

# Mana i Mauli Ola

OHA's 15-YEAR STRATEGIC PLAN  
FOR 2020-2035



## Fiscal Year 2024 and 2025 Preliminary Biennium Budget Trustee Preview Prior to Community Input



# Executive Summary

In 2020, the Office of Hawaiian Affairs' (OHA) new Strategic Plan, entitled Mana i Maui Ola (Strength to Wellbeing) was launched. This plan includes three foundations: 'Ohana (family), Mo'omeheu (culture), and 'Āina (land and water). OHA recognizes these foundations have the power to affect the wellbeing of Native Hawaiians. Therefore, they are woven into OHA's plans to affect change in the areas of education, health, housing, and economics. Over the next 12 years, OHA will be continuing to implement strategies, aligned with our foundations and directions to achieve our envisioned outcomes for a thriving and abundant Lāhui.

The Fiscal Years 2024 and 2025 biennium core budget is the financial expression of OHA's plans to implement this Strategic Plan and includes aligned spending priorities and contributing funding sources. The spending priorities for this biennium are to **Continue Beneficiary and Community Investments** to support Native Hawaiian 'ohana and communities; and to **Maximize Personnel Utilization and Contracts** to provide beneficiary services in communities and affect systemic policy change. Therefore, annual Beneficiary and Community Investments core budget increases to \$35.8 million, which continues to represent the largest share of OHA's core operating budget and includes OHA's prior year funding from the Public Land Trust Revenues, plus additional trust funds.



OHA's funding sources dictate the financial resources available to implement Mana i Maui Ola, and annually include: 5% of the Native Hawaiian Trust Fund investment portfolio; a fixed \$21.5 million of Public Land Trust revenues; appropriations of State of Hawai'i general funds of \$3 million; and Kaka'ako Makai's net resource allocation estimated at \$1.4 million. As OHA is able to increase these sources, so to will the services to Native Hawaiian beneficiaries be able to be expanded.

**DRAFT**

## Table of Contents

<b>01</b>	<b>02</b>	<b>03</b>	<b>04</b>	<b>05</b>	<b>06</b>	<b>05</b>	<b>06</b>
Purpose	Structure	Strategic Plan	Budget Process	Spending Priorities	Key Constraints	Funding	Operating Budget
Page 3	Pages 4 - 6	Page 7	Page 8	Page 9	Page 10	Pages 11 - 15	Pages 16 - 28

# Purpose



The purpose of this document is to explain more about OHA and its proposed budget for the next two years. OHA acknowledges its accountability to beneficiaries and communities, therefore, provides this explanation of the preliminary biennium budget for Fiscal Year (FY) 2024 and 2025. This description is part of OHA’s community input phase and will allow greater accessibility, transparency and detailed level of information to beneficiaries.

Questions and comments are important and OHA welcomes them. This feedback will serve as an assessment of the preliminary budget and may inform revisions prior to Board action.

Please send your questions and comments to [ohabudget@oha.org](mailto:ohabudget@oha.org) or visit [www.oha.org/budget](http://www.oha.org/budget) for more information.

## The Office of Hawaiian Affairs

OHA grew out of organized efforts in the 1970s to right past wrongs suffered by Native Hawaiians for over 100 years. Hawaiians’ newfound activism brought their plight to the consciousness of the general public, leading grassroots leaders to propose that income from land taken from the illegal overthrow of the Hawaiian Kingdom be used to benefit Hawaiians. After voters of all backgrounds agreed, OHA was born in 1978.

## Nu’ukia (Vision)

Ho’oulu Lāhui Aloha - To Raise a Beloved Lāhui

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.

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

## Ala Nu’ukia (Mission)

E ho’omalua 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 poe poe honua nei he kanaka ehuehu, he kanaka ho’ohuliāmahi, he kanaka Hawai’i.

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.



# DRAFT



# Governance Structure



The Office of Hawaiian Affairs is a public agency with a high degree of autonomy, principally responsible for the betterment of conditions of Native Hawaiians. OHA is governed by a Board of Trustees (BOT) made up of nine (9) members who are elected statewide to serve four-year terms, setting policy for the agency. The agency is administered by a Chief Executive Officer (Ka Pouhana) who is appointed by the BOT to oversee operations, including staffing.

## Board of Trustees

Four of the nine positions on the Board are designated as at-large seats representing the state as whole, while the five other trustees represent each of the following districts: Hawai'i Island, Maui, Moloka'i and Lāna'i, O'ahu, and Kaua'i and Ni'ihau. While there are residency requirements for candidates seeking the district seats, all voters statewide are permitted to vote in each of the OHA races.

The BOT is responsible for setting OHA policy and determining the strategies of the agency's trust. The Board meets regularly at the agency's headquarters in Honolulu, and at least once annually on each of the major islands. Board meetings are currently held virtually, and proceedings live streamed.

Each of the trustees sits on the Board's two standing committees: Resource Management (RM) and Beneficiary Advocacy and Empowerment (BAE).

The RM Committee handles all fiscal and budgetary matters and ensures proper management, planning, evaluation, investment and use of OHA's trust funds, acquisition expenditures, including policies, related to real estate, debt management, economic development, investment and spending policies.

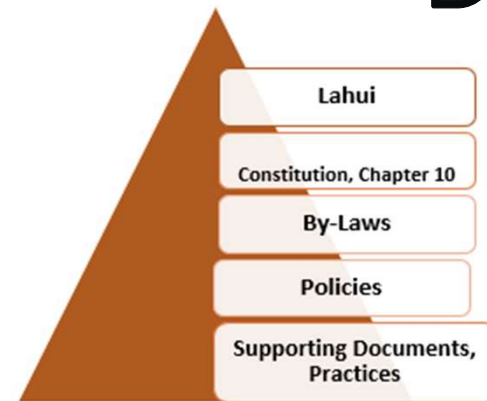
The BAE Committee focuses on the agency's legislative and advocacy efforts, that encourage Hawaiians to participate in governance; as well as programs that address issues relating to beneficiary health, human services, economic stability, education, native rights, housing, environment and natural resources.

The RM and BAE Committees convene regularly and approve actions and recommendations that are forwarded to the full Board for further consideration, if necessary, and action.

The Board's Governance Framework articulates OHA's dual identity as an organization serving the lāhui, balanced with its legal mandates as a state agency, its fiduciary duties as a trust, and its operating values, policies and practices.



# DRAFT



**Board Governance Framework**

# Administration Leadership Structure



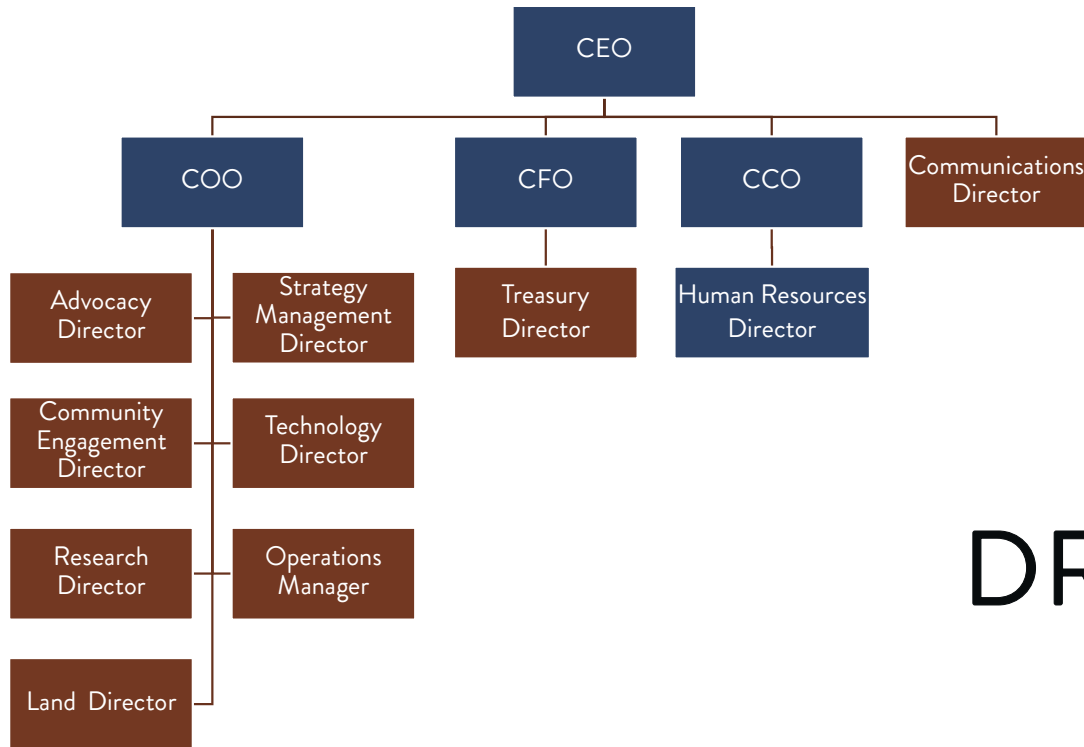
In FY2021, OHA underwent a reorganization which reduced the number of full-time positions to 153; and realigned the organization to ensure effective and efficient implementation of the new Mana i Maui Ola Strategic Plan. Like many organizations, OHA's position vacancy rate is higher than expected and intensified recruitment, 3<sup>rd</sup> party resourcing and other measures continue.

## Executive Leadership Team

Five executives currently make up Administration's Executive Leadership Team (ELT). OHA's ELT provides the authority needed to guide the implementation of the strategic direction of the organization. This team is led by a Chief Executive Officer (CEO), who is appointed by the Board of Trustees. The CEO selects the other members of the ELT, which include the Chief Operating Officer (COO), the Chief Financial Officer (CFO), General Counsel (functioning as the Chief Compliance Officer (CCO) and the Human Resources Director.

## Ka 'Aha

The Executive Leadership Team is supported by Ka 'Aha Team, which include nine Directors and one Manager. Together, OHA leadership works as a team to bring the right combination of staff skills, experiences and leadership to implement policies, perform various operational functions, and help OHA achieve its goals.

