

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



**STATE OF HAWAII  
 OFFICE OF HAWAIIAN AFFAIRS**

**MEETING OF THE BOARD OF TRUSTEES**

**DATE:** Thursday, September 10, 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: 971-0784-6746

**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 meetings will be livestreamed on OHA's website at [www.oha.org/livestream](http://www.oha.org/livestream) or listen by phone: (213) 338-8477, Webinar ID: 971-0784-6746**

**AGENDA**

- I. Call to Order
- II. Approval of Minutes
  - A. June 10, 2020
  - B. June 18, 2020
- III. Public Testimony on Items Listed on the Agenda\* (Please see page 2 on how to submit written testimony or how to provide oral testimony online. Oral testimony by phone will **not** be accepted)
- IV. New Business
  - A. Action Item BOT #20-05: Approve the formation of a Permitted Interaction Group to investigate the development of T-Level Trustee policies for OHA's Board Governance Framework.†
- V. BOT Workshop
  - A. OHA Strategic Plan 2020+ Update
- VI. Announcements
- VII. 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 Friday, September 4, 2020 and posted to OHA's website at: [www.oha.org/bot](http://www.oha.org/bot)

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



STATE OF HAWAII  
OFFICE OF HAWAIIAN AFFAIRS

\*Public Testimony: 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 will need to register here:

[https://zoom.us/webinar/register/WN\\_OFxFM3OKSky\\_TbDvqYCzRQ](https://zoom.us/webinar/register/WN_OFxFM3OKSky_TbDvqYCzRQ)

The registration to provide oral testimony online will **close one (1) hour prior** to the start of the meeting. 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.

Please visit OHA’s website for more information on how to submit public testimony at: <https://www.oha.org/how-to-submit-testimony-for-oha-bot-meetings/>

*Colette V. Machado*

Trustee Colette V. Machado  
Chairperson, Board of Trustees

*9/4/2020*

Date

Office of Hawaiian Affairs  
Board of Trustee Meeting  
September 10, 2020  
9:30 am

- II. Approval of Minutes
  - A. June 10, 2020
  - B. June 18, 2020

**STATE OF HAWAI‘I  
OFFICE OF HAWAIIAN AFFAIRS  
Virtual Meeting via GoTo Meeting**

Due to the threat of COVID-19, Governor Ige issued the most recent Emergency Eighth Supplementary Proclamation dated May 18, 2020 suspending Hawai‘i Revised Statutes Chapter 92, Public Agency Meetings and Records, to enable boards to conduct business without any board members or members of the public physically present at the same location. Boards should take reasonable measures to allow for public participation while holding virtual meetings.

The OHA Board of Trustees will hold virtual meetings until further notice. The meetings will be livestreamed on OHA’s website at [www.oha.org/livestream](http://www.oha.org/livestream)

**Minutes of the Office of Hawaiian Affairs Board of Trustees  
Wednesday, June 10, 2020  
9:30 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 K. LINDSEY  
TRUSTEE JOHN WAIHE‘E IV

**BOT STAFF:**

CAROL HO‘OMANAWANUI  
DAYNA PA  
LAURENE KALUAU-KEALOHA  
LŌPAKA BAPTISTE

ROBERT KLEIN, BOARD COUNSEL

**ADMINISTRATION STAFF:**

SYLVIA HUSSEY, CEO  
RAINA GUSHIKEN, CC  
GLORIA LI, CTRLLR  
EVERETT OHTA, CC  
STERLING WONG, PRO  
KEVIN CHAK, IT  
LISA WATKINS-VICTORINO, ICOO  
GRACE CHEN, FS

**I. CALL TO ORDER**

**Trustee Colette Machado** Calls the Board of Trustees meeting to order at 9:33 am. She thanks the Trustees for logging on and participating in the virtual meeting. She states she received an excuse from Trustee Keli‘i Akina that he will be leaving early. Prior to his departure he will announce he is leaving.

**Trustee Keli‘i Akina** –Yes, that is correct. Due to a prior engagement I will need to leave the meeting earlier.

**Chair Colette Machado** Calls for the roll call to identify the Trustee that are participating; Trustees Ahu Isa, Ahuna, Akaka, Akina, Lee, Carmen Hulu Lindsey, Robert Lindsey, Waihe‘e and Machado are present, constituting a quorum of nine Trustees.

I have a few announcements. It’s basically on how we use the microphones and the muting process. During the whole meeting we recommend that you mute your call. I can see all of you on my screen. You can hit the button

to speak and ask to be recognized. We just have to control so that we don't get outside interference because we are recording this and are livestreaming.

With that said the 72 Hour rule, pursuant to OHA BOT Operations Manual, Section 49, shall be waived for the following items:

- V. BOT WORKSHOP
  - A. OHA Biennium Budget for the Fiscal Biennium Periods 2019-2020 (FY20) and 2020-2021 (FY21) – Realignment 2

We will move on to II. for the approval of the minutes.

**II. APPROVAL OF MINUTES**

**A. May 7, 2020**

**Trustee Brendon Kalei'āina Lee moves to approve the Board of Trustees meeting minutes of May 7, 2020.**

**Trustee Carmen Hulu Lindsey seconds the motion.**

**Chair Colette Machado** –Is there any discussion or you need more time for review?

**Trustee Brendon Kalei'āina Lee** – Madame Chair.

**Chair Colette Machado** – Yes, Trustee.

**Trustee Brendon Kalei'āina Lee** – Before we call for the vote. I have a question about the minutes. On page 17 or 28 of the minutes, Trustee Robert Lindsey asked for an update for the Kahiau grant to CNHA, grant supervisor Maile Lu'uwai said that she would be disseminating a memo to the Trustees, we have not received that yet. This was a month ago.

**Sylvia Hussey** – Chair may I address Trustee.

**Chair Colette Machado** – I acknowledge CEO Hussey regarding the memo from Maile with the Kahiau grant with CNHA.

**Sylvia Hussey** – Thank you Trustee Lee for highlighting that. At the last Board meeting on the 7<sup>th</sup>, the 1<sup>st</sup> Quarter reports for CNHA had been turned in by April 30<sup>th</sup>. Because of the action taken additional information was needed to follow up with the grant additions that were there. We just met with CEO Lewis yesterday so that memo is being finalized and should be coming next week.

**Trustee Brendon Kalei'āina Lee** – Perfect. Thank you Sylvia.

**Chair Colette Machado** – So the motion to approve the minute of May 7<sup>th</sup> has been moved and seconded, we will engage in a roll call vote.

Trustee Brendon Kalei‘āina Lee moves to approve the Board of Trustees meeting minutes March 5, 2020. Trustee Carmen Hulu Lindsey 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			
TRUSTEE KELI‘I AKINA			X			
TRUSTEE BRENDON KALEI‘ĀINA LEE	X		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 unanimously passes with nine (9) yes votes.						

**III. PUBLIC TESTIMONY**

**Chair Colette Machado** – We have received public testimony from three individuals. One is from Dr. Walter Kahumoku III, Ph.D. with West Oahu College he provided comments regarding OHA’s Budget. We had one from Taffi Wise, Kanu O ka ‘āina Learning ‘Ohana on behalf of Lei Na‘auao Hawaiian Focused Charter School strongly support Administration’s recommended actions for Charter School financial support. The other individual is Mapuana Waipa, Ke Ana La‘ahana PCS Director, also in support of Hawaiian Focused Charter Schools.

Any late testimony will be distributed after the Board meeting today.

We will now move on to new business IV. Item A.

**IV. NEW BUSINESS**

- A. Request for approval to waive the Workshop on the OHA Biennium Budget for the Fiscal Biennium Periods 2019-2020 (FY20) and 2020-2021 (FY21) – Realignment 2 from the Committee on Resource Management to the Board of Trustees pursuant to the Office of Hawaiian Affairs Board of Trustees Bylaws (approved March 5, 2020) Article VIII, Section L**

**Chair Colette Machado** – I would like to call on Trustee Brendon Kalei‘āina Lee.

**Trustee Brendon Kalei‘āina Lee moves to approve a waiver of a workshop on the OHA Biennium Budget for the Fiscal Biennium Periods 2019-2020 (FY20) and 2020-2021 (FY21) – Realignment 2 from the Committee on Resource Management to the Board of Trustees pursuant to the OHA BOT Bylaws (approved March 5, 2020) Article VIII, Section L.**

**Trustee Carmen Hulu Lindsey seconds the motion.**

**Chair Colette Machado** - With that said we will do a roll call vote, Secretary.

Trustee Brendon Kalei‘āina Lee moves to approve a waiver of a workshop on the OHA Biennium Budget for the Fiscal Biennium Periods 2019-2020 (FY20) and 2020-2021 (FY21) – Realignment 2 from the Committee on Resource Management to the Board of Trustees pursuant to the OHA BOT Bylaws (approved March 5, 2020) Article VIII, Section L.

Trustee Carmen Hulu Lindsey 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			
TRUSTEE KELI'I AKINA			X			
TRUSTEE BRENDON KALEI‘ĀINA LEE	X		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 passes unanimously with nine (9) yes votes.

**Chair Colette Machado** – We will proceed to the Workshop. I will turn this portion over to Sylvia.

**V. BOT WORKSHOP**

**A. OHA Biennium Budget for the Fiscal Biennium Periods 2019-2020 (FY20) and 2020-2021 (FY21) – Realignment 2**

**Chair Colette Machado** – All of you should have gotten your Budget workbooks. How many pages did you say Sylvia?

**Sylvia Hussey** – Well the meeting folder today is 228 pages including that.

*(Sylvia begins her PowerPoint presentation. Please see attached PowerPoint presentation titled, The Office of Hawaiian Affairs June 2020 Fiscal Year 2020 and 2021 Budget Realignment #2 Board of Trustees Workshop)*

What I wanted to help you navigate as well as other listening online, in the corner here is the reference to the meeting folder. The meeting folder was 228 pages, so this will help you as well as those online listening how to navigate through the meeting folder material. I just wanted to point that out. First before we start I wanted to thank the Ka Aha this realignment was a lot of work, important work, especially I wanted to thank Gloria Li as well as Grace Chen and acknowledge their tremendous work in not only the COVID-19 action item that came before you about a month ago, as well as the impacts of the realignment on our Budget for 2021.

As noted here we will set context for the realignment then we will talk about specially the fiscal year 2020, 2021, personnel and positions and then we will conclude with Administration’s recommendations as it relates to Grants, Contracts and Sponsorships. At each point before we transition to the next section I will stop if Trustees have any questions that they want to follow up with.

This slide is an opportunity to remind Trustees of the complexity of realignment. We need to ensure that we are aligned with our Strategic Foundation and directions, our Chapter 10 mandates, as well as the Spending Policy, Fiscal Stabilization Policy, the COVID-19 Disruptions to our ‘Ohana wellbeing, General funds, our Native Hawaiian Trust Fund impacts as well as the overall organization and positions and factoring our commercial

properties at Na Lama Kukui and Kakaako Makai as well as our Legacy Lands Resourcing. So all of these factors contributed to the recommendations that are before you as it relates to the realignment. So the actions are related to 2020 as well as 2021. The next slide reminds us of our Strategic Foundations, Paths, Directions and Strategies. This slide reminds us of the policy basis. It seems really busy its animated so you can take a look at that in an animation. What this helps us to do is navigate where the organization has come policy wise from the Fiscal Reserve to the moratorium to a new policy that was established, Fiscal Stabilization back in the Fall of 2019 to the funding of the stabilization as well as the policy designations that were made here in the first realignment.

We are now in the second realignment in which we need to take these actions here. We need to undesignated, add funds and then approve the general funds. So the structures and actions are based on policy as well as actual cash and budgetary actions. This slide is not in your packet it just in the workshop. But this is an important slide to map the actual funding sources for Fiscal year 2021 to the uses of the funds especially as it relates to the Fiscal Stabilization Fund. So, the purpose of this analysis was again to map what is in the spending authority where its coming from and where its being applied to be in compliant with policy. You will notice the key take away here are that the Fiscal Stabilization Fund is Fiscal year 2020 is ask for authorization to be able to replace the general fund expenditures from Fiscal Year 2021 and that is lines 3 and 4. Then Fiscal Stabilization for 2021 is being asked for a \$1million to fund COVID-19 relief as it relates to the organization and additional grants for our beneficiaries. And last but not least, it the policy implications of the Kakaako Makai revenue policy which was approved by Trustees back in the Fall of 2019. Which increased the revenues allocated to Grants and also increased the revenues reallocated to Legacy Land Properties. This particular policy is to be revisited in Fiscal Year 2021. So that policy revision will come back to the Trustees. Any questions as it relates to policy or any of the spending analysis or context before we move on?

**Trustee Keli'i Akina** – Madame Chair I do have a comment.

**Chair Colette Machado** – Yes, Trustee Keli'i Akina is recognized.

**Trustee Keli'i Akina** – Thank you very much and I appreciate that. I would like to say that I was very impressed by the work that Sylvia has done and would like to not only congratulate her but also all of the members of the Board. I am reflecting back on my first budget session back in 2016-2017 and its looks as though we as a Board have made tremendous progress towards implementing a PPBS, program planning budgeting system framework. I appreciate the work that is reflected in the current document that we are looking at today and wanted to say this will really help us to make better strategic decisions and so forth. I do have a couple of specific questions. I will hold them for later on, but I did want to say that I am very pleased. I think we can congratulate ourselves in improving our ability to manage our finances and Thank you Sylvia.

**Sylvia Hussey** - Thank you Trustee.

**Chair Colette Machado** – Please proceed Sylvia.

**Sylvia Hussey** – We'll go into the fiscal year budget 2020 realignment. This particular slide talks about just the overall spending limit and what we hope is helpful is that we start with how we've progressed from the original budget that was approved in June 2019 to the realignment #1 in September of 2019 and then here we are in June of 2020. This calculates the true up of the Kakaako Makai revenues based on the audits that we have. The 2019 audits were completed in March of 2020. So we updated all of the computations for the available revenues based on audited numbers. In fiscal year 2020 the key take away here is that we are just truing up the financial information based on audited information. If you notice along the way there are these markers here to tie in to your hard copy budget binder as well. So the same information here is also found in your hard copy binder if you are following along that way.

The impacts of the spending adjustments then are now are reflected in the operating adjustments. You will see here this plus or minus is a result of the Trustees action for COVID-19. As you recall the reallocation of personnel costs to non-personnel allowed the Trustees to take action of \$3 million. The net impact of this \$75,000 is the grant

in aid pass through that we processed on behalf of the Council for Native Hawaiian Advancement. So that is a grant in aid pass through that we just pass through for funding purposes. You will see here the reclassification of the LLC wind down activities that the board approved in May of 2019. So this is the result of wind down activities, reviewing of the information and the projections to go into fiscal year 2020. And really not increasing the overall budget but just reallocating between the two entities to be able to close out the one entity.

The next slide is just the summary of the tables. It walks the Trustees from what was originally approved back in June 2019 to the first realignment and then going forward from the first realignment to the second realignment. So these tables are the tables that are going to be in the action item and hopefully helps to navigate the big changes in the budget as we go from realignment to realignment.

So here in the core budget for Fiscal Year 2020, you'll see the plus or minuses now on an expense category. These expense categories should look familiar because in COVID-19 Action item this is how we showed where the operating expenditure, unspent, unencumbered, uncommitted was being reallocated to the grants line and to increase as well as in the grants line the adjustments. That is what this slide is trying to evidence, just the line item expense category reclassification of the big dollar amounts.

This workshop slide is also to, as a policy matter is meant to ensure that they current limitations on the CEO authorization of 5% and a \$100,000 is being adhered to in a quarterly basis and then the total summary of the budget adjustments. The quarter 4 adjustment is the large COVID \$3 million adjustment and that was clearly approved by the Trustees. So this is just a slide that summarizes the quarterly changes in budget adjustment and also emphasizes policy compliance with that.

Chair, before I go to the 2021 budget any questions Trustees regarding 2020?

**Chair Colette Machado** – The floor is open for questions from Trustees. Can we proceed members? I would think so Sylvia, so move on.

**Sylvia Hussey** – So we will now start into the Budget Realignment for 2021. This slide is a similar slide where we calculate the spending limit given the portfolio, the public land trust and of key notice the line item of the State general funds there. So what we want to make sure is that we were balancing toward that. You will also see the designations here \$3 million to make up for the loss of the general funds and then the Fiscal Year 2021 designations for the COVID-19. So, this slide is an overall balancing, you will also see the true up of revenues as well on both Kakaako Makai, gross and net here as well. So this slide is a summary slide of the spending limit making sure that when we have the realignment we are balancing to this \$35 million here to make sure that we don't go over on the core.

So following that fiscal year 2021, the actual operating budget adjustments you will see that in general there is a reduction in personnel from frozen positions. The use of the stabilization funds in the non-core, the Hālawā Luluku Interpretative Development expenditures are there for planned work. This is as a Federal reimbursement this is expenditures that are made and then reimbursed from the Federal Grant for that. This is based on the program's projected implementation of the plans for the HLID project. You will see similar LLC reclassifications based on our analysis. Any other of the adjustments represents plus or minuses based on, in this case Na Lama Kukui has tenant improvement work that is scheduled for Fiscal Year 2021. So again this is just a broad summary of the various budget adjustments.

The next slide is the similar slide where we go from Total Operating Budget in June of 2019 to the realignment to June of 2020. There is no realignment #1 for the non-core. The tables are the same. Again this table will be in the Action item that comes forward for your action. The next few slides are just details of different ways of slicing and dicing the core budget for Fiscal Year 2021. You will see these large \$36 million they balance back to slides. It is broken down here by the operating budget, project budget and capital budgets. Capital budgets, primarily brick and mortar related to our legacy land category as well as our commercial properties. Project budgets are

those items that have beginning and end and a deliverable in the projects. There is a slide further on that will detail that.

**Trustee Carmen Hulu Lindsey** – Madame Chair.

**Chair Colette Machado** – The Chair recognizes Trustee Hulu Lindsey.

**Trustee Carmen Hulu Lindsey** – Sylvia I am sorry I am trying to keep up with you. I have a back question. You on the Hālawā Luluku Interpretative Development, you said provide matching funds and I see only \$428,000 that was approved in the budget but the realignment is \$3,372,943 now is that \$3 million going to be matched by the Federal Government also?

**Sylvia Hussey** – So it's an expense reimbursement, so as we expend the dollars then they reimburse us for that. I am going to say that in A-42 of your hard copy binder is a summary of the capital projects that the program is teeing up. In your hard copy binder, A-42 is a list of the Hālawā Luluku various construction items. They have indicated to us that they want to complete the work in Fiscal Year 2021. Which is why you see this really big amount.

**Trustee Carmen Hulu Lindsey** – That is why I ask if there is an agreement from the Federal Government that they will match this number.

**Sylvia Hussey** – So there is a reimbursement agreement that we have that once they approve expenditures, OHA expends it then claims reimbursement from there.

**Trustee Carmen Hulu Lindsey** – Thank you.

**Sylvia Hussey** – Any other questions Trustees? This again is just different cuts of the budget based on the expense categories and just making sure the details, this is the detail schedule that I talked about. You will see the \$508,000 is broken down by all these projects. Projects are there based on size and strategic alignment from evaluation work to studies that we need to, Oracle Fusion implementation of contract and budget module functionality for Oracle Fusion. You will see in the media buys here this is project dollars for media buys for our Merrie Monarch, Song Contest, strategic plan and other media sponsorship pieces here. The Hawaii Housing Study and the Well Being studies and surveys are additional studies that are teed up for this year to either update or refresh or conduct new studies. Then this last piece is for repatriation travel. We have a number, we have 23 cases of iwi kupuna repatriation including a significant amount internationally. However, given the current restrictions on travel and then the global travel we would need to monitor this and not activate this. So while we have it budgeted, the advocacy and iwi kupuna, we would need to be really mindful and thoughtful whether that international travel would occur. We are projecting at the earliest, early 2021 in quarters 3 and 4 before we make a significant and assessment of traveling. But the project dollars are here.

On the Capital projects. You will see similar, there's a repatriation burial vault construction there to have a physical place to be able to repatriate iwi. There is a grant being applied for about \$14,000-\$15,000 to offset the costs. But in the even the grant is not received this is the total cost. This is not meant to alleviate land development owners of their responsibility and if they find iwi it's also not to absolve anyone of their responsibilities as it relates to community or developers or anyone. It is meant to be a place to respectfully repatriate iwi in the event we are not able to find the decedents and or the appropriate resting place. That is what this project line is. You will also see Kūkaniloko master plan development and implementation. I understand the Board approved a conceptual master plan in...

**Chair Colette Machado** – Sylvia, can you hold up, Trustee Akina just left is that a confirmation. The Chair will acknowledge that on my screen it showed that Trustee Akina left. Is that correct?

**Carol Ho'omanawanui** – Yes, it looks like he might have dropped off. We will try and contact his staff to see if he will reconnect.

**Chair Colette Machado** - Just acknowledging so that it is reflected in the record. Please Sylvia continue, I am sorry for interrupting you.

*10:00 am Trustee Keli'i Akina left the meeting.*

**Sylvia Hussey** – I will stop here because this is the core side of the budget. And if there are any questions, preservation plan, Waialua Court House, Administration does plan to come back to the Board with a more specific Kūkaniloko Presentation and approval mechanism regarding development and implementation plans. But right now this is what is there. In the supplementary information that you received on Sunday, is a summary slide of what the fiscal year 2021 activities are there. If you need help navigating through that just let us know and we will send that navigation to you.

**Carol Ho'omanawanui** – Madame Chair. We have another caller on it might be Trustee Akina? Trustee Akina is that you did you just join us?

*10:02 am Trustee Keli'i Akina returns to the meeting.*

**Trustee Keli'i Akina** - Akina back on the call. Thank you.

**Carol Ho'omanawanui** - Trustee we can hear you.

**Chair Colette Machado** – Thank you for calling back in and we will reflect that in the record. Alright Sylvia.

**Trustee John Waihe'e IV** – I have a question.

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

**Trustee John Waihe'e IV** – Sylvia, you know the media buy that budget is for the sponsorships of those events that you mentioned or is it just for the person that buys the media and the sponsorships is a different budget?

**Sylvia Hussey** – Media buy that is a contract that they will put out, then that contractor does all the media buys for those events. There is when we get to the grants sponsorship slide I will show you where we pick up the media buy as part of the investments we make. There are some media buys that, that is the sponsorship, so Merrie Monarch that is the sponsorship through a media buy rather than a separate table or other kinds of things.

**Trustee John Waihe'e IV** – Thank you.

**Chair Colette Machado** – Are there other questions, clarifications for Sylvia? Hearing none, Sylvia you may continue.

**Sylvia Hussey** – So we just went through 2021 core budget, now we are going through the noncore budgets. These budgets are all the, in summary all of these properties or these cost centers you will see the summary of the Luluku amount here representing the Capital portion of what they have told us that they are planning to do. Now granted if the plans don't come through fruition then this entire amount gets adjusted accordingly. Also in here is the LLC reclassification between the two entities and that's based on actual analysis of what they have. In your budget books there is a summary of the LLC wind down activities and that is in your budget books in B-50 and you can take a look at that latter on in, the summary of the closing of the Ho'okele Pono line and the moving closing as well as filing at the Attorney General's office for dissolution of the entities. Administration wants to also bring back to the Board in the separate discussion the specific progress of the wind down based on board action in May of 2019.

Then the large item, Na Lama Kukui, these are tenant improvement work that have been scheduled. So this is just a summary and the next set of slides is just that on an individual basis the individual cost centers if you will and then more specifically by the expense categories. So I am not going to explain each one. They are self-explanatory but if you would like to stop at a particular one this is NHRLF, there is no change. Their board approved their budget so there is no adjustments. This is Kakaako Makai, very minor operating budget adjustments. Na Lama Kukui we talked about the tenant improvement work that is there. Palauea, this particular grant item was adjusted in fiscal year 2020 but wasn't adjusted out of fiscal year 2021. This was a grant sitting at the program level rather than at the total level where Trustees need to approve the grants. We adjusted that to reflect what Trustees had approved in fiscal year 2020. Wao Kele o Puna, small adjustments in and out. And this is a summary of the capital projects. So Trustee Hulu to your question earlier. Here is the projected facilities construction that are part of the project proposed, then here is the adjustments for the grease trap work that is scheduled. Any questions on the non-core side before we transition to the personnel and positions?

**Trustee Carmen Hulu Lindsey – Madame Chair?**

**Chair Colette Machado – Trustee Carmen Hulu Lindsey.**

**Trustee Carmen Hulu Lindsey –** My question was not on the amount; my question was on the matching from the Federal Government. It's such a big number versus the \$400,000 that was originally in the budget that is why I am concerned. Are they matching this \$3 million, actually \$1.5 and \$1.5 are they paying half of this?

**Sylvia Hussey –** Chair if its ok, if I ask Lisa Watkins our KPNK who has this program under her kuleana to elaborate on.

**Chair Colette Machado –** That would be fine to clarify this. This is the second time that Trustee Hulu has raised this about the matching and whether or not the Federal Government is obligated to provide the \$3 million or the \$1.5.

**Lisa Watkins-Victorino -** Yes Chair. Trustee the Federal Government, we do have as Sylvia has already noted we do have an agreement a reimbursement agreement. So whatever that costs is we do get reimbursed for that. If we spend the \$1.5 for this facility they will reimburse us for the \$1.5.

**Trustee Carmen Hulu Lindsey –** The reason I ask, is it an open-ended agreement, we can spend \$12 million then?

**Lisa Watkins-Victorino –** No, there is a budgeted amount.

**Trustee Carmen Hulu Lindsey –** The budgeted amount I saw was \$400 something thousand. When it increased to \$3 million that is what lead to my question.

**Lisa Watkins-Victorino –** So it is approved by whatever we spend services for and whatever we get quotes for and whatever we think the final cost is going to be. We take that to the DOT and to the Hawaii DOT and the Federal DOT will approve that amount and once they approve it we basically can go ahead. So we actually can't do and move anything forward until they have approved it. So once we take that forward, they say yes go ahead so we basically will proceed with the construction then get reimbursed for that construction cost.

**Trustee Carmen Hulu Lindsey –** Thank you. Madame Chair I have another question.

**Chair Colette Machado –** Trustee Carmen Hulu Lindsey please continue.

**Trustee Carmen Hulu Lindsey –** We have a very, very large number for contracts. I am wondering if it would be possible if it would be possible for our administration to give the Trustees a list of those contracts by name and amounts so that we know what we are approving money for.

**Sylvia Hussey** – You are talking about?

**Trustee Carmen Hulu Lindsey** – The \$6 million. I think that is the last figure I saw.

**Sylvia Hussey** – You are looking at the summary slide or can you let me know the \$6 million you are looking at.

**Trustee Carmen Hulu Lindsey** – Contracts, the almost \$4 million. I think we are asking for a little bit more money in this realignment for contracts.

**Sylvia Hussey** – Could you let me know which slide or in your budget book then I can make sure. The short answer is yes. Whatever the detail there we can give you a list in the budget we can give you a list of all of the intended budgeted items and then if it's a contract list, then we can give you a list of contracts that are currently open. We can ask from procurement and our IT to extract that information.

**Trustee Carmen Hulu Lindsey** – Thank you Sylvia, I have always wondered what we spend monies on for contract, what kind contract do we have that we are spending that kind of money on. That is all I wanted to know. Thank you. Here it says almost \$6 million on contracts on page B-5.

**Sylvia Hussey** – Yes, this is in our budget variance reports, the quarterly variance, we can give you definitely the \$6 million in budget and then the uses thus far. Which is one of the projects, the Oracle Fusion is to have a contract management system and as part of responding to the CLA audit. I will note that down as a follow up.

**Trustee Carmen Hulu Lindsey** – Thank you Sylvia. Thank you Chair.

**Chair Colette Machado** – Sylvia did you want any comments from your staff that are here that would like to reflect on some of the expenditures already in contract. I am looking at the page B-7. I think those contracts are part of the overall operations. Including IT right and the service we get. Maybe you can clarify what these contract services are. Just in general terms.

**Sylvia Hussey** - If its ok I will ask Gloria who I know is online.

**Chair Colette Machado** – Yes.

**Sylvia Hussey** – Gloria can you expand what gets classified in the contract category.

**Gloria Li** – Good morning Chair, good morning Trustees. So when we look at this Budget Variance Summary it actually takes into consideration the actual expenditure as well as all the open PRs what we consider encumbrances. So just to give you an example, rent typically we create a rent purchase order at the beginning of the year and we budgeted the rent to be a million dollars. So at the time of encumbrance you will see a million dollars being accounted for. Therefore, it looks like it is a whole million dollars that we spent but in actuality it's going to have to spread over the fiscal year until that fund is exhausted. When looking at this contract, this type of report we have to take that into consideration. It's not the actual expenditure but it also includes the encumbrances. So in our contract we have service contracts, we have IT project contracts, we also have the provisos that are lumped into this contracts category. Therefore the amount is on the high side. But we definitely have the details if you would like to see, we can go ahead and front those reports the details for you. Thank you.

**Chair Colette Machado** – For me it would be nice to break it down into real estate and what we pay for our commercial properties for rent, because on the neighbor islands we rent from a few businesses. We rent as a business on all the islands except Moloka'i. I know on Lanai we pay rent or we have an agreement with the Company. I think on Maui we have with a private source that we rent there. That is important to lock that in because its big bucks when you talking about that. That Na Lama Kukui portion that we do contribute is what we call a major tenant here. That would be very helpful to see. IT with the operations and what we purchase it takes a

lot of money to upkeep our systems and all of those kinds. From the contract and services component area. There is also the facilities area is that correct all of this falls under the contractual area too.

**Trustee Carmen Hulu Lindsey** – Thank you that would be really helpful Sylvia.

**Sylvia Hussey** – I think Trustees what you raised is part of what Administration is trying to put together as a quarterly report, not only for Trustees but also for beneficiaries and getting into the rhythm of the quarterly part of section B of your budget binders includes actual information regarding grants, and so that again is also trying to from the decision of awarding to the solicitation and now through the actual expenditure of grants and similarly it would be with contracts. So you are helping to build that quarterly packet that we should be able to expect to come to the Trustees then release to the beneficiaries for their information as well as part of financial transparency.

We went through this, we went through core budget, noncore and so now we are at the personnel and positions. And among the changes for increasing beneficiary supports through grants came through a reduction in personnel and positions. This first slide that is in the workshop deck in dollars it just helps to show were the movement from the original budget in June 2019 alignment, in September of 2019 and now here in June 2020. Dollars wise where the plus and minuses. Most of the plus or minus came as a result of reallocating the \$3 million in Fiscal 2020 from unspent, unencumbered in this case regarding vacancies. This is what this slide is trying to illustrate. We apologize on how tiny it is but we wanted to be sure that it was all on one page so you can see from realignment to realignment how those dollars more.

The next slide is the pull out slide so you will have this on an 8 ½ x 11, in your budget binders in A-47 and in the updated you will also have an 11x17 pullout in section C. This maps not only the dollars but also the positions and the plus and minus. What administration tries to balance too is this 179 positions at the very bottom as we move over into reassigning, freezing, etc. So the increases in the grants came as a result of freezing. We made several personnel decisions in the assumptions, one was that we froze additional positions so there is total of 14 positions that have been frozen and on the next pages you will see the actual detailed positions that were frozen. Frozen positions were unoccupied and then we also made changes in the assumption, we used to us a 5% vacancy, we have clearly been experiencing more than a 5% vacancy rate. We are currently experiencing 15% vacancy, so we increase the assumptions to 8% to be more reflective of actual experience. So taking the frozen positions and running those numbers through. Given the freezing of the positions, the question of whether we can get our work done. That came in to question and yes we are able to get our work done even in this time of COVID when everyone is teleworking we are able to get our work done. The decision of whether to go from freezing positions to eliminating positions will come from Administration when we return with the Biennium 2022-2023 budgets, at that point we will then make recommendations on whether there is elimination of positions on the way to a restructuring there.

The next few slides just further detail the vacancies by operating unit and then by also the vacancy type, essential and non-essential. That is important because the current state that we are in we are pausing all non-essential vacancy recruitments. We apologize again for the tiny print but wanted to get everyone on one page and try to color code it to help visually differentiate all of the different pieces. Before we go on to Administration's recommendations any questions about personnel, positions or the rationale or assumptions that Administration made?

**Trustee Carmen Hulu Lindsey** – Madame Chair.

**Chair Colette Machado** – Trustee Carmen Hulu Lindsey.

**Trustee Carmen Hulu Lindsey** – I just want to congratulate Sylvia for freezing all these positions and not filling those that are vacant. We have been constantly criticized by the Legislature when we go to see them for our share of the money that we had to many positions. This is really, really good. I just want to compliment Sylvia to be able to do this. That is quite a few positions. Its 32 positions, right now that is not being funded. Because of this we are able to realign and spend our money for more grants for our people. Mahalo Nui.

**Sylvia Hussey** – Thank you Trustee.

**Trustee Leina‘ala Ahu Isa** – Chair.

**Chair Colette Machado** – Trustee Leina‘ala Ahu Isa.

**Trustee Leina‘ala Ahu Isa** – I have a question, one of our beneficiaries, they wanted to know about Papahānaumokuākea, who is doing that now?

**Sylvia Hussey** – I am sorry Trustee could you repeat the question.

**Trustee Leina‘ala Ahu Isa** – Papahānaumokuākea who is the one.

**Sylvia Hussey** – Currently the former Papahānaumokuākea manger was Keola Lindsey who is now our Chief Advocate so the remaining staff member is there. That is the one that is being filled.

**Trustee Leina‘ala Ahu Isa** – So are you going to fill this or no?

**Sylvia Hussey** – Administration is freezing the manger position.

**Trustee Leina‘ala Ahu Isa** – Okay. Mahalo.

**Sylvia Hussey** – The function still needs to occur but the position is being frozen. Other questions regarding people before we go to the grants.

**Trustee Robert Lindsey** – Chair, Bob Lindsey here.

**Chair Colette Machado** – Trustee Robert Lindsey is recognized.

**Trustee Robert Lindsey** – My question Sylvia, is it 32 positions that are frozen or 25?

**Sylvia Hussey** – It is 14 that are frozen and 25 that are vacant. So in your budget book if you go to A-49 there will be a list of all the vacant and frozen but you are right there are 32 in total between vacant and frozen.

**Chair Colette Machado** – Great question for clarification. Any more questions for Sylvia on the personnel matter.

**Sylvia Hussey** – Chair is it ok to move forward?

**Chair Colette Machado** – I would assume so; you know we are not shame of interrupting you so keep going.

**Sylvia Hussey** – So last but not least Trustees, all of the adjustments that were made were made to ensure that we increase the grant contracts and sponsorships for beneficiaries and community. In this section we just remind that we are utilizing the Board approved Lāhui policies to guide where those investments are being made. This next slide is a summary slide and it helps to see as I have learned, that we provide beneficiary and community investments in three ways. One in the granting process which is guided by HRS 10-17. Two, in the procurement process which is guided by HRS 103-D or State Procurement and three, we also provide via sponsorships. This is just a summary of the kinds of investments that we make, not only grant oriented but also in a number of ways that we provide not only our Chapter 10 mandate but also our mission as the Office of Hawaiian Affairs. So this is just a summary slide. What I want to point out is in this line item here it is very intentional that we are increasing the granting line to currently, we are granting at about \$9 million and that includes the \$3 million Department of Hawaiian Homelands commitment. Intentionally Administration is moving us to \$12 million in and in the next biennium we are going to be proposing up to \$15 million. We want to be very intentional about the amount, we are sending out to our communities and our public land Trust dollars in terms of dollar for dollar what comes in from

public land trusts goes out to our communities and the trust directly, it doesn't go to overhead, it doesn't go to other non-efforts it goes directly to our community. So this line item going to \$12 million is an intermediary step ongoing and increasing to \$15 million. Then making the adjustments. This line reflects an addition of the proviso and we will see some of those details and this is an increase of sponsorships and we will also talk about the moratorium or the sponsorship Ad Hoc work that we are waiting for, for Trustees.

What this tries to detail is by all the different line items and this is the addition of the \$2 million. Administration is recommending on the Kūlia to add \$250,000 to restore Kūlia to the half a million that it was originally piloted under. So that's that recommendation. Here is the \$500,000 in COVID-19 responses. As the Board made their decision in May about COVID-19 there was also discussion about additional needs in communities beyond the emergency rent and food security the \$3 million helped to address. Our communities continue to struggle with mental health needs, behavioral needs, responses, domestic violence, house hold needs just everyday living. So this half a million was added to address COVID responses for our communities. The line item is a recommendation based on Chapter 10 and the beneficiary class that we share and so very specifically for homestead communities and to improve homestead communities as their in granting. And Charter Schools major repair and maintenance, we know that in the Charter sector including our 17 Hawaiian Focus Charters facilities and major repairs for facilities is a key piece. While people think it's just a building, we are talking about learning sites and learning environments and improvements in learning environments as well as utilizing outdoor classrooms. That's the reason for that.

The iwi kupuna repatriation and reinternment community grants, while its very specifically identified as iwi kupuna administration would recommend that we think about that as cultural preservation, cultural resource management, wahi pana resource management and dollars that go there to maintain and protect and keep wahi pana throughout the pae 'āina. The Native Hawaiian teacher education and professional development, we know that in education there is a teacher shortage period, but particularly there is a teacher shortage for native Hawaiian kaiapuni charters as well as the reflection of teachers in the teaching force that don't reflect our communities and the impact on classrooms. The last recommendation is \$250,000 for community and 'ohana based program grants. We know that with COVID-19 'ohana well-being in all facets have been highly disruptive and this dollar allocation helps to address those very 'ohana destructing kinds of impacts that we are seeing as well. While our first round of funding looked at immediate food, clothing, shelter needs for our beneficiaries. This set of recommendations are coming around to address not only our Lāhui or our strategic plan areas but also being responsive to the realities of COVID as well as our beneficiaries and our community. I will stop there if questions.

**Trustee Robert Lindsey** – Madame Chair, Robert Lindsey here I have a question.

**Chair Colette Machado** – Chair recognizes Trustee Robert Lindsey.

**Trustee Robert Lindsey** – Thank you Chair. Sylvia I am just curious in the budget or the existing budget or the proposed budget how much is in there for staff development?

**Sylvia Hussey** – For OHA staff development or beneficiary staff development?

**Trustee Robert Lindsey** – OHA staff development.

**Sylvia Hussey** – If we go back to the summary slide this continuing education program line item \$30,000 is where the staff development currently exists.

**Trustee Robert Lindsey** – If I could have a follow up question.

**Sylvia Hussey** – Sure.

**Trustee Robert Lindsey** – So annually whatever we have allocated for staff development is all of that used up?

**Sylvia Hussey** – I am going to ask, is it Gloria or Raina could respond if this \$30,000 is used.

**Trustee Robert Lindsey** – I am only asking because our organization is only as strong as the staff that we have and I think to have rocket staff we need to always focus on providing a staff development so that our staff can keep growing in their skill levels. To me it's even more critical, I like the idea of staff reduction but there needs to be a balance so that we can have staff who are rocket performers if we have less people to work with. Clearly with less staff there is going to be more responsibilities that are going to be expected of our staff. So for me staff development and investing in staff development is important.

**Sylvia Hussey** – Thank you Trustee.

**Chair Colette Machado** – Sylvia are you able to redirect the question to Raina or are you going to redirect it to Gloria or anyone else.

**Sylvia Hussey** – Gloria or Raina are you able respond to Trustee's question?

**Gloria Li** – Yes, I will attempt and Raina can jump in. So typically, our staff development budget is a centralized budget in HR, that is one bucket. The other one is what Sylvia pointed out is the continued education fund for \$30,000. That really is to help staff who would like to pursue higher education to advance their career in OHA. So we have that program available for staff. As far as the professional development that comes in and typically it is really up to the directors and managers to work with HR to make sure that our skill sets are up to date and we get refreshers on what we do and the current practices out there. As far as us using that budget, typically I think we've been doing pretty good. I can't say that a 100% was used every year but Raina can maybe chime in just looking at the budget variance I believe we use a good chunk of it. I can definitely get you more details if you would like. Thank you.

**Sylvia Hussey** – Raina are you able to comment.

**Raina Gushiken** – Nothing to add. Thank you.

**Chair Colette Machado** – I guess the question is, is there adequate money in the budget for staff development? It is as simple as that. So I guess we heard that its \$30,000 for staff development and training. Is that correct?

**Sylvia Hussey** – As Gloria pointed out the \$30,000 is specifically for the higher education reimbursement. As staff members take classes then they get reimbursed for the credit hours that they've expended and that needs to be approved. Within each of the paia are staff development dollars, whether that is training on the continent, online or they are brought together for staff development in person. So each of the staff development dollars rest in the paia. The point is well taken though that we need to have an organizational policy and philosophy about staff development and in the dollars allocated to that so that there are some guidance and consistency and you don't have uneven development of dollars and recognizing that each paia may have different requirements. Different requirement for technical staff development may differ from an advocacy staff development or fiscal or community engagement or research. The point taken in terms of policy and adequacy of staff development.

**Chair Colette Machado** – It is a reasonable request that we are directing this to be resolved with your Kaaha team and your area people. I think it's good to know that your Kaaha team is looking how to provide individually for their people. I will be a strong supporter for your community outreach because they have the largest area that they have to be responsible for. They are very limited in when its organized. Only when we do our all OHA stuff on island they are able to conduct themselves. They will continue to need that kind of alignment with the ongoing issues with IT, some of the other issues that they need to get the kind of training that they need. Or even continue to encourage them to get certified with some degree if that is possible. I know on that end the community engagement and community outreach that has always been my favorite area to support because they are out there in the field and they need the kind of kokua they can get.

**Sylvia Hussey** – In aggregate there is about \$78,000 in the total fiscal year 2021 core budget coded as training, seminar, conferences. But again is well taken in terms of policy and adequacy of staff development. Mahalo Trustees for flagging that.

**Trustee Leina‘ala Ahu Isa** – Chair.

**Chair Colette Machado** – Trustee Leina‘ala Ahu Isa.

**Trustee Leina‘ala Ahu Isa** – My question is do we put money into that? Thank you Trustee Lindsey for bringing that up. I feel it’s a function of HR and because we don’t have a manger or director, and also the policy. We are being livestreamed now so I know people are listening to us, can they just take the course and then ask for reimbursement or do they have to reapply, we approve, then they take it, then get reimbursement. Or they can just take it first then get reimbursement?

