

**STATE OF HAWAII  
OFFICE OF HAWAIIAN AFFAIRS  
560 N. Nimitz Highway, Suite 200  
Honolulu, HI 96817**

**Minutes of the Office of Hawaiian Affairs Board of Trustees  
Thursday, March 7, 2019  
10:00 am**

**ATTENDANCE:**

TRUSTEE COLETTE MACHADO  
TRUSTEE BRENDON KALEI'ĀINA LEE  
TRUSTEE LEINA'ALA AHU ISA  
TRUSTEE DAN AHUNA  
TRUSTEE KALEI AKAKA  
TRUSTEE W. KELI'I AKINA  
TRUSTEE CARMEN HULU LINDSEY  
TRUSTEE ROBERT LINDSEY  
TRUSTEE JOHN WAIHE'E IV

ROBERT G. KLEIN, ESQ., BOARD COUNSEL

**ADMINISTRATION STAFF:**

KAMANA'OPONO CRABBE, CEO  
SYLVIA HUSSEY, COO  
ALBERT TIBERI, CC  
MILES NISHIJIMA, LPD  
LISA WATKINS-VICTORINO, RES  
JOCELYN DOANE, PP  
RAINA GUSHIKEN, CC

**BOT STAFF:**

CAROL HO'OMANAWANUI  
LŌPAKA BAPTISTE  
DAYNA PA  
LEIANN DURANT  
ZURI AKI  
KAUIKEAOLANI WAILEHUA  
LEHUA ITOKAZU  
KAMA HOPKINS  
MARIA CALDERON  
MELISSA WENNIHAN  
ALYSSA-MARIE KAU

**GUESTS:**

NONE

**I. CALL TO ORDER**

**Trustee Colette Machado** Calls the Board of Trustees meeting to order at 10:03 am. Roll call is taken; Trustees Ahu Isa, Ahuna, Akaka, Akina, Lee, Carmen Hulu Lindsey, Robert Lindsey and Machado are present, constituting a quorum. Trustee John Waihe'e IV is expected to arrive shortly.

We will now move on to item II. Approval of Minutes

**II. APPROVAL OF MINUTES**

**A. February 7, 2019**

**Chair Colette Machado** – We are now on item II. A. Approval of Minutes for February 7, 2019. I would like to entertain a motion.

**Trustee Carmen Hulu Lindsey** moves to adopt the Minutes from the February 7, 2019 Board of Trustees meeting as submitted.

**Trustee Dan Ahuna** seconds the motion.

**Chair Colette Machado** – It has been moved and seconded, roll call vote please.

Trustee Carmen Hulu Lindsey moves to adopt the minutes from the February 7, 2019 Board of Trustees meeting as submitted.						
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'AINA LEE			X			
TRUSTEE CARMEN HULU LINDSEY	x		X			
TRUSTEE ROBERT LINDSEY			X			
TRUSTEE JOHN WAIHE'E						excused
TRUSTEE COLETTE MACHADO			X			
TOTAL VOTE COUNT			8			1
MOTION: [ ] UNANIMOUS [ x ] PASSED [ ] DEFERRED [ ] FAILED						
Motion passed with eight (8) yes votes, and one (1) excused.						

### III. PUBLIC TESTIMONY

**Chair Colette Machado** – Do we have anyone signed up for public testimony? Hearing none, we will move on to IV.

### IV. UNFINISHED BUSINESS

#### **A. CEO's 15-Minute Update on Ho'oulu Lāhui Aloha and OHA Activities**

**Chair Colette Machado** –I would like to call on our Chief Executive Officer Kamana'opono to provide updates to us.

**Kamana'opono Crabbe** – Good Morning Trustees. Just a few brief announcements. The Pou Nui with our grants program is working with Trustee Ahuna to agendize the Kūlia Grant workshop as well as the update on all of the measures that we have taken in the past year to address the State Auditor's concerns and recommendations moving forward. We are expecting it sometime in April.

**Trustee Dan Ahuna** – Yes, it is already agendized.

**Kamana'opono Crabbe** – Given public policies' update yesterday and a lot of moving parts at the legislature for this session. Administration will be convening to have a long strategic discussion with moving forward with the PLT Bill. At this time, I'd like to ask the Pou Nui Sylvia Hussey to come up. We have two major items to discussion. One is the response to the State Auditor. We wanted to update you on where we are at and the preparation for the final response back to the State Auditor.

**Sylvia Hussey** – Morning Trustees. As it relates to the Financial Audit, we are in the final pieces, all the documents have been provided and we are asking them to deliver that final draft to us. The good news is that the draft opinion is a clean opinion for the financial audits. What we are asking, the Federal deadlines to upload it to the Federal Data Clearinghouse is March 31<sup>st</sup> so we want that report to be issued before that. As it relates to the Legislatures Audit report. There are two reports, 18-03 and 18-08 that have various grants recommendations in there as well as some others. We already drafted a point-by-point response to the Legislative auditor. Essentially, when grants come before you for the workshop you will also get an update on all the process improvements that have been implemented relating to the specific audit point. We are in the process of finalizing so Pou Hana can

provide that to the legislative auditor.

**Trustee Carmen Hulu Lindsey** – I wonder if it would be possible for the Trustees to have input into that answer to the legislative auditor, or Mr. Kondo. Because the first letter that was signed by you none of us saw it. We would have maybe had some input and I would really appreciate it since it affects all 9 of us, for us to review it. I saw how detailed answers he was asking for. Of course, I want to see it because it affects me.

**Chair Colette Machado** – Sure.

**Kamana‘opono Crabbe** – Just as a follow up Trustees, given the NAK Audit as well as the work that we have done improving grants and our database. We are in discussion given where we are now the second half of legislative session our biennium budget, the PLT Bill, to be proactive in terms of our messaging to the Legislature and to clarify many of the controversies regarding our situation. One this is good news but it also demonstrates to the legislative leadership that we have acted, we will continue to act based on a number of initiatives before the RM and the full board regarding fiscal policies, the Trustee Allowance will be coming forward. I think it’s very healthy and positive that we are proactive and then coming up with some kind of package to actually and deliver it to specific leadership and committee chairs so that they are properly informed. How we are making significant strides over this past year. We will be discussing that with Chair.

**Trustee Keli‘i Akina** – Chair thank you for letting us provide input to the response we are providing to the State Auditor. I also want to commend the Administration and the rest of the board for taking a proactive response to show how we are responding, will respond to the audit that is important information. Given that support for the overall process. I want to express that I have some concerns. I myself and possibly other Trustees may have differences with the talk points on how to talk about the audit and our positions on the audit. For that reason, I’d like to ask for at least 1 week to be able to review the response by Administration so that we can bring a more studied response to the board.

**Chair Colette Machado** – Is there a timetable, a due date that Mr. Kondo has asked for.

**Trustee Carmen Hulu Lindsey** – Yes, end of March, March 29<sup>th</sup>.

**Sylvia Hussey** – For the response.

**Trustee Keli‘i Akina** – I would appreciate that we will be able to see a copy of Administrations response at least a week before it is presented to the board.

**Chair Colette Machado** – The normal process is that you can give input we will integrate that into the letter that I will send out with my signature. You cannot send it separately individually to the Auditor.

**Trustee Keli‘i Akina** – Certainly, I am not asking for that. I am just asking that we be able to see the response that Administration is proposing to the Board with enough time to research and make our comments back to the board.

**Chair Colette Machado** – Sylvia can you get back to all of us on a timetable and the due date you could receive responses.

**Sylvia Hussey** – I think it’s reasonable to expect something by the end of next week, which would give a week before the final response. We already drafted a significant part of the response. Because there are so many points, like one report has 23 recommendations, you need to respond recommendation by recommendation. So each of the responses we envision a table of highlights and appendices of all of the pieces. It will take some time to process but we have already framed that out. I am comfortable to provide that no later than Friday the 15<sup>th</sup>, which is about a week from now. Then the board will have ample time to process before we officially send out.

**Chair Colette Machado** – What we will do is you will give it Carol and then get it out to everybody. Whatever kinds of in-betweens we have to discuss by each office we can work with staff to get that done timely. Will that be helpful Trustee Akina?

**Trustee Keli'i Akina** – Yes, that will be helpful. What I want to make sure is that we Trustees can read it, study it, and give feedback to the board, here, to each other. I am anticipating that I will agree with majority of responses by Administration because I believe your process is a good one and proactive. However, in looking at the press releases and talk points on the State Audit there are significant interpretations that I have strong disagreements based on my research. I believe other Trustees may as well. And in a productive way we'd like to bring that to the Board so that we can discuss.