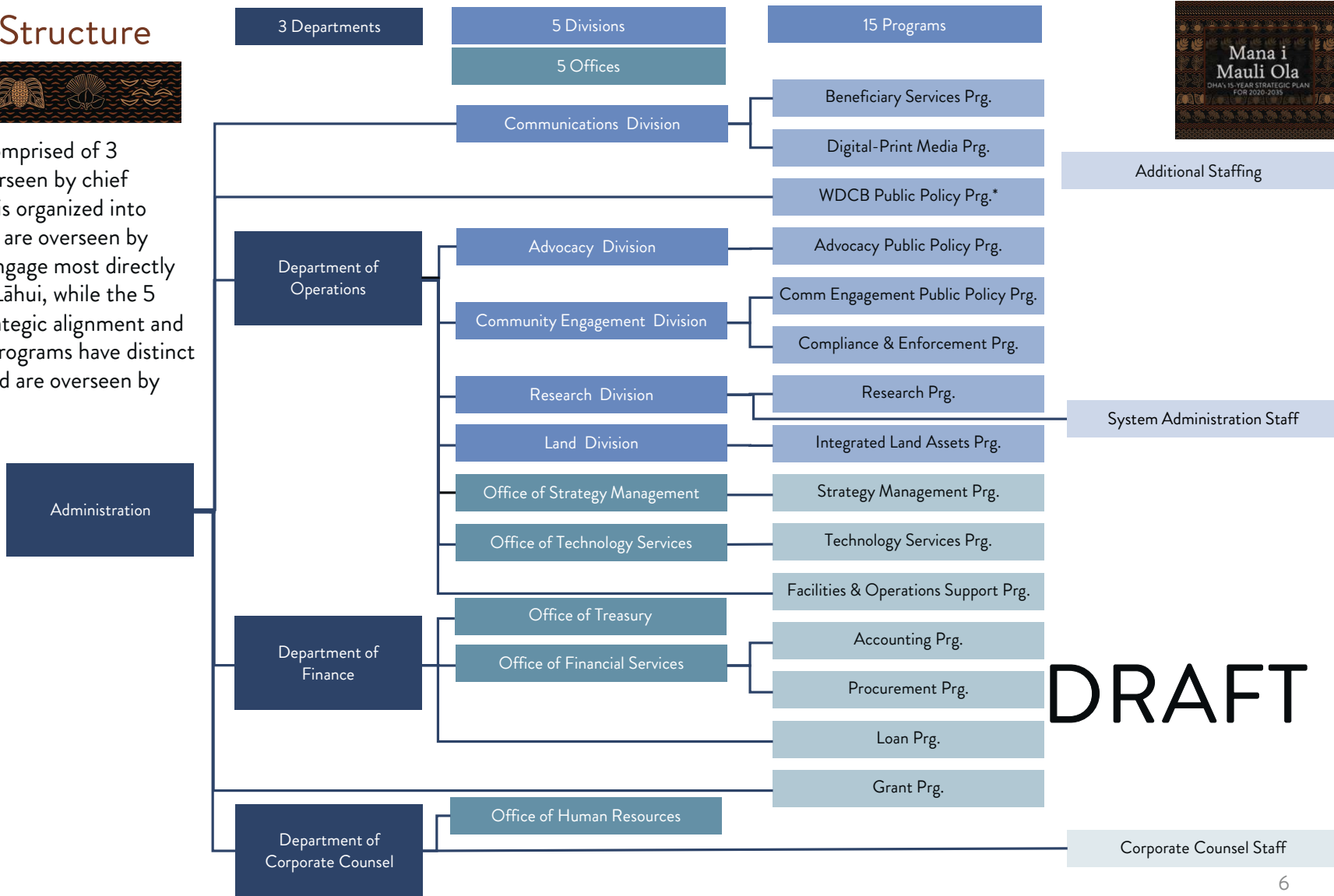


DRAFT

# Organizational Structure



OHA's administration is comprised of 3 departments which are overseen by chief officers. Each department is organized into divisions and offices, which are overseen by directors. The 5 divisions engage most directly with beneficiaries and the Lāhui, while the 5 offices provide internal strategic alignment and infrastructure. OHA's 15 programs have distinct programmatic functions and are overseen by Managers.



**DRAFT**

# Mana i Maui Ola: OHA's 15-Year Strategic Plan For 2020-2035



OHA's Strategic Plan "Mana i Maui Ola" (Strength to Wellbeing) recognizes three foundations of historical strengths of the Native Hawaiian community as 'Ohana (family), Mo'omeheu (culture), and 'Āina (land and water). The Mana i Maui Ola Strategies aim to build upon these foundations in order to overcome current barriers and disparities in the areas of education, health, housing, and economics. By relying on the traditional strengths (mana) of our communities within each of our four directions, OHA will affect positive change towards Native Hawaiian total wellbeing (mauli ola).

Over 15 years, OHA is implementing eight external strategies aligned with our foundations and directions to achieve our envisioned outcomes for a thriving and abundant Lāhui. Additionally, the Board approved an additional endowment strategy, complemented by Administration's operational, internal strategy focused on strengthening human capital and operational capacity.

## Directions:



### Educational Pathways

STRATEGY 1:	STRATEGY 2:
Educational Resources	Hawaiian- Language Medium & Hawaiian Focused Charter Schools



### Health Outcomes

STRATEGY 3:	STRATEGY 4:
Physical, Spiritual, Mental & Emotional Health	Health of the 'Āina (Land & Water) and Mo'omeheu (Culture)



### Quality Housing

STRATEGY 5:	STRATEGY 6:
'Ohana Resource Management & Housing	Hawaiian Homes Commission Act & Housing Supply



### Economic Stability

STRATEGY 7:	STRATEGY 8:
'Ohana's Economic Pathways	Community Economic Development



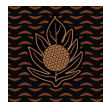
### OHA Endowment

STRATEGY 9:	STRATEGY 10:
Financial & Commercial Resources	Land Resources

**DRAFT**

<https://www.oha.org/strategicplan/>

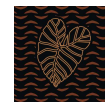
## Foundations:



'Ohana



Mo'omeheu



'Āina

# Biennium Budget Construction Process



The development of OHA’s biennium budget begins with the Strategic Plan. From this starting point, the Implementation Plan and tactics were created to guide all operational activities and projects that OHA intends to undertake in the next two fiscal years. The budget is the financial expression of these plans and activities.

The budget construction starts with all the funding sources available, i.e., a percentage of OHA’s Investment Portfolio, Public Land Trust amount, General Funds appropriations, and Commercial Property revenue. These funding sources create the ceiling for budget expenditures. Beneficiary and Community Investments, non-personnel, and personnel related budgets are constructed with related assumptions. Non-personnel budgets and recurring expenses, which account for on-going operations, are accounted for first. Any remaining identified funds at this stage are allocated to specific projects in alignment with the Implementation Plan.

In alignment with Board approved strategies, Administration determines where resources are optimally deployed to achieve strategic outcomes. We are seeking community input on the development of the biennium budget. This step will help to inform Administration of observations and mana’o prior to the submission of the final biennium budget to the Board of Trustees for action in June 2023.

Please send questions and comments to [ohabudget@oha.org](mailto:ohabudget@oha.org) or visit [www.oha.org/budget](http://www.oha.org/budget) for more information.

# DRAFT





## Spending Priorities



As part of the budget construction process, the Executive Leadership Team balances the budget based upon the following priorities and constraints.

OHA has a range of functions and related activities it performs. Spending priorities are identified as a way to illustrate certain activities (among many) OHA will focus on over the biennium. For this biennium, OHA identified three priorities aligned with Mana i Maui Ola:

1. **Strengthen grants deployment.**
2. **Strengthen stewardship of land assets** across legacy and commercial portfolios (e.g., policy update, portfolio strategy dvlpt, Hakuone development).
3. **Solidify infrastructure.** Continue to focus on recruit, retain and reward program design(s), update IT systems, procurement and payment process improvements, budget and reporting functionality.

Each direction within Mana i Maui Ola contains two distinct Strategies. The first Strategy in each direction outlines OHA's work to improve Native Hawaiian conditions through supporting individual and 'ohana level change.

The second Strategy within each direction outlines OHA's work to change the systems that create or contribute to inequitable or unjust conditions for Native Hawaiians. Therefore, this budget proposes a **balance between individual support and system change**. To create this balance, the annual Beneficiary and Community Investments budget includes \$15.1 million, equal to 100% of the prior year Public Land Trust Fund revenue amount plus additional trust fund amounts. Beneficiary and Community Investments funds are allocated to traditional grant programs, event sponsorships, and other funding mechanism to support the Department of Hawaiian Homelands. This funding increase moves the Beneficiary and Community Investments allocations to become the **largest share of OHA's core operating budget**. Additionally, personnel and contract costs are streamlined and refocused to increase services OHA directly provides to beneficiaries.

Correspondingly, personnel and contract costs are streamlined and refocused to strategically affect systemic policy change. This work includes ceded lands and public land trust work (e.g., inventory, working group); research to identify systemic disparities and barriers to Native Hawaiian equality and justice; advocacy to implement policy change and protect Native Hawaiian rights and land; and convening community groups to amplify Native Hawaiian voice in all public spheres.



# DRAFT

# Key Constraints



Once spending priorities are identified, constraints on funding sources and spending decisions are considered. Constraints include both restrictions on the funds that OHA receives, as well as previous commitments the agency has made to further the mandate and mission. Therefore, constraints need not be viewed as negative, but rather a part of the process to determine the additional budgetary decisions that must be made.



**First**, in 2006, the state set the interim native Hawaiians’ pro rata share of Public Land Trust revenues at \$15.1m annually. This amount is outdated and represents a fraction of what Native Hawaiians should be receiving, thereby significantly restricting OHA’s resources. In 2022, via Act 226, the interim amount was increased to \$21.5m annually.

**Second**, OHA adheres to a Spending Policy, that is calculated to spend up to 5% of a rolling 20 quarter average of the Native Hawaiian Trust Fund.



# DRAFT



**Third**, the budget accounts for the actual calculated fringe benefit rate of 52.6%. This adds a significant amount to Payroll. Every \$1 of salary requires \$0.526 of fringe benefits. The approved rate from the state was 63.28% which was lowered to 52.83% due to COVID; the interim FY23 rate of 52.6% is used for budgeting purposes; and the actual rate must be recognized when paid.

**Fourth**, OHA honors large standing commitments, including provisos from the state general fund appropriations with matching funds from OHA; DHHL debt servicing agreement, and pledging over \$19 million each year to beneficiary and community investments.



# Core Funding



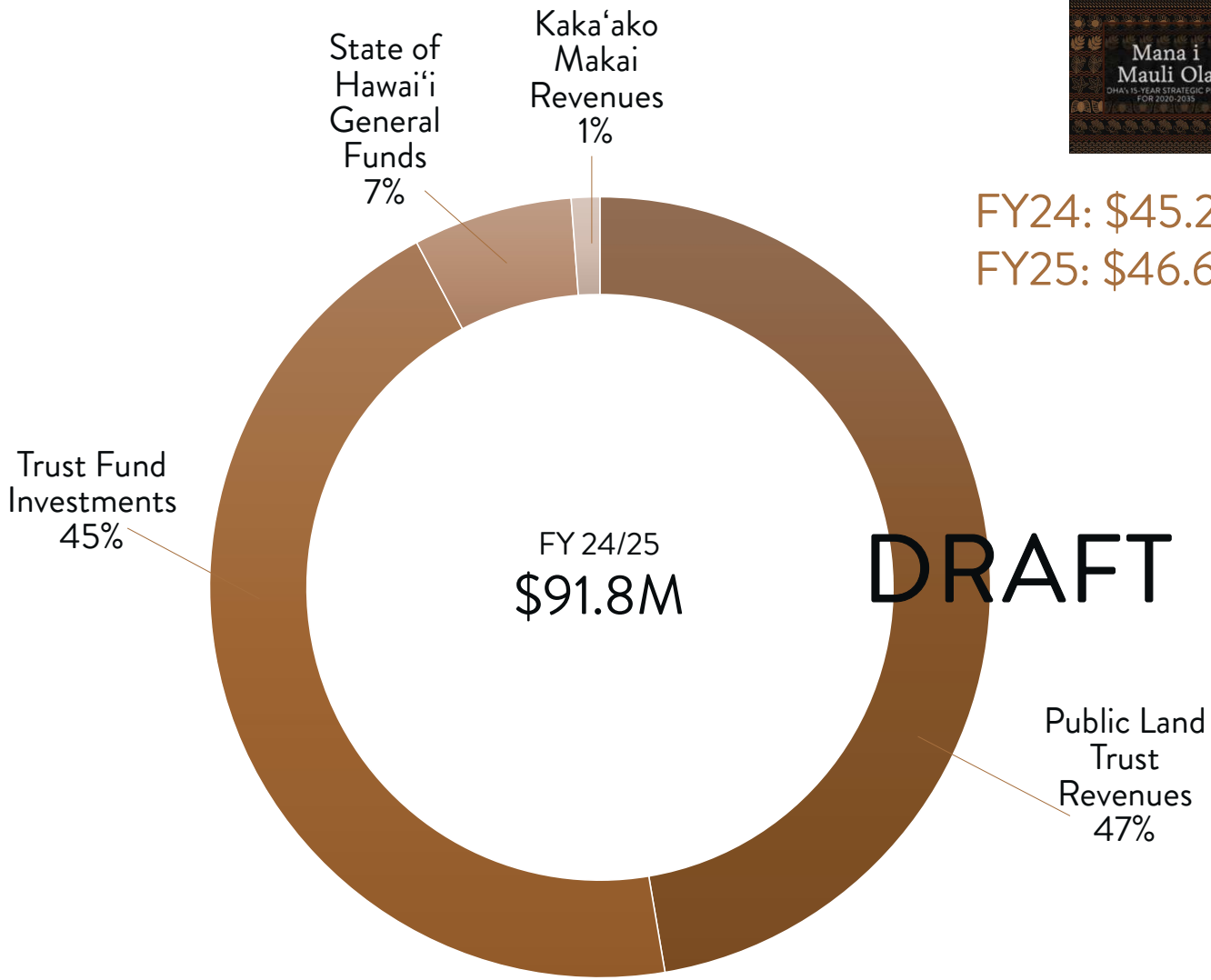
OHA operation consists of “core” and “non-core” budgets. Items in the non-core operating budget have their own designated funding sources, these include revenues from commercial leasing activities and federal grants received. OHA’s core operating budget is dependent upon four sources of funding including:

1. Public Land Trust (PLT) allotments (\$43M);
2. A percentage of the investment portfolio (Native Hawaiian Trust Fund) (\$41M);
3. Appropriations of State of Hawai'i general fund (\$6M); and
4. Kaka'ako Makai allocated resources (\$1.8M).

