

STATE OF HAWAI‘I
OFFICE OF HAWAIIAN AFFAIRS
560 N. NIMITZ HIGHWAY, SUITE 200
(VIRTUAL MEETING - VIA ZOOM WEBINAR)

Due to the threat of COVID-19, Governor Ige issued the most recent Emergency Proclamation Related to the COVID-19 Delta Response, dated October 1, 2021 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 or listen by phone: (213) 338-8477

Minutes of the Office of Hawaiian Affairs
Board of Trustees
MINUTES
December 9, 2021

ATTENDANCE:

Chairperson Carmen Hulu Lindsey
Trustee Leina‘ala Ahu Isa
Trustee Dan Ahuna
Trustee Kaleihikina Akaka
Trustee Keli‘i Akina
Trustee Luana Alapa
Trustee Brendon Kalei‘āina Lee
Trustee Keola Lindsey
Trustee John Waihe‘e, IV

BOT STAFF:

Colin Kippen, COS
Amber Kalua, Trustee Aide
Kanani Iaea, Trustee Aide
Lehua Itokazu, Board Secretary

GUEST:

Hōkūlani Holt-Padilla

ADMINISTRATION STAFF:

Sylvia Hussey, Ka Pouhana / CEO
Casey Brown, Ka Pou Nui / COO
Raina Gushiken, CC
Everett Ohta, CC
Ramona Hinck, CFO
Kalani Fronda, Land Director
Na‘u Kamali‘i, Chief Advocate
Daniel Santos, IT
Erin Nakama, IT
Robert Klein, Board Counsel

Call to Order

Chair Hulu Lindsey Calls the Board of Trustees Meeting to order for Thursday, December 9, 2021, at 10:00 a.m. We are operating out of the University of Hawai'i Maui Campus this morning. It is great to be home in Maui. Thank you to all the Trustees who are tuning in virtually. Board Secretary, please do a roll call.

MEMBERS			Present	TIME ARRIVED
TRUSTEE	LEINA'ALA	AHU ISA	X	
TRUSTEE	DAN	AHUNA	X	
TRUSTEE	KALEI	AKAKA	X	
TRUSTEE	KELI'I	AKINA	X	
TRUSTEE	LUANA	ALAPA		Joins at 10:04 am
TRUSTEE	BRENDON KALEI'ĀINA	LEE		Joins at 10:02 am
TRUSTEE	KEOLA	LINDSEY	X	
TRUSTEE	JOHN	WAIHE'E	X	
CHAIRPERSON	CARMEN HULU	LINDSEY	X	
			7	

At the Call to Order, **seven (7)** Trustees are PRESENT, thereby constituting a quorum.

Chair Hulu Lindsey Thank you. Due to the threat of COVID-19, Governor Ige issued the most recent Emergency Proclamation related to COVID-19 Response dated November 29, 2021, 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

I will go over some quick announcements. Please mute your mics when you are not speaking. We are recording today's meeting for the sole purpose of producing written minutes, which will become the official record of this meeting.

Joining the Trustees today is my staff Colin Kippen-COS, my Aides-Kanani Iaea and Amber Kalua, and our Board Secretary-Lehua Itokazu. With us today is Robert Klein, our Board Counsel and Sylvia Hussey, our CEO. I will now call on Sylvia, our Pouhana to announce who is joining us from administration.

Sylvia Hussey, CEO Thank you Chair and good morning Trustees, Chair, we have CFO-Ramona Hinck, Senior Legal Counsel-Raina Gushiken, Assistant Senior Legal Counsel-Everett Ohta, Na'unanikināu Kamali'i-Chief Advocate as well as Kalani Akana-Our Cultural Specialist and of course supported by our IT staff, Dan and Erin who will be supporting us this morning. Thank you.

Approval of Minutes

- A. September 15, 2021**
- B. September 16, 2021**
- C. September 23, 2021**

Chair Hulu Lindsey Moving on to item II approval of minutes. We have September 15th, 16th, and 23rd to approve. I entertain a motion for the approval of these minutes.

Trustee Akaka Moves to approve all three minutes.

Trustee Waihe'e Seconds the motion.

MINUTES: September 15, 2021 September 16, 2021 September 23, 2021						
	1	2	‘AE (YES)	‘A‘OL E (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEI AHU ISA			X			
TRUSTEE DAN AHUNA			X			
TRUSTEE KALEI AKAKA	X		X			
TRUSTEE KELI‘I AKINA			X			
TRUSTEE LUANA ALAPA			X			
TRUSTEE BRENDON LEE			X			
TRUSTEE KEOLA LINDSEY			X			
TRUSTEE JOHN WAIHE‘E		X	X			
CHAIRPERSON HULU LINDSEY			X			
TOTAL VOTE COUNT			9			
MOTION: [] UNANIMOUS [X] PASSED [] DEFERRED [] FAILED						
Motion passes with nine (9) YES votes and one () EXCUSED vote.						

Chair Hulu Lindsey Thank you. As a reminder, we are moving onto public testimony and community concerns. I will have these go back to back. As a reminder, you will be given five minutes to share your mana‘o. Your name will be called and your microphone will be unmuted when it is your turn to testify. If you are not audible, you will be muted and the next testifier will be called. Your name will be called again before the conclusion of the public testimony and the community concerns section. Board Secretary, do we have any testimony?

Board Secretary We do have three people signed up but they are not signed on at the moment. If they do log on, I will let you know.

Chair Hulu Lindsey Okay, we will can on those people later once they join us.

New Business

V.A. Action Item BOT#21-17: Resolution: Recognizing Hōkūlani Holt-Padilla as a Mamo Makamae O Ka Po‘e Hawai‘i: Precious Treasure of the Hawaiian People

Chair Hulu Lindsey The Action Item is BOT#21-017: Resolution: Recognizing Hōkūlani Holt-Padilla as a Mamo Makamae O Ka Po‘e Hawai‘i: Precious Treasure of the Hawaiian People, I will call on Trustee Waihe‘e to read the motion.

Trustee Waihe‘e I move to approve an honorary resolution recognizing Hōkūlani Holt-Padilla as a Mamo Makamae O Ka Po‘e Hawai‘i: Precious Treasure of the Hawaiian People at Attachment A.

Trustee Akaka Seconds the motion.

Chair Hulu Lindsey It has been moved and seconded. At this time, I would like to read the resolution.

Resolution

RECOGNIZING HŌKŪLANI HOLT-PADILLA AS A MAMO MAKAMAE O KA PO‘E HAWAI‘I: Precious Treasure of the Hawaiian People

WHEREAS, Hōkūlani Holt-Padilla is known as a kumu hula, cultural leader, educator, playwright, composer, director and advocate for the environment and lāhui for nearly five decades: and,

WHEREAS, Hōkū is member of the Long family of Paukūkalo, Maui, her kupuna being Ida Pakulani Ka‘aihue Kai‘anui Long, kumu hula matriarch of the family; and,

WHEREAS, Hōkū has extended her family’s hula tradition by graduating her son, Kauhilonohonua Padilla, and sister, Ulalia Woodside, as kumu hula through the traditional rites of the ‘ūniki; and,

WHEREAS, Hōkū has taught hula in Maui since 1976 when she formed her hālau, Pā‘ū o Hi‘iaka, which has participated in cultural events such as the King Kamehameha Day Competition, Merrie Monarch Festival, Queen Ka‘ahumanu Festival Competition, Maui Mall Hula Competition, Ka ‘Aha Hula O Hālauala World Conference on Hula, and the World Conservation Congress.

WHEREAS, Hōkū is the creative director for Maui’s only invitational hula competition, Kū Mai Ka Hula; and,

WHEREAS, Hōkū co-founded the Lālākea Foundation in 1997 along with Kumu Hula Pualani Kanaka‘ole Kanahele and Kumu Hula Leina‘ala Kalama Heine. Lālākea Foundation perpetuates Hawaiian cultural practices through Ka ‘Aha Hula o Hālauala and a myriad of stage productions which expand and elevate Hawaiian culture and practices through hula and chant; and,

WHEREAS, said Lālākea Foundation was the founding organization of the 2001 Ka ‘Aha Hula O Hālauala, World Conference on Hula and which was subsequently convened in 2005, 2009, and 2014; and,

WHEREAS, as a cultural leader, in 1994 Hōkū also founded the nonprofit organization Kauahea Inc. to preserve and perpetuate the Hawaiian language, arts, traditions and spiritual practices. Many of Kauahea's educational activities and programs revolve around the hula; and,

WHEREAS, through Kauahea Inc. Hōkū formed, Nā Kinimakalehua, a consortium of Kumu Hula (Hula Masters) who gather together to create new performing art works which bring forward the traditional and contemporary stories of Hawai‘i through dance, chant, storytelling, and dramatic interpretation; and,

WHEREAS, under Hōkū's inspiration and leadership Nā Kinimakalehua significantly increased interest and appreciation for the mo'olelo (story, history) and mele (chant, song) of Maui through its productions: Kahekili-Maui's Sacred Chief, Maui The Demi-God, Maui Moonlight Serenade, Nā Mele O Ke Aupuni – The Songs of the Nation, and Kūlanihāko'i-Living Waters; and,

WHEREAS, Hōkū became the first cultural programs director at the Maui Arts & Cultural Center, which she held for 14 years, bringing Hawaiian culture-based presentations to Maui and expose the people of Maui to cultures of the world; and

WHEREAS, as an educator and dedicated parent, Hōkū was a founding member and director of the Pūnana Leo O Maui Hawaiian Language Preschool; and,

WHEREAS, because of her commitment to the perpetuation of the Hawaiian language served on the City and County of Maui's Street Names Commission; and

WHEREAS, Hōkū was the first Maui site coordinator for Nā Pua No'eau, The Center for Gifted and Talented Native Hawaiian Children; and,

WHEREAS, she continues to educate and nurture learners of the Hawaiian language and culture in her role as director of the Ka Hikina O Ka Lā and Hawai'i Papa O Ke Ao programs at the University of Hawai'i Maui College; and,

WHEREAS, as an advocate for the environment and native rights, Hōkū supported the struggles championed by the Protect Kaho'olawe 'Ohana and by 'Īlio'ulaokalani; and

WHEREAS, Hōkū was the culture and education manager for the Kaho'olawe Island Reserve Commission; and,

NOW, THEREFORE, BE IT RESOLVED, by the Board of Trustees of the Office of Hawaiian Affairs on, this 9th day of December 2021, Recognizing Hōkūlani Holt-Padilla as a Mamo Makamae o ka Po'e Hawai'i: Precious Treasures of the Hawaiian People; and

BE IT FURTHER RESOLVED, that a certified copy of this resolution be transmitted to Hōkūlani Holt Padilla as well as the Governor of the State of Hawai'i, President of the State Senate, Speaker of the State House of Representatives, Chair of the State Senate subject matter committee on Hawaiian Affairs, Chair of the State House subject matter Committee on Hawaiian Affairs, University of Hawai'i President and Chancellors, and all County Mayors.

Hōkūlani Holt Padilla Mahalo a nui loa Hulu and the Office of Hawaiian Affairs for truly an auspicious event. The term makamae is perhaps one of the most cherished words that we have. So, I thank you so much for honoring me in this manner. I could not be here if not for the many teachers that came into my life. First of all starting with my family, without them the foundations of my learning would never have occurred. If not being raised by my maternal grandparents here in Waiehu as well as by the parents that I had, I never would have been able to see our Hawaiian world through Hawaiian eyes. Because of this, they were also fundamental in sending me to the places and people that I would then learn more information and learn more ways to do things so I first and foremost, thank the teachers of my life, starting with my 'ohana. When it comes to hula, I always recognize Hoakaleikamau'u who gave me my undying love for hula kahiko. Then of course my grandmother, my mother Liana Woodside, my Aunt Kalahili Cummings who instilled in me the love of Hulu and all things Hawaiian. Those teachers set my feet on the path that I traveled for the rest of my life. My mother was one who always said, if you want to know something, go and learn it. She was a prime

advocate for education, but also a prime advocate for experiential learning so, because of that I was raised with the idea of if you want to learn, go and do it and so thus the many ways that Hawaiian culture came into my life and the many teachers that were given to me in order for me to learn Hawaiian cultural activities. Again, the first and foremost thing I want to mahalo are my teachers. As I moved through my life and took to heart, my mother's saying of if you want to know something, do it. She was also a great advocate for supporting and doing what you know for your community. She belonged to the Hawaiian Civic of Waimānalo for many, many years and participated fully in hula, music, and the rest of our lāhui. If I seem to be in many different organizations and places, it is because I was taught civic duty by my mother that if you need, if you know something, you need to help others know it too. So, the teaching began at a very young age to share; never, never to think about you will be the teacher, but you will be able to help others learn something. It is through her that I was able to then see if I know something, I need to help someone else know it as well. So, if the rest of my life then became helping others come to a deeper appreciation of our Hawaiian culture, of our Hawaiian homeland and the places we call home, then that is what I feel I have led the rest of my life in. I would also like to thank all of those who come down this road with me. You know you're not a leader because maybe this is what this is if there's nobody behind you and so I mahalo those who have stepped up on this platform to the side of me and not to the back of me. All of those students, all of those friends, all of those colleagues and compatriots who walk the same line together; not in the front, not in the back but together. So, I mahalo them as well who thought it was a good idea to get on this road. In closing, I would like to thank again, the Office of Hawaiian Affairs, for recognizing me in this particularly auspicious and elevated position that I feel. Mahalo nui, but I was just doing what my mother showed me so if anyone deserves this, it is my teachers not least of which is my family. So, mahalo to all of you out there, mahalo to all of you in here, and mahalo to the Office of Hawaiian Affairs. Aloha.

