

**Committee on Resource Management**

Trustee John Waihe'e IV, *At-Large - Chair*

Trustee Luana Alapa, *Moloka'i / Lāna'i - Vice Chair*

***Members***

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*



**STATE OF HAWAII  
OFFICE OF HAWAIIAN AFFAIRS**

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

**DATE:** Tuesday, January 25, 2022

**TIME:** 1:30 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: 836 3478 6576

**Due to COVID-19, the OHA Board of Trustees and its standing committees will hold virtual meetings until further notice. Pursuant to Governor Ige's December 29, 2021 Emergency Proclamation Related to Sunshine Law In-Person Meetings, there will be no in-person location for this meeting that is open to the general public. The virtual meeting can be viewed and observed via livestream on OHA's website at [www.oha.org/livestream](http://www.oha.org/livestream) or can be listened to by phone via the phone number and Webinar ID listed at the beginning of this agenda.**

**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**

A. November 16, 2021

B. November 30, 2021

**IV. Unfinished Business**

None

**V. New Business**

A. Presentation by Administration: Nā Lama Kukui, 560 N. Nimitz Highway, Refinancing

B. Presentation by Administration: Reorganization Update

**VI. Executive Session‡**

A. Consultation with Board Counsel Robert G. Klein, Esq. and Interim General Counsel Everett Ohta, Esq. re: questions and issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities with respect to the refinancing of Nā Lama Kukui, 560 N. Nimitz Highway, pursuant to HRS§92-5(a)(4)

**VII. Announcements**

**VIII. Adjournment**

If you require an auxiliary aid or accommodation due to a disability, please contact Everett Ohta at telephone number (808) 594-1988 or by email at: [everetto@oha.org](mailto:everetto@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).

In the event that the livestream or the audiovisual connection is interrupted and cannot be restored, the meeting may continue as an audio-only meeting through the phone and Webinar ID listed at the beginning of this agenda. Meeting recordings are available upon request to [BOTmeetings@oha.org](mailto:BOTmeetings@oha.org) until the written meeting minutes are posted to OHA's website.

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

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

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

Hawai'i Revised Statutes, Chapter 92, Public Agency Meetings and Records, prohibits Board members from discussing or taking action on matters not listed on the meeting agenda.

Testimony can be provided to the OHA Board of Trustees either as: (1) **written testimony emailed** at least 24 hours prior to the scheduled meeting, (2) **written testimony mailed** and received at least two business days prior to the scheduled meeting, or (3) live, **oral testimony online** during the virtual meeting.

- (1) Persons wishing to provide **written testimony** on items listed on the agenda should submit testimony via **email** to [BOTmeetings@oha.org](mailto:BOTmeetings@oha.org) at least **24 hours prior** to the scheduled meeting or via **postal mail** to Office of Hawaiian Affairs, Attn: Meeting Testimony, 560 N. Nimitz Hwy., Suite 200, Honolulu, HI 96817 **to be received at least two business days prior** to the scheduled meeting. Any testimony received after these deadlines will be 'late' testimony, and will be distributed to the Board members after the scheduled meeting. **Due to COVID-19 office closure and limited in-office staffing, please do not fax or hand-deliver written testimony.**
- (2) Persons wishing to provide **oral testimony online** during the virtual meeting must first register at:

[https://us06web.zoom.us/webinar/register/WN\\_mg-o\\_9OIrc2W1r531PF2Pg](https://us06web.zoom.us/webinar/register/WN_mg-o_9OIrc2W1r531PF2Pg)

You need to register if you would like to orally testify. Once you have completed your registration, a confirmation email will be sent to you with a link to join the virtual meeting, along with further instructions on how to provide oral testimony during the virtual meeting. The registration page will close once the Public Testimony or Community Concerns agenda items have concluded.

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, you will be asked to disconnect from the meeting. If you do not sign off on your own, support staff will remove you from the Zoom meeting. You can continue to view the remainder of the meeting on the livestream or by telephone, as provided at the beginning of this agenda.

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

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

01/19/2022

\_\_\_\_\_  
Date

January 25, 2022 - Continued

**Committee on Resource Management**

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Trustee Luana Alapa, *Moloka'i / Lāna'i - Vice Chair*

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**STATE OF HAWAII**  
**OFFICE OF HAWAIIAN AFFAIRS**  
**560 N. NIMITZ HIGHWAY, SUITE 200**  
**(VIRTUAL MEETING - VIA ZOOM WEBINAR)**  
**COMMITTEE ON RESOURCE MANAGEMENT**  
**MINUTES**

**November 16, 2021 10:00 a.m.**

**ATTENDANCE:**

Chairperson John Waihe'e, IV  
 Trustee Leina'ala Ahu Isa  
 Trustee Dan Ahuna  
 Trustee Kaleihikina Akaka  
 Trustee Keli'i Akina  
 Trustee Brendon Kalei'aina Lee  
 Trustee C. Hulu Lindsey  
 Trustee Keola Lindsey

Erin Nakama, IT  
 Grace Chen, FS  
 Kalani Fronda, LL  
 Kalena Blakemore, LL  
 Kevin Chak, IT  
 Lori Walker, LL  
 Raina Gushiken, Corporation Counsel  
 Ramona Hinck, CFO  
 Ryan Lee, INT INV MGR

**EXCUSED:**

Vice-Chairperson Luana Alapa

**BOT STAFF:**

Crayn Akina  
 Melissa Wennihan

**ADMINISTRATION STAFF:**

Sylvia Hussey, CEO / Ka Pouhana / Administrator  
 Casey Brown, COO / Ka Pou Nui

**GUESTS:**

Geoff Blackwell, ACI  
 Monica Braine, ACI  
 Rachel Clivaz, Associate - Commonfund  
 Joe Falcha, Investment Officer - Commonfund  
 Niniau Kawaihae, DHHL  
 Ralph Money, Managing Director - Commonfund Capital  
 Jennifer, Seidler, Investment Officer - Commonfund  
 Dave Shekar, Senior Associate - Commonfund Capital  
 Mikhail Sundust, ACI

**I. CALL TO ORDER**

**Chair Waihe'e** calls the Committee on Resource Management meeting for Tuesday, November 16, 2021, to order at **10:00 a.m.**

**Chair Waihe'e** notes for the record that **PRESENT** are:

MEMBERS			AT CALL TO ORDER (10:00 a.m.)	TIME ARRIVED
CHAIR	JOHN	WAIHE'E, IV	PRESENT	
TRUSTEE	LEINA'ALA	AHU ISA	PRESENT	
TRUSTEE	KALEIHIKINA	AKAKA	PRESENT	
TRUSTEE	KELI'I	AKINA	PRESENT	
TRUSTEE	BRENDON KALEI'AINA	LEE	PRESENT	
TRUSTEE	CARMEN HULU	LINDSEY	PRESENT	
TRUSTEE	KEOLA	LINDSEY	PRESENT	
TRUSTEE	DAN	AHUNA	PRESENT	ARRIVED AT 10:15 A.M.

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

**EXCUSED from the RM Meeting are:**

MEMBERS			COMMENT
TRUSTEE	LUANA	ALAPA	MEMO – REQUESTING TO BE EXCUSED

## II. PUBLIC TESTIMONY on Items Listed on the Agenda\*

None

## III. APPROVAL OF MINUTES

### A. October 26, 2021

Trustee Hulu Lindsey moves to approve the minutes of October 26, 2021.

Trustee Lee seconds the motion.

Chair Waihe'e asks if there is any discussion.

There is no discussion.

Chair Waihe'e calls for a **ROLL CALL VOTE**.

							10:03 a.m.
TRUSTEE		1	2	'AE (YES)	A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
LEINA'ALA	AHU ISA						<i>AUDIO ISSUES</i>
DAN	AHUNA						Arrived at 10:15 a.m.
KALEIHIKINA	AKAKA			X			
KELI'I	AKINA			X			
VICE-CHAIR LUANA	ALAPA						EXCUSED
BRENDON KALEI'ĀINA	LEE		2	X			
CARMEN HULU	LINDSEY	1		X			
KEOLA	LINDSEY			X			
CHAIR JOHN	WAIHE'E			X			
TOTAL VOTE COUNT				6	0	0	3

**VOTE: [ ] UNANIMOUS [ X ] PASSED [ ] DEFERRED [ ] FAILED**

Chair Waihe'e notes for the record that SIX (6) members present vote 'AE (YES) and the **MOTION CARRIES**.

#### **IV. UNFINISHED BUSINESS**

None

#### **V. NEW BUSINESS**

##### **A. Trustee Training (or Education): *What is Venture Capital and how does it work?* Joe Falcha, Director, Commonfund**

**Chair Waihe'e** turns it over to Ka Pouhana Sylvia Hussey.

**Pouhana Hussey:** Thank you Chair Waihe'e. I'm going to ask Interim Investment Manager, Ryan Lee to introduce our guests, or have them introduce themselves and then continue with their presentation.

**Interim Investment Manager Lee:** Thank you. Aloha Trustees. For today's agenda, we will be covering; *What is Venture Capital and how does it work?*

Venture Capital falls into the bucket of either alternative investments category along with Private Equity and Private Debt. So, we discussed this last time - we talked about portfolio asset allocation.

We have Commonfund here, who manages several of our investments for OHA including Venture Capital. Venture Capital represents about 5% of OHA's investments today. So, I'm going to hand this over to Joe Falcha, who is our main contact at Commonfund and let him introduce the rest of the team members.

**Investment Officer Falcha:** Mahalo and Aloha everybody. Mahalo for inviting us to your meeting today, it's been way too long - great to see everyone, so many familiar faces. I will introduce the group today; we have a pretty good-sized group.

For those of you who I've not met yet, my name is Joe Falcha, I am OHA's Primary Investment Officer at Commonfund. I've been working with OHA's Investment Office, most recently with Ryan Lee for about five years and have been with Commonfund for almost 16 years.

With me, are two of my outsourced Investment Office colleagues; Jennifer Seidler and Rachel Clivaz. Jennifer is also an Investment Officer who recently joined the OHA team, she's been with Commonfund for almost 10 years and works out of the San Francisco office. Rachel is an Associate with Commonfund, she's a vital member of our OHA team, she may look young but she's the glue that holds us together, she's been here with the OHA team for three plus years and with Commonfund for over four years. Then we have two special guests with us today from the Private Capital Team, Ralph Money and Dave Shekar. Not a stranger to OHA, Ralph is the Managing Director of the Commonfund Capital Team, he's been with Commonfund around 30 years, Ralph will correct me if I'm wrong.

**Managing Director Money:** Twenty-two.

**Investment Officer Falcha:** 22? Feels like 30, Ralph. Over the years, Ralph's been part of the Capital Team for OHA since the beginning of our relationship, I believe he's presented north of maybe 10 times to the group over the years.

Dave is a member of the Venture Capital Team at Commonfund, he'll be the one walking us through the Venture Capital Ecosystem, so to speak. Discussing best practices, emerging themes in a Post-COVID world, and how tech affects everything.

So, we hope to accomplish three things on our call today:

1. give a quick refresher on why long-term investors include Private Equity Venture Capital and their policy allocation;
2. get a closer look into what Venture Capital is and how it works; and
3. how does one measure success and Venture Capital investing?

Before we begin, just a quick note – we prefer to have a conversation with you all, so please stop us along the way to ask any questions or make any comments, that's why we're here. With that all said, I'm going to turn it over to Ralph on page three to start the discussion around *Why long-term investors invest in private capital*.

**Managing Director Money:** Thank you very much, Joe and Good Morning. It's so wonderful to reconnect with so many friends from the Office of Hawaiian Affairs. As Joe mentioned, I've had the great treat and privilege of meeting so many of the Trustees live, over the years in Honolulu at your various Resource Management Committee Meetings and Trustee Meetings. Also, a number of Trustees who joined us at the annual Commonfund Forums. I am really appreciative to spend some time with you.

So, what I'd like to do initially is a reminder of *Why do Institutional Investors invest in Private Equity? Why do they invest in Venture Capital?*

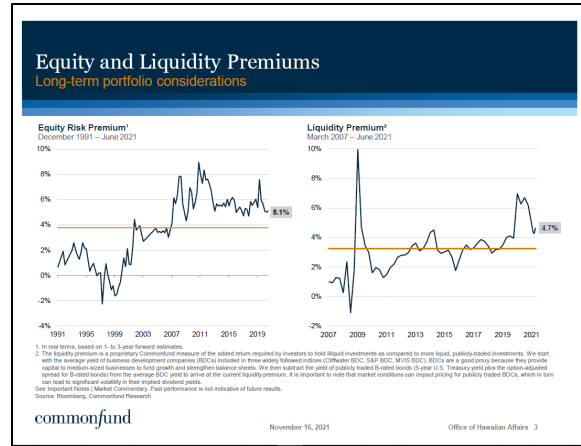
The number one reason is return, is performance, and the drivers of return are representative on these two charts that we have on the screen. The left side is just a reminder that over long periods of time equity outperforms other asset classes; certainly like cash in fixed income. In the investable marketplace there's something called the equity risk premium, which is true over long periods of time, typically it's a 4% premium, which is meaningful and today it's running at about a 5% premium.

That's why so many organizations that we work with and so many of the endowments and foundations around the Country have that equity bias, and this is just a reminder.

The second premium that helps drive Private Equity and Venture Capital is not only the fact that it's equity but it's illiquid equity. So, investors typically will invest in the private markets to receive a liquidity premium and typically it's about 3% that's the goldenrod bar on the right graph. Today that premium is larger than that, but that's what it's all about.

If you can invest, as OHA has done with us, and others over the years in Private Equity, in Venture Capital your objective is returned.

**Managing Director Money:** Secondly, diversification - so next to a basket of publicly traded companies, you have in your Public Equity asset allocation, now you're getting exposure to a large basket of privately held companies and their more private companies in the investment - in the universe that are public companies.

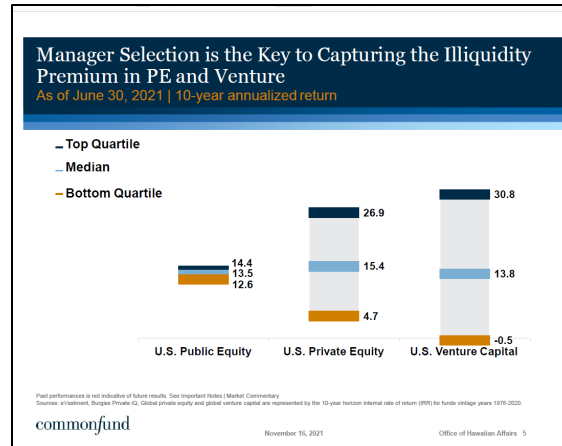


**Managing Director Money:** At a kind of an intellectual level, Trustees will remember; yes, there's a premium, but there's a wider premium in the private markets if you work with better managers. What we're showing you on this chart answers the questions: *How does Private Equity work? How does Venture Capital work?* - compared to the public market.

So, on the Left set of bars, is a very tight set of returns over the last 10 years that the public market has given to us investors. The S&P 500, for example, the median Public Equity fund would have returned about 13.5%. If you were with a top quartile Public Equity manager, you would have received 14.4%. As that philosopher Yogi Berra said: *"If you come to the fork in the road, pick it up"*. If you have access on the public side to the top tier managers, you pick up almost a percentage point.

In the world of Private Equity, in the world of Venture Capital, the median return in say U.S. Private Equity, is about 15%, but if you work with the top quartile managers, the best managers, the returns are more significant. We view Private Equity in many ways, and certainly Venture Capital in many ways, as not an *asset class* per se, but an *access class* that if you can have access to underlying managers who can give you those top quartile Performance, that really has a positive impact on the portfolio.

Later in the agenda we'll talk about what has that meant over the years to OHA. The headline will be because OHA has had access to really strong managers in Private Equity and in Venture Capital within our programs; you have seen some meaningful 'Outperformance' versus Public Equity. So that's just a refresh of how Private Equity works, it has a return premium of over 3% on average and if you can get and work with better managers that premium can be much wider and much more interesting if I can go back one page, please.



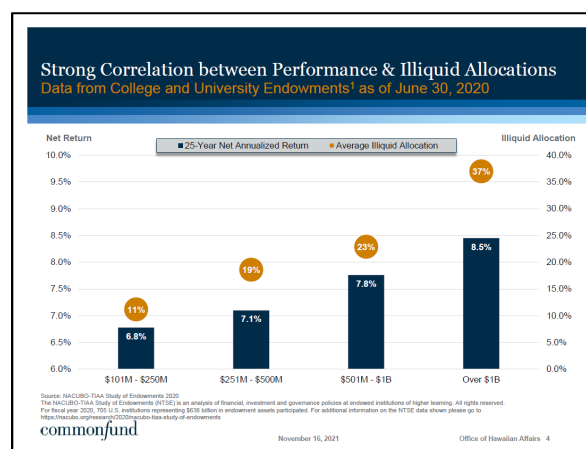
**Managing Director Money:** This is pretty interesting - and we shared this early on, with the OHA Trustees, and I think Trustee Hulu Lindsey is on the call. She'll remember because she was part of the group that approved the initial allocations to private markets.

Her questions and the other trustees, a decade ago, were:

*How do foundations outperform?  
What is the driver of outperformance?*

What this data shows is we show you size cohorts of smaller endowments, medium-sized endowments, and mega-endowments with over a billion. What we've discovered through our research over the years is the organizations that have more allocations to private and illiquid allocations typically have better Performance. We're not advocating a 37% allocation, like that the goldenrod dot on the far right, that the mega foundations and endowments have, but we do know that's one of the reasons why their 25-year performance record is stronger than the other cohorts group.

The single driver has been the inclusion in a meaningful way, illiquid allocations; we'll talk more about that later in the agenda.



**Managing Director Money:** In my last overview slide, would be what are some of the best practices that we've observed. So many of these I would say OHA has been a beneficiary of and blessed with the current returns; is that you started a program and your dollar-cost-averaging over a number of vintage years. So, vintage year diversification was important.

Second, you had geographic diversification. So, it wasn't just U.S. You were opportunistic including developed markets outside the United States, parts of Europe and, to a lesser extent, but still important thoughtful allocations to select emerging markets as well.


Lastly, you followed the rules of the road. We thought of allocating over time, diversifying by geography, but also diversifying by style; Buyouts, Venture Capital, Natural Resources were part of your thinking.

Then of course the most important thing was accessing the best managers, over time, not the best that were available - and you'll discover through a future agenda item, you've been rewarded by that - that approach. I'll pause for initial questions before we take a dive deeper into Venture Capital.

**Best Practices and Approach to Private Capital Investing**

- Establish asset allocation "ranges"
  - Base ranges on liquidity needs and risk/reward tolerance
- Access the "best" managers over time, not "best available"
  - Manager access options:
    - > Direct
    - > Fund of funds
    - > Separate account
- Resource intense strategy – requires specialized expertise and operational capability
- Requires commitment to a long-term approach
  - > Commitment cycles are 2-4 years
  - > Investment cycles are 3-8 years
- Diversify by vintage year, geography, strategy and manager
- Don't try to market time

Views expressed are based on Commonfund Capital's experience.  
Please see Commonfund Important Notice at the end of this presentation.  
Source: Success in Private Capital Investing, Commonfund Capital, November 2010.



November 16, 2021

Office of Hawaiian Affairs 6

**Chair Waihe'e:** *Are there any questions, members?*

**Trustee Akina:** Thank you, this is very valuable information and I appreciate the first chart, which shows that the caliber of the Investment Advisor has a remarkable impact upon the outcomes. Tongue-in-cheek - *Where would you place Commonfund in terms of the dark blue, light blue, or orange?*

**Managing Director Money:** Let me address that. I'll take your attention to the far right, say Venture Capital. It's also true in Private Equity, but because we're focusing on Venture Capital in this morning's discussion, because Commonfund Capital has been investing in Venture Capital for over 30 years, and because we represent so many mission-based organizations; whether they be organizations like OHA, University of Hawai'i, Queen's Health and other mission-based organizations - we have access to managers that our other competitors don't have access to. Because we have access to the top tier, the industry leading Venture Capital firms - our performance is on the upper end.

**Managing Director Money:** We're either at the top quartile for most of our venture funds, or at the very top of the second quartile driven by that access. That is why, when we started working with OHA; that was one of the questions that the Chair at the time had:

*Do you have access?  
Are you being rewarded? and  
Can that accrue back to our investors?*

You'll discover later on in my comments, Trustee Akina, your Venture Performance at Commonfund Capital has been top quartile, compared to the Direct Managers. Compared to the other fund of funds, even better, but we have been blessed with those strong relationships with the general partners we work with. That would be my short answer to your very good question, sir.

**Trustee Akina:** Well, Thank you, Mr. Money.

**Managing Director Money:** If there are no other questions from Trustees; my colleague David Shekar who is on the Venture Capital Portfolio Team will share some definitions about Private Capital, share the trends we're seeing in the industry, and some examples of actual Venture Investments that are in OHA's Portfolio. So, with that - I'll segue over to my friend Dave.

**Senior Associate Shekar:** Thank you, Ralph. Good Morning everyone. If you turn to page seven, please. I'll give an overview of Venture Capital and what we're seeing in the market today, and some of the evolutions over the past 10 years or so; what it means for our portfolio. Please feel free to stop me with any questions along the way, trying to keep this high level, but would like it to be interactive as much as possible.

*What is Venture;* in basic terms, Venture Capital is a type of financing to help startups and small businesses grow inherently. There's a little more level of risk than a Traditional Public Investment or Private Equity Investment, but also more potential for returns.

If you look at the left-hand side, this is what Venture Capital used to look like. It was sort of a cottage industry, in the sense that there were a few firms that were involved, it was a little bit unorganized. You would have traditional early-stage investors, you would have growth equity investors, and then you'd have the Public Markets.

So, if you were to start a company, as a founder you'd raise capital from an early-stage investor really at the outset of company formation at the beginning of building the company. You may or may not raise from a growth equity investor as the business matures and then you would look to go public as soon as possible via an initially public offering and public equities.

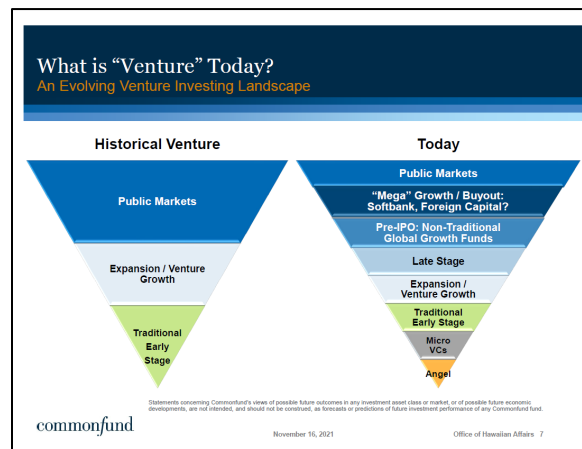
Obviously, larger Asset Managers could then invest in those companies, retail investors can invest in those companies, and that was really seen as the end goal, even for the most successful startups.

A good example is Google; they were started in 1998, they went public as a six-year-old company in 2004 with the Market Cap of \$23 billion. If you look at Google today, it's trading at \$2 trillion; all of that growth was accrued by the public markets between 2004 and today.

**Senior Associate Shekar:** If you look on the right-hand side, you can see there's a lot more going on, on that side of the page. What's really happened is the Venture Capital Market has expanded and as a result, as sort of proliferated into a number of subcategories.

So, you see all the way at the bottom 'Angel' - that could just be an individual investing in a proof of concept that hasn't even been turned into a company yet. Then all the way at the top, you have Foreign Capital; like sovereign wealth funds, "Mega" Growth/Buyout funds, you might have heard of SoftBank's involvement in this space or Tiger Global, which is a hedge fund turned Private Capital Investor.

There are a lot of new entrants into this space, and they've all gotten involved in the past five to 10 years. What's happened is the capital flowing into Venture has really increased, especially at the later stages. What you're seeing now is that if you're a founder with a market leading kind of company you don't have as much pressure to go public. So, what we're seeing is that companies are staying private longer instead of raising one or two rounds, before going public. They may raise five or six or even more than that. The value is therefore accruing away from Public Investors to Private Investors. If you're an early-stage Venture Investor, you're getting the benefit of all that growth before companies go public. If you only participated in buying companies on the stock market, you may miss a lot of that growth. So, that's been a really interesting trend and a reason why a lot of different types of firms are now looking at venture capital as a way to boost returns.



**Senior Associate Shekar:** The next slide kind of speaks to why there's so much attention being paid to this space. We all know, the last two years really have seen the world forced to go digital in terms of living our everyday lives, in terms of working. We're all on Zoom a lot more than we were before. Even consuming goods and services; all that has really been routed online.

From our perspective, this innovation was pulled forward. It was already innovation that we thought would happen, that Venture Capitalists were already investing in, and it's really accelerated the market and made it an even more attractive time to get into Venture Capital.

**Senior Associate Shekar:** We've listed a number of different sectors here that have been significantly impacted and 'pulled forward' as a result of what's happened in the past couple years. I'll give examples that you have exposure to through our program as I go through these.

- ***Future of Work*** - Obviously we're all remote and have been for a while, we've had to figure out how to work in a distributed manner and create collaboration and productivity tools around that. Zoom obviously being a great example, but we're also seeing the rise of Freelance / Gig Economy. An example of that is DoorDash in the U.S. and actually now abroad as well, started with food, and now you can order pretty much anything on it. You have exposure to that company that's been a very large outcome that was put forward because of the pandemic. Another good example is Airbnb; it started as a way to disrupt the hotel chains and they actually did very well during the pandemic as they shifted their business from short-term Rentals to long-term Rentals, that's in your portfolio as well.
- ***Machine learning / Artificial Intelligence*** - has been talked about for some time, but now we're seeing actual real productivity tools with real business models, much better data sets, so ways to help enterprises run more efficiently and taking away a lot of the human elements of inefficiency and automating them.
- ***Next Generation Finance*** – A really, big trend is making financial tools more accessible; banking tools of the past catered towards more affluent people, but we're seeing the rise of ways to do banking from your mobile phone, so anyone in the world with a smartphone can connect to the financial system and trade. For example – Robinhood. Another example that's in your portfolio is Stripe, which is now a 100-billion-dollar company. They essentially power, all of the back-end infrastructure to make payments online. If you think about how big that space has gotten in the last year, Stripe is behind all of that.
- ***Digital Health*** - This is a pretty obvious one; we've all had to shift to telemedicine as hospitals have been pushed to the brink. So, there's been a lot of technological advancement in terms of ways to connect with your doctors online, ways to make hospitals run more efficiently and at lower costs, and process patients more quickly and more effectively.
- ***Blockchain & Crypto*** - You may have heard of what's going on Blockchain. It kind of extends beyond Bitcoin, but even decentralized infrastructure for building new finance applications. That will think of ways to facilitate transactions without going through a central bank. If you're in a country where the banking system isn't as reliable - that's a very important new trend, but it's here to stay.
- ***SaaS*** - which means Software as a Service; essentially means instead of storing your data on site with big server farms, it's stored in the cloud. Which is a lot cheaper to run businesses. A good example of that is Snowflake, in your portfolio. They went public at about \$70 billion last year and it's done very well.
- ***Logistics & Mobility*** - Supply chains were stretched very thin over the last year. So, a lot of companies have trouble with that, but ways to optimize production on the supply chain, last mile delivery, use of robots and drones - we're seeing more adoption of those types of technologies.

**Senior Associate Shekar (continues)**

- **Future of Engagement** - We're all forced to engage online with peers, we're sent in isolation, essentially during the pandemic; but new social networks have come out and gained engagement through that. Good example, being TikTok; the parent company is known as Byte dance. That's a \$200 million company, that's in your portfolio and has very strong engagement. Another one being Roblox, which is a social gaming platform for kids that's done very well. All of these were investments that were made in the past five years; companies were built in the past 10 - 15 years and have really gained steam because of what's happened over the past couple years. As a result, when you make Venture Capital Investments, the size of these companies can grow, as to reach an unprecedented peak, which makes returns in the space more and more attractive if you can get into those category winning companies.

Existing and Emerging Venture Themes Post-COVID COVID has Accelerated many Existing Venture Trends	
Themes	Sectors
Future of Work	Remote / Distributed Work, Productivity, Collaboration SaaS, Rise of Freelance / Gig Economy
Machine Learning / AI	Productivity Tools and Enhancement, Novel Architectures, Data Insights
Next Generation Finance	New Tech Stack, Enhanced User Experiences, New Consumer Brands, Open Banking, Payments Embedded in Everything
Digital Health	AI for Drug Discovery, Telemedicine / Centralized Healthcare, Enhanced Healthcare Delivery
Blockchain & Crypto	New-World Tech Infrastructure, Decentralized Finance Applications, Privacy and Identity
SaaS	Software Eating the World, Remote Work Enablement, Verticalized SaaS
Logistics & Mobility	Enhanced Supply Chain Management, Last Mile Delivery Optimization, Real-time Insights
Future of Engagement	New Social Network, Online Integrated Learning Systems
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**Senior Associate Shekar:** Again, feel free to jump in with any questions.

This plays into a larger Global “Tech Effect”, which we've observed over the last 10 years. This is essentially showing the state of venture from 2010 verses 2020. If you look at the top left, tech is growing in importance globally; that's something that we've all witnessed and feel in our everyday lives, I think this really paints the picture.