**Sylvia Hussey** – I will ask Gloria or Raina to respond on the specific logistics.

**Raina Gushiken** - Aloha Trustees, this is Raina. As to Trustee Leina‘ala Ahu Isa’s question on the tuition program. Employees apply for that program, if they are qualified and are determined to be accepted, then it’s a reimbursement basis. They provide proof that they have enrolled in the course and the tuition that was paid, and they complete that course work for the semester and they get reimbursed after completing that course.

**Trustee Leina‘ala Ahu Isa** – If they want to go West Oahu to get an AA, they have to pay that tuition upfront and then get reimbursed.

**Raina Gushiken** – Yes, it is a reimbursement basis. Gloria if you can confirm too, but no one has applied for the program since I have been in the interim position for HR.

**Trustee Leina‘ala Ahu Isa** – I don’t think they know about it. I know someone that wants to get their bachelors or finish up their AA. Mahalo, as long as we have some policy on it.

**Sylvia Hussey** – Any other questions on the grants schedule or any other questions Trustees.

**Trustee Kalei Akaka** – Chair.

**Chair Colette Machado** – Trustee Kalei Akaka is recognized.

**Trustee Kalei Akaka** – Sylvia I just want to say a major mahalo to you and to the staff for putting together this amazing budget realignment book. All the effort you folks put into it, it certainly is something. I just wanted to highlight under the grant recommendations for year 2021, the Charter Schools major repairs and maintenance as well as the Native Hawaiian Teacher Education and Professional development. I think it’s so important that we are able to support our Kaiapuni and our Charter School kumu. In doing that we are able to foster a proper and good environment for our students where they are going to be the carriers of our culture as well as becoming productive individuals in our community. I think this is incredible to do this and I mahalo everyone for supporting this.

**Chair Colette Machado** – Any comments or manao, Sylvia if you want to proceed.

**Trustee Kalei Akaka** – If it would be possible Sylvia, if we could get perhaps some examples of some success stories of some of the kokua that we are able to provide to the Native Hawaiian teachers or native Hawaiian certification.

**Sylvia Hussey** – Currently or after the program grants get solicited.

**Trustee Kalei Akaka** – If you do have some current ones.

**Sylvia Hussey** - Yes. Trustees we just went through our beneficiary and community investments via grants, our next one is via proviso so our legal proviso goes through a contract in procurement. So the first line you will see here is the current proviso the general funds, the Trust Fund matching and then the amount. We are recommending an additional \$250,000 to provide expanded services for our beneficiaries through the legal proviso and increase that. Trustee Waihee here is the \$124,000 that was listed it's the buyer contract for Merrie Monarch, KS Song Contest, Na Hoku, General Civic Engagement the Aloha Rising efforts. Any advocacy initiatives as well as the new Strategic Plan. So it's a project because there is a deliverable but we also are counting in terms of the costs of investments that we make for our beneficiaries and to be able to participate in this.

You will also see a media buy contract for Keiki Hula. Then we aggregated here is the costs of contracting and printing and delivery of the Ka Wai Ola the hard copy newspaper. 60,000 readership and the benefit of that, as wonderful as our social media platforms, we have a number of beneficiaries that value the hard copy paper in their hands. So, you can see its almost \$400,000 of OHA's resources to be able to continue that really valuable communication and highlighting effort as well. Before I go on to the last item sponsorship, any questions about beneficiary and community investments via procurement.

The last classification we wanted to bring to your attention is the sponsorships. These are community sponsorships we know currently the Board sponsorships, Kaiaulu sponsorships formerly known as the CEO sponsorships those are still on moratorium until the Board's Ad Hoc committee comes back with recommendations. On this slide is the programmatic sponsorships that are launched via community engagement as well as advocacy. Here the sponsorships are for National indigenous organizations that we continue to participate in. Then last you will see is the sponsorship for our Na Mamo Makamae that recognizes cultural living treasures. That stated in 2017 the last event was 2019 and this is for a 2021 event. So a Bi Annual celebration and recognition. Also is the Moanalua Gardens Foundation Prince Lot Hula Festival. That was a Biennium Line item in the last Biennium. That is the additional sponsorship recommendation here. Any questions about sponsorships in general or specific line items.

**Trustee Leina'ala Ahu Isa** – Chair.

**Chair Colette Machado** – The Chair recognizes Trustee Leina'ala Ahu Isa.

**Trustee Leina'ala Ahu Isa** – Sylvia, if we can get advocacy sponsorships to National Museum of American Indian, why can't we give to Bishop Museum? Or who determines sponsorship, us or you?

**Sylvia Hussey** – Sponsorships, grants for sure is Trustee, sponsorships is also with the Trustees currently. These programmatic sponsorships are part of the work that the Ad Hoc Committee is working on. So right now these programmatic goes out and these sponsorships go out this way. But the Ad Hoc Committee is working on proposing for the Board action. I don't know Chair, if you want to share the progress of that work or Trustee Waihee.

**Chair Colette Machado** – Not as this time, except we have Everett on the line. We are working to finalize the recommendations and get that out to the current members, which are Trustee John Waihe'e IV, myself, Lōpaka Baptiste and Misti Pali-Oriol from Community outreach. I am just waiting to reconvene the resource team that was gathered. Kind of needed a break because of all the 911s with COVID-19 but we are scheduled to move forward. It is just finalizing the recommendations and then convening a committee meeting and then if there is a movement to approve out of the committee we will put it on the Board agenda. Hopefully we will get it done by the end of July or early August.

**Trustee Leina'ala Ahu Isa** – Mahalo.

**Sylvia Hussey** – Trustees that is the last of the highlights of the book as you pointed out sections A are the realignment in your hard copy book. Section B is operational updates. You will find in section B details about grants as well as the Native Hawaiian Revolving Loan Fund and that changes we are seeking from the Federal Authorizer. You will also see the Consumer Micro Loan Program that the previous Board approved and the details of that program. We anticipate coming back to the Board with a specific action item regarding the Consumer Micro Loan Program and recommending to solicit and have that be taken over by a Native CDFI. Again that is an action item that will come back to the Board. That is it Chair from Administration in terms of the workshop materials.

**Chair Colette Machado** – So Trustees in working with Sylvia we have designated June 18<sup>th</sup> as the second workshop to be followed up. Today I wanted to see if that was still a priority, if there were unresolved issues that we need to look at or if this briefing was sufficient because then I would like to schedule the BOT for approval and ratify the recommendations out of Administration for the 18<sup>th</sup>. So the first question do we need a second workshop on the 18<sup>th</sup> of this month, yes or no if you think Sylvia has not and her team have not adequately addressed some of your issues or you need time to receive some of the information that you have requested from them. This is the time to give us feedback so we can set that up and schedule the agenda for the BOT.

**Trustee Dan Ahuna** – This is Trustee Ahuna.

**Chair Colette Machado** – Yes.

**Trustee Dan Ahuna** – I am ok with moving to the next BOT meeting for the motion. I am ready.

**Trustee Carmen Hulu Lindsey** – I am ready. Holomua.

**Trustee Keli'i Akina** – Madame Chair.

**Chair Colette Machado** – Trustee Keli'i Akina please.

**Trustee Keli'i Akina** – I am so sorry I should have asked this one minute ago. I had a final question for Sylvia overall which I could do now or wait.

**Chair Colette Machado** – You should ask the question now please.

**Trustee Keli'i Akina** – Again I want to thank you for the hard work you have done Sylvia and congratulate all the Board members. I wondered if very briefly you could highlight how the implementation or features reflecting the PPBS – Program, Planning, Budgeting System give us new tools that we didn't have before as Trustees to control the budget and give you appropriate feedback.

**Sylvia Hussey** – I would say having come fairly recently and being made aware of the Board action and making it, you know implementing it in 2022-2023 biennium we try to follow and start to implement those pieces. We hope that by breaking out all of the different slices and dices, making sure that each realignment is fiscally responsive, policy compliant. This particular realignment we felt really important that it be very clear to the Trustees, the beneficiary orientation, the fiscal responsiveness as well as the policy compliance. The construction approach because it logically says let's start with what our strategic plan, what our Lāhui policies, it tied for us in administration very well to the Board Governance work that the Board has started and all of the pieces there. It's not unfamiliar what was asked of the PPBS, it was just translating it and operationalizing it. I hope that it is helpful because constructing the budget and addressing it at a program level, at a strategic level, I guess in my budgetary experience just made sense. So it wasn't a strange approach, it wasn't uncommon or unfamiliar. It made sense. It made putting the budge together, I would say easy, because it was far from easy, but it made senses to strategically align and that first slide where it talks about we have to look at all those elements. I would say on an implementation basis I hope we are implementing in the way that it was intended when the policy was passed in 2018.

**Trustee Keli'i Akina** – Thank you Sylvia. I think it's a major advancement for us in terms of our own accountability as OHA and the control the Trustees can have over the budget. It also puts us in to alignment with the majority of State Agencies and what the Legislature will expect. So this is exciting because we will be able to make a better case for what we go to the Legislature and request in the future. So again, congratulations to the team here, the whole Trustee board and thank you to Sylvia and your work. Thank you Madame Chair for allowing me these comments.

**Chair Colette Machado** – Members I come back, the only confirmation I got was from Trustee Dan Ahuna and Trustee Carmen Hulu Lindsey that its ok to move forward for a BOT meeting for next week Thursday to review and ratify our Biennium Budget realignment #2.

**Trustee Brendon Kalei'āina Lee** – Chair.

**Chair Colette Machado** – Trustee Lee.

**Trustee Brendon Kalei'āina Lee** - I am ready to move forward.

**Trustee John Waihe'e IV** – Madame Chair.

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

**Trustee John Waihe'e IV** – I am ready to move forward. I do have a question but I don't need it answered. Sylvia, you know the realignment, the money in the realignment it uses different funds including the fiscal stabilization fund but also other funds from other savings am I correct? My question is, is there someplace in the materials where I can just see the realignment line items that are using the fiscal stabilization money, is there anything where I can see just a matrix of all the fiscal stabilization fund uses within this realignment.

**Sylvia Hussey** – If you go to slide 50 of 228.

**Trustee John Waihe'e IV** – So there is nothing line item.

**Sylvia Hussey** – If you want a more detailed of each of the line items.

**Trustee John Waihe'e IV** – I just wanted to see.

**Sylvia Hussey** – I can follow up with you Trustee no problem and go through in detail.

**Trustee John Waihe'e IV** – Thank you.

**Trustee Robert Lindsey** – Madame Chair, Trustee Robert Lindsey here.

**Chair Colette Machado** – Go ahead Trustee Robert Lindsey.

**Trustee Robert Lindsey** – I just want to thank Trustee Ahuna for his RM leadership team and I want to really thank Sylvia and Gloria and Grace for their great work in putting together our biennium budget and the realignment piece to go with that. As I told them two week ago at our team meeting given the 13 years that I have been at OHA this has been the best budget presentation that I have ever seen. I am ready to move forward and I don't see a need for a second workshop I am ready like Trustee Lindsey, Trustee Ahuna to move the budget piece forward.

**Chair Colette Machado** – So we will go ahead and file an agenda for the 18<sup>th</sup>. We will list for the two items in our review with the Biennium as well as the realignment #2. Is there any other business that we need to talk about on the agenda? I believe not. Do we have any announcements that we would like to make.

**VI. ANNOUNCEMENTS**

None

**VII. ADJOURNMENT**

**Trustee Carmen Hulu Lindsey – Madame Chair.**

**Chair Colette Machado – Trustee Carmen Hulu Lindsey.**

**Trustee Carmen Hulu Lindsey moves to adjourn the meeting.**

**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 adjourn the meeting 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: <input checked="" type="checkbox"/> UNANIMOUS <input type="checkbox"/> PASSED <input type="checkbox"/> DEFERRED <input type="checkbox"/> FAILED Motion unanimously passes with nine (9) yes votes.						

The meeting was adjourned at 11:00 am.

Respectfully submitted,

\_\_\_\_\_  
Dayna Pa, Board Secretary

As approved by the Board of Trustees on \_\_\_\_\_.

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

Attachments:

1. PowerPoint presentation titled, The Office of Hawaiian Affairs June 2020 Fiscal Year 2020 and 2021 Budget Realignment #2 Board of Trustees Workshop

# The Office of Hawaiian Affairs

June 2020

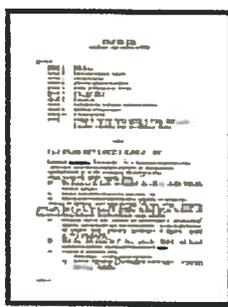
## FISCAL YEAR 2020 AND 2021 BUDGET REALIGNMENT #2

Board of Trustees Workshop

### STRATEGIC FOUNDATION, DIRECTIONS - MISSION



### CHAPTER 10 - MANDATE



ORGANIZATION, POSITIONS



GENERAL FUNDS



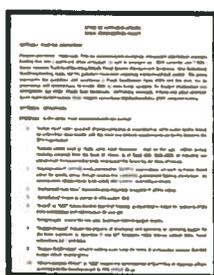
NHTF



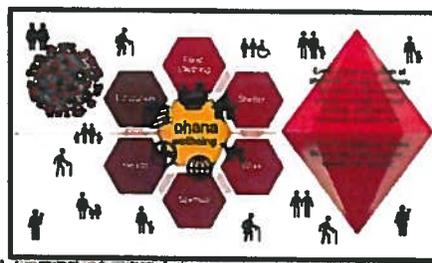
FY20, FY21  
REALIGNMENT #2



SPENDING POLICY



FISCAL STABILIZATION  
POLICY



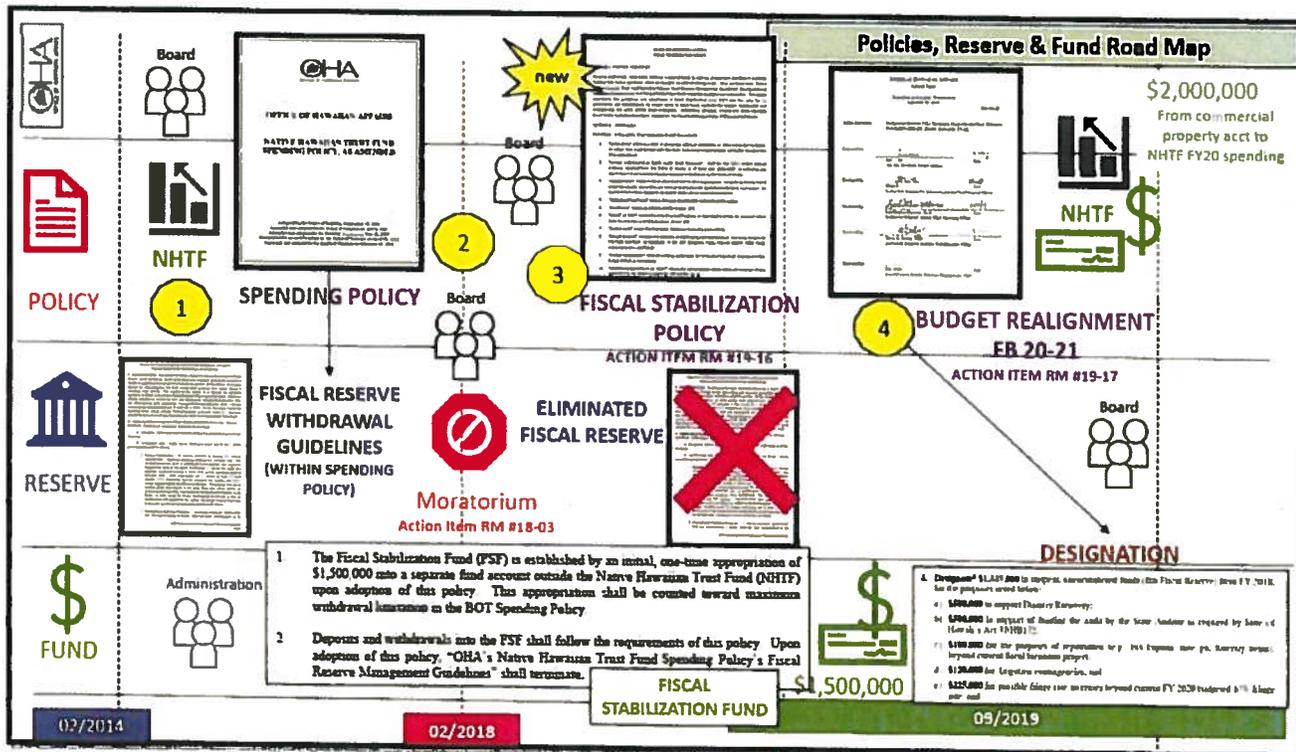
COVID-19 DISRUPTIONS TO  
'OHANA WELLBEING



Na Lama Kukui  
Kaka'ako Makai



Legacy Lands






**POLICY**

**FISCAL STABILIZATION POLICY**

\$2,000,000 From commercial property acct to NHTF FY20 spending

**NHTF**

**FUND**

\$1,500,000

09/2019

**REALIGNMENT #2 - MOTIONS**

<b>1</b>	<b>2</b>	<b>3</b>
<b>UNDESIGNATE (prior designations)</b>	<b>ADDT'L FUNDING - \$1.5MM</b>	<b>APPROVE \$3MM use for Gen Funds</b>
<b>Action Item, BOT #20-XX</b>		

Need to reverse (undesignate) the previous designations to enable the BOT to designate and fund FB 20-21 Realignment #2

Authorize the additional funding of the Fiscal Stabilization Fund in the amount of \$1,500,000, noting the balance will be \$3,000,000.

Approve the use of the Fiscal Stabilization Fund in the amount of \$3,000,000 in FY20, to be drawn in four increments of \$750,000 per quarter in FY21, to replace the General Funds appropriation for FY21.

06/2020

**DESIGNATION**

1. The Fiscal Stabilization Fund (FSF) is established by an initial, one-time appropriation of \$1,500,000 into a separate fund account outside the Native Hawaiian Trust Fund (NHTF) upon adoption of this policy. This appropriation shall be counted toward maximum withdrawal limitation in the BOT Spending Policy.

2. Deposits and withdrawals into the FSF shall follow the requirements of this policy. Upon adoption of this policy, "OHA's Native Hawaiian Trust Fund Spending Policy's Fiscal Reserve Management Guidelines" shall terminate.

06/2020

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Funding Sources	Spending Limit	Analysis of FY 21 Proposed Realignment #2 Expenditure By Funding Source							
		Personnel	Grants	Non-personnel	Legacy Land		Beneficiary Investments	COVID 19 Relief	Balance
					Personnel	Non-personnel			
1. Average Portfolio Market Value (Withdrawal @ 5%)	17,886,701	(14,438,815)		(3,410,007)					37,879
2. Ceded Land Revenues	15,100,000		(7,157,717)	(6,038,204)			(1,904,079)		-
3. General Fund (GF) Appropriations Request									-
4. Fiscal Stabilization Fund - FY20 Designation for GF Shortfall	3,000,000	(1,186,605)	(1,554,400)	(296,874)					(37,879)
5. Fiscal Stabilization Fund - FY21 Designation	1,000,000						(1,000,000)		-
6. Kaka'ako Makai Gross Revenue (Approved 10%, RM19-10 FY21 20%) (for Grants use)	883,804		(883,804)						-
7. 50% Kaka'ako Makai FY19 Net Revenue (for Legacy use RM 19-10)	1,514,931				(404,491)	(1,105,722)			4,718
	\$ 39,385,436	\$ (15,625,420)	\$ (9,595,921)	\$ (9,745,085)	\$ (404,491)	\$ (1,105,722)	\$ (1,904,079)	\$ (1,000,000)	\$ 4,718

For the purpose of this analysis, the allocation of the 5% Average Market Value and the Ceded Land Revenues are broadly applied to operations whereas the allocation of the Fiscal Stabilization Fund designations and the Kaka'ako Makai Revenues are intentional according to established policies.

**Purpose of Analysis:** To map funding sources to appropriate uses for FY21, including use of the fiscal stabilization fund

**Key Takeaways:**

- 1) Fiscal Stabilization Fund – FY 20 used to replace general funded expenditures - \$3,000,000 (line 3 and 4)
- 2) Fiscal Stabilization Fund – FY 21 used to fund COVID-19 related expenditures - \$1,000,000 (line 5)
- 3) 20% gross Kaka'ako Makai Revenue designated for grants (line 6)
- 4) 50% net Kaka'ako Makai Revenue designated for legacy land use (line 7)

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# FY20 BUDGET REALIGNMENT #2

Spending Limit and Adjustments for ORA's FY 2020 Total Operating Budget

Funding Sources	FY 2020				Ref Transfers
	Approved Budget (a)	Approved Realignment #1 (b)	Proposed Realignment #2 (c)	Adjustments (d)=(c-b)	
<b>1. Core Operating Budget</b>					
5% of NHIF Portfolio	\$17,692,555	\$17,692,555	\$17,692,555	\$0	
Public Land Trust Revenues	15,100,000	15,100,000	15,100,000	\$0	
State of Hawai'i General Funds	3,037,879	3,037,879	3,037,879	\$0	
Allocation of Kaka'ako Makai Revenues	1,435,610	1,866,436	2,488,155	\$621,719	
Made up of...					
20% Kaka'ako Makai Gross Revenue (Grant Use)	430,826	661,652	661,652	\$0	
Kaka'ako Makai True up of 10% Allocation for FY13 FY18 (Grant Use)	72,206	72,206	72,206	\$0	
50% Kaka'ako Makai FY19 Net Revenue (Legacy Use)	932,578	932,578	1,554,297	\$621,719	
Sub total - Allocation of Kaka'ako Makai Revenues	1,435,610	1,866,436	2,488,155	\$621,719	
Cash Transfer from Kaka'ako Makai	0	2,000,000	2,000,000	\$0	
<b>Sub-total - Core Operating Budget:</b>	<b>\$37,266,044</b>	<b>\$39,696,870</b>	<b>\$40,318,589</b>	<b>\$621,719</b>	
<b>2. Fiscal Stabilization Fund (On Fiscal Reserve)</b>					
FY 2020 Designation	\$0	\$1,445,000	\$1,445,000	\$0	
<b>Sub-total - Fiscal Stabilization Funds:</b>	<b>\$0</b>	<b>\$1,445,000</b>	<b>\$1,445,000</b>	<b>\$0</b>	
<b>3. Commercial Property</b>					
Kaka'ako Makai	\$10,878,315	\$10,878,315	\$9,815,035	(\$1,063,280)	
Ni'ihama Kukui	7,909,481	7,909,481	7,909,481	\$0	
<b>Sub-total - Commercial Property:</b>	<b>\$18,787,796</b>	<b>\$18,787,796</b>	<b>\$17,724,516</b>	<b>(\$1,063,280)</b>	
<b>4. Federal Programs Budget</b>					
Halewa-Luluku Interpretive Development	\$4,099,249	\$4,099,249	\$4,099,249	\$0	
Native Hawaiian Revolving Loan Fund	902,005	902,005	902,005	\$0	
<b>Sub-total - Federal Programs Budget:</b>	<b>\$5,001,254</b>	<b>\$5,001,254</b>	<b>\$5,001,254</b>	<b>\$0</b>	
<b>5. Special Programs Budget</b>					
Special Programs Budget - Legacy Properties	\$880,257	\$880,257	\$880,257	\$0	
Special Programs Budget - Other	367,862	367,862	367,862	\$0	
<b>Sub-total - Special Programs Budget:</b>	<b>\$1,248,119</b>	<b>\$1,248,119</b>	<b>\$1,248,119</b>	<b>\$0</b>	
<b>Total Spending Limit:</b>	<b>\$62,303,213</b>	<b>\$66,179,839</b>	<b>\$65,737,478</b>	<b>(\$441,561)</b>	

FY 2020  
Spending  
Limit

Key Takeaway:  
Impact of the true-up of  
Kaka'ako Makai financial  
information for FY20

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FY 2020  
Total  
Operating  
Budget  
Adjustments

- Key Takeaways:**
- Impact of the COVID-19 reallocation reflected
  - GIA pass thru of \$75K
  - LLC Reclassification for Wind Down Activities

FY 2020 Approved Total Operating Budget and Realignments

Total Operating Budget	FY 2020				
	Approved Budget	Approved Realignment #1	Proposed Realignment #2	Adjustments	Ref Funds
	(a)	(b)	(c)	(d) = (c - b)	
<b>1. Core Operating Budget</b>					
Personnel (including Fringe)	\$16,905,440	\$16,933,809	\$15,699,730	(\$1,234,079)	
Non-Personnel	20,360,603	22,401,774	23,710,853	\$1,309,079	
<b>Sub-total - Core Operating Budget:</b>	<b>\$37,266,043</b>	<b>\$39,335,583</b>	<b>\$39,410,583</b>	<b>\$75,000</b>	
<b>2. Fiscal Stabilization Fund (aka Fiscal Reserve)</b>					
FY 2020 Designation	\$0	1,445,000	1,445,000	\$0	
<b>Sub-total - Fiscal Stabilization Fund:</b>	<b>\$0</b>	<b>\$1,445,000</b>	<b>\$1,445,000</b>	<b>\$0</b>	
<b>3. Commercial Property</b>					
Kaka'ako Makai	\$2,553,946	\$2,261,175	\$2,261,175	\$0	
Nā Lama Kukui	5,853,411	5,950,051	5,950,051	\$0	
<b>Sub-total - Commercial Property:</b>	<b>\$8,407,357</b>	<b>\$8,211,226</b>	<b>\$8,211,226</b>	<b>\$0</b>	
<b>4. Federal Programs Budget</b>					
Halewa Luluku Interpretive Development	\$4,099,249	\$4,099,249	\$4,099,249	\$0	
Native Hawaiian Revolving Loan Fund	902,005	902,005	902,005	\$0	
<b>Sub-total - Federal Programs Budget:</b>	<b>\$5,001,254</b>	<b>\$5,001,254</b>	<b>\$5,001,254</b>	<b>\$0</b>	
<b>5. Special Programs Budget</b>					
<b>Legacy Properties</b>					
Palaua Culture Preserve	\$160,380	\$160,380	\$160,380	\$0	
Wao Kele O Puna Management Fund	256,610	256,610	256,610	\$0	
<b>Sub-total - Special-Legacy Properties:</b>	<b>\$416,990</b>	<b>\$416,990</b>	<b>\$416,990</b>	<b>\$0</b>	
<b>Special Programs Budget - Other</b>					
Hi'iilei Aloha & Subsidiaries	\$292,862	\$405,000	\$327,000	(\$78,000)	
Ho'okele Pono & Subsidiaries	75,000	88,000	166,000	\$78,000	
<b>Sub-total - Special - Other:</b>	<b>\$367,862</b>	<b>\$493,000</b>	<b>\$493,000</b>	<b>\$0</b>	
<b>Sub-total - Special Programs Budget:</b>	<b>\$784,852</b>	<b>\$909,990</b>	<b>\$909,990</b>	<b>\$0</b>	
<b>Total Operating Budget:</b>	<b>\$51,459,506</b>	<b>\$54,903,053</b>	<b>\$54,978,053</b>	<b>\$75,000</b>	

Core Budget

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Non-Core Budget

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Summarizes the Total Operating Budget from Initial Approval (Table A-June 2019) to Realignment #1 (Table B-September 2019)

A. FY 2020 APPROVED TOTAL OPERATING BUDGET										
FY 2020 APPROVED BUDGET	FTE	Core	Fiscal Stabilization Fund (aka Fiscal Reserve)	Commercial Property Budget		Legacy Property Budget		Special Programs Budget		FY 2020 Total Operating Budget
				Kaka'ako Makai	Nā Lama Kukui	Palaua Culture Preserve	WKOP Mgmt Fund	Federal Funded	ORA Funded	
Personnel & Fringe	179	\$ 16,905,440	\$ -	\$ 278,161	\$ 368,276	\$ 3,000	\$ 9,550	\$ 764,248	\$ -	\$ 17,947,849
Program		1,351,878		81,475	368,276			109,017		1,923,196
Contracts		4,296,719		610,000	535,015	75,000	70,000	4,014,215		9,600,949
Grants		9,660,921				25,000	10,000			9,695,921
Travel		511,087				4,660	8,160	37,045		560,972
Equipment		995,570		939,500	1,311,958	43,500	158,100	3,750		3,452,378
Overhead		2,964,382		644,810	1,087,183	9,200		72,979		4,779,354
Debt Service		580,047			2,550,979					3,131,026
Other LLC									367,862	367,862
<b>Total (A):</b>		<b>\$ 37,266,043</b>	<b>\$ -</b>	<b>\$ 2,853,946</b>	<b>\$ 5,853,411</b>	<b>\$ 160,380</b>	<b>\$ 256,610</b>	<b>\$ 5,001,254</b>	<b>\$ 367,862</b>	<b>\$ 51,459,506</b>
B. FY 2020 APPROVED BUDGET REALIGNMENT #1										
FY 2020 APPROVED REALIGNMENT #1	FTE	Core	Fiscal Stabilization Fund (aka Fiscal Reserve)	Commercial Property Budget		Legacy Property Budget		Special Programs Budget		FY 2020 Total Operating Budget
				Kaka'ako Makai	Nā Lama Kukui	Palaua Culture Preserve	WKOP Mgmt Fund	Federal Funded	ORA Funded	
Personnel & Fringe	179	\$ 16,933,809	\$ -	\$ 285,390	\$ 77,875	\$ -	\$ -	\$ 764,248	\$ -	\$ 18,061,322
Program		1,484,603		81,475	368,276			109,017		2,050,621
Contracts		5,988,759		610,000	560,560	80,000	73,500	4,014,215		11,527,034
Grants		9,660,921								9,670,921
Travel		571,667				4,660	8,160	37,045		621,552
Equipment		1,068,820		439,500	1,305,178	39,000	159,600	3,750		3,015,848
Overhead		3,046,958		644,810	1,087,183	9,000		72,979		4,861,730
Debt Service		580,047			2,550,979					3,131,026
Other LLC									367,862	367,862
<b>Sub-total:</b>		<b>\$ 39,335,583</b>	<b>\$ -</b>	<b>\$ 2,261,175</b>	<b>\$ 5,950,051</b>	<b>\$ 135,380</b>	<b>\$ 256,610</b>	<b>\$ 5,001,254</b>	<b>\$ -</b>	<b>\$ 52,940,883</b>
Other LLC		125,138								493,000
<b>Total (B):</b>		<b>\$ 39,460,721</b>	<b>\$ -</b>	<b>\$ 2,261,175</b>	<b>\$ 5,950,051</b>	<b>\$ 135,380</b>	<b>\$ 256,610</b>	<b>\$ 5,001,254</b>	<b>\$ 367,862</b>	<b>\$ 53,433,083</b>
<b>Difference (C) = (B - A):</b>		<b>\$ 2,194,678</b>	<b>\$ -</b>	<b>\$ (292,771)</b>	<b>\$ 96,640</b>	<b>\$ (25,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,973,516</b>

Tie to A-27 & Action Item Table

Summarizes the Total Operating Budget from Realignment #1 (Table A-September 2019) to Realignment #2 (Table B-June 2020)

A. FY 2020 APPROVED BUDGET REALIGNMENT #1										
FY 2020 APPROVED REALIGNMENT #1	FTE	Core	Fiscal Stabilization Fund (the Fund)	Commercial Property Budget		Legacy Property Budget		Special Programs Budget		FY 2020 Total Operating Budget
				Kaha'ika Mahai	Ma Lanna Kaha'i	Palms Culture Preserve	WKOP Mgmt Fund	Federal Funded	ORA Funded	
Personnel & Fringe	179	\$ 16,933,809	\$ -	\$ 285,390	\$ 77,875	\$ -	\$ -	\$ 764,248	\$ -	\$ 18,061,322
Program		1,484,603	-	81,475	368,276	2,700	4,550	109,017	-	2,050,621
Contract		5,988,759	-	810,000	560,560	80,000	73,500	4,014,215	-	11,527,034
Grants		9,660,921	-	-	-	-	10,000	0	-	9,670,921
Travel		571,667	-	-	-	4,680	8,160	37,045	-	621,552
Equipment		1,068,820	-	439,500	1,305,178	39,000	159,600	3,750	-	3,015,848
Overhead		3,046,938	-	644,810	1,087,183	9,000	800	72,979	-	4,861,730
Debt Service		550,047	-	-	2,550,979	-	-	-	-	3,131,026
<b>Sub-total:</b>		<b>39,135,583</b>	<b>-</b>	<b>2,261,175</b>	<b>5,950,051</b>	<b>135,380</b>	<b>256,610</b>	<b>5,001,254</b>	<b>-</b>	<b>52,940,053</b>
Other - LLC		125,138	-	-	-	-	-	-	367,862	493,000
<b>Totals (A):</b>		<b>\$ 39,460,721</b>	<b>\$ -</b>	<b>\$ 2,261,175</b>	<b>\$ 5,950,051</b>	<b>\$ 135,380</b>	<b>\$ 256,610</b>	<b>\$ 5,001,254</b>	<b>\$ 367,862</b>	<b>\$ 53,433,053</b>

B. FY 2020 BUDGET REALIGNMENT #2										
FY 2020 PROPOSED REALIGNMENT #2	FTE	Core	Fiscal Stabilization Fund (the Fiscal Reserve)	Commercial Property Budget		Legacy Property Budget		Special Programs Budget		FY 2020 Total Operating Budget
				Kaha'ika Mahai	Ma Lanna Kaha'i	Palms Culture Preserve	WKOP Mgmt Fund	Federal Funded	ORA Funded	
Personnel & Fringe	179	\$ 15,699,730	\$ -	\$ 285,390	\$ 77,875	\$ -	\$ -	\$ -	\$ -	\$ 17,297,074
Program		1,128,778	-	81,475	368,276	2,700	4,550	37,045	-	1,978,649
Contract		5,506,759	-	810,000	560,560	80,000	73,500	3,750	-	7,516,569
Grants		12,189,862	-	-	-	-	10,000	72,979	-	9,743,900
Travel		433,667	-	-	-	4,680	8,160	0	-	584,507
Equipment		1,202,824	-	439,500	1,305,178	39,000	159,600	0	-	3,012,098
Overhead		2,668,917	-	644,810	1,087,183	9,000	800	5,001,254	-	9,790,005
Debt Service		550,047	-	-	2,550,979	-	-	-	-	3,131,026
<b>Sub-total:</b>		<b>39,410,583</b>	<b>-</b>	<b>2,261,175</b>	<b>5,950,051</b>	<b>135,380</b>	<b>256,610</b>	<b>5,115,038</b>	<b>-</b>	<b>53,053,827</b>
Other - LLC		125,138	-	-	-	-	-	-	367,862	493,000
<b>Totals (B):</b>		<b>\$ 39,535,721</b>	<b>\$ -</b>	<b>\$ 2,261,175</b>	<b>\$ 5,950,051</b>	<b>\$ 135,380</b>	<b>\$ 256,610</b>	<b>\$ 5,115,038</b>	<b>\$ 367,862</b>	<b>\$ 53,546,827</b>
<b>Difference (C) = (B - A):</b>		<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 113,774</b>	<b>\$ -</b>	<b>\$ 113,774</b>

Tie to A-27 & Action Item Table

# FY20 CORE BUDGET

**FY20 CORE BUDGET REALIGNMENT #2 TOTAL**

**Key Takeaways:**

- Impact of the COVID-19 reallocation reflected
- GIA pass thru of \$75K
- LLC Reclassification for Wind Down Activities

EXPENSE CATEGORY	FY 2020 APPROVED CORE BUDGET (a)	FY 2020 APPROVED REALIGNMENT #1 CORE BUDGET (b)	FY 2020 PROPOSED REALIGNMENT #2 CORE BUDGET (c)	ADJUSTMENTS (d) = (c - b)
Personnel & Fringe	\$16,905,440	\$16,933,809	\$15,699,730	(\$1,234,079)
Program	1,351,878	1,484,603	1,128,778	(355,825)
Contracts	4,296,719	5,988,759	5,506,759	(482,000)
Grants	9,660,921	9,660,921	12,315,000	2,654,079
Travel	511,087	571,667	433,667	(138,000)
Equipment	995,570	1,068,820	1,077,686	8,866
Overhead	2,964,382	3,046,958	2,668,917	(378,041)
Debt Service	580,047	580,047	580,047	0
Other - LLC	0	125,138	125,138	0
<b>Totals:</b>	<b>\$37,266,043</b>	<b>\$39,460,721</b>	<b>\$39,535,721</b>	<b>\$75,000</b>

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**SUMMARY OF FY20 BUDGET ADJUSTMENTS**

EXPENSE CATEGORY	FY 2020 BUDGET ADJUSTMENTS (UP TO 5/29/2020)				
	Q1 ADJUSTMENTS	Q2 ADJUSTMENTS	Q3 ADJUSTMENTS	Q4 ADJUSTMENTS	Q1 TO Q4 TOTAL
Personnel & Fringe	0	119,430	(119,430)	(1,234,079)	(1,234,079)
Program	(29,500)	66,050	62,550	(454,925)	(355,825)
Contracts	(35,000)	(65,000)	(22,000)	(360,000)	(482,000)
Grants	110,000	0	0	2,544,079	2,654,079
Travel	0	0	(13,000)	(125,000)	(138,000)
Equipment	(1,500)	(6,984)	17,350	0	8,866
Overhead	31,000	5,934	(44,900)	(370,075)	(378,041)
Debt Service	0	0	0	0	0
Other - LLC	0	0	0	0	0
<b>Totals:</b>	<b>\$75,000</b>	<b>\$119,430</b>	<b>(\$119,430)</b>	<b>\$0</b>	<b>\$75,000</b>

Tie to A-30 & Action Item Table

**HIGHLIGHTS OF FY20 BUDGET ADJUSTMENTS**

**Q1:**

1) \$75,000 Grants-in-Aid for Council of Native Hawaiian Advancement (CNHA) appropriated out of State of Hawaii's General Fund to be expended by OHA (pass thru). Reference: State of Hawaii, Appropriation Warrant No. 80, 2019 Act 039, HB 809 CD 1, Section 79.

2) Q1: \$35,000 to Grants to provide emergency disaster relief for Kaua'ula, Maui

**Q2:**

3) \$119,430 in Personnel to align with 2019 HB 172 General Funds figures and to be consistent with BOT BAE/RM #19-04 Fiscal Biennium 20/21 Community Grants Recommendations, Housing Grant.

**Q3:**

4) To reallocate 119,430 in item 3) in Personnel category across organizational units based on forecasted FY20 personnel expenditures.

**Q4:**

5) A total of \$2,544,079 reallocated from various categories to Grants category as per BOT #20-03 Approval to Fund Responses to COVID-19.