Chair Hulu Lindsey Thank you Hōkū. With her today are members from her hālau and her children are virtually attending. We are so happy, we could not ask for a better treasure, Hōkū. You are known as my daughter's second mother as you are their Kumu, so we are 'ohana. I am so happy that not only the Office of Hawaiian Affairs, but the community has nominated you for this recognition. Mahalo nui for accepting. To the Board of Trustees, it has been moved and seconded that we approve this resolution recognizing Hōkūlani Holt-Padilla as a Mamo Makamae O Ka Po'e Hawai'i: Precious Treasure of the Hawaiian People. Board Secretary, I would like you to do a roll call vote.

V.A. Action Item BOT#21-17: Resolution: Recognizing Hōkūlani Holt-Padilla as a Mamo Makamae O Ka Po'e Hawai'i: Precious Treasure of the Hawaiian People						
	1	2	'AE (YES)	'A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEI AHU ISA			X			
TRUSTEE DAN AHUNA			X			
TRUSTEE KALEI AKAKA		X	X			
TRUSTEE KELI'I AKINA			X			
TRUSTEE LUANA ALAPA			X			
TRUSTEE BRENDON LEE			X			
TRUSTEE KEOLA LINDSEY			X			
TRUSTEE JOHN WAIHE'E	X		X			
CHAIRPERSON HULU LINDSEY			X			
TOTAL VOTE COUNT			9			
MOTION: [X] PASSED [] DEFERRED [] FAILED						

Motion passes with nine (9) YES votes and zero (0) EXCUSED vote.

Chair Hulu Lindsey Mahalo nui for allowing the board to honor you. We invite the hālau family to wish her the best at this time.

Board Secretary Chair, I do have a caller on now. The first caller is Mehanaokala Hind.

Mehanaokala Hind Aloha kākou Chair Lindsey and Office of Hawaiian Affairs. Offers an Oli. Hōkūlani, you have been the teacher of teachers. I did that chant because it is a chant that Hōkūlani taught us as nā lehua. She not only taught us the chant, she took us to visually see, experience, taste, and touch the wai of Kāne. In this time, in this era, the mana of Hōkūlani is shining through. Our world, our Hawai‘i is trying to do our best to protect our water. It is teachers, it is mamama, our Kumu who have instilled in us, not only the intellect but the courage to bring about what the lāhui needs. Hōkūlani is one of those very special and treasured people. She has not only raised within her own family two doctors, three kumu hula; she has raised thousands of us. Her legacy will last generations. I know for the people that I teach, they will all know her name, they will all know what it is that she has offered so generously to all of us. He aloha palena ‘ole e Hōkū no kou wiwo ‘ole, no kou ikaika, no kou akamai, no kou opuali‘i, no kou mahalo and ho‘omana. He nā akua, e nā kūpuna o kākou e ka lāhui Hawai‘i. Iā ‘oe ka Hōkū, laki na mākou, laki na mākou no kou he noho ana i ko alo. Along with the leaders she has raised in her own family, I consider myself in whatever it is that I do well, a tribute and a testimate to Hōkūlani Holt for her patience with haumana like me, her dedication, not only to the art of hula but the depths of what our culture and practices across the pae ‘āina, I mean to the very existence of our people. I thank you again Hōkū. I thank the Office of Hawaiian Affairs for bestowing this recognition on a perfect model of what it is that we should achieve as a people that, hopefully, most of us before we leave this ao, we can achieve for and on behalf of our people. Mahalo, mahalo, mahalo.

Chair Hulu Lindsey Mahalo Mehana. We will be moving on to our next item on the agenda.

B. Committee on Resource Management

1. Action Item RM#21-18: Accept and Implement the Recommendations Implementation Report for CliftonLarsonAllen OHA & LLCs Contract and Disbursement Review, November 2021

Trustee Waihe‘e Your Committee on Resource Management, having met on November 30, 2021, and after full and free discussion, recommends approval of the following action to the Board of Trustees:

Action

To accept and implement the Recommendations Implementation Report for CliftonLarsonAllen OHA & LLCs Contract and Disbursement Review, November 2021, as attached.

Trustee Akaka Seconds the motion.

Chair Hulu Lindsey Is there any discussion?

Trustee Akina I am sorry I was unable to attend the November 30th Resource Management meeting. I would like for the record, to enter some comments at this time. First, I commend Administration for having begun the process of implementing the recommendations of the CLA review. I appreciate the hard work that has gone on in that regard. I say thank you for that. Secondly, I want to make it clear that when we vote today to accept and implement the recommendation that we are not endorsing or stipulating a final position of OHA on the issues raised by CLA in its review. There were 38 red flags and we are in a process mandated by the legislature to follow through. It is quite appropriate for us today to accept and to call of the implementations of the recommendations, but that does not constitute a final position of OHA nor an endorsement of what is

in this report from the administration. The final thing that I would like to express is this, I personally wish that one of the recommendations of CLA which the administration has chosen not to follow through, would have been followed through on it. I hope in the future we can actually pursue this specifically, the recommendation by CLA that there be a whistle blower or hotline available to employees and the lāhui if they have any concerns. CLA did make not of the fact that there are some evidence that demonstrates the effectiveness of this in terms of maturing the outcomes that we want and we have had many calls for a whistle blower hotline that were issued during the process of going into the CLA review in the first place. I would like to recommend the work of the administration and simply just wanted to go on record with my concerns.

Trustee Waihe'e moves to						
<u>Action</u> To accept and implement the Recommendations Implementation Report for CliftonlarsonAllen OHA & LLCs Contract and Disbursement Review, November 2021, as attached.						
Trustee Akaka Seconds the motion						
	1	2	‘AE (YES)	‘A‘OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEI AHU ISA			X			
TRUSTEE DAN AHUNA			X			
TRUSTEE KALEI AKAKA		X	X			
TRUSTEE KELI‘I AKINA			X			
TRUSTEE LUANA ALAPA					X	
TRUSTEE BRENDON LEE			X			
TRUSTEE KEOLA LINDSEY			X			
TRUSTEE JOHN WAIHE‘E	X		X			
CHAIRPERSON HULU LINDSEY			X			
TOTAL VOTE COUNT			8		1	
MOTION: [X] PASSED [] DEFERRED [] FAILED						
Motion passes with eight (8) YES votes and zero (0) EXCUSED vote.						

Chair Hulu Lindsey Moving on to items C. I will call upon Trustee Akaka.

C. Committee on Beneficiary Advocacy and Empowerment

1. Action Item BAE#21-06: 2022 OHA Legislative Bill Package†

Trustee Akaka Your Committee on Beneficiary Advocacy and Empowerment, having met on December 8, 2021 and after full and free discussion, recommends approval of the following motion to the Board of Trustees:

Motion 1:

Approve Actions 1, 2, 3 and 4 on Action Item BAE #21-06: 2022 OHA Legislative Bill Package

Trustee K. Lindsey Seconds the motion.

Chair Hulu Lindsey Any discussion?

Trustee Akina There are four action items that we are voting on in this one measure today. I want to state for the record, as I did at the RM meeting yesterday, that I have concerns over action number two. So, today I will be voting kanalua. My concerns specifically has to do with whether this measure might possibly interfere with the availability of housing, a great need for our people in the islands. That would be my rationale for my vote of kanalua today.

Chair Hulu Lindsey Thank you Trustee, and that was at the Beneficiary Advocacy and Empowerment meeting yesterday. Any other comments?

Trustee Lee I would also like to state for the record that our policy and advocacy division made it clear that they do not foresee this hampering in any way any housing development. I also want that on the record, so thank you Madame Chair.

Chair Hulu Lindsey Thank you. If there are no other comments, roll call.

Trustee Akaka moves to						
<u>Motion 1:</u> Approve Actions 1, 2, 3 and 4 on Action Item BAE #21-06: 2022 OHA Legislative Bill Package						
Trustee K. Lindsey Seconds the motion						
	1	2	‘AE (YES)	‘A‘OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEI AHU ISA			X			
TRUSTEE DAN AHUNA			X			
TRUSTEE KALEI AKAKA	X		X			
TRUSTEE KELI‘I AKINA					X	
TRUSTEE LUANA ALAPA					X	
TRUSTEE BRENDON LEE			X			
TRUSTEE KEOLA LINDSEY		X	X			
TRUSTEE JOHN WAIHE‘E			X			
CHAIRPERSON HULU LINDSEY			X			
TOTAL VOTE COUNT			7		2	
MOTION: [X] PASSED [] DEFERRED [] FAILED						
Motion passes with seven (7) YES votes and zero (0) EXCUSED vote.						

Chair Hulu Lindsey Mahalo, moving on to Item D.

D. Action Item BOT#21-18: Approve and Implement the OHA Policy Framework (1st reading)

Trustee Waihe‘e Madame Chair I would like to move to

Motion #1

Approve the OHA Policy Framework, based on the approved Board Governance Framework, with the following components: 1) L-L hui Level policies; 2) T-Trustee Level policies; 3) C-CEO Level policies; 4) Inventory of Policies; 5) Business Processes (listed within each policy); 6) Standard Operating

Procedures for each business process; and 7) Systems, documentation, desktop procedures, manuals as depicted at Attachment A.

Trustee Akaka Seconds the motion.

Trustee Lee I see this is a 1st reading and this is for clarification for the Board, these measures have already been approved in 2019 by the Board accepting and adopting the report of the Permitted Interaction Group for a new governance framework for the Office of Hawaiian Affairs. So, we can vote on it, I guess; it doesn't really matter but should this matter fail, we're going to do this anyway because the board already approved this in 2019. Thank you Madam chair.

Trustee Waihe'e moves to						
<u>Motion #1</u>						
Approve the OHA Policy Framework, based on the approved Board Governance Framework, with the following components: 1) L-L hui Level policies; 2) T-Trustee Level policies; 3) C-CEO Level policies; 4) Inventory of Policies; 5) Business Processes (listed within each policy); 6) Standard Operating Procedures for each business process; and 7) Systems, documentation, desktop procedures, manuals as depicted at Attachment A.						
Trustee Akaka Seconds the motion						
	1	2	'AE (YES)	'A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEI AHU ISA			X			
TRUSTEE DAN AHUNA			X			
TRUSTEE KALEI AKAKA		X	X			
TRUSTEE KELI'I AKINA			X			
TRUSTEE LUANA ALAPA					X	
TRUSTEE BRENDON LEE					X	
TRUSTEE KEOLA LINDSEY			X			
TRUSTEE JOHN WAIHE'E	X		X			
CHAIRPERSON HULU LINDSEY			X			
TOTAL VOTE COUNT			7		2	
MOTION: [X] PASSED [] DEFERRED [] FAILED						
Motion passes with seven (7) YES votes and zero (0) EXCUSED vote.						

Trustee Waihe'e I would also like to move to

Motion #2

Approve the policy guidelines as contained in the newly drafted Policy of Policies at Attachment B.

Trustee Akaka Seconds the motion.

Chair Hulu Lindsey Any discussion?

Trustee Lee Thank you, Madam Chair. If I could get some clarification from the maker of the motion on attachment B page 2 letter F under II. Definitions, it defines C-level policy. Based on these definitions and

the procedures to follow, is it the intention that the C-level policies are now going to rise to the trustees for approval?

Sylvia Hussey, CEO No, C-level policies are within the CEO.

Trustee Lee Okay, mahalo.

Trustee Waihe'e moves to						
Motion #2						
Approve the policy guidelines as contained in the newly drafted Policy of Policies at Attachment B.						
Trustee Akaka Seconds the motion						
	1	2	'AE (YES)	'A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEI AHU ISA			X			
TRUSTEE DAN AHUNA			X			
TRUSTEE KALEI AKAKA		X	X			
TRUSTEE KELI'I AKINA			X			
TRUSTEE LUANA ALAPA					X	
TRUSTEE BRENDON LEE			X			
TRUSTEE KEOLA LINDSEY			X			
TRUSTEE JOHN WAIHE'E	X		X			
CHAIRPERSON HULU LINDSEY			X			
TOTAL VOTE COUNT			8		1	
MOTION: [X] PASSED [] DEFERRED [] FAILED						
Motion passes with seven (8) YES votes and zero (0) EXCUSED vote.						

Chair Hulu Lindsey I will now call on Sylvia for item E.

E. Presentation: OHA Logo & Branding, Alice Silbanuz, Communications Director

Sylvia Hussey, CEO Trustees, I am please to have our newly named Communications Director Alice Silbanuz, we welcome her. You all received a memo regarding the background for the local refresh. Alice is here to present that to you.

Alice Silbanuz, Communications Director Thank you so much, so today administration will be sharing the work that has been done on the OHA local refresh that we are proposing.



OHA LOGO THROUGH THE YEARS



With this presentation, we'd like to tell you about the deliberate design choices that we have gone through, as well as collect mana'o from the trustees on the OHA logo refresh. So, the OHA logo has served us well and

transparent. You'll notice that the lines are the veins within the kalo leaf are all flowing outwards, this represents multiple flows of resources into our communities that we serve and then the new shape of the of the leaf with the hā, makes it obvious that it's a kalo and the hā roots us to our culture. So, this was the first design choice to shift from the current to the refresh leaf. The other one they use color so for the color choices, we're moving to a navy blue with a purple undertone with a little more vibrance. It is lighter and a little bit more distinctive blue. Also, for the green, we have a brighter green representing a healthy and thriving kalo and then it's a little bit of a darker shade to represent maturity. The last element here is the font, so the new fonts should have more weight and height. The height is a symbol of growth. The heavier weight of the font will help to represent OHA as being a sturdy organization with a strong reliable foundation. The other thing is that we would build more space in between the letters for legibility, especially when the logo is represented in those small instances. We've shifted from this font as well to this new font, the Mrs Eaves font, which is in bold, so it stands out more. So, those are the three elements. We've gone through many different instances of the logo and we've refined them down to these last two options that we would like to get your input on.

COLOR and Black and White examples

A good rule of thumb is to choose a logo that reads well in color and black and white, and a black & white.



