OHA’s Strategic Plan “Mana i Mauli Ola” (Strength to Wellbeing) includes three foundations: ‘Ohana (family), Mo’omeheu (culture), and ‘Āina (land and water). OHA recognizes these foundations have the power to affect the wellbeing of Native Hawaiians. Therefore, they are woven into OHA’s plans to affect change in the areas of education, health, housing, and economics. These four directions will be used to guide OHA’s work to better the conditions of Native Hawaiians. Over the next 15 years, OHA will be implementing strategies, aligned with our foundations and directions to achieve our envisioned outcomes for a thriving and abundant lāhui.
OUR 3 FOUNDATIONS

‘Ohana | ‘Ulu

‘Ohana is represented here with ‘ulu (breadfruit). According to moʻolelo, the god Kū fell in love with a human woman. He married her and together they raised a family until a time of terrible famine. Driven by love for his ‘ohana, Kū transformed himself into an ‘ulu tree so they would not starve. That was the first ‘ulu tree; all ‘ulu trees are descended from Kū.

Moʻomeheu | Palapalai

In the time before, our kūpuna had no written language. The ‘ike and moʻolelo of our people were passed from one generation to the next through oli and hula. Palapalai was one of the plants kapu to Laka, the goddess of hula. Palapalai is often worn by dancers or used to adorn the hula kuahu (altar). Because of this connection, it has been chosen to represent culture.

‘Āina | Kalo

According to tradition, Wākea and Hoʻohōkūkalani had a stillborn son they named Hāloa. The grieving parents buried their child and from that spot the first kalo plant began to grow. They later had another, healthy boy, who they also named Hāloa. He became the first Hawaiian, and thus, kalo is considered the older brother of the Hawaiian people. Today, Kalo has become a modern symbol of mālama ‘āina.

OUR 4 DIRECTIONS

Educational Pathways | Kukui

In traditional times, the oily kernel of the kukui nut was used for lamps. Indeed, “kukui” also means lamp, light or torch, and because of this, the kukui tree has long been a symbol of enlightenment. Education is a path towards enlightenment; acquiring ‘ike (knowledge) and noʻeau (wisdom), learning to think critically and to apply what is learned—these skills are critical to moving our lāhui forward.

Health Outcomes | Noni

Noni is a “canoe plant” brought to Hawai‘i from the South Pacific by the earliest Hawaiian voyagers specifically for its numerous medicinal properties. While its taste and smell are rather unpleasant, noni was known to boost the immune system and to purify the blood. It was used to treat diabetes, heart disease, high blood pressure, and as a poultice to treat various skin diseases.

Quality Housing | ‘Ōhia

As beautiful as they are strong, ‘ōhia lehua are the first trees able to grow on barren lava fields and re-claim the land. It is a dominant tree of the Hawaiian rainforest, and considered a manifestation of the god, Kū. While the tree’s delicate blossoms and liko (leaf buds) are used to fashion lei, ‘ōhia wood is exceptionally hard and was used traditionally for many purposes, such as framing houses.

Economic Stability | Wai

Pure, fresh water (wai) is the essence and source of all life. The word “wai” also means to retain, leave or earn, while “waiwai” means wealth, emphasizing the value of water. Our kūpuna understood that this precious resource was a gift to be carefully managed and shared. Wai flowed down from upland rainforests, nourishing the lands below which led to abundance and prosperity that enriched the entire community.
Mana i Mauli Ola
OHA’s 15-YEAR STRATEGIC PLAN FOR 2020-2035

Our 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.

Our Vision
Ho‘oulu Lāhui Aloha
OHA’s vision statement (To Raise a Beloved Lāhui) blends the thoughts and leadership of both King Kalākaua and his sister, Queen Lili‘uokalani. Both faced tumultuous times as we do today, and met their challenges head on.

“Ho‘oulu Lāhui” was King Kalākaua’s motto. Aloha expresses the high values of Queen Lili‘uokalani.

Our Roles

**ADVOCATE**
As an advocate, OHA speaks, writes and acts in favor of effective policy development, including changing of laws and strengthening implementation of policies and practices that impact the foundations and directions outlined in the organization’s strategic plan. Advocates also monitor and evaluate policies and garner public support for causes through community outreach efforts, identifying potentially harmful or ineffective policies and laws, and supporting initiatives that enable communities to advocate to improve the conditions for Native Hawaiians.

