

**STATE OF HAWAII
OFFICE OF HAWAIIAN AFFAIRS
560 N. Nimitz Highway, Suite 200
Honolulu, HI 96817**

**Minutes of the Office of Hawaiian Affairs Board of Trustees Workshop
Thursday, December 5, 2017
10:00 am**

ATTENDANCE:

TRUSTEE COLETTE MACHADO
TRUSTEE LEINA'ALA AHU ISA
TRUSTEE ROWENA AKANA
TRUSTEE W. KELI'I AKINA
TRUSTEE PETER APO
TRUSTEE CARMEN HULU LINDSEY
TRUSTEE JOHN WAIHE'E IV

EXCUSED:

TRUSTEE DAN AHUNA

ADMINISTRATION STAFF:

KAMANA'OPONO CRABBE, CEO
LISA VICTOR, COO
ALBERT TIBERI, CC
DAVID LAEHA, CFO
MOMI LAZO, SR. EA to CEO
LISA WATKINS-VICTORINO, RES
MILES NISHIJIMA, LPD
EDWINA MINGLANA, HR
KAWIKA RILEY, ADV
TIGER LI, ISRM
STERLING WONG, PRO
JIM PATTERSON, PROG
CARLA HOSTETTLER, RES
KRISTIN ANDERSON, RES
MISIT PALI-ORIOLO, TAPS

BOT STAFF:

CAROL HOOMANAWANUI
DAYNA PA
LOPAKA BAPTISTE
LAURENE KALUAU-KEALOHA
MARIA CALDERON
PAUL HARLEMAN
LADY GARRETT
ALVIN AKEE
ANI PANG
MAX MUKAI

GUESTS:

GERMAINE MEYERS

I. CALL TO ORDER

Chair Colette Machado Calls the Board of Trustees workshop to order at 10:04 am. Roll call is taken; Trustees Akina, Apo, Carmen Hulu Lindsey, Robert Lindsey and Machado are present; constituting a quorum of five (5) trustees. Trustees Ahu Isa, Akana and Waihee are expected to arrive shortly. An excused absence has been received from Trustee Dan Ahuna.

Today's workshop will discuss our strategic plan. Items being discussed are the closure of OHA 2010-2018 on the Strategic Plan, Operational Plan of 2018-2020 and Overview of Planning for the OHA 2020++ Strategic Plan. This is a workshop and at the request of Administration, because some of the presentation is so comprehensive they have asked that if Trustees have questions please note them and we will come back and discuss them.

II. PUBLIC TESTIMONY

Chair Colette Machado states that they has been no request to address the Trustees in Public Testimony.

III. WORKSHOP ON OFFICE OF HAWAIIAN AFFAIRS' STRATEGIC PLAN

- A. Closure of OHA 2010-2018 Strategic Plan
- B. Operational Plan of 2018-2020
- C. Overview of Planning for OHA 2020++ Strategic Plan

Kamana'opono Crabbe begins his presentation by greeting the Trustees. He states that that they have been planning this workshop for a while. He will be presenting along with Lisa Victor, and Albert Tiberi. They are planning to share the operational plan for the next two years that will transition into 2020.

(PowerPoint presentation handouts are passed out to Trustees.)



What is an Operational Plan & Why?

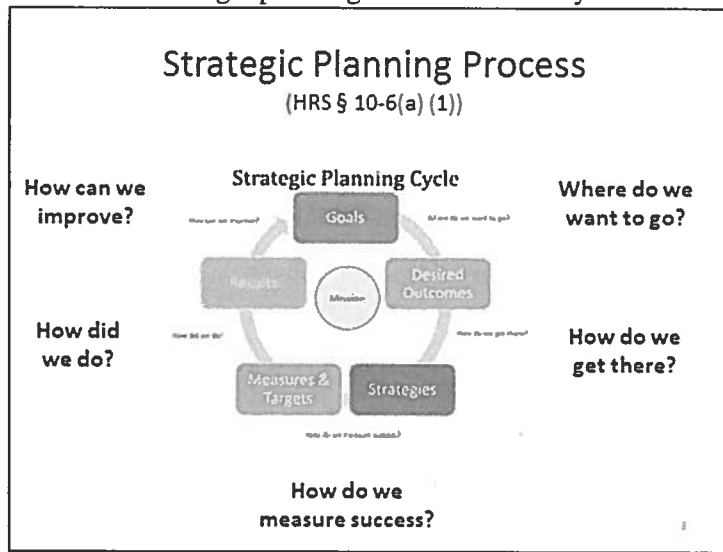
- An Operational Plan is a detailed plan used to provide a clear picture of how an organization will accomplish it's strategic goals & objectives.
- Operational planning subscribes to a planning cycle that takes into account multiple factors to minimize risks while maximizing optimal success to achieve an organization's intended goals.



Kamana'opono Crabbe states that the strategic goals of an organization are outlined in a Strategic Plan. It highlights the organization's intended direction.

10:08 am Trustee John Waihe'e IV arrives.

In Chapter 10, it discusses a mandate that OHA undergo a strategic planning. Below is a model that will be used for the strategic planning in the next 2 to 3 years.



Kamanaʻopono Crabbe covers the Strategic Planning Process:
Vision and mission is the core of the strategic planning process.
Important questions that will be addressed will be:

Where do we, OHA, want to go?

- Must establish organizational goals and desired outcomes.
- Administration presents recommendations to BOT, discusses, and provides feedback. Administration adjusts and executes BOT direction.

How do we get there?

- Organizational strategies means OHA shall be more intentional & deliberate towards achieving our objectives.

How do we measure success?