Making the OHA Logo Responsive

Responsive logos are those that shape, shift and change. They are adaptable to shape to accommodate and "respond" to whatever they are placed on. A responsive logo takes the elements of the main logo and adapts them for different sizes to ensure the logo is always legible. With growing digital and print platforms that are available, having a logo that is adaptable throughout all scenarios is practical and important.



So for the first option, you'll notice that we have the leaf represented in color. We have the H and the A connected. With this connection, it shows that there's a heavier foundation and helps to anchor the letters visually. Also, with the connected hā, it makes reference to the breath of life that connects us to our beneficiaries. Option 2 provides equal spacing between the letters and provides an increase in legibility when reading from near or far. This is an important consideration for any logo. A good rule of thumb is that our logo should read well in both color as well as black and white. Here we have an example of the two color font, the logo in the new blue and the new green; and then we also have a black version and then white version that can appear on a solid black or dark background. This would be our logo package; two color, a single black, and a single white. This is a little bit more about making the OHA logo a little bit more responsive. Responsive logos are those that shape, shift and change. When you zoom in, you have less space for a logo. You may go from a full size to a smaller version. Many big companies use this responsive logo design. This would be examples of our responsive logos from option one and two.

RESPONSIVE examples



LOGO Items

DIGITAL

Can be adopted immediately with no added costs

- OHA.org and other OHA websites;
- Ka Wai Ola and future publications;
- New OHA videos;
- OHA PowerPoint template;
- Custom e-mail signature template with new OHA logo;
- Digital OHA letterhead;
- Word template with OHA logo; and
- Neighbor Island BOT Community Meeting fliers.

PRINTED

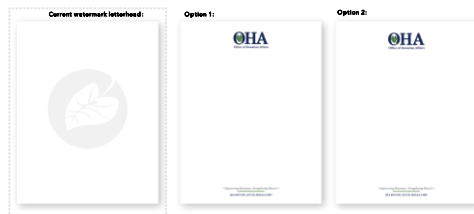
Will require a budget

- Logo wear for OHA staff and leadership to wear when out in the community, including masks;
- Tablecloths;
- Promotional items, e.g., bags, pens, hand sanitizer, masks; and
- Business cards.

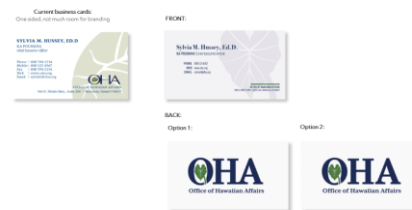
We would go from full logo then to without the text; next, the O with text; and lastly no text and just the O at the end. How can the logo items be used? We can adopt immediately with no added cost, a digital version of the logo. This can be done immediately with our team and I should acknowledge that these logo designs were put together by our internal DPM COM team and a special shoutout to Kaleena Patcho who did all the design work. We can put these logo items together digitally pretty much immediately. We can put it on oha.org and our other websites; we can place it in the Ka Wai Ola our January issue, as well as future publications; any new videos that we produce; our OHA power point template; our custom OHA signature templates; our digital OHA letterhead, word templates, and digital announcements for our BOT community meetings. These are things that can be changed right away with no cost. For the printed versions, they will require a budget so

these things can be deployed slowly as a budget becomes available. Those things include logo wear for our staff and leadership to wear when out in the Community including masks, tablecloths, promotional items such as bags, pins, hand sanitizers, and mask and then also our business cards. We wanted to give you folks some visual examples of our logo in action so here we have the custom letterhead, this is a casual letterhead.

LOGO IN ACTION: Stationary Letterhead (casual)

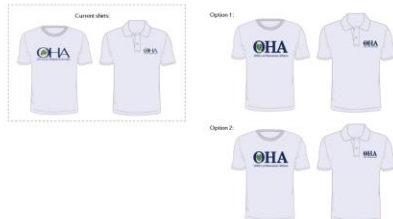


LOGO IN ACTION: Stationary – Business Cards



This is an example of a business card layout. This would be the front, as well as the back option. This is an example of what the shirts would look like; and you can see already, how much more prominent this logo font is. You can see it quite easily, it's very distinctive even when it goes down to the smaller embroidery.

LOGO IN ACTION: Shirts



Administration Recommendation

- Meets the goal of showing the growth and maturity of OHA, being more prominent and digitally responsive.
- The equal spacing between the letters to provide an increase in legibility when reading from near or far. This is an important consideration for any logo.



We are recommending the second option. For this logo, it meets all the goals of showing the growth and maturity of the organization while also being more prominent and digitally responsive. We have equal spacing between the letters that provide increased legibility when reading from near and far, and this is an important consideration for any logo. At this time, we recognize that with any change it can take some time to adapt. As we transition into the new logo, it's important to take note of the specific goals that we are achieving. That goal of showing our organization is one that has grown and matured as well as digitally responsive. The goal of making it more prominent; also the goal of showing the kalo leaf, one that is very much a kalo leaf and it cannot be mistaken for anything else. We seek your opinion and your mana'o on the administration's recommendations, I can open it up for any comments at this time.

Trustee Ahu Isa I did respond to Alice, by the way nice work. I was at a dinner last night and I met this girl who specializes in this. She does only branding and there was restaurant people there, doctors, lawyers, and she does the packaging, the brochures. Anyway, my opinion is I don't like that Times font. To me, it's too stable. If you look at Chanel and Gucci, the C it's simple yet bold. I like the OHA, what we have now but maybe make it a little bolder. Also, the leaf looks more like a monstera plant, this is just my opinion. I did ask some staff members and they did agree with me. Thank you.

Trustee Ahuna Good job, its nice to have something new. My only recommendation that I would like to see is the circle, how it is standing out? What if we were to turn it sideways and make it bigger. We talk about health and I like momona. Thats my only recommnedation, thank you.

Chair Hulu Lindsey I think it's pretty, but it's kind of stiff. If it could be a little softer, it looks so rigid. That's my opinion.

Alice Silbanuz, Communications Director Okay well, lets take all the comments and then we can talk story.

Trustee Lee I have a few comments. I sent the proposed new logo to friends of mine on the mainland who are also in marketing and branding. They are not Hawaiian and do not know anything or heard of the Office of Hawaiian Affairs, I did that on purpose. Their first question to me was what does QHA stand for? I told them that I noticed that too. It is not a Q but an O. With the break in the O with the leaf, people who don't know who the Office of Hawaiian Affairs is, it looks like the letters QHA. The other thing they pointed out is the digitizing down of the brands. All the other brands that use words or letters are tied together with something, none are separated out so the recommendation that administration is making of the letters O H A, there is nothing that ties the O and the H together which I'm guessing the logo we have now is why the letters are tied together. I do like the idea of bolder, bigger letters so that its more visual and prominent to be seen but if that is going to be our logo, then it should be tied together. The last is the digitizing down to the final one, the letter O with the kalo leaf in it. Oregon state does that because the O stands for Oregon, but our logo should not stand for Office. If we are going to scale down to a single item for a logo then it should be just a kalo leaf. People may not get it right now but over time when people see a kalo leaf, they will. No one knew what the swoosh was for a very long time until it became associated with NIKE. If we are going to scale down then it should scale down to something that we believe that represents us. If we are saying that's the kalo leaf then that's what it should scale down to, not to office, that's not who we are. I think that was it, those are my comments. Thank you, Madame Chair.

Trustee Waihe'e Thank you Madame Chair, Alice, and Sylvia for giving us the opportunity to speak. You obviously didn't have to but since you did, I do think it looks kind of clunky and whatever faults there are with the old one, I understand, I see them too but to me, it was prettier. It flowed nicely. I know the one we have now was an exisiting font but they modified it enough to make it look almost like an original created font. To me, this font looks like a stock font with a clip art of a kalo leaf on it. This is just my opinion but it is not pretty, it doesn't appeal to me to much. Tank you.

Trustee Akina Thank you for the hard work on the logo. I know how difficult it is to come up with something that is so profound with purpose that represents us. A couple of comments, the first one is when I think of the sequence we've gone through since 1978 to the present day with each successive logo, each one is a step forward in time. Each one is more contemporary; each one is a movement into the future. This one, however, it looks like it's a step backward because it uses more traditional and quote/unquote modernist design elements, such as the Sarah font. So, it doesn't continue that progression of logos. It would be nice to see a logo that was moving us very much into the future, very much into forward movement. I know that a lot of emphasis has been placed on being prominent but maybe getting that prominence doesn't have to depend upon a heavier thicker font. I do like the direction of the current logo in terms of its lightness, the more contemporariness then the prior logos. Those are just my initial comments, but again, thank you for your hard work.

Trustee Akaka I wanted to mahalo Alice and the team for working so hard on this logo. My mana'o is similar to my fellow trustees where I believe in the spirit and the 'ano and ideas that you put forward and yet I too feel that the current logo is more aesthetically pleasing. It is easier on the eyes and it has a smoother look. I am for looking at more options to meet your goals on what you are looking for on this. As it is right now, I don't feel this would be a better option with what we have currently and what is before us. One last thing, the idea of the kalo leaf standing erect, maybe there is another way so that it doesn't look like the letter Q. Maybe, it can be coming from another direction. I am open to seeing other options.

Trustee K. Lindsey Thank you, I just want to echo what others have said. Mahalo for the hard work. I don't have any specific comments on the logo or design. I can say as a past user of the logo, trying to do presentations especially outdoor ocean kind of things, our logo did get lost sometimes. I wish it was red so

that we could see. I think at the end of the day, from my view, people's opinion and view of OHA is going to be on the work we do. We could have no logo at all and if we serve our people well, then that's going to matter a lot but I do recognize the importance of having one. Again, I appreciate all the hard work, I encourage all the comments to get considered as we move forward. I look forward how things turn out. Mahalo.

Trustee Alapa Thank you so much for everything Alice, it is tough. *Inaudible*. The way you broke it down helped me to understand the concept of logos, the purpose, and the design aspect. What stood out to me about the O is that the kalo plant is more distinct, it's standing up; and if you look at it, it's a heart shape. The heart shape to me is the heartbeat of our lāhui and our OHA family. That part I really liked and it stood out. It does look like a kalo leaf in our current design.

Trustee Akina Here is just a suggestion for what its worth, it may be good to compare what you presented now with another direction of the logo. Right now the direction is continuity with the past. We see a very clear continuity from the first logo of OHA in terms of having the same alphabets, the same design element and the same main feature, the kalo. I appreciate the continuity. This current logo that is before us looks like the fourth version of the same kind of design. What if, to compare it, we also went in another direction, just started from scratch and see where that went. Then compare it with the current proposal, just a thought.

Trustee Ahuna One more comment since everyone is getting technical. I really like the kalo leaf, but we cannot forget about the water. Okay, thank you.

Trustee Akaka Given further thought on the kalo leaf, perhaps we read left to right, that the kalo leaf being that we move forward to brighter days. The kalo leaf can *inaudible*. Can face in the opposite direction showing that we are moving forward. On one hand, I do appreciate a clean look and when I look at the logo next to other logos, it does stand out because it has a smoother look, but it is smaller. But some of the other things that we could consider is it may not look as clean but having an ahupua'a or the Hawaiian Islands, but maybe just make it larger or have it as a solid background and the OHA letters be a clear color or a lighter color. I do agree that we need a more prominent look if we can but the main suggestion is that the leaf move forward.

Chair Hulu Lindsey So, Alice, you got an ear full.

Alice Silbanuz, Communications Director Thank you so much for everyone sharing their mana'o. We have different trustees with different opinions and views, but I have taken notes on what has been shared. I would just like to share a few responses based on the feedback that has been shared and it was quality mana'o and I appreciate it greatly. First of all the font, we did look at the Sans Serif font without the feet which is the look of our current logo here. One of the reasons why we decided to go with the Serif font was because of the strong foundation that we talked about but also it speaks to the age of the organization. It is a sophisticated look but kind of reminds you of the past. That was one of the elements of why that font was selected. We looked at several different fonts. We looked at Sans Serif and may fifteen different versions before narrowing it down to these last two that we are presenting to you today. That is one one of the reasons why we looked at this font being that its very sophisticated and elegant. While the contemporary font is more now and a more modern look, we wanted to show the age of the organization. Also, the kalo design, we did go through different versions where we layered in different ways. In this version, the kalo stalk is on top of the O to make it more prominent as a kalo leaf. There was also a version behind the kalo leaf without the breaks on the side but the stalk got a little lost or muddled when there wasn't that clear separation between of the kalo leaf and the hā. I do feel like the hā is an important element that helps us show that it is truly a kalo leaf that's grounded to our culture. It doesn't sound like anyone had a problem with the color so I'm thankful for that. I'm also thankful for the comments regarding the sizing. When we scale it down and up, having the kalo leaf perhaps be a stand alone, that is something that we can do fairly easily, that's a shift we can make. I appreciate Trustee Alapa's thought about being a heart shape, that is something that came to mind for me.

One of the reasons why I like this version was because it's large, forward facing, and the heart shape to show our aloha to the community we serve. Those are some of the considerations we took to heart when we were creating this logo. Knowing that it is difficult to please nine different Trustees as well as Administration, but I think these comments will help us as we move forward and as we work to create a visual identity that is fitting of the organization and the place we are at in our history.

Sylvia Hussey, CEO As good practice, we will take all of the mana'o and look at it. Then bring back perhaps some other versions for consideration. We appreciate all nine Trustees and their mana'o. Trustee Lee, we particularly appreciate the work to vet it with others and those perspectives. Those were insightful comments as well, so thank you for doing that.

Chair Hulu Lindsey Okay, so are we done?

Alice Silbanuz, Communications Director I think so, thank you so much Trustees.

Announcements

Chair Hulu Lindsey Thank you so much Alice for all of your folks hard work. Okay, we are not going to have an executive session as outlined. It was on the agenda as possibly wanting one, but we have no purpose for that so I am moving onto announcements. This is supposed to be our very last meeting for 2021 but based on our discussion in BAE on our legislative package, we may require one more meeting. However, our first meeting for the new year 2022, is scheduled for January 13th. A calendar for next year will be sent out to everyone by Friday from our Board Secretary. Happy Holidays and Trustee Akaka and I will be getting back to the Trustees very shortly after we have the discussion on when we can possibly let the Trustees look at the legislative package. Thank you very much, I will entertain a motion for adjournment.