These sources are projected to generate approximately \$91.8 million in FY24 and FY25.



FY24: \$45.2M  
 FY25: \$46.6M



**DRAFT**

Budget data presented are preliminary and subject to change

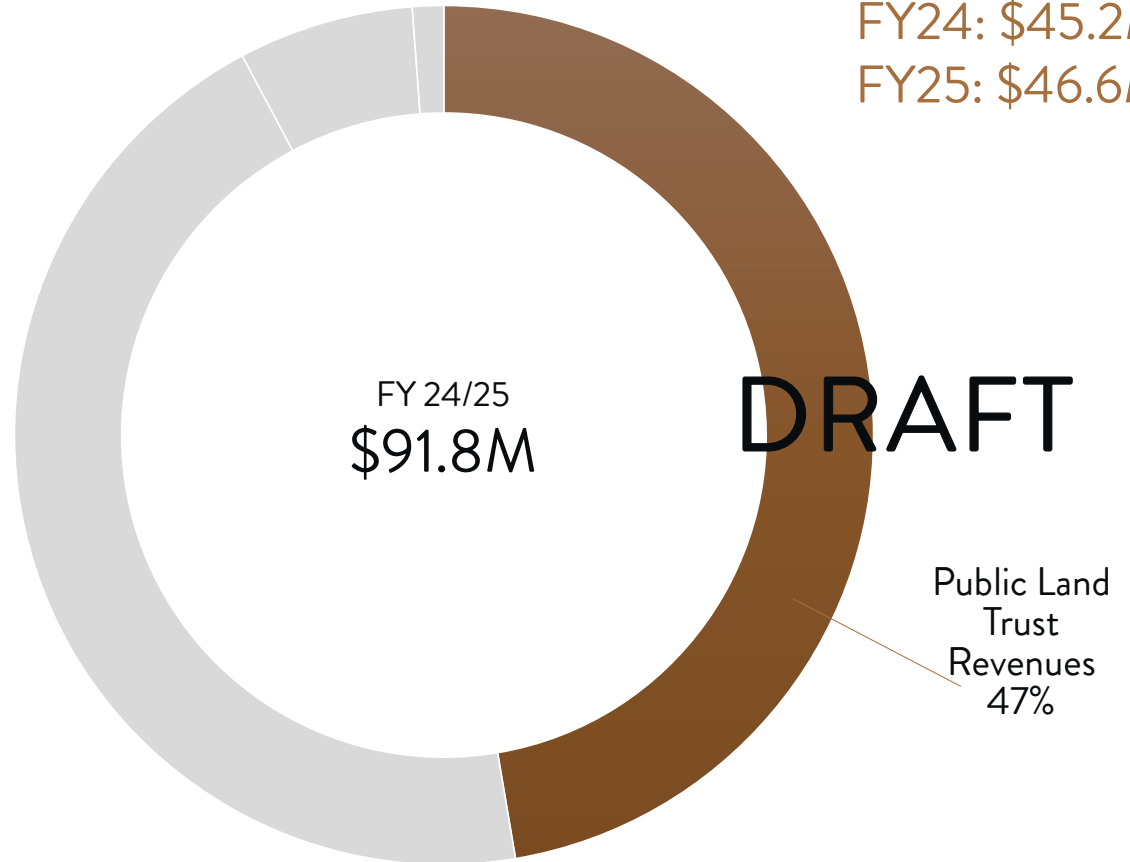
# Core Funding



## 1. Annual Public Land Trust Revenues

The Public Land Trust (PLT) is a subset of ceded lands which is held in trust for the betterment of the conditions of Native Hawaiians, and the general public. PLT lands are comprised of former Crown and Government lands of the Hawaiian Kingdom. Hawai'i's constitution establishes OHA in part to receive and administer Native Hawaiians' pro rata share of revenues derived from the PLT. The pro rata share is generally understood to be 20% of the revenues from PLT lands. How this 20% should be calculated is a matter of longstanding debate between OHA and the State.

In 2022, via Act 226, the State of Hawai'i increased the fixed annual revenue payments to OHA at \$21.5 million as a temporary approximation of the PLT share. At 47% of OHA core operating budget, for the first time PLT revenues constitute OHA's largest source of funding. Act 226 also established a working group to account for all ceded lands, account for all income and proceeds; and subsequently determine the twenty percent pro rata share of income and proceeds.



Budget data presented are preliminary and subject to change



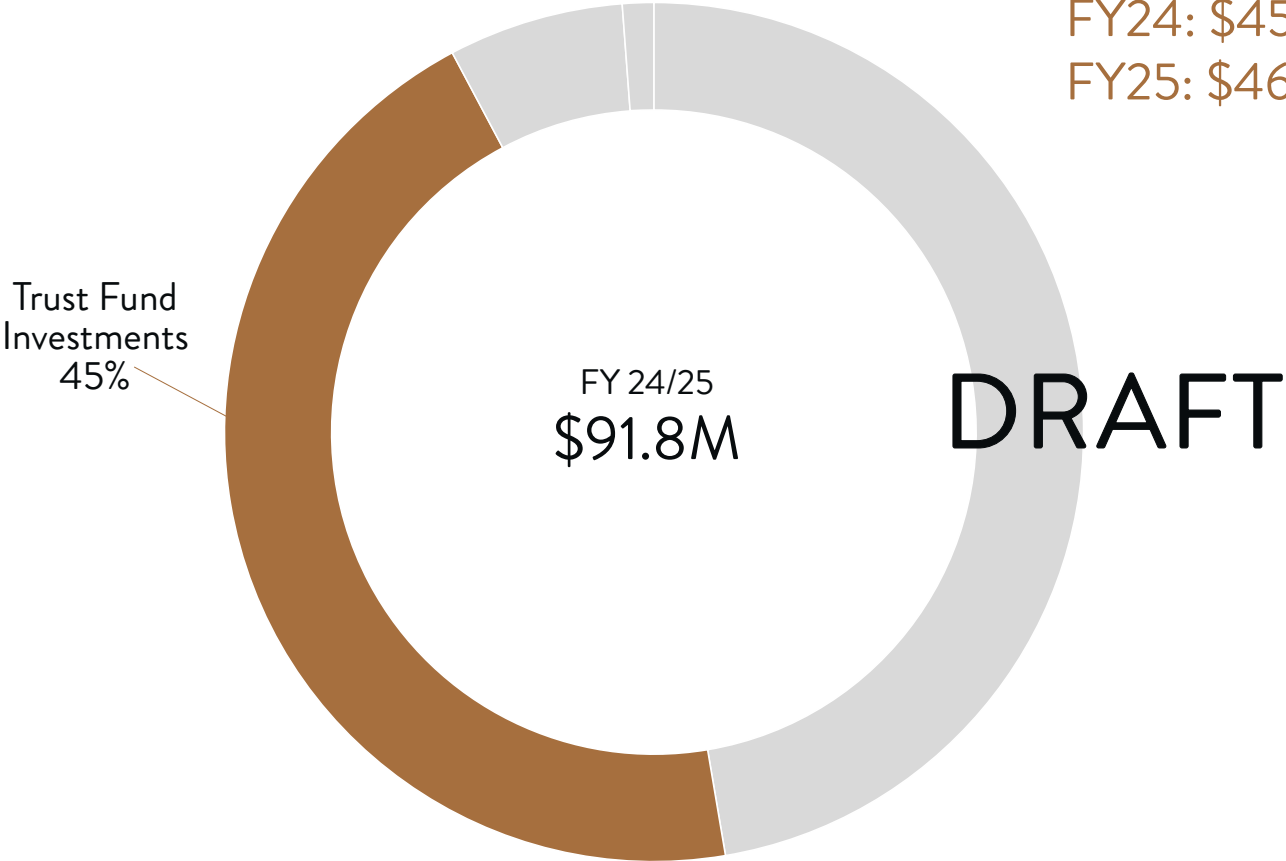
# Core Funding



## 2. Investment Portfolio

The second largest source of funding is derived from OHA's Native Hawaiian Trust Fund investments, pursuant to its Spending Policy, which allows for a maximum 5% allocation of funding based upon a 20-quarter rolling average market value.

For FY24, the 5% spending amounts to approximately \$19.9 million. For FY25, the computed 5% spending increased to \$21.0 million for a total of \$40.9 million over the two-year period or 45% of OHA's total core operating budget.



FY24: \$45.2M  
FY25: \$46.6M

Budget data presented are preliminary and subject to change

# Core Funding



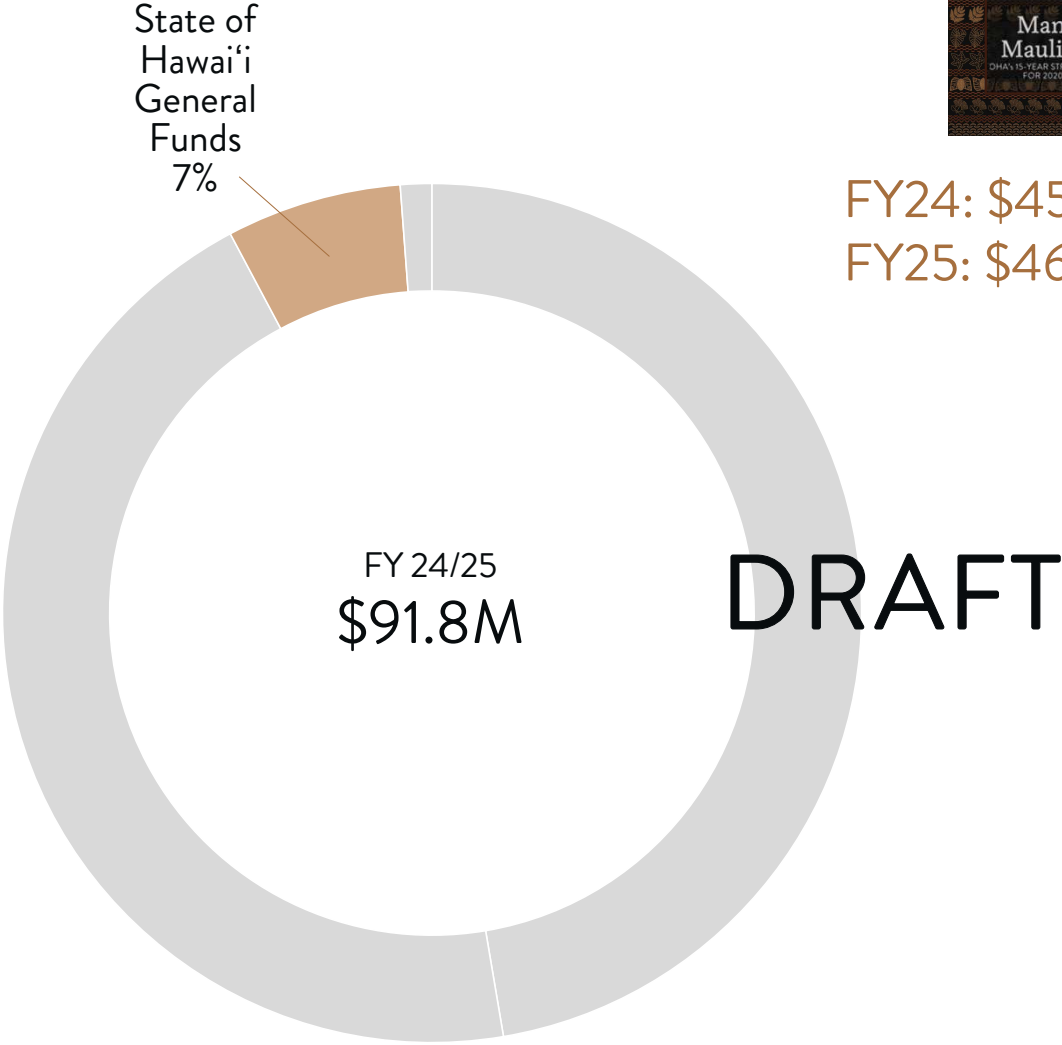
### 3. State of Hawai'i General Funds

The third source of funding is provided through the State of Hawai'i General Funds. OHA fulfills its fiduciary responsibilities to beneficiaries by advocating at the state legislature each year for general fund appropriations.

