Business Plan for the Hawaiian Acres Community Association

A community-centered plan for strengthening services, facilities, resilience, and long-term sustainability in Hawaiian Acres, Hawai‘i.

1. Executive Summary

The Hawaiian Acres Community Association (HACA) is a community-based nonprofit serving residents of Hawaiian Acres. This business plan outlines a practical path for HACA to strengthen its role as a trusted community hub, expand resident engagement, improve governance and operations, complete priority facility projects, and diversify funding over the next three years.

The plan focuses on five strategic priorities: developing the community center, expanding community market and food hub services, improving emergency preparedness and resilience, strengthening membership and volunteer engagement, and building sustainable revenue through dues, grants, donations, sponsorships, facility use, and partnerships.

2. Organization Overview

HACA is organized to improve the well-being of the Hawaiian Acres community through community-building, mutual support, resident communication, and shared access to programs and facilities. The association serves as a gathering point for neighbors, volunteers, local vendors, families, and partner organizations.

Mission: To improve the Hawaiian Acres community by building productive relationships, supporting residents' needs, and creating opportunities for neighbors to live, work, gather, and thrive together.

Vision: Hawaiian Acres is a resilient, connected, and self-supporting rural community with safe gathering spaces, active resident participation, reliable communication, and programs that reflect local priorities.

3. Community Context and Need

Hawaiian Acres is a rural community in Hawai‘i County with roughly 3,800 residents across about 19 square miles. The area has high homeownership, a long average commute, and a mix of families, working adults, kupuna, and residents with varied income levels. These conditions create a strong need for local gathering spaces, practical resident services, food access programs, emergency coordination, and community-led infrastructure planning.

HACA's current assets include community relationships, an established name and location, community market activity, volunteer capacity, and plans for a standalone community center and food

hub. The association can build on these strengths by translating community needs into measurable programs and a sustainable operating model.

4. Programs and Services

Program Area	Description	Near-Term Actions
Community Center	Develop a safe and flexible facility for meetings, classes, markets, emergency response, and community events.	Finalize build path, confirm permits and bids, create capital campaign, and publish project updates.
Community Market	Support local growers, makers, and food access through regular market activity and shared distribution.	Recruit vendors, improve signage, and explore nutrition and food security partnerships.
Food Hub	Support local food businesses with a shared commercial kitchen	Complete the construction of the certified kitchen in a 40' shipping container and restrooms in a 20' container. Install fencing, acquire permits, host a grand opening.
Emergency Preparedness	Coordinate resident readiness for storms, fires, lava impacts, road disruptions, and public health needs.	Create a volunteer emergency roster, host preparedness workshops, and identify communications protocols.
Resident Engagement	Build trust and participation through meetings, newsletters, volunteer days, surveys, and community gatherings.	Launch quarterly listening sessions, update contact lists, and create volunteer role descriptions.
Partnerships	Work with county agencies, nonprofits, churches, schools, local businesses, and neighborhood leaders.	Develop a partner map and pursue joint grants, shared programming, and in-kind support.

5. Strategic Goals

1. **Complete the community center plan:** Establish a clear construction, financing, and governance roadmap for the facility.
2. **Increase membership and participation:** Grow dues-paying members, meeting attendance, volunteer hours, and resident communications.
3. **Strengthen financial sustainability:** Build a balanced revenue mix that reduces reliance on any single funding source.
4. **Expand practical community services:** Grow programs that address food access, emergency preparedness, education, and local economic activity.
5. **Improve transparency and trust:** Use clear reporting, published agendas, project updates, financial summaries, and accessible feedback channels.

6. Market and Stakeholder Analysis

HACA's primary stakeholders include area residents, property owners, farmers and food producers, families, kupuna, volunteers, board members, county officials, emergency response partners, local businesses, churches, schools, and community-based nonprofits. The association's value proposition is local trust: HACA can respond to rural community needs faster and more personally than larger institutions because it is rooted in neighborhood relationships.

Key opportunities include demand for a permanent community facility, interest in local food systems, resident desire for better communication, and the importance of emergency preparedness in rural Hawai‘i. Key challenges include volunteer burnout, limited unrestricted funding, construction cost uncertainty, permitting timelines, insurance requirements, road access concerns, and maintaining broad resident participation.

7. Revenue and Funding Strategy

- **Membership dues:** Increase dues participation through simple payment options, reminders, and clear reporting on how dues are used.
- **Grants:** Pursue county, state, federal, and foundation funding for facilities, food systems, resilience, and community development.
- **Donations and sponsorships:** Create giving levels for individuals, families, businesses, and project-specific donors.
- **Facility and event revenue:** When appropriate, generate rental or usage income from meetings, workshops, markets, and community events.
- **Vendor fees:** Use modest, transparent market fees to support market operations and site maintenance.
- **In-kind support:** Track donated labor, materials, equipment, professional services, and volunteer time as part of HACA's total resource base.

