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BOARD OF TRUSTEES

Colette Y. Machado, *Chairperson*

Brendon Kalei'aina Lee, Vice Chairperson

Leina'ala Ahu Isa, At-Large

Dan Ahuna, Kaua'i & Ni'ihau

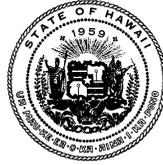
Kalei Akaka, O'ahu

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 &  
LĀNA'I ISLAND COMMUNITY MEETING**

**DATE:** Tuesday, October 6, 2020

**TIME:** 5:30 p.m.

**PLACE:** Virtual Meeting

Viewable at [www.oha.org/livestream](http://www.oha.org/livestream) OR

Listen by phone: (213) 338-8477, Webinar ID: 977-3432-2703

**Due to the threat of COVID-19, Governor Ige issued the most recent Emergency Thirteenth Supplementary Proclamation dated September 22, 2020 that suspends 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 virtual meetings can be viewed and observed via livestream on OHA's website at [www.oha.org/livestream](http://www.oha.org/livestream) or listen by phone: (213) 338-8477, Webinar ID: 977-3432-2703**

**AGENDA – Amended\*\***

- I. Call to Order
- II. Introductions
- III. Public Testimony on Items Listed on the Agenda \*\*†† (Please see page 2 on how to submit written testimony or provide oral testimony online. Oral testimony by phone will **not** be accepted)
- IV. Approval of Minutes \*\*
  - A. September 10, 2020
- V. Community Presentations
  - A. Lāna'i Senior Citizen Center – Kris Kahihikolo
- VI. Status of OHA Activities  
Ka Pouhana/CEO's Update on Ho'oulu Lāhui Aloha & OHA activities.
- VII. Community Concerns\* (Please see page 2 on how to submit written testimony or provide oral testimony online. Oral testimony by phone will **not** be accepted)
- VIII. Announcements/FYI
- IX. 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 Thursday, October 1, 2020 and posted to OHA's website at: [www.oha.org/bot](http://www.oha.org/bot)



**STATE OF HAWAII  
OFFICE OF HAWAIIAN AFFAIRS**

\*\* Agenda amended to add Public Testimony and approval of minutes of September 10, 2020

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

††Public Testimony: Public testimony can be submitted to the OHA Board of Trustees either: (1) in writing emailed at least 24 hours prior to the scheduled meeting, or (2) as live, oral testimony online during the Public Testimony portion of the virtual meeting. **Public testimony must be limited to matters listed on the meeting agenda.** Please visit OHA's website for more detailed information on how to submit public testimony at: <https://www.oha.org/how-to-submit-testimony-for-oha-bot-meetings/>

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.**

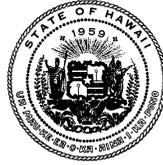
Persons wishing to provide *oral testimony online* during the virtual meeting must register here first:

[https://zoom.us/webinar/register/WN\\_HwTY5XkMR5qYWTCL0D55fg](https://zoom.us/webinar/register/WN_HwTY5XkMR5qYWTCL0D55fg)

Oral testimony online is limited to items listed on the agenda. The registration to provide oral testimony online will remain open until the Public Testimony section on the agenda has concluded. You will need to register prior to this time if you would like to orally testify. 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.

\*Testimony during Community Concerns:

Community Concerns allows the public to provide testimony on matters not listed on the meeting agenda. It is optional and not a requirement of Hawai'i Revised Statutes (HRS), Chapter 92, Public Agency Meetings and Records. The Board members are not required to respond to matters not listed on the meeting agenda.



**STATE OF HAWAII  
OFFICE OF HAWAIIAN AFFAIRS**

Testimony for Community Concerns can be submitted to the OHA Board of Trustees either: (1) in writing emailed at least 24 hours prior to the scheduled meeting, or (2) as live, oral testimony online during the Community Concerns portion of the virtual meeting.

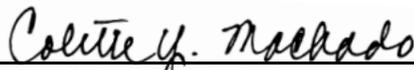
Please visit OHA’s website for more detailed information on how to submit testimony at: <https://www.oha.org/how-to-submit-testimony-for-oha-bot-meetings/>

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

Sept. 30, 2020  
\_\_\_\_\_  
Date

Lāna‘i Island Community Meeting Agenda October 6, 2020 – Continued

**STATE OF HAWAII  
OFFICE OF HAWAIIAN AFFAIRS  
Virtual Meeting via Zoom Webinar**

**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.**

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**Minutes of the Office of Hawaiian Affairs Board of Trustees  
Thursday, September 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  
EVERETT OHTA, CC  
STERLING WONG, PRO  
KEVIN CHAK, IT  
LISA WATKINS-VICTORINO, ICOO  
CARLA HOSTETTER,  
MEHANA HIND,  
MARC BANTOLINA, IT

**I. CALL TO ORDER**

**Trustee Colette Machado** Calls the Board of Trustees meeting to order at 9:32 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 announces the following:

Welcome to the meeting of the Board of Trustees. As a reminder, please mute your mic until you need to speak to eliminate any background noise, which make it difficult to hear and affects the quality of the sound on the livestream.

Trustees and the OHA CEO who are joining by videoconference, please enable your camera if you are able to do so. All other OHA staff please enable your camera when you need to address the Board. When you would like to speak, unmute your mic, and address the Chair to be recognized. When the Chair recognizes you, proceed to speak. Please 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 wait for you to log back on. After one (1) minute, we will proceed with the meeting provided we have a quorum.

If you need to leave the meeting, please inform the Chair by announcing you are leaving the meeting.

We are recording today's meeting for the sole purpose of producing written meeting minutes, which will become the official record of this meeting.

Joining the Trustees today is CEO Sylvia Hussey along with Carol, Dayna, Lōpaka, Laurene, Kevin and Marc as support staff. I will call on Sylvia to announce the names of the administrative staff also joining us today.

**Sylvia Hussey** – Thank you Chair, We have as part of our strategic planning hui our interim Chief Operating Officer Sterling Wong, Mehana Hind our Community Engagement Director, Lisa Watkins Victorino our Research Director, Carla Hostetter, who is our Systems Office Director and Raina Gushiken who is our senior legal counsel. Thank you.

