



**STATE OF HAWAII  
OFFICE OF HAWAIIAN AFFAIRS**

BOARD OF TRUSTEES  
 Colette Y. Machado, *Chairperson*  
 Brendon Kalei'āina Lee, *Vice Chairperson*  
 Leina'ala Ahu Isa, *At-Large*  
 Dan Ahuna, *Kaua'i & Ni'ihau*  
 Kalei Akaka, *O'ahu*  
 Keli'i Akina, *At-Large*  
 Carmen Hulu Lindsey, *Maui*  
 Robert K. Lindsey, Jr., *Hawai'i Island*  
 John Waihe'e IV, *At-Large*

**MEETING OF THE BOARD OF TRUSTEES**

**DATE:** Thursday, September 17, 2020

**TIME:** 9:30 am

**PLACE:** Virtual Meeting

Viewable at [www.oha.org/livestream](http://www.oha.org/livestream) OR

Listen by phone: (213) 338-8477, Webinar ID: 947-4547-5673

**Due to the threat of COVID-19, Governor Ige issued the most recent Emergency Twelfth Supplementary Proclamation dated August 20, 2020 that suspend parts of Hawai'i Revised Statutes Chapter 92, Public Agency Meetings and Records to, among other things, enable boards to conduct business without any board members or members of the public physically present at the same location.**

**The OHA Board of Trustees will hold virtual meetings until further notice. The virtual meetings can be viewed and observed via livestream on OHA's website at [www.oha.org/livestream](http://www.oha.org/livestream) or listen by phone: (213) 338-8477, Webinar ID: 947-4547-5673**

**AGENDA**

- I. Call to Order
- II. Public Testimony on Items Listed on the Agenda\* (Please see page 2 on how to submit written testimony or provide oral testimony online. Oral testimony by phone will **not** be accepted)
- III. New Business
  - A. Action Item BOT #20-06: Approve a modification to the Scope of Services for a professional consultant to assist the Board of Trustees in conducting its performance appraisal of OHA's CEO pursuant to Section V of Contract 3356<sup>†</sup>
  - B. Action Item BOT #20-07: Approval of Strategic Plan 2020 – 2035 Reworded Strategies, New Endowment Strategies and Strategic Outcomes<sup>†</sup>
- IV. Executive Session‡
  - A. Consultation with Board Counsel Robert G. Klein, Esq. re: questions and issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities with respect to OHA v. Kondo, (1CCV-20-0259), the Declaratory Relief action filed in the First Circuit Court on February 14, 2020. Pursuant to HRS § 92-5(a)(4).
- V. Announcements
- VI. Adjournment

If you require an auxiliary aid or accommodation due to a disability, please contact Raina Gushiken at telephone number 594-1772 or by email at: [rainag@oha.org](mailto:rainag@oha.org) no later than three (3) business days prior to the date of the meeting.

Meeting materials will be available to the public on Monday, September 14, 2020 and posted to OHA's website at: [www.oha.org/bot](http://www.oha.org/bot)



**STATE OF HAWAII  
OFFICE OF HAWAIIAN AFFAIRS**

† Notice: The 72 Hour rule, pursuant to OHA BOT Operations Manual, Section 49, shall be waived for distribution of new committee materials.

‡ Notice: This portion of the meeting will be closed pursuant to HRS § 92-5.

\*Public Testimony: Public testimony can be submitted to the OHA Board of Trustees either: (1) in writing emailed at least 24 hours prior to the scheduled meeting, or (2) as live, oral testimony online during the Public Testimony portion of the virtual meeting. **Public testimony must be limited to matters listed on the meeting agenda.** Please visit OHA's website for more detailed information on how to submit public testimony at: <https://www.oha.org/how-to-submit-testimony-for-oha-bot-meetings/>

Persons wishing to provide *written testimony* on items listed on the agenda should submit testimony via *email* to [BOTmeetings@oha.org](mailto:BOTmeetings@oha.org) at least **24 hours prior** to the scheduled meeting. Any testimony received after this deadline will be late testimony and distributed to the Board members after the scheduled meeting. **Due to COVID-19, please do not fax, mail, or hand-deliver written testimony.**

Persons wishing to provide *oral testimony online* during the virtual meeting must register here first:

[https://zoom.us/webinar/register/WN\\_-aoNa0S0SBCIRmzedSeUDQ](https://zoom.us/webinar/register/WN_-aoNa0S0SBCIRmzedSeUDQ)

Oral testimony online is limited to items listed on the agenda. The registration to provide oral testimony online will remain open until the Public Testimony section of the agenda has concluded. You will need to register prior to this time if you would like to orally testify. Once you have completed your registration, a confirmation email will be sent to you with a link to join the virtual meeting and further instructions on how to provide oral testimony during the virtual meeting. To provide oral testimony online, you will need (1) a computer or mobile device to connect to the internet, (2) internet access, and (3) a microphone to provide oral testimony. Oral testimony online will be limited to five (5) minutes. Oral testimony by phone will **not** be accepted at this time.

*Colette Y. Machado*

\_\_\_\_\_  
Trustee Colette Y. Machado  
Chairperson, Board of Trustees

*9/11/2020*

\_\_\_\_\_  
Date

Office of Hawaiian Affairs  
Virtual Board of Trustee Meeting  
September 17, 2020  
9:30 am

III. New Business

- A. Action Item BOT #20-06: Approve a modification to the Scope of Services for a professional consultant to assist the Board of Trustees in conducting its performance appraisal of OHA's CEO pursuant to Section V of Contract 3356<sup>†</sup>

**OFFICE OF HAWAIIAN AFFAIRS**  
Action Item

**Board of Trustees**  
September 17, 2020

**BOT #20-06**

**Action Item Title:** Approve a modification to the Scope of Services for a professional consultant to assist the Board of Trustees in conducting its performance appraisal of OHA’s CEO pursuant to Section V of Contract 3356

**Prepared by:**  09/15/2020  
Carol Hoomanawanui Date  
Ke ‘Aho Kele, Chief of Staff

**Reviewed by:**  09/15/2020  
Colette Y. Machado Date  
Ke Kauhuhu, Board of Trustees Chair

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## **I. ACTION ITEM**

Approve a modification to the Board-approved Scope of Services for a professional consultant to assist the Board of Trustees in conducting its annual performance appraisal of the OHA CEO, Sylvia M. Hussey, Ed.D., contained in Attachment A changing the completion date under item 13 to now reflect May 31, 2021.

## **II. ISSUE**

Whether or not the Board of Trustees should approve a modification to the previously Board-approved Scope of Services for a professional consultant to assist the Board of Trustees in conducting its annual performance appraisal of the OHA CEO, Sylvia M. Hussey, Ed.D., contained in Attachment A changing the completion date under item 13 from October 30, 2020 to May 31, 2021.

## **III. DISCUSSION**

The OHA Board of Trustees (“Board”) approved Sylvia M. Hussey, Ed.D., as the OHA Chief Executive Officer (“CEO”) to manage the operations of OHA under the policies and direction of the Board. The Board executed Contract 3356 to employ the OHA CEO for a term of five (5) years commencing December 1, 2019 and ending November 30, 2024.

In accordance with Section V of Contract 3356, which requires the Board, in consultation with a professional consultant, to conduct a performance appraisal of the OHA CEO at least annually, the Board considered Action Item BOT #20-02 (see Attachment C) and approved the following actions at its meeting on March 5, 2020 (see Attachment D):

- Approved the scope of services for the professional consultant;
- Approved a contract amount not to exceed \$40,000 for each 12-month period; and
- Approved a 24-month contract with an option to extend the contract for an additional 36 months, subject to availability of funds.

Shortly after the Board took action, the COVID-19 pandemic occurred which shifted time and resources to focus on COVID-related projects and impacted the timeline of other projects. In addition, a shortage of staff added to the delay of the solicitation for the procurement of the professional consultant.

To move things forward, the completion date of the performance appraisal of the CEO in the original scope of services approved by the Board should be modified to reflect a revised date in 2021. The procurement including the solicitation, evaluation, and selection of a professional consultant should be completed by the end of October, approximately the same time the Board will finish conducting business before elections. The Board will need to reorganize first before it conducts the performance appraisal of the CEO, and engagement with the professional consultant will most likely start in early 2021. It will take at least 3-4 months to conduct the performance appraisal.

This action item is seeking the Board's approval to modify the previously approved scope of services by changing the completion date under item 13 from October 30, 2020 to May 31, 2021 and if approved, the modified scope under item 13 will now state:

“Complete a written performance appraisal of the CEO with approval by the BOT and disseminate it to the BOT and CEO no later than May 31, 2021; and for subsequent annual appraisals, the completion and dissemination of the approved written performance appraisal of the CEO will be due by the BOT-approved timeline.”

Approval of the recommended action to change the completion deadline will trigger the solicitation to be posted and the selection of a professional consultant who will be ready to work with the Board when it is ready to begin its performance appraisal of the CEO in 2021.

The services for a professional consultant will be procured in accordance with the Hawai'i Public Procurement Code, Hawai'i Revised Statutes Section 103D. OHA's Procurement Unit will carry out the procurement and the BOT Chair will be assigned as the contract monitor.

#### **IV. TIMEFRAME**

Upon approval by the Board, OHA's Procurement Unit will begin the procurement process and the evaluation and selection of the professional consultant should be completed by the end of October, 2020.

A written performance appraisal of the OHA CEO shall be completed and approved by the Board and disseminated to the Board and CEO no later than May 31, 2021. For subsequent annual appraisals, the completion and dissemination of the approved written performance appraisal of the CEO will be due by the BOT-approved timeline.

#### **V. FUNDING**

The funding of \$40,000 available in FY2020 and FY2021 budgets in the Board of Trustees program 1100 was already confirmed and certified via Action Item BOT #20-02 by the Gloria Li, Interim Chief Executive Officer at the time (refer to Attachment C).

#### **VI. ALTERNATIVES**

- A. Approve a modification to the Board-approved Scope of Services for a professional consultant to assist the Board of Trustees in conducting its annual performance appraisal of the OHA CEO, Sylvia M. Hussey, Ed.D., contained in Attachment A changing the completion date under item 13 to now reflect May 31, 2021.
- B. Approve a modification to the Board-approved Scope of Services for a professional consultant to assist the Board of Trustees in conducting its annual performance appraisal of the OHA CEO, Sylvia M. Hussey, Ed.D., contained in Attachment A changing the completion date under item 13 to another date in 2021 as discussed and approved by the Board.