If you look at the largest Market Caps in the world; from 2010 to 2020 you'll notice a pretty big shift. 2010 on the left, you'll see a lot of oil and gas names, you only see two tech names, Apple and Microsoft, and those were both 30-40-year-old companies largely hardware based at the time, they were selling computers and phones.

If you look at the right, this is a snapshot of 2020; you'll see that eight of the top 10 companies in the world of tech companies. Apple and Microsoft are still on there, Amazon - an online retailer and a cloud service company, Google, Facebook – Social Network, Tencent and Ali Baba - which are large tech companies in China. Then Tesla as well, which it may or may not be a tech company, but you know, it certainly has some aspects of that. So that's been a major shift in kind of the largest companies in the world, and what we're seeing is that if you look on the right, the size of companies that are entering the stock market are getting much bigger too.

**Senior Associate Shekar:** If you looked at the median IPO value between 2010 and 2020 - the median IPO is three times bigger than it was 10 years ago and that's really happening because we are consuming much, more technology.

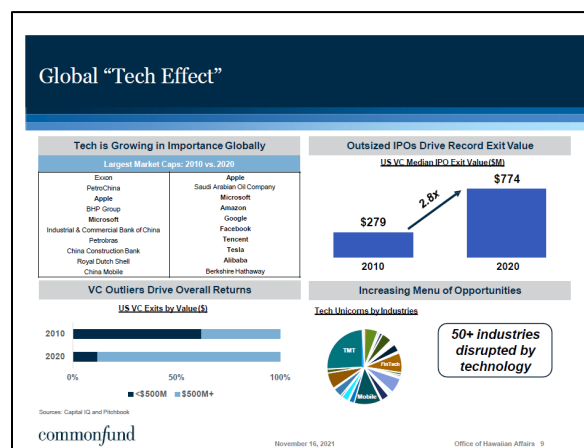
We as businesses, as consumers - using technology more in your everyday lives. Tech companies are therefore selling into larger-and-larger markets, so the weeding type companies are now magnitude multiples bigger than they used to be. Then the bottom left is one thing that we've observed, one of the key takeaways that plays into our strategy which is the biggest companies that go public, account for the majority of returns in venture capital.

As Ralph mentioned it's all about returns for us. If you look at 2010, the aggregate value of companies that exit at 500 million or more, was about half of the total returns. They were important, but not the entire story. If you look at 2020, they're accounting for almost 90% of industry returns, so that's been a major change.

As the markets have gotten bigger it's also been the case that the category winning businesses are taking the lion's share of returns, and so it's become really important to get into those category winning companies. As we'll get into in a second, really the top handful of venture firms are able to get into those companies, which is why it's important to work with the cream of the crop in the space.

Then the last thing, on the bottom right, which I kind of alluded to, we're seeing an increasing menu of opportunities, so this pie chart is difficult to read and it's that way on purpose. There are 50-plus industries being disrupted by technology, so it used to be that technology was an industry by itself. Now any kind of company needs a tech strategy. It's gone from a Cost Center to a way to differentiate. So, if you looked at FinTech, if you looked at healthcare, if you looked at energy; all of them have technology disruptors and these disruptors need to figure out what their tech strategy is going to be.

So, it's never been a better time, even with all these major companies that already exist, it's never been a better time to start a company.



**Managing Director Money:** David, it's interesting that technology is no longer its own sector, it touches every sector. I was speaking earlier in the week with some friends in Hawai'i, who are in the hospitality business and we even see Venture Capital and disruption impacting that. You think about the beverage robots, that increasingly we're seeing - whether it's for morning or afternoon coffee type products. Now there are these precision machines that can do a correct Kona coffee with almond milk versus a green tea latte.

We see it going to the juice industry, in restaurants; precision robotics mixing the right type of juice. We're beginning to see it in bars and taverns, and certainly the hotel industry where we've seen attrition, we've seen labor shortages. The need to streamline operations, have a quality product, increase margins, and now we see technology going in with these beverage-robotics backed often by venture capital firms. Whether it's in the juice drink category or mixed drinks.

I'm old fashioned. I like to have a mixologist make a proper *mai tai* versus a machine, but there are machines that I understand are highly rated and can produce a *mai tai*. Again, just an example of how the "Tech Effect" has touched so many sectors.

Dave, maybe it's worth sharing with the group our approach; The Commonfund Capital, our point of view and how we think about taking all these macro factors into a micro case of finding returns, and I'm thinking about maybe page 11 if that's okay Rachel.

**Trustee Hulu Lindsey:** I have a question about the pie.

**Chair Waihe'e:** We'll go to Trustee Lee first, since I saw his hand raised and then we'll go to Trustee Lindsey.

**Trustee Lee:** Thank you, Chair Waihe'e.

Ralph, to your point about the hospitality industry, I just went to a symposium at the Hawai'i Convention Center a few weeks ago and they were talking a lot about this and how technology is infiltrating every layer of the hospitality industry. Especially now, given the labor shortages that we're facing, they're looking now into using technology and algorithms to better maximize their labor force. So, instead of the Head of Housekeeping determining who's going where, what time, based on check-in and check-out; a computer is doing it now. So, that they can use their workforce more efficiently as to what rooms need to get done when and all of that. That's something you would never have thought of 10 years ago right, that technology would be impacting not only the labor force, but the allocation of labor in the visitor industry, which is our largest industry here in the State of Hawai'i.

**Managing Director Money:** Very important, and if you go back literally and maybe Trustee Lindsey will remember that at one of the Commonfund forums, one of our speakers was the founder of a company called Kayak. Remember, that was a big disrupter literally 10-11 years ago to bring online, more quickness in booking flights and hotel rooms. Today, we take it for granted, but that was a company in our earlier portfolios, backed by one of our managers called General Catalyst. Which was really eye opening for our members and investors who attended the forums thinking about technology.

Then David's example of how it's touching healthcare, and doing at home testing, where before you had to go out to a lab. Some of the testing can now be easily and cost effectively done at home, but it's been mind-boggling and truly disrupting. I think it ends up with a better product, better health, better consumer experience for a lot of consumers.

**Chair Waihe'e** recognizes Trustee Hulu Lindsey.

**Trustee Hulu Lindsey:** Thank you, I see in the pie that there's a large portion attributed to TMT can you share with me what's happening with them in their industry.

**Senior Associate Shekar:** Yes, TMT stands for Tech, Media, and Telecommunications. So, if you know...

**Trustee Hulu Lindsey:** Okay...

**Trustee Lee:** That's not the telescope.

**Senior Associate Shekar:** Yeah.

**Trustee Hulu Lindsey:** I wanted you to stop right there. I just wanted to be sure it didn't involve the telescope that is being suggested for the Mauna Kea project. So, I'm ok with that. Thank you.

**Senior Associate Shekar:** Different acronym.

**Trustee Lee:** Dave and Ralph, you know this conversation about how tech is infiltrating all these other things, I think one of the biggest emerging markets coming forward is going to be Cybersecurity.

**Senior Associate Shekar:** Oh absolutely.

**Trustee Lee:** Right, and I'll give you a perfect example, for those of us that watch a lot of television, the episode of New Amsterdam last week. People don't realize that every aspect of what you go through in a hospital is run by a central tech system; and if somebody hacks into that you can't perform surgeries, you can't do tests, you can't prescribe medication, you can't access patients' files - you can't do anything.

So, with this conversation we're having about emerging markets and everything - that's I think, by far, going to be one of the biggest ones emerging in the near and far future. Cybersecurity, because everything now is touched by tech. If you don't have strong Cybersecurity and a resiliency plan of what you're going to do if and when that technology goes down; you're screwed.

**Senior Associate Shekar:** Yeah, I was going to add that a lot of our managers are investing in that; a lot of them have Cyber Security. Experts who use our companies, who kind of grew up in that space.

Another big thing that's happening is because of Edge Computing, a lot of enterprises now have bring-your-own-device to work or, especially with remote. You don't have a central repository for all your data being stored. It's located on people's phones, they're scattered across the world, so how do you create a safety net. All those multiple different points of potential failure; it is something a lot of startups are trying to address as well. That's only going to grow as a trend.

**Managing Director Money:** Dave, maybe move to our approach. I can close out with a couple comments on measurement and the OHA portfolio, but I think your slide here; Trustee Lee kind of opened the door to the first investment thesis, but why don't you take it on that page.

Our Primary Strategy   Venture Capital	
Investment Thesis	Disruptive innovation
Sector	Tech focused
Stage	Early-stage bias
Geography	U.S. focus with China, India, Europe & Israel
Portfolio Construction	Concentrated set of primary managers (20-25 managers) with select direct investments (15%) and secondaries

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**Senior Associate Shekar:** Sure, I can go through this quickly. So, *how are we navigating the Venture Capital landscape?* It's obviously changed a lot. Our strategy has been consistent, and I would say we've been beneficiaries of the value created by the tech effects.

Our thesis has always been that technology will disrupt all industries and investing in Venture Capital at the early stages, is the best way to get exposure to that innovation. We've been highly tech-focused, around 90% of our portfolio is in underlying technology companies - the rest of it is in healthcare. That healthcare can be either drug discovery, like biotechnology or the intersection of technology's health care, where it's about telemedicine and hospital security and imagined data like we talked about.

We are early-stage-focused, so we think that more and more value is accruing to Private Investors and if that's the case - you want to get into these companies as early as possible and add more capital into those companies as they mature. That's been our focus.

About two-thirds early stage, one-third venture growth, which would be sort of the mid-stage before companies go public.

One piece that I skipped earlier on the previous slide is importance of being global. So, if you look at the number of IPOs, globally, only 60% of them are in the U.S. It used to be 90%, so we think it's important to have a global perspective. We're primarily U.S. focused, about 60% of what we do, but we have exposure in China, India, Europe, and increasingly Israel.

Speaking of Cybersecurity, they're kind of the world leaders in those types of companies and have done very well. Then importantly Portfolio Construction, as Venture has grown, there have been a lot of new entrants into the space. We constantly do analysis on whether we're working with the right managers. What we found is there's really a concentrated set of top quartile firms that tend to be consistently in the top quartile and get into those big names - that generate the industry returns. We've been focused on narrow exposure to a set of managers that we think are the best. We might add one or two in any cycle, but we think that's the right approach in this market.

There's a lot of noise, but the best, tend to consistently be the best, with some exceptions. That's our core strategy, and then we couple that with select Direct Investments. If we know that there's an emerging category leader, we have the opportunity to invest in that company. We'll seek to do so, that's about 15% of our portfolio.

**Senior Associate Shekar:** Then secondary is increasingly a bigger part of the market as companies get bigger and bigger, but don't go public. A lot of early investors will sell their shares, and if we have a point of view on whether that company will continue to grow, we will do that too. Smaller part of our business; that's our portfolio.

**Managing Director Money:** Dave, I think you make an important point that goes back to Trustee Akina's question before. There are over 2,000 institutional, quality Venture Capital firms in the marketplace and we work with about two dozen of them, 20 to 24.

So, to your question before, we really work hard to stay and have very good relationships with the industry leaders that really drive the return and that could open the door in terms of - *how do you measure success?*

What I'd like to do in the last minute of our prepared comments is say - typically an investor in Venture Capital, an investor in Private Equity would look at several ways of measuring success.

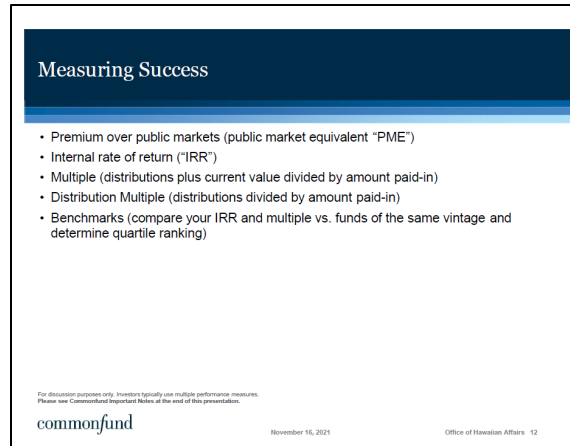
The first question is, hey we locked up our money, in your case with Commonfund Capital; in these Venture Capital and Private Equity programs - *Did we achieve a premium over the Public Markets?*

You had a choice of investing in the S&P 500 or other indices on the public side, but you chose to work with us. I can report this morning that over the last 10 years on an annualized premium, OHA had a premium of 8%, not the industry goal of 3% and not the current average of about 4%.

For the last 10 years to premium, based on your Commonfund Capital Investments over the years - has returned back to OHA an annual premium of 8%. Quite nice. It's more than we thought we would do; we're not going to ask for it back. I think based on the quality of the managers, the portfolio construction, they were important drivers to it. So, your overall portfolio has done well.

Another way of measuring success is the internal rate of return, that's what the Private Capital industry uses as probably a very important measure of success. Since inception, the internal rate of return on OHA's Commonfund Private Capital program has been 17.3%; quite strong.

It's third measure is called the multiple, where we add up the distributions that we've returned back to OHA plus the current value against what you've paid in. When we started working with OHA, our goal was 1.8. We're ahead of that, but recall there's still about 60 million of values on the portfolio that we hope to convert to cash over the years. From a benchmark perspective, which was another question, we would say we're at the top of the second quartile or touching the first quartile and the different programs you're in.



**Managing Director Money:** From a success perspective, you have a good foundation on which to build, should the trustees vote to continue a private program. Working with Ramona and Ryan on the staff side, we're here to help, but we're very pleased to report successful performance to date within your Commonfund Capital Private programs. I can answer any questions Trustees may have.

**Trustee Lee:** Not so much a question Ralph, but maybe a little bit of context for the rest of the Trustees. Those numbers are great and they're fantastic, unfortunately this is an extremely small portion of our entire portfolio and that's part of the reason why Chair Waihe'e is having us go through all of this education now, because we're in the process of redistributing our portfolio.

As the portfolio currently is, it is significantly risk averse and as we have come to learn, that's not where we should be especially given the large amount of land that we own that acts as its own hedge. So, those numbers are great and we're super happy about them. Now we just have to increase the size of our portfolio of that - so that we can really take advantage of those type of numbers versus it being really the minority part of our portfolio.

**Managing Director Money:** It's interesting too Trustee Lee, and I know, one of the meetings, Trustee Ahu Isa and I were talking about by adding seemingly risky assets, like Venture Capital and Private Equity; the overall riskiness of the total portfolio actually goes down. It's counterintuitive, and we're not suggesting a significant increase in your asset allocations to *private* but getting back on the path of dollar-cost averaging. Maybe slowly adjusting the targets higher, but you've skipped a couple cycles. So, you're a little bit behind but it sounds like the Trustees are getting back on the path of success.

One of the ways to win is continue where you started: dollar-cost average, diversify, some buyouts, some venture, some environmental sustainability. U.S. bias, but appropriate non-U.S. exposures as well, getting back on that. Joe from our team, Rachel from our team, Jennifer from our team - are on the call and can help design the next steps; working with Ryan and Ramona and the Trustees. Happy to help.

**Trustee Lee:** Ralph, that risk profile goes down because we're not as exposed to the volatility. *Right?* That's why that risk exposure goes down because we don't have the same volatility that the S&P has.

**Managing Director Money:** Right, and I close with a statement - that we have a distinct bias towards working with managers who are very close to the company's they're backing. A true partnership. Not hands off, but hands on and not a lot of leverage, sometimes no leverage. The companies David talked about when we first got involved; they couldn't borrow money. So, it was all about smart equity and using that equity Capital to help them grow to the next level of excellence and success for the next rounds of financing.

Part of the mitigated risk we believe is choosing managers who are experts in those fields. To add value with the management team, to collaborate with the management teams with the growth pattern. That's a distinct bias, we have, versus passive.

*Does that make sense Dave, in terms of your work with Venture firms?*

**Senior Associate Shekar:** That's right.

**Trustee Ahuna:** I just wanted to say thank you to Commonfund - Ralph and your team. I'm very familiar with Commonfund, and I also wanted to add to that. When you guys add the education part to our trust and you guys take care of all of our trustees - we're very updated on what's going on, so thank you Ralph.

I also wanted to say this, I've learned about Commonfund over the past few years, and what you guys do well is you - actually go and manage your managers, check on your managers. I thought that was really interesting because we have a lot of active managers and it's very important. Thank you.

**Managing Director Money:** Good to see you Trustee Ahuna and thanks for commenting. One of the things that you probably remember is that we're rarely the largest investor in these private equity and venture funds, but we've been invited to serve on over 100 of their advisory boards. That gives us the monitoring and risk oversight to watch the portfolios grow, watch the teams, how they cooperate, where they're taking the portfolio, and making sure they're not off the mark.

Also, we use those platforms Dan, as you're familiar with relationships, particularly those firms where their allocation to get added money is very, very difficult sometimes. Those relationships are helpful in terms of getting the allocations that make a difference.

To the other trustee's question - we have access where it makes sense, and that's the quality level where you want to play. I know, in the past when you've challenged us, quality, quality, quality, good ethics; those components drive the returns we do for our mission-based organizations like OHA. So, for that we're honored by your trust and hopefully work more in the future. Back to Chairman John.

**Chair Waihe'e:** Thank you, Ralph.

**Managing Director Money:** Joe Falcha wanted to invite everybody to the forum before we hop off.

**Investment Officer Falcha:** Thank you. We've been a little longer than anticipated here and we apologize, but if you haven't received that, you'll be receiving it shortly. Registrations for 2022 Commonfund Forum has started. As a right now, it would be in person, but there's also virtual attendance available as well, so we'll see how that goes. Knock on wood that everything starts to go well, you know with COVID, and we'll possibly be able to all meet together.

We think it's a great way to get together, and if it does happen, and there are a number of folks from OHA certainly; Ralph, Dave and team will be happy to sit down with the group and talk about anything you want from the private side. Just want to note that, and again if you haven't gotten the email to register, you'll get that shortly.

**Trustee Lee:** I already registered Joe.

**Investment Officer Falcha:** I knew that (chuckle). Thank you.

**Chair Waihe'e** asks if there are any further questions or comments.

There are no further questions nor comments.

**Chair Waihe'e:** Okay, once again, thank you guys for everything.

**Investment Officer Falcha:** Thank you. Mahalo. Good seeing everyone.

## **V. NEW BUSINESS**

### **B. Presentation: Tribal Broadband Connectivity Grant Program, Department of Hawaiian Home Lands – Niniau Kawaihae, Department of Hawaiian Home Lands**

**Chair Waihe'e** turns it over to Ka Pouhana Sylvia Hussey.

**Pouhana Hussey:** Thank you Chair Waihe'e. We have from DHHL, Niniau Kawaihae and she will be introducing some of her partners that are on the call as well.

**DHHL Special Assistant Kawaihae:** Aloha Kakahiaka Chair Waihe'e, members of the Committee and to Ka Pouhana Sylvia Hussey. Good morning, my name is Niniau Kawaihae. I'm a Special Assistant here in the Office of the Chairman. On behalf of Chair Ailā, he extends his salutation this morning for a successful meeting. I'd like to first take the time to introduce two of our consultants from AMERIND Critical Infrastructure (ACI) and I'll let Monica and Mikhail introduce themselves really, quickly.

**ACI Project Specialist Braine:** Hello everyone. Thank you so much for having me today. My name is Monica Braine, I'm Assiniboine and Hunkpapa Lakota and I'm a Project Specialist with AMERIND and we've been working with DHHL to bring broadband to the homesteads. I'm not sure if my partner Mikhail is on, but Mikhail Sundust is also a specialist with us. Geoffrey Blackwell is running a few minutes behind, but he'll be joining as well to answer any questions you may have.

**DHHL Special Assistant Kawaihae:** *Mikhail, you can introduce yourself since we see you on the screen now?*

**ACI Project Specialist Sundust:** Thank you. Thanks Monica. My name is Mikhail Sundust, I am Akimel O'otham and Pee Posh from the Gila River Indian Community. I am based out of Phoenix, Arizona just north of the Gila River Reservation. I've been with ACI for about five months now and am really proud of the work that we've been doing in partnership with DHHL and excited for their projects that are forthcoming.

**DHHL Special Assistant Kawaihae:** Before I start our PowerPoint, I just want to provide the Committee with some context. Last summer, in July of 2020 right after we opened up, after the first shutdown; DHHL did apply for 2.5 gigahertz Spectrum licenses with the Federal Communications Commission. The FCC had opened up extra Spectrum to Tribal Government entities, and under the FCC rules or regulations, DHHL and DHHL Trust Lands are included, and so we applied.

There's no available 2.5 Spectrum here on O'ahu, but we were able to apply for all of the neighbor islands, so that is Kaua'i, Moloka'i, Maui, Lāna'i, and then East and West Hawai'i. So, we used where we have our satellite DHHL offices, and then identified the Trust Lands listed under the FCC on their maps, and we put in our applications.

We were awarded those licenses in two different parts. The first part was in October of 2020, and then the second part was East and West Hawai'i which was February of this year.

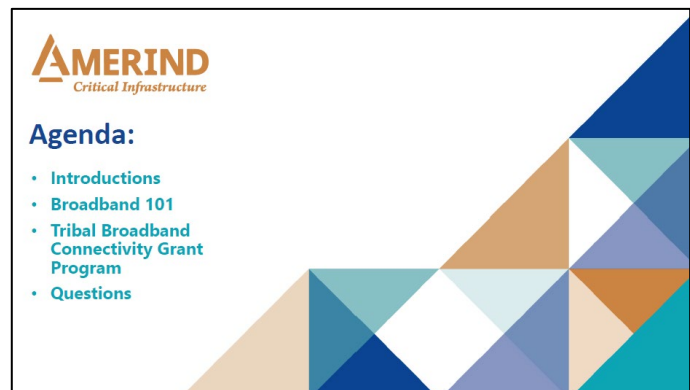
**DHHL Special Assistant Kawaihae:** Also, at the same time, since the pandemic began, the Department has been sitting on several subcommittees related to broadband throughout the State, as well as the COVID-19 pandemic. So, a lot of those discussions and experiences helped us to preliminarily identify need in terms of broadband capacity and access, as well as identify for broadband use and adoption of devices and/or infrastructure assistance. That could be provided with the monies that came under the Consolidated Appropriations Act of 2020, which was signed by President Trump the last week of December.

So that set aside, especially for DHHL \$30 million on behalf of native Hawaiians. Besides the existing beneficiaries of the Hawaiian Homes Commission Act, it also utilizes the Title VIII of the Native American Housing and Self-Determination Act definition of Native Hawaiian which was anyone that can trace their ancestry prior to the arrival of Captain Cook.

So, in this NTIA application that we submitted August 31 of this year, we included that definition of HHCA beneficiaries, as well as the expanded definition under Title VIII of NAHASDA to come up with the activities and infrastructure related to increasing broadband connectivity in a post pandemic Hawai'i.

Also, as many of you know, President Biden just signed into law yesterday, the large infrastructure bill that also sets aside \$60 million to DHHL for broadband infrastructure.

So, while this presentation today will just be a high-level overview of what connectivity is and then I'll look at the NTIA application. We don't anticipate the application for the \$60 million set aside to come until probably quarter four of this current Federal fiscal year.



**DHHL Special Assistant Kawaihae:** So originally, Geoffrey Blackwell and Irene Flannery of AMERIND Critical Infrastructure did this particular presentation at a special standalone Hawaiian Homes Commission meeting; as part of a workshop, so that the Commissioners could understand how this \$30 million set-aside came to be in response to the COVID-19 pandemic. Also, to understand the types of activities that were allowed by the application.

So I think foremost for our Commission, especially was understanding - *What is Broadband?* Besides calling up a carrier like Spectrum or Hawaiian Tel or using your cell phone.

**DHHL Special Assistant Kawaihae:** *What is Broadband?* - so we gave a brief overview about last mile, middle mile, backhaul, which is essential and then broadband technologies, which include fiber or lack thereof of fiber, as we found out recently on a site visit. We took ACI to Moloka'i a couple weeks ago and we realized that Moloka'i's SIC infrastructure is copper, because it was done early on in the SIC era. So that led to the difficulties our homesteaders experienced throughout the pandemic with getting enough capacity to do distance learning, telework, etc.

So, here's a quick overview map of what networking and broadband looks like, and as we get to the design and engineering phase, see how we can supplement broadband that goes directly to lessee's household with a network that's owned by the Department. Under the guidelines of the NTIA application, all of the tribal governments must own the infrastructure that's produced with this \$30 million. However, it does not mean that the Department itself will create a division to operate it, because we can contract that out.

**Broadband 101 – Key Concepts**

**Networks** are a powerful tool to serve Native Hawaiian Communities and support development, education, healthcare, and/or public safety – and potentially provide revenue as an internet service provider

- **Last mile** connectivity brings Internet service, or broadband, to a home or business
- **Middle mile** connectivity brings broadband from an internet backbone to a connection point in a city or town
- **Backhaul or transport** is the side of the network that connects to the global internet
- **Broadband technologies** include fiber, cable, wireless, fixed wireless, and satellite

**AMERIND**  
Critical Infrastructure

**Broadband 101 – Networks Example**

**AMERIND**  
Critical Infrastructure

**DHHL Special Assistant Kawaihae:** So, the methods of connecting organizations or institutions for services; we have point-to-point with Backhaul link. We have point-to-multi point, which is what you see with the larger tower that goes to multiple sites: Government, Schools, Healthcare, and Emergency Services. Also with the 2.5 gigahertz licenses, where DHHL may have unused spectrum for those licenses, the subleasing of that excess spectrum.

**DHHL Special Assistant Kawaihae:** One day, yes, this slide is what we'd like our homelands to be, connected and not have to worry about the lack of capacity due to old or aging infrastructure, like copper.

**Broadband 101 – Building or Enhancing Wireless Infrastructure**

Methods of Connecting Organizations for Services:

**Point to Point with Backhaul link**

- ISP Internet Service Provider
- Internet Backbone

**Point to Multi-Point**

- Network Base Connecting
- Schools, Colleges
- Government
- Health Services
- Emergency Services
- Housing
- Gyms, Community Centers

**Leasing of Spectrum**

- Monies earned by leasing Spectrum

**It could eventually grow...**

**DHHL Special Assistant Kawaihae:** Now we'll start the overview of the NTIA application. What was really exciting about the NTIA application process, and what made it different from other Federal grant applications, was it allowed the tribes and DHHL to think outside the box and come up with solutions or ideas that would fit their respective communities.

So, it wasn't so much as the Federal government telling the Tribal governments or DHHL *Okay, you have to do this, this, and this*, which we know from other Federal programs, sometimes there's a lot of restriction or the boxes are drawn too small.

In this grant application, there were just broad buckets that we, as a department understanding the effects of the pandemic on our homesteaders at our households, how we could respond to that and come up with adequate services or adequate infrastructure.

So, as I said earlier, it was created as part of the Consolidated Appropriations Act of 2021. It was administered by NTIA, the NTIA did extensive webinars since April, and then the application was released in May.

Although the original language in the Act, is that the application was supposed to be released by NTIA at the end of February, it was not.

The deadline was September 1, but we did manage to put it in a day early just so that we wouldn't be on grants.gov at the same time as all the other Tribal Governments.

<p><b>Tribal Broadband Connectivity Grant Program</b></p>	<p><b>Tribal Broadband Connectivity Grant Program - Introduction</b></p> <ul style="list-style-type: none"><li>• Created as part of the Consolidated Appropriations Act of 2021</li><li>• Administered by the National Telecommunications and Information Administration ("NTIA"), part of the U.S. Department of Commerce</li><li>• NTIA released a Notice of Funding Opportunity ("NOFO") on June 3, 2021</li><li>• <b>Application deadline is September 1, 2021</b></li></ul> <p><b>AMERIND</b> Critical Infrastructure</p>
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**DHHL Special Assistant Kawaihae:** So, the purpose of this program is to improve the quality of life for rural Tribal governments or DHHL Trust lands where access to affordable, consistent and with sufficient capacity broadband networks.

So those who are eligible for this program, are the Tribal government, Tribal college or university and, of course, the Department of Hawaiian Home Lands, on behalf of the Native Hawaiian Community. With the expanded definition beyond the Hawaiian Homes Commission and that includes anyone having Native Hawaiian ancestry who can trace their lineage to pre-1778.

### Tribal Broadband Connectivity Grant Program - Purpose

- To improve quality of life
- Spur economic development and commercial activity
- Create opportunities for remote employment and online entrepreneurship, remote learning and telehealth
- All by expanding broadband access and providing digital training and inclusion programs to Native American and Native Hawaiian communities



### Tribal Broadband Connectivity Grant Program – Eligibility

- A Tribal government
- A Tribal college or university
- *The Department of Hawaiian Home Lands on behalf of the Native Hawaiian Community, including Native Hawaiian education programs*
- A Tribal organization
- An Alaska Native Corporation



**DHHL Special Assistant Kawaihae:** So, our set aside for DHHL was not less than 3%, which was not less than \$30 million. The timeline, originally in the Consolidated Appropriations Act, there was a 12-month timeline for when the funds would be awarded to the Tribal government or to DHHL and when the funds would lapse. In the Infrastructure Bill that President Biden signed yesterday, that extended the deadline to four years.