- Outcomes we want to achieve consistent with the vision/mission “to improve conditions of Native Hawaiians.”

How did we do?

- Results of the strategic plan. Were the outcomes achieved, are they on target, or needs improvement

How can we improve?

- Report regarding our progress regarding the Strategic Plan and Closing out our Strategic Plan 2010-2018
- Community Report dissemination in 2018-2019.
- New Strategic Plan moving forward

Big Picture: Past, Present, Future

- Past: OHA 2010 – 2018
 - ✓ Close out of Strategic Plan 2010 – 2018



- Present: OHA 2018 – 2020
 - ✓ Develop New Strategic Plan



- Future: OHA 2020+ & beyond
 - ✓ What will our future direction be?



OHA 2010 – 2018

- Close out of Strategic Plan 2010 – 2018
- Celebrate successes, opportunities for improvement

OHA 2018 – 2020

- Looking at developing new strategic plan.
- Come back to the Board for guidance

OHA 2020 and future

- The Goal is to plan for 2020 and beyond and what will the future direction be.
- Feedback from shareholders, Board and staff.

OHA Focus

- OHA 2018 – 2020: Organizational Change
 - ✓ Preparing for change
 - ✓ Managing the transition
 - ✓ Reinforcing change for the better



OHA 2018 – 2020: Organizational Change - 3 phases of Change Management

- ✓ Preparing for Change
- ✓ Managing the transition
- ✓ Reinforcing change for the better

All of these phases take time, collaboration between the Board & Administration and staff will need to take place.

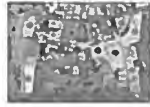
This process also consists of dialogue regarding strategies, vision, goal setting and long-range aspirations that supports OHA's vision & mission.

Strategic Context



- Restatement of OHA vision & mission.

✓ Are we still committed?



- A growing OHA

✓ State entity -----> Hawaiian TRUST -----> Both

- Clarifying OHA's role & responsibility



In the Strategic Planning process and especially when closing out a Strategic Plan this is often a time for introspection as an organization in terms of future direction.

Thus, board leadership and administration must consider the Strategic Context with respect to our

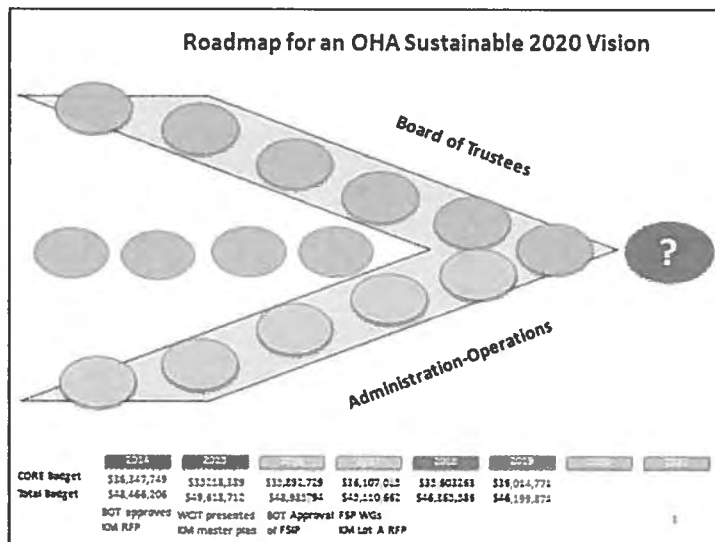
1. Vision/Mission
2. The growth or development of OHA is an opportunity for greater possibilities.
3. Clarifying or reaffirming our basic roles and responsibilities, areas we have improved on and other areas we can do better.

Institutional Objectives for 2018-2020



- What are our priority organizational goals and milestones?
- How should we allocate OHA's resources?
- How are we going to assess and affirm institutional readiness for the future?
- What strategies will be deployed and plans to be enacted?





What does OHA's roadmap for a Sustainable 2020 Vision look like?

The next several slides provides a picture of what Administration has been working on for the past 1-2 years. Bottom of slide indicates a number of actions & milestones the board has taken already to help us move forward, such as

2014: BOT approved of Kaka'ako-Makai RFP for a master plan

2015: WCIT presented KM master plan scenarios

2016: BOT approval of FSIP

2017: FSP Working groups formed

Fiscal Accountability

- BOT reporting site
- Financials by Quarter
- Annual Reports
- Biennium Budget
- NHTF quarterly reports to BOT
- Fiscal Sustainability Implementation Plan
- Annual Audit
- Fiscal Audit
- Where can we improve?

Where can we improve to fulfill our obligations to the organization.

Fiscal Stewardship

- Budget Processes
 - E.g. Executive Office ¼ reviews
- Leverage Operating Expenses
 - E.g. IT changes w/State IT costs savings
- Personnel alignment w/OHA Strategic Plan, Statutory Responsibilities, Culture, CORE Values



Budget Processes:

- Improve greater oversight of operational expenses
- Leverage Operating Expenses
- Personnel alignment with organization Culture, CORE Values
- Greater expectations regarding performance outcomes
- Capacity readiness for future OHA needs

10:22 am Trustee Leina 'ala Ahu Isa

Albert Tiberi continues the presentation and covers HR People + Strategy.




- Employee Handbook Update
- Review & Update HR Policies & SOPS
- Compensation Analysis
 - FLSA Compliance/Pay Equity Review
 - Updated Job Descriptions
- Training and Professional Development Programs
- Time & Attendance Software Upgrades



Albert Tiberi states that administration recognizes that with the Strategic Planning process that if the priorities and plan changes the structure of the organization and personnel needs may change as well. Last year OHA averages 165 employees over the course of the year, this year we are at 156 and there are still 9 open positions and a number of vacancies.