**RESEARCHER**
As a researcher, OHA serves by gathering, compiling and analyzing data that identifies issues important to the Native Hawaiian community including policies and practices, making observations and recommendations, informing the organization and communities’ advocacy efforts, evaluating policies, programs and practices, providing and ensuring that the actions and initiatives undertaken inform actions by OHA, beneficiaries and communities as a whole.

**COMMUNITY ENGAGER**
As a community engager, OHA works collaboratively with the Native Hawaiian community and general public by sharing information through multiple communication channels that connect the organization with beneficiaries, communities and networks.

**ASSET MANAGER**
As an asset manager, OHA makes mindful investment decisions that help maximize the value of the organization’s portfolio. These fiduciary duties and responsibilities include managing financial, land, and community property assets prudently, and preserving and perpetuating legacy land holdings.
Directional Outcome: STRENGTHENED AND INTEGRATED COMMUNITY, CULTURE-BASED LEARNING SYSTEMS

STRATEGY 1: Support development and use of educational resources for all Hawaiian lifelong learners in schools, communities and ‘ohana.

STRATEGIC OUTCOMES:
1.1. Increase number or percent of Native Hawaiian students who enter educational systems ready to learn;
1.2. Increase number or percent of Native Hawaiian students graduating high school who are college, career, and community ready; and
1.3. Increase number of Native Hawaiians engaged in traditional learning systems (e.g., hale, hālau, mua, hale pe’a) that re-establish/maintain strong cultural foundations and identity.

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

STRATEGIC OUTCOMES:
2.1. Adequately resource Hawaiian Focused Charter Schools and Hawaiian-medium schools, including funding of transportation, special education, facilities, meals, and availability of qualified teachers;
2.2. Increase availability of Hawaiian Focused Charter Schools and Hawaiian-medium schools; and
2.3. Establish a Native Hawaiian Charter School and Hawaiian-medium learning system.

Directional 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 wellbeing, including physical, spiritual, mental and emotional health.

STRATEGIC OUTCOMES:
3.1. Increase availability of 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. Establish 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. Empower communities to take care of iwi kūpuna.

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

STRATEGIC OUTCOMES:
4.1. Preservation and perpetuation of Hawaiian language, culture, traditions, identity and sense of lāhui;
4.2. Increase community stewardship of Hawai‘i’s natural and cultural resources that foster connection to ‘āina, ‘ohana, and communities; and
4.3. Increase restoration of Native Hawaiian cultural sites, landscapes, kulāwi and traditional food systems.
**Directional Outcome:**

**STRENGTHENED CAPABILITY FOR ‘OHANA TO MEET LIVING NEEDS, INCLUDING HOUSING; STRENGTHENED EFFECTIVE IMPLEMENTATION OF THE HAWAIIAN HOMES COMMISSION ACT**

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

**STRATEGIC OUTCOMES:**

5.1. Increase numbers/percent of Native Hawaiians who rent housing that meets their ‘ohana’s financial and wellbeing needs;

5.2. Increase numbers/percent of Native Hawaiians who own housing that meets their ‘ohana’s financial and wellbeing needs; and

5.3. Increase 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.

**STRATEGIC OUTCOMES:**

6.1. Increase affordable non-traditional housing options (e.g., accessory dwelling units/tiny houses, large multi-generational lots or homes) in communities of ‘ohana’s choice;

6.2. Increase housing unit supply on Hawaiian Home Lands; and

6.3. Decrease rate of Native Hawaiian ‘ohana out of state migration.

**Directional Outcome:**

**STRENGTHENED CAPABILITY FOR ‘OHANA TO MEET LIVING NEEDS, INCLUDING HOUSING; STRENGTHENED EFFECTIVE IMPLEMENTATION OF THE HAWAIIAN HOMES COMMISSION ACT**

**STRATEGY 7:** Advance policies, programs and practices that strengthen ‘ohana’s ability to pursue multiple pathways toward economic stability.

**STRATEGIC OUTCOMES:**

7.1. Increase number/percent of Native Hawaiian ‘ohana who are able to provide high-quality keiki and kūpuna 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 (e.g., financial, subsistence, other); and

7.4. Increase Native Hawaiian employment rate.

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

**STRATEGIC OUTCOMES:**

8.1. Increase the number of successful, community strengthening Native Hawaiian-owned businesses;

8.2. Establish new markets for Native Hawaiian products (e.g., kalo, loko i’a grown fish) that can provide Native Hawaiian producers a livable wage; and

8.3. Establish and operationalize an Indigenous economic system consistent with Native Hawaiian knowledge, culture, values, and practices.
Makakoho Hikiāloa: ‘Ike Na’auao

Hopena Makakoho:

HO‘OIKA‘I ‘IA NĀ PAPAHANA KAIĀULU NONIKAHI ‘IA MAULI OLA HAWAI‘I

KA‘AKĀLAI 1: E kāko‘o i ka ho‘omōhala a ho‘ohana ‘ia ‘ana o nā kumuwaiai a‘oa‘o no nā Kānaka Maoli a pau e ‘imi ‘ike hikiiauanane nei ma ni kula, nā kaiāulu, a me ka ‘ohana.