C. Do not approve / Take no action.

## **VII. RECOMMENDATION**

Approve a modification to the Board-approved Scope of Services for a professional consultant to assist the Board of Trustees in conducting its annual performance appraisal of the OHA CEO, Sylvia M. Hussey, Ed.D., contained in Attachment A changing the completion date under item 13 to now reflect May 31, 2021.

## **VIII. ATTACHMENTS**

Attachment A: Modified Scope of Services for a Professional Consultant to assist the Board of Trustees (BOT) in conducting its Performance Appraisal of OHA's Chief Executive Officer (CEO) – Revised September 17, 2020 – 2 pages

Attachment B: Modified (**Redlined**) Scope of Services for a Professional Consultant to assist the Board of Trustees (BOT) in conducting its Performance Appraisal of OHA's Chief Executive Officer (CEO) – Revised September 17, 2020 – 2 pages

Attachment C: Action Item BOT #20-02: Approval of a Scope of Services for a professional consultant to assist the Board of Trustees in conducting its annual performance appraisal of OHA's CEO pursuant to Section V of Contract 3356 – 7 pages

Attachment D: Page 10 of the OHA BOT Minutes on March 5, 2020 for the final action and roll call vote on Action Item BOT #20-02 – 1 page

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## ATTACHMENT A

### **Modified Scope of Services for a Professional Consultant to assist the Board of Trustees (BOT) in conducting its Performance Appraisal of OHA's Chief Executive Officer (CEO) – Revised September 17, 2020**

1. Provide consultation and assistance to the OHA BOT in conducting its annual performance appraisal of OHA's CEO.
2. Recommend a performance evaluation method and process for the performance appraisal of OHA's CEO, including timeline, data gathering activities and related deadlines and present recommendations to BOT for approval.
3. Develop an appropriate evaluation instrument for the CEO performance evaluation based on the CEO's current contract and job description, BOT-approved method and process, performance goals, deliverables, and/or metrics, and other pertinent information, data, and documents.
4. Interview all members of the BOT and CEO in developing the performance evaluation method, process, including data gathering activities and evaluation instrument.
5. Assist and support the BOT in the implementation of the approved evaluation method, process, and evaluation instrument, including but not limited to, gathering data, providing the necessary guidance on the evaluation instrument to individuals providing feedback; developing, if necessary, surveys/questionnaires; surveying and/or interviewing all individuals providing feedback; and communicating with individuals as necessary.
6. Assist the BOT in the development of performance goals, deliverables, metrics, and/or other measurements to evaluate the CEO's performance in upcoming and/or subsequent annual performance appraisals.
7. Compile information and responses from all individuals involved in the performance evaluation, prepare a draft performance appraisal for BOT review, and finalize performance appraisal for BOT approval.
8. Provide the BOT with an analysis and summary of the evaluation results and provide appropriate recommendations, including next steps going forward.
9. Provide feedback and recommendations to the BOT and CEO on the results.
10. Attend BOT meetings as necessary or requested by the BOT.
11. Provide bi-weekly (every two weeks) status report of process activities and related deliverables to the BOT.
12. Provide other services deemed necessary by the BOT to conduct and complete the performance appraisal of the CEO.

**ATTACHMENT A**

**Modified Scope of Services for a Professional Consultant to assist the Board of Trustees (BOT) in conducting its Performance Appraisal of OHA's Chief Executive Officer (CEO) -- Revised September 17, 2020**

13. Complete a written performance appraisal of the CEO with approval by the BOT and disseminate it to the BOT and CEO no later than May 31, 2021; and for subsequent annual appraisals, the completion and dissemination of the approved written performance appraisal of the CEO will be due by the BOT-approved timeline.

**END OF ATTACHMENT A**

## **ATTACHMENT B**

### **Modified (Redlined) Scope of Services for a Professional Consultant to assist the Board of Trustees (BOT) in conducting its Performance Appraisal of OHA's Chief Executive Officer (CEO) – Revised September 17, 2020**

1. Provide consultation and assistance to the OHA BOT in conducting its annual performance appraisal of OHA's CEO.
2. Recommend a performance evaluation method and process for the performance appraisal of OHA's CEO, including timeline, data gathering activities and related deadlines and present recommendations to BOT for approval.
3. Develop an appropriate evaluation instrument for the CEO performance evaluation based on the CEO's current contract and job description, BOT-approved method and process, performance goals, deliverables, and/or metrics, and other pertinent information, data, and documents.
4. Interview all members of the BOT and CEO in developing the performance evaluation method, process, including data gathering activities and evaluation instrument.
5. Assist and support the BOT in the implementation of the approved evaluation method, process, and evaluation instrument, including but not limited to, gathering data, providing the necessary guidance on the evaluation instrument to individuals providing feedback; developing, if necessary, surveys/questionnaires; surveying and/or interviewing all individuals providing feedback; and communicating with individuals as necessary.
6. Assist the BOT in the development of performance goals, deliverables, metrics, and/or other measurements to evaluate the CEO's performance in upcoming and/or subsequent annual performance appraisals.
7. Compile information and responses from all individuals involved in the performance evaluation, prepare a draft performance appraisal for BOT review, and finalize performance appraisal for BOT approval.
8. Provide the BOT with an analysis and summary of the evaluation results and provide appropriate recommendations, including next steps going forward.
9. Provide feedback and recommendations to the BOT and CEO on the results.
10. Attend BOT meetings as necessary or requested by the BOT.
11. Provide bi-weekly (every two weeks) status report of process activities and related deliverables to the BOT.
12. Provide other services deemed necessary by the BOT to conduct and complete the performance appraisal of the CEO.

**ATTACHMENT B**

**Modified (~~Redlined~~) Scope of Services for a Professional Consultant to assist the Board of Trustees (BOT) in conducting its Performance Appraisal of OHA's Chief Executive Officer (CEO) – Revised September 17, 2020**

13. Complete a written performance appraisal of the CEO with approval by the BOT and disseminate it to the BOT and CEO no later than ~~October 30, 2020~~ **May 31, 2020**; and for subsequent annual appraisals, the completion and dissemination of the approved written performance appraisal of the CEO will be due by the BOT-approved timeline.

**END OF ATTACHMENT B**

OFFICE OF HAWAIIAN AFFAIRS  
Action Item

Board of Trustees  
March 5, 2020

BOT #20-02

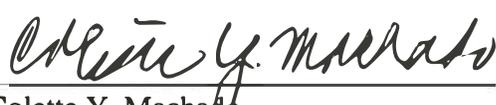
**Action Item Title:** Approval of a Scope of Services for a professional consultant to assist the Board of Trustees in conducting its annual performance appraisal of OHA's CEO pursuant to Section V of Contract 3356

Prepared by:  3/4/20  
Carol Hoomanawanui  
Ke 'Aho Kele, Chief of Staff  
Date

Reviewed by:  3/4/20  
Gloria Li  
Ka Pou Kihī Kanaloa Wai Kūikawā, Interim Chief Financial Officer  
Date

Reviewed by:  3/4/20  
Lisa M. Watkins-Victorino  
Ka Pou Nui Kūikawā, Interim Chief Operating Officer  
Date

Reviewed by:  3/4/20  
Sylvia M. Hussey Ed.D.  
Ka Pouhāna, Chief Executive Officer  
Date

Reviewed by:  03/04/20  
Colette Y. Machado  
Ke Kauhuhu, Board of Trustees Chair  
Date

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**I. ACTION ITEM**

Approve the Scope of Services in Attachment A for a professional consultant in an amount not to exceed \$40,000 to assist the Board of Trustees in conducting its annual performance appraisal of the OHA CEO, Sylvia M. Hussey, Ed.D., pursuant to Section V of Contract 3356; and to approve a 24-month contract with an option to extend the contract for an additional 36 months, subject to availability of funds.

**II. ISSUE**

Whether or not the Board of Trustees should approve the Scope of Services in Attachment A for a professional consultant in an amount not to exceed \$40,000 to assist the Board of Trustees in conducting its annual performance appraisal of the OHA CEO, Sylvia M. Hussey, Ed.D., pursuant to Section V of Contract 3356; and whether or not the Board of Trustees should approve a 24-month contract with an option to extend the contract for an additional 36 months, subject to availability of funds.

**III. DISCUSSION**

The OHA Board of Trustees (“Board”) approved Sylvia M. Hussey, Ed.D., as the OHA Chief Executive Officer (CEO) to manage the operations of OHA under the policies and direction of the Board. The Board executed Contract 3356 to employ the OHA CEO for a term of five (5) years commencing December 1, 2019 and ending November 30, 2024.

Section V of Contract 3356 requires the Board, in consultation with a professional consultant, to conduct a performance appraisal of the OHA CEO at least annually:

**V. PERFORMANCE APPRAISAL**

- A. A Performance Appraisal of the CEO’s level of success in discharging her duties and responsibilities will be conducted at least annually.
- B. All appraisals will be conducted by the Board in consultation with a professional consultant who will be selected in accordance with HRS Section 103D.
- C. Performance Appraisals under this Contract shall include, but not be limited to, the CEO’s performance in accomplishing or making progress toward accomplishing the goals set by the Board in section IV — Professional Responsibilities, subsections A, B, and C of this contract. Goals, results, and/or deliverables set forth and adopted in a Performance Appraisal will be used to

evaluate the performance of the CEO in subsequent Performance Appraisals. The components, parameters, and/or criteria used in any performance appraisal of the CEO shall remain unchanged for the term of this Contract.

This Action Item will assist the Board in completing its performance appraisal of the OHA CEO and help the Board fulfill its contractual responsibility.

The professional consultant will perform the scope of services in Attachment A. The scope of services is crafted to allow the Board to discuss with the professional consultant and determine how it will conduct the performance appraisal of the OHA CEO. The professional consultant will recommend to the Board an evaluation method and process for the Board's consideration and approval. The scope of services assumes the professional consultant will assist the Board in every step of the process from start to the completion of the performance appraisal of the OHA CEO, including services deemed necessary by the Board to conduct and complete the performance appraisal. The professional consultant is expected to complete a written performance appraisal of the CEO with approval by the Board, and to disseminate it to the Board and CEO no later than October 30, 2020.

