

Kaiali'i Kahele - *Chairperson*
Keoni Souza - *Vice Chairperson*
Dan Ahuna - *Trustee, Kaua'i & Ni'ihau*
Kaleihikina Akaka - *Trustee, O'ahu*
Keli'i Akina, Ph.D. - *Trustee, At-Large*
Luana Alapa - *Trustee, Moloka'i & Lāna'i*
Brickwood Galuteria - *Trustee, At-Large*
Carmen "Hulu" Lindsey - *Trustee, Maui*
John D. Waihee IV - *Trustee, At-Large*



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

**OFFICE OF HAWAIIAN AFFAIRS
BOARD OF TRUSTEES**

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

MEETING OF THE BOARD OF TRUSTEES

DATE: Thursday, December 18, 2025

TIME: 9:00 A.M.

PLACE: Remote Meeting via Interactive Conference Technology

This meeting will be held virtually and may be viewed live via OHA's website at www.oha.org/livestream or listened to by phone by dialing (213) 338-8477 and entering Webinar ID: 834 2532 0757. Additionally, this meeting can be viewed live on 'Ōlelo Community Media on Channel 54 <https://olelo.org/>. A physical meeting location will be open to the public for those who wish to provide oral testimony or observe the meeting in person at: Office of Hawaiian Affairs, 560 N. Nimitz Hwy., Suite 200, Honolulu, HI 96817.

AGENDA

I. Call to Order

II. Approval of Minutes

- A. April 25, 2024 – O'ahu Island Site Visit Summary-Waimānalo Ahupua'a and Nation of Hawai'i
- B. August 27, 2024
- C. September 20, 2024
- D. September 25, 2024 – Hawai'i Island Site Visit Summary- Waipi'o Valley
- E. September 25, 2024 – Hawai'i Island Community Meeting
- F. September 26, 2024 – Hawai'i Island Board Meeting
- G. October 15, 2024 – O'ahu Island Site Visit Summary- Kūkaniloko Birthstones
- H. October 16, 2024 – O'ahu Island Site Visit Summary- Polynesian Voyaging Society (PVS)
- I. October 17, 2024 – O'ahu Island Site Visit Summary – 'Iolani Palace
- J. October 17, 2025 – O'ahu Island Site Visit Summary – Mauna 'Ala, The Royal Mausoleum State Monument
- K. October 19, 2024 – Lāna'i Island Site Visit Summary- Dept. Of Hawaiian Homelands
- L. October 19, 2024 – Lāna'i Island Community and Board Meeting
- M. October 31, 2024
- N. June 30, 2025
- O. September 4, 2025
- P. September 18, 2025
- Q. September 23, 2025
- R. September 23, 2025 – O'ahu Island Community Meeting - Nānākuli
- S. September 27, 2025 – Lāna'i Island Community and Board Meeting
- T. October 16, 2025
- U. October 27, 2025
- V. October 27, 2025 – Emergency Board of Trustees Meeting
- W. October 29, 2025 – Board of Trustees Meeting at the Association of Hawaiian Civic Clubs Convention
- X. November 5, 2025 – Hawai'i Island Site Visit Summary - Pōhakuloa Training Area (PTA)

III. Status of OHA Activities

A. Communications

1. Update on the redesign, redevelopment, and launch of OHA.org and *Ka Wai Ola News* by June 30, 2026.
2. Update on the Communications RFP for the 2026 Cross-Platform Mainstream Media Initiative to bring the voices, vision, and values of the Office of Hawaiian Affairs and the Native Hawaiian community to a broader audience across Hawai'i and the diaspora.
3. Update on the one-time purchase of statewide newsstand racks for OHA's monthly print edition of *Ka Wai Ola*.

B. Human Resources

1. Update on OHA's position vacancy rate and compliance with the budget proviso to reduce OHA's vacancy rate below 15% and to fill key OHA positions.

C. Resource Management – Financial Assets

1. Update on the erroneous \$6,000,000 drawdown from the T-23-901 Public Land Trust Proceeds Account (Summary Warrant Vouchers dated 6/26/24 and 7/15/24) and the subsequent withholding of \$576,609 in Trust Fund Reimbursement to the Department of Accounting & General Services—actions executed by former CFO Ramona Hinck with the approval and authorization of Administrator Stacy Kealohalani Ferreira, and undertaken without BOT notification or approval.

D. Interim Administrator

1. Closing Out 2025: Key Highlights, Year-End Summary, and a Look Ahead to Spring 2026

IV. New Business

A. Committee on Investment and Land Management

1. **Action Item ILM #25-16** - Approval of the 2026 Native Hawaiian Trust Fund (NHTF) Public Markets Plan. *December 3, 2025*
2. **Action Item ILM #25-17**: Approval to Negotiate Termination of OHA's General Lease S-6074 with the Department of Land and Natural Resources at Wailua, Kawaihau (Puna), Kaua'i, TMK No. (4)4-1-004:02. *December 17, 2025*

B. Committee on Beneficiary Advocacy and Empowerment

1. **BAE Action Item #25-11**: Approval of the Office of Hawaiian Affairs' Fall 2025 O'ahu Island Burial Council (Alison-Marie Hufana, Henry Fong, Janis Mark, Kamuela Kala'i, Ke'ili McEvelly), Maui/Lana'i Island Burial Council (John Kahawai'i, Leilani Keli'ikipi), Moloka'i Island Burial Council (Kimberly Kalua), and Kaua'i/Ni'ihau Island Burial Council Nominations (Michael Lyons), Hawai'i Island Burial Council (Warren Kaha'iali'i) *December 3, 2025*

C. Committee on Budget and Finance

1. **Action Item BF #25-81 (Revised)**: Approval of the OHA Capital Improvement Project Grant Program Components and Process for the Fiscal Year 2026 and Fiscal Year 2027 OHA Biennium Budget. *December 17, 2025*
2. **Action Item BF #25-101**: Requesting approval to reallocate \$14,500 from the FY26 Personnel and Fringe Budget to fund the December 19, 2025 OHA Staff Development Day and Holiday Gathering at Kualoa Ranch, Kāne'ohe, HI. *December 17, 2025*

D. Board of Trustees

1. **Action Item BOT #25-17**: Acceptance of the Office of Hawaiian Affairs' Final Report of the Permitted Interaction Group to Investigate Army Training Land Retention Efforts, dated December 4, 2025, and approval of the eight (8) recommendations contained in the Final Report.
2. **Action Item BOT #25-18**: Request to establish a Permitted Interaction Group (PIG), pursuant to Hawai'i Revised Statute §92-2.5(b)(1)(A), for the purpose of negotiating the official position of the Office of Hawaiian Affairs (OHA) regarding the U.S. military land leases scheduled to expire between 2028 and 2031 with the United States Army, United States Air Force, United States Navy, and the National Aeronautics and Space Administration (NASA). These leases concern public trust lands identified under Public Law 86-3, Section 5, for which the United States of America, the State of

Hawai'i, and the Office of Hawaiian Affairs share legally enforceable responsibilities, including fiduciary obligations to protect the interests of Native Hawaiians.

3. Action Item BOT #25-19: Approval of revisions to the OHA Organizational Chart approved as part of the OHA Biennium Budget for Fiscal Year 2025-2026 and Fiscal Year 2026-2027 to (1) repurpose one Public Policy Advocate position to an Ocean Policy Advocate position and (2) move supervision of one Senior Executive Assistant position from the OHA Administrator to the Chief Operating Officer.

4. Action Item BOT #25-20: Approval of a one-time deadline extension of the Mana i Maui Ola (MiMO) Ad Hoc Committee to complete its remaining deliverables, that includes recommendation(s) for necessary course correction(s) to MiMO, OHA's Strategic Plan, to ensure continued alignment of the Board's strategic priorities with its governance and fiduciary responsibilities by or before February 27, 2026.

5. Presentation of the 2026 Schedule for the OHA Board of Trustees and Standing Committee Meetings (Chair Kahele)

6. Update on OHA's Public Land Trust Working Group (Chair Emerita Lindsey)

7. For Action and Decision Making: Consideration of the OHA Administrator Stacy Ferreira's paid leave status and related staffing matters involving Interim OHA Administrator Summer Sylva.

V. Executive Session§

A. Legal Matters. The Board anticipates convening in an executive meeting pursuant to HRS § 92-5(a)(4) to receive updated information, consult with its legal counsel, and take any necessary action regarding the Board's powers, duties, privileges, immunities, and liabilities with respect to matters relating to Stacy Kealohalani Ferreira v. OHA, Civil No. 1CCV-25-0001822

VI. Community Concerns and Celebrations

VII. Announcements

VIII. Adjournment

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

In the event that the livestream public broadcast is interrupted and cannot be restored, the meeting may continue as audio-only through the phone number and Webinar ID provided at the beginning of this agenda. Meeting recordings will be made available on OHA's website <https://www.oha.org/about/leadership/board-of-trustees/> as soon as practicable after the meeting.

Public Testimony will be called for each agenda item and 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, prohibits Board members from discussing or taking action on matters not listed on the meeting agenda.

The board packet will be available for the public to inspect at OHA's main office located at 560 N. Nimitz Hwy., Suite 200, Honolulu, HI 96817, no later than three full business days before the meeting. The board packet will also be made available on Oha's website, <https://www.oha.org/bot> as soon as practicable thereafter.

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

Testimony can be provided to the Board of Trustees either as: (1) written testimony or (2) live, oral testimony online or at the physical meeting location during the remote meeting.

(1) Persons wishing to provide written testimony on items listed on the agenda should submit testimony via email to botmeetings@oha.org or via postal mail to Office of Hawaiian Affairs, Attn: Board of Trustees Meeting Testimony, 560 N. Nimitz Hwy., Suite 200, Honolulu, HI 96817. Testimony is requested to be received at least twenty-four hours prior to the scheduled meeting to allow board members with sufficient time to review the testimony before the meeting. All written testimony will be posted on OHA's meeting website. Please omit or redact any personal information (e.g., name, email address, phone number, home address, or materials) that you do not want to be disclosed publicly online.

(2) Persons wishing to provide oral testimony online during the remote meeting, please click on the link below:
<https://us06web.zoom.us/j/83425320757>

To provide oral testimony online, you will need:

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

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

Once your oral testimony is completed, you may be asked to disconnect from the meeting. If you willfully disrupt the meeting or do not disconnect on your own, support staff will remove you from the Zoom meeting. You can continue to view the remainder of the meeting on the livestream or by telephone, as provided at the beginning of this agenda.

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



Trustee Kaiali'i Kahele
Chairperson, Board of Trustee

12/12/2025

Date



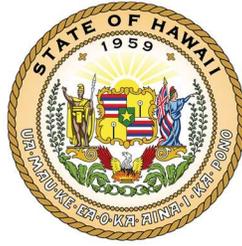
IV. New Business

A. Committee on Investment and Land Management

1. Action Item ILM #25-16 - Approval of the 2026 Native Hawaiian Trust Fund (NHTF) Public Markets Plan. *December 3, 2025*

2. Action Item ILM #25-17: Approval to Negotiate Termination of OHA's General Lease S-6074 with the Department of Land and Natural Resources at Wailua, Kawaihau (Puna), Kaua'i, TMK No. (4)4-1-004:02. *December 17, 2025*

- Material for 2. Action Item ILM #25-17 will be shared once the Committee Report is Complete – Due the quick turn around.



Keoni Souza - *Chairperson*
John D. Waihe'e IV - *Vice Chair*

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MEMBERS

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

OFFICE OF HAWAIIAN AFFAIRS
KE'ENA KULEANA HAWAI'I
INVESTMENT AND LAND MANAGEMENT COMMITTEE
560 N. Nimitz Hwy., Suite 200
Honolulu, HI 96817

ILM COMMITTEE REPORT 2025 December 3

December 15, 2025

The Honorable Kaiali'i Kahele, Chairman of the Board

Office of Hawaiian Affairs

Chair Kahele,

Your Committee on Investment and Land Management, having met on December 3, 2025, and after full and free discussion, recommends approval of the following action item to the Board of Trustees:

**Action Item ILM #25-16 - Approval of the 2026 Native Hawaiian Trust Fund (NHTF)
Public Markets Plan**



Keoni Souza - *Chairperson*
John D. Waihe'e IV - *Vice Chair*

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OFFICE OF HAWAIIAN AFFAIRS
KE'ENA KULEANA HAWAI'I
INVESTMENT AND LAND MANAGEMENT COMMITTEE
560 N. Nimitz Hwy., Suite 200
Honolulu, HI 96817

Attachment 1: Roll Call Vote Sheet

Please refer to the 12/03/2025 ILM Electronic Meeting Folder/Packet at <https://www.oha.org/ilm/>

Respectfully submitted:

Trustee Keoni Souza, ILM Chair

Trustee John Waihe'e, IV, ILM Vice Chair

Trustee Dan Ahuna, Member

Trustee Kaleihikina Akaka, Member

Trustee Keli'i Akina, Member

Trustee Luana Alapa, Member

Trustee Brickwood Galuteria, Member

Trustee Kaiali'i Kahale, Member

Trustee Carmen Hulu Lindsey, Member



IV. New Business

B. Committee on Beneficiary Advocacy and Empowerment

1. **BAE Action Item #25-11:** Approval of the Office of Hawaiian Affairs' Fall 2025 O'ahu Island Burial Council (Alison-Marie Hufana, Henry Fong, Janis Mark, Kamuela Kala'i, Ke'ili McEvelly), Maui/Lana'i Island Burial Council (John Kahawai'i, Leilani Keli'ikipi), Moloka'i Island Burial Council (Kimberly Kalua), and Kaua'i/Ni'ihau Island Burial Council Nominations (Michael Lyons), Hawai'i Island Burial Council (Warren Kaha'iali'i) *December 3, 2025*

**OFFICE OF HAWAIIAN AFFAIRS
COMMITTEE ON BENEFICIARY ADVOCACY AND EMPOWERMENT
(BAE) COMMITTEE REPORT**

December 3, 2025

The Honorable Kaiali'i Kahele, Chair
Board of Trustees
Office of Hawaiian Affairs

Chair Kahele:

Your Committee on Beneficiary Advocacy and Empowerment (BAE), having met on December 3, 2025; and after full and free discussion, recommends approval of the following motion to the Board of Trustees:

Action Item Action Item BAE #25-11:

To approve the Office of Hawaiian Affairs' Fall Nominations: O'ahu Island Burial Council (Alison-Marie Hufana, Henry Fong, Janis Mark, Kamuela Kala'i, Ke'ili McEvelly); Maui/Lāna'i Island Burial Council (John Kahawai'i, Leilani Keli'ikipi); Moloka'i Island Burial Council (Kimberly Kalua); Kaua'i/Ni'ihau Island Burial Council (Michael Lyons); and Hawai'i Island Burial Council (Warren Kaha'iali'i)

INCLUDED FOR YOUR INFORMATION AND REFERENCE

BAE ROLL CALL – **ACTION ITEM BAE #25-11**: Approval of the Office of Hawaiian Affairs' Fall 2025 Nominations: O'ahu Island Burial Council (Alison-Marie Hufana); Henry Fong, Janis Mark, Kamuela Kala'i, Ke'ili McEvelly); Maui/Lāna'i Islands Burial Council (John Kahahawai'i, Leilani Keli'ikipi); Moloka'i Island Burial Council (Kimberly Kalua), Kaua'i/Ni'ihau Islands Burial Council (Michael Lyons); and Hawai'i Island Burial Council (Warren Kaha'iali'i).

Office of Hawaiian Affairs
560 N. Nimitz Highway, Suite 200
Honolulu, HI 96817

Roll Call Vote Sheet

COMMITTEE ON BENEFICIARY ADVOCACY AND EMPOWERMENT (BAE) ACTION ITEM BAE #25-11						
TRUSTEE		1	‘AE (YES)	A’OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
Dan	AHUNA	X	X			
Kaleihikina	AKAKA		X			
Keli‘i	AKINA		X			
Luana	ALAPA		X			
Kaiali‘i	KAHELE		X			
Trustee	LINDSEY		X			
Keoni	SOUZA		X			
John	WAIHE‘E, IV		X			
Brickwood	GALUTERIA		X			
			9			

MOTION: [X] UNANIMOUS [] PASSED [] DEFERRED [] FAILED

Roll Call: __ Trustees present – We have a quorum.

Votes: **9 Yes Votes – Motion Passes.**

Adjournment: __ Yes Votes – Motion Passes.

Respectfully Submitted,

Brickwood Galuteria, Chair

Kaleihikina Akaka, Vice Chair

Dan Ahuna

Keli'i Akina

Luana Alapa

Kaiali'i Kahele

Carmen "Hulu" Lindsey

Keoni Souza

John Waihe'e, IV



IV. New Business

C. Committee on Budget and Finance

1. **Action Item BF #25-81** (Revised): Approval of the OHA Capital Improvement Project Grant Program Components and Process for the Fiscal Year 2026 and Fiscal Year 2027 OHA Biennium Budget. *December 17, 2025*
- Due to the quick turn around there is no committee report for #25-81.
2. **Action Item BF #25-101**: Requesting approval to reallocate \$14,500 from the FY26 Personnel and Fringe Budget to fund the December 19, 2025 OHA Staff Development Day and Holiday Gathering at Kualoa Ranch, Kāneʻohe, HI. *December 17, 2025*



**OFFICE OF HAWAIIAN
AFFAIRS**
Action Item

COMMITTEE ON BUDGET AND FINANCE

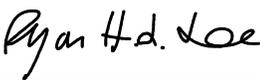
December 17, 2025

BF #25-101

Action Item: Request to reallocate \$14,500 from the FY26 Personnel and Fringe Budget to fund the December 19, 2025 OHA Staff Development Day and Holiday Gathering at Kualoa Ranch, Kāneʻohe, HI.

Prepared by:  12/10/2025

Grace Chen Date
Budget Chief

Reviewed by:  12/10/2025

Ryan H. Lee Date
Interim Chief Financial Officer

Reviewed by:  12/10/2025

K. Sean Kekina Date
Chief Operating Officer

Reviewed by:  12/10/2025

Summer Sylva Date
Interim Administrator

Reviewed by:  12/11/2025

Ke Kua, Trustee John Waiheʻe IV Date
Chair of the Committee on Budget and Finance

Action Item BF #25-101: Request to reallocate \$14,500 from the FY26 Personnel and Fringe Budget to fund the December 19, 2025 OHA Staff Development Day and Holiday Gathering at Kualoa Ranch, Kāneʻohe, HI.

I. PROPOSED ACTION

Approve to reallocate \$14,500 from the Fiscal Year 2026 Personnel and Fringe Budget to the Conferences, Meetings, Events-Org by OHA Budget. This funding is designated for the OHA Staff Development Day and Holiday Gathering on Friday, December 19, 2025 at Kualoa Ranch, Kāneʻohe, HI.

Furthermore, any unspent funds shall revert back to the Fiscal Year 2026 Personnel and Fringe Budget.

II. ISSUE

Whether or not the Committee on Budget & Finance should approve and recommend to the Board of Trustees (“Board” or “BOT”) the Budget Adjustment requested.

III. BACKGROUND & DISCUSSION

Administration is recommending a budget adjustment of \$14,500, reallocating funds from the savings in the Fringe budget to support the OHA Staff Development Day and Holiday Gathering on Friday, December 19, 2025, at Kualoa Ranch in Kāneʻohe, HI,.

Both the BOT and Administration have observed consistently positive outcomes when leadership invests in staff development and appreciation opportunities. These gatherings respond directly to recent staff sentiment survey results that highlighted a strong desire for professional development, timely organization-wide updates, and in-person connection. These events have strengthened engagement, reinforced OHA’s mission, and fostered pilina and shared purpose among staff across multiple locations.

This upcoming event will be the third staff gathering during FY2026, maintaining the established cadence of staff development and workdays that keep staff informed, connected, and engaged. It will also provide a meaningful opportunity for the BOT and Administrative leadership to mahalo staff for embracing major organizational initiatives, increasing productivity and effectiveness, and demonstrating resilience through significant transitions. By reallocating these funds, the BOT ensures that staff are recognized and supported in ways that are operationally beneficial, culturally relevant, and directly aligned with OHA’s mission.

The events of this day will include:

- Staff development and place-based activities to explore the rich history of Hakipuʻu, Kualoa, and Kaʻaʻawa and the significance of natural resource management, culturally based practices, and food sustainability.

Action Item BF #25-101: Request to reallocate \$14,500 from the FY26 Personnel and Fringe Budget to fund the December 19, 2025 OHA Staff Development Day and Holiday Gathering at Kualoa Ranch, Kāneʻohe, HI.

- Organizational updates, such as revisions to governance documents, goal-planning for the year 2026, and highlights of recently developed OHA initiatives.
- Recognition of key staff milestones and accomplishments, such as retirement, years of service, and quarterly and annual excellence by employees and supervisors who demonstrate OHA core values of Kākou, Aloha, Pono, Kūlia, and Hoʻomau.

