

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.

"Ho'oulu Lāhui" was King Kalākaua's motto. Aloha expresses the high values of Queen Lili'uokalani.

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 nation, recognized nationally and internationally.



Empowering Hawaiians, Strengthening Hawai'i
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STRATEGIC PRIORITIES

KAHUA WAIWAI *Economic Self-Sufficiency*
To have choices and a sustainable future, Native Hawaiians will progress toward greater economic self-sufficiency.

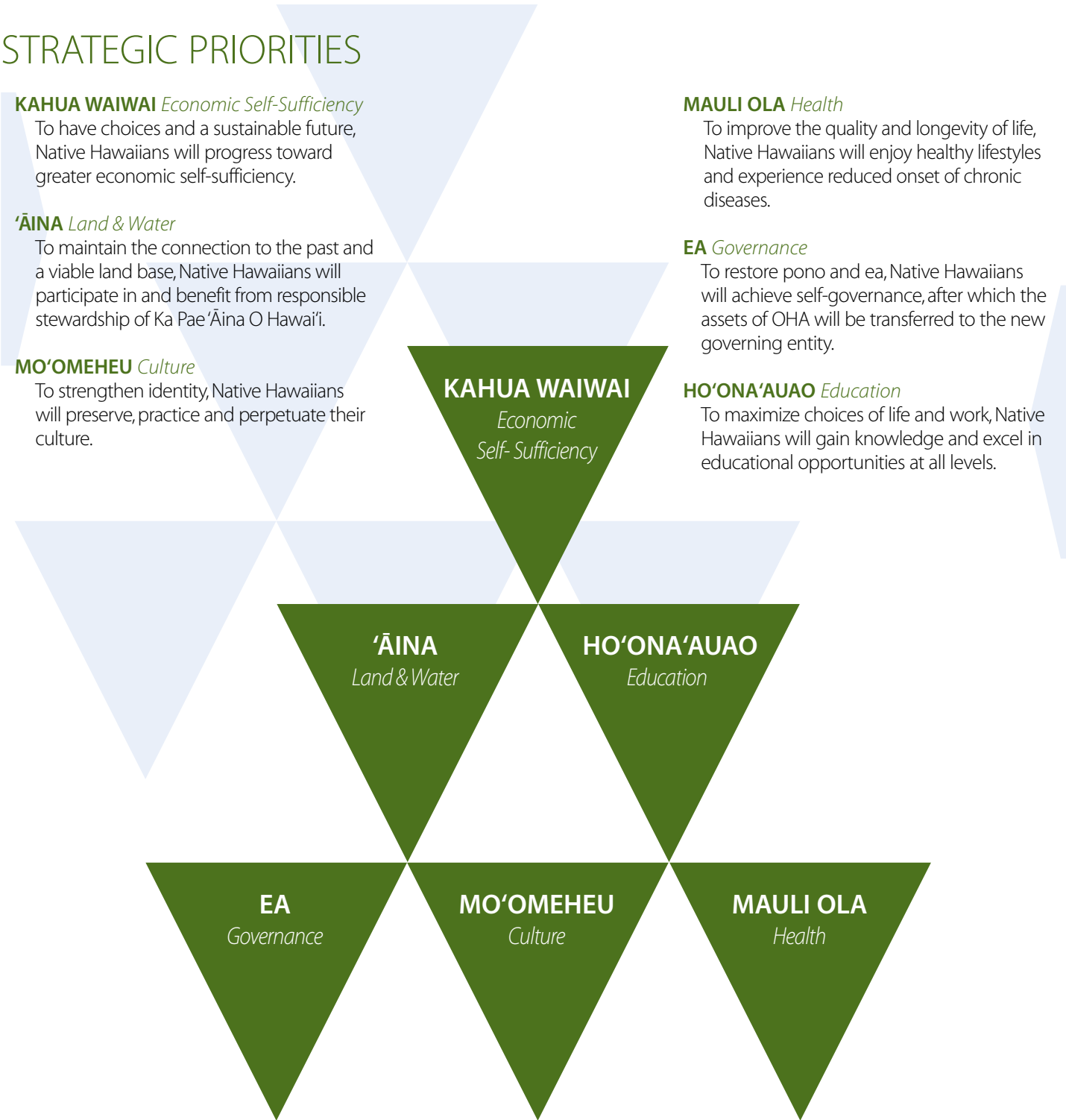
'ĀINA *Land & Water*
To maintain the connection to the past and a viable land base, Native Hawaiians will participate in and benefit from responsible stewardship of Ka Pae 'Āina O Hawai'i.

MO'OMEHEU *Culture*
To strengthen identity, Native Hawaiians will preserve, practice and perpetuate their culture.

MAULI OLA *Health*
To improve the quality and longevity of life, Native Hawaiians will enjoy healthy lifestyles and experience reduced onset of chronic diseases.

EA *Governance*
To restore pono and ea, Native Hawaiians will achieve self-governance, after which the assets of OHA will be transferred to the new governing entity.

