



**STATE OF HAWAII  
OFFICE OF HAWAIIAN AFFAIRS**

Trustee Leina'ala Ahu Isa, *At-Large*  
Trustee Dan Ahuna, *Kaua'i / Ni'ihau*  
Trustee Kaleihikina Akaka, *O'ahu*  
Trustee Keli'i Akina, *At-Large*  
Trustee Brendon Kalei'aina Lee, *At-Large*  
Trustee Carmen Hulu Lindsey, *Maui*  
Trustee Keola Lindsey, *Hawai'i Island*

**MEETING OF THE  
COMMITTEE ON RESOURCE MANAGEMENT (RM)**

**DATE:** Tuesday, April 27, 2021

**TIME:** 1:00 p.m.

**PLACE:** Virtual Meeting

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

Listen by phone: (213) 338-8477,

Webinar ID: 958 4206 2588

**Due to the threat of COVID-19, Governor Ige issued the most recent Emergency Nineteenth Supplementary Proclamation dated April 9, 2021 that suspends parts of Hawai'i Revised Statutes Chapter 92, Public Agency Meetings and Records to, among other things, enable boards to conduct business without any board members or members of the public physically present at the same location.**

**The OHA Board of Trustees and its Standing Committees will hold virtual meetings until further notice. The virtual meetings can be viewed and observed via livestream on OHA's website at [www.oha.org/livestream](http://www.oha.org/livestream) or listen by phone: (213) 338-8477, Webinar ID: 958 4206 2588**

**AGENDA**

- I. Call to Order
- II. Public Testimony on Items Listed on the Agenda\*  
(Please see page 2 on how to submit written testimony or provide oral testimony online.  
Oral testimony by telephone / landline **will not** be accepted)
- III. Approval of Minutes  
None
- IV. Unfinished Business  
A. *Workshop: Reorganization Purposes, Design, Application and Projected Outcomes*
- V. New Business  
None
- VI. Executive Session‡  
A. *Workshop: Reorganization Purposes, Design, Application and Projected Outcomes  
Consultation with Board Counsel Robert G. Klein, Esq., Corporate Counsel Raina P.B. Gushiken, Esq. and OHA Attorney Anna Elento-Sneed, Esq. regarding questions and issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities related to reorganization purposes, design, application and projected outcomes, pursuant to HRS § 92-5(a)(4).*
- VII. Announcements
- VIII. Adjournment



**STATE OF HAWAII  
OFFICE OF HAWAIIAN AFFAIRS**

If you require an auxiliary aid or accommodation due to a disability, please contact Raina Gushiken at telephone number 594-1772 or by email at: [rainag@oha.org](mailto:rainag@oha.org) no later than three (3) business days prior to the date of the meeting. Meeting materials will be available to the public 72-hours prior to the meeting and posted to OHA's website at: [www.oha.org/rm](http://www.oha.org/rm).

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

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

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

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

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

Persons wishing to provide *written testimony* on items listed on the agenda should submit testimony via *email* to [BOTmeetings@oha.org](mailto:BOTmeetings@oha.org) at least **24 hours prior** to the scheduled meeting. Any testimony received after this deadline will be considered 'late' testimony and distributed to the Board members after the scheduled meeting.

**Due to COVID- 19, please do not fax, mail, or hand-deliver written testimony.**

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

[https://zoom.us/webinar/register/WN\\_zDfVePeTQ8CiNo9cduSALw](https://zoom.us/webinar/register/WN_zDfVePeTQ8CiNo9cduSALw)

The registration to provide oral testimony online will remain open until the Public Testimony section on the agenda has concluded. You will need to register prior to this time if you would like to orally testify. Once you have completed your registration, a confirmation email will be sent to you with a link to join the virtual meeting and further instructions on how to provide oral testimony during the virtual meeting.

To provide oral testimony online, you will need:

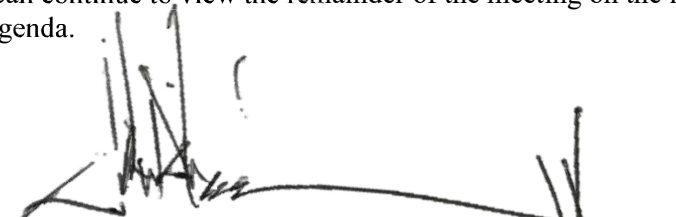
- (1) a computer or mobile device to connect to the virtual meeting;
- (2) internet access; and
- (3) a microphone to provide oral testimony.

Oral testimony online will be limited to five (5) minutes.

Oral testimony by telephone / landline **will not** be accepted at this time.

Once your oral testimony is completed, please disconnect from the meeting. If you do not log-off on your own, support staff will remove you from the Zoom meeting.

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

  
\_\_\_\_\_  
Trustee John Waihe'e, IV, Chair  
Committee on Resource Management

04/21/2021

\_\_\_\_\_  
Date

April 27, 2021 - Continued



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# The Office of Hawaiian Affairs

TUESDAY, APRIL 20, 2021

COMMITTEE ON RESOURCE MANAGEMENT

WORKSHOP: REORGANIZATION PURPOSES, DESIGN, APPLICATION AND  
PROJECTED OUTCOMES

The background is a dark blue gradient with several bright, glowing cyan horizontal lines. A central yellow-green rectangular box contains the text. The overall aesthetic is modern and digital.

