

John D. Waihe'e IV - *Chairperson*
Dan Ahuna - *Vice Chair*

Phone: (808) 594-1888
Fax: (808) 594-1868

MEMBERS

Kaleihikina Akaka
Keli'i Akina, Ph.D.
Luana Alapa
Brickwood Galuteria
Kaiali'i Kahele
Carmen "Hulu" Lindsey
Keoni Souza

OFFICE OF HAWAIIAN AFFAIRS

KE'ENA KULEANA HAWAI'I

BUDGET AND FINANCE COMMITTEE

560 N. Nimitz Hwy., Suite 200
Honolulu, HI 96817

COMMITTEE ON BUDGET AND FINANCE (BF)

DATE: Wednesday, April 1, 2026
TIME: 11:00 a.m. or immediately following the conclusion of the OHA Committee on Investment and Land Management (ILM) Meeting
PLACE: Remote Meeting by Interactive Conference Technology
Viewable at www.oha.org/livestream OR
Listen by phone: (213) 338-8477, Webinar ID: 879 8435 9331

This meeting can be viewed via livestream on OHA's website at www.oha.org/livestream or listened to by phone using the call-in information above. Additionally, this meeting can be viewed live on 'Olelo Community Media <https://olelo.org/>. A physical meeting location, open to members of the public who would like to provide oral testimony or view the meeting, will be available at 560 N. Nimitz Hwy., Suite 200, Honolulu, HI 96817.

AGENDA

- I. Call to Order
- II. Approval of Minutes - None
- III. New Business
 - A. Mahi'ai Microfund Program – Program Status Update
Administration will provide an update on the development and implementation of the Mahi'ai Microfund Program, including next steps toward deploying financial assistance to Native Hawaiian farmers.
 - B. Informational Budget Briefing to:
 - (1) receive updates on the execution status of FY2026 budgeted initiatives,
 - (2) review and consider proposed readjustments to the FY2026 budget, and
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 - a. Corporation Counsel – General Counsel Everett Ohta and Appropriate Support Staff
 - b. Research & Evaluation – Research & Evaluation Director Carla Hostetter and Appropriate Support Staff
 - c. Resource Management - Land Assets –
Managing Director of Real Estate – Land Division Daniel Sandomire and Appropriate Support Staff
- IV. Adjournment

If you need an auxiliary aid/service or other accommodation due to a disability, please contact Keola Fong at 808-626-5484 or by email at keolaf@oha.org as soon as possible. Requests made as early as possible have a greater likelihood of being fulfilled. Upon request, this notice is available in alternate/accessible formats.

Public Testimony will be called for each agenda item and must be limited to matters listed on the meeting agenda. Hawai'i Revised Statutes, Chapter 92, Public Agency Meetings and Records, prohibits Board members from discussing or taking action on matters not listed on the meeting agenda.

The board packet will be available for the public to inspect at OHA's main office located at 560 N. Nimitz Hwy., Suite 200, Honolulu, HI 96817 no later than three full business days before the meeting.

The board packet will also be made available on OHA's website <https://www.oha.org/bf> as soon as practicable thereafter.

In the event that the livestream public broadcast is interrupted and cannot be restored, the meeting may continue as audio-only through the phone number and Webinar ID provided at the beginning of this agenda.

Meeting recordings will be made available on OHA's website <https://www.oha.org/about/leadership/board-of-trustees/> as soon as practicable after the meeting.

Testimony can be provided to the Board of Trustees either as:

- (1) **written testimony**; or
- (2) **live, oral testimony online or at the physical meeting location** during the remote meeting.

- (1) Persons wishing to provide **written testimony** on items listed on the agenda should submit testimony via **email** to botmeetings@oha.org or via **postal mail** to Office of Hawaiian Affairs, Attn: Board of Trustees Meeting Testimony, 560 N. Nimitz Hwy., Suite 200, Honolulu, HI 96817. Testimony is requested to be received at least twenty-four hours prior to the scheduled meeting to allow board members with sufficient time to review the testimony before the meeting.