IV. TIMEFRAME

Immediate action is recommended for the staff gathering event on Friday, December 19, 2025.

V. BUDGET AUTHORIZATION

The funds for this request come from \$592,488 in projected personnel savings within the FY26 Core Operating budget. These savings were generated because the new interim fringe benefit rate (59.54%) is 4.71% lower than the rate originally budgeted.

Financial Status: (details in Table 1 and Table 2)

- **Total Savings:** \$592,488
- **Funds Allocated to Date:** \$299,016
- **Remaining Available:** \$293,472

Core Operating Budget Update
Report Date: 12/10/2025

Table 1. Combined Core Operating Budget and Available Funds Summary

Line #	Description	FY26	FY27
1	Spending Limit	\$ 51,686,652	\$ 53,848,221
2	Operating Expenses	\$ 51,684,081	\$ 50,801,539
3	Excess/Deficit as of 6/30/25	\$ 2,571	\$ 3,046,682

Table 2. Core Budget Fringe Rate Change and Personnel Cost Impact

Line #	Description	FY26	FY27
4	Fringe Adjustment Savings (based on 15% vacancy rate)	\$ 592,488	TBD
5	Proposed Uses (Uses are deductions):		
6	BF #25-69: Salary Adjustment & Recruiting Signing Bonus	\$ (158,916)	\$ (8,916)
7	BF #25-75: Aina Aupuni Hawaii	\$ (135,100)	
8	BF #25-76: ICAN Chief of War	\$ (5,000)	
9	Subtotal - Proposed Uses	\$ (299,016)	\$ (8,916)
10	Total Funds Available (Undesignated)	\$ 293,472	\$ (8,916)

Action Item BF #25-101: Request to reallocate \$14,500 from the FY26 Personnel and Fringe Budget to fund the December 19, 2025 OHA Staff Development Day and Holiday Gathering at Kualoa Ranch, Kāneʻohe, HI.

VI. BUDGET CERTIFICATION

The Budget Chief certifies the \$14,500 is available.



Grace Chen

Budget Chief

Date: 12/10/2025

VII. RECOMMENDATION

Approve to reallocate \$14,500 from the Fiscal Year 2026 Personnel and Fringe Budget to the Conferences, Meetings, Events-Org by OHA Budget. This funding is designated for the OHA Staff Development Day and Holiday Gathering on Friday, December 19, 2025 at Kualoa Ranch, Kāneʻohe, HI.

Furthermore, any unspent funds shall revert back to the Fiscal Year 2026 Personnel and Fringe Budget.

VIII. ALTERNATIVES

- A. Amend the recommended action; or
- B. Do not approve the recommended action.

IX. REFERENCES

Office of Hawaiian Affairs Board of Trustees Executive Policy Manual (updated on Thursday, September 4, 2025), Series 3000 Administration, 3045 Budget Management Policy, Section “Biennium Budget Realignment and Adjustments”, 3.4.5.c.

Office of Hawaiian Affairs Board of Trustees Executive Policy Manual (updated on Thursday, September 4, 2025), Appendix 2: Operational Delegation of Authority, 2. Budget Approvals.



IV. New Business

D. Board of Trustees

1. Action Item BOT #25-17: Acceptance of the Office of Hawaiian Affairs' Final Report of the Permitted Interaction Group to Investigate Army Training Land Retention Efforts, dated December 4, 2025, and approval of the eight (8) recommendations contained in the Final Report.

2. Action Item BOT #25-18: Request to establish a Permitted Interaction Group (PIG), pursuant to Hawai'i Revised Statute §92-2.5(b)(1)(A), for the purpose of negotiating the official position of the Office of Hawaiian Affairs (OHA) regarding the U.S. military land leases scheduled to expire between 2028 and 2031 with the United States Army, United States Air Force, United States Navy, and the National Aeronautics and Space Administration (NASA). These leases concern public trust lands identified under Public Law 86-3, Section 5, for which the United States of America, the State of Hawai'i, and the Office of Hawaiian Affairs share legally enforceable responsibilities, including fiduciary obligations to protect the interests of Native Hawaiians.



OFFICE OF HAWAIIAN AFFAIRS
Action Item

BOARD OF TRUSTEES

December 18, 2025

BOT #25-17

Action Item: Acceptance of the Office of Hawaiian Affairs' Final Report of the Permitted Interaction Group to Investigate Army Training Land Retention Efforts, dated December 4, 2025, and approval of the eight (8) recommendations contained in the Final Report.

Prepared by:  12/14/2025

Kaiali'i Kahele Date
Chairperson, Board of Trustees

Reviewed by:  12/14/2025

Alena Auyoung Date
Board of Trustees, Interim Chief of Staff

Reviewed by: *Kapono Kiakona* 12/14/2025

Kapono Kiakona Date
Board Legal Counsel

Reviewed by:  12/14/2025

Everett Ohta Date
Ka Paepae Puka (General Counsel)

Reviewed by:  12/14/2025

Summer Sylva Date
Ka Pouhana Kūikawā (Interim Administrator)

Action Item BOT #25-17: Acceptance of the Office of Hawaiian Affairs’ Final Report of the Permitted Interaction Group to Investigate Army Training Land Retention Efforts, dated December 4, 2025, and approval of the eight (8) recommendations contained in the Final Report.

I. PROPOSED ACTION

Acceptance of the Office of Hawaiian Affairs’ Final Report of the Permitted Interaction Group (PIG) to Investigate Army Training Land Retention Efforts, dated December 4, 2025, and approval of the eight (8) recommendations contained in the Final Report.

II. ISSUE

Whether or not the Board of Trustees (BOT) will accept the Office of Hawaiian Affairs’ Final Report of the Permitted Interaction Group to Investigate Army Training Land Retention Efforts, dated December 4, 2025, and approval of the eight (8) recommendations contained in the Final Report.

III. BACKGROUND & DISCUSSION

On December 4, 2025, the BOT was presented with the findings and recommendations of the Investigative Permitted Interaction Group (PIG), established by the BOT on February 6, 2025, pursuant to Action Item #25-02. The PIG was tasked with investigating the United States Army’s and the State of Hawai‘i’s progress on Army Training Land Retention efforts related to several military land leases executed in August 1964 and set to terminate in August 2029.

The comprehensive report identified key milestones the PIG achieved over a ten-month period, from February 2025 to November 2025, demonstrating a high level of due diligence, investigation, community engagement, and intergovernmental outreach on behalf of Native Hawaiian beneficiaries.

Additionally, the Final Report recommended eight (8) actions:

1. Dissolution of the Investigative PIG.
2. Formation of a Negotiation PIG (2026–2029) to represent OHA as Hawai‘i approaches the 2029 lease expirations and to develop the Board’s negotiation and litigation strategy.
3. Quarterly Board updates, as needed.
4. Staff support for legal, historical, environmental, and technical research (Ka Pa‘akai analysis).
5. All strategies grounded in Native Hawaiian rights and Public Land Trust obligations.
6. Creation of an OHA Military-Leased Lands Technical Advisory Group.
7. Development of a multi-platform communications strategy (long-form, short-form, and digital media) for statewide and national education.
8. Budget & Finance (B&F) Committee engagement with Advocacy and Communications staff (Paia) to present a Negotiation PIG annual budget for BOT approval (January 2026).

IV. TIMEFRAME

Immediate action is recommended.

V. BUDGET AUTHORIZATION

No funding is required.

Action Item BOT #25-17: Acceptance of the Office of Hawaiian Affairs' Final Report of the Permitted Interaction Group to Investigate Army Training Land Retention Efforts, dated December 4, 2025, and approval of the eight (8) recommendations contained in the Final Report.

VI. RECOMMENDATION

Acceptance of the Office of Hawaiian Affairs' Final Report of the Permitted Interaction Group (PIG) to Investigate Army Training Land Retention Efforts, dated December 4, 2025, and approval of the eight (8) recommendations contained in the Final Report.

VII. ALTERNATIVES

- A. Do not accept the Office of Hawaiian Affairs' Final Report of the Permitted Interaction Group (PIG) to Investigate Army Training Land Retention Efforts, dated December 4, 2025, and approval of the eight (8) recommendations contained in the Final Report.
- B. Accept the Office of Hawaiian Affairs' Final Report of the Permitted Interaction Group (PIG) to Investigate Army Training Land Retention Efforts, dated December 4, 2025, but amend the eight (8) recommendations contained in the Final Report.

VIII. REFERENCES

- A. BOT Action Item #25-02 Request to Establish a Permitted Interaction Group (PIG) To investigate the United States Army's and the State of Hawai'i's progress on Army Training Land Retention efforts, and to inform the Office of Hawaiian Affairs (OHA) Board of Trustees on how OHA might contribute to the State's decision-making regarding the future of these leased lands, pursuant to Haw. Rev. Stat. §92-2.5(b)(1)(A).

IX. ATTACHMENTS

- A. Final Report of the Permitted Interaction Group to Investigate Army Training Land Retention Efforts December 4, 2025.



OFFICE OF HAWAIIAN AFFAIRS
Action Item

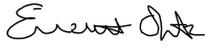
BOARD OF TRUSTEES

December 18, 2025

BOT #25-18

Action Item: Request to establish a Permitted Interaction Group (PIG), pursuant to Hawai'i Revised Statute §92-2.5(b)(2)*, for the purpose of negotiating the official position of the Office of Hawaiian Affairs (OHA) regarding the U.S. military land leases scheduled to expire between 2028 and 2031 with the United States Army, United States Air Force, United States Navy, and the National Aeronautics and Space Administration (NASA). These leases concern public trust lands identified under Public Law 86-3, Section 5, for which the United States of America, the State of Hawai'i, and the Office of Hawaiian Affairs share legally enforceable responsibilities, including fiduciary obligations to protect the interests of Native Hawaiians.

**This corrects the 12/18/2025 agenda citation to HRS §92-2.5(b)(1)(A).*

Prepared by:		12/14/2025
	Kaiali'i Kahele Chairperson, Board of Trustees	Date
Reviewed by:		12/14/2025
	Alena Auyoung Board of Trustees, Interim Chief of Staff	Date
Reviewed by:		12/15/2025
	Kaponi Kiakona Board Legal Counsel	Date
Reviewed by:		12/15/2025
	Everett Ohta Ka Paepae Puka (General Counsel)	Date
Reviewed by:		12/15/2025
	Summer Sylva Ka Pouhana Kūikawā (Interim Administrator)	Date

Action Item BOT #25-18: Request to establish a Permitted Interaction Group (PIG), pursuant to Hawai'i Revised Statute §92-2.5(b)(2), for the purpose of negotiating the official position of the Office of Hawaiian Affairs (OHA) regarding the U.S. military land leases scheduled to expire between 2028 and 2031 with the United States Army, United States Air Force, United States Navy, and the National Aeronautics and Space Administration (NASA). These leases concern public trust lands identified under Public Law 86-3, Section 5, for which the United States of America, the State of Hawai'i, and the Office of Hawaiian Affairs share legally enforceable responsibilities, including fiduciary obligations to protect the interests of Native Hawaiians.

I. PROPOSED ACTION

Request to establish a Permitted Interaction Group (PIG), pursuant to Hawai'i Revised Statute §92-2.5(b)(2), for the purpose of negotiating the official position of the Office of Hawaiian Affairs (OHA) regarding the U.S. military land leases scheduled to expire between 2028 and 2031 with the United States Army, United States Air Force, United States Navy, and the National Aeronautics and Space Administration (NASA). These leases concern public trust lands identified under Public Law 86-3, Section 5, for which the United States of America, the State of Hawai'i, and the Office of Hawaiian Affairs share legally enforceable responsibilities, including fiduciary obligations to protect the interests of Native Hawaiians.

II. ISSUE

Whether the BOT should establish a Permitted Interaction Group (PIG), pursuant to Hawai'i Revised Statute §92-2.5(b)(2), for the purpose of negotiating the official position of the Office of Hawaiian Affairs (OHA) regarding the U.S. military land leases scheduled to expire between 2028 and 2031 with the United States Army, United States Air Force, United States Navy, and the National Aeronautics and Space Administration (NASA). These leases concern public trust lands identified under Public Law 86-3, Section 5, for which the United States of America, the State of Hawai'i, and the Office of Hawaiian Affairs share legally enforceable responsibilities, including fiduciary obligations to protect the interests of Native Hawaiians.

III. BACKGROUND & DISCUSSION

History of Military Land Leases in Hawai'i

In the summer of 1964, the State of Hawai'i—through the Department of Land and Natural Resources (DLNR)—leased thousands of acres of public trust lands to the U.S. Department of Defense for 65-year terms. Most leases were issued for \$1 for the entire duration and were executed in lieu of having the federal government set aside these lands under sections 5(d) and 5(e) of Public Law 86-3, the Hawai'i Admission Act of 1959.

These military leases and easements, held by the United States Army, Navy, and Air Force across Hawai'i, O'ahu, Maui, Kaua'i, and Ni'ihau, begin expiring between 2028 and 2031. All are situated on lands that form part of the Public Land Trust and originate from the Crown and Government lands of the Hawaiian Kingdom, confiscated after the illegal overthrow on January 17, 1893.

Major Leased Sites and Expiration Dates

Department of the Army

- Pōhakuloa Training Area, Hawai'i Island – ~2,300 acres; expires Aug. 16, 2029
- Kahuku Training Area, O'ahu – 450-acre Tract A-1 and 700-acre Tract A-3; expire Aug. 16, 2029
- Kawailoa–Poamoho Training Area, O'ahu – ~3,170-acre Poamoho Tract and ~1,220-acre proposed NAR Tract; expire Aug. 16, 2029
- Mākua Military Reservation, O'ahu – Four tracts totaling ~782 acres; expire Aug. 16, 2029

Action Item BOT #25-18: Request to establish a Permitted Interaction Group (PIG), pursuant to Hawai'i Revised Statute §92-2.5(b)(2), for the purpose of negotiating the official position of the Office of Hawaiian Affairs (OHA) regarding the U.S. military land leases scheduled to expire between 2028 and 2031 with the United States Army, United States Air Force, United States Navy, and the National Aeronautics and Space Administration (NASA). These leases concern public trust lands identified under Public Law 86-3, Section 5, for which the United States of America, the State of Hawai'i, and the Office of Hawaiian Affairs share legally enforceable responsibilities, including fiduciary obligations to protect the interests of Native Hawaiians.

Department of the Navy

- Pacific Missile Range Facility (PMRF), Kaua'i – 684 acres leased, 7,488 acres of easements, and 7,680 acres of submerged lands; leases expire Aug. 19, 2029 and Dec. 16, 2030. Some easements expire as early as Jan. 8, 2027. The Navy will continue using the ocean right-of-way pursuant to Section 1314(a) of the Submerged Lands Act and U.S. Constitution Art. I, Sec. 8, Cl. 3.

Department of the Air Force

- Ka'ala Air Force Station, O'ahu – 1.8 acres; expires Apr. 18, 2028
- Ka'ena Point Space Force Station, O'ahu – 86.72 acres leased + 51.47 acres easements; expires Aug. 16, 2029
- Koke'e Air Force Station, Kaua'i – 8.45 acres; expires Aug. 31, 2030

Environmental and Community Review

The approaching expirations—especially in 2029—have triggered environmental review processes and statewide public engagement. Communities have raised concerns regarding:

- cultural and historic preservation,
- environmental justice,
- past mismanagement of training areas, and
- determining the best and highest use of these lands after 65 years of military occupancy.

Ceded Lands and the Public Land Trust

“Ceded lands” refer to the ~1.8 million acres that once comprised the Crown and Government lands of the Hawaiian Kingdom. After the illegal overthrow in 1893, these lands were seized by the Provisional Government, transferred to the Republic of Hawai'i in 1894, and then ceded to the United States in absolute fee upon annexation on July 7, 1898.

When Hawai'i became a state on August 21, 1959, the U.S. conveyed 1.4 million acres of these lands to the State through the Hawai'i Admission Act, establishing the Public Land Trust to be used for five purposes:

1. Support of public schools and educational institutions;
2. Betterment of the conditions of native Hawaiians (definition by the Hawaiian Homes Commission Act);
3. Development of farm and home ownership;
4. Public improvements;
5. Provision of lands for public use.

The federal government retained over 200,000 acres of ceded lands, including national parks and military lands, such as Pōhakuloa, portions of Mākua, and Barking Sands (PMRF).

Native Hawaiians have never relinquished their claims to these lands, as recognized in Public Law 103-150—the Apology Resolution.

Public Land Trust lands are a subset of the broader ceded lands corpus.

Action Item BOT #25-18: Request to establish a Permitted Interaction Group (PIG), pursuant to Hawai'i Revised Statute §92-2.5(b)(2), for the purpose of negotiating the official position of the Office of Hawaiian Affairs (OHA) regarding the U.S. military land leases scheduled to expire between 2028 and 2031 with the United States Army, United States Air Force, United States Navy, and the National Aeronautics and Space Administration (NASA). These leases concern public trust lands identified under Public Law 86-3, Section 5, for which the United States of America, the State of Hawai'i, and the Office of Hawaiian Affairs share legally enforceable responsibilities, including fiduciary obligations to protect the interests of Native Hawaiians.

The Role of the Office of Hawaiian Affairs (OHA)

State Constitutional Mandate

OHA was established by constitutional amendment in 1978. Article XII, Sections 5 and 6:

- Recognize OHA as the entity responsible for ensuring the State's compliance with its trust duties toward Native Hawaiians;
- Empower OHA to manage and administer income and proceeds from the Public Land Trust;
- Affirm OHA's role as a trustee charged with protecting Native Hawaiian rights, resources, and beneficiaries.

Because the Public Land Trust includes Crown and Government lands of the Hawaiian Kingdom, OHA has an irrevocable interest in their use, disposition, and management.

Trust Revenues and Fiduciary Duty

Revenues generated from Public Trust lands—leases, rents, easements, and other income—are intended to support programs addressing:

- housing,
- education,
- healthcare,
- economic development, and
- cultural preservation for Native Hawaiians.

By law, OHA is entitled to a pro rata share of these revenues.

OHA and Military-Controlled Ceded Lands

Although some ceded lands remain under federal control for military use and therefore outside the Public Land Trust corpus, they remain part of the historical dispossession of Native Hawaiians. OHA has a responsibility to advocate for fair treatment, access, cultural protection, and the highest possible outcomes for these lands.

Department of Defense Requirements for Consultation With OHA

Department of Defense Instruction (DoDI) 4710.03

DoDI 4710.03 requires DoD Components to:

- respect Native Hawaiian cultural and religious practices;
- recognize the special status of Native Hawaiian Organizations (NHOs);
- conduct meaningful consultation when actions may affect cultural or religious sites.

The Instruction identifies OHA as the State of Hawai'i organization established to promote Native Hawaiian interests and designates OHA as a key resource for:

- identifying NHO contacts,
- providing cultural information, and
- disseminating consultation notices.

Action Item BOT #25-18: Request to establish a Permitted Interaction Group (PIG), pursuant to Hawai'i Revised Statute §92-2.5(b)(2), for the purpose of negotiating the official position of the Office of Hawaiian Affairs (OHA) regarding the U.S. military land leases scheduled to expire between 2028 and 2031 with the United States Army, United States Air Force, United States Navy, and the National Aeronautics and Space Administration (NASA). These leases concern public trust lands identified under Public Law 86-3, Section 5, for which the United States of America, the State of Hawai'i, and the Office of Hawaiian Affairs share legally enforceable responsibilities, including fiduciary obligations to protect the interests of Native Hawaiians.

FY26 National Defense Authorization Act (S.1071)

Congress strengthened federal recognition in the annual national defense bill, of OHA's role in the Department of Defense by explicitly naming OHA as a Native Hawaiian Organization (NHO):

“The term ‘Native Hawaiian organization’ ... includes the Department of Hawaiian Home Lands and the Office of Hawaiian Affairs.”

This statutory designation requires the Department of Defense to consult with OHA on federal actions impacting Native Hawaiian resources, lands, or cultural practices.

State-Level Engagement: Governor's Advisory Committee

On November 13, 2025, Governor Josh Green announced the creation of an Advisory Committee to guide discussions related to military-leased lands and help determine next steps for the State. OHA Interim Administrator Summer Sylva was appointed to this committee, ensuring OHA's direct involvement in state-level decision-making.

Federal Recognition of the Political and Trust Relationship

The United States has repeatedly affirmed a special political and trust relationship with Native Hawaiians—not based on race, but on Indigenous status. This recognition appears in more than 250 federal laws, including:

- Public Law 103-150 (Apology Resolution) acknowledging the U.S. role in the overthrow;
- Hawaiian Homes Commission Act (1920);
- Federal laws supporting Native Hawaiian education, health, housing, and cultural resource protection;
- Statutes requiring consultation with Native Hawaiian organizations when federal actions affect cultural or sacred resources.

