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Dear Council Members,

We are writing to bring attention to a growing concern affecting building maintenance staff in our buildings. Specifically, the safety risks and biohazard exposure associated with the increasing presence of unhoused individuals around the county building and surrounding properties.

Maintenance workers are frequently tasked with cleaning areas that have been used as makeshift shelters, trash dumps and restrooms, often without proper warning or adequate protective resources. In these environments, staff may encounter hazardous materials such as human waste, used needles, drug paraphernalia, and other potentially infectious substances. These conditions pose serious health risks, including exposure to bloodborne pathogens and other communicable diseases.

Beyond the physical hazards, there are also safety concerns. Maintenance personnel may be required to enter confined or poorly lit areas where individuals are present, sometimes leading to unpredictable or unsafe interactions. Many workers feel unprepared, unsafe and unsupported in handling these situations.

We respectfully urge the council to consider the following actions:

- Provide funding for overnight Security Officers to deter unhoused individuals from frequenting the area
- Improve coordination with outreach services to address homelessness in a humane and proactive way.

Addressing these concerns will not only protect workers but also contribute to a healthier and safer environment for the entire community.

Thank you for your time and attention to this important issue. We would appreciate the opportunity to discuss this matter further or provide additional information if needed.

Sincerely,

The Maintenance Staff of the Kalana o Maui Campus

200 South High Street Wailuku, HI 96793

(808) 270-7769

May A. 

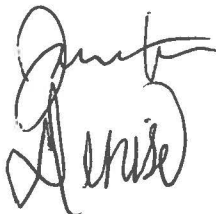
Castillo

Vern Foster

Kalani Kaula

Ramon P. 





## BFED Committee

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**From:** BFED Committee  
**Sent:** Wednesday, April 22, 2026 9:21 AM  
**To:** BFED Committee  
**Subject:** FW: April PARUS status report  
**Attachments:** 042226 Maui County - AHP PARUS Report FIN Kit.pdf

Please process as testimony

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**From:** Robin Danner <[robin@hawaiianhomesteads.org](mailto:robin@hawaiianhomesteads.org)>  
**Sent:** Wednesday, April 22, 2026 4:35 AM  
**Cc:** Kara Chow <[kara@hawaiianhomesteads.org](mailto:kara@hawaiianhomesteads.org)>  
**Subject:** April PARUS status report

Good morning Nayleen,

Attached is the HCDC April 2026 status report on its PARUS portfolio of rental housing work.

Kara and I have gather the data requested, and will be available virtually today at 10:00 am.

May we ask that the attached report be provided to each of the Maui County council members?

We appreciate any consideration for AHF resources, to:

1. Add PV roof top solar to PARUS rental units on Maui to directly reduce utility costs for tenants
2. Add up to 2 additional acquisitions in 2026-2027 and potentially 4 depending on the current interest rate and property valuation environment in 2026.

Mahalo nui for any consideration of Maui County Council. We do understand the demand for resources for affordable housing inventory, whether perpetual affordable rental like PARUS or homeownership like self help and community land trust models.

Robin Puanani Danner, Senior Advisor

Sovereign Council of Hawaiian Homestead Associations and Nonprofit Corporations  
808-652-0140

Supporting Sovereignty & Prosperity on Hawaiian Home Lands

## Permanently Affordable Housing Unit Strategy PARUS – Status Report: April 2026

### HCDC Organizational Background

Founded in 2009, HCDC is a statewide nonprofit 501c3 corporation focused on affordable housing, economic development to create local jobs, and community capacity building governed by Native Hawaiian community leaders residing in each of the county jurisdictions in the State. Its staffing level is at 16 Full Time Equivalents with offices on Maui, Oahu and Kauai, including a dedicated team to affordable housing.

**In 2021**, HCDC launched in the County of Kauai, an innovative affordable housing approach to put into play and a proof of concept, a strategy to address the investor owned housing that attracts capital typically from off island to maximize highest rents and therefore returns for owners.

**In 2023**, at the request of Maui Council Member Tasha Kama, HCDC began working with County officials to expand its affordable housing solutions to Maui County for local working families, including households displaced by the Maui Wildfires.

### Permanently Affordable Rental Unit Strategy (PARUS) Overview & Results

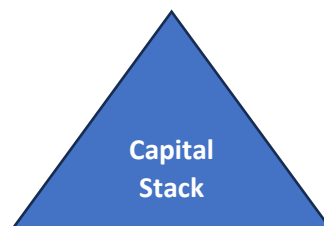
PARUS, developed by HCDC during COVID is a nonprofit acquisition and preservation model that converts existing residential properties often bought and sold between Investors seeking highest return on investment, into permanently affordable workforce rental housing.