Please note that all written testimony will be posted on OHA's meeting website. Please omit or redact any personal information (e.g., name, email address, phone number, home address, or materials) that you do not want to be disclosed publicly online

- (2) Persons wishing to provide **oral testimony online** during the remote meeting, please use the link below:

Webinar ID: 879 8435 9331

<https://us06web.zoom.us/j/87984359331>

(*if you are unable to link directly, copy and paste in search)

To provide **oral testimony online**, you will need:


- (a) computer or mobile device to connect to the virtual meeting;
- (b) internet access; and
- (c) a microphone to provide oral testimony.

Persons wishing to provide **oral testimony at the physical meeting location** can sign up the day-of the meeting at the physical meeting location.

Once your oral testimony is completed, you may be asked to disconnect from the meeting. If you willfully disrupt the meeting or do not disconnect on your own, support staff will remove you from the Zoom meeting.

You can continue to view the remainder of the meeting on the livestream or by telephone, as provided at the beginning of this agenda.

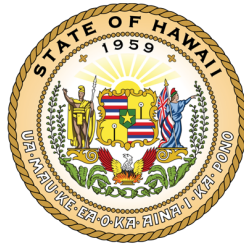
Oral testimony online or at a physical meeting location will be limited to five (5) minutes. Oral testimony by telephone/landline **will not** be accepted at this time.



Trustee John Waihe'e, IV, Chair
Committee on Budget and Finance (BF)

03/25/2026

Date



John D. Waihe'e IV - *Chairperson*
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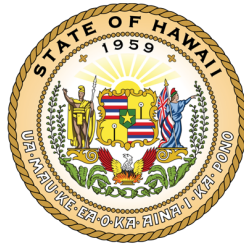
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IV. Adjournment



BUDGET BRIEFING

CORPORATE COUNSEL OFFICE

April 1, 2026



Paia Purpose, Function, and Responsibilities

- Provides legal advice, guidance, and assistance to OHA staff on compliance with federal, state, and county laws and regulations, as well as compliance with policies and procedures adopted by the OHA Board of Trustees and OHA Administration. Drafts and reviews contracts, policies, coordinates with outside counsel. Oversees risk management and records management.
- OHA may retain its own attorneys and does not need to be represented by the Attorney General (see HRS § 28-8.3).
- Support for all agency operations and external contracts.



COMMUNICATIONS

STATUS OF FY2026/FY2027 GOALS & OBJECTIVES

Spending Priorities & Aligned Goals

1. Spending Priority – Staffing

- a. Initiate recruitment and support hiring of vacant positions within the Corporate Counsel office
- b. Support implementation of new initiatives to establish OHA as an employer of choice.

2. Spending Priority – Operational Process and Infrastructure Improvements

- a. Conduct statutorily required trainings on Native Hawaiian rights in coordination with UH Ka Huli Ao
- b. Conduct internal trainings on federal and state law compliance.

3. Spending Priority – Execute Transformational Programs and Services

- a. Contract with direct legal services provider for Native Hawaiian rights and resource protection.
- b. Contract with UH Ka Huli Ao for Native Hawaiian rights clinics to provide community client support and practical experience for law students
- c. Provide legal support for range of programs and initiatives that carry out OHA's statutory mandates

FY2026/FY2027 BUDGET – Includes PRs and POs (reserved funds, not available)

APPR	PROG	EXPENSE CATEGORY	GL ACCT	ACCT CODE DESC.	FY2026 BUDGET	FY2026 SPEND	FY2026 REMAINING	FY2027 BUDGET	FY2027 SPEND	FY2027 REMAINING	EXPENSE DESCRIPTION / BUDGET PROVISION
930	2300	Contracts	57110	Services on a Fee	1,500,000	1,500,000	0	1,500,000	-	1,500,000	Direct Legal Services to beneficiaries
930	2300	Contracts	57115	Legal Services	235,000	234,400	600	235,000	-	235,000	Ao Aku Ao Mai & NH Law Training Course
930	2300	Contracts	57115	Legal Services	300,000	229,853.05	30,600	300,000	-	300,000	External legal counsel to support litigation and legal needs
930	2300	Overhead	55910	Insurance	650,000	465,516.82	184,483	702,000	-	702,000	Annual insurance premiums
930	2300	Overhead	56810	Settlements – Lawsuits	30,000	-	30,000	30,000	-	30,000	Contingency for potential settlements
930	2300	Program	53400	Books & Reference Materials	500	-	500	500	-	500	Miscellaneous reference materials
930	2300	Program	53510	Dues and fees	2,650	2,472	178	2,650	-	2,650	HSBA dues and membership in Govt Lawyers section of HSBA
930	2300	Program	53520	Office Subscriptions	26,800	21,500	5,300	26,800	-	26,800	LexisNexis, PLI, MLS
930	2300	Program	55750	Booth rental, record storage	15,000	2,500	12,500	15,000	-	15,000	Record storage and document shredding
930	2300	Program	57250	Seminars & Conferences	2,000	-	2,000	2,000	-	2,000	Continuing legal education