# **Strategic Alignment**

**[§10-3] Hawai‘i Revised Statutes (HRS) Chapter 10 provides that OHA is meant to address the needs of the Native Hawaiian people, including:**

- (1) The betterment of conditions of native Hawaiians;**
- (2) The betterment of conditions of Hawaiians;**
- (3) Serving as the principal public agency responsible for the performance, development, and coordination of programs and activities relating to native Hawaiians and Hawaiians; except that the Hawaiian Homes Commission Act, 1920, as amended, shall be administered by the Hawaiian homes commission;**
- (4) Assessing the policies and practices of other agencies impacting on native Hawaiians and Hawaiians, and conducting advocacy efforts for native Hawaiians and Hawaiians;**
- (5) Applying for, receiving, and disbursing, grants and donations from all sources for native Hawaiian and Hawaiian programs and services; and**
- (6) Serving as a receptacle for reparations.**

**[HRS §10-3](#); see also [HRS §10-1](#)**

OHA needs an organizational structure that enables the implementation of strategies to achieve outcomes outlined in Strategic Plan 2020-2035.

Why?

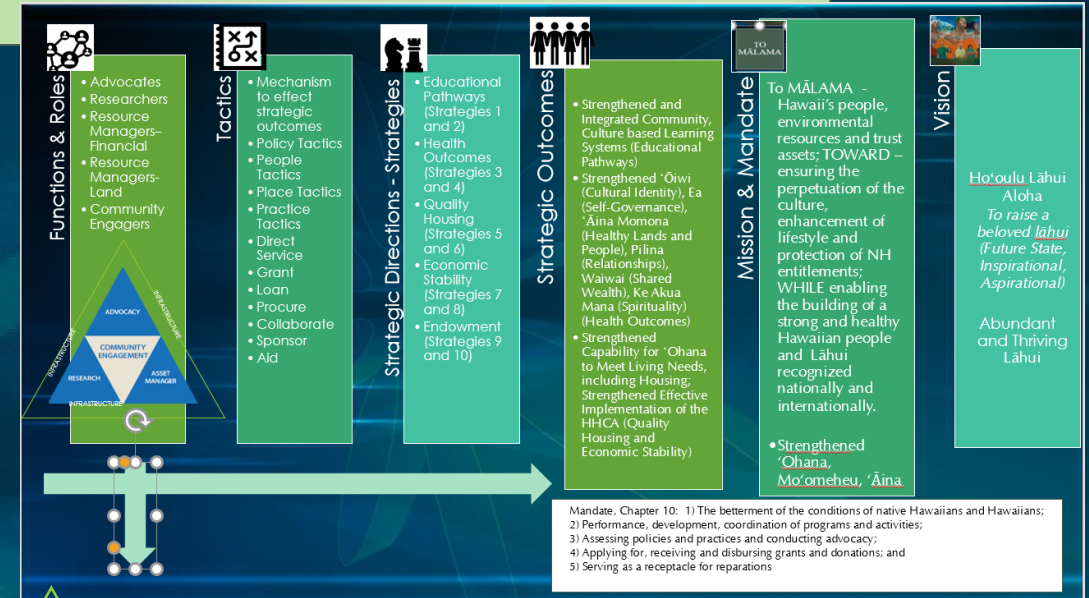
Defined Business Model

How?



What?

Backwards map from Vision to Mission-Mandate to Strategies to Tactics to Functions & Roles to KASABs to Positions to Organization Charts



Functions, Roles, KASABs, Organization Structure, Organization, Positions, Policies, Processes, Procedures, Practices

K = Knowledge; A = Aspirations; S=Skills; A=Attitudes; B = Behaviors

# Business Model

A business model is a high-level plan for profitably operating a business in a specific marketplace. A primary component of the business model is the value proposition. This is a description of the goods or services that a company offers and why they are desirable to customers or clients, ideally stated in a way that differentiates the product or service from its competitors.---

<https://www.investopedia.com/terms/b/businessmodel.asp>, retrieved 2/21/2021

## The business model alignments:

- \* Profitability > Perpetuity
- \* Value Proposition > Mission Alignment, Fiduciary Responsibility
- \* Customers or Clients > Beneficiaries and Communities
- \* Goods or Services > Roles and Functions

**Business Model** →

↓





## Functions & Roles

- Advocates
- Researchers
- Resource Managers–Financial
- Resource Managers–Land
- Community Engagers



## Tactics

- Mechanism to effect strategic outcomes
- Policy Tactics
- People Tactics
- Place Tactics
- Practice Tactics
- Direct Service
- Grant
- Loan
- Procure
- Collaborate
- Sponsor
- Aid



## Strategic Directions - Strategies

- Educational Pathways (Strategies 1 and 2)
- Health Outcomes (Strategies 3 and 4)
- Quality Housing (Strategies 5 and 6)
- Economic Stability (Strategies 7 and 8)
- Endowment (Strategies 9 and 10)



## Strategic Outcomes

- Strengthened and Integrated Community, Culture based Learning Systems (Educational Pathways)
- Strengthened 'Ōiwi (Cultural Identity), Ea (Self-Governance), 'Āina Momona (Healthy Lands and People), Pilina (Relationships), Waiwai (Shared Wealth), Ke Akua Mana (Spirituality) (Health Outcomes)
- Strengthened Capability for 'Ohana to Meet Living Needs, including Housing; Strengthened Effective Implementation of the HHCA (Quality Housing and Economic Stability)



## Mission & Mandate

- To MĀLAMA - Hawaii's people, environmental resources and trust assets; TOWARD – ensuring the perpetuation of the culture, enhancement of lifestyle and protection of NH entitlements; WHILE enabling the building of a strong and healthy Hawaiian people and Lāhui recognized nationally and internationally.
- Strengthened 'Ohana, Mo'omeheu, 'Āina



## Vision

- Ho'oulu Lāhui Aloha
  - *To raise a beloved lāhui (Future State, Inspirational, Aspirational)*
- Abundant and Thriving Lāhui