Adjournment

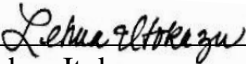
Trustee Akaka Moves to adjourn the meeting.

Trustee Waihe'e Seconds the motion.

Adjournment							
TRUSTEE		1	2	'AE (YES)	A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
LEINA'ALA	AHU ISA			X			
DAN	AHUNA			X			
KALEIHIKINA	AKAKA	X		X			
KELI'I	AKINA			X			
LUANA	ALAPA			X			
BRENDON KALEI'ĀINA	LEE			X			
KEOLA	LINDSEY			X			
JOHN	WAIHE'E		X	X			
CHAIR CARMEN HULU	LINDSEY			X			
TOTAL VOTE COUNT				9			

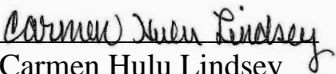
Chairperson Carmen Hulu Lindsey Adjourns the Board of Trustees meeting at 11:20 a.m.

Respectfully submitted,



Lehua Itokazu
Board Secretary

As approved by the Board of Trustees on January 13, 2021.



Carmen Hulu Lindsey
Chairperson, Board of Trustees

Attachments:

- 1. Action Item BOT# 21-17: Resolution: Recognizing Hōkūlani Holt-Padilla**
- 2. Action Item BOT#21-18: Approve and Implement the OHA Policy Framework (1st reading)**
- 3. PowerPoint: OHA Logo Refresh**

BOARD OF TRUSTEES

Carmen. Hulu Lindsey, *Chairperson*Leina'ala Ahu Isa, *Vice Chairperson*

Dan Ahuna, Trustee Kaua'i & Ni'ihau

Kalei Akaka, Trustee O'ahu

Keli'i Akina, Trustee At-Large

Luana Alapa, Trustee Moloka'i & Lāna'i

Brendon Kalei'aina Lee, Trustee At-Large

Keola Lindsey, Trustee Hawai'i Island

John Waihe'e IV, Trustee At-Large



STATE OF HAWAII
OFFICE OF HAWAIIAN AFFAIRS

MEETING OF THE BOARD OF TRUSTEES**DATE:** Thursday, December 9, 2021**TIME:** 10:00 am**PLACE:** Virtual MeetingViewable at www.oha.org/livestream OR

Listen by phone: (213) 338-8477, Webinar ID: 898 5025 5220

Due to the threat of COVID-19, Governor Ige issued the most recent Emergency Proclamation Related to COVID-19, dated November 29, 2021 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 or listen by phone: (213) 338-8477, Webinar ID: 898 5025 5220

AGENDA**I. Call to Order****II. Approval of Minutes**

A. September 15, 2021

B. September 16, 2021

C. September 23, 2021

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. Community Concerns and Celebrations*** (Please see page 2 on how to submit written testimony or provide oral testimony online. Oral testimony by phone will **not** be accepted)**V. New Business**

A. Action Item BOT#21-17: Resolution: Recognizing Hōkūlani Holt-Padilla as a Mamo Makamae O Ka Po'e Hawai'i: Precious Treasure of the Hawaiian People

B. Committee on Resource Management

1. Action Item RM#21-18: Accept and Implement the Recommendations Implementation Report for CliftonLarsonAllen OHA & LLCs Contract and Disbursement Review, November 2021

C. Committee on Beneficiary Advocacy and Empowerment

1. Action Item BAE#21-06: 2022 OHA Legislative Bill Package†

D. Action Item BOT#21-18: Approve and Implement the OHA Policy Framework (1st reading)

E. Presentation: OHA Logo & Branding, Alice Silbanuz, Communications Director

VI. Executive Session‡

A. Consultation with Board Counsel Robert G. Klein re: questions and issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities with respect to the Public Land Trust and associated legislation, pursuant to HRS§92-5(a)(4)

VII. Announcements**VIII. Adjournment**

BOARD OF TRUSTEES

Carmen. Hulu Lindsey, *Chairperson*Leina'ala Ahu Isa, *Vice Chairperson*

Dan Ahuna, Trustee Kaua'i & Ni'ihau

Kalei Akaka, Trustee O'ahu

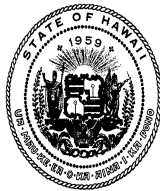
Keli'i Akina, Trustee At-Large

Luana Alapa, Trustee Moloka'i & Lāna'i

Brendon Kalei'aina Lee, Trustee At-Large

Keola Lindsey, Trustee Hawai'i Island

John Waihe'e IV, Trustee At-Large



STATE OF HAWAII OFFICE OF HAWAIIAN AFFAIRS

If you require an auxiliary aid or accommodation due to a disability, please contact Raina Gushiken at telephone number 594-1772 or by email 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 Monday, December 6, 2021 and posted to OHA's website at:

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

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

‡ Notice: This portion of the meeting will be closed pursuant to HRS § 92-5.

* **Public Testimony on Items Listed on the Agenda must be limited to matters listed on the meeting agenda.**

Community Concerns and Celebrations is not 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.

Testimony can be provided to the OHA Board of Trustees either as: (1) **written testimony** emailed at least 24 hours prior to the scheduled meeting, or (2) live, **oral testimony online** during the virtual meeting.

(1) Persons wishing to provide **written testimony** on items listed on the agenda should submit testimony via **email** to BOTmeetings@oha.org at least **24 hours prior** to the scheduled meeting. Any testimony received after this deadline will be late testimony and will be distributed to the Board members after the scheduled meeting. **Due to COVID- 19, please do not fax, mail, or hand-deliver written testimony**

(2) Persons wishing to provide **oral testimony online** during the virtual meeting must first register at:
https://us06web.zoom.us/webinar/register/WN_3IZ6x1tUT62aYWvxswFRIQ

You need to register 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, along with further instructions on how to provide oral testimony during the virtual meeting. The registration page will close during the Public Testimony or Community Concerns agenda item. Oral testimony by telephone/landline **will not** be accepted at this time.

To provide oral testimony online, you will need:

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

Oral testimony online will be limited to five (5) minutes. Once your oral testimony is completed, you will be asked to disconnect from the meeting, unless you are also signed up for oral testimony during Community Concerns and Celebrations. If you do not sign off 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.

Please visit OHA's website for more detailed information on how to submit Public Testimony OR Community Concerns at: <https://www.oha.org/how-to-submit-testimony-for-oha-bot-meetings/>

Carmen Hulu Lindsey

Trustee Carmen Hulu Lindsey
Chairperson, Board of Trustees

12/3/2021

Date



ACTION ITEM
Board of Trustees
December 9, 2021

BOT #21-17

Action Item Issue: **Approval of an OHA Board of Trustees' Honorary Resolution
Recognizing Hōkūlani Holt-Padilla as a Mamo Makamae o Ka Po'e
Hawaii: Precious Treasure of the Hawaiian People**

Prepared by:

Kalani Akana

Dec 3, 2021

Kalani Akana, Ph.D.
Pou Kukuna Mo'omeheu, Cultural Specialist

Date

Reviewed by:

Sylvia M. Hussey

Dec 3, 2021

Sylvia M. Hussey, Ed.D., Ka Pouhana
Chief Executive Officer

Date

Reviewed by:

Carmen Hulu Lindsey

Dec 3, 2021

Trustee Carmen Hulu Lindsey
Ke Kauhuhu o ke Kaupoku, Chairperson, Board of Trustees

Date

⁸ **Action Item BOT #21-17: Approval of an OHA Board of Trustees’ Honorary Resolution Recognizing Hōkūlani Holt-Padilla as a Mamo Makamae o Ka Po‘e Hawaii: Precious Treasure of the Hawaiian People**

I. Proposed Action

The OHA Board of Trustees approves an honorary resolution recognizing Hōkūlani Holt-Padilla as a Mamo Makamae o Ka Po‘e Hawaii: Precious Treasure of the Hawaiian People at Attachment A.

II. Issue

Should the OHA Board of Trustees approve the attached honorary resolution.

III. Discussion

The Office of Hawaiian Affairs (OHA) in 2017, held its inaugural Nā Mamo Makamae o Ka Po‘e Hawai‘i: Living Treasures of the Hawaiian People, a Native Hawaiian community-driven event that honored seven master practitioners and knowledge keepers. The inaugural Living Treasures awardees were: Patience Nāmaka Bacon of O‘ahu – for hula; Josephine Fergerstrom of Hawai‘i Island – for lauhala weaving; Sam Ka‘ai of Maui – for carving; Marie McDonald of Hawai‘i Island – for lei making and kapa making; and Nainoa Thompson of O‘ahu – for navigating. The inaugural cohort of awardees also includes two posthumous recognitions: Elizabeth Malu‘ihi Ako Lee of Hawai‘i Island – for lauhala weaving; Abraham “Puhipau” Ahmad of Hawai‘i Island – for videography, documentary.

In 2019, the following five master practitioners and knowledge keepers were honored: Doreen Henderson – *kumu lei hulu*; Gordon “Umi” Kai – *master artisan and cultural practitioner*; Florence Pauleipoina‘ole “‘Anakē Lolena “ Nicholas – *native speaker*; Pualani Kanaka‘ole-Kanahele, Ph.D. – *scholar, kumu hula, cultural practitioner*; and Jerry Walker – *lua master*.

In 2020 and 2021, the impacts of COVID-19 (e.g., gathering restrictions, venue closures) prevented the larger Nā Mamo Makamae, 200-attendee ballroom event as in the past. Trustees were advised that in the course of the neighbor island Board meetings, the opportunity to recognize master practitioners and knowledge keepers was available. Hōkūlani Holt-Padilla is known as a kumu hula, cultural leader, educator, playwright, composer, director and advocate for the environment and lāhui for nearly five decades and identified as Nā Mamo Makamae o Ka Po‘e Hawai‘i: Living Treasure(s) of the Hawaiian People.

IV. Recommendation

To approve an honorary resolution recognizing Hōkūlani Holt-Padilla as a Nā Mamo Makamae o Ka Po‘e Hawaii: Precious Treasure of the Hawaiian People at Attachment A.

8 Action Item BOT #21-17: Approval of an OHA Board of Trustees' Honorary Resolution Recognizing Hōkūlani Holt-Padilla as a Mamo Makamae o Ka Po'e Hawaii: Precious Treasure of the Hawaiian People

V. Alternative Actions

- A.** To not approve Administration's recommended resolution
- B.** To approve an amended version of Administration's recommended resolution

VI. Funding

No funding is required.

VII. Timeframe

Immediate action is recommended.

VIII. Attachment - Honorary Resolution Recognizing Hokulani Holt-Padilla as a Mamo Makamae o ka Po'e Hawai'i: Precious Treasure of the Hawaiian People

RECOGNIZING HŌKŪLANI HOLT-PADILLA AS A
MAMO MAKAMAE O KA PO'E HAWAI'I:
Precious Treasure of the Hawaiian People

WHEREAS, Hōkūlani Holt-Padilla is known as a kumu hula, cultural leader, educator, playwright, composer, director and advocate for the environment and lāhui for nearly five decades; and,

WHEREAS, Hōkū is member of the Long family of Paukūkalo, Maui, her kupuna being Ida Pakulani Ka'aihue Kai'anui Long, kumu hula matriarch of the family; and,

WHEREAS, Hōkū has extended her family's hula tradition by graduating her son, Kauhilonohonua Padilla, and sister, Ulalia Woodside, as kumu hula through the traditional rites of the 'ūniki; and,

WHEREAS, Hōkū has taught hula in Maui since 1976 when she formed her hālau, Pā'ū o Hi'iaka, which has participated in cultural events such as the King Kamehameha Day Competition, Merrie Monarch Festival, Queen Ka'ahumanu Festival Competition, Maui Mall Hula Competition, Ka 'Aha Hula O Hālauaola World Conference on Hula, and the World Conservation Congress.

WHEREAS, Hōkū is the creative director for Maui's only invitational hula competition, Kū Mai Ka Hula; and,

WHEREAS, Hōkū co-founded the Lālākea Foundation in 1997 along with Kumu Hula Pualani Kanaka'ole Kanahale and Kumu Hula Leina'ala Kalama Heine. Lālākea Foundation perpetuates Hawaiian cultural practices through Ka 'Aha Hula o Hālauaola and a myriad of stage productions which expand and elevate Hawaiian culture and practices through hula and chant; and,

WHEREAS, said Lālākea Foundation was the founding organization of the 2001 Ka 'Aha Hula O Hālauaola, World Conference on Hula and which was subsequently convened in 2005, 2009, and 2014; and,

WHEREAS, as a cultural leader, in 1994 Hōkū also founded the nonprofit organization Kauahea Inc. to preserve and perpetuate the Hawaiian language, arts, traditions and spiritual practices. Many of Kauahea's educational activities and programs revolve around the hula; and,

WHEREAS, through Kauahea Inc. Hōkū formed, Nā Kinimakalehua, a consortium of Kumu Hula (Hula Masters) who gather together to create new performing art works which bring forward the traditional and contemporary stories of Hawai'i through dance, chant, storytelling, and dramatic interpretation; and,

WHEREAS, under Hōkū's inspiration and leadership Nā Kinimakalehua significantly increased interest and appreciation for the mo'olelo (story, history) and mele (chant, song) of Maui through

its productions: Kahekili-Maui's Sacred Chief, Maui The Demi-God, Maui Moonlight Serenade, Nā Mele O Ke Aupuni – The Songs of the Nation, and Kūlanihāko'i-Living Waters; and,

WHEREAS, Hōkū became the first cultural programs director at the Maui Arts & Cultural Center, which she held for 14 years, bringing Hawaiian culture-based presentations to Maui and expose the people of Maui to cultures of the world; and

WHEREAS, as an educator and dedicated parent, Hōkū was a founding member and director of the Pūnana Leo O Maui Hawaiian Language Preschool; and,

WHEREAS, because of her commitment to the perpetuation of the Hawaiian language served on the City and County of Maui's Street Names Commission; and

WHEREAS, Hōkū was the first Maui site coordinator for Nā Pua No'eau, The Center for Gifted and Talented Native Hawaiian Children; and,

WHEREAS, she continues to educate and nurture learners of the Hawaiian language and culture in her role as director of the Ka Hikina O Ka Lā and Hawai'i Papa O Ke Ao programs at the University of Hawai'i Maui College; and,

WHEREAS, as an advocate for the environment and native rights, Hōkū supported the struggles championed by the Protect Kaho'olawe 'Ohana and by 'Īlio'ulaokalani; and

WHEREAS, Hōkū was the culture and education manager for the Kaho'olawe Island Reserve Commission; and,

NOW, THEREFORE, BE IT RESOLVED, by the Board of Trustees of the Office of Hawaiian Affairs on, this 11th day of August 2021, Recognizing Hōkūlani Holt-Padilla as a Mamo Makamae o ka Po'e Hawai'i: Precious Treasures of the Hawaiian People; and

BE IT FURTHER RESOLVED, that a certified copy of this resolution be transmitted to Hōkūlani Holt Padilla as well as the Governor of the State of Hawai'i, President of the State Senate, Speaker of the State House of Representatives, Chair of the State Senate subject matter committee on Hawaiian Affairs, Chair of the State House subject matter committee on Hawaiian Affairs, University of Hawai'i President and Chancellors, and all County Mayors.