**Sylvia Hussey** – Also for clarification the Auditor's report 18-08 focuses on grants, there are also some prior land recommendations in there from the 2013 audit. The audit report 18-83A also has some recommendation to the Board as well. We will draft that but obviously, those are specific recommendations that you as a board will need to respond to.

*10:14 am Trustee John Waihe'e IV arrives.*

**Trustee Keli'i Akina** – I appreciate the need to respond to those specific reports and will do so. But my comments pertain to the overall State Audit reports that have been submitted to us and I would like us to be able to give feedback and discuss them.

**Trustee Leina'ala Ahu Isa** – Just a point of clarification, I am looking at the calendar, I know you said individually submit to you.

**Chair Colette Machado** – When the questions come out we will just be the in-between to get it out to folks. The staff can work with Carol.

**Trustee Leina'ala Ahu Isa** – I am just looking where the next RM meeting is, I would like to agendaize it and we can hear what this points are.

**Chair Colette Machado** – Trustee that would come directly to the BOT so we have a scheduled meeting for the 21<sup>st</sup>. If we don't have significant items, we were going to move it to the 28<sup>th</sup>. I would try to organize so that we could have that discussion at the meeting.

**Trustee Carmen Hulu Lindsey** – Is it within the sunshine law for us to receive this in writing and make our own personal comments and funnel it to you so that we can save time instead of agendaize the meetings.

**Robert Klein, Board Counsel** - If what you are going to do is contribute to a memo that she is going to send to Les Kondo, each one of you have different ideas, that means all of you have an opportunity to make input, that input should be public unless there is an exception to the meeting requirement of the sunshine law.

**Sylvia Hussey** – Timing wise because on the 21<sup>st</sup> there is a Joint meeting scheduled for the grants workshop.

**Chair Colette Machado** – We have a joint, Thursday is the BOT.

**Sylvia Hussey** – The joint meeting when it is scheduled gives you an opportunity for you to hear the specifics of the changes, which might help, contextualize what we are saying.

**Chair Colette Machado** – Any more discussion? We will now move on to V.

**V. NEW BUSINESS**

**Chair Colette Machado** – Under the referral from the Committee on Beneficiary Advocacy and Empowerment Legislative Positioning for February 27, 2019 and March 6, 2019, I would like to call on Trustee John Waihe'e IV.

**A. Committee on Beneficiary Advocacy and Empowerment**

**1. 2019 OHA Legislative Positioning – Matrix 2\*\*†, February 27, 2019**

**Trustee John Waihe'e IV moves to approve Administration's recommendations on NEW BILLS (Items 1 - 11) and CHANGE Item 76, HB622 from Monitor to COMMENT, on the OHA Legislative Positioning Matrix dated February 27, 2019, as amended.**

**Trustee Kalei Akaka seconds the motion.**

Chair Colette Machado – Any discussions? Hearing none, roll call vote please.

Trustee John Waihe'e IV moves to approve Administration's recommendations on <i>NEW BILLS (Items 1 - 11) and CHANGE Item 76, HB622 from Monitor to COMMENT</i> , on the OHA Legislative Positioning Matrix dated February 27, 2019, as amended.						
Trustee Kalei Akaka seconds the motion.						
TRUSTEE	1	2	'AE (YES)	A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEINA'ALA AHU ISA			X			
TRUSTEE DAN AHUNA			X			
TRUSTEE KALEI AKAKA		x	X			
TRUSTEE KELI'I AKINA			X			
TRUSTEE BRENDON KALEI'ĀINA LEE			X			
TRUSTEE CARMEN HULU LINDSEY			X			
TRUSTEE ROBERT LINDSEY			X			
TRUSTEE JOHN WAIHE'E	x		X			
TRUSTEE COLETTE MACHADO			X			
TOTAL VOTE COUNT			9			
MOTION: [ x ] UNANIMOUS [ ] PASSED [ ] DEFERRED [ ] FAILED						
Motion passed unanimously with nine (9) yes votes.						

**2. 2019 OHA Legislative Positioning – Matrix 2\*\*†, March 6, 2019**

**Chair Colette Machado** – Trustee John Waihe'e IV.

**Trustee John Waihe'e IV moves to approve Administration's recommendations on NEW BILLS (Items 1 – 7) and BILL POSITIONS FOR RECONSIDERATION (Items 8 -11), as well as CHANGE:**

- Item 42, HB622 from ~~Comment~~ to OPPOSE; and
- Item 216, SB1495 from ~~Support~~ to COMMENT

**on the OHA Legislative Positioning Matrix dated March 6, 2019, as amended.**

**Trustee Kalei Akaka seconds the motion.**

Trustee John Waihe'e IV moves to approve Administration's recommendations on *NEW BILLS* (Items 1 – 7) and *BILL POSITIONS FOR RECONSIDERATION* (Items 8 -11), as well as CHANGE:

- Item 42, HB622 from ~~Comment~~ to OPPOSE; and
- Item 216, SB1495 from ~~Support~~ to COMMENT

on the OHA Legislative Positioning Matrix dated March 6, 2019, as amended.

Trustee Kalei Akaka seconds the motion.

TRUSTEE	1	2	'AE (YES)	A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEINA'ALA AHU ISA			X			
TRUSTEE DAN AHUNA			X			
TRUSTEE KALEI AKAKA		x	X			
TRUSTEE KELI'I AKINA			X			
TRUSTEE BRENDON KALEI'AINA LEE			X			
TRUSTEE CARMEN HULU LINDSEY			X			
TRUSTEE ROBERT LINDSEY			X			
TRUSTEE JOHN WAIHE'E	x		X			
TRUSTEE COLETTE MACHADO			X			
TOTAL VOTE COUNT			9			

MOTION: [ x ] UNANIMOUS [ ] PASSED [ ] DEFERRED [ ] FAILED

Motion passed unanimously with nine (9) yes votes.

**B. Joint Committee on Beneficiary Advocacy and Empowerment and Resource Management**

- 1. Action Item RM/BAE #19-0 1: 1) Authorize and approve OHA CEO/Administration to resume negotiations with the City & County of Honolulu regarding the disposition of Kaka'ako Lot I, TMK (1) 2-1-015:061, and 2) approval of legislative resolution related to potential sale of Kaka'ako Lot I, TMK (I) 2-1-015:061, to the City and County of Honolulu.**

**Chair Colette Machado** – Thank you members we are now on V.B. The Chair would like to acknowledge Joint Committee Chairperson Trustee Dan Ahuna regarding Action Item RM/BAE #19-01.

**Trustee Dan Ahuna** moves to authorize and approve OHA CEO/Administration to resume negotiations with the City & County of Honolulu regarding the disposition of Kaka'ako Lot I, TMK (1) 2-1-015:061.

**Trustee John Waihe'e IV** seconds the motion.

**Chair Colette Machado** – It has been moved the seconded. We are very clear this does not provide for a resolution related to potential sale to the City and County at the Legislature. Let's be very clear. With that said roll call vote.

Trustee Dan Ahuna moves to authorize and approve OHA CEO/Administration to resume negotiations with the City & County of Honolulu regarding the disposition of Kaka'ako Lot I, TMK (1) 2-1-015:061. Trustee John Waihe'e IV 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'AINA LEE			X			
TRUSTEE CARMEN HULU LINDSEY			X			
TRUSTEE ROBERT LINDSEY			X			
TRUSTEE JOHN WAIHE'E		x	X			
TRUSTEE COLETTE MACHADO			X			
TOTAL VOTE COUNT			8	1		

MOTION: [ ] UNANIMOUS [ x ] PASSED [ ] DEFERRED [ ] FAILED  
 Motion passed with eight (8) yes votes and one (1) vote.

**Chair Colette Machado** – We will not move on to Executive Session.

**VI. EXECUTIVE SESSION**

**Chair Colette Machado** – The Chair would like to entertain a motion to go into executive session pursuant to HRS §92-5 (a) (4), HRS §03D-202, -303, and HAR 3-122-45.01 (2) (C) (iii).

**Trustee Carmen Hulu Lindsey moves to recuse into executive session pursuant to HRS §92-5 (a) (4), HRS §103D-202, -303, and HAR 3-122-45.01 (2) (C) (iii).**

**Trustee Dan Ahuna seconds the motion.**

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

Trustee Carmen Hulu Lindsey moves to recuse into executive session pursuant to HRS §92-5 (a) (4), HRS §103D-202, -303, and HAR 3-122-45.01 (2) (C) (iii). 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'AINA LEE			X			
TRUSTEE CARMEN HULU LINDSEY	x		X			
TRUSTEE ROBERT LINDSEY			X			
TRUSTEE JOHN WAIHE'E			X			
TRUSTEE COLETTE MACHADO			X			
TOTAL VOTE COUNT			9			

MOTION: [ x ] UNANIMOUS [ ] PASSED [ ] DEFERRED [ ] FAILED  
 Motion passed unanimously with nine (9) yes votes.