Looking forward as positions open administration is looking how they may be reallocated or how we may hold off on hiring for some of them till priorities can be reassessed through this process. Positions Descriptions have been reviewed and updated. They are also looking on how to retain employees as well as recruit if need be.

Kamana 'opono Crabbe continues with the presentation.



organizational
culture
business
management

- Ka 'Aha Survey 2015-2016
- All OHA Staff Meeting October 12, 2017
 - ✓ Ka Hui'au initiative
 - ✓ Working Groups
- CORE Values
 - ✓ Executive leadership working group
 - ✓ Performance Evaluations, Action Items, Job Descriptions, Hiring process, & Employee program




Core Values

Organization culture is something that we must focus on. Administration will continue working to advance the outcome from the All OHA meeting held last month.

Core Values will continue to be moved forward in 2018

Lisa Victor presents regarding the IT matters.

2020
Technology Principles



Security, Stability, Going Green, Growth, Mobile Environment

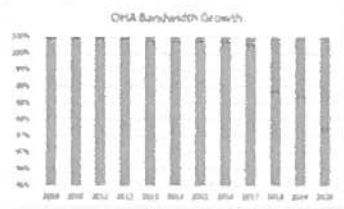
Lisa Victor states that they looked at where OHA can be more sustainable and that IT can support. Principles that they have come up with is Security, Stability, going green, growth and be prepared for a mobile environment.

Is NGN an option?

As a State Entity, the Office of Hawaiian Affairs has not been included in design, implementation, and deployment of technology infrastructure and use of Next Generation Network. We are the only state entity that has NO NGN connection (judiciary, legislature, executive, LH are included > 10 years)

Hawaii Revised Statutes Chapter 10 Section 1(b):

It shall be the duty and responsibility of all state departments and instrumentalities of state government providing services and programs which effect native Hawaiians and Hawaiians to actively work toward the goals of this chapter and to cooperate with and assist wherever possible the office of Hawaiian affairs.



Total Cost to OHA: \$50,000

Total Cost Avoidance:

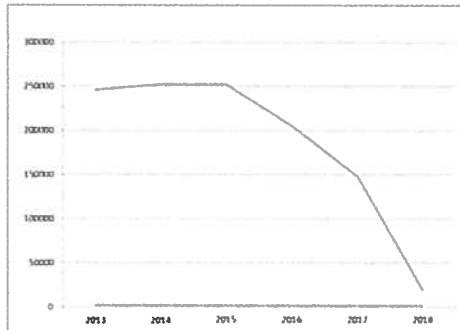
\$450,000 (one time)

Recurring Yearly: \$60,000

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Growing Needs = Increased Cost

Do more with {less}



Year	Cost
2013	\$245,808
2014	\$252,156
2015	\$252,156
2016	\$205,524
2017	\$148,320
2018	\$60,000 (projection)

*System metrics started services with OHA from 2009, and annual cost is ~\$250,000

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Kamana 'opono Crabbe continues with the presentation.

Operational Plan 2018-2020

Hui	2017	2018	2019	2020
Executive Office	FSP, Strategic Planning, HR People Strategy, IT System Upgrades	HR People Strategy, Org. Cult-CORE Values, IT System Upgrades	HR People Strategy, Org. Cult-CORE Values Propose New SP 2020+	HR People Strategy, Org. Cult-CORE Values Begin SP 2020+
Advocacy	Legislative advocacy	Legislative advocacy – PLT bill	Legislative advocacy – PLT bill	Legislative advocacy – PLT bill
Research	OHASP 2010-2018 Close out		SP Community Report New SP 2020+	Begin SP 2020+
Community Engagement	OHASP 2010-2018 Close out		SP Community Report New SP 2020+	Begin SP 2020+
Financial Asset Management	FSP Working Groups	FSP Working Groups FSP Implementation		
Land Management	FSP Working Groups	FSP Working Groups Prepare for Kaka'ako-Makai 2020+		

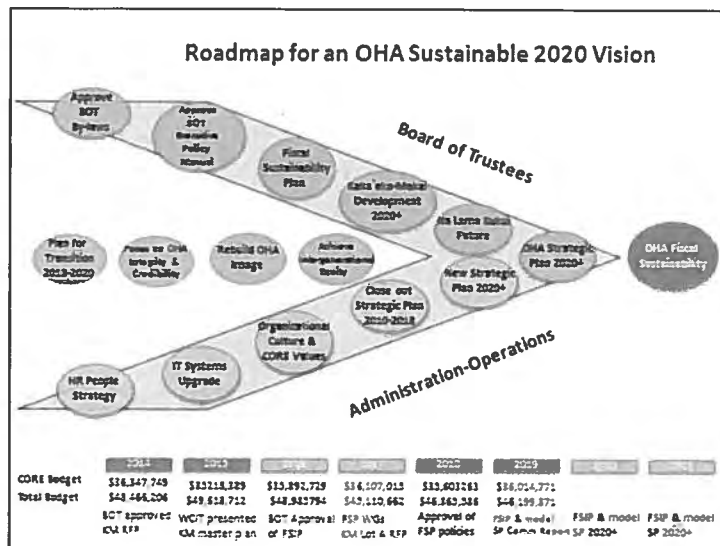
Kamana'opono Crabbe states that this is a table by year from 2017 to 2020 which includes the big projects that Administration along with the different Paia are working on for the next 2 to 3 years.