**Chair Colette Machado** – Thank you Sylvia. We will move to II. which is the approval of minutes

## **II. APPROVAL OF MINUTES**

- A. June 10, 2020**
- B. June 18, 2020**

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

**Chair Colette Machado** – Trustee Lee.

**Trustee Brendon Kalei'āina Lee moves to approve the Board of Trustee minutes for June 10, 2020 and June 18, 2020.**

**Trustee Dan Ahuna seconds the motion.**

**Chair Colette Machado** – Any further discussions members of the Board of Trustees? Hearing none, roll call vote please.

Trustee Brendon Kalei‘āina Lee moves to approve the Board of Trustee minutes for June 10, 2020 and June 18, 2020.						
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‘ĀINA LEE	x		X			
TRUSTEE CARMEN HULU LINDSEY			X			
TRUSTEE ROBERT LINDSEY			X			
TRUSTEE JOHN WAIHE‘E			X			
TRUSTEE COLETTE MACHADO			X			
TOTAL VOTE COUNT			9			
MOTION: [ x ] UNANIMOUS [ ] PASSED [ ] DEFERRED [ ] FAILED						
Motion unanimously passes with nine (9) yes votes.						

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

**Chair Colette Machado** - Moving on now to public testimony, the Chair would like to recognize that we have not received any individuals request to testify before the board. Neither have we received any written testimony. So we will now begin to look at. Did anybody else try to call it now? Can you recognize if can you acknowledge if someone anyone else has acknowledged to address the board right now on the public testimony?

**Carol Hoomanawanui** – Aloha Madame Chair, this is Carol. Nobody has registered to testify online.

**Chair Colette Machado** – If and when they do as we move on to the next item which is New Business, am I obligated to acknowledge them to provide that testimony. Or as we leave III. We are done with Public Testimony?

**Carol Hoomanawanui** – Yes, Madame Chair, once we leave the room and Roman numeral III. then that section is closed, so the testimony will not be open after we leave this matter.

**Chair Colette Machado** – After assessing that we have not received any public testimony and no one is waiting to address support, we will now move on to roman numeral IV., which is new business. We will be taking action under item BOT 20-05, which is to approve the formation of a permitted interaction group to investigate the development of a T Level Trustee policy for his board governance framework. I’ll differ this discussion to Sylvia.

**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.**

**Sylvia Hussey** – Madame Chair the permitted interaction group that is being requested to form follows the criteria for organization and it is to develop the T level Trustee policies. I would like to differ to Vice Chair Lee, who is designated as the Chair of this Permitted Interaction Group for any additional overview or questions that Trustees may have.

**Chair Colette Machado** - The Chair recognizes Vice Chair Lee as the Chairperson of the permitted interaction group.

**Trustee Brendon Kalei‘āina Lee** moves to 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.

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

**Chair Colette Machado** – The motion has been moved and seconded we will not begin open discussion if there is any discussion at hand after everyone reviewed the action item as submitted. Is there any questions to be addressed? Are we read for the question? If so I will call for the question. Madame Secretary, roll call please.

Trustee Brendon Kalei‘āina Lee moves to 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.

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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.

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		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 passes unanimously with nine(9) yes vote.						

**Chair Colette Machado** – We will move on to item V. BOT Workshop.

**V. BOT Workshop**

**A. OHA Strategic Plan 2020+ Update**

**Chair Colette Machado** – We will be addressed by our CEO on the OHA Strategic Plan 2020 update. I will turn this portion over to Sylvia. As you know she has tons of slides. All of you should have received your packet for those on the neighbor island via Federal Express and those that lived Oahu maybe you picked it up at your offices here at on Oahu. So we have a lot to review and I'll begin with addressing Sylvia if you could take the lead on this.

**Sylvia Hussey** - Sure, I'll go ahead and share the screen of the PowerPoint. Does everyone see the the PowerPoint? Yes, so it should be slide one in your hard copy packet. Or if you're following along in the electronic packet, it would be. Page 70 of 179. What we'd like to do Trustees is we've provided the memo about maybe two or three weeks ago that provided the outline. We also offered and had some really good discussions with each of you, the strategic plan Hui who is online today as well to provide some background, some information and then field any questions. So any of those discussions, please bring that forward today as well to the board workshop. This is to help inform administration on what the action item will look like. We have proposed actions and will cover that.

The slide deck is extensive, however, it is intended to help refresh the memories the last time, honestly, that we all had this work was a year ago when the board approved the strategies, and of course, because of COVID, we've had a number of disruptions, but this is important to pick up this work again. And so we wanted to provide a first few slides of refresher work, so I'll go through those slides. I'll try not to go too quickly, and I don't want anybody to get motion sickness from flipping through. But as we're flipping through the slides, it's just to review the background and context. The work that is being proposed by administration is not to change the intent of any of the actions the board has taken, but to expand, broaden, and bring forward additional mechanisms in which to implement the plan. So we'll go over that will provide that background. Go through the reactivation work of the strat plan, what's the current status and including Strat plan implementation plan that will cascade down to operating work plans in which Trustees will then see that when the biennium budgets come back to the Trustees.

Administration is also mindful that the board passed Action item 18-2, which is a budget construction policy an so we want to make sure that when we bring the Fiscal Biennium budget for 22-23 that they comply with the budget construction policy as approved by the board. So again, we'll just walk slowly through. It's a little pixelated this, but this one pager and there's a full clear copy in the packet is just a one pager to help with our minds eye of how all the foundations strategies all those documents work and how the boards work is in the teal color area for approval and administrations work to implement the boards approved strategies. So in our minds eye this can help with putting into place all of the different pieces.

So one of the first things is the vision. There was no change to the vision. The languaging of the vision was changed to aligned to previous policies and pieces. The mission hasn't changed as well. The strategic foundations have been the foundation of all of the messaging that all of the strategies so the board has already approved that our foundations: 'āina, mo'omehu, 'ohana. You'll see that reflected in our policy work, our tactical work as well. These three foundations are powerful to be able to stand on the work of both strategy and tactics. Similarly, the strategic directions are here. They haven't changed as well. The focus in Education, Health, Housing, and Economic Stability. One of the changes, the only changes in implementation that when we try to have strategies and tactics that they're not, they can be in one area, but it doesn't have to be. We know that there are things, that things never are standalone things that happen in education are impacted by health, health impacted by housing etc.