### Tribal Broadband Connectivity Grant Program – Funding

- Up to \$980 million
- *Not less than 3% of the funds, or not less than \$30 million, is set aside for the benefit of Native Hawaiians*
- Funding ranges by type of project
  - Broadband Infrastructure Deployment projects: \$1 M to \$50 M
  - Broadband Adoption and Use projects: \$50,000 to \$2.5 M
- Time frame to complete projects
  - One year, with extensions possible for Broadband Infrastructure Deployment projects



**DHHL Special Assistant Kawaihae:** It allows the construction of middle mile or last mile. In Indian country and Indigenous Digital Sovereignty, we consider the last mile actually the first mile; because it goes from the consumer or the native person, as the first mile, then to the middle mile and then to the point of origin for the deployment.

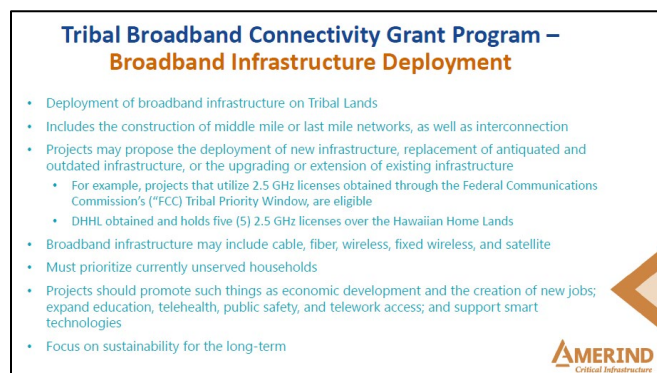
We could also use the 30 million to deploy infrastructure; replace antiquated or outdated infrastructure, or upgrade or extend existing infrastructure. So as part of our outreach, since February we've met with various stakeholders, which OHA was one, and we had the opportunity to meet with your Former Chief Advocate, Sterling Wong, and his staff to talk about the need in the Native Hawaiian Community.

The State of Hawai'i Department of Transportation is building a wireless network through the highway systems. Pilot projects along Waimānalo, Kalaniana'ole Highway, and in Wai'anae, along Farrington Highway, in Ka'ū, in Hana Maui, and Ho'olehua on Moloka'i, I believe is the last one, or it could be Kapa'a Kaua'i, one of the two.

**DHHL Special Assistant Kawaihae:** DHHL is also working with DOT to piggyback and see how we can extend that community network beyond the fixed points of the intersections that Deputy Sniffen is considering. Broadband infrastructure can also include cable, fiber, wireless, fixed wireless, and satellite. Part of our more recent considerations is to work with the U.S. military, who still owes DHHL for land taken prior to the settlement in 1994.

So the U.S. military was the Department land and money, but we want to start the discussion, because on O'ahu, we have so many military locations with secure satellite access. That would be a good discussion to have. How they could splice their access to a military satellite to service our native Hawaiian households.

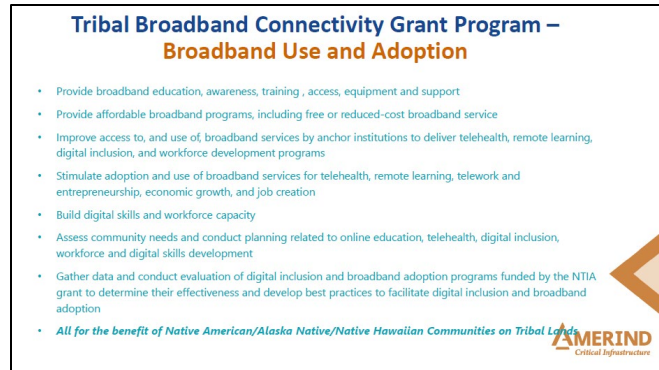
The application also asked us to prioritize the currently unserved households. So we have the emergency broadband benefit right now that is under the FCC, and that allows DHHL Trust lessees who have SIC or Spectrum or Hawaiian Tel to get a \$75 credit on their monthly Internet bill. We're also trying to find those who can't even afford lifeline, which is only with Hawaiian Tel right now in the State of Hawai'i. SIC is not an eligible telecommunications carrier to have the lifeline program, which is a low-cost, low-income program under the FCC for poor households, making a certain AMI percentage.



**DHHL Special Assistant Kawaihae:** Broadband Use and Adoption; this is my favorite one. A lot of activities; broadband education, training, access, and equipment. Affordable Broadband programs, including subsidizing free or reduced broadband service, increasing access to and use of anchor institutions. Delivered Telehealth, we worked with the Hawai'i State Library System, and we have a pilot example in our application for Nānākuli library.

Because the libraries are in the midst of trying to convert some of their space for access by either kupuna or those who might not have Internet at home, where they could be doing their telehealth visits at the library. The State libraries are also recipients under the E-rate program, so they've been able, in the last year with the pandemic funds, etc. to expand wireless access in their library and communities.

Building digital skills and workforce capacity, many of you might know Ka'ala Souza with Workforce Development Council, earlier this year he helped me assist our Waimānalo Kupuna Housing Project back there in Waimānalo, which originated in, I think 2002 under OHA and then came to DHHL. We were able to receive donations of refurbished desktops for 31 kupuna who had no desktop computer. With the Ka'ala's assistance we installed and he provided simple, technical training to most of the kupuna who did not even know how to use a mouse or how to create a Gmail account, let alone how to bookmark the page where their telehealth service would be. Besides the refurbished computers, Hawaiian Hope also donated brand new webcams.



**DHHL Special Assistant Kawaihae:** Let me go back, I'm going to talk more about telehealth. Also, in our application - we worked very closely with Queens Healthcare Systems during the pandemic first to set up a point of distribution site at our Waimānalo Kupuna Housing. For our kupuna who could not access Waimanalo Community Health Center; either because they were afraid to go on the public transport system because of infection rates at the time or because they were homebound. So Queens Native Hawaiian division, under Dr. Gerard Akaka worked with DHHL and we went out to do vaccine distribution.

In doing that and in talking with Dr. Akaka and his team of doctors and nurses who during the height, this past summer of the delta surge saw a lot of unvaccinated Native Hawaiians at the hospital - they talked with us about doing little medical carts with an iPad, instead of the nurse holding the phone next to an intubated or unconscious person ill with COVID-19. That each room would have that for ICU so that Native Hawaiians could still be in contact with their loved ones. We know how important family is and the ability to not see a dying family member, to not see someone so critically ill in a coma, it made it one of the activities we included.

Queen's has expanded to include North Hawai'i Community Hospital on the Big Island and Moloka'i General. Their footprint that is across most of the State, and their commitment under their charter by Queen Emma and King Kamehameha IV to provide healthcare services to Native Hawaiians made it a great fit.

We also have activities for Papa Ola Lokahi, as well as for the Pacific Telemedicine Center at the University of Hawai'i at Mānoa with a focus on maternal care. During the pandemic, a lot of the pregnant women on the neighbor islands are hesitant to fly on the plane to come to O'ahu to go to Kapi'olani or Queens for specialized services because of the pandemic. So, there's activity in our application that expands equipment and devices that a pregnant woman could use at home. Also, for elderly under the Queen's Healthcare Systems and Papa Ola Lokahi.

Devices, whether it's an iPad or internet access, for those who cannot, because of obesity leave their home or could not find a healthcare provider to do a home visit, because the pandemic.

*What kind of equipment would expand access to health care to get that person medically cared for?*

We also have some activity for broadband mapping that's already been done by a Brad Kaleo Bennett and expands actually on that mapping in rural areas, with a focus on DHHL Trust Lands or areas with high concentrations of Native Hawaiians.

**DHHL Special Assistant Kawaihae:** We also have Nā Lei Na'auao, KALO, and our Native Hawaiian Focus Charter Schools, who are not included in the State DOE's E-rate program. So, trying to assist and make sure that those schools have the equipment for increased internet capacity, as well as devices that go beyond what my children got at the public school system; which were Google Chromebooks, which I think they went through three of them in a semester. Those Chromebooks, in my opinion, they were prone to going down and just not as good as I thought that we could have for our kids.

So we've been working with the Native Hawaiian Charter Schools and the associations, like Nā Lei Na'auao and Kanaeokana to identify how we can provide devices or equipment that can support distance learning should another lockdown occur or the infection rates increase. This effort would give the school or the Po'o Kumu, the ability to have that flexibility and not having to worry about bringing kids into a school area where an infection rate might be high.

We have been working since 2019. The Department assisted the Internet society in hosting the Indigenous Connectivity Summit, which I believe Trustee Keola Lindsey came to. So the first Community network at Pu'uuhonua O Waimānalo was set up, and now Auntie Twinkles group in Wai'anae, Puuhonua O Wai'anae.

We did site visits, three weeks ago with ACI as well as Sascha Meinrath of X-lab and he's the Palmer Chair at the Penn State University. So, we did site visits to both Community Network areas and we also included Kīpahulu which is closest to our DHHL and Trust Lands in Kēāne and Hana, Maui as part of our 2.5 gigahertz build out. I see that Geoffrey Blackwell is on the call now.

Hi Geoffrey, why don't you unmute and introduce yourself.

**ACI Chief Strategy Officer Blackwell:** Aloha. Mahalo. Chickasaw, Muscogee Creek, Omaha, and Choctaw. Good afternoon, my name is Geoffrey Blackwell; I work as the Chief Strategy Officer and General Counsel for AMERIND risk, I do double time for AMERIND Critical Infrastructure.

AMERIND's director Irene Flannery, couldn't be here today. Both Irene and I are former Office Chiefs at the Federal Communications Commission in Washington. It's good to see you again Trustee Keola Lindsey and it is good to see you as well CEO Hussey, Sylvia - we came to your office when we were introducing ISOC.

I think it's also appropriate to say for this Resource Committee, Chair; I wear a number of hats one of those - I co-chair a couple of Committees with the National Congress of American Indians, the oldest and largest intertribal government body and Keola has represented OHA there before. You always have representation in our Economic, Finance and Community Development Committee.

A couple of years ago, last time we had one of the in-person conferences that focused a great deal on broadband in our technology and telecommunications subcommittee. We've been working with DHHL here from AMERIND Critical Infrastructure, forever it feels like. Most certainly from coordination that started with ISOC and then follow-up from there, and then helped them acquire the construction permits for 2.5 gigahertz licenses that Niniau talked about.

**ACI Chief Strategy Officer Blackwell:** There are a number of folks in Hawai'i both at DHHL, OHA, and elsewhere who've really learned a great deal about broadband networking. So we're excited to see what has come in the most recent legislation. We advocated hard for the inclusion, not just for DHHL and Hawaiian Home Lands, but other organizations in Hawai'i.

Being from the FCC we know a great deal about the history of the carriers in Hawai'i and the lay of the land. So, just as we are a resource to DHHL, we hope that we can be a resource to you as well in this big, new potential of 'Ohana for Broadband.

This is the first and I think the last time in my career; this is just simply unprecedented. It took a pandemic to pull back the layers of the onion on the real problems out there. The exciting thing is that they're actually native institutions and lands and communities that are directly funded by this now \$3 billion. We know that there are parts of Hawai'i and parts of the Native Hawaiian Community that have been suffering well behind the curve. 30 years behind the curve of certain types of programs that support the missions that Niniau so eloquently spoke to.

We're sitting on the middle of the Santa Ana Indian Pueblo on Federal Trust Land, and this is all we do in AMERIND Critical Infrastructure is work - to get Broadband into unserved native communities. I look forward to the rest of the meeting, and to answer potentially any questions you may have and we're looking to try to bring more resources to this issue as well. Thank you. Mahalo Nui.

**DHHL Special Assistant Kawaihae:** Mahalo Geoff, I would be remiss if I just want to give some background to Chair Waihe'e, and the other Committee members. Geoff was the first Director of the Office of Native American Program and Policy at the FCC and it was he, I think 30 years ago, who wrote DHHL and DHHL Trust Lands into the Tribal Government piece from which we were able to benefit under these two pots of money that is going to the NTIA. Chair Waihee, we're done, and you can see if anyone has questions.

**Chair Waihe'e** recognizes Trustee Ahuna.

**Trustee Ahuna:** Thank you very much for that presentation. I just have some comments I just wanted to offer up. I've seen in the past, Sandwich Isles (SIC) and the people of Native Hawaiian communities, and in the end with these projects, people in the community suffer from these programs.

The reason why is because they have no tech support. They subcontract everything, but when a Native Hawaiian Charter School calls for one simple thing, to help out with the Internet - there's nobody. So what are you guys going to be doing, especially on the islands of Kaua'i and stuff, because right now there's no support.

**DHHL Special Assistant Kawaihae:** Thank you for that question, because yes, that's not the first time I have heard of that. I think in our concept part of the eligible activities on the Broadband use and Adoption is Workforce Development Training. So, part of our thought was to see how we could provide training and education to those, perhaps maybe younger members of a Homestead Community who are more tech savvy. Who'd be able to o'amo kuleana with the Community Association Leadership on managing and/or operating a Community Network. Other than that, yes, I think it's certainly possible to have a DHHL Global Tech Support Center of some kind, but I appreciate you bringing that up.

**Trustee Ahuna:** The reason why I say this is because all these things can work, but they have no support, so there's nobody to help. I mean it's great to have all this money, they had it the last time, but there's nothing. I just don't know how to say it, we still need somebody to come to the house and you know what I mean. Alright. Thank you.

**Chair Waihe'e:**

**Trustee Hulu Lindsey:** I think I have a question that's related.

**ACI Chief Strategy Officer Blackwell:** Yes, Chair Waihee, it is - if I may be recognized just for a portion of that answer.

**Chair Waihe'e:** Yes.

**ACI Chief Strategy Officer Blackwell:** Trustee Ahuna, one of the things that became very clear 20 years ago, and Niniau was very kind, although I am an elder, I am not that elder. 22 years ago, at the FCC, one of the things that became very obvious is that the Native Hawaiian Community has never experienced, never was given the opportunity, I completely agree. Never been given the opportunity for any other type of deployment model, other than a very predictable, obvious, corporate structure with big corporation, now outside of Hawai'i, corporation ownership and other ownership that actually, to be frank, was committing fraud.

What has worked in Alaska and Hawai'i; for remote, disconnected, native communities that have virtually the same exact types of socio-economic challenges related to broadband, is an entirely different type of business model predicated on Community design, and Community engagement, Community source, and Community ownership. The great challenge was of course finding a Federal link, a Federal hook in Hawai'i, and yes 20 years ago, the only thing that I had was the Hawaiian Homes Commission Act.

Now, we have new pieces of COVID and stimulus related legislation, that now give new authorities. The point that you made about having local support, local help desk, local networking, there are so many Community Members that, if we could just continue forward with this model of Community engagement, Community deployment, there are so many people that will step up. We have seen that in Alaska. We've seen that throughout the contiguous 48 states on the continent. You will be surprised also how on the other side of this deployment, and all of the things that the different organizations in Hawai'i can now do. You will be surprised how making that shift from only consumer to owner-operator will patently solve the issues of things like having a help desk.

So, we have built into, and will continue to build the applications for the types of support to grow those within the Community, so that those can be embedded in the Community. For a corporate based model, it is not at all profitable, nor to their benefit to keep that knowledge in the Community.

Where this community-based model - the whole point of it is to embed it in the Community, and this was something that was talked about greatly in the indigenous connectivity summit that was hosted in Hilo Hawai'i, by DHHL. It is a model that will work, especially with the amount of now targeted funding as well. Appreciate your perspective, and we will keep our nose to the grindstone on that aspect in particular, thank you.

**Chair Waihe'e:** Thank you Geoff. *Trustee Ahuna, are you done?*

**Trustee Ahuna:** Yes.

**Chair Waihe'e** recognizes Trustee Keola Lindsey.

**Trustee Keola Lindsey:** Thank you, Mr. Chair. Niniau, thank you for the presentation and I hear you about the Chromebooks. I told my kids if they don't stand on them or hit each other, they'll last longer... It's great to see the Department working with the different groups and very valuable resources on this issue. My Aloha to Geoff Blackwell and his team. As he mentioned, before I joined this Board; myself and Ka Pouhana, and at the time Keone Nakoa, met him at the NCAI and he really blew my mind on what the potential was. We're seeing all of those opportunities paying off for our people in Hawai'i today, so I would just encourage the Department to continue on that course and see these opportunities fulfilled. The only question I have Niniau is, early in the presentation, it was mentioned - *the grant is currently for underserved or unserved households?*

**DHHL Special Assistant Kawaihae:** I think it's a priority, so we have some activities for priority for the unserved. So, areas where we don't have internet connection nor SIC connection. That's what's identified in the NTIA maps.

**Trustee Keola Lindsey:** So that was going to be my question. You don't have to go through everyone but, in terms of *served* versus *unserved*; *what does it look like in the Homestead Community, are most getting service right now, or...?*

**DHHL Special Assistant Kawaihae:** The NTIA's definition of *served* and *unserved*; unserved is if you're getting 25 (download) / three (upload) bits per second. So, there's a whole broadband map actually of the United States, as well as with GIS overlays for Tribal Governments and DHHL Trust Lands. So if you go island-by-island, you can see, like even East Hawai'i is red, because the 25/3 standard isn't being met. So that would be considered unserved, even if we know that SIC or Hawaiian Tel or aging infrastructure is in that location.

I can share the link with Ka Pouhana because it's fun to go and look, I compare areas all the time. Trust Land areas versus Hawai'i Kai or seeing where there's no infrastructure at all. I can share that link because it's on the website.

**Trustee Keola Lindsey:** Mahalo for the presentation, keep up the good work. Thank you.

**Chair Waihe'e** recognizes Trustee Hulu Lindsey.

**Trustee Hulu Lindsey:** Thank you so much Niniau for all the work that you folks have done in this so much needed area. My questions are:

- *Will the Department of Hawaiian Homes be implementing this grant program?*
- *How does it relate to Sandwich Isle with most of homesteaders aon Sandwich Isle accounts?*
- *Is there a relationship there?*

**DHHL Special Assistant Kawaihae:** Well, may I say very diplomatically, that the Chairman and the Commission is carefully watching the bankruptcy proceedings. Under the bankruptcy proceedings, I believe, they are the owner of the SIC assets and allowing SIC to operate the assets so that there's no disconnection of service. I do know that the Court issue is ongoing and developing, I guess every other week. So, rest assured that Chairman Ailā and the Commission are very much aware of the critical need that the SIC infrastructure provides to our 4,000 lessees who are being served currently by SIC.

**DHHL Special Assistant Kawaihae:** To add to your other question, I think during the course of this pandemic; whether a Hawaiian family didn't have access, because they couldn't afford it, or they couldn't have access, because the infrastructure was aging and it's copper; like on Moloka'i with SIC.

The thought of a community network that would be robust enough and either free or on a stepped-up scale based on income, would be available. I'm thinking of like Nānākuli High School and Nānākuli Elementary, it's in the middle of a Hawaiian Homestead. If we could figure out a community network that the mesh would cover the entirety of Nānākuli, or the entirety of Waiohuli on Maui and Keokea; where it would be available for families to use, at either no cost or a very limited cost. If the SIC infrastructure issue goes in that first mile from the household to the middle mile, is not adequately addressed by the bankruptcy court. That was our thought, as the backup.

**Trustee Hulu Lindsey:** Okay, I just have another question since Trustee Keola Lindsey brought it up. We sometimes have a very difficult time connecting with him down in Kawaihae. *So, is that considered in an unserved area or a weak area, I should say?*

**DHHL Special Assistant Kawaihae:** *Is Trustee Keola Lindsey in the homestead by Kawaihae Boat Harbor, by where Auntie Jojo Tanimoto lives?*

**Trustee Hulu Lindsey:** I'll let him answer.

**Trustee Keola Lindsey:** I am, but I think my issue, to be honest, is an equipment issue versus a connectivity issue that I got to work on - so that's on me. Sorry, the truth is coming out here.

**DHHL Special Assistant Kawaihae:** I didn't think to put devices for the Trustees or the Commissioners, so my bad; I should have thought of equipment access for our Hawaiian leaders.

**Trustee Hulu Lindsey:** I was trying to help out Trustee Lindsey.

**Chair Waihe'e** recognizes Trustee Ahuna.

**Trustee Ahuna:** Just a quick add to what Trustee Hulu was saying. The reason why I'm bringing this up is because I teach at a Hawaiian Charter School on Hawaiian Home Lands and I totally understand. For me, it's not about that they cannot afford or anything, it's just we don't have service. Yes, DHHL did help our students with jetpacks for their homes, but the concern I have is we're stuck in a sole source agreement. Which means we cannot go outside to go get help, we cannot go get help to fix our things or anything like this, we have nobody to come help the school to fix the problems that they're having. I just wanted to make sure, you don't have to answer it. I just want to make sure that we understand that this is a big issue for people on Kaua'i. This is a really big issue and the problem we're having is we're stuck in that sole source agreement.

**DHHL Special Assistant Kawaihae:** *What sole source agreement are you referring to please?*

**Trustee Ahuna:** Sandwich Isle.

**DHHL Special Assistant Kawaihae:** The FCC did rule in 2017 that the SC exclusivity license was not valid.

**Trustee Ahuna:** The problem is, if we like fix something - *Who do we call?*

**DHHL Special Assistant Kawaihae:** *May I ask Trustee Ahuna, are you in Anahola?* I'll follow up to see, I've been working with...

**Trustee Ahuna:** *Can I hear what's going on here, so we can all hear it?*

**DHHL Special Assistant Kawaihae:** Okay, I was just going to say; I've been working with Kalehua Krug folks and Ka Waihona in Nānākuli; because some of the other charter schools on DHHL Trust Lands - some can access Spectrum or Hawaiian Tel. Some of the other providers have said no, we cannot come over there. So I'm just trying to get in my mind which, because I haven't heard about Kaua'i, I've only heard about Big Island and Waianae, so I was trying to get an idea. I'd like to know more information about what's the name of your school in Anahola and then I can follow up to see if you folks are in the same situation as some of our other charter schools or not.

**Chair Waihe'e** recognizes Trustee Akina.

**Trustee Akina:** Thank you very much. Niniau, mahalo so much for the presentation and the hard work of yourself and the Department of Hawaiian Homelands. I get really excited when I think that we can have an expansion of telehealth, education, and workforce development, and all of these things can come to our people on Hawaiian Home Lands.

We've touched upon some in the past and I don't want to rehash that now, but this is a huge amount of Federal funding that's coming to be distributed and administered. *What safeguards are in place now to ensure that we're not going to have a misuse of these funds, as there has been in the past, so that the people really get the service that they really need?*

**DHHL Special Assistant Kawaihae:** Geoff, that sounds like an FCC question.

**ACI Chief Strategy Officer Blackwell:** So, this is a very important question. Sandwich Isles Communication was the very first carrier in the history of the Federal Communications Commission to lose their status as an ETC, an Eligible Telecommunications Carrier eligible to receive Federal subsidy.

There are those of us that were there when that happened, I actually did two tours of duty at the FCC about six years each. Once at the beginning of the millennium. Then I went back to work for the Chickasaw Nation, my father's tribe. Then I went back to work at the FCC when the FCC created the Office of Naval Affairs and Policy.

One of the major reasons, there was an obvious public stated reason that I asserted Federal Jurisdiction over the Homeland. It was because Native Hawaiians were suffering a lack of broadband, often to an extent, greater than American Indians or Alaska Natives. The unstated, which is now public, was that Sandwich Isles and Waimana were engaging in what my Property Professor in Law School used to call *good nature horseplay*, to the tune of 84 million dollars.

One of the most important things about this new Federal Funding is that the money is not being run through the industries. Now that's very, very important for Native Hawaiians because the transparency of State Government will address the issue significantly. Industry may be involved, may not be involved to one extent or another, but it places the people who are going to be accountable in the middle of the model, so it's direct funding.

**ACI Chief Strategy Officer Blackwell:** Whereas, before, I was trying to force-subsidize companies to build out and frankly Sandwich Isles picked and chose where they wanted to. I know about the situation on each of the islands of Hawai'i. It was my job to know that and advise the Chair, the Commissioners, and all the bureaus and offices on the matter.

There's another element of this, however, as well. We are constructing, Niniau, perhaps with your permission, I can show our Gantt chart, very briefly, just as an illustration. Would that be helpful to look at some of the preliminary work and ramp up and the project plan so that people can see a little bit more of the transparency in this.

**DHHL Special Assistant Kawaihae:** Sure.

**ACI Chief Strategy Officer Blackwell:** Okay, this is just purely a planning tool, the timing is unimportant. This is privileged and confidential, so I'll be very quick, and I won't go into specific details. But you can see here the kind of efforts that DHHL and the ACI team are working on. This ramp up is the next step, and yes, this is in terms of months, but really that's just for illustration purposes.

So, we're engaging in something that a lot of carriers never engaged in, in their creation and this whole effort. I don't mean it to sound hokey or overly broad, but this whole effort has a level of engagement for Native Hawaiians and Native Hawaiian Institutions, not just Nānākuli Library, but libraries throughout the state. Not just one or two healthcare providers, but broadly listening to the needs and trying to address them both from the ground up and the top down.

This is the kind of work that's being done that leads to an amount of accountability and amount of transparency for the Community, that hopefully 20 years later, we will be able to get Native Hawaiian Communities, with DHHL as the lead, in a position to understand what actually goes into running and operating a network they understand.

I would only differ with you on one point, this is not a lot of money when it comes to broadband. It is an amazing amount of money, but this is expensive stuff, very expensive stuff. So, the idea here is to not measure once, cut once, but to measure three or four times so that the appropriate cut is made. We're watching very closely what's going on with carriers, what's going on with Sandwich Isles in the hearing. Where DHHL, where Hawai'i does not need to build or where it needs backhaul. Where other Federal funding is coming from the Department of Transportation, from University of Hawai'i - there is a conjoined effort to try to bring Hawai'i solidly into the 21st century.

I was very fortunate. I was able to be in Hawai'i. We're all vaccinated, and a majority of the managers here actually have their booster. So, we were able to be in Hawai'i a couple of weeks ago with Niniau. We did some site visits on the different islands on the Big Island, Moloka'i, and O'ahu. Unfortunately, we weren't able to make it to the other islands, but we will.

This is entirely doable and doable in a way that is unlike what Hawai'i has seen before. There are excellent examples in other parts of the country, both in urban and suburban and rural settings where this community-based network will obviate the potential of a repeat of a SIC situation. I look forward to hearing about it in two to three years. So hopefully that helps address your question.

**Trustee Akina:** Well, we all are hoping for the very best for our people. Thank you, Geoff and thank you Niniau, this is an exciting project.

**Chair Waihe'e** recognizes Trustee Akaka.

**Trustee Akaka:** Mahalo Chair. I wanted to Mahalo Niniau, Monica, Geoff, and Mikhail for your wonderful presentation. Really look forward to hearing things to come. I wanted to ask what some of the challenges have been, if the results vary between the various Tribal nations.

**ACI Chief Strategy Officer Blackwell:** They have, the Chickasaw Nation came in to meet with me when we started the Office of Native Affairs and Policy in 2010. They came to ask whether-or-not they should seek Federal funding, because they were building a fiber ring around Southern Oklahoma, and they have largely over the last decade have been working hard to deploy networks throughout.

The major challenge everywhere is - let me step back. Last mile or First mile as Niniau put it, the way that we refer to it in Indian Country; there are obvious, clear, good solutions. It's kind of the option like - *do you want to buy a BMW, or do you want to buy a Honda Accord?*

The real challenge for much of the disconnected parts of the United States, not just Native America, not just the native and indigenous places is really the middle mile and the backhaul. So, it's not the major interstate superhighways of broadband and it's not the dirt roads. Broadband is really those state roads, those inner roads; to borrow the transportation analogy.

In Hawai'i particularly, what is and isn't true about Sandwich Isles, that's a big determining factor. We are in the midst of an asset inventory, an asset inventory that goes to both location partner, infrastructure, funding opportunities, and it is time for Hawai'i to really get serious about this type of asset inventory.

This is enough money to change the opportunity, particularly with you authorities outside of homelands for Native Hawaiians, writ large, as Niniau has said. I think it also needs to be said, if I may just take leave of my answer. Based on the training that Deputy Tyler Gomes and Special Assistant Niniau have taken, they really have made themselves experts in this particular area of native broadband. I can say that I feel like I can, I've been in this space for about 22 years; and when you apply yourself over time, the big building blocks really become very obvious in Hawai'i.

There's a lot of missing middle mile to get to Native Hawaiian Communities and that missing mile can be intel or it can be, on the other side of Maui. It can be remote but that's a very important point to try to solve, so we will see if it will be solved by friends over at the Department of Transportation.

There's also an asset inventory of location. This effort is not trying to overbuild, but to build very intelligently. The Department actually has, as I'm sure OHA and other organizations that are focused on serving Native Hawaiians, assets in locations. Not everything has to be reduced to building a tower but it's very important that this money also includes fiber and other backhaul opportunities.

I guess the last thing that I would say is also it becomes very true in Hawai'i as it does elsewhere that there's a unique relationship between power, towers, fiber and spectrum. On certain islands there's a lot of these radio frequencies available to close the gap for the last mile or even the middle mile. If you remember about 30 minutes ago Niniau showed a vision of the future, with all of these arrows going all sorts of different ways, a lot of that is predicated on wireless technology.

**ACI Chief Strategy Officer Blackwell:** But in Hawai'i, also on certain islands in certain population areas, there isn't a lot of that spectrum available. So, this asset inventory, is a very important step to try to make sure that this amount of money goes as far as it can to address needs.

