, organic produce and value-added food choices (e.g., dried bananas, seaweed poke, etc.) Customers using SNAP-EBT cards can double their money as part of a national food stamp program. The Crop Shop also offers cooking demonstrations of healthy, low-cost, and culturally-appropriate meals and activities around the theme of healthy food especially designed for kids who naturally gravitate to the hub-bub of the market.



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**Goal 3: Children are proficient in key academic subjects and graduate from high school ready for college**


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Goal 3 Partners: Fern Elementary School, PACT, Dole Middle School, Farrington High School, El Sistema – Hawaii, Pacific American Foundation, ISIS, Honolulu Community College (HCC), School Counselors, IRM, (P-20 partners: Good Beginnings Alliance, the Hawai'i State Department of Education, and the University of Hawai'i System with DHS Childcare Advisory Committee; Executive Office of Early Learning (EOEL); Hawai'i Association for the Education of Young Children (HAEYC); Hawai'i Careers for Young Children (HCYC); Quality Rating Improvement System (QRIS); STEPS (Sequenced Transition to Education in Public Schools); Parents and Children Together (PACT), and Kindergarten Children Aid Association (KCAA) Preschools of Hawai'i.

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In the HI-DOE, the number of school dropouts is based on the cohort of first-time 9<sup>th</sup> graders who dropped out prior to graduating. During the 2012-13 school year, 23.4% dropped out.<sup>18</sup> This high percentage rate points to the urgent need to engage students throughout their school career. Along with good attendance (discussed above) to make sure that students don't fall behind and end up dropping out, the following are ways that resident students can prepare themselves academically and emotionally and make a smooth transition into college.

*Encourage participation in the many on-site afterschool, mentoring, tutoring and homework assistance programs:* Key programs and partners include: A+ Program; PACT's Power Hour, Reading Literacy program, and computer labs; and Hawaii Literacy's Family Library programs.

*Promote involvement in Farrington High School's Career and Technical Education (CTE) programs that help teach students industry-specific skills for workplace placement or advanced progression into post-secondary education:* These programs adhere to Hawaii State Content and Performance Standards, and include the development of high academic skills, cognitive skills, and life-skills qualities. CTE offers six career pathway frameworks: Arts and Communication, Business, Industrial and Engineering Technology, Health Services, Natural Resources, and Public and Human Services

*Ensure that students and parents know about the opportunities to earn college credit while still in high school:*

- Through the Advanced Placement (AP) program developed by the College Board, Farrington students who earn a 3.0 grade on an AP exam can enroll in college-level courses in the fields of Calculus, English Language and Composition, Biology, U.S. History, Studio Art and 20 other subjects. The courses are offered on the Farrington Campus and students do not have to be enrolled in AP course to take the exam.
- Running Start is a statewide program that provides an opportunity for academically qualified juniors and seniors to enroll in college classes through the University of Hawaii system as part of their high school coursework. Through the program, high school students can attend college classes during the fall, spring and summer while earning high school and college credits.

*Connect juniors and seniors with scholarship and grant opportunities using the following resources:*

- Inform students about the Federal Student Aid's Preparing for College website which offers valuable tips, checklists, calendars, connections to scholarships and aid programs, and the College Scorecard for students and parents.
- Encourage all residents ready to enter college or vocational school to apply to the Michaels Education Foundation Scholarship Program. To date, more than \$3.5 million in grants have been awarded, benefitting more than 1,600 students from MDC's housing sites.
- Direct all residents ready to enter college to PACT's Economic Development Center which is a great resource for scholarships and grants.

*Connect students, parents and life-long learners to My Future Hawaii, a joint project of the Department, the University of Hawaii and P-20 Partnerships for Education. This college/career search engine helps users:*

- Plan for life after high school;
- Explore 2-year and 4-year college and training programs;
- Learn about financial aid, search for scholarships and calculate college costs; and

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<sup>18</sup> <http://arch.k12.hi.us/PDFs/ssir/2011/Honolulu/SSIR106-1.pdf>

- Connect with employers and career opportunities.