ACTION ITEM


BOARD OF TRUSTEES

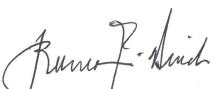
December 9, 2021

BOT #21-18


Action Item Issue: Approve and Implement the OHA Policy Framework

Prepared by:  Dec 2, 2021
Sylvia M. Hussey, Ed.D. Date
Ka Pouhana, Chief Executive Officer

Reviewed by:  Dec 2, 2021
Casey K. Brown Date
Ka Pou Nui, Chief Operating Officer

Reviewed by:  Dec 2, 2021
Ramona G. Hinck Date
Pou Kāko‘o Ho‘opono Kūikawā, Interim Controller &
Ka Pou Kihi Kanaloa Wai, Chief Financial Officer

Reviewed by:  Dec 2, 2021
Raina Gushiken Date
Ka Paepae Puka, Senior Legal Counsel

Reviewed by:  Dec 3, 2021
Trustee Carmen Hulu Lindsey Date
Ke Kauhuhu o ke Kaupoku
Chairperson of the Board of Trustees

I. Proposed Actions

Motion #1

Approve the OHA Policy Framework, based on the approved Board Governance Framework, with the following components: 1) L-Lāhui Level policies; 2) T-Trustee Level policies; 3) C-CEO Level policies; 4) Inventory of Policies; 5) Business Processes (listed within each policy); 6) Standard Operating Procedures for each business process; and 7) Systems, documentation, desktop procedures, manuals as depicted at Attachment A.

Motion #2

Approve the policy guidelines as contained in the newly drafted Policy of Policies at Attachment B.

II. Issue

Whether or not the Board of Trustees (BOT) will approve the: A) OHA policy framework, based on the approved Board Governance Framework, with the following components: 1) L-Lāhui Level policies; 2) T-Trustee Level policies; 3) C-CEO Level policies; 4) Inventory of Policies; 5) Business Processes (listed within each policy); 6) Standard Operating Procedures for each business process; and 7) Systems, Documentation at Attachment A; and B) Policy Guidelines as contained in the newly drafted Policy of Policies at Attachment B.

III. Background and Discussion

This action item is a result of the following memos to the Board and/or Board workshops regarding an OHA policy framework: 1) - February 7, 2021 Memo - Introduction of a Proposed Policy Framework for OHA and Facilitated Discussion re: Development of a T-Level Grant Policy; 2) – May 3, 2021 Memo; 3) May 6, 2021 Presentation Workshop; 4) November 4, 2021 Presentation Workshop; and 5) November 18, 2021 Presentation Workshop.

A. Policy Framework: The Why? - Board Governance Framework. In January 2019, the Board approved the formation of a Permitted Interaction Group (PIG) to: Investigate various elements of governance frameworks and models, including but not limited to cultural, indigenous, native, national and international contexts.

The PIG was established with: 1) Trustee Brendon Kalei‘āina Lee as Project Sponsor and Chair; 2) Trustee Colette Machado as Business Process Owner and Vice Chair of the PIG; and 3)

Lāhui

**Constitution,
Chapter 10**

By-Laws

Policies

**Supporting
Documents, Practices**

Figure 1: Board Governance Framework

Action Item BOT #21-18: Approve and Implement the OHA Policy Framework

Trustees Robert Lindsey¹ and John Waihee² as members. The PIG was supported by Trustee Machado, Lee, Lindsey and Waihee's Aides; and Administration, then Ka Pouhana, Kamana`opono Crabbe, then Ka Pou Nui, Sylvia Hussey and staff.

The PIG presented its final report and recommendations to the Board of Trustees (BOT) at its March 28, 2019 meeting; and on April 4, 2019, via Action Item BOT# 19-04, the BOT approved the five elements of OHA's Board Governance Framework: 1) Identity; 2) Values and Mana; 3) Statutory Basis; 4) Policies; and 5) Supporting Documents and Practices (Operations).

Implementation of a policy framework is a mechanism to operationalize the approved Board Governance Framework.

B. Executive Policy Manual

The Executive Policy Manual (EPM), as depicted at right, was revised by the Board of Trustees in February 2012. Subsequent policy changes (via action item) were tracked by Corporate Counsel; who also reviewed new policies developed since 2012; and the application of policy to various organization actions. CC has since incorporated all EPM impacted policy changes into one new EPM document and will issue an updated document to the BOT.

Once the new policy framework is approved, Administration will: map, crosswalk, and migrate policies and/or policy language from the EPM to the new Policy Framework, eventually sunseting the EPM document itself; and create and populate a new electronic policy framework location, accessible to internal and external stakeholders.

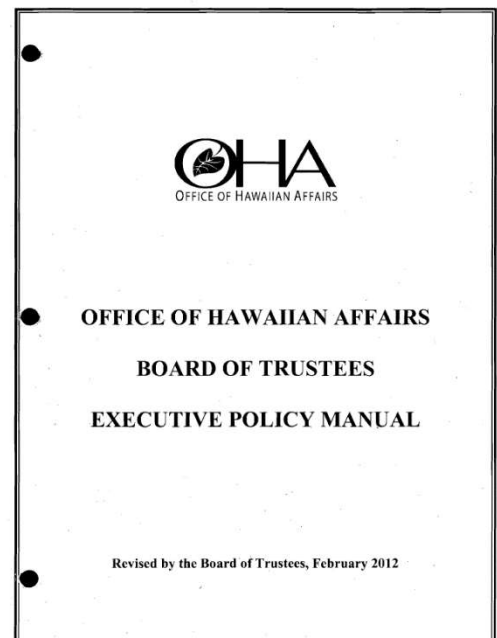


Figure 2: Executive Policy Manual

C. Policy Framework Element Development via Permitted Interaction Groups

After the approved Board Governance Framework was approved, the Board's Permitted Interaction Group (PIG) work continued.

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¹ Interim Chair of the Resource Management Committee at the time of the formation of the Permitted Interaction Group

² Chair of the Beneficiary, Advocacy and Empowerment Committee

- 1. L-Lāhui Level Policies PIG.** On April 4, 2019, via Action Item #19-05, the BOT approved the formation of a Permitted Interaction Group to investigate the development of L-Lāhui level policies for OHA's Board Governance Framework.

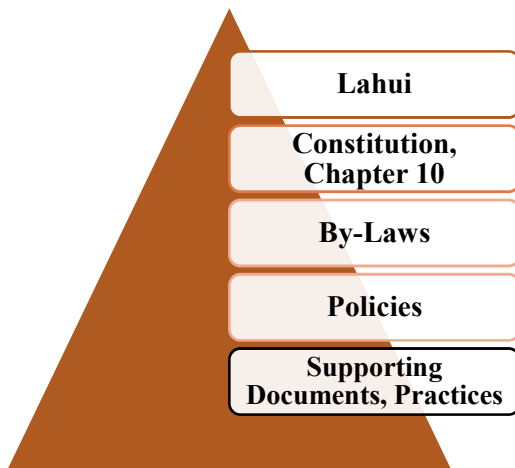


Figure 3: Board Governance Framework

The purview of the PIG was for the Board of Trustees (BOT), BOT staff and OHA Administration staff to work together to: (1) Investigate the development of L-Lāhui policies for OHA's Board Governance Framework, (2) Establish consistent policy formulation, format, review and update parameters, mechanisms and processes; and (3) Integrate the developed policies into the Board Governance Framework.

Via Action Item #19-06, at the May 30, 2019 BOT meeting, the Board approved the L-Lāhui Level Policies: (1) E Mālama (to protect); (2) E Ho'omau (to perpetuate); (3) E Pūpūkahi i Holomua (to unite in order to progress); (4) E 'Imi'ike (to seek knowledge); (5) E Ho'oulu Lāhui (to grow the Lāhui), developed in accordance with the approved PIG purview.

- 2. Board By-Laws PIG.** Via Action Item #19-07, at the May 30, 2019 BOT meeting, the Board approved the formation of a new PIG to continue the implementation of the Board Governance Framework elements. The purview of the new PIG was for the Board of Trustees (BOT), BOT staff and OHA Administration staff to work together to: (1) Investigate the alignment and update of existing BOT By-Laws and related documents; (2) Establish consistent format, review and update parameters, mechanisms and processes; and (3) Integrate the developed BOT By-Laws and related documents into the Board Governance Framework.

On October 17, 2019, the Board, extended the Board of Trustees By-Laws PIG to no later than January 31, 2020. The PIG distributed its report to the BOT at its January 23, 2020 meeting; and held discussion about the report, including the related red-line and clean attachments (e.g., by-laws, appendices), at the February 6, 2020 Board meeting. The report was discussed and one additional edit (e.g., definition of public records in Article XVI Confidentiality) made. Via Action Item BOT #20-01, at the February 20, 2020 Board meeting, the BOT By-Laws were approved after a first reading; and subsequently approved after a second reading at the March 5, 2020 Board meeting.

- 3. Incorporating PIG.** Incorporation of completed and approved work products of the Board Governance Framework and alignment and update of existing Board governance documents PIG was approved via Action Item BOT #19-08 at the May 30, 2019 meeting. The extension via Action Item #19-18 at the November 7, 2019 BOT meeting extended the work to June 30, 2020. No further action was taken to extend the end date and therefore, the time for the authorized work expired (June 30, 2020) and this PIG is closed.

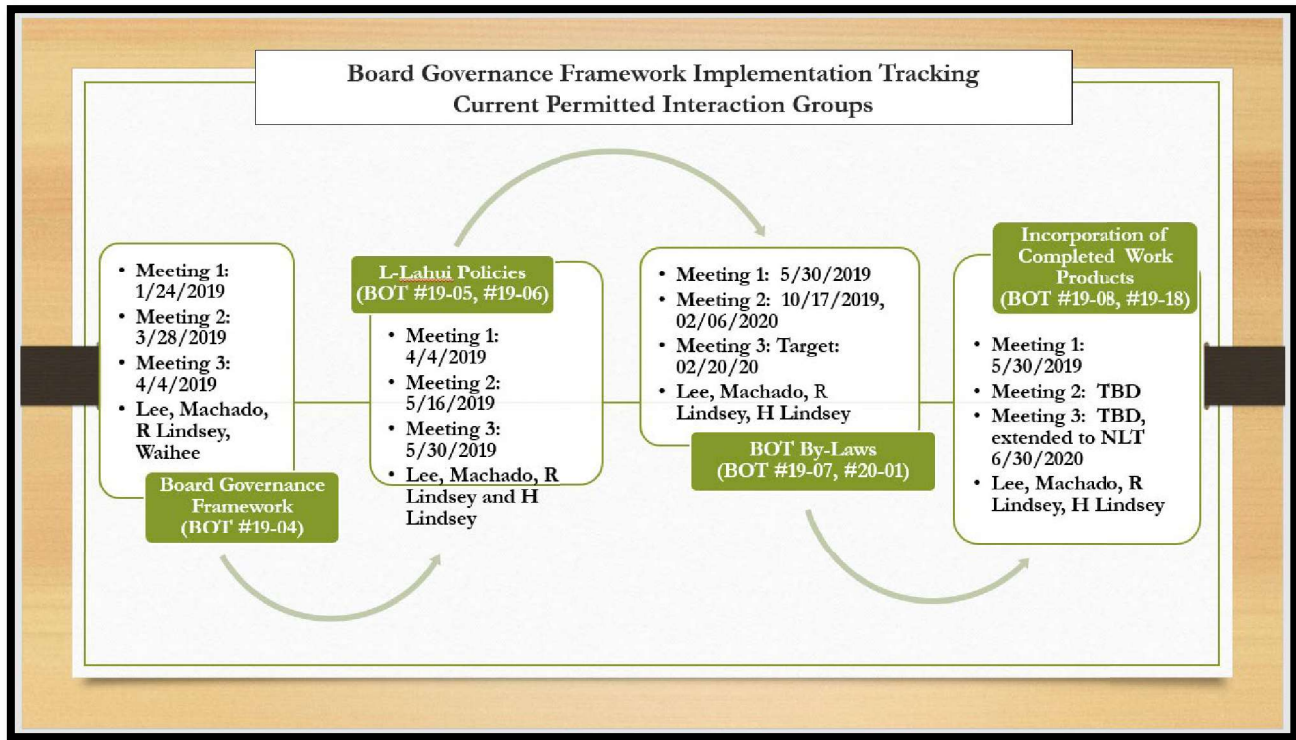


Figure 4: Board Governance Framework Development Tracking

- 4. Trustee Level Policies PIG.** Via 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, September 10, 2020, T-Level Trustee policy work began. The purview of the PIG was 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.

