

# BARACK OBAMA PRESIDENTIAL CENTER

HAWAI'I

Response to the Barack Obama Foundation's Request for Proposal

# BARACK OBAMA PRESIDENTIAL CENTER

December 11, 2014

HAWAI'I

Mr. Martin H. Nesbitt Chairman of the Board The Barack Obama Foundation 300 East Randolph Street, Suite 4030 Chicago, IL 60601

Dear Mr. Nesbitt:

On behalf of the people of the State of Hawai'i, we are pleased to submit this response to the Barack Obama Foundation's Request for Proposal.

In preparing to host the Barack Obama Presidential Center, Hawai'i has organized a truly statewide effort. We look forward to collaborating with the Foundation to create an institution that celebrates our President and advances his work.

We believe Hawai'i is the perfect location to build a global and action-oriented presidential center, one that addresses the great challenges of our time and prepares a new generation of leaders to carry forward President Obama's unifying vision.

Trugic K. Dino Tulsi Galdbard

David Ige

Governor

Shan Tsutsui

Lieutenant Governor

Kirk Caldwell

Honolulu Mayor

**David Lassner** 

President

University of Hawai'i

**Brian Schatz** 

U.S. Senator

Mazie Hirono

U.S. Senator

Tulsi Gabbard

U.S. Representative

Mark Takai

U.S. Representative

**Maxine Burkett** 

Co-Director

Steering Committee

Patricia Espiritu Halagao

Co-Director

Steering Committee

Avelino J. Halagao, Jr.