HO'ONA'AUAO *Education*
To maximize choices of life and work, Native Hawaiians will gain knowledge and excel in educational opportunities at all levels.



2010-2016 STRATEGIC PRIORITIES



EMPOWERING
HAWAIIANS
STRENGTHENING
HAWAI'I

2010-2016
STRATEGIC PLAN
OF THE OFFICE OF HAWAIIAN AFFAIRS

A NEW DIRECTION

OUR HAWAIIAN ANCESTORS understood that the well-being of our community rested upon the inter-relationship of how we conduct ourselves, steward the islands we call home, and fulfill the responsibility of caring for our families, all within the physical and spiritual realms. They also understood that successfully maintaining lōkahi meant careful observation, knowledge gathering, and informed decision making to achieve pono.

OHA is striving to embrace this time-tested wisdom through our new Strategic Plan. During the past year, we listened intently to voices in our communities to better understand the key issues facing Native Hawaiians in the coming years. Our Strategic Plan positions these issues into "priorities" and expresses them as improvements that Native Hawaiians will experience in the years ahead.

The new OHA Strategic Plan further recognizes the inter-relationship among the issues facing Native Hawaiians and defines a series of "results" that acknowledges these connections. These result statements transcend typical goals or singular objectives as they are expressed as quantifiable measurements that commit us to monitoring performance over time and, ultimately, hold us accountable to influencing the positive change embodied in the priorities.

Woven together, the "priorities" and "results" that comprise our Strategic Plan not only balance our direction for the coming years, but sharpen our focus, strengthen our role as advocates, knowledge leaders, and asset managers, and align operational planning, budgeting and performance reporting.

E holomua kākou.

STRATEGIC RESULTS

INCREASE FAMILY INCOME Native Hawaiian average family income will equal 100% or greater than the Statewide average family income.

STABILITY IN HOUSING _ Percent of Native Hawaiians living longer than one year (without default) in owner-occupied or rental housing.

EXCEED EDUCATION STANDARDS _ Percent of Native Hawaiian students meet or exceed standards in elementary, middle, and high school testing, and who graduate from post-secondary institutions.

UNDERSTAND NEED FOR VIABLE LAND BASE _ Percent of all Hawai'i residents understand and agree that a viable land base is necessary for the new Native Hawaiian governing entity.

ACHIEVE PAE 'ĀINA SUSTAINABILITY _ Percent of Ka Pae 'Āina O Hawai'i managed to create economic value, preserve cultural and natural resources and historic properties, and/or provide cultural and social opportunities for Native Hawaiians in a sustainable and balanced manner.

IMPROVE FAMILY LIFESTYLE CHOICES _ Percent of Native Hawaiian

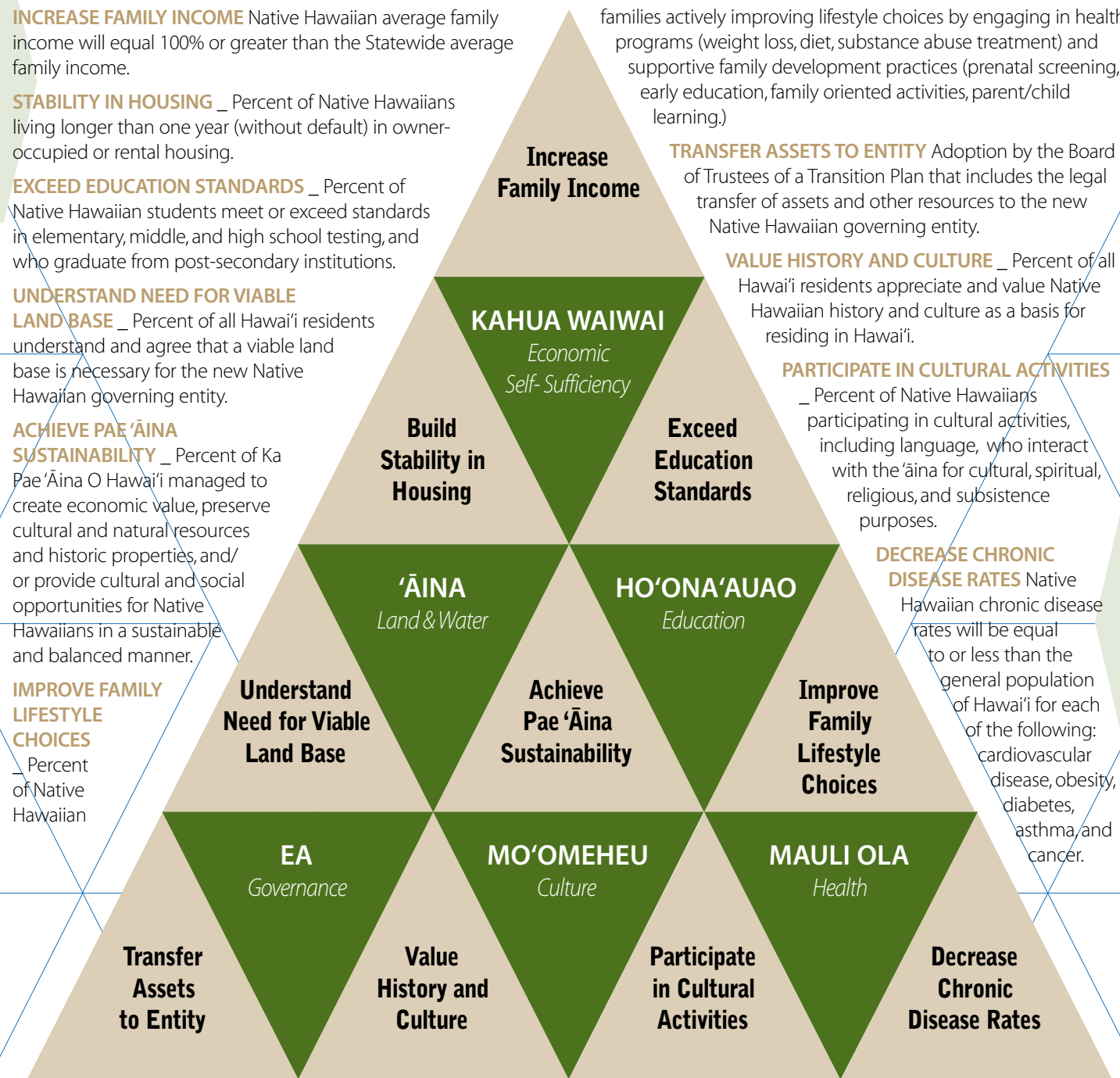
families actively improving lifestyle choices by engaging in health programs (weight loss, diet, substance abuse treatment) and supportive family development practices (prenatal screening, early education, family oriented activities, parent/child learning.)