**Chair Colette Machado** – Members we will not be doing Items VI. A. I believe there is no update on Mauna Kea so we will take that off. VI.A. and VI.C. will not be in addressed during executive session. What we do have is approval of minutes and also an item relating to procurement. With that said can we clear the room.

**The Board resolved into Executive Session at 10:23 am.**

- A. Consultation with Attorney Randall Sakumoto, Esq. and Board Attorney Robert G. Klein, Esq. pertaining to the OHA Board of Trustees’ powers, privileges, immunities, and liabilities regarding the potential sale of Kaka’ako Makai Parcel Lot I, TMK(1) 2-1-015:061, to City & County of Honolulu. Pursuant to HRS §92-5(a) (4).**
- B. OHA's Procurement Unit together with Board Counsel Robert G. Klein’s discussion of the evaluation process for qualifying offers submitted in connection with Request for Proposals (RFP) No. BOT 2019-17 for Performance Appraisal Consulting Services, and instruction regarding the appropriate statutory requirements governing the evaluation process. Pursuant to HRS §92-5 (a) (4), HRS §103D-202, -303, and HAR 3-122-45.01 (2) (C) (iii).**
- C. Consultation with Board Counsel Robert G. Klein, Esq. re: questions and issues pertaining to the Board’s powers, duties, privileges, immunities, and liabilities regarding Civil No. 17-1-1823-11 JPC, OHA v. State, et. al. Pursuant to HRS §92-5(a)(4).**
- D. Approval of Minutes**
  - 1. January 24, 2019**
  - 2. February 7, 2019**

**The Board reconvenes in open session at 11:07 am.**

**Chair Colette Machado** – We have community concerns and one announcement by Trustee Brendon Kalei’āina Lee. I will move that up because we will go right into the workshop.

## **VII. COMMUNITY CONCERNS**

**Chair Colette Machado** – We have no community concerns, I will call on Trustee Brendon Kalei’āina Lee.

## **IX. ANNOUNCEMENTS**

**Trustee Brendon Kalei’āina Lee** – My announcement is just for information to the Board. This coming Saturday at Kawaiaha’o Church there is a concert honoring Hōkūlea and its in conjunction with the month long celebration of Prince Jonah Kuhio Kalaniana’ole. It’s a festival comprising of 11 different choirs and the Hawaii Youth Symphony. They are also debuting a new piece called Hawaii’s Pride. Which was in conjunction with Raise Hawaii Iki. It’s a piece written specifically for Mālama Honua and Hōkūlea.

**Trustee Keli’i Akina** – Could we pleas have the time.

**Trustee Brendon Kalei’āina Lee** – The concert starts at 5:30, it says from 5:30 to 7 is the concert. I believe the sponsors are the Hawaii Youth Opera Chorus and the Association of Hawaiian Civic Clubs. It’s free.

**Chair Colette Machado** - Let’s take a quick recess.

*11:08 am Meeting is recessed.*

*11:16 am Meeting is reconvened.*

## **VIII. BOT WORKSHOP**

### **A. BOT Workshop Three for OHA Strategic Planning 2020+, Phase II, Discussion of priority areas for new OHA Strategic Plan**

**Chair Colette Machado** – We are now on the workshop. I will turn this time over to Kamana‘opono and Lisa Watkins-Victorino.

**Kamana‘opono Crabbe** – Mahalo Chair and Trustees. This is our final, 3<sup>rd</sup> series of phase II workshops. I will have Lisa Watkins-Victorino come up for the continuation.

**Lisa Watkins-Victorino** – Aloha mai. Thank you for continuing to engage in our Strategic Priority planning process. The purpose of today’s meeting is to help us to take us to a place to agree on the strategic directions we will be taking for the next strategic plan. I am going to go through the PowerPoint. We will review what we done so far and then we will end up at a space where I have taken all of the comments that were provided during our discussion at workshop 2 and then I will go ahead with an outline and you can decide how you want to change that. Hopefully that will be the final piece then I can get it ready for you for the next meeting, an action item.

*(Lisa begins her PowerPoint presentation. She goes through loops and past exercises. Please see attached PowerPoint presentation)*

So now we have all of that, so what is it that we are going to be saying are those strategic directions that we will be taking and how are we going to talk about them.

*(conversation indiscernible)*

**Trustee Keli‘i Akina** – This is good work, and I wanted to comment on one of the pages. Fellow board members I think we did a great job of listening to our beneficiaries. This chart lines up almost identical to the feedback that we got in 2015 at the SMS research survey as to the question what do our beneficiaries want us as OHA to be working on. If you take a look at the top four, the top four priorities then were education, jobs, housing and health care. That lines up with what you put up there, educational pathways, economic stability, quality housing and health outcomes. It very gratifying to see that we are reflecting the will of our beneficiaries. I know Trustee Lindsey has written about these and you’ve called them the bread and butter items. I think we are on the right track. I did just want to make one comment on economic stability. Kind of struggling what word to use there. I know we don’t want to say economic development because that is mainly financial side as OHA. Maybe we could play with the idea of economic opportunity might be one, I am not making a strong suggestion, I’m just saying maybe we want to play around that word stability.

**Trustee Brendon Kalei‘āina Lee** – I like stability because it’s a much broader term. Opportunity would fall under that, development would fall under that, sustainability would fall under that.

**Trustee Dan Ahuna** – I’ve been very critical about this. This one thing that is inputted in here that is amazing and that is, I am looking at the three things on the bottom the lens that we look through all of that. It can be whatever you want it to be, but it’s the lens that we look through is what aligns us and it’s the structure that is very important to all of this.

**Lisa Watkins-Victorino** – So I’ll go back to the last slide. Trustee Keli‘i Akina you will see a little bit of the economic development and empowerment in the text here. What I did was really just look at how we pulled out the ‘āina, mo‘omeheu and then we talked at the table, ‘ohana, community, beneficiaries using those terms so I put them under ‘ohana. None of these were set in stone this was just my take on how we might want to talk about them as our foundation and how we might want to talk about them as strategic directions then you can totally revise them.

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 ‘ōlelo 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, and 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.

Strategic Directions:

**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.

**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.

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

There are some ideas for you to consider. We can take the opportunity to go through and make changes and then when you are satisfied with the changes I can put those together for you as an action item for the next Board meeting.

**Kamana‘opono Crabbe** – We can open it up for discussion or feedback, Q & A on what has been presented. This final stage is really that you are confident, you are sure, you are comfortable through all of the workshops that we’ve had and if are on point in moving forward.

**Trustee Brendon Kalei‘āina Lee** – I concur with Trustee Akina. This is awesome. It’s nothing but pictures which so much easier for us to relate to. All the other ones that breakdown to all the other issues are good for a guide but I don’t think we as a board should be deciding what all those little things are. I think the strategic plan needs to be at his level, because this is a 35,000-foot level. If we lock ourselves into these individual issues that doesn’t give this organization room to pivot going down the road. Where if we stick to this is the lens we are going to look at everything through, or the analogy I used this is the car we are going to drive and these are the lanes that we are going to drive in. Then in the future whatever issues, some that we have clearly identified, which we can give as examples but that is not going to lock us into a strategic plan of only those issues in those lanes. So when other issues come to us, which we know they will over how long a period of time that we set this strategic plan for, it gives this organization and administration room to say, well this fits into one of these four lanes that have been identified and approved by the board so we can go ahead. Without every single time having to come back to the board, well you guys didn’t approve hydroponic farming you guys only said this so we need your approval for that. I like this and I would hope that this or something like this is going to be our final outcome and I am ok having examples but not having those as the strategic plan.

**Lisa Watkins-Victorino** – Absolutely. I think we were, in putting all the conditions just trying to show the connections that we did take into account on what you have provided and what you had discussed at the table. But absolutely, we should have one that is broad enough to capture whatever does come forward to the Trustees. Those are things, just to know that those are things that came up through your discussion. Then or course explaining it from this lens.

**Chair Colette Machado** – Just for practical reason, how would you apply this to our grants looking at strategic results when they apply for our TAPS? Right now, we have specific measurable objectives. How would you convert this into that compliance?

**Lisa Watkins-Victorino** – Once we get into the programming piece of it, it's more the lens that you are using to determine when grants come in what is it that we are expecting in terms of the outcome. Are we going to saying that as we have grantees, I am just going to use the current strategic plan, maybe the middle school grantees who are coming in to do the raised test scores. Are they all utilizing cultural based methods? We set those perimeters, are they using 'āina based methods to work with kids, what are some of the things are they doing? Are they including an 'ohana component? The actual metrics would flow whatever the decisions are made in terms of the expectations that we would have in that area then you would develop the metrics.