CORPORATE COUNSEL OFFICE

PROPOSED BUDGET REALIGNMENTS FOR FY2026

Description of Realignment

Additional funds for Legal Services (external law firms with expertise)

- Unanticipated expenses related to pending and anticipated litigation and external investigations
- Anticipated costs for investigations, LLC formation, due diligence work, etc. that exceed internal capacity
- Remaining \$30,000 for FY26



FY2026 Reflection and FY2027 Look-Ahead

FY2026 Highlights:

- **Hired staff:** Legal Office Administrator, Legal Counsel (2), Associate General Counsel, General Counsel. This has allowed CC to expand its program support capacity and improve legal review turnaround time across a range of projects and initiatives, many of which are new to the agency.
 - Rozelle Agag (Associate General Counsel) – Litigation support, NH entitlements
 - Emmitt Ford (Legal Counsel) – Procurement and Grants contracts
 - Keola Fong (Legal Counsel) – Board meetings, Sunshine Law, UIPA requests
 - Stephanie Jones (Legal Office Administrator) – Contract reviews, office operations
 - Recruitment of Policy and Records Management Officer remains a priority for the remainder of FY26
- **Support of major agency operations:** OHA board policy updates, Employee Handbook, I Ola, UH contracts, etc., as well as ongoing responsibilities, such as legal service providers (NHLC, Ka Huli Ao) litigation, external counsel coordination, risk management, and employee relations.

FY2027 Goals:

- Setup a legal services tracking system
- Expand legal service offerings and trainings for staff
- Review records retention schedule and recordkeeping guidance for programs

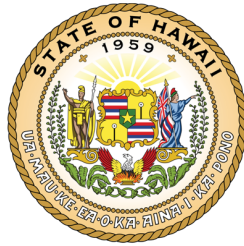


MAHALO NUI LOA



HE MAU NINAU ANEI?

Q&A



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IV. Adjournment



BUDGET BRIEFING

RESEARCH & EVALUATION PAIA

April 1, 2026



Paia Purpose, Function, and Responsibilities

- The Research and Evaluation Paia gathers, compiles, analyzes, and reports data to identify and explore strengths, needs, and disparities within Native Hawaiian communities to inform OHA's decision-making and support community and beneficiary self-determination.
- This role involves population-level research, evaluation of OHA programs, processes, and community impact as requested, digital archiving of Native Hawaiian cultural and historical collections in the Papakilo database; mapping of Native Hawaiian land, culture, and history in the Kīpuka GIS database; and compiling Native Hawaiian physical, sociological, psychological, and economic data in the Native Hawaiian Data Book.
- **Alignment to OHA's mandate:** HRS §10-6 (5) and HRS §10-6 (1), A-B
- **Alignment to MiMO strategic priorities:** All OHA Research and Evaluation activities strive to provide the best data and information available on Native Hawaiian Educational Pathways, Health Outcomes, Quality Housing, and Economic Stability. The R&E Paia also endeavors to support Native Hawaiian data sovereignty; and research which is strength-based and uplifts the foundations of Native Hawaiian wellbeing, including 'ohana, mo'omeheu, and 'āina.