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# FY21 BUDGET REALIGNMENT #2

Spending Limit and Adjustments for OHA's FY 2021 Total Operating Budget

Funding Sources	FY 2021				Ref Page(s)
	Approved Budget	Approved Realignment #1	Proposed Realignment #2	Adjustments	
	(a)	(b)	(c)	(d)=(c-b)	
<b>1. Core Operating Budget</b>					
5% of NHIF Portfolio	\$17,886,701	\$17,886,701	\$17,886,701	\$0	
Public Land Trust Revenues	15,100,000	15,100,000	15,100,000	0	
State of Hawai'i General Funds(1)	3,037,879	3,037,879	0	(3,037,879)	
Allocation of Kaka'ako Makai Revenues	1,186,572	1,186,572	2,398,735	1,212,163	
<i>Made up of...</i>					
20% Kaka'ako Makai Gross Revenue (Grant Use)	441,902	441,902	883,804	441,902	
50% Ka'akao Makai FY19 Net Revenue (Legacy Use)	744,670	744,670	1,514,931	770,261	
<b>Sub-total - Allocation of Ka'ako Makai Revenues</b>	<b>1,186,572</b>	<b>1,186,572</b>	<b>2,398,735</b>	<b>1,212,163</b>	
<b>Sub-total - Core Operating Budgets</b>	<b>\$37,211,152</b>	<b>\$37,211,152</b>	<b>\$38,385,436</b>	<b>(\$1,825,716)</b>	
<b>2. Fiscal Stabilization Fund (aka Fiscal Reserve)</b>					
FY20 Designation	\$0	\$0	\$3,000,000	\$3,000,000	
FY21 Designation	\$0	\$0	1,000,000	1,000,000	
<b>Sub-total - Fiscal Stabilization Funds</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,000,000</b>	<b>\$4,000,000</b>	
<b>3. Commercial Property</b>					
Kaka'ako Makai	\$11,159,058	\$11,159,058	\$8,307,818	(\$2,851,240)	
Nā Lamo Kukui	7,357,095	7,357,095	7,357,095	0	
<b>Sub-total - Commercial Property</b>	<b>\$18,516,153</b>	<b>\$18,516,153</b>	<b>\$15,664,913</b>	<b>(\$2,851,240)</b>	
<b>4. Federal Programs Budget</b>					
Halawa-Luluku Interpretive Development	\$428,199	\$428,199	\$3,372,943	\$2,944,744	
Nāvea Hawaiian Revolving Loan Fund	919,030	919,030	919,030	0	
<b>Sub-total - Federal Programs Budgets</b>	<b>\$1,347,229</b>	<b>\$1,347,229</b>	<b>\$4,291,973</b>	<b>\$2,944,744</b>	
<b>5. Special Programs Budget</b>					
Special Programs Budget - Legacy Properties	\$528,837	\$528,837	\$528,837	\$0	
Special Programs Budget - Other	195,000	195,000	195,000	0	
<b>Sub-total - Special Programs Budgets</b>	<b>\$723,837</b>	<b>\$723,837</b>	<b>\$723,837</b>	<b>\$0</b>	
<b>Total Spending Limit:</b>	<b>\$57,798,371</b>	<b>\$57,798,371</b>	<b>\$60,066,159</b>	<b>\$2,267,788</b>	

FY 2021  
Spending  
Limit

**Key Takeaways:**

- Impact of the true-up of Kaka'ako Makai Financial Information for FY20
- Reduction of FY21 General Funds
- Fiscal Stabilization Fund

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FY 2021  
Total  
Operating  
Budget  
Adjustments

Key Takeaways:

- Reduction in Personnel for Frozen Positions
- Use of Fiscal Stabilization Fund
- Halawa Luluku Interpretive Development Planned Work
- Tenant Improvements
- LLC Reclassifications

FY 2021 Approved Total Operating Budget and Realignments

Total Operating Budget	FY 2021				
	Approved Budget	Approved Realignment #1	Proposed Realignment #2	Adjustments	Ref Projects
	(a)	(b)	(c)	(d)=(c-b)	
<b>1. Core Operating Budget</b>					
Personnel (includes Fringe @ 63.08%)	\$17,136,197	\$17,136,197	\$16,029,911	(\$1,106,286)	
Non-Personnel	20,074,566	20,074,586	20,446,728	372,142	
<b>Sub-total 1:</b>	<b>\$37,210,763</b>	<b>\$37,210,783</b>	<b>\$36,476,639</b>	<b>(\$734,144)</b>	
(FY21) Proposed Mission Aligned & Strategic Beneficiary and Community Investments	0	0	1,904,079	1,904,079	
(FY21) COVID-19 Responses	0	0	1,000,000	1,000,000	
<b>Sub-total 2:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,904,079</b>	<b>\$2,904,079</b>	
<b>Sub-total (1 + 2) - Core Operating Budget:</b>	<b>\$37,210,763</b>	<b>\$37,210,783</b>	<b>\$39,380,718</b>	<b>\$2,169,935</b>	
<b>2. Fiscal Stabilization Fund (for Fiscal Reserve)</b>					
FY20 Designation	\$0	\$0	3,000,000	\$3,000,000	
FY21 Designation	\$0	\$0	1,000,000	1,000,000	
<b>Sub-total - Fiscal Stabilization Fund:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,000,000</b>	<b>\$4,000,000</b>	
<b>3. Commercial Property</b>					
Kala'ako Makai	\$2,600,704	\$2,600,704	\$2,610,204	\$9,500	
Na Lapa Kuku	5,506,460	5,506,460	5,648,644	342,184	
<b>Sub-total - Commercial Property:</b>	<b>\$8,107,164</b>	<b>\$8,107,164</b>	<b>\$8,258,848</b>	<b>\$151,684</b>	
<b>4. Federal Programs Budget</b>					
Halawa Luluku Interpretive Development	\$428,199	\$428,199	\$3,372,943	\$2,944,744	
Native Hawaiian Revolving Loan Fund	919,030	919,030	919,030	0	
<b>Sub-total - Federal Programs Budget:</b>	<b>\$1,347,229</b>	<b>\$1,347,229</b>	<b>\$4,291,973</b>	<b>\$2,944,744</b>	
<b>5. Special Programs Budget</b>					
<b>Legacy Properties</b>					
Palaue Culture Preserve	\$122,180	\$122,180	\$89,730	(\$32,450)	
Wao Kele O Puna Management Fund	204,308	204,308	250,510	46,202	
<b>Sub-total - Special Legacy Properties:</b>	<b>\$326,488</b>	<b>\$326,488</b>	<b>\$340,240</b>	<b>\$13,752</b>	
<b>Special Programs Budget - Other</b>					
Hale Aloha & Subsidiaries	\$195,000	\$195,000	\$134,000	(\$61,000)	
Ho'okele Pono & Subsidiaries	0	0	61,000	61,000	
<b>Sub-total - Special - Other:</b>	<b>\$195,000</b>	<b>\$195,000</b>	<b>\$195,000</b>	<b>\$0</b>	
<b>Sub-total - Special Programs Budget:</b>	<b>\$521,488</b>	<b>\$521,488</b>	<b>\$535,240</b>	<b>\$13,752</b>	
<b>Total Operating Budget:</b>	<b>\$47,186,664</b>	<b>\$47,186,664</b>	<b>\$56,666,779</b>	<b>\$9,480,115</b>	

Core Budget

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Non-Core Budget

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Summarizes the Total Operating Budget from Initial Approval (Table A-June 2019) to Realignment #2 (Table C-June 2020)

A. FY 2021 APPROVED TOTAL OPERATING BUDGET										
FY 2021 APPROVED BUDGET	FTE	Core	Fiscal Stabilization Fund (for Fiscal Reserve)	Kala'ako Makai	Na Lapa Kuku	Palaue Culture Preserve	WKOP Mgmt Fund	Federal Funded	ORA Funded	FY 2021 Total Operating Budget
Personnel & Fringe	179	\$ 17,136,197	\$ -	\$ 283,724	\$ -	\$ -	\$ -	\$ 779,582	\$ -	\$ 18,199,503
Program		1,192,677	-	59,475	360,057	3,000	9,350	114,191	-	1,758,950
Contracts		3,999,924	-	665,000	559,502	42,000	80,000	339,959	-	5,686,385
Grants		9,635,921	-	-	-	35,000	10,000	-	-	9,680,921
Travel		512,309	-	-	-	4,680	8,160	37,045	-	562,194
Equipment		1,027,036	-	945,200	1,053,578	28,500	95,798	1,250	-	3,151,362
Overhead		3,134,555	-	647,305	1,082,371	9,000	800	75,202	-	4,869,233
Debt Service		572,163	-	-	2,510,952	-	-	-	-	3,083,115
Other - LLC		-	-	-	-	-	-	-	195,000	195,000
<b>Totals</b>		<b>\$ 37,210,783</b>	<b>\$ -</b>	<b>\$ 2,600,704</b>	<b>\$ 5,506,460</b>	<b>\$ 122,180</b>	<b>\$ 204,308</b>	<b>\$ 1,347,229</b>	<b>\$ 195,000</b>	<b>\$ 47,186,664</b>
B. FY 2021 APPROVED BUDGET REALIGNMENT #1 (NO CHANGE)										
C. FY 2021 BUDGET REALIGNMENT #2										
FY 2021 PROPOSED REALIGNMENT #2	FTE	Core	Fiscal Stabilization Fund (for Fiscal Reserve)	Kala'ako Makai	Na Lapa Kuku	Palaue Culture Preserve	WKOP Mgmt Fund	Federal Funded	ORA Funded	FY 2021 Total Operating Budget
Personnel & Fringe	179	16,029,911	\$ -	\$ 280,608	\$ 103,884	\$ -	\$ -	\$ 703,266	\$ -	\$ 17,117,689
Program		1,151,311	-	18,975	384,357	2,500	4,550	110,491	-	1,672,184
Contracts		4,253,918	-	715,000	559,502	42,000	93,500	3,374,999	-	9,038,879
Grants		9,605,921	-	-	-	-	-	0	-	9,605,921
Travel		585,771	-	-	-	4,680	8,160	37,045	-	635,656
Equipment		1,062,488	-	945,200	1,207,578	31,550	144,300	600	-	3,391,716
Overhead		3,213,155	-	647,305	1,082,371	9,000	-	65,592	-	5,019,423
Debt Service		572,163	-	-	2,510,952	-	-	-	-	3,083,115
<b>Sub-total 1:</b>		<b>36,476,639</b>	<b>-</b>	<b>2,607,088</b>	<b>5,848,644</b>	<b>89,730</b>	<b>250,510</b>	<b>4,291,973</b>	<b>-</b>	<b>49,564,584</b>
Other - WKOP		46,202	-	-	-	-	(46,202)	-	-	-
Other - LLC		-	-	-	-	-	-	-	195,000	195,000
*New COVID-19 Readiness		1,000,000	-	-	-	-	-	-	-	1,000,000
**New FY21 Grants		1,904,079	-	-	-	-	-	-	-	1,904,079
<b>Sub-total 2:</b>		<b>2,950,281</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(46,202)</b>	<b>-</b>	<b>195,000</b>	<b>3,099,079</b>
<b>Totals (1+2):</b>		<b>\$ 39,426,920</b>	<b>\$ -</b>	<b>\$ 2,607,088</b>	<b>\$ 5,848,644</b>	<b>\$ 89,730</b>	<b>\$ 204,308</b>	<b>\$ 4,291,973</b>	<b>\$ 195,000</b>	<b>\$ 52,661,663</b>
<b>Difference:</b>		<b>\$ 2,216,157</b>	<b>\$ -</b>	<b>\$ 6,384</b>	<b>\$ 342,184</b>	<b>\$ (32,450)</b>	<b>\$ -</b>	<b>\$ 2,944,744</b>	<b>\$ -</b>	<b>\$ 5,476,999</b>

Tie to A-29 & Action Item Table

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# FY21 CORE BUDGET

## FY21 CORE BUDGET REALIGNMENT #2 TOTAL OVERVIEW (OPERATING, PROJECT, CAPITAL)

CATEGORY	SUMMARY			REALIGN #2 REQUEST BREAKDOWN OF EXPENDITURE TYPE			
	Sum of FY21 APPROVED REALIGN #1	FY21 REALIGN #2 REQUEST TOTAL	FY21 ADJUSTMENT S	FY21 OPERATING	FY21 PROJECT	FY21 CAPITAL	FY21 REALIGN #2 REQUEST TOTAL
	BUDGET AS IS	TOTAL	S	OPERATING	FY21 PROJECT	FY21 CAPITAL	TOTAL
CONTRACTS	3,999,924	4,253,918	253,994	3,308,418	334,000	611,500	4,253,918
DEBT SERVICE	572,163	572,163	0	572,163	0	0	572,163
EQUIPMENT	1,027,036	1,062,488	35,452	870,488	0	192,000	1,062,488
GRANTS	9,635,921	9,605,921	(30,000)	9,605,921	0	0	9,605,921
OVERHEAD	3,134,555	3,215,155	80,600	3,215,155	0	0	3,215,155
PROGRAM	1,192,677	1,151,311	(41,366)	1,022,311	124,000	5,000	1,151,311
TRAVEL	512,309	585,771	73,462	535,771	50,000	0	585,771
PERSONNEL	17,136,197	16,029,911	(1,106,286)	16,029,911	0	0	16,029,911
<b>Grand Total</b>	<b>37,210,783</b>	<b>36,476,639</b>	<b>(734,144)</b>	<b>35,160,139</b>	<b>508,000</b>	<b>808,500</b>	<b>36,476,639</b>

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Slide 21

FY21 OPERATING COSTS: FY 21 APPROVED REALIGNMENT #1 & PROPOSED REALIGNMENT #2			
Row Labels	Sum of FY21 APPROVED REALIGN #1 BUDGET AS IS	Sum of FY21 REALIGN REQUEST	Sum of FY 21 ADJUSTMENT
CONTRACTS	3,234,924	3,308,418	73,494
DEBT SERVICE	572,163	572,163	0
EQUIPMENT	828,036	870,488	42,452
GRANTS	9,635,921	9,605,921	(30,000)
OVERHEAD	3,134,555	3,215,155	80,600
PROGRAM	1,186,677	1,022,311	(164,366)
TRAVEL	512,309	535,771	23,462
PERSONNEL	17,136,197	16,029,911	(1,106,286)
<b>Grand Total</b>	<b>36,240,783</b>	<b>35,160,139</b>	<b>(1,080,644)</b>

Operating, Project, & Capital Total: 37,210,783 36,476,639 (734,144)

FY21 PROJECT-BASED COSTS: FY 21 APPROVED REALIGNMENT #1 & PROPOSED REALIGNMENT #2			
Row Labels	Sum of FY21 APPROVED REALIGN #1 BUDGET AS IS	Sum of FY21 REALIGN REQUEST	Sum of FY 21 ADJUSTMENT
CONTRACTS	140,000	334,000	194,000
PROGRAM	0	124,000	124,000
TRAVEL	0	50,000	50,000
<b>Grand Total</b>	<b>140,000</b>	<b>508,000</b>	<b>368,000</b>

FY21 CAPITAL COSTS: FY 21 APPROVED REALIGNMENT #1 & PROPOSED REALIGNMENT #2			
Row Labels	Sum of FY21 APPROVED REALIGN #1 BUDGET AS IS	Sum of BR2 FY21 CAPITAL	Sum of FY 21 ADJUSTMENT
CONTRACTS	625,000	611,500	(13,500)
EQUIPMENT	199,000	192,000	(7,000)
PROGRAM	6,000	5,000	(1,000)
<b>Grand Total</b>	<b>830,000</b>	<b>808,500</b>	<b>(21,500)</b>

FY21 CORE OPERATING - PROPOSED REALIGNMENT #2 FY21 BUDGET ADJUSTMENT REQUESTS - PROJECT BASED COSTS			
Row Labels	Sum of FY21 APPROVED REALIGN #1 BUDGET AS IS	Sum of FY21 REALIGN REQUEST	Sum of FY 21 ADJUSTMENT
02. EXECUTIVE	125,000	269,000	144,000
2700 (SYSTEMS OFFICE)	0	94,000	94,000
Native Hawaiian Programs Systemic Evaluation Work	0	54,000	54,000
Update of The Disparate Treatment of Native Hawaiians in the Criminal Justice System Report	0	40,000	40,000
3600 (INFORMATION TECHNOLOGY)	125,000	175,000	50,000
Oracle Fusion	125,000	175,000	50,000
04. COMMUNITY ENGAGEMENT	0	124,000	124,000
4200 (DIGITAL & PRINT MEDIA)	0	124,000	124,000
Media Buyer	0	124,000	124,000
05. RESEARCH	15,000	65,000	50,000
5100 (RESEARCH DIRECTOR)	15,000	65,000	50,000
Hawaii Housing Study	0	30,000	30,000
Native Hawaiian Well-Being Survey	15,000	35,000	20,000
06. ADVOCACY	0	50,000	50,000
6400 (COMPLIANCE ENFORCEMENT)	0	50,000	50,000
Repatriation (International Travel)	0	50,000	50,000
<b>Grand Total</b>	<b>140,000</b>	<b>508,000</b>	<b>368,000</b>

FY21 CORE OPERATING - PROPOSED REALIGNMENT #2 FY21 BUDGET ADJUSTMENT REQUESTS - CAPITAL PROJECT			
Row Labels	Sum of FY21 APPROVED REALIGN #1 BUDGET AS IS	Sum of FY21 REALIGN REQUEST	Sum of FY 21 ADJUSTMENT
06. ADVOCACY	0	55,000	55,000
6400 (COMPLIANCE ENFORCEMENT)	0	55,000	55,000
Repatriation (Burial Vault)	0	55,000	55,000
08. RESOURCE MANAGEMENT - LAND ASSETS	830,000	753,500	(76,500)
8303 (KUKANILOKO)	708,000	657,000	(51,000)
KKL Master Plan Development	536,000	487,000	(49,000)
KKL Master Plan Implementation	172,000	170,000	(2,000)
8304 (PAHUA HEIAU)	72,000	27,500	(44,500)
Implementation of Preservation Plan	72,000	27,500	(44,500)
8305 (WAILUA COURTHOUSE)	50,000	69,000	19,000
Parking Lot Repair	50,000	69,000	19,000
<b>Grand Total</b>	<b>830,000</b>	<b>808,500</b>	<b>(21,500)</b>

# FY21 NONCORE BUDGET

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**Key Takeaways:**

- Halawa Luluku Interpretive Development Planned Work
- LLC Reclassifications
- NLK Tenant Work

**FY21 NONCORE BUDGET REALIGNMENT #2 TOTAL**

**OVERVIEW- Operating, Project, Capital**

Row Labels	Sum of FY21		Sum of FY 21
	APPROVED	REALIGN #1	
	IT BUDGET AS IS	REQUEST	ADJUSTMENT
⊕ 3800 (LLC HIILEI ALOHA)	195,000	134,000	(61,000)
⊕ 3800 (LLC HOOKELE PONO)	0	61,000	61,000
⊕ 4410 (HLID)	428,199	3,372,943	2,944,744
⊕ 4420 (NHRLF)	919,030	919,030	0
⊕ 8210 (KAKAAKO MAKAI)	2,600,704	2,607,088	6,384
⊕ 8220 (NA LAMA KUKUI)	5,506,460	5,848,644	342,184
⊕ 8310 (PALAUEA CULTURE PRESERVE)	122,180	89,730	(32,450)
⊕ 8320 (WAO KELE O PUNA)	204,308	250,510	46,202
<b>Grand Total</b>	<b>9,975,881</b>	<b>13,282,945</b>	<b>3,307,064</b>

**FY21 NONCORE BUDGET REALIGNMENT #2**  
**FY21 Budget Adjustment Request - OHA FUNDED LLC**

**Key Takeaway:**  
 LLC Reclassifications for  
 Wind Down Activities

Row Labels	Sum of FY21 APPROVED REALIGN #1 BUDGET AS IS	Sum of FY21 REALIGN REQUEST	Sum of FY 21 ADJUSTMENT
⊕ 3800 (LLC HIILEI ALOHA)	195,000	134,000	(61,000)
⊕ 3800 (LLC HOOKELE PONO)	0	61,000	61,000
<b>Grand Total</b>	<b>195,000</b>	<b>195,000</b>	<b>0</b>

**FY21 NONCORE BUDGET REALIGNMENT #2**  
**FY21 Budget Adjustment Request - 4410 (HLID)**

**Key Takeaway:**  
 Halawa Luluku  
 Interpretive Development  
 Planned Work

Requested 4410 (HLID)

PROGRAM=T (TOTAL PROGRAMS) - Operating, Project, Capital

Row Labels	Sum of FY21 APPROVED REALIGN #1 BUDGET AS IS	Sum of FY21 REALIGN REQUEST	Sum of FY 21 ADJUSTMENT
⊕ PERSONNEL	318,770	242,474	(76,296)
⊕ PROGRAM	8,200	4,500	(3,700)
⊕ CONTRACTS	63,860	3,098,860	3,035,000
⊕ EQUIPMENT	1,250	600	(650)
⊕ OVERHEAD	36,119	26,509	(9,610)
<b>Grand Total</b>	<b>428,199</b>	<b>3,372,943</b>	<b>2,944,744</b>

**FY21 NONCORE BUDGET REALIGNMENT #2**  
**FY21 Budget Adjustment Request -4420 (NHRLF)**

Requested 4420 (NHRLF)

PROGRAM=T (TOTAL PROGRAMS) - Operating, Project, Capital

Row Labels	<input checked="" type="checkbox"/> Sum of FY21 APPROVED REALIGN #1 BUDGET AS IS	Sum of FY21 REALIGN REQUEST	Sum of FY 21 ADJUSTMENT
⊕ PERSONNEL	460,812	460,812	0
⊕ PROGRAM	105,991	105,991	0
⊕ CONTRACTS	276,099	276,099	0
⊕ OVERHEAD	39,083	39,083	0
⊕ TRAVEL	37,045	37,045	0
<b>Grand Total</b>	<b>919,030</b>	<b>919,030</b>	<b>0</b>

**Key Takeaway:**  
No changes

**FY21 NONCORE BUDGET REALIGNMENT #2**  
**FY21 Budget Adjustment Request -8210 (KAKAAKO MAKAI)**

Requested 8210 (KAKAAKMAKAI)

PROGRAM=T (TOTAL PROGRAMS) - Operating, Project, Capital

Row Labels	<input checked="" type="checkbox"/> Sum of FY21 APPROVED REALIGN #1 BUDGET AS IS	Sum of FY21 REALIGN REQUEST	Sum of FY 21 ADJUSTMENT
⊕ PERSONNEL	283,724	280,608	(3,116)
⊕ PROGRAM	59,475	18,975	(40,500)
⊕ CONTRACTS	665,000	715,000	50,000
⊕ TRAVEL	0	0	0
⊕ EQUIPMENT	945,200	945,200	0
⊕ OVERHEAD	647,305	647,305	0
<b>Grand Total</b>	<b>2,600,704</b>	<b>2,607,088</b>	<b>6,384</b>

**FY21 NONCORE BUDGET REALIGNMENT #2**  
**FY21 Budget Adjustment Requests - 8220 (NA LAMA KUKUI)**

Requested 8220 (NA LAMA KUKUI)

PROGRAM=T (TOTAL PROGRAMS) - Operating, Project, Capital

Row Labels	Sum of FY21		Sum of FY 21 ADJUSTMENT
	APPROVED REALIGN #1 BUDGET AS IS	Sum of FY21 REALIGN REQUEST	
⊕ PERSONNEL		103,884	103,884
⊕ PROGRAM	380,057	384,357	4,300
⊕ CONTRACTS	559,502	559,502	0
⊕ EQUIPMENT	1,053,578	1,207,578	154,000
⊕ OVERHEAD	1,002,371	1,082,371	80,000
⊕ DEBT SERVICE	2,510,952	2,510,952	0
<b>Grand Total</b>	<b>5,506,460</b>	<b>5,848,644</b>	<b>342,184</b>

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**FY21 NONCORE BUDGET REALIGNMENT #2**  
**FY21 Budget Adjustment Request - 8310 (PALAUEA CULTURE PRESERVE)**

Requested 8310 (PALAUEA)

PROGRAM=T (TOTAL PROGRAMS) - Operating, Project, Capital

Row Labels	Sum of FY21		Sum of FY 21 ADJUSTMENT
	APPROVED REALIGN #1 BUDGET AS IS	Sum of FY21 REALIGN REQUEST	
⊕ PROGRAM	3,000	2,500	(500)
⊕ CONTRACTS	42,000	42,000	0
⊕ GRANTS	35,000	0	(35,000)
⊕ TRAVEL	4,680	4,680	0
⊕ EQUIPMENT	28,500	31,550	3,050
⊕ OVERHEAD	9,000	9,000	0
<b>Grand Total</b>	<b>122,180</b>	<b>89,730</b>	<b>(32,450)</b>

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**FY21 NONCORE BUDGET REALIGNMENT #2**  
**FY21 Budget Adjustment Request - 8320 (WAO KELE O PUNA)**

Requested 8320 (WAO KELE O PUNA)  
 PROGRAM=T (TOTAL PROGRAMS) - Operating, Project, Capital

Row Labels	Sum of FY21	Sum of FY21	Sum of FY 21
	APPROVED	REALIGN	ADJUSTMENT
	REALIGN #1	REALIGN	
	BUDGET AS IS	REQUEST	
⊕PROGRAM	9,550	4,550	(5,000)
⊕CONTRACTS	80,000	93,500	13,500
⊕GRANTS	10,000	0	(10,000)
⊕TRAVEL	8,160	8,160	0
⊕EQUIPMENT	95,798	144,300	48,502
⊕OVERHEAD	800	0	(800)
<b>Grand Total</b>	<b>204,308</b>	<b>250,510</b>	<b>46,202</b>

**FY21 NONCORE BUDGET REALIGNMENT #2**  
**FY21 NONCORE CAPITAL PROJECTS**

Row Labels	Sum of FY21	Sum of FY21	Sum of FY 21
	APPROVED	REALIGN	ADJUSTMENT
	REALIGN #1	REALIGN	
	BUDGET AS IS	REQUEST	
⊖4410 (HLID)	-	3,000,000	3,000,000
HALAWA - Support Facilities Construction	-	1,500,000	1,500,000
LULUKU - Support Facilities Construction	-	1,500,000	1,500,000
⊖8220 (NA LAMA KUKUI)	1,208,848	1,442,848	234,000
Grease Trap and AC Replacement	1,053,578	1,207,578	154,000
Tenant Improvement Allowance	155,270	235,270	80,000
<b>Grand Total</b>	<b>1,208,848</b>	<b>4,442,848</b>	<b>3,234,000</b>

# FY20 FY21 PERSONNEL AND POSITIONS

**PERSONNEL AND POSITIONS FY 2020 FY 2021 SUMMARY**

Core Budget	BOT Approved Budget		Reassignment #1		Reassignment #2		Adjustments	
	FY 20	FY 21	FY 20	FY 21	FY 20	FY 21	FY 20	FY 21
<b>Salaries &amp; Fringe:</b>								
Board of Trustees Offices	\$2,848,572	\$2,905,543	\$ 2,832,045	\$ 2,905,543	\$ 2,813,822	\$ 2,771,433	\$ (38,223)	\$ (134,111)
Executive Offices	3,596,776	3,664,153	4,578,377	3,664,153	4,262,444	4,481,645	(315,934)	797,493
Financial Assets	2,872,967	2,833,835	1,945,335	2,833,835	1,642,768	1,833,193	(802,567)	(900,446)
Community Engagement	2,658,836	2,712,013	2,550,405	2,712,013	2,294,741	2,415,975	(255,668)	(296,032)
Research	1,493,052	1,522,913	1,489,015	1,522,913	1,438,281	1,338,487	(50,734)	(184,426)
Advocacy	2,440,221	2,489,026	2,411,943	2,489,026	2,157,833	2,133,577	(254,110)	(355,449)
Land Assets	685,013	708,911	806,684	708,911	789,841	675,592	(16,843)	(33,318)
Student Helper Program	104,050	104,050	104,050	104,050	104,050	104,050	0	0
Sub-total Salaries & Fringe	\$18,769,890	\$18,940,247	\$ 18,737,859	\$ 18,940,247	\$ 15,503,775	\$ 15,838,981	\$ (1,234,079)	\$ (1,106,266)
<b>Reserves</b>								
Vacation Payouts	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	SC	SC
Overtime	10,000	10,000	10,000	10,000	10,000	10,000	C	C
Workers' Compensation	5,950	5,950	5,950	5,950	5,950	5,950	C	C
Continuing Education Program	30,000	30,000	30,000	30,000	30,000	30,000	C	C
Sub-total Reserves	\$195,950	\$195,950	\$ 195,950	\$ 195,950	\$ 195,950	\$ 195,950	SC	SC
<b>Total Core Personnel Budget:</b>	<b>\$18,965,840</b>	<b>\$19,136,197</b>	<b>\$ 18,933,809</b>	<b>\$ 19,136,197</b>	<b>\$ 15,699,725</b>	<b>\$ 16,034,931</b>	<b>\$ (1,234,079)</b>	<b>\$ (1,106,266)</b>

Non-Core Budget	BOT Approved Budget		Reassignment #1		Reassignment #2		Adjustments	
	FY 20	FY 21	FY 20	FY 21	FY 20	FY 21	FY 20	FY 21
<b>Salaries &amp; Fringe:</b>								
NHRLF	\$451,776	\$460,812	\$ 451,776	\$ 460,812	\$ 451,776	\$ 460,812	SC	SC
HLID	312,472	318,770	312,472	318,770	312,472	242,472	C	(76,300)
Commercial Property	278,161	283,724	363,265	283,724	363,265	384,432	C	100,768
<b>Total Non-Core Personnel Budget:</b>	<b>\$1,042,409</b>	<b>\$1,063,306</b>	<b>\$ 1,127,513</b>	<b>\$ 1,063,306</b>	<b>\$ 1,127,513</b>	<b>\$ 1,087,716</b>	<b>SC</b>	<b>\$ 24,472</b>

<b>Grand Total</b>	<b>\$17,951,889</b>	<b>\$18,003,553</b>	<b>\$ 17,865,372</b>	<b>\$ 18,003,553</b>	<b>\$ 16,827,238</b>	<b>\$ 17,122,647</b>	<b>\$ (1,234,079)</b>	<b>\$ (1,081,814)</b>
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OVERVIEW OF PERSONNEL AND POSITIONS FY 2020 FY 2021

A-47; Section C, Attachment 3

Core Budget	FTE			BOT Approved Budget		FTE			Realignments #1		FTE			Realignments #2		Adjustments	
	open	close	new	FY 20	FY 21	Realign	Transfer	Other	FY 20	FY 21	Realign	Transfer	Other	FY 20	FY 21	FY 20	FY 21
<b>Salaries &amp; Fringe:</b>																	
Board of Trustee Offices	29	0	29	\$2,848,372	\$2,905,343	0	0	29	\$ 2,852,045	\$ 2,905,343	0	0	29	\$ 2,812,822	\$ 2,771,413	\$ (18,777)	\$ (134,121)
Executive Offices	34	-7	27	3,594,770	3,664,153	10	7	44	4,570,277	3,664,153	0	6	50	4,363,444	4,481,842	(315,334)	797,454
Financial Assets	29	-1	28	2,872,947	2,833,439	7	0	21	1,945,325	1,833,637	0	1	20	1,941,768	1,911,193	(342,567)	(900,464)
Community Engagement	30	0	30	2,656,816	2,712,915	2	0	28	2,358,402	2,712,915	0	1	27	2,294,742	2,415,979	(259,568)	(296,092)
Research	16	2	14	1,493,853	1,527,915	0	0	14	1,489,825	1,527,915	0	1	13	1,438,283	1,338,443	(50,734)	(184,424)
Advocacy	13	1	13	2,440,123	2,489,829	0	0	22	2,411,943	2,489,829	0	2	20	2,157,833	2,133,577	(254,110)	(355,649)
Land Assets	8	0	8	695,812	708,911	-1	0	7	608,644	708,911	1	0	6	789,843	875,395	(16,841)	(13,314)
Student Helper Program				104,050	104,050				104,050	104,050				104,050	104,050	0	0
Sub-total Salaries & Fringe	199	-11	188	\$16,799,400	\$16,948,343	0	7	189	\$ 16,737,834	\$ 16,948,343	-1	-11	183	\$ 15,568,775	\$ 15,823,981	\$ (1,234,079)	\$ (1,106,286)
<b>Reserve:</b>																	
Vacation Payouts				\$150,000	\$150,000				\$150,000	\$150,000				\$150,000	\$150,000	0	0
Overtime				10,000	10,000				10,000	10,000				10,000	10,000	0	0
Workers' Compensation				5,950	5,950				5,950	5,950				5,950	5,950	0	0
Continuing Education Program				30,000	30,000				30,000	30,000				30,000	30,000	0	0
Sub-total Reserve				\$195,950	\$195,950				\$ 195,950	\$ 195,950				\$ 195,950	\$ 195,950	0	0
<b>Total Core Personnel Budget:</b>				\$16,995,350	\$17,144,293				\$ 16,933,784	\$ 17,144,293				\$ 15,764,725	\$ 16,019,931	\$ (1,234,079)	\$ (1,106,286)

Non-Core Budget	FTE			BOT Approved Budget		FTE			Realignments #1		FTE			Realignments #2		Adjustments	
	open	close	new	FY 20	FY 21	Realign	Transfer	Other	FY 20	FY 21	Realign	Transfer	Other	FY 20	FY 21	FY 20	FY 21
<b>Salaries &amp; Fringe:</b>																	
HR/IT	5	-1	4	\$451,776	\$480,812	0	0	4	\$ 451,776	\$ 480,812	0	0	4	\$ 451,776	\$ 480,812	0	0
HRD	5	0	5	312,472	318,775	0	0	3	312,472	318,775	0	0	3	312,472	312,472	0	0
Commercial Property	3	0	3	278,181	283,721	0	0	2	263,205	283,721	1	0	3	283,205	284,492	0	0
<b>Total Non-Core Personnel Budget:</b>	13	-1	11	\$1,042,429	\$1,083,308	0	0	9	\$ 1,027,653	\$ 1,083,308	1	0	10	\$ 1,047,653	\$ 1,083,776	0	0
<b>Grand Total</b>	212	-12	199	\$17,737,779	\$18,227,601	0	7	198	\$ 17,961,437	\$ 18,231,601	0	-11	193	\$ 16,812,378	\$ 17,103,707	\$ (1,234,079)	\$ (1,081,614)

PERSONNEL – FILLED FROZEN VACANCY (PARTIAL LISTING)

Paid	Total Authorized At BR #1	FILLED		FROZEN			VACANCY			VACANCY BY TYPE		
		Active Filled	Frozen	Addl Frozen	Total Frozen	89-Day Hire	Total Vacant	Total Vacant	Essential	Non Essential	Total Vacant	
<b>Board of Trustees</b>												
BOT	9	9	0	0	0	0	0	0	0	0	0	0
BOT Staff	20	19	0	0	0	0	0	1	1	0	1	1
<b>Sub-total BOT</b>	<b>29</b>	<b>28</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>Executive Offices</b>												
CEO	7	4	0	2	2	0	1	1	0	1	1	1
COO	2	1	0	0	0	0	1	1	1	0	1	1
Corp Counsel	5	5	0	0	0	0	0	0	0	0	0	0
Information Technology	8	7	0	1	1	0	0	0	0	0	0	0
Human Resources	3	2	0	0	0	1	0	1	1	0	1	1
Systems Office	6	3	0	2	2	0	1	1	1	0	1	1
Facilities/Operations Support	4	1	0	1	1	1	1	2	1	1	2	2
Grants	9	6	0	0	0	0	3	3	0	3	3	3
<b>Sub-total Executive Offices</b>	<b>44</b>	<b>29</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>2</b>	<b>7</b>	<b>9</b>	<b>3</b>	<b>6</b>	<b>9</b>	<b>9</b>
<b>Resources Management - Financial Assets</b>												
Financial Services	11	10	0	0	0	0	1	1	1	0	1	1
Procurement	7	5	0	0	0	1	1	2	1	1	2	2
Investments	2	1	0	1	1	0	0	0	0	0	0	0
Consumer Micro Loan	1	1	0	0	0	0	0	0	0	0	0	0
<b>Sub-total RMFA</b>	<b>21</b>	<b>17</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>3</b>

PERSONNEL – FILLED FROZEN VACANCY (PARTIAL LISTING)

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Pala	Total Authorized At RR #1	FILLED	FROZEN			VACANCY			VACANCY BY TYPE			
		Active Filled	Frozen	Addl Frozen	Total Frozen	89-Day Hire	Vacant	Total Vacant	Essential	Non Essential	Total Vacant	
<b>Community Engagement</b>												
CE Director	2	1	0	0	0	0	1	1	0	1	1	
Digital and Print Media	7	5	0	0	0	0	2	2	0	2	2	
Community Outreach	18	17	0	1	1	0	0	0	0	0	0	
Hawaiian Registry	1	1	0	0	0	0	0	0	0	0	0	
<b>Sub-total CE</b>	<b>28</b>	<b>24</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>3</b>	
<b>Research</b>												
Research Director	2	1	0	0	0	0	1	1	0	1	1	
Land, Culture and History	7	6	0	0	0	0	0	0	0	0	0	
Demography	1	1	1	0	1	0	0	0	0	0	0	
Special Projects	6	3	1	1	2	0	1	1	0	1	1	
<b>Sub-total Research</b>	<b>16</b>	<b>11</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>2</b>	
<b>Advocacy</b>												
Chief Advocate	2	2	0	0	0	0	0	0	0	0	0	
Compliance Enforcement	8	5	1	1	2	0	1	1	0	1	1	
Public Policy	9	5	0	0	0	1	3	4	1	3	4	
Papahānaumokuākea	2	1	0	1	1	0	0	0	0	0	0	
WADC	2	2	0	0	0	0	0	0	0	0	0	
<b>Sub-total Advocacy</b>	<b>23</b>	<b>15</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>4</b>	<b>5</b>	
<b>Resource Management - Land Assets</b>												
Land Director	2	1	0	0	0	0	1	1	1	0	1	
Legacy Land	4	3	0	0	0	0	1	1	0	1	1	
Facilities	1	1	0	0	0	0	0	0	0	0	0	
<b>Sub-total RMLA</b>	<b>7</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	
<b>Grand Total</b>	<b>168</b>	<b>129</b>	<b>3</b>	<b>11</b>	<b>14</b>	<b>4</b>	<b>21</b>	<b>25</b>	<b>7</b>	<b>18</b>	<b>25</b>	
<b>Vacancy Rate</b>									<b>15%</b>	<b>28%</b>	<b>72%</b>	<b>100%</b>

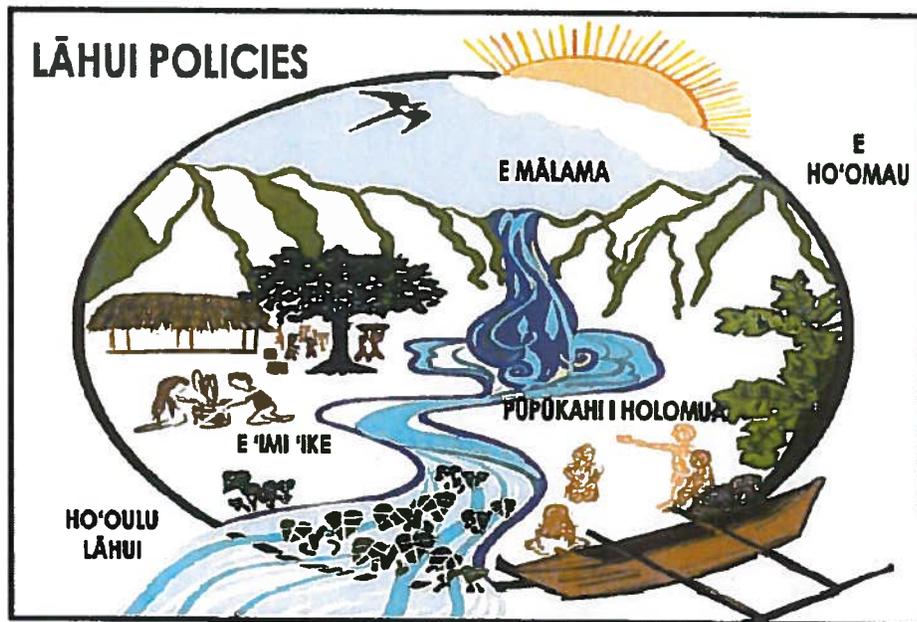
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PERSONNEL – FILLED FROZEN VACANCY

Pala	Total Authorized At RR #1	FILLED	FROZEN			VACANCY			VACANCY BY TYPE			
		Active Filled	Frozen	Addl Frozen	Total Frozen	89-Day Hire	Vacant	Total Vacant	Essential	Non Essential	Total Vacant	
<b>Board of Trustees</b>												
BOT	9	9	0	0	0	0	0	0	0	0	0	
BOT Staff	20	19	0	0	0	0	1	1	0	1	1	
<b>Sub-total BOT</b>	<b>29</b>	<b>28</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	
<b>Executive Offices</b>												
CEO	7	4	0	2	2	0	1	1	0	1	1	
COO	2	1	0	0	0	0	1	1	1	0	1	
Corp Counsel	5	5	0	0	0	0	0	0	0	0	0	
Information Technology	8	7	0	0	0	0	0	0	0	0	0	
Human Resources	3	2	0	1	1	0	0	0	0	0	0	
Systems Office	6	3	0	2	2	1	0	1	1	0	1	
Facilities/Operations Support	4	1	0	1	1	1	1	2	1	1	2	
Grants	2	0	0	0	0	0	3	3	0	3	3	
<b>Sub-total Executive Offices</b>	<b>44</b>	<b>29</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>2</b>	<b>7</b>	<b>9</b>	<b>3</b>	<b>6</b>	<b>9</b>	
<b>Resources Management - Financial Assets</b>												
Financial Services	11	10	0	0	0	0	1	1	1	0	1	
Procurement	7	5	0	0	0	1	1	2	1	1	2	
Investments	2	1	0	1	1	0	0	0	0	0	0	
Consumer Micro Loan	1	1	0	0	0	0	0	0	0	0	0	
<b>Sub-total RMFA</b>	<b>21</b>	<b>17</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>3</b>	
<b>Community Engagement</b>												
CE Director	2	1	0	0	0	0	1	1	0	1	1	
Digital and Print Media	7	5	0	0	0	0	2	2	0	2	2	
Community Outreach	18	17	0	1	1	0	0	0	0	0	0	
Hawaiian Registry	1	1	0	0	0	0	0	0	0	0	0	
<b>Sub-total CE</b>	<b>28</b>	<b>24</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>3</b>	
<b>Research</b>												
Research Director	2	1	0	0	0	0	1	1	0	1	1	
Land, Culture and History	7	6	0	0	0	0	0	0	0	0	0	
Demography	1	1	1	0	1	0	0	0	0	0	0	
Special Projects	6	3	1	1	2	0	1	1	0	1	1	
<b>Sub-total Research</b>	<b>16</b>	<b>11</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>2</b>	
<b>Advocacy</b>												
Chief Advocate	2	2	0	0	0	0	0	0	0	0	0	
Compliance Enforcement	8	5	1	1	2	0	1	1	0	1	1	
Public Policy	9	5	0	0	0	1	3	4	1	3	4	
Papahānaumokuākea	2	1	0	1	1	0	0	0	0	0	0	
WADC	2	2	0	0	0	0	0	0	0	0	0	
<b>Sub-total Advocacy</b>	<b>23</b>	<b>15</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>4</b>	<b>5</b>	
<b>Resource Management - Land Assets</b>												
Land Director	2	1	0	0	0	0	1	1	1	0	1	
Legacy Land	4	3	0	0	0	0	1	1	0	1	1	
Facilities	1	1	0	0	0	0	0	0	0	0	0	
<b>Sub-total RMLA</b>	<b>7</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	
<b>Grand Total</b>	<b>168</b>	<b>129</b>	<b>3</b>	<b>11</b>	<b>14</b>	<b>4</b>	<b>21</b>	<b>25</b>	<b>7</b>	<b>18</b>	<b>25</b>	
<b>Vacancy Rate</b>									<b>15%</b>	<b>28%</b>	<b>72%</b>	<b>100%</b>

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# ADMINISTRATION RECOMMENDED ACTIONS



- (1) **E Malama**  
(to protect)
- (2) **E Ho'omau**  
(to perpetuate);
- (3) **E Pūpūkahi i Holomua**  
(to unite in order  
to progress);
- (4) **E 'Imi 'ike**  
(to seek  
knowledge);
- (5) **E Ho'oulu  
Lahui** (to grow  
the Lahui).