Key Assumptions & Risks

- Risk 1: Business as usual w/minimal change
- Risk 2: Inadequate planning & preparation does not direct a path for OHA success
- Risk 3: Unsure of short – long term benefit of OHA changes without discussion & input



Kamana'opono Crabbe states that they want to begin this process not just how we are successful but position OHA for some of the goals. Things that have been discussed was revenue generating, increasing the wealth of the Trust, as well as Fiscal Sustainability. They want to make sure administration is in line with that direction while continually seeking guidance from the Board.

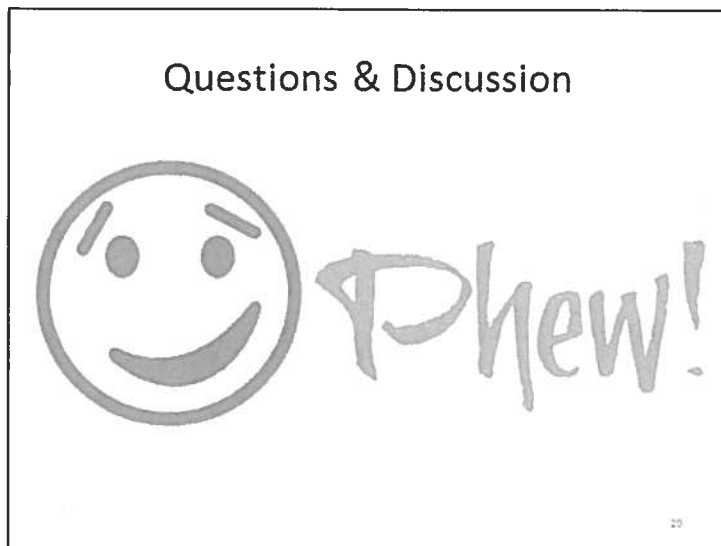


Kamana'opono Crabbe covers the road map. He states that these are the steps that Administration is taking to get to the end goal in 2020. The boards responsibility in moving this forward is the approval of the BOT By Laws, BOT Executive Policy Manual, and the FSP Plan. These itmes have been initiated but ill need to move forward.

2018 – 2020 Next Steps

- Complete Fiscal Sustainability Implementation Plan 2018-2019
- Complete Strategic Plan 2010-2018 Community Report
- Appraisal of 2018 – 2020 Operational Plan
 1. Tentative July – Dec. 2019 Admin proposes new Strategic Plan 2020+
 2. Tentative July – Dec. 2019 Fiscal Stewardship Structures in place
 3. Tentative 2019/2020 Personnel & Organizational Structure proposed for alignment with new Strategic Plan.

Kamana'opono Crabbe states that these are the next steps as part of the operational plan.



Kamana‘opono Crabbe states that they will address any questions.

Trustee Leina‘ala Ahu Isa states that your figures 2018-2019 you got the same for core and total. She disagrees with this, because as you go forward in 2019 OHA’s needs will be greater.

Kamana‘opono Crabbe responds that this is the Budget that was approved by the board.

Trustee Robert Lindsey asks that looking forward to 2020 are you assuming at this point in time, that the strategic priorities might change?

Kamana‘opono Crabbe states that yes and that input from the Board through our strategic planning process, and reaching out to our community stakeholders as well. Administration will come to the board in terms of recommendation regarding a shuffle of the priorities or whether they are reduced.

Trustee Robert Lindsey states that for him in crafting a strategic plan and looking forward the needs are still basic for our people. He hopes that we can find a way where OHA will be able to focus on these basic needs so that we can make a difference in the quality of life for our people.

Trustee Keli‘i Akina thanks Kamana‘opono Crabbe, Lisa Victor and Albert. He addresses his fellow Trustees and states that setting of the Strategic plan is the most important thing Trustees can do for the organization. They need to have a grand vision that goes beyond categories such as housing, jobs, education. He hopes that there can be tough discussions before they can produce a strategic outcome. Discussions that focus on our relationship to the non-Hawaiian Community and how the State as well as OHA’s audit will implement structural change in the organization. He asks for a time for Trustees to do some brainstorming and bring their visions and let that vision speak to where the organization should go. Also, to have the difficult conversations in order to come to a good basis.

Chair Colette Machado states that 5 years ago under Trustee Apoliona there were two Trustees who were assigned to work with Administration. They began the process of giving that intuitive understanding and the process then they worked with a broader picture. What Trustee Carmen Hulu Lindsey is doing in her FSP we are going to need a champion whether it comes under the BAE it needs to be engaged through a committee. She states that it’s not as easy as you may think, it will require those that want to serve under the committee and it will require tremendous commitment.

Trustee Keli'i Akina states that is important to bring our mana'o together. He asks if we can send to Chair their thoughts on how we might carry out this process.

Chair Colette Machado states that would be fine.

Trustee Carmen Hulu Lindsey states that she agrees with Trustee Robert Lindsey in that our strategic direction should be to the bread and butter of our people. This is the area where they really need help. We need to tweak what we already have. I've been advocating for emphasis on our drug problem versus what we spent 10 years on obesity. She states that we should move on. She would like to express her visions and express it in some form of a process that the Chair decides. She feels that Trustees should have some way of expressing their desire as elected officials.

Trustee John Waihe'e IV states that the Board did eventually have a charet when they did the other strategic process. The charet was with the Board, the community and other stakeholders. He shares that the last time, because a lot of the beneficiaries don't come out to the community meetings, they did phone surveys.

