



KAPOLEI DEVELOPMENT TASK GROUP

The Episcopal Diocese of Hawai'i
55th Annual Convention
October 21, 2023

TRIP

Mahalo, Rev. Mark, for your inspiring presentation. I'm Trip Lynch from St. John's, Maui.

JENNIFER

I'm Jennifer Masada from St. Augustine's, Hawai'i island.

It is our pleasure to serve on the Kapolei Development Project Task Group and to share the details of the group's work to date.



Task Group History

- Group formed February 2023
- Members from across the diocese



Scope of Work

- Phase I scope: research feasibility and present final recommendation to Diocesan Council

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The flat two-acre site in West Oahu was acquired by the diocese 12 years ago. Centrally located adjacent to the village of Kapolei Community Center, plans for developing the site have been discussed for years. The Bishop formed a task group in early 2023 to recommend a definitive development plan to Diocesan Council.

Members of the group come from across the diocese, with representation from various islands, both lay and clergy.

The scope of work on the project was divided into two phases. Our Task Group is working on Phase I, with a focus on exploring and researching options. We are charged with evaluating the project, coming to consensus on a reasonable project scope, researching feasibility, and, based on that research, making a recommendation to Diocesan Council.



Task Group Mission [Phase I]

Develop a comprehensive plan for the Diocese's Kapolei project that **best meets the needs** of the Hālau Wa'a congregation, its local Hawaiian neighbors, the greater Kapolei community, and other stakeholders — endorsed by the Diocese and its governance bodies.

Endorsement by Diocesan clergy and lay leadership will result from a **thorough and thoughtful** development plan that is seen as **viable, sustainable**, and a **potential model** for similar projects.

A fundamental element to this plan is identifying compatible **grant funds** to underwrite the development expense, noting that carefully vetted grant donors will **reduce risk** for the Diocese, ensure long-term project sustainability, and **create synergy** with stakeholders' goals and values.

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Our first task was to clarify the group's responsibilities. We developed a mission statement, which emphasizes synergistically meeting the needs of four overlapping groups:

- The Hālau Wa'a congregation
- Local Hawaiian neighbors
- The Kapolei community
- The entire Diocese of Hawai'i

We recognized the importance of support and endorsement from the entire diocese (all of you here today and those you represent).

It became clear that support would come only through a thorough, research-based plan for developing the property. The plan would need to be viable and sustainable, while reducing financial risk for the diocese.

Such a plan would hold the potential to become a model for similar projects in our diocese.



Task Group Members

Diocesan Council – Rev. Jennifer Masada, Cheryl Corbiell

Standing Committee – Fran Kramer, Rev. Hau'oli Tomoso

Commission on Finance & Budget – Richert Au Hoy

Commission on Property – Louisa Le Roux

G70 – Sheryl Seaman

Diocese – Trip Lynch

West O'ahu – Debora Tandal

Hālau Wa'a – Tonya Lowery St. John, Yvette Ross

By Invitation – Rev. Mark Haworth

Diocesan Liason – Rae Costa

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In forming the Phase I task group, we drew from various governance bodies to find members with experience in communication, finance, property, and architecture.

It was important to include representatives from Hālau Wa'a and to engage experts from outside the group to assist with research and connections with the Kapolei community.



Task Group Committees

Research

Feasibility

Finance

Communication

Community & Political Outreach

Building & Construction

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By our third meeting, we had established six committees.

The Research Committee was to search nationwide to find innovative church projects that might serve as inspiration for our development plan. They were asked to reach out to these churches to gather details.

The Feasibility Committee was tasked with securing an initial grant to pay for research on market feasibility and financial feasibility, as well as to fund an initial architectural & design proposal. The Feasibility Committee was also tasked with finding and hiring outside firms with the necessary expertise and objectivity to conduct these studies.

The Finance Committee was formed to analyze the fundraising efforts necessary for the project, as well as examine any potential risk for the diocese and financial requirements for tenants.

The Communication Committee was tasked with organizing communication within the Task Group, providing updates to Diocesan Council, communicating with churches in the diocese about the project, and assisting with community communication as needed.

The Community & Political Outreach Committee was asked to develop a plan for Phase II to reach out to community groups and political entities to talk about the Kapolei Development Project and gather information about community members' questions, enthusiasm, and potential concerns about the proposed project.

The Building & Construction Committee was tasked with working with an architect to ensure the building design fits the project mission and to assess the feasibility of building on the Kapolei property.



Progress to date

After eight Task Group meetings, multiple committee meetings, and one site visit, the group has:

- Reviewed **previous vision**.
- Evaluated **additional project visions**.
- Created a proposed **vision and business model**.
- Evaluated a proposed **fundraising plan**.

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Eight months into our work, we continue to meet monthly as a whole group, with many committee meetings in between. So far, we have:

Completed a thorough review of the previous vision and plans.

Evaluated additional project visions, looking at examples brought to the group by the Research Committee.