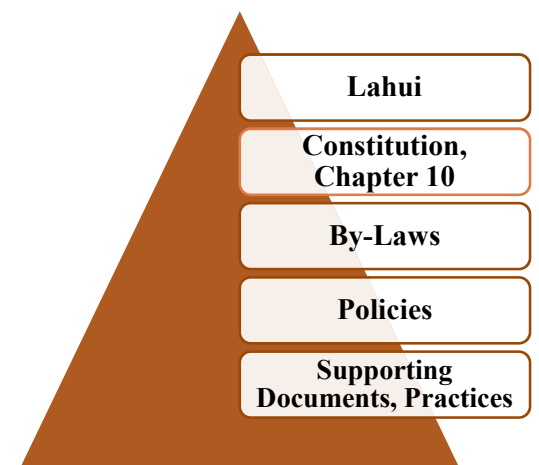


Figure 5: Board Governance Framework

Action Item BOT #21-18: Approve and Implement the OHA Policy Framework

Permitted Interaction Group – Members. The membership of the Permitted Interaction Group was: (a) Trustee Brendon Kalei‘aina Lee; (b) Trustee Colette Machado; (c) Trustee Robert K. Lindsey, Resource Management Committee, Vice Chairperson; and (d) Trustee John D. Waihe‘e, IV. Trustee Lee served as the Chair of the Permitted Interaction Group and Trustee Machado served as its Vice Chair.

Permitted Interaction Group - Term/Duration. The term of the Permitted Interaction Group expired 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.

At the October 22, 2020 Board meeting, the report was distributed and no further discussion was held at the October 29, 2020 Board meeting, as there were no recommendations from the PIG.

D. Development of Policy Framework Elements

Based on PIG work in approving the Board Governance Framework elements and the subsequent L-Lāhui level policies, BOT By-laws and the initial T-Trustee level policies work, approval of the OHA Policy Framework is comprised of the following elements: 1) L-Lāhui Level policies; 2) T-Trustee Level policies; 3) C-CEO Level policies; 4) Inventory of Policies; 5) Business Processes; 6) Standard Operating Procedures; 7) Systems, Documentation

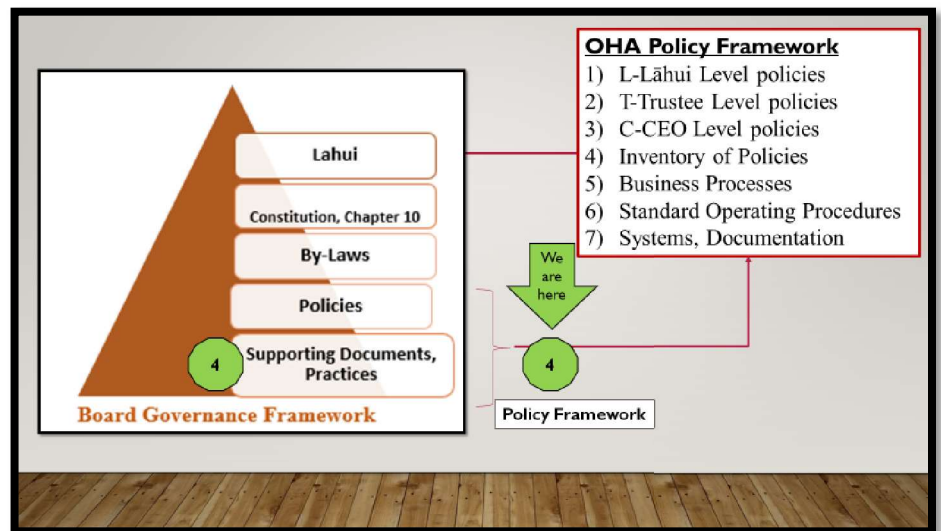
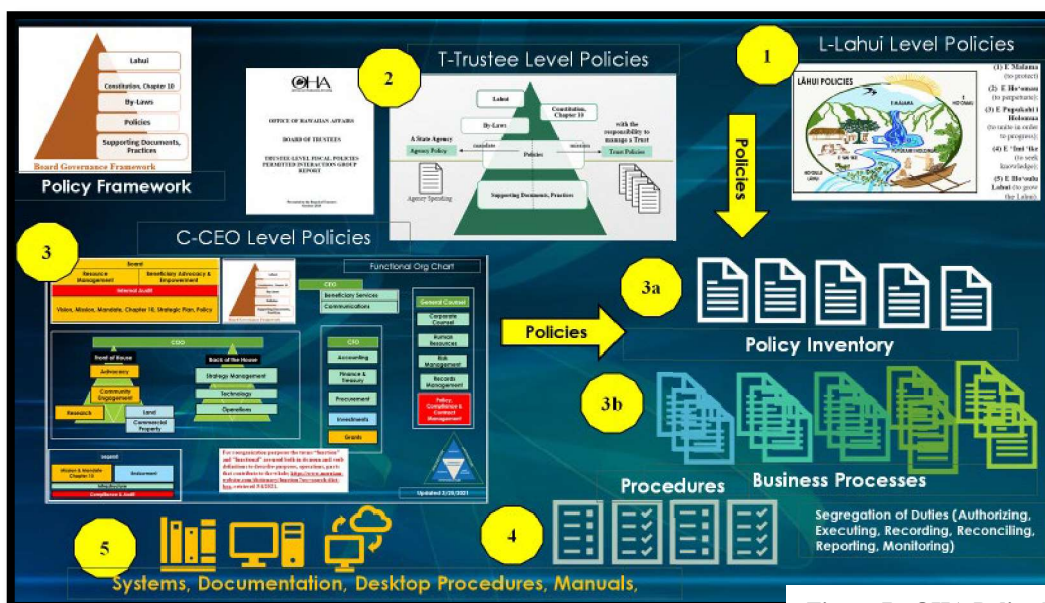


Figure 6: OHA Policy Framework Elements (Depiction 1)



Processes (listed within each policy); 6) Standard Operating Procedures for each business process; and 7) Systems, documentation, desktop procedures, manuals as depicted below.

Figure 7: OHA Policy Framework Elements (Depiction 2)

E. Policy Guidelines, in a Policy of Policies

To operationalize the policy framework, Administration is also recommending seven (7) policy guidelines for approval, contained

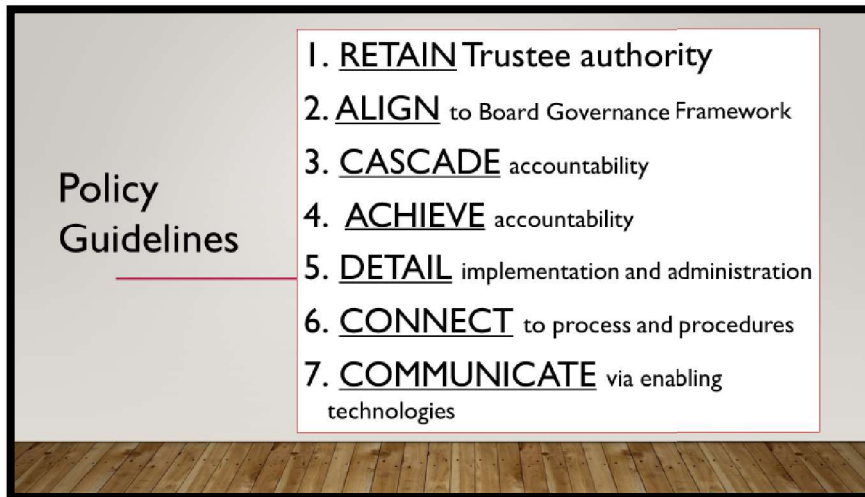


Figure 8: Policy Guidelines, Included in the Policy of Policies

The purpose of this policy is to provide overarching policy guidelines, definitions and accountabilities to aid in policy development and implementation such that policies: 1) Retain Trustee authority unless specifically delegated; 2) Align to the Board Governance Framework in support of the OHA's mission; 3) Cascade to consistent accountability levels (e.g., Board, Administration); 4) Achieve accountability by identifying the responsible parties; 5) Detail implementation and administration;

6) Connect to related business processes and procedures; and 7) Communicate clear and

concise information by leveraging technology.

F. Continuing Discussion re: Retention and Delegation of Authority – Trustees

Administration recommends that Trustees continue workshop discussion(s) re: explicit (vs. implicit) retention or delegation of authority, as determined by HRS Chapter 10; therefore, no action is recommended in this action item.

Administration will bring forward additional details and examples in a subsequent workshop for further Trustee consideration and discussion.

IV. Funding Source

Not applicable, no dedicated funding needed to approve the OHA's Policy Framework (Attachment A) and policy guidelines contained in the Policy of Policies (Attachment B).

IV. Recommended Actions

Based on the approved Board Governance Framework and subsequent policy work and related workshops, Administration recommends the Board:

A) Approve the OHA Policy Framework, based on the approved Board Governance Framework, with the following components: 1) L-Lāhui Level policies; 2) T-Trustee Level policies; 3) C-CEO Level policies; 4) Inventory of Policies; 5) Business Processes (listed within each policy); 6) Standard Operating Procedures for each business process; and 7) Systems, documentation, desktop procedures, manuals as depicted at Attachment A; and

B) Approve the policy guidelines as contained in the newly drafted Policy of Policies at Attachment B.

Action Item BOT #21-18: Approve and Implement the OHA Policy Framework

V. Time Frame

Implementation of the OHA Policy Framework can be done as soon as Board approval is given at the 2nd reading. As also noted earlier: Once the new policy framework is approved, Administration will map, crosswalk, and migrate policies and/or policy language from the EPM to the new Policy Framework, eventually sunsetting the EPM document itself and creating and populating a new electronic policy framework location, accessible to internal and external stakeholders.

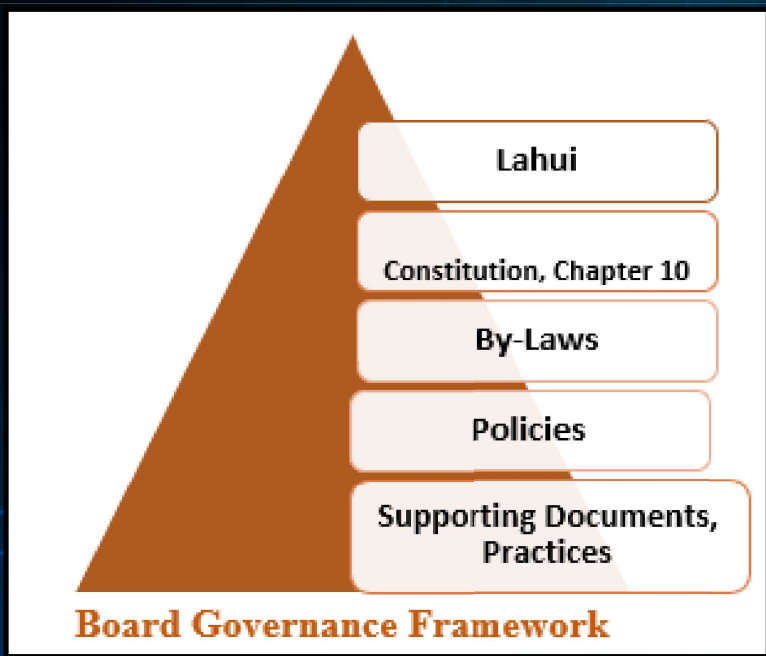
VI. References

- A. **Memos & Workshops (5):** February 6, 2021, May 6, 2021, May 25, 2021, November 4, 2021 and November 18, 2021.
- B. **Action Item BOT #20-01:** Approve the Office of Hawaiian Affairs Board of Trustees' Updated By-Laws, March 5, 2020
- C. **Action Item BOT #19-06:** Approve L-Lāhui Level Policies: (1) E Mālama (to protect); (2) E Ho'omau (to perpetuate); (3) E Pūpūkahi Holomua (to unite in order to progress); (4) E 'Imi 'Ike (to seek knowledge); (5) E Ho'oulu Lāhui (to grow the Lāhui) as Detailed in Attachments 2 to 6, Respectively, May 30, 2019
- D. **Action Item BOT #19-04:** Approve the Five (5) Board Governance Framework Elements, April 4, 2019

VII. Attachments

- A. OHA Policy Framework
- B. Policy guidelines as contained in the newly drafted Policy of Policies

Attachment A – Policy Framework

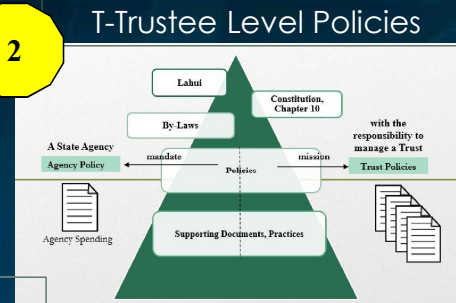
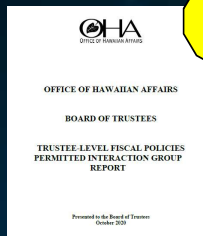
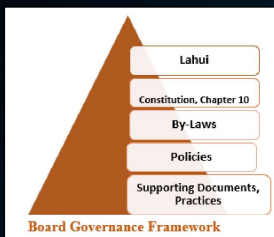


OHA Policy Framework

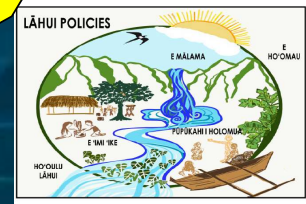
- 1) L-Lāhui Level policies
- 2) T-Trustee Level policies
- 3) C-CEO Level policies
- 4) Inventory of Policies
- 5) Business Processes
- 6) Standard Operating Procedures
- 7) Systems, Documentation

Depiction #1

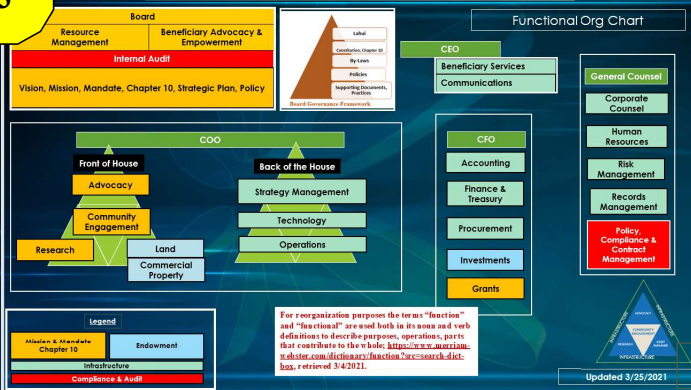
Attachment A – Policy Framework



L-Lahui Level Policies



C-CEO Level Policies



Policies

Policy Inventory

Standard Operating Procedures

Business Processes

Segregation of Duties (Authorizing, Executing, Recording, Reconciling, Reporting, Monitoring)

Depiction #2

Systems, Documentation



Policy Guidelines, Policy of Policies

Subject: Provides overarching policy guidelines, definitions and accountabilities to aid in the implementation of the policy framework as a mechanism to operationalize the approved Board Governance Framework.