So we'll just walk through. These are the original language of the words that in September of 2019 the Board approved and you'll see the Board approved in September of 2019, a 15 year plan, a two year biennial budgeting cycle and a three year triennial check in cycle. So there would be 5 checkins over the 15 year period to see if there was any need to course correct, adjust or continue on and that was very intentional by the board to have these checkins. And also we knew that we had biennium budgeting to work in there, so it's going to make reporting back tricky, but these dates are very intentional by the board and so administration is trying to ensure that the reporting cycles that come back, we're reporting on the three year triennial, we're reporting on a 2 year biennium, and then on the way toward a 15 year tracking. Operationally, you will know, right that there is monthly reporting quarterly reporting and annual reporting for statutory another. So underlying these strategies are the operational reporting pieces that will come.

So a year ago September of 2019, those decisions were made, and so administration spent the Fall working on implementation and then into the Spring and then COVID hit, and so we needed to adjust to addressing the needs of our beneficiaries. And so the work in the spring was paused, and then the board approved a number of COVID align strategies in May and June of this year. So we're picking up the work again and then carrying forward the

next few slides are there, they just help to compare and contrast. Many are new to the Strat plan, many are here from the previous Strat plan, so the next few slides just talk through about comparing contrast of language, concepts, philosophies, and that's what these slides are. So there are no change, but they're helping to put into our minds eye the differences in our Language approaches strategies.

So here when we start to look at the work. So this slide helps us to think about that the boards kuleana and responsibility on the Strat plan is at the strategy and organizational level and administration's responsibility is for implementing those strategies. So this just helps us give a context for when we think about lahui level outcomes and indicators and the board's approval of lahui level policies in early spring of this year helps to frame this important perspective of always thinking at the lahui level. And then we think about at the organization level what we need to do, and then we operationalize down to the functional level. The functional level has things like work plans, operational project based activities, and that we manage on the way toward organizational. So this kind of picture was designed to help us just keep at a high level all the different levels of our Strat plan and who has responsibility for implementing and therefore this is also how we will report back to the trustees on the progress of strategy policy tactics as well as operations.

This, the lahui outcomes, was one of again, the conceptual pieces that when we look at what OHA has responsibility for, its broad, but it's not everything. There are others who are part of the lahui and part of the contributions of the lahui. And so we wanted to put together a framework at the lahui to know that at the end of the day, what we are articulating is a thriving and abundant lahui. So this is one of the frameworks that we're asking the trustees to note that as we work on our organizational pieces as we work with organizations, other Alii Trusts, other communities that we're all striving toward thriving and abundant lahui and each entity, each organization has roles and responsibilities, has different assets to bring, and so we keep this in mind to help us know that at the larger, broader, longer generational look, we're really looking toward a thriving and abundant lahui. There are some lahui outcomes that we message there that are very aspirational as well as broad because it looks different in in different contexts. But this is an important concept to bring to the Trustees that align with the high level policies that you you approved.

This document that's also in your attachment G of the of the memo. These are some guiding documents that we have scanned. The lahui, the E Ola mau report as an example is a seminal health report. You know about the conditions of our community and our people, and they recently revived the E Ola Mau Report. So the updated policy recommendations are there. The Native Hawaiian Education Summit and the Native Hawaiian Education Council has educational guidelines about what education looks like for or what they would, you know, move toward, and then of course in housing we have the Hawaiian Homes Commission Act. So these documents are called out, not as we're locked into it, but as an acknowledgement that there's other work going on and we need to align to that work because we all have the same objectives. A stronger and vibrant lahui.

So we put this in here just to let the Trustees know that we're using these and we're looking at other contributions that are out there. Other work as guiding documents for all OHA's strategies, and recommendations and tactics. These are the organizational outcomes and we'll talk through those when we get to the future section. So the crux of the workshop and the action item comes in the future actions. So there are three future actions that we anticipate bringing to the board in the form of a formal action item, and they include approving reworded strategies. So the board already approved strategies in September of 2019. Administration is recommending rewarding of these strategies and we will walk through that. We are asking about four new strategies that are focused on internal capacity of the organization, as well as the endowment assets. Three is that we want to, that's the slide previously to note the lahui level outcomes and indicators as in our minds eye of bettering of the overall lahui in all facets and aspects. Then last but not least, is to approve the strategic outcomes of the strategies and in September of 2019, we had the strategies but didn't have the outcome.

So this is the outcomes and then underlying the outcomes are all the tactical work that is tracked at the administration level. So let's start first with the first action that administration will be bringing forward, and that's a rewording of the strategies. So what each of the subsequent slides that you will see is that on the left is what was approved in September of 2019 and on the right is what administration is proposing the attachment H in the memo

that was there explains why we are proposing rewording and for the most part the rewording was done to broaden some of the strategies. Probably the easiest one in the educational is this second. So the first education pathway strategies that the board approved in September was to support Hawaiian focus charter schools. And so Administration is recommending that we broaden that language to support education through Hawaiian focus Charter schools and Hawaiian medium language schools So Kaiapuni schools and so that's an example of broadening the language. So in each of these, whether it's the first, each of the eight strategies that were approved by the board is the addition is the proposed language revision, and again most of it is related to broadening. So I'll stop here. I'll go through, you know, slowly the rewording proposals and then stop here if you want to go back to any of them or you want to ask any questions about this particular action, that administration is proposing to bring forward.

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

**Chair Colette Machado** – Yes, VC Trustee Trustee Lee, would you like to be recognized to address some of the questions to Sylvia on the Strategic Plan?

**Trustee Brendon Kalei'āina Lee** - I will yield if other trustees have questions before I ask mine.

**Chair Colette Machado** - The floor is open for any other trustees that may have issues or concerns over what was presented by the CEO. This is the time to come forward.

**Trustee Brendon Kalei'āina Lee** - OK, Madame Chair.

**Chair Colette Machado** – Ok Trustee Trustee Lee, proceed.

**Trustee Brendon Kalei'āina Lee** - I have many concerns about what's being proposed to us. Just because the board said, and this was in our discussion. Just because the board said support Hawaiian focus Charter schools. It doesn't say not to support anything else. So is administration saying that if the board doesn't specifically call something out that they're not going to go and pursue that? I believe the board's intent of specifically pointing out Hawaiian focus charter schools just because we wanted that noted it doesn't say they cannot go through any other educational avenues. That aside, when we were going through our board workshops, which I questioned at the time about putting together a strat plan, I specifically said why is the board doing this work? Why isn't administration doing this work, bringing it to the board for approval. And administration said, Oh no, this is the way we have to do it. So the board capitulated and that's what we did.