**Chair Colette Machado** – I attended the CNHA Oleleo at Ka Makani Ali'i, they showed a short vignette from Aotearoa it was an introduction by their government leaders about their native language. Part of the policy that they created is that by 2040 1 million native speakers of their country. These are the leaders that are actually implementing. I am looking at something like that, I am not saying that is something we would want to do, but that is so far out what they are doing. These are elected officials that serve in their government and this is their policy that they engage in.

**Trustee Brendon Kalei'āina Lee** – I see that fitting into this strategic plan. If I wanted to apply for a grant for a program to have a million native Hawaiian speakers that would fit into educational pathways and health outcomes because we've identified that someone culturally based is more likely to be healthy. And the lens that goes into 'āina because of our 'ōlelo, clearly that is culture and 'ohana, because we know that families that are more culturally based tend to be more healthy families. So they would apply for that grant and the grant department would go, first of all does it fit into one of our lanes, yes it fits in to two lanes. And can we look at through that lens, all three across. Yes, we can.

**Trustee Carmen Hulu Lindsey** – Mo'omeheu includes culture.

**Lisa Watkins-Victorino** – Yes.

**Trustee Carmen Hulu Lindsey** – A huge part of our culture is Hula and I don't see a circle with hula in it. It is a part of our way of life. We have tons of Hālau; I would like to see that. My question, let's say there is a health outcome are we going to have priorities?

**Lisa Watkins-Victorino** – This is really about setting just about setting those directions for moving forward and then establishing that this is the lens we are going to use. Again, all of those individual circles are really just what came out from the loops, but it doesn't mean something wouldn't be addressed, that came before the board. For hula example it would fall into culture we are passionate about culture and we are going to support this. But once that is set and once we start to work towards what are those specific strategies that would be used then we would work with the departments to ensure that we are able to 1. Set the parameters around which we are going to provide grants for funding. The next step is the strategies phase, the overall way we will accomplish achieving these strategic directions.

**Chair Colette Machado** – We should have a circle with hula.

**Trustee Brendon Kalei'āina Lee** – We can put hula these are just examples.

**Trustee Dan Ahuna** – So far, all the information that we said on this table is amazing. You guys did an amazing job and I going tell you why. The lens that we are looking at, there are so many issues in the past that has gotten us here. One of the issue was that the grants that are people were supposed to get service to it was given to other companies, like big companies. A lot of people came to our table and they had this social issue about us not giving it to more Hawaiian entities, and all these guys who can write grant are getting these grants. When we look through this lens, for me it's not about what's under there, everything is important to me. When we speak about what is important, this is more important than this, those are the social issues that we go through every single day that people don't think it's important and everything we are saying here is very important. What we are really talking about is how we maximize our resources and assets. The reason why I am saying this is because today we finally get identity when we look through a lens. How in the direction, how we want to go, it can go all kinds of ways. Hula is important but it about everything under the culture is important. That is very, very important for me. For me I thought if we want to take it step further and be really aligned, the United Nations has these goals, sustainable development goals they are called SDGs. I we really want to stay in alignment there are 17 of those goals we should take a look of these goals. These are what people came up for living, for everyone. I just thought these would be in alignment of who we are as a culture if we looking at direction. But again, I am happy that we are looking through a lens because the lens is the structure that aligns everything, hula, farming, everything. I think we got mixed up with the 4. Maybe someone can look at the UN goals.

**Trustee Keli'i Akina** – Going back to the chart, I think that this picture that we have of strategic direction and strategic foundation will last a long time. It is something that gives us a long-range framework and lens that lines us up and keeps us united. On one level it's general and one level is specific. On the specific level we are leaving it open so that we can put in particular circles and concerns. I think we have worked as a board to do in the middle so we can empower administration to understand what we trying to say. In the middle that work is to define priorities in each of these four. That will tell us what under educational pathways we are going to focus on. Will we have the opportunity to work those out in each of the four areas?

**Lisa Watkins-Victorino** – Remember we are going to have our beneficiary feedback, so that will provide you with more information from the beneficiaries in terms of those strategies, what they are thinking about the strategic direction. Or if these are the ones that we end with that is what will got out and with our lens. They will be able to weigh in on some of that so you'll have an opportunity at the next workshop in end of May or June to look at that piece then develop some of those more specifics.

**Trustee Keli'i Akina** – I understand we will get more feedback. Which is good. I just want to make sure that we bring together the consensus that I think is here already in each of these areas. In economic stability, my guess is that virtually every Trustee here says we've got to develop Kaka'ako Makai.

**Trustee Brendon Kalei'aina Lee** – Correct me if I am misunderstanding Lisa. But that is the next steps that is not what we are doing here now.

**Lisa Watkins-Victorino** – Yes.

**Trustee Keli'i Akina** – Right, I'm just trying to ascertain that we are going to be committed to do that.

**Trustee Brendon Kalei'aina Lee** – Well, I don't think we are making that decision now so I don't think anyone is committed to anything, that is the next steps.

**Trustee Keli'i Akina** – I meant the process, the next step does include that we will define a set of priorities in each of these areas.

**Lisa Watkins-Victorino** – Yes.

**Trustee Dan Ahuna** – Can I say something? I just want to speak about factual things. Chair was talking about speaking by 2040 all these million speakers. What she is referring to is the sustainable goals they are aligning to

the UN Goals; by 2040 those are the timelines. I knew we was going to get into what is more important to this that is why I said I believe in unicorns and mermaids. This might be important to me but it might not be true for everyone. How we look at all of this is very important. The lens will help us stay in alignment. If there is a direction or someplace we got to look through I just saying we should align with the UN Goals.

**Chair Colette Machado** – If we are going to do that we really have to review what those goals are which we really didn't have that opportunity. I got that, it came from New Zealand it is their Government leaders that did this video.

**Trustee Dan Ahuna** – Yes, and they are all in alignment with the UN goals.

**Trustee Brendon Kalei'aina Lee** – It's just an example.

**Trustee Dan Ahuna** – I don't know if people know that, that's all.

**Chair Colette Machado** – What's next?

**Lisa Watkins-Victorino** – It's just really trying to decide on the strategic directions and whether these are ok.

**Chair Colette Machado** – Now it's time for mana'o.

**Trustee Robert Lindsey** – Thank you Madam Chair, I just want to thank Lisa and her team for the good work that you've done. When you put together this manual with 56 conditions and then all the work that you have done to pull together the last two workshop conversations that we've had you've done a wonderful job. My hope is that as we move forward in to the final phase of this conversation, I know that you folks will find a way to blend the top piece on what is on this page with the bottom piece and be able to come up with strategic directions which pull together the new world that we live in today with the old world that we come from the best of what was in the loi to the best of artificial intelligence. Pulling all that together so that we can meet the mission that we have kuleana for our people. Thank you.

**Chair Colette Machado** – Lisa can you lay out the next steps.

**Kamana'opono Crabbe** – She will go back to the phases so you can see. It the second page on the handout.

**Lisa Watkins-Victorino** – Yes, it's on the second page, we are going to be working on the survey that we are going to send out to beneficiaries using our social media, our various lists will be sending this out and various networks. We are targeting that April 1<sup>st</sup> it will go out. We will open it for 2 to 2 ½ weeks then we will take that data and summarize what the beneficiaries are saying. That will be provided to you to consider as we prep for the next set of workshops, which is in June to hopefully determine strategies, high-level strategies that you may want to put forth under these different directions. Those would be some of the priorities that you will be speaking to. The specifics.

**Chair Colette Machado** – Very helpful.

**Trustee Keli'i Akina** – You got phase 2 priority areas ending sometime between February and March.

**Lisa Watkins-Victorino** – March 7<sup>th</sup>, which is today, would be the end date of that period then over the next week we will work on the survey and then from the survey we will be gathering that information to provide back to you in preparation for the next workshops.

**Trustee Keli'i Akina** – Where will we have the defining of our board priorities for the strategic plan?

**Lisa Watkins-Victorino** – That would be part of the workshop in June.

**Trustee Keli'i Akina** – Ok very good.

**Chair Colette Machado** – We have some breathing room, you will have a chance to synthesize everything.

**Lisa Watkins-Victorino** – We will try to get that to you before the workshop so you can view that in advance.

**Trustee Carmen Hulu Lindsey** – Please put hula in. Hula has the history.

**Lisa Watkins-Victorino** – We just need to know whether this is what we will move forward in the survey.

**Mehana Hind** – When Chair comes back to the table then we will get one final 'ae or a'ole on the strategic directions then we will move forward in formulating the survey for the beneficiaries.