8. Operations Plan

HACA should maintain a lean operating model supported by a board of directors, volunteer committees, part-time or contracted administrative support as funding allows, and clear written procedures. Priority procedures should include financial controls, membership records, vendor management, volunteer onboarding, communications approvals, facility maintenance, emergency procedures, and grant compliance.

Recommended committees include Community Center, Finance and Fundraising, Membership and Communications, Market and Food Hub, Emergency Preparedness, and Volunteer Coordination. Each committee should have a written purpose, chairperson, meeting rhythm, annual goals, and reporting responsibility to the board.

9. Three-Year Implementation Roadmap

Timeframe	Priority Actions	Success Measures

0–6 Months	Confirm board priorities, update membership list, publish project calendar, form committees, and complete community survey.	Operational food hub, Active committees, Plans for a community center, survey responses, increased membership, and a public action calendar.
6–12 Months	Launch capital campaign, submit grant applications, formalize market operations, and host preparedness workshops.	Grant pipeline, donor commitments, vendor participation, and workshop attendance.
Year 1	Advance community center construction or phased facility improvements, expand partner programming, and improve reporting.	Construction milestones, new partnerships, program attendance, and quarterly impact reports.
Year 2-3	Stabilize facility operations, diversify earned income, renew strategic plan, and evaluate long-term staffing needs.	Balanced budget, recurring revenue, facility utilization, and updated strategic plan.

10. Financial Planning Assumptions

The following assumptions should be refined with HACA's current financial records, construction estimates, insurance quotes, and board-approved budget. Initial planning should separate unrestricted operating funds from restricted project funds and track the true cost of each major program.

- Maintain at least three months of essential operating reserves.
- Use project-specific budgets for the community center, market, food hub, and emergency preparedness work.
- Track in-kind contributions and volunteer hours for grant matching and impact reporting.
- Review financial reports monthly and publish plain-language summaries for members at least quarterly.
- Develop a capital budget, operating budget, and long-term maintenance forecast before opening any new facility.

11. Risk Management

Major risks include construction escalation, funding gaps, volunteer fatigue, low member participation, liability exposure, severe weather, emergency events, and gaps in recordkeeping. HACA can reduce these risks through written policies, insurance review, phased project planning, transparent decision-making, diversified funding, volunteer succession planning, and regular communication with members.

12. Metrics and Evaluation

- Number of active members and dues renewals.
- Volunteer hours and number of active volunteers.
- Community meeting attendance and survey participation.
- Market vendors, visitors, and event frequency.
- Grant applications submitted, funds awarded, and funds spent on schedule.

- Community center milestones completed.
- Emergency preparedness trainings, rosters, and communication tests.
- Quarterly financial reports completed and shared.

13. Immediate Next Steps

1. Approve this business plan as a working draft for board review.
2. Recruit new volunteers.
3. Assign committee leads for each strategic priority.
4. Update the membership and donor contact database.
5. Complete a 90-day action calendar with owners and deadlines.
6. Prepare a one-page community center fundraising brief.
7. Schedule a resident listening session to validate priorities and invite volunteers.

Appendix A: Volunteer Interest Survey

The Hawaiian Acres Community Association invites residents, property owners, and community supporters to share how they would like to participate in volunteer activities that strengthen services, facilities, resilience, and neighborhood connection. Responses will help HACA match volunteers with meaningful roles and plan future programs.

Volunteer Contact Information

Name	Phone	Email

Volunteer Interests

Please check the areas where you would be interested in helping:

- Community center planning, fundraising, maintenance, or events
- Community market setup, vendor support, signage, or visitor assistance
- Food hub and shared kitchen planning, operations, or outreach
- Emergency preparedness, communications, safety planning, or supply coordination
- Membership outreach, newsletters, phone calls, or resident listening sessions
- Grant writing, fundraising, sponsorships, or donor appreciation
- Facilities, groundskeeping, construction support, repairs, or cleanup days
- Administrative support, recordkeeping, data entry, or meeting support
- Youth, family, kupuna, education, cultural, or community-building programs
- Other: _____

Availability

- Preferred days: Weekdays / Weekends / Either
- Preferred time: Morning / Afternoon / Evening / Flexible
- Estimated volunteer time available per month: 1–2 hours / 3–5 hours / 6–10 hours / More than 10 hours
- Are you available for occasional urgent community needs or emergency preparedness support? Yes / No / Maybe

Skills, Experience, and Resources

Please list any skills, experience, equipment, professional services, or community connections you may be willing to share, such as construction, painting, agriculture, food service, bookkeeping, communications, technology, grant writing, teaching, event planning, transportation, emergency response, or translation.

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Preferred Volunteer Role

- I prefer hands-on tasks.
- I prefer planning, organizing, or committee work.
- I prefer one-time or short-term projects.

- I am interested in an ongoing volunteer role.
- I may be interested in serving on a HACA committee or leadership team.

Community Priorities

Which community priorities would you most like HACA to focus on over the next year?

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Appendix B: Document Revision Dates

Use this page to track document revisions, updates, approvals, and notes as the business plan is reviewed and maintained. Document adopted on: 08/22/2026

Revision Date	Section Revised	Description of Change	Reviewed/Approved By