Together, these laws affirm Native Hawaiians as an Indigenous people whose trust relationship with the United States parallels that of American Indians and Alaska Natives.

IV. RECOMMENDED ACTION

Approve the formation of a Permitted Interaction Group (PIG), pursuant to Hawai'i Revised Statutes §92-2.5(b)(2), for the purpose of developing and negotiating the official position of the Office of Hawaiian Affairs (OHA) regarding the U.S. military land leases scheduled to expire between 2028 and 2031 with the United States Army, United States Air Force, United States Navy, and the National Aeronautics and Space Administration (NASA). These leases concern public trust lands identified under Public Law 86-3, Section 5, for which the United States of America, the State of Hawai'i, and the Office of Hawaiian Affairs share legally enforceable responsibilities, including fiduciary obligations to protect the interests of Native Hawaiians.

Scope

1. Formation of a Negotiation PIG (2025-2026)

Establish a Negotiation PIG to represent OHA as Hawai'i approaches the 2029 military lease expirations and to develop the Board's negotiation strategy. The PIG will initiate formal

Action Item BOT #25-18: Request to establish a Permitted Interaction Group (PIG), pursuant to Hawai'i Revised Statute §92-2.5(b)(2), for the purpose of negotiating the official position of the Office of Hawaiian Affairs (OHA) regarding the U.S. military land leases scheduled to expire between 2028 and 2031 with the United States Army, United States Air Force, United States Navy, and the National Aeronautics and Space Administration (NASA). These leases concern public trust lands identified under Public Law 86-3, Section 5, for which the United States of America, the State of Hawai'i, and the Office of Hawaiian Affairs share legally enforceable responsibilities, including fiduciary obligations to protect the interests of Native Hawaiians.

outreach to the Department of the Army, Department of the Navy, Department of the Air Force (through their respective Service Secretaries), NASA, and Hawai'i's Congressional Delegation to establish and maintain communication channels.

2. Quarterly Board Updates

Provide quarterly updates, at minimum, to ensure continuous oversight, transparency, and alignment with Board policy.

3. OHA Staff Support and Research

Direct Advocacy and Research & Evaluation staff to provide legal, historical, environmental, and technical research support, including a comprehensive Ka Pa'akai analysis to ensure Native Hawaiian traditional and customary rights are fully protected and integrated into all strategic decisions.

4. Rights- and Trust-Based Strategic Framework

Ensure all strategies are grounded in Native Hawaiian rights and Public Land Trust obligations, affirming OHA's constitutional, statutory, and fiduciary responsibilities.

5. OHA Military-Leased Lands Technical Advisors

Identify Technical Advisors to support the Negotiation PIG. Membership will consist of subject-matter experts in:

- Negotiation
- Valuation and appraisal
- Legal, litigation, and administrative law
- Kia'i / 'Āina Stewards/Cultural Practitioners
- Cultural and natural resource law and policy
- Military experts, advisors, and individuals (including retired members of the United States Armed Forces) with military training and infantry experience
- Political science and public policy
- International law, history, and academic research
- 'Ōpio / Next generation of Hawaiian leaders

6. Multi-Platform Communications Strategy

Develop a statewide and national communications strategy—including long-form, short-form, and digital media—to educate beneficiaries, policymakers, and the general public regarding OHA's position, responsibilities, and advocacy related to military-leased lands.

Members

The proposed membership of the PIG is as follows:

- **Trustee Kaiali'i Kahele** (Chair)
- **Trustee Keoni Souza** (Vice Chair)
- **Trustee Carmen "Hulu" Lindsey**
- **Trustee Brickwood Galuteria**

Action Item BOT #25-18: Request to establish a Permitted Interaction Group (PIG), pursuant to Hawai'i Revised Statute §92-2.5(b)(2), for the purpose of negotiating the official position of the Office of Hawaiian Affairs (OHA) regarding the U.S. military land leases scheduled to expire between 2028 and 2031 with the United States Army, United States Air Force, United States Navy, and the National Aeronautics and Space Administration (NASA). These leases concern public trust lands identified under Public Law 86-3, Section 5, for which the United States of America, the State of Hawai'i, and the Office of Hawaiian Affairs share legally enforceable responsibilities, including fiduciary obligations to protect the interests of Native Hawaiians.

Term / Duration

The term of the PIG will extend until 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 beyond **November 3, 2026**.

Justification for Recommended Action

The approaching expiration of the 1964 military leases represents a once-in-a-generation opportunity for OHA to assert its constitutional and fiduciary responsibilities over Ceded Lands and the Public Land Trust. These lands—taken from the Hawaiian Kingdom, held in trust for Native Hawaiians, and utilized for 65 years for military purposes—are of profound cultural, historical, legal, and environmental importance.

The complexity of federal, state, cultural, and international considerations involved requires a proactive and highly coordinated strategy grounded in Native Hawaiian rights, Public Land Trust obligations, and modern best practices in negotiation, valuation, environmental review, community consultation, and legal advocacy.

The recommended actions ensure that OHA is fully prepared to protect beneficiary interests; engage meaningfully with federal, state, and community stakeholders; respond to cultural and environmental concerns; and shape the long-term stewardship and future of these lands. Establishing the Negotiation PIG—supported by technical experts and a comprehensive communications strategy—positions OHA to negotiate from a place of strength, uphold its trust duties, and secure outcomes that honor 'āina, the lāhui, and future generations of Native Hawaiians.

V. TIMEFRAME

Immediate action is recommended.

VI. BUDGET AUTHORIZATION

No funding is required at this time; however, if established, the PIG will work with the Advocacy and Communications teams and the Budget Chief to formulate an FY26 and FY27 annual budget to support its efforts. The proposed budget adjustment will be presented to the Budget & Finance (B&F) Committee for consideration in the 1st quarter of 2026.

VII. ALTERNATIVES

A. Take no action



IV. New Business

D. Board of Trustees

3. Action Item BOT #25-19: Approval of revisions to the OHA Organizational Chart approved as part of the OHA Biennium Budget for Fiscal Year 2025-2026 and Fiscal Year 2026-2027 to (1) repurpose one Public Policy Advocate position to an Ocean Policy Advocate position and (2) move supervision of one Senior Executive Assistant position from the OHA Administrator to the Chief Operating Officer.



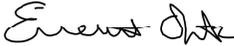
OFFICE OF HAWAIIAN AFFAIRS
Action Item

BOARD OF TRUSTEES

December 18, 2025

BOT #25-19

Action Item: Approval of revisions to the OHA Organizational Chart approved as part of the OHA Biennium Budget for Fiscal Year 2025-2026 and Fiscal Year 2026-2027 to (1) repurpose one Public Policy Advocate position to an Ocean Policy Advocate position and (2) move supervision of one Senior Executive Assistant position from the OHA Administrator to the Chief Operating Officer.

Prepared by:		12/13/2025
	Corey Nakamoto Human Resources Director	Date
Prepared by:		12/13/2025
	Leina'ala Ley Advocacy Director	Date
Reviewed by:		12/13/2025
	K. Sean Kekina Chief Operating Officer	Date
Reviewed by:		12/13/2025
	Everett Ohta General Counsel	Date
Reviewed by:		12/13/2025
	Summer Sylva Ka Pouhana, Administrator	Date
Reviewed by:		12/13/2025
	Trustee Kaiali'i Kahele Chairperson	Date

Action Item BOT #25-19: Approval of revisions to the OHA Organizational Chart approved as part of the OHA Biennium Budget for Fiscal Year 2025-2026 and Fiscal Year 2026-2027 to (1) repurpose one Public Policy Advocate position to an Ocean Policy Advocate position and (2) move supervision of one Senior Executive Assistant position from the OHA Administrator to the Chief Operating Officer.

I. PROPOSED ACTION

Approve revisions to the OHA Organizational Chart from those approved in Action Item BF #25-51, Attachment 1, on June 30, 2025:

1. Repurpose one (1) PPA position to an OPA position and move the position from the Public Policy Manager (PPM) to the Ocean Policy Manager (OPM).
2. Move supervision of one (1) Senior Executive Assistant from the OHA Administrator to the COO.

II. ISSUE

Whether the BOT should approve the requested revisions to the OHA Organizational Chart.

III. BACKGROUND & DISCUSSION

Advocacy Positions

This action item requests approval to designate one of six (6) Public Policy Advocate positions included in the final 2026 fiscal year budget as an Ocean Policy Advocate managed by the Ocean Policy Manager. The position of Ocean Policy Manager was recently reinstated to enable OHA to fulfill its kuleana as Co-Trustee of Papahānaumokuākea Marine National Monument (the “Monument”), and Co-Manager of the recently designated Papahānaumokuākea Marine National Sanctuary (the “Sanctuary”).

The position of Ocean Policy Manager was explicitly created as the “lead” for a two-person team. Prior to being named a Co-Trustee for the Monument in 2017, OHA’s work on Papahānaumokuākea was executed by one staff person (2008-2013).¹ However, in the lead up to being named a Co-Trustee, the Ocean Policy Program was run by two staff members, until the unit was disbanded during the 2021 OHA-wide reorganization (2013-2021). Two positions remain the reasonable and appropriate number of staff necessary to implement our Papahānaumokuākea specific responsibilities, as well as a larger integrated advocacy strategy on Ocean Policy.

¹ Even before being named a Co-Trustee, OHA was a member of the Monument Management Board (MMB), which is responsible for day-to-day decision-making for the Monument. The six other members of the MMB are: NOAA Office of National Marine Sanctuaries; NOAA National Fisheries Service; US Fish and Wildlife Services – Ecological Services; US Fish and Wildlife Services – Refuges; DLNR Division of Aquatic Resources; and DLNR Division of Forestry and Wildlife.

Action Item BOT #25-19: Approval of revisions to the OHA Organizational Chart approved as part of the OHA Biennium Budget for Fiscal Year 2025-2026 and Fiscal Year 2026-2027 to (1) repurpose one Public Policy Advocate position to an Ocean Policy Advocate position and (2) move supervision of one Senior Executive Assistant position from the OHA Administrator to the Chief Operating Officer.

For context, the extensive kuleana of OHA as Co-Manager under the federal regulations establishing the Sanctuary and Co-Trustee under the Memorandum of Agreement governing the Monument structure² includes but is not limited to:

- Reviewing all applications for permission to enter Papahānaumokuākea under the permit program established by federal regulations,³ and coordinating OHA’s review with the Cultural Working Group (CWG) to enable feedback on applications and permit conditions necessary to adequately protect natural and cultural resources in the Monument and Sanctuary (beyond formally adopted BMPs);
- Staffing other working groups established to address specific threats to natural and cultural resources in Papahānaumokuākea (e.g., sea level rise at Lalo, *Chondria tumalosa*, marine debris and entrapment); management plan drafting and updating; permittee briefing on cultural protocols and BMPs prior to entering the monument; cooperation with educational institutions and scientific research endeavors; and other topics as established from time to time;
- Participating in various in-person meetings related to on the ground management concerns and issues; community education and outreach about the value of monument resources (social media, press, events); advocacy in various forums (e.g. Western Pacific Regional Fishery Management Council); and other initiatives to raise awareness about Papahānaumokuākea (e.g., book project on recently discovered species and Hawaiian language names).

In addition to the committee work described in high-level terms above, which OHA shares with its Co-Trustees, OHA is also tasked with ensuring consultation with the CWG on all major monument decisions, as the leading Native Hawaiian voice in marine protection in the Northwest Hawaiian Island for over three decades. As an independent, non-federal entity, OHA also has a leading role to play in defending the Monument and Sanctuary from recent federal efforts to reopen this marine protected area to commercial fishing.

OHA’s Ocean Policy advocacy has traditionally also extended beyond Papahānaumokuākea to include advocacy in support of Community Based Sustainable Fishing Areas across the pae ‘āina, filling OHA’s seats on specialized committees like the National Humpback Whale Marine Sanctuary and Kāne‘ohe Bay Regional Council, and other priority issues like OHA’s 2026 Package bill to ban commercial aquarium collection. OHA completed community focus groups

² OHA’s position as a Sanctuary Co-Manager was enshrined in the federal regulations creating the Sanctuary earlier this year. *See* 15 CFR §§ 922.240 *et seq.* OHA’s earlier position as Co-Trustee of the Monument is enshrined in a Memorandum of Agreement with the State of Hawai‘i, the Department of Commerce, and the Department of Interior as the other three designated Co-Trustees.

³ *See* 15 CFR § 922.245 (Sanctuary), 50 CFR § 404.11 (Monument).

Action Item BOT #25-19: Approval of revisions to the OHA Organizational Chart approved as part of the OHA Biennium Budget for Fiscal Year 2025-2026 and Fiscal Year 2026-2027 to (1) repurpose one Public Policy Advocate position to an Ocean Policy Advocate position and (2) move supervision of one Senior Executive Assistant position from the OHA Administrator to the Chief Operating Officer.

to develop an Ocean Policy in 2023 which was never implemented due to staffing limitations (and has yet to be brought before the Board of Trustees).

One advocate position is necessary and appropriate to enable the Ocean Policy Manager to prioritize and focus on federal level work while further advancing state level priorities. The Ocean Policy Advocate will support ongoing state and county level work of the Advocacy Paia.

The Ocean Policy Advocate will also bring specialized knowledge necessary to effectively advocate in this area where a scientific background and fluency in emerging issues is particularly important to build credibility and trust with agency and legislative decisionmakers.

The Chief Advocate will ensure integration of the Ocean Policy team into the larger work of the paia.

Senior Executive Assistant Position

The current organizational chart reflects both Senior Executive Assistant positions as reporting to the CEO. In practice, however, one position has been dedicated to supporting the OHA Administrator, while the second has supported the COO, the Senior Director of Hawaiian Cultural Affairs, and the Director of Investments.

This action item seeks approval to revise the organizational chart so that the Senior Executive Assistant position providing support to the COO is formally situated under the COO's line of supervision. This adjustment reflects not only actual operations to date, but also the evolving scope and complexity of the COO's portfolio, which now warrants the full and dedicated support of a single Senior Executive Assistant. Aligning this position directly under the COO ensures clarity of duties, accountability, and workflow, and strengthens the COO's capacity to manage mission-critical, agency-wide functions.

With this realignment, all administrative support previously shared with other directors will need to be absorbed within their respective Pāia, either by the directors themselves or by administrative staff within their divisions. This redistribution more accurately aligns support functions with operational responsibilities and ensures that executive-level support is deployed where organizational needs are greatest.

Approval of this change will align the organizational chart with current agency operations and governance practices, including a ministerial update to reflect the CEO title as Chief Administrator, consistent with agency practice and corresponding updates to governing documents to ensure alignment with applicable statutes.

Action Item BOT #25-19: Approval of revisions to the OHA Organizational Chart approved as part of the OHA Biennium Budget for Fiscal Year 2025-2026 and Fiscal Year 2026-2027 to (1) repurpose one Public Policy Advocate position to an Ocean Policy Advocate position and (2) move supervision of one Senior Executive Assistant position from the OHA Administrator to the Chief Operating Officer.

IV. TIMEFRAME

If adopted, the changes under this action item will go into effect upon BOT approval.

V. BUDGET AUTHORIZATION

No additional funding is required.

VI. RECOMMENDATION

Approve revisions to the OHA Organizational Chart from those approved in Action Item BF #25-51, Attachment 1, on June 30, 2025:

1. Repurpose one (1) PPA position to an OPA position and move the position from the PPM to the OPM.
2. Move one (1) Senior Executive Assistant from the OHA Administrator to the COO.

VII. ALTERNATIVES

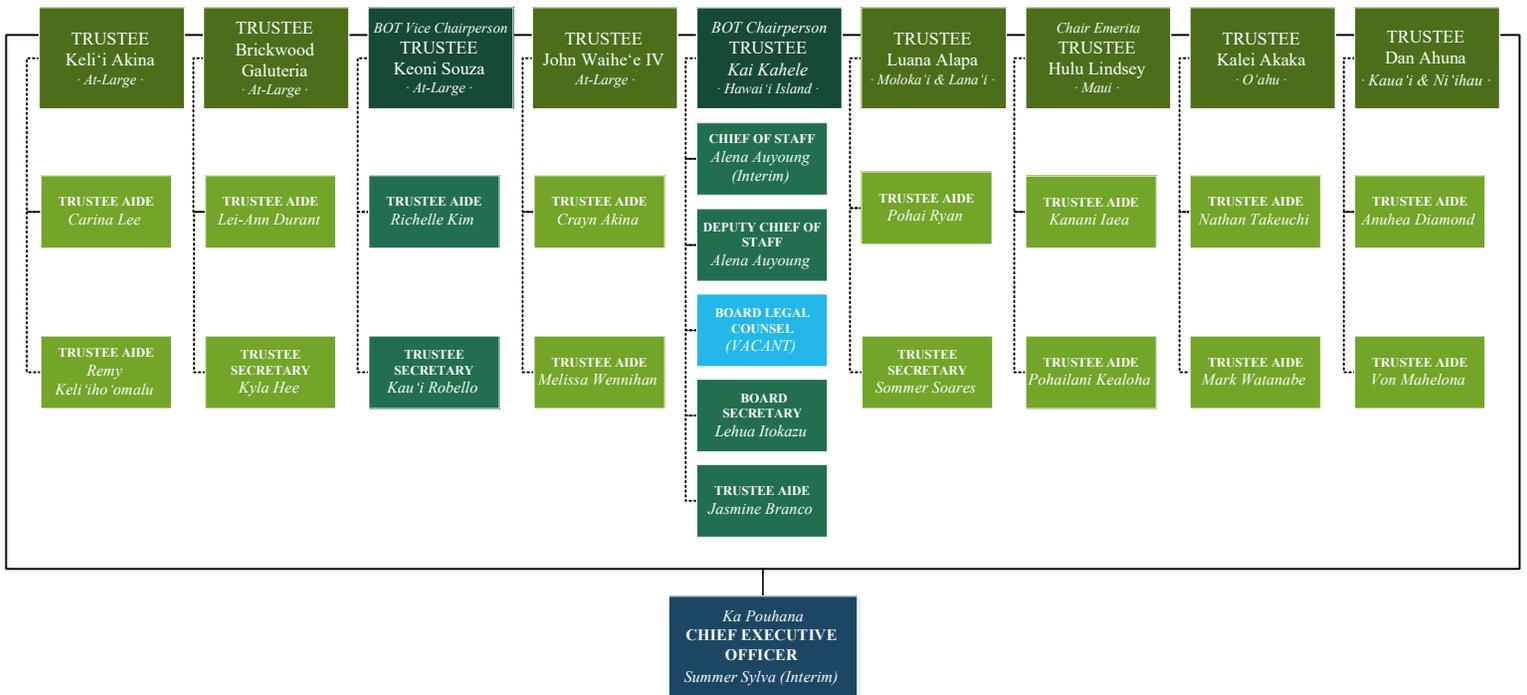
- A. Take no action.
- B. Approve only certain proposed actions.
- C. Modify the proposed actions.