Trustee Peter Apo states that this is a great opportunity. He states that he published this white paper on OHA restructuring and he states that it's not perfect. The word strategic is important word to understand what we mean when we say it. Strategic is doing something that is fundamental to the mission and fundamental to everything we do. There are number of strategic priorities that we do need to revisit because there has been a ground shift over the last 30 years over where Hawaiians are. It is time we take a lot at the governance model. OHA needs to get down to basics. This is about homeownership, Hawaiians need a place to live you cannot be more basic than that. We should come up with a quality of life index this does not include sovereignty, Federal Recognition because that is a transgenerational thing that will take years. The current political position is that we cannot be involved in spending any OHA money in that direction. We should concentrate on the quality of life index. He hopes that as we look forward with the expectation that someday we will be self-governing in some form or fashion that the governance model we don't have to wait for that moment to arrive in order to start thinking about the governance model. He states that his preference would be for a parliamentary model.

Trustee Robert Lindsey thanks administration, Lisa, Albert and all of the staff for bringing this plan today and giving the Trustees the opportunity to have a conversation in terms of looking forward to a new strategic plan or and updated plan. He hopes that as we look to 2020 and at the end of 2 years we will have many civil and productive discussions around our table on that what plan should look like. He states that we all need to own whatever plan emerges in two years.

Chair Colette Machado asks Albert to identify dates that will be approving bylaws and executive policy manual and go over that timeline.

Albert Tiberi clarifies that the approval of the bylaws and the executive policy manual is just everything that the Board has already approved. They will be reformatted so that as we move forward it would be easier to update the policy. There have also been things that have been approved but not necessarily consolidated in a form. That will be coming to the board for approval and there may be changes because of the things they are happening with the FSP and also as a result of the audits too. They are looking to take the matter to BAE in early January but will work with the BAE Chair's office. The policy manual is still being worked on so it might be ready by April or sooner.

11:08 am Trustee Rowena Akana arrives.

Kamana‘opono Crabbe states that these items have been on the books but it needs to be moved forward. The preparatory work has been done it needs to get agendized before the BAE, have a meeting, discuss it and get your approval and feedback. Then it will be able to be brought to the BOT.

Trustee Keli‘i Akina asks what is the process for Trustee to review policies.

Albert Tiberi clarifies that usually it goes to committee then two readings at the board level.

Trustee Keli‘i Akina asks what is the actually working process for us to get this updated product of a manual? He is concerned about the actual input that Trustees can have in reviewing policies.

Albert Tiberi clarifies that this is the formatting of the consolidated policy and will get it to Trustees a couple weeks ahead of time.

Trustee Peter Apo suggests that when the document does come before us that we schedule a workshop for Trustees so that we can have a full discussion.

Chair Colette Machado agrees.

Trustee John Waihe‘e IV asks Albert if these are already policies and bylaws that are already approved, why do we have to approve the whole document of established policies and bylaws. If the board approaches this day with bigger ambitions then what we are trying to accomplish it could be a horrible day. I suggest that you give us the documents.

Albert Tiberi clarifies that there are two approaches. We could just provide the consolidation of the policies and bylaws all the actions taken by the board. What it is going to provide a reference to the specific action and votes taken so that it is there in one manual. There are couple ministerial things within, some of the policies and bylaws that have changed with OIP and sunshine laws. We could treat those separately if that would be the preference. There are small changes that we would probably need to get board approval or you can approve it as is or approve the small change separately.

Trustee John Waihe‘e IV asks if the changes will be identified.

Albert Tiberi confirms that it will.

Trustee Rowena Akana states that she will be sending the Chair and the two Committee Chairs a document that was never passed by the Board but it has been used by Administration. This document helps to govern the board. She wants consideration from the committees to be put on a joint meeting to be looked at.

Chair Colette Machado thanks Trustee Rowena Akana and states that she will look at it.

Trustee Peter Apo asks what happened to that huge body of work from the Ad Hoc Committee that he and Trustee Carmen Hulu Lindsey co-chaired.

Chair Colette Machado states that she is consulting with Albert on some of the recommendations. Although it began by looking at the CEO’s title the name but yet you had detailed recommendations of six issues relating to an executive manual and other initiatives. She has been trying to include this in the overall executive manual. There has been no confirmation on how to proceed.

Kamana‘opono Crabbe states that he is following up on Trustee Peter Apo's point. He clarifies that they have been reviewing the strategic planning process and they realize that there wasn’t an implementation piece

as part of the previous strategic plan. This is something that we will need the board's feedback to guide administration.

Trustee Carmen Hulu Lindsey asks with the presentation is there any finality, is there going to be an approval level. What is the next step?

Kamana'opono Crabbe clarifies that the next step for the board is the approval of the strategic plan. Before that, what is being heard from Trustees is that you would want your own process and we can make recommendations on how to include the Board process. In the previous strategic plan, you had an Ad Hoc Committee that represented the board. Whether or not that kind of a structure is still good enough for all Trustees to share input and that the Ad Hoc committee will meet with Admin to discuss the input in terms of the planning. If there is another process, we would differ to the board to come up with that. As far as operational planning, we are sharing what our focus will be for the next two years so that we can prepare by 2020.

Trustee Rowena Akana states that Ad Hoc committees working with the Administration has really not worked for the benefit of the whole board. She would not like to see that process continued. She state that when it comes to policies that govern the board all Trustees should participate in that process.

Chair Colette Machado asks Kamana'opono Crabbe if there is a plan?

Kamana'opono Crabbe states that there is a framework and we will present it on the 20th of December.

Chair Colette Machado states that from there they will know how to proceed. If the Trustees want to engage, we will need consultation expertise. In addition, Trustee Rowena Akana's suggesting we may want to do a joint or under BAE committee rather than an Ad Hoc committee or workshops convened by the BAE.