**Lisa Watkins-Victorino** – The survey will be based on this; this is what our Trustees have decided. If I may, I just really want to thank my team because they did so much work to pull together the data for you. Then my special projects manager Carla Hostettler for all of these slides she does a fabulous job putting it all together. I want to thank our strategic planning team here, Mehana, myself, Carla and Kamana'o. Chair the next step for us in order to prepare the survey, because the survey will be based on what the Board decides are the strategic directions, so if the strategic foundation and lens is ok and if the strategic directions as they are presented here are ok then I can prep the action item for next week then after that we will move forward.

**Chair Colette Machado** – Are we ok with that to move forward?

**Trustee Robert Lindsey** – I hope that one of the questions to our community will be how do our beneficiaries feel we can be relevant to them. What button can we press that makes them feel that we have value to them?

**Trustee Dan Ahuna** – When you look through these lens, they talking about our culture they talking about everything that is within who we are socially too. Everything has to fall within the lens what you see through it. Whatever direction we do we are finally going to be in line. This will allow us to be aligned. For me when I first say this meeting the directions was going be hard. Because what is a value to me is different from everyone at the table, we all have different takes on a lot of things. I wanted to get back to Trustee Kalei'āina, it about knowing our role and what this is about and how we delegate authority to our CEO so he can do the job.

**Trustee Brendon Kalei'āina Lee** – I want to make sure when the surveys go out the information is provided to the beneficiaries that it's in a format and a style that the beneficiaries will go, ok I understand what they are asking me and not confuse them. That it's very simple, pictures are nice.

**Trustee Kalei Akaka** – Also if we can include the word values in there from a cultural standpoint, family standpoint, Hawaiian standpoint.

**Trustee Brendon Kalei'āina Lee** – Cautious about the examples that we give because when we start giving examples they are going to start saying so they want to know what is in those lanes, so they will talk to stuff like hula, 'ōlelo classes, a class on how to be an architect, class on how to be a carpenter, or how for write one business plan but that's not what we are asking them. We are not asking them to fill in the lanes, we are asking them help us determine what those lanes should be. What they feel those lanes should be. I would hate for them to give us that kind of feedback then we come out with the strategic plan and they are mad because, I don't see my class for carpenters in here. Cause they didn't understand what we were asking them.

**Mehana Hind** – We will try to frame it as much as possible in the what phase and take care of the how and when. Express that the how and when comes at a different time. It's just what should we looking at. We already know the answer to who, native Hawaiians, what is what we are trying to do.

**Trustee Brendon Kalei‘āina Lee** – A lot of our beneficiaries are not going to understand who, what, when, where, how is. So when we ask them we need you guys to help us determine the what. They are going to be like my carpenter class.

**Mehana Hind** – Right, as far as our direction in how we create the questions that we try to play in the what land as much as possible.

**Trustee Leina‘ala Ahu Isa** – I requested of Mehana when we go out to the beneficiaries, if we could have a physical face to face, because I do get request for example Papakōlea to have like a town meeting. You know how Kehau Abad went out and asked about Kaka‘ako Makai. I also sat through when we hired the SMS guys to tell the beneficiaries to give us what they thought was important, we sat behind the glass, and they talked among themselves. It was really interesting, the issues they thought that was relevant today.

**Chair Colette Machado** – Do you need anything else from us?

**Lisa Watkins-Victorino** – I will prepare the action item for next week utilizing these.

**Trustee Keli‘i Akina** – I’m glad that we are getting feedback from our beneficiaries. That should be priority feedback. I am wondering if we should get feedback or if you are planning to get from the broader community as well. Beneficiaries have husbands, and wives and children and others who may not have Hawaiian blood per se. We have constituents from the broader community who put us in office.

**Lisa Watkins-Victorino** – We will be providing through our website links, we will utilizing our network list, our network list is made up of both Hawaiian and non-Hawaiian stakeholders, participants, and so those lists we are going to utilize them.

**Trustee Robert Lindsey** – This could be a good performance appraisal to see if we are connected with our beneficiaries or if there is a variance. Hopefully there is a connect.

**Trustee Dan Ahuna** – When you look through the lens, you look through the beneficiary. If people can see the UN Goals, so people can see that there are goals out there.

## **X. ADJOURNMENT**

**Chair Colette Machado** – If there is no further business, I would like to adjourn the meeting.

**Trustee Kalei Akaka** moves to adjourn the meeting.

**Trustee Brendon Kalei‘āina Lee** seconds the motion.

**Chair Colette Machado** – It has been moved and seconded. Roll call vote please.

Trustee Kalei Akaka moves to adjourn the meeting. Trustee Brendon Kalei'aina Lee seconds the motion.						
TRUSTEE	1	2	'AE (YES)	A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEINA'ALA AHU ISA			X			
TRUSTEE DAN AHUNA			X			
TRUSTEE KALEI AKAKA	x		X			
TRUSTEE KELI'I AKINA			X			
TRUSTEE BRENDON KALEI'AINA 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: <input checked="" type="checkbox"/> UNANIMOUS <input type="checkbox"/> PASSED <input type="checkbox"/> DEFERRED <input type="checkbox"/> FAILED Motion passed unanimously with nine (9) yes votes.						

The meeting was adjourned at 12:08 pm.

Respectfully submitted,

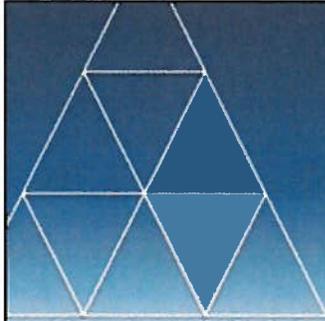
Dayna Pa, Board Secretary

As approved by the Board of Trustees on May 2, 2019.

Colette Y. Machado, Chairperson  
Board of Trustees

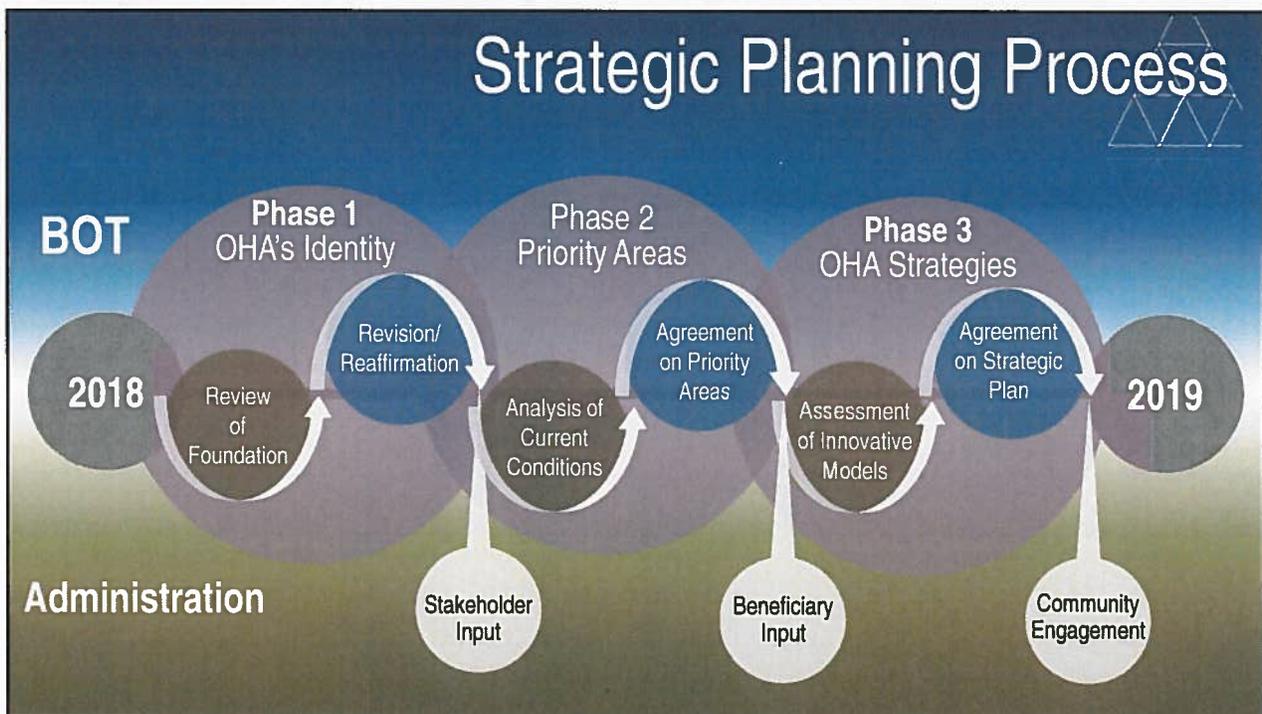
Attachment:

1. PowerPoint Presentation- Strategic Planning Phase 2: Priority Areas Workshop 3, March 7, 2019



# Strategic Planning Phase 2: Priority Areas Workshop 3

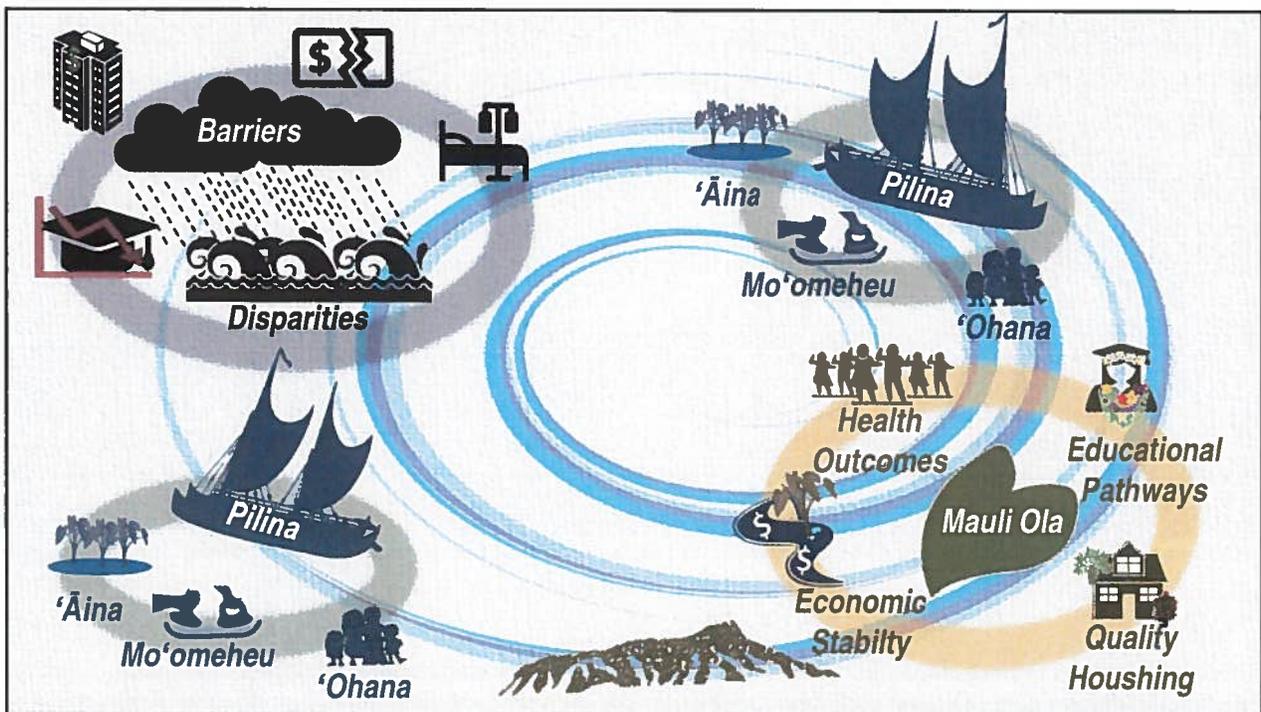
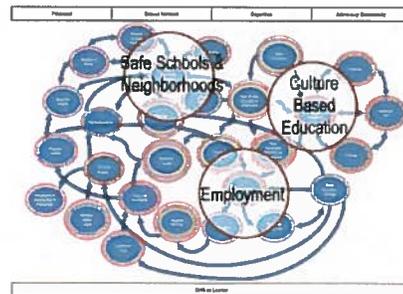
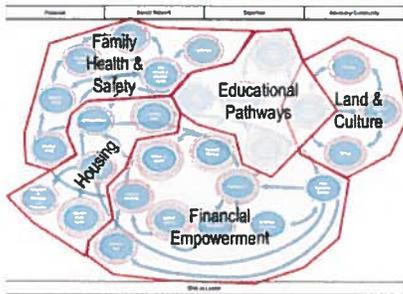
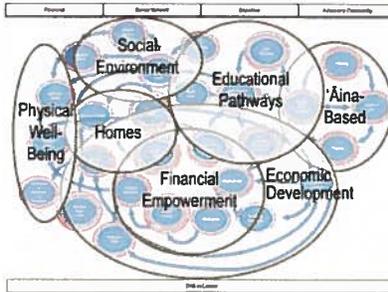
March 7, 2019

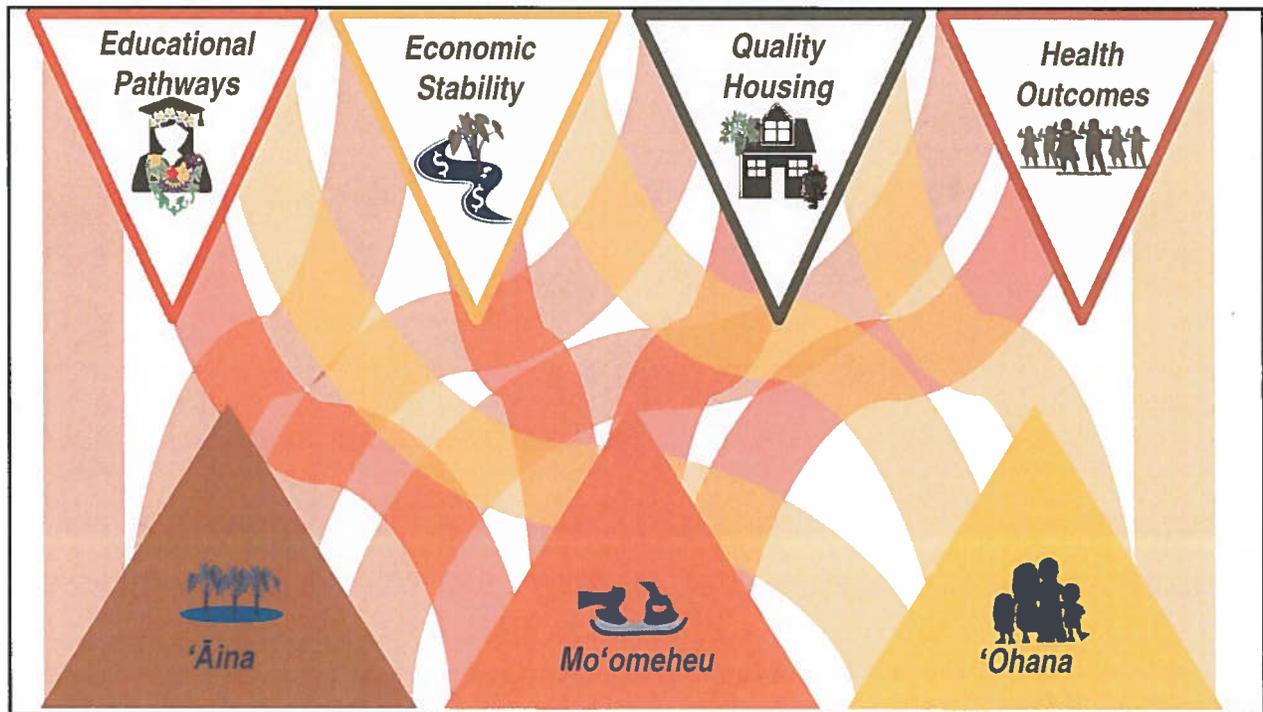
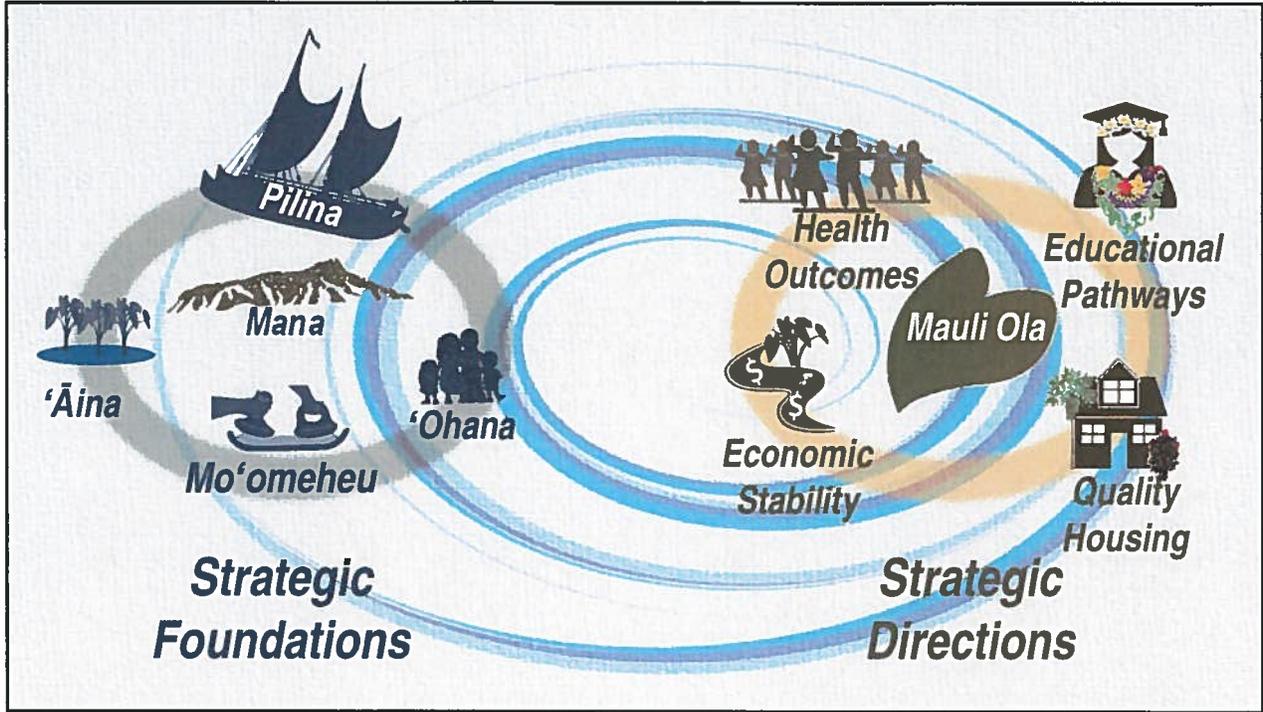