Now there are certain tribes that are already 20 years down that road, one of our friends and partners is the Southern California Tribal Digital Village. It's a 600-mile fiber wireless network that connects 22 tribes in San Diego County, California and provides social services, education, healthcare provided on that network.

Another tribe that we work pretty close with has created even its own Facebook and social media type of outlets that are not only just that, and that is the Couer d'Alane Tribe in Idaho, not just for needs for civic engagement. There was a big vast world of opportunity in the Internet of Things, on the other side of the owner-operator side of broadband, rather than just being a consumer.

For a long time, companies have pulled a lot out of the Native Hawaiian Community and it's time for that to change. I would say, if you want some examples of some tribes that are doing some very interesting things right now; on the cutting edge is Mohawk. Mohawk Networks in New York, who have deployed essentially an IT Department on steroids, that is becoming more of a broadband wireless and wireline Internet Service Provider, ISP.

At the other end of the spectrum is Gila River Indian Community where our wonderful Mikhail Sundust comes from. They have one of the preeminent telcos, traditional wireless telephone, and now broadband telcos in the United States, not just in Indian country, but the entire United States. They serve about 12,000 Community members and businesses.

So there's this amazing perspective from outside of Hawai'i - the challenges you face and how to solve them, but because of the force inside Hawai'i I think only perhaps you know Senator Akaka, Senator Inouye, now Senator Schatz sort of see the potential. So, his asset inventory and taking these deliberate steps, right now, very important.

The last thing I'll say, however, is even though some of what other tribes are doing, what other Tribal Nations are doing as Governance. Providing kind of services that are very relatable to OHA's services; we can't take that as a model, no one size fits all. We've got to figure out the Native Hawaiian solution, that's its own jigsaw puzzle fit together. But right now, it sure is nice to be able to have the money to be in the Center of it, rather than the outside of it.

I would buttress what Niniau said in response to the question that the other Trustee had about Sandwich Isles, the FCC removed the ETC status. It's all over but the shouting, it's just a matter of how that's going to, you know, what the history means there. It's going to be very important that this network gets structured with the future of further subsidy in mind. For instance, the enhanced broadband benefit that's available right now and other types of recurring support, but with so much going towards a capital expense, it's a bright future. Thank you.

**Chair Waihe'e** asks if there are any further questions or comments.

*There are no further questions nor comments.*

**Chair Waihe'e:** If there are no other questions, I want to thank you, Niniau. It's good to see you doing a fine job as always. I want to also thank Geoff, Mikhail, and Monica for all your good work and for joining us today.

**DHHL Special Assistant Kawaihae:** Thank you, Chairman Waihe'e. Thank you, Members of the committee. Thank you, Ka Pouhana. Good to see all again. Yes, I think we still don't have as much wrinkles as we should, so we'll just count our blessings. A hui hou. Mahalo Nui.

**ACI Chief Strategy Officer Blackwell:** Chair, may I make one more brief statement on that point Niniau made about having a lot of wrinkles. I know you recently added at OHA, Colin Kippen. There are many of us in Indian country that know him and know him well from his service helping our tribe to get education and you should not have a deficit and wrinkles having Colin (chuckle). The way we still love in Indian Country is by teasing, so Mahalo, Mahalo nui. You all take care.

**Chair Waihe'e:** You too, thank you again, Geoff.

**Chair Waihe'e** calls for a 5-minute recess.

The RM Committee Recesses from 12:01 p.m. -12:09 p.m.

## **V. NEW BUSINESS**

### **C. Presentation: Legacy Land Program & Portfolio, Wao Kele o Puna – Kalani Fronda, Land Director**

**Chair Waihe'e** turns it over to Ka Pouhana Sylvia Hussey.

**Pouhana Hussey:** Thank you Chair Waihe'e, and may I suggest, for your consideration - I've asked the Land division to keep the overview to 10 minutes, so, that we can follow up. Then the next presentation - just keep that, at most, at 10 minutes because it's just sharing information.

Most of you got the binders just yesterday, it's 300-some-odd pages. I want to be sure that we honor people's time I know there's some commitments, beyond that. *So, would that be okay?*

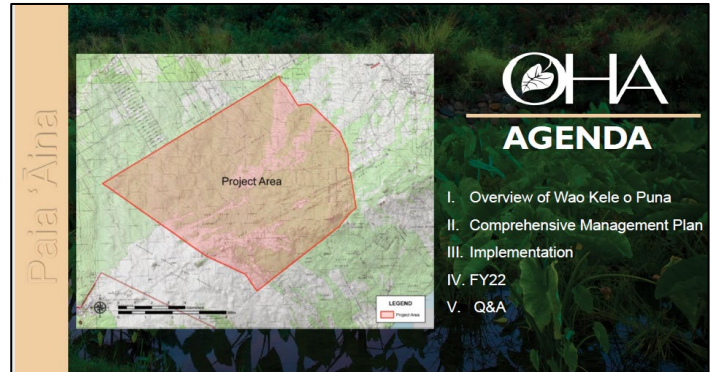
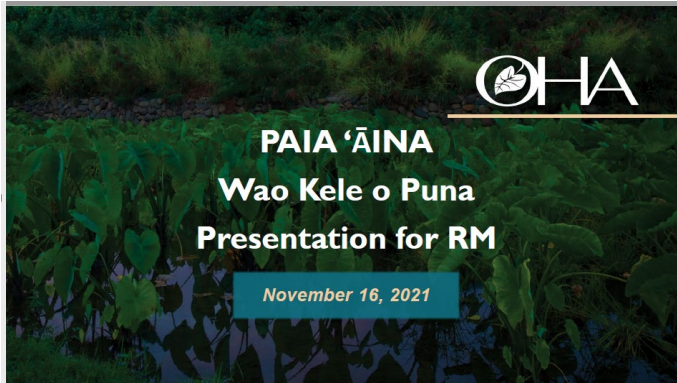
**Chair Waihe'e:** That would be fine; good idea actually. Okay.

**Pouhana Hussey:** Ok, so Kalani, Kalena & Lori are 10 minutes, we'll transition to the other presentation and then *Pau*. While Kalani is getting the screen ready, Trustees, this is a continuation of what Chair Waihe'e asked Administration to provide information about - the Legacy Land Portfolios (LLP). While that was done about two weeks ago, as an overview, we wanted to come back to the Trustees with some specifics on larger parcels such as, Wao Kele o Puna (WKOP), and the follow-up in a couple weeks with our Wahiawā Lands.

Just for context it's at Chair's request, so that we can have a conversation about the Legacy Land Portfolios.

**Land Director Fronda:** Mahalo, Trustees. Once again, as Ka Pouhana mentioned, we had shared this in our last RM meeting, our Land Legacy Team shared a presentation on the LLP Portfolio.

Today, I have with me two members of our team; Interim Legacy Land Manager, Lori Walker and Legacy Specialist, Kalena Blakemore; here joining me, focusing on Wao Kele o Puna. We'll do a quick overview of the asset and share our Comprehensive Management Plan (CMP) which establishes our blueprint, talk about the implementation that will guide the cadence of how we mālama this 'āina, cover some updates and expectation for FY22, and then we will set some time aside for you to ask questions related to this asset. With that, Lori, I'll let you take it away.



**Interim Legacy Land Manager Walker:** Mahalo Kalani. Aloha nui kākou, mahalo for allowing the time for us to share more about this special landholding. I will say first that the 'Ōlelo No'eau; He ali'i ka 'āina; he kauwā ke kanaka describes the land as chief, and man as its servant. This informs directly how we function in the Legacy Land Program, as we treat 'āina as our first beneficiary and we as well as our human beneficiaries are its stewards. Our program is responsible for just under 27,000 acres of legacy and programmatic land. Wao Kele o Puna is our largest land holding at 25,856 acres of conservation forestland in Puna on Hawai'i Island, which we acquired in 2006 in partnership with USDA Forest Legacy Program who contributed \$3.35 million to the purchase price and OHA contributed \$300K to secure the fee simple title.

We put together a working group on Hawai'i Island to collaborate on a Comprehensive Management Plan, which was approved by our Board of Trustees in Aug 2017. This plan is the foundational document that informs all of our management activities at Wao Kele o Puna.



**Interim Legacy Land Manager Walker:** Last year we intentionally reorganized our Wao Kele portfolio of work and assessed our available resources in order to prioritize and sequence the management activities required for this landholding.

The priorities we determined for this fiscal year focuses on these areas:

- Research and Restoration specifically for our rare and endangered species and gathering data to inform policies and procedures for a hunting program.
- Community Reengagement – we have initiated an aha kaialu or community advisory group consisting of various areas of expertise to support our implementation of the CMP and the return of the community to the forest. We also assess the long-term budget by looking at the capital improvement projects that were identified in the CMP to facilitate programming at Wao Kele o Puna
- We will also be continuing with regular operations and maintenance activities

Admittedly, I'm biased but we have a high-functioning LLP team. However, we are really quite small in number and also in size - if you've met us. It is a constraint as far as how much we can prioritize in any given fiscal year. That said, we are grateful to the partnerships we've built with external organizations that have aligning programming and values which help to support our CMP implementation. I'll have Kalena introduce the partnerships to us.



**Legacy Land Specialist Blakemore:** Aloha, Trustees. When OHA first acquired WKOP in 2006, a Memorandum of Agreement with DLNR was put in place for 10 years to assist us in forest management. In 2016 this MOA expired, and we now assume sole management through our Paia 'Āina and contractor, Forest Solutions, who maintain small scale operations at WKOP according to our Comprehensive Management Plan. The kuleana of this legacy land parcel requires specialized subject matter experts in ecology, and conservation of the natural and cultural resources found at WKOP. In addition to knowledgeable expertise, economic resource values have been extended through our collaborative partnerships.

This slide depicts are partners:

- Three Mountain Alliance; is a network of agencies that come together and share ideas and resources on forest management. Through these networks we have forged partners whose efforts help us move projects forward at WKOP.
- DLNR/Land Division; provides OHA an annual Right of Entry through Kalapana- allowing us pedestrian access to Pu'u Heiheiiahulu to conduct flora and fauna surveys.
- The Division of Forestry and Wildlife –DOFAW; holds a Right of Entry from OHA to exercise helicopter operations from WKOP to manage their forest.
- The Plant Extinction Prevention Program, known as PEPP; has discovered the rare & endangered plant, cyrtandra nanawalensis at WKOP, which is known to be virtually extinct-they have future plans for a more comprehensive survey of this area.
- Hawaiian Volcanoes Observatory; holds an MOU for access to monitor and study Kilauea Volcano for public information and safety.
- An MOU with USFS-IPIF, Institute of Pacific Island Forestry; will allow and support various research projects ranging from cultural bioacoustics survey for the Hawaiian Bat and native birds.

We are grateful and fortunate to have these exceptional partnerships which serve to enhance our forest management operations.

After our CMP was completed in 2017, we began hosting community engagement days once a month with public and private school groups. Kamehameha Summer School programs, Hawaiian Immersion and public charter schools, name just a few of the groups who have participated in 'āina stewardship at WKOP.

During their huaka'i, the children:

- conduct cultural and bio-sanitation protocols,
- engage in Hawaiian place-based learning through kilo observations,
- collect and distribute native seeds, propagate seedlings; and
- weed and out-plant native species.

Our forest management contractor oversees these community stewardship events. Unfortunately, since March 2020, we have been on a temporary hiatus due to COVID-19 but we hope to resume in the upcoming months as the pandemic concerns decrease.



**Legacy Land Specialist Blakemore:** Other CMP projects we have completed in the last two years are installation of regulatory and interpretive signage. We have also constructed three small, fenced units along our access road for community engagement forest stewardship areas and a larger three-acre ungulate enclosure dedicated for rare and endangered plant restoration.

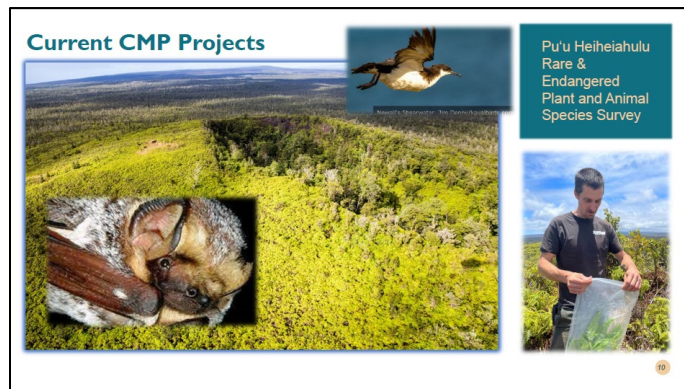
Because WKOP is listed as a Conservation District, Protective Subzone - we had to seek permit exemptions from the Office of Conservation and Coastal Lands and the State of Hawai'i Historic Preservation Division. This can be a very long and arduous process, but we strive to maintain good open communications with various state agencies to facilitate our forest management.

We have some current exciting prospects on the horizon since we were granted a Right of Entry from DLNR to access our property from the southern boundary. This entrance provides pedestrian access to Pu'u Heiheiāhulu pit crater as opposed to expensive helicopter access.

This spring we had PEPP staff from DOFAW rappel into the crater to conduct a quick recon survey and discovered a large population of *cryptandra nanawalensis*. Only a few of this plant exist today, therefore, finding this collection will serve to continue the species through propagation and reintroduction in safe restoration units. We will be conducting a comprehensive survey in the coming months to identify other species and collect accurate counts of this population.

A study in the early 1990s recorded the Newell's Shearwater sea bird, otherwise known as A'o, to be nesting in the cliff walls of Pu'u Heiheiāhulu. This bird is also endangered.

In addition, early biological inventories at WKOP recorded the endangered Hawaiian Hoary Bat, 'Ope'ape'a. Due to the possible numbers of rare and endangered species here we have been approached by USFWS for a grant proposal to protect the Pu'u with a fencing project to include invasive species removal of plants and pua'a. In addition, we have been approached by USFS-IPIF to conduct bioacoustic survey for native birds and bats at WKOP and at this pu'u. These collaborative partnerships serve to enhance our legacy land program with resources we would otherwise not have.



**Legacy Land Specialist Blakemore:** Our 3-Acre ungulate enclosure is now complete, and we are scheduling removal of invasive species to prep the unit for rare plant restoration. We will most likely be utilizing DOFAW and their PEPP department to execute the special permit for handling rare plants. We will seek to gather and propagate rare plants from WKOP which include the *gardenia remyii*, nanu, *cryptandra nanawalensis*, Ha'i wale and the loulou palm, *Pritchardia* found at WKOP.

In order to forecast the resources we need - we are prioritizing the planning of the proposed facilities intended to better serve the community and beneficiaries within the 5-acre clearing. This is a draft conceptual site plan which we will be using as a communication tool to request support from our local legislators.

The facilities identified in the CMP include:

- an environmental toilet for our keiki and kupuna when they are working and visiting the forest; and
- an open pavilion to gather and stage cultural workshops and learning activities.

This would be an area to store materials for the community, to construct a traditional hale. Our request includes a small greenhouse for our keiki to propagate native plants and a gravel parking area.



**Legacy Land Specialist Blakemore:** These are a few of our partners gathering to share ideas and restoration models for our 3-acre Rare Plant Enclosure.

Represented are: Three Mountain Alliance Director, UH Hawai'i professor, and one of the world's leading authorities in restoration ecology, USFS-IPIF Director, HVNP Natural Resources Chiefess, and Forest Solutions, Inc. President.

The 'Io (Hawaiian Hawk) also makes his presence throughout WKOP during our workdays. Our Legacy Land Program has been recently tasked to work with DOFAW and the Hawai'i Wildlife Center to assist with public outreach messaging on the cultural importance of the 'Io and to educate the community of its need for protection. Mahalo nui for your time and letting us share our updates on Wao Kele o Puna.



**Chair Waihe'e:** Thank you for much, Kalani, Lori, and Team.

**Chair Waihe'e** asks if there are any questions.

**Trustee Keola Lindsey:** Just one question. When folks want to access the land for gathering or hunting, *what is the process for that? Is there something they have to apply for?*

**Legacy Land Specialist Blakemore:** Technically, we have a gate that you can walk through, a pedestrian gate. You can park your vehicle off property, which is on Ed Wilson's property; he provides our easement.

If a hunter wanted to go in, or people wanted to gather, they could contact me, and I would have them sign a waiver and get some information and would give them a key in exchange for some collateral. We're still fine tuning some of that, however most people know that if they want to enter WKOP they can reach out to me to assist them with that process.

**Trustee Keola Lindsey:** Thank you Kalena. Sorry, Mr. Chair, I meant to start off with a comment, thanking our 'Āina Division for their hard work at Wao Kele o Puna. Mahalo, Mr. Chair.

**Chair Waihe'e:** Thank you, Trustee Lindsey.

**Trustee Akaka:** Mahalo for the presentation. I was wondering - *about how many people annually apply to visit, based off of Trustee Keola Lindsey's question?*

**Legacy Land Specialist Blakemore:** Actually, we have more school groups who are visiting, and less individuals or hunters. We've only had one hunter with three of his friends request to come, that was during the TMT Mauna Kea, DHHL had shut the mountain down. I know people have come through because we have surveillance cameras up, so there are people that come in. I think last month we had four hunting groups come in. Mostly we have students, school groups with 20+ kids from different schools, that's our primary target.

**Trustee Akaka:** Wonderful. Mahalo.

**Chair Waihe'e:** *Are there any other questions or comments?*

There are no further questions nor comments.

**Chair Waihe'e:** Thank you very much, Kalani, Lori, and Kalena. Good Job.

## **V. NEW BUSINESS**

### **D. Presentation: Recommendations Implementation Report, CliftonLarsonAllen, OHA & LLCs Contract and Disbursement Review, November 2021**

**Chair Waihe'e** turns it over to Ka Pouhana Sylvia Hussey.

**Pouhana Hussey:** Thank you. Trustees, I have been in the position before that you're before the end of the day or a meal and so I am very conscious of that. The message #147, that was sent out on Monday night has all the links. It has the context, and you should have received your hardcopy binders; Trustee Ahuna and Trustee Lindsey yours were sent via FedEx on Monday.

Administration always offers, if you want to meet and talk through it. Just have your staff reach out and we'll have one-on-ones or in pairs, any of that to walk through the document. Administration will discuss with Chair Waihe'e, what actions, if any the committee would like to consider.

**Trustee Akina:** Thank you, Chair and thank you, Sylvia. Sylvia, when you mentioned that the committee would consider actions that may follow-up your presentation of this report, *what types of actions are we thinking of?* As I understand it; we have not voted on this report, nor is it an agenda item for us to do so.

**Pouhana Hussey:** Right, so when I refer to that, next steps, this is not a Board document, it's an Administration document. Although, of the recommendations, the CLA Report calls out seven recommendations that are Board Governance-oriented. So, what the report contains is suggested to address that we've already put into place, for example, budgeting on the internal audit function as an example.

So, those particular items are Board items to dispose of. It's those kinds of actions that I'd like to discuss with Chair Waihe'e, as to how he would like to navigate that through the RM and then up through the BOT. Especially the ad-hoc committee recommendations, those recommendations are already being operationalized. We provided an update, so we'll circle back with procurement as to the process and we have both Chief of Staff, Colin Kippen, as well as COO, Casey Brown who supported the ad-hoc committee to bring back information to the Trustees in terms of the progress of the RFP.

**Trustee Akina:** So, if I understand you, it sounds as though your focus is on the recommendations and the implementation of the recommendations. *Is that right?*

**Pouhana Hussey:** To the seventh recommendation by CLA that the Board has Administration come back with an implementation report and we're pleased to report that there are just eight of the recommendations outstanding to be addressed.

**Trustee Akina:** Thank you, Sylvia.

**Chair Waihe'e** asks if there is any other questions or comments.

There are no further questions nor comments.

## VI. ANNOUNCEMENTS

None

## VII. ADJOURNMENT

Trustee Akaka moves to adjourn the RM meeting.

Trustee Keola Lindsey seconds the motion.

Chair Waihe'e asks if there is any discussion.

There is no discussion.

Chair Waihe'e calls for a **ROLL CALL VOTE**.

							12:30 p.m.
TRUSTEE		1	2	'AE (YES)	A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
LEINA'ALA	AHU ISA			X			Departed at 11:27 a.m.
DAN	AHUNA			X			
KALEIHIKINA	AKAKA	1		X			
KELI'I	AKINA			X			
VICE-CHAIR LUANA	ALAPA						EXCUSED
BRENDON KALEI'ĀINA	LEE			X			
CARMEN HULU	LINDSEY						Departed at 12:01 p.m.
KEOLA	LINDSEY		2	X			
CHAIR JOHN	WAIHE'E			X			
TOTAL VOTE COUNT				6	0	0	3

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

Chair Waihe'e adjourns the RM meeting at 12:30 p.m.

Respectfully submitted,

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Melissa Wennihan  
Trustee Aide  
Committee on Resource Management

As approved by the Committee on Resource Management (RM) on January 25, 2022.

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

**Committee on Resource Management**

Trustee John Waihe'e IV, *At-Large - Chair*

Trustee Luana Alapa, *Moloka'i / Lāna'i - Vice Chair*

**Members**

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*



**STATE OF HAWAII  
OFFICE OF HAWAIIAN AFFAIRS**

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

**DATE:** Tuesday, January 25, 2022

**TIME:** 1:30 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: 836 3478 6576

**Due to COVID-19, the OHA Board of Trustees and its standing committees will hold virtual meetings until further notice. Pursuant to Governor Ige's December 29, 2021 Emergency Proclamation Related to Sunshine Law In-Person Meetings, there will be no in-person location for this meeting that is open to the general public. The virtual meeting can be viewed and observed via livestream on OHA's website at [www.oha.org/livestream](http://www.oha.org/livestream) or can be listened to by phone via the phone number and Webinar ID listed at the beginning of this agenda.**

**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**

A. November 16, 2021

B. November 30, 2021

**IV. Unfinished Business**

None

**V. New Business**

A. Presentation by Administration: Nā Lama Kukui, 560 N. Nimitz Highway, Refinancing

B. Presentation by Administration: Reorganization Update

**VI. Executive Session‡**

A. Consultation with Board Counsel Robert G. Klein, Esq. and Interim General Counsel Everett Ohta, Esq. re: questions and issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities with respect to the refinancing of Nā Lama Kukui, 560 N. Nimitz Highway, pursuant to HRS§92-5(a)(4)

**VII. Announcements**

**VIII. Adjournment**

**STATE OF HAWAII  
OFFICE OF HAWAIIAN AFFAIRS  
560 N. NIMITZ HIGHWAY, SUITE 200  
(VIRTUAL MEETING - VIA ZOOM WEBINAR)  
COMMITTEE ON RESOURCE MANAGEMENT  
MINUTES**

**November 30, 2021 1:30 p.m.**

**ATTENDANCE:**

Chairperson John Waihe'e, IV  
Trustee Leina'ala Ahu Isa  
Trustee Dan Ahuna  
Trustee Kaleihikina Akaka  
Trustee Brendon Kalei'aina Lee  
Trustee C. Hulu Lindsey  
Trustee Keola Lindsey

**EXCUSED:**

Vice-Chairperson Luana Alapa  
Trustee Keli'i Akina

**BOT STAFF:**

Crayn Akina  
Melissa Wennihan

**ADMINISTRATION STAFF:**

Sylvia Hussey, CEO / Ka Pouhana / Administrator  
Casey Brown, COO / Ka Pou Nui  
Daniel Santos III, IT  
Erin Nakama, IT  
Everett Ohta, Corporation Counsel  
Kalani Fronda, LL  
Lori Walker, LL  
Raina Gushiken, Corporation Counsel  
Ramona Hinck, CFO  
Taylor Asao, LL

**I. CALL TO ORDER**

**Chair Waihe'e** calls the Committee on Resource Management meeting for Tuesday, November 30, 2021, to order at **1:30 p.m.**

**Chair Waihe'e** notes for the record that **PRESENT** are:

MEMBERS			AT CALL TO ORDER (1:30 p.m.)	TIME ARRIVED
CHAIR	JOHN	WAIHE'E, IV	PRESENT	
TRUSTEE	LEINA'ALA	AHU ISA	PRESENT	
TRUSTEE	DAN	AHUNA	PRESENT	
TRUSTEE	KALEIHIKINA	AKAKA	PRESENT	
TRUSTEE	BRENDON KALEI'AINA	LEE	PRESENT	
TRUSTEE	KEOLA	LINDSEY	PRESENT	
TRUSTEE	CARMEN "HULU"	LINDSEY	PRESENT	ARRIVED AT 1:38 P.M.

At the Call to Order, **SIX (6) Trustees are PRESENT**, thereby constituting a quorum.

**EXCUSED from the RM Meeting** are:

MEMBERS			COMMENT
TRUSTEE	KELI'I	AKINA	MEMO – REQUESTING TO BE EXCUSED
TRUSTEE	LUANA	ALAPA	MEMO – REQUESTING TO BE EXCUSED

**II. PUBLIC TESTIMONY on Items Listed on the Agenda\***

None

**III. APPROVAL OF MINUTES**

None

**IV. UNFINISHED BUSINESS**

None

**Chair Waihe'e** states that Ka Pouhana Sylvia Hussey, is having some technical difficulties and has requested to take V.B. Presentation: Legacy Land Program & Portfolio, Wahiawā Lands out of order while IT works on her computer.

**V. NEW BUSINESS**

**B. Presentation: Legacy Land Program & Portfolio, Wahiawā Lands – Kalani Fronda, Land Director**

**Chair Waihe'e** turns it directly over to Land Director, Kalani Fronda.

**Land Director Fronda:** Aloha Chair Waihe'e and Trustees. As we've been sharing in several meetings about our Legacy Lands Program, we'd like to spend a little more time on Wahiawā. With me today is Interim Legacy Land Manager, Lori Walker and Legacy Land Specialist, Taylor Asao. I will share the PowerPoint and turn it over to Lori, to take it from here.

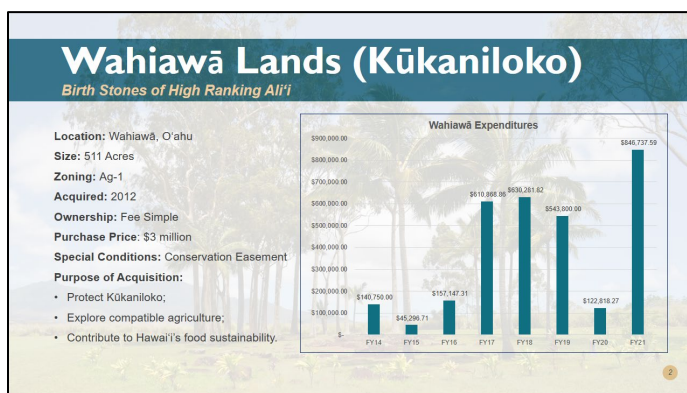
**Interim Legacy Land Manager Walker:** Aloha nui kākou. Mahalo again for giving us time to share the third part in our paia ‘āina series. Today we’ll be focusing on our Wahiawā Lands property; providing an update on our management and development activities. We’ll go through the highlighted priorities for this Fiscal Year, the background of the property, updates on the projects that have been going on, and then next steps along with any questions you may have.



**Interim Legacy Land Manager Walker:** This slide is an overview of the property for your reference, with some quick facts, which Taylor will share more on, shortly.

The next slide are our priorities for the Wahiawā property, we’ve organized our portfolio of work. It’s quite a substantial portfolio of work for the development of this property. These are based on the resources that we have available. The priorities that we will be focusing on this Fiscal Year; we are synthesizing our Conceptual Master Plan (CMP) in a partnership with the University of Hawai‘i Community Design Center (UHCDC). We will be completing conceptual designs for the CMP Facilities, and we are also completing an Environmental Assessment for these facilities at the property.

We will be doing phase two of the eucalyptus tree removal around the Birth Stones and we will also be developing our Native Forest Restoration Projects.



### FY2022 Priorities

- ✓ **CMP Synthesis Via UHCDC Partnership**
- ✓ **Complete Conceptual Designs of CMP Facilities**
- ✓ **Environmental Assessment**
- ✓ **Eucalyptus Tree Removal**
- ✓ **Native Forest Restoration Projects**

**Legacy Land Specialist Asao:** I'm just going to be giving a quick background. I think a lot of you folks already know about Kūkaniloko and its Cultural Significance. Just for the sake of it, Kūkaniloko is considered the geographical and spiritual piko of O'ahu and is viewed as one of the most sacred places in Hawai'i. One of the main reasons for this is because of the generations of the most prominent ali'i in Hawaiian history were born at this Chiefly birthing site. Some Ali'i born here include Kapawa, La'amaikahiki, Mā'ilikūkahi.

Then switching over to more recent periods, unfortunately this land has seen a lot of degradation over its decades. It started with the deforestation from the 'Iliahi Trade, coupled with the later ranching period, which lead to complete deforestation and huge changes to the native ecosystem of the area.

Then of course, the Pineapple monoculture followed and further degraded the quality of the soil.

Jumping forward to 2012, OHA acquired the 511 acres surrounding the birth stone sites. The birth stone site is a five-acre lot surrounding - it is our Wahiawā Lands.