# Business Model

Mandate, Chapter 10: 1) The betterment of the conditions of native Hawaiians and Hawaiians; 2) Performance, development, coordination of programs and activities; 3) Assessing policies and practices and conducting advocacy; 4) Applying for, receiving and disbursing grants and donations; and 5) Serving as a receptacle for reparations

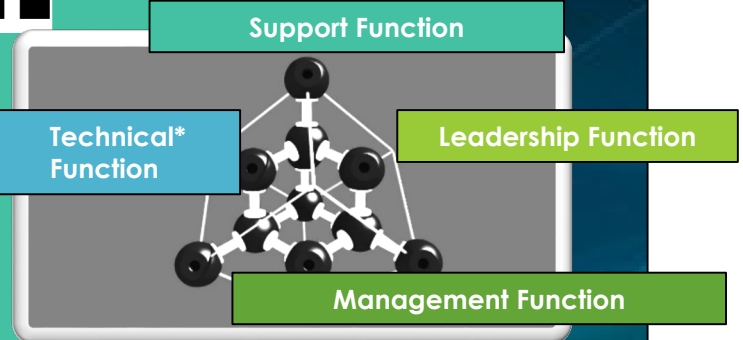
Functions & Roles

- Advocates
- Researchers
- Resource Managers–Financial
- Resource Managers–Land
- Community Engagers

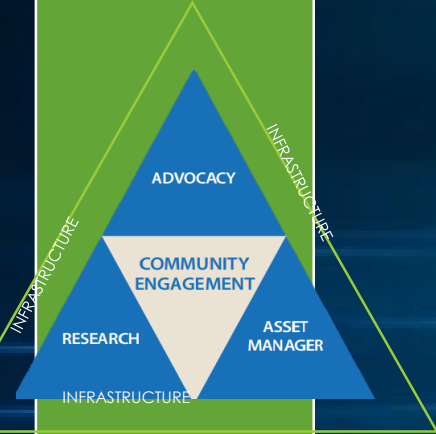
KASABS

- Blooms Taxonomy
- Knowledge
- Understand
- Apply
- Analyze
- Evaluate
- Create
- Policy Development
- Policy Implementation
- Policy Compliance & Monitoring
- Policy Evaluation

Organizational Structure



\* having special and usually practical knowledge especially of a mechanical or scientific subject



K = Knowledge; A = Aspirations; S=Skills; A=Attitudes; B = Behaviors

| Action Words for Bloom's Taxonomy |               |             |               |              |             |
|-----------------------------------|---------------|-------------|---------------|--------------|-------------|
| Knowledge                         | Understand    | Apply       | Analyze       | Evaluate     | Create      |
| define                            | explain       | solve       | analyze       | reframe      | design      |
| identify                          | describe      | apply       | compare       | criticize    | compose     |
| describe                          | interpret     | illustrate  | classify      | evaluate     | create      |
| label                             | paraphrase    | modify      | contrast      | order        | plan        |
| list                              | summarize     | use         | distinguish   | appraise     | combine     |
| name                              | classify      | calculate   | infer         | judge        | formulate   |
| state                             | compare       | change      | separate      | support      | invent      |
| match                             | differentiate | choose      | explain       | compare      | hypothesize |
| recognize                         | discuss       | demonstrate | select        | decide       | substitute  |
| select                            | distinguish   | discover    | categorize    | discriminate | write       |
| examine                           | extend        | experiment  | connect       | recommend    | compile     |
| locate                            | predict       | relate      | differentiate | summarize    | construct   |
| memorize                          | associate     | show        | discriminate  | assess       | develop     |
| quote                             | contrast      | sketch      | divide        | choose       | generalize  |
| recall                            | convert       | complete    | order         | convince     | integrate   |
| reproduce                         | demonstrate   | construct   | point out     | defend       | modify      |
| tabulate                          | estimate      | dramatize   | prioritize    | estimate     | organize    |
| tell                              | express       | interpret   | subdivide     | find errors  | prepare     |
| copy                              | identify      | manipulate  | survey        | grade        | produce     |
| discover                          | indicate      | paint       | advortise     | measure      | rearrange   |
| duplicate                         | infer         | prepare     | appraise      | predict      | rewrite     |
| enumerate                         | relate        | produce     | break down    | rank         | role-play   |
| listen                            | restate       | report      | calculate     | score        | adapt       |
| observe                           | select        | teach       | conclude      | select       | anticipate  |
| omit                              | translate     | act         | correlate     | test         | arrange     |
| read                              | task          | administer  | criticize     | argue        | assemble    |
| recite                            | cite          | articulate  | deduce        | conclude     | choose      |
| record                            | discover      | chart       | devise        | consider     | collaborate |
| repeat                            | generalize    | collect     | diagram       | critique     | collect     |
| retell                            | give examples | compute     | dissect       | debate       | devise      |
| visualize                         | group         | determine   | estimate      | distinguish  | express     |
|                                   | illustrate    | develop     | evaluate      | editorialize | facilitate  |
|                                   | judge         | employ      | experiment    | justify      | imagine     |
|                                   | observe       | establish   | focus         | persuade     | infer       |
|                                   | order         | examine     | illustrate    | rate         | intervene   |
|                                   | report        | explain     | organize      | weigh        | justify     |
|                                   | represent     | interview   | outline       |              | make        |
|                                   | research      | judge       | plan          |              | manage      |
|                                   | review        | list        | question      |              | negotiate   |
|                                   | rewrite       | operate     | test          |              | originate   |
|                                   | show          | practice    |               |              | propose     |
|                                   | trace         | predict     |               |              | reorganize  |
|                                   | transform     | record      |               |              | report      |
|                                   |               | schedule    |               |              | revise      |
|                                   |               | simulate    |               |              | schematize  |
|                                   |               | transfer    |               |              | simulate    |
|                                   |               | write       |               |              | speculate   |
|                                   |               |             |               |              | structure   |
|                                   |               |             |               |              | support     |
|                                   |               |             |               |              | test        |
|                                   |               |             |               |              | validate    |