In FY22 FY23, OHA received \$2.3 million in general fund appropriations annually. For FY24 and FY25, OHA anticipates an annual funding of approximately \$3 million; for a total of \$6 million over the two years, constituting 7% of OHA's core operating budget.



FY24: \$45.2M  
FY25: \$46.6M



Budget data presented are preliminary and subject to change

# Core Funding



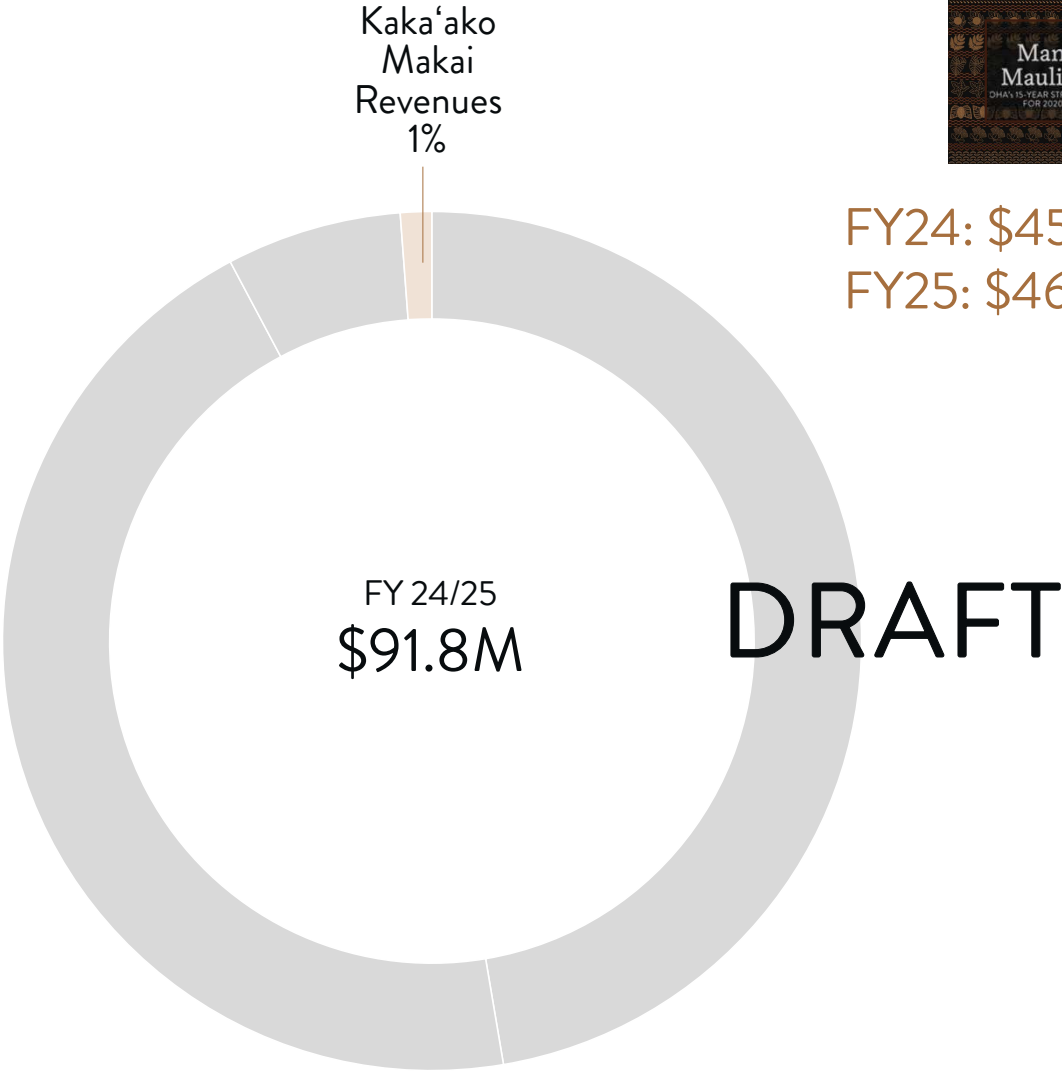
## 4. Kaka'ako Makai Revenues

The final source of funding, albeit a small percentage of OHA's total core operating budget, reflects a commitment by OHA's Board of Trustees to ensure maximum funding for stewardship of legacy lands.

In 2012, OHA officially took title of 30 acres of prime real estate in Kaka'ako Makai as a settlement amount from the State of Hawai'i. Prior to any substantive development activity, the estimated net revenue amount is approximately \$776 thousands in FY24 and \$1.1 million in FY25, for a total of \$1.1 million.



FY24: \$45.2M  
FY25: \$46.6M



Budget data presented are preliminary and subject to change

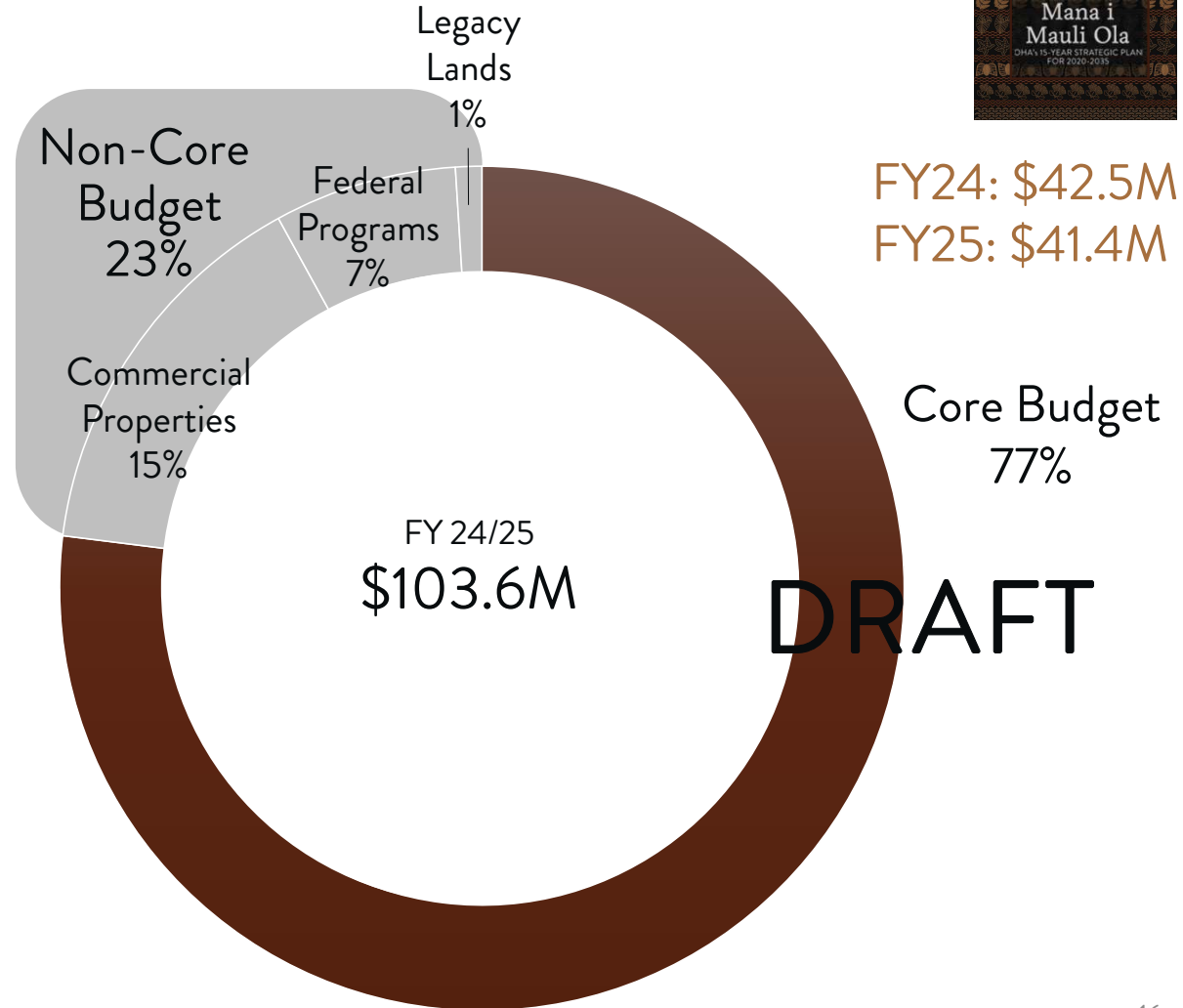
# Total Operating Budget



OHA's total operating budget consists of core and non-core budget items. The two-year core operating budget (\$83.9M) is the focus of this document, as the non-core operating budget items are those that have their own designated funding source and operations.

The non-core budget contains designated separate revenue sources: for its two-year budget - commercial properties (\$16.8M), federal programs (\$2.3M), and other programs (\$549K).

OHA's legacy land program expenses are not reflected in the core operating budget as they are covered by a portion of commercial property net income and accounted for in the Legacy Land Program budget.



Budget data presented are preliminary and subject to change



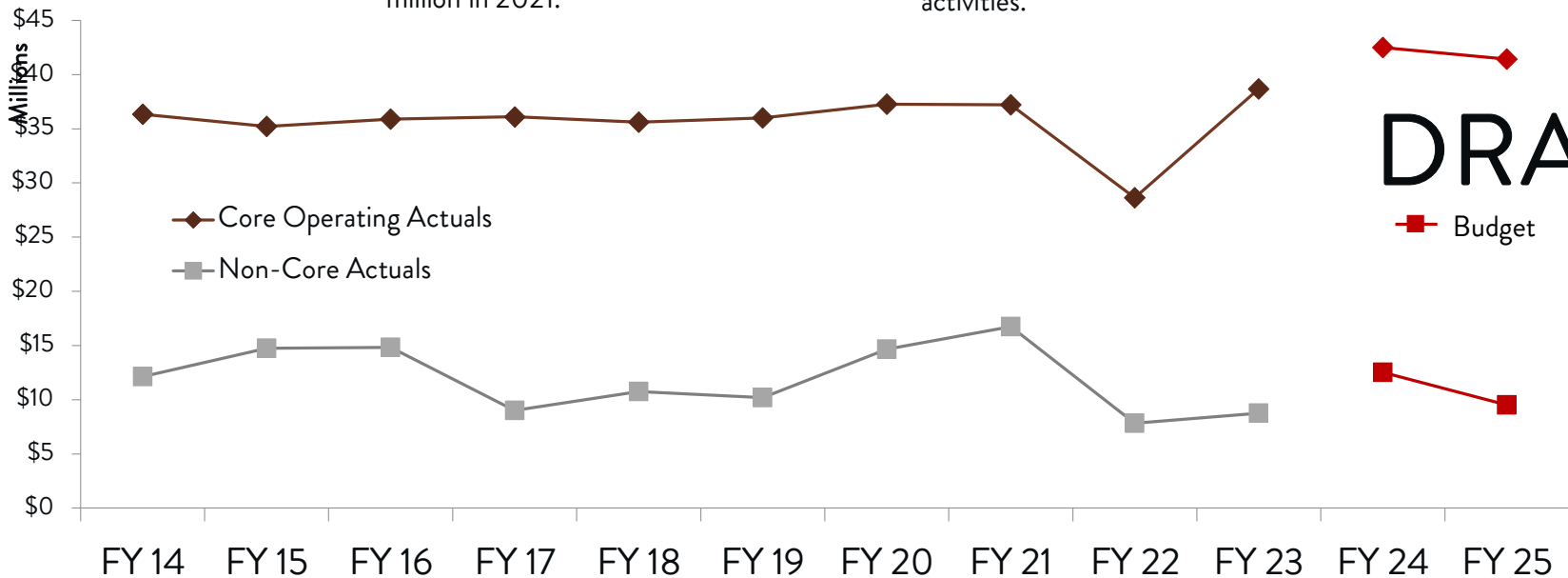
# Historical Operating Actuals and FY24/ FY25 Budget



As shown in the figure below, the core operating budget has remained fairly consistent between FY12 and FY23, ranging between \$35-37 million, with the increase in inflation, the operating budgets absorbed the increasing costs without a corresponding increase in an overall amount.