Created a proposed vision that includes a preschool and a kapuna daycare facility plus a business model to hand off to the experts who are conducting the market feasibility study.

Evaluated a proposed fundraising plan provided by the Finance Committee to hand off to the experts who are conducting the financial feasibility study.



Progress to date [continued]

In addition, the group has:

- Received a **\$90,000 grant** to fund **three feasibility studies**.
- Initiated all **three feasibility studies**.
- Provided **updates to Diocesan Council**.
- Made plans for getting **feedback and community support**.
- Created this report for **feedback** from across the diocese.

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On September 6, the Task Group received the first half of a \$90,000 grant from Trinity Wall Street to fund unbiased research on market feasibility, financial feasibility, and architectural design. We have initiated all three feasibility studies.

We have provided updates to Diocesan Council through our Communication Committee.

We made plans for garnering community support during Phase II, thanks to the work of our Community & Political Outreach Committee.

And we created this report to provide the entire diocese with details on our research, proposed plans, and feasibility studies.



Next steps

Awaiting results from:

- **Market feasibility study** (Colliers Group)
- **Fundraising feasibility study** (Kalaimoku Group)
- **Building feasibility study** (architectural renderings from Group 70 plus a thorough review by the Building & Construction Committee)

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Having initiated the feasibility studies, the Task Group waits for their findings. We anticipate those will come in January 2024.



Next steps [continued]

Meanwhile, the Task Group will continue:

- **Fundraising plans**, particularly those focused on government agencies.
- Planning **community & political outreach**.
- **Stakeholder communication**.

Once feasibility studies are complete, the Task Group will:

- Formulate a **final recommendation** to Diocesan Council

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Meanwhile, the Task Group will continue developing fundraising plans, including the possibility of forming a new entity to facilitate fundraising from government agencies. This would be particularly helpful as we seek to serve kanaka maoli in the Kapolei community.

We'll continue to develop concepts for the community & political outreach efforts proposed for Phase II.

And we will continue to communicate with project stakeholders.

Once feasibility studies are complete, the Task Group will study the findings and, informed by those findings, we will formulate a final recommendation to Diocesan Council about the Kapolei Development Project.



Task Group Phase II

Phase II priorities

- Secure **letters of Intent (LOI)** with primary tenants:
Lunalilo Homes and Mo'ō Montessori.
- Finalize **grant commitments**.
- Implement community and political **outreach programs**.
- Obtain all necessary **permits**.
- Manage **construction**.
- Obtain a **certificate of occupancy**.
- Host an **opening ceremony** to recognize major donors.

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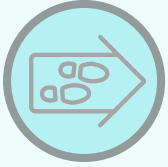


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If the feasibility findings support the viability and sustainability of the proposed project, and if the Diocese, Diocesan Council, and Standing Committee endorse the project plan, we would transition to Phase II, adding members with specialized expertise.

Phase II tasks would be to:

- Secure letters of Intent (LOI) with primary tenants: Lunalilo Homes and Mo'ō Montessori.
- Finalize grant commitments.
- Implement community and political outreach programs.
- Obtain all necessary permits.
- Manage construction.
- Obtain a certificate of occupancy.
- Host an opening ceremony to recognize major donors.



Key points

Hālau Wa'a would:

- be built with grant funding.
- incur zero long term debt.
- switch to generating income (rather than requiring support).
- be utilized seven days a week.

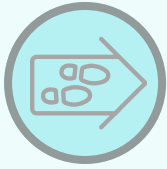
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JENNIFER

With the proposed kapuna daycare and keiki preschool added to the development plan, Hālau Wa'a would:

- be built with grant funding from predominantly Hawaiian organizations.
- incur zero long term debt.
- generate a large assessment income stream for the diocese—a switch from the current situation in which the diocese provides significant financial support for Hālau Wa'a.
- be utilized seven days a week.



Key points [continued]

An exciting opportunity for our Diocese

- Hālau Wa‘a works to integrate the church with the younger, mostly Hawaiian community in Kapolei, honoring the vision of Queen Emma.
- The Kapolei Development Project would add much needed services for kupuna and keiki.
- In total, the project may well be a model for the future of the Episcopal Church.

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Hālau Wa‘a worship services, events, and programming are tailored to Kapolei’s younger and predominantly Hawaiian community, in keeping with Queen Emma’s vision.

By adding much needed community services for kupuna and keiki, the Kapolei Development Project may well be a model for the future of the Episcopal Church.

Mahalo!

Mr. Trip Lynch - triplynch@yahoo.com

Rev. Jennifer Masada - vicarjennifer@staugustineskohala.com



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TRIP:

Mahalo for listening to our presentation today. If you have any questions or feedback about the project, please feel free to email me, Jennifer, or any member of the Task Group.

JENNIFER:

We are grateful for the opportunity to work on this project on behalf of the diocese. Please hold the Kapolei Development Task Group in your prayers as we complete Phase I and prepare recommendations for Diocesan Council.



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