Bloom's taxonomy is a classification system used to define and distinguish different levels of human cognition—i.e., thinking, learning, and understanding. Educators have typically used Bloom's taxonomy to inform or guide the development of **assessments** (tests and other evaluations of student learning), **curriculum** (units, lessons, projects, and other learning activities), and instructional methods such as questioning strategies.---

<https://www.edglossary.org/blooms-taxonomy/>, retrieved 2/21/2021

# Tactical Outcomes (Infrastructure)

**Human capital apply mission aligned knowledge, attitudes, skills, aspirations and behaviors; Integrated internal systems that strengthen organizational capacity.**

### **Strategy 11. Strengthen human capital capacity to enable strategic outcomes**

11.1. Human capital with mission aligned knowledge, attitudes, skills, aspirations and behaviors

11.2. Effective recruit, retain and reward human capital strategies

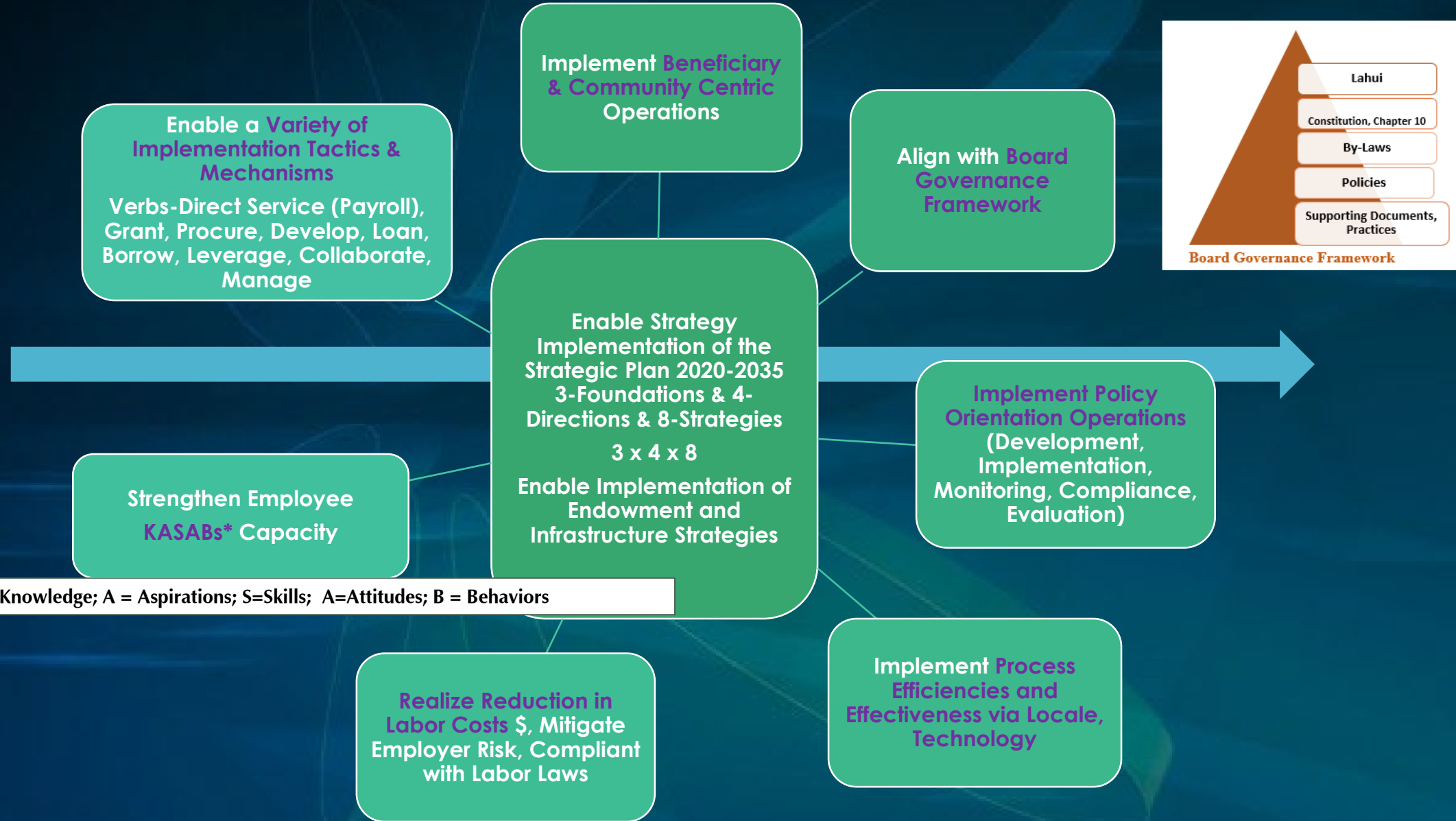
### **Strategy 12. Strengthen organizational capacity to enable strategic outcomes**

12.1. Enabled technologies

12.2. Aligned internal policy, procedure and practice

12.3. Operating efficiencies

# The What? - Reorganization Purposes, Design Principles, Elements and Considerations





# **Roles-Functions**

# Our Roles



## ADVOCATE

As an advocate, OHA speaks, writes and acts in favor of changing laws, policies and practices that impact foundations and directions outlined in the organization's strategic plan. This includes garnering public support for causes through community outreach efforts, monitoring and identifying potentially harmful policies and laws, and supporting initiatives that improve the conditions for Native Hawaiians.