Co-Director

Steering Committee

Robert Perkinson

Co-Director

Steering Committee

# BARACK OBAMA PRESIDENTIAL CENTER

**HAWAI'I** 

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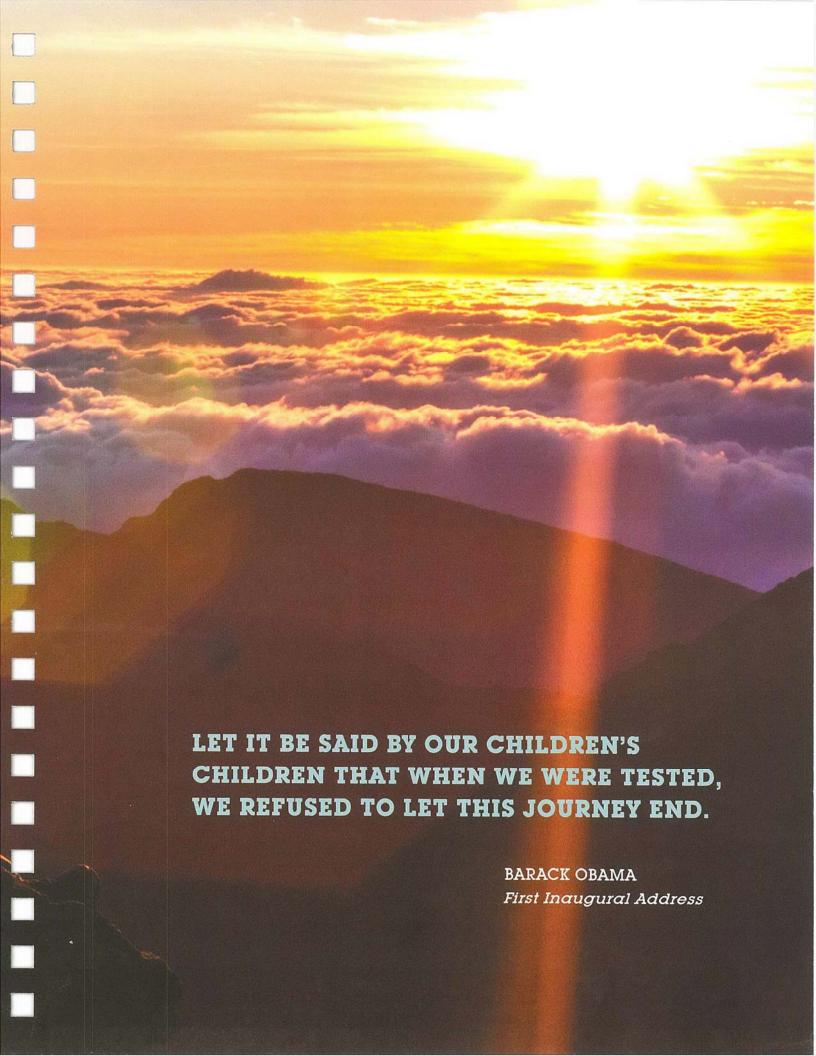
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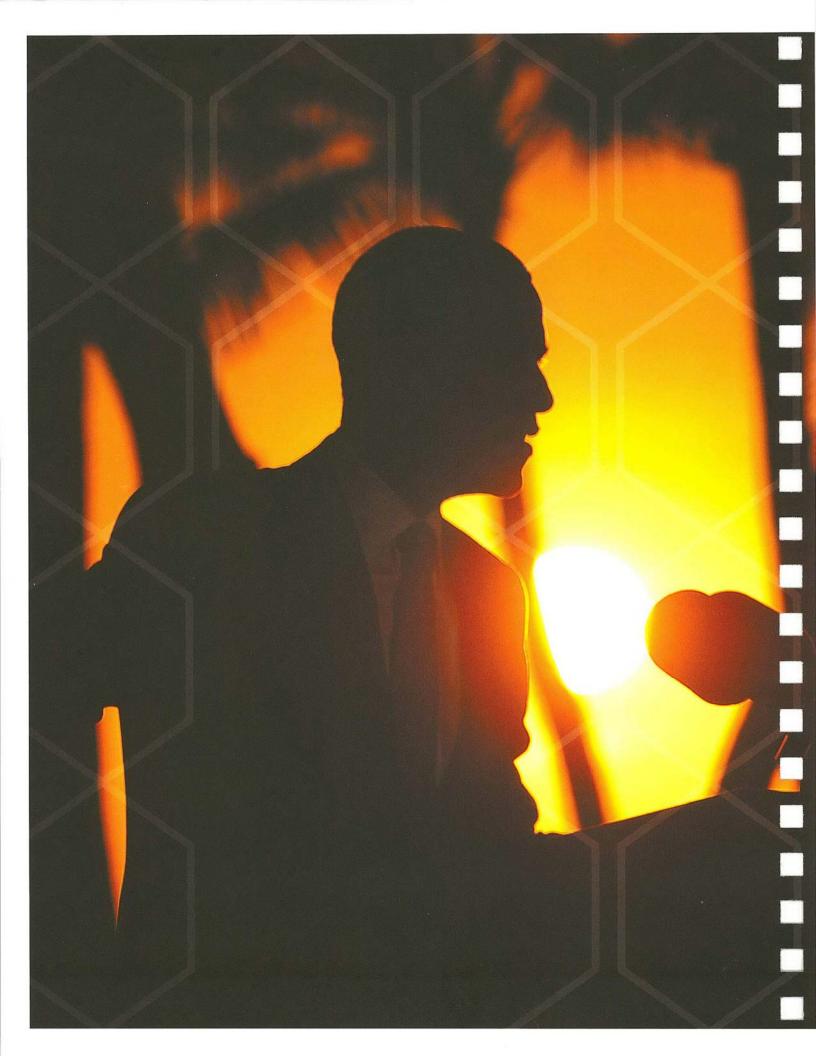
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EXECUTIVE SUMMARY









ARACK OBAMA has dedicated his presidency to meeting our obligations to one another and to posterity. At the head of an unprecedented movement propelled, above all, by hope, he assumed office amid great challenges: war, recession, fractured politics, and frayed common dreams. Invoking the country's better history and its endless capacity for renewal, he called on his fellow citizens to dust themselves off and "begin again the work of remaking America."

Despite intractable opposition, President Obama has stayed true to this calling. In health care, education, foreign affairs, the environment, and the economy, he has reset America's course, steering the nation back toward its founding promise of peace, prosperity, and justice.

Yet epic challenges for America—and the world—remain. In 2017, a new leader will take the oath of office. For President Obama, leaving the White House will represent not an end but a vista of new opportunities. A new beginning.

The Barack Obama Presidential Center (OPC) will provide the President the platform he needs to take advantage of these opportunities and to continue his journey. The OPC will preserve the President's legacy and unite the chapters of his life—child of Hawai'i, Indonesia, Kenya, and Kansas; student and community organizer; politician and president—while also shaping and extending that legacy.

A unifying vision of a better world propelled Barack Obama to the presidency, and the OPC will advance that vision. Designed for both inspiration and impact, the OPC will bring people together to solve critical problems, sponsor innovation and advocacy, and prepare a new generation of community leaders to make positive and lasting change. Unlike other presidential legacy institutions, the OPC will lean to the future rather than the past. It will carry hope forward. It will take action.



Hawai'i is the ideal place to create a living presidential institution. The state's defining values—among them 'ohana (unity), kuleana (responsibility), and aloha (shared breath)—have helped shape Obama's approach to governing. They have equipped him to imagine collaboration across chasms, to remain hopeful in crises, and to set his sights beyond the news cycle.