The non-core budget has fluctuated over time, increasing from \$5.6 million in 2012, to \$14.8 million in 2016, primarily due to increased revenues and expenses in commercial properties and federal funds, including acquisition activities. Since 2016, these amounts dropped in 2017 and then steadily increased until they reached \$16.7 million in 2021.

Moving forward, OHA projects another increase in the non-core budget to approximately \$12.5 million in 2024, then slightly decreasing to \$9.5 million in 2025. Again, commercial properties and other program budgets are based on their own revenues and thus self-sustaining and does not reflect any development activities.



**DRAFT**

\* FY22 Non-Core operational actuals do not include \$69.1M in Iwilei purchase and related Loan Refinancing. Budget data presented are preliminary and subject to change

# Core Operating Budget



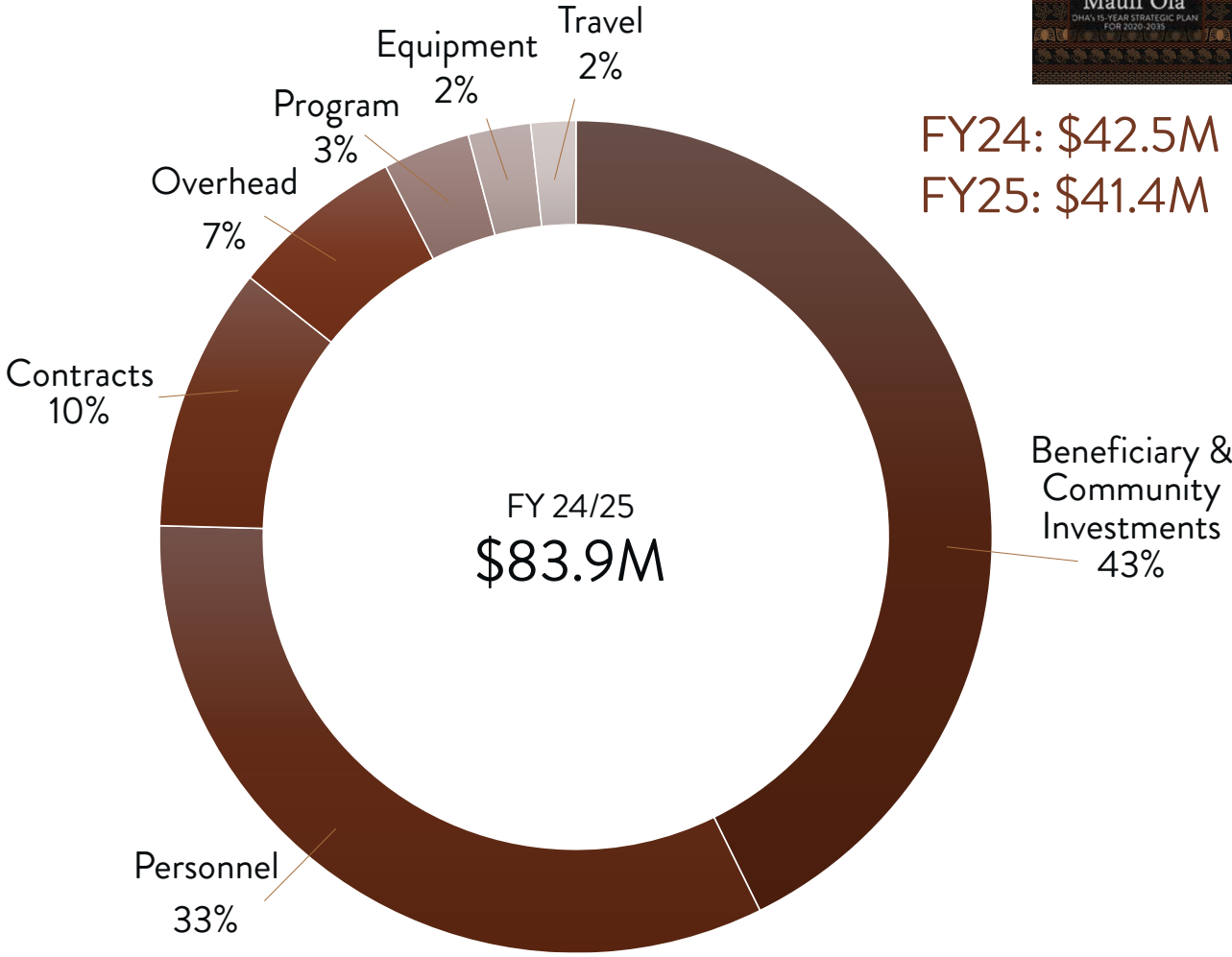
Over the next two fiscal years, OHA allocates 43% of its core operating budget to its beneficiary and community investments (\$35.8m), 33% to personnel (\$27.5m), 10% to contracts (\$8.6m), and 7% to overhead costs (\$5.7m). The smaller categories include 3% for programs (\$2.8m), 2% for equipment (\$2.0m), and 2% for travel costs (\$1.5m).

The following slides will provide a more detailed breakdown of each category.

**DRAFT**



FY24: \$42.5M  
FY25: \$41.4M



Budget data presented are preliminary and subject to change

# Beneficiary & Community Investments Portfolio

# DRAFT



In FY23, OHA continued to better define and expand the budget category of Beneficiary & Community Investments. This work has clearly delineated both Beneficiary & Community Investments Classifications, based on funding recipient, and Funding Mechanisms, based on the procurement code authority.

## Beneficiary & Community Investments Definition:

OHA funds disbursed:

- To **Native Hawaiian individuals, organizations, and systems;**
- For the **direct and primary benefit** of OHA beneficiaries and Native Hawaiian communities;
- Through **diverse funding mechanisms**, such as procurement by competitive means or exemptions to the Procurement Code in HRS §103D-102 including grants, loans, etc. Beneficiary and Community Investments funds do not include OHA personnel and administrative costs to disburse funds.

Funding Mechanisms	Classifications		
	DIRECT BENEFICIARY AID	ORGANIZATION IMPACT FUNDING	SYSTEM STRENGTHENING INVESTMENTS
Solicited Grants	Emergency Financial Assistance	Project Support Grants	
		Event Support Grants	
		Capacity Building Grants	
Board Directed Grants		Emergency Aid Grants	Hawaiian Focused Charter School (HFCS) Grants
		Community Grants	
		Legacy Grants	
Loans	OHA Personal Loans		
	OHA Business Loans		
Intra-Government Funding		Community Legal Resources Funding	Dept. of Hawaiian Homelands Funding Native Hawaiian Law Training Funding
Procured Contracts		Beneficiary Legal Service Funding	

# Beneficiary & Community Investments



In the FY24-FY25 biennium budget, OHA allocates \$35.8 million to various beneficiary and community investments, which constitutes 43% of the core operating budget. An additional \$3M will also be disbursed via OHA Loan Programs. There are three major classification within this category:

**DIRECT BENEFICIARY AID (\$1.6M +\$3M in Lending):**

To a **Native Hawaiian individual**; for the betterment of conditions of an OHA beneficiary individual, family, or household demonstrating an **unmet need**.

**ORGANIZATION IMPACT FUNDING (\$20.5M):**

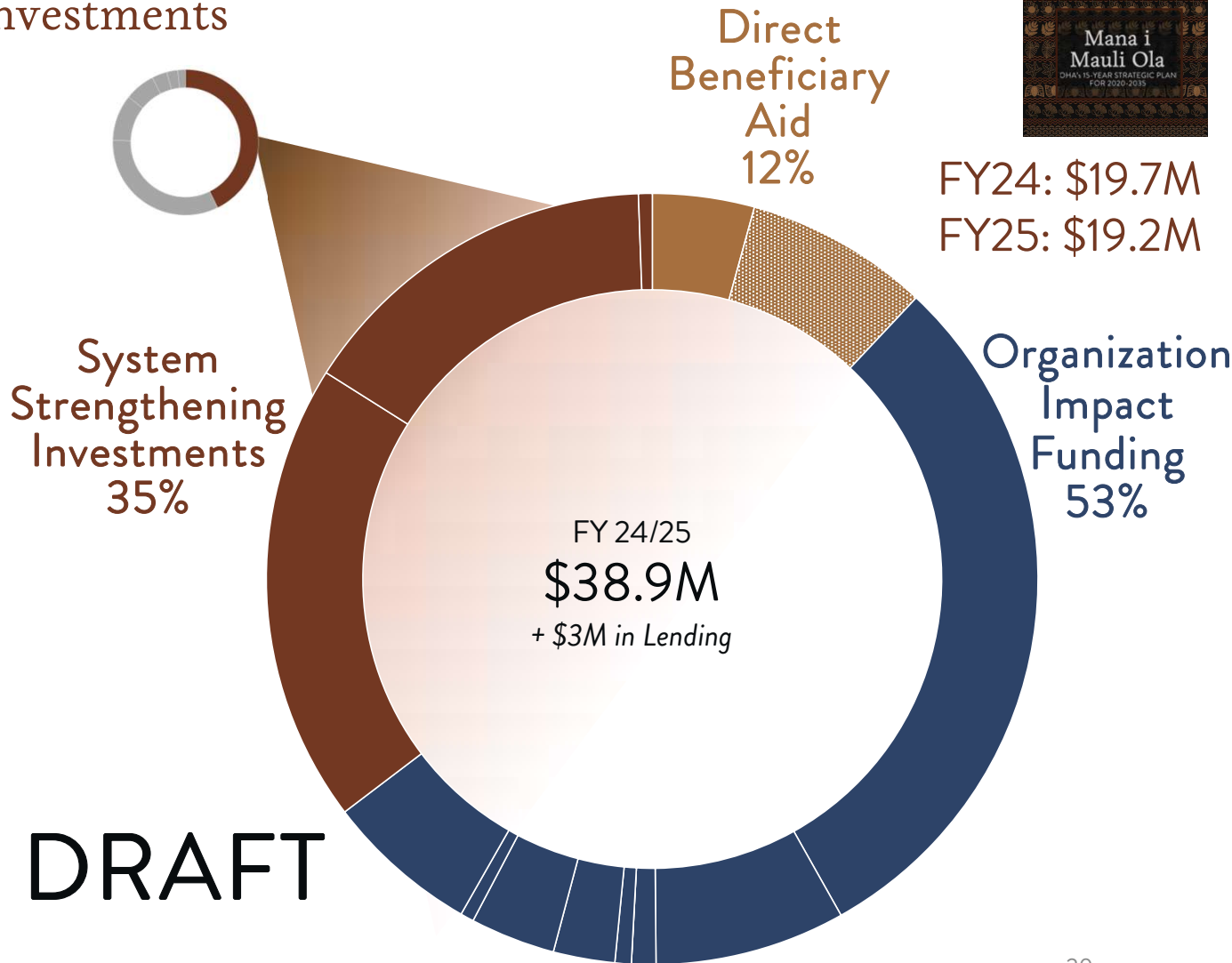
To **organizations**; for the support of **recipient activities** that are consistent with OHA’s purposes, including the betterment of conditions of Native Hawaiians.

**SYSTEM STRENGTHENING INVESTMENTS (\$13.7M):**

To **institutions**, and multi-organization **collaborations**; for the strengthening of **community-wide structural systems** that address complex Native Hawaiian conditions.



FY24: \$19.7M  
FY25: \$19.2M



**DRAFT**



# Beneficiary & Community Investments



Of this budget: \$4.6 million is allocated to **Direct Beneficiary Aid**. \$1.7 million is allocated to OHA's own Emergency Financial Assistance program (4%) and \$3 million will be disbursed through loans directly to Native Hawaiian individuals and business (not reflected in the overall Core Budget).