Trustee Peter Apo states that both things need to happen. The question is if Trustees will engage at the beginning of the process and the ability of Trustees to sit hours and hours in preparing a document for the Trustees to consider. I don't think Trustees will come to those meetings. The Ad Hoc Committee's job is to prepare a document, vet the ideas and present a model where the Trustees can engage in an informed discussion then if Trustees want to weigh in and change it that is fine. But to simply bypass an Ad Hoc Committee process makes it much more difficult for Trustee to agree or to begin a discussion.

Trustee John Waihe'e IV clarifies that the Ad Hoc Committee didn't decide what the Board's position was on the Strategic Plan. The Ad Hoc Committee was in every meeting that happened with all the different groups. When administration met with their different levels to talk about what they wanted, the Ad Hoc members were in that meetings. No Ad Hoc Committee is fine but you will not have Board representation at any of these smaller meetings that are happening with shareholders, staff and other people. If you don't think it's good, that is fine but there is no way the whole, board could be at all those meetings.

Trustee Rowena Akana states that she disagrees. She believes initially that the committee should meet and go over everything. Then the Ad Hoc Committee takes the suggestions from the group and work from there. Previous Ad Hoc Committees all the Trustees were left out.

Trustee Peter Apo clarifies that you cannot have more than two Trustees.

Trustee Rowena Akana states that is what is wrong with the process.

Trustee John Waihe'e IV states that Strat Plan Ad Hoc is basically board representation in all the Strat Plan meetings. The Chair could be the person to go to all the meetings. You don't need a committee. The question is if you want Board representation in every single meeting.

Trustee Keli'i Akina states that it is important for Trustees to give guidance at the front end. Trustees' role is not to just give input and feedback to a plan but to lead with a strategic vision at the front end.

Kamana'opono Crabbe states that today was just a workshop to inform the Trustees what needs to happen to move forward. He clarifies what he heard that the Board wants input in the beginning for the Strategic Planning process. What is the purpose and the function of the Ad Hoc Committee? Trustees want to share ideas about the Strat Planning. You can share that information with the Ad Hoc representative on behalf of the Board. It is still in line with what Trustee Peter Apo is sharing. You have an Ad Hoc Committee that takes input from the Trustees and the responsibility for the two Trustees is to make sure it is incorporated into the Strategic Planning. But you will still need a committee meeting to vet and discuss what is presented to the Ad Hoc Committee. He states that this is what he heard today and wanted to provide clarification and structure for this process that would help.

Chair Colette Machado states that she looks forward to Trustee Keli'i Akina's input and suggestions and recommendations. She suggests that we may want to start a broad base assignment to the BAE Committee to begin the dialogue, create the timetable and overarching goals and objectives that need to be achieved.

IV. COMMUNITY CONCERNS

Chair Colette Machado – We are now on IV. Community Concerns. The Chair would like to recognize Germaine Meyers to come forward.

Ms. Germaine Meyers greets and introduces herself to the Trustees. She is looking forward to seeing results because during the Biennium Budget process beneficiaries like herself didn't receive the effectiveness of the programs according to Chapter 10. She states that Annual reports do not sufficiently show results.

She states that in Nānākuli homes are beginning to be unlivable. There is enough land to add 1,691 new homestead lots in Nānākuli. SHHA approved a startup home of 400 square feet, one bedroom one bath, ADU. She clarifies that ADU stand for accessory dwelling unit and it is an affordable option but not an effective option.

She believes that the Trustees need to be the author of the Strategic Plan and the implementer administration. According to Chapter 10 OHA needs to show the beneficiaries in every County, including the County of Honolulu the effectiveness of the programs.

She gives an update to the Trustees on the regional planning that is happening out in Nānākuli. There were only 4 who attending the community meeting. She mentioned that in 2014, she went door to door and talked to individuals she come to the realization that people do not understand. They do not understand the Commission Act, they do not understand OHA.

With promoting voter, registration there needs to be education for the voters. Voters need to be informed of the issues and those that are up for election.

Chair Colette Machado thanks Germaine.

Trustee Keli'i Akina states that Germaine did a wonderful job on Think Tank Hawaii when he interviewed her.

Trustee Rowena Akana states that the points Germaine makes time after time should reaffirm the commitment that we all take as we take this office. The main concern is the beneficiaries and the Trust. She is not for Ad Hoc Committees all Trustee should participate. She states that Trustees should consider a fund to assist those that will need to fix their existing homes.

Trustee Peter Apo states that he appreciates her comments. My reference to the Hawaiian Homes Commission Act was about the, "betterment of conditions" that phrase and homeownership they never got past that. It is tough to get around the Transgenerational drama.

V. ANNOUNCEMENTS

Chair Colette Machado reminds Trustee that the Resource Management Committee starts at 9 am.

VI. ADJOURNMENT

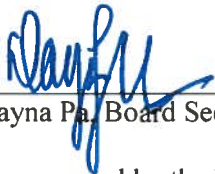
Chair Colette Machado – If there is nothing more to say the Chair would like to entertain a motion to adjourn.

Trustee Carmen Hulu Lindsey move to adjourn the meeting

Trustee John Waihe'e IV Seconds the motion.

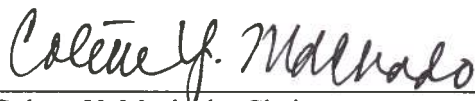
The meeting was adjourned at 11:46 am.

Respectfully submitted,



Dayna Pa, Board Secretary

As approved by the Board of Trustees on January 11, 2018.