*Connect middle and high school students to the programs offered through the State of Hawaii's GEAR UP initiative funded by the US-DOE through the 2018 school year. Hawaii P-20 Partnerships for Education helps manage the effort to significantly increase the number of low-income middle and high school students who are prepared to enter and succeed in college. The programs include:*

- Step Up Campaign keeps students in the loop on college and career preparation events and college access opportunities. It also helps facilitate visits to colleges and universities.
- Advancement Via Individual Determined (AVID) program introduces a college-going culture and pathway to students with lower grades who show a willingness to work hard. The program include professional training for teachers to become AVID trainers who then share best practices, align coursework to college prep and create a college-going culture in their classroom.
- MATH Achievement has 3 targeted initiatives:
  - Provide Algebra Summer Academy to prepare Dole and Kalakaua Middle School graduates for enrollment in 9<sup>th</sup> grade higher-level mathematics classes.
  - Support the development of integrated coursework between Farrington High and Dole and Kalakaua Middle Schools to facilitate students' transition from 8th grade mathematics to high school-level coursework.
  - Collaborate with University of Hawai'i to increase Farrington high school students' access to one-on-one online tutoring with local college students, on-demand help with homework, and structured exam preparation
- Support the ongoing development of Common Core Standards that align the expectations of HI-DOE with the University of Hawaii by better articulating the curricula of elementary, middle and high schools.

*Encourage students expelled from Dole Middle School to enroll in PACT Teen Center's "Why-Try" student-centric, values-driven educational program. This program is offered at the school and is geared to Dole's multi-ethnic diverse student population. The program steps away from traditional middle school lessons and focuses on building life-skills and core values such as self-worth, critical thinking, and self-reliance, to mention a few. Once these basic skills are taught, some students transition into vocational training and others reenter the school classroom.*

*Promote the iCan program which helps accelerate a student's readiness for a career in agriculture, energy, and health. The program is currently in development and will be offered on-site by Honolulu Community College's Pacific Center for Advanced Technology Training through PACT's Computer Center. Once this program is fully defined, PACT, HCC and BT staff will begin promoting the program and enrolling students.*



# Implementation





## Implementation

### Overall Vision for Implementation

The Kuhio Park Transformation Plan implementation strategy is both deliberate and opportunistic. It is deliberate in that it identifies existing local resources and programs to move the vision forward. It is opportunistic in that it prioritizes needs and solutions to respond to funding opportunities that do not yet exist or are currently unknown.

### Implementation Structure

At the time of this draft Transformation Plan, the Michaels Development Company (MDC) and Hawaii Public Housing Authority (HPHA) are poised to lead jointly implementation of the transformation initiatives. The Steering Committee and Task Force teams will remain in place to provide advice on the specific elements of the plan. A Management Team, made up of MDC and HPHA staff, will serve as coordinating agent for funding and implementation activities to ensure an integrated effort for maximum impact on the neighborhood and its residents. HPHA will focus primarily on the existing and future public housing households that will be directly impacted by the proposed redevelopment with an emphasis on relocation, services, quality of design, and financial sustainability. Each of the leads for Neighborhood, Housing, People and Education will directly advise the Management Team with the expectation that some form of the Management Team will continue well beyond housing redevelopment to sustain the social and economic changes for the neighborhood.

### Management Team

The Management Team will deal with day-to-day decision-making and will be held accountable for the outcomes expected for each implementation strategy. There will be monthly meetings to develop specific work plans, monitor the implementation strategies and review progress against measurable outcomes. Each meeting will include a review of progress in implementing the Transformation Plan and will work to identify solutions for any delays or obstacles that arise in the course of implementation. The Management Team will direct scheduling, facilitate meetings and track performance. In the event there are disagreements within the Management Team or a key implementation partner is not performing, the HPHA Executive Director and MDC President of Development will collectively have the final authority in resolving disputes. A Memorandum of Agreement (MOA) will be executed between MDC and HPHA to document the roles and responsibilities of the Management Team, along with the Steering Committee and Task Force teams, partners and participants, financial commitments, etc.