Now that we've approved that Strat Plan, administration is coming to us and saying, oh, so this is what I think this is what we think it should be. So we need you to approve changing it. I'm sorry, Chair but no. They had their chance and they then they pass the ball off to us. So we did it and now they want us to change it because they want different language. They had their chance to do that Chair. As the CEO just said, during the beginning of her presentation all of this is included and part of their implementation plan, which is what their job is. I appreciate them sharing their implementation plan with us, which they should, but if they're going to ask the board to approve their implementation plan, then what do we need them for? That's not our job to approve their implementation plan. We gave them their marching orders. They're telling us how they're gonna go and accomplish those marching orders, maikai, so go. I don't understand why we are being asked to approve their marching orders. We've given them their marching orders.

**Chair Colette Machado** - Is there anyone else at the board level, I will revert this back to Sylvia to respond appropriately? If there's a response necessary? Trustees, anyone else would like to engage on that direction that Trustee Lee just proposed. Is it our kuleana to look at the implementation portion of the strategic plan and approve that? Today is just a workshop and this was supposed to be for full, free discussion. Next week, we're proposing if there's no other kind of issues relating to the strategic plan with scheduling a BOT meeting next week Thursday to consider full action of it. So let's talk about that a little bit more, Sylvia you want to add in.

**Sylvia Hussey** - Sure, I can respond to Trustee Lee.

**Trustee Brendon Kalei‘āina Lee** – Madame Chair that is not necessary if no other Trustees have a concern about this, there's no point in Sylvia wasting the boards time. Sylvia is aware of my concerns about this I met with her team individually, so if no other Trustee has an issue with this, then we can move on.

**Chair Colette Machado** - Can we move on trustees? I haven't seen anybody engaging with any kind of input right now.

**Trustee Carmen Hulu Lindsey** – We are good with moving on.

**Chair Colette Machado** - OK, so thank you Trustee Carmen Hulu Lindsey. We will move forward. Sylvia, can you continue with your presentation?

**Sylvia Hussey** - Sure. So that's the first action that Administration is proposing to bring forward. The second action is approval of new organizational internal strategies. There are two areas we are describing the endowment area. And this specifically is about stewarding financial and commercial resources and then to steward Land Resources. We know that there are different objectives, but nonetheless the responsibility to steward those resources are important and this was an explicit. This was administration explicitness about bringing this forward. Even though we understand that this is an understood responsibility, an expectation of that. But placing it in the Strat plan definitely is an intentional explicit statement of strategy versus an implicit statement of strategy. So that's that particular recommendation.

The other one is an infrastructure recognizing that the organization itself needs to be strengthened in order for strategy. So whether that's the human capital capacity as well as the other organizational capacities from technology to policy procedure and process. Some of the feedback thus far has been that this particular strategy seems more operational and less strategic, and therefore you know those were the comments. So we offered that, that the infrastructure perhaps is not at the strategy level, but at the implementation administration level. But this is the second action that we are planning to bring forward to the Trustees for recommended approval. As part of the Strat plan. So I'll pause for discussion for the Trustees questions or sharing of their mana'o about this particular strategy.

**Chair Colette Machado** – Trustees? Anyone would like to be recognized? Please acknowledge.

**Trustee Leina‘ala Ahu Isa** – Madame Chair, may I say something.

**Chair Colette Machado** – Yes, please Trustee Ahu Isa.

**Trustee Leina‘ala Ahu Isa** - I agree with KP Sylvia on it being operational at this level. We have the proposed for organization internal strategies, so yeah, this is all like stored financial, commercial because one of my things was on financial literacy which would either be under economic or educational. So it is. I agree with there is some more operational. Mahalo Chair

**Chair Colette Machado** - Anyone else?

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

**Chair Colette Machado** – Yes, I recognize Trustee Waihe‘e.

**Trustee John Waihe‘e IV** - I have a question. Are we saying then that all our asset and resource management strategies have to comply with the rest of the strat plan. Because to me I don't see how we can possibly, how how that can work if we have to make our investments comply with all the different strategies of a Strat Plan. Because this is true, that's two different things like one is, to me, in general the strat plan is generally a determining how

we are going to spend money. Whereas the you know our investments are how we make money. So you have to apply the principles of the strat plan to our investment strategies. I don't know if that's, to me it's two different strategic plans to me. Not part of the same one.

**Sylvia Hussey** - Chair, could I respond to Trustee Waihe'e.

**Chair Colette Machado** – Chair recognizes Sylvia, CEO?

**Sylvia Hussey** - So the intent of this particular strategy at the Trustee level is just the overarching stewarding, so if we take a strategy 9 Steward financial and commercial resources to enable strategic outcomes. The intent is that overarching you know we're going to be good stewards when it comes down to the implementation and the policy work. Then that's where the value, especially of this permitted interaction group that the board has just approved. All of the policies related to investment spending, debt management. All of that would be addressed at the policy level with the Trustees and then the actual implementation further of those policies then get into the actual management of the strategies and the money managers who do that. So the intent is for the strategy 9 not to be that detailed. You know we're going to buy this and sell that on the on, you know our investments. It is to say the overarching is to steward them so that we can have strategic outcomes, but the policy work still needs to be done, and then the further implementation of that policy. So it's not intended to be. It is intended to be aligned. You know, from the top overarching strategy all the way down to the implementation.

**Trustee John Waihe'e IV** - I guess, do our all our money managers have to now like know what are our strat plan is and invest accordingly?

**Sylvia Hussey** - No, they would just need to know the policies that the board set.

**Trustee John Waihe'e IV** – Right.

**Sylvia Hussey** - Which the policies are gonna be tied into the Strat plan, so there's alignment there.

**Trustee John Waihe'e IV** - I don't like it, but ok you can go on.

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

**Chair Colette Machado** – Trustee Lee.

**Trustee Brendon Kalei'aina Lee** - And I would agree with Trustee Waihe'e. Given the precedent that we're setting in earlier language changes that administration is requesting. It seems like the way that they're leaning is if we don't specifically call something out, then they're not gonna do it, or they're gonna feel like it's not within their lane to do. I think based on the direction that we're going with this, I think Trustee Waihe'e has a very valid point. The language is no longer broad, it's being told to us that it's being broaden, but I see it as being more specified that if it doesn't say it then they can't do it. So I think Trustee Waihe'e has a very valid point about our investments.