OHA's purposes for acquisition:

- 1) To protect the Birth Stones by providing a buffer against future incompatible development
- 2) To explore the development of compatible agricultural uses and other programmatic initiatives
- 3) To contribute to Hawai'i's food self-sufficiency, preserve open space and watershed lands

Those three things will come up again later when we talk about the values for developing the property.

The acquisition was made possible with the assistance from the Trust for Public Lands, the City and County of Honolulu, and the Army. OHA was able to purchase the property by contributing \$3 million. The help from the Army and the C&C resulted in the creation of a conservation easement, which restricts the use of the property for mostly agricultural and ancillary purposes.

Also, just an update; OHA has finally received the Executive Order from the Governor for control and management responsibilities for the five-acre Kūkaniloko Birth Stone site, that was received just last year in March 2020.



**Legacy Land Specialist Asao:** One of the first big things that OHA did for its Wahiawā lands; in 2016 they started a Conceptual Master Planning process. OHA wanted to make sure that if this plan ever happens on this property, it really needs to come from the community.

So, we created a Working Group, as well as hosted several workshops with the larger community of Wahiawā. In this picture you can see, on the top right-hand corner, that's a picture of the working group. Their purpose was to advise OHA in the creation of the plan and to help refine all of the mana'o provided by the larger community. This group is made out of experts in various fields: agriculture, culture, business, and so forth.

The other pictures are from the other workshops that we hosted with the larger community. One of the main things that the working group strongly encouraged OHA to look at was the acquisition purposes from a Hawaiian Perspective.

Those acquisition purposes became the guiding values for the working group and will also be the guiding values for the implementation of the CMP moving forward.

- Ho'omana: being the Protection against future incompatible development
- Ho'ona'auao: the Exploration and development of compatible agricultural uses and other programmatic & Educational initiatives
- Ho'oulu 'Āina: Restoration of place and watershed while contributing to Hawai'i's food self-sufficiency



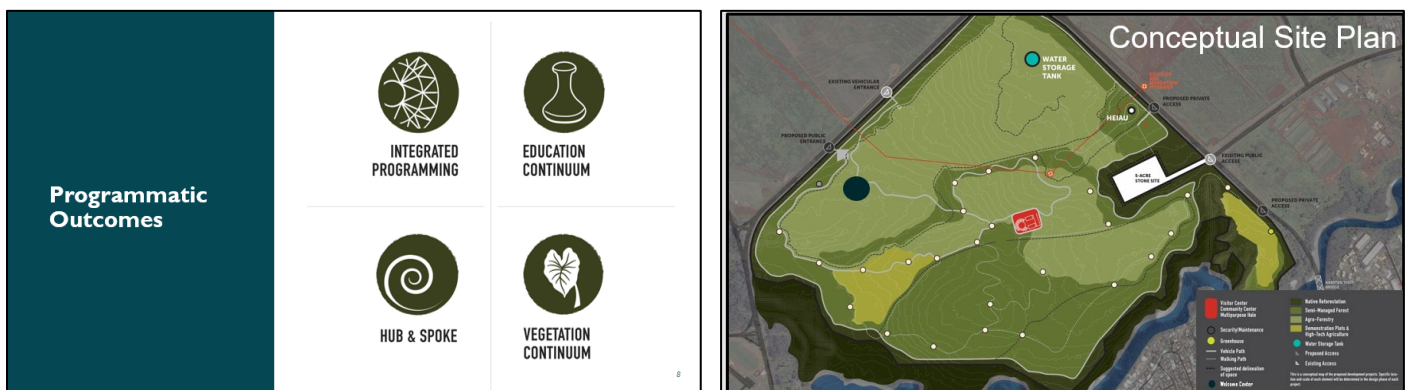
**Legacy Land Specialist Asao:** The Working Group used these guiding values to envision what kinds of programmatic activities would take place on the property, and from those - four Programmatic Outcomes were identified.

- **Integrated Programming:** programs occurring here will intersect at multiple levels for Protection, Education, Healing, Preservation, Culture, Environment and Resource Regeneration.
- **The Education Continuum:** a place for Inter-Generational Engagement and Symbiotic Learning that spans the life cycles from keiki to Kupuna; and will be a way to perpetuate knowledge and culture.
- **The Hub & Spoke:** a program model where our communities can leverage each other's strengths and resources to work together for collaborative partnerships to create a collective impact. Here, Kūkaniloko is the PIKO that strategically connects to other 'āina and resources that further the Lāhui.
- **Vegetation Continuum:** This concept consists of the full spectrum of growth from native forest restoration, food forests/agroforestry, demonstration ag-plots, and high-tech agricultural practices. A land management strategy that aims to restore the soil.

Specific programs of these 4 outcomes may include: access management, docent training, growing stewardship capacity, programs centered around healing, cultural training and capacity building, practice of pono agriculture with the concept of growing people by growing resources, which will grow the leaders of tomorrow.

In order to run these programs, infrastructure is required. Here we have a conceptual site plan for these programmatic outcomes. They include:

- **Welcome Center** (Dark Blue Dot on left side) to help orient visitors to this place and teach them appropriate ways to behave in places such as this.
- **Learning Center** (Red Icon in the middle of the property) that could function more like a multipurpose kauhale where the bulk of programmatic education for our people and culture would take place.
- **Greenhouse** (Small Green Dot on the right) – To help support Vegetation Continuum programming, whether this be a place for education or revenue generation or maybe both - like MA'O farm.
- **Water Storage Tank** (Blue Dot at top of the map): Water is critical for this plan to work. Each of the outcomes and various programs will require water, especially the vegetation continuum. There is currently no viable water source for this property which causes a lot of limitations for scaling up.



**Legacy Land Specialist Asao:** This plan was presented to the RM Committee in 2018 and they approved Action Item RM #18-10 - which approved the long-term direction of the CMP and authorized OHA's Administration to take further steps towards its implementation.

**RM Approval:**

Trustee Colette Machado moves to support to approve the long-term direction of the Master Plan for OHA's 511-acre property in Wāhiawa surrounding the Kūkaniloko Birthing Stones, and authorize OHA's Administration to take further steps toward its implementation.

Trustee Dan Ahuna seconds the motion.

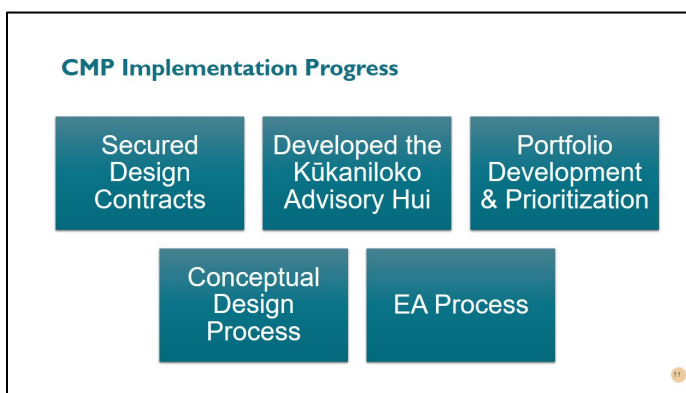
	1	2	'AE (YES)	'A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSE D
TRUSTEE LEI AHU			X			
TRUSTEE DAN AHUNA	X	X				
TRUSTEE ROWENA AKANA			X			
TRUSTEE KELI AKINA			X			
TRUSTEE PETER APO						X
TRUSTEE ROBERT LINDSEY			X			
TRUSTEE COLETTE MACHADO	X	X				
TRUSTEE JOHN WAIHE'E			X			
CHAIRPERSON HULU LINDSEY			X			
TOTAL VOTE COUNT			8			1

- RM # 18-10 (9/5/18)
- Long-term direction of the CMP
- Authorization to take further steps towards Implementation

**Interim Legacy Land Manager Walker:** Since approval of that Action Item, these are some of the major progress that we've been able to achieve. We've secured three major design contracts, one for each that Taylor shared. The Greenhouse & Nursery, Visitor's Center, and Water tank design.

We have developed the Kūkaniloko Advisory Hui, which is a continuation of the Working Group involvement, a few different members, but continuing Community involvement. We've organized and developed the portfolio and organized the priorities of projects. We are nearing the end of the conceptual design process and have also started the Environmental Assessment process.

The creation of the Kūkaniloko Advisory Hui was really incited by the transition that we were experiencing at the time. There were different leadership changes, budget realignment, COVID just started, and so we really wanted to re-engage the Community to create a level of transparency to not be making decisions in a vacuum and really to continue that Community Engagement that we had started with the original working group. We have been meeting monthly with the Kūkaniloko Advisory since August 2020. These different members all represent different areas of expertise that specifically speak to and inform the different programs and concepts that came out of the CMP.



**Kūkaniloko Advisory Hui**

To actionize the outcomes of the OHA Wāhiawā Lands Conceptual Master Plan (CMP), OHA initiated an Advisory Hui, in August 2020, comprised of individuals that have expertise in key subject matters such as cultural & natural resource management, land development, planning, business, health, politics, education, agriculture, and community empowerment.

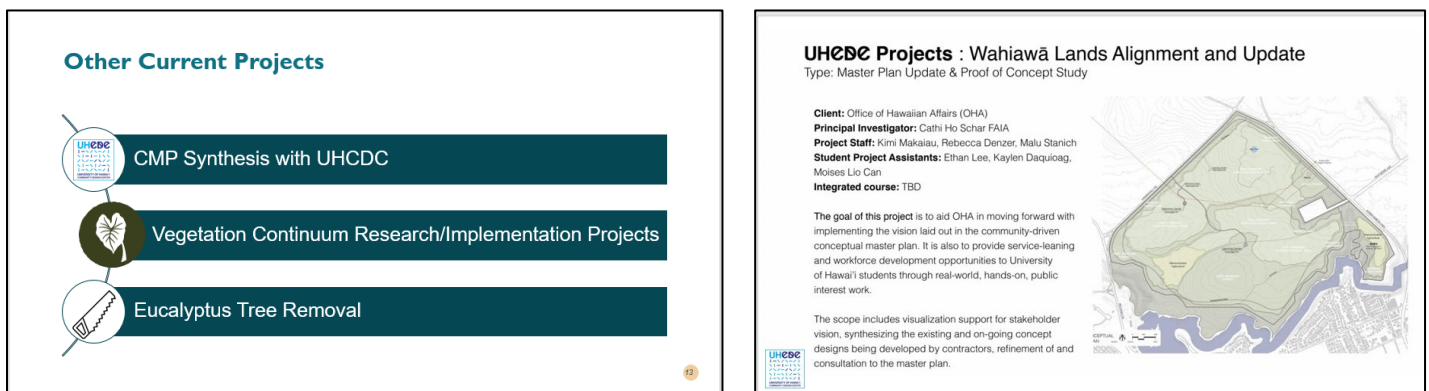
The Hui meets virtually monthly to help OHA refine the overall master plan for the property which will include tasks and projects related to agriculture.

The Hawaiian Civic Club of Wāhiawā hosted the hui to a Piko Listening Journey at the Birthstone site.

**Interim Legacy Land Manager Walker:** As we work with the Kūkaniloko Advisory Hui to refine the CMP from a 40,000-foot elevation down to sort of a realistic direction forward, we've engaged in partnership with the University of Hawai'i Community Design Center through the School of Architecture to help us refine the CMP to a more realistic Master Plan.

As we've worked with the Hui, different ideas come out. So, really what UH CDC is helping us with this synthesizing all these different ideas as we refine the more conceptual thoughts from the Original Master Plan. We also have been taking strides towards the continuation of the Vegetation Continuum projects, as well as research. As we mentioned, we completed Phase 1 of the Eucalyptus Tree removal and we will be initiating Phase 2 in quarter three of next year.

This slide is what I described already about our partnership with UH CDC. They are really just helping us engage in refining the Master Plan to a more realistic plan and then we would use that Master Plan as a tool to present to the BOT for approval to proceed with the conceptual designs into design development and construction on the property.



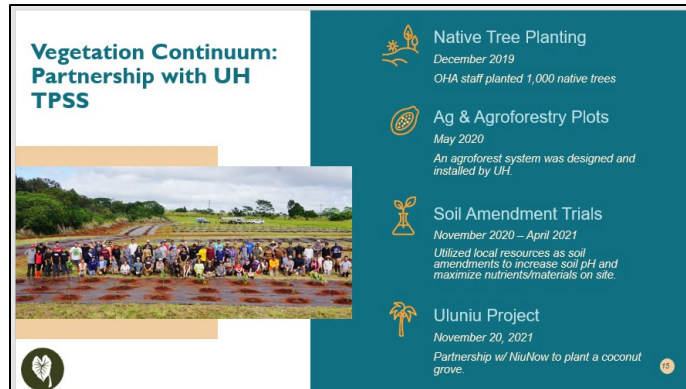
**Legacy Land Specialist Asao:** Alright, we're going to switch gears and talk about the Vegetation Continuum that we mentioned earlier. We have a partnership with University of Hawai'i Department of Tropical Plant and Soil Sciences. They are helping us better refine what is the vegetation continuum, it's kind of a lofty idea. They're also taking us down a little bit closer to *what is it really when we say that* and also helping us to research strategies for implementing the vegetation continuum. We've undergone several experiments and some of you have actually been a part of it.

Here, we have a photo from our All OHA tree planting which was really, fun and a handful of Trustees were able to come - so that was really awesome. That was just one of the experiments that UH helped us to design and to facilitate.

We also did an Agriculture and Agroforestry Plot, which UH also helped to design and install.

We also did soil amendment trials to look at different soil amendments, and how that can improve the soil on the property.

Then most recently we've been working on Uluniu projects which we will talk about in the next couple of slides.



**Legacy Land Specialist Asao:** Just an update on the Native Tree plant plots - so on the top left you'll see that was just a few months after we had planted them in December, and they had already grown a lot because it was a really wet season.

In the photo just below is what they looked like earlier this year. The trees are basically taller than us, so needless to say, it was super successful. We really would like to do more, so be on the lookout for those in the future.

Then the Greenhouse Soil Trials, so really looking at the conventional way soil amendment, so like dolomite is the conventional soil amendment that is used. We also looked at biochar and anaerobic digestate, and so we kind of combined them and did them separately to see what would improve the soil pH and other nutrients in the soils. We're still collecting and monitoring those trials.



**Legacy Land Specialist Asao:** We have our Agriculture and Agroforestry Plots - these are pictures so you can see the work that goes into this.

The top left is clearing and cutting the grass, then the next one over on the right is installing the irrigation and then preparing the plants, then getting those plants into the ground so really a lot of hands on with limited staff and some volunteers.

This system was developed by UH and it's a diverse mix of native tree crops, so species like ulu, kukui, noni, ohi'a, and maia. I can't explain it all in detail, however there was a lot of thought put into the design - thinking about the different levels and the different species and how they will grow when they mature. The goal of this experiment was to better understand agroforestry that can be used as strategy to restore degraded land. It's really all about the soil, if you don't have good soil, there really isn't much that we can do. So, we always keep that in mind whenever new projects come about.



**Interim Legacy Land Manager Walker:** In continuing with UH's experimental culture and foresting projects, NiU NOW is a group that is researching ways to return niu in its traditional function to Hawai'i.

Right now it's considered an ornamental liability, this is an effort to reverse that. In partnership with NiU NOW, UH's Tropical Plant and Soil Sciences, and Hawaiian Civic Club of Wahiawā, we initiated an Uluniu project which aims to establish a coconut grove, a niu gene bank, soil rejuvenation at our site and water conservation, specifically for coconut that is a benefit that the plant provides. As well as promoting community engagement and education, those hit all of our programmatic outcomes and guiding values.

We had a Planting Day on November 20, 2021, when we were able to put 108 coconuts of 16 different varieties in the ground. It was a beautiful ceremony, in alignment with Makahiki. Our partnership with NiU NOW; Indrajit Gunasekara and Manulani Meyer, they are both leading the NiU NOW effort and we look forward to annual mālama days for this coconut grove. It's about a two acres zone of our Wahiawā Land Property. Eventually we will have 16 different varieties of coconut and we look forward to the fruit bearing from this coconut grove, really important cultural return for us.



**Interim Legacy Land Manager Walker:** The next slide contains photos of the Eucalyptus Tree Removal we were able to execute earlier this year, and the next slide you can see the before and after. This was phase one of two phases; we will be removing the remaining 10 trees on the right. The reason for this effort is to protect the stones directly beneath it, eucalyptus in general, the leaves and the branches at the top tend to fall and land on the stones. Because of the archaeological and cultural significance of this site, we want to protect it, so we're removing the trees. We will complete that at the end of FY22.




**Interim Legacy Land Manager Walker:** The final project that we are currently working on, the Hawaiian Civic Club of Wahiawā has initiated an extension of the native tree planting that we did with OHA two years ago. They will be planting 1,000 Koa Trees at the entrance that we currently use to add an additional buffering around the stones to create more protection of the stones and to also help add to the reforestation effort of the property. The planting date is still to be determined.

**Interim Legacy Land Manager Walker:** The next steps are to: finalize our Master Site Plan with the UHCD, complete the Conceptual Design for the CMP Facilities, and continue that EA process. All of those are happening concurrently.

When we do complete the Master Site Plan on the Master Plan itself, we will re-present it to the Board of Trustees and request approval to move forward with the design, development, and construction fees for implementing the outcomes of the original CMP.

### HCCW 1,000 Koa Tree Planting

- **Purpose:** Reforestation & Fundraiser
- Trees Donated by Carbon Neutrality Project
- Planting Date TBD (Dec)



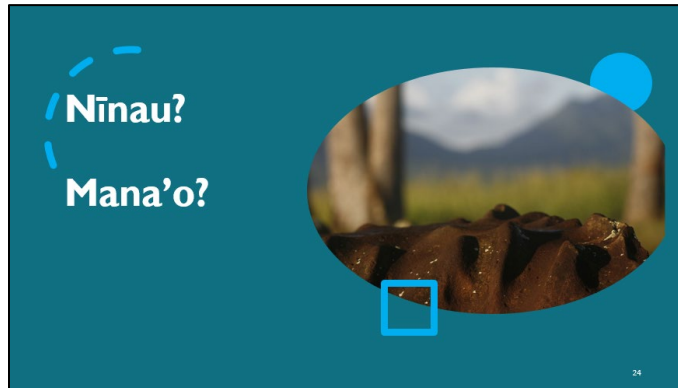
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### Where We Are Going

- Finalize Master Site Plan
- Complete Conceptual Designs
- Continue EA Process
- Get BOT Approval
- Design Development/Construction

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**Interim Legacy Land Manager Walker:** That's where we are at. If there are any questions, we're happy to answer them.



**Chair Waihe'e:** *Are there any other questions members?*

**Trustee Ahu Isa:** You're spending \$846,000 - FY20-21. All that money is for just the planning with the tree planting. When we went out there, years ago, I think that when we first hired Taylor. We were talking about education, like a shed so children could come and stand under the shade, because it's so hot.

The other question is why are we getting rid of the eucalyptus trees, they keep the mosquitoes away, the roots aren't going to bother the stones. *You're saying the leaves are bothering the stones? Who authorized all this tree removal, you got a consultant?*

**Land Director Fronda:** Mahalo Trustee Ahu Isa, I will also ask Lori to chime in on this. Much of the work that has been done, there's more planning work that needs to be accomplished. You won't see some of this, you will see a lot of reports that are done. There's also not only planning work but also consulting work that needs to be accomplished in order for us to be able to do any type of actual work on the property and any type of construction.

That's one of the reasons why we engage with organizations like UH CDC, because they can give us some proof of concept. Taking a look at our Conceptual Master Plan and being able to implement some of them. In regard to trees - we look at eucalyptus, we look at native habitat, we're going to take a look at what is native to our lands, what is also native to that particular area. *Lori would you like to chime in?*

**Interim Legacy Land Manager Walker:** Yeah, thank you. For the eucalyptus, it's not just the leaves, but it's also the branches. The liability to allow it to fall around the site itself but also if there are visitors to the site it definitely presents a liability and a safety concern. The leaves itself, when they do fall secrete an oil that does affect the soil and the growth of plants around it. If you go there, you can see that the plants closest to where those trees are growing and don't really do very well because they're impacted by the oil. We do look to our UH partnership with the tropical plant and soil sciences, to inform all of the vegetation actions that we do on the site, they are the experts.

It was also a Hawaiian Civic Club of Wahiawā request to remove the trees so that the stones are more protected. At the age these trees are at now, the branches at the top and the height that they are make the fall a lot more detrimental to the site below.

**Trustee Ahu Isa:** Koa is terrible, all the seeds go all over and gets into everybody's yard and go crazy. You're going to plant koa trees by the roadside, you said to protect - I was looking at a map where you're going to put the koa trees. You're going to put koa trees there, why because it's indigenous, the thing is like rubbish. Sorry, just my opinion.

**Land Director Fronda:** *Lori, could you also share what was traditionally there?* We had 'iliahi, koa - I believe in that area. Much of it is taking a look at how we can reforest the area and what the original habitat was there.

**Interim Legacy Land Manager Walker:** Yeah, so a major part of our Conceptual Master Plan was to restore the native forest that was previously there and creating a forest at a safe distance around the stones so that they are protected from visual impact and also creating a more culturally significant barrier to this sacred space.

**Trustee Keola Lindsey:** Thank you Kalani, Lori, Taylor, and everyone else for your hard work. When the time is right, I'd really like to know more about the agribusiness component of the reforestation efforts there. Not only in terms of what needs to happen in the soil, but also in terms of how much land is needed to make a sustainable native forest business.

Here on Hawai'i Island, Parker Ranch and Kamuela Hardwoods recently formed a partnership for sustainable hardwoods, native trees. Maybe there's other efforts going on - on other islands as well, so it seems there's alignment there. As you folks are working on all of these things, at some point in the future the agribusiness part, I look forward to hearing a little bit more on that. One random question, the coconuts are planted in groups of threes - *is there a specific reason for that that can be shared or was that?* If no can, that's alright, just curious, thank you.

**Interim Legacy Land Manager Walker:** Yeah, actually so Indrajit is from Southern Sri Lanka, he in partnership with Aunty Manu Meyer they make up NiUNOW. He belongs to unbroken knowledge of cultivating and taking care of coconut groves. He's also been doing research around Polynesian practices for planting, and this is one practice that they've seen really impactful for the species, to propagate within its own species. What they're calling it is a polymotu, the three trees are all the same species within the set of three and they'll propagate within each other, so there's not a cross pollination within the adjacent polymotu around it.

**Trustee Keola Lindsey:** Thank you.

**Trustee Hulu Lindsey:** I want to thank Lori, Kalani and Taylor for this good presentation. I was so excited to see the pictures showing the trees that we planted a few years ago, they've really grown a lot and I was going to ask how they were doing, so it was good to see those pictures. I was curious about the coconuts too, thank you for that answer. I want to know - *what is the status of the water system between the State and OHA?*

**Land Director Fronda:** I want to thank both Trustee Keola Lindsey and Chair Hulu Lindsey for bringing that up. That is one of the key components and ingredients for us to look at sustainable agriculture as well as the agribusiness side of it. We've made a couple of attempts to be able to put together a proposal requesting for CIP funds, and we actually went pretty far into the last session when we brought that before the legislature.

Unfortunately, it didn't pass and move forward so we are looking at other means of being able to leverage the necessary funding that we need to be able to incorporate that. Exciting stuff to happen, we've been in discussion with ADC in regard to, where that water will come from. It's just a matter of now us putting together a plan, whereby we can actually show forth how we can let them be able to seek the necessary funding sources to be able to construct and develop the water system.

**Trustee Hulu Lindsey:** Thank you, Kalani.

**Chair Waihe'e:** *Are there any other questions or comments?*

There are no further questions nor comments.

**Chair Waihe'e:** Thank you very much, Kalani, Lori, and Taylor.

## **V. NEW BUSINESS**

### **A. ACTION ITEM RM #21-18: Accept and Implement Recommendations Implementation Report for CliftonLarsonAllen, OHA & LLCs Contract and Disbursement Review, November 2021**

**Chair Waihe'e** turns it over to Ka Pouhana Sylvia Hussey.

**Pouhana Hussey:** Thank you Chair Waihe'e. Good afternoon, Trustees. Mahalo again to our IT who came to the rescue and revived a dead camera. Trustees, what you have is the actual Action Item.

The previous report was given in a workshop which we didn't quite get to, but the Action Item is before us, as requested by Trustee Waihe'e. Just for overview and background to set context for where we are; the Board in 2018, I believe commissioned under the Resource Management and it wasn't an audit, it was an engagement that looked at specifically contracts and disbursements. 80 contracts and 50 disbursements for OHA, as well as 30 contracts and 25 disbursements for the LLC's. CLA was engaged to do that work, and that work progressed and was reported to the Resource Management Committee, under then Trustee Ahuna.

It was brought to the Resource Management Committee in December of 2019 and then the next day it came to the Board in December of 2019. At that time, Administration was asked - one of the recommendations in the CLA Report was for Administration to come back with an implementation plan. They had 73 recommendations and how were these recommendations going to be implemented.

**Pouhana Hussey:** Administration came back to the Resource Management Committee in January of 2020 with the implementation recommendations for the 73 items. That report also was introduced and covered the 38 items that were flagged in that testing as possible red flags, so we pulled out that section and did some further follow up work with that.

January 2020 was the last reporting period, and in January we had every intention of finishing the implementation by June of 2020. Then as we all have experienced, COVID in March and all the State Orders in March of 2020. The entire organization went into telework and, as we know, we've been in that, and we are now preparing to emerge from that situation.

So, this is really a frozen in time implementation plan that now, in November, almost two years later, we are refreshing for the Trustees as to what progress has been made and what subsequent actions are still outstanding.

Now, remember, at the same time, the Board started the entire Board Governance work, in early January of 2019 as well, which was a significant recommendation action, part of the CLA engagement as well. So, the Board's work has been very intentional and paralleled in the recommendations. As we know, the Board Governance work is unveiling different aspects of the triangle and being implemented.

Then we are here, we are refreshing that work and then the Board also formed the Ad Hoc Committee, the legislature appropriated dollars specifically to follow up the replacement of the CLA engagement report, replace the audit and that condition. So, the release of our general funds was accomplished, because of that switch out.

In addition to that, \$200,000 was specifically identified to do a follow-up, and so the Board's Ad Hoc Committee did their work, made the recommendations and as we've reported - that RFP has gone out and the procurement process is in the process, the vendor evaluation is going on.

**Pouhana Hussey:** When we get those results, we will of course let the Trustees know, but remember based on the Ad Hoc Committees recommendation that scope of work is for the 38 items that have been identified by CLA in the original report.

For your reference if you just go to tabs or appendix C and D, those are the 38 items, that's the scope of that engagement. That engagement is very different, because that engagement as recommended by the Ad Hoc Committee is a forensic accounting engagement. Forensic accounting engagements have very specific standards by the American Institute of Certified Public Accountants, and so the requirement was whoever responded needed to conduct the engagement of those 38 items in accordance with those standards.

We're going through that process now, and again when that is made, we will inform the Trustees. So, this November refresh of the work is the final report, it's no longer draft and then we're also saying that here's the reporting mechanism, and that is in appendix E. Appendix E will be the tracker of all those that are still outstanding, and we will come back to report to the Trustees.

**Pouhana Hussey:** One thing you may be wondering, it's highly operational - *why are you coming to the Trustees for approval?* The reason I specifically want the Trustees to approve Administration's Implementation Plan is to be very clear, explicit, and transparent.

Trustees have received the report, they have reviewed Administration's responses to those reports, including recommendations that were given to the Trustees and that you have acknowledged and support that activity; and any of the budgetary impacts are already in the budget. That was part of the budget presentation and the approval, so while it may seem highly operational, it is very intentional on my part that the Trustees approve an Action Item through the Resource Management Committee where the work originated and then all the way to the Board so that we connect all the dots, top to bottom.

Practically yes, if you don't approve it, or you don't approve the Action Item, Administration will still do these things, because they're operational. I think it's very symbolic and a part of bringing things to closure to have this very specific Action, that's why Administration has asked and brought it in the form of an Action Item. *Any questions?* The meaty appendices are A through E, the rest are supportive kinds of appendices.

**Trustee Lee:** *Ka Pouhana, did I hear you correctly that should the Committee not pass this Action Item, that Administration will move forward with the action, because it is in Administration's wheelhouse and that this is just a symbolic way of the Trustees supporting what Administration is moving forward with?*

**Pouhana Hussey:** Yes, because it is operational, all of the budgetary aspects have been given to the Trustees in form of the budget.

**Trustee Lee:** Mr. Chair - if I may make a recommendation to the Chair of the Committee. In the future, if something like this is going to be brought to the Trustees in a Committee as a *symbolic way* and if the Trustees vote **no** - that Administration is going to move forward anyway because that's their authority, that maybe bring it in the form of a Resolution versus an Action Item.

Because it's very different for the Trustees to explicitly say **no** to an Action item, but yet Administration moves forward - is very different. If the Trustees say **no** to a Resolution and Administration moves forward, given that we're seeking a Forensic Audit. I don't see a Forensic Auditor being very thrilled with the governing body saying *no* to something Administration moves forward with it anyway. I'm not saying we're going to vote *no*, I'm just saying procedurally, and the way it looks, maybe if we do something like this *symbolically* in the future it comes in a form of a Resolution versus and Action Item.