### Neighborhood Lead

The Neighborhood Lead has not yet been identified. Options discussed to date in the Steering Committee and Neighborhood Task Force meetings have focused on the City and County of Honolulu. The lead discussion will continue in the Steering Committee and Neighborhood Task Force meetings. Additionally, as the neighborhood strategies and master plan are further refined, there will be opportunity to discuss the lead responsibilities with the City Council, Administration and Departments of the City and County of Honolulu, with the intention of obtaining a firm commitment for implementation prior to finalization of the Transformation Plan.

### Housing Lead

The Hawaii Public Housing Authority (HPHA) and the Michaels Development Company (MDC) have identified the Michaels Development Company as the Housing Lead in the implementation of the Kuhio Park Neighborhood Transformation Plan. As the Lead-Applicant, MDC has been fully engaged with the Choice Neighborhood Planning process and is uniquely qualified to serve as the Housing Lead for the implementation of the Transformation Plan, as demonstrated by the “on time and within budget” revitalization of Phase 1 – The Towers at Kuhio Park.

### *Role of the Housing Lead*

The Housing Lead objective is to fulfill the Choice Neighborhood Housing Core Goal, “to replace distressed public and assisted housing with high-quality mixed-income housing.” As the procured master developer of Kuhio Park Terrace Low-Rises and Kuhio Homes, MDC will provide oversight for all activities related to the financing, design, discretionary approvals, ministerial permitting, relocation program, demolition, construction and lease-up for the development, as defined by the stakeholders in the planning process and memorialized in the Transformation Plan.

### *Capacity and Relevant Experience*

In the last 40 years, Michaels Development Company has developed over 300 affordable and mixed-income communities totaling over 50,000 units valued at over \$3 billion in 34 states, the District of Columbia and the U.S. Virgin Islands. *Affordable Housing Finance Magazine* has named Michaels Development Company the largest owner and developer of affordable housing in the



country five years in a row. Nearly 9,000 units in MDC's portfolio are located in HOPE VI and similar communities. Michaels Development Company has partnered with 20 housing authorities and worked collaboratively with each community and its residents to produce over 5,000 new mixed-finance units in 27 sites including Belmont Heights Estates, Tampa, FL, 860 units \$78.0M; Lafayette Gardens, Jersey City, NJ, 500 units \$181.0M; Country Club Gardens, Tulsa, OK, 445 units \$57.1M; and Victory Village, Meridian, MS, 230 units \$29.0M. The highlight of MDC's efforts is in Chicago, IL, where four phases of the massive effort to redevelop the 2,400 unit Robert Taylor Homes are underway. With costs estimated at \$1 billion, it is the most extensive public housing redevelopment program undertaken in the United States. Each of these efforts began with a master plan collaboratively produced between housing authorities and MDC, with the input of local stakeholders, and resulted in attractive residential communities with an array of supportive services in greatly enhanced neighborhoods.

### **People Lead**

The Hawaii Public Housing Authority and the Michaels Development Company have identified Better Tomorrows as the People Lead in the implementation of the Kuhio Park Neighborhood Transformation Plan. Better Tomorrows has been deeply involved throughout all phases of the Choice Neighborhood Planning process and is well positioned and qualified to serve as the People Lead for the implementation of the Transformation Plan.

#### *Role of the People Lead*

Above and beyond the housing needs identified in this plan, the residents of the Kuhio Park Neighborhood are faced with an exhaustive list of social, health and economic obstacles to success. The prosperity, equity, sustainability and livability of the neighborhood and the residents of Kuhio Park depend on the ability of the People Lead to enable locally-driven, integrated, and place-conscious solutions guided by meaningful measures. It is the responsibility of the People Lead to avoid disparate or redundant programs, while bringing together the service providers in an efficient, cost-effective and coordinated strategy aimed at addressing the great adversity facing the neighborhood and its residents. The People Lead, Better Tomorrows, must approach the implementation of the Transformation Plan holistically by addressing standards of practice related to coordination, engagement, communication, evaluation, and reporting.