Hawai'i's location makes it a uniquely attractive setting. Its geographic remove and transcendent scenery facilitate thoughtful dialogue and insight. Hawai'i's proximity and ties to Asia and Pacific nations make it America's bridge to the world's most dynamic region, where the great problems of our time—including climate change, inequality, and the search for sustainable growth—must be solved. Hawai'i connects land to ocean, and links the American Century to the emerging Asia-Pacific Century.

Hawai'i is not just a nexus; it is also an incubator. Blessed with unrivaled biodiversity, and shaped by a social history of migration and self-reliance, the Islands have given rise to a political culture defined by cooperation and compromise, one that has much to offer an increasingly polarized America and a world beset by growing fragmentation amid geopolitical shifts.

Like many island ecosystems, Hawai'i is also unusually generative of innovation. From the first Polynesian voyagers who traversed the sea following the stars to the vast telescopes atop volcanoes that have helped us understand those stars, Hawai'i has long given rise to ideas, trends, and technologies that resonate far beyond its shores.

The OPC in Honolulu offers an opportunity to compound these unique advantages. By aligning Hawai'i's location, vibrancy, and cosmopolitanism with President Obama's stature, values, and vision, the OPC will be an institution of singular depth and consequence.

This submission contains seven chapters, organized in order and in response to questions provided in the Request for Proposal. Because presidential legacy institutions are multifaceted enterprises, we use "Obama Presidential Center" (OPC) as a unifying term, one that can encompass all or select constituent parts, including a presidential library, Foundation offices and initiatives, and interactive and action-oriented programs, four of which we propose herein.

# **ORGANIZATION**

Hawai'i is uniquely suited to host the OPC. The University of Hawai'i (UH) features unsurpassed diversity, and its strategic objectives—to enhance excellence, sustainability, equity, justice, and global citizenship—are closely aligned with the priorities of the Barack Obama presidency. Deeply committed to the OPC's successful development and operation, UH and the community-based non-profit Hawai'i Presidential Center (HPC) have assembled a formidable coalition of local partners, community advisers, and an in-house working group with extensive development experience, including recent capital projects worth \$2.3 billion. Upon site selection, we propose the establishment of the Hawai'i Presidential Center Host Committee to support the Foundation's development of the OPC. Hawai'i will be an effective partner to the Foundation to create a presidential center designed for local, national, and global impact.



# SITE

The State of Hawai'i, through the Hawai'i Community Development Authority (HCDA), has set aside marquee real estate for the OPC in Kaka'ako Waterfront Park. Featuring wraparound views, easy accessibility, proximity to UH facilities, mission alignment with adjacent landholders, and ample space for educational garden and wellness programs, the site will showcase inspiring architecture and nurture creative energy. Substantial research, including site-risk and environmental-impact studies, has already been conducted and reveals that the site is ready for development. As the larger district undergoes redevelopment, the OPC will play a key role in enlivening Honolulu's urban waterfront and positioning Kaka'ako as the city's premier arts and cultural hub.