HOPENA KA‘AKĀLAI HIKIĀLOA:
1.1. Ho‘onui ‘ia ka heluna a i ‘ole ka pākēneka o nā haumāna Kānaka Maoli komo ma nā papahana ho‘ona‘auao me ka mākaukau e a‘o;
1.2. Ho‘onui ‘ia ka heluna a i ‘ole ka pākēneka o nā haumāna Kānaka Maoli puka kula mai ke kula ki‘eki‘e i mākaukau no ke komo ‘ana i ke kula nui, i nā ‘oihana, a me nā hana kōkua kaiāulu; a
1.3. Ho‘onui ‘ia ka heluna o nā Kānaka Maoli komo ma nā papahana ‘ike ku‘una (e.g., hale, hālau, maua, hale pe‘a) i mea e pa‘a hou/mau ai nā kahua mo‘omeheu/ka mauli lāhui.

KA‘AKĀLAI 2: E kāko‘o i ka ho‘ona‘auao ma o nā Kula Kaia‘olelo-Kaiapuni Hawai‘i a me nā Kula Ho‘āmana Hawai‘i.

HOPENA KA‘AKĀLAI HIKIĀLOA:
2.1. Lako pono ‘ia nā Kula Kaia‘olelo-Kaiapuni Hawai‘i a me nā Kula Ho‘āmana Hawai‘i, i ke kālā alakau, ka ho‘ona‘aua ao haumāna kiinānā, nā pono lako, nā ‘aina, a me ka loa‘a o nā kumu laikini ‘ia;
2.2. Ho‘onui ‘ia ka loa‘a o nā Kula Kaia‘olelo-Kaiapuni Hawai‘i a me nā Kula Ho‘āmana Hawai‘i; a
2.3. Ho‘okahua ‘ia kekahi ‘ōnaehana Papahana Ho‘ona‘aua Kaia‘olelo-Kaiapuni Hawai‘i a me nā Kula Ho‘āmana Hawai‘i.

Hopena Makakoho:

HO‘OIKA‘I ‘IA KA MAULI HAWAI‘I, KE EA HOME LULA, KA ‘ĀINA MOMONA A ME KE OLA PONO O KĀNAKA, KA PILINA, KA WAIWAI, A ME KA PILI ‘UHANE.

KA‘AKĀLAI 3: E ho‘one‘emua i nā kulekele, nā polokalamu, a me nā ka‘ina hana ho‘oiakaia maui ola kānaka Hawai‘i, e la‘a me ke ola kino, ka pilī ‘uhane, ke ola pono o ka no‘ono‘o, a me ke ola pono o ka na‘au.

HOPENA KA‘AKĀLAI HIKIĀLOA:
3.1. Ho‘onui ‘ia ma nā ‘ohana, nā kula, a me nā kaiāulu, ka loa‘a a me ke komo ‘ana o nā papahana ka‘apale kāohi a lapa‘au kūlana ki‘eki‘e, i hakuloli ‘ia a kumu mai nō ma loko o ka mo‘omeheu Hawai‘i, ma nā ‘ohana, nā kula, a me nā kaiāulu; (E Ola Mau a Mau)
3.2. Ho‘okumu ‘ia he ‘Ōnaehana Olakino Kānaka Maoli holopo‘ono, kūlana ki‘eki‘e, i hakuloli ‘ia a kū i ka mo‘omeheu Hawai‘i e ho‘olauka‘a ai i nā hana a me nā polokalamu mauiola i kūle‘a; (E Ola Mau a Mau)
3.3. Hō‘emi ‘ia ka heluna / pākēneka o nā Kānaka Maoli ma nā hale pa‘ahao; a
3.4. Ho‘āmana ‘ia nā kaiāulu e mālama i nā iwi kūpuna.

KA‘AKĀLAI 4: E ho‘one‘emua i nā kulekele, nā polokalamu, a me nā ka‘ina hana ho‘oiakaia i ke ea o ka ‘aina a me ke ola o ka mo‘omeheu Hawai‘i.