COMMUNICATIONS

STATUS OF FY2026/FY2027 GOALS & OBJECTIVES

Spending Priorities & Aligned Goals

1. Spending Priority- *OHA as an Employer of Choice.*

Fill Vacancies: Hired two R&E analysts, lost two analysts. Hiring recommendations made for three analysts

Administrative Support: Hired one part-time administrative assistant.

Development of new Research Systems Program: Promoted a Manager internally. Developed Position Descriptions. Hired GIS Administrator for Kīpuka. Recommendation for Digital Archive Systems Administrator for Papakilo. Recruiting for the Native Hawaiian Data Book Administrator.

Professional Development & OHA Representation: Two national conferences attended, one upcoming. OHA R&E representation on 12 professional organizations.

Telework/Flex Schedules: 100% staff utilization, continuation of high-quality productivity.



COMMUNICATIONS

STATUS OF FY2026/FY2027 GOALS & OBJECTIVES

Spending Priorities & Aligned Goals

2. Spending Priority- *Research Systems & Infrastructure Improvements*

Server Hosting, Backup, Support for Research Systems: Current contract successfully implemented with funding from FY25, FY26 funds to be added in Q4 FY26

Papakilo Collection Acquisitions: One contract for Awaiaulu national collections executed, Contracts for 'Iolani Palace; Bishop Museum; and Awaiaulu international collections under negotiation

Kipuka GIS Database Updates & Repairs: Phase I - Assessment contract successfully implemented with funding from FY25. Phase II - Implementation on schedule to be procured in FY26 Q4 (based on Phase I findings)

Native Hawaiian Data Book platform upgrade & data updates: RFP posted, 15 proposals evaluated, contract to be executed FY26 Q4



COMMUNICATIONS

STATUS OF FY2026/FY2027 GOALS & OBJECTIVES

Spending Priorities & Aligned Goals

3. Spending Priority- *Executing Transformational Programs & Services, Aligned with OHA's Mandate*

Awaiaulu Program Grant: Providing training and mentoring for 11 fluent Hawaiian speakers, 120 hours of fellow support to OHA annually, annual presentation for 'Aha 'Ōpio o OHA. Active grant contract in good standing.

Hawaiian Kingdom Crown and Government Lands Inventory: Temporarily paused in FY26 Q1 and Q2 to adjust for Public Land Trust Working Group Project funding needs. Determination to move forward with partial funding; additional funds to be added as available. Professional services vendors evaluated, pending award memo.

Communications & Engagement Strategy Market Research Study: RFP posted, proposals evaluated, pending contract execution.

Annual Statewide 'Imi Pono Hawai'i Wellbeing Survey: Released three research briefs on Ke Akua Mana, Ea Rising, and Community Connections. Continued tracking of 10 MiMO population level indicators. 2026 Survey launch, scheduled for March 20, 2026; delayed release to focus on Kona low storm relief efforts.



COMMUNICATIONS

STATUS OF FY2026/FY2027 GOALS & OBJECTIVES

Spending Priorities & Aligned Goals

3. Spending Priority- *Executing Transformational Programs & Services, Aligned with OHA's Mandate*

Kūkulu Kumuhana Native Hawaiian Wellbeing Framework Annual Convening: Co-hosted annual gathering on November 21, 2025, at Kamehameha Kapālama Campus to implement the framework across multiple partners and communities. Over 100 attendees. *Advancing Native Hawaiian Wellbeing Across Systems* panel facilitated by OHA R&E Manager.

Data Sovereignty/ Intellectual Property Rights Workshops: First workshop to take place at the U.S. Indigenous Data Sovereignty & Governance Summit 2026, April 17, 2026, in Tucson, AZ. Second workshop planned for May 18, 2026, hosted in the NLK Board Room.