## ASSET MANAGER

As an asset manager, OHA makes important investment decisions that help maximize the value of the organization's portfolio. These duties include managing commercial properties profitably and preserving legacy land holdings.



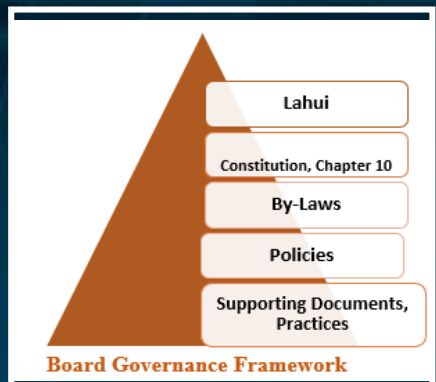
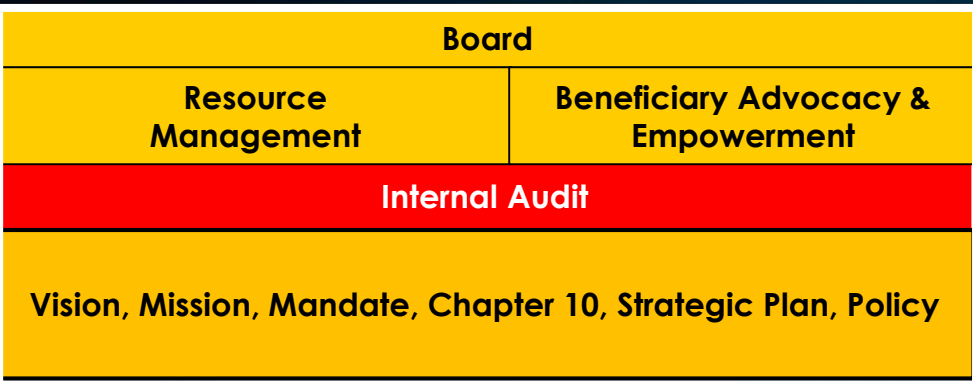
## RESEARCHER

As a researcher, OHA serves by gathering and compiling data that identifies issues important to the Native Hawaiian community, informs the organization's advocacy efforts and ensures that the actions and initiatives undertaken by the agency are based on the best information possible.

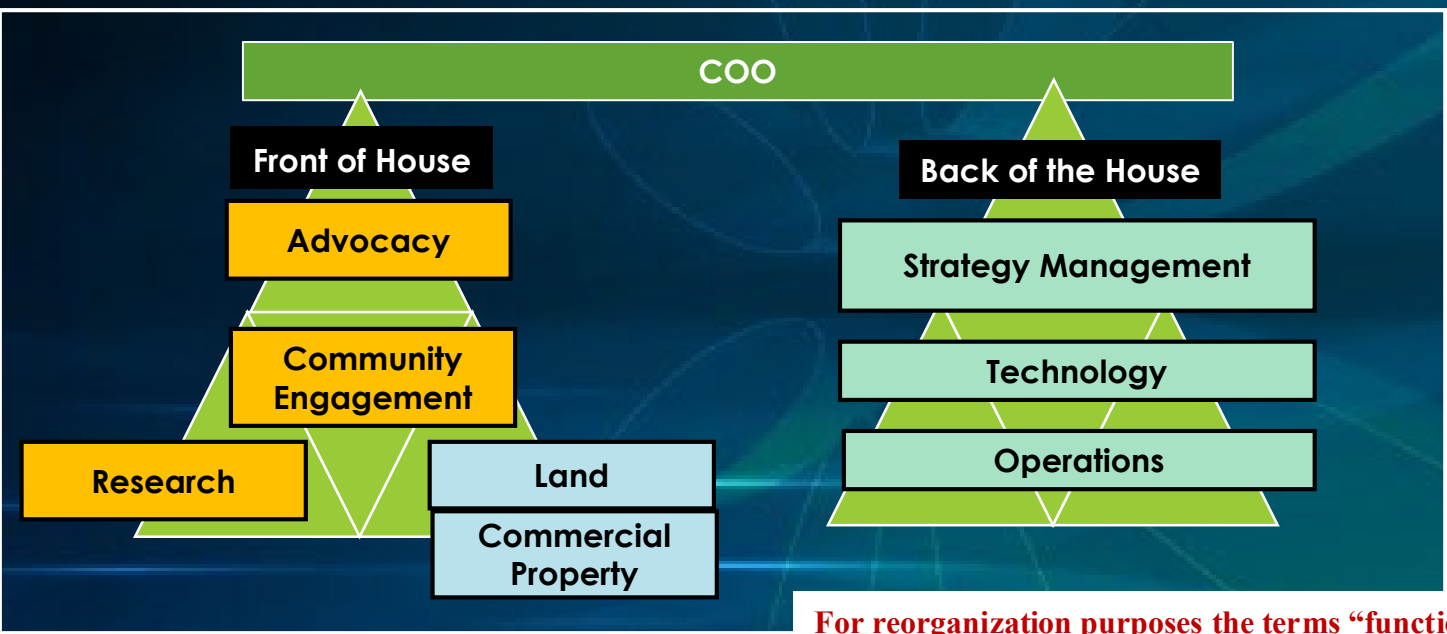
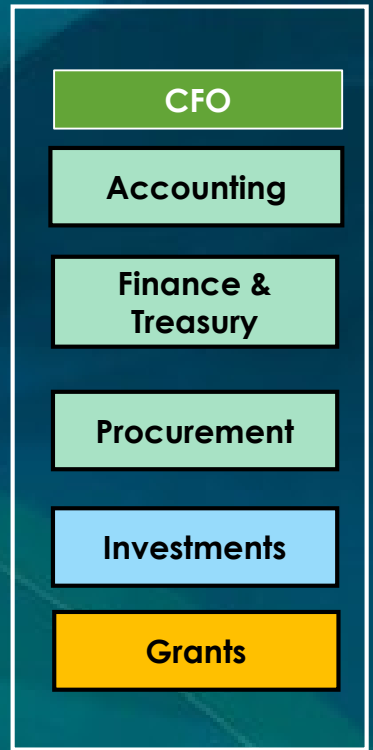