HOPENA KA‘AKĀLAI HIKIĀLOA:
4.1. Ka mālama a ho‘omau ‘ia o ka ‘ōlelo Hawai‘i, ka mo‘omeheu, nā ‘ike ku‘una, ka piko‘u a me ka maui lāhui;
4.2. Ho‘onui ‘ia ko ke kaiāulu mālama ‘ana i ka ‘aina a me nā wahi kūpuna e kahukahu ana i ka pilina ‘aina, ‘ohana, a me ke kaiāulu; a
4.3. Ho‘onui ‘ia ka ho‘iho‘i hou ‘ana i nā wahi pana, nā wahi kūpuna, nā kulāwi, a me nā ‘ōnaehana mea‘aikahiko a i ke kūlana maua.

Hopena Makakoho:

HO‘OIKA‘I ‘IA KA MAULI HAWAI‘I, KE EA HOME LULA, KA ‘ĀINA MOMONA A ME KE OLA PONO O KĀNAKA, KA PILINA, KA WAIWAI, A ME KA PILI ‘UHANE.

KA‘AKĀLAI 3: E ho‘one‘emua i nā kulekele, nā polokalamu, a me nā ka‘ina hana ho‘oiakaia maui ola kānaka Hawai‘i, e la‘a me ke ola kino, ka pilī ‘uhane, ke ola pono o ka no‘ono‘o, a me ke ola pono o ka na‘au.

HOPENA KA‘AKĀLAI HIKIĀLOA:
3.1. Ho‘onui ‘ia ma nā ‘ohana, nā kula, a me nā kaiāulu, ka loa‘a a me ke komo ‘ana o nā papahana ka‘apale kāohi a lapa‘au kūlana ki‘eki‘e, i hakuloli ‘ia a kumu mai nō ma loko o ka mo‘omeheu Hawai‘i, ma nā ‘ohana, nā kula, a me nā kaiāulu; (E Ola Mau a Mau)
3.2. Ho‘okumu ‘ia he ‘Ōnaehana Olakino Kānaka Maoli holopo‘ono, kūlana ki‘eki‘e, i hakuloli ‘ia a kū i ka mo‘omeheu Hawai‘i e ho‘olauka‘a ai i nā hana a me nā polokalamu mauiola i kūle‘a; (E Ola Mau a Mau)
3.3. Hō‘emi ‘ia ka heluna / pākēneka o nā Kānaka Maoli ma nā hale pa‘ahao; a
3.4. Ho‘āmana ‘ia nā kaiāulu e mālama i nā iwi kūpuna.

KA‘AKĀLAI 4: E ho‘one‘emua i nā kulekele, nā polokalamu, a me nā ka‘ina hana ho‘oiakaia i ke ea o ka ‘aina a me ke ola o ka mo‘omeheu Hawai‘i.

HOPENA KA‘AKĀLAI HIKIĀLOA:
4.1. Ka mālama a ho‘omau ‘ia o ka ‘ōlelo Hawai‘i, ka mo‘omeheu, nā ‘ike ku‘una, ka piko‘u a me ka maui lāhui;
4.2. Ho‘onui ‘ia ko ke kaiāulu mālama ‘ana i ka ‘aina a me nā wahi kūpuna e kahukahu ana i ka pilina ‘aina, ‘ohana, a me ke kaiāulu; a
4.3. Ho‘onui ‘ia ka ho‘iho‘i hou ‘ana i nā wahi pana, nā wahi kūpuna, nā kulāwi, a me nā ‘ōnaehana mea‘aikahiko a i ke kūlana maua.
Hopena Makakoho:

**HO'OIKAIKA 'IA KA HIKI I NĀ 'OHANA KE NOHO ULAKOLAKO, ME KA LOA'A O KA HALE; HO'OIKAIKA 'IA KA HOLOPONO 'ANA O KA HHCA**

**KA'AKĀLAI 5:** E ho‘one‘emua i nā kulekele, nā polokalamu, a me nā ka‘ina hana ho‘oikai kai ‘ike ho‘okele kumu waiwai a nā Kānaka Maoli, a me nā mākau e lako ai ka hale a me nā pono no kā lákou ‘ohana.