FY2026/FY2027 BUDGET

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930	5100 R&E DIV	CONTRACTS	57110-SERVICES ON A FEE BASIS	\$1,280,000	\$755,000.00	\$525,000.00	\$970,000.00	\$0.00	\$970,000.00	Native Hawaiian Data Book Redesign, Papakilo Collection Acquisitions, OHA Market Research, Hawaiian C&G Land Inventory, Imi Pono Survey, Servers, Kipuka Phase II
930	5100 R&E DIV	EQUIPMENT	53530-SUBSCRIPTION BASED IT AGREEMENTS (SBITAs)	\$20,315.00	\$20,310.38	\$4.62	\$20,315.00	\$0.00	\$20,315.00	Survey Platform
930	5100 R&E DIV	GRANTS	56530-GRANTS IN AID - COMMUNITY GRANTS	\$250,000.00	\$250,000.00	\$0.00	\$250,000.00	\$0.00	\$250,000.00	Awaiulu Programmatic Grant
930	5100 R&E DIV	PROGRAM	53400-BOOKS & REFERENCE MATLS	\$250.00	\$0.00	\$250.00	\$250.00	\$0.00	\$250.00	Reference materials as needed
930	5100 R&E DIV	PROGRAM	53510-DUES	\$300.00	\$0.00	\$300.00	\$300.00	\$0.00	\$300.00	Professional organizations as due
930	5100 R&E DIV	PROGRAM	53520-OFFICE SUBSCRIPTIONS	\$150.00	\$0.00	\$150.00	\$0.00	\$0.00	\$0.00	Office supplies as needed
930	5100 R&E DIV	PROGRAM	53910-PRINTING	\$300.00	\$0.00	\$300.00	\$2,500.00	\$0.00	\$2,500.00	Report/ Study recruitment materials as needed
930	5100 R&E DIV	PROGRAM	57250-SEMINAR & CONFERENCE FEES	\$4,640.00	\$255.00	\$4,385.00	\$5,540.00	\$0.00	\$5,540.00	Professional trainings/ conferences as needed
930	5100 R&E DIV	PROGRAM	57255-CONFERENCES, MEETINGS, EVENTS-ORG BY OHA	\$15,000.00	\$4,630.00	\$10,370.00	\$15,000.00	\$0.00	\$15,000.00	Kūkulu Kumuhana, Native Hawaiian Data Sovereignty/Intellectual Property Rights Workshops



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930	5210 R&E PRG	EQUIPMENT	53530-SUBSCRIPTION BASED IT AGREEMENTS (SBITAs)	\$6,000.00	\$5,974.50	\$25.50	\$5,500.00	\$0.00	\$5,500.00	Statistical Analysis System
930	5210 R&E PRG	OVERHEAD	54150-PARKING VALIDATIONS	\$150.00	\$16.00	\$134.00	\$150.00	\$0.00	\$150.00	Parking as needed for trainings/ off-site meetings
930	5210 R&E PRG	PROGRAM	53400-BOOKS & REFERENCE MATLS	\$160.00	\$0.00	\$160.00	\$250.00	\$0.00	\$250.00	Reference materials as needed
930	5210 R&E PRG	PROGRAM	53520-OFFICE SUBSCRIPTIONS	\$0.00	\$0.00	\$0.00	\$250.00	\$0.00	\$250.00	Access to academic publications as needed
930	5210 R&E PRG	PROGRAM	53510-DUES	\$800.00	\$376.00	\$424.00	\$800.00	\$0.00	\$800.00	Professional organizations as due
930	5210 R&E PRG	PROGRAM	57250-SEMINAR & CONFERENCE FEES	\$5,000.00	\$2,380.00	\$2,620.00	\$6,750.00	\$0.00	\$6,750.00	Professional trainings/ conferences as needed





Description of Realignment

- No realignment for FY2026 or FY2027 requested at this time.
- Funds to be added to **Hawaiian Kingdom Crown and Government Lands Inventory** historical project as available, if unused by the Public Land Trust Working Group project.



FY2026 Reflection and FY2027 Look-Ahead

FY2026 Highlights:

- Reviving our three flagship **Research Systems** under one program oversight: **Papakilo Database, Kīpuka GIS, Native Hawaiian Data Book**
- **‘Ōlelo Hawai‘i Community Research Project:** Closed 5-year federal grant (\$311,939) to study the impact of intergenerational programming on Hawaiian language perpetuation and normalization. Funded 4 non-profits, collecting data from 434 participants. Findings published on OHA website.
- **Island Community Reports:** Completed 2025 annual series.
- **MiMO Stakeholder Engagement Report:** Collected, analyzed, and reported on input on OHA’s strategic plan from 641 stakeholders via surveys and 72 stakeholders via 11 focus groups.
- **Ad Hoc Data & Research Requests:** Completed 13 ad hoc requests in FY26 for surveys, data and research briefs to support internal decision-making and external advocacy.