Colette Y. Machado, Chairperson
Board of Trustees

Attachments:

1. Trustee Dan Ahuna excuse memo
2. PowerPoint Presentation – OHA Operational Plan 2018-2020



2017 DEC -4 A 10: 33

Office of Trustee Dan Ahuna
OFFICE OF HAWAIIAN AFFAIRS
Interoffice Memorandum

Date: December 04, 2017

To: Trustee Colette Y. Machado, Chair
Board of Trustees

From: Trustee Dan Ahuna

Subject: **BOT Workshop Absence**

I am unable to attend the BOT workshop scheduled for December 5, 2017. Please extend my excused absence and my sincere apologies to the members of the board.

Mahalo.



What is an Operational Plan & Why?

- An Operational Plan is a detailed plan used to provide a clear picture of how an organization will accomplish it's strategic goals & objectives.
- Operational planning subscribes to a planning cycle that takes into account multiple factors to minimize risks while maximizing optimal success to achieve an organization's intended goals.



Strategic Planning Process

(HRS § 10-6(a) (1))



Big Picture: Past, Present, Future

- Past: OHA 2010 – 2018
 - ✓ Close out of Strategic Plan 2010 – 2018



- Present: OHA 2018 – 2020
 - ✓ Develop New Strategic Plan



- Future: OHA 2020+ & beyond
 - ✓ What will our future direction be?



OHA Focus

- OHA 2018 – 2020: Organizational Change

- ✓ Preparing for change
- ✓ Managing the transition
- ✓ Reinforcing change for the better



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Strategic Context



- Restatement of OHA vision & mission.

- ✓ Are we still committed?



- A growing OHA

- ✓ State entity -----> **Hawaiian TRUST** -----> Both

- Clarifying OHA's role & responsibility



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Institutional Objectives for 2018-2020

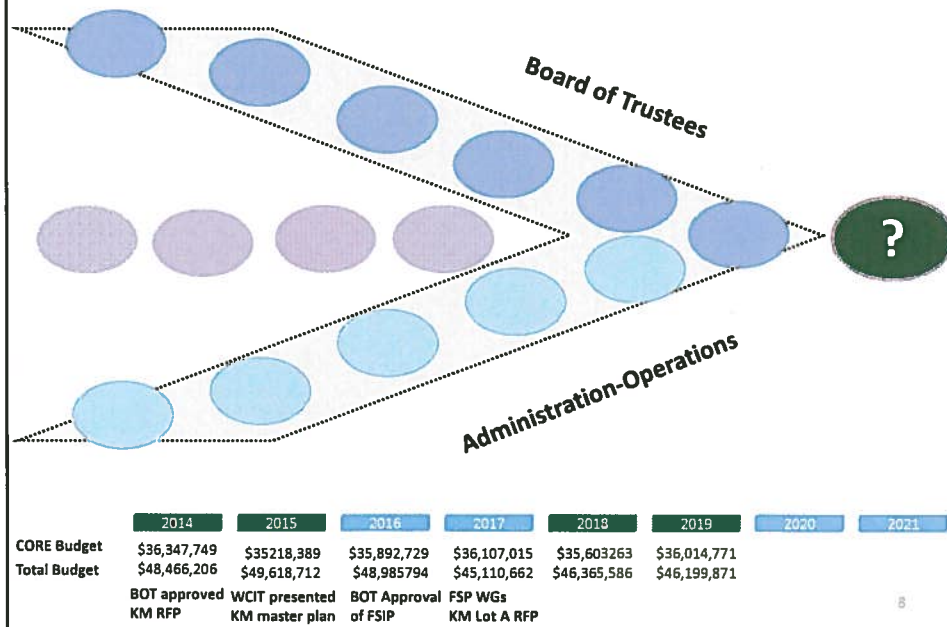


- What are our priority organizational goals and milestones?
- How should we allocate OHA's resources?
- How are we going to assess and affirm institutional readiness for the future?
- What strategies will be deployed and plans to be enacted?



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Roadmap for an OHA Sustainable 2020 Vision



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Fiscal Accountability

- BOT reporting site
- Financials by Quarter
- Annual Reports
- Biennium Budget
- NHTF quarterly reports to BOT
- Fiscal Sustainability Implementation Plan
- Annual Audit
- Fiscal Audit
- **Where can we improve?**



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Fiscal Stewardship

- Budget Processes
 - E.g. Executive Office ¼ reviews
- Leverage Operating Expenses
 - E.g. IT changes w/State IT costs savings
- Personnel alignment w/OHA Strategic Plan, Statutory Responsibilities, Culture, CORE Values



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- Employee Handbook Update
- Review & Update HR Policies & SOPS
- Compensation Analysis
 - FLSA Compliance/Pay Equity Review
 - Updated Job Descriptions
- Training and Professional Development Programs
- Time & Attendance Software Upgrades



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- Ka `Aha Survey 2015-2016
- All OHA Staff Meeting October 12, 2017
 - ✓ Ka Huliau initiative
 - ✓ Working Groups
- CORE Values
 - ✓ Executive leadership working group
 - ✓ Performance Evaluations, Action Items, Job Descriptions, Hiring process, & Employee program



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2020 Technology Principles



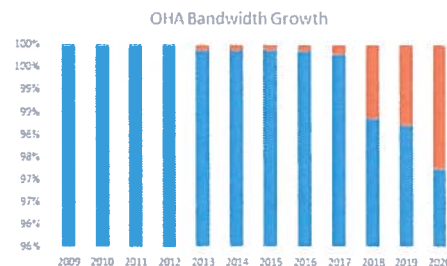
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Is NGN an option?