**FY21 Mission Aligned & Strategic Beneficiary and Community Investments Summary Schedule**

By Classification	General Funds	Trust Funds	Initial Total	FY21 Addition	New Total
A-43 I - Beneficiary and Community Investments via Grants Subject to HRS 10-17 Process	\$ 1,030,000	\$ 8,455,921	\$ 9,485,921	\$ 2,144,079	\$ 11,630,000
A-45 II - Beneficiary and Community Investments via Procurement Subject to HRS 103D	\$ 524,000	\$ 1,029,664	\$ 1,553,664	\$ 250,000	\$ 1,803,664
A-46 III - Beneficiary and Community Investments via Sponsorships	\$ -	\$ 133,000	\$ 133,000	\$ 25,000	\$ 158,000
<b>Total</b>	<b>\$ 1,554,000</b>	<b>\$ 9,618,585</b>	<b>\$ 11,172,585</b>	<b>\$ 2,419,079</b>	<b>\$ 13,591,664</b>

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Cross Reference from Slide 41

By Item Area	General Funds	Trust Funds	Initial Total	FY21 Addition	New Total
<b>BENEFICIARY SUPPORTS</b>					
Social Services	\$ 415,000	\$ 415,000	\$ 830,000	\$ -	\$ 830,000
Higher Education	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ 300,000
NE Teacher Education & Professional Development	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
COVID-19 Responses	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000
<b>Sub-Total</b>	<b>\$ 415,000</b>	<b>\$ 915,000</b>	<b>\$ 1,330,000</b>	<b>\$ 790,000</b>	<b>\$ 2,080,000</b>
<b>COMMUNITY SUPPORTS</b>					
Colleges	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ 300,000
Community	\$ -	\$ -	\$ -	\$ 144,079	\$ 144,079
East Hawaii Region and Rejuvenation	\$ -	\$ -	\$ -	\$ -	\$ -
Health	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ 300,000
Community & Urban	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
Base	\$ -	\$ -	\$ -	\$ -	\$ -
Education	\$ 250,000	\$ 250,000	\$ 500,000	\$ -	\$ 500,000
Community	\$ 340,000	\$ 1,135,000	\$ 1,475,000	\$ 300,000	\$ 2,000,000
Hawaii Focused Change	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ 300,000
Schools	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ 300,000
Housing	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ 300,000
Income	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ 300,000
Land	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ 300,000
Parade	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ 300,000
Arts	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ 300,000
BOY Sponsorships	\$ -	\$ 157,000	\$ 157,000	\$ -	\$ 157,000
Kaunoi (the CEO) Sponsorships	\$ -	\$ 70,921	\$ 70,921	\$ -	\$ 70,921
Program Sponsorships	\$ -	\$ 133,000	\$ 133,000	\$ 25,000	\$ 158,000
<b>Community</b>					
Kaunoi	\$ -	\$ 200,000	\$ 200,000	\$ 250,000	\$ 450,000
Homebased	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
Local	\$ 374,000	\$ 574,000	\$ 948,000	\$ 250,000	\$ 1,298,000
<b>Communications</b>					
Media - TV	\$ -	\$ 149,000	\$ 149,000	\$ -	\$ 149,000
Print - Kaunoi	\$ -	\$ 374,664	\$ 374,664	\$ -	\$ 374,664
<b>ORGANIZATION SUPPORTS</b>					
DEPR	\$ -	\$ 1,000,000	\$ 1,000,000	\$ -	\$ 1,000,000
<b>Total</b>	<b>\$ 1,554,000</b>	<b>\$ 9,618,585</b>	<b>\$ 11,172,585</b>	<b>\$ 2,419,079</b>	<b>\$ 13,591,664</b>

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A-43

FY21 Mission Aligned & Strategic Beneficiary and Community Investments via Grants, Contracts and Sponsorships

Various Programs

Classification I:  
Beneficiary and Community Investments via Grants Subject to HRS 10-17 Process

FY21 Mission Aligned & Strategic Beneficiary and Community Investments via Grants, Contracts and Sponsorships Various Programs						
Classification I - Beneficiary and Community Investments via Grants Subject to HRS 10-17 Process						
Description	General Funds	Trust Funds	FN	Initial Total	FY21 Addition	Adjusted Total
Account: 54510 Program						
A. Social Services	\$ 415,000	\$ 415,000		\$ 830,000	\$ -	\$ 830,000
Account: 54530 Community						
A. Education - Higher Education	\$ -	\$ 500,000		\$ 500,000	\$ -	\$ 500,000
B. Culture	\$ -	\$ 500,000		\$ 500,000	\$ -	\$ 500,000
C. Health	\$ -	\$ 500,000		\$ 500,000	\$ -	\$ 500,000
D. Education	\$ 250,000	\$ 250,000		\$ 500,000	\$ -	\$ 500,000
E. Housing	\$ -	\$ 500,000		\$ 500,000	\$ -	\$ 500,000
F. Income	\$ -	\$ 500,000		\$ 500,000	\$ -	\$ 500,000
G. Land	\$ -	\$ 500,000		\$ 500,000	\$ -	\$ 500,000
Sub-total	\$ 250,000	\$ 2,750,000		\$ 3,000,000	\$ -	\$ 3,000,000
H. *Abakai	\$ -	\$ 200,000		\$ 200,000	\$ -	\$ 200,000
Total 54530 Community	\$ 250,000	\$ 2,750,000		\$ 3,000,000	\$ -	\$ 3,000,000
Account: 54540 Level II						
A. Kulis	\$ -	\$ 250,000		\$ 250,000	\$ 250,000	(a) \$ 500,000
B. Charter Schools	\$ 365,000	\$ 365,000		\$ 730,000	\$ -	\$ 730,000
	\$ -	\$ 770,000		\$ 770,000	\$ -	\$ 770,000
	\$ -	\$ 1,135,000		\$ 1,500,000	\$ -	\$ 1,500,000
C. DEHL	\$ -	\$ 3,000,000		\$ 3,000,000	\$ -	\$ 3,000,000
Total 54540 Level II	\$ 365,000	\$ 4,385,000		\$ 4,765,000	\$ 250,000	\$ 5,015,000
Account: 54550 Sponsorships						
A. BOT	\$ -	\$ 135,000	(b)	\$ 135,000	\$ -	\$ 135,000
B. Kulis (aka CEO)	\$ -	\$ 70,921	(b)	\$ 70,921	\$ -	\$ 70,921
Total 54550 Sponsorships	\$ -	\$ 205,921		\$ 205,921	\$ -	\$ 205,921
Sub-total:	\$ 1,834,000	\$ 8,425,921		\$ 9,259,921	\$ 250,000	\$ 9,734,921
FY21 Grants Recommendations - Via Competitive Process						
A. COVID-19 Responses	\$ -	\$ -		\$ -	\$ 500,000	(c) \$ 500,000
B. Homestead Community Grants	\$ -	\$ -		\$ -	\$ 250,000	(d) \$ 250,000
C. Charter School Major Repairs & Maintenance	\$ -	\$ -		\$ -	\$ 500,000	(e) \$ 500,000
D. Iwi Kupuia Repatriation and Reinterment Community Grants	\$ -	\$ -		\$ -	\$ 144,079	(f) \$ 144,079
E. NH Teacher Education & Professional Development	\$ -	\$ -		\$ -	\$ 250,000	(g) \$ 250,000
F. Community & Obama Based Program Grants	\$ -	\$ -		\$ -	\$ 250,000	(h) \$ 250,000
Total FY21 Grant Recommendations	\$ -	\$ -		\$ -	\$ 1,894,079	\$ 1,894,079
Grand Total - Grants	\$ 1,834,000	\$ 8,425,921		\$ 9,259,921	\$ 1,894,079	\$ 11,054,000
Program Sponsorships in Community Education				\$ 45,000		
Program Sponsorships in Advocacy				\$ 65,000		
				\$ 9,309,921		
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FY21 Mission Aligned & Strategic Beneficiary and Community Investments via Grants, Contracts and Sponsorships

Various Programs

Classification II:  
Beneficiary and Community Investments via Procurement Subject to HRS 103D

Classification II - Beneficiary and Community Investments via Procurement Subject to HRS 103D						
Description	General Funds	Trust Funds	Initial Total	FY21 Addition	FN	New Total
A. Legal Proviso - Professional Services	\$ 524,000	\$ 524,000	\$ 1,048,000	\$ 250,000	(a)	\$ 1,298,000
buyer contract includes Merrie Monarch \$25k, KS Song Contest \$10k, Hokus \$10k, civic engagement \$20k, advocacy initiatives \$20k + New Strategic	\$ -	\$ 124,000	\$ 124,000	\$ -		\$ 124,000
C. Media Buy Contract - Keiki Hula	\$ -	\$ 25,000	\$ 25,000	\$ -		\$ 25,000
D. Contract - Ka Wai Ola - Production & Delivery	\$ -	\$ 356,664	\$ 356,664	\$ -		\$ 356,664
Grand Total - Contracts	\$ 524,000	\$ 1,029,664	\$ 1,553,664	\$ 250,000		\$ 1,803,664

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Classification III - Beneficiary and Community Investments via Sponsorships

FY21 Mission Aligned & Strategic Beneficiary and Community Investments via Grants, Contracts and Sponsorships

Various Programs

Classification III:  
Beneficiary and Community Investments via Sponsorships

	<u>General Funds</u>	<u>Trust Funds</u>	<u>FIN</u>	<u>Initial Total</u>	<u>FY21 Addition</u>	<u>FY</u>	<u>New Total</u>
<b>Community Engagement</b>							
A. Coalition Building	\$ -	\$ 20,000	\$ -	\$ 20,000			\$ 20,000
B. Association of Hawaiian Civic Clubs	\$ -	\$ 10,000	\$ -	\$ 10,000			\$ 10,000
C. Council for Native Hawaiian Advancement	\$ -	\$ 10,000	\$ -	\$ 10,000			\$ 10,000
D. Oaipa a Celebration	\$ -	\$ 5,000	\$ -	\$ 5,000			\$ 5,000
<b>Total - Community Engagement</b>	\$ -	\$ 45,000	\$ -	\$ 45,000	\$ -		\$ 45,000
<b>Advocacy</b>							
A. NH Congressional Fellowship	\$ -	\$ 30,000	\$ -	\$ 30,000			\$ 30,000
B. Papahānaumokuākea MNM	\$ -	\$ 15,000	\$ -	\$ 15,000			\$ 15,000
<b>Sub-total</b>	\$ -	\$ 65,000	\$ -	\$ 65,000	\$ -		\$ 65,000
C. Alaska Federation of Natives	\$ -	\$ 5,000	\$ -	\$ 5,000			\$ 5,000
D. National Congress of American Indians	\$ -	\$ 5,000	\$ -	\$ 5,000			\$ 5,000
E. National Indian Education Association	\$ -	\$ 5,000	\$ -	\$ 5,000			\$ 5,000
F. National Museum of the American Indians	\$ -	\$ 5,000	\$ -	\$ 5,000			\$ 5,000
G. Pacific Day - NZ Embassy	\$ -	\$ 3,000	\$ -	\$ 3,000			\$ 3,000
<b>Sub-total</b>	\$ -	\$ 23,000	\$ -	\$ 23,000			\$ 23,000
<b>Total - Advocacy</b>	\$ -	\$ 88,000	\$ -	\$ 88,000	\$ -		\$ 88,000
<b>Community Engagement</b>							
Na Mamo Makama o Ka Po'e Hawai'i: Living Treasures of the Hawaiian People	\$ -	\$ -	\$ -	\$ -	\$ 15,000	(b)	\$ 15,000
<b>Mozzaha Gardens</b>							
Foundation/Prince Lot Hula Festival	\$ -	\$ -	\$ -	\$ -	\$ 10,000	(b)	\$ 10,000
<b>Grand Total - Sponsorships</b>	\$ -	\$ 133,000	\$ -	\$ 133,000	\$ 25,000		\$ 158,000

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**STATE OF HAWAII  
OFFICE OF HAWAIIAN AFFAIRS  
Virtual Meeting via GoTo Meeting**

Due to the threat of COVID-19, Governor Ige issued the most recent Emergency Ninth Supplementary Proclamation dated June 10, 2020 suspending 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 meetings may be observed via video livestream on OHA's website at [www.oha.org/livestream](http://www.oha.org/livestream).

**Minutes of the Office of Hawaiian Affairs Board of Trustees  
Thursday, June 18, 2020  
9:30 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 K. LINDSEY  
TRUSTEE JOHN WAIHE'E IV

**BOT STAFF:**

CAROL HO'OMANAWANUI  
DAYNA PA  
LAURENE KALUAU-KEALOHA  
LŌPAKA BAPTISTE

ROBERT KLEIN, BOARD COUNSEL

**ADMINISTRATION STAFF:**

SYLVIA HUSSEY, CEO  
RAINA GUSHIKEN, CC  
GLORIA LI, CTRLLR  
EVERETT OHTA, CC  
STERLING WONG, PRO  
KEVIN CHAK, IT  
LISA WATKINS-VICTORINO, ICOO  
GRACE CHEN, FS

**I. CALL TO ORDER**

**Trustee Colette Machado** Calls the Board of Trustees meeting to order at 9:49 am. She states that she has not received any excused absence. Roll call is taken to identify the Trustee that are participating; Trustees Ahu Isa, Ahuna, Akaka, Akina, Lee, Carmen Hulu Lindsey, Robert Lindsey, Waihe'e and Machado are present, constituting a quorum of nine Trustees. She thanks the Trustees for being patience and states that its not easy coordinating the virtual meetings and asks for their continued patience. She announces the following:

As a reminder we ask that everyone please mute your mic until you need to speak to eliminate any background noise which can make it difficult to hear and affect the livestreaming of this meeting. When you would like to speak, unmute your mic, address the Chair to be recognized. When the Chair recognizes you, proceed to speak. Mute your mic when you are done. At the prompting of the Chair, the Board Secretary will do a roll call to determine quorum and when the Board votes on matters.

If you are disconnected, we will pause the meeting for one (1) minute and will wait for you to log back on. If you need to leave the meeting please let the Chair know. As a reminder, we are recording today's meeting for the limited purpose of producing written meeting minutes, which will become the official record of this meeting. Joining the Trustees today is CEO Sylvia Hussey, Carol, Dayna, Lōpaka, Laurene and Kevin as support staff. I will ask Sylvia to identify her administrative team that are joining us today.

**Sylvia Hussey** – Thank you Chair, we have interim Chief Operating Officer Lisa Watkins-Victorino, Controller Gloria Li, Budget Analysis Grace Chen, Senior Legal Counsel Raina Gushiken as well as Legal Counsel Everett Ohta and PIO Sterling Wong. Thank you.

**Chair Colette Machado** – Thank you Sylvia. The 72 Hour rule, pursuant to OHA BOT Operations Manual, Section 49, shall be waived for the following items:

**III. New Business**

- B. Action Item BOT #20-04: OHA Biennium Budget for the Fiscal Biennium Periods 2019-2020 (FY 20) and 2020-2021 (FY 21) – Realignment #2

**II. PUBLIC TESTIMONY ON ITEMS LISTED ON THE AGENDA (ONLY WRITTEN TESTIMONY WILL BE ACCEPTED)**

**Chair Colette Machado** - Just for the record we have not received any advance testimony. Any late testimony that we will receive today will be distributed to you after the meeting.

Now we will move on to item III. I would like to call on Trustee Dan Ahuna for the motion to waive Action Item BOT #20-04 to the BOT.

**III. NEW BUSINESS**

- A. **Request for approval to waive Action Item BOT #20-04: OHA Biennium Budget for the Fiscal Biennium Periods 2019-2020 (FY 20) and 2020-2021 (FY 21) – Realignment #2 from the Committee on Resource Management to the Board of Trustees pursuant to the Office of Hawaiian Affairs Board of Trustees Bylaws (approved March 5, 2020) Article VIII, Section L**

**Trustee Brendon Kalei‘āina Lee** – Point of order Madame Chair.

**Chair Colette Machado** – Trustee Lee.

**Trustee Brendon Kalei‘āina Lee** – I believe we made this motion last week and we waived this to the Board already before the workshop.

**Carol Hoomanawanui** – We are doing the action item today.

**Trustee Brendon Kalei‘āina Lee** – I got it, thank you for clarifying Carol.

**Trustee Dan Ahuna moves to approve a waiver of Action Item BOT #20-04: OHA Biennium Budget for the Fiscal Biennium Periods 2019-2020 (FY 20) and 2020-2021 (FY 21) – Realignment #2 from the Committee on Resource Management to the Board of Trustees pursuant to the OHA BOT Bylaws (approved March 5, 2020) Article VIII, Section L.**

**Trustee Robert Lindsey seconds the motion.**

**Chair Colette Machado** – Any questions from the Trustees for the waiver from the RM Committee to the BOT? Hearing none roll call vote please madame secretary.

Trustee Dan Ahuna moves to approve a waiver of Action Item BOT #20-04: OHA Biennium Budget for the Fiscal Biennium Periods 2019-2020 (FY 20) and 2020-2021 (FY 21) – Realignment #2 from the Committee on Resource Management to the Board of Trustees pursuant to the OHA BOT Bylaws (approved March 5, 2020) Article VIII, Section L.						
Trustee Robert Lindsey 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						Not present at time of vote
TRUSTEE ROBERT LINDSEY		x	X			
TRUSTEE JOHN WAIHE'E			X			
TRUSTEE COLETTE MACHADO			X			
TOTAL VOTE COUNT			8			1
MOTION: [ ] UNANIMOUS [ x ] PASSED [ ] DEFERRED [ ] FAILED						
Motion passes with eight (8) yes votes and one (1) excused.						

*(Note: During the time of the vote Trustee Carmen Hulu Lindsey was online but experiencing technical difficulties during the roll call vote. She could not verbally express her vote.)*

*9:57 am Trustee Carmen Hulu Lindsey leaves the meeting.*

**Dayna Pa** – If we could wait for a little while to confirm where she is.

**Chair Colette Machado** – Yes, we will wait to determine her status for reconnection.

*9:57 am Chair Colette Machado calls a recess.*

*9:59 am Trustee Carmen Hulu Lindsey returns to the meeting.*

*9:59 am Chair Colette Machado reconvenes the meeting.*

**Chair Colette Machado** – We will go directly to III. Discussion is now on Action Item BOT #20-04: OHA Biennium Budget for the Fiscal Biennium Periods 2019-2020 (FY 20) and 2020-2021 (FY 21) – Realignment #2.

**B. Action Item BOT #20-04: OHA Biennium Budget for the Fiscal Biennium Periods 2019-2020 (FY 20) and 2020-2021 (FY 21) – Realignment #2**

**Chair Colette Machado** – I would like to address this matter to your CEO Sylvia Hussey.

**Sylvia Hussey** - I have a short powerpoint and will open it up for questions. I did want to remind the Trustees, the action item attachment 1 there was an updated document that was sent out right before the meeting that will part of the replacement action items. Last night administration followed up with the workshop questions so the information about contracts and teacher education preparation as well as rent for our places were emailed out last

night to the Board and the Board staff. You should have that as follow up. We will do the same thing as well with this action item session. If there are additional follow up information that is needed we will accumulate that and send that out in subsequent memo.

*(Attached is the powerpoint slide titled: Action Item BOT #20-04: OHA Biennium Budget for the Fiscal Biennium Periods 2019-2020 (FY 20) and 2020-2021 (FY 21) – Realignment #2)*

In summary the administration action item realignment number 2 has three major components to it. One, it is a beneficiary focused realignment and that means in this realignment we are addressing \$2.7 million increases in grants which a majority of which the Board took action on May 7<sup>th</sup>, 2020 for the COVID-19 responses. In fiscal year 2021, the budgets that are here are to increase grants \$2.4 million for beneficiary and community distribution.

The second focus of the realignment is about being fiscally responsive. So in this realignment administration decreased salaries and wages and related fringe costs by freezing unfilled positions and increasing vacancy rate assumption. Previously we would use the vacancy rate assumption of 5%, we increased it to 8% and we are currently experiencing a vacancy rate of 15%. So we were able to redistribute resources to be able to increase beneficiary focused dollars.

Last but not least the realignment is policy compliant specifically to the Fiscal Stabilization Policy that the Board approved in September 2019. There is a \$3 million Fiscal Stabilization funding authorization request to replace the general funds appropriation for Fiscal year 2021. Then there is a Fiscal Year 2021 fiscal stabilization ask to address COVID-19 responses for the organization and beneficiaries. That's the summary of the realignment action item. We appreciate the Board workshop last week and the great questions and follow up. We hope that we have provided you that information and again if there is any additional information we have our Administration staff if there are any questions that came up subsequent to last weeks Board workshop and that you would like administration to address. That is it Chair.

**Chair Colette Machado** – Is there any questions for Sylvia regarding her presentation of the Action Item that Administration is recommending for approval. There will be three separate motions for your consideration.

**Trustee Robert K. Lindsey** – Chair.

**Chair Colette Machado** – Chair recognizes Trustee Robert K. Lindsey.

**Trustee Robert K. Lindsey** – I don't have a question, I just want to applaud Sylvia, Gloria and Grace and her support team for a great job that they have done with the realignment budget. The focus of the three different areas that she just went over for us is all right on the money. I want to thank Sylvia and her gang for a job well done.

**Trustee Leina'ala Ahu Isa** – Chair.

**Chair Colette Machado** – Chair recognizes Trustee Leina'ala Ahu Isa.

**Trustee Leina'ala Ahu Isa** – I also want to echo Trustee Robert K. Lindsey's sentiment on Sylvia. I know with this job market now, I got her latest email on how she moving around people. I just want to applaud you. I want to know how you are recruiting at this time now. Isn't it difficult. I don't want you to burn out and do all the work. This is a lot of work for one person to do. Mahalo.

**Chair Colette Machado** – Any other Trustee would like to be recognized?

**Trustee John Waihe'e IV** – I have a question Chair.

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

**Trustee John Waihe'e IV** – In the action item I go there are 6 different motions. But we are going to do three.

**Chair Colette Machado** – We are dividing up into the Fiscal Stabilization and then we will move over to the Biennium Budget.

**Trustee John Waihe'e IV** – I will just wait and see what happens. Thanks.

**Chair Colette Machado** – Why don't we put the motions up relating to Fiscal stabilization, there are three motions affiliated with that, what Sylvia just described.

**Fiscal Stabilization Policy**

**Motion #1:** Undesignate \$1,445,000 in unspent, unencumbered funds (fka Fiscal Reserve) from FY 2018, for the purposes noted below:

1. **\$500,000 to support Disaster Recovery;**
2. **\$500,000 to support the audit by the State Auditor as required by State of Hawaii's Act 37/HB172;**
3. **\$100,000 for the purposes of repatriation (e.g., iwi kupuna, moe pu, funerary items), beyond current fiscal biennium project;**
4. **\$120,000 for litigation contingencies; and**
5. **\$225,000 for possible fringe rate increases beyond current FY 2020 budgeted 63% fringe rate, to enable the BOT to re-designate funds.**

**Motion #2:** Authorize the additional funding of the Fiscal Stabilization Fund in the amount of \$1,500,000, noting the balance will be \$3,000,000.

**Motion #3:** Approve the use of the Fiscal Stabilization Fund in the amount of \$3,000,000 in FY20, to be drawn in quarterly increments of \$750,000 in FY21, to replace the General Funds appropriation for FY21.

This is only relating to Fiscal Stabilization. Is there any questions on the motion or where we are moving because the next round of motions will be related to the overall budget.

**Trustee John Waihe'e IV** – Chair.

**Chair Colette Machado** - Go ahead Trustee Waihee.

**Trustee John Waihe'e IV** – I rather ask it after the motion is made.

**Chair Colette Machado** – Members we have the first motion related to Fiscal Stabilization. Its to undesignate unspent, unencumbered funds from FY 2018 for the purposes noted below there are five areas.

1. \$500,000 to support Disaster Recovery;
2. \$500,000 to support the audit by the State Auditor as required by State of Hawaii's Act 37/HB172;
3. \$100,000 for the purposes of repatriation (e.g., iwi kupuna, moe pu, funerary items), beyond current fiscal biennium project;
4. \$120,000 for litigation contingencies; and
5. \$225,000 for possible fringe rate increases beyond current FY 2020 budgeted 63% fringe rate, to enable the BOT to re-designate funds.

**Trustee John Waihe'e IV moves to undesignate \$1,445,000 in unspent, unencumbered funds (fka Fiscal Reserve) from FY 2018, for the purposes noted below:**

1. **\$500,000 to support Disaster Recovery;**
2. **\$500,000 to support the audit by the State Auditor as required by State of Hawaii's Act 37/HB172;**
3. **\$100,000 for the purposes of repatriation (e.g., iwi kupuna, moe pu, funerary items), beyond current fiscal biennium project;**
4. **\$120,000 for litigation contingencies; and**

5. **\$225,000 for possible fringe rate increases beyond current FY 2020 budgeted 63% fringe rate, to enable the BOT to re-designate funds.**

**Trustee Robert K. Lindsey seconds the motion.**

**Chair Colette Machado** – Further discussion members, any questions to be raised. It is very clear on what we are doing with these funds and what purposes they will be used for.

**Trustee John Waihe'e IV** – Madame Chair.

**Chair Colette Machado** – Trustee Waihee.

**Trustee John Waihe'e IV** – Are these different, you know how we had the last action we just did.

**Chair Colette Machado** – Sylvia can you address this question.

**Trustee John Waihe'e IV** – It looks similar to that.

**Sylvia Hussey** – The designation in realignment #1 was to do these designations in the fiscal reserve at the time. With the fiscal stabilization policy it allowed by policy to hold these reserves. Now coming forward we need the reserves for the \$3 million. We need to undesignate this, you are right it is exactly the same as the realignment #1. What this first motion is doing is to undesignate what the board did so that we can fund and then repurpose the fiscal stabilization policy.

*10:10 am Trustee Carmen Hulu Lindsey leaves the meeting.*

**Trustee John Waihe'e IV** – Thank you.

**Chair Colette Machado** – Any other questions? There is a motion on the follow to approve the undesignated amount specified in the motion. It has been moved and seconded. I will call for the question. Roll call please.

Trustee John Waihe'e IV moves to undesignate \$1,445,000 in unspent, unencumbered funds (fka Fiscal Reserve) from FY 2018, for the purposes noted below:						
<ol style="list-style-type: none"> <li>1. \$500,000 to support Disaster Recovery;</li> <li>2. \$500,000 to support the audit by the State Auditor as required by State of Hawaii's Act 37/HB172;</li> <li>3. \$100,000 for the purposes of repatriation (e.g., iwi kupuna, moe pu, funerary items), beyond current fiscal biennium project;</li> <li>4. \$120,000 for litigation contingencies; and</li> <li>5. \$225,000 for possible fringe rate increases beyond current FY 2020 budgeted 63% fringe rate, to enable the BOT to re-designate funds.</li> </ol>						
Trustee Robert K. Lindsey 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			
TRUSTEE KELI'I AKINA			X			
TRUSTEE BRENDON KALEI'ĀINA LEE			X			
TRUSTEE CARMEN HULU LINDSEY						Not present at time of vote
TRUSTEE ROBERT LINDSEY		x	X			
TRUSTEE JOHN WAIHE'E	x		X			
TRUSTEE COLETTE MACHADO			X			
TOTAL VOTE COUNT			8			1
MOTION: [ ] UNANIMOUS [ x ] PASSED [ ] DEFERRED [ ] FAILED						
Motion passes with eight (8) and one (1) excused.						

*10:13 am Trustee Carmen Hulu Lindsey returns to the meeting.*

**Chair Colette Machado** – Member we are on motion #2.

**Trustee Ahuna** moves to authorize the additional funding of the Fiscal Stabilization Fund in the amount of \$1,500,000, noting the balance will be \$3,000,000.

**Trustee Robert K. Lindsey** seconds the motion.

**Chair Colette Machado** – Sylvia you want to explain this a little bit more if you need to if not I will call for the question. If there are any questions on this Fiscal Stabilization Fund in the amount of \$1.5 million.

**Sylvia Hussey** – It was already authorized for \$1.5 million when it was established in September of 2019, this is adding more funds.

**Chair Colette Machado** – Members any questions for Sylvia, if not we have a motion on the floor. Are we ready for the roll call vote please? Calling for the question please.

Trustee Ahuna moves to authorize the additional funding of the Fiscal Stabilization Fund in the amount of \$1,500,000, noting the balance will be \$3,000,000.  
Trustee Robert K. Lindsey 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	X			
TRUSTEE JOHN WAIHE'E			X			
TRUSTEE COLETTE MACHADO			X			
TOTAL VOTE COUNT			9			

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

**Chair Colette Machado** – Members we are on motion 3, approve the use of the Fiscal Stabilization Fund in the amount of \$3,000,000.

**Trustee Dan Ahuna** moves to approve the use of the Fiscal Stabilization Fund in the amount of \$3,000,000 in FY20, to be drawn in quarterly increments of \$750,000 in FY21, to replace the General Funds appropriation for FY21.

**Trustee Robert K. Lindsey** seconds the motion.

**Chair Colette Machado** – So this would be an incremental withdrawal of up to \$750,000 per quarter. If there are no questions I will call for the question. Madame secretary roll call vote please.

Trustee Dan Ahuna moves to approve the use of the Fiscal Stabilization Fund in the amount of \$3,000,000 in FY20, to be drawn in quarterly increments of \$750,000 in FY21, to replace the General Funds appropriation for FY21.  
Trustee Robert K. Lindsey 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	X			
TRUSTEE JOHN WAIHE'E			X			
TRUSTEE COLETTE MACHADO			X			
TOTAL VOTE COUNT			9			

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

**Chair Colette Machado** – Thank you members now we are moving on to the Biennium Budget that we will look at. We have four motions to accommodate that action. I will call on Trustee Ahuna to read motion number 4.

**Trustee Dan Ahuna moves to authorize the additional funding of the Fiscal Stabilization Fund in the amount of \$1,000,000.**

**Trustee Robert K. Lindsey seconds the motion.**

**Chair Colette Machado** – Sylvia would you like to have a little explanation on this authorization.

**Sylvia Hussey** – In accordance with policy the Fiscal Stabilization Fund is being used for the contingency of COVID-19 so a million dollars is being asked to be funded. Half a million for grants related to COVID-19 responses and then another half a million for operational use to ensure that OHA as a entity is able to address all the needs of the health and safety plan for its offices and employees.

**Chair Colette Machado** – Members I am opening up if there are any questions for Sylvia. If there are no questions I am ready for the roll call. Roll call please.

Trustee Dan Ahuna moves to authorize the additional funding of the Fiscal Stabilization Fund in the amount of \$1,000,000.						
Trustee Robert K. Lindsey 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	X			
TRUSTEE JOHN WAIHE'E			X			
TRUSTEE COLETTE MACHADO			X			
TOTAL VOTE COUNT			9			
MOTION: [ x ] UNANIMOUS [ ] PASSED [ ] DEFERRED [ ] FAILED						
Motion passes unanimously with nine (9) yes votes.						

**Chair Colette Machado** – Trustee Ahuna motion number 5.

**Trustee Dan Ahuna moves to approve the use of the Fiscal Stabilization Fund in the amount of \$1,000,000 for COVID-19 related purposes in FY21.**

**Trustee Robert K. Lindsey seconds the motion.**

**Chair Colette Machado** – It has been moved and seconded by Trustee Ahuna and Trustee Robert K. Lindsey. I will call on Sylvia if you need to elaborate it is necessary.

**Sylvia Hussey** – Motion 4 was the funding authorization and motion 5 is the use authorization. So Trustees are approving the funding as well as the use of the dollars in the fiscal stabilization fund.

**Chair Colette Machado** – Members if there is no further discussion on this item I will do a roll call vote please.

Trustee Dan Ahuna moves to approve the use of the Fiscal Stabilization Fund in the amount of \$1,000,000 for COVID-19 related purposes in FY21. Trustee Robert K. Lindsey 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	X			
TRUSTEE JOHN WAIHE'E			X			
TRUSTEE COLETTE MACHADO			X			
TOTAL VOTE COUNT			9			
MOTION: [ x ] UNANIMOUS [ ] PASSED [ ] DEFERRED [ ] FAILED Motion passes unanimously with nine (9) yes votes.						

**Chair Colette Machado** – Members we are on motion number 6. It bifurcates an item identified as Moanalua Gardens for the Prince Lot Festival \$10,000. I was informed that there is a conflict by Trustee that serves on the Board of Directors. With that said I will call on Trustee Ahuna for motion number 6.

**Trustee Dan Ahuna moves to approve OHA's Total Fiscal Budget Realignment #2 for Fiscal Biennium Periods 2019-2020 (FY 20) and 2020-2021 (FY 21) as outlined in Attachment 1, with the exception of the \$10,000 for the Prince Lot Hula Festival, an event sponsored by the Moanalua Gardens Foundation.**

**Trustee Robert K. Lindsey seconds the motion.**

**Chair Colette Machado** - It have been moved and seconded. Would you like to add anything Sylvia if it is necessary.

**Sylvia Hussey** – Attachment 1 there are two pages, Fiscal Year 2020 there are no changes to the attachment. It is in Fiscal Year 2021 there is a change here. This is just to ensure that it ties to the table 7 on page 23 of the Action item. If you have the electronic binder its page 38 of 302. Its just to ensure that the numbers tie out. There are no other changes there on the schedule. That is it Chair for that action item. The bifurcated Prince Lot Hula Festival is on Page 33 of the Action Item in the table and that's electronic page 48 of 302 if you want to see where that Prince Lot Hula Festival, that is in this line item in the grants line item.

**Chair Colette Machado** – Members any questions? Hearing none, roll call vote. We will have a Trustee who will recuse himself for the voting. I would like to note that for the record.

**Trustee Brendon Kalei'aina Lee** – That is not correct Madame Chair. There is no reason to recuse myself we removed the \$10,000 I will recuse myself on the next motion.

**Chair Colette Machado** – Yes, you are correct motion 7. With that said we will do a roll call vote. We are on motion number 6. Roll call please.

Trustee Dan Ahuna moves to approve OHA's Total Fiscal Budget Realignment #2 for Fiscal Biennium Periods 2019-2020 (FY 20) and 2020-2021 (FY 21) as outlined in Attachment 1, with the exception of the \$10,000 for the Prince Lot Hula Festival, an event sponsored by the Moanalua Gardens Foundation.  
Trustee Robert K. Lindsey 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	X			
TRUSTEE JOHN WAIHE'E					X - Abstain	
TRUSTEE COLETTE MACHADO			X			
TOTAL VOTE COUNT			8		1-abstention	

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

**Chair Colette Machado** – Members I will call on Trustee Ahuna for motion number 7.

**Trustee Dan Ahuna moves to Approve \$10,000 event sponsorship for the Prince Lot Hula Festival, sponsored by the Moanalua Gardens Foundation.**

**Trustee Robert K. Lindsey seconds the motion.**

**Chair Colette Machado** – Members, I stand corrected at this particular motion because we are approving the sponsorship of the \$10,000. There will be a recusal by a Trustee on this action. With that said I will call on Madame Secretary for the roll call vote please.

Trustee Dan Ahuna moves to Approve \$10,000 event sponsorship for the Prince Lot Hula Festival, sponsored by the Moanalua Gardens Foundation.  
Trustee Robert K. Lindsey 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						Recused
TRUSTEE CARMEN HULU LINDSEY			X			
TRUSTEE ROBERT LINDSEY		x	X			
TRUSTEE JOHN WAIHE'E			X			
TRUSTEE COLETTE MACHADO			X			
TOTAL VOTE COUNT			8			1 - Recused

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

**IV. EXECUTIVE SESSION**

**Chair Colette Machado** – I have been advised at you know we have finished all of our business at this point. Before we go into executive session I will have to call a recess then reconvene. We will be connecting with MS Teams. Once everyone has logged on to MS Teams please reconvene the meeting. I will then take a roll call vote. I would like to move into Executive Session.

**Trustee Dan Ahuna moves to recuse into executive session pursuant to HRS § 92-5(a)(4).**

**Trustee Robert K. Lindsey seconds the motion.**

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

Trustee Dan Ahuna moves to recuse into executive session pursuant to HRS § 92-5(a)(4). Trustee Robert K. Lindsey 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			
TRUSTEE CARMEN HULU LINDSEY			X			
TRUSTEE ROBERT LINDSEY		x	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 unanimously passes with nine (9) yes votes.						

**Chair Colette Machado** – We will recuse ourselves into Executive Session.

**The Board resolved into Executive Session at 10:27 am**

- A. Consultation with Board Counsel Robert G. Klein, Esq. re: questions and issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities relating to Civil No. 17-1-1823-11 JPC, (OHA v. State, et. al.). Pursuant to HRS § 92-5(a)(4).
- B. Consultation with Board Counsel Robert G. Klein, Esq. re: questions and issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities relating to Civil No. 1-CCV-20-0000259 (OHA v. State Auditor). Pursuant to HRS § 92-5(a)(4).

**The Board reconvenes in open session at 11:26 am.**

**V. ANNOUNCEMENTS**

None

**VI. ADJOURNMENT**

**11:26 am Trustee Leina'ala Ahu Isa and Trustee Carmen Hulu Lindsey leave the meeting.**

**Trustee Dan Ahuna – Madame Chair.**

**Chair Colette Machado – Trustee Dan Ahuna.**

**Trustee Dan Ahuna 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 Dan Ahuna moves to adjourn the meeting. Trustee Brendon Kalei‘āina Lee seconds the motion.						
TRUSTEE	1	2	‘AE (YES)	A‘OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEINA‘ALA AHU ISA						left at 11:26 am
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						Left at 11:26 am
TRUSTEE ROBERT LINDSEY			X			
TRUSTEE JOHN WAIHE‘E			X			
TRUSTEE COLETTE MACHADO			X			
TOTAL VOTE COUNT			7			
MOTION: [ ] UNANIMOUS [ x ] PASSED [ ] DEFERRED [ ] FAILED Motion passes seven (7) yes votes and two (2) excused.						

The meeting was adjourned at 11:28 am.

Respectfully submitted,

\_\_\_\_\_  
Dayna Pa, Board Secretary

As approved by the Board of Trustees on \_\_\_\_\_.

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

Attachment:

1. Powerpoint slide titled: Action Item BOT #20-04: OHA Biennium Budget for the Fiscal Biennium Periods 2019-2020 (FY 20) and 2020-2021 (FY 21) – Realignment #2

# Action Item BOT #20-04: OHA Biennium Budget for the Fiscal Biennium Periods 2019-2020 (FY 20) and 2020-2021 (FY 21) – Realignment #2



1

## Beneficiary Focused

- FY20 - \$2.7MM increase in grants
- FY21 - \$2.4MM increase in grants



2

## Fiscally Responsive

- \$1.1MM decrease in salaries and related fringe costs due to: (1) Freezing positions; and (2) Increasing vacancy rate
- assumptions from 5% to 8% (current vacancy rate is 15%)

3

Office of the Auditor General  
Ohio Statehouse Plaza  
Columbus, Ohio 43260-3700

10/1/2021 10:46:05 AM EDT

1. "Ohio state" refers to the state of organized matter for purposes as appears herein by the fact that it has been recognized by the laws and custom of neighboring states, by the laws of the Ohio or Republic.

2. "Fiscal year" means the period of twelve months beginning on the first day of July and ending on the last day of June of the following year.

3. "Fiscal year" means the period of twelve months beginning on the first day of July and ending on the last day of June of the following year.

4. "Fiscal year" means the period of twelve months beginning on the first day of July and ending on the last day of June of the following year.

5. "Fiscal year" means the period of twelve months beginning on the first day of July and ending on the last day of June of the following year.

6. "Fiscal year" means the period of twelve months beginning on the first day of July and ending on the last day of June of the following year.

7. "Fiscal year" means the period of twelve months beginning on the first day of July and ending on the last day of June of the following year.

8. "Fiscal year" means the period of twelve months beginning on the first day of July and ending on the last day of June of the following year.

9. "Fiscal year" means the period of twelve months beginning on the first day of July and ending on the last day of June of the following year.

10. "Fiscal year" means the period of twelve months beginning on the first day of July and ending on the last day of June of the following year.

11. "Fiscal year" means the period of twelve months beginning on the first day of July and ending on the last day of June of the following year.

12. "Fiscal year" means the period of twelve months beginning on the first day of July and ending on the last day of June of the following year.

13. "Fiscal year" means the period of twelve months beginning on the first day of July and ending on the last day of June of the following year.

## Policy Compliant

- FY20 - \$3MM Fiscal Stabilization Fund/Policy
- FY21 - \$1MM Fiscal Stabilization Fund/Policy



Office of Hawaiian Affairs  
Board of Trustee Meeting  
September 10, 2020  
9:30 am

IV. New Business

- A. Action Item BOT #20-05: Approve the formation of a Permitted Interaction Group to investigate the development of T-Level Trustee policies for OHA's Board Governance Framework\*

OFFICE OF HAWAIIAN AFFAIRS  
Action Item

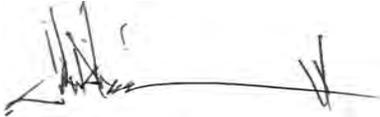
BOARD OF TRUSTEES

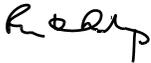
September 10, 2020

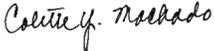
BOT #20-05

**Action Item Issue:** Approve the formation of a Permitted Interaction Group to investigate the development of T-Level Trustee policies for OHA's Board Governance Framework.

Prepared by:  08/30/20  
\_\_\_\_\_  
Sylvia M. Hussey, Ed.D. Date  
Ka Pouhana, Chief Executive Officer

Reviewed by:  08/30/20  
\_\_\_\_\_  
John D. Waihee, IV Date  
Permitted Interaction Group Member

Reviewed by:  08/31/20  
\_\_\_\_\_  
Robert K. Lindsey Jr. Date  
Permitted Interaction Group Member

Reviewed by:  08/31/20  
\_\_\_\_\_  
Colette Y. Machado Date  
Vice Chair, Permitted Interaction Group

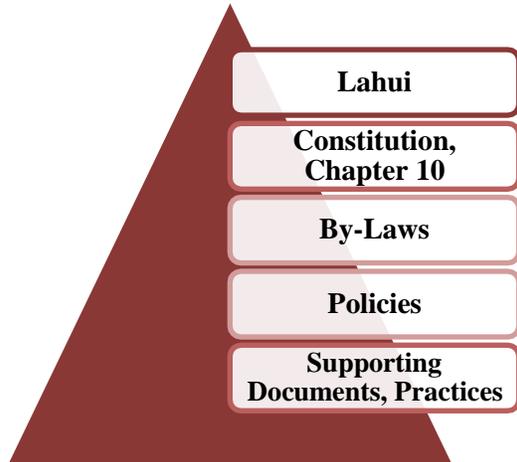
Reviewed by:  08/31/20  
\_\_\_\_\_  
Brendon Kalei'aina Lee Date  
Chair, Permitted Interaction Group

**Action Item BOT #20-05**

**Approve the formation of a Permitted Interaction Group to investigate the development of T-Level Trustee policies for OHA’s Board Governance Framework**

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**I. Action Item:**



Approve the formation of a Permitted Interaction Group to investigate the development of T-Level Trustee policies for OHA’s Board Governance Framework.

**II. Issue:**

Whether or not the Board of Trustees (BOT) will approve the formation of a Permitted Interaction Group (PIG), consistent with Hawai’i Revised Statutes §92-2.5(b), to investigate the development of T-Level Trustee policies for OHA’s Board Governance Framework.