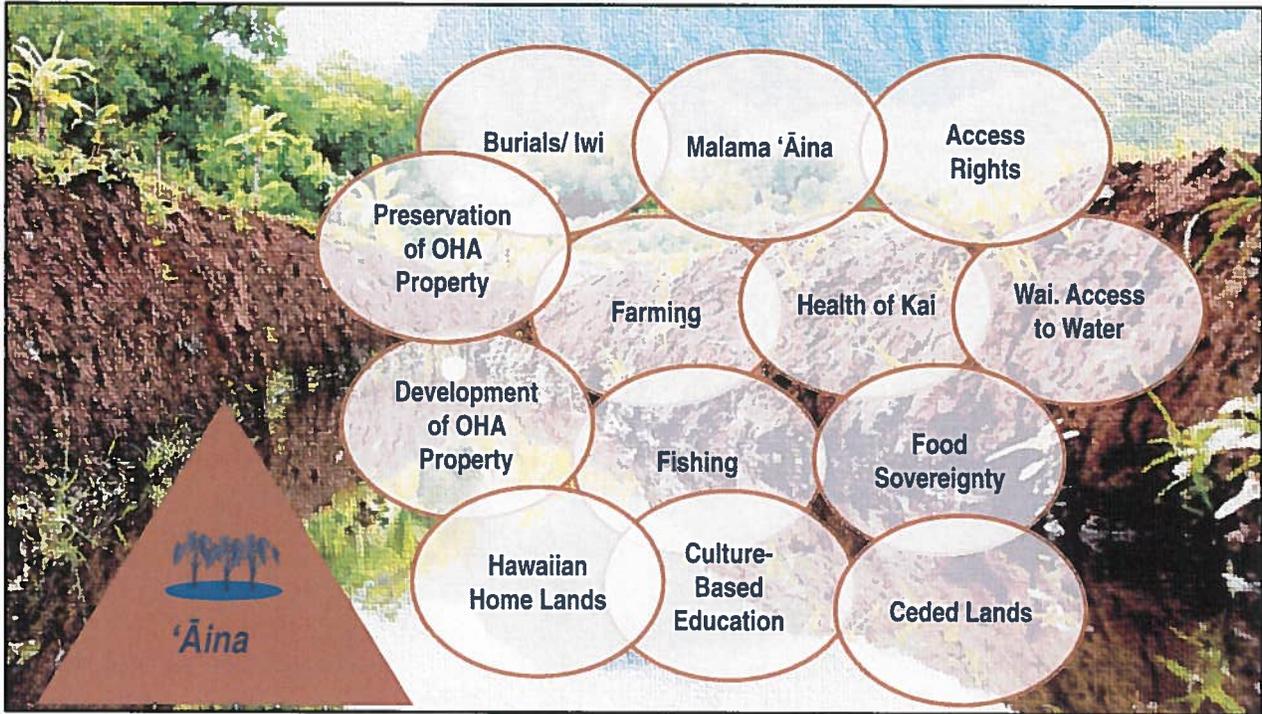


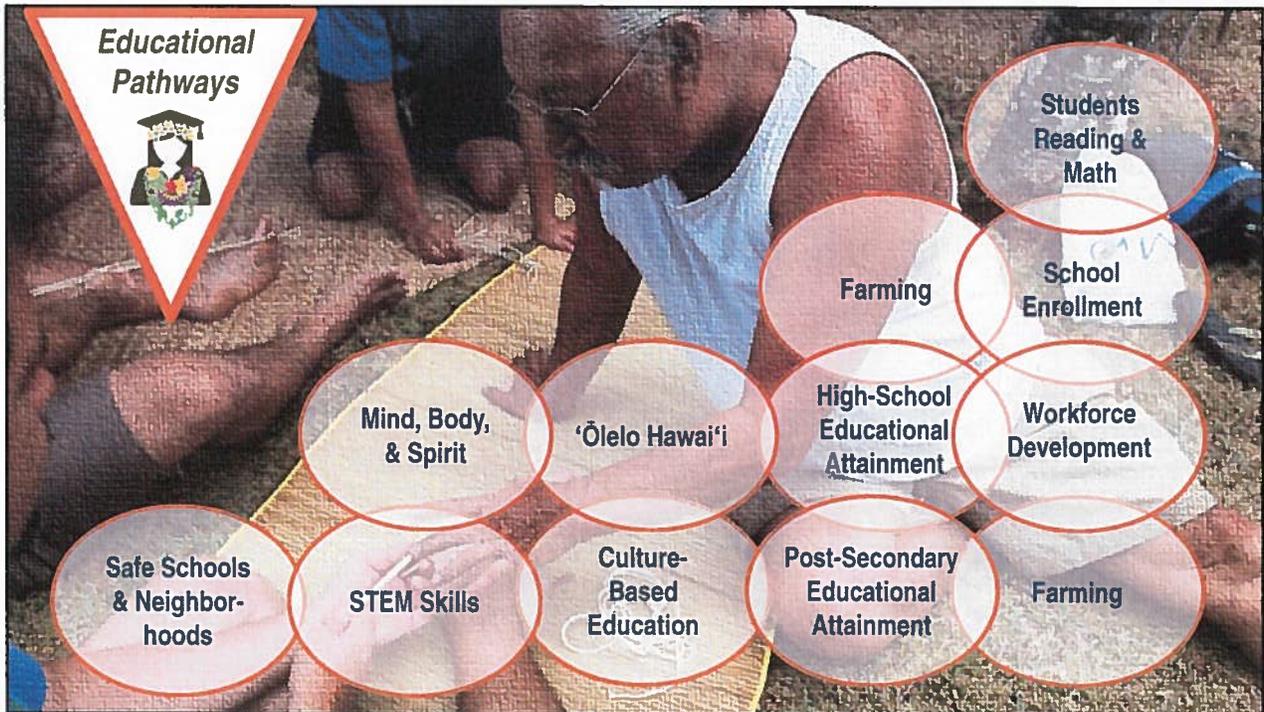
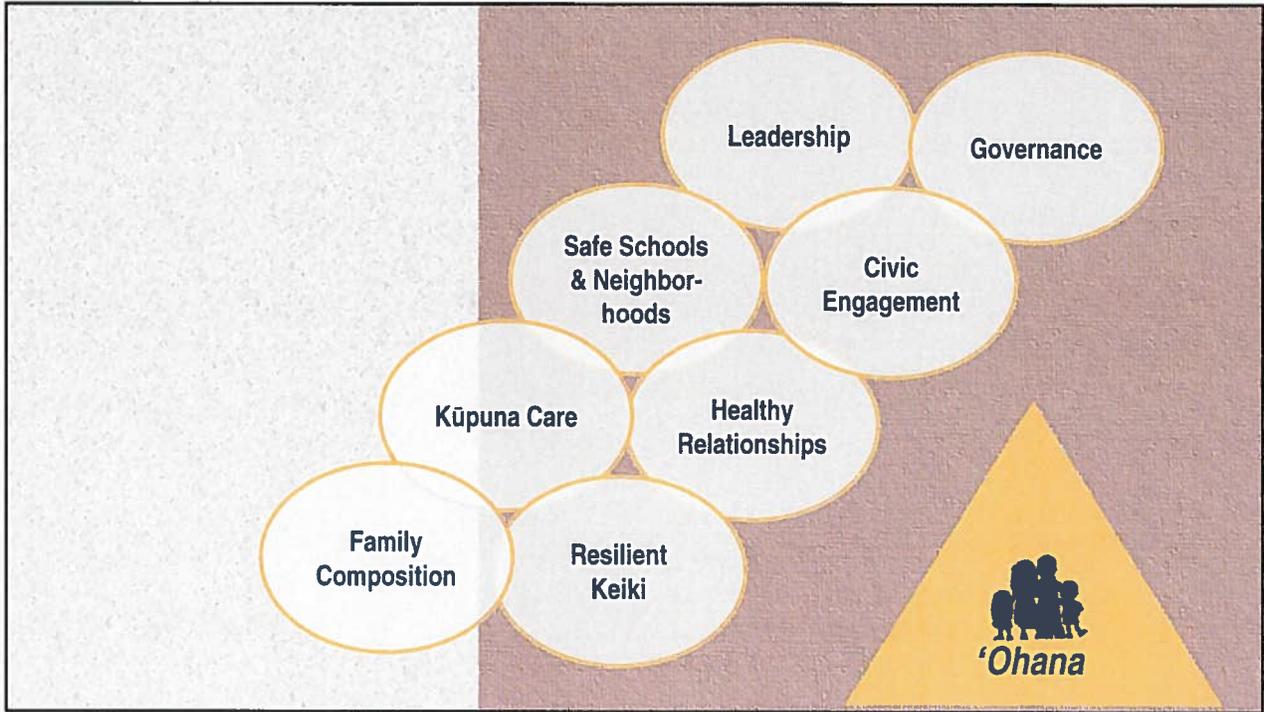