The People Lead is ultimately responsible for the success of the People Plan and thus familiarity with the Choice Neighborhood Initiative planning process and experience defining strategies are critical to its ability to impact the Kuhio Park Neighborhood and residents. Better Tomorrows has been integral in this process and this was a key consideration in choosing Better Tomorrows to play the role of the People Lead. It is in the best interest of the project to ensure the People Lead is given to an entity that was part of developing the strategies described in the Transformation Plan. As noted, such strategies are focused on building upon community strengths and addressing critical gaps in available resources and services. Again, Better Tomorrows is uniquely positioned to accomplish this as it worked directly with the community to identify the gaps and worked alongside organizations who will provide the social services that will fill these gaps. It is of utmost importance that these strategies are properly executed in order to maximize the long-term impacts and sustainability of the Transformation Plan. As a result, Better Tomorrows, as the People Lead, will direct the People Plan utilizing best practices in the following areas:

*Coordination* - During the implementation phase, Better Tomorrows will oversee the People Plan activities through the careful coordination of the partnering organizations, leaders, and subject-matter experts identified throughout the planning process. These stakeholders will provide ongoing-targeted community support for the residents within the Kuhio Park Neighborhood.

*Engagement* – It is critical to the role of the People Lead, Better Tomorrows, to systematically engage anchor institutions, local government agencies and established leaders within the community in order to ensure sustained programmatic success. Timing and execution of thoughtful engagement is critical to properly coordinating large-scale efforts, considering the exhaustive list of organizations and stakeholders identified in the Transformation Plan.

*Communication* – Better Tomorrows is charged with the responsibility of facilitating consistent, open dialogues among workgroups and holding partners accountable for accomplishing the identified performance goals and milestones described in the Transformation Plan. Moreover, by efficiently communicating with these public and private agencies, organizations and individuals, the Better Tomorrows team will be responsible for gathering and leveraging the resources necessary to support the financial sustainability of the Transformation Plan.

*Evaluation* – As the People Lead, Better Tomorrows must continue to evaluate, identify improvement areas and implement updated plans to bolster resident and community involvement. The organization will glean this information by using a comprehensive data management system to effectively inform planning, identify new success indicators, and improve services and programs when



necessary. Standards related by Federal, State and other privacy laws and requirements will also be upheld to provide sound programs and services.

*Reporting* - It is critical to the success of the Implementation Plan, that Better Tomorrows not only report the indicators, success measures and outcomes back to the Federal government, but also relay this information to the community, residents, and other stakeholders affected by this plan. It is also the responsibility of Better Tomorrows to synthesize the data from the implementation in a regular concise report in an effort to share best practices as well as any challenges along the way. Better Tomorrows will also be responsible for assembling a compendium of best practices and implementation lessons to share with other Choice Neighborhoods across the country.

*Capacity and Relevant Experience*

As mentioned previously, Better Tomorrows has been identified as the People Lead of the implementation of the Kuhio Park Neighborhood Transformation Plan. Better Tomorrows has the experience, qualifications, and infrastructure in place to effectively manage this complex constituent-focused plan.

For the past two decades, Better Tomorrows has proven itself effective at fostering economic stability, educational success, healthy lifestyles and strong communities for affordable housing residents and their neighboring community members. Better Tomorrows' place-based programming and case management build safe and nurturing environments to uplift youth, adults, families, seniors and individuals with special needs. Established as a 501(c) 3 nonprofit in February 2013, the award-winning social service programs were originally overseen by the Interstate Realty Management Company. Now an independent organization with 113 staff members across 120 sites nationally, Better Tomorrows serves over 40,000 individuals through its mission to empower individuals, families, and neighborhoods to thrive using a national network of supported case management and supervised social service provision.

Better Tomorrows has a formula for success comprised of skilled coordination, engagement, communication, evaluation, and reporting. These five key areas of expertise allow the organization to masterfully manage large-scale social service outreach and community-specific programming. In the past, Better Tomorrows' staff has designed and managed over \$50 million in federal funding. These funds were not only appropriately allocated using established federal guidelines, but they were also reported on in a clear and concise manner. This history of success qualifies Better Tomorrows and its staff as experienced in on-time, transparent, and effective communication with the federal government. Better Tomorrows' staff boasts a perfect record of timely and detailed reporting to the federal government.