\$20.5 million is allocated to **Organization Impact Funding**, with \$11.6 million for Project Grants aligned with OHA Mana i Maui Ola (30%), \$3.1 million for Special Populations (8%), and \$400 thousand to support community events (1%). Additionally, \$133 thousand is allocated to Emergency Grants (1%), \$500 thousand for Higher Education Scholarship Grants (3%), and \$941 thousand for Legacy Grants (4%). Finally, one investment is made through an Intra-Government Funding agreement for Legal Resources for the community (\$220K, 1%) and one investment through a Procured Contract to provide direct legal services to beneficiaries.

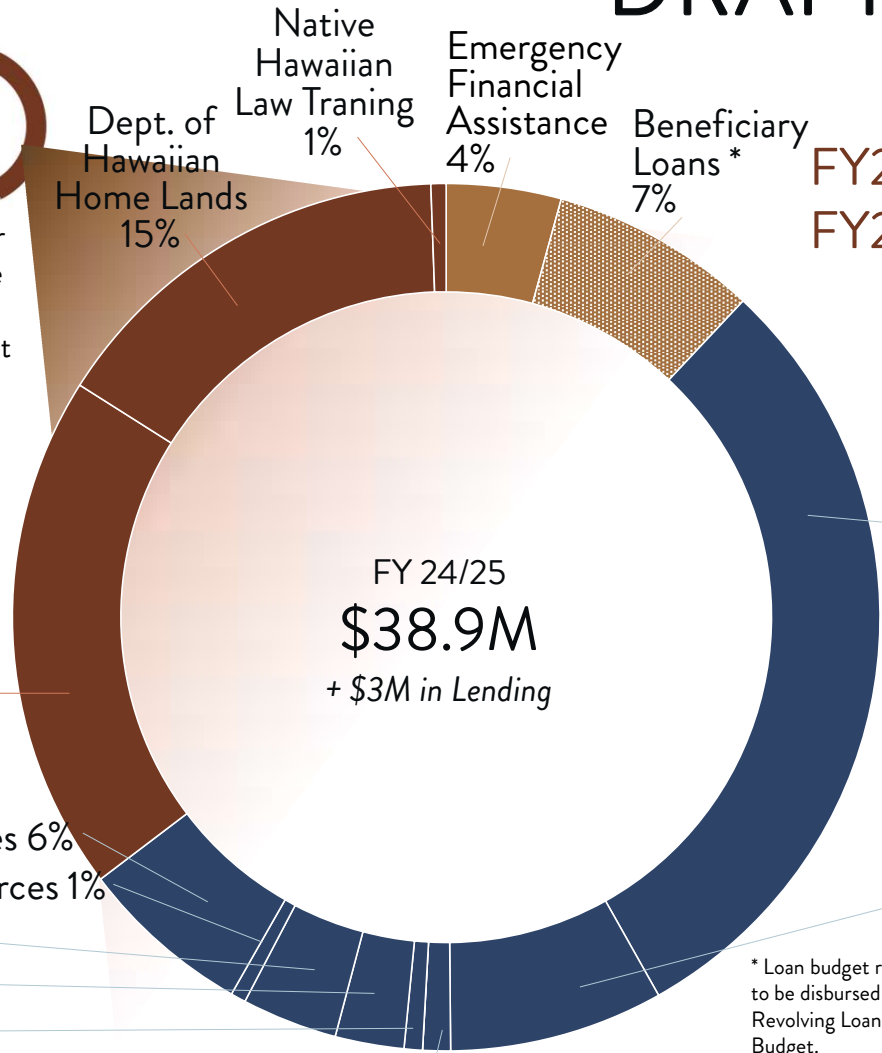
Under the **System Strengthening Investments**, \$7.5 million is allocated to support Hawaiian Focus Charter Schools (19%), \$6 million will be disbursed through an Intra-Government Funding agreement to Department of Hawaiian Homelands (15%), and \$220 thousand to support Native Hawaiian Law Trainings.

**DRAFT**



**FY24: \$19.7M**  
**FY25: \$19.2M**

Hawaiian Focused Charter Schools 19%  
Beneficiary Legal Services 6%  
Community Legal Resources 1%  
Legacy Grants 4%  
Scholarship Grant 3%  
Emergency Grants 1%



FY 24/25  
**\$38.9M**  
+ \$3M in Lending

\* Loan budget reflects the estimate funds to be disbursed from the Native Hawaiian Revolving Loan fund, not out of Core Budget.

Budget data presented are preliminary and subject to change

# Personnel

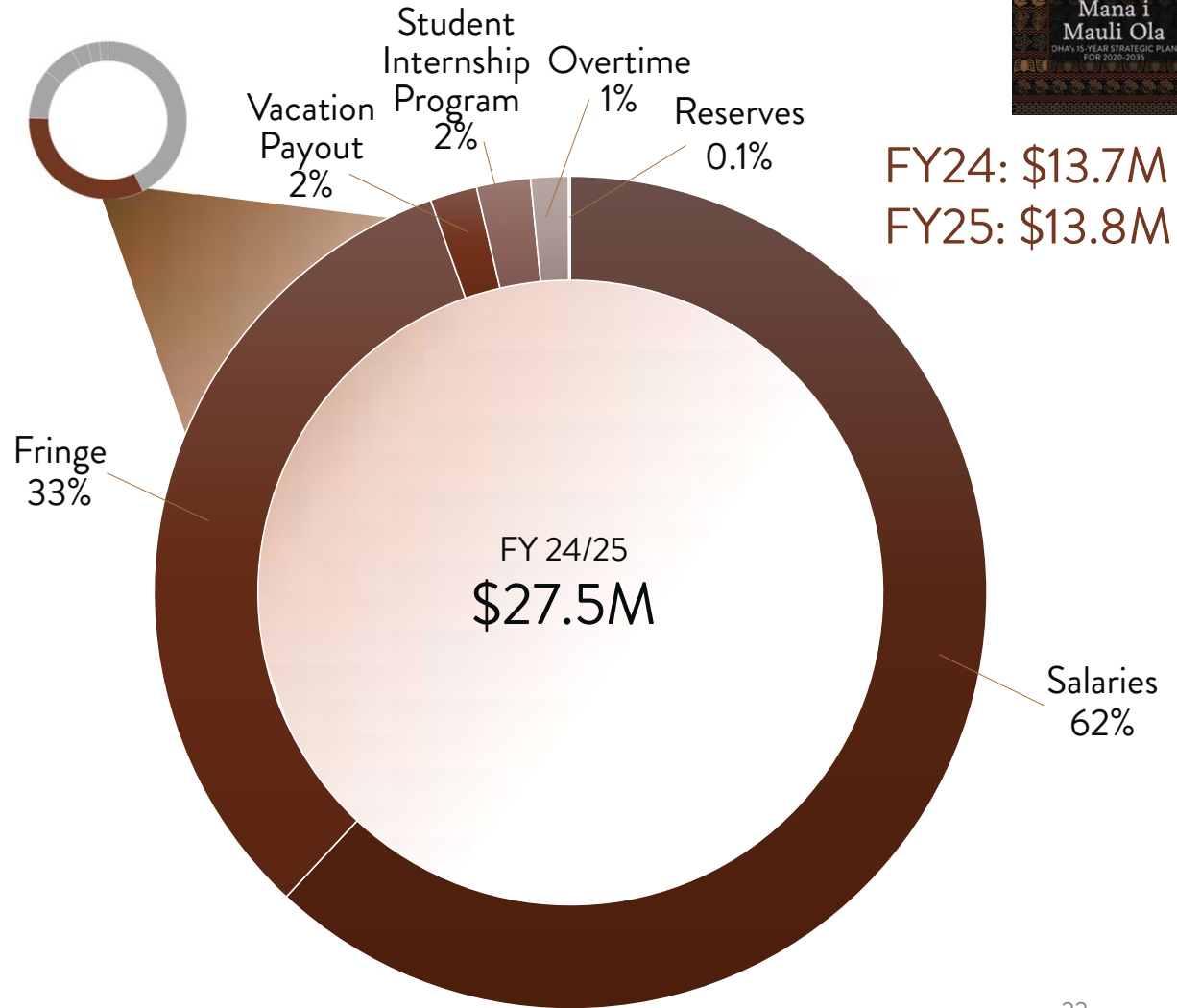


OHA allocates approximately \$27.5 million of the biennium budget to personnel costs, including the 53% fringe benefit rate, in support of employees under the core budget; constituting 33% of the core operating budget. This core budget does not include non-core employees whose positions are either funded by commercial properties or federal grants. The personnel budget construction is based on a 25% vacancy rate.

\$17 million of the personnel cost is employee salaries (62%), and \$9 million goes to fringe benefits (33%), based on the actual benefit load rate of FY23. Small portions are allotted to fund the internship program (\$575K), vacation payouts (\$500), and reserves for overtime and other costs (\$420K).



FY24: \$13.7M  
 FY25: \$13.8M



# DRAFT

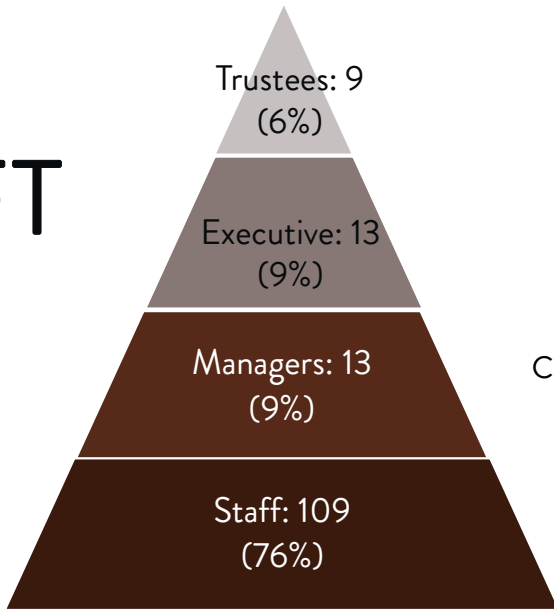
Budget data presented are preliminary and subject to change

# Personnel



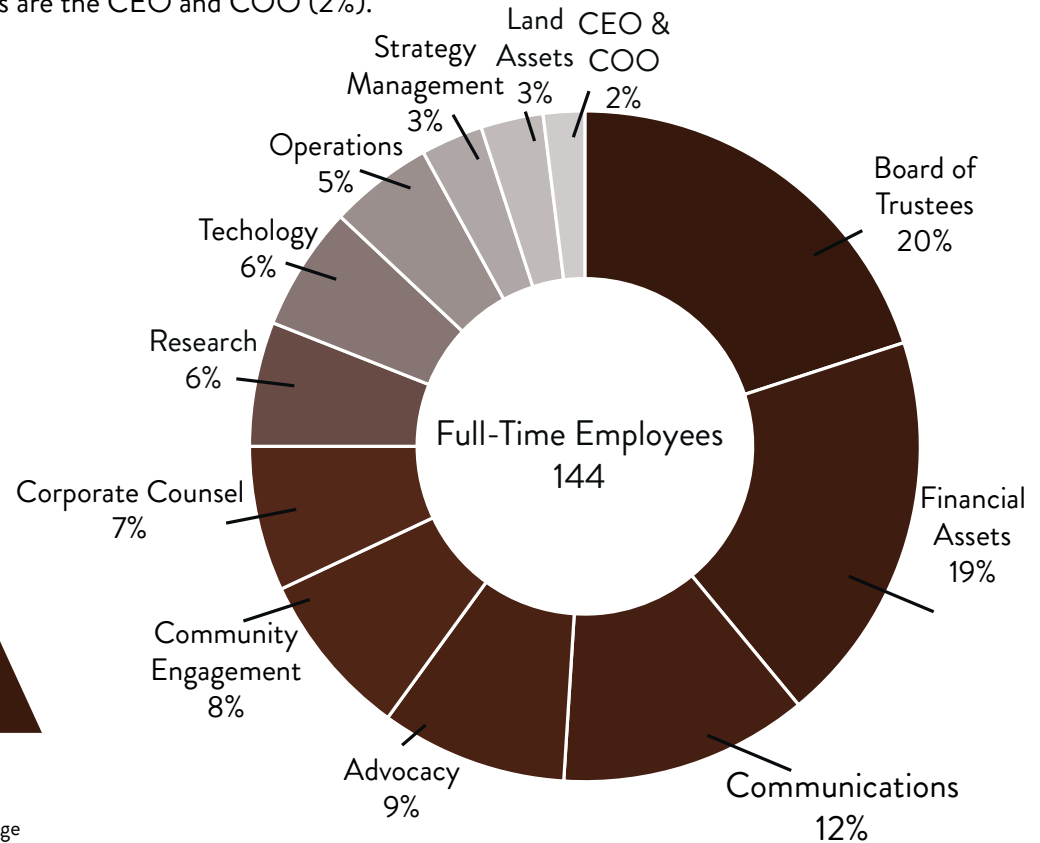
Of OHA's proposed 144 employees under the core budget, 109 are staff members, including Board support staff (76% of employees); 13 are managers (9%); 13 are executives (9%); and 9 are Trustees (6%). The figure below represent an average ratio of approximately 1 manager for every 8 staff.