**HOPENA KA'AKĀLAI HIKIĀLOA:**

5.1. Ho‘onui ‘ia ka heluna/ pākēneka o nā Kānaka Maoli e ho‘olimalima nei i nā hale i kūpono no ko lákou noho na;

5.2. Ho‘onui ‘ia ka heluna/pākēneka o nā Kānaka Maoli ‘ona i ka hale i kūpono no ko lákou noho na; a

5.3. Ho‘onui ‘ia ka palekana, ke kūpā’a, ka pilina kānaka, a me ka pilina mo‘omeheu i loko o nā kālaiulu Kānaka Maoli.

**KA'AKĀLAI 6:** E kāko‘o i ke kō o ke Kānāwai Komisina ‘Āina Ho‘opulapula a me nā papahanā ‘e a e noke nei i ka ho‘olako pono i nā ‘ohana.

**HOPENA KA'AKĀLAI HIKIĀLOA:**

6.1. Ho‘onui ‘ia nā koholā hale ma‘amau ‘ole (e.g., ADUs/hale li‘ili‘i, nā kauhale a i ‘ole nā hale nui) ma nā kaiāulu i koho ‘ia e ka ‘ohana;

6.2. Ho‘onui ‘ia ka heluna o nā hale ma nā ‘Āina Ho‘opulapula; a

6.3. Hō‘e‘emi ‘ia ka heluna o nā ‘ohana Kānaka Maoli pukane‘e aku ma waho o ka moku‘āina.

Hopena Makakoho:

**HO‘OIKA’IA ‘IA KA HIKI I NĀ ‘OHANA KE NOHO ULAKOLAKO, ME KA LOA‘A O KA HALE; HO‘OIKA’IA ‘IA KA HOLOPONO ‘ANA O KA HHCA**

**KA'AKĀLAI 7:** E ho‘one‘emua i nā kulekele, nā polokalamu, a me nā ka‘ina hana e ho‘oikai ana i ka hiki i nā ‘ohana Kānaka Maoli ke koho i nā ala kūpono e pa‘a loa ai ke kālaiho‘okele waiwai.

**HOPENA KA'AKĀLAI HIKIĀLOA:**

7.1. Ho‘onui ‘ia ka heluna / pākēneka o nā ‘ohana Kānaka Maoli i hiki ke hai i kahu mālama (keiki a kūpuna) kūlana kī‘eki‘e;

7.2. Ho‘onui i ka loa‘a ma‘alali mai i nā ‘oihana a Kānaka Maoli ho‘oiaka kaiāulu ke ahu kāloa‘a a kumu hō‘ai‘e;

7.3. Ho‘onui i ka heluna o nā ‘ohana Kānaka Maoli i pa‘a loa kā lákou mau kumu waiwai (e.g., ke kālā, ka mea‘ai, a pēlā aku); a

7.4. Ho‘onui ‘ia ka heluna hana o nā Kānaka Maoli.

**KA'AKĀLAI 8:** Ho‘oulu ‘ia ka ho‘omohala waiwai no/ma loko o nā kaiāulu Kānaka Maoli.

**HOPENA KA'AKĀLAI HIKIĀLOA:**

8.1. Ho‘onui ‘ia ka heluna o nā ‘oihana ‘ona ‘ia e nā Kānaka Maoli e ho‘oika‘ia ana i ke kaiāulu i kūle‘a;

8.2. Ho‘okumu ‘ia nā hokona hou no nā huahana Hawai‘i (e.g., e la‘a me ke kalo, ‘ia i hānai ‘ia ma ka loko ‘ia, a pēlā aku) i lako pono ai nā kānaka i hana i ke kālā no ka noho na; a

8.3. Ho‘okumu ‘ia a hololono ‘ia he ‘ōnaehana ho‘okele waiwai i kūlike i ka ‘ike, ka mo‘omeheu, ka loina, a me nā hana a ka po‘e Kānaka Maoli.
Upland rain provides life-giving water that sustains the ‘āina, mauka to makai. Captured in the watershed of mauka rainforests, the wai flows down into lush valleys and onto vast agricultural plains, touching and nourishing all within the ahupua’a as it journeys to the sea. The artwork for OHA’s new strategic plan reflects this journey, with each element representing a foundational or directional aspect of the plan as we move collectively toward a more vibrant future.

NELSON MAKUA

Nelson Makua has been an artist for nearly 40 years. Although classically trained, he has focused on digital art for over 20 years. Nelson specializes in image development and logo design and has clients in Hawai‘i, on the continent and in Japan. Nelson’s accolades include a Pele Award for best illustration from the Hawai‘i Advertising Federation for his 2008 Merrie Monarch Festival poster design, and two Nā Hōkū Hanohano awards for best graphic design. He co-owns Nā Mākua Original Hawaiian Designs with his son, Kainoa. Nelson lives with his ‘ohana in Puna on Hawai‘i Island.