**III. Discussion:**

**A. Applicable Law in Hawaii Revised Statutes, Permitted Interaction Groups**

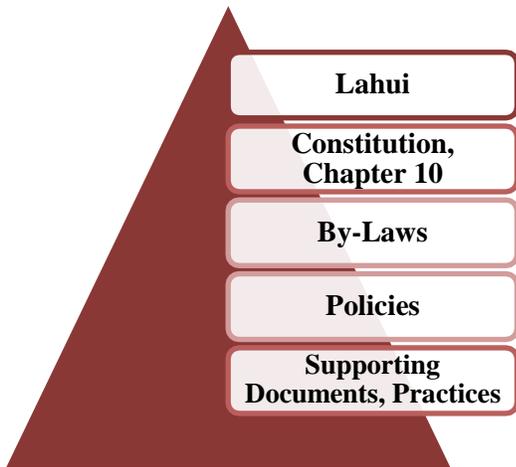
In accordance with HRS, CHAPTER 92, PUBLIC AGENCY MEETINGS AND RECORDS §92-2.5 (b) Permitted interactions of members: (b) Two or more members of a board, but less than the number of members which would constitute a quorum for the board, may be assigned to: (1) Investigate a matter relating to the official business of their board; provided that: (A) The scope of the investigation and the scope of each member’s authority are defined at a meeting of the board; (B) All resulting findings and recommendations are presented to the board at a meeting of the board; and (C) Deliberation and decision making on the matter investigated, if any, occurs only at a duly noticed meeting of the board held subsequent to the meeting at which the findings and recommendations of the investigation were presented to the board; or (2) Present, discuss, or negotiate any position which the board has adopted at a meeting of the board; provided that the assignment is made and the scope of each member’s authority is defined at a meeting of the board prior to the presentation, discussion, or negotiation.

**Action Item BOT #20-05**

**Approve the formation of a Permitted Interaction Group to investigate the development of T-Level Trustee policies for OHA’s Board Governance Framework**

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**B. Board Governance Framework Permitted Interaction Groups and Related Work To-Date**



**1. Board Governance Framework.** In January 2019, the Board approved the formation of a Permitted Interaction Group (PIG) to: Investigate various elements of governance frameworks and models, including but not limited to cultural, indigenous, native, national and international contexts. The PIG was established with: 1) Trustee Brendon Kalei‘āina Lee as Project Sponsor and Chair; 2) Trustee Colette Machado as Business Process Owner and Vice Chair of the PIG; and 3) Trustees Robert Lindsey<sup>1</sup> and John Waihee<sup>2</sup> as members. The PIG was supported by Trustee Machado, Lee, Lindsey and Waihee’s Aides; and Administration, then Ka Pouhana, Kamana`opono Crabbe, then Ka Pou Nui, Sylvia Hussey and staff. The

PIG presented its final report and recommendations to the Board of Trustees (BOT) at its March 28, 2019 meeting; and on April 4, 2019, via Action Item BOT# 19-04, the BOT approved the five elements of OHA’s Board Governance Framework: 1) Identity; 2) Values and Mana; 3) Statutory Basis; 4) Policies; and 5) Supporting Documents and Practices (Operations).

**2. L-Lāhui Level Policies PIG.** On April 4, 2019, via Action Item #19-05, the BOT approved the formation of a Permitted Interaction Group to investigate the development of L-Lāhui level policies for OHA’s Board Governance Framework. The purview of the PIG was for the Board of Trustees (BOT), BOT staff and OHA Administration staff to work together to: (1) Investigate the development of L-Lāhui policies for OHA’s Board Governance Framework, (2) Establish consistent policy formulation, format, review and update parameters, mechanisms and processes; and (3) Integrate the developed policies into the Board Governance Framework.

Via Action Item #19-06, at the May 30, 2019 BOT meeting, the Board approved the L-Lāhui Level Policies: (1) E Mālama (to protect); (2) E Ho`omau (to perpetuate); (3) E Pūpūkahi i Holomua (to unite in order to progress); (4) E `Imi`ike (to seek knowledge); (5) E Ho`oulu Lāhui (to grow the Lāhui), developed in accordance with the approved PIG purview.

**3. Board By-Laws PIG.** Via Action Item #19-07, at the May 30, 2019 BOT meeting, the Board approved the formation of a new PIG to continue the implementation of the Board Governance Framework elements. The purview of the new PIG was for the Board of Trustees (BOT), BOT

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1 Interim Chair of the Resource Management Committee at the time of the formation of the Permitted Interaction Group

2 Chair of the Beneficiary, Advocacy and Empowerment Committee

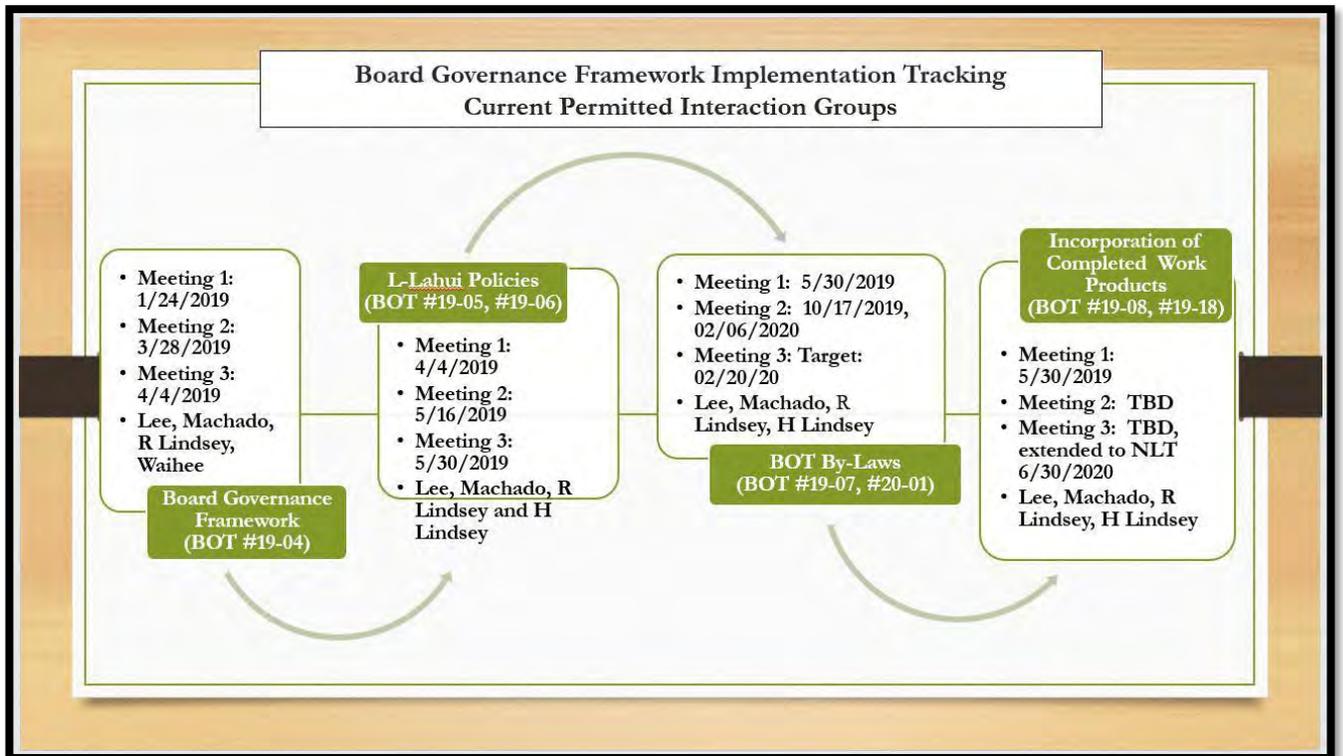
**Action Item BOT #20-05**

**Approve the formation of a Permitted Interaction Group to investigate the development of T-Level Trustee policies for OHA’s Board Governance Framework**

staff and OHA Administration staff to work together to: (1) Investigate the alignment and update of existing BOT By-Laws and related documents; (2) Establish consistent format, review and update parameters, mechanisms and processes; and (3) Integrate the developed BOT By-Laws and related documents into the Board Governance Framework.

On October 17, 2019, the Board, extended the Board of Trustees By-Laws PIG to no later than January 31, 2020. The PIG distributed its report to the BOT at its January 23, 2020 meeting; and held discussion about the report, including the related red-line and clean attachments (e.g., by-laws, appendices), at the February 6, 2020 Board meeting. The report was discussed and one additional edit (e.g., definition of public records in Article XVI Confidentiality) made. Via Action Item BOT #20-01, at the February 20, 2020 Board meeting, the BOT By-Laws were approved after a first reading; and subsequently approved after a second reading at the March 5, 2020 Board meeting.

- B. Incorporating PIG.** Incorporation of completed and approved work products of the Board Governance Framework and alignment and update of existing Board governance documents PIG was approved via Action Item BOT #19-08 at the May 30, 2019 meeting. The extension via Action Item #19-18 at the November 7, 2019 BOT meeting extended the work to June 30, 2020. As the time of the authorized work expired (June 30, 2020), this PIG is closed.



**Action Item BOT #20-05**

**Approve the formation of a Permitted Interaction Group to investigate the development of T-Level Trustee policies for OHA's Board Governance Framework**

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**IV. New Permitted Interaction Group, Board Governance Framework – T-Trustee Level Policies**

- A. Permitted Interaction Group - Purview.** Via this Action Item, approval is sought to form a new PIG to continue the implementation of the Board Governance Framework elements. The purview of the new PIG is for the Board of Trustees (BOT), BOT staff and OHA Administration staff to work together to: (1) Investigate the alignment and update of existing T-Trustee level Investment, Debt, Spending, Kaka`ko Makai and development of Endowment specific policies and related documents; (2) Establish consistent format, review and update parameters, mechanisms and processes; (3) Review the implementation of the specified T-Trustee level policies; (4) Determine the scope of specified T-Trustee level policies, including delegation of policies to the C-CEO level; and (5) Integrate the specified T-Trustee level policies and related documents into the Board Governance Framework.
- B. Permitted Interaction Group – Members.** The membership of the Permitted Interaction Group is as follows: (a) Trustee Brendon Kalei`āina Lee; (b) Trustee Colette Machado; (c) Trustee Robert K. Lindsey, Resource Management Committee, Vice Chairperson; and (d) Trustee John D. Waihe`e, IV. Trustee Lee will serve as the Chair of the Permitted Interaction Group and Trustee Machado will serve as its Vice Chair. Sylvia M. Hussey, Ka Pouhana, will function as the Project Manager.
- C. Permitted Interaction Group - Term/Duration.** The term of the Permitted Interaction Group expires at the completion of the assigned tasks or at the discretion of the Chair of the Board of Trustees, subject to later adjustment, but in no event later than November 4, 2020.

**B. Summary of Board Governance Framework Implementation Tracking via Permitted Interaction Groups**

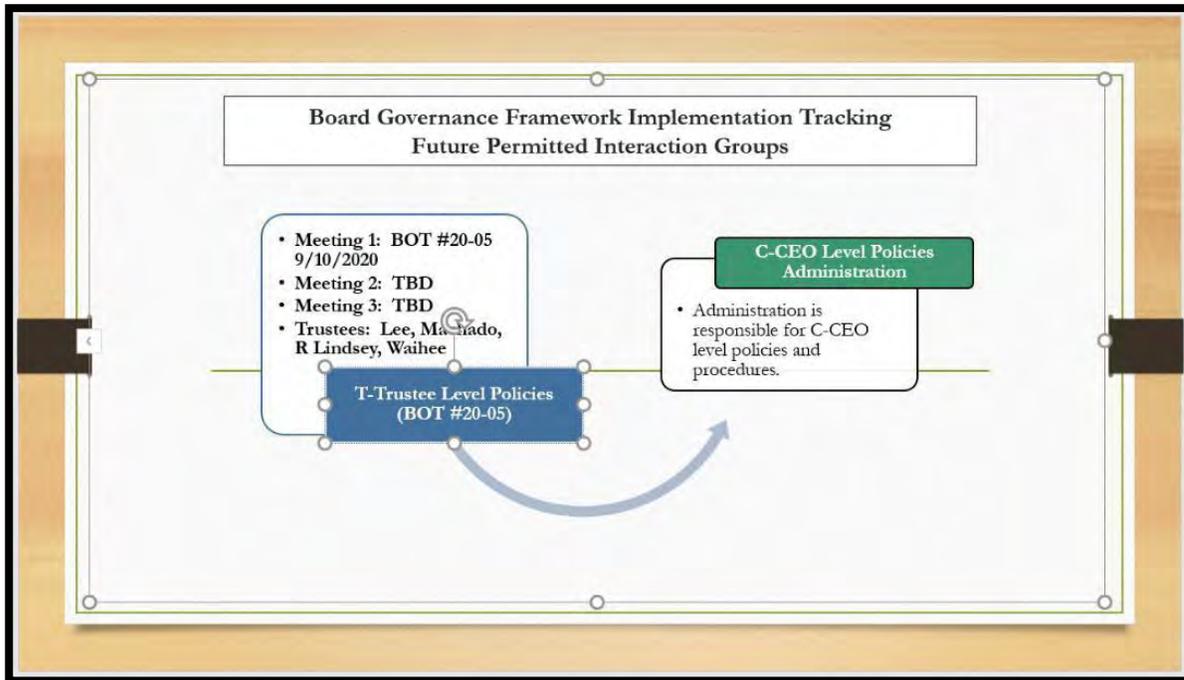
**Action Item BOT #20-05**

**Approve the formation of a Permitted Interaction Group to investigate the development of T-Level Trustee policies for OHA's Board Governance Framework**

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The slide below provides an overview of the remaining implementation efforts of the Board Governance Framework.

As Administration is responsible for C-CEO level policies and procedures, a PIG which is a Board construct, is not needed for the work to be completed.



**Action Item BOT #20-05**

**Approve the formation of a Permitted Interaction Group to investigate the development of T-Level Trustee policies for OHA's Board Governance Framework**

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**IV. Funding Source:**

Not applicable, no dedicated funding needed to authorize and form a new Permitted Interaction Group to investigate the alignment and update of existing T-Trustee Level policies for the OHA's Board Governance Framework.

**V. Recommended Actions:**

**Approve the formation of a Permitted Interaction Group to investigate the development of the specified T-Level Trustee policies for OHA's Board Governance Framework.**

**Permitted Interaction Group – Purview:**

The purview of the new PIG is for the Board of Trustees (BOT), BOT staff and OHA Administration staff to work together to: (1) Investigate the alignment and update of existing T-Trustee level Investment, Debt, Spending, Kaka`ko Makai and development of Endowment specific policies and related documents; (2) Establish consistent format, review and update parameters, mechanisms and processes; (3) Review the implementation of the specified T-Trustee level policies; (4) Determine the scope of specified T-Trustee level policies, including delegation of policies to the C-CEO level; and (5) Integrate the specified T-Trustee level policies and related documents into the Board Governance Framework.

**Permitted Interaction Group – Members:**

The membership of the Permitted Interaction Group is as follows:

1. Trustee Colette Machado, BOT Chairperson
2. Trustee Brendon Kalei`āina Lee, BOT Vice Chairperson
3. Trustee Robert K. Lindsey, Jr, Resource Management Committee, Vice Chairperson
4. Trustee John D. Waihe`e, IV, Beneficiary, Advocacy & Empowerment Committee, Chair
5. Sylvia M. Hussey, Ka Pouhana, Project Manager

Trustee Lee will serve as the Chair of the Permitted Interaction Group and Trustee Machado will serve as its Vice Chair.

**Permitted Interaction Group - Term/Duration:**

The term of the Permitted Interaction Group expires at the completion of the assigned tasks or at the discretion of the Chair of the Board of Trustees, subject to later adjustment, but in no event later than November 4, 2020.

**Action Item BOT #20-05**

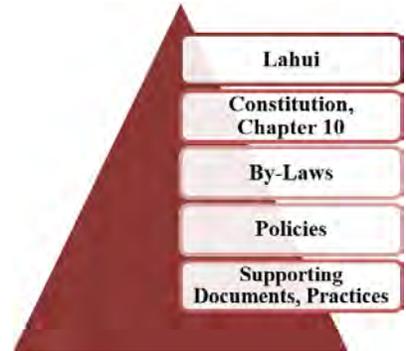
**Approve the formation of a Permitted Interaction Group to investigate the development of T-Level Trustee policies for OHA’s Board Governance Framework**

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**VI. Timeframe:**

The plan and sequence of the various PIGs is meant to “operationalize” the Board Governance Framework elements:

- ✓ **Development of L-Lahui level policies** – Action Items BOT #19-05 (April 4, 2019) and #19-06 (approved by the BOT at the May 30, 2019 meeting) – **done**;
- ✓ **Alignment and update of existing BOT By-Laws** – Action Item BOT #19-07 (formation approved by the BOT at the May 30, 2019 meeting); BOT #19-12 extends PIG from July 31, 2019 to no later than September 30, 2019; extended further to January 31, 2020 via Action Item BOT #19-15 at the meeting on October 17, 2019; presented at the January 23, 2020 BOT meeting; and approved via Action Item BOT #20-01 at the February 20, 2020 (first reading) and March 5, 2020 (second reading) meetings – **done**;
- ✓ **Development of T-Trustee level policies** – **this action item**, projected to be completed no later than November 4, 2020.



Development of C-CEO level policies – N/A – Administration is responsible for C-CEO level policies and procedures, a PIG which is a Board construct, is not needed for the work to be completed.

**VII. Attachment: None**

Office of Hawaiian Affairs  
Board of Trustee Meeting  
September 10, 2020  
9:30 am

V. BOT Workshop

A. OHA Strategic Plan 2020+ Update



SLIDE 1

# STRATEGIC PLAN 2020-2035 BOARD WORKSHOP

Thursday, September 10, 2020

## WORKSHOP SECTIONS

- 1. OVERVIEW**
- 2. BACKGROUND and CONTEXT of WORK APPROVED to DATE**
3. REACTIVATION OF STRATEGIC PLANNING
4. CURRENT STATUS OF LĀHUI, STRATEGIC PLAN AND IMPLEMENTATION PLAN WORK
5. FUTURE ACTIONS

Whāiri: Hāwhaia, Ūhūfu, Aihāwa  
 Whāiri: Te māiaima, gōhāwhi, pāpāhūwa

**Strategic Foundations**

The 'Why' and the 'How' - the basis (such as a brand, principle, or vision) upon which something is made or a suggested level of performance is through which standards are measured against.

**Strategic Directions**

The general focus areas of the strategy plan, the line measures on which something is made or a desired to make or along along which something is pointing or being guided, the line or the course to reach it or that is being

**Strategies**

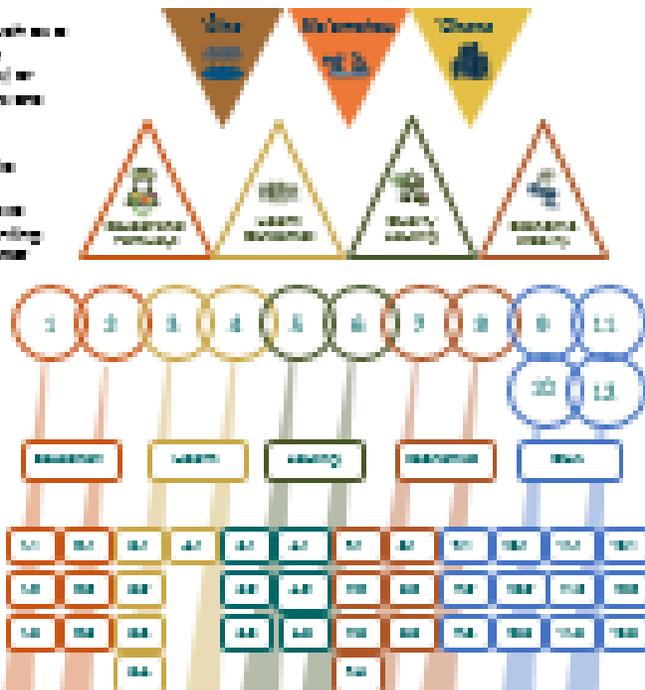
The focus areas designated to bring about change through OHU will support community change over the next 10 years.

**Qualitative Strategic Outcomes**

A description of the 10-year vision resulting from the qualitative implementation of the Strategy.

**Quantitative Strategic Outcomes**

The numeric representation of the results of the qualitative implementation of the Strategy.



**Administration - Implementation Plan**

**Indicators**

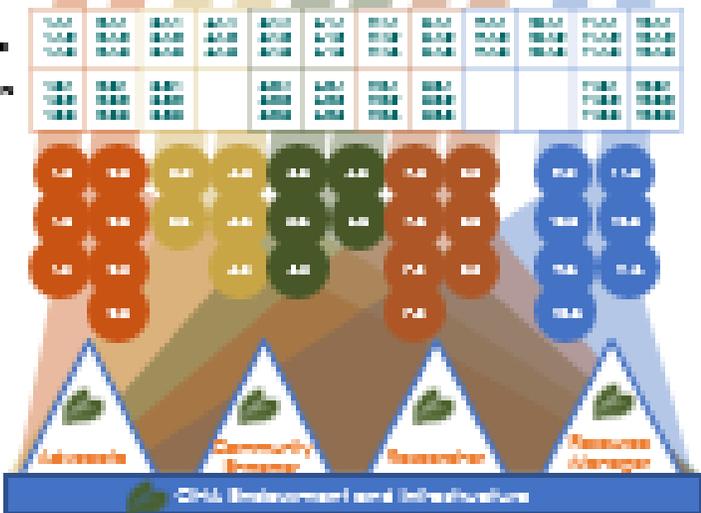
A matrix of measures to indicate the progress of the Strategic Outcomes over the next 10 years.

**Tools**

The mechanisms (policy, people, plans, practices) to effect strategic outcomes.

**Roles**

OHU roles as mandated



SLIDE 3

# STRATEGIC PLAN STRUCTURAL OVERVIEW



# Background & Elements Approved to Date

## Nu`ukia (Vision):

Ho'oulu Lāhui Aloha

To raise a beloved Lāhui

## &amp; Elements Approved to Date

## 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 o 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'oiupa '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.

# Background & Elements Approved to Date

## Strategic Foundation

**The Why? and the How?** – the basis (such as a tenet, principle, or axiom) upon which something stands or is supported; len(s) or perspective(s) through which decisions are measured against; the basis for OHA's work is to strengthen.



# Background & Elements Approved to Date

## Strategic Directions

The general focus areas of the strategic plan; the line or course on which something is moving or is aimed to move or along along which something is pointing or facing; guiding the lāhui on **the course to maui ola** or total well-being





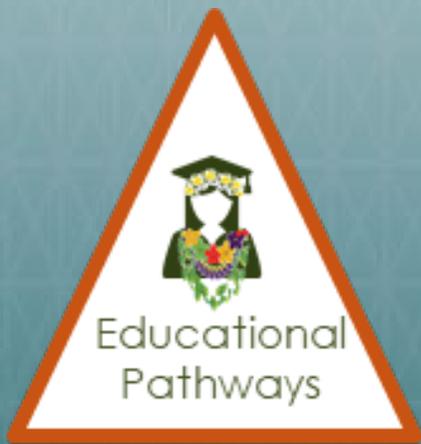
# Background & Elements Approved to Date

## Strategies

The **focus areas** designated to bring about change; a careful plan or method to bring about the desired outcome; **The way** OHA will support community change over the next 15 years



# Background & Elements Approved to Date



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.

# Background & Elements Approved to Date



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.



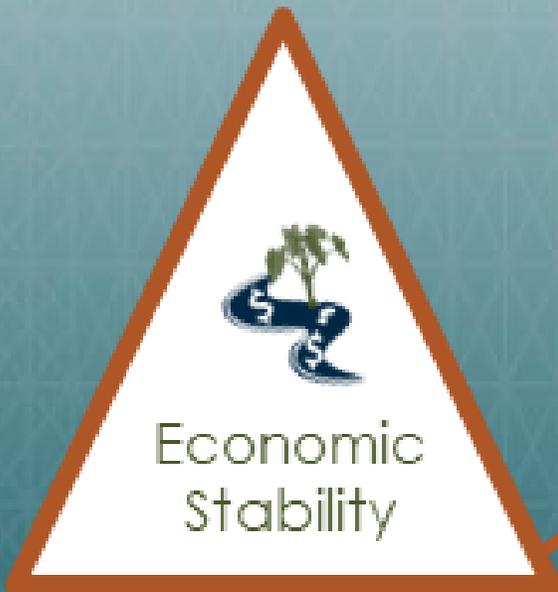
# Background & Elements Approved to Date



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.

# Background & Elements Approved to Date



a. Promote Native Hawaiian business and other economic opportunities.

b. Increase job training opportunities for Native Hawaiians.

# & Elements Approved to Date

## Timeline

15 Year Strategic Plan

2 Year Biennium Budgeting

3 Year Triennial Check-In



## WORKSHOP SECTIONS

1. OVERVIEW
2. BACKGROUND and CONTEXT of WORK APPROVED to DATE
- 3. REACTIVATION OF STRATEGIC PLANNING**
4. CURRENT STATUS OF LĀHUI, STRATEGIC PLAN AND IMPLEMENTATION PLAN WORK
5. FUTURE ACTIONS



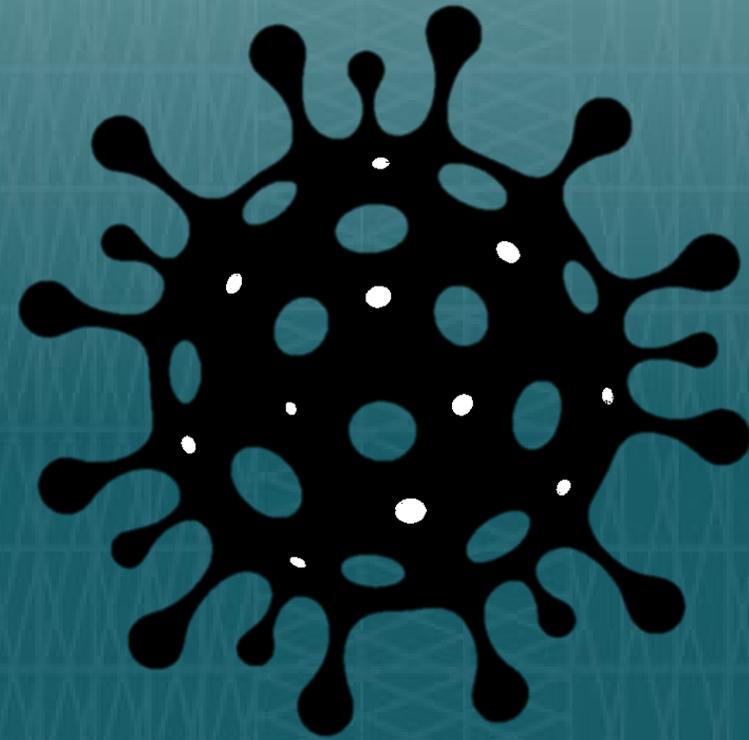
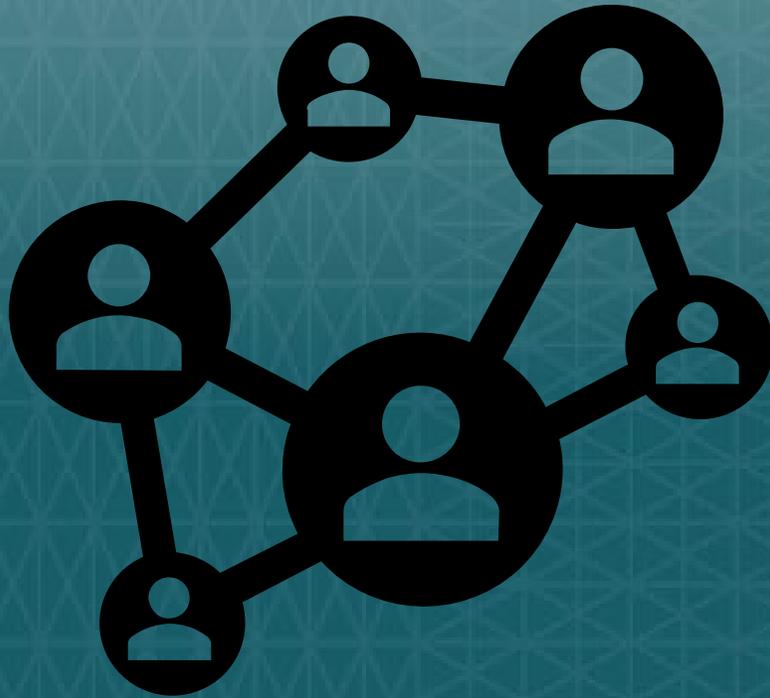
# REACTIVATION OF STRATEGIC PLANNING

SLIDE 15

Context

&

COVID-19:



# REACTIVATION OF STRATEGIC PLANNING

SLIDE 16

## Compare & Contrast

Strategic Plan 2010-2018	Strategic Plan 2020-2035	Rationale for Change
<b>Core Values &amp; Principles</b> Kākou Aloha Kekahi I Kekahi Pono Pau'ole Mālama Kekahi Kehahi Kuleana Kūlia Po'okela Ho'omau	<b>Core Values</b> Kākou Aloha Kūlia Ho'omau Pono	<ul style="list-style-type: none"><li>• Focus on 5 core values took place during the implementation of the SP 2010-2018</li><li>• Mālama, Kuelana, and Po'okela were seen as components of the other 5</li></ul>



# REACTIVATION OF STRATEGIC PLANNING

SLIDE 17

## Compare & Contrast

Strategic Plan 2010-2018	Strategic Plan 2020-2035	Rationale for Change
<b>Vision</b> Ho'oulu Lāhui Aloha To raise a beloved lāhui	<b>Vision</b> Ho'oulu Lāhui Aloha To raise a beloved lāhui	<ul style="list-style-type: none"><li>• No Change</li></ul>

# REACTIVATION OF STRATEGIC PLANNING

SLIDE 18

## Compare & Contrast

Strategic Plan 2010-2018	Strategic Plan 2020-2035	Rationale for Change
<p><b>Mission</b> 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 nation, recognized nationally and internationally.</p>	<p><b>Mission</b> 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.</p> <p>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 o 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'oiupa '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.</p>	<ul style="list-style-type: none"><li>• BOT decision to replaced 'nation' with 'lāhui' as the original intent of the mission was to focus on the Native Hawaiian community as a whole, rather than a political concept of a 'nation'</li><li>• Inclusion of 'ōlelo Hawai'i mission in alignment with OHA's normalization of the Hawaiian language</li><li>• Reference: Action Item BOT #19-02</li></ul> <p>Attachment E: Compare &amp; Contrast</p>

# REACTIVATION OF STRATEGIC PLANNING

SLIDE 19

## Compare & Contrast

Strategic Plan 2010-2018

Strategic Plan 2020-2035

Rationale for Change

**Roles**



**Roles**



- No Change

# REACTIVATION OF STRATEGIC PLANNING

SLIDE 20

## Compare & Contrast

Strategic Plan 2010-2018

Strategic Plan 2020-2035

Rationale for Change

### Strategic Priorities



### Strategic Framework

The mana or strengths of Native Hawaiian communities provides the foundation of how we move the lāhui in the directions of maui ola or total well-being, and why we are committed creating **change**



- Removal of 'priorities' as OHA does not view aspects of Native Hawaiian well-being as a hierarchy with some more important than others
- Introduction of conceptual framework provides greater guidance for OHA's work, the focus is not only on what we do but how and why we do it
- Reference: Action Item BOT # 19-03

# REACTIVATION OF STRATEGIC PLANNING

SLIDE 21

## Compare & Contrast

Strategic Plan 2010-2018	Strategic Plan 2020-2035	Rationale for Change
<b>none</b>	<b>Strategies</b> 12 Strategies  The way that OHA will create change to guide the lāhui on the course of the strategic directions through reliance on the strategic foundations over the next 15 year	<ul style="list-style-type: none"><li>• The introduction of Strategies to allow Board to provide Administration with greater specificity in planning OHA's work</li><li>• To link the Strategic Framework with the Implementation plan</li></ul>

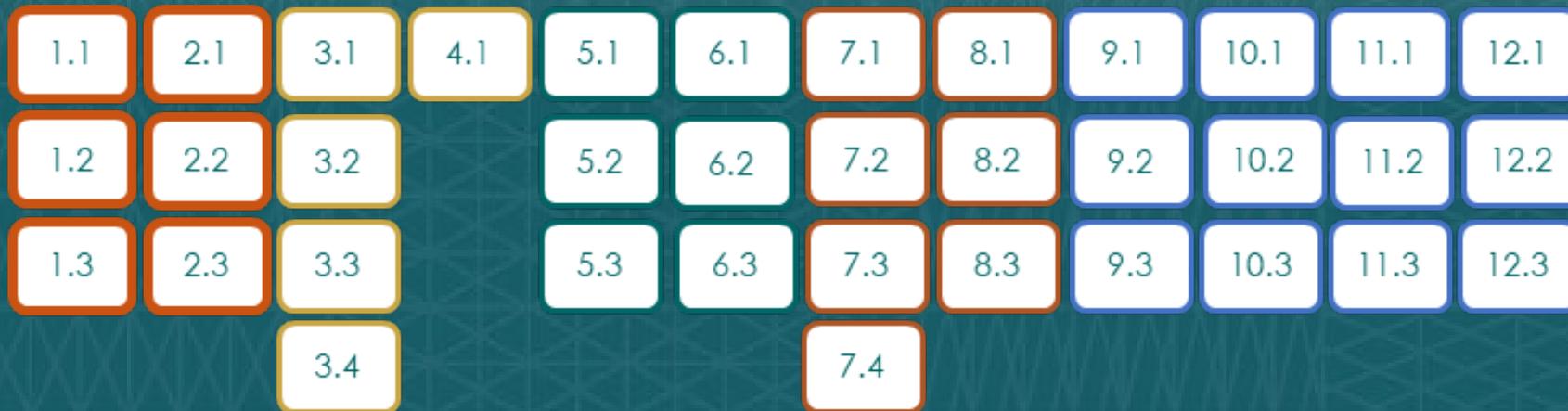


# REACTIVATION OF STRATEGIC PLANNING

SLIDE 22

## Compare & Contrast

Strategic Plan 2010-2018	Strategic Plan 2020-2035	Rationale for Change
<b>Strategic Results</b> e.g. Acheive pae 'āina sustainability	<b>Strategic Outcomes</b> The vision of Native Hawaiian communities in 15 years, as a result of the implementation of the Strategies	<ul style="list-style-type: none"><li>The change from results to outcomes allows OHA to connect with the collective impact of the community's work towards these visions</li></ul>



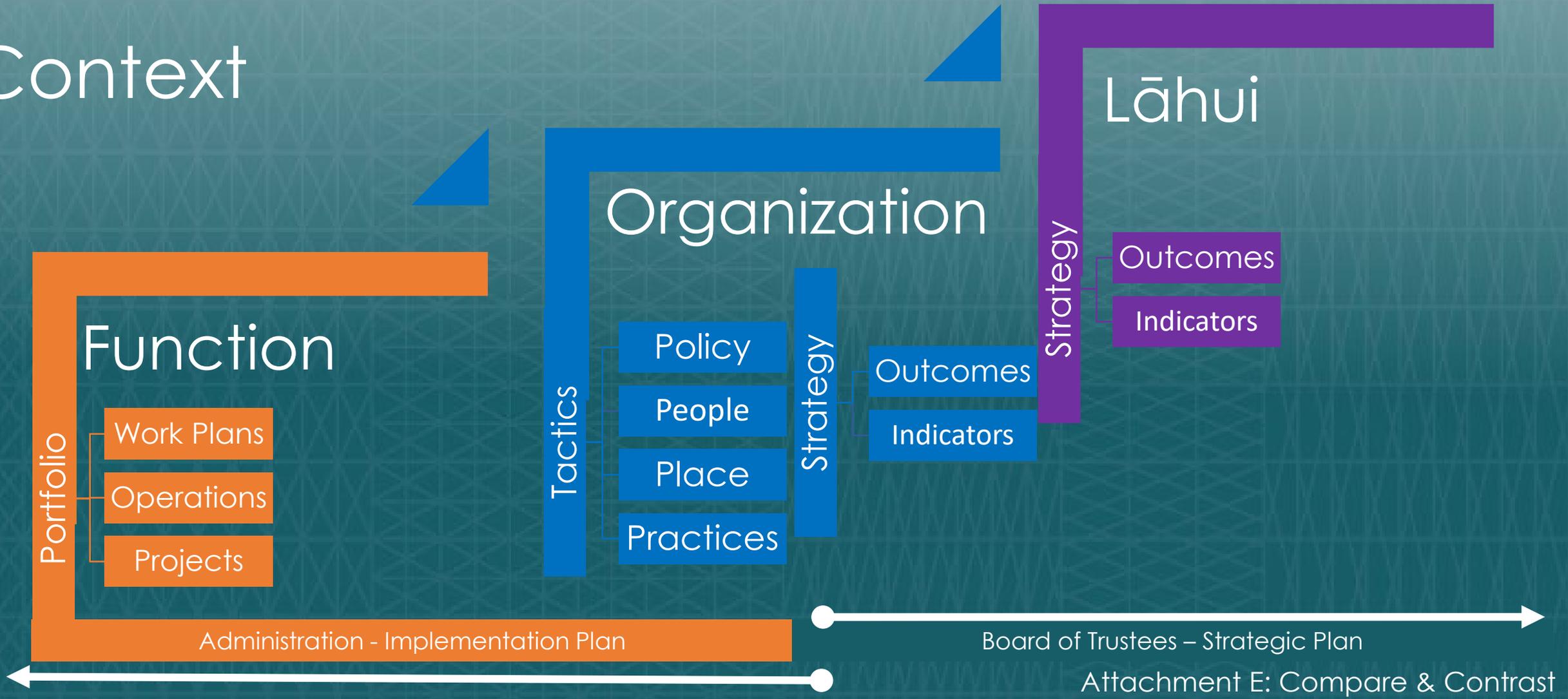
## WORKSHOP SECTIONS

1. OVERVIEW
2. BACKGROUND and CONTEXT of WORK APPROVED to DATE
3. REACTIVATION OF STRATEGIC PLANNING
4. **CURRENT STATUS OF LĀHUI, STRATEGIC PLAN AND IMPLEMENTATION PLAN WORK**
5. FUTURE ACTIONS

# CURRENT STATUS OF LĀHUI, STRATEGIC PLAN, & IMPLEMENTATION PLAN WORK

SLIDE 24

## Context



Board of Trustees – Strategic Plan

Attachment E: Compare & Contrast



# Lāhui: Outcomes & Indicators

Outcome is a measurable statement describing what is envisioned to be changed as a result of a collection of actions, activities, initiatives, resources and/or efforts. An indicator is a measure that has been ascribed value.

	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

# Lāhui: Guiding Documents

SLIDE 26

Foci



Educational Pathways



Health Outcomes



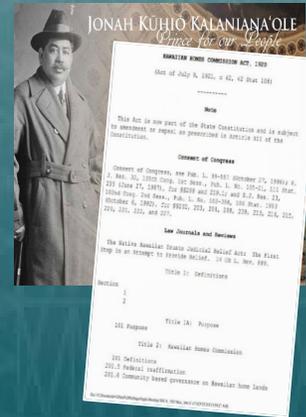
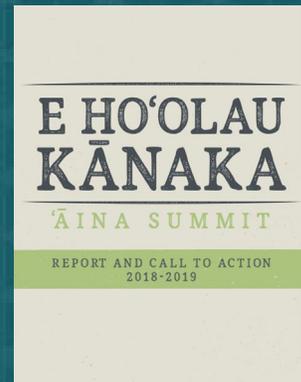
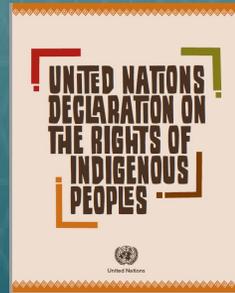
Quality Housing



Economic Stability



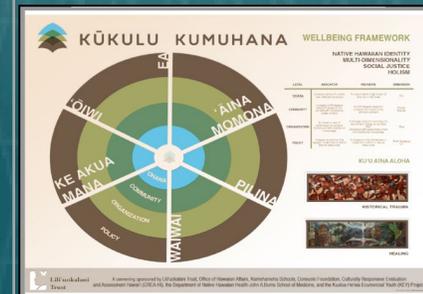
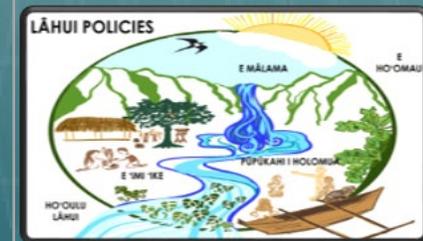
Lāhui



This declaration was drafted by a group of Native Hawaiian community members who came together organically after separate discussions brought forth common sentiments regarding the need to have Native Hawaiian values, values, and experiences influence the economic recovery for our 'āina aloha. The signatories intend to reflect the historic values and overlapping roles that individuals, 'āhuna organizations, conditions, and networks play in our communities. This declaration served as a starting point to facilitate broader engagement and collective action in support of our shared principles and was sent to Gov. David Ige on 5/10/2020.

### Guiding Principles:

- 'Āina Aloha:** We are of and from this 'āina that ultimately sustains us. We employ strategies for economic development that place our kūmaka to steward precious, limited resources in a manner that ensures our long-term future as a viable island people and place.
- 'Āhuna:** Our leaders understand that their privilege to lead is directly dependent on those they serve. From the most vulnerable to the most privileged, we seek to regenerate an abundance that provides for everyone. Decision makers understand and embrace their duty and accountability to Community. Our social, economic and government systems engage and respond to a collective voice in integrative ways to balance power and benefit.
- 'Āni'ōi Kōkōkō:** We are driven by creativity and innovation, constantly challenging the status quo. We are mindful and observant of trends, trends and opportunities and seek new knowledge and development opportunities in ways that enhance our way of life without jeopardizing our foundation of 'āina aloha.
- Hōkōkō:** We are inclusive and embrace the collective that will call Hawaii's home grounded in this fundamental understanding that is our kūmaka to control and manage our resources in a way that allows us to fulfil our role as hosts here in our 'āina aloha.