FY2027 Goals:

- Completion of **Research Systems** Program development (*new* Research Systems Administrator position); **Papakilo Database** collection acquisitions (Awaiaulu international & Hawai‘i Academy of Recording Arts collections), **Kīpuka GIS** Phase II: updates & repairs, **Native Hawaiian Data Book** redesign, **Hawaiian Kingdom Crown and Government Lands Inventory** (Phase II: Kaua‘i, Ni‘ihau, Moloka‘i and Lana‘i)
- Continuation of high-quality **research & evaluation services, products & collaborations**
- Continuation of **Awaiaulu Program Grant**
- **Completion of Communications & Engagement Strategy Market Research Study**

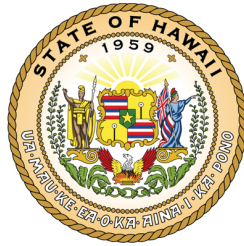
MAHALO NUI LOA!



NĪNAU

Q&A





John D. Waihe'e IV - *Chairperson*
Dan Ahuna - *Vice Chair*

Phone: (808) 594-1888
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MEMBERS

Kaleihikina Akaka
Keli'i Akina, Ph.D.
Luana Alapa
Brickwood Galuteria
Kaiali'i Kahele
Carmen "Hulu" Lindsey
Keoni Souza

OFFICE OF HAWAIIAN AFFAIRS

KE'ENA KULEANA HAWAI'I

BUDGET AND FINANCE COMMITTEE

560 N. Nimitz Hwy., Suite 200
Honolulu, HI 96817

COMMITTEE ON BUDGET AND FINANCE (BF)

DATE: Wednesday, April 1, 2026
TIME: 11:00 a.m. or immediately following the conclusion of the OHA Committee on Investment and Land Management (ILM) Meeting
PLACE: Remote Meeting by Interactive Conference Technology
Viewable at www.oha.org/livestream OR
Listen by phone: (213) 338-8477, Webinar ID: 879 8435 9331

This meeting can be viewed via livestream on OHA's website at www.oha.org/livestream or listened to by phone using the call-in information above. Additionally, this meeting can be viewed live on 'Ölelo Community Media <https://olelo.org/>. A physical meeting location, open to members of the public who would like to provide oral testimony or view the meeting, will be available at 560 N. Nimitz Hwy., Suite 200, Honolulu, HI 96817.

AGENDA

- I. Call to Order
- II. Approval of Minutes - None
- III. **New Business**

A. Mahi'ai Microfund Program – Program Status Update
Administration will provide an update on the development and implementation of the Mahi'ai Microfund Program, including next steps toward deploying financial assistance to Native Hawaiian farmers.

B. Informational Budget Briefing to:

- (1) receive updates on the execution status of FY2026 budgeted initiatives,
- (2) review and consider proposed readjustments to the FY2026 budget, and
- (3) evaluate proposed budget readjustments and realignments for FY2027.

These briefings are intended to support informed fiscal oversight and decision-making by the Board of Trustees (BOT).

They also provide OHA's executive leadership team, department heads, division directors, and appropriate support staff an opportunity to present status updates, outline proposed modifications, and discuss strategic budget priorities for the upcoming fiscal periods.

- a. Corporation Counsel – General Counsel Everett Ohta
and Appropriate Support Staff
- b. Research & Evaluation – Research & Evaluation Director Carla Hostetter
and Appropriate Support Staff
- c. Resource Management - Land Assets –
Managing Director of Real Estate – Land Division Daniel Sandomire
and Appropriate Support Staff

IV. Adjournment



UPDATED BUDGET BRIEFING FY26/27

PAIA AINA, LAND ASSETS DIVISION

Presentation Date: 4/1/2026





PAIA AINA OVERVIEW

Paia Purpose, Function, and Responsibilities

The Land Assets Division manages OHA's land portfolio by protecting culturally and environmentally significant legacy lands while responsibly maintaining, leasing, and developing commercial properties.