The OHA CEO's contract is for five (5) years. The recommendation is to approve a multi-term contract for a professional consultant for a duration of 24 months, with an option to extend the contract for an additional 36 months, subject to availability of funds. If approved, this multi-term contract, will coincide with the OHA CEO's contract period and the approved funding in the Biennium Budget FY2020-FY2021 for the first 24 months. A multi-term contract will reduce the time and resources used to procure the services of a professional consultant for each year the performance appraisal is required. It will allow the Board to be consistent in each of its annual performance appraisals by working with the same professional consultant for the duration of the OHA CEO contract period.

The services for a professional consultant will be procured in accordance with the Hawai'i Public Procurement Code, Hawai'i Revised Statutes Section 103D. The scope of services and the multi-year term will be incorporated into the procurement solicitation. OHA's Procurement Unit will carry out the procurement and the BOT Chair will be assigned as the contract monitor.

#### **IV. TIMEFRAME**

Upon approval by the Board, OHA's Procurement Unit will begin the procurement process. The procurement and contracting of the professional consultant should be completed by the beginning of May, 2020.

A written performance appraisal of the OHA CEO shall be completed and approved by the Board, and disseminated to the Board and CEO no later than October 30, 2020. For subsequent annual appraisals, the completion and dissemination of the approved written performance appraisal of the CEO will be due by the BOT-approved timeline.

**V. FUNDING**

\$40,000 is available in the FY 2020 and FY2021 budgets in the Board of Trustees Program 1100 for a professional consultant for this purpose.

**Certification of Funding Availability:**

The funds required for this Action Item are currently available and will be drawn from the Board of Trustees Program 1100, Services-on-a-Fee-Basis: 930.2020.1100.57110 for FY 2020.

  
\_\_\_\_\_  
Gloria Li  
Interim Chief Financial Officer

Date: March 4, 2020

**VI. ALTERNATIVES**

- A. Approve the Scope of Services in Attachment A for a professional consultant in an amount not to exceed \$40,000 to assist the Board of Trustees in conducting its annual performance appraisal of the OHA CEO, Sylvia M. Hussey, Ed.D., pursuant to Section V of Contract 3356; and to approve a 24-month contract with an option to extend the contract for an additional 36 months, subject to availability of funds.
- B. Do not approve the Scope of Services in Attachment A for a professional consultant in an amount not to exceed \$40,000 to assist the Board of Trustees in conducting its annual performance appraisal of the OHA CEO, Sylvia M. Hussey, Ed.D., pursuant to Section V of Contract 3356; and to approve a 24-month contract with an option to extend the contract for an additional 36 months, subject to availability of funds.

**VII. RECOMMENDATION**

Approve the Scope of Services in Attachment A for a professional consultant in an amount not to exceed \$40,000 to assist the Board of Trustees in conducting its annual performance appraisal of the OHA CEO, Sylvia M. Hussey, Ed.D., pursuant to Section V of Contract 3356; and to approve a 24-month contract with an option to extend the contract for an additional 36 months, subject to availability of funds.

**VIII. ATTACHMENTS**

Attachment A: Scope of Services for a Professional Consultant to assist the Board of Trustees (BOT) in conducting its Performance Appraisal of OHA's Chief Executive Officer (CEO)

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**Scope of Services for a Professional Consultant to assist the Board of Trustees (BOT) in conducting its Performance Appraisal of OHA's Chief Executive Officer (CEO)**

1. Provide consultation and assistance to the OHA BOT in conducting its annual performance appraisal of OHA's CEO.
2. Recommend a performance evaluation method and process for the performance appraisal of OHA's CEO, including timeline, data gathering activities and related deadlines and present recommendations to BOT for approval.
3. Develop an appropriate evaluation instrument for the CEO performance evaluation based on the CEO's current contract and job description, BOT-approved method and process, performance goals, deliverables, and/or metrics, and other pertinent information, data, and documents.
4. Interview all members of the BOT and CEO in developing the performance evaluation method, process, including data gathering activities and evaluation instrument.
5. Assist and support the BOT in the implementation of the approved evaluation method, process, and evaluation instrument, including but not limited to, gathering data, providing the necessary guidance on the evaluation instrument to individuals providing feedback; developing, if necessary, surveys/questionnaires; surveying and/or interviewing all individuals providing feedback; and communicating with individuals as necessary.
6. Assist the BOT in the development of performance goals, deliverables, metrics, and/or other measurements to evaluate the CEO's performance in upcoming and/or subsequent annual performance appraisals.
7. Compile information and responses from all individuals involved in the performance evaluation, prepare a draft performance appraisal for BOT review, and finalize performance appraisal for BOT approval.
8. Provide the BOT with an analysis and summary of the evaluation results and provide appropriate recommendations, including next steps going forward.
9. Provide feedback and recommendations to the BOT and CEO on the results.
10. Attend BOT meetings as necessary or requested by the BOT.
11. Provide bi-weekly (every two weeks) status report of process activities and related deliverables to the BOT.
12. Provide other services deemed necessary by the BOT to conduct and complete the performance appraisal of the CEO.

**Scope of Services for a Professional Consultant to assist the Board of Trustees (BOT) in conducting its Performance Appraisal of OHA's Chief Executive Officer (CEO)**

13. Complete a written performance appraisal of the CEO with approval by the BOT and disseminate it to the BOT and CEO no later than October 30, 2020; and for subsequent annual appraisals, the completion and dissemination of the approved written performance appraisal of the CEO will be due by the BOT-approved timeline.

END OF ATTACHMENT A

# ATTACHMENT D

a multi-term contract you can only do it for the first term has to be for the time period that you have funds available. Which is why we did 24 and extended, you have the option to extend. You don't have to but you have the option to extend subject to availability of funds to actually coincide with the remainder of Sylvia's contract. That is correct. I apologize Trustee.

**Trustee Carmen Hulu Lindsey** – Mahalo.

**Chair Colette Machado** – Robert Klein, Board Counsel.

**Robert Klein, Board Counsel** – Not to add confusion but hopefully clarity. I think if your contractor is not doing a good job after one year on the first review, there is no reason you can't terminate the contract. So this is more about the funding and budgeting then it is about performance. I don't want it left on the table that we cannot terminate somebody because of that job, we have to wait two years, pay \$80,000 before we can terminate a contract.

**Chair Colette Machado** – Members are we ready to take vote?

**Trustee Carmen Hulu Lindsey** – Yes.

**Chair Colette Machado** – Roll call vote please.

Trustee Brendon Kalei'āina Lee moves to approve the Scope of Services in Attachment A for a professional consultant in an amount not to exceed \$40,000 for each 12 month period to assist the Board of Trustees in conducting its annual performance appraisal of the OHA CEO, Sylvia M. Hussey, Ed.D., pursuant to Section V of Contract 3356; and to approve a 24-month contract with an option to extend the contract for an additional 36 months, subject to availability of funds.						
Trustee Dan Ahuna seconds the motion.						
TRUSTEE	1	2	'AE (YES)	A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEINA'ALA AHU ISA			X			
TRUSTEE DAN AHUNA		x	X			
TRUSTEE KALEI AKAKA			X			
TRUSTEE KELI'I AKINA			X			
TRUSTEE BRENDON KALEI'ĀINA LEE	x		X			
TRUSTEE CARMEN HULU LINDSEY			X			
TRUSTEE ROBERT LINDSEY			X			
TRUSTEE JOHN WAIHE'E			X			
TRUSTEE COLETTE MACHADO			X			
TOTAL VOTE COUNT			9			
MOTION: [ x ] UNANIMOUS [ x ] PASSED [ ] DEFERRED [ ] FAILED Motion unanimously passes with nine (9) yes votes.						

**Chair Colette Machado** – Members thank you for moving all of our action items.

## VI. EXECUTIVE SESSION

**Chair Colette Machado** – We are not moving to Executive Session. The Chair would like to entertain a motion to recuse ourselves subject to HRS § 92-5(a)(4).

**Trustee Brendon Kalei'āina Lee moves to recuse into executive session pursuant to HRS § 92-5(a)(4).**

Office of Hawaiian Affairs  
Virtual Board of Trustee Meeting  
September 17, 2020  
9:30 am

III. New Business

- B. Action Item BOT #20-07: Approval of Strategic Plan 2020 – 2035 Reworded Strategies, New Endowment Strategies and Strategic Outcomes<sup>†</sup>

OFFICE OF HAWAIIAN AFFAIRS  
Action Item

Board of Trustees  
September 17, 2020

BOT #20-07

Action Item Issue: Approval of Strategic Plan 2020 – 2035 Reworded Strategies, New Endowment Strategies and Strategic Outcomes

Prepared by:  09/11/20

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Sylvia M. Hussey, Ed.D. Date  
Ka Pouhana, Chief Executive Officer &  
Ka Pou Kihī Kanaloa Wai Kūikawā, Interim Chief Financial Officer

Reviewed by:  09/11/20

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Lisa Watkins-Victorino, Ph.D. Date  
Ka Pou Kihī Kane, Director of Research and Strategic Plan Hui Member

Reviewed by:  09/11/20

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Carla Hostetter Date  
Luna Kuhikuhipu'eone, Ke'ena 'Ōnaehana  
Director of Systems Office and Strategic Plan Hui Member

Reviewed by:  09/11/20

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Mehana Hind Date  
Ka Pou Kihī Paia Lono, Director of Community  
Engagement and Strategic Plan Hui Member

Reviewed by:  09/11/20

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Sterling Wong Date  
Ke Kahua Paikala, Public Relations Officer,  
Ka Pou Nui Kūikawā, Interim Chief Operating Officer and  
Strategic Plan Hui Member

Reviewed by:  09/11/20

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Raina Gushiken Date  
Ka Paepae Puka, Senior Legal Counsel

*Colette Y. Machado*

09/14/20

Reviewed by:

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Colette Y. Machado

Date

Ke Kauhuhu o ke Kaupoku, Chair, Board of Trustees

**I. ACTION**

Based on Administration’s tactical, implementation and operational planning and the Board workshop held on September 10, 2020, for the Strategic Plan 2020 – 2035 strategies and outcomes, Administration recommends:

**A. Approval of the following eight reworded strategies:**

*Strategic Direction: Educational Pathways*

**Strategy 1:** Support development and use of educational resources for all Hawaiian life-long learners in schools, communities and ‘ohana.

**Strategy 2:** Support education through Hawaiian language medium and focused Charter Schools.

*Strategic Direction: Health Outcomes*

**Strategy 3:** Advance policies, programs and practices that strengthen Hawaiian well-being, including physical, spiritual, mental and emotional health.