Lāhui Level



# Organizational: Outcomes

Organizational Level	Foci	Educational Pathways	Health Outcomes	Quality Housing	Economic Stability	Lāhui
	<b>Org. + Strategies</b>	1. Educational Resources; 2. HFCS & Hawaiian Language Medium Schools <b>+</b>	3. NH Well-Being 4. 'Aina and Mo'omeheu Health <b>+</b>	5. Resource Management; 6. Hawaiian Homes Commission Act & Other Housing Supply <b>+</b>	7. Multiple Pathways, 8. Economic Development for and in Hawaiian Communities <b>=</b>	Better Conditions of native Hawaiians and Hawaiians
	<b>Org. Qualitative Strategic Outcomes</b>	Strengthened and Integrated Community, Culture based Learning Systems	Strengthened 'Ōiwi (Cultural Identity), Ea (Self-Governance), 'Āina Momona (Healthy Lands and People), Pilina (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 , 'Āina & Mo'omeheu Health & Well-Being; 'Ohana Sheltered and Safe; 'Ohana Self-Sufficiency & Stability
	<b>Org. Qualitative Strategic Outcomes</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	



# Function: Implementation Plan

		Foci	+	Educational Pathways	+	Health Outcomes	+	Quality Housing	+	Economic Stability	=	Lāhui
Organizational Level	<b>Org. Tactics</b>	Policy People Place Practice		Tactical Outcomes								
	<b>Org. Portfolios</b>	Operational Work Projects		Tactical Outcomes								
	<b>Org. Work Plans</b>	FY2022 –FY2023		Tactical Outcomes								

## WORKSHOP SECTIONS

1. OVERVIEW
2. BACKGROUND and CONTEXT of WORK APPROVED to DATE
3. REACTIVATION OF STRATEGIC PLANNING
4. CURRENT STATUS OF LĀHUI, STRATEGIC PLAN AND IMPLEMENTATION PLAN WORK
5. **FUTURE ACTIONS**

## FUTURE ACTIONS

- 1. Approve Reworded Eight (8) Strategies**
- 2. Approve Four (4) New Organizational – Internal Strategies**
- 3. Note Lāhui Level Outcomes & Indicators**
- 4. Approve Strategic Outcomes**



## Proposed Rewording of Original 8 Strategies

**Approved Strategy:**

b. Support opportunities to share and develop resources, including traditional and place-based knowledge, science, and technical expertise, with schools, communities, and 'ohana.

**Proposed Revision:**

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



## Proposed Rewording of Original 8 Strategies

**Approved Strategy:**

a. Support Hawaiian-focused Charter Schools.

**Proposed Revision:**

2. Support education through Hawaiian Focused Charter Schools and Hawaiian-medium schools



## Proposed Rewording of Original 8 Strategies

### Approved Strategy:

b. Support ‘ohana-based programming that promotes prevention and intervention to address mental, physical, and substance abuse issues.

### Proposed Revision:

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



## Proposed Rewording of Original 8 Strategies

### Approved Strategy:

a. Increase opportunities for Native Hawaiians to improve health outcomes through 'āina-based activities, culture-based activities, and/or 'ohana-based activities.

### Proposed Revision:

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



## Proposed Rewording of Original 8 Strategies

### Approved Strategy:

a. Increase the number of Native Hawaiians who own or rent an affordable home in Hawaii which meets the needs of their 'ohana.

### Proposed Revision:

5. Advance policies, programs, and practices that strengthen Native Hawaiians' resource management knowledge and skills to meet the housing needs of their 'ohana



## Proposed Rewording of Original 8 Strategies

### Approved Strategy:

b. Collaborate with the Department of Hawaiian Homelands (DHHL) and other partners to increase housing supply.

### Proposed Revision:

6. Support the implementation of the Hawaiian Homes Commission Act and other efforts to meet the housing supply needs of Native Hawaiian 'ohana



## Proposed Rewording of Original 8 Strategies

**Approved Strategy:**

b. Increase job training opportunities for Native Hawaiians.

**Proposed Revision:**

7. Advance policies, programs, and practices that strengthen Native Hawaiian ohana's abilities to pursue multiple pathways to economic stability



## Strategic Plan: Proposed Rewording of Original Eight (8) Strategies

**Approved Strategy:**

a. Promote Native Hawaiian business and other economic opportunities.

**Proposed Revision:**

8. Cultivate economic development for Native Hawaiian communities

## Discussion

# 1. Approve Reworded Eight (8) Strategies

## FUTURE ACTIONS

- 1. Approve Reworded Eight (8) Strategies**
- 2. Approve Four (4) New Organizational – Internal Strategies**
- 3. Note Lāhui Level Outcomes & Indicators**
- 4. Approve Strategic Outcomes**



## Endowment

# Proposed 4 New Organizational – Internal Strategies

9. Steward financial and commercial resources to enable strategic outcomes

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



## Infrastructure

# Proposed 4 New Organizational – Internal Strategies

11. Strengthen human capital capacity to enable strategic outcomes

12. Strengthen organizational capacity to enable strategic outcomes

## Discussion

# 2. Approve Four (4) New Organizational – Internal Strategies

## FUTURE ACTIONS

- 1. Approve Reworded Eight (8) Strategies**
- 2. Approve Four (4) New Organizational – Internal Strategies**
- 3. Note Lāhui Level Outcomes & Indicators**
- 4. Approve Strategic Outcomes**

## Lāhui Level

## Note Lāhui Outcomes &amp; Indicators

Foci	Educational Pathways	Health Outcomes	Quality Housing	Economic Stability	Lāhui
<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

## Discussion

### 3. Note Lāhui Level Outcomes & Indicators

## FUTURE ACTIONS

- 1. Approve Reworded Eight (8) Strategies**
- 2. Approve Four (4) New Organizational – Internal Strategies**
- 3. Note Lāhui Level Outcomes & Indicators**
- 4. Approve Strategic Outcomes**



# Proposed Strategic Outcomes (Education)

## Strengthened and Integrated Community, Culture based Learning Systems

Strategy 1. Support development and use of educational resources for all Native 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

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 Focused Charter Schools and Hawaiian-medium 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

2.3. Establishment of a Native Hawaiian Charter School and Hawaiian-medium system



# Proposed Strategic Outcomes (Health)

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 Native 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

3.4. Communities are empowered to care of iwi kupuna

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

4.1. Increased percent of 'āina and resources that are managed in alignment with Native Hawaiian values, traditional management concepts, and needs



# Proposed Strategic Outcomes (Housing)

## 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 Native Hawaiians' 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 the implementation of the Hawaiian Homes Commission Act and other efforts to meet the housing supply needs of Native Hawaiian '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

6.3. Decreased rate of Native Hawaiian 'ohana out of state migration



# Proposed Strategic Outcomes (Economic)

## 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 Native Hawaiian ohana's abilities to pursue multiple pathways to 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)

7.4. Increased Native Hawaiian employment rate

Strategy 8. Cultivate economic development for Native 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

8.3. Established and operationalized indigenous economic system consistent with Native Hawaiian knowledge, culture, values, and practices

8.1. Increased number of successful, community strengthening Native Hawaiian-owned businesses

## Endowment

## Proposed Strategic Outcomes (Endowment)

Increased value of, investments in and value from financial, commercial and land resources.

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
- 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. Auamo kuleana for land resources
- 10.3. Strengthen and elevated cultural resource management practices
- 10.4. Broaden cadre of cultural resource managers
- 10.5. Increase stewarded direct land investments

## Infrastructure

# Proposed Strategic Outcomes (Infrastructure)

Human capital apply mission aligned knowledge, attitudes, skills, aspirations and behaviors; Integrated internal systems that strengthen organizational capacity.

Strategy 11. Strengthen human capital capacity to enable strategic outcomes

11.1. Human capital with mission aligned knowledge, attitudes, skills, aspirations and behaviors

11.2. Effective recruit, retain and reward human capital strategies

Strategy 12. Strengthen organizational capacity to enable strategic outcomes

12.1. Enabled technologies

12.2. Aligned internal policy, procedure and practice

12.3. Operating efficiencies

## Discussion

# 4. Approve Strategic Outcomes

# STRATEGIC PLAN STRUCTURAL OVERVIEW

## Strategic Foundations:

**Why** we create change: To continuously strengthen our foundations  
**How** we create change: By relying on the mana or strengths of our foundations

## Strategic Directions:

The areas in which Native Hawaiians have experienced barriers and disparities. OHA aims to better these conditions; guiding the lāhui on **the course to maui ola** or total well-being



## Strategies:

The **way** OHA will support community change over the next 15 years



## Qualitative Strategic Outcomes:

A description of the 15-year **vision**, resulting from the collective implementation of the Strategies



## Quantitative Strategic Outcomes:

The numeric representation of the **results** of the collective the implementation of the Strategies



## Administration - Implementation Plan

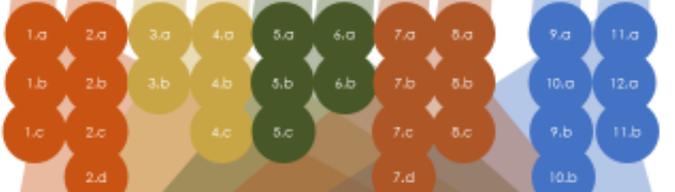
### Indicators:

A matrix of **measures** to indicate the progress of the Strategic Outcomes over the next 15 years

1.1.1	2.1.1	3.1.1	4.1.1	5.1.1	6.1.1	7.1.1	8.1.1	9.1.1	10.1.1	11.1.1	12.1.1
1.1.2	2.1.2	3.1.2	4.1.2	5.1.2	6.1.2	7.1.2	8.1.2	9.1.2	10.1.2	11.1.2	12.1.2
1.1.3	2.1.3	3.1.3	4.1.3	5.1.3	6.1.3	7.1.3	8.1.3	9.1.3	10.1.3	11.1.3	12.1.3
1.2.1	2.2.1	3.2.1		5.2.1	6.2.1	7.2.1	8.2.1			11.2.1	12.2.1
1.2.2	2.2.2	3.2.2		5.2.2	6.2.2	7.2.2	8.2.2			11.2.2	12.2.2
1.2.3	2.2.3	3.2.3		5.2.3	6.2.3	7.2.3	8.2.3			11.2.3	12.2.3

### Tactics:

The **mechanism** to effect strategic outcomes



### Roles:

OHA **roles** as mandated



# STRATEGIC PLAN STRUCTURAL OVERVIEW

Board of Trustees - Strategic Plan

**Strategic Foundations:**



**Strategic Directions:**



**Strategies:**



**Strategic Qualitative Outcomes:**

5. Strengthened Capability for 'Ōhana to Meet Living Needs, including Housing; Strengthened Effective Implementation of the HHCA

**Strategic Quantitative Outcomes:**

5.1. Increased numbers/ percent of Native Hawaiians who rent housing that meets their 'ohana's financial and well-being needs

6.1. Increased affordable non-traditional housing options (ADUs/ tiny houses, large multi-generational lots or homes) in communities of 'ohana's choice

5.3. Increased safety, stability, social support networks, and cultural connection in Native Hawaiian communities

6.2. Increased housing unit supply on Hawaiian Home Lands

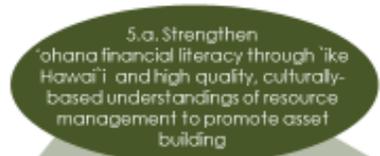
5.2. Increased numbers/ percent of Native Hawaiians who own housing that meets their 'ohana's financial and well-being needs

6.3. Decreased rate of Native Hawaiian 'ohana out of state migration

**Administration - Implementation Plan**

Administration - Implementation Plan

**Tactics:**



**Roles:**



**Initiatives:**

- Create & support community of practice for NH orgs
  - Refer individuals & market services
- Develop white paper on NH dept & asset status
  - Provide information on traditional NH resource management
- Advocate for additional matching funds from services from government/ private sources
- Provide OHA grant for services
  - Evaluate services for compliance & quality

SLIDE 57

# Discussion



Pau

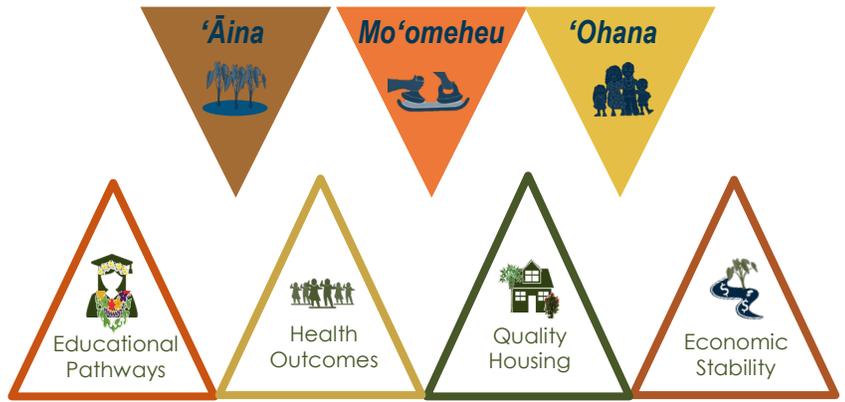
Mahalo

## Strategic Foundations

**The Why? and the How?** – the basis (such as a tenet, principle, or axiom) upon which something stands or is supported; len(s) or perspective(s) through which decisions are measured against

## Strategic Directions

The general focus areas of the strategic plan; the line or course on which something is moving or is aimed to move or along which something is pointing or facing; guiding the lāhui on **the course to maui ola** or total well-being



## Strategies

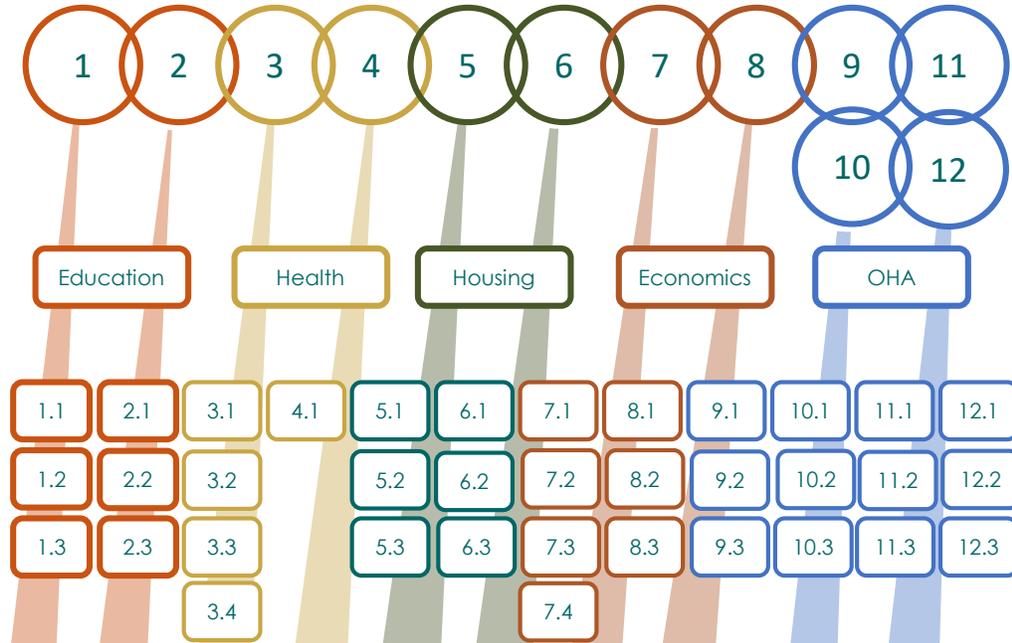
The **focus areas** designated to bring about change; **The way** OHA will support community change over the next 15 years

## Qualitative Strategic Outcomes

A description of the 15-year **vision**, resulting from the collective implementation of the Strategies

## Quantitative Strategic Outcomes

The numeric representation of the **results** of the collective the implementation of the Strategies



## Administration - Implementation Plan

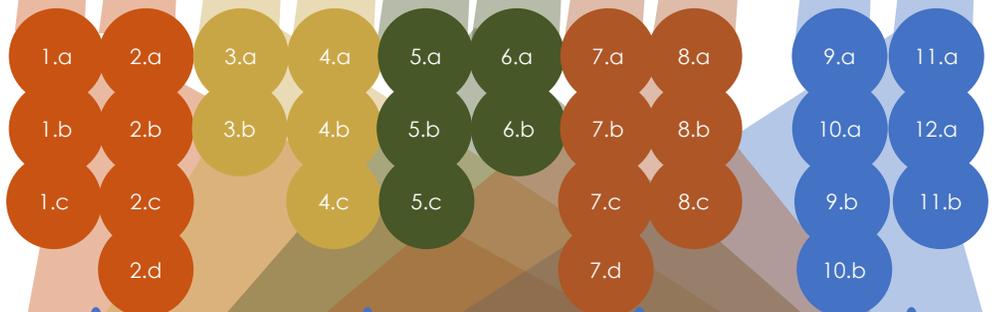
### Indicators

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1.2.1	2.2.1	3.2.1		5.2.1	6.2.1	7.2.1	8.2.1			11.2.1	12.2.1
1.2.2	2.2.2	3.2.2		5.2.2	6.2.2	7.2.2	8.2.2			11.2.2	12.2.2
1.2.3	2.2.3	3.2.3		5.2.3	6.2.3	7.2.3	8.2.3			11.2.3	12.2.3

### Tactics

The **mechanisms (policy, people, place, practice)** to effect strategic outcomes



### Roles

OHA **roles** as mandated



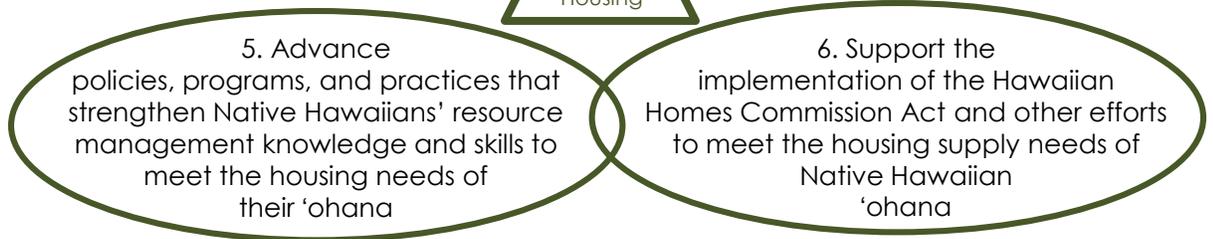
**Strategic Foundations:**



**Strategic Directions:**



**Strategies:**



**Strategic Qualitative Outcomes:**

5. Strengthened Capability for ‘Ohana to Meet Living Needs, including Housing; Strengthened Effective Implementation of the HHCA

**Strategic Quantitative Outcomes:**

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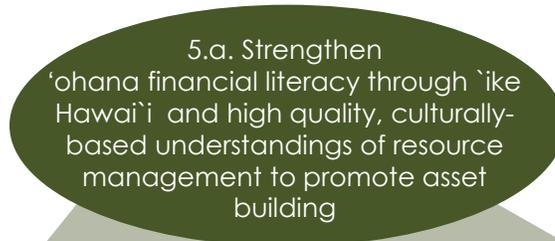
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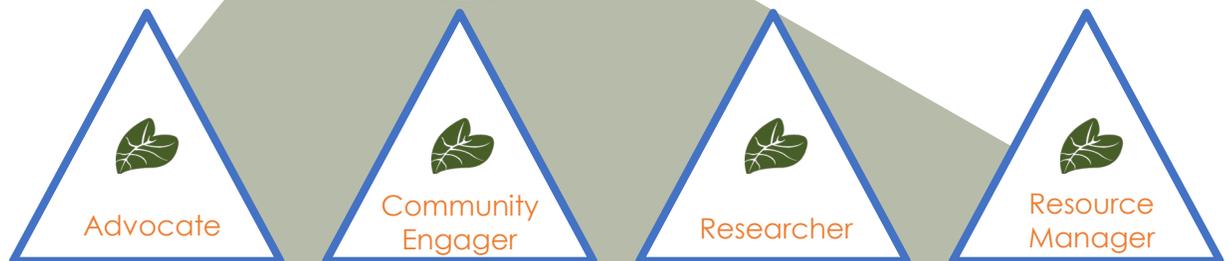
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**Administration - Implementation Plan**

**Tactics:**



**Roles:**



**Initiatives:**

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- Refer individuals & market services

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- Advocate for additional matching funds from services from government/ private sources

- Provide OHA grant for services
- Evaluate services for compliance & quality



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OFFICE OF HAWAIIAN AFFAIRS

Interoffice Memorandum

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**Date:** August 18, 2020

**To:**

Ke Kauhuhu Colette Y. Machado  
Ke Kua Brendon Kalei`āina Lee  
Ke Kua Dan Ahuna  
Ke Kua John Waihe`e IV

Ke Kua Leina`ala Ahu Isa  
Ke Kua Kaleihikina Akaka  
Ke Kua Keli`i Akina  
Ke Kua Carmen Hulu Lindsey  
Ke Kua Robert K. Lindsey, Jr.

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

**cc:**

Sterling Wong, Ka Pou Nui Kūikawā, Interim Chief Operating Officer  
& Ke Kahua Paikala, Public Relations Officer  
Raina Gushiken, Ka Paepae Puka, Senior Legal Counsel  
Lisa Watkins-Victorino, Ka Pou Kihī Kāne, Research Director &  
Ka Pou Kihī Kanaloa `Āina Kūikawā, Interim Land Assets Director  
Mehanaokalā Hind, Ka Pou Kihī Lono, Community Engagement Director  
Keola Lindsey, Ka Pou Kihī Ku, Advocacy Director  
Lisa Victor, Ka Pou Kihī `Enehana, Chief Technology Officer  
Carla Hostettter, Systems Office Director  
Gloria Li, Pou Kāko`o Ho`opono, Controller

**Subject:** Strategic Plan Update in Preparation for Board Workshop and Action Item

**Attachments**

**(Electronic):** (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; and (I)-Proposed Four (4) New Organizational-Internal Strategies (J) Glossary, Working Definitions & Applications

## I. PURPOSE

The purpose of this memo is to inform the Board of Trustees (BOT or Board) on the status of OHA’s strategic planning process, in preparation for a to be scheduled Board workshop and subsequent Action Item. This update includes: a summary of the strategic planning work to date, as previously approved by the Board; an outline of the current context in which strategic planning will be reactivated; a summary of the strategic planning work currently underway by Administration, such as alignment with collective work taking place throughout the lāhui, resulting adjustment to the strategies, proposals of strategic outcomes, and development of an implementation plan; action steps for moving forward; and opportunities for follow-up discussions.

## II. BACKGROUND and CONTEXT of WORK APPROVED TO DATE

**A. Vision and Mission (March 2019).** Via Action Item BOT #19-02 (**Attachment A**), 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 (**Attachment B**), 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.

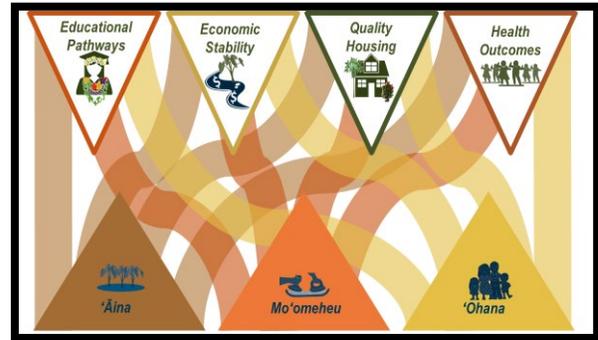
### Mo’omeheu

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-]2 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 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 (**Attachment C**). 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 (**Attachment D**), 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.

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

- b. Support ‘ohana-based programming that promotes prevention and intervention to address mental, physical, and substance abuse issues.

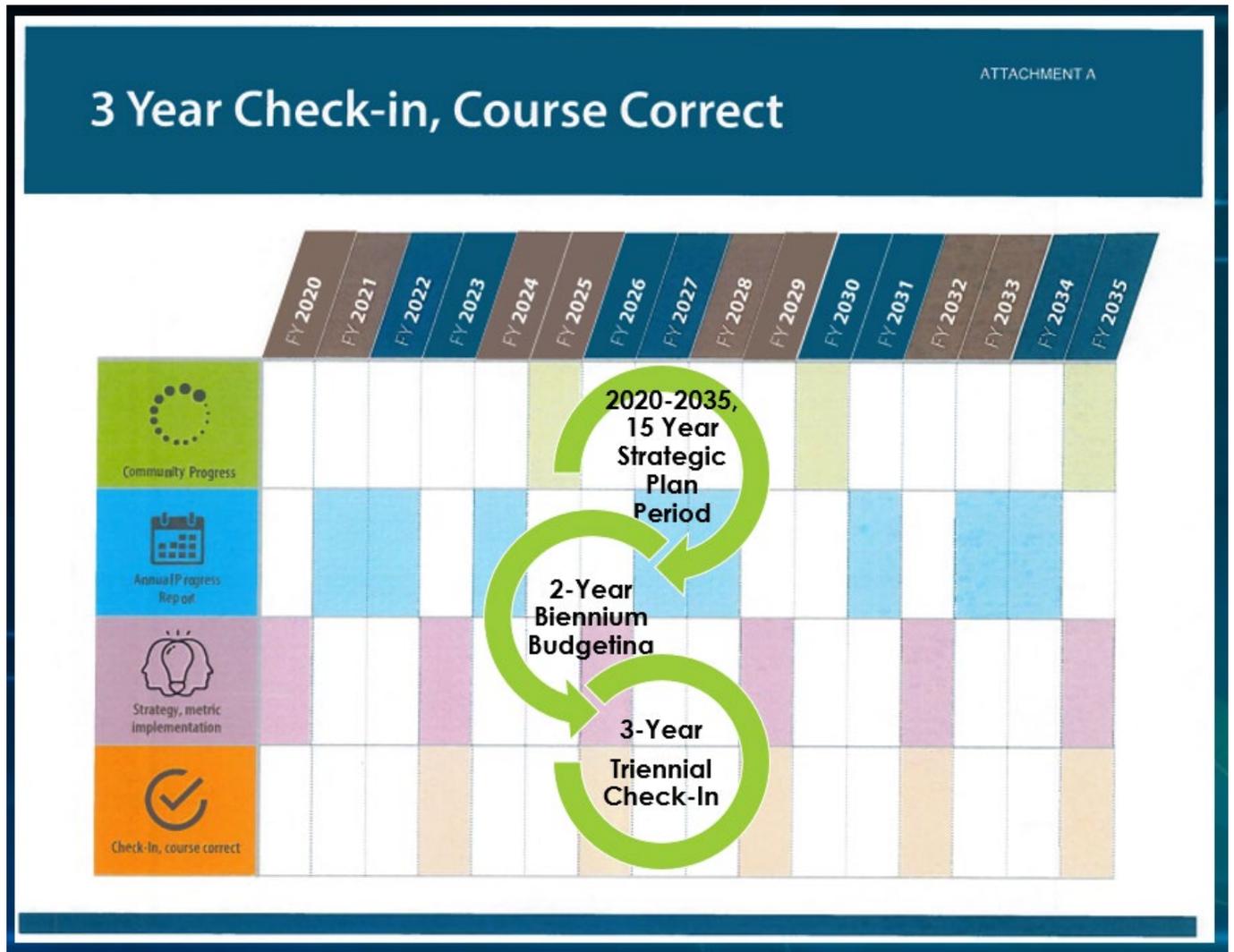
**Quality Housing**

- 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**



### III. REACTIVATION OF STRATEGIC PLANNING

- A. **Context.** Subsequent to the Board’s approval of the strategies and timeline in September 2019, initial work sessions were held to educate OHA directors and managers on the Board approved strategic foundations, directions, strategies and timelines; and to begin the process of developing an implementation plan with tactics that would further cascade to operational work plans. During these tactical planning sessions, adjustments to the strategy language were proposed to achieve maximum alignment between strategies and tactics. In January 2020, Administration held ALL OHA munch and mana‘o sessions to broaden the understanding of Board approved strategic foundations, directions, strategies and timeline to staff; and prepare the entire organization to collaborate on the cascaded tactical implementation and operational work plans. Initial implementation and operational work plans were planned to be completed by the end of Q3-March 2020 with the intent to re-align the FY20-21 budget if needed, by the end of Q4-June 2020, and to launch the strategic plan on July 1, 2020.
- B. **COVID-19.** Notwithstanding the planning effort described above, OHA could not ignore the needs of beneficiaries and the Lāhui as the unprecedented global impacts of the novel coronavirus or COVID-19 rapidly traversed international, national, state and county boundaries, economies and communities. Accordingly since March 2020, the organization has responded to the needs of and advocated for beneficiaries. The work to cascade to tactical implementation and operational work plans was suspended.

C. **Compare and Contrast.** With the start of the new fiscal year, in July 2020, Administration reactivated the work to develop the tactical implementation and operational work plans for the strategic plan. In doing so, Administration prepared a “compare and contrast” document between the 2010-2018 and 2020-2035 strategic plans to better understand the components, descriptors and

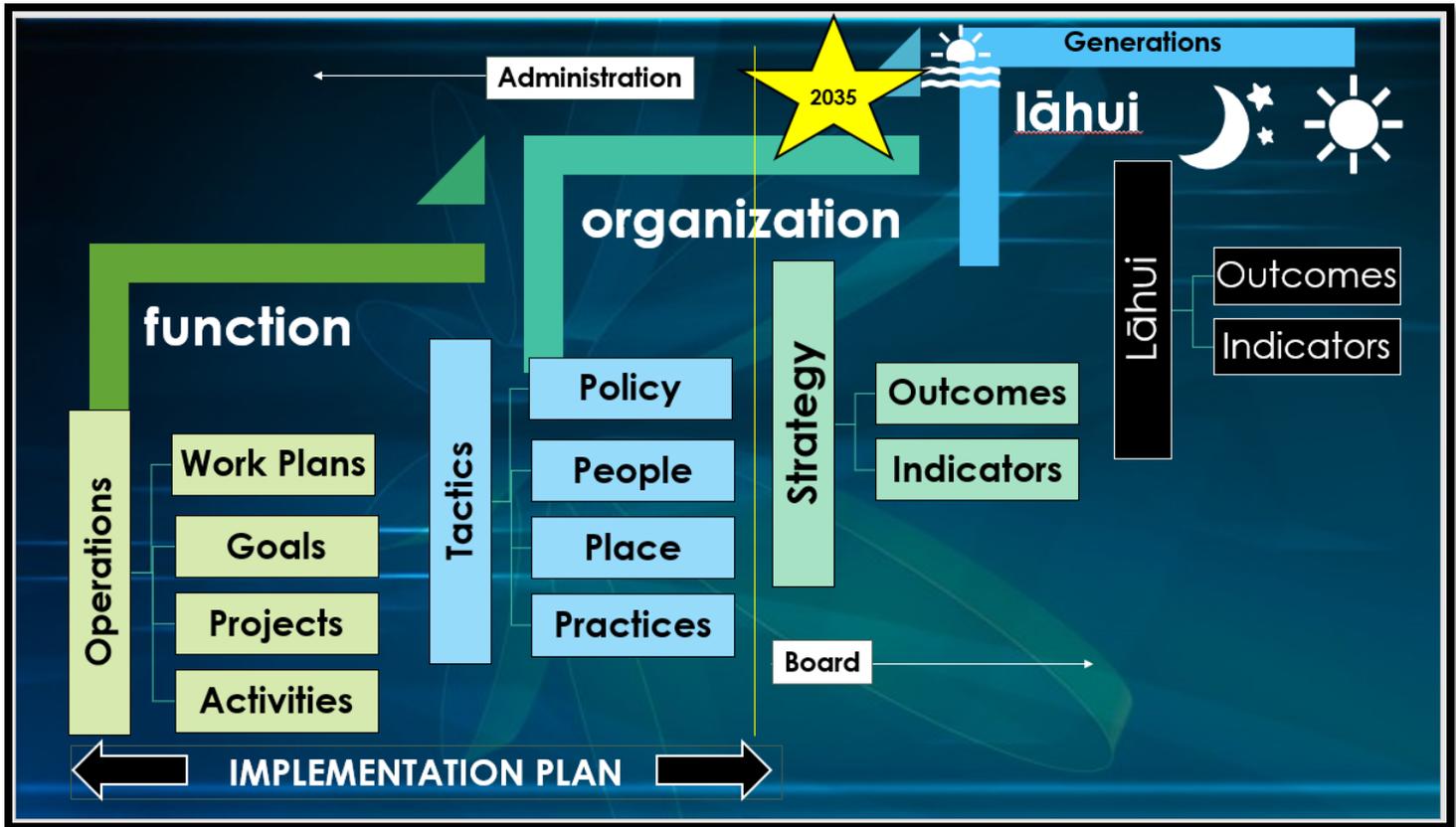
Compare and Contrast		
Strategic Plan 2010-2018	Strategic Plan 2020-2035	Rationale for Change
<b>Core Values &amp; Principles</b> Kāloa Aloha Kāhāhi i Kāhāhi Pono Haukāie Mālama Kāhāhi i Kāhāhi Kūleana Kūia Po‘okela Ho‘omaui	<b>Core Values</b> Kāloa Aloha Kūia Ho‘omaui Pono	<ul style="list-style-type: none"> <li>Focus on 5 core values took place during the implementation of the SP 2010-2018</li> <li>Mālama, Kūleana, and Po‘okela were seen as components of the other 5.</li> </ul>
<b>Vision</b> Ho‘oulu Lāhui Aloha To raise a beloved lāhui	<b>Vision</b> Ho‘oulu Lāhui Aloha To raise a beloved lāhui	<ul style="list-style-type: none"> <li>No Change</li> </ul>
<b>Mission</b> To mālama Hawai‘i’s people and environment (Nāhāhā, and OHA’s assets), toward ensuring the perpetuation of the culture, the enhancement of lifestyle and the protection of entitlements of native Hawaiians, while ensuring the building of a strong and healthy Hawaiian people and nation, recognized nationally and internationally.	<b>Mission</b> To mālama Hawai‘i’s people and environment (Nāhāhā, and OHA’s assets), toward ensuring the perpetuation of the culture, the enhancement of lifestyle and the protection of entitlements of native Hawaiians, while ensuring the building of a strong and healthy Hawaiian people and lāhui, recognized nationally and internationally.	<ul style="list-style-type: none"> <li>BOC decision to replace ‘nation’ with ‘lāhui’ as the original intent of the mission was to focus on the Native Hawaiian community as a whole, rather than a political concept of a ‘nation’</li> <li>Inclusion of ‘Ikeia Hawai‘i’ mission in alignment with OHA’s normalization of the Hawaiian language</li> <li>Reference: Action Item BOC #19-02</li> </ul>
<b>Roles</b> 	<b>Roles</b> 	<ul style="list-style-type: none"> <li>No Change</li> </ul>

Compare and Contrast		
Strategic Plan 2010-2018	Strategic Plan 2020-2035	Rationale for Change
<b>Strategic Priorities</b> Culture Land & Water Governance Economic Self-Sufficiency Education Health	<b>Strategic Framework</b> The mana or strengths of Native Hawaiian communities provides the foundation of how we move the lāhui in the directions of mauli oia or total well-being, and why we are committed creating change	<ul style="list-style-type: none"> <li>Removal of ‘priorities’ as OHA does not view aspects of Native Hawaiian well-being as a hierarchy with some more important than others</li> <li>Introduction of conceptual framework provides greater guidance for OHA’s work, the focus is not only on what we do but how and why we do it</li> <li>Reference: Action Item BOC #19-03</li> </ul>
<b>Strategic Foundations</b> ‘Āina, Mo‘omeheu & ‘Ōhana	<b>Strategic Foundations</b> ‘Āina, Mo‘omeheu & ‘Ōhana	<ul style="list-style-type: none"> <li>The introduction of foundations allows OHA to adjust what we do (our tactics) in response to changing community conditions, while also creating consistency through reliance on our foundations in how we create change and why we create change</li> </ul>
<b>Strategic Directions</b> Educational Pathways, Health Outcomes, Quality Housing, & Economic Stability	<b>Strategic Directions</b> Educational Pathways, Health Outcomes, Quality Housing, & Economic Stability	<ul style="list-style-type: none"> <li>The new focus on ‘Āina, mo‘omeheu, and ‘ōhana within each direction provides greater specificity in OHA’s strategic and tactical work</li> </ul>
none	<b>Strategies</b> 8 strategies	<ul style="list-style-type: none"> <li>The introduction of strategies to allow OHA to connect with greater specificity in planning OHA’s work</li> <li>To link the Strategic Framework with the implementation plan</li> </ul>
<b>Strategic Results</b> e.g. Achieve pae ‘āina sustainability	<b>Strategic Outcomes</b> The vision of native Hawaiian communities in 15 years, as a result of the implementation of the 8 strategies	<ul style="list-style-type: none"> <li>The change from results to outcomes allows OHA to connect with the collective impact of the community’s work towards these visions</li> </ul>
<b>Strategic Targets</b> e.g. By 2018, increasing from 126 to 156 the percent of ahupua‘a that are managed sustainably	<b>Strategic Indicators</b> A matrix of measures to indicate the progress of the Strategic Outcomes over the next 15 years	<ul style="list-style-type: none"> <li>The replacement of result targets with indicators allows monitoring of a population level of all changes towards the desired outcomes, not solely as a result of OHA’s contribution, but more widely as a measure of the status of Native Hawaiian conditions of mauli oia or well-being</li> </ul>

applications. Comparisons re: Core Values, Vision, Mission, Roles, Strategic Priorities and Strategic Framework, Strategic Outcomes and Indicators, including rationale for change are provided at **Attachment E**.

**IV. 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. (Attachment F).

Foci	Educational Pathways +	Health Outcomes +	Quality Housing +	Economic Stability +	= Lāhui
<b>Lāhui Level</b>					
<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

**C. Lāhui: Guiding Documents (Attachment G).** 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; Keaomālamalama 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.

The complete discussion of the original strategy statement (as approved by the Board in September 2019) to the

reworded strategy statement proposed by Administration, including the rationale, is provided at **Attachment H.**

**E. Strategic Plan: Proposed Four (4) New Organizational-Internal Strategies.** In reactivating the strategic plan implementation work, Administration identified two additional foci to enable strategic outcomes: Endowment and Infrastructure. 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. The Infrastructure focus area encompasses internal, organizational strategies to enhance human

Educational Pathways	
<p><b>Approved Strategies: Key Elements</b></p> <p>1b. Support opportunities to share and develop resources, including traditional and place-based knowledge, science, and technical expertise, with schools, communities, and ‘ohana.</p> <p><b>Rationale:</b></p> <ul style="list-style-type: none"> <li>Removal of “opportunities” to indicate direct support of educational resource development</li> <li>Replacement of “including traditional, and place-based knowledge, science and technical expertise” with “educational resources” to be more inclusive of all forms of expertise</li> <li>Addition of “all Native Hawaiian life-long learners” to explicitly include keiki, māhū, and kūpuna</li> </ul>	<p><b>Revisions: Proposed Changes</b></p> <p>1. Support development and use of educational resources for all Native Hawaiian life-long learners in schools, communities, and ‘ohana.</p>
<p>1a. Support Hawaiian Focused Charter Schools</p> <p><b>Rationale:</b></p> <ul style="list-style-type: none"> <li>Addition of “Hawaiian-medium schools” to include schools which use ‘Ōlelo Hawai‘i as language of instruction but are not designated as “Hawaiian Focused Charter Schools”</li> </ul>	<p>2. Support education through Hawaiian Focused Charter Schools and Hawaiian-medium schools.</p>
Health Outcomes	
<p><b>Approved Strategies: Key Elements</b></p> <p>2b. Support ‘ohana-based programming that promotes prevention and intervention to address mental, physical, and substance abuse issues.</p> <p><b>Rationale:</b></p> <ul style="list-style-type: none"> <li>Removal of “ohana-based” to include interventions on community and individual levels</li> <li>Addition of “advance policies, programs, and practices” to include Advocacy, Community Engagement, or Research tactics or activities, rather than a sole focus on programmatic direct service</li> <li>Replacement of “promotes prevention and intervention” with “strengthen Native Hawaiian well-being” to be more inclusive of all forms of strengthening Native Hawaiian well-being</li> <li>Addition of “physical, and emotional” health as communities and medical professionals now recognize these aspects of health as essential to overall well-being. This addition is in alignment with our concept of Maui Ola</li> <li>Removal of “substance abuse” from strategy to specific measure as it is a key indicator of the absence of well-being</li> </ul>	<p><b>Revisions: Proposed Changes</b></p> <p>5. Advance policies, programs, and practices that strengthen Native Hawaiian well-being, including physical, spiritual, mental, and emotional health.</p>
<p>2a. Increase opportunities for Native Hawaiians to improve health outcomes through ‘āina-based activities, culture-based activities, and/or ‘ohana-based activities.</p> <p><b>Rationale:</b></p> <ul style="list-style-type: none"> <li>Replacement of “increase opportunities” with “advance policies, programs, and practices” to indicate direct advancement through Advocacy, Community Engagement, Research or Resource Support tactics or activities</li> <li>Refocus from ‘āina and mo‘omeheu activities to the health of the ‘āina and mo‘omeheu itself to broaden definition of “health” and incorporate community perspective of health of Hawaiians deeply connected to the health of the land and the culture. This strategy will incorporate much of the work OHA does to defend/ perpetuate our land and culture, and maintain/improve our beneficiaries’ connections to their land and culture</li> </ul>	<p>4. Advance policies, programs, and practices that strengthen the health of the ‘āina and mo‘omeheu.</p>

Quality Housing	
<p><b>Approved Strategies: Key Elements</b></p> <p>3a. Increase the number of Native Hawaiians who own or rent an affordable home in Hawaii which meets the needs of their ‘ohana.</p> <p><b>Rationale:</b></p> <ul style="list-style-type: none"> <li>Replacement of “increase the number of Native Hawaiians” to “Advance policies, programs, and practices” to frame statement as a strategy (what will OHA do?) as opposed to an outcome (what will be the result of OHA’s activity?)</li> <li>“Increase number” statement transferred to outcome</li> <li>Addition of “strengthen Native Hawaiians’ resource management knowledge and skills” to focus this strategy at the individual level: improving the ‘ohana’s capacity, as opposed to improvement of affordable housing options (see strategy 5)</li> <li>Removal of “own or rent an affordable home” as “housing needs of their ‘ohana” is inclusive of affordability needs and other needs, such as adequate space, safety, community connection, access to ocean for fishing and land for farming</li> </ul>	<p><b>Revisions: Proposed Changes</b></p> <p>5. Advance policies, programs, and practices that strengthen Native Hawaiians’ resource management knowledge and skills to meet the housing needs of their ‘ohana.</p>
<p>3b. Collaborate with the Department of Hawaiian Homelands (DHHL) and other partners to increase housing supply.</p> <p><b>Rationale:</b></p> <ul style="list-style-type: none"> <li>Transform “Collaborate with the Department of Hawaiian Homelands (DHHL)” to “Support the implementation of the Hawaiian Homes Commission Act” to include support of Homeless Associations or other partners working on HHLS</li> <li>Addition of “needs of Native Hawaiian ‘ohana” to include of affordability needs and other needs, such as adequate space, safety, community connection, access to ocean for fishing and land for farming</li> </ul>	<p>6. Support the implementation of the Hawaiian Homes Commission Act and other efforts to meet the housing supply needs of Native Hawaiian ‘ohana.</p>
Economic Stability	
<p><b>Approved Strategies: Key Elements</b></p> <p>4b. Increase job training opportunities for Native Hawaiians.</p> <p><b>Rationale:</b></p> <ul style="list-style-type: none"> <li>Replacement of “increase job training opportunities” with “Advance policies, programs, and practices” to frame statement as a strategy (what will OHA do?) as opposed to an outcome (what will be the result of OHA’s activity?)</li> <li>“Increase opportunities” statement transferred to outcome</li> <li>Addition of “that strengthen Native Hawaiian ‘ohana’s abilities” to focus this strategy at the ‘ohana level: improving the ‘ohana’s abilities, as opposed to statewide economic development (see strategy 3)</li> <li>Addition of “pursue multiple pathways to economic stability” to include support of ‘ohana resource stability outside of mainstream capitalist system, e.g. subsistence farming, etc.</li> </ul>	<p><b>Revisions: Proposed Changes</b></p> <p>7. Advance policies, programs, and practices that strengthen Native Hawaiian ‘ohana’s abilities to pursue multiple pathways to economic stability.</p>
<p>4a. Promote Native Hawaiian businesses and other economic opportunities.</p> <p><b>Rationale:</b></p> <ul style="list-style-type: none"> <li>Rewording of strategy to “Cultivate economic development” to include both Native Hawaiian businesses and other economic opportunities that would benefit Native Hawaiian communities; Native Hawaiian businesses wording transferred to outcome</li> </ul>	<p>8. Cultivate economic development for Native Hawaiian communities.</p>

capital and organizational capacities such as technology, policy, procedure and practice alignment and organizational efficiencies. **Refer to Attachment I.**

**1. Endowment**

**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
- 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
- Need to steward direct land investments

**2. Infrastructure**

**Strategy 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

**Strategy 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

Endowment

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**Strategies:**

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

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*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 Hawaii
- 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.