Better Tomorrows has maintained strong relationships with community organizations including but not limited to those serving Kuhio Park. By coordinating many organizations whose missions match the needs of each local community, Better Tomorrows is experienced in fortifying programming participation while continually accessing more community members. Collaboratively, all Better Tomorrows partner organizations work to communicate the successes and challenges within the community. This approach allows for more diverse feedback that can be harnessed to directly impact the communities it serves in real-time.

Better Tomorrows has a history of supporting large-scale efforts to transform local communities. One example of such success is Montgomery Townhouses (Montgomery) in Philadelphia, Pennsylvania, which has been home to 135 Section 8 families for almost 30 years. Better Tomorrows sponsors a wide variety of evidence-based, wellness, after school tutoring, and career-training programs at Montgomery. These programs exemplify the partnership approach as evidenced by the dozens of community organizations working in the community. Within Montgomery's community building is one of the nation's first Neighborhood Networks Center (NCC), which received a "Special Commendation" from HUD's for the best program in the country as well as HUD's Award of Excellence and Champion of Change Award. Utilizing proven teaching techniques and practical software, the Montgomery NCC serves over 200 on-site and community residents on an annual basis.

Similar to the improvements seen at Montgomery, another great example of Better Tomorrows' impact can be seen at Roosevelt Manor in Camden, New Jersey, a HOPE VI Revitalization Program that began in 2003. Better Tomorrows now oversees the social service programs at two Roosevelt Manor communities: Carl Miller Homes with 86 affordable housing units, and Centerville South with 22 public housing units designated to provide permanent supportive housing opportunities for homeless families. The work at Roosevelt Manner exemplifies how Better Tomorrows adapts to the needs of a specific community. In this instance, Better Tomorrows adapted its programs to meet the needs of Camden by expanding its provision of intensive case management and programming to support the unique needs of homeless families. Additionally, the reporting in this community was tailored to actively identify personal and professional goals, while developing effective plans that address homelessness prevention and other



needs such as job readiness, educational advancement, building stable home environments, money management, and activities of daily living.

Better Tomorrows serves its over 120 communities in similar ways and impacts as that in Montgomery Townhomes and Roosevelt Manor. As illustrated above, the organization seeks to make positive community-based changes by tailoring programming to the needs of the specific communities with which it works. This adaptable model allows for sustainable programs that continually benefit those served. Furthermore, Better Tomorrows' approach has been shown to increase the longevity of initial investments by streamlining community members' access to services and quality resources. Better Tomorrows is an active organization with a continued presence in the local community.

Better Tomorrows has the capacity and infrastructure in place to support the success of the proposed staffing positions as described below. The two proposed full-time staff members will be supported by the national Better Tomorrows management and leadership teams, based out of Marlton, NJ. The national Better Tomorrows team has experience managing case management and programmatic services in 120 affordable housing communities across the country, and has been involved directly with the planning process for the Kuhio Park Choice Neighborhood Initiative. The national team will provide fund development, programmatic, evaluation and administrative support to the Implementation initiative. Additionally, the Better Tomorrows Director of Family Services will provide supervisory oversight and support of the team in Kuhio Park to ensure that residents and the community as a whole are achieving the outcomes identified in the Transformation Plan.

#### *Case Management Staffing Plan*

Drawing upon its extensive experience in providing case management and support for affordable housing communities, Better Tomorrows proposes a case management staffing plan consisting of two full-time staff members for the implementation of the People Transformation Plan, pending sufficient funding. One staff member, the Supportive Services Director, will work to primarily provide comprehensive case management services for the residents of the Kuhio Park Neighborhood and coordinating services among the partner organizations. The Supportive Services Director will conduct primary assessments, establish goal setting and case plans, make referrals to existing services and complete on-going follow-ups with residents. This staff member will also work to identify and then mitigate potential barriers to accessing existing services such as cultural or language barriers that residents are currently experiencing. Additionally, the Supportive Services Director will work with the Hawaii Housing Authority and other partners to track residents during the redevelopment phase of the housing plan and ensure that they are receiving the relocation and supportive services they need. Better Tomorrows has significant experience in hiring, supervising, and supporting employees with similar roles.