**Strategy 4:** Advance policies, programs and practices that strengthen the health of the ‘āina and mo‘omeheu.

*Strategic Direction: Quality Housing*

**Strategy 5:** Advance policies, programs and practices that strengthen Hawaiian resource management knowledge and skills to meet the housing needs of their ‘ohana.

**Strategy 6:** Support implementation of the Hawaiian Homes Commission Act and other efforts to meet the housing needs of ‘ohana.

*Strategic Direction: Economic Stability*

**Strategy 7:** Advance policies, programs and practices that strengthen ‘ohana abilities to pursue multiple pathways toward economic stability.

**Strategy 8:** Cultivate economic development in and for Hawaiian communities.

**B. Approval of the following two new endowment strategies and strategic outcomes:**

**Strategy 9:** Steward financial and commercial resources to enable strategic outcomes.

- 9.1. Increased value of the Native Hawaiian Trust Fund (NHTF);
- 9.2. Increased value of the commercial resources;
- 9.3. Increased direct investments in Hawaii;
- 9.4. Increased value derived from the NHTF and commercial resources; and
- 9.5. Increased strategic granting.

**Strategy 10:** Steward land resources to fulfill fiduciary responsibilities and enable strategic outcomes.

- 10.1. Protected traditional and customary rights;
- 10.2. Deepened sense to auamo kuleana for land resources;
- 10.3. Strengthened and elevated cultural resource management practices;
- 10.4. Broadened cadre of cultural resource managers; and
- 10.5. Increased stewardship of direct land investments

**C. Approval of the following strategic outcomes for each of the strategic directions:**

***Strategic Direction: Educational Pathways***

**Strategic Outcome:** Strengthened and Integrated Community, Culture based Learning Systems

**Strategy 1:** Support development and use of educational resources for all Hawaiian life-long learners in schools, communities and ‘ohana.

- 1.1. Increased number or percent of Native Hawaiian students who enter educational systems ready to learn;
- 1.2. Increased number or percent of Native Hawaiian students graduating high school who are college, career, and community ready; and
- 1.3. Increased number of Native Hawaiians engaged in traditional learning systems (ie. hale, halau, mua, hale pe’a) that reestablish/maintain strong cultural foundations/ identity.

**Strategy 2:** Support education through Hawaiian language medium and focused Charter Schools.

- 2.1. Adequately resourced Hawaiian Focused Charter Schools and Hawaiian-medium schools, including funding of transportation, special education, facilities, and meals, and availability of qualified teachers;
- 2.2. Increased availability of Hawaiian Focused Charter Schools and Hawaiian-medium schools; and
- 2.3. Establishment of a Native Hawaiian Charter School and Hawaiian-medium system.

***Strategic Direction: Health Outcomes***

**Strategic Outcome:** Strengthened ‘Ōiwi (Cultural Identity), Ea (Self-Governance), ‘Āina Momona (Healthy Lands and People), Pilina (Relationships), Waiwai (Shared Wealth), Ke Akua Mana (Spirituality)

**Strategy 3:** Advance policies, programs and practices that strengthen Hawaiian well-being, including physical, spiritual, mental and emotional health.

- 3.1. Increased availability and access to quality, culturally based, and culturally adapted prevention and treatment interventions in ‘ohana, schools, and communities; (E Ola Mau a Mau)
- 3.2. Establishment of a fully functional, high quality, culturally adapted, primary Native Hawaiian Health System which coordinates effective wellness activities/ programs; (E Ola Mau a Mau)
- 3.3. Decrease the number / percent of Native Hawaiians in jails and prison; and
- 3.4. Communities are empowered to take care of iwi kupuna.

**Strategy 4:** Advance policies, programs and practices that strengthen the health of the ‘āina and mo‘omeheu.

- 4.1 Preservation and perpetuation of Hawaiian language, culture, traditions, identity and sense of Lāhui;
- 4.2 Increased community stewardship of Hawai‘i’s natural and cultural resources that foster connection to ‘āina, ‘ohana, and communities; and
- 4.3 Increased restoration of Native Hawaiian cultural sites, landscapes, kulāiwi and traditional food systems.

***Strategic Direction: Quality Housing***

**Strategic Outcome:** Strengthened Capability for ‘Ohana to Meet Living Needs, including Housing; Strengthened Effective Implementation of the HHCA

**Strategy 5:** Advance policies, programs and practices that strengthen Hawaiian resource management knowledge and skills to meet the housing needs of their ‘ohana.

- 5.1. Increased numbers/ percent of Native Hawaiians who rent housing that meets their ‘ohana’s financial and well-being needs
- 5.2. Increased numbers/ percent of Native Hawaiians who own housing that meets their ‘ohana’s financial and well-being needs
- 5.3. Increased safety, stability, social support networks, and cultural connection in Native Hawaiian communities

**Strategy 6:** Support implementation of the Hawaiian Homes Commission Act and other efforts to meet the housing needs of ‘ohana.

- 6.1. Increased affordable non-traditional housing options (ADUs/ tiny houses, large multi-generational lots or homes) in communities of ‘ohana’s choice;
- 6.2. Increased housing unit supply on Hawaiian Home Lands; and
- 6.3. Decreased rate of Native Hawaiian ‘ohana out of state migration.

**Strategic Direction: Economic Stability**

**Strategic Outcome:** Strengthened Capability for ‘Ohana to Meet Living Needs, including Housing; Strengthened Effective Implementation of the HHCA

**Strategy 7:** Advance policies, programs and practices that strengthen ‘ohana abilities to pursue multiple pathways toward economic stability.

- 7.1. Increased number / percent of Native Hawaiian ‘ohana who are able to provide high quality keiki and kupuna care;
- 7.2. Increase access to capital and credit for community strengthening Native Hawaiian businesses and individuals;
- 7.3. Increase number of Native Hawaiian ‘ohana who are resource stable (financial, subsistence, other); and
- 7.4. Increased Native Hawaiian employment rate.

**Strategy 8:** Cultivate economic development in and for Hawaiian communities.

- 8.1. Increased number of successful, community strengthening Native Hawaiian-owned businesses;
- 8.2. Establishment of new markets for Native Hawaiian products (eg. kalo, loko’ia grown fish, etc.) that can provide Native Hawaiian producers a livable wage; and
- 8.3. Established and operationalized indigenous economic system consistent with Native Hawaiian knowledge, culture, values, and practices.

## II. ISSUE

Whether the Board of Trustees (BOT) will approve, modify or not approve the Administration recommended reworded strategies, new endowment strategies and strategic outcomes.

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III. BACKGROUND and CONTEXT of WORK APPROVED TO DATE

A. Vision and Mission (March 2019). Via Action Item BOT #19-02, the Board approved the ‘olelo Hawai‘i version of the OHA mission and vision statements as well as changed the term “nation” to “lāhui” in the English version of the OHA mission and vision statements.

Nu`ukia (Vision)

Ho‘oulu Lāhui Aloha

*To raise a beloved Lāhui*

Ala Nu`ukia (Mission)

To mālama Hawai‘i’s people and environmental resources, and OHA’s assets, toward ensuring the perpetuation of the culture, the enhancement of lifestyle and the protection of entitlements of Native Hawaiians, while enabling the building of a strong and healthy Hawaiian people and lāhui, recognized nationally and internationally.

*E ho ‘omalu i ko Hawai‘i kanaka me ona mau waiwai honua a pau - pau pū nō me ko ke Ke‘ena mau waiwai lewa me nā waiwai pa‘a iho no - e ō aku ai ka nohona mo ‘omeheu, e ‘oi aku ai ka nohona kū i ka wā, a e malu iho ai ka nohona welo ‘oilina ma ka mea e ho ‘oiaupa ‘i mau a ‘e ai he lāhui lamalama i ‘ike ‘ia kona kanaka mai ‘ō a ‘o a ka poepoe honua nei he kanaka ehuehu, he kanaka ho ‘ohuliāmahi, he kanaka Hawai‘i.*

B. Foundations and Directions (March 2019). Via Action Item BOT #19-03, the Board approved the foundational principles and directions for the next OHA Strategic Plan 2020+.

1. Strategic Foundation

**‘Āina**

Strengthen our ancestral connection to ‘āina through responsible stewardship to preserve legacy lands and to responsibly develop economically viable lands.

**Mo’omeheu**

Strengthen Native Hawaiian’s connection to culture by supporting opportunities to engage in ‘olelo and ‘ike activities and initiatives.

**‘Ohana**

Promote healthy ‘ohana relationships by providing opportunities in communities to engage in ‘āina and mo’omeheu based activities and initiatives as well as opportunities to engage in the well-being of their communities via civic participation and leadership.

‘Āina, mo’omeheu, and ‘ohana are foundational to the work of OHA. This foundation is



the lens through which decisions, planning, activities, initiatives, policies, procedures, and practices are made. Pilina with āina, mo’omeheu, ‘ohana, kaiaulu, and community partners is how we engage in the implementation of our strategies. Building pilina with communities and organizational partners is critical to successfully achieving our vision and mission.

## 2. Strategic Directions

### Educational Pathways

Supporting initiatives, leveraging partnerships, engaging in strategies to develop educational pathways that strengthen culture-based education, early education, K-12 and post-secondary education will ensure that Native Hawaiians are grounded in their past while participating in a technologically oriented future.

### Economic Stability

Engaging in strategies to enhance the economic development and financial empowerment of the lāhui will ensure that Native Hawaiians progress toward a state of economic stability.

### Quality Housing

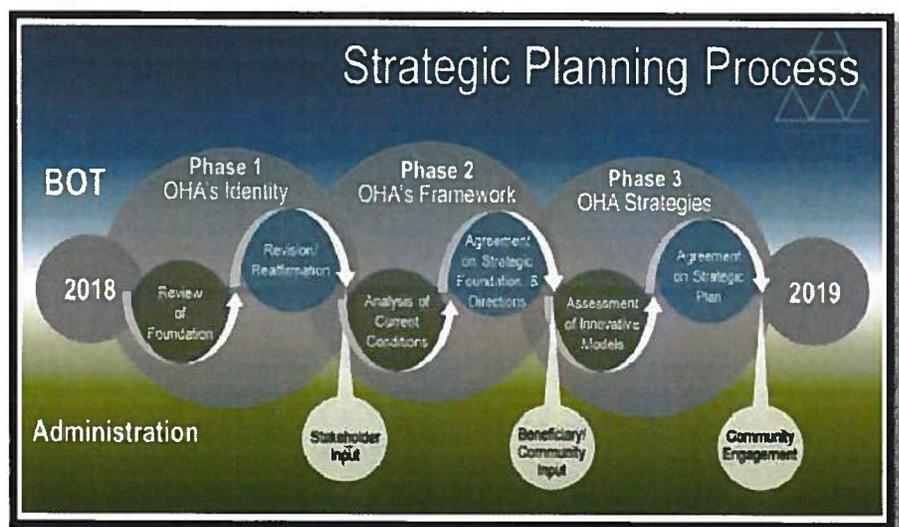
Leveraging partnerships to ensure Native Hawaiians can obtain affordable rentals as well as homeownership while also engaging in opportunities to affect legislation that support Hawaiian Home Lands, overall housing costs, and housing supply will greatly enhance the ability for Native Hawaiians who so desire to remain in Hawai’i.