## COMMUNITY ENGAGER

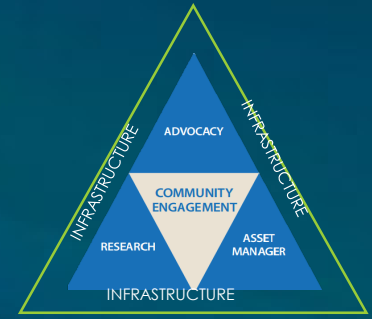
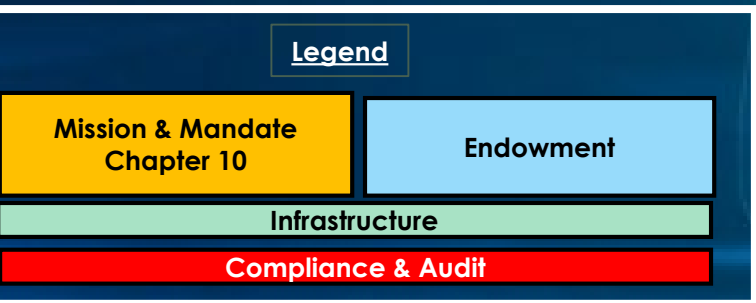
As a community engager, OHA works collaboratively with the Native Hawaiian community and general public by sharing information through two-way communication channels that connect the organization with those audiences and support the betterment of our lāhui.



# Functional Org Chart



For reorganization purposes the terms “function” and “functional” are used both in its noun and verb definitions to describe purposes, operations, parts that contribute to the whole; <https://www.merriam-webster.com/dictionary/function?src=search-dict-box>, retrieved 3/4/2021.





Reorganization  
Implementation - Policy  
Related Activities



# REORGANIZATION IMPLEMENTATION PROCESS AND TIMELINE – POLICY RELATED - PROCESS

Communications

Communications

1

## Administration

- Design Reorganization
- Apply to Existing Organization
- Project Change Impacts
- Plan Implementation
- Prepare Budget Management Policies
- Seek Approval

Dec 2020-Apr 2021

3

## Administration

- Present Action Item for Budget Management Policies
- Prepare and Present Action Item – FY21 Budget Realignment #3 for Reorganization

April 2021

4

## Administration

- Implement Reorganization

April-Sept 2021

5

## Administration

- Incorporate Reorganized Organization in FB22-23 Budget Construction

April 2021

2

## Trustees

- Review Reorganization Binder
- Engage with Administration
- Participate in Workshop(s) to Review
- Review Budget Management Policies
- Prepare for Action Item – FY21 Realignment #3

Apr 2021

6

## Trustees

- Participate in Workshop to Review FB22-23 Budget

May 2021

7

## Administration

- 10-14.5 – Beneficiaries

8

## Trustees

- Participate in Workshop to Review FB22-23 Budget

June 2021

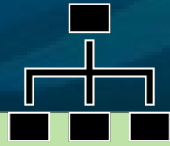
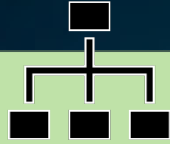
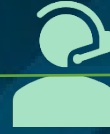
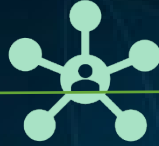
## #familyfirst