**DRAFT**



Budget data presented are preliminary and subject to change

Of OHA's proposed 144 employees: 29 are Trustees and related Board support staff, which was not impacted by reorganization activities; 27 are within Financial Assets (19%) which includes 11 Grants staff; 17 are within Communications (12%) which includes 9 Beneficiary Service Staff; 13 are within Advocacy (9%); 12 are within Community Engagement (8%); 10 within Corporate Counsel, including Human Resources; 9 are within Research (6%); 8 are within Technology (6%); 7 are within Operations (7%); 5 are within Strategy Management (3%); 5 are within Land Assets (3%); and the remaining 2 positions are the CEO and COO (2%).

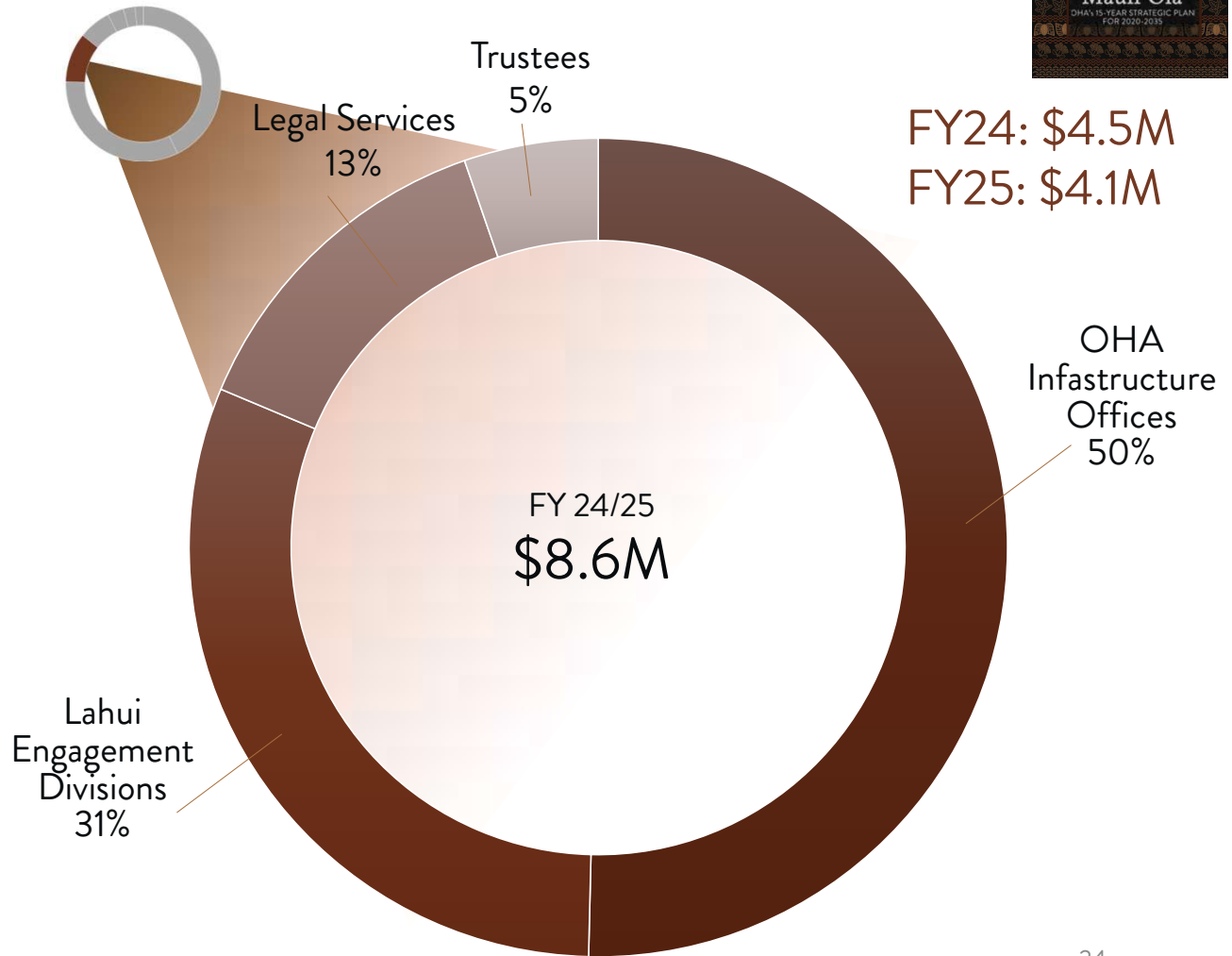


# Contracts



Contracts constitute 10% of OHA’s core operating budget. Approximately, \$4.5 million of the Contracts budget is allocated to support the work of OHA Offices focusing on internal Infrastructure (50%), including Financial Services, Human Resources, Strategy Management, and Technology Services. While \$2.6 million is allocated to support the work of the OHA Divisions and Program focused Lāhui engagement (31%), including Communications, Advocacy, Land, the Grants Program, and the Washington D.C. Bureau Program. \$1.1 million of the Contract budget is used for OHA Legal Services, which includes outside attorneys for consultation (13%); and \$460 thousand is used for Board-related contracts.

**DRAFT**



Budget data presented are preliminary and subject to change

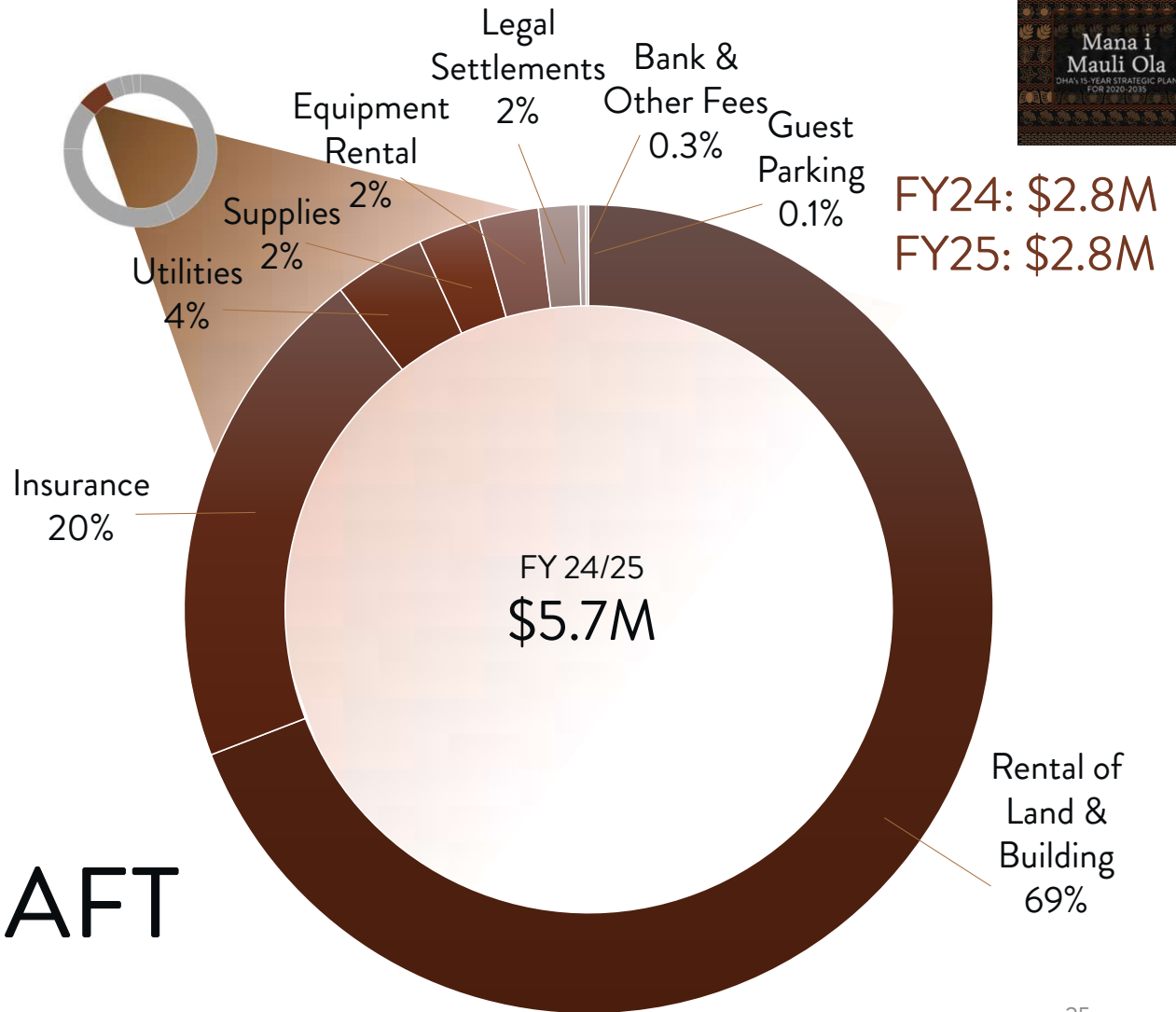
# Overhead



OHA allocates approximately \$5.7 million to Overhead or 7% of the core biennium budget. Of these amounts, office leases account for \$3.9 million (69%) which support six (6) offices across the State of Hawai'i, and 1 office in Washington, D.C. Utilities for these offices make up another \$200 thousand (4%) and include electricity, telephone / internet services, and water.

\$1.2 million is insurance premiums for liability insurance, workers compensation, board and officer insurance, and other related coverages (20%).

Additionally, \$100 thousand to office and other supplies (2%), \$135 thousand is allocated to rental equipment for offices (2%), \$90 thousand to legal settlements (2%), \$16 thousand to Bank and Other Fee, and \$7 thousand to parking validations for stakeholders and beneficiaries (1%).