The central tool of PARUS is a strong nonprofit corporation organizing capital stacks that include conventional bank debt, philanthropic capital and government subsidy capital. In short, housing costs are at levels where bank debt cannot be the only source of capital to convert residential units to affordability – philanthropy and government subsidies cannot be the entire source of capital either. It requires a mixed capital stack to leverage each source of capital to its greatest impact.

PARUS approaches a comprehensive analysis of economic indicators such as interest rates on debt capital and market swings in property values to determine equity and subsidy requirements to match debt coverage to affordable rental rates. PARUS capital stacks include three core types of capital.

#### #1 Financial Institution Capital



#### #2 Philanthropic Capital

#### #3 Govt Subsidies Capital



To date, the HCDC PARUS portfolio has organized the following sources of capital totaling \$7,615,656 to convert previously investor owned housing to nonprofit stewardship and dedication to affordability:

<b>Capital Stack Sources to Date on 15 Units</b>	<b>Amount</b>	<b>% of Total</b>
#1 Financial Institution Debt Capital	\$2,635,000	35%
#2 Nonprofit/Philanthropy Capital (Purchase/Improvements)	\$768,000	10%
#3 Government Subsidies (Federal/County)	\$4,212,656	55%
<b>Total Combined Capital Stack</b>	<b>\$7,615,656</b>	<b>100%</b>

The proof of concept began in 2021, and through 2026, PARUS has proven an important tool in the overall affordable housing eco-system and equation, particularly in systematically converting high rental properties to affordability in perpetuity. PARUS is proving to be an excellent tool for States where there is high engagement of investors acquiring properties for maximum return on investment.

PARUS is an affordable rental housing acquisition approach, and is one solution, among the many that are necessary, whether Self Help and Community Land Trust models that focus on homeownership, or new construction of rental projects with affordability conditions that focus on rental housing.

HCDC has successfully converted residential units statewide, the majority on the island of Maui, with the following key characteristics:

- Permanent nonprofit ownership and management with expertise in affordable housing modeling.
- Long-term affordability and preservation of rental units for local workforce households with incomes up to 140% Area Median Income (AMI) as defined in the published HUD Annual Income matrix, which includes “Gap” households, a priority shared by Maui Council Members in 2024.
- Rental revenue is 100% dedicated to debt service, maintenance, repairs, insurance, property management, funder compliance, and allocations to housing asset reserves.



- Rental rates are inclusive of necessary property costs and reserves with total rent levels tested against generally accepted affordability standards of 30% or less of gross annual household income.
- Characteristics of PARUS units to date:

# of Units	Location	# Bedrms/Bath	<80% AMI	>81% AMI	Fire Impacted	Vacant
6 Units	Lihue, Kauai	6 Bedrooms 6 Bathrooms Parking	6	0	n/a	0
3 Units	Wailuku, Maui	8 Bedrooms 4 Bathrooms Parking	2	1	3	0
3 Homes	Kihei, Maui 2 Under Reno	8 Bedrooms 4 Bathrooms Carports	1		1	2 Reno
1 Home	Lahaina, Maui	3 Bedrooms 2 Bathrooms Enclosed Garage	0	1	1	0
2 Units	Lahaina, Maui	6 Bedrooms 4 Bathrooms Parking	0	2	2	0
<b>15 Units</b>	<b>40% Kauai 60% Maui</b>	<b>31 Bedrooms 20 Bathrooms</b>	<b>9</b>	<b>4</b>	<b>7</b>	<b>2</b>

*\*Maui County Council emphasized affordability to include Gap Households up to 140% AMI, except for no AMI limitation on Fire Impacted Households*

- ✓ 2 of 15 PARUS units or 13% are vacant, due to interior renovations (Kihei, Maui units).
  - ✓ 9 of 13 PARUS units occupied or 69% are tenants at or below 80% AMI. 4 of 13 units or 31% are occupied by 81% AMI and above.
  - ✓ 7 of 9 of Maui PARUS units or 78% are occupied by Fire Impacted Households. All PARUS units test household income up to 140% AMI, except Fire Impacted Households.
  - ✓ PARUS tenants are local working families in the food and beverage or hotel industry, healthcare, airport services, and/or employees of small retail businesses.
  - ✓ PARUS rental rates range depending on amenities, furnishings, size and location, quality of properties, and prudent cash reserves to maintain value, among other factors. Rental rates are compared against HUD AMI Rental Guidelines
- In 2026, the PARUS portfolio will re-position capital stack sources based on current interest rates with local financial institutions, and movement in the property valuations to potentially increase debt capital sources to add PARUS units, which may impact the level of philanthropic and government subsidies in the capital stack.