- Individual
- Unit
- Organization
- External

Fiscal Biennium 22-23  
7/1/2021 to 6/30/23

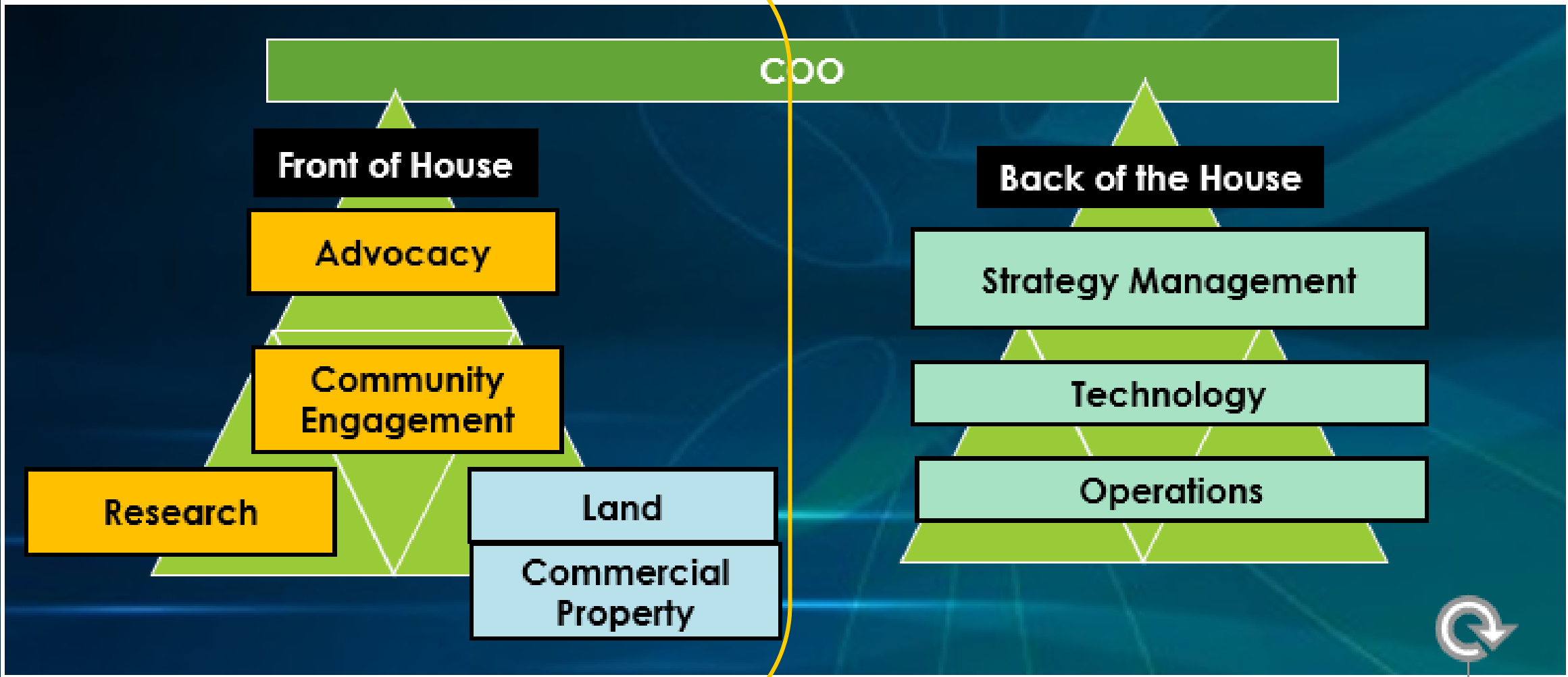
FB22-23  
Budget

Reorganization  
Approval or  
More Work



# Functional Organization Chart w Positions

## FRONT OF THE HOUSE - COO



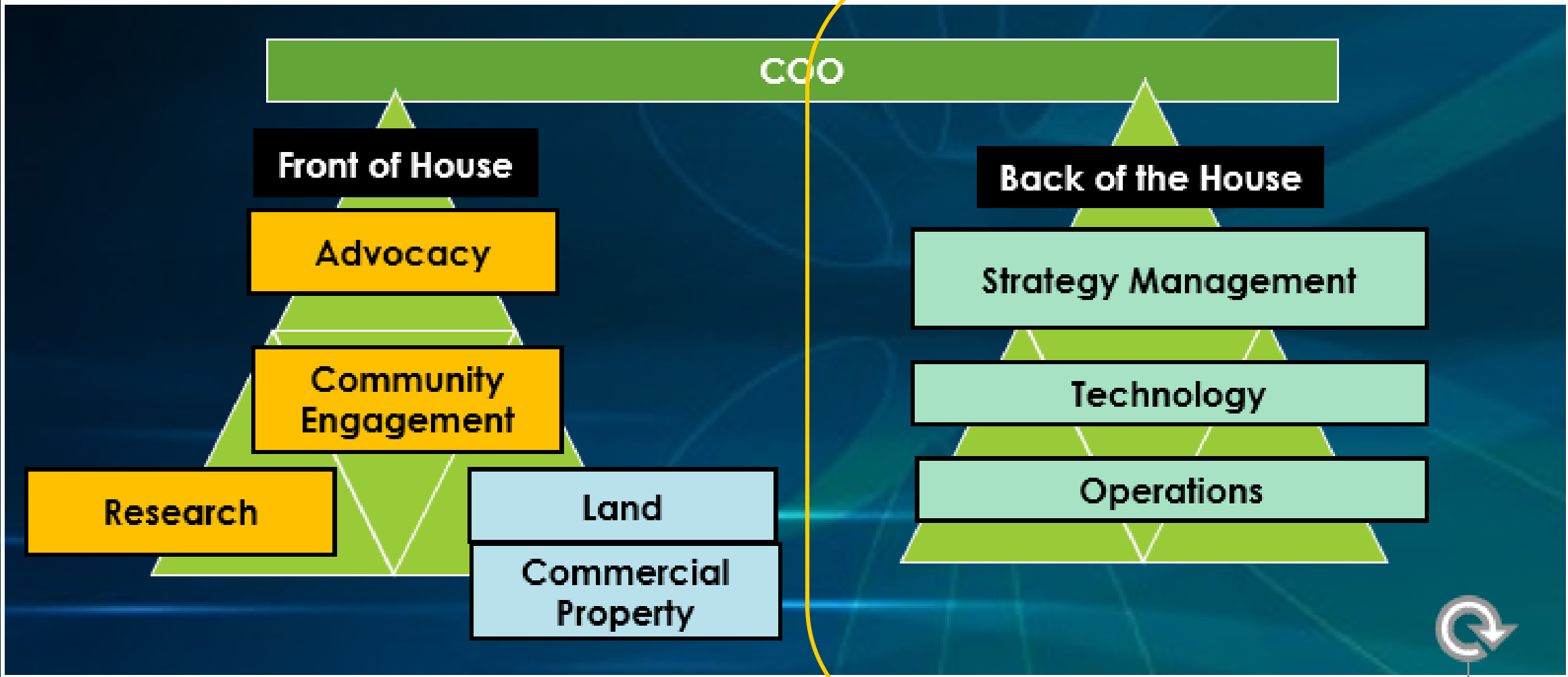
# Function Organization Chart

## Front of the House - Focus



# Functional Organization Chart w Positions

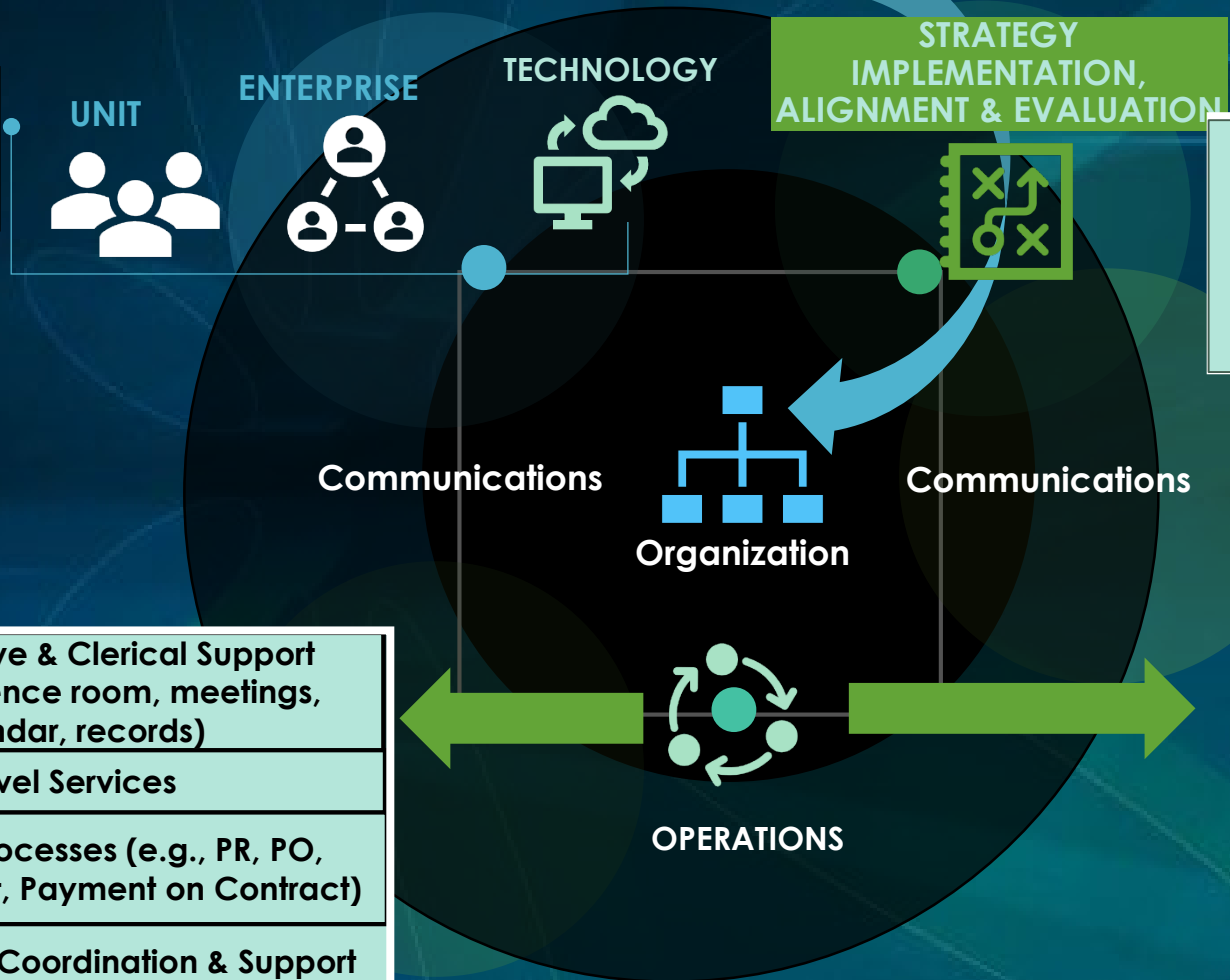
## BACK OF THE HOUSE - COO



# Function Organization Chart

## Back of the House - Focus

|   |
|---|
| <b>Application Management (31)</b><br>Oracle Fusion, MS-Excel, Word, PPT, Teams, Leg Tracker, HRP, Sharepoint |
| <b>Function Management (13)</b><br>(E-mail & Distribution Lists, Security, Meetings, Active Directory)        |
| <b>Hardware Management (24)</b><br>(Laptops, Peripherals, Audio Visual)                                       |



|   |
|---|
| Strategy Implementation, Tactical and Operational Planning Alignment, Strategic Plan and Implementation Tracking & Reporting; Inter-Agency, Community Collaboration; Systems Evaluation; Portfolio Management; Waihona Management |
|---|

|   |
|---|
| Administrative & Clerical Support (e.g. conference room, meetings, calendar, records) |
| Travel Services   |
| Unit Fiscal Processes (e.g., PR, PO, Check Request, Payment on Contract)              |
| Project, Event Coordination & Support   |

|  |
|--|
| Risk & Safety Management (e.g., Health and Safety Plan, Security, Training, Emergency)                     |
| Facilities Management (as Tenant) (e.g., Cleaning, Office Configuration, Repair, Maintenance, Temperature) |
| Fleet (Auto) Management  |
| Day to Day Operations (e.g., Mailroom, Courier, Receiving, Inter-Site Coordination)                        |



**kūkākūkā**

**discussion**



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None
- IV. Unfinished Business  
A. *Workshop: Reorganization Purposes, Design, Application and Projected Outcomes*
- V. New Business  
None
- VI. **Executive Session‡**  
A. ***Workshop: Reorganization Purposes, Design, Application and Projected Outcomes***  
***Consultation with Board Counsel Robert G. Klein, Esq., Corporate Counsel Raina P.B. Gushiken, Esq. and OHA Attorney Anna Elento-Sneed, Esq. regarding questions and issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities related to reorganization purposes, design, application and projected outcomes, pursuant to HRS § 92-5(a)(4).*** *Material for this section has been provided via Administration - please refer to the Reorganization Binder from the 4/20/2021 RM Mtg. Workshop*
- VII. Announcements
- VIII. Adjournment