### Health Outcomes

Supporting initiatives, leveraging partnerships, engaging in strategies to promote healthy and strong families.

## C. Strategies and Timeline (September 2019)<sup>1</sup>.

Founded on the premise that Native Hawaiians should determine how their resources should be used, OHA gathered community input to inform a new Strategic Plan that aimed to strengthen and support Native Hawaiians in 2020 and beyond. In May 2019, DTL was contracted to assist with the creation of OHA’s new Strategic Plan for



<sup>1</sup> Strategic Planning 2020+ Summary Report prepared by DTL, September 2019, Executive Summary, Introduction

2020 and beyond. Services rendered over a five-month period included community focus group facilitation services and analysis of online survey data results. All data were then compiled and presented during three BOT workshops. In September 2019, the project was completed and resulted in eight recommended strategies for the 2020 Strategic Plan. A final report was generated to recap the Office of Hawaiian Affairs Strategic Planning 2020+ process. Over a course of five months DTL, LLC. provided community outreach services; qualitative data collection; analysis across three data collection platforms; and three presentations and facilitation workshops for the Board of Trustees.

In September 2019, via Action Item BOT #19-14, the Board approved the Strategic Plan 2020+ Strategies and Timelines.

## **1. Strategies**

### **Educational Pathways**

- a. Support Hawaiian-focused Charter Schools.
- b. Support opportunities to share and develop resources, including traditional and place-based knowledge, science, and technical expertise, with schools, communities, and ‘ohana.

### **Health Outcomes**

- a. Increase opportunities for Native Hawaiians to improve health outcomes through ‘āina-based activities, culture-based activities, and/or ‘ohana-based activities.
- b. Support ‘ohana-based programming that promotes prevention and intervention to address mental, physical, and substance abuse issues.

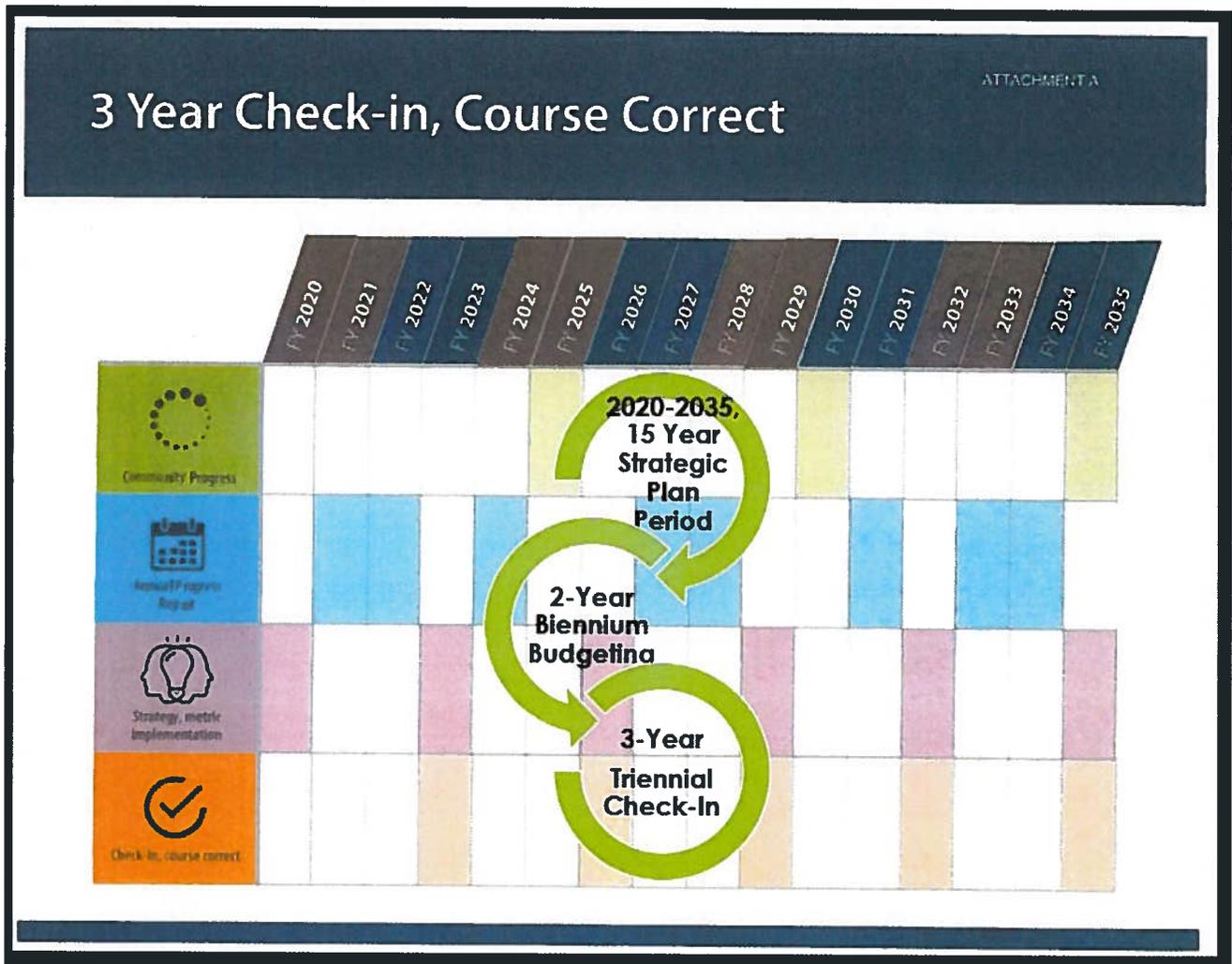
### **Quality Housing**

- a. Increase the number of Native Hawaiians who own or rent an affordable home in Hawaii which meets the needs of their ‘ohana.
- b. Collaborate with the Department of Hawaiian Homelands (DHHL) and other partners to increase housing supply.

### **Economic Stability**

- a. Promote Native Hawaiian business and other economic opportunities.
- b. Increase job training opportunities for Native Hawaiians.

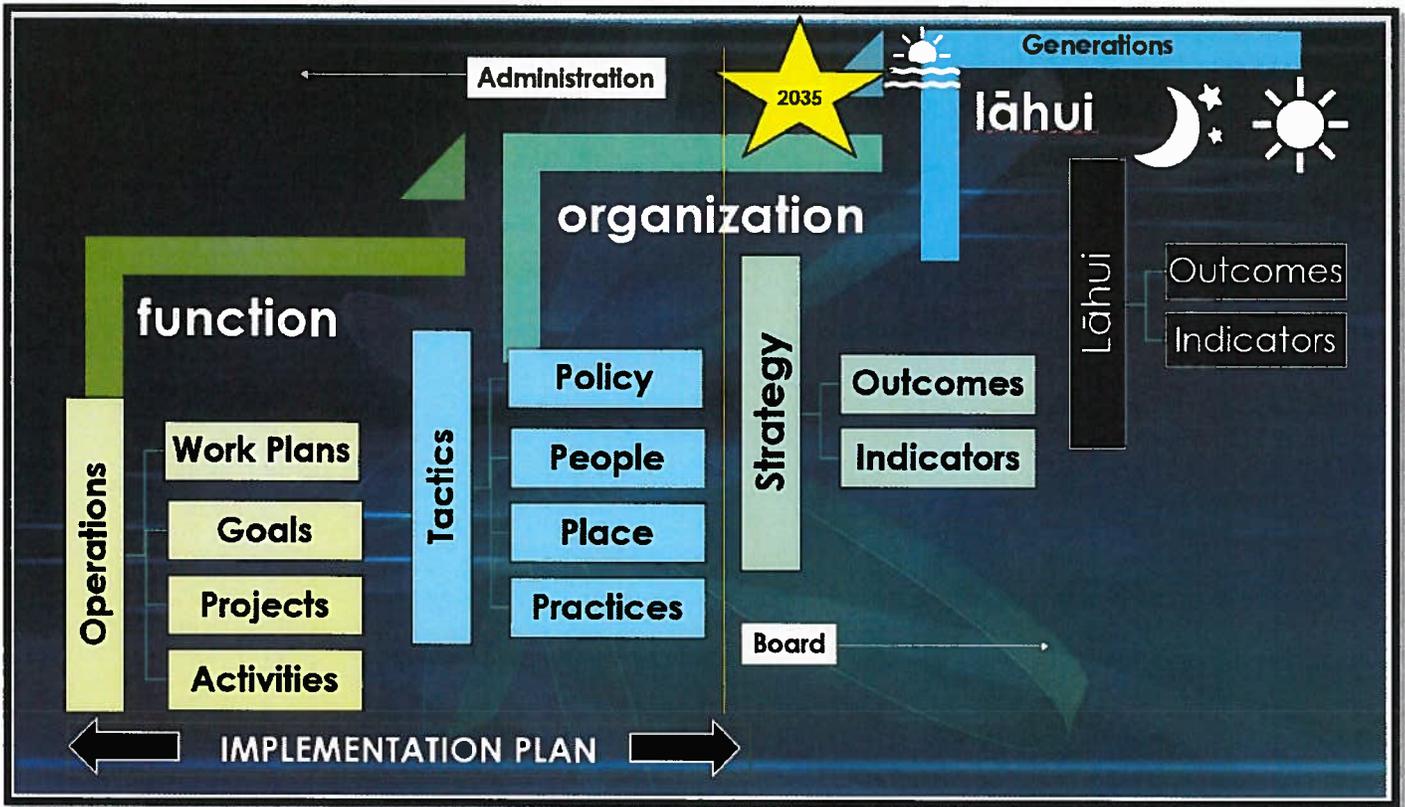
2. Timeline: 2020 2035 with 3-year Check-in, Course Correct





V. CURRENT STATUS OF LĀHUI, STRATEGIC PLAN, AND IMPLEMENTATION PLAN WORK

A. Context. The figure below illustrates the various levels of OHA’s planning work. We align our work toward collective lāhui outcomes and indicators. We plan and integrate OHA’s strategies of effecting change in alignment with collaborators for collective impact over the next 15 years; we implement OHA’s 3-year activities through the tactics outlined in our implementation plan; and we resource operational work plans in fiscal bi-ennium periods.