The second proposed staff member, the Supportive Services Coordinator, will focus on identifying resources to fill existing gaps in service where current organizations serving the Kuhio Park Neighborhood are not meeting a shared need amongst residents. The Supportive Services Coordinator will identify funding and implement new programming in the neighborhood to meet the defined need, or he/she will work with an existing partner to expand their service delivery. The Social Services Coordinator will also assist with identifying services and referring residents to those services that can help them get the resources and support they need. Again, Better Tomorrows has experiencing in hiring, supervising and supporting employees with similar roles.

These two proposed positions will be supported by not only direct supervision from subject matter experts, but will benefit from the innovation, best practices, and encouragement from a network of over 100 social service coordinators and computer facilitators across the country. Better Tomorrows' technical assistance, system support, and financial resources will provide great value to the coordinators as they undertake this very critical project. In additional, Better Tomorrows fund development department is responsible for raising significant funding to supplement local resources and support the long-term sustainability of social service efforts. This includes raising funding to supplement and support the continuation of the programs at Kuhio Park beyond the grant period.

Finally, whenever possible, the proposed Supportive Services Director and Supportive Services Coordinator will seek to engage community volunteers in outreach and programmatic activities. The team will work with the Community Ambassadors to make sure that residents know of the many resources for support that exist in the Kuhio Park Neighborhood and, alternatively, when there are additional needs that are not currently being met. The Community Ambassadors will serve as another referral source for residents and community members who are in need of support. Additional community volunteers will also be engaged as needed to support ongoing programmatic efforts of the Kuhio Park neighborhood partner organizations. Better Tomorrows' new employee training provides technical assistance in volunteer recruitment/management, community engagement, and outreach. All Better Tomorrows employees are required to complete this training.

### *Data Tracking*

Better Tomorrows has contracted with Social Solutions to design and implement their Efforts to Outcomes (ETO) comprehensive data management system in order to track all services and programming that Better Tomorrows residents and community members are receiving. Information about each resident and community member including demographic, general assessments, referrals, program attendance, program assessments, program indicators, case plans and case progress will be tracked through the system. Better Tomorrows will use this information to baseline residents when they begin programs or begin to receive support from the Better Tomorrows team and then where they end up as a result of programs and support. Better Tomorrows will use this system to track the metrics and outcomes identified throughout the planning process and described in the Transformation Plan.

Data sharing agreements with partner organizations will be put in place so that the compendium of services and support a resident receives from multiple sources will be able to be tracked in the data system either directly by partners or through data uploads. Better Tomorrows has the capacity and infrastructure in place to create and monitor monthly reports to ensure that residents and community members are progressing in their case plans and receiving necessary support. Through ongoing monitoring, Better Tomorrows and the partner organizations are strategically positioned to better align resources with outcomes and ultimately lead the People Plan in the transformation of the Kuhio Park community.

### **Education Lead**

The Education Lead has not yet been identified. Options discussed in the Steering Committee and Education Task Force have focused on the State of Hawai'i Department of Education (DOE), but there is no administrative commitment to date. The lead will continue to be explored by the Steering Committee, Education Task Force, HPHA and MDC as work continues to refine the education strategies. The optimal result would be for the Superintendent of the Farrington-Kaiser-Kalani Complex Area to take the lead since all of the schools (elementary and middle) in the Kuhio Park neighborhood are a part of the complex.

### **Anchor Institutions**

Anchor institutions will be identified and memorialized during the master planning efforts and included in the final Transformation Plan.