**Chair Waihe'e:** That makes sense.

**Pouhana Hussey:** I appreciate that Trustee Lee. Of all the mechanisms to come to the Board, I've only seen a Resolution in honorary form, or the last time we did a beneficiary, so that's helpful to understand the different mechanisms that are available.

**Trustee Lee:** Just a quick reminder Ka Pouhana, against my objections we just passed a Resolution to purchase \$43 million worth of property. So, Resolutions have come before this body, and even if they had not come before this body, in the future, it by all means is a mechanism that we can do business.

**Pouhana Hussey:** Good to know, thank you.

**Trustee Keola Lindsey:** Sorry if I missed it in the folder. The question I have is - *for those recommendations that are partially implemented, is the partial part that summarized in the folder going to be the extent of the work, or will there be more work to try to fully implement the recommendation?*

**Pouhana Hussey:** So, all of the partially recommended should be on Appendix E to finish up. So, either we have implemented, not going to implement, because we have given our rationale for not implementing or it's partially implemented. Anything partially implemented is in Appendix E to track to completion. The implementation of the Board, governance aspect that is for the Board to decide if they will take those recommendations forward. All of the operational recommendations for OHA are in Appendix E and that we will track to completion.

**Trustee Keola Lindsey:** Thank you, Ka Pouhana. Thank you, Mr. Chair.

**Chair Waihe'e:** Thank you, Trustee Lindsey.

Trustee Hulu Lindsey moves to accept and implement the Recommendations Implementation Report for CliftonLarsonAllen OHA & LLCs Contract and Disbursement Review, November 2021, as attached.

Trustee Akaka seconds the motion.

Chair Waihe'e asks if there is any discussion.

There is no discussion.

Chair Waihe'e calls for a **ROLL CALL VOTE**.

							2:23 p.m.
TRUSTEE		1	2	'AE (YES)	A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
LEINA'ALA	AHU ISA			X			
DAN	AHUNA			2 - Yes		1 - Kanalua	
KALEIHIKINA	AKAKA		2	X			
KELI'I	AKINA						EXCUSED
VICE-CHAIR LUANA	ALAPA						EXCUSED
BRENDON KALEI'ĀINA	LEE			X			
CARMEN HULU	LINDSEY	1		X			
KEOLA	LINDSEY			X			
CHAIR JOHN	WAIHE'E			X			
TOTAL VOTE COUNT				7	0	0	2

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

## VI. ANNOUNCEMENTS

None

## **VII. ADJOURNMENT**

Trustee Akaka moves to adjourn the RM meeting.

Trustee Hulu Lindsey seconds the motion.

Chair Waihe'e asks if there is any discussion.

There is no discussion.

Chair Waihe'e calls for a **ROLL CALL VOTE**.

							2:24 p.m.
TRUSTEE		1	2	'AE (YES)	A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
LEINA'ALA	AHU ISA			X			
DAN	AHUNA			X			
KALEIHIKINA	AKAKA	1		X			
KELI'I	AKINA						EXCUSED
VICE-CHAIR LUANA	ALAPA						EXCUSED
BRENDON KALEI'ĀINA	LEE			X			
CARMEN HULU	LINDSEY		2	X			
KEOLA	LINDSEY			X			
CHAIR JOHN	WAIHE'E			X			
<b>TOTAL VOTE COUNT</b>				7	0	0	2

**VOTE: [ X ] UNANIMOUS [ ] PASSED [ ] DEFERRED [ ] FAILED**

Chair Waihe'e adjourns the RM meeting at 2:24 p.m.

Respectfully submitted,

---

Melissa Wennihan  
Trustee Aide  
Committee on Resource Management

As approved by the Committee on Resource Management (RM) on January 25, 2022.

---

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

**Committee on Resource Management**

Trustee John Waihe'e IV, *At-Large* - Chair

Trustee Luana Alapa, *Moloka'i / Lāna'i* - Vice Chair

***Members***

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*



**STATE OF HAWAII'  
OFFICE OF HAWAIIAN AFFAIRS**

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

**DATE:** Tuesday, January 25, 2022

**TIME:** 1:30 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: 836 3478 6576

**Due to COVID-19, the OHA Board of Trustees and its standing committees will hold virtual meetings until further notice. Pursuant to Governor Ige's December 29, 2021 Emergency Proclamation Related to Sunshine Law In-Person Meetings, there will be no in-person location for this meeting that is open to the general public. The virtual meeting can be viewed and observed via livestream on OHA's website at [www.oha.org/livestream](http://www.oha.org/livestream) or can be listened to by phone via the phone number and Webinar ID listed at the beginning of this agenda.**

**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**

A. November 16, 2021

B. November 30, 2021

**IV. Unfinished Business**

None

**V. New Business**

A. Presentation by Administration: Nā Lama Kukui, 560 N. Nimitz Highway, Refinancing

B. Presentation by Administration: Reorganization Update

**VI. Executive Session‡**

A. Consultation with Board Counsel Robert G. Klein, Esq. and Interim General Counsel Everett Ohta, Esq. re: questions and issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities with respect to the refinancing of Nā Lama Kukui, 560 N. Nimitz Highway, pursuant to HRS§92-5(a)(4)

**VII. Announcements**

**VIII. Adjournment**

**Committee on Resource Management**

Trustee John Waihe'e IV, *At-Large - Chair*

Trustee Luana Alapa, *Moloka'i / Lāna'i - Vice Chair*

*Members*

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*



**STATE OF HAWAII  
OFFICE OF HAWAIIAN AFFAIRS**

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**VII. Announcements**

**VIII. Adjournment**



---

OFFICE OF HAWAIIAN AFFAIRS

Interoffice Memorandum

---

**Date:** January 20, 2022

**To:**

Ke Kauhuhu Carmen Hulu Lindsey  
Ke Kua Leina'ala Ahu Isa  
Ke Kua Dan Ahuna  
Ke Kua Kaleihikina Akaka  
Ke Kua Keli'i Akina

Ke Kua Luana Alapa  
Ke Kua Brendon Kalei`āina Lee  
Ke Kua Keola Lindsey  
Ke Kua John Waihe'e IV

**From:** Sylvia M. Hussey, Ed.D., Chief Executive Officer 

**cc:** CEO Team

**Subject:** Reorganization Updates

**Attachments:** (1) – Organizational Charts as of January 2022; (2) – Summary of Reorganization by Unit by Positions; (3) – New OHA Structure

---

The purpose of this memo is to provide updates regarding the status of the reorganization as of this memo date in the following areas: A) Positions, including vacancies, recruitment and resourcing of functions; B) Separation activities; and C) Ongoing operations.

**A. Positions**

**1. Overall Positions.** In June 2021, the BOT approved the total operating budget for the biennium periods 2021-2022 (FY 2022) and 2022-2023 (FY 2023) as depicted in Figure 1 below which included a full-time equivalent (FTE) count of 153 employees compared to 179 FTEs in the prior biennium period (FY 2020 and FY 2021). For comparative purposes, the annual personnel and fringe related amounts for fiscal biennium FY 2020, and 179 FTEs, was approximately \$18MM; compared to the fiscal biennium FY2022, and 153 FTEs, is approximately \$14MM. Via the reorganization, beginning with the 179 FTEs (as of June 2020), 14 positions, already frozen, were permanently eliminated; 60 positions were eliminated; and 48 new positions created, equaling the resultant 153 FTEs. Included in the 48 new positions are beneficiary services agents, public policy advocates, grants officers, and operations coordinator and assistant positions, located throughout our island communities.

**2. Vacancies.** Attachment 1 depicts 14 organization charts as of January 2022, noting positions that are vacant due to reorganization impacted positions; and positions that were vacated and not associated with the reorganization activities.

OFFICE OF HAWAIIAN AFFAIRS  
TOTAL OPERATING BUDGET  
BIENNIAL PERIODS 2021-2022 (FY 2022) 2022-2023 (FY 2023)

FY 2022	FTE	Core	Commercial Property Budget		Legacy Property Budget		Other OHA Programs Budget		FY 2022 Total Operating Budget
			Kaka'ako Makai	Nā Lama Kukui	Palaua Culture Preserve	WKOP Mgmt Fund	Federal Funded	Others	
Personnel & Fringe	153	\$12,872,126	\$102,819	\$96,800	\$0	\$0	914,328	\$0	\$13,986,073
Program		590,283	60,651	368,745	1,250	2,275	119,878	-	1,143,082
Contracts		3,457,396	944,443	604,013	33,600	14,850	585,231	-	5,639,533
Grants		15,173,500	0	0	-	-	-	-	15,173,500
Travel		447,234	0	0	2,340	4,080	38,068	-	491,722
Equipment		583,348	243,060	1,065,425	31,550	186,300	67,300	-	2,176,983
Overhead		3,004,448	445,285	942,710	6,000	-	88,591	-	4,487,034
Debt Service		553,178	0	2,550,979	-	-	-	-	3,104,157
<b>Totals:</b>		<b>\$36,681,515</b>	<b>\$1,796,258</b>	<b>\$5,628,672</b>	<b>\$74,740</b>	<b>\$207,505</b>	<b>\$1,813,396</b>	<b>\$0</b>	<b>\$46,202,086</b>

FY 2023	FTE	Core	Commercial Property Budget		Legacy Property Budget		Other OHA Programs Budget		FY 2023 Total Operating Budget
			Kaka'ako Makai	Nā Lama Kukui	Palaua Culture Preserve	WKOP Mgmt Fund	Federal Funded	Others	
Personnel & Fringe	153	\$13,253,145	\$105,904	\$99,704	\$0	\$0	937,721	\$0	\$14,396,474
Program		591,590	62,471	370,055	1,250	2,275	118,282	-	1,145,923
Contracts		3,689,337	944,443	612,407	33,600	14,850	491,188	-	5,785,825
Grants		15,173,500	0	0	-	-	-	-	15,173,500
Travel		447,234	0	0	2,340	4,080	39,210	-	492,864
Equipment		583,348	250,352	1,228,093	31,550	186,300	-	-	2,279,643
Overhead		3,063,757	458,644	958,973	6,000	-	74,376	-	4,561,750
Debt Service		531,742	0	2,510,952	-	-	-	-	3,042,694
<b>Totals:</b>		<b>\$37,333,655</b>	<b>\$1,821,814</b>	<b>\$5,780,184</b>	<b>\$74,740</b>	<b>\$207,505</b>	<b>\$1,660,777</b>	<b>\$0</b>	<b>\$46,878,676</b>
<b>2-Year Totals:</b>		<b>\$74,015,170</b>	<b>\$3,618,072</b>	<b>\$11,408,856</b>	<b>\$149,480</b>	<b>\$415,010</b>	<b>\$3,474,173</b>	<b>\$0</b>	<b>\$93,080,762</b>

Figure 1. Total Operating Budget for FY 2022 and FY 2023

Attachment 2 provides a reconciliation of the pre-reorganization FTE count of 179 to the post-reorganization FTE count of 153; and computes the “fill rate” for the 124 Administration positions (153 total positions minus 29 Board of Trustees [“BOT”] positions) of 66.1%. The vacancy rate for reorganization positions is 11.3% compared to the overall organization vacancy rate of 33.9%.

<b>124</b>	<b>Administration Positions</b> <b>(Total-153 minus BOT Suite-29)</b>
<b>66.1%</b>	<b>Fill Rate (109-27 (BOT)/124)</b>
<b>11.3%</b>	<b>Vacancy Rate - Reorg Positions Only (14/124)</b>
<b>33.9%</b>	<b>Vacancy Rate - All Positions (44-2T)/124)</b>

Figure 2. Fill and Vacancy Rates

**3. Resourcing of Functions.** The areas with the lowest fill rate (below 60%) of positions are summarized below, including resourcing of the related functions:

Function/Unit	#Filled/# Total Positions=% Filled	Unfilled Positions	Resourcing Strategy
Advocacy	5/11 = 45%	Public Policy Advocates (4), Public Policy Manager (1), Public Policy Supervisor (1)	Continuous recruitment; Public Policy Advocates report directly to the Chief Advocate; Public Policy Advocates from Community Engagement temporarily assigned to Chief Advocate; priority OHA-1 (PLT) and OHA-2 (Environmental Review) package bills.
Community Engagement	5/12 = 42%	Community Engagement Director (1), Public Policy Advocates (3), Public Policy Manager (1), Compliance Specialists (2)	Continuous recruitment; Temporarily assigned to Chief Advocate for integrated work; on island Beneficiary Services Agents help to highlight community needs.
Resource Management – Financial Assets, including Grants	15/27 = 56%	Controller, Accounting Manager, Accountant, Accounting Assistant (4), Procurement Agents (2), Finance & Operations Officer (1), Loan Officer (1), Grants Officers (3), Reporting & Financial Analyst (1)	3 <sup>rd</sup> party contractors filling in for Controller, Accounting Manager, Accountant as CFO assessment continues re: positions; authorized overtime for non-exempt positions;

**Table 1. Summary of Resourcing**

## **B. Separation Activities**

Of the 60 positions permanently eliminated, Administration identified 43 positions (and the incumbents) impacted by the reorganization as of June 30, 2021. By the December 30, 2021 deadline, 26 of the 43 impacted employees, or 60% who applied for positions, were selected and seated in a new position. Because December 30, 2021 was the last day with OHA for the reorganization impacted positions, it was also the final day to return equipment, pack up any personal items, vacate work spaces and for Human Resources to finalize separation agreements. Transition support services have been secured through the procurement process. As part of the FY 2022 core budget realignment, planned for February 2022, Administration will aggregate, finalize and communicate the total financial impacts of reorganization separation activities, comparing it to the FY 2021 budget reserve of \$1MM authorized by the Board of Trustees to fund reorganization related costs (e.g., accrued vacation, health insurance premiums, separation pay, other).<sup>1</sup>

## **C. Ongoing Operations**

Attachment 3 is provided to share different ways to view the reorganization of OHA, including organizational nomenclature---departments, division/paia, programs and positions.

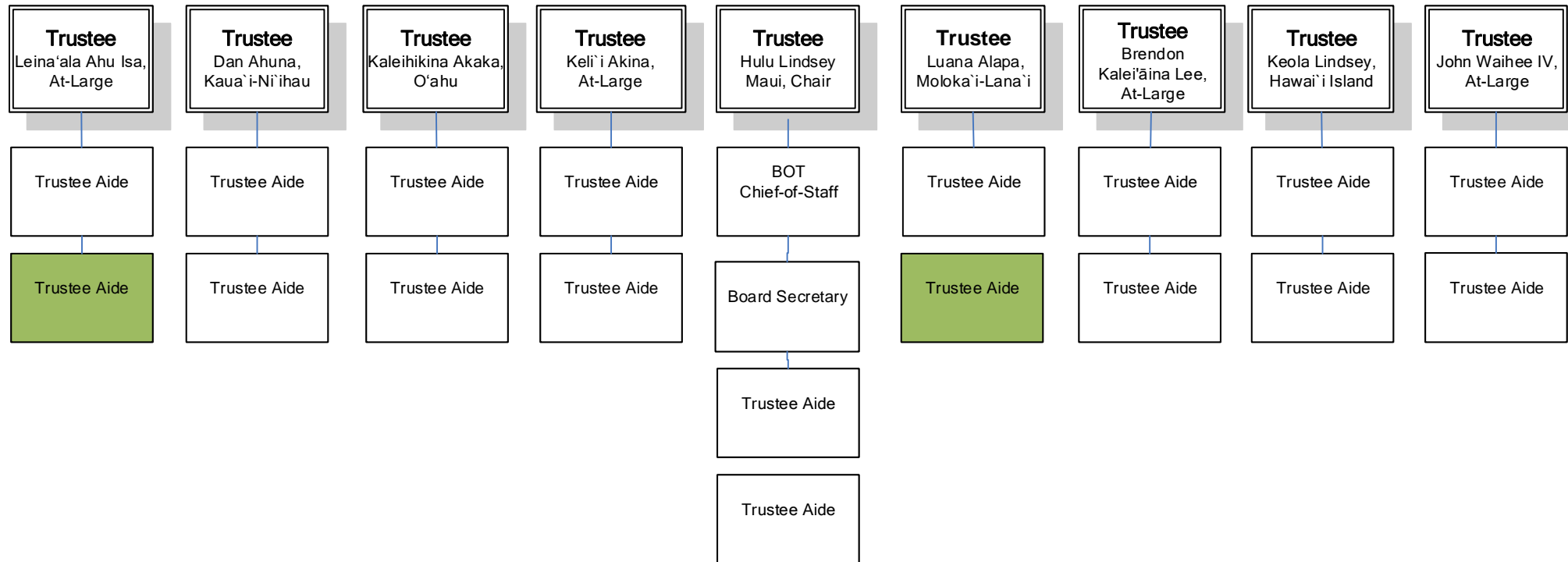
## **D. Next Steps**

Administration will update the BOT in February 2022 with final reorganization associated costs as part of the FY 2022 core budget realignment.

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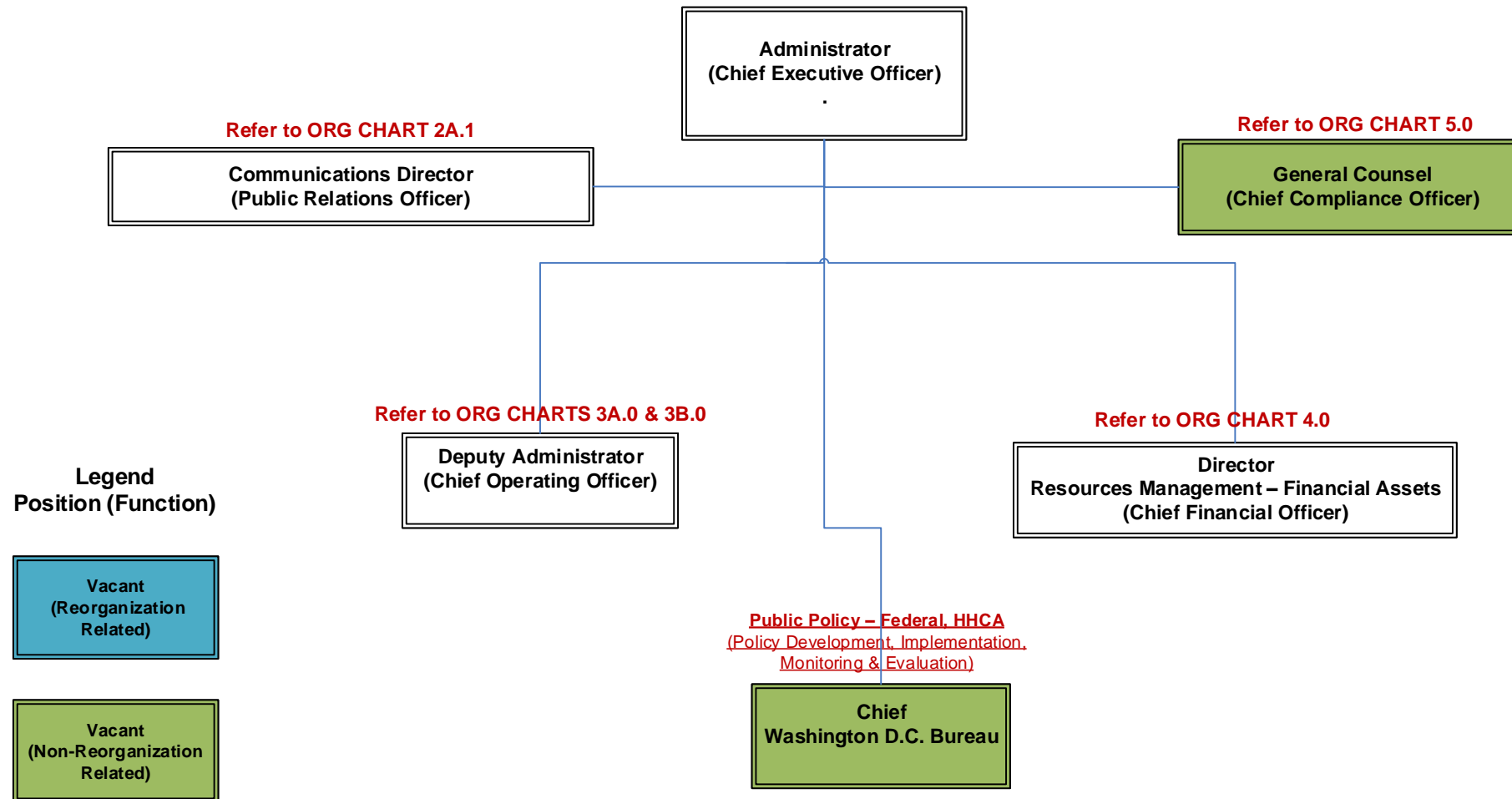
<sup>1</sup> Action Item RM #21-08A: OHA Biennium Budget for the Fiscal Biennium Period 2021-2022 (FY 22) and 2022-2023 (FY 23), June 30, 2021

# BOARD OF TRUSTEES

**Legend**

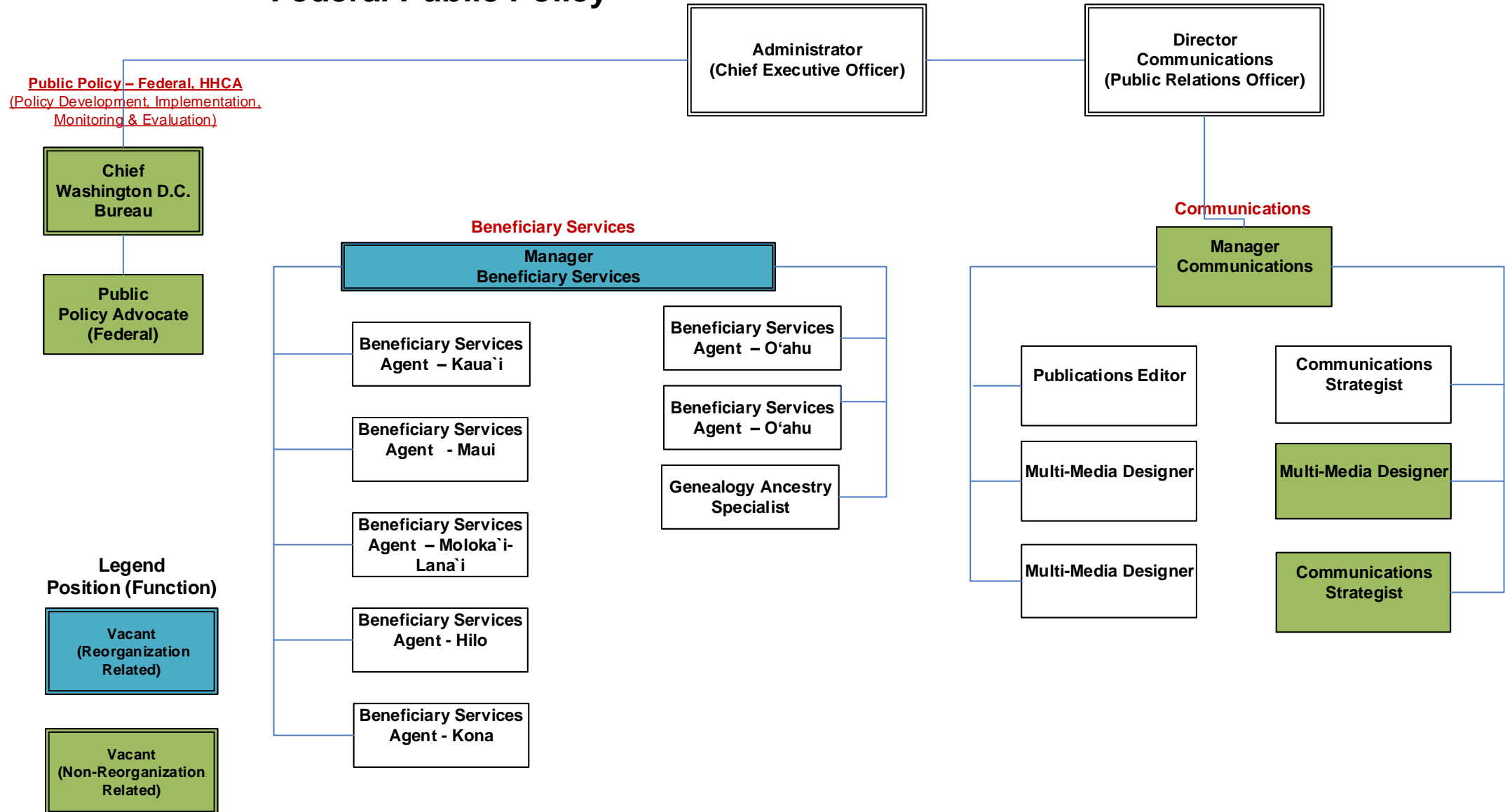
**Vacant  
(Non-Reorganization  
Related)**

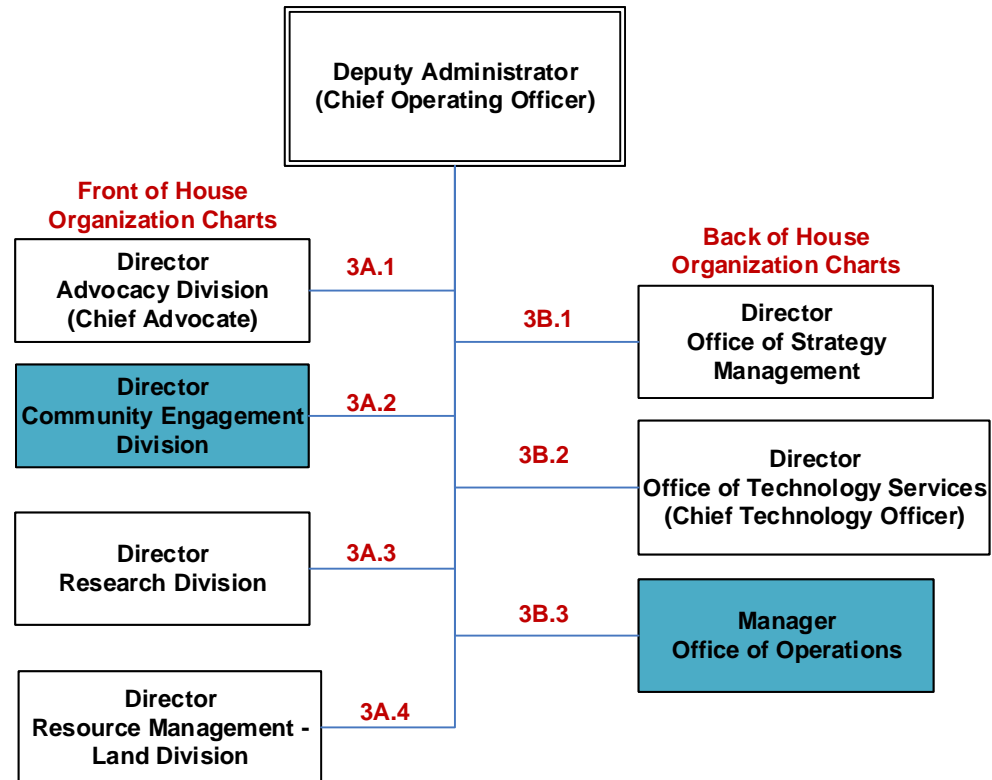
# Administrator, CEO



# Administrator, CEO

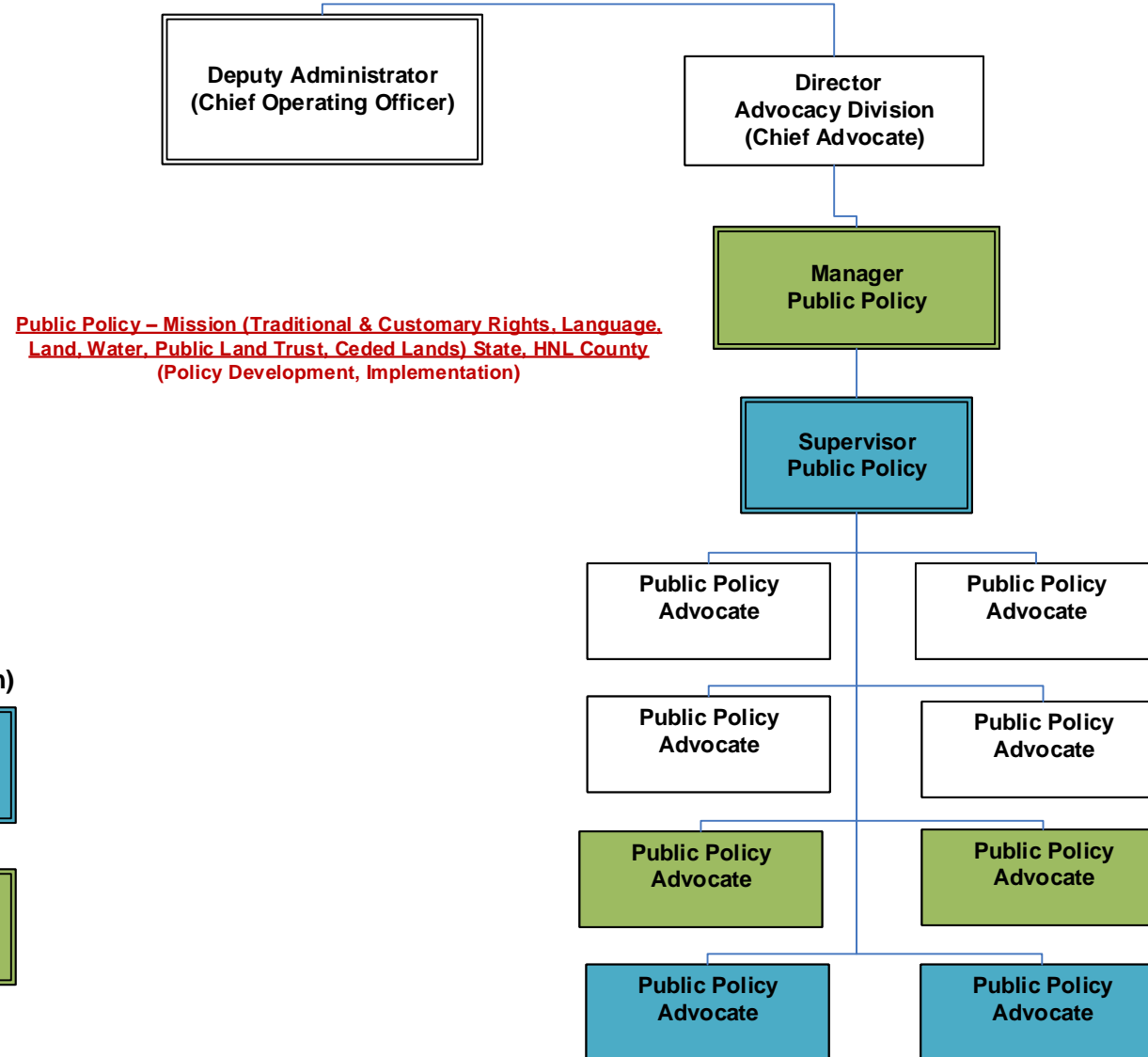
Functions: Beneficiary Services, Communications,  
Federal Public Policy