VIII. ATTACHMENTS

- A. November 19, 2025 OHA Organizational Chart

OHA BOARD OF TRUSTEES

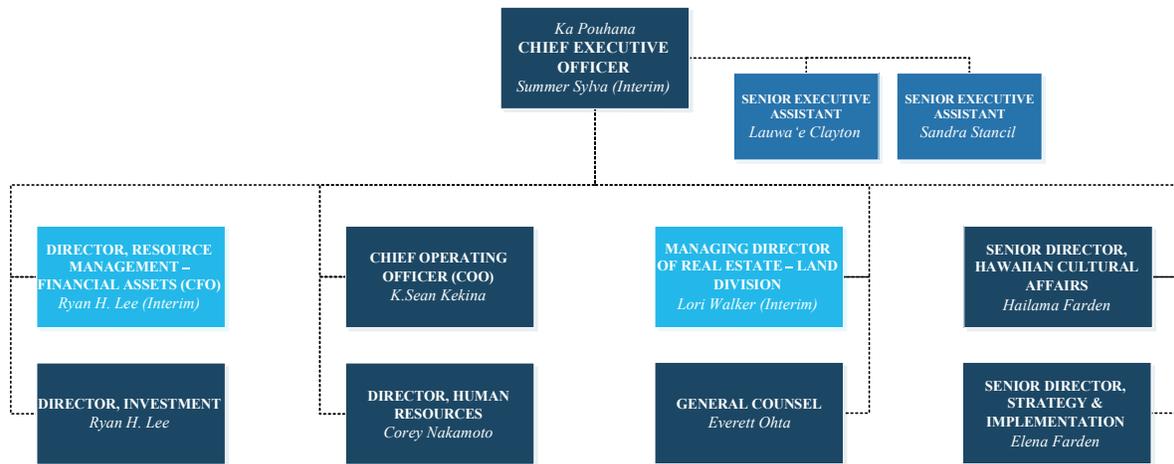
Org Chart



As of November 19, 2025

CHIEF EXECUTIVE OFFICER

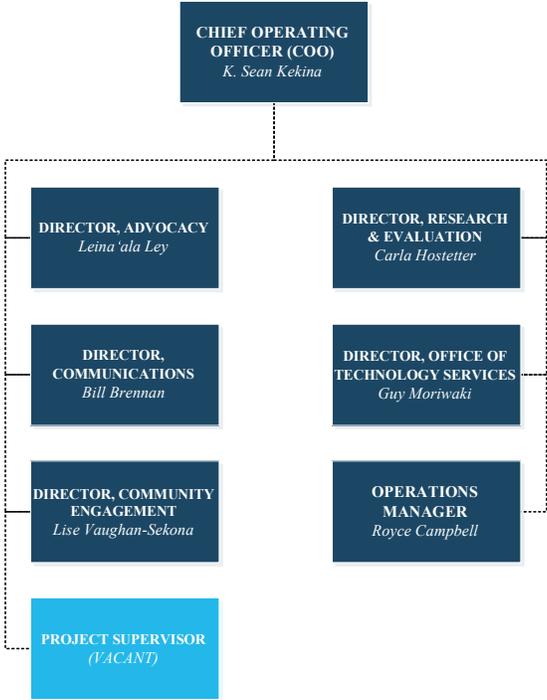
Org Chart



As of November 19, 2025

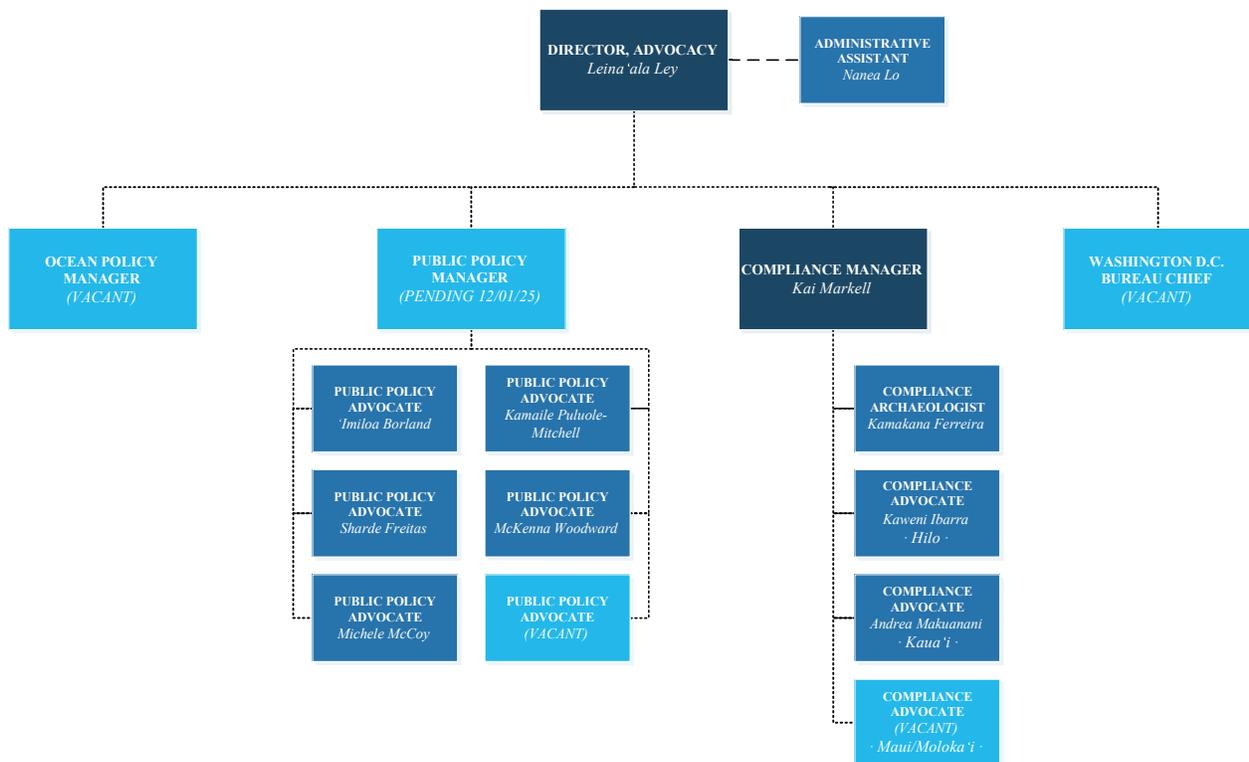
CHIEF OPERATING OFFICER

Org Chart



ADVOCACY

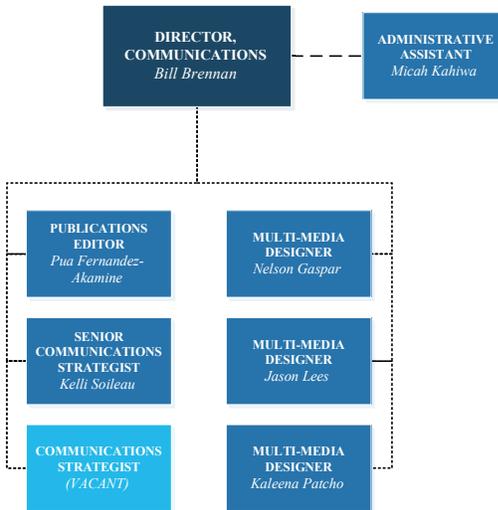
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As of November 19, 2025

COMMUNICATIONS

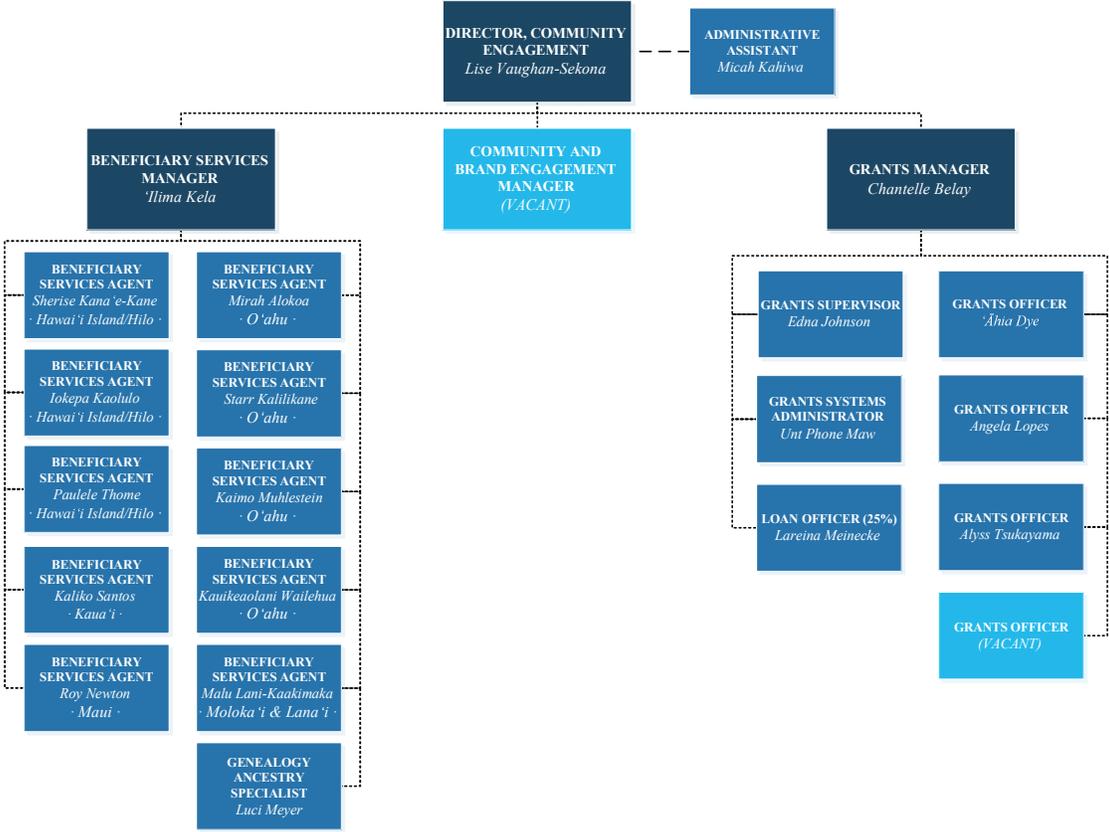
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As of November 19, 2025

COMMUNITY ENGAGEMENT

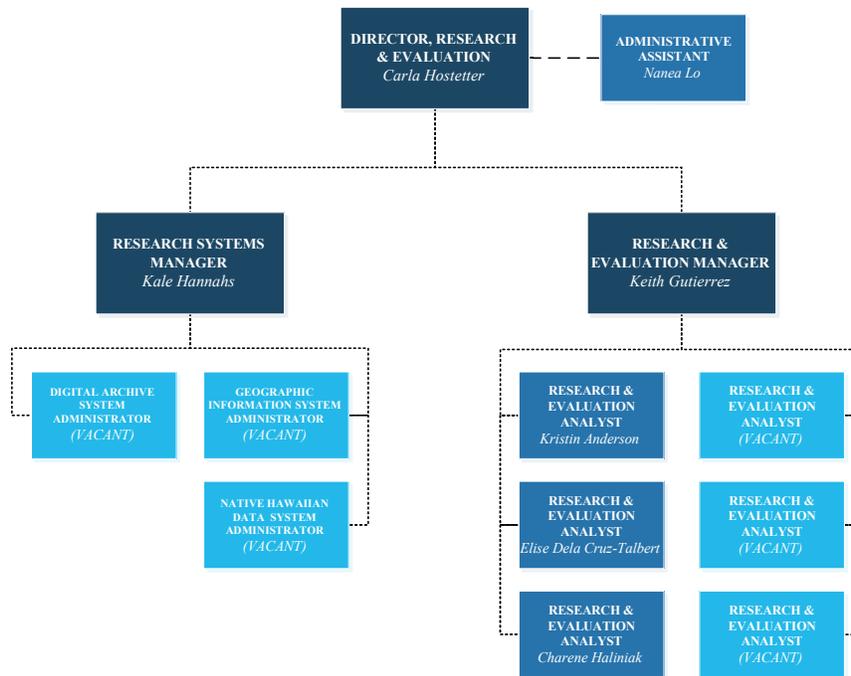
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As of November 19, 2025

RESEARCH & EVALUATION

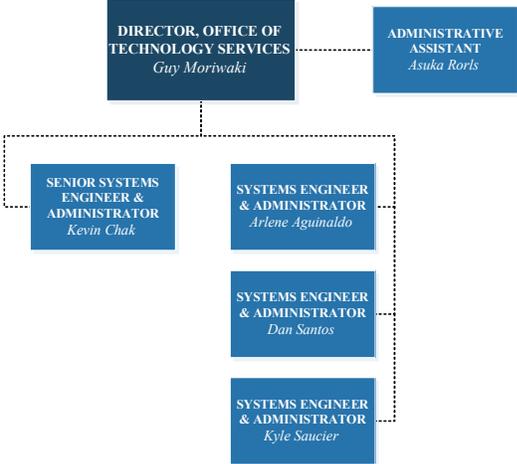
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As of November 19, 2025

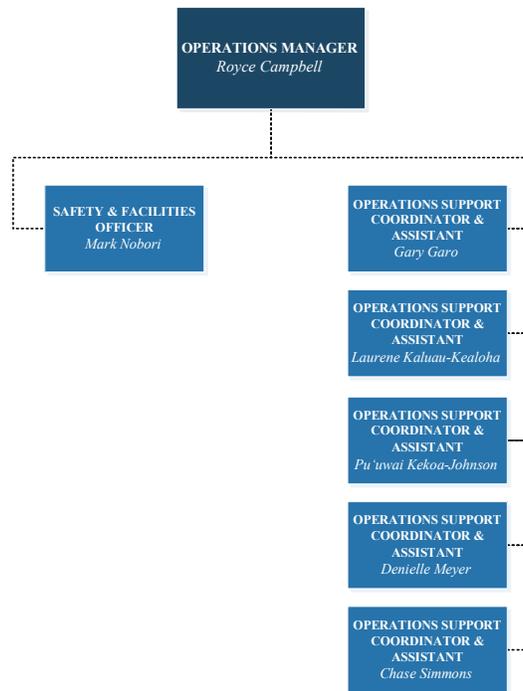
OFFICE OF INFORMATION TECHNOLOGY

Org Chart



OPERATIONS

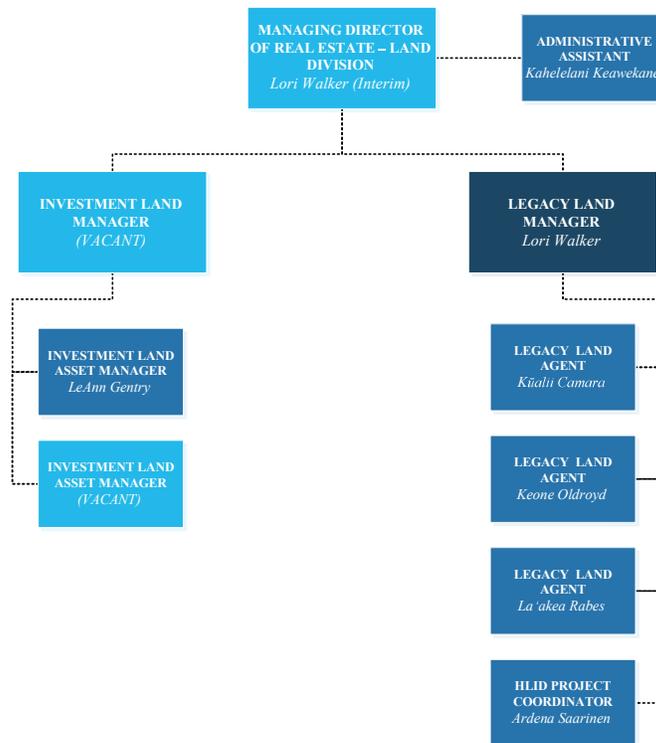
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As of November 19, 2025

RESOURCE MANAGEMENT – LAND ASSETS

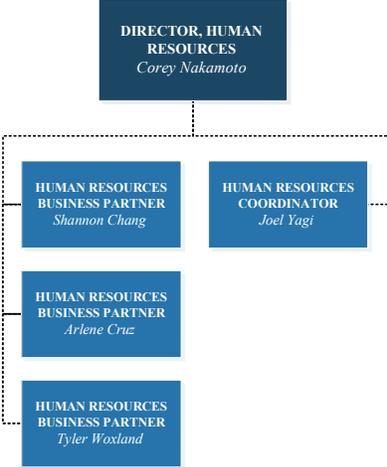
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As of November 19, 2025

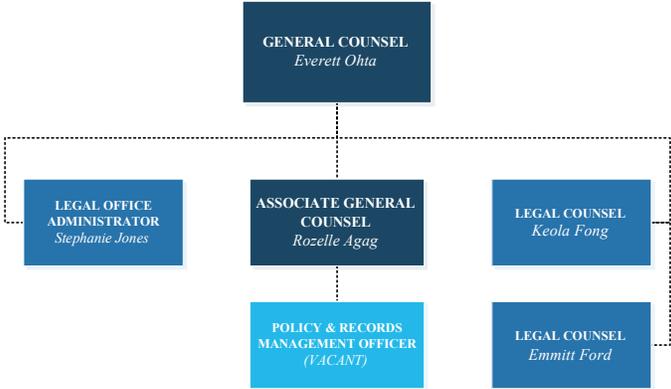
HUMAN RESOURCES

Org Chart



CORPORATE COUNSEL

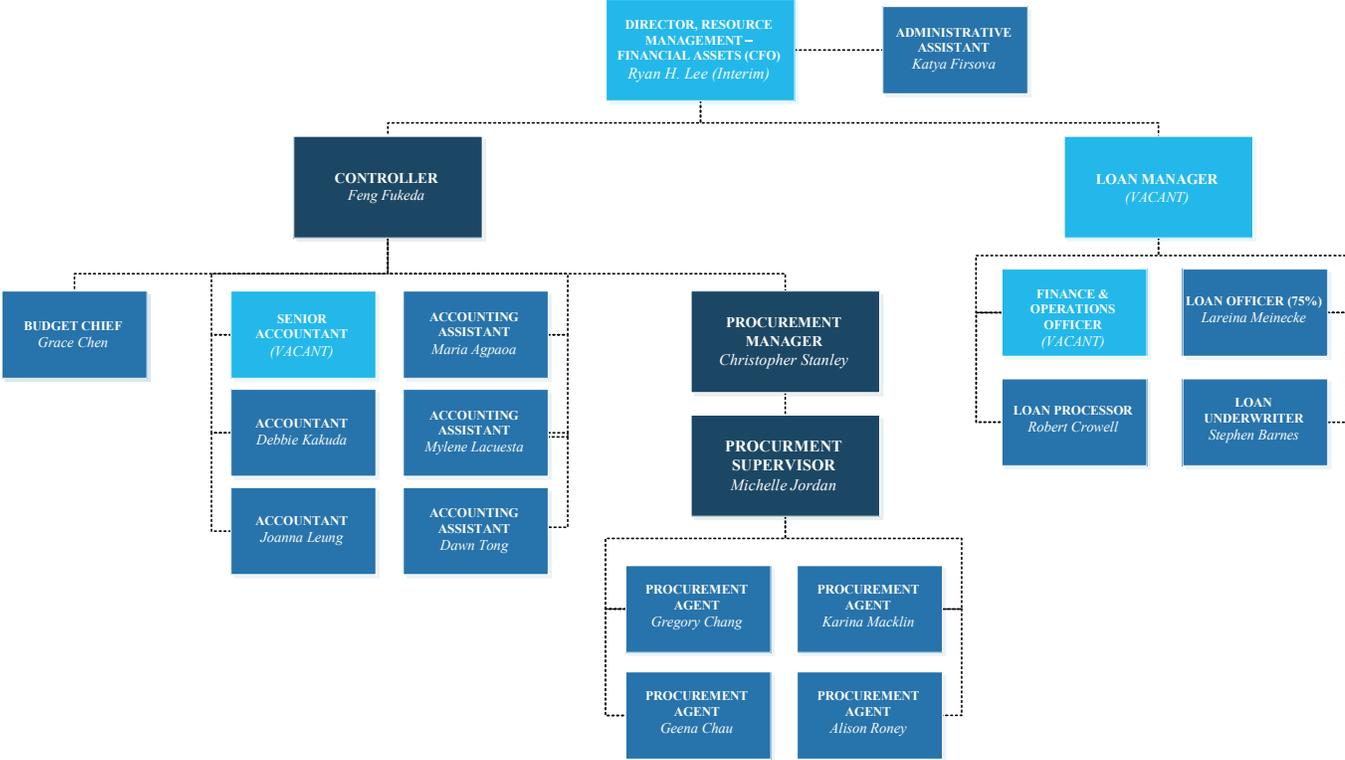
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As of November 19, 2025

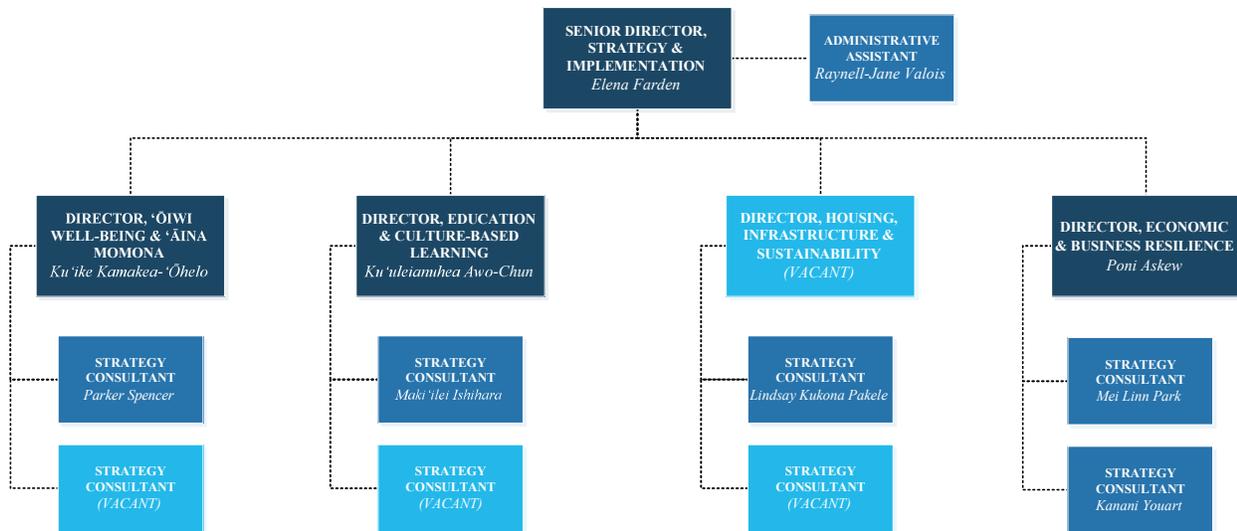
RESOURCE MANAGEMENT – FINANCIAL ASSETS

Org Chart



STRATEGY & IMPLEMENTATION

Org Chart



HAWAIIAN CULTURAL AFFAIRS

Org Chart



INVESTMENT

Org Chart

DIRECTOR, INVESTMENT
Ryan H. Lee



INVESTMENT
ANALYST
(VACANT)

CONTRACTORS & TEMPORARY STAFF

Org Chart

RGP

(Contractor – RM-Financial Assets)

Sylvie Chin

Wayne Tomita

Remedy Staffing

(Temporary Staff Agency – Various)

Joan Abaricia
(NHRLF)

Ellie Dessart
(COO)

Shirley Faumuina
(HR)

Kaila Uyehara
(NHRLF)

Running Logistics

(Contractor – Operations)

Becky Botehlo

John Cadiente

Kawaii Fifita

Chase Tua

Zac Uta

James Vagai

Siosi Vagai

Ohana Plant Works, Inc.