### **Implementation Community Engagement**

There have been many lessons learned during the Kuhio Park CNI Planning process. The intent is to incorporate these lessons into the community engagement process moving forward during the multi-year implementation of the Transformation Plan. These lessons learned include:

*Continue with Steering Committee and Task Forces.* During the planning process it has been useful to have separate Task Force for the Neighborhood, Housing, People and Education components of the plan, with each Chair participating in the Steering Committee to see how each component fits into the "bigger picture." These groups represent specialized interests and experience and they need to continue to monitor the implementation of the various strategies, as many of them are also partners in implementation. Given the overlap of the plan strategies, during implementation there will be a consolidation into two advisory groups, one with for the People and Education components and one for the Neighborhood and Housing components. Subsequently, there will be a Steering Advisory Committee, People and Education Advisory Committee and Housing and Neighborhood Advisory Committee.

*Youth Engagement.* The Task Force members found that while teens did not want to come to meetings, they had very detailed thoughts about their home, and were best able to express their thoughts through photos and essays about the images they chose to capture. This interface will continue during implementation through digital storytelling, where the photos and essays are combined into a QuickTime movie, in the vein of a Ken Burns documentaries, which is writing and recording a story line, then using still images and short videos to illustrate a story. These short movies will be published on YouTube. Teens will be encouraged to post images and comments on the Facebook page and to engage other youth through Tweets and Instant Messaging.

Younger kids, currently members of the Walking School Bus program will be creating a music video over the summer highlighting their favorite places in Kuhio Park. They are already practicing their dance moves, singing styles, and picking spots they want to feature.

*Identify a community outreach worker.* While substantial effort was made during the planning process to reach out to public housing residents and neighborhood residents and businesses (with leaflets, the Tower News newsletter, presentations at meetings of the Kalihi Chamber of Commerce and Neighborhood Boards, Steering Committee and Task Force members dispersing



information, encouragement to use the HPHA CNI website and the Facebook page, etc.), it is apparent that having someone specifically responsible for community outreach, engagement, and facilitation in the community would be more effective in securing broad-based community interest and support.

*Use social media effectively.* As identified in the resident survey, many residents have access to the internet and use social networking sites (such as Twitter or Facebook). MDC created a Facebook page during the planning process and the team will continue to use a variety of social media to communicate more successfully, particularly with younger residents and stakeholders.

*Redesign the Kuhio Park CNI website.* While there has been much information posted on the website, it is unclear if the community is engaged or knowledgeable about it. The goal would be to make the site interactive so the community can retrieve information as well as provide comments and suggestions during implementation.

*Continue to attend other community meetings.* MDC, HPHA, Steering Committee and Task Force members attended numerous community meetings to present updates during the planning process. This will continue during the implementation process.

*Schedule community forums.* Based on feedback from attendance at community meetings, topic-specific forums will be scheduled to promote more interactive dialogue on areas that concern the larger community. Potential topics include designing for storm runoff resiliency, public safety challenges, open space design, safe routes to schools, cleaning up and improving the stream, etc.

*Schedule an Annual Summit.* A detailed data management system will be put in place, with the appropriate data collected and analyzed to assess progress towards achieving the identified outcomes for each element of the Transformation Plan. To share this information broadly, so that the public is fully aware of the Transformation Plan status, a public forum will be scheduled annually. This meeting is intended to report on progress, identify successful and unsuccessful and identify the required adjustments to the strategies as needed in response to changing needs, conditions, or goals. This “Annual Summit” will be well advertised so that everyone in the community can be kept fully up to date on the Transformation Plan’s progress.

The impact of the above changes and improvements to community engagement during implementation will be measured using the following metrics:

- Number and percentage of residents and community members that participate in Transformation Plan-related meetings
- Number of residents occupying leadership positions on councils/committees formed as part of the implementation effort
- Number of residents indicating satisfaction with their role in the implementation process and their impact on the implementation activities

### **Budget and Financing Plan**

Preliminary budget estimates are still being created for the Neighborhood, Housing, People and Education strategies, as well as administrative costs and consultant fees.

### **Implementation Schedule**

The implementation schedule is still being created. A master planner has recently been engaged to lead the process for planning and phasing of the neighborhood improvements and replacement housing.