## Long-Term Perpetual Public Benefit



PARUS units remain permanently affordable within the County through the leverage of capital stack funding sources that include local financial institution debt or loans, HCDC unrestricted and/or philanthropic equity funds, and government subsidies, producing lasting benefits to Maui County residents.

In short, public benefits include:

- While new construction of affordable housing is necessary statewide, PARUS provides immediate addition of affordable rental housing without lengthy construction timelines.
- Long term preservation of residential units for local workforce households, creating housing security and stability, including for households recovering from disasters.
- Leverages local nonprofit experience and capacity to steward housing assets responsibly, as well as leverages other capital resources necessary to achieve affordability.
- Compliments broader County housing priorities and initiatives by investing County resources upfront without providing tax or other predevelopment incentives that have short term affordability expirations.

HCDC intends to continue the PARUS program serving Maui and Kauai County residents by adding utility reduction improvements such as Photovoltaic and ADUs at existing PARUS properties where feasible. While PV incentives have been significantly reduced by federal policy, solar based roof top power is considered an excellent strategy to further decrease household expenses directed by families toward utility costs.

Moreover, HCDC intends to continue to acquire Investor owned homes for permanent dedication to affordability for the citizens of Maui and Kauai Counties.



**Governing Board & Executive Team**

HCDC is governed by a statewide Board of Commissioners, enrolled members of the Sovereign Council of Hawaiian Homestead Associations (SCHHA) representing the five SCHHA Moku-puni regions and other areas of expertise.

<b>Location</b>	<b>Board of Commissioner Name</b>	<b>Position</b>
<b>Oahu</b>	<b>Lilia Kapunia, Native Hawaiian</b> <a href="mailto:Liliak@mac.com">Liliak@mac.com</a> – (808) 265-2755 <i>Ms. Kapunia is the Executive Director of Papakolea CDC, delivering community services and programs in three homesteads. She is a homestead leader and resident</i>	<b>Chair</b> Term Expires: 2027
<b>Molokai</b>	<b>Kammy Purdy, Native Hawaiian</b> <a href="mailto:kampypurdy@gmail.com">kampypurdy@gmail.com</a> – (808) 658-0444T <i>Ms. Purdy is the owner of a homestead farm operation on the island of Molokai, and a long-time homestead leader and resident of the Hoolehua homestead on Molokai.</i>	<b>Vice Chair</b> Term Expires: 2028
<b>Maui/Lanai</b>	<b>Daniel Ornellas, Native Hawaiian</b> <a href="mailto:daniel.l.ornellas@hawaii.gov">daniel.l.ornellas@hawaii.gov</a> – (808) 264-0783 <i>Mr. Ornellas is an experienced land use planner, state government public servant and a homestead leader and resident in the Waiehu homestead on the island Maui.</i>	<b>Secretary/Treasurer</b> Term Expires: 2026
<b>Kauai</b>	<b>Liberta Albao, Native Hawaiian</b> <a href="mailto:libertaha@hotmail.com">libertaha@hotmail.com</a> – (808) 652-8290 <i>Ms. Albao is a retired visitor industry executive, with more than 30 years in finance, accounting and fiscal procedures and is a waitlist leader on the island of Kauai.</i>	<b>Director</b> Term Expires: 2028
<b>Hawaii Island</b>	<b>Vacant since August 2025</b> <i>For Replacement Appointment by HCDC Board.</i>	<b>Director</b> Term Expires: 2027
<b>Maui/Lanai</b>	<b>Janice Herrick, Native Hawaiian</b> <a href="mailto:mauione@gmail.com">mauione@gmail.com</a> – (808) 268-2709 <i>Ms. Herrick works in the renewable solar industry and is a resident in the Paukukalo homestead on the island Maui.</i>	<b>Director</b> Term Expires: 2027
<b>Kauai</b>	<b>Daisha Kuhaulua, Native Hawaiian</b> <a href="mailto:daisha.k@icloud.com">daisha.k@icloud.com</a> – (808) 639-5087 <i>Ms. Kuhaulua is a small business owner and resident in the Piilani Mai Ke Kai homestead on the island of Kauai.</i>	<b>Director</b> Term Expires: 2027

**Executives**

Co-Executive Director, Corporate  
 Co-Executive Director, Programs  
 Chief Financial Officer

**Kara Chow**, Native Hawaiian  
**Jordyn Danner**, Native Hawaiian  
**Napali Woode**, Native Hawaiian