Alignment with OHA's Mandate, HRS Chapter 10, 10-H

Responsible land stewardship supports OHA's legal mandate to improve the conditions of Native Hawaiians through the protection and productive management of trust assets, strengthening long-term cultural resilience and self-governance.

Alignment with MiMO Strategic Priorities

Paia Aina represents one of OHA's three strategic foundations and advances various strategic directions through responsible stewardship of our lands and cultural resources, reinforcing community connections to place and creating pathways for place-based education and access to improved health and well-being.

Impact on Beneficiaries

This work protects culturally significant places while generating sustainable resources that support long-term cultural, environmental, and economic benefits for Native Hawaiian beneficiaries.



Alignment with MiMO Strategic Priorities

- ✓ **Aina is one of the three strategic foundations**
- ✓ **1.3** - Increase the number of Native Hawaiians engaged in **traditional learning systems** that re-establish/maintain strong cultural foundations and identity.
- ✓ **3.1** - Increase availability of and access to quality, culturally based, and culturally adapted prevention and treatment interventions in **ohana, schools, and communities**
- ✓ **3.4** - Empower communities to take care of **iwi kupuna**
- ✓ **4.1** - Preservation and perpetuation of **Hawaiian language, culture, traditions, identity and sense of lahui**
- ✓ **4.2** - Increase **community stewardship** of Hawaii's natural and cultural resources that foster **connection to aina, ohana, and communities**
- ✓ **4.3** - Increase restoration of Native Hawaiian **cultural sites, landscapes, kulaiwi and traditional food systems**
- ✓ **5.3** - Increase **safety, stability, social support networks, and cultural connection** in Native Hawaiian communities
- ✓ **8.1** - Increase the number of successful, community strengthening **Native Hawaiian-owned businesses**
- ✓ **8.2** - Establish new markets for **Native Hawaiian products** that can provide Native Hawaiian producers a **livable wage**





PAIA AINA

STATUS OF FY2026/FY2027 GOALS & OBJECTIVES

Spending Priorities & Aligned Goals

1. Departmental, Operational Improvements - Exemplary management planning and execution

A. Strategic Planning

- Implementation Plan for Hawaii Real Estate Strategic Plan completed
- Business Model & Operating Plan in progress

B. Foundational Documents & Policies

- Investment Lands Management Policy – completed
- Legacy Lands Management Policy – completed
- Investment Lands SOP – completed
- Legacy Lands SOP – final draft

C. Organizational Structure

- Joint Venture structure for Kakaako Makai – approved; implementation underway
- Property-level LLC structures for fee-owned assets – approved; implementation underway
- DHHL partnership framework for Kakaako Makai Lot I – in development

D. Personnel

- Redrafting Position Descriptions
- Strategic outreach to the local development community for recruitment
- Building internal capacity to reduce reliance on consultants





PAIA AINA

STATUS OF FY2026/FY2027 GOALS & OBJECTIVES

Spending Priorities & Aligned Goals

- 2. Investment Lands Capital Improvements** - Manage and maintain investment land assets to generate revenue
 - A. Kakaako Makai** - Tenant Improvements at Lot L FY26 completion
 - B. NLK Building Improvements** – 3rd floor fire alarm install completed; 70 ton AC replacement FY26 completion; elevator modernization, cooling tower replacement FY27 completion
 - C. HHS Capital Improvements** – parking lot repave in progress, FY26 completion

- 3. Legacy Lands Stewardship** – Cultural and natural resource management planning and execution
 - A. Wao Kele o Puna** – Community engagement facilities FY26 completion
 - B. Wahiawa** – I Ulu mai ka Ululaau compliance, partnership agreements in progress FY27 completion, site prep and planting start
 - C. Hoomana** – Cesspool closure FY26 completion, tenant transition FY27
 - D. Prospective Land Acquisitions** – Due diligence FY27 completion; key acquisition risks assessment for Kahana completed