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*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

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*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

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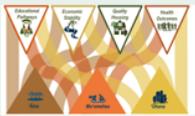
*Rationale: To enable strategic outcomes*

- 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 Indicators are provided for illustrative purposes as Administration will further refine and aggregate indicator data points. The table is also found at **Attachment F**.

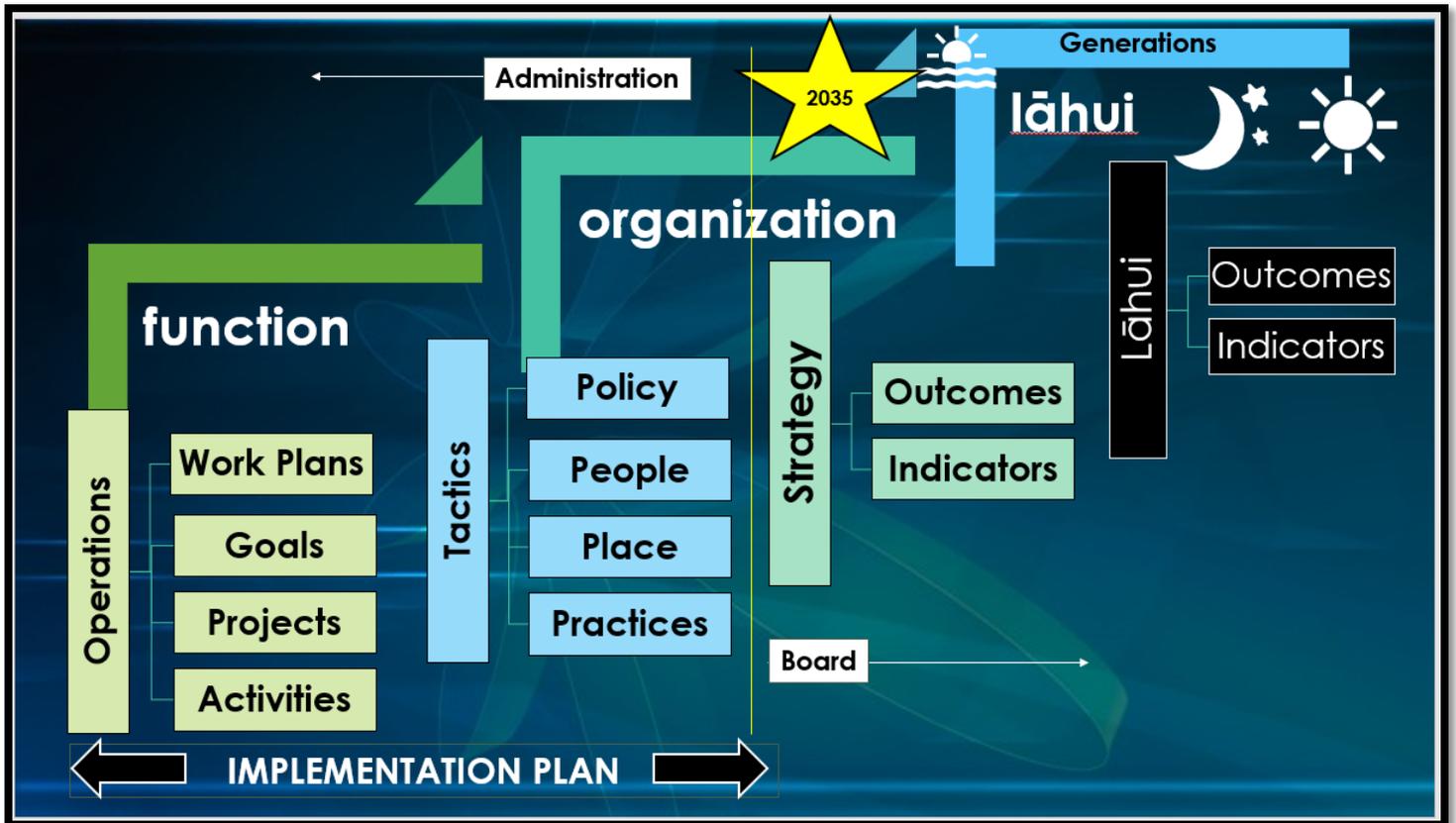
OHA Organizational Level: Strategic Plan						
<b>Organizational</b>	<b>Org. Strategies</b>	1. Educational Resources; 2. HFCS & Hawaiian Language Medium Schools	3. NH Well-Being 4. 'Aina and Mo'omeheu Health	5. Resource Management; 6. Hawaiian Homes Commission Act & Other Housing Supply	7. Multiple Pathways; 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), Ea (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 , 'Āina & 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 four (4) internal, organizational 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. Administration is currently working on tactical worksheets for the first three years of the strategic plan (2020-2023) and all 12 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.

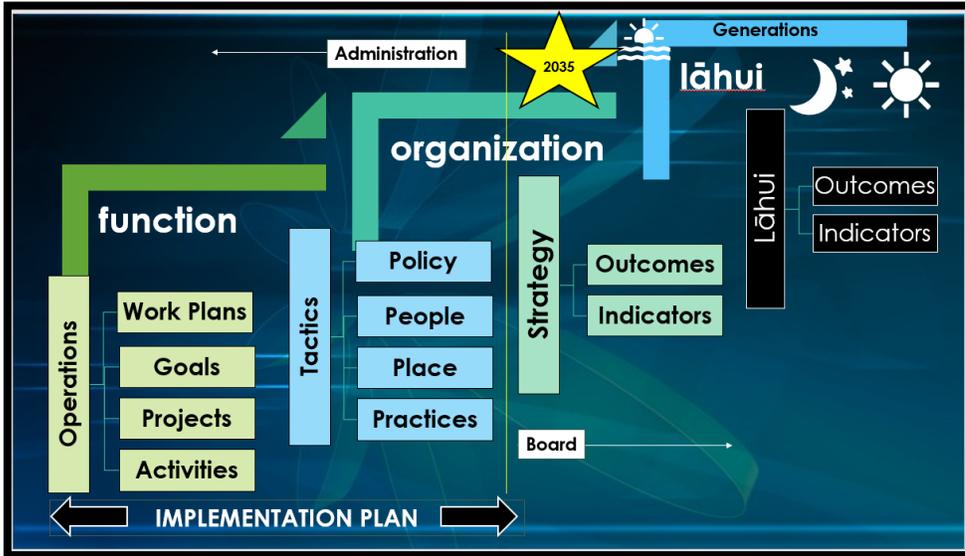


### H. Glossary, Working Definitions and Applications

**Attachment J** is provided to assist in understanding the terms used and working definitions and example applications of the definitions and concepts.

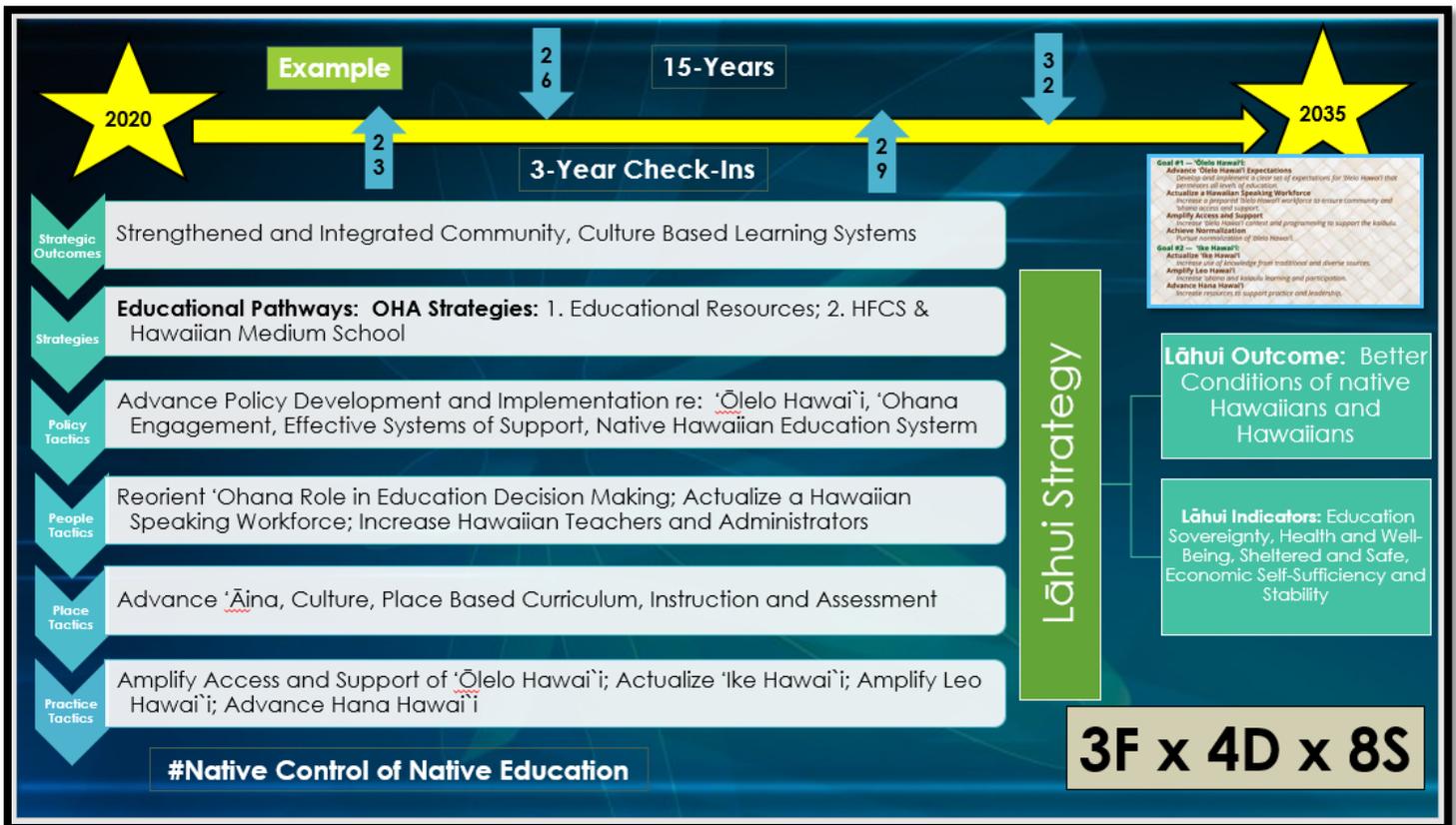
**V. CASCADING STRATEGIES TO TACTICS TO WORK PLANS AND OPERATIONS**

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.



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 (to be shared at the Board workshop), 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.



## VI. FUTURE ACTIONS

In preparation for the Board Workshop and Action Item, the following actions will be recommended by Administration:

### A. Approval of Reworded Eight (8) 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 Four (4) New Organizational-Internal Strategies

#### **Endowment**

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

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

#### **Infrastructure**

**Strategy 11:** Strengthen human capital capacity to enable strategic outcomes.

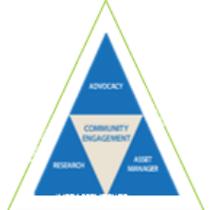
**Strategy 12:** Strengthen organizational capacity to enable strategic outcomes.

**C. Notation of Lāhui Level Outcomes & Indicators**

Foci	Educational Pathways +	Health Outcomes +	Quality Housing +	Economic Stability +	= Lāhui
<b>Lāhui Level</b>					
<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

**D. Approval of Strategic Outcomes**

The table below outlines the organizational strategies and outcomes. Indicators are provided for illustrative purposes.

Foci	Educational Pathways +	Health Outcomes +	Quality Housing +	Economic Stability +	= Lāhui	
<b>OHA Organizational Level: Strategic Plan – Strategic Directions</b>						
<b>Organizational</b>	<b>Org. Strategies</b>	1. Educational Resources; 2. HFCS & Hawaiian Language Medium Schools	3. NH Well-Being 4. 'Āina 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), Ea (Self-Governance), 'Āina 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 , 'Āina & 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 'Āina & 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	
<b>OHA Organizational Level: Strategic Plan – Endowment &amp; Infrastructure</b>						
<b>Internal</b>	<b>Org. Strategies</b>	<b>ENDOWMENT:</b> 9. Steward financial and commercial resources; 10. Steward land resources to fulfill fiduciary responsibilities	<b>INFRASTRUCTURE:</b> 11. Strengthen human capital; 12. Strengthen organizational capacity		<b>DRAFT</b>	
	<b>Org. Strategic Outcomes (Qualitative)</b>	Increased value of, investments in and value from financial, commercial and land resources.	Human capital apply mission aligned knowledge, attitudes, skills, aspirations and behaviors; Integrated internal systems that strengthen organizational capacity.			
	<b>Org. Strategic Outcomes (Quantitative)</b>	Increased financial and commercial resource value; Increased strategic HI direct and land stewardship investments, and granting.	Stable and Engaged Workforce; Consistent Understanding of Governance Framework, Roles and Responsibilities; Integrated and Aligned Policies, procedures and practices are aligned;			

## VII. FOLLOW UP

In preparation for a to be scheduled Board workshop, the Strategic Plan Hui<sup>4</sup>, will be available to answer any of your questions and can meet, individually or collectively, with you and your staff in groups of no more than two Trustees (or Trustees' staff) at a time. We can set up a MS Teams meeting with telephone access for the meeting, feel free to contact Laura Kamalani-Paikai ([laurak@oha.org](mailto:laurak@oha.org)) or Holly Yamachika ([hollyy@oha.org](mailto:hollyy@oha.org)) to schedule.

SH:sh

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<sup>4</sup> Sylvia Hussey, Sterling Wong, Lisa Watkins-Victorino, Mehana Hind and Carla Hostetter



**ACTION ITEM**

**Board of Trustees  
March 21, 2019**

**BOT #19-02**

**Action Item: Approval of the ‘ōlelo Hawai‘i version of the OHA mission and vision statements as well as replacing the term “nation” to “lāhui” in the English version of the OHA mission and vision statements.**

**Prepared by:** *Lisa M. Watkins-Victorino* *3/13/19*  
Lisa M. Watkins-Victorino  
Ka Pou Kihī Kāne, Research Director  
Date

**Reviewed by:** *N. Mehanahale* *3/13/19*  
Mehana Hind  
Ka Pou Kihī Lono, Community Engagement Director  
Date

**Reviewed by:** *Kamana’opono Crabbe* *3/14/19*  
Kamana’opono M. Crabbe  
Ka Pouhana, Chief Executive Officer  
Date

**Reviewed by:** *Colette Y. Machado* *03/14/19*  
Chairperson Colette Machado  
Ke Kauhuhu o Ke Kaupoku o Ke Ke’ena Kuleana Hawai‘i  
Date

**I. Action**

To approve the ‘ōlelo Hawai‘i version of the OHA vision and mission statements as well as replacing the term “nation” to “lāhui” in the English version of the OHA mission and vision statements.

## II. Issue

Whether or not the Board shall ratify their decision to translate the OHA vision and mission statements into ‘ōlelo Hawai‘i and present alongside the English version; as well as replace 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 Nation

OHA’s vision statement 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.

*E ku‘ikahi ana i loko o ka nu‘ukia o ke Ke‘ena Kuleana Hawai‘i nā mana‘o ho‘okele me ona mau mana‘o alaka‘i o ke Ali‘i Nui Kalākaua, lāua pū nō me kona kaikuahine aloha, ‘o ke Ali‘i Nui Lili‘uokalani. Ua ‘alo pū lāua i nā ‘āke‘ake‘a ho‘oluhi ‘oko‘a o ko lāua wā, e like nō ho‘i me ka ‘alo pū ‘ana o ko ka Lāhui o kēia wā, he noke na‘e a he noke mau nō i ka pono nui e laupa‘i mau ai.*

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

*He ‘ōlelo mākia ‘o “Ho‘oulu Lāhui” na ke Ali‘i Nui Kalākaua; a he kia ho‘omana‘o ‘o “Aloha” no ko ke Ali‘i Nui Lili‘uokalani ‘ano kū a mau.*

### 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‘omalū 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 nō – 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 ho‘oilina ma ka mea e ho‘olaupa‘i mau a‘e ai he lāhui lamalama i ‘ike ‘ia kona kanaka mai ‘ō a ‘ō o ka poepoe honua nei he kanaka ehuehu, he kanaka ho‘ohuliāmahi, he kanaka Hawai‘i.*

## III. Discussion

At the September 27, 2018 BOT Phase I Strategic Planning Workshop, the Board re-affirmed their commitment to the current OHA mission and vision statements with the following recommendations:

1. Replace the term “nation” in the mission statement with “lāhui.”

2. Translate the vision and mission statements into ‘ōlelo Hawai‘i and present alongside the English version.

**IV. Recommended Action**

To approve the ‘ōlelo Hawai‘i version of the OHA mission and vision statements as well as replace the term “nation” to “lāhui” in the English version of the OHA mission and vision statements as provided in this Board action.



**ACTION ITEM**

**Board of Trustees  
March 21, 2019**

**BOT #19-03**

**Action Item: Approval of the foundational principles and directions for the next OHA Strategic Plan 2020+**

**Prepared by:** *Lisa M. Watkins-Victorino* *3/13/19*  
Lisa M. Watkins-Victorino  
Ka Pou Kihī Kāne, Research Director  
Date

**Reviewed by:** *M. Mehanahala Hind* *3/13/19*  
Mehana Hind  
Ka Pou Kihī Lono, Community Engagement Director  
Date

**Reviewed by:** *Kamana'opono M. Crabbe* *3/14/19*  
Kamana'opono M. Crabbe  
Ka Pouhana, Chief Executive Officer  
Date

**Reviewed by:** *Colette Y Machado* *3/14/19*  
Chairperson Colette Machado  
Ke Kauhuhu o Ke Kaupoku o Ke Ke'ena Kuleana Hawai'i  
Date

**I. Action**

To approve the strategic foundation and directions for the next OHA Strategic Plan 2020+ (SP2020+).

**II. Issue**

Whether or not the Board shall approve, after full and free discussion in the Phase II SP2020+ workshops, their discussions and decisions for the foundation and direction for the SP2020+.

### III. Discussion

Phase II of the SP2020+ Process consisted of three workshops that were designed to allow the Board of Trustees time to develop the strategic directions for the next OHA SP2020+. The culmination of the workshops resulted in:

1. A consensus of the Board on the strategic foundations upon which decisions regarding the future strategic directions will be made, and
2. The strategic directions for the next strategic plan, as summarized below.

#### 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, 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*.

**IV. Conclusion**

In conclusion, the Board felt it important to note the following:

1. The strategic directions provide a general roadmap to achieve economic stability, quality housing, educational pathways, and health outcomes,
2. The strategies to achieve these directions are to be determined at a future date,
3. The Board will receive feedback on what strategies the community feels will be important to achieve these directions,
4. There is overlap across these directions, and
5. Ultimately, the new strategic plan will have built in “check” points to determine if these strategic directions are meeting the Board’s expectations.

**V. Recommended Action**

To approve the strategic foundation and directions for the next SP2020+ set forth in this Board action item.

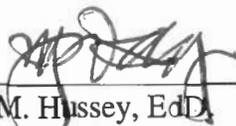
OFFICE OF HAWAIIAN AFFAIRS

Action Item  
Board of Trustees  
September 26, 2019

BOT #19-14

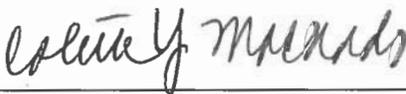
Action Item: Approval of Strategic Plan 2020+ Strategies and Timeline

Prepared by:  9/13/19  
Date  
Lisa M. Watkins-Victorino, PhD.  
Ka Pou Nui Kūikawā  
Interim Chief Operating Officer

Reviewed by:  9/16/19  
Date  
Sylvia M. Hussey, EdD.  
Ka Pouhana Kūikawā  
Interim Chief Executive Officer

Reviewed by:  9/16/19  
Date  
Raina Gushiken,  
Ka Paepae Puka  
Senior Corporate Counsel

Reviewed by:  9/17/19  
Date  
Mehana Hind,  
Ka Pou Kihī Lono  
Community Engagement Director

Reviewed by:  09/17/19  
Date  
Ke Kua, Trustee Colette Machado,  
Ke Kauhuhu o Ke Kaupoku o Ke Ke'ena Kuleana Hawai'i  
Chairperson, OHA Board of Trustees

**BOT #19-14****Approval of Strategic Plan 2020+ Strategies and Timeline**

September 26, 2019

Page 2

**I. Proposed Action**

The Board of Trustees (BOT) approve the recommended strategies and proposed timeline of 2020 – 2035 with 3 year course correct opportunities presented Sept. 5, 2019 OHA Strategic Planning 2020+ Phase III, Workshop Three.

**II. Issue**

To have the BOT officially approve the recommended strategies and proposed timeline discussed and agreed upon during the Sept. 5, 2019 board meeting.

**III. Background**

The BOT has participated in three phases of Strategic Planning 2020 workshops. Phase One was a reaffirmation of the mission and vision of the organization. Phase Two was to review data on a variety of conditions impacting the well-being of Native Hawaiians and through a system feedback loop design thinking process prioritize the conditions individually and collectively. These conditions were used to develop a survey and gather input from staff (internal) and community (external). Additionally, focus groups were also conducted. During Phase Three the BOT reviewed the data from survey and focus groups and participated in another prioritizing process. The third workshop in Phase Three was to provide recommended changes to the prioritized strategies and to present timeline options for consideration.

Below are the final strategies by strategic direction and the timeline:

1. 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
2. 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
3. Quality Housing
  - a. Increase the number of Native Hawaiians who own or rent an affordable home in Hawai‘i which meets the needs of their ‘ohana
  - b. Collaborate with the Department of Hawaiian Homelands (DHHL) and other partners to increase housing supply

**BOT #19-14**

**Approval of Strategic Plan 2020+ Strategies and Timeline**

September 26, 2019

Page 3

4. Economic Stability

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

Timeline: 2020 – 2035 with 3 year Check-in, Course Correct (refer to Attachment A)

**IV. Discussion**

The timeline presented addresses previous concerns and needs expressed by the BOT, thus there are annual progress reports, check-in points every three years to determine if the changes need to be made to the *strategy*, the *indicator*, or the *metric* being used to assess success, as well as a community report at the five year marks.

**V. Recommended Action**

To approve the the recommended strategies and proposed timeline of 2020 – 2035 with 3 year course correct opportunities presented Sept. 5, 2019 OHA Strategic Planning 2020+ Phase III, Workshop Three.

**VI. Alternative Actions**

To continue to review the data and determine other priorities for consideration.

**VII. Attachments**

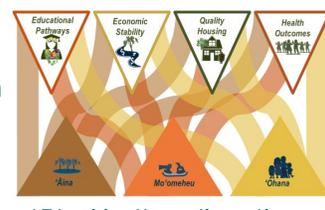
Attachment A: Timeline

# 3 Year Check-in, Course Correct

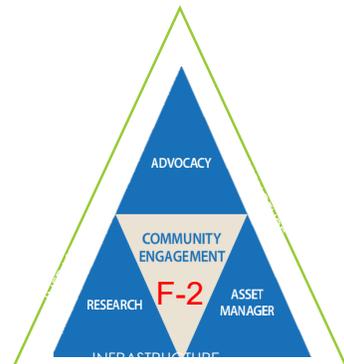
Fiscal Year	Community Progress	Annual Progress Report	Strategy, metric implementation	Check-in, course correct
FY 2020				
FY 2021				
FY 2022				
FY 2023				
FY 2024				
FY 2025				
FY 2026				
FY 2027				
FY 2028				
FY 2029				
FY 2030				
FY 2031				
FY 2032				
FY 2033				
FY 2034				
FY 2035				

# Compare and Contrast

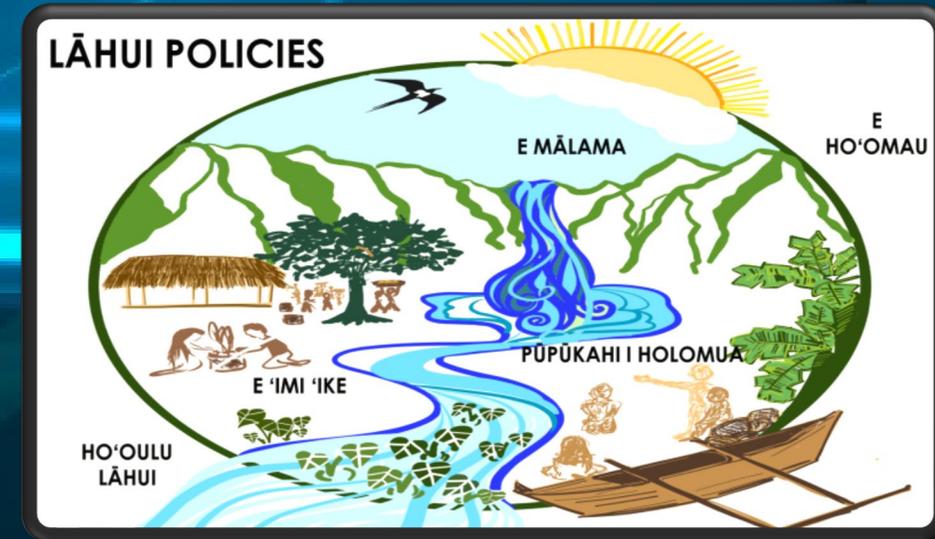
Strategic Plan 2010-2018	Strategic Plan 2020-2035	Rationale for Change
<p><b>Core Values &amp; Principles</b>                      Kākou                      Aloha Kekahi I Kekahi                      Pono Pau'ole                      Mālama Kekahi I Kehahi                      Kuleana                      Kūlia                      Po'okela                      Ho'omau</p>	<p><b>Core Values</b>                      Kākou                      Aloha                      Kūlia                      Ho'omau                      Pono</p>	<ul style="list-style-type: none"> <li>• Focus on 5 core values took place during the implementation of the SP 2010-2018</li> <li>• Mālama, Kuelana, and Po'okela were seen as components of the other 5</li> </ul>
<p><b>Vision</b>                      Ho'oulu Lāhui Aloha  <i>To raise a beloved lāhui</i></p>	<p><b>Vision:</b>                      Ho'oulu Lāhui Aloha  <i>To raise a beloved lāhui</i></p>	<ul style="list-style-type: none"> <li>• No Change</li> </ul>
<p><b>Mission</b>                      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 <b>nation</b>, recognized nationally and internationally.</p>	<p><b>Mission</b>                      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 <b>lāhui</b>, recognized nationally and internationally.</p> <p>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 o 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'oiupa '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.</p>	<ul style="list-style-type: none"> <li>• BOT decision to replaced 'nation' with 'lāhui' as the original intent of the mission was to focus on the Native Hawaiian community as a whole, rather than a pollical concept of a 'nation'</li> <li>• Inclusion of 'ōlelo Hawai'i mission in alignment with OHA's normalization of the Hawaiian language</li> <li>• Reference: Action Item BOT #19-02</li> </ul>
<p><b>Roles</b></p>  <p>Advocacy                      Community Engagement                      Research                      Assets Manager</p>	<p><b>Roles</b></p>  <p>Advocacy                      Community Engagement                      Research                      Assets Manager</p>	<ul style="list-style-type: none"> <li>• No Change</li> </ul>

Strategic Plan 2010-2018	Strategic Plan 2020-2035	Rationale for Change
<p><b>Strategic Priorities</b></p> <p>Culture Land &amp; Water Governance Economic Self-Sufficiency Education Health</p> 	<p><b>Strategic Framework</b></p> <p>The <b>mana</b> or strengthens of Native Hawaiian communities provides the foundation of how we move the lāhui in the directions of <b>maui ola</b> or total well-being, and why we are committed creating change</p>  <p><b>Strategic Foundations</b> 'Āina, Mo'omeheu &amp; 'Ohana</p> <p><b>How</b> we create change: By relying on the mana or strengthens of 'āina, mo'omeheu, and 'ohana</p> <p><b>Why</b> we create change: To continuously strengthen our 'āina, mo'omeheu, and 'ohana</p> <p><b>Strategic Directions</b> Educational Pathways, Health Outcomes, Quality Housing, &amp; Economic Stability</p> <p>The areas in which Native Hawaiians have experienced barrier and disparities conditions. OHA aims to better these conditions; guiding the lāhui on <b>the course to maui ola</b> or total well-being</p>	<ul style="list-style-type: none"> <li>Removal of 'priorities' as OHA does not view aspects of Native Hawaiian well-being as a hierarchy with some more important than others</li> <li>Introduction of conceptual framework provides greater guidance for OHA's work, the focus is not only on <b>what</b> we do but <b>how</b> and <b>why</b> we do it</li> <li>Reference: Action Item BOT # 19-03</li> <li>The introduction of foundations allows OHA to adjust <b>what</b> we do (our tactics) in response to changing community conditions, while also creating consistency through reliance on our foundations in <b>how</b> we create change and <b>why</b> we create change</li> <li>The new focus on 'āina, mo'omeheu, and 'ohana within each direction provides greater specificity in OHA's strategic and tactical work</li> </ul>
<p>none</p>	<p><b>Strategies</b> 8 Strategies</p> <p>The <b>way</b> that OHA will create change to guide the lāhui on the course of the strategic directions through reliance on the strategic foundations over the next 15 year</p>	<ul style="list-style-type: none"> <li>The introduction of Strategies to allow Board to provide Administration with greater specificity in planning OHA's work</li> <li>To link the Strategic Framework with the Implementation plan</li> </ul>
<p><b>Strategic Results</b> e.g. Acheive pae 'āina sustainability</p>	<p><b>Strategic Outcomes</b> The <b>vision</b> of Native Hawaiian communities in 15 years, as a result of the implementation of the 8 Strategies</p>	<ul style="list-style-type: none"> <li>The change from results to outcomes allows OHA to connect with the collective impact of the community's work towards these visions</li> </ul>
<p><b>Strategic Targets</b> e.g. By 2018, increasing from 12% to 15% the prevent of ahupua'a that are managed sustainably</p>	<p><b>Strategic Indicators</b> A matrix of measures to indicate the <b>progress</b> of the Strategic Outcomes over the next <b>15 years</b></p>	<ul style="list-style-type: none"> <li>The replacement of result targets with indicators allows monitoring at a population level of all changes towards the desired outcomes, not solely as a result of OHA's contribution, but more widely as a measure of the status of Native Hawaiian conditions of maui ola or well-being</li> </ul>

		Foci	Educational Pathways +	Health Outcomes +	Quality Housing +	Economic Stability +	= Lāhui
<b>Lāhui</b>	<b>Lāhui Level</b>						<b>ATTACHMENT F</b>
	<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	
<b>OHA Organizational Level: Strategic Plan</b>							
<b>Organizational</b>	<b>Org. Stategies</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), Ea (Self-Governance), 'Āina Momona (Healthy Lands and People), Pilina (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 , 'Āina & 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		
						<b>DRAFT</b>	

Foci		Educational Pathways +	Health Outcomes +	Quality Housing +	Economic Stability +	= Lāhui
Organizational	<b>OHA Organizational Level: Strategic Plan – Strategic Directions</b>					<b>ATTACHMENT F</b>
	<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), Ea (Self-Governance), ‘Āina Momona (Healthy Lands and People), Pilina (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 , ‘Āina & 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	
Internal	<b>OHA Organizational Level: Strategic Plan – Endowment &amp; Infrastructure</b>					<b>DRAFT</b>
	<b>Org. Strategies</b>	<b>ENDOWMENT:</b> 9. Steward financial and commercial resources; 10. Steward land resources to fulfill fiduciary responsibilities		<b>INFRASTRUCTURE:</b> 11. Strengthen human capital; 12. Strengthen organizational capacity		
	<b>Org. Strategic Outcomes (Qualitative)</b>	Increased value of, investments in and value from financial, commercial and land resources.		Human capital apply mission aligned knowledge, attitudes, skills, aspirations and behaviors; Integrated internal systems that strengthen organizational capacity.		
	<b>Org. Strategic Outcomes (Quantitative)</b>	Increased financial and commercial resource value; Increased strategic HI direct and land stewardship investments, and granting.		Stable and Engaged Workforce; Consistent Understanding of Governance Framework, Roles and Responsibilities; Integrated and Aligned Policies, procedures and practices		

# Guiding Documents



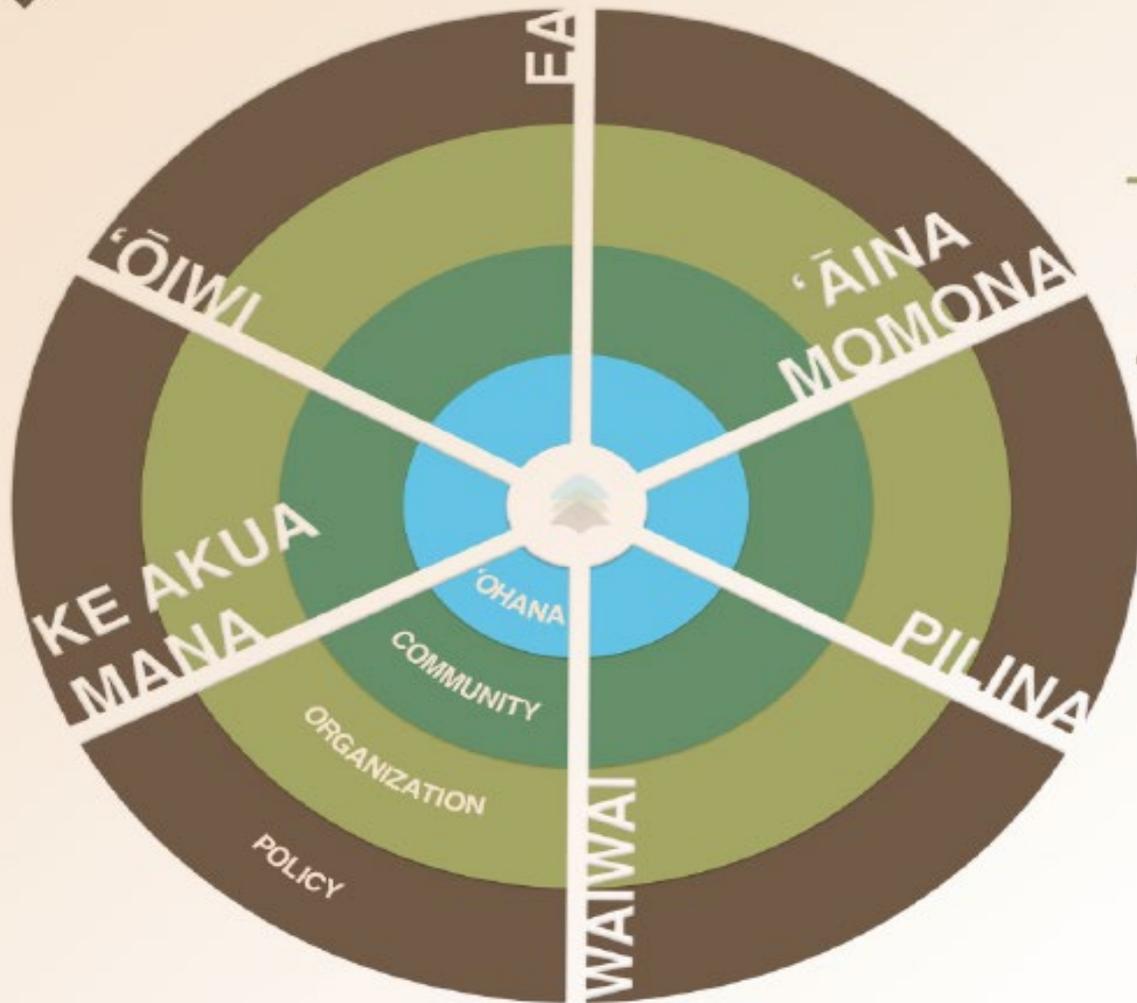
- **§10-3 Purpose of the office.** The purposes of the office of Hawaiian affairs include:

- (1) The betterment of conditions of native Hawaiians. A pro rata portion of all funds derived from the public land trust shall be funded in an amount to be determined by the legislature for this purpose, and shall be held and used solely as a public trust for the betterment of the conditions of native Hawaiians. For the purpose of this chapter, the public land trust shall be all proceeds and income from the sale, lease, or other disposition of lands ceded to the United States by the Republic of Hawaii under the joint resolution of annexation, approved July 7, 1898 (30 Stat. 750), or acquired in exchange for lands so ceded, and conveyed to the State of Hawaii by virtue of section 5(b) of the Act of March 18, 1959 (73 Stat. 4, the Admissions Act), (excluding therefrom lands and all proceeds and income from the sale, lease, or disposition of lands defined as "available lands" by section 203 of the Hawaiian Homes Commission Act, 1920, as amended), and all proceeds and income from the sale, lease, or other disposition of lands retained by the United States under sections 5(c) and 5(d) of the Act of March 18, 1959, later conveyed to the State under section 5(e);
- (2) The betterment of conditions of Hawaiians;
- (3) Serving as the principal public agency in this State responsible for the performance, development, and coordination of programs and activities relating to native Hawaiians and Hawaiians; except that the Hawaiian Homes Commission Act, 1920, as amended, shall be administered by the Hawaiian homes commission;
- (4) Assessing the policies and practices of other agencies impacting on native Hawaiians and Hawaiians, and conducting advocacy efforts for native Hawaiians and Hawaiians;
- (5) Applying for, receiving, and disbursing, grants and donations from all sources for native Hawaiian and Hawaiian programs and services; and
- (6) Serving as a receptacle for reparations.



# KŪKULU KUMUHANA WELLBEING FRAMEWORK

NATIVE HAWAIIAN IDENTITY  
MULTI-DIMENSIONALITY  
SOCIAL JUSTICE  
HOLISM



LEVEL	INDICATOR	MEASURE	DIMENSION
OHANA	Increase sense of choice over lifestyle decisions	% respondents high levels of choice in their lives	Ea
COMMUNITY	Increase of NH-based research projects co-owned with community (data control)	# of NH-based research projects with community advisory groups	ʻĀina/ Waiva
ORGANIZATION	Increase in use of technology to connect individuals with traditional knowledge	# of organizations reporting the use of technology to connect clients/beneficiaries/consumers with traditional knowledge	ʻŌiwi
POLICY	Increase in policies that support collective control of natural resources	# of opportunities/initiatives of collective control of natural resources	ʻĀina Māngaa/ Ea

## KU'U ĀINA ALOHA



HISTORICAL TRAUMA



HEALING

Guiding  
Community  
Document:  
Kūkulu  
Kumuhana  
Wellbeing  
Framework

Collaboration

# ATTACHMENT G Betterment of Conditions of native Hawaiians and Hawaiians

## Mandate

### • §10-3 Purpose of the office. The purposes of the office of Hawaiian affairs include:

- (1) The betterment of conditions of native Hawaiians. A pro rata portion of all funds derived from the public land trust shall be funded in an amount to be determined by the legislature for this purpose, and shall be held and used solely as a public trust for the betterment of the conditions of native Hawaiians. For the purpose of this chapter, the public land trust shall be all proceeds and income from the sale, lease, or other disposition of lands ceded to the United States by the Republic of Hawaii under the joint resolution of annexation, approved July 7, 1898 (30 Stat. 750), or acquired in exchange for lands so ceded, and conveyed to the State of Hawaii by virtue of section 5(b) of the Act of March 18, 1959 (73 Stat. 4, the Admissions Act), (excluding therefrom lands and all proceeds and income from the sale, lease, or disposition of lands defined as "available lands" by section 203 of the Hawaiian Homes Commission Act, 1920, as amended), and all proceeds and income from the sale, lease, or other disposition of lands retained by the United States under sections 5(c) and 5(d) of the Act of March 18, 1959, later conveyed to the State under section 5(e);
- (2) The betterment of conditions of Hawaiians;
- (3) Serving as the principal public agency in this State responsible for the performance, development, and coordination of programs and activities relating to native Hawaiians and Hawaiians; except that the Hawaiian Homes Commission Act, 1920, as amended, shall be administered by the Hawaiian homes commission;
- (4) Assessing the policies and practices of other agencies impacting on native Hawaiians and Hawaiians, and conducting advocacy efforts for native Hawaiians and Hawaiians;
- (5) Applying for, receiving, and disbursing, grants and donations from all sources for native Hawaiian and Hawaiian programs and services; and
- (6) Serving as a receptacle for reparations.