(Contractor – Operations)

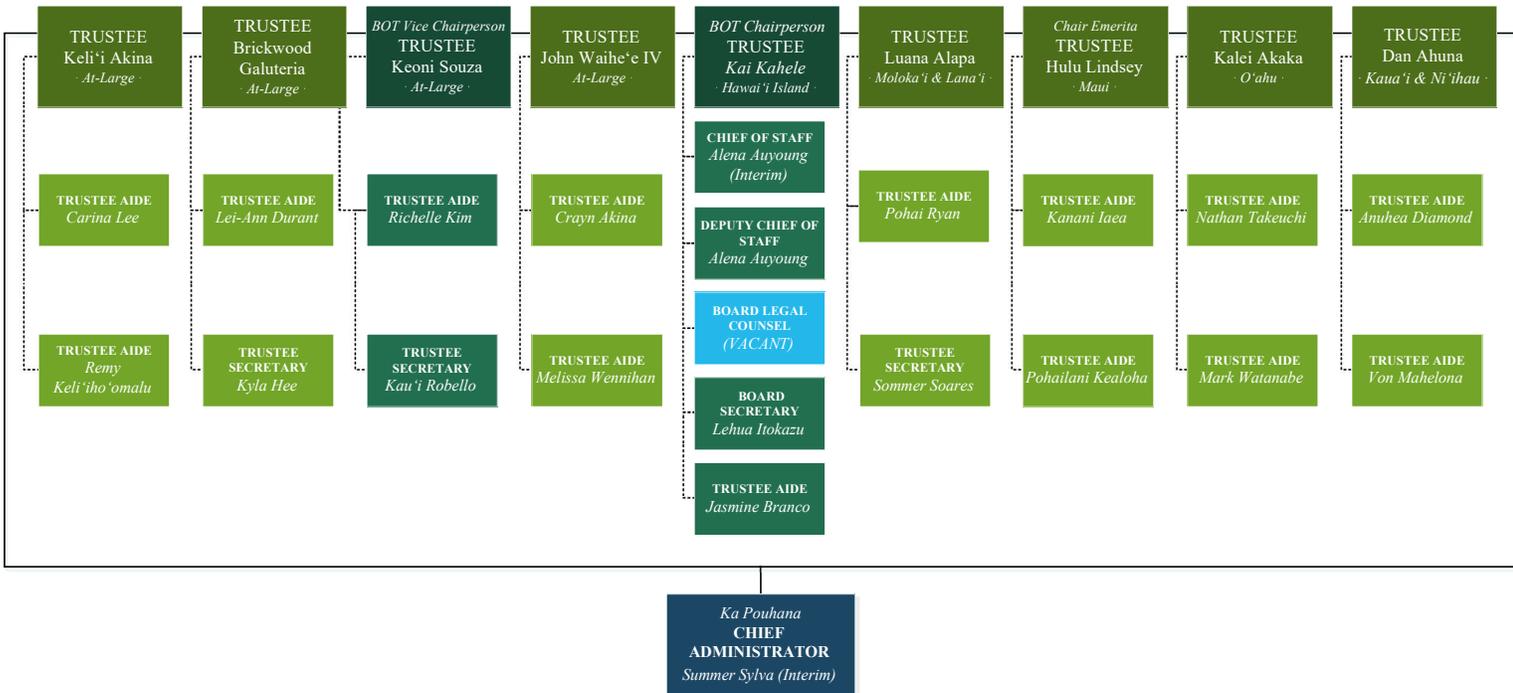
James "Jim" Christian

As of November 19, 2025

PROPOSED

OHA BOARD OF TRUSTEES

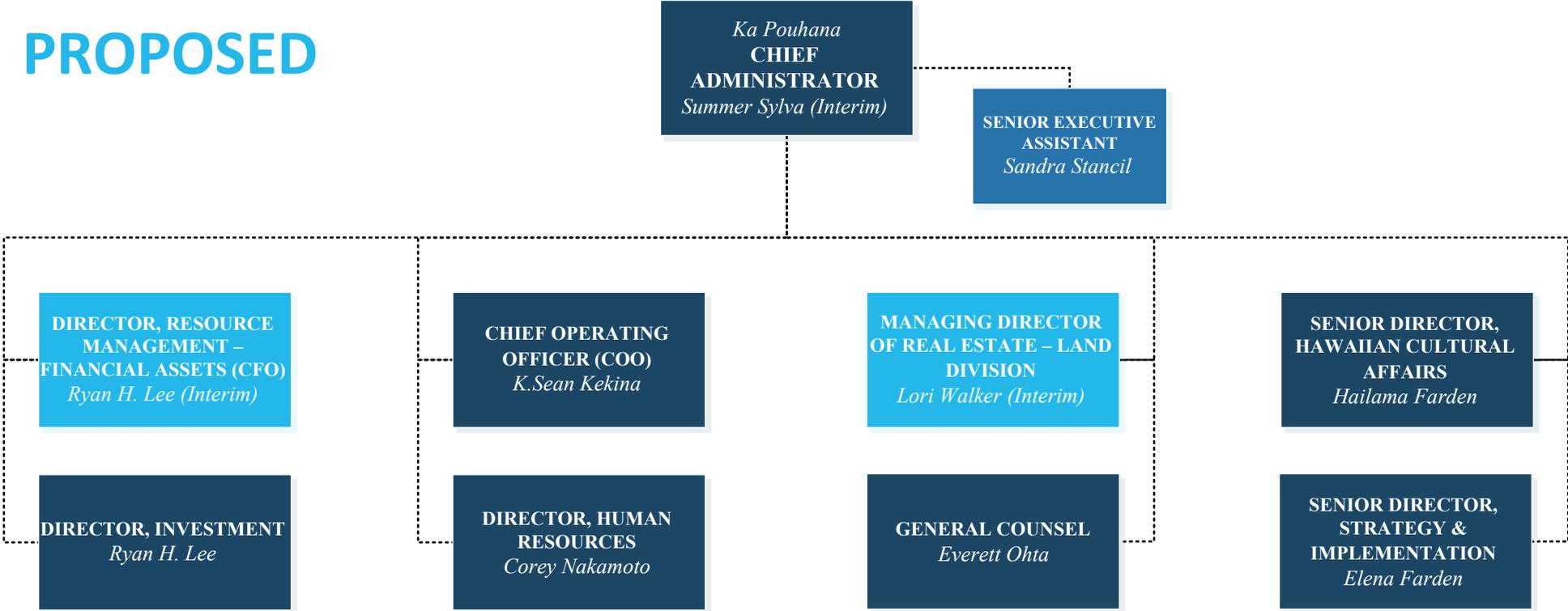
Org Chart



CHIEF ADMINISTRATOR

Org Chart

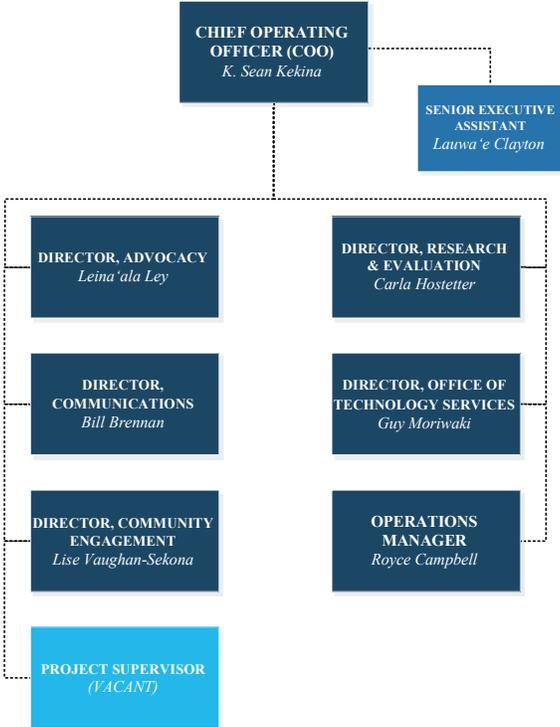
PROPOSED



CHIEF OPERATING OFFICER

Org Chart

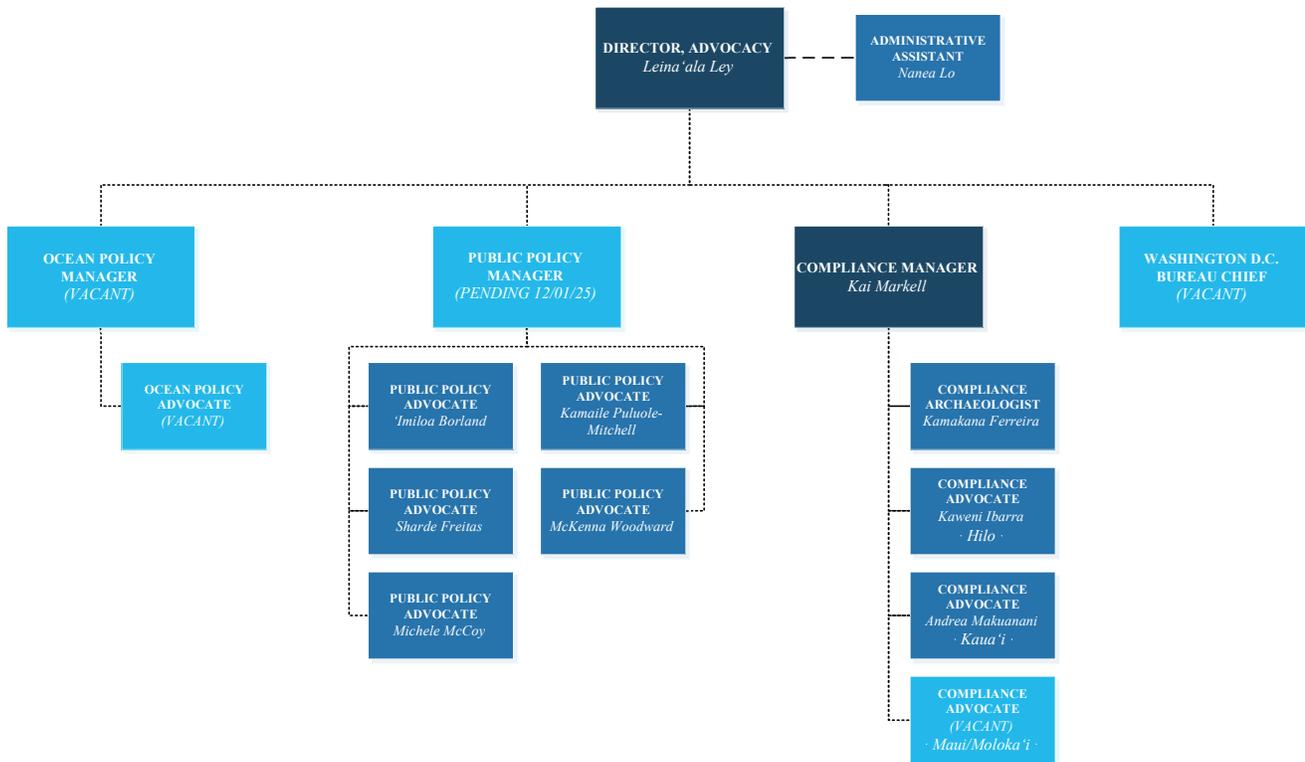
PROPOSED



PROPOSED

ADVOCACY

Org Chart





IV. New Business

D. Board of Trustees

4. Action Item BOT #25-20: Approval of a one-time deadline extension of the Mana i Maui Ola (MiMO) Ad Hoc Committee to complete its remaining deliverables, that includes recommendation(s) for necessary course correction(s) to MiMO, OHA's Strategic Plan, to ensure continued alignment of the Board's strategic priorities with its governance and fiduciary responsibilities by or before February 27, 2026.



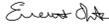
OFFICE OF HAWAIIAN AFFAIRS
Action Item

BOARD OF TRUSTEES

December 18, 2025

BOT#25-20

Action Item: Approval of a one-time deadline extension of the Mana i Maui Ola (MiMO) Ad Hoc Committee to complete its remaining deliverables, that includes recommendation(s) for necessary course correction(s) to MiMO, OHA’s Strategic Plan, to ensure continued alignment of the Board’s strategic priorities with its governance and fiduciary responsibilities by or before **February 27, 2026**.

Prepared by:	 <hr/>	Dec 11, 2025
	Elena Farden Ad Hoc Committee Vice Chair, Senior Director Strategy & Implementation	Date
Reviewed by:	 <hr/>	Dec 11, 2025
	Trustee Dan Ahuna Ad Hoc Committee Chair	Date
Reviewed by:	 <hr/>	Dec 11, 2025
	Everett Ohta General Counsel	Date
Reviewed by:	 <hr/>	Dec 12, 2025
	Summer Sylva Interim OHA Administrator	Date
Reviewed by:	 <hr/>	Dec 12, 2025
	Kaiali'i Kahele Chairperson, Board of Trustees	Date

I. PROPOSED ACTION

Approval of a one-time deadline extension of the Mana i Maui Ola (MiMO) Ad Hoc Committee to complete its remaining deliverables, that includes recommendation(s) for necessary course correction(s) to MiMO, OHA’s Strategic Plan, to ensure continued alignment of the Board’s strategic priorities with its governance and fiduciary responsibilities by or before **February 27, 2026**.

II. ISSUE

Whether the Board of Trustees should approve one-time deadline extension of the Mana i Maui Ola (MiMO) Ad Hoc Committee to complete its remaining deliverables, ensuring the Committee has sufficient time to finalize its analyses and recommendations on the Mana i Maui Ola strategic outcomes and governance alignment.

III. BACKGROUND & DISCUSSION

Formation and Purpose of the Ad Hoc Committee

On August 7, 2025, the Board of Trustees approved the formation of the MiMO Ad Hoc Committee (BOT A.I. #25-09) “to reassess the Office of Hawaiian Affairs’ Mana I Maui Ola (MiMO) Strategic Plan by conducting a retroactive three-year check-in for 2023; providing preemptive guidance for the required 2026 check-in; and, if necessary, recommending necessary course corrections to ensure continued alignment of the Board’s strategic priorities with its governance and fiduciary responsibilities.”

The Board assigned the Committee ten (10) deliverables, each essential to evaluating whether OHA’s strategic outcomes, metrics, and implementation approach require course correction:

1. SOAR Analysis
2. Stakeholder Engagement
3. Review and Refine Metrics
4. PESTLE Analysis
5. Draft Recommendations
6. Facilitate Workshop Review
7. Finalize Plan
8. Dashboard Alignment and Monitoring Recommendations
9. Communicate Changes
10. Action Item to the Board of Trustees

The deliverables collectively support the Board’s fiduciary duties related to oversight, strategic coherence, resource allocation, and transparency to beneficiaries.

The deadline for the MiMO Ad Hoc Committee to complete its work was to be no later than December 31, 2025, per BOT A.I. #25-09.

Action Item BOT #25-20: Approval of a one-time deadline extension of the Mana i Maui Ola (MiMO) Ad Hoc Committee to complete its remaining deliverables, that includes recommendation(s) for necessary course correction(s) to the MiMO, OHA’s Strategic Plan, to ensure continued alignment of the Board’s strategic priorities with its governance and fiduciary responsibilities by or before February 27, 2026.

Identified in the BOT A.I. 25-09 were five (5) voting members of the MiMO Ad Hoc Committee:

1. Trustee Dan Ahuna (MiMO Ad Hoc Committee Chair)
2. Trustee Luana Alapa
3. Elena Farden (S&I, MiMO Ad Hoc Committee Vice Chair)
4. Kale Hannahs (R&E)
5. Leina‘ala Ley (Advocacy)

Included in the MiMO Ad Hoc Committee were Non-Voting Advisory Members to be called upon for subject matter input, document drafting, and/or facilitation support, but not to serve in the capacity of formal committee decision-making. These members have played a critical role in contributing and guiding the deliverables of the MiMO Ad Hoc Committee and include:

- Director of Research and Evaluation, Carla Hostetter
- Research and Evaluation Manager Keith Guterrez
- Communications Director Bill Brennan
- S&I Director ‘Ōiwi Well-Being & ‘Āina Momona Kū‘ike Kamakea-‘Ōhelo
- S&I Director Education & Culture Based Learning Ku‘uleianuheā Awo-Chun
- S&I Director Economic & Business Resilience Poni Askew

Overall key support for the MiMO Ad Hoc Committee included logistical and operational support from BOT office staff, Anuheā Diamond, Yvonne Mahelona, Pohai Ryan, Sommer Soares, and Interim Chief of Staff Alena Auyoung.

Committee Meetings and Deliverables Completed to Date

Since the BOT approval and formation of the MiMO Ad Hoc Committee on August 7, 2025, the Committee has met successfully with quorum for eight (8) of the 10 scheduled meetings:

MEETING DATE	QUORUM PRESENT? / KEY AGENDA ITEM(S)
August 19, 2025	Yes. Kick-off meeting to establish workgroup assignments, communication, and decision-making protocols.
August 26, 2025	Yes. Review and receive progress updates on workgroup assignments.
September 2, 2025	Yes. Review adjustments to workgroup deadlines; Prepare progress report to BOT.
September 9, 2025	Yes. Approval of progress report update to BOT.
September 23, 2025	Yes. Action steps for Stakeholder Engagement.

Action Item BOT #25-20: Approval of a one-time deadline extension of the Mana i Maui Ola (MiMO) Ad Hoc Committee to complete its remaining deliverables, that includes recommendation(s) for necessary course correction(s) to the MiMO, OHA’s Strategic Plan, to ensure continued alignment of the Board’s strategic priorities with its governance and fiduciary responsibilities by or before February 27, 2026.

September 30, 2025	No.
October 14, 2025	No.
November 18, 2025	Yes. Review adjustments to workgroup deadlines.
December 2, 2025	Yes. Stakeholder Engagement presentation; Workgroup progress updates.
December 9, 2025	Yes. Prepare Action Item for BOT

The MiMO Ad Hoc Committee has successfully completed the first two deliverables: SOAR Analysis and Stakeholder Engagement. The next four deliverables—Metrics Review, PESTLE Analysis, Workshop Review, and Dashboard Alignment—are scheduled for completion between December 9 - 20, 2025.

DELIVERABLES COMPLETED	DELIEVERABLES TO BE COMPLETED IN DECEMBER 2025
Deliverable #1: SOAR Analysis	Deliverable #3: Review & Refine Metrics
Deliverable #2: Stakeholder Engagement	Deliverable #4: PESTLE Analysis
	Deliverable #6: Facilitate Workshop Review
	Deliverable #8: Dashboard Alignment

Completed Deliverable #1 SOAR Analysis

The SOAR Analysis (Strengths, Opportunities, Aspirations, and Results) serves as the foundational analytical tool for the Ad Hoc Committee’s reassessment of the Mana i Maui Ola (MiMO) Strategic Plan. As outlined in the scope of work, the SOAR process is used to analyze the original MiMO plan, focusing on an abundant-based (versus deficit based) framework in its guiding principles, strategic directions, goals, and objectives to identify what is working well, where opportunities exist, and what outcomes the strategic plan aspires to achieve. This analysis grounds the Committee in a shared understanding of MiMO’s core design and intent, ensuring that all subsequent reviews, stakeholder engagement, metric refinements, and recommendations remain aligned with the cultural values, community priorities, and long-term vision that underpin OHA’s 2020–2035 strategic framework.

As specified in the action item, the primary deliverable for this phase—the Summary Analysis Memo using the SOAR framework—has been completed and submitted to the Ad Hoc Committee. This memo distills the foundational strengths of the MiMO plan, highlights emerging opportunities across OHA’s strategic directions, articulates shared aspirations informed by community priorities, and identifies early indicators of progress and areas requiring adjustment.

Action Item BOT #25-20: Approval of a one-time deadline extension of the Mana i Maui Ola (MiMO) Ad Hoc Committee to complete its remaining deliverables, that includes recommendation(s) for necessary course correction(s) to the MiMO, OHA’s Strategic Plan, to ensure continued alignment of the Board’s strategic priorities with its governance and fiduciary responsibilities by or before February 27, 2026.