FY2026/FY2027 BUDGET

APPR/FUND	PROGRAM	FY26 BUDGET as of 3/23	FY26 REMAINING as of 3/23	FY27 BUDGET	FY27 FORECAST REALIGN	DESCRIPTION
938 TRUST-COMMERCIAL	8210 KAKAAKO MAKAI	3,017,102	1,466,570	1,132,477	-	Budget: Property mgmt, Lot L leasing commissions, KM community planning, DHHL Lot I, Cultural Center, JV, LLCs Remain: To be encumbered/reassessed FY26 Q4
939 TRUST-COMMERCIAL	8220 NA LAMA KUKUI	5,356,382	2,611,542	4,555,668	961,700	Budget: Property mgmt, leasing commissions, interest/principal on ASB loan, repairs/maint, 1 cooling tower, elevator modernization, utilities, CAM, insurance Remain: To be encumbered/reassessed FY26 Q4 FY27 Realign: Interest/principal on ASB loan moved from 8211, delayed FY26 capital projects (elevator modernization and cooling tower)
950 TRUST-COMMERCIAL	8230 500 N NIMITZ	3,043,871	1,051,689	2,885,499	-	Budget: Property mgmt, interest/principal on CPB loan, parking lot repave, repair/maint, utilities, insurance, CAM, RPT Remain: To be encumbered/reassessed FY26 Q4
951 TRUST-COMMERCIAL	8240 501 SUMNER	1,209,134	632,492	1,072,198	-	Budget: Property mgmt., interest/principal on CPB loan, repair/maint, insurance, RPT Remain: To be encumbered/reassessed FY26 Q4
930 TRUST	8300 LEGACY & PROGRAMMATIC LANDS	415,698	375,370	80,390	-	Budget: USGS stream monitoring, multiproperty mgmt planning, land transfer due diligence, multiproperty compliance, Kekaha life safety repairs, HCA dues, professional development for LLP staff Remain: To be encumbered in FY26 Q4
930 TRUST	8303 KUKANILOKO	359,700	332,700	272,000	-	Budget: 511-acre site maintenance (veg maint for access, firebreak, security; infrastructure), Birthstones stewardship Remain: To be encumbered in FY26 Q4
930 TRUST	8305 WAIALUA COURTHOUSE	49,325	21,011	42,000	10,000	Budget: Property condition assessment, site mgmt/stewardship, repairs, utilities Remain: To be encumbered in FY26 Q4 FY27 Realign: Increased programming and repair/maint
930 TRUST	8320 WAO KELE O PUNA	310,141	101,041	224,000	-	Budget: Helicopter flights, property mgmt./stewardship, WKOP truck maintenance Remain: To be encumbered in Q4





PAIA AINA

FY2026 REFLECTION & FY2027 LOOK-AHEAD

2026 Reflection

Leasing / income operations

- NLK – 93.61% Occupied - all vacant spaces currently marketed, actively being toured with prospective tenants
- KM – Lot L 75% Leased - remaining space currently in lease negotiations
- HHS – Longs/Office Depot Sublease Completed - tenant improvements in progress, opening date TBD
- IBC - Leased as of January 2026 – guaranteed income for next five years

Investment Land holdings

- Kakaako Makai - HCDA community planning participation ongoing
- \$2MM EPA grant for Brownfields Phase II ESAs and recently completed the QEP RFP

Legacy Lands – Operations, Programming

- Grant progress – compliance activities, formalizing agreements
- Asset Plans, SOPs – in progress
- Increased engagement

Capacity Building

- Righting the ship, foundational documents
- Growing team, filling vacancies

2027 Strategic Focus

Revenue Optimization

- Iwilei: market challenges – rent reviews & market adjustments
- Lease restructuring and extension negotiations
- Future redevelopment opportunities & timing
- Kakaako: Interim uses for underutilized lands pending redevelopment

Development pipeline

- JV partnership / RFP structure
- Developer outreach and partnership cultivation
- Support for HCDA amended rules to include housing
- Formalize LLCs
- Land Acquisition due diligence
- Manage grant budgets / track spending plan
- HLID Project – construction to start, closeout extended to Dec. 2028
- Update Position Descriptions
- Financial analysis- proforma modeling
- New LLC's – charts of accounting, budgets



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