Effective Date: Upon 2nd reading of the Policy by the Board of Trustees

Scope: Organization

Date Reviewed/Revised: 2nd reading date of the Policy by the Board of Trustees

Responsible Organizational Unit: Board of Trustees

Next Scheduled Review Date: No later than two (2) years from the effective date, unless circumstances warranted otherwise (e.g., Chapter 10 change).

Policy Administrator or Owner: Board Chair

I. POLICY AND GENERAL STATEMENT

It is the policy of the Office of Hawaiian Affairs (OHA) to operationalize the Board Governance Framework consisting of the following five elements: 1) Identity; 2) Values and Mana; 3) Statutory Basis; 4) Policies; and 5) Supporting Documents and Practices (Operations) in a policy-based manner.

Elements of the OHA Policy Framework, based on the approved Board Governance Framework, including the following components: 1) L-Lāhui Level policies; 2) T-Trustee Level policies; 3) C-CEO Level policies; 4) Inventory of Policies; 5) Business Processes (listed within each policy); 6) Standard Operating Procedures for each business process; and 7) Systems, documentation, desktop procedures and manuals.

II. POLICY GUIDELINES

The purpose of this policy is to provide overarching policy guidelines, definitions and accountabilities to aid in policy development and implementation such that policies: 1) Retain Trustee authority unless specifically delegated; 2) Align to the Board Governance Framework in support of the OHA's mission; 3) Cascade to consistent accountability levels (e.g., Board, Administration); 4) Achieve accountability by identifying the responsible parties; 5) Detail implementation and administration; 6) Connect to related business processes and procedures; and 7) Communicate clear and concise information by leveraging technology.



II. DEFINITIONS

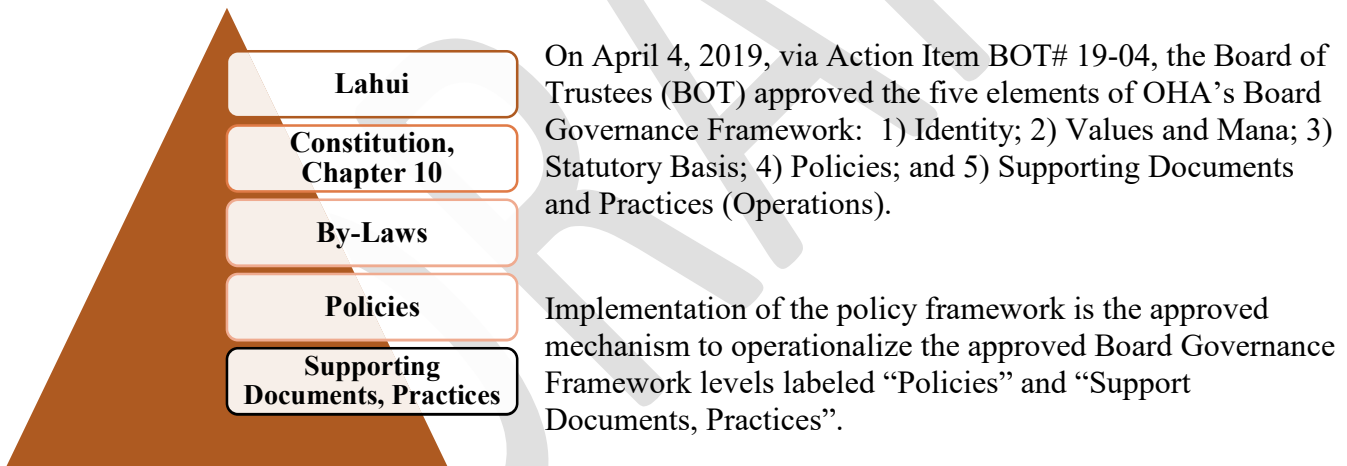
- A. Lāhui:** A term or descriptor that should not be conceived of as having multiple meanings, but rather as having a meaning that encompasses and includes concepts that require multiple words in English; and have different meanings such as “nation” and “race.” In using the word “lāhui,” we did not mean “the nation” or “the race” or “the people.” Rather, when used, the word “lāhui,” means the inclusive broad concept of “lāhui,” which includes the English expressed concepts of “nation,” “race,” and “people.”
- B. Governance:** Establishment of policies, and continuous monitoring of their proper implementation, by the members of the governing body of an organization. It includes the mechanisms required to balance the powers of the members (with the associated accountability), and their primary duty of enhancing the prosperity and viability of the organization.
- C. Policy:** Prudence or wisdom in the management of affairs; management or procedure based primarily on material interest; a definite course or method of action selected from among alternatives and in light of given conditions to guide and determine present and future decisions; a high-level overall plan embracing the general goals and acceptable procedures especially of a governmental body.¹
- D. L-Lāhui Level Policy:** L-Lāhui level policies articulate the Hawaiian cultural foundation of the organization as a basis for the *kaumaha* (heavy weight, sadness) or significant *kuleana* (responsibility) to normalize Hawaiian language, protect and exercise native rights regarding ‘āina, water, wahi pana and iwi kupuna, strengthen ‘ohana and kaiāulu, perpetuate Hawaiian culture, knowledge and practices and engage in global, international indigenous contexts.
- E. T-Trustees Level Policy:** T-Trustee level policies would articulate broad, systemic, strategic, overarching policies that are attributed to OHA’s Trustee role as a result of the Constitution and Chapter 10 purposes and duties (e.g., fiduciary, care, obedience, code of ethics); and focus on statutory and strategic perspectives.
- F. C-Level Policy:** C-CEO level policies guide and direct operations such as facilities, health, safety, compensation, recruitment, procurement, contracting, technology, data retention, asset protection, risk management.
- G. Policy Initiator:** The Board Chair or if delegated, the Administrator, who identifies an organization level issue and assigns the development of a policy proposal.
- H. Policy Administrator or Owner:** The Policy Administrator (or Owner) is the Board Chair or if delegated, the Administrator, whose jurisdiction covers the subject matter of the policy.
- I. Process:** A series of actions that produce something or that lead to a particular result.

¹ <https://www.merriam-webster.com/dictionary/policy>, retrieved October 31, 2021



- J. Procedure:** A guideline or series of interrelated steps in a process: taken to help implement the policy; should identify and link to the specific policy(ies) and process(es); is written in a consistent format that is easy to follow and accessible by those who need to follow the procedures; and should be reviewed and updated as necessary to ensure agreement with the most revision of the policy. Procedures related to technical systems (e.g., Oracle Fusion, business travel) should be developed and implemented at the time of the system implementation.
- K. Practice:** The action(s) of actors in the policy system that: complete or carry out implementation activities or performance of the procedure (i.e., practice); should be compliant with the written procedure(s); and understands that non-compliance (i.e. misalignment of procedure and practice) introduces risk (e.g., reputation, internal control, legal) to the organization and undermines the integrity of policy(ies), process(es), and procedure(s).
- L. Stakeholder:** Internal (e.g., employees, administration, board staff, Board of Trustees) and/or external (e.g., beneficiaries, contractors) community members, who are affected by the policy developed and implemented.

III. MO‘OKŪ‘AUHAU – Board Governance Framework



IV. SCOPE AND DELEGATION OF AUTHORITY

- A. Hawaii Revised Statutes, Chapter 10 [§10-1]** Declaration of purpose. (a) The people of the State of Hawai‘i and the United States of America as set forth and approved in the Admission Act, established a public trust which includes among other responsibilities, betterment of conditions for Native Hawaiians. The people of the State of Hawai‘i reaffirmed their solemn trust obligation and responsibility to native Hawaiians and furthermore declared in the state constitution that there be an office of Hawaiian affairs to address the needs of the aboriginal class of people of Hawaii. (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.

- B. Hawaii Revised Statutes, [§10-3]** Hawai‘i Revised Statutes (HRS) Chapter 10 provides that OHA is meant to address the needs of the Native Hawaiian people, including: (1) The betterment of conditions of native Hawaiians; (2) The betterment of conditions of Hawaiians; (3) Serving as the principal public agency responsible for the performance, development, and coordination of programs and activities relating to native Hawaiians and Hawaiians; except that the Hawaiian Homes Commission Act, 1920, as amended, shall be administered by the Hawaiian Homes Commission; (4) Assessing the policies and practices of other agencies impacting on native Hawaiians and Hawaiians, and conducting advocacy efforts for native Hawaiians and Hawaiians; (5) Applying for, receiving, and disbursing, grants and donations from all sources for native Hawaiian and Hawaiian programs and services; and (6) Serving as a receptacle for reparations.²
- C. Retention of Authority:** The Board of Trustees retains all powers, duties and responsibilities as outlined in Chapter 10, subject to specific delegation(s) of authority, documented in policy.
- D. Delegation of Authority:** The Board of Trustees may delegate policy development, implementation, monitoring and evaluation activities to Administrator, who may then further delegate to operational functions, units and systems. Both policy/authority delegations—BOT to Administrator and subsequently to Operations---shall be documented in policy and communicated and updated in accordance with the specific policy.

IV. RELATED POLICIES

- A. TBD - Policy B-2021-002: Retention and Delegation of Authority – Trustees*
- B. TBD - Policy C-2021-001: Retention and Delegation of Authority – Administration*

V. CONTACTS

The Policy Administrator or Owner is:

Organizational Unit	Position
Board of Trustees	Board Chair

² HRS §10-3; see also HRS §10-1.

VI. POLICY FRAMEWORK

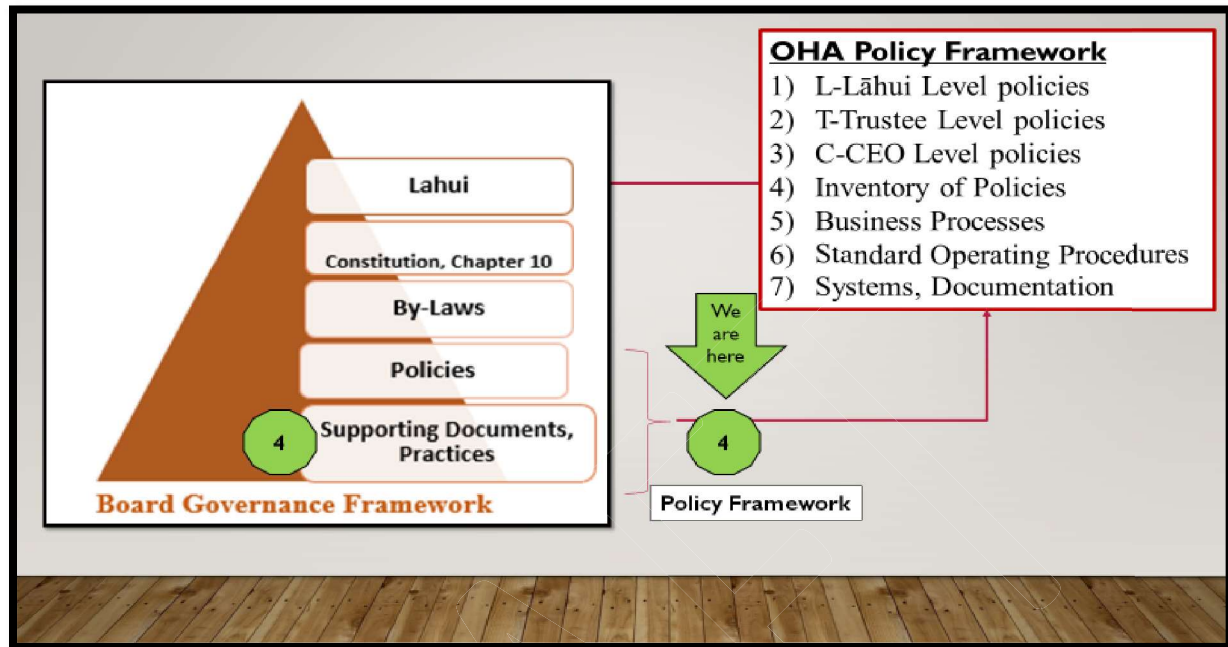


Figure 1: OHA Policy Framework Elements (Depiction 1)