**Chair Colette Machado** - Anyone else on the board would like to give comments.

**Trustee Keli'i Akina** - Madam Chair, this is Keli.

**Chair Colette Machado** - Oh yes, Trustee Akina.

**Trustee Keli'i Trustee Akina** - Yes, I'd like to address Sylvia and ask her a question if I may.

**Chair Colette Machado** - Go ahead, please proceed.

**Trustee Keli'i Akina** - Sylvia, I'm looking at this slide here, #9, which is to steward financial and commercial resources, number 10 to steward land, number 11 which says to strengthen human capital capacity and number 12 to strengthen organizational capacity. And I would have thought that these would take place automatically. That they might not need to be specified, and I'm assuming that of course administration would share that perspective. So I'd like to hear your thinking as to why they're being so specified. What do we gain in our strategic plan by doing this?

**Sylvia Hussey** - So for, administration, it's the difference between being implicit and explicit. It is implicit that that is absolutely administration's responsibility to steward the financial and land resources as well as the capacity of the organization. But the explicitness of the endowment and the assets in the Strat Plan administration feels that that needs to be explicit. None of it, including any of the other wording administration is going to do and construct and execute tactics, but the explicitness of including this in the Strat plan publicly on record with the Trustees as well with language that has, that is steward, right very broad. We look at financial, commercial and we look at for the intention of strategic outcomes steward. So those words are very intentional and the reason administration is bringing that forward is a particularly for the endowment is the explicitness of that.

Administration is going to be held responsible for all of it, right? All of it is going to be done needs to be done, will be held accountable, but the explicitness of a Strat plan that focuses on the resources and the difference between stewarding land resources, commercial and financial resources. We know there is a difference in terms of how we take care of our lands, why we take care of our lands, to what extent, and the objectives become different, which then falls into the policy. So for administration, it's about the explicitness. Now I will say that on the infrastructure the feedback makes sense in terms of that is operational. The administrator has responsibility for the human resources of the organization as well as the infrastructure, so that makes sense. But I think you're also experiencing a new CEO who has observed past interactions and wants to be as transparent as possible with the board. Which is another you know reason and I'm going to hold my new CEO hat that the difference being explicit versus implicit, implicitly, absolutely. As the administrator, as the organization absolutely responsible for that. The explicitness in the strat plan is the reason administration is bringing it forward.

**Trustee Keli'i Akina** - Thank you if I can respond. I appreciate your rationale here. In other words, you're not saying that this proposed wording is to limit administrations kuleana responsibility, or duties, but it's to specify areas in which the administration must ensure stewardship and strengthening. So that they are on the table being looked at and guiding you yes. Thank you.

**Chair Colette Machado** - Is there anyone else who would like to address the board? We seem to have at least two Trustees concerned over the endowment proposed new languages or new strategies.

**Sylvia Hussey** - Chair if it's OK, we can move on to the two other actions and then come back to any of the previous actions. If the trustees want to revisit and have more discussion.

**Chair Colette Machado** – That will be fine Sylvia so we are gonna move on to the four new organizational and internal strategies, am I correct?

*10:16 am Trustee John Waihe'e IV leaves the meeting.*

**Sylvia Hussey** - So we just finished that one. The third action we just want the Trustees to note the lahui outcomes in terms of overall all, OHA's work is broad, as as you know. But there are other communities, other organizations, other Alii Trusts, right that are working for people as well. And so what we wanted to do was acknowledge that work, sort of haku that work together and then make a note that we're all working at the end of the day to have a thriving and abundant lahui. And these descriptors are of course very broad, but they help to describe our future state in our mind's eye of what a thriving and healthy lahui would be. I know for sure, in the educational pathways, having educational sovereignty is really important. A future system that has families deciding how to educate their children in what language, in what, methodology, what curriculum and not based on western measures of success, and as well as health outcomes, you know that the integration of health of 'āina and

our people and housing and our well being. That we have a multifaceted outcome from not only economic but spiritual as well as healthy families and our practices, perpetuating our practices and then similarly with housing and economic stability. Yes, housing is one thing, but if our families are not safe within those houses. So sheltered and safe is the overall descriptor there, and then economic stability. Yes careers, but families' ability to take care of their families in whatever way that they want to and need to?

Whether that's self you know, sustainability practices, farming, whether that's a career, you know nine to five or any of that. But the self sufficiency and the sovereignty of Education, health, housing and economic stability is the underlying theme for the lahui outcomes and indicators. So all we're asking the Trustees is to note this overall outcomes and indicators because they align with other organizations' work in in our lahui. And we're all moving toward a thriving and abundant lahui. So that's the third action. Any comments or questions about why administration is putting this forward?

**Trustee Carmen Hulu Lindsey** – Sylvia.

**Chair Colette Machado** – Go ahead Trustee Carmen Hulu Lindsey is recognized.

**Trustee Carmen Hulu Lindsey** - My concern is how can we assure collaboration with these other trusts? To make things happen more quickly or more economically for our people.

**Sylvia Hussey** - So what we're discovering in this time of COVIE and Cares Act is we're working with the other organizations even more closely by participating, for example, on the Native Hawaiian Pacific Islander Health Committee, and from contact tracing to testing and being at the policy level, our data. So what, the assurances is based on the work together. You know we have a research hui that is Kamehameha Schools, and Liliuokalani Trust and us. We are working with the State Department of Health even more closely than we ever have before. The Department of Human Resources, Kamehameha Schools and all of their educational and other entrepreneurial matters. So philosophically, we're working with the lahui, if you will, whether it's the Alii Trusts or the community based programs or the communities, the homestead communities that based on that systems work is how together we can get to a thriving in abundant in the lahui.

**Trustee Carmen Hulu Lindsey** - I see how well you're working on this COVID-19. I'm talking about like affordable housing with the Department of Hawaiian Homelands, we haven't met with them for over 2 years and I just wondered, you know how we gonna collaborate if we don't meet and figure out how we can get some land so that we can build up more affordable housing for our people.

**Sylvia Hussey** - Yep, so that definitely is one of the strategies right on better collaborating, I think that is strategy 5. To collaborate with them. So not only them right the City, the state. At the County Level, I'd have to say that our County advocacy is a priority area as well. We obviously have advocacy at the Federal level with our office there. Our State advocacy in the square building is also, you know, quite active, but our County level advocacy is also something I think we need to broaden. Because the solutions are there in the County level as well, so that's a strategy and tactical tactic that we want to implement.