This completed deliverable provides the Committee with:

- **A coherent baseline** from which to assess alignment with OHA’s cultural commitments and fiduciary responsibilities.
- **A strategic lens** that identifies where course corrections may be necessary during the retroactive 2023 check-in and in preparation for the 2026 triennial check-in.
- **A unifying analytical foundation** that ensures all Committee members, advisory contributors, and staff partners are working from the same interpretation of MiMO’s original intent, design elements, and areas of needed refinement.

Completed Deliverable #2 Stakeholder Engagement

Stakeholder engagement is a core component of the Ad Hoc Committee’s reassessment process because it ensures that the review of the MiMO Strategic Plan remains grounded in the lived experiences, priorities, and voices of Native Hawaiian beneficiaries and community partners. As outlined in the action item’s Scope of Work, the Committee is tasked with facilitating community meetings and gathering input from OHA beneficiaries, community organizations, and other relevant parties to reaffirm that the MiMO plan continues to reflect both cultural values and current community needs.

This engagement process is essential for maintaining transparency, reinforcing trust, and ensuring that the plan’s reassessment does not occur in isolation from the community it is meant to serve. By actively incorporating community perspectives, the Committee strengthens alignment between MiMO’s long-term strategies and the evolving realities and aspirations of Native Hawaiian ‘ohana.

The Committee’s second deliverable, the Stakeholder Engagement Summary Report with themes and quotes, has been completed and transmitted to support the Committee’s ongoing work. This report synthesizes the qualitative insights collected from beneficiary meetings, community organizations, and subject-matter partners, presenting a rich picture of both the strengths and gaps perceived within the current implementation of MiMO.

The report provides the Committee with:

- **Authentic community voice**, including direct beneficiary and partner quotations that illuminate real-world experiences and priorities.
- **Clear thematic findings** that identify where MiMO is resonating, where clarity or adjustment is needed, and what aspirations are emerging across the community landscape.
- **A transparency mechanism**, demonstrating OHA’s commitment to community partnership and its fiduciary responsibility to include beneficiary perspectives in strategic decision-making.

Compressed Timeline and External Constraints

The Committee’s work coincided with multiple major statewide and international convenings requiring Trustee and staff participation, including:

- Native Hawaiian Convention – Tulalip, WA October 2025
- Association of Hawaiian Civic Clubs Convention – Kona, Hawai‘i October 2025

Action Item BOT #25-20: Approval of a one-time deadline extension of the Mana i Maui Ola (MiMO) Ad Hoc Committee to complete its remaining deliverables, that includes recommendation(s) for necessary course correction(s) to the MiMO, OHA’s Strategic Plan, to ensure continued alignment of the Board’s strategic priorities with its governance and fiduciary responsibilities by or before February 27, 2026.

- Hawai‘i Island community meetings – Hawai‘i Island November 2025
- World Indigenous Peoples Conference on Education (WiPCE) – Tāmaki Makaurau, Aotearoa November 2025

These commitments reduced the number of workable meetings within the original timeline. Despite this, the Committee continued steady work, including meeting during WiPCE.

Perhaps a more significant factor impacting committee timelines was the Federal Government shutdown from October 1–November 12, 2025. While each assigned workgroup within the MiMO Ad Hoc Committee experienced specific impacts (e.g., Workgroup #3 for Revise & Refine Metrics had inaccessible US Census data and delayed data releases), the broader organization also supported the OHA I Ola Emergency Relief Funds work, with many Paia redirecting resources to support the high volume of HRP applications and the standing up of the program – which had an impact on completing committee work on our existing timeline.

Fiduciary, Governance, and Strategic Rationale for Extension

Four remaining deliverables—Draft Recommendations, Finalize Plan, Communicate Changes, and Action Item to BOT—are foundational to how the Board monitors outcomes, aligns implementation expectations, and formalizes strategic direction moving forward.

The extension is necessary to:

- Ensure deliverables are complete, technically sound, and aligned with BOT strategic priorities.
- Prepare a governance-oriented BOT Action Item.
- Finalize monitoring recommendations that will support fiscal oversight, program accountability, and long-term strategic coherence.

A deadline extension strengthens OHA’s fiduciary position by preventing premature recommendations and ensuring Trustees receive fully vetted guidance for strategic course correction.

Justification

A short extension to February 27, 2026 allows the MiMO Ad Hoc Committee to complete its work responsibly, deliver actionable and data-informed recommendations to the BOT, and ensure that the Board’s governance obligations are met with quality and rigor.

IV. TIMEFRAME

If approved, the extension expires on **February 27, 2026**, by which all 10 deliverables will be completed and submitted to the Board of Trustees for review and decision-making.

Action Item BOT #25-20: Approval of a one-time deadline extension of the Mana i Maui Ola (MiMO) Ad Hoc Committee to complete its remaining deliverables, that includes recommendation(s) for necessary course correction(s) to the MiMO, OHA’s Strategic Plan, to ensure continued alignment of the Board’s strategic priorities with its governance and fiduciary responsibilities by or before February 27, 2026.

Proposed timeline for remaining deliverables (December 2025 – February 2026)

TIMELINE	MILESTONE / DELIVERABLE
December 9 – 20, 2025	Complete deliverables: #3 Review and Refine Metrics, #4 PESTLE Analysis, #6 Facilitate Workshop Review, #8 Dashboard Alignment Ad Hoc Committee to review and provide feedback to draft deliverables at next meeting, Dec. 16, 2025.
Week of January 6, 2026	Reconvene Committee meetings and submit progress report for BOT meeting.
Week of January 12, 2026	Complete deliverable #5 Draft Recommendations
Week of January 19, 2026	Complete deliverable #7 Finalize Plan; Submit progress report to BOT.
Week of January 26, 2026	Complete deliverable #9 Communicate Changes.
Week of February 2, 2026	First full consolidated draft of all 9 deliverables compiled and distributed to Ad Hoc Committee members for review; Review of draft Action Item to BOT February 5, 2026: BOT Meeting – Present to the BOT a Draft reassessed MiMO, including all suggested changes, for discussion and feedback only.
Week of February 9, 2026	Final review of Action Item; Complete deliverable #10 Action Item to BOT
February 19, 2026	Submit and present a final Action Item to the BOT requesting final approval of the revised MiMO Strategic Plan, including attachments and supporting materials.

V. BUDGET AUTHORIZATION

No funding is required.

VI. RECOMMENDATION

To approve a one-time deadline extension of the MiMO Ad Hoc Committee to complete its remaining deliverables, that includes recommendation(s) for necessary course correction(s) to Mana i Maui Ola to ensure continued alignment of the Board’s strategic priorities with

Action Item BOT #25-20: Approval of a one-time deadline extension of the Mana i Maui Ola (MiMO) Ad Hoc Committee to complete its remaining deliverables, that includes recommendation(s) for necessary course correction(s) to the MiMO, OHA's Strategic Plan, to ensure continued alignment of the Board's strategic priorities with its governance and fiduciary responsibilities by or before February 27, 2026.

its governance and fiduciary responsibilities by or before **February 27, 2026.**

VII. ALTERNATIVES

- A. Take no action – The Ad Hoc Committee would be required to finalize all ten deliverables by December 31, 2025, risking incomplete analysis and diminished governance rigor.
- B. Deny the extension request – BOT would receive an Action Item lacking full evaluation of recommendations for course corrections to ensure continued alignment of the BOT's strategic priorities with its governance and fiduciary responsibilities.
- C. Select an alternative date – BOT may choose to extend the deadline to a different date than February 27, 2026 to align with operational calendars, BOT meeting cycles, and quality assurance needs.

VIII. REFERENCES

- A. BOT A.I. #25-09

IX. ATTACHMENTS

- A. Ad Hoc Committee Meeting Minutes
- B. Ad Hoc Committee Progress Report to BOT

Action Item BOT #25-20: Approval of a one-time deadline extension of the Mana i Maui Ola (MiMO) Ad Hoc Committee to complete its remaining deliverables, that includes recommendation(s) for necessary course correction(s) to the MiMO, OHA's Strategic Plan, to ensure continued alignment of the Board's strategic priorities with its governance and fiduciary responsibilities by or before February 27, 2026.

REFERENCES

OFFICE OF HAWAIIAN AFFAIRS
Action Item

BOARD OF TRUSTEES

August 7, 2025

BOT #25-09

Action Item Issue: Approve the formation of an Ad Hoc Committee to reassess OHA’s Mana i Maui Ola (MiMO) Strategic Plan to complete the required three-year check-ins and recommend necessary course corrections to ensure continued alignment of the Board’s strategic priorities with its governance and fiduciary responsibilities.

Co-Prepared by:



Elena Farden Date
Senior Director, Strategy and Implementation

Co-Prepared by:

Kaiali‘i Kahele Date
Chairperson, Board of Trustees

Reviewed by:

Kapono Kiakona 07/31/2025

Kapono F. H. Kiakona Date
Legal Counsel, Board of Trustees

Approved by:

Kaiali‘i Kahele Date
Chairperson, Board of Trustees

I. Proposed Action

Approve the formation of an Ad Hoc Committee to reassess the Office of Hawaiian Affairs' Mana i Maui Ola (MIMO) Strategic Plan by conducting a retroactive three-year check-in for 2023; providing preemptive guidance for the required 2026 check-in; and, if necessary, recommending necessary course corrections to ensure continued alignment of the Board's (BOT or Board) strategic priorities with its governance and fiduciary responsibilities.

Purview. The purview of the Ad Hoc Committee is for the BOT, BOT staff, the Office of Hawaiian Affairs (OHA) Senior Director of Strategy and Implementation, OHA administrative directors and staff as well as other non-OHA Native Hawaiian led and serving governmental and non-governmental agencies and organizations to work together to reassess the Office of Hawaiian Affairs Mana i Maui Ola (MiMO) Strategic Plan.

Members. The Voting Members (*proposed*) of the Ad Hoc Committee are as follows: (a) Trustee Dan Ahuna; and (b) Trustee Luana Alapa and (c) OHA Senior Director of Strategy and Implementation Elena Farden (d) Research Systems Manager Kale Hannahs and (e) Director of Advocacy Leina'ala Ley. Trustee Ahuna will serve as the Chair of the Ad Hoc Committee, and Elena Farden will serve as its Vice Chair. Non-Voting Advisory Members (*proposed*) of the Ad Hoc Committee are as follows: OHA CEO Stacy Ferreria, BOT Chief of Staff Summer Sylva, Director of Research and Evaluation Carla Hostetter, Senior Director Hawaiian Cultural Affairs Hailama Farden, S&I Director 'Ōiwi Well-Being & 'Āina Momona Kū'ike Kamakea-'Ōhelo, S&I Director Education & Culture Based Learning Ku'uileianuheia Awo-Chun, S&I Director Economic & Business Resilience Poni Askew and Research & Evaluation Manager Keith Gutierrez; and on an as-needed basis, Grants Manager Chantelle Belay, Communications Director Bill Brennan. Additionally, the Committee may invite one to two community partners to serve in an advisory role for specific subject-matter expertise to ground reassessment in beneficiary experience and practice.

Non-Voting Advisory Members may be called upon for subject matter input, document drafting, and/or facilitation support, but do not participate in formal committee decision-making.

Term/Duration. The Ad Hoc Committee shall sunset at the completion of its assigned tasks or at the discretion of the BOT Chair, subject to later adjustment, but in no event later than **December 31, 2025**.

II. Issue

Whether or not the BOT will approve the formation of an Ad Hoc Committee to reassess the Office of Hawaiian Affairs' Mana i Maui Ola (MiMO) Strategic Plan —specifically to conduct a retroactive three-year check-in for 2023 and provide preemptive guidance and course correction recommendations for the upcoming 2026 check-in, to ensure the Board's strategic priorities are in continued alignment with its governance and fiduciary responsibilities.

III. Introduction and Background

A. Board of Trustees Bylaws Basis for an Ad Hoc Committee

The Board of Trustees Bylaws, approved on March 20, 2025, defines, notes, and specifies the parameters of Ad Hoc Committee(s) described below.

Article II – DEFINITIONS. Defines “Ad Hoc Committee” as a committee created by the Board for a one-time purpose or to focus on examining a specific subject and subject to a deadline by which the work must be completed or else the Ad Hoc Committee is dissolved.

Article VI – DUTIES OF OFFICERS AND MEMBERS Notes, “The Chairperson...shall...appoint members of Ad Hoc Committees...and designate the Committee Chairperson and Committee Vice-Chairperson of such Ad Hoc Committees.”

Article VIII COMMITTEES OF THE BOARD

...

E. Ad Hoc Committees

1. From time to time, there shall be such Ad Hoc Committees, as designated by the Chairperson, the members of which shall be appointed by the Chairperson, and subject to approval of the Board by a simple majority (5) vote. There shall be a minimum of three (3) members on each Ad Hoc Committee, at least one of whom shall be a member of the Board and who shall be the Chairperson of the Ad Hoc Committee.
2. The term of the Ad Hoc Committees shall expire at the completion of the assigned task or at a specific time that is determined for each Ad Hoc Committee at the time of the appointment of said Committee or at the discretion of the Chairperson.
 - a. All communications and advice from an Ad Hoc Committee shall be made to the Chairperson of the Board no later than ten (10) days before a Board meeting.*
 - b. All communications and advice to an Ad Hoc Committee shall be made by the Chairperson of the Board.
 - c. All Ad Hoc Committee members, with the exception of Board members, shall serve on a voluntary basis without compensation, other than reasonable expenses, such as travel, parking, and meals.

- d. In the event that two (2) or more Board members are appointed to an Ad Hoc Committee, HRS Chapter 92, as amended, will apply, unless one of the appointed Board members is also the Chairperson of the Board.

*Note – Although the OHA BOT Bylaws provide for reporting by the Ad Hoc Committee to the Chairperson of the Board, this Ad Hoc Committee will report directly to the Board of Trustees at a duly-noticed public meeting in order to avoid impermissible serial communications between the two Trustee-members of the Ad Hoc Committee and the Chairperson of the Board.

IV. Setting Context for the Formation of an Ad Hoc Committee for the Purpose of reassessing the Office of Hawaiian Affairs’ Mana i Maui Ola (MiMO) Strategic Plan by completing the required three-year triennial check-ins for 2023 and 2026, and, if necessary, recommending course corrections to ensure continued alignment of the Board’s strategic priorities with its governance and fiduciary responsibilities.

In March 2019, the BOT approved Action Item BOT# 19-02, which adopted the ‘ōlelo Hawai‘i versions of OHA’s mission and vision statements and replaced the term “nation” with “lāhui” in the English versions of both statements.

That same month, the BOT approved Action Item BOT# 19-03, which established the foundational principles and strategic directions for OHA’s next Strategic Plan 2020+. The three strategic foundations were: ‘Āina, Mo‘omeheu, and ‘Ohana. The four strategic directions were: Educational Pathways, Economic Stability, Quality Housing, and Health Outcomes.

In May 2019, DTL was contracted to assist in developing OHA’s new strategic plan for 2020 and beyond. Over a five-month period, community focus groups were facilitated, qualitative data was collected through online surveys, and three BOT presentations and facilitation workshops were conducted.

In September 2019, a final report was completed, resulting in eight recommended strategies for the 2020 Strategic Plan. The BOT approved Action Item BOT# 19-14 on September 26, 2019, adopting these strategies and timelines.

The Strategic Plan 2020+ was designed as a 15-year plan (2020–2035), incorporating a two-year biennium budgeting cycle and three-year triennial check-ins and course corrections (scheduled for 2023, 2026, 2029, 2032, and 2035).

Subsequent work began in Fall 2019 and continued into Spring 2020 to bring the plan to fruition. This included initial work sessions to educate OHA directors and managers, development of an implementation plan with associated tactics, and ALL OHA “Munch and Mana‘o” sessions. Initial implementation and operational work plans were scheduled for completion by the end of Q3 (March 2020) to launch the Strategic Plan on July 1, 2020. However, the onset of COVID-19 delayed this timeline, and work on implementation and operational plans was suspended in March 2020.

In July 2020, the administration resumed work on developing tactical implementation and operational plans, including a compare-and-contrast analysis of the 2010–2018 and 2020–2035 strategic plans.

In September 2020, the BOT held a Strategic Plan workshop and subsequently approved Action Item BOT# 25-07 on September 17, 2020. This action adopted the reworded strategies, new endowment strategies, and strategic outcomes for the 2020–2035 Strategic Plan.

V. The objectives and scope of work of the Ad Hoc Committee may include, but not be limited to:

Scope of Work	Action	Importance	Deliverable	Responsible Parties	Timeline
Review of the original MiMO Strategic Plan	Analyze the original Mana i Maui Ola (MiMO) plan, focusing on its strategic directions and strategic outcomes (e.g., vision, goals, and objectives).	Understanding the foundational elements of the plan is essential for identifying successes and areas needing adjustment to align with cultural values, community priorities, and measurable impact.	Summary analysis memo using SOAR (Strengths, Opportunities, Aspirations, and Results)	Ad Hoc Chair, S&I, R&E	By or before August 30, 2025
Engage with stakeholders	Facilitate community meetings, to gather input from stakeholders, including OHA beneficiaries, community organizations, and other relevant parties.	Engaging the community ensures that the reassessment process remains transparent, participatory, and grounded in the voices of those the plan is intended to serve.	Stakeholder Engagement Summary Report with themes & quotes	Ad Hoc Cmte., R&E (with support from Community Engagement and Communications)	By or before Sept. 30, 2025
Review and Refine Strategic Metrics	Review existing MiMO strategic metrics and indicators to assess their cultural relevance, clarity, and feasibility. Propose refinements or	Ensuring metrics are relevant, measurable, and aligned with community aspirations to assess OHA’s progress (if any) towards MiMO goals, areas ripe for improvement, and/or readiness for implementation.	Metrics Assessment Memo: Summary of strengths, gaps, and 3–5 recommendations for revised or additional indicators	Ad Hoc Chair, R&E Director, Research Systems, and S&I Directors	By or before Sept 30, 2025

	new metrics as needed.				
Identify changes in context and Needs (PESTEL analysis)	Identify shifts in socio-political, economic, and environmental conditions using <u>PESTEL</u> (Political, Economic, Social, Technical, Environmental and Legal). May want to consider where cultural changes must be included or if this is threaded throughout PESTEL	Ensures the strategic plan remains relevant to current realities and emerging opportunities, while staying culturally grounded and informed by community voices.	Briefing Memo on context and needs	R&E, Advocacy	By or before Oct. 15, 2025
Draft recommendation s for adjustment	Develop recommendations for adjustments to the MiMO plan based on findings from the previous steps, reflecting community input and evolving circumstances.	This step will provide a clear and actionable path for refining the strategic plan to better serve the community.	Draft Recommendations Outline	Ad hoc Chair and Co-Trustee	By or before Oct. 30, 2025
Facilitate a Collaborative Review Workshop	Facilitate one internal workshop to refine recommendations .	Collaborative discussions help build consensus and ensure diverse perspectives are considered.	Workshop summary and edits log	Ad hoc Vice Chair & Cmte. review team	By or before Nov. 10, 2025
Finalize Revised Plan	Produce a revised version of the MiMO Strategic Plan document.	Serves as the draft for BOT approval and S&I execution	Final MiMO Refresh Draft	Ad hoc Chair, S&I Team with Ad Hoc Cmte sign off	By or before Nov. 20, 2025
Dashboard Alignment and Monitoring Recommendations	Provide guidance on integration of refined MiMO metrics and outcomes into the design and	Supports long-term accountability, enables informed decision-making, and institutionalizes a consistent reporting	Dashboard alignment memo and monitoring recommendations	Ad hoc Vice Chair, R&E	By or before Nov. 25, 2025

	development of the data dashboard	mechanism for MiMO outcomes across biennial budgets and triennial check-ins through 2035			
Communicate Changes	Create summary materials to share with internal and external stakeholders	Ensures message consistency, transparency, and accessibility of changes	Slide deck, 1-page summary, FAQs, short videos	Ad hoc Chair (w/ support from Comm. Engagement, Communications)	By or before Nov. 30, 2025
A.I. to BOT for final review and approval	Submit final report and action item for BOT approval, i.e., updated implementation and monitoring plan	Fulfills Ad Hoc Cmte mandate and ensures ongoing accountability, flexibility, and alignment with community needs and goals.	Final Report and BOT A.I.	Ad hoc Chair & Vice Chair	BOT Meeting Dec. 2025

VI. Expected Outcomes

- **Cultural Relevance:** Ensures the MiMO strategic plan 2020-2035 remains aligned with the evolving needs of the Native Hawaiian community and OHA’s beneficiaries while upholding cultural values, traditions, and the heritage of the lāhui.
- **Community Empowerment:** Engages OHA’s beneficiaries to actively shape their future, fostering a greater sense of ownership, voice, and kuleana with respect to the plan.
- **Adaptability to Change:** Enables OHA to adjust strategies in response to evolving social, political, economic, and environmental conditions—ensuring continued relevance and impact.
- **Strengthening Relationships:** Builds trust and collaboration by meaningfully involving stakeholders in the reassessment process, reinforcing OHA’s commitment to transparency and accountability.
- **Sustained Long-term Vision:** Reinforces the MiMO 2020-2035 strategic plan as a living document—a dynamic strategic roadmap to guide progress toward the long-term aspirations and well-being of the Native Hawaiian people through 2035 and beyond.