**Deputy Administrator, COO****Functions: Front of House, Back of House****ORG CHART 3A.0, 3B.0**  
1/2022**Legend**  
**Position (Function)**

# Advocacy Division

ORG CHART 3A.1  
Front of the House  
1/2022



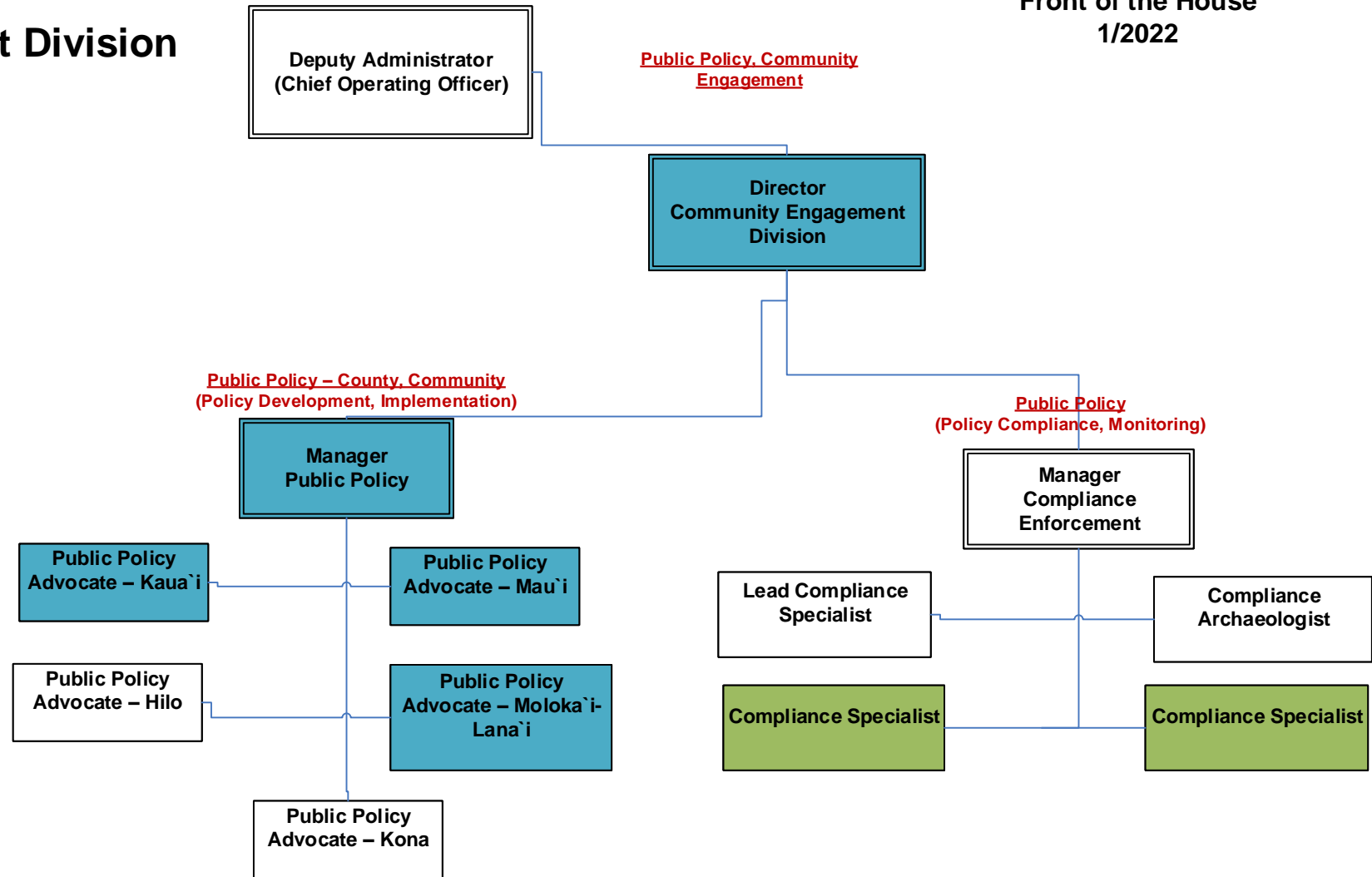
## Legend Position (Function)

Vacant  
(Reorganization  
Related)

Vacant  
(Non-Reorganization  
Related)

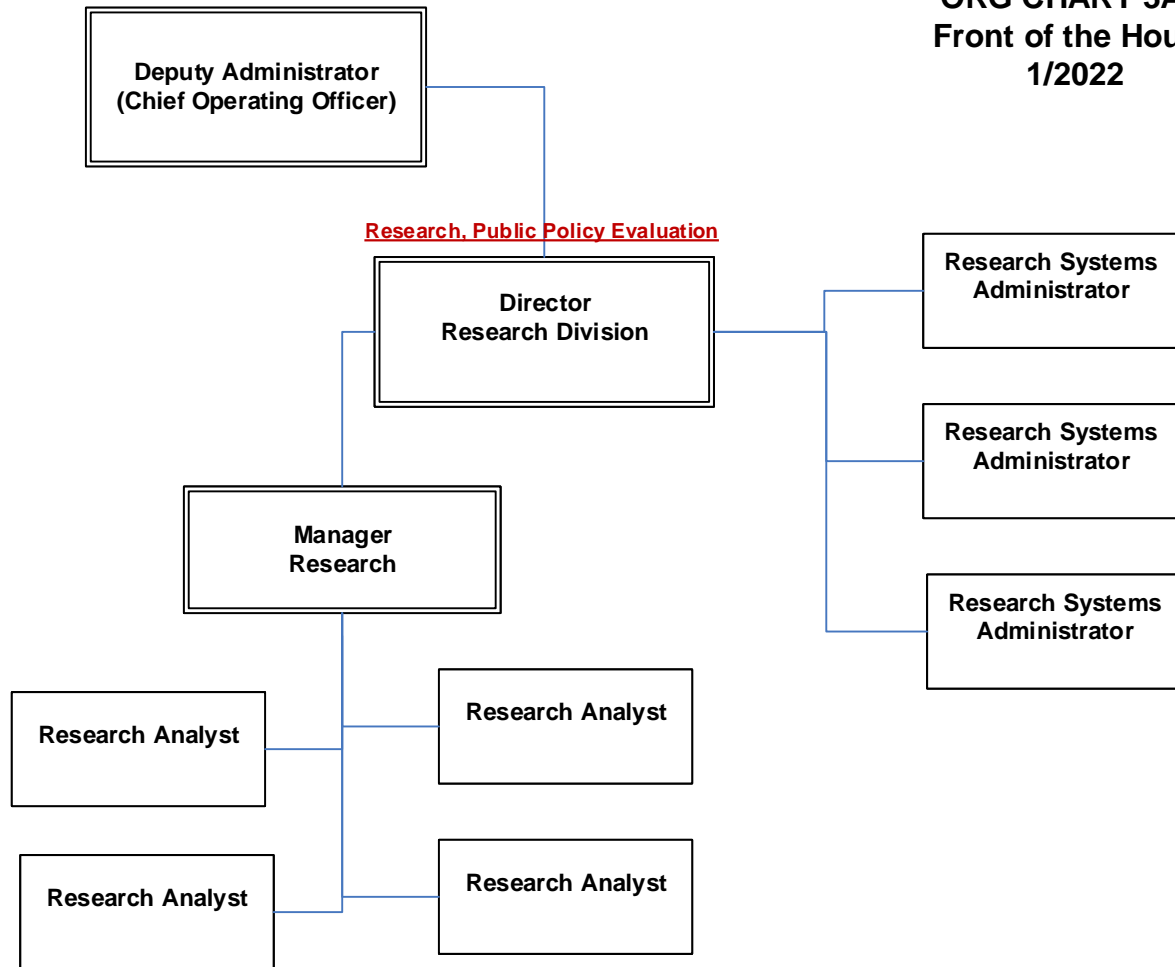
# Community Engagement Division

ORG CHART 3A.2  
Front of the House  
1/2022



# Research Division

ORG CHART 3A.3  
Front of the House  
1/2022

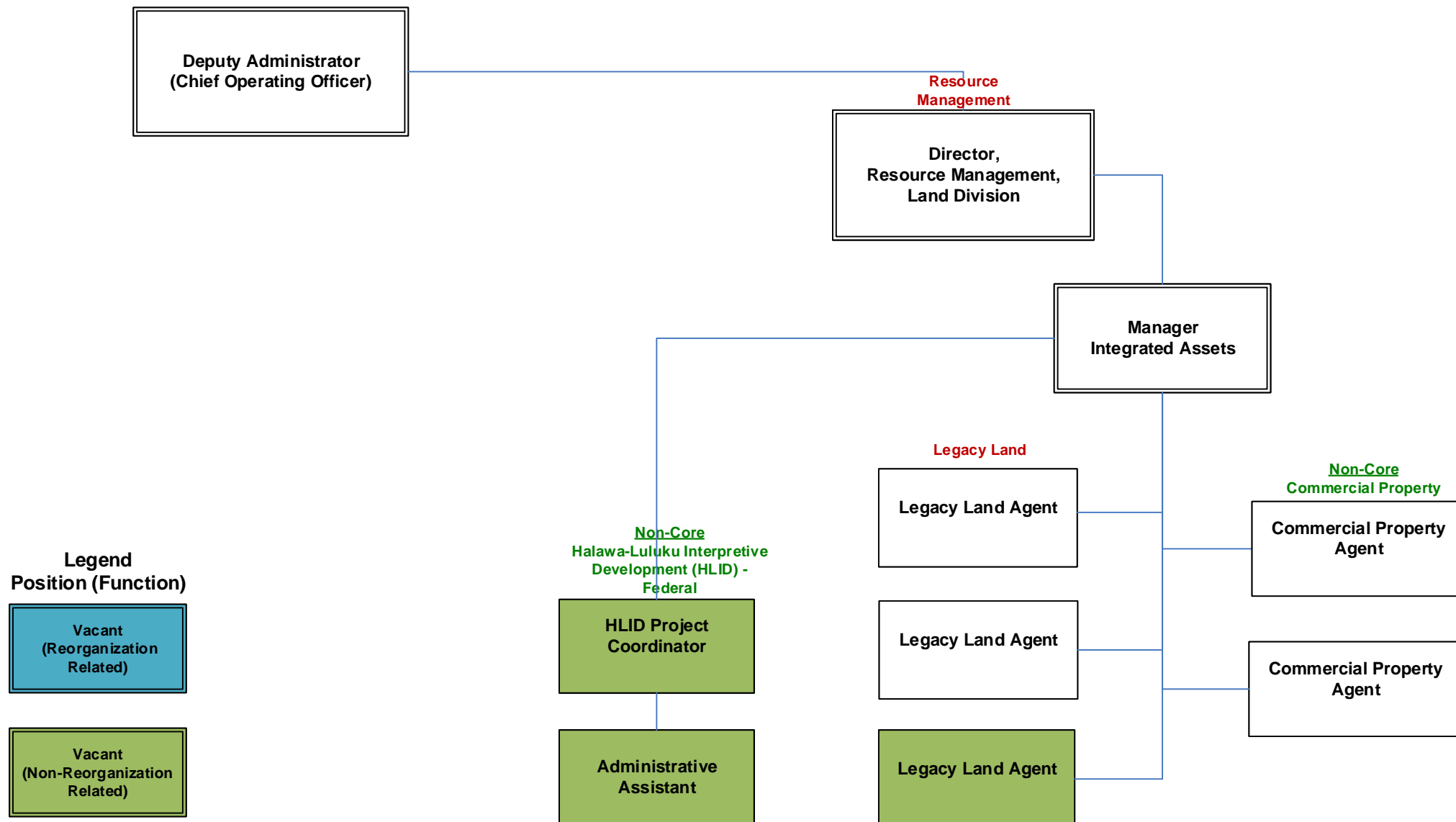


## Legend Position (Function)

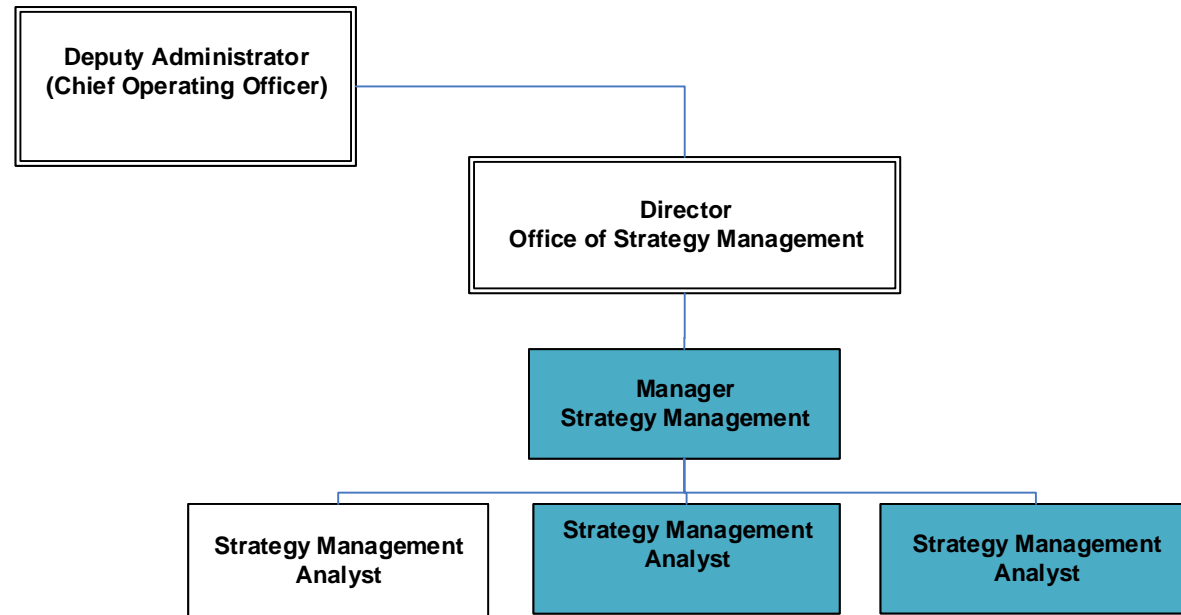
Vacant  
(Reorganization  
Related)

Vacant  
(Non-Reorganization  
Related)

# Resource Management – Land Division



# Office of Strategy Management

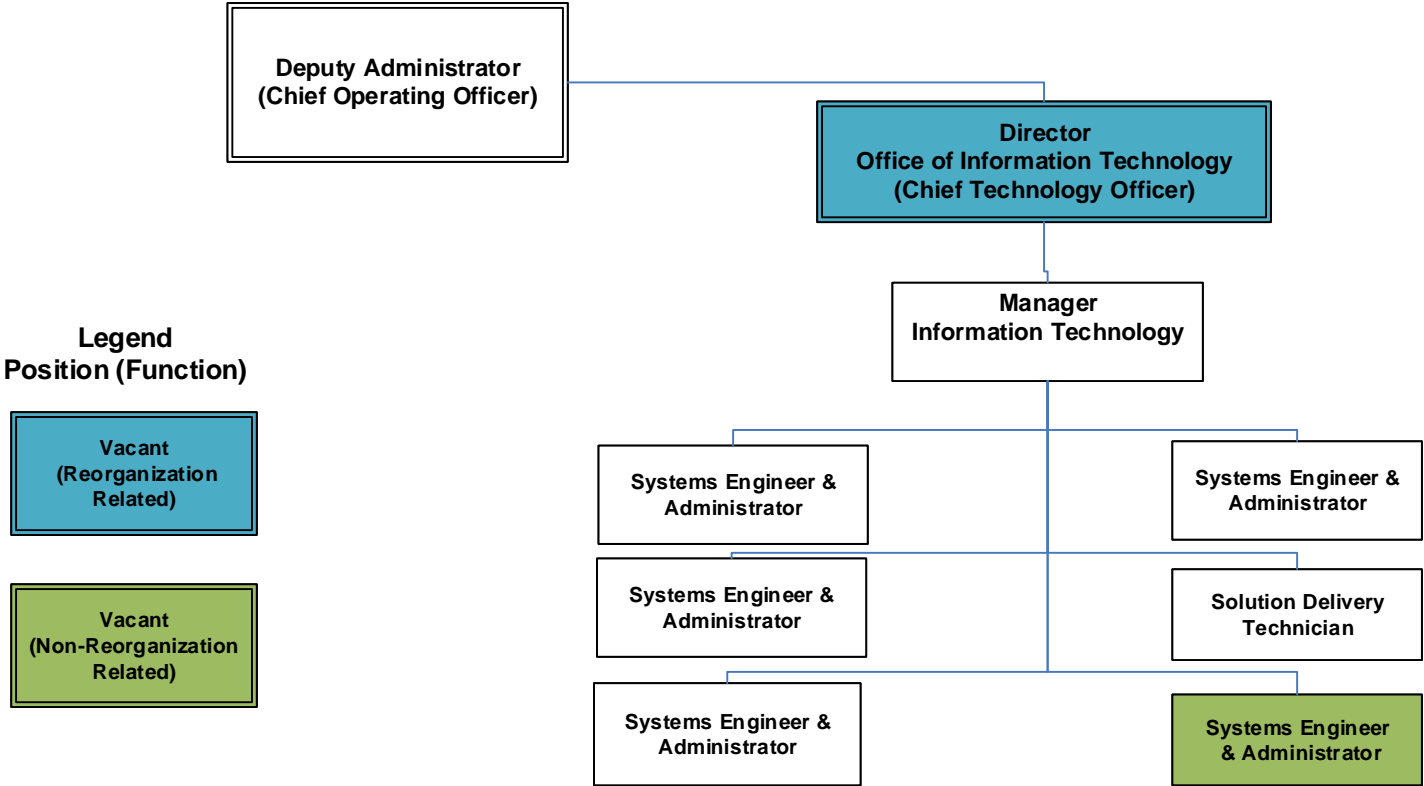


## Legend Position (Function)



Office of Information Technology

ORG CHART 3B.2  
Back of the House  
1/2022

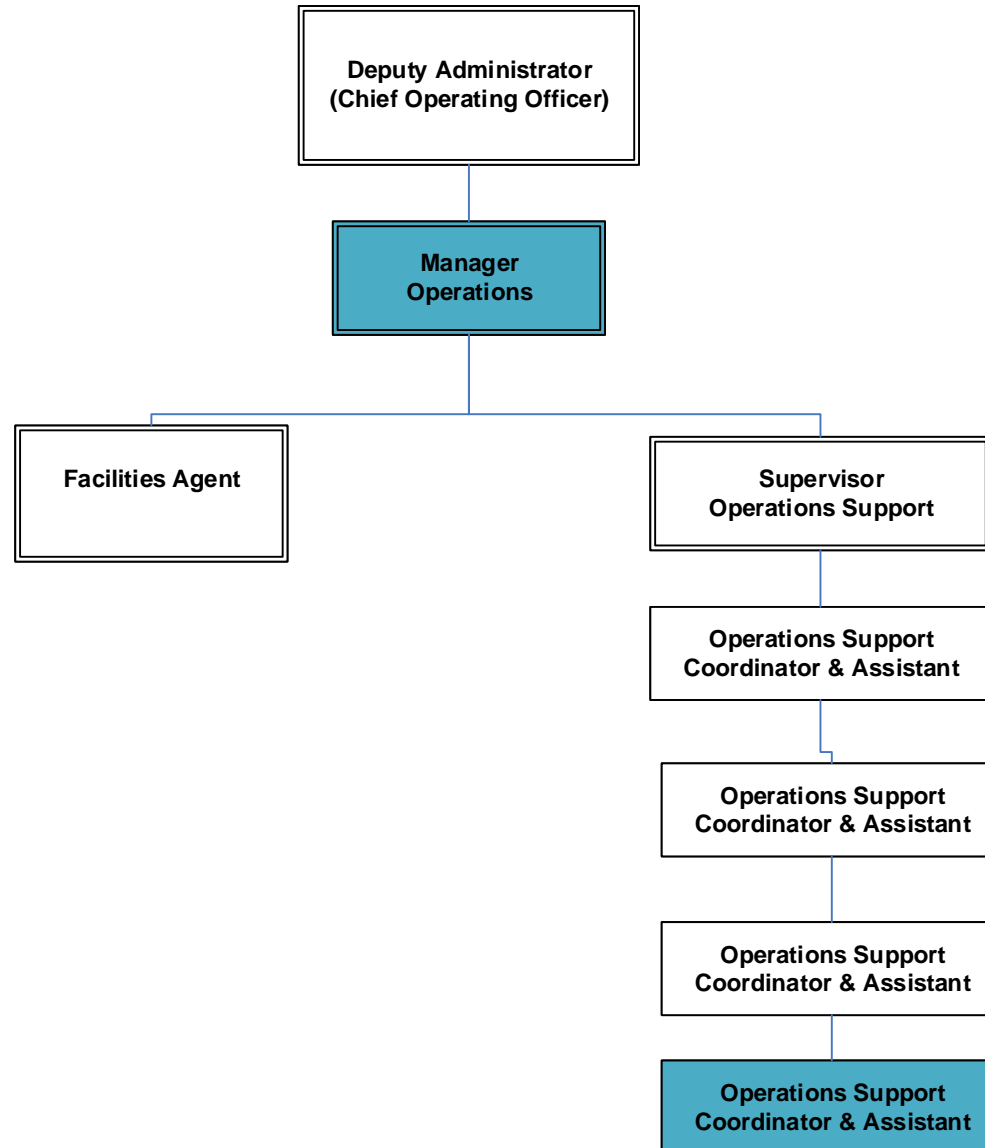


# Office of Operations

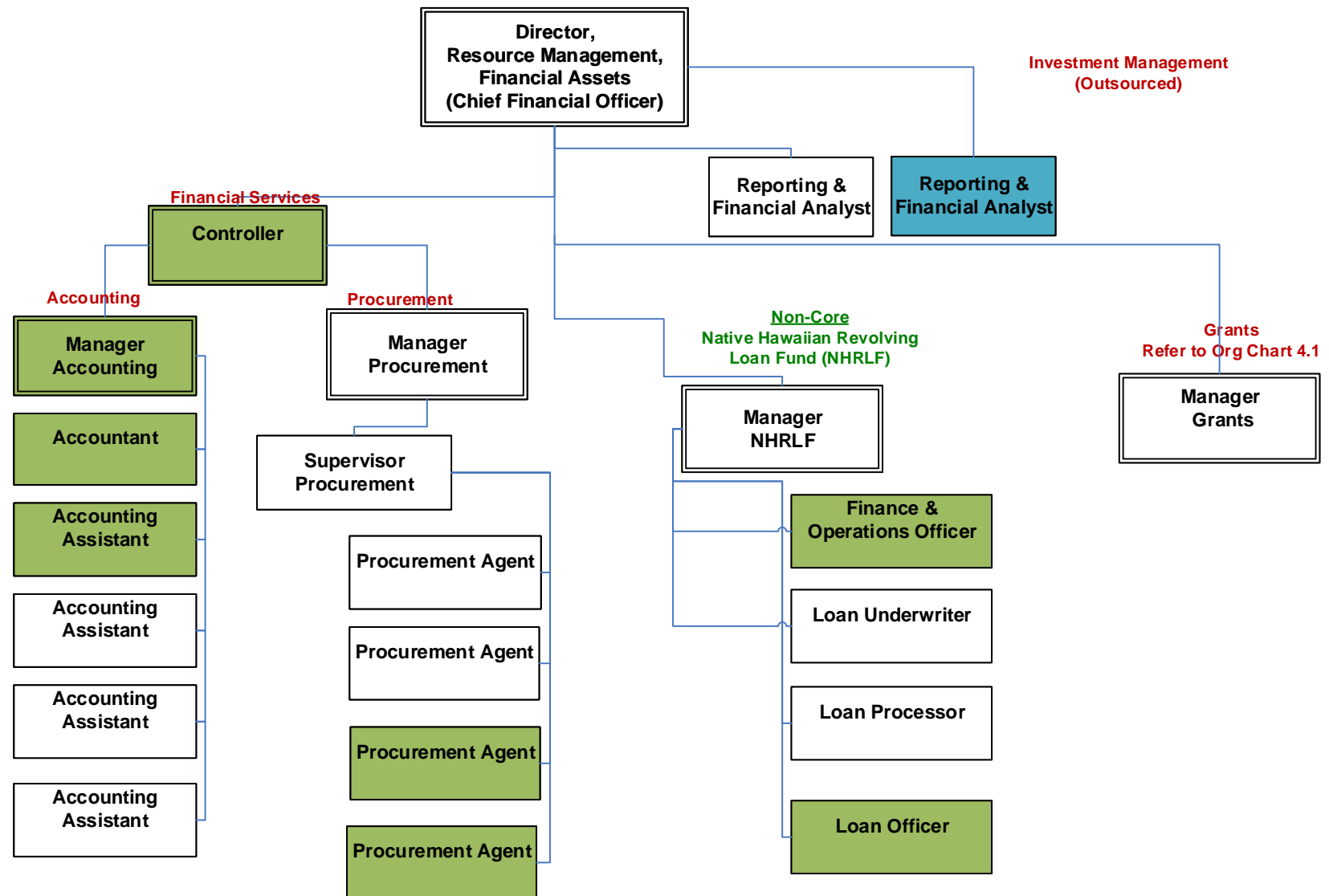
## Legend Position (Function)

Vacant  
(Reorganization  
Related)

Vacant  
(Non-Reorganization  
Related)



## RESOURCE MANAGEMENT-FINANCIAL ASSETS DIVISION



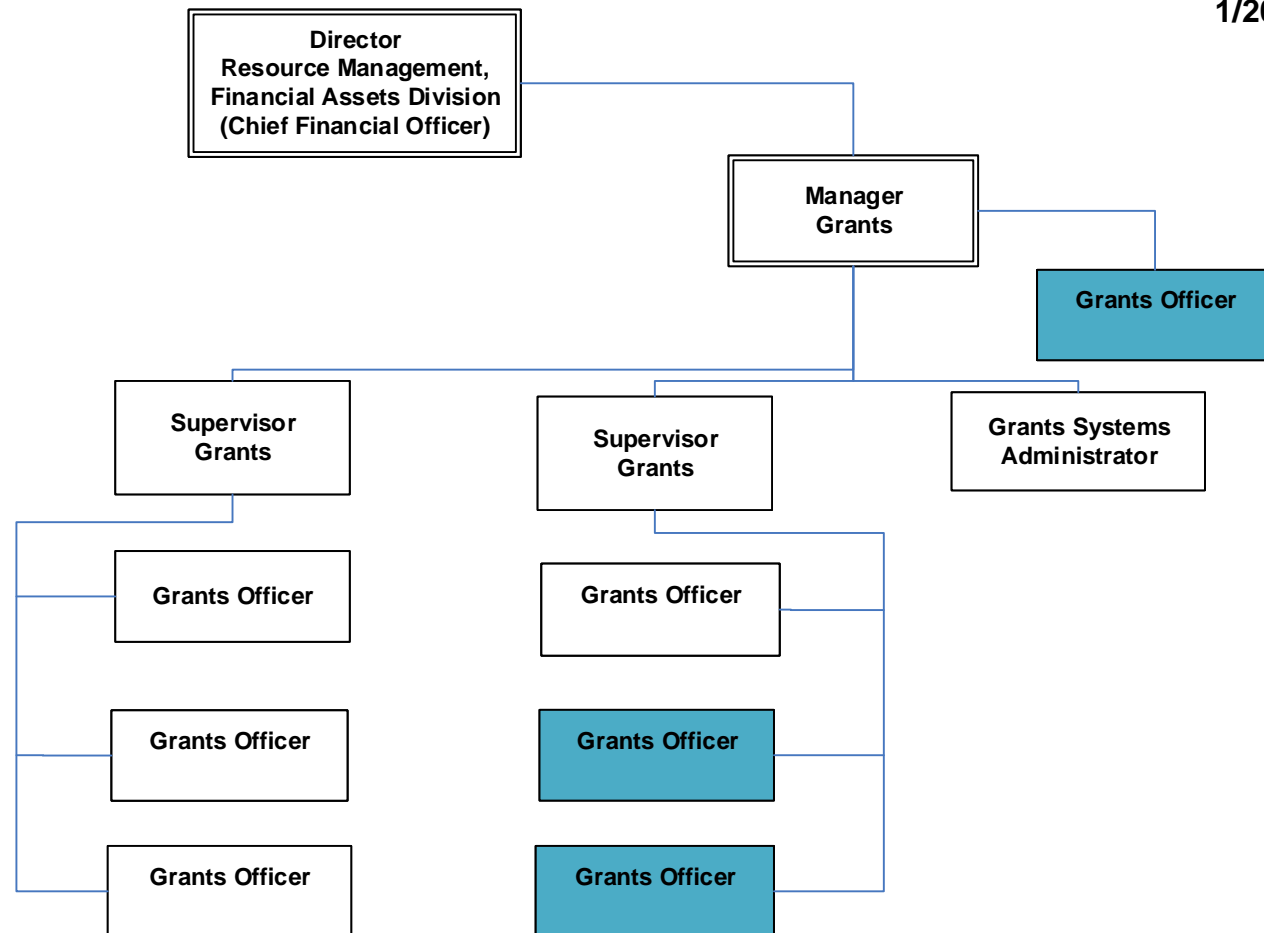
### Legend Position (Function)