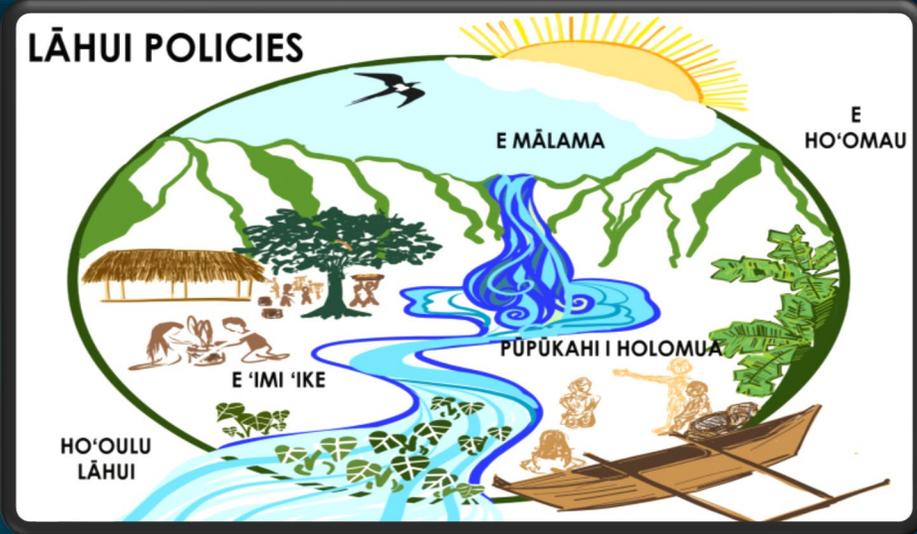
## Nu'ukia (Vision)

Ho'oulu Lāhui Aloha- To Raise a Beloved Nation

## Ala Nu'ukia (Mission)

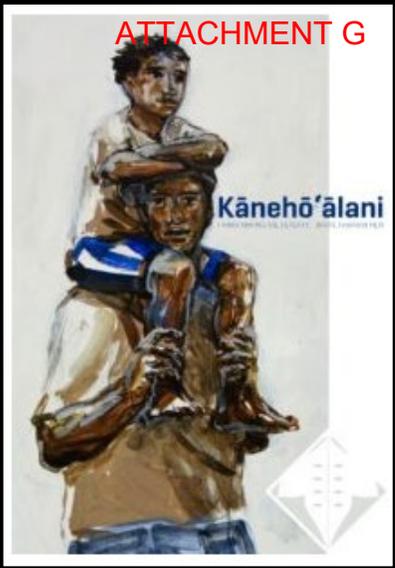
To mālama Hawai'i's people and environmental resources, and OHA's assets, toward ensuring the perpetuation of the culture, the enhancement of lifestyle and the protection of entitlements of Native Hawaiians, while enabling the building of a strong and healthy Hawaiian people and lāhui, recognized nationally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

# Organization Supporting Documents Lāhui Policies Chapter 10 Vision, Mission

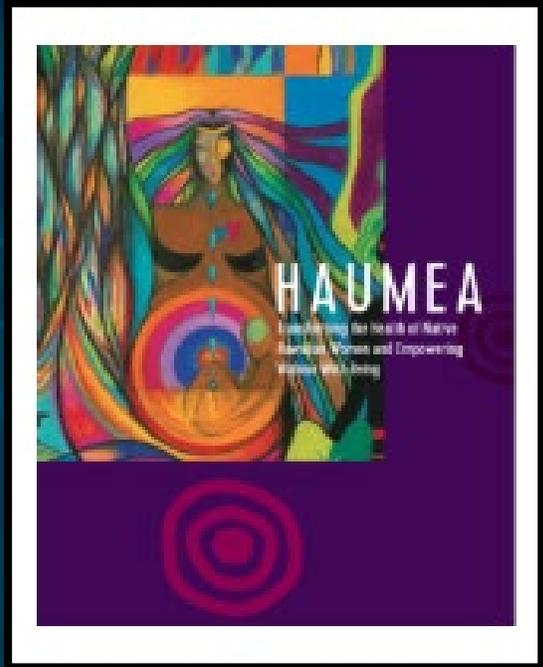
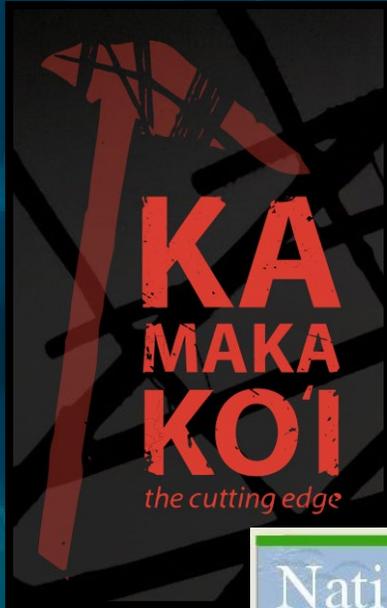
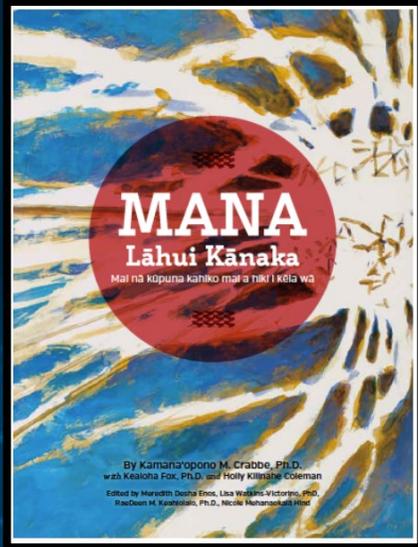


### • §10-3 Purpose of the office. The purposes of the office of Hawaiian affairs include:

- (1) The betterment of conditions of native Hawaiians. A pro rata portion of all funds derived from the public land trust shall be funded in an amount to be determined by the legislature for this purpose, and shall be held and used solely as a public trust for the betterment of the conditions of native Hawaiians. For the purpose of this chapter, the public land trust shall be all proceeds and income from the sale, lease, or other disposition of lands ceded to the United States by the Republic of Hawaii under the joint resolution of annexation, approved July 7, 1898 (30 Stat. 750), or acquired in exchange for lands so ceded, and conveyed to the State of Hawaii by virtue of section 5(b) of the Act of March 18, 1959 (73 Stat. 4, the Admissions Act), (excluding therefrom lands and all proceeds and income from the sale, lease, or disposition of lands defined as "available lands" by section 203 of the Hawaiian Homes Commission Act, 1920, as amended), and all proceeds and income from the sale, lease, or other disposition of lands retained by the United States under sections 5(c) and 5(d) of the Act of March 18, 1959, later conveyed to the State under section 5(e);
- (2) The betterment of conditions of Hawaiians;
- (3) Serving as the principal public agency in this State responsible for the performance, development, and coordination of programs and activities relating to native Hawaiians and Hawaiians; except that the Hawaiian Homes Commission Act, 1920, as amended, shall be administered by the Hawaiian homes commission;
- (4) Assessing the policies and practices of other agencies impacting on native Hawaiians and Hawaiians, and conducting advocacy efforts for native Hawaiians and Hawaiians;
- (5) Applying for, receiving, and disbursing, grants and donations from all sources for native Hawaiian and Hawaiian programs and services; and
- (6) Serving as a receptacle for reparations.



# Organization Supporting Resources



Native Hawaiian Data Book

DATA BOOK

Mōhala i ka wai ka maka o ka pua

OHA  
Empowering Hawaiians,  
Strengthening Hawai'i

MAIN | OHA RESEARCH | PAPAHILO DATABASE | KIPIKA DATABASE | OHA WEBSITE | LINKS

PAPAHILO  
DATABASE  
Kūkulu ka 'ike i ka 'ōpua

Home | About the Database | Using the Database | Database Partners | Search by Collection | Search by Location | Advanced Search | Forum



*Nu'ukia (Vision)*

**'O Hawai'i ke kahua o ka ho'ona'auao.**

*Hawai'i is the foundation of our learning.*

*Ala Nu'ukia (Mission)*

**I nā makahiki he 10 e hiki mai ana e 'ike 'ia ai nā hanauna i mana i ka 'ōlelo a me ka nohona Hawai'i no ka ho'omau 'ana i ke ola pono o ka mauili Hawai'i.**

*In 10 years, kānaka will thrive through the foundation of Hawaiian language, values, practices and wisdom of our kūpuna and new 'ike to sustain abundant communities.*

*Pahuhopu (Goals)*

In the next 10 years, our learning systems will . . .

**Goal #1 — 'Ōlelo Hawai'i:**

**Advance 'Ōlelo Hawai'i Expectations**

*Develop and implement a clear set of expectations for 'ōlelo Hawai'i that permeates all levels of education.*

**Actualize a Hawaiian Speaking Workforce**

*Increase a prepared 'ōlelo Hawai'i workforce to ensure community and 'ohana access and support.*

**Amplify Access and Support**

*Increase 'ōlelo Hawai'i context and programming to support the kaiāulu.*

**Achieve Normalization**

*Pursue normalization of 'ōlelo Hawai'i.*

**Goal #2 — 'Ike Hawai'i:**

**Actualize 'Ike Hawai'i**

*Increase use of knowledge from traditional and diverse sources.*

**Amplify Leo Hawai'i**

*Increase 'ohana and kaiāulu learning and participation.*

**Advance Hana Hawai'i**

*Increase resources to support practice and leadership.*



Established in 1994 under the Native Hawaiian Education Act, the statutory responsibilities of the Native Hawaiian Education Council are to Coordinate, Assess, and Report & Make Recommendations on the effectiveness of existing education programs for Native Hawaiians, the state of present Native Hawaiian education efforts, and improvements that may be made to existing programs, policies and procedures to improve the educational attainment of Native Hawaiians.

# Guiding Community Document: Keaomālamalama Vision, Mission & Goal

From: 2017 Native Hawaiian Education  
Summit/Native Hawaiian Education  
Council

# Guiding Community Document: E Ola Mau a Mau



## MEDICINE

- » Ensure accurate data are available to assess health risks, status, and outcomes.
- » Expand the availability of disaggregated data.
- » Support data-sharing agreements among agencies and programs.
- » Support longitudinal data collection on education and employment, including vocational education.
- » Further explore genetic influences on disease.
- » Explore telehealth solutions and other innovative technologies.
- » Increase understanding of the available technology and how it can be utilized to increase health care access and support community and team-based care.
- » Draw upon Native Hawaiian traditional practices.
- » Improve access to care by continuing to improve acceptability of care and integrating traditional healing practices.
- » Allocate resources for prevention programs aimed at youth and younger adults.
- » Increase resources to develop and support a Native Hawaiian culturally adapted primary care system.
- » Prioritize incorporation of collaborative integrative care approaches as well as cultural competency training in training programs for health care teams.
- » Increase reliance on community-based health care teams and technology.
- » Increase support for place-based care, incorporating communities and environments in which people live.

**Task Force Members:** Martina L. Kamala, Selene LeGare, Heather Haynes, Kapuāola Gellert, Laura Ardibal, Donna-Marie Patakilo, Elizabeth Kealiʻiʻuzaina Tam, Alia Maunakea, Andrea Hemosura, May Okihira, Christina Mirami, Anaeliz Colon, Blane Garcia, Kamuela Werner

## A MESSAGE FROM PAPA OLA LŌKAHI

Welina mai,

Despite the hectic life we live sometimes, there's an essence of peace when the eye catches a plant, like that of the budding 'ama'u fern puka through the earth's ground, serving as a sign that a new generation of life is upon us. It is the privilege of Papa Ola Lōkahi to present *E Ola Mau a Mau – The Next Generation of Native Hawaiian Health*, an updated summary of achievements and challenges across key areas in Hawaiian health and well-being.

Enclosed in this brochure are recommendations from the individual task forces, which serve as measurable goals that will lead to an overall improvement of Native Hawaiian health and well-being. E Ola Mau a Mau in its entirety may be accessed at [papaolalokahi.org](http://papaolalokahi.org).

This work could not have been completed without the many hands, knowledge, and passion of our kānaka for their well-being. That is the Hawaiian way—to come together around a common goal, build upon the 'ike of those who came before us who also visualized a thriving island people. Our lāhui is made up of Native Hawaiians that are responsible, capable, worthy, creative, motivated, and engaged family and community members. We collectively develop and effectively deploy resources from ancestral, cultural, linguistic, and traditional healing knowledge and practices. We wisely manage our natural resources; blend traditional, western, and complementary medicine; practice responsible science and research; and efficiently maximize use of private, public, and personal resources.

We know that when we thrive, all of Hawai'i thrives. Our deepest mahalo to all who devote themselves to Hawaiian well-being.

Sheri-Ann Daniels  
Executive Director



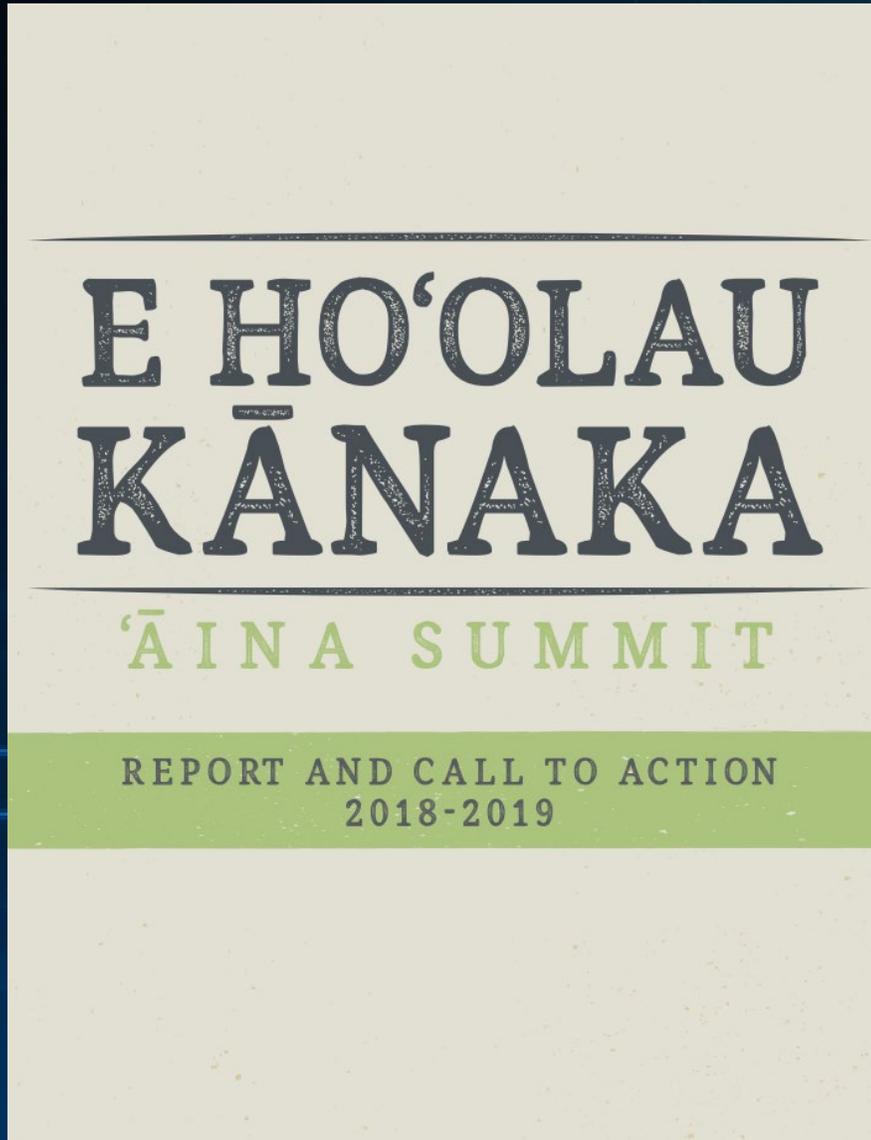
Papa Ola Lōkahi  
894 Queen Street | Honolulu, HI 96813  
(808) 597-6550 • [www.papaolalokahi.org](http://www.papaolalokahi.org)

## E OLA MAU A MAU

THE NEXT GENERATION OF NATIVE HAWAIIAN HEALTH

### TASK FORCE RECOMMENDATIONS FOR IMPACT





# Guiding Community Document: E Ho'olau Kānaka 'Āina Summit Report & Call to Action



# Guiding Community Document: Hawaiian Homes Commission Act



## JONAH KŪHIŌ KALANIANA'OLE *Prince for our People*

### HAWAIIAN HOMES COMMISSION ACT, 1920

(Act of July 9, 1921, c 42, 42 Stat 108)

#### Note

This Act is now part of the State Constitution and is subject to amendment or repeal as prescribed in Article XII of the Constitution.

#### Consent of Congress

Consent of Congress, see Pub. L. 99-557 (October 27, 1986); H. J. Res. 32, 105th Cong. 1st Sess., Pub. L. No. 105-21, 111 Stat. 235 (June 27, 1997), for §§209 and 219.1; and S.J. Res. 23, 102nd Cong. 2nd Sess., Pub. L. No. 102-398, 106 Stat. 1953 (October 6, 1992), for §§202, 203, 204, 208, 209, 213, 214, 215, 220, 221, 222, and 227.

#### Law Journals and Reviews

The Native Hawaiian Trusts Judicial Relief Act: The First Step in an Attempt to Provide Relief. 14 UH L. Rev. 889.

#### Title 1: Definitions

##### Section

- 1
- 2

#### Title 1A: Purpose

101 Purpose

#### Title 2: Hawaiian Homes Commission

- 201 Definitions
- 201.5 Federal reaffirmation
- 201.6 Community based governance on Hawaiian

## ATTACHMENT G

### 2019 Native Hawaiian Housing Caucus Policy Priorities and Recommendations

**Policy Priority 1 (Federal/State/DHHL).** Update the FHA 247 MOU between Department of Hawaiian Home Lands and Department of Housing and Urban Development.

**Recommendation 1:** Department of Hawaiian Home Lands sign 2012 renegotiated FHA 247 MOU to increase beneficiary homeowner access from 75% loan-to-value to 85%.

**Policy Priority 2 (State/DHHL).** Create housing Partnerships with Native Hawaiian nonprofit developers (townhouses, 4-plexes, kauhale, puuhonua, multi-family, kupuna, student, single-family).

**Recommendation 1:** Department of Hawaiian Home Lands match Rental Housing Revolving Fund awards to affordable housing projects with Native American Housing and Self-Determination Act funding.

**Policy Priority 3 (State/DHHL).** Establish foreclosure prevention on Hawaiian Home Lands.

**Recommendation 1.** Department of Hawaiian Home Lands adopt Act 48 by writing and approving collection policies, providing a moratorium on foreclosures, and partnering with HUD housing counseling agencies to conduct delinquent loan assessments for native Hawaiian homeowners and identify mutually-beneficial loan modifications.

**Policy Priority 4 (DHHL).** Partner with Hawaiian Homestead Associations to identify homes and lots suitable for affordable housing development or preservation.

**Recommendation 1.** Department of Hawaiian Home Lands fund Hawaiian Homestead Associations to identify existing homes in need of repair, lots with infrastructure, and vacant homes suitable for renovation or development of affordable homes.

**Policy Priority 5 (OHA/DHHL).** Leverage loan funds to increase capital available for affordable housing development for Native Hawaiians.

**Recommendation 1.** Department of Hawaiian Home Lands and Office of Hawaiian Affairs assess and implement actions to invest in Native Hawaiian controlled CDFIs as part of its affordable housing strategy.

**Policy Priority 6 (County/State).** Invest public funds to expand Youth Build programs statewide.

**Recommendation 1.** Pass 2018 legislation introduced by Representative Cedric Gates to use State and County funds to match Federal funds for expansion of Youth Build programs to communities statewide.

**Policy Priority 7 (State).** Establish a \$25 million Affordable Homeownership Revolving Fund.

**Recommendation 1.** State Hawaii Housing Finance and Development Corporation create a \$25 million Affordable Homeownership Revolving Fund to leverage public and private funds for the development of for-sale units for local workers and local families at 30-100% are median income.

**Policy Priority 8 (State).** Implement \$5 million individual development account program to match savings of low-income renters and homebuyers.

**Recommendation 1.** State Department of Business, Economic Development, and Tourism to implement \$5 million individual development account program.

**Policy Priority 9 (County/State).** Support community land trusts to keep land affordable and out of speculation.

**Policy Priority 10 (State).** Strengthen community engagement requirements in ALOHA homes program.

# Guiding Community Document: CNHA Caucus Policy Priorities

Quality Housing

# ‘Āina Aloha ECONOMIC FUTURES

Join hundreds of Hawai‘i community members, businesses, and organizations as we engage in a 4-step process of taking action to bring to life a resilient economy through our core value of ‘āina aloha—a deep and abiding love for Hawai‘i’s communities and natural environments.

## Guiding Community Document: ‘Āina Aloha Economic Futures Declaration

## ‘Āina Aloha Economic Futures Declaration

This declaration was drafted by a group of Native Hawaiian community members who came together organically after separate discussions brought forth common sentiments regarding the need to have Native Hawaiian voices, values, and experiences influence the economic recovery for our ‘āina aloha. The signatories listed reflect the interconnected and overlapping roles that individuals, ‘ohana, organizations, coalitions, and networks play in our communities. This declaration served as a *starting point* to facilitate broader engagement and collective action in support of our shared principles and was sent to Gov. David Ige on 5/19/2020.

### Guiding Principles:

- **‘Āina Aloha:** We are of and from this ‘āina that ultimately sustains us. We employ strategies for economic development that place our kuleana to steward precious, limited resources in a manner that ensures our long-term horizon as a viable island people and place.
- **‘Ōpū Ali‘i:** Our leaders understand that their privilege to lead is directly dependent on those they serve. From the most vulnerable to the most privileged, we seek to regenerate an abundance that provides for everyone. Decision makers understand and embrace their duty and accountability to Community. Our social, economic and government systems engage and respond to a collective voice in integrative ways to balance power and benefit.
- **‘Imi ‘Oi Kelakela:** We are driven by creativity and innovation, constantly challenging the status quo. We are mindful and observant of needs, trends and opportunities and seek new knowledge and development opportunities in ways that enhance our way of life without jeopardizing our foundation of ‘āina aloha.
- **Ho‘okipa:** We are inclusive and embrace the collective that will call Hawai‘i home, grounded in the fundamental understanding that it is our kuleana to control and manage our resources in a way that allows us to fulfill our role as hosts here in our ‘āina aloha.

# UNITED NATIONS DECLARATION ON THE RIGHTS OF INDIGENOUS PEOPLES



United Nations

**Guiding Indigeneous Document:**  
United Nations Declaration on the  
Rights of Indigenous Peoples



## Approved Strategies: Key Elements

## Revisions: Proposed Changes

1b. **Support** opportunities to share and **develop resources**, including traditional and place-based knowledge, science, and technical expertise, **with schools, communities, and 'ohana**

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

### Rationale:

- Removal of "**opportunities**" to indicate direct support of educational resource development
- Replacement of "**including traditional, and place-based knowledge, science and technical expertise**" with "**educational resources**" to be more inclusive of all forms of expertise
- Addition of "**all Native Hawaiian life-long learners**" to explicitly include keiki, makua, and kūpuna

1a. **Support Hawaiian Focused Charter Schools**

2. Support **education** through Hawaiian Focused Charter Schools **and Hawaiian-medium schools**

### Rationale:

- Addition of "**Hawaiian-medium schools**" to include schools which use 'Olelo Hawai'i as language of instruction but are not designated as "**Hawaiian Focused Charter Schools**"



## Approved Strategies: Key Elements

## Revisions: Proposed Changes

2b. Support 'ohana-based **programming** that promotes prevention and intervention to address **mental, physical**, and substance abuse issues

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

### Rationale:

- Removal of "**ohana-based**" to include interventions on community and individual levels
- Addition of "**advance polities...and practices**" to include Advocacy, Community Engagement, or Research tactics or activities, rather than a sole focus on programmatic direct service
- Replacement of "**promotes prevention and intervention**" with "**strengthen Native Hawaiian well-being**" to be more inclusive of all forms of strengthening Native Hawaiian well-being
- Addition of "**spiritual...and emotional**" health as communities and medical professionals now recognize these aspects of health as essential to overall well-being. This addition is in alignment with our concept of Maui Ola
- Transfer of "**substance abuse**" from strategy to specific measure as it is a key indicator of the absence of well-being

2a. Increase opportunities for Native Hawaiians to improve health outcomes through **'āina-based activities, culture-based activities**, and/or 'ohana-based activities

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

### Rationale:

- Replacement of "**Increase opportunities**" with "**advance polities, programs, and practices**" to indicate direct advancement through Advocacy, Community Engagement, Research or Resource Support tactics or activities
- Refocus from 'āina and mo'omeheu activities to the **health of the 'āina and mo'omeheu** itself to broaden definition of "health" and incorporate community perspective of health of Hawaiians deeply connected to the health of the land and the culture; This strategy will incorporate much of the work OHA does to defend/perpetuate our land and culture, and maintain/ improve our beneficiaries connections to their land and culture



Approved Strategies: Key Elements	Revisions: Proposed Changes
3a. Increase the number of Native Hawaiians who <b>own or rent an affordable home in Hawai'i which meets the needs of their 'ohana</b>	5. <b>Advance policies, programs, and practices that strengthen Native Hawaiians' resource management knowledge and skills</b> to meet the housing needs of their 'ohana

*Rationale:*

- Replacement of "**Increase the number of Native Hawaiians**" to "**Advance policies, programs, and practices**" to frame statement as a strategy (what will OHA do?) as opposed to an outcome (what will be the result of OHA's activity?). "**Increase number**" statement transferred to outcome
- Addition of "**strengthen Native Hawaiians' resource management knowledge and skills**" to focus this strategy at the individual level; improving the 'ohana's capacity, as opposed to improvement of affordable housing options (see strategy 6)
- Removal of "**own or rent an affordable home,**" as "**housing needs of their 'ohana**" is inclusive of affordability needs and other needs, such as adequate space, safety, community connection, access to ocean for fishing and land for farming

3b. Collaborate with the Department of <b>Hawaiian Homelands (DHHL) and other partners to increase housing supply</b>	6. <b>Support the implementation</b> of the Hawaiian Homes <b>Commission Act</b> and other efforts to meet the housing supply <b>needs of Native Hawaiian 'ohana</b>
---	--

*Rationale:*

- Transform "**Collaborate with the Department of Hawaiian Homelands (DHHL)**" to "**Support the implementation of the Hawaiian Homes Commission Act**" to include support of Homestead Associations or other partners working on HHLs
- Addition of "**needs of Native Hawaiian 'ohana**" to include of affordability needs and other needs, such as adequate space, safety, community connection, access to ocean for fishing and land for farming



Approved Strategies: Key Elements	Revisions: Proposed Changes
4b. Increase <b>job training opportunities</b> for Native Hawaiians	7. <b>Advance policies, programs, and practices that strengthen Native Hawaiian ohana's abilities to pursue multiple pathways to economic stability</b>

*Rationale:*

- Replacement of "**Increase job training opportunities**" with "**Advance policies, programs, and practices**" to frame statement as a strategy (what will OHA do?) as opposed to an outcome (what will be the result of OHA's activity?); "**Increase opportunities**" statement transferred to outcome
- Additional of "**that strengthen Native Hawaiian ohana's abilities**" to focus this strategy at the 'ohana level; improving the 'ohana's abilities, as opposed to system-wide economic development (see strategy 8)
- Addition of "**pursue multiple pathways to economic stability**" to include support of 'ohana resource stability outside of mainstream capitalist system, e.g. subsistence farming, etc.

4a. Promote <b>Native Hawaiian</b> businesses and other <b>economic opportunities</b>	8. <b>Cultivate economic development</b> for Native Hawaiian communities
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*Rationale:*

- Rewording of strategy to "**Cultivate economic development**" to include both Native Hawaiian businesses and other economic opportunities that would benefit Native Hawaiian communities; Native Hawaiian businesses wording transferred to outcome



Strategies:

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

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*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 Hawaii
  - Need to increase value derived from the NHTF and commercial resources
  - Need to increase strategic granting
- 

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

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*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



Strategies:

---

11. Strengthen human capital capacity to enable strategic outcomes

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*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
- 

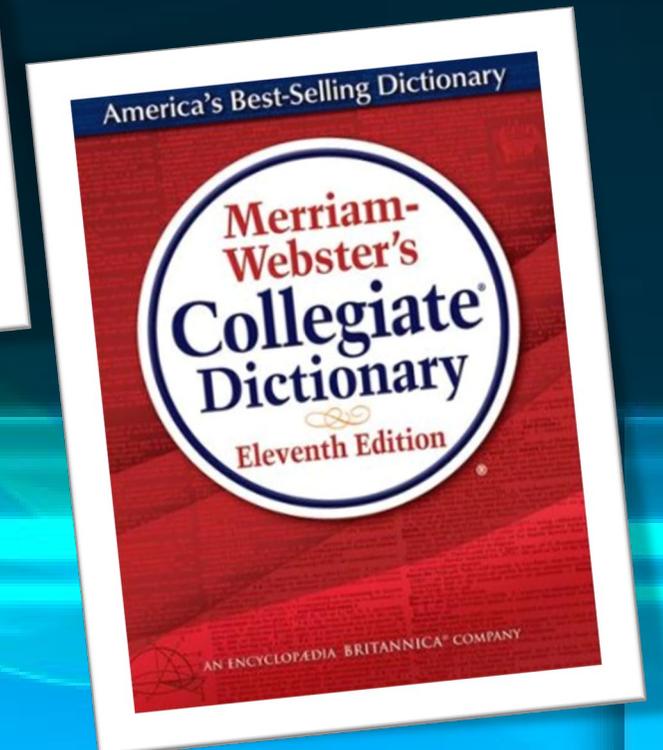
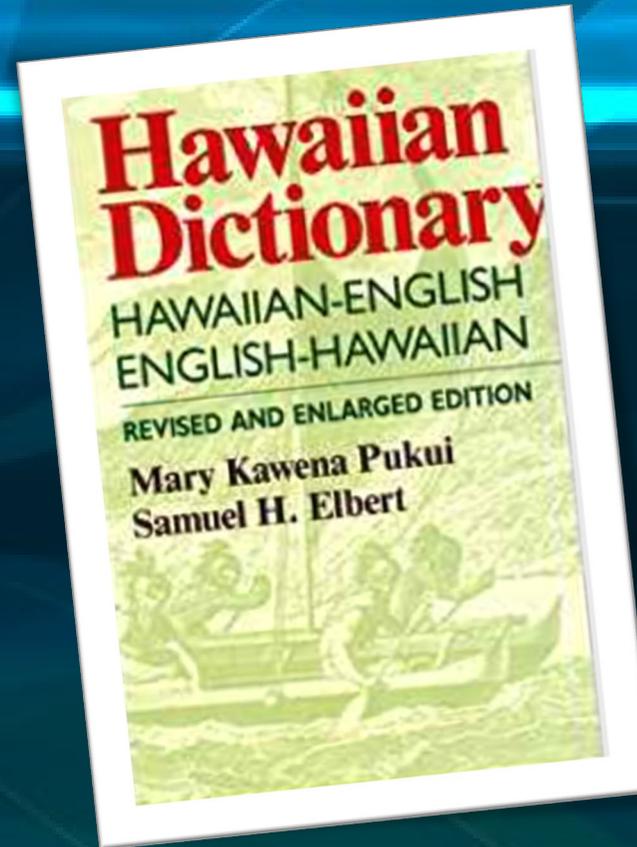
12. Strengthen organizational capacity to enable strategic outcomes

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*Rationale: To enable strategic outcomes*

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

# Glossary, Working Definitions & Applications



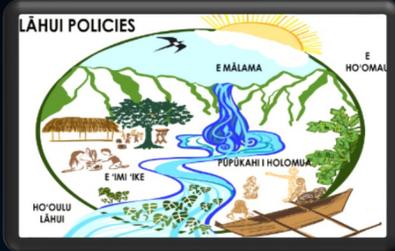
Term  
ATTACHMENT J

Working Definition

Level

Application/Pane (Example)

L-Lāhui level policies



Policies: Prudence or wisdom in management; definitive course or method of action to guide present and future decision making

Lāhui: inclusive broad concept of “lāhui,” which includes the English expressed concepts of “nation,” “race,” and “people.”

Lāhui

1. E Mālama (to protect)
2. E Ho’omau (to perpetuate)
3. E Pūpūkahi i Holomua (to unite in order to progress)
4. E ‘Imi ‘Ike (to seek knowledge)
5. E Ho’oulu Lāhui (to grow the Nation)

Vision

Describes the aspirational and inspirational future successful state of the lāhui

Lāhui

E hiki mai ana e ‘ike ‘ia ai nā hanauna i mana I ka ‘ōlelo a me ka nohona Hawai‘i no ka ho’omau ‘ana I ke ola pono o ka mauli Hawai‘i



Kanaka will thrive through the foundation of Hawaiian language, values, practices and wisdom of our kupuna and new ‘ike to sustain abundant communities

Vision

Describes the organization as it would appear in a future successful state; both aspirational and inspirational

Organization

Ho’oulu Lāhui Aloha  
*To raise a beloved lāhui*



Mission

Organization’s reason for existence

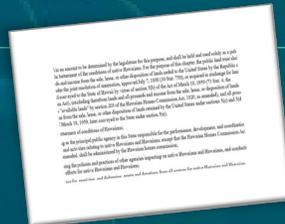
Organization

To MĀLAMA - Hawaii’s people, environmental resources and trust assets; TOWARD – ensuring the perpetuation of the culture, enhancement of lifestyle and protection of NH entitlements; WHILE enabling the building of a strong and healthy Hawaiian people and Lāhui recognized nationally and internationally.

TO  
MĀLAMA

TOWARD

WHILE



Mandate

Organization’s statutory (Constitution, Chapter 10) purposes

Organization

- 1) The betterment of the conditions of native Hawaiians and Hawaiians; 2) Performance, development, coordination of programs and activities; 3) Assessing policies and practices and conducting advocacy; 4) Applying for, receiving and disbursing grants and donations; and 5) Serving as a receptacle for reparations

[Strategic] Foundation

The Why? and the How? –the basis (such as a tenet, principle, or axiom) upon which something stands or is supported; len(s) or perspective(s) through which decisions are measured against; the basis for the OHA’s work is to strengthen ‘Ohana, Mo’omeheu, ‘Āina.

Organization

‘Ohana, Mo’omeheu, ‘Āina



[Strategic] Directions

The general focus areas of the strategic plan; the line or course on which something is moving or is aimed to move or along which something is pointing or facing; the “spears” to effect change

Organization

Educational Pathways  
Economic Stability  
Quality Housing  
Health Outcomes

Strategies

The focus areas designated to bring about change; a careful plan or method to bring about the desired outcomes

Organization



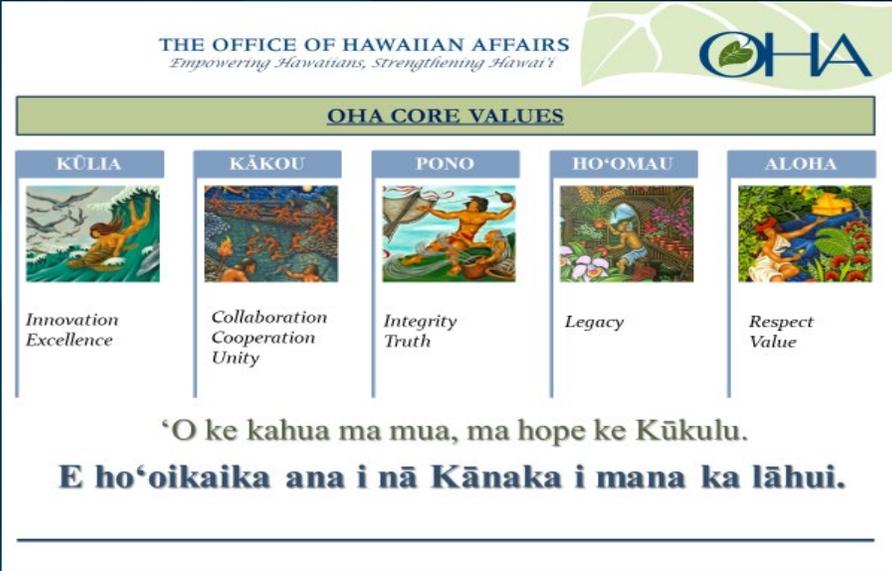
Educational Pathways  
Economic Stability  
Quality Housing  
Health Outcomes



Tactic

A mechanism to effect strategic outcomes

Tactic Categories or Buckets: Policy, People, Place, Practice  
Tactic Type: Grant, Loan, Procure, Collaborate, Sponsor, Aid

Term	Working Definition	Level	Application/Pane (Example)
Values	Articulates the characteristics the organization believes are important and should be elevated and prevalent in its practices	Organization	
Outcomes	An outcome is a measurable statement describing what is envisioned to be changed as a result of a collection of actions, activities, initiatives, resources and/or efforts. Begin outcome statements with words such as increase, improve, enhance, expand, strengthen, reduce, decrease, etc., to communicate that a change from the current status is desired.	<p>Lāhui</p> <hr/> <p>Organization</p>	<p>Increased well-being 1) <b>Ea</b>—self-determination, 2) <b>‘Āina Momona</b>—healthy and productive land and people, 3) <b>Pilina</b>—mutually sustaining relationships, 4) <b>Waiwai</b>—ancestral abundance and collective wealth, 5) <b>‘Ōiwi</b>—cultural identity and native intelligence, and 6) <b>Ke Akua Mana</b>—spirituality and the sacredness of mana.</p> <p>Ex: Strategy Outcome: Improved capacity for 'ohana to provide for themselves (economic development)          Ex: Infrastructure Outcome (process): Improved efficiencies in resource distribution to beneficiaries.</p>

Term	Working Definition	Level	Application/Pane (Example)
Measures	<p><b>ATTACHMENT J</b></p> <p>Measures are clearly stated standards or indicators 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.</p> <p>Development of measures are often done in connection with development of outcomes, outputs, goals and often start with...“How will we know that we have accomplished our goal or outcome?”</p> <p>Performance measures may be <i>qualitative</i> (descriptive) or <i>quantitative</i> (numeric).</p> <p>A <b>qualitative</b> performance 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.</p> <p>A <b>quantitative</b> performance 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.</p>	Lāhui	<p>Outcomes - Increased well-being 1) <b>Ea</b>—self-determination, 2) <b>‘Āina Momona</b>—healthy and productive land and people, 3) <b>Pilina</b>—mutually sustaining relationships, 4) <b>Waiwai</b>—ancestral abundance and collective wealth, 5) <b>‘Ōiwi</b>—cultural identity and native intelligence, and 6) <b>Ke Akua Mana</b>—spirituality and the sacredness of mana.</p> <p>Example Measures for <b>‘Āina Momona</b>—healthy and productive land and people (Lāhui level outcome) may include: Native Hawaiian traditional and customary land practices as a standard for policy development and implementation; broader and deeper practice cultural land management application at State and Federal levels</p>
		Organization	<p>1. Ex: Strategy Outcome: Improved capacity for ‘ohana to provide for themselves (economic development)</p> <p>Example Measures: increase in ‘ohana accessing lands for subsistence practices (e.g., farming, hunting, fishing); decrease in native Hawaiian families on government assistance (e.g., welfare); increase in on-line makeke markets (e.g., kanaka etsy) as a measure of “creative economy”.</p> <p><b>Ex: Infrastructure Outcome (process): Improved efficiencies and effectiveness in resource distribution to beneficiaries.</b></p> <p>Example Measures: increased frequency in resource distribution to beneficiaries (e.g., from once per bi-ennium period to monthly) or broader application of resource distribution purposes (e.g., travel to continent to connect with incarcerated family member)</p>

Term	Working Definition	Level	Application/Pane (Example)
<p>Indicator</p>	<p><b>ATTACHMENT J</b></p> <p>Something that indicates</p> <p>in·di·cate   \ 'in-də- kāt \ indicated; indicating</p> <p><b>Definition of indicate</b> <u>transitive verb</u></p> <p>1a : to point out or point to b : to be a sign, symptom, or index of the high fever indicates a serious condition c : to demonstrate or suggest the necessity or advisability of <i>indicated</i> the need for a new school the <i>indicated</i> treatment 2 : to state or express briefly <i>indicated</i> a desire to cooperate</p> <p>The previous definition of “measure” stated “Measures are clearly stated standards or indicators of the desired change articulated.”</p> <p>For the OHA’s tactical and strategic work, we will add to the above definition descriptors, the following: A “measure” becomes an “indicator” when the organization ascribes value to the “measure” as a value judgement of resultant application of actions, activities, initiatives, resources and/or efforts.</p>	<p>Lāhui</p> <hr/> <p>Organization</p>	<p>Outcomes - Increased well-being 1) <b>Ea</b>—self-determination, 2) <b>‘Āina Momona</b>—healthy and productive land and people, 3) <b>Pilina</b>—mutually sustaining relationships, 4) <b>Waiwai</b>—ancestral abundance and collective wealth, 5) <b>‘Ōiwi</b>—cultural identity and native intelligence, and 6) <b>Ke Akua Mana</b>—spirituality and the sacredness of mana.</p> <p>Example Measures for <b>‘Āina Momona</b>—healthy and productive land and people (Lāhui level outcome) may include: Native Hawaiian traditional and customary land practices as a standard for policy development and implementation; broader and deeper practice cultural land management application at State and Federal levels</p> <p>1. Ex: Strategy Outcome: Improved capacity for ‘ohana to provide for themselves (economic development)</p> <p>Example Measure: increase in ‘ohana accessing lands for subsistence practices (e.g., farming, hunting, fishing) is an indicator (i.e., sign) that ‘ohana have improved capacity to provide for themselves</p> <p>2. Ex: Infrastructure Outcome (process): Improved efficiencies and effectiveness in resource distribution to beneficiaries.</p> <p>Example Measure: Broader application of resource distribution purposes (e.g., travel to continent to connect with incarcerated family member) is an indicator (i.e., sign) that the organization’s resource distribution to beneficiaries have broadened to address ‘ohana needs</p>

ATTACHMENT J

Term	Working Definition	Level	Application/Pane (Example)
Triennial 	Every three years for organization strategic plan reporting and course correction purposes	Organization	2000 (begin)--2023, 2026, 2029, 2032--2035 (end)
Biennium 	Every two year budget cycle aligned to the State of Hawaii	Organization	FY20, FY21 = one biennium; FY22, FY 23 = one bienneium
Fiscal 	Fiscal Year: 7/1/XX to 6/30/XX+1	Organization	FY 19-20 = 7/1/2019 to 6/30/2020  FY 20-21 = 7/1/2020 to 6/30/2021
Project 	An initiative that has a beginning, end and deliverable(s)	Organization, Function 	Organization level project = implementation of project management methodologies (example); Function level project = Oracle Fusion (which has organization level impact);
Function	Part of a group of related actions contributing to a larger action	Function	advocacy, research, resource management, community engagement, procurement, finance, administrative, facilities, security, treasury
Work Plans 	The detailed activities, initiatives, projects and efforts within a fiscal year and biennium	Function	Current format of work plans being used – last updated organizationally December 2018