VII. Funding Source

No dedicated funding is needed to authorize and form an Ad Hoc Committee. Any resources needed to carry out Ad Hoc Committee related activities will conform with existing budgetary (e.g., realignment), spending and procurement authorities, policies and procedures.

VIII. Conclusion

The formation of this Ad Hoc Committee to reassess the MiMO long-term strategic plan is prudent to ensure OHA remains aligned with its mission, is responsive to changing circumstances, and is focused on meeting the evolving needs of its beneficiaries and stakeholders. It allows for the incorporation of new data, lessons learned, and emerging best practices while providing an opportunity to measure progress, address gaps, and re-energize commitments across the organization. For a 15-year plan, a mid-course review at year 5 is especially critical to keep the plan relevant and actionable. A second reassessment of the MiMO Strategic Plan should be

scheduled for the year 2030. Additionally, the original approved Strategic Plan called for regular, three-year check-ins and course corrections (scheduled for 2023, 2026, 2029, 2032, and 2035).

IX. Recommended Action

Approve the formation of an Ad Hoc Committee to reassess the Office of Hawaiian Affairs' Mana i Maui Ola (MiMO) Strategic Plan by conducting a retroactive three-year check-in for 2023; providing preemptive guidance for the required 2026 check-in; and, if necessary, recommending necessary course corrections to ensure continued alignment of the Board's strategic priorities with its governance and fiduciary responsibilities. The Ad Hoc Committee's work shall be completed no later than **December 31, 2025**.

Purview. The purview of the Ad Hoc Committee is for the BOT, BOT staff, the Office of Hawaiian Affairs (OHA) Senior Director of Strategy and Implementation, OHA administrative directors and staff as well as other non-OHA Native Hawaiian serving governmental and non-governmental agencies and organizations to work together to reassess the Office of Hawaiian Affairs' Mana i Maui Ola (MiMO) Strategic Plan.

Members. The Voting Members (*proposed*) of the Ad Hoc Committee are as follows: (a) Trustee Dan Ahuna; and (b) Trustee Luana Alapa and (c) OHA Senior Director of Strategy and Implementation Elena Farden (d) Research Systems Manager Kale Hannahs and (e) Director of Advocacy Leina'ala Ley. Trustee Ahuna will serve as the Chair of the Ad Hoc Committee, and Elena Farden will serve as its Vice Chair. Non-Voting Advisory Members (*proposed*) of the Ad Hoc Committee are as follows: OHA CEO Stacy Ferreria, BOT Chief of Staff Summer Sylva, Director of Research and Evaluation Carla Hostetter, Senior Director Hawaiian Cultural Affairs Hailama Farden, S&I Director 'Ōiwi Well-Being & 'Āina Momona Kū'ike Kamakea-'Ōhelo, S&I Director Education & Culture Based Learning Ku'uileianuhe Awo-Chun, S&I Director Economic & Business Resilience Poni Askew and Research & Evaluation Manager Keith Gutierrez; and on an as-needed basis, Grants Manager Chantelle Belay, Communications Director Bill Brennan. Additionally, the Committee may invite one to two community partners to serve in an advisory role for specific subject-matter expertise to ground reassessment in beneficiary experience and practice.

Non-Voting Advisory Members may be called upon for subject matter input, document drafting, and/or facilitation support, but do not participate in formal committee decision-making.

Term/Duration. The Ad Hoc Committee shall sunset at the completion of its assigned tasks or at the discretion of the BOT Chair, subject to later adjustment, but in no event later than **December 31, 2025**.

X. Attachment – None

Action Item BOT #25-20: Approval of a one-time deadline extension of the Mana i Maui Ola (MiMO) Ad Hoc Committee to complete its remaining deliverables, that includes recommendation(s) for necessary course correction(s) to the MiMO, OHA's Strategic Plan, to ensure continued alignment of the Board's strategic priorities with its governance and fiduciary responsibilities by or before February 27, 2026.

ATTACHMENTS

MIMO AD HOC MTG MINUTES

Location: Maui Ola Boardroom

Date: August 19, 2025

Time: 10:00 AM

AGENDA DETAILS

I. WELCOME, CALL TO ORDER

a. Ad hoc Committee Chair Trustee Ahuna

In attendance:

Trustee Ahuna, Anu Awo-Chun, Poni A, Bill B, Anuheia Diamond, Elena F, Stacy F, Keith G, Kale H, Carla H, Kū'ike K, Von M, Summer S, Pōhai R, Rayn V

II. AD HOC CMTE.PURPOSE & OVERVIEW

a. BOT Action Item establishing the Committee

b. Purpose, scope, deliverables, timeline

III. ROLES & RESPONSIBILITIES

a. Voting members

i. Chair: Trustee Ahuna, Vice Chair: Elena Farden, Trustee Luana Alapa, Kale Hannahs & Leina'ala Ley

b. Advisory, non-voting members

i. CEO Stacy Ferreira, Summer Sylva, Carla Hostetter, Hailama Farden, Kū'ike Kamakea-Ōhelo, Anuheia Awo-Chun, Poni Askew, Keith Gutierrez. As needed: Chantelle Belay and Bill Brennan

IV. WORKGROUPS

a. Scope of work, deliverables, RPs, timeline

b. Assumptions & constraints

- i. *An inquiry was made regarding the flexibility of deliverable deadlines. It was suggested that current timelines remain in place for the time being, with the option for the MiMO ad hoc committee to request an extension from the Board of Trustees when/ if necessary. Additionally, it was noted that the finance hui may be consulted to provide timeline guidance related to the FY26-27 budget allotments.*

c. Assign workgroups

d. Identify primary and secondary leads per workgroup

- i. *Review of MiMO + SOAR summary analysis: 1—Elena Farden, 2—Carla Hostetter*
- ii. *Stakeholder/ Community engagement: 1—Carla Hostetter, 2—Bill Brennan. A question was raised regarding the approach to collecting community input given the limited turnaround time outlines in the timeline. Considerations include the use of online versus in-person surveys, as well as leveraging existing pilina with partners and stakeholders.*
- iii. *Review + refine strategic metrics: 1—Kale Hannahs 2—Elena Farden, Team Ahuna to support*
- iv. *Identify changes (PESTEL Analysis): 1—Leina'ala Ley, 2—Elena Farden, Team Ahuna to support*
- v. *Draft recommendation: Team Ahuna + Team Alapa*
- vi. *Facilitate Workshops: Elena Farden & S + I team*
- vii. *Finalize reviews: 1—Team Ahuna, 2—Elena Farden*
- viii. *Dashboard alignment memo: 1—Elena Farden, 2—Keith Gutierrez*
- ix. *Communicate changes: Team Ahuna*
- x. *Action Item to BOT: 1—Team Ahuna, Leina'ala Ley, Team Alapa & Elena Farden*

V. COMMUNICATION & DECISION-MAKING PROTOCOLS

- a. Review & approve workgroup reporting template
- b. Establish shared Teams folder (structure, permissions, owner)
- c. Confirm communication channel(s)
- d. Agree on ad hoc decision-making approach
 - i. *MiMO adhoc hui decided that decision-making will be determined by majority vote.*
- e. Identify primary and secondary leads per workgroup
- f. Workgroup reporting template and Teams shared files
 - i. *Elena + Rayn created a MiMO Ad Hoc hui messaging thread on Teams + drafted a reporting template for the hui.*

VI. IMMEDIATE DELIVERABLES

- a. SOAR analysis (due August 30, 2025) – Ad hoc Chair, S&I, R&E

- i. MiMO Ad Hoc hui to meet again on 8/26/25 in the Maui Ola Boardroom at 10:00AM to review or further discuss MiMO summary*

VII. NEXT STEPS

- a. Identify and approve meeting schedule (Aug – Dec)
 - i. As a hui, we landed on in-person meetings every other Tuesday starting 9/2/25 at 10:00AM, meeting room to be determined. The next scheduled meetings are:
 1. 8/26/25 at 10:00 AM in the Puku'i conference room
 2. 9/2/2025 at 10:00 AM in the Maui Ola Boardroom*
 - ii. Working groups to report on assigned deliverables/ tasks on Tuesdays there are no in-person meetings via the report tracker created by Elena and Rayne*
- b. Confirm agenda items for Cmte. Mtg #2
 - i. SOAR analysis review
 - ii. Approve stakeholder engagement plan
 - iii. Initial metrics discussion

VIII. OTHER BUSINESS?

IX. ADJOURNMENT

Adjourned at 10:40am

MIMO AD HOC CMTE MINUTES

Location: Pukui Conference Room

Date: August 26, 2025

Time: 10:00 AM

AGENDA DETAILS

I. WELCOME, CALL TO ORDER (5 MINUTES)

a. Ad hoc Committee Chair Trustee Ahuna

i. *In attendance: Trustee Ahuna, VC Elena, Anu D, Summer S, Carla, Stacy, Bill, Kale, Leina'ala, Pohai, Ku'uoleianuhea, Raynelle, Kuike, Chantelle, Poni*

II. PURPOSE & CONTEXT (3 MINUTES)

a. Meeting #2 purpose: To review and/or receive updates from Workgroup 1 on the SOAR analysis, approve stakeholder engagement plan for Workgroup 2, and Workgroup updates.

III. WORKGROUP 1 – SOAR ANALYSIS UPDATE | PRIMARY – S&I ELENA FARDEN; SECONDARY – R&E CARLA HOSTETTER (15 MINUTES)

a. *SOAR Analysis updates/presentation/discussion (Secondary Lead R&E – Carla Hostetter to lead, S&I – Elena Farden OOO Vacation leave, Ad hoc Cmte. Chair)*

b. *SOAR Analysis Matrix (Microsoft Whiteboard)*

c. *Committee feedback, next steps*

IV. WORKGROUP 2 – STAKEHOLDER ENGAGEMENT PLAN | PRIMARY R&E – CARLA HOSTETTER; SECONDARY COMMS – BILL BRENNAN (15 MINUTES)

a. Updates/presentation/discussion of draft engagement plan (Primary Lead R&E – Carla Hostetter; Comms – Bill Brennan)

b. Committee discussion, refinement, and approval

c. Identify committee liaisons and/or support for key stakeholder groups

V. WORKGROUP UPDATES (10 MINUTES)

- a. **Workgroup 3 Review & Refine Metrics** – Primary S&I Elena Farden;
Secondary R&E Keith Gutierrez, Team Ahuna to support
- b. **Workgroup 4 ID Changes PESTEL** – Primary Advocacy Leinā‘ala Lei;
Secondary S&I – Elena Farden, Team Ahuna to support
- c. **Workgroup 5 Draft Recommendations** – Primary Team Ahuna;
Secondary Team Alapa
- d. **Workgroup 6 Facilitate Workshops** – Primary S&I Elena Farden;
Secondary S&I Directors Kū‘ike Kamakea-Ohelo, Anu Awo-Chun, Poni
Askeu
- e. **Workgroup 7 Finalize Reviews** – Primary Team Ahuna; Secondary
S&I Elena Farden
- f. **Workgroup 8 Dashboard Alignment Memo** – Primary S&I Elena
Farden; Secondary RMS Kale Hannahs
- g. **Workgroup 9 Communicate Changes** – Primary Team Ahuna
- h. **Workgroup 10 Action Item to BOT** – Primary Team Ahuna;
Secondary Team Alapa, Leinā‘ala Lei, Elena Farden

VI. AGENDA ITEMS FOR NEXT MEETING (5 MINUTES)

VII. OTHER BUSINESS? (3 MINUTES)

VIII. ADJOURNMENT (CLOSE)

MIMO AD HOC CMTE AGENDA

Location: Maui Ola Boardroom

Date: Kepakemapa 2, 2025 | Meeting #3

Time: 10:00 AM

AGENDA DETAILS

I. WELCOME, CALL TO ORDER (5 MINUTES)

- a. Ad hoc Committee Chair Trustee Ahuna

II. OBJECTIVES (5 MINUTES) – D = DECISION; I = INFO ONLY; DI = DISCUSSION

- a. Meeting #3 objectives:
 - i. 1) DI - Review preliminary findings of SOAR analysis Workgroup 1, share next steps, and field questions from the Committee.
 - ii. 2) I - Provide clarity on ad hoc term and recommendation and actions, and impacts on workgroup timeline adjustments; and
 - iii. 3) D - Review and approve Workgroups that require / request a deadline adjustment that does not extend beyond December 31, 2025.
 - iv. 4) D - Prepare Ad Hoc progress report for BOT September meeting

III. DI - REVIEW PRELIMINARY FINDINGS OF SOAR ANALYSIS WORKGROUP 1 - ELENA FARDEN; CARLA HOSTETTER (15 MINUTES)

- a. [SOAR Analysis Matrix](#) (Microsoft Whiteboard)
- b. Preliminary findings
- c. Questions from Ad Hoc Cmte., Next steps

IV. I - REVIEW AD HOC TERM/DURATION, RECOMMENDED ACTION (5 MINUTES)

- a. [BOT A.I. #25-09](#)

V. D - REVIEW AND APPROVE WORKGROUP(S) THAT REQUEST DEADLINE ADJUSTMENTS WITHIN DEC. 31, 2025 AD HOC CMTE. TERM (20 MINUTES)

Workgroup	Leads	Orig. Deadline	Req. Deadline
Wk. Grp #1 SOAR Analysis	Elena Farden, Carla Hostetter, S&I	By Aug. 30, 2025	B/B Sept. 30, 2025
Wk.Grp # 2 Stakeholder Engagement	Carla Hostetter, Bill Brennan	B / B Sept. 30, 2025	
Wk.Grp #3 Review, Refine Metrics	Keith Gutierrez, Elena Farden, Team Ahuna	B / B Sept. 30, 2025	
Wk.Grp #4 ID Chgs. PESTEL	Leinā‘ala Lei, Elena Farden, Team Ahuna	B / B Oct. 15, 2025	
Wk.Grp #5 Draft Recomm.	Team Ahuna; Team Alapa	B / B Oct. 30, 2025	
Wk. Grp #6 Facilitate Workshops	Elena Farden, S&I Directors	B / B Nov. 10, 2025	
Wk. Grp #7 Finalize Revised Plan	Team Ahuna; Elena Farden	B / B Nov. 20, 2025	
Wk.Grp 38 Dashboard Alignment	Elena Farden; Kale Hannahs	B / B Nov. 25, 2025	
Wk. Grp #9 Comm Changes	Team Ahuna	B / B Nov. 30, 2025	
Wk. Grp #10 A.I. to BOT	Team Ahuna, Team Alapa, Leinā‘ala Ley, Elena Farden	BOT Mtg. Dec. 2025	

VI. D - PREPARE AD HOC PROGRESS REPORT FOR BOT SEPT. MTG (5 MINUTES)

- a. Executive Summary
 - b. Summary of Activities to Date
 - c. Preliminary Findings
 - d. Decision Points for Trustee – *None at this time*
 - e. Appendices / Attachments
- Holiday bonuses

VII. DI - AGENDA ITEMS FOR NEXT MEETING (3 MINUTES)

VIII. 1 - OTHER BUSINESS? (1 MINUTE)

IX. ADJOURNMENT (CLOSE)

- a. Ad hoc Committee Chair Trustee Ahuna

MIMO AD HOC CMTE MINUTES

Location: Maui Ola Boardroom

Date: Kepakemapa 9, 2025 | Meeting #4

Time: 10:00 AM

AGENDA DETAILS

I. WELCOME, CALL TO ORDER (5 MINUTES)

- a. Ad hoc Committee Chair Trustee Ahuna
- b. Present: Kale, Keith, Kuike, Vice Chair Elena, Stacy, Pohai, Trustee Alapa, Carla, Poni, Anu Awo-Chun, Trustee Ahuna, Bill, Rayn, Anu D, Von

II. OBJECTIVES (5 MINUTES) – D = DECISION; I = INFO ONLY; DI = DISCUSSION

- a. Meeting #4 objectives:
 - i. 1) D – Draft SOAR Analysis summary memo to Ad Hoc Cmte.
 - ii. 2) D – Draft Ad Hoc Cmte. Progress Report to BOT
 - iii. 3) I – Workgroup 2 – 10 Updates.

III. D – DRAFT SOAR ANALYSIS SUMMARY MEMO (8 MINUTES)

- a. [Draft SOAR Analysis Summary Memo](#)
- b. [SOAR Matrix](#) (MS Whiteboard)
- c. Questions, Next steps

IV. D – DRAFT AD HOC CMTE. PROGRESS REPORT TO BOT (8 MINUTES)

- a. [Draft Ad Hoc Cmte. Progress Report](#)
 - DRAFT approved, unanimous vote. Vice Chair Elena, finalize with Team Ahuna by 9/10/25 for BOT meeting on 9/18/25

V. I – WORKGROUP UPDATES (30 MINUTES)

Workgroup	Leads	Adj. Deadline	Status
Wk. Grp #1 SOAR Analysis	Elena Farden, Carla Hostetter, S&I	B/B Sept. 30, 2024	Draft memo completed
Wk.Grp # 2 Stakeholder Engagement	Carla Hostetter, Bill Brennan	B / B Nov. 15, 2025	Survey in progress. <u>UPDATES:</u> Carla-survey in progress, finalize survey and focus group materials which will be decided on by AdHoc committee per Trustee Ahuna's suggestion + unanimous agreement. There were 20 sent out to other Trustees and Admin. Responses rcvd: 6 from AdHoc committee and 2 from the BOT suite. Team Ahuna + Team Alapa will encourage other Trustees to complete survey. Keith mentioned that questions/ survey will be a part of the CNHA post conference survey. Otherwise, On Time for deadline of 11/15/25
Wk.Grp #3 Review, Refine Metrics	Keith Gutierrez, Elena Farden, Team Ahuna	B / B Nov. 15, 2025	<u>UPDATES:</u> Keith-informed adhoc committee that many data releases will happen in the month of Kepakemapa and can incorporate into the outline + draft when rcvd. OT for deadline of b/b 11/15/25

Wk.Grp #4 ID Chgs. PESTEL	Leinā'ala Lei, Elena Farden, Team Ahuna	B / B Oct. 15, 2025	
Wk.Grp #5 Draft Recomm.	Team Ahuna; Team Alapa	B / B Dec. 5, 2025	
Wk. Grp #6 Facilitate Workshops	Elena Farden, S&I Directors	B / B Nov. 15, 2025	S + I/ VC Elena: structure formatting for facilitating workshops. OT for deadline of b/b 11/15
Wk. Grp #7 Finalize Revised Plan	Team Ahuna; Elena Farden	B / B Dec. 12, 2025	VC Elena to meet with Team Ahuna. Aiming to have draft outline done by mid-'Okakopa. OT for deadline of b/b 12/12/25
Wk.Grp #8 Dashboard Alignment	Elena Farden; Kale Hannahs	B / B Dec. 19, 2025	UPDATES: Kale- RFP, currently interviewing offers for Databook. OT for deadline of 12/19/25
Wk. Grp #9 Comm Changes	Team Ahuna	B / B Dec. 30, 2025	
Wk. Grp #10 A.I. to BOT	Team Ahuna, Team Alapa, Leinā'ala Ley, Elena Farden	BOT Mtg. Dec. 12, 2025	

VI. DI - AGENDA ITEMS FOR NEXT MEETING (3 MINUTES)

- a. **Next meeting Poalua 9/23/2025 at 10:00AM, Puku'i Conference Rm**
- b. **Workgroup #2—Draft and update**
- c. **Workgroup 1-10 updates, as needed**

VII. I - OTHER BUSINESS? (1 MINUTE)

VIII. ADJOURNMENT (CLOSE)

- a. Ad hoc Committee Chair Trustee Ahuna

MIMO AD HOC CMTE MINUTES

Location: Pukui Conference Room

Date: Kepakemapa 23, 2025 | Meeting #5

Time: 10:00 AM

AGENDA DETAILS

I. WELCOME, CALL TO ORDER (5 MINUTES)

- a. Ad hoc Committee Vice Chair Elena Farden
- b. *In attendance: Vice Chair Elena, Kale, Keith, Carla, Kū'ike, Bill, Sommer S, Anuhea D, Von*
 - i. *No quorum—no decisions made, updates + info only*