**Trustee Keli'i Akina** - Madam Chair, I have a question.

**Chair Colette Machado** – Trustee Akina is recognized.

**Trustee Keli'i Akina** - Thank you very much, Sylvia. I'm wondering about the term lahui outcomes and lahui Indicators. The difference between the word outcomes and the word indicators, and the reason I'm wondering, is some of these look very similar. Take a look at quality housing. We say Ohana sheltered and safe as the outcome, but the indicator is secured shelter, safe household sounds very similar and economic stability. The outcome is ohana self sufficiency and stability. And the indicator is economic self sufficiency and stability. And I'm just wondering what's the difference we're trying to make here? What's the function that we're trying to do, and whether they might actually better be merged?

**Sylvia Hussey** - So I, as you point out, the indicators, at least the way there were to here are high level, qualitative right. These are qualitative descriptors of what we would like to see in outcomes. Underneath each of the qualitative would be a whole slew of strategies and then also indicators of what does secured shelter mean. OK, well, one, do they have a house? Is the family safe in there? The relationships and the social services and the supports for that family. So underlying the language is a whole tiered set of having to look at, so our strategy certainly our strategies are there. Liliuokalani strategies are there, Kamehameha Schools. So if you tier down below the lahui level, each of the organizations or the communities have different ways of knowing that you know in this community, Shelter there, are the households there, are the supports there needed. Do people have basics of food, clothing and shelter? So the intent of the lahui level, if you will, is almost aspirational because they're qualitative at that level, but at least it helps us in a snippet of OK, at the end of the day, what are we helping our people collectively not only with us but with others toward in in each of the different sectors.

**Trustee Keli'i Akina** - In other words, the outcome is a broad purpose statement and the indicator is a title of many metrics that we're going to look at as we open it up. They're all nested in there.

**Sylvia Hussey** - Yeah, taking a look at how the lahui is doing is definitely one of those big seminal kinds of reports that OHA wouldn't do by itself. Like we may go to that research hui of Liliuokalani Trust and OHA and Kamehameha and put out some very seminal ways of how do we know our communities are going toward this? How do we know that our communities are doing better in education or economic stability or housing? Based on what we consider successful? So this work helps to frame systems work and systems work is to Trustee Hulu's point where we need to get into on collaborations because everybody at the end of the day is trying to have to better our people. People are just in different swim lanes and we're trying to haku all of that into one community lahui effort. I see our role as OHA to be the haku and the intertwining of all of these efforts all toward the same outcome of a thriving lahui. We try to describe in the lahui indicators what does thriving abundant lahui. We tried to put in some language there about what that might look like, and in our minds eye what that would be. So OHA's role can be anywhere from funding, additional work that other organizations are doing, as well as doing it ourselves. But definitely a facilitation, a haku a systemic approach to haku all pieces together for the betterment of our people.

**Trustee Keli'i Akina** - Thank you.

**Chair Colette Machado** - Sylvia, the last time we did the strategic plan implementation was under Clyde Namuo, and with that came a huge reorganization and a restructuring of the Office of Hawaiian Affairs in administration. Do you foresee some of the direction with these outcomes and indicators and some of the new areas that we're looking at an endowment? Would that trigger every, a reorganization of administration?

**Sylvia Hussey** - So yeah.

**Chair Colette Machado** - That becomes the implementation piece, right? We're all concerned so how is all of this gonna get delivered and implemented

**Sylvia Hussey** – Right. So that is the work, one of the five big pieces of work that administration is doing in terms of aligning what kinds of knowledge, skills that we need to be able to enable the strategic plan and its outcomes. So we see that there are four mechanisms we can direct service it. Right, so we can carry payroll to have the knowledge and skill. We could grant and have the work being done through granting. We can procure and buy service to be able to lift for the strategic outcomes. Or we can loan money to do those things. As we're looking at the different mechanisms, the reorganization is definitely one of those pieces of work that's currently going on, and while that is operational with the administration. This administrator for sure feels I want to have a conversation to see what is it, what is the structure that is needed to enable the plan, and what does that look like in terms of functions. And then what does that look like in terms of the positions to carry out those functions?

And then do the Delta as well as any implications so that work is scheduled to be at least, we have a first sketch of that, but by the end of, for sure, by the end of October, because the fiscal biennium budgets of 22-23 will be resourced in that reconfiguration. And, as you can imagine, that kind of discussion, huge anxiety, huge change management and Administration wants to be thoughtful and respectful of that kind of change in an organization. But at this point we're trying to design what is that functional end organization so that we can map into what are the positions that and where are the positions that we need to deploy so that we can strategically be there and whether we're going to buy those services or payroll those services or grant, you know those things out? That's all part of the consideration and discussion and then coming to the Resource Management Committee, the board with any board implications. Right HR is an administrator responsibility, but I definitely do not want to do it without sharing just what the rationale is. Because at the end of the day, it impacts our organization and the people in our organization, and I want to be respectful of that process.

**Chair Colette Machado** - Any other comments for Sylvia? I would like to add my two cents to the issue of the endowment. I too have reservations when we look at an implementation at a strategic level on how we do our policy and stewardship and our resources. Would that open up more criticism from the public, or even from our auditors review, or just as beneficiaries continue to be critical of us not being so transparent. So I'm concerned about that. I may not be putting it in the manner that Trustee Waihe'e and Trustee Lee have put it, but I have some strong reservations about the endowment piece. I just wanna voice chat because I'm not sure when you finalize the strategic plan, if you would like to bifurcate some of the areas that Trustees have concerns about before we take full action over it. So I just I wanted to add to that aspect on the endowment along with Trustee Lee and Trustee Waihe'e. Are there any other kinds of directions we would want to give Sylvia as they prepare to revise or make some other concerns viewed appropriately from all of you?

**Trustee Dan Ahuna** – Yes, Madame Chair, this is Dan.

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

**Trustee Dan Ahuna** – For me my question is how do we be respectful to the process and today some Trustees made some great points that I've never, that I didn't think about. But listening to this presentation today, I'm very satisfied with the broadening and the changes but Trustee Lee, I'd like to hear more about the process and what you're talking about with the, when Trustees make decisions, we already made those decisions, why are we coming back and hearing it from the administration. I just want to know more of those type of concerns because I think you know, I like to be transparent and respect the process as well. And you made some good points along with other Trustees, Trustee Hulu Lindsey was talking about how we, the partnerships and stuff like that and what is the structure needed to enable this plan. So Trustee Lee I just wanted to actually know more about along the lines what you're talking about. If you could add more to the question you had in the beginning.