### **Data Management Plan**

Key to the transformation of the Kuhio Park neighborhood will be an ongoing self-assessment process to gauge the effectiveness of the strategies in making progress toward the goals and outcomes collectively identified during the planning process. The assessment process will be based on a robust data management plan. The metrics will be grounded in the goals and outcomes of the Transformation Plan and each metric will be chosen for its ability to measure change in the community over time.

The selection and hierarchy of metrics will be done in collaboration with key implementation partners and stakeholders for each Transformation Plan element. This will lead to a data collection plan with finalized data variables to be tracked, data collection and sharing protocols, and a data-reporting schedule to guide data collection over the life of each initiative. This participatory process of identifying metrics and setting goals will help create an environment of shared accountability across all initiatives with the intent of collaborative discussion of program modifications when needed as incremental progress is made and measured.

The Data Manager, in consultation with the Kuhio Park neighborhood team, will use a variety of sources to create a comprehensive picture of the impacts and effectiveness of the Neighborhood, Housing, People and Education strategies as well as the community



engagement process. The Data Manager will have access to all Transformation Plan-related data systems and administrative data, will monitor the quality of all data, and will troubleshoot data collection and database issues as needed.

#### *Neighborhood Data Sources*

Measuring neighborhood change over time will be done using a variety of sources including those that are publicly available (such as Census, city, or state data) as well as those provided by key governmental, institutional, and neighborhood organizations. The neighborhood data will be used to assess the effect of revitalization activities on the Kuhio Park CNI neighborhood.

#### *Housing Data Source*

Housing data for the redeveloped site will be tracked and reported by MDC, including indicators associated with unit production, energy efficiency, occupancy and re-occupancy, accessibility, and income diversity. These metrics will help determine whether the new developments provide quality housing that meets the needs of the community and is financially sustainable over time.

#### *People and Education Data Sources*

Better Tomorrows has contracted with Social Solutions to design and implement their Efforts to Outcomes (ETO) comprehensive data management system to capture all people and relocation data and additional indicators as needed. Case managers and local partners will enter data into the management information system, and will supplement that data with periodic resident surveys and interviews as needed. This data will be used to track individual-level outcomes for residents against their stated development goals such as child care needs, academic achievements of children, adult resident's education attainment, income and employment, household rent payment history, household risks of eviction, family financial or housing instability, housing and relocation requirements, health and social service needs, and all supportive services referrals, enrollments, participation, and outcomes. By working off a common data platform, people and education team members will be able to share data, with appropriate safeguards for any confidential information, to avoid redundancies, minimize burden on residents, and maximize integration of efforts. All key parties will be signatories to a data-sharing agreement. Participating residents will also be asked to provide a release of information so that data can be easily collected and shared among partners.

The Data Manager will establish a baseline for the community by capturing a full set of data representing all variables agreed upon at the outset of implementation, much of which is currently available via the PREL survey and supplemental data collection. Partners within each component (Neighborhood, Housing, People, and Education) will then measure progress against the baseline and will use the findings as a topic of discussion at quarterly partner meetings to ensure consistent and rigorous data collection, identify areas of progress, areas needing improvements, and areas where new program components or partners are needed, and make necessary adjustments in actions, outcomes, or milestones. On an annual basis, the Data Manager will facilitate a full team Data Summit at which the project team will review data to identify gaps in services, assess partner engagement, revisit priorities, and refine its implementation approach, strategies, and goals. Prior to the Data Summit, the Data Manager will work with each implementation lead to develop an annual data assessment report that documents progress against goals. At the Data Summit, each implementation lead will present a progress report for Neighborhood, Housing, People, and Education.

The implementation team will engage the community in the ongoing project assessment by posting key findings on a publicly accessible and interactive project website that invites public comment on the strategies being implemented. The team will also share the progress of the transformation initiative and the findings of the evaluation process through the distribution of a quarterly newsletter and through social networking sites (such as the Kuhio Park Facebook page already in use). Participating residents will also provide feedback via periodic satisfaction surveys and/or focus groups.



# Appendix

(Not included in Draft Transformation Plan)