II. OBJECTIVES (5 MINUTES) – D = DECISION; I = INFO ONLY; DI = DISCUSSION

- a. Meeting #4 objectives:
 - i. 1) I – Next action steps for Workgroup #2, Stakeholder Engagement – Carla Hostetter, Bill Brennan
 - ii. 2) I – Workgroups #3 - #10 Updates
 - iii. 3) DI – Identify next agenda items

III. I – NEXT ACTION STEPS FOR WORKGROUP #2 – CARLA HOSTETTER, BILL BRENNAN (10MINUTES)

- a. Update, Questions, Next steps
- b. *Carla, Director of R + E:*
 - i. *Community input survey was launched by Bill and Comms team via OHA website, social media and email blast. The latter catching the most traction*
 - ii. *Target for responses: 300, currently at 175 responses received*
 - *Carla questioned if we should keep the link to the survey open should we meet our target for responses before the D/L of 10/15/25*
 - iii. *Survey questions included: 5 demographics, 1 OHA roles, 2 MiMO, Ea: to include, agriculture, food security, 'āina and culture*
 - iv. *Of the responses, there was a strong understanding that advocacy is OHA's strong suit. Other responses highlighted: Access to HomeOwnership program (AHO), economic stability and ea*

v. *Focus group development*

- *Training materials are being developed for different focus groups: communications, partner, education partners etc. And will be distributed respectively to the alaka'i of each focus group/ dept*
- *Approx. 8-10 or 12 people per focus group*

IV. I – WORKGROUP UPDATES (20 MINUTES)

Workgroup	Leads	Adj. Deadline	Status
Wk. Grp #1 SOAR Analysis	Elena Farden, Carla Hostetter, S&I	B/B Sept. 30, 2025	Summary Memo Completed 9/12/2025
Wk. Grp #2 Stakeholder Engagement	Carla Hostetter, Bill Brennan	B/B Nov. 15, 2025	Community Survey Launch Focus Group Development On time for d/l of 11/15
Wk.Grp #3 Review, Refine Metrics	Keith Gutierrez, Elena Farden, Team Ahuna	B / B Nov. 15, 2025	Keith provided update: <ul style="list-style-type: none"> - <u>Review and Refine Strategic Metrics Plan v1.docx</u> - Draft indicator report with S + I-- Will need support from Team Ahuna (AD, YM) and other Aides - Deliverable: develop metrics assessment memo On time for d/l 11/15/2025
Wk.Grp #4 ID Chgs. PESTEL analysis	Leinā'ala Lei, Elena Farden, Team Ahuna	B / B Oct. 15, 2025	<u>Draft template</u> under review. <ul style="list-style-type: none"> - Approx. 2/3 complete - Voting member Leina'ala inquiring if D/L

			be extended to Nov. 15, 2025. This will be added onto the agenda for 9/30 meeting at 10:00AM
Wk.Grp #5 Draft Recomm.	Team Ahuna; Team Alapa	B / B Dec. 5, 2025	Contingent on other wk grps
Wk. Grp #6 Facilitate Workshops	Elena Farden, S&I Directors	B / B Nov. 15, 2025	VC to start drafting a facilitation outline/ structure On time for d/l of 11/15
Wk. Grp #7 Finalize Revised Plan	Team Ahuna; Elena Farden	B / B Dec. 12, 2025	VC to start outline, Team Ahuna to support + tap in
Wk.Grp #8 Dashboard Alignment	Elena Farden; Kale Hannahs	B / B Dec. 19, 2025	Contingent on other wk grps
Wk. Grp #9 Comm Changes	Team Ahuna	B / B Dec. 30, 2025	Contingent on other wk grps
Wk. Grp #10 A.I. to BOT	Team Ahuna, Team Alapa, Leinā'ala Ley, Elena Farden	BOT Mtg. Dec. 12, 2025	Contingent on other wk grps

V. DI - AGENDA ITEMS FOR NEXT MEETING (3 MINUTES)

- a. **Next meeting: 10:00AM, P2-Tues 11/30/25. Location TBD, Team Ahuna will send invite once meeting room is confirmed**
- b. **Decision: Action to close wk grp #2 survey on 10/15 or remain open for responses post Oct. 15**
- c. **Decision: Work group #4 PESTEL analysis, request d/l extension from 10/15 --> 11/15**
- d. **Work group #2 - #10 updates**

VI. I - OTHER BUSINESS? (1 MINUTE)

VII. ADJOURNMENT (CLOSE)

- a. Ad hoc Committee Chair Trustee Ahuna

MIMO AD HOC CMTE **MINUTES**

Location: Pukui CR

Date: Nowemapa 18, 2025

Time: 10:00 AM – 11:00 AM

AGENDA DETAILS

I. WELCOME, CALL TO ORDER (2 MINUTES)

a. *Vice Chair Elena (virtual), Leina'ala, Kale Hannahs, Keith, Carla, Bill, Rayn, Interim COS Alena, Von M, Anu D*

II. OBJECTIVES (1 MINUTES) – D = DECISION; I = INFO ONLY; DI = DISCUSSION

a. Meeting #6 objectives:

- i. D – Action to extend deadlines for Workgroups
 - #2 Stakeholder Engagement (Carla, Bill)
 - #3 Refine Metrics (Elena, Keith)
 - #4 PESTEL Analysis (Elena, Leinā'ala)
 - #6 Facilitate Workshops (S&I Team)
- ii. 2) I – Workgroups #2 - #10 Updates

III. D – WORKGROUP ACTION ITEMS (10 MINUTES)

a. Deadline extension for Workgroups #2 - #4, #5

IV. I – WORKGROUP UPDATES (15 MINUTES)

Workgroup	Leads	Adj. Deadline	Status
Wk. Grp #1 SOAR Analysis	Elena Farden, Carla Hostetter, S&I	B/B Sept. 30, 2025	Summary Memo Completed 9/12/2025
Wk. Grp #2 Stakeholder Engagement	Carla Hostetter, Bill Brennan	B/B Nov. 15, 2025	No extension needed, report complete Community Survey Launch

			Focus Group Development
Wk.Grp #3 Review, Refine Metrics	Keith Gutierrez, Elena Farden, Team Ahuna	B / B Nov. 15, 2025 – standing meeting w/ S&I on Oct 22 (our paia standing mtg)	ON TRACK- meeting with S + I set for 12/5 to discuss metrics + indicators. Sync with R + E to refine/keep/adjust targets
Wk.Grp #4 ID Chgs. PESTEL analysis	Leinā‘ala Lei, Elena Farden, Team Ahuna	B / B Oct. 15, 2025	REQUEST EXTENSION.. Advocacy & S + I to sync their own PESTLE analysis, Lei to meet with Elena
Wk.Grp #5 Draft Recomm.	Team Ahuna; Team Alapa	B / B Dec. 5, 2025	ON TRACK Draft outline as of 10/14/25; Team Ahuna + Alapa to review
Wk. Grp #6 Facilitate Workshops	Elena Farden, S&I Directors	B / B Nov. 15, 2025	REQUEST EXTENSION Facilitation framework needs further disussion.
Wk. Grp #7 Finalize Revised Plan	Team Ahuna; Elena Farden	B / B Dec. 12, 2025	Not Started Elena to lead draft outline in prep for full revised plan. Contingent on wkgrp # 3-6
Wk.Grp #8 Dashboard Alignment	Elena Farden; Kale Hannahs	B / B Dec. 19, 2025	ON TRACK Add‘l discussion needed on data governance, data sovereignty relative to MiMO
Wk. Grp #9 Comm Changes	Team Ahuna	B / B Dec. 30, 2025	No updates
Wk. Grp #10 A.I. to BOT	Team Ahuna, Team Alapa, Leinā‘ala Ley, Elena Farden	BOT Mtg. Dec. 12, 2025	No updates

V. DI - AGENDA ITEMS FOR NEXT MEETING SCHEDULED FOR TUESDAY, NOV. 25TH (1 MINUTE)

VI. ADJOURNMENT

- a. Ad hoc Committee Chair Trustee Ahuna

MIMO AD HOC CMTE **MINUTES**

Location: Teams Meeting

Date: December 2, 2025

Time: 10:00 AM – 11:00 AM

AGENDA DETAILS

I. WELCOME, CALL TO ORDER (2 MINUTES)

a. Ad hoc Committee Chair Trustee Ahuna

i. *Attendance: Trustee Ahuna, Vice Chair Elena, Keith, Carla, Bill, Kuike, Anuhea D, Von*

II. OBJECTIVES (1 MINUTES) – D = DECISION; I = INFO ONLY; DI = DISCUSSION

a. Meeting #7 objectives:

i. I – Workgroup #2 Stakeholder Engagement Presentation & Cmte. feedback

ii. I – Workgroup #3 - #10 Updates

III. I – WORKGROUP #2 Stakeholder Engagement Presentation (10 mins)

a. Carla Hostetter, Bill Brennan

i. *Most participation through weblink*

ii. *84% Native Hawaiian community*

iii. *46% participations came from neighbisland*

iv. *30 diff states on the continent*

v. *11 focus groups*

vi. *Exceed target of 50 participants, 70 in total*

vii. *Top priorities housing affordable rent and economic stability*

IV. I – WORKGROUP UPDATES (15 MINUTES)

Workgroup	Leads	Adj. Deadline	Status
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Wk. Grp #1 SOAR Analysis	Elena Farden, Carla Hostetter, S&I	B/B Sept. 30, 2025	Summary Memo Completed 9/12/2025
Wk. Grp #2 Stakeholder Engagement	Carla Hostetter, Bill Brennan	B/B Nov. 15, 2025	Completed 11/15/2025 Memo Report
Wk.Grp #3 Review, Refine Metrics	Keith Gutierrez, Elena Farden, Team Ahuna	B / B Dec. 5, 2025 –	ON TRACK <ul style="list-style-type: none"> - Meeting with S + I on 12/3 to review the plan - Prepared materials outlining indicators and targets; R + E are finalizing feedback. Meeting today to confirm current indicators. - S + I meeting tomorrow to refine targets and address inconsistencies. - Draft memo prepared for committee. - MIMO metrics assessment memo completed and ready for submission by the deadline.
Wk.Grp #4 ID Chgs. PESTEL analysis	Leinā'ala Lei, Elena Farden, Team Ahuna	B / B Dec. 5, 205	DELAYED Draft template from S&I shared with Advocacy. Need to calibrate S&I version with Advocacy PESTEL version. UPDATES: <ul style="list-style-type: none"> - Drafted template - Reconcile with advocacy and pass off to advocacy - Lei: has a draft and can share with Elena's team. Narrative report style and elena's table as 2

			<p><i>different lenses</i></p> <ul style="list-style-type: none"> - <i>Grey area, not black and white issues. Diff ways to frame or prioritize the key changes</i> - <i>Change in political context, gaps, stops and government shutdowns etc.</i> - <i>Federal advocacy, on certain issues our avenues are closing but state and county more significant</i> - <i>Shifts that happened post covid economic conditions, dramatic increase</i> - <i>Rent bill in package risen 40% since 2020</i> <ul style="list-style-type: none"> o <i>Increased salience of housing, basic needs</i> - <i>Agin of population, overlaps with kupuna care</i> - <i>Tech AI, data sovereignty</i> <p><i>Deadline: 12/5 follow up later today between Lei and Elena</i></p>
<p>Wk.Grp #5 Draft Recomm.</p>	<p>Team Ahuna; Team Alapa</p>	<p>B / B Dec. 5, 2025</p>	<p>ON TRACK Draft outline as of 10/14/25. Feedback from Teams Ahuna, Alapa? <i>Elena shared outline with team, major components in draft recommendation memo. Team Ahuna to review, will share with Team Alapa</i></p>

Wk. Grp #6 Facilitate Workshops	Elena Farden, S&I Directors	B / B Dec. 5, 2025	ON TRACK Coord. With Revise Metrics S&I mtg? <i>Deliverable facilitate 1 session with summary</i> - <i>Combine with workgroup #3</i> - <i>S+i facilitating same</i> - <i>Part of deliverable matches up with work group #3</i> - <i>Implement oversee and help support the committee</i>
Wk. Grp #7 Finalize Revised Plan	Team Ahuna; Elena Farden	B / B Dec. 12, 2025	Not Started Elena to lead draft outline in prep for full revised plan
Wk.Grp #8 Dashboard Alignment	Elena Farden; Kale Hannahs	B / B Dec. 19, 2025	ON TRACK Add'l discussion needed on data governance, data sovereignty relative to MiMO
Wk. Grp #9 Comm Changes	Team Ahuna	B / B Dec. 30, 2025	No updates
Wk. Grp #10 A.I. to BOT	Team Ahuna, Team Alapa, Leinā'ala Ley, Elena Farden	BOT Mtg. Dec. 12, 2025	No updates

V. DI - AGENDA ITEMS FOR NEXT MEETING SCHEDULED FOR TUESDAY, DEC. 9 (2 MINS)

- a. Review & Approve A.I. for BOT Meeting

VI. ADJOURNMENT

- a. Ad hoc Committee Chair Trustee Ahuna

MIMO AD HOC CMTE

MINUTES

Location: Teams Meeting

Date: December 9, 2025

Time: 10:00 AM – 11:00 AM

AGENDA DETAILS

I. WELCOME, CALL TO ORDER (2 MINUTES)

- a. Ad hoc Committee Chair Trustee Ahuna

II. OBJECTIVES (2 MINUTES) – D = DECISION; I = INFO ONLY; DI = DISCUSSION

- a. Meeting #8 objectives:

- i. D – Action Item to the BOT for its Dec. 18, 2025 meeting
 - Option A - Current deadline, 12/31/25: A.I. and Final Report; or
 - Option B - Request deadline extension for Ad Hoc Cmte, Feb. 27, 2026: A.I.
- ii. I – Workgroup #4 PESTLE analysis, findings – Leinā‘ala Ley, Elena Farden
- iii. I – Workgroup #5 - #10 Updates - All

III. D – Action Item to BOT (25 mins)

- a. **Goal:** To assess whether the remaining work can be completed with integrity or if an extension is warranted
- b. **Review:** To establish a shared, factual baseline for decision-making (summary of what has been completed and what is still outstanding)
- c. **Determining Criteria:** To establish shared decision criteria so the choice is principled, not reactive.

Quality of Deliverables	Can the Ad Hoc Cmte ensure deliverables meet the standard expected by BOT and are implementation-ready?
Feasibility of Internal Timelines	Are staff, SMEs, and workgroups equipped to finalize the outstanding deliverables by Dec. 31, 2025?
Alignment with BOT	Will BOT prefer timely deliverables or more thorough,

expectations	durable recommendations?
Cross-Paia Realities	Holidays, workloads, and program/project cycles may constrain completion.
Impact to MiMO strategic alignment work	Will rushed deliverables undermine future implementation?

IV. I – PESTLE ANALYSIS PRESENTATION – Leinā‘ala Ley, Elena Farden (10 mins)

- *More time needed so requesting an extension to give S + I and Advocacy paia to sync their PESTLE analysis is appreciated*
- *There was mention of the 2 weeks of paid holiday leave being implemented after the MiMO adhoc committee was formed, so we're losing over a week of working days for the projected 12/31/25 deadline*
- *Leina'ala; prefers to circulate Advocacy's written analysis prior to our meeting where she will then present on their findings. Would like to sync with S + I's PESTLE analysis*

V. I – WORKGROUP UPDATES (7-10 mins)

- *All working groups agreed to request a deadline extension for 2/27/25. VC Elena to write up the AI language for BOT meeting on 12/18, turning in agenda language by 12/10/25*
- *Kale appreciated a deadline so we can discuss more about data sovereignty*
- *Leina'ala mentioned wanting more time for PESTLE analysis*
- *Keith mentioned more time to decipher indicators and make recommendations more pa'a and intentional*

Workgroup	Leads	Adj. Deadline	Status
Wk. Grp #1 SOAR Analysis	Elena Farden, Carla Hostetter, S&I	B/B Sept. 30, 2025	COMPLETED - Summary Memo submitted 9/12/2025
Wk. Grp #2 Stakeholder Engagement	Carla Hostetter, Bill Brennan	B/B Nov. 15, 2025	COMPLETED Community Survey Launch Focus Group Development
Wk.Grp #3 Review, Refine Metrics	Keith Gutierrez, Elena Farden, Team Ahuna	B / B Dec. 5, 2025 –	ON TRACK – Draft Memo on Metrics Assessment in progress
Wk.Grp #4 ID Chgs. PESTLE analysis	Leinā‘ala Lei, Elena Farden, Team Ahuna	B / B Dec. 5, 205	DELAYED Draft template from S&I shared with Advocacy. Need to calibrate S&I version with Advocacy PESTEL version.

Wk.Grp #5 Draft Recomm.	Team Ahuna; Team Alapa	B / B Dec. 5, 2025	DELAYED Draft outline as of 10/14/25. Feedback from Teams Ahuna, Alapa?
Wk. Grp #6 Facilitate Workshops	Elena Farden, S&I Directors	B / B Dec. 5, 2025	DELAYED Completed workshop 12/3/25 - co-facilitated internal workshop with S&I via Workgroup #3, Review and Refine Metrics; Need to draft summary and edits log
Wk. Grp #7 Finalize Revised Plan	Team Ahuna; Elena Farden	B / B Dec. 12, 2025	Not Started Elena to lead draft outline in prep for full revised plan
Wk.Grp #8 Dashboard Alignment	Elena Farden; Kale Hannahs	B / B Dec. 19, 2025	ON TRACK 12/4- Workgroup met to discuss data governance/sovereignty focus for memo; Draft forthcoming
Wk. Grp #9 Comm Changes	Team Ahuna	B / B Dec. 30, 2025	Not Started
Wk. Grp #10 A.I. to BOT	Team Ahuna, Team Alapa, Leinā'ala Ley, Elena Farden	BOT Mtg. Dec. 12, 2025	DELAYED: members agreed on AI to request extension for 2/27 at 12/18 BOT meeting. VC Elena to draft language 12/10

VI. DI - AGENDA ITEMS FOR NEXT MEETING SCHEDULED FOR TUESDAY, DEC. 16 (2 MINS)

VII. ADJOURNMENT

- a. Ad hoc Committee Chair Trustee Ahuna



IV. New Business

D. Board of Trustees

5. Presentation of the 2026 Schedule for the OHA Board of Trustees and Standing Committee Meetings (Chair Kahele)



**OFFICE OF HAWAIIAN AFFAIRS
BOARD OF TRUSTEES**

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

MEMORANDUM

December 18, 2025

To: All OHA Staff

From: Kaiali'i Kahele, Chairperson, Board of Trustees 
Brickwood M. Galuteria, Chairperson, Committee on Beneficiary Advocacy and Empowerment 
John D. Waihe'e IV, Chairperson, Committee on Budget and Finance 
Keoni Souza, Chairperson, Committee on Investment and Land Management 

Subject: 2026 Schedule for Board of Trustees and Standing Committee Meetings

The following is the schedule for the Standing Committee meetings:

09:00 AM – 10:00 AM Committee on Beneficiary Advocacy and Empowerment (BAE)
10:00 AM – 11:00 AM Committee on Budget and Finance (B&F)
11:00 AM – 12:00 AM Committee on Investment and Land Management (ILM)

All Board of Trustees meetings will be held at 9:00 AM, unless otherwise notified.

December 3, 2026 – Election of the Chairperson and Vice Chairperson of the Board of Trustees, and the nomination and ratification of the Standing Committee Chairs

December 10, 2026 – Investiture of the Office of Hawaiian Affairs Board of Trustees at 'Iolani Palace

2026 Standing Committee Meeting Dates:

January 14, 28
February 4, 11*, 18, 25*
March 4, 18
April 1, 15, 29
May 13, 27
June 24
July 1, 15, 29
August 12, 26
September 9, 23
October 7, 21
December 9, 16

2026 Board of Trustees Meeting Dates:

January 16, 29
February 5, 19
March 5, 19
April 2, 16, 30
May 14, 28
June 25
July 2, 16, 30
August 13, 27
September 10, 24
October 8, 22
December 3, 10, 17

*BAE Committee Only, 09:00 AM – 10:00 AM

This schedule does not include the annual meeting of the Board of Trustees on the islands of Hawai'i, Maui, Moloka'i, Lana'i, Kaua'i, and O'ahu.



IV. New Business

D. Board of Trustees

6. Update on OHA's Public Land Trust Working Group (Chair Emerita Lindsey)

- There is no handout for this agenda item.



IV. New Business

D. Board of Trustees

7. For Action and Decision Making: Consideration of the OHA Administrator Stacy Ferreira's paid leave status and related staffing matters involving Interim OHA Administrator Summer Sylva.

- There is no handout for this agenda item.



V. Executive Session§

- A. Legal Matters. The Board anticipates convening in an executive meeting pursuant to HRS § 92-5(a)(4) to receive updated information, consult with its legal counsel, and take any necessary action regarding the Board's powers, duties, privileges, immunities, and liabilities with respect to matters relating to Stacy Kealohalani Ferreira v. OHA, Civil No. 1CCV-25-0001822

- There are no handouts for this agenda item.