**Chair Colette Machado** – Trustee Lee are you still with us?

**Trustee Brendon Kalei'āina Lee** - I am chair.

**Chair Colette Machado** – I recognized Trustee Lee.

**Trustee Brendon Kalei'āina Lee** - I'll elaborate as best as I can Trustee Ahuna. My concerns weren't about transparency. I think administration has always been forthright and transparent with the board. My frustrations come from the waste of time that the board we, I'm sure you remember we went through at least four, if not more, some of them three hours long workshops on putting together the strategic plan, so it's not like we just threw this together. And as I stated before at the start of those workshops, I expressed the concern about why the board was putting together strat plan and not administration and bringing a strat plan forward to the board for approval. And it was on administrations prompting that the board did the strat plan work and approved it. Now administration is coming to the board and saying that our Strat plan now this is in their words, but in effect, are saying your strat plan is inadequate and we need to make changes to it. That's what's frustrating me, Trustee Ahuna. We ask them to do this work and bring it to us for approval. And they didn't, so we approved the Strat plan. Then they took it to

their teams for input and feedback for implementation, and now they want to change it. So that's where my frustrations don't have to do with transparency in the process. The only part about process Trustee Ahuna is, it's my understanding that because we've implemented a Strat plan. I'm sorry that we've approved the strat plan. We have now passed it off to administration to implement that strat plan, which is what their job is. They're coming back to us now and they want us to approve their implementation, and I do not believe that's our kuleana that is theirs, so that's where I was coming from Trustee Ahuna, I hope that clarifies it for you.

**Trustee Dan Ahuna** - Yeah, thank you so much. I just wanted to be clear on that but after hearing are you OK, you believe that, because in the past sometimes we can get to the point where Administration might be asking us to stay in our lanes just like what some of the Trustees were saying. I don't want to get into that back and forth policy type of thing. I just want to know how we can move forward and and cause there's a lot of good things in here that that makes sense too as well for me. But I totally understand where you're coming from and I just want to make sure that we're moving in the right direction and we are doing it in or we're doing it respectfully. But thank you Trustee Lee.

**Chair Colette Machado** - Any other comments to guide Sylvia and her team in how to address some of the concerns raised in preparation for decision-making next week Thursday at our next BOT meeting that we're intending to call.

**Chair Colette Machado** - Trustee, uh Robert Lindsey, would you like to address the board?

**Trustee Robert Lindsey** - Thank you, Madam Chair, you know, I just have a really general comment. You know, I've been with OHA just over 13 years now, and I know that we have been trying to do our very best to fulfill our mission, but you know, I think we're kind of falling short. You know, I think we keep trying to bite off more than we can chew. Um, and by that I mean, you know our people have many needs in housing and education in health. I don't think we've made any real progress. You know, in the last 10 years in moving the meter to better conditions for people in health in education in housing. I think you know you know we spend, we've got a lot in our heads. We've got a lot of the paper sitting before us. It all looks so good. But the challenge is how do we take what we know we must be done to fulfill our mission so that we can have that abundant lahui that Sylvia you know so eloquently spoke to this morning. How do we take what's in our head? How do we take what in our plan this beautiful plan on these pages that sitting before us. And put it out there on the ground. Where we can really make the difference that we need to make you know for me, we spend plenty time thinking and talking. But we need to find a way to really help our people be healthy. Help our people to have the quality of life that they deserve. And really make a difference and fulfill our mission. So my hope is and I know that I'm a short timer here, that you know the work will continue and that we will get to the point where we have an abundant lahui and that's all I have to say.

**Chair Colette Machado** - Thank you Trustee Robert Lindsey. Anyone else?

**Trustee Keli'i Akina** - Madam Chair

**Chair Colette Machado** - I recognized Trustee Akina.

**Trustee Keli'i Akina** - Thank you, I want to go back to Sylvia, if I may, and to all of us, actually. I'm not clear exactly where we are in terms of the suggested wording that Sylvia has brought us today, or whether we're moving forward with it, or whether we're planning not to move forward with it. One thing in my observation is I don't think that, that suggested wording is necessarily trying to add Implementation or trying to be so specific as to narrow down what needs to be done to actual action processes and so forth. What I'm hearing is, and it does take a lot of time to get this communication. What I'm hearing is that Sylvia is asking us to clarify so that the administration can run. I don't consider that we have actually signed off on the strategic plan in such a way that we give it to the administration in its present form, and they run with it. I appreciate the fact that Sylvia is coming back and saying, please clarify. Please let the administration know what someone parameters are and please let us know what we're going to be judged on. It's an administration. I'm wondering Silvia, if I interpret you correctly.

**Sylvia Hussey** – So Let's go back. A couple of things. One is administration is definitely not coming to the board to approve the implementation plan. That clearly is administration's responsibility. We are, however, in our work so, you know, again, let let's take this education one about supporting focus charter schools. When a the board approved this and we went to work the in the implementation plan and working and seeing the needs of our and trying to get to these outcomes. We felt administration felt that it is limiting to only focus on Hawaiian focused charter schools. Now to Trustee Trustee Lee point, it doesn't say not to focus on anybody else, but that's where the broadening and explicit that we broaden it. It's all education through both Hawaiian focus charters as well as Hawaiian medium, so the intent for administration to come back not to seek additional clarification. But on the discoveries that we've made on the clarification about so, let's take another example. So this one in the economic stability, the original language that was approved was increase job training opportunities. So a very specific tactic, a very specific approach toward economic stability is not the only one you know to increase it. It's certainly a strategy.

But there are many other strategies that broaden so that we can, that Hawaiian, so whether it's through policy programming or practice, hawaiian families can pursue multiple pathways to economic job training. Well explicitly is one tactic, so job training certainly can improve economic stability, but the discoveries that we have made, and that's why we're coming back for the rewording, is Trustees broadened that it'll include job training for sure. But it will also include better, you know, policy work around families economic stability. It includes, you know our OHA paahao work in the policy work and that because that helps our people. You know with economic stability. So that's an example, another example of broadening and we will still include job training. But we also will include and look at multiple strategies of how economic stability can be achieved, so yeah.