B. Lāhui: Outcomes and Indicators. The following table outlines outcomes and indicators at the Lāhui level to which OHA aligned its organizational directions, strategies and outcomes and which Administration would like the BOT to note.

Foci	Educational Pathways +	Health Outcomes +	Quality Housing +	Economic Stability +	= Lāhui
Lāhui Level					
<b>Lāhui Outcomes</b>	'Ohana Educational Sovereignty	'Ohana , Āina & Mo'omeheu Health & Well-Being	'Ohana Sheltered and Safe	'Ohana Self-Sufficiency & Stability	Thriving Lāhui. Abundant Lāhui
<b>Lāhui Indicators</b>	Culture Based Learning Systems with 'Ohana Centered Education Decision Making	Culture based physical, spiritual, mental & emotional well-being practices & āina & mo'omeheu health	Secured Shelter; Safe Households	Economic Self-Sufficiency and Stability	Prevalence of Hawaiian language, values, and practices; utilization of kupuna wisdom in developing new 'ike

**Action Item BOT #20-07 Approval of Strategic Plan 2020 – 2035 Reworded Strategies, New Endowment Strategies and Strategic Outcomes**

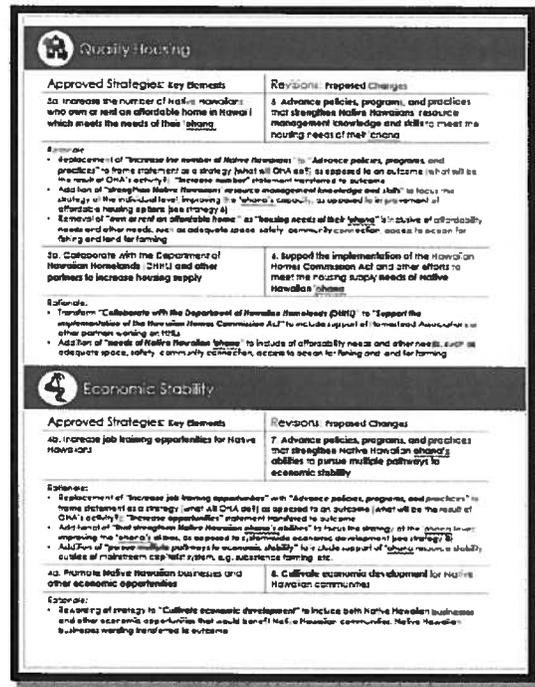
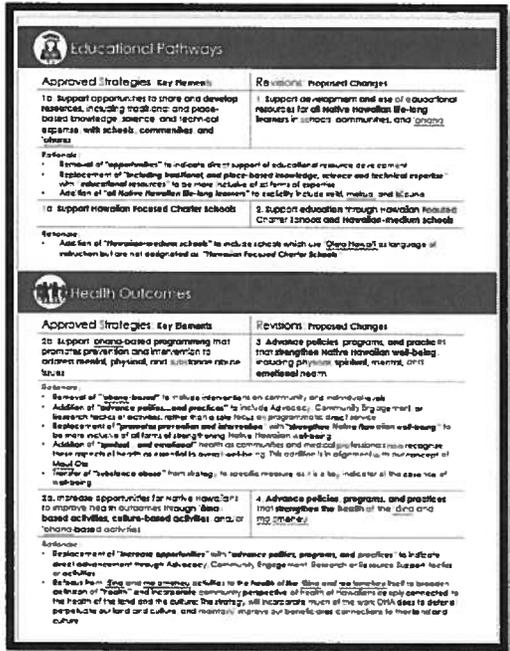
**C. Lāhui: Guiding Documents.** Administration reviewed and utilized a number of internal and community based documents in its implementation plan work in order to ensure alignment with the work of our beneficiaries, other community organizations, and community collaborators, including: 1) Kūkulu Kumuhana Wellbeing Framework; 2) Lāhui policies developed during the Board’s Governance Framework work; HRS Chapter 10; OHA Vision, Mission; Keomālamalama mission, vision and goals as developed from the 2017 Native Hawaiian Education Summit sponsored by the Native Hawaiian Education Council; 3) E Ola Mau a Mau, led by Papa Ola Lokahi; 4) E Ho‘olau Kānaka, ‘Āina Summit Report & Call to Action; 5) Hawaiian Homes Commission Act; 6) Council for Native Hawaiian Advancement’s Housing Caucus Policy Priorities; 7) ‘Āina Aloha Economic Futures Declaration; and 8) the United Nations Declaration on the Rights of Indigenous People. Leveraging community based work, increases the opportunity for OHA to collaborate with other organizations toward the common outcome of a thriving and abundant lāhui.

**D. Strategic Plan: Proposed Rewording of Original Eight (8) Strategies.** As a result of Administration’s work in the fall of 2019, wording changes were proposed in the original eight approved strategies for a variety of reasons, including for example, consistency in descriptions, broadening and clarifying language, and aligning strategies to strategic foundations of ‘ohana, mo‘omeheu and ‘āina. Administration believes the proposed wording changes do not conflict or change the originally approved eight strategies, however, with a desire to be transparent and aligned with the Board, Administration feels it is important for the Board to approve the reworded strategies.

or change the originally approved eight strategies, however, with a desire to be transparent and aligned with the Board, Administration feels it is important for the Board to approve the reworded strategies.

**E. Strategic Plan: Proposed Two (2) New Endowment Strategies.** In reactivating the

strategic plan implementation work, Administration identified additional foci to enable strategic outcomes: Endowment. The Endowment focus area is designed to encompass the financial, commercial property and legacy land assets and resources of the organization, currently, the Native Hawaiian Trust Fund, Kaka’ako Makai, Na Lama Kukui and OHA’s Legacy Land portfolio of which ownership and stewardship responsibilities exist.



**Strategy 9:** Steward financial and commercial resources to enable strategic outcomes.

*Rationale: To enable strategic outcomes*

- Need to increase the value of the Native Hawaiian Trust Fund (NHTF);
- Need to increase the value of the commercial resources;
- Need to increase direct investments in Hawai'i;
- Need to increase value derived from the NHTF and commercial resources; and
- Need to increase strategic granting.

**Strategy 10:** Steward land resources to fulfill fiduciary responsibilities and enable strategic outcomes.

*Rationale: To enable strategic outcomes*

- Need to protect traditional and customary rights;
- Need to 'auamo kuleana for land resources;
- Need to strengthen and elevate cultural resource management practices;
- Need to broaden cadre of cultural resource managers; and
- Need to steward direct land investments

Endowment

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**Strategies:**

9. Steward financial and commercial resources to enable strategic outcomes.

*Rationale: To enable strategic outcomes*

- Need to increase the value of the Native Hawaiian Trust Fund (NHTF)
- Need to increase the value of the commercial resources
- Need to increase direct investments in Hawai'i
- Need to increase value derived from the NHTF and commercial resources
- Need to increase strategic granting

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10. Steward land resources to fulfill fiduciary responsibilities and enable strategic outcomes.

*Rationale: To enable strategic outcomes*

- Need to protect traditional and customary rights
- Need to auamo kuleana for land resources
- Need to strengthen and elevate cultural resource management practices
- Need to broaden cadre of cultural resource managers
- Need to steward direct land investments

Infrastructure

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**Strategies:**

11. Strengthen human capital capacity to enable strategic outcomes

*Rationale: To enable strategic outcomes*

- Need for human capital with mission aligned knowledge, attitudes, skills, aspirations and behaviors
- Need for effective recruit, retain and reward human capital strategies

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12. Strengthen organizational capacity to enable strategic outcomes

*Rationale: To enable strategic outcomes*

- Need for enabling technologies
- Need for internal policy, procedure and practice alignment
- Need for operating efficiencies

**F. Strategic Plan: Definitions of Strategic Outcomes and Indicators.**

1. **Strategic Outcome Definition.** A strategic outcome is the vision of Native Hawaiian communities in 15 years, as a result of the implementation of the twelve organizational strategies. OHA’s strategic outcomes are measurable statements describing what change is envisioned as a result of a collection of actions, activities, initiatives, resources and/or efforts. Strategic outcomes answer the question “In 15 years, what will change as a result of this strategy?”
2. **Strategic Indicator Definition.** A strategic indicator is a matrix of measures that indicate progress of strategy implementation and/or progress toward the Strategic Outcomes over the next 15 years. Measures are clearly stated standards of the desired change articulated. Measures provide both qualitative and quantitative dimensions and expressions of impact of the actions, activities, initiatives, resources and/or efforts. Development of measures are often done in connection with development of outcomes, outputs, goals and often answer the question “How will we know that we have accomplished our outcome?” Measures may be *qualitative*<sup>2</sup> (descriptive) or *quantitative*<sup>3</sup> (numeric).

The following table articulates Administration’s recommended Strategic Outcomes for Board action. The Strategic Outcomes are expressed both qualitatively and quantitatively.