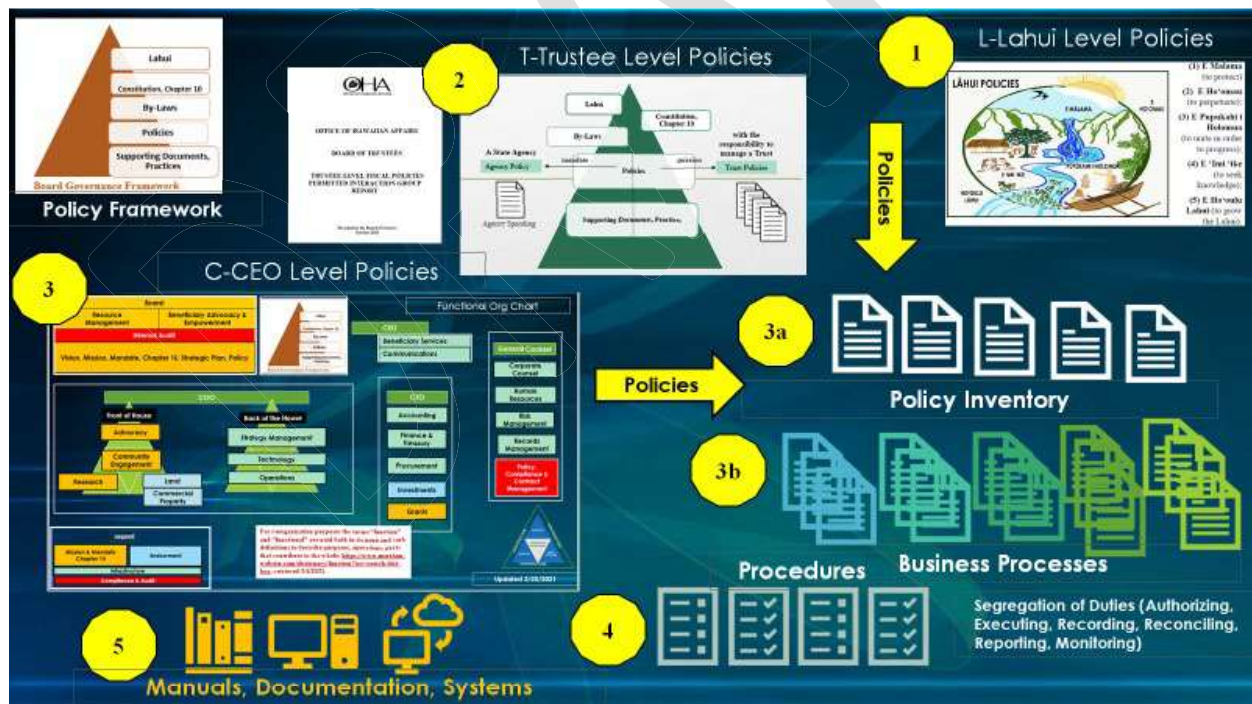
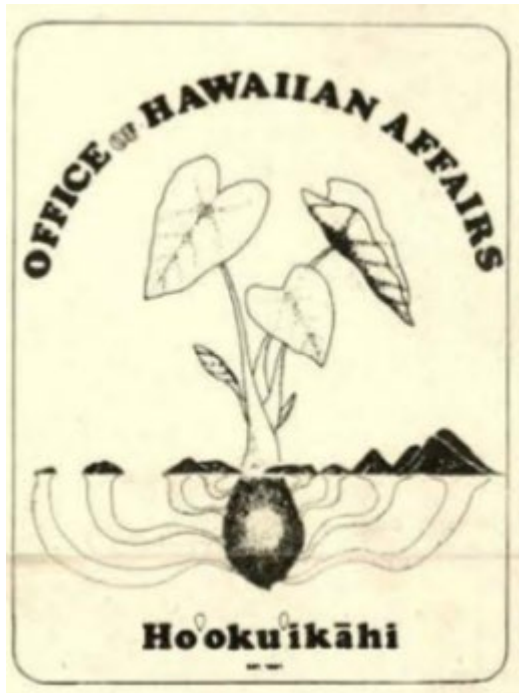


Figure 2: OHA Policy Framework Elements (Depiction 2)



OHA LOGO REFRESH

OHA LOGO THROUGH THE YEARS



1980-1999



2000-2005



2006-2021

OHA LOGO REFRESH

The Office of Hawaiian Affairs is undergoing many changes. With new leadership at both the trustee and administrative level, a new organizational structure, a new strategic plan, and 50 new grantees it is an ideal time to update the look and feel of the agency's logo. Our current logo has served us well for the last 15 years. However, at this point in our history, Administration feels it is the opportune time for a LOGO REFRESH, that would retain familiar elements, while incorporating new elements that reflect OHA's growth and maturation, and reinforce the message that OHA is a strong, reliable resource for the lāhui.

Our current logo:



Colors:



Pantone 295

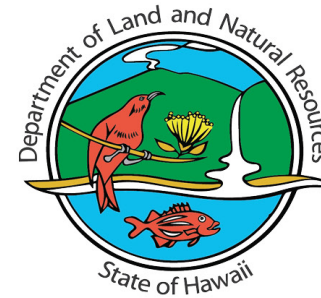
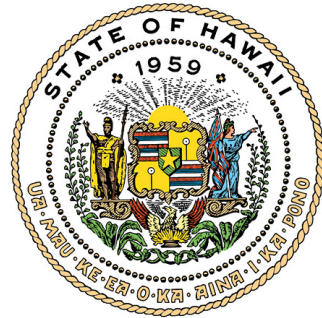


Pantone 575

Elements missing from our current logo:

- Not responsive. When placed on small collateral our logo is not legible.
- Kalo leaf looks rigid, and hā isn't represented (could be confused with a vine).
- In some instances the weight of the letters lack prominence.
- In instances when placed with other organizations logos, it gets lost because of its weight and size orientation. Often times represented without "Office of Hawaiian Affairs" text. (See next slide.)

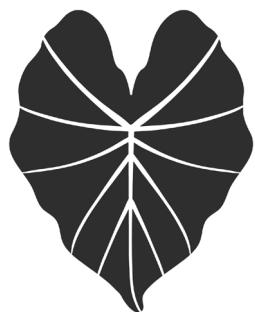
EXAMPLE – Our logo in comparison with other organizations:



What is needed in the refreshed logo:

- Make responsive, new logo should be able to adapt to different sizes while maintaining legibility even when represented small. (See slide 7 for more detail.)
- Have a clear brand guide on how to use the logo.
- Create a new “fresh” feel, but also simulate a strong foundation and growth within the agency.
- Represent the kalo leaf with the hā (stalk) to show upward movement, and growth.

Kalo leaf:



- New kalo leaf should show prominence.
- Forward facing, open, larger size, all represent the agency as mature and transparent.
- Lines (veins) represent multiple flows of our resources into our community.
- The new shape of the leaf makes it obvious that it's a kalo, rooting us to our culture.

Current leaf:



Refreshed leaf:



Color choices:



Pantone 648



Pantone 7742

- Navy blue, purple undertone for more vibrance
- Lighter, more distinctive blue
- Brighter green, representing a healthy, thriving kalo
- Darker shade to represent maturity

Current colors:



Refreshed colors:



Goals of the refreshed logo:

- New font should have more height (also a symbol of growth).
- A heavier weighted font will help represent OHA as being sturdy, an organization with a strong foundation, reliable
- O – H – A will have more space in-between for more legibility, especially when logo is represented in small instances.

Current font:

OHA

Valter - Regular



Refreshed font:

OHA

Grad - Bold

Current type:

OFFICE OF HAWAIIAN AFFAIRS



Refreshed type:

Office of Hawaiian Affairs

Mrs Eaves LX Serif - Bold

COLOR and Black and White examples

A good rule of thumb is to choose a logo that reads well in color and reads equally well in black & white.

Option 1:



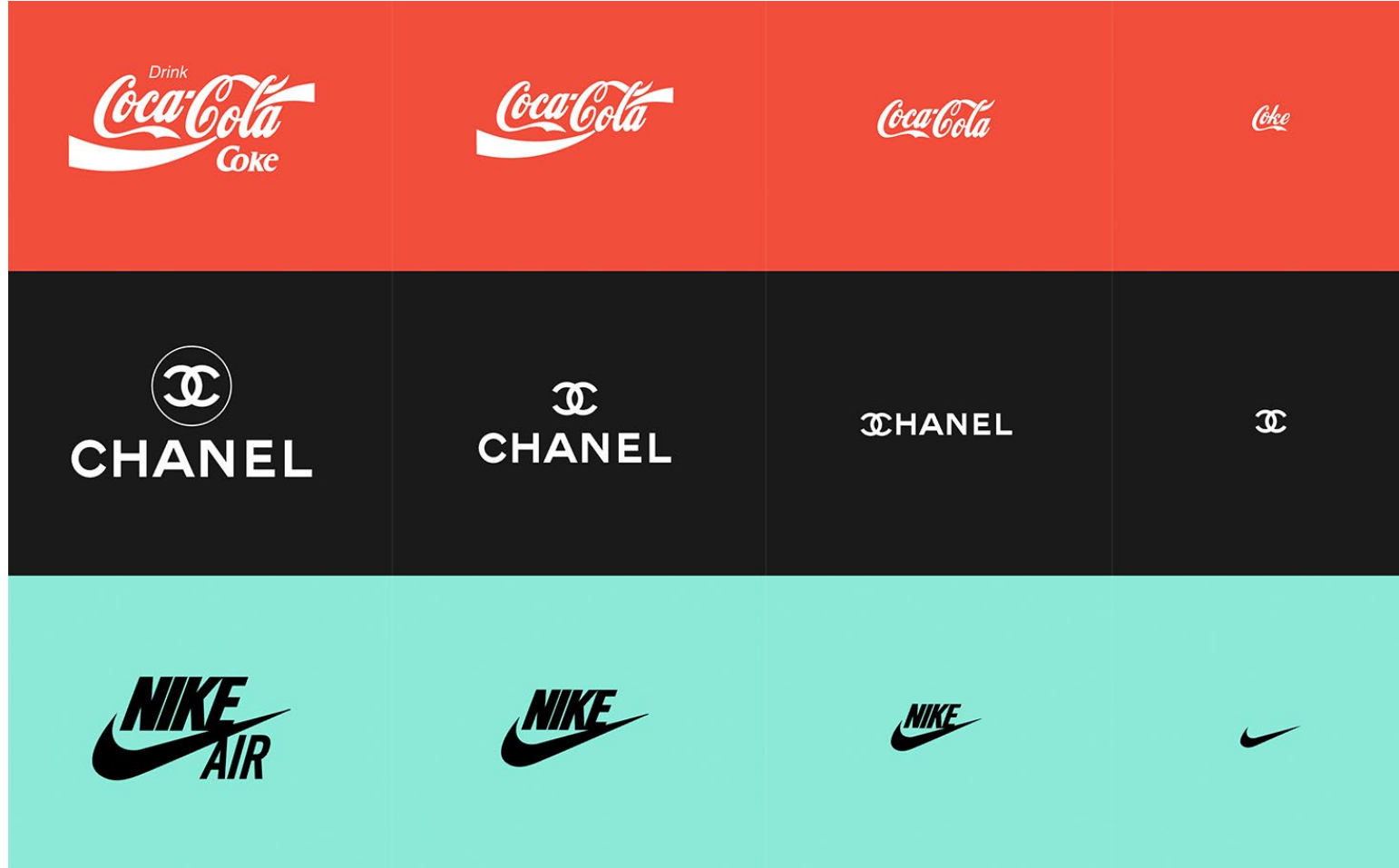
Option 2:



Making the OHA Logo Responsive

Responsive logos are shape-shifting logos that change in size, complexity or shape to accommodate and “respond” to whatever they are placed on. A responsive logo takes the elements of the main logo and adapts them for different sizes, to ensure the logo is always legible. With growing digital and print platforms that are available having a logo that is readable throughout all instances is practical and important.

Examples:



RESPONSIVE examples

Option 1:



Option 2:



LOGO Items

DIGITAL

Can be adopted immediately with no added costs

- OHA.org and other OHA websites;
- *Ka Wai Ola* and future publications;
- New OHA videos;
- OHA PowerPoint template;
- Custom e-mail signature template with new OHA logo;
- Digital OHA letterhead;
- Word template with OHA logo; and
- Neighbor Island BOT Community Meeting fliers.

PRINTED

Will require a budget

- Logo wear for OHA staff and leadership to wear when out in the community, including masks;
- Tablecloths;
- Promotional items, e.g., bags, pens, hand sanitizer, masks; and
- Business cards.

LOGO IN ACTION: Stationary – Letterhead (casual)

Current watermark letterhead:



Option 1:



• Empowering Hawaiians, Strengthening Hawai'i •
560 N. NIMITZ HWY., SUITE 200, HONOLULU, HI 96817

Option 2:

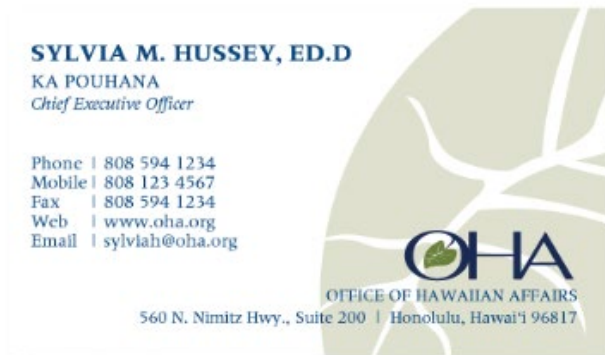


• Empowering Hawaiians, Strengthening Hawai'i •
560 N. NIMITZ HWY., SUITE 200, HONOLULU, HI 96817

LOGO IN ACTION: Stationary – Business Cards

Current business cards:

One sided, not much room for branding



FRONT:



BACK:

Option 1:



Option 2:



LOGO IN ACTION: Table covers

Current table cover:



Option 1:



Option 2:



LOGO IN ACTION: Shirts

Current shirts:



Option 1:



Option 2:



Administration Recommendation

- Meets the goals of showing the growth and maturity OHA, being more prominent, and digitally responsive.
- The equal spacing between the letters in provide an increase in legibility when reading from near or far. This an important consideration for any logo.