TRANSFER ASSETS TO ENTITY Adoption by the Board of Trustees of a Transition Plan that includes the legal transfer of assets and other resources to the new Native Hawaiian governing entity.

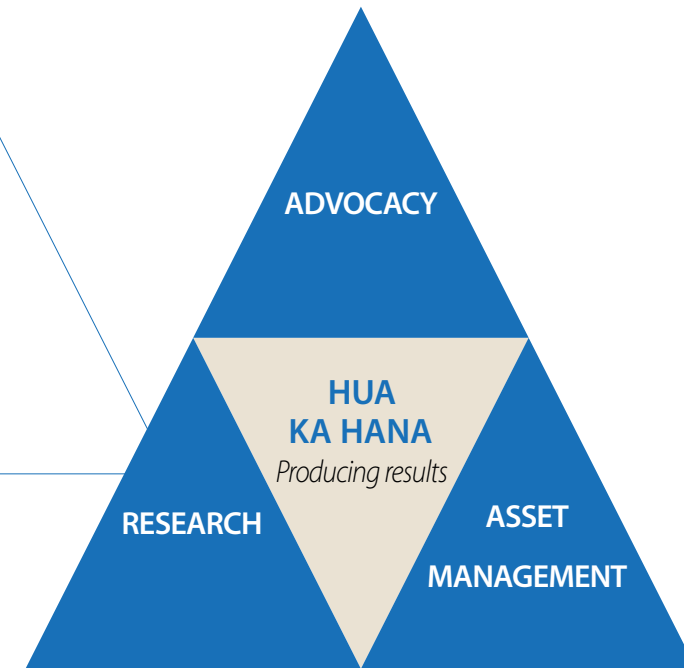
VALUE HISTORY AND CULTURE _ Percent of all Hawai'i residents appreciate and value Native Hawaiian history and culture as a basis for residing in Hawai'i.

PARTICIPATE IN CULTURAL ACTIVITIES _ Percent of Native Hawaiians participating in cultural activities, including language, who interact with the 'āina for cultural, spiritual, religious, and subsistence purposes.

DECREASE CHRONIC DISEASE RATES Native Hawaiian chronic disease rates will be equal to or less than the general population of Hawai'i for each of the following: cardiovascular disease, obesity, diabetes, asthma, and cancer.



OUR ROLES



IN ORDER TO ACHIEVE our Priorities and Strategic Results, we are focused on the roles of advocate, researcher, and asset manager to improve conditions for all Native Hawaiians through systemic change.

ADVOCACY means making changes to laws, policies, and practices which broadly impact the Priorities the Board of Trustees has approved in the OHA Strategic Plan. This includes community outreach to mobilize the community, monitoring activities to identify harmful policies and laws, and advocacy initiatives to change laws, policies and practices in ways that improve conditions for Native Hawaiians as outlined in the Priorities and Strategic Results

RESEARCH means to compile and gather data to identify gaps and important issues, inform our advocacy efforts and ensure our actions and initiatives are based on the best information available.

ASSET MANAGEMENT means to fulfill our trust by analyzing opportunities, making critical decisions, and maximizing the value of our portfolio and other investments.

2010-2016 STRATEGIC PRIORITIES & RESULTS