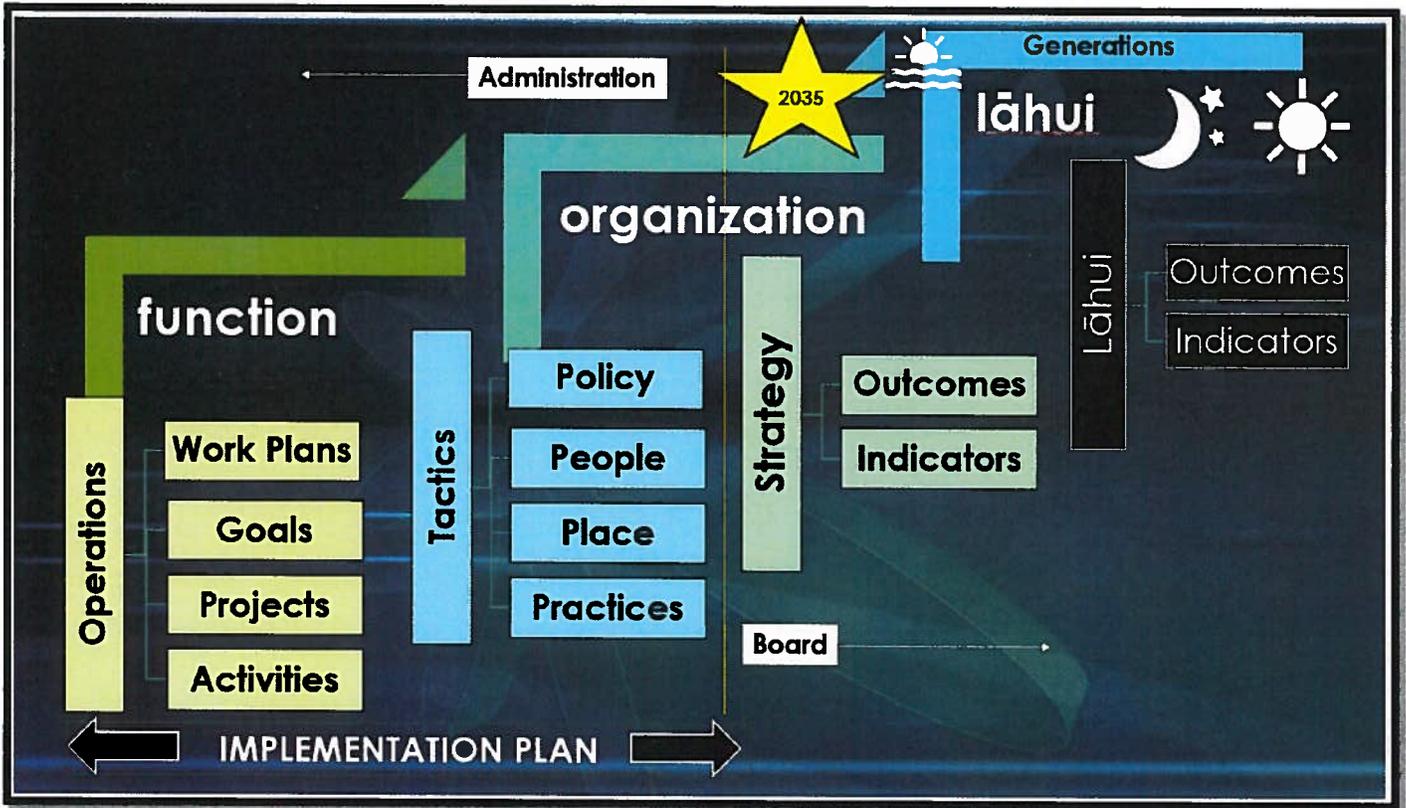
OHA Organizational Level: Strategic Plan					
<b>Org. Strategies</b>	1. Educational Resources; 2. HFCS & Hawaiian Language Medium Schools	3. NH Well-Being 4. 'Aina and Mo'omeheu Health	5. Resource Management; 6. Hawaiian Homes Commission Act & Other Housing Supply	7. Multiple Pathways; 8. Economic Development for and In Hawaiian Communities	Better Conditions of native Hawaiians and Hawaiians
<b>Org. Strategic Outcomes (Qualitative)</b>	Strengthened and Integrated Community, Culture based Learning Systems	Strengthened 'Ōiwi (Cultural Identity), Eo (Self-Governance), 'Aina Momona (Healthy Lands and People), Piliina (Relationships), Waiwai (Shared Wealth), Ke Akua Mana (Spirituality)	Strengthened Capability for 'Ohana to Meet Living Needs, including Housing; Strengthened Effective Implementation of the HHCA	Strengthened Capability for 'Ohana to Meet Living Needs, including Housing; Strengthened Effective Implementation of the HHCA	'Ohana Educational Sovereignty; 'Ohana 'Aina & Mo'omeheu Health & Well-Being; 'Ohana Sheltered and Safe; 'Ohana Self-Sufficiency & Stability
<b>Org. Strategic Outcomes (Quantitative)</b>	1.1 Student readiness; 1.2 College, career, community readiness; 1.3 Traditional learning systems; 2.1 Resourced schools; 2.2 School availability; NH Edu. System	3.1 Cultural programs; 3.2 NH Health Systems; 3.3 Decreased incarceration; Protected Iwi kupuna; 4.1 'Aina & resource traditional management	5.1 Rental needs meet; 5.2. Owner needs meet; 5.3 NH communities strengthened; 6.1 Housing options; 6.2 DHHL supply; 6.3. Out-of-State migration	7.1 Keiki & Kupuna care; 7.2 Capital & credit; 7.3. Resource stable; 7.4 Employment rate; 8.1. NH Businesses; 8.2. New Markets; 8.3. Indigenous economic system	

<sup>2</sup> A **qualitative** measure describes an accomplishment resulting from significant effort and allocation of resources that cannot be captured numerically. Often qualitative measures are accompanied by expectations for completing the activity within a certain timeframe and at a high level of quality. Examples include accurate and timely completion of a budget, successful implementation of a new organizational structure, or providing extensive public services for which measuring impact within a relatively short period of time is not possible.

<sup>3</sup> A **quantitative** measure is a numerical representation of the extent to which a goal or outcomes was achieved. To accurately communicate any progress that has been made, a baseline must be established for a quantitative measure. For example: setting grant solicitation, award, and expenditure targets; securing an amount of additional resources; improving satisfaction ratings; or reducing error rates or beneficiary complaints.

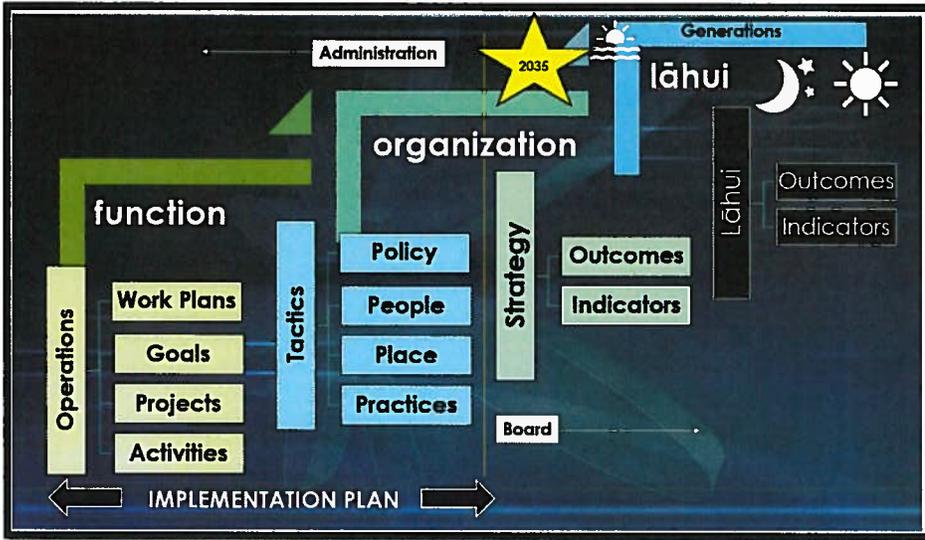
**G. Strategic Plan: Implementation Plan**

- 1. Implementation Plan: Administration Work.** With the eight (8) strategic direction strategies and two (2) endowment strategies recommended, Administration is in the process of articulating an implementation plan via development of tactics. A tactic is defined as a mechanism to effect strategic outcomes. Tactic categories include: policy, people, place and practice. Tactic types include the following action words: grant, loan, procure, collaborate, sponsor, aid, research, advocate, educate and can be distilled to four tactical mechanisms: direct service (payroll) deliver, grant, procure, loan. Administration is currently working on tactical worksheets for the first three years of the strategic plan (2020-2023) and all 10 strategies.
- 2. Implementation Plan: Portfolios and Operating Work Plans.** With the completion of the tactical worksheets, Administration will be able to articulate tactical-implementation plan with aligned policy, people, place and practice tactics. The tactics will then be cascaded to enterprise level portfolios (which includes OHA operations, programs, activities and projects) and work plans for the next fiscal biennium of FB22-23.

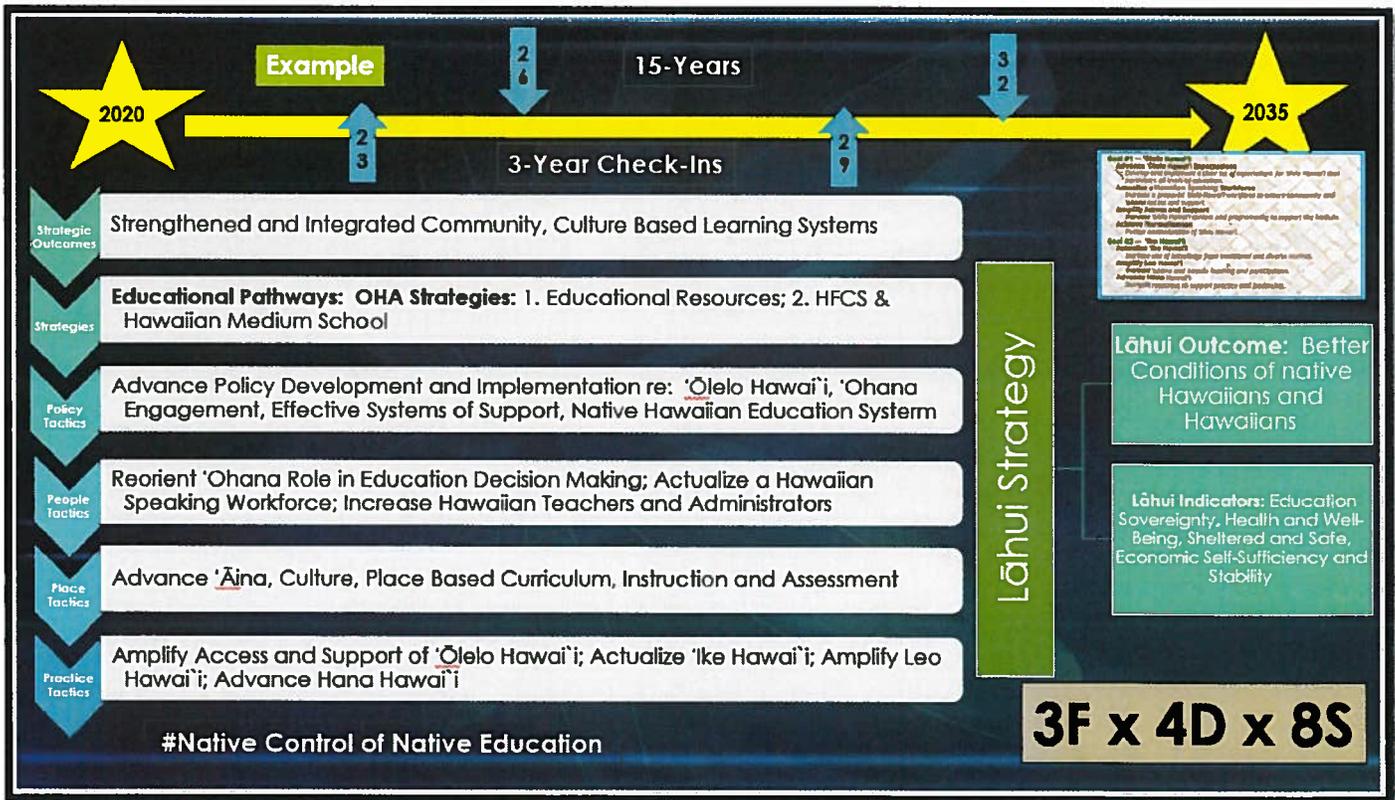


VI. CASCADING STRATEGIES TO TACTICS TO WORK PLANS AND OPERATIONS

Administration is in the process of cascading strategies to tactics to work plans and operations as part of the first three (3) year period of the implementation plan and related FY22-23 biennium budget.