**DRAFT**

Budget data presented are preliminary and subject to change

# Program

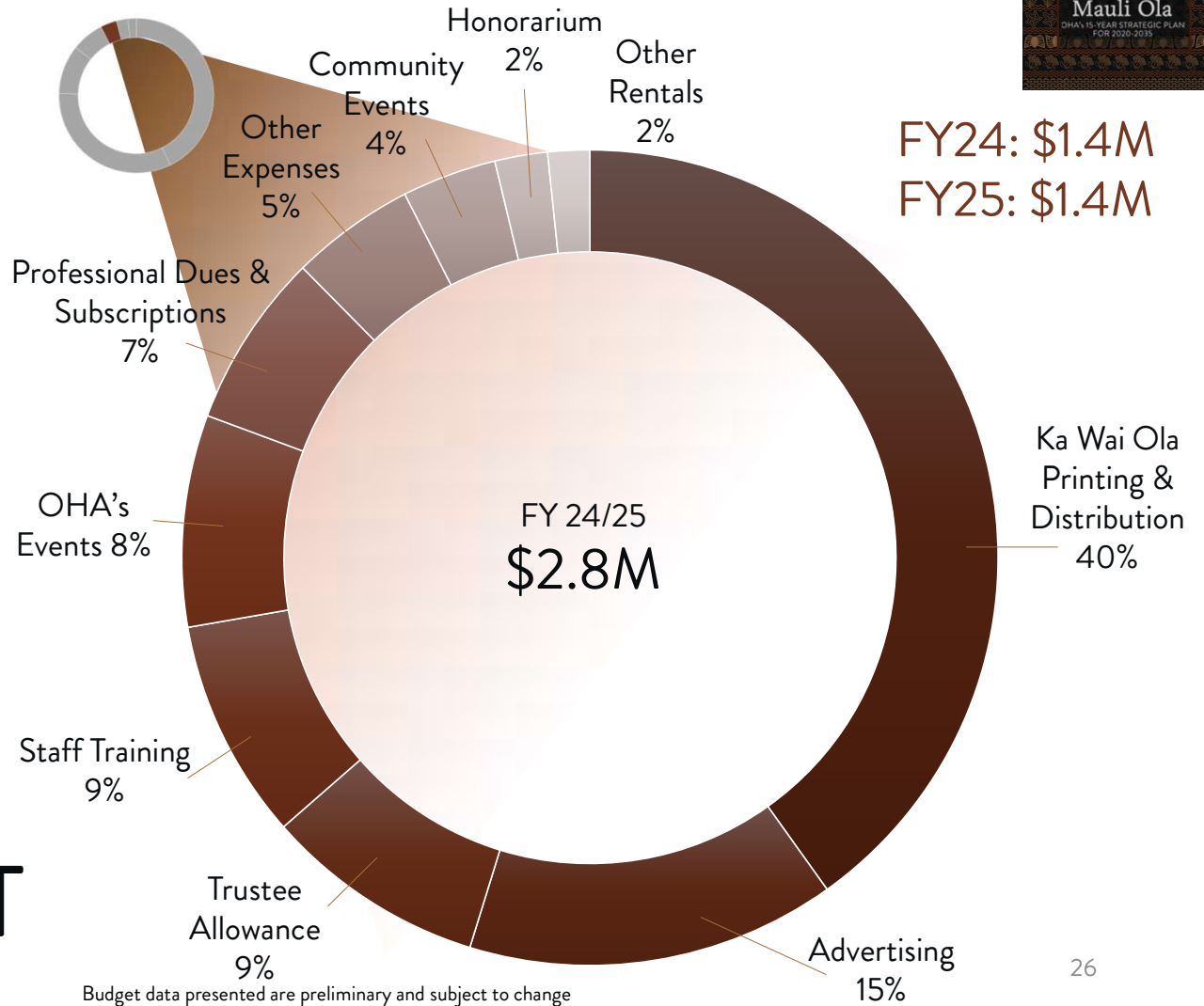


The next budget category is Program, to which OHA allocates approximately \$2.8 million or 3% of the core biennium budget. These are costs directly related to programs such as printing and distributing of Ka Wai Ola publications (\$1.14M), advertising for OHA initiatives (\$415K), trustee protocol allowance (\$248K), staff training (\$248K), hosting conferences, meetings, and events (\$238K), professional dues and subscriptions (\$196K), other expenses (\$140K) including promotional items, books and reference materials, freight and delivery, and automobile allowance, partnering with community organizations to host events (\$106K), honorarium for OHA event participants (\$59K), and other rentals needed to conduct business (\$47K).

The quarterly utilization (or non-utilization) of the Trustee Protocol Allowance is reported on the organization's website under the Financial Transparency link:

<https://www.oha.org/financials>

# DRAFT





# Equipment



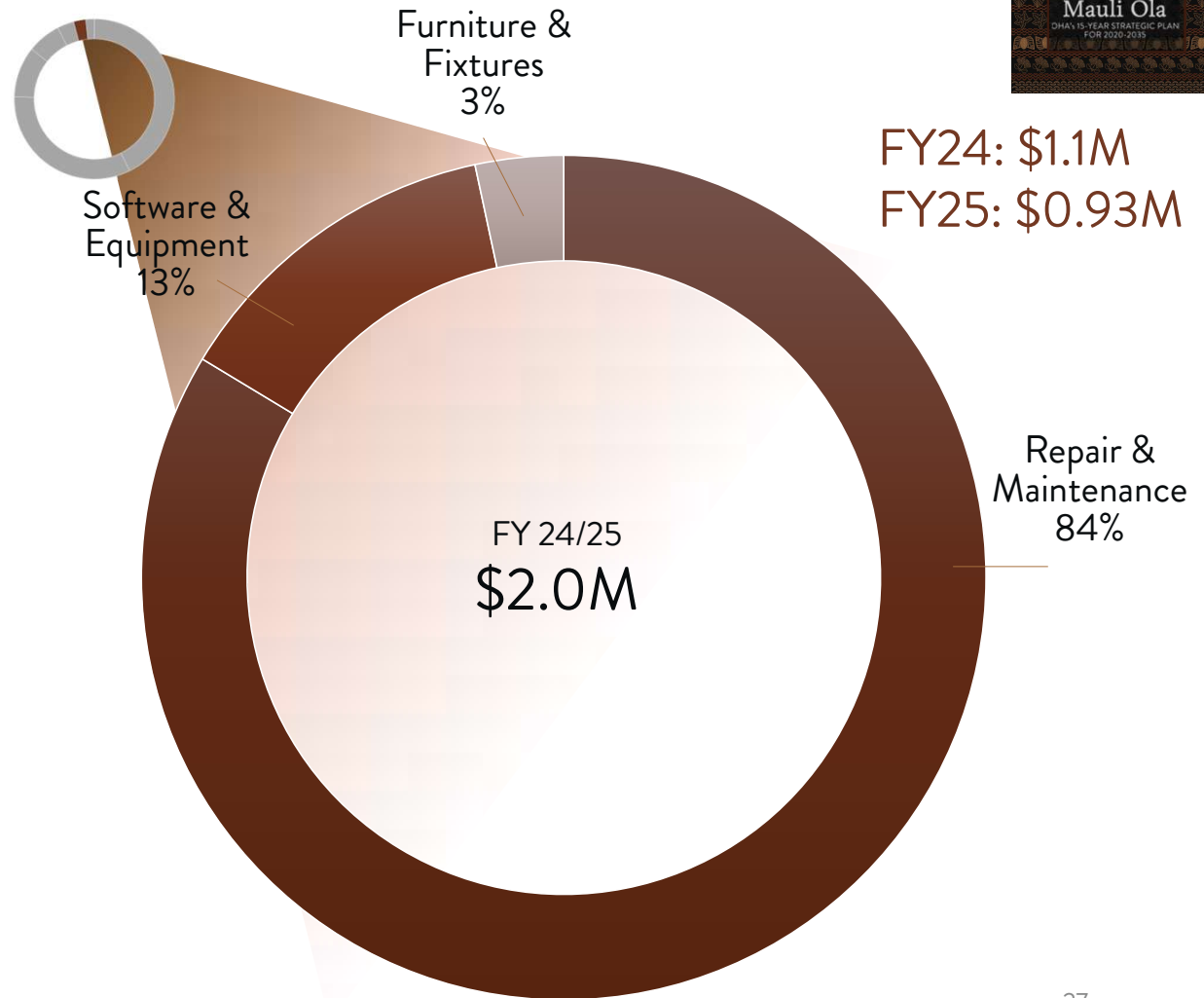
OHA allocates \$2.0 million or 2% of the core biennium budget to equipment; including repair & maintenance, and software & equipment.

Repair & maintenance includes various upkeep work for OHA's facilities (\$1.7M).

Software and equipment includes IT software, hardware and other purchases required for on-going operations (\$264K).

While \$68.7 thousand of the equipment budget is reserved for needed office furniture & fixtures.

# DRAFT



Budget data presented are preliminary and subject to change

# Equipment



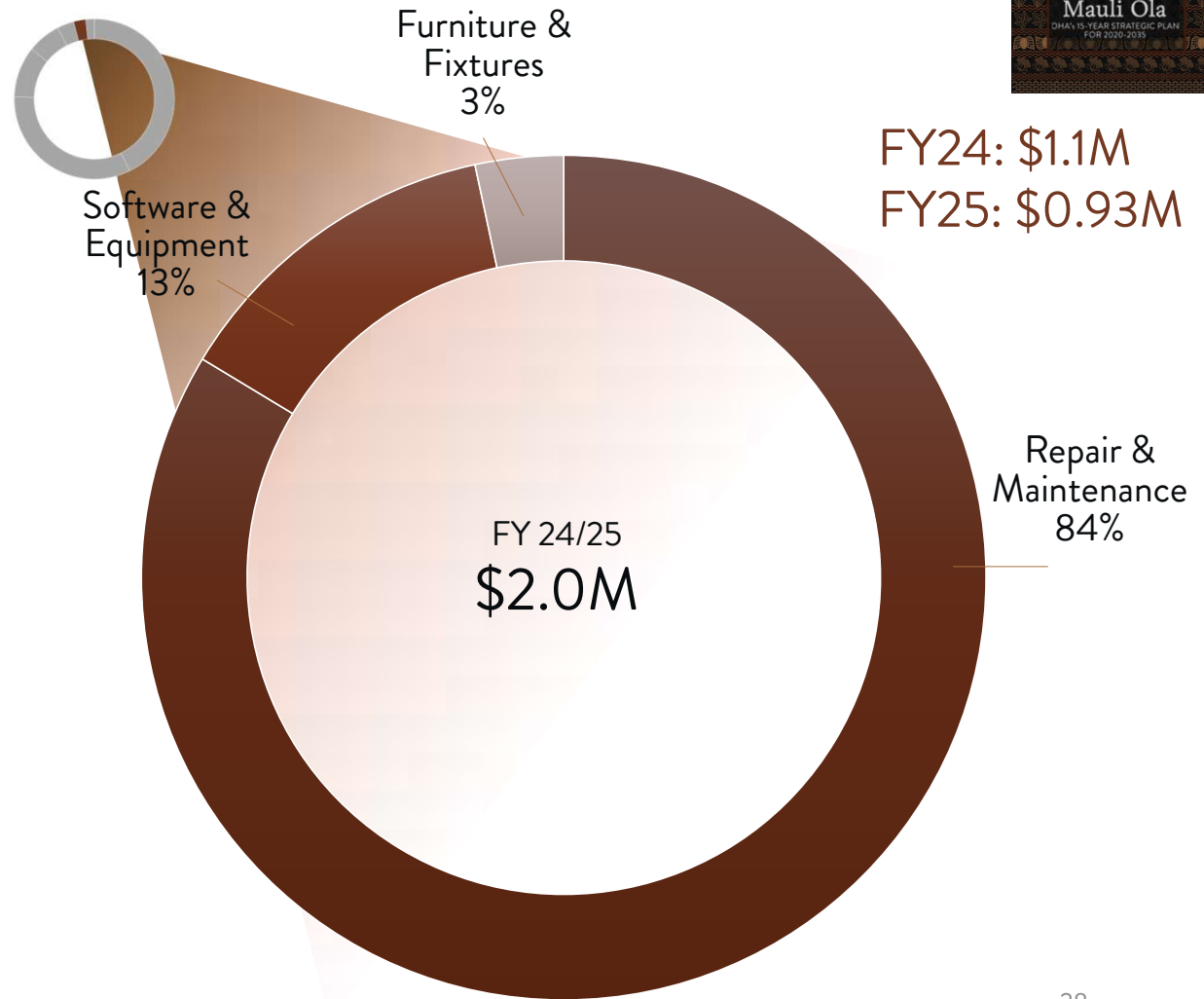
OHA allocates \$2.0 million or 2% of the core biennium budget to equipment; including repair & maintenance, and software & equipment.

Repair & maintenance includes various upkeep work for OHA's facilities (\$1.7M).

Software and equipment includes IT software, hardware and other purchases required for on-going operations (\$264K).

While \$68.7 thousand of the equipment budget is reserved for needed office furniture & fixtures.

# DRAFT



Budget data presented are preliminary and subject to change

Please send your questions and comments to [ohabudget@oha.org](mailto:ohabudget@oha.org) or visit [www.oha.org/budget](http://www.oha.org/budget) for more information.

A schedule of Zoom meetings (varying days and times) will also be announced for more interactive opportunities to learn about and provide feedback regarding the 2024-2025 biennium budget.



he nīnau kau  
a me mahalo