As a State Entity, the Office of Hawaiian Affairs has not been included in design, implementation and deployment of technology infrastructure and use of Next Generation Network. We are the only state entity that has NO NGN connection (judiciary, legislature, executive, UH are included > 10 years)

Hawai'i Revised Statutes Chapter 10 Section 1(b):

It shall be the duty and responsibility of all state departments and instrumentalities of state government providing services and programs which affect native Hawaiians and Hawaiians to actively work toward the goals of this chapter and to cooperate with and assist wherever possible the office of Hawaiian affairs.



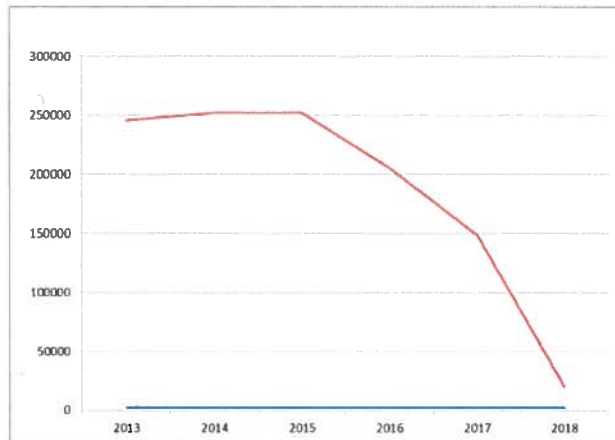
Total Cost to OHA: \$50,000

Total Cost Avoidance:
\$450,000 (one time)
Recurring Yearly: \$60,000

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Growing Needs = Increased Cost

Do **more** with **{less}**



Year	Cost
2013	\$245,808
2014	\$252,156
2015	\$252,156
2016	\$205,524
2017	\$148,320
2018	\$60,000 (projection)

*Systemmetrics started services with OHA from 2009, and annual cost is ~\$250,000

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Operational Plan 2018-2020

Hui	2017	2018	2019	2020
Executive Office	FSP, Strategic Planning, HR People Strategy, IT System Upgrades	HR People Strategy, Org. Cult-CORE Values, IT System Upgrades	HR People Strategy, Org. Cult-CORE Values Propose New SP 2020+	HR People Strategy, Org. Cult-CORE Values Begin SP 2020+
Advocacy	Legislative advocacy	Legislative advocacy – PLT bill	Legislative advocacy – PLT bill	Legislative advocacy – PLT bill
Research	OHA SP 2010-2018 Close out		SP Community Report New SP 2020+	Begin SP 2020+
Community Engagement	OHA SP 2010-2018 Close out		SP Community Report New SP 2020+	Begin SP 2020+
Financial Asset Management	FSP Working Groups	FSP Working Groups FSP Implementation		
Land Management	FSP Working Groups	FSP Working Groups Prepare for Kaka'ako-Makai 2020+		

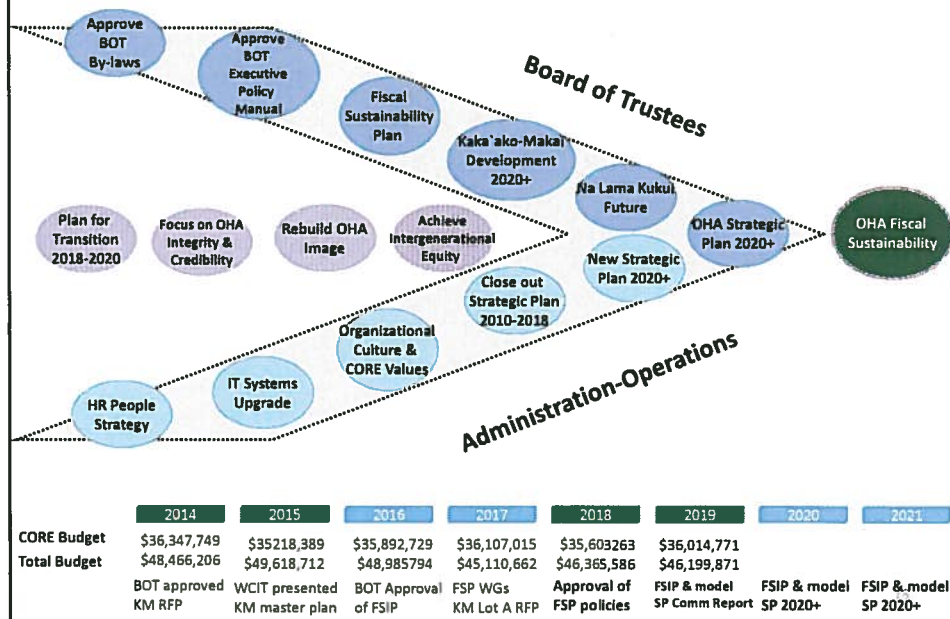
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Key Assumptions & Risks

- Risk 1: Business as usual w/minimal change
- Risk 2: Inadequate planning & preparation does not direct a path for OHA success
- Risk 3: Unsure of short – long term benefit of OHA changes without discussion & input



Roadmap for an OHA Sustainable 2020 Vision



2018 – 2020 Next Steps

- Complete Fiscal Sustainability Implementation Plan 2018-2019
- Complete Strategic Plan 2010-2018 Community Report
- Appraisal of 2018 – 2020 Operational Plan
 1. Tentative July – Dec. 2019 Admin proposes new Strategic Plan 2020+
 2. Tentative July – Dec. 2019 Fiscal Stewardship Structures in place
 3. Tentative 2019/2020 Personnel & Organizational Structure proposed for alignment with new Strategic Plan.

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Questions & Discussion



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