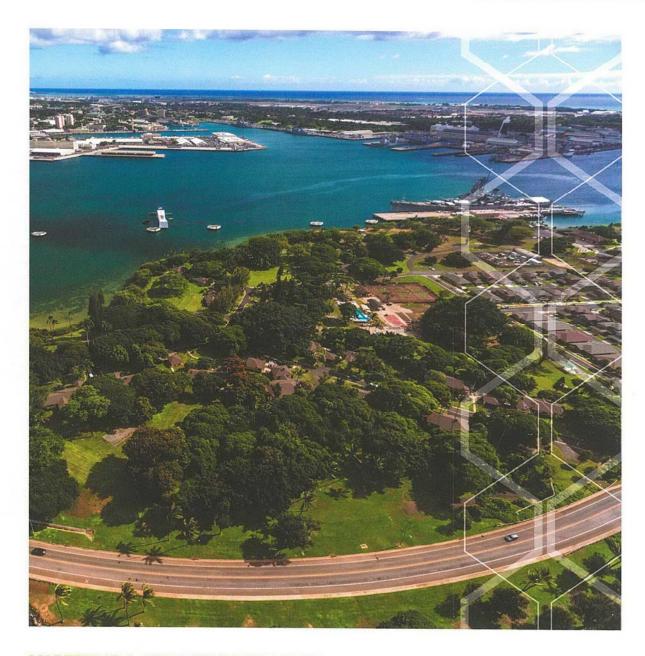


# COMMUNITY

Honolulu, a dynamic, diverse, and cosmopolitan metropolis that has grown amid-and in harmony with-some of the world's most magnificent scenery, is an ideal host for a presidential center of global significance. Kaka'ako, the district surrounding the OPC site, is also uniquely suited to complement the President's work. As the heart of a newly unified urban core, the district features an array of educational, cultural, and arts institutions, creating a natural template for a proposed Learning District. Kaka'ako is currently undergoing rapid development-the bulk of it led by core institutional partners-that promises to create a more walkable, interconnected city. The construction of the OPC along Honolulu's waterfront will have a tremendous economic impact, including \$300-\$600 million in additional economic activity and 1,000-2,000 new jobs, depending on scale. Given the profound economic, educational, and civic benefits for Honolulu, together with Hawai'i's special fondness for President Obama, the state's principal institutions are fully committed to the OPC's success.

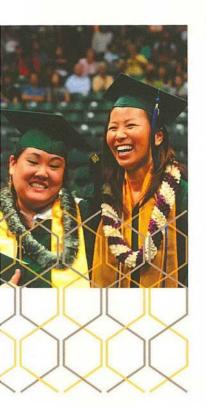
#### ACADEMIC COLLABORATION

The OPC will comprise four key program components—each designed to be self-supporting and to effect change. The Global Youth Leadership Academy features a robust set of K-12 education programs that will unite youth across schools, cultures, and countries to take action on local and global issues. The UH Center for Community Organizing will draw students from around the world and provide them rigorous, real-world training to lead community-based campaigns. Our Convening Institute will bring together decision-makers, stakeholders, and advocates to develop and implement collaborative solutions to some of the most pressing problems of the 21st century. Similarly, an issues-based, interactive Visitor Center will exhibit President Obama's ongoing work and inspire audiences of all ages. In the spirit of aloha, the University of Hawai'i looks forward to partnering with any other host institutions—whether in Chicago or New York—to amplify the work of the Foundation.



#### MARKETING & ATTRACTION STRATEGY

Honolulu features a massive and steadily growing tourism industry and a healthy museum market, both of which lay the groundwork for elevated and sustained visitation to and participation in the OPC. According to national museum experts, the OPC is expected to draw from 333,000 to 641,000 visitors annually. To surpass these baseline estimates, HPC and the University are developing a comprehensive marketing and communications strategy. This plan, to be further elaborated in cooperation with the Foundation, includes the creation of an immersive, transformative visitor experience and innovative programming. Leveraging the Hawai'i Tourism Authority's expertise and extensive outreach will enable the OPC to boost attendance through cooperation with existing top attractions as well as tiered marketing and advertising—in both conventional and emerging media—aimed at sustaining high engagement and visitation among local, national, and international audiences.



# UNIVERSITY COMMITMENTS

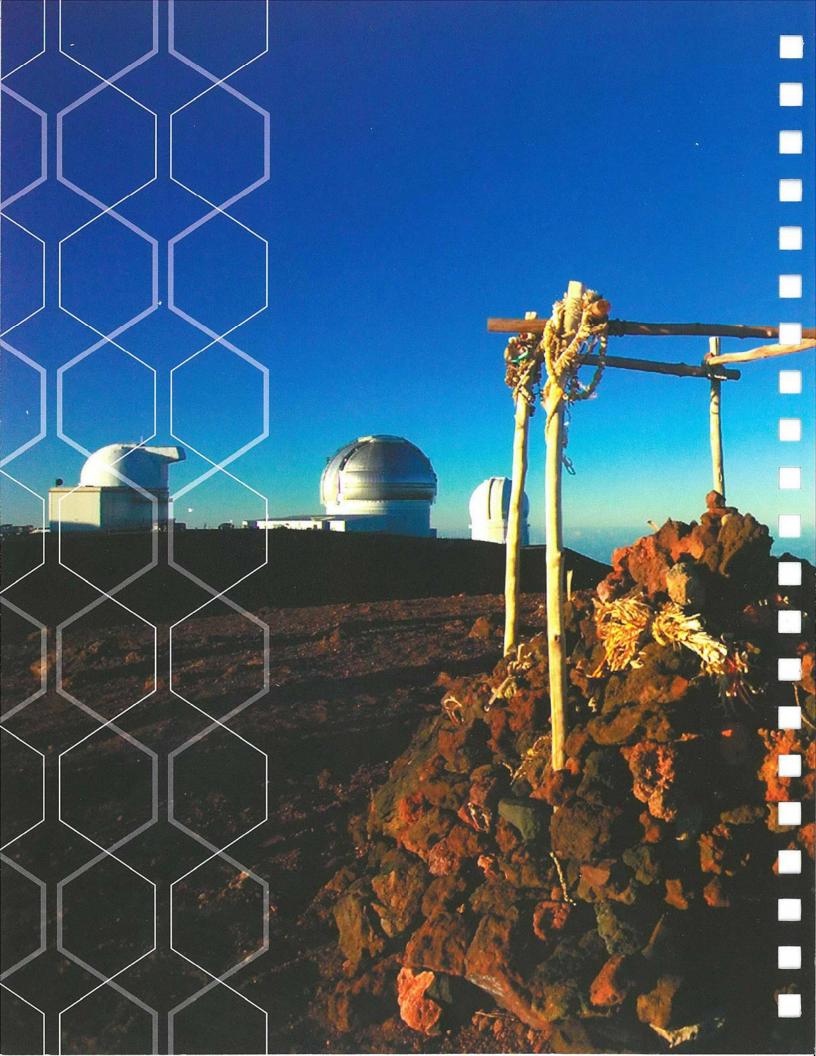
The University of Hawai'i views the development of the OPC as a strategic imperative and will invest accordingly. The University's principal contribution will be to fund the full development and operations of an impact-oriented degree program in community organizing to be located within the OPC. The University will also provide a range of support services, including: faculty support for proposed programs, internal transportation connectivity, preferred use of UH facilities for special events, and OPC integration into UH's highest-speed data networks. Moreover, the UH Foundation, seeking to provide substantial assistance to the Barack Obama Foundation as it develops its capital campaign, has sponsored consultant research on Hawai'i's giving capacity and on strategies to activate education and political donors on the West Coast.