As a preview of Administration’s work, an example of the emerging, cascading of tactics for the Education Pathways strategic direction is illustrated below. Administration’s work includes building out the tactics for each strategic direction: education pathways, health outcomes, quality housing and economic stability as well as the Endowment and Infrastructure strategies.



## VII. RECOMMENDED ACTIONS

Based on Administration's tactical, implementation and operational planning and the Board workshop held on September 10, 2020, for the Strategic Plan 2020 – 2035 strategies and outcomes, Administration recommends:

### A. Approval of the following eight reworded strategies:

#### ***Strategic Direction: Educational Pathways***

**Strategy 1:** Support development and use of educational resources for all Hawaiian life-long learners in schools, communities and 'ohana.

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#### ***Strategic Direction: Health Outcomes***

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**Strategy 4:** Advance policies, programs and practices that strengthen the health of the 'āina and mo'omeheu.

#### ***Strategic Direction: Quality Housing***

**Strategy 5:** Advance policies, programs and practices that strengthen Hawaiian resource management knowledge and skills to meet the housing needs of their 'ohana.

**Strategy 6:** Support implementation of the Hawaiian Homes Commission Act and other efforts to meet the housing needs of 'ohana.

#### ***Strategic Direction: Economic Stability***

**Strategy 7:** Advance policies, programs and practices that strengthen 'ohana abilities to pursue multiple pathways toward economic stability.

**Strategy 8:** Cultivate economic development in and for Hawaiian communities.

### B. Approval of the following two new endowment strategies and strategic outcomes:

**Strategy 9:** Steward financial and commercial resources to enable strategic outcomes.

9.1. Increased value of the Native Hawaiian Trust Fund (NHTF);

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**Strategy 10:** Steward land resources to fulfill fiduciary responsibilities and enable strategic outcomes.

- 10.1. Protected traditional and customary rights;
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- 10.3. Strengthened and elevated cultural resource management practices;
- 10.4. Broadened cadre of cultural resource managers; and
- 10.5. Increased stewardship of direct land investments

**C. Approval of the following strategic outcomes for each of the strategic directions:**

***Strategic Direction: Educational Pathways***

**Strategic Outcome:** Strengthened and Integrated Community, Culture based Learning Systems

**Strategy 1:** Support development and use of educational resources for all Hawaiian life-long learners in schools, communities and ‘ohana.

- 1.1. Increased number or percent of Native Hawaiian students who enter educational systems ready to learn;
- 1.2. Increased number or percent of Native Hawaiian students graduating high school who are college, career, and community ready; and
- 1.3. Increased number of Native Hawaiians engaged in traditional learning systems (ie. hale, halau, mua, hale pe’a) that reestablish/maintain strong cultural foundations/ identity.

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- 2.1. Adequately resourced Hawaiian Focused Charter Schools and Hawaiian-medium schools, including funding of transportation, special education, facilities, and meals, and availability of qualified teachers;
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***Strategic Direction: Health Outcomes***

**Strategic Outcome:** Strengthened ‘Ōiwi (Cultural Identity), Ea (Self-Governance), ‘Āina Momona (Healthy Lands and People), Pilina (Relationships), Waiwai (Shared Wealth), Ke Akua Mana (Spirituality)

**Strategy 3:** Advance policies, programs and practices that strengthen Hawaiian well-being, including physical, spiritual, mental and emotional health.

- 3.1. Increased availability and access to quality, culturally based, and culturally adapted prevention and treatment interventions in ‘ohana, schools, and communities; (E Ola Mau a Mau)
- 3.2. Establishment of a fully functional, high quality, culturally adapted, primary Native Hawaiian Health System which coordinates effective wellness activities/ programs; (E Ola Mau a Mau)
- 3.3. Decrease the number / percent of Native Hawaiians in jails and prison; and
- 3.4. Communities are empowered to take care of iwi kupuna.

**Strategy 4:** Advance policies, programs and practices that strengthen the health of the ‘āina and mo‘omeheu.

- 4.1 Preservation and perpetuation of Hawaiian language, culture, traditions, identity and sense of Lāhui;
- 4.2 Increased community stewardship of Hawai‘i’s natural and cultural resources that foster connection to ‘āina, ‘ohana, and communities; and
- 4.3 Increased restoration of Native Hawaiian cultural sites, landscapes, kulāiwi and traditional food systems.

***Strategic Direction: Quality Housing***

**Strategic Outcome:** Strengthened Capability for ‘Ohana to Meet Living Needs, including Housing; Strengthened Effective Implementation of the HHCA

**Strategy 5:** Advance policies, programs and practices that strengthen Hawaiian resource management knowledge and skills to meet the housing needs of their ‘ohana.

- 5.1. Increased numbers/ percent of Native Hawaiians who rent housing that meets their ‘ohana’s financial and well-being needs
- 5.2. Increased numbers/ percent of Native Hawaiians who own housing that meets their ‘ohana’s financial and well-being needs
- 5.3. Increased safety, stability, social support networks, and cultural connection in Native Hawaiian communities

**Strategy 6:** Support implementation of the Hawaiian Homes Commission Act and other efforts to meet the housing needs of ‘ohana.

- 6.1. Increased affordable non-traditional housing options (ADUs/ tiny houses, large multi-generational lots or homes) in communities of ‘ohana’s choice;
- 6.2. Increased housing unit supply on Hawaiian Home Lands; and
- 6.3. Decreased rate of Native Hawaiian ‘ohana out of state migration.



**Strategic Direction: Economic Stability**

**Strategic Outcome:** Strengthened Capability for ‘Ohana to Meet Living Needs, including Housing; Strengthened Effective Implementation of the HHCA

**Strategy 7:** Advance policies, programs and practices that strengthen ‘ohana abilities to pursue multiple pathways toward economic stability.

- 7.1. Increased number / percent of Native Hawaiian ‘ohana who are able to provide high quality keiki and kupuna care;
- 7.2. Increase access to capital and credit for community strengthening Native Hawaiian businesses and individuals;
- 7.3. Increase number of Native Hawaiian ‘ohana who are resource stable (financial, subsistence, other); and
- 7.4. Increased Native Hawaiian employment rate.

**Strategy 8:** Cultivate economic development in and for Hawaiian communities.

- 8.1. Increased number of successful, community strengthening Native Hawaiian-owned businesses;
- 8.2. Establishment of new markets for Native Hawaiian products (eg. kalo, loko’ia grown fish, etc.) that can provide Native Hawaiian producers a livable wage; and
- 8.3. Established and operationalized indigenous economic system consistent with Native Hawaiian knowledge, culture, values, and practices.

## VIII. ALTERNATIVE ACTIONS

Alternative actions for Board consideration:

1. Modify any one or all three of the recommended actions;
2. Not approve Action A and all of the strategies as worded in Action Item BOT #19-14, approved on September 26, 2019, remain “AS IS”, noting that Administration will still move forward and operationalize tactical, implementation work with the broader strategy descriptors, which include the original worded and approved strategy language;
3. Not approve Action B and no endowment strategy will be a part of the Strategic Plan, though it will be a part of the implementation plan that Administration is responsible regardless of Trustees’ action; Administration’s recommendation is based on an explicit (vs. implicit) inclusion of an endowment strategy in the Strategic Plan; and
4. Not approve Action C and no Strategic Outcomes on record as part of the Strategic Plan; Administration does not recommend this alternative consideration as the Strategic Outcomes both qualitative and quantitative is an integral part of a strategic plan.

**IX. REFERENCES**

One inclusive reference document is identified for this action item: Memorandum to Trustees from Administration re: Strategic Plan Update in Preparation for Board Workshop and Action Item, dated August 18, 2020 (included in September 10, 2020 Board Workshop Meeting packet), with referenced attachments:

- A. Action Item BOT #19-02 `Olelo Hawai`i OHA Mission and Vision;
- B. Action Item #19-03 Principles and Directions Strategic Plan 2020+;
- C. Strategic Planning 2020+ Summary Report prepared by DTL, September 2019;
- D. Action Item BOT #19-14 Strategic Plan 2020+ Strategies and Timeline;
- E. Compare and Contrast;
- F. Summary of Outcomes & Indicators;
- G. Guiding Documents
- H. Proposed Revisions to Initially Approved Eight (8) Strategies;
- I. Proposed Four (4) New Organizational-Internal Strategies; and
- J. Glossary, Working Definitions & Applications

**X. ATTACHMENTS - None**

Office of Hawaiian Affairs  
Virtual Board of Trustee Meeting  
September 17, 2020  
9:30 am

IV. Executive Session\*

- A. Consultation with Board Counsel Robert G. Klein, Esq. re: questions and issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities with respect to OHA v. Kondo, (1CCV-20-0259), the Declaratory Relief action filed in the First Circuit Court on February 14, 2020. *Pursuant to HRS § 92-5(a)(4).*

***\*- Any material that is relevant to this section will be distributed during Executive Session.***