Vacant  
(Reorganization  
Related)

Vacant  
(Non-Reorganization  
Related)

# RESOURCE MANAGEMENT- FINANCIAL ASSETS DIVISION

**ORG CHART 4.1**  
Resource Management –  
Financial Assets  
Grants  
1/2022



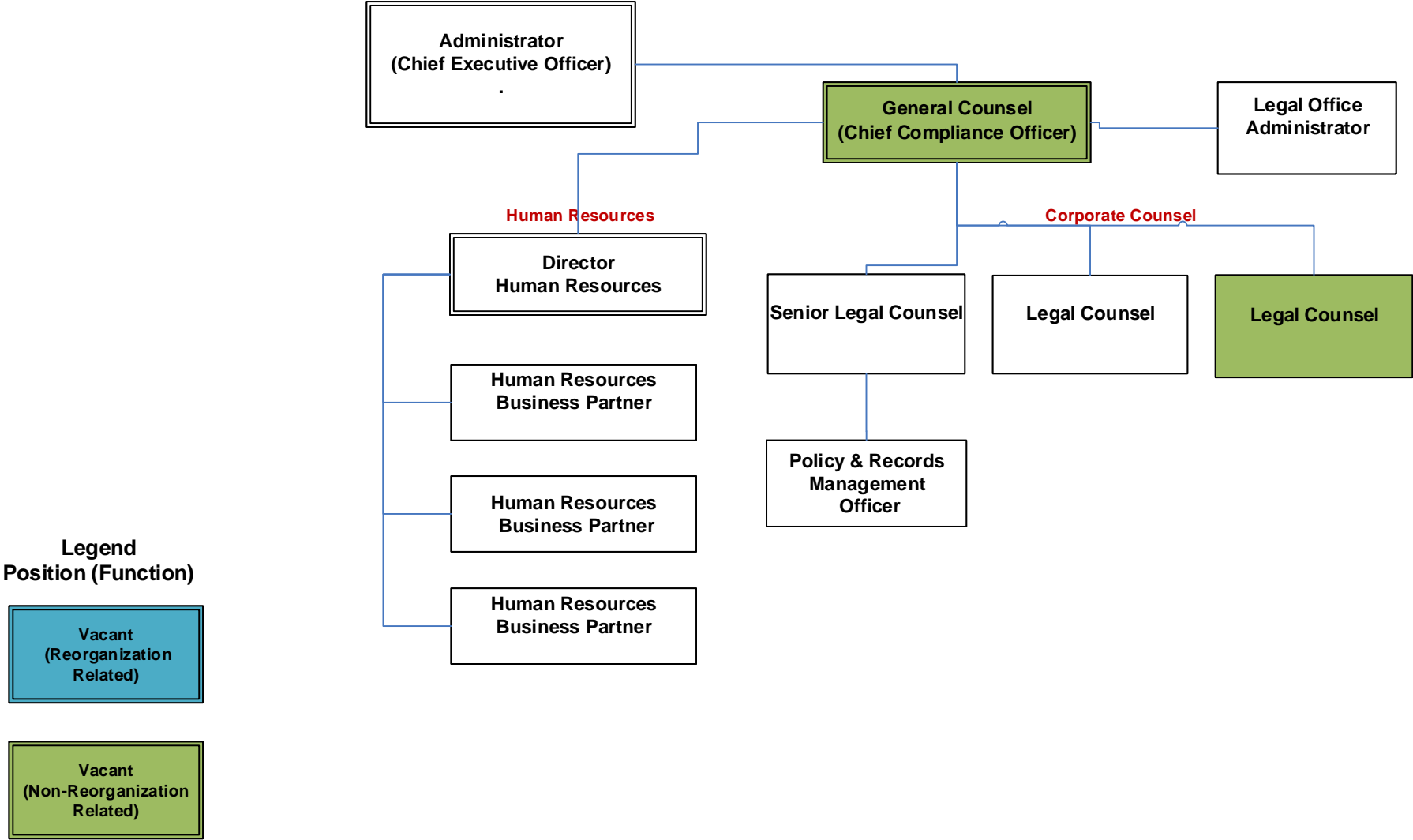
## Legend Position (Function)

Vacant  
(Reorganization  
Related)

Vacant  
(Non-Reorganization  
Related)

Corporate Counsel

ORG CHART 5.0  
1/2022



# ATTACHMENT 21

Office of Hawaiian Affairs  
Reorganization Status  
As of January 2022

Summary of Reorganization by Unit by Positions							
Unit Description	# Realignment #2 (June 2020)	Unfrozen (Frozen)	Transferred	Permanent Elimination	Positions Eliminated	Positions Created	Net - Reorganized (January 2022)
Board	29						29
CEO	5		7		(2)	10	20
Washington D.C. Bureau, Digital Print Media (nka Communications)							
COO	16	2			(7)	10	21
Information Technology							
Advocacy	20	-	(7)		(3)	1	11
Washington D.C. Bureau, Compliance							
Community Engagement	27		(1)		(25)	11	12
Public Policy, Policy Compliance & Monitoring							
RM - Land Assets	6				(1)		5
Research	13				(12)	8	9
Research & Data Systems							
RM - Financial Assets (including Grants)	29				(9)	7	27
Grants							
Legal & Risk Management & Human Resources	8		1			1	10
Non-Core	10				(1)		9
Reconciling Items (Frozen)	16	(2)		(14)			-
Grand Total	179	-	-	(14)	(60)	48	153

Fill-Vacancy as of January 2022			
Filled	Vacant Re-Org	Vacant - Non Reorg	Net - Reorganized (January 2022)
27	-	2	29
14	1	5	20
14	2	5	21
6	1	4	11
5	5	2	12
4	-	1	5
9	-	-	9
15	4	8	27
8	1	1	10
7	-	2	9
-	-	-	-
109	14	30	153

124 Administration Positions  
(Total-153 minus BOT Suite-29)

66.1% Fill Rate (109-27 (BOT)/124)

11.3% Vacancy Rate - Reorg Positions Only (14/124)  
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January 2022

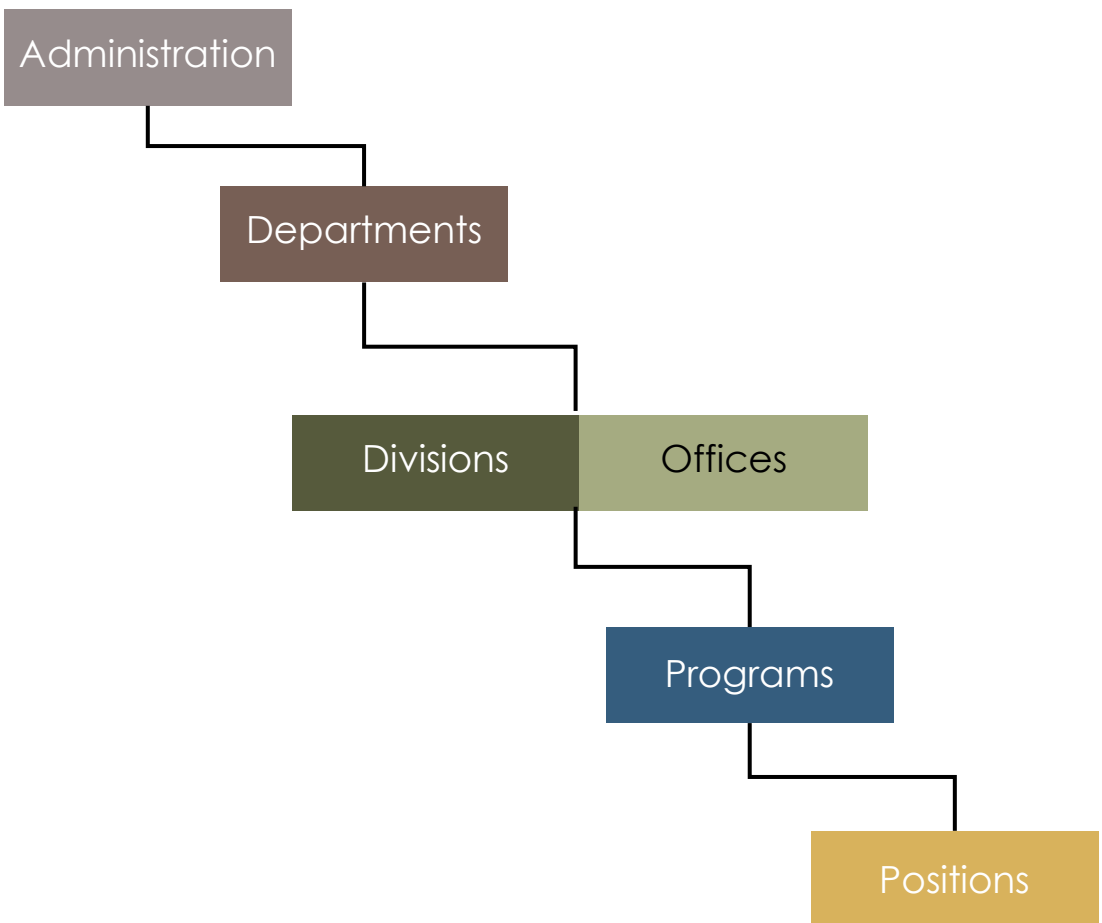
New



# Administration Structure



Unit:	Oversight:	Focus:	Description:
Administration	Chief Executive Officer	Lāhui & OHA	All officers and employees necessary to carry out the functions of OHA employed by administrator
Departments	Chief Officers	Lāhui & OHA	Largest units in Administration, distinct organizational functions
Paia/ Divisions	Directors*	Lāhui Engagement	"Front of house" functions
Offices		OHA Infrastructure	"Back of house" functions
Programs	Managers**	Lāhui, OHA	Smallest units in Administration, distinct programmatic functions



Note. \*The Office of Financial Services is overseen by a Controller; \*\* the Washington DC Bureau Program is overseen by a Bureau Chief

3 Departments

5 Paia/ Divisions

4 Offices

15 Programs

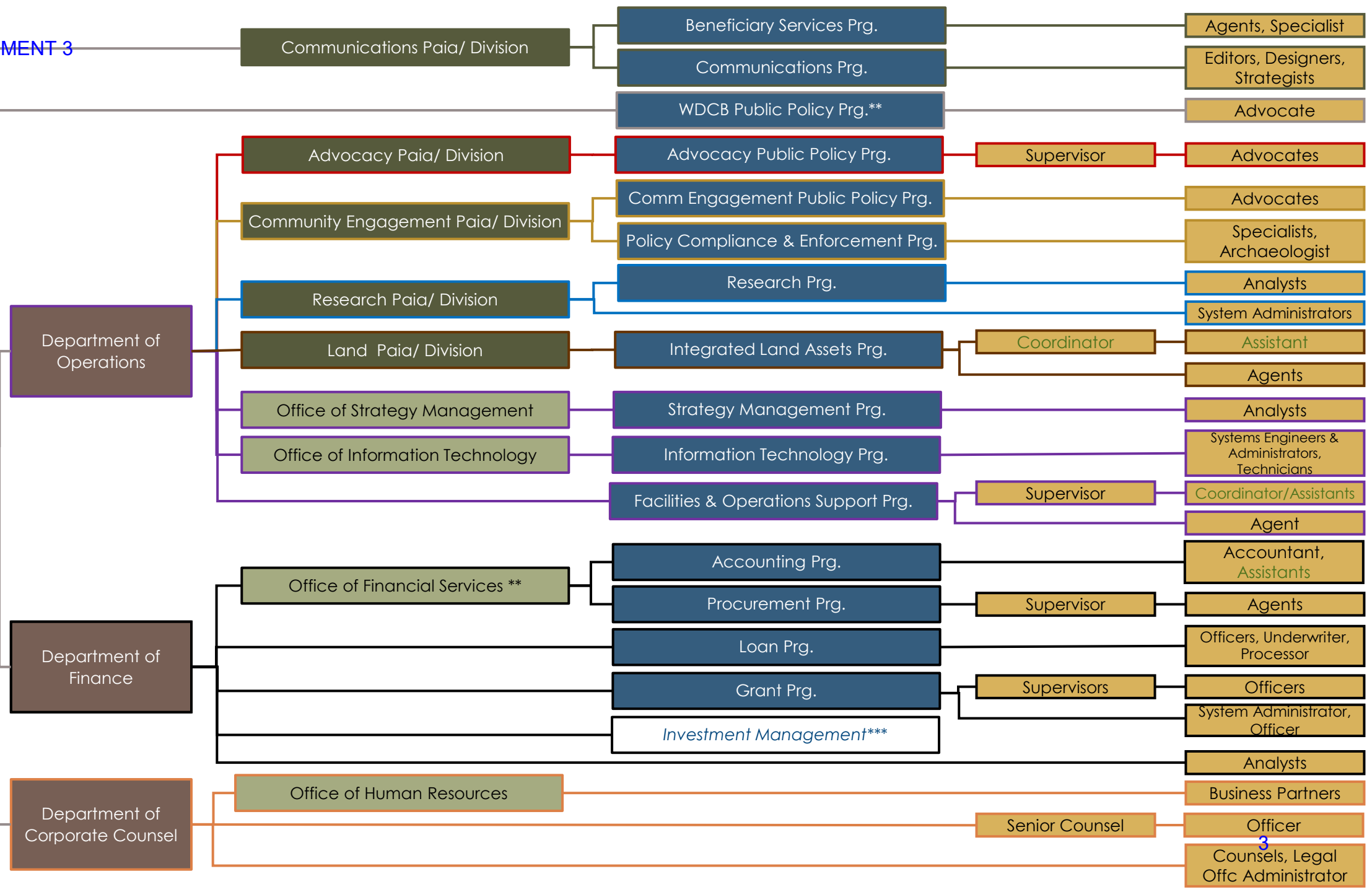
2 Functional Position Categories  
(Technical\*, Support)

Administration

\*Having special and usually practical knowledge especially of a mechanical or scientific nature.

\*\* WDCB Bureau Chief; Controller

\*\*\*Investment Management Program intended to be outsourced



# Org. Chart by Units of Structure

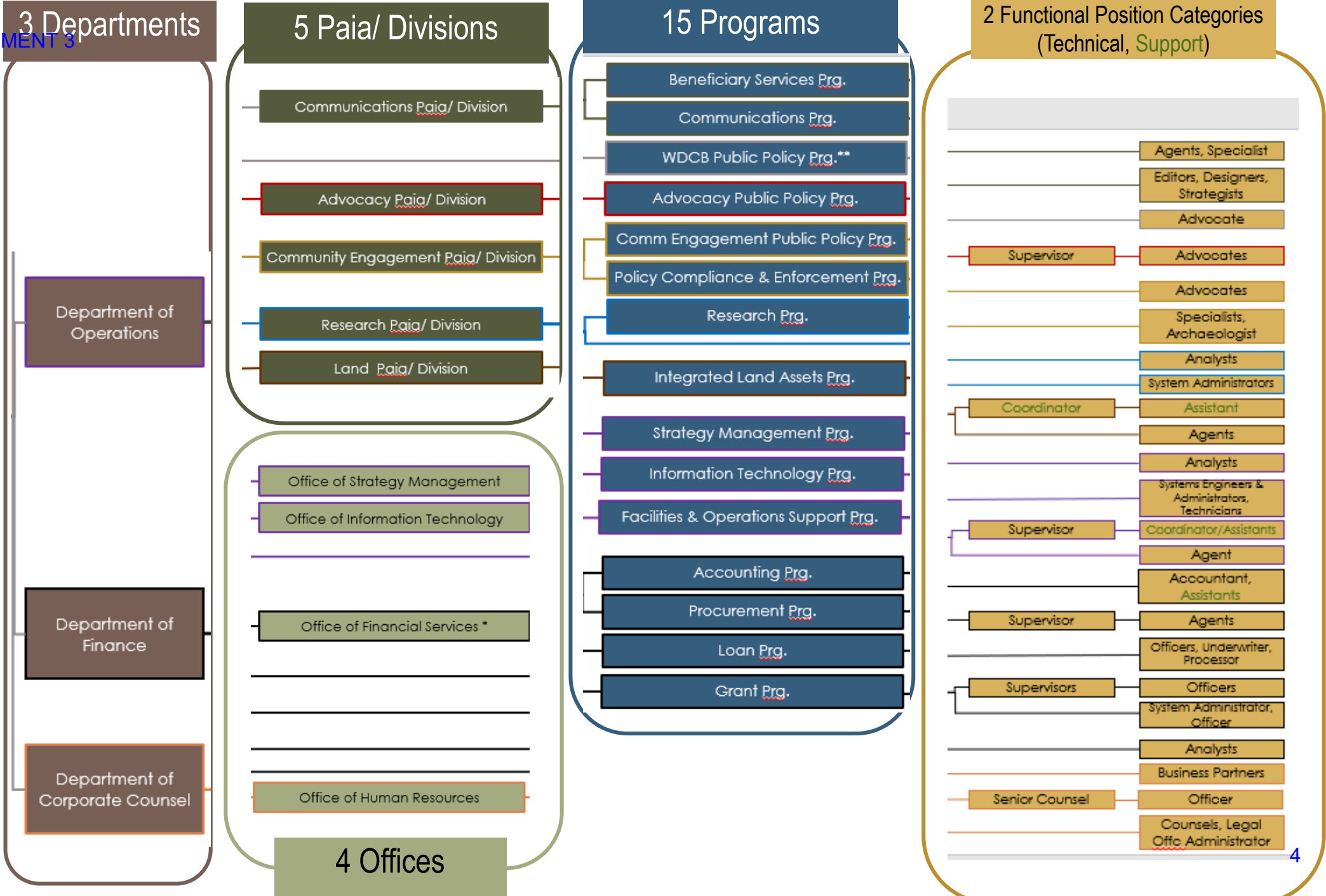
3 Departments

5 Paia/ Divisions

4 Offices

15 Programs

2 Functional Position Categories  
(Technical\*, Support)



ATTACHMENT 3  
Administration

Departments

Divisions

Offices

Programs

Positions

Chief Executive  
Officer

Chief Officers

Directors

Managers

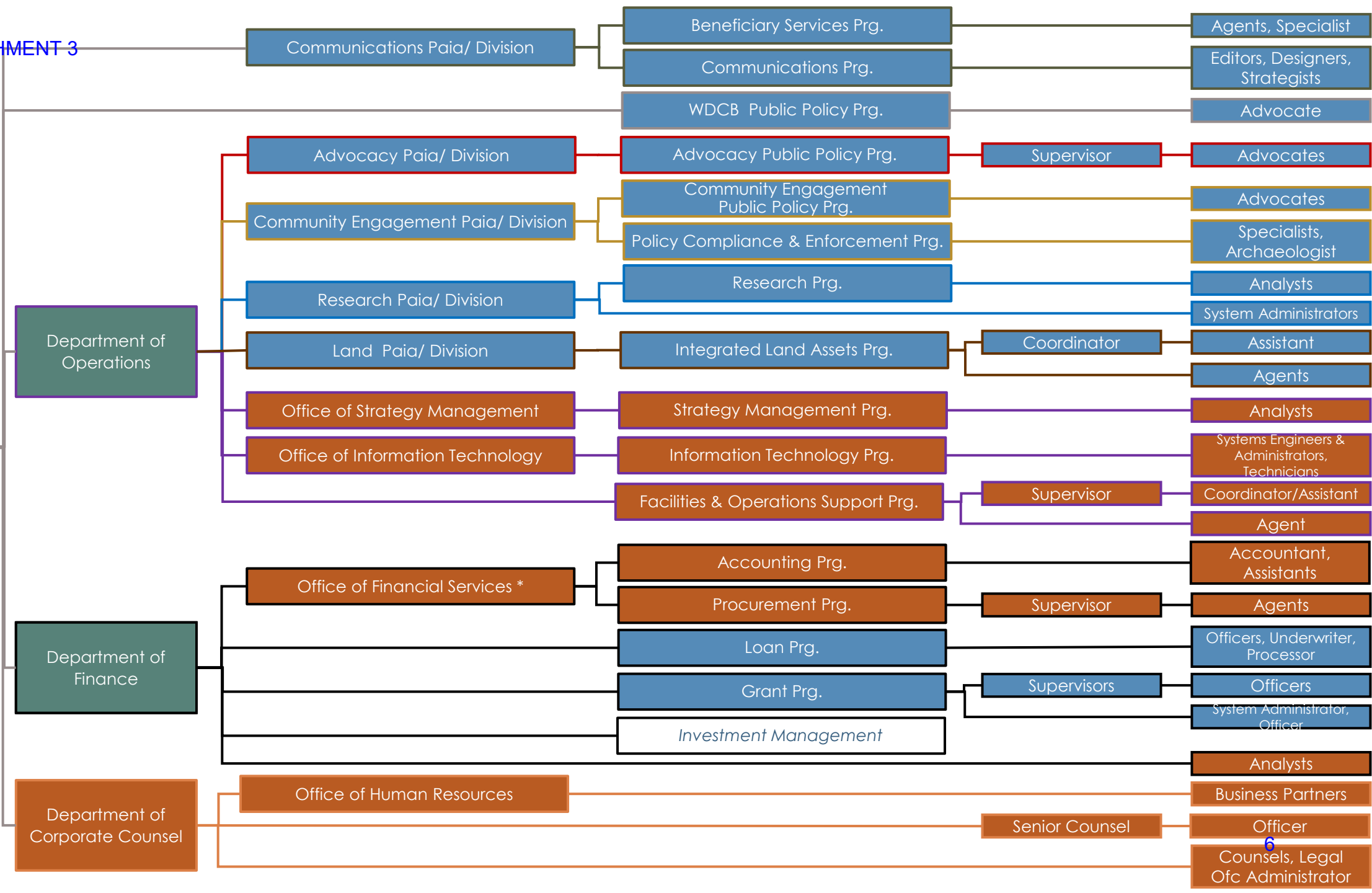
- |                        |                      |
|------------------------|----------------------|
| Accountant             | Editors              |
| Advocates              | Officers             |
| Agents                 | Partners             |
| Analysts               | Processor            |
| Archaeologist          | Senior Counsel       |
| Assistant              | Specialists          |
| Coordinator/Assistants | Strategists          |
| Coordinators           | Supervisors          |
| Counsel                | System [Engineers &] |
| Designers              | Administrators       |
|                        | Technicians          |
|                        | Underwriter          |

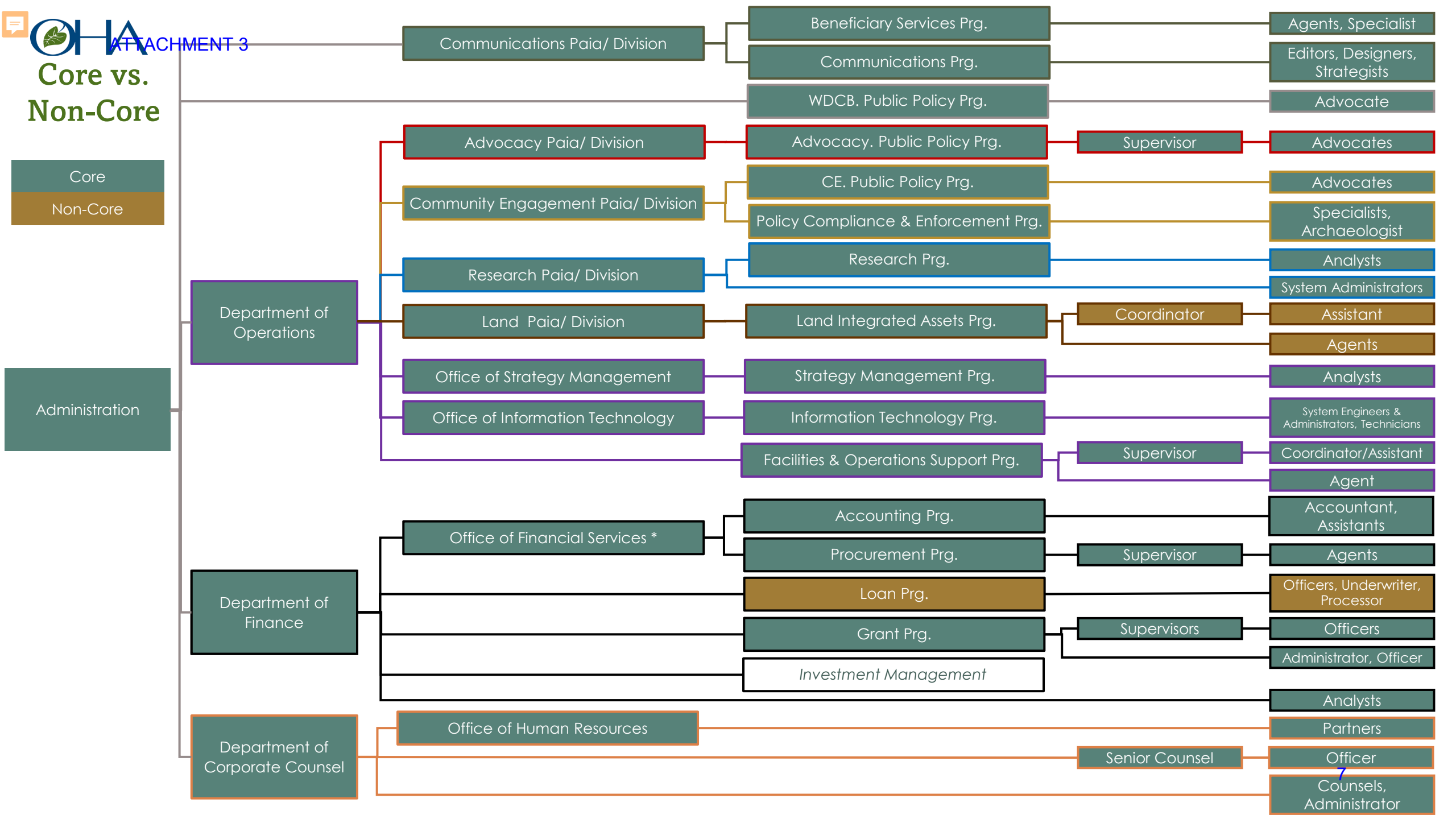
Lāhui Engagement

OHA Infastructure

Lāhui and OHA

Administration





**Committee on Resource Management**

Trustee John Waihe'e IV, *At-Large* - Chair

Trustee Luana Alapa, *Moloka'i / Lāna'i* - Vice Chair

***Members***

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*



**STATE OF HAWAII  
OFFICE OF HAWAIIAN AFFAIRS**

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

**DATE:** Tuesday, January 25, 2022

**TIME:** 1:30 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: 836 3478 6576

**Due to COVID-19, the OHA Board of Trustees and its standing committees will hold virtual meetings until further notice. Pursuant to Governor Ige's December 29, 2021 Emergency Proclamation Related to Sunshine Law In-Person Meetings, there will be no in-person location for this meeting that is open to the general public. The virtual meeting can be viewed and observed via livestream on OHA's website at [www.oha.org/livestream](http://www.oha.org/livestream) or can be listened to by phone via the phone number and Webinar ID listed at the beginning of this agenda.**

**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**

A. November 16, 2021

B. November 30, 2021

**IV. Unfinished Business**

None

**V. New Business**

A. Presentation by Administration: Nā Lama Kukui, 560 N. Nimitz Highway, Refinancing

B. Presentation by Administration: Reorganization Update

**VI. Executive Session†**

A. Consultation with Board Counsel Robert G. Klein, Esq. and Interim General Counsel Everett Ohta, Esq. re: questions and issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities with respect to the refinancing of Nā Lama Kukui, 560 N. Nimitz Highway, pursuant to HRS§92-5(a)(4)

**VII. Announcements**

**VIII. Adjournment**