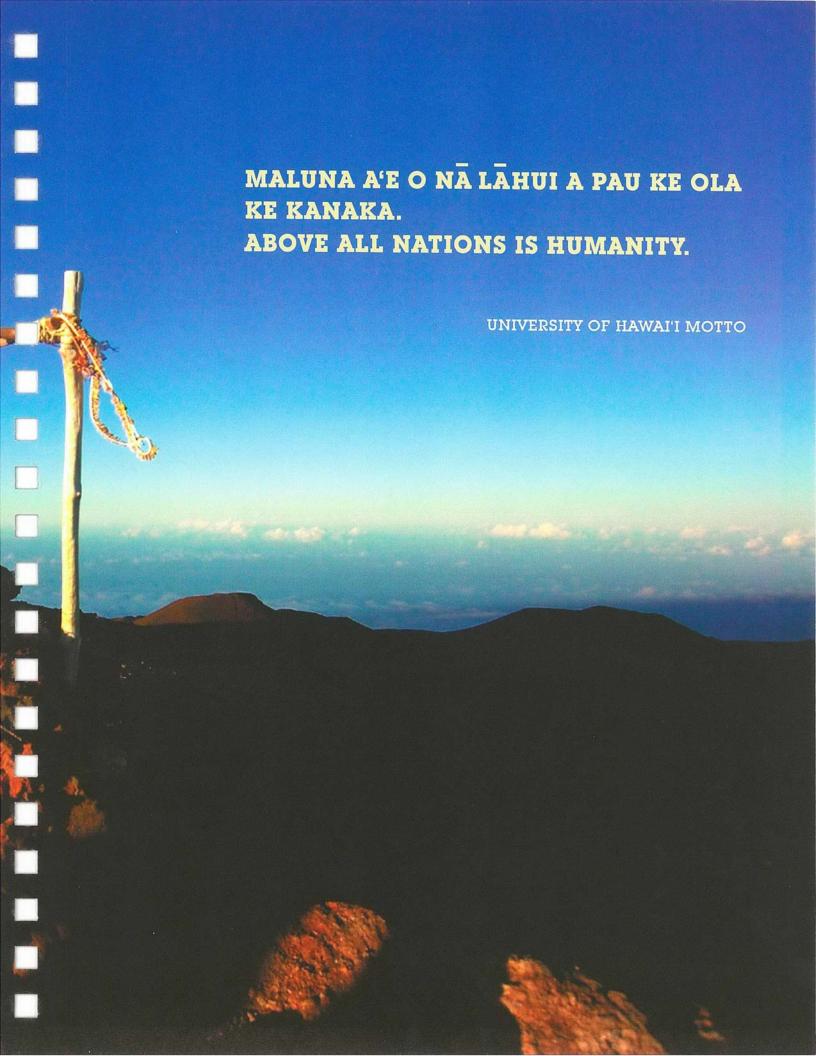
#### STATE, CITY & PARTNER COMMITMENTS