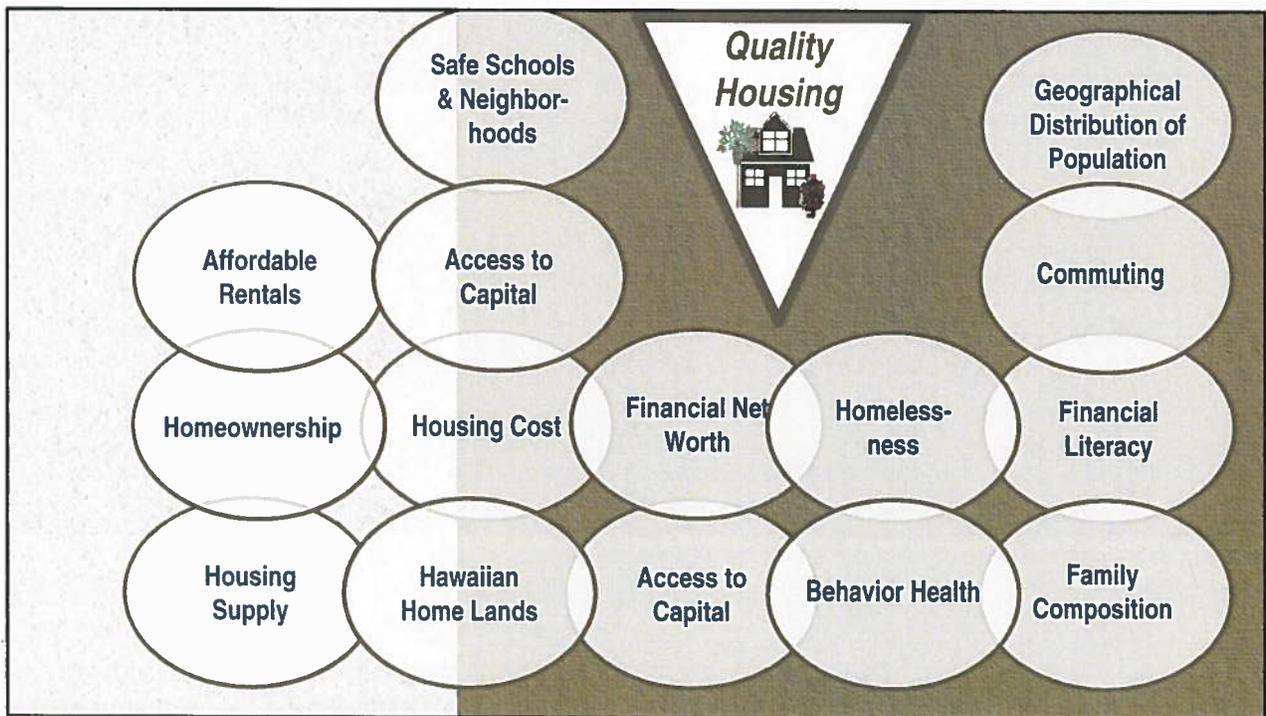
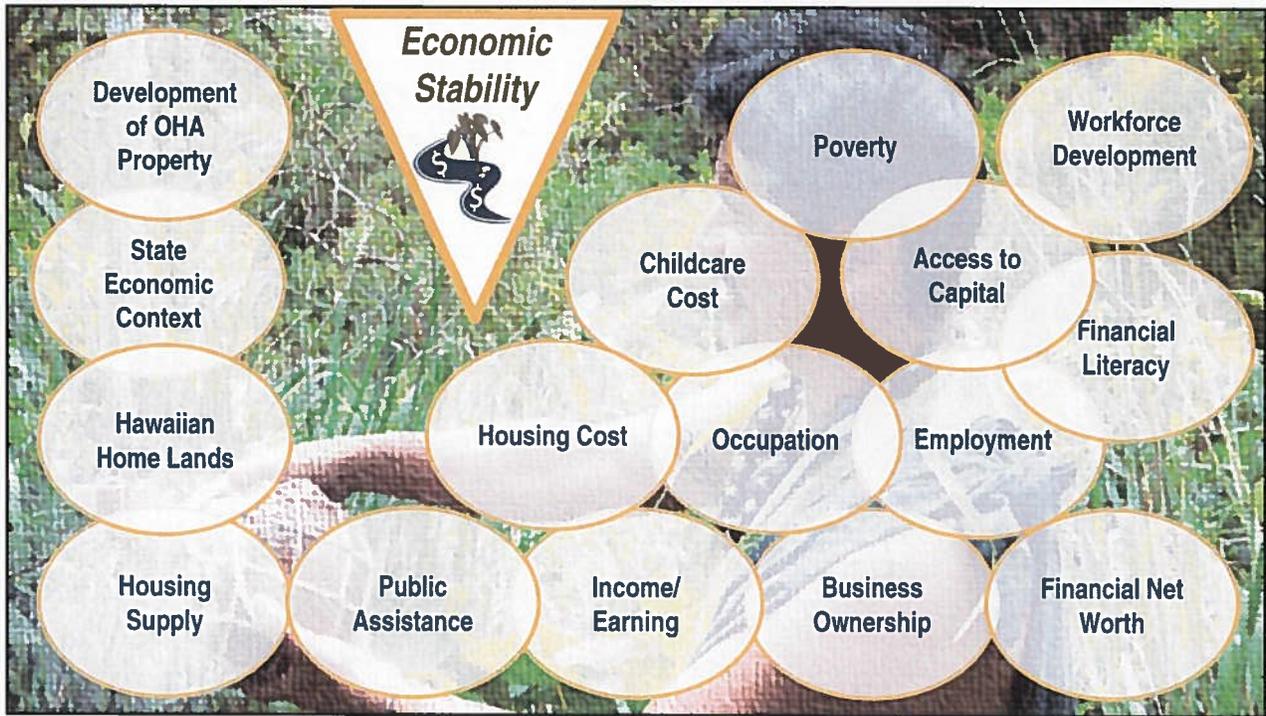
# Phase 2. Workshop 2













## 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 'ōlelo 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, and activities, initiatives, policies, procedures, and practices are made. Piliina with 'āina, mo'omeheu, 'ohana, kaiaulu, and community partners is how we engage in the implementation of our strategies. Building piliina with communities and organizational partners is critical to successfully achieving our vision and mission.

## Strategic Directions

**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.

**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.

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