**Trustee Keli'i Akina** – Madame Chair if I may interject.

**Chair Colette Machado** – Trustee Akina.

**Trustee Keli'i Akina** - Well, I agree with what you're doing here. I think it's very helpful, we told you to include language that said to increase job training and you intend to do that. But you have broaden that to say pathways to economic stability, and that indeed is so much better because jobs are only one pathway. You also want to encourage ohana to start businesses. We want to encourage other kinds of ways of being able to create generational wealth, and so the language you've given us broadens that I understand that and I support that. Thank you.

**Sylvia Hussey** - Chair the last action that we administration was going to bring forward was the actual outcomes. In September of 2019, the strategies were there, but the outcomes and so that's what's in this section, is new information. It wasn't there a year ago. We have the strategies but now what about the strategies? And so what we have here are qualitative statements of outcomes and quantitative statements of outcomes and as you can imagine, underneath each of these areas are sub areas of tactics. If we have policy tactics, if we're going to be granting. So this would definitely address how we structure our granting and sending our granting you know an and the purpose of the granting. So just to solicit for grants our solicitation would be much different. We would say we are specifically soliciting for the outcomes of more teachers or more curriculum or systemic work. Strategy two is definitely about systems work and this is joining with folks like Kamehameha Schoos in supporting a native Hawaiian education system.

So these last future actions are new. These were not in September, so we're bringing forward, administration is bringing forward both the qualitative statements as well as the quantitative at the strategy level. Right, so again, as you can imagine, there's a lot of tactical operational pieces that roll up to the strategy piece, and that's what's going to require us to have a robust specific reporting system, because we also want to tie in our costing to this so that we can say in this strategy, this is how much effort to the strategy as part of the reporting back to the Trustees of progress. So these four, these eight new outcomes, or 4 four area outcomes, 8 with each of the strategies is something that administration will bring, was planning to bring forward. And then of course it includes the endowment proposal and the infrastructure. But based on feedback from today Administration will rethink what it is that we bring forward for approval at the strategy level. So none of this is at the implementation and the

operating level. The operating budgets will come back to the Trustees, but what Administration is asking for is that the strategy strategic plan level.

**Chair Colette Machado** - OK Sylvia, would any of your committee members would like to address the board if you felt that was appropriate.

**Trustee Carmen Hulu Lindsey** - Madam Chair.

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

**Trustee Carmen Hulu Lindsey** - Silvia, one of the key issues I see in our community, is when our paahao comes out of prison they have nowhere to go. Could you tell me in this strat plan if we address such an issue?

**Sylvia Hussey** - I would say.

**Trustee Carmen Hulu Lindsey** – The end up going right back into jail and that happened during this COVID-19 when they released 200 prisoners within a week, half of them was back in jail. They had no place to go. How are we helping to? I don't say it's our kuleana, but how do we address that because of that high percentage of Hawaiian paahao.

**Sylvia Hussey** - So in the strategic outcome area of Health and Healthy outcomes under strategy three, there is the qualitative piece of decreasing the number right? So that's on the you know inside and then the first one, the 3.1 the availability and access to culturally adapted prevention treatment interventions in families, schools, and communities. So we're taking language that e ola mau a mau in their study, right seminole study and the policy, and then the experiences of our communities knowing that ok, yes it is about decreasing the number there, but in returning to the communities, how do we support or return to the community as well? So those two items 3.1 and 3.4 is the broader umbrella for the specific action that we would either again support on our own through advocacy or through granting in collaboration with others you know to address that concern and that need in the community.

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

**Chair Colette Machado** - Other trustees. Before we wrap this up and.

**Trustee Kalei Akaka** - Madame chair, if I may speak.

**Chair Colette Machado** - Yes, Trustee Akaka please.

**Trustee Kalei Akaka** - I like to say Mahalo to our CEO and Administration for taking another glance at our strategic plan, an implementing what our community has shared with us to improve our strategic plan. And then I see this as inclusivity and so we're all on the same page. Mahalo.

**Chair Colette Machado** - Thank you, anyone else would like to offer comments? Go back to you Sylvia you wanted to address any of your committee members that have labored very hard like you over this proposal for us to consider.

**Sylvia Hussey** - So I'll open it to Carla, Lisa, Mehana, Sterling for your manao if you want to. I guess not chair.

**Chair Colette Machado** - OK, hearing that I just wanted to, this was a workshop so no decision making. We are prepared with considering the discussion today at the workshop to be prepared to distribute an action item for your consideration. Schedule for next week, Thursday, Septebmer 17th, 2020 for the next BOT phase to adopt the strategic plan 2020. So that's the only announcement I had. Was there anything else you wanted to add Sylvia?

**Sylvia Hussey** - I don't.

**Chair Colette Machado** - Anyone else would like to have closing comments before we release you with a motion to adjourn that you would like to entertain? A motion to adjourn.

**VI. ANNOUNCEMENTS**

**Robert G. Klein, Board Counsel** - Chair I'm sorry to interrupt, but before we adjourn I just got a message an announcement in our case against the auditor. Judge Crabtree, if you'd like, I'll just summarize it, but Judge Crabtree ruled in our favor that the information we provided is protected attorney client privileged communication, and even denied the State's motion to dismiss our case on jurisdictional grounds an on the basis that it was moot. Defeated the State Attorney General's motion to get the case out before the merits were heard so, it's a resounding win for OHA. Thank you.

**Chair Colette Machado** – We will list this item on the agenda in executive session. You can give us more details next week. OK, Robert.

**Robert G. Klein, Board Counsel** - Thank you, chair.

**Chair Colette Machado** - Oh, this is great news.

**Trustee Kalei Akaka** – Mahalo for the update.

**VII. ADJOURNMENT**

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

**Trustee Kalei Akaka 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 Akaka seconds the motion.						
TRUSTEE	1	2	'AE (YES)	A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEINA'ALA AHU ISA						
TRUSTEE DAN AHUNA			X			
TRUSTEE KALEI AKAKA		x	X			
TRUSTEE KELI'I AKINA			X			
TRUSTEE BRENDON KALEI'ĀINA LEE			X			
TRUSTEE CARMEN HULU LINDSEY	x					
TRUSTEE ROBERT LINDSEY			X			
TRUSTEE JOHN WAIHE'E						Excused
TRUSTEE COLETTE MACHADO			X			
TOTAL VOTE COUNT			8			1
MOTION: [ ] UNANIMOUS [ x ] PASSED [ ] DEFERRED [ ] FAILED Motion passes with seven (7) yes votes and two (2) excused.						

The meeting was adjourned at 11:26 am.

Respectfully submitted,

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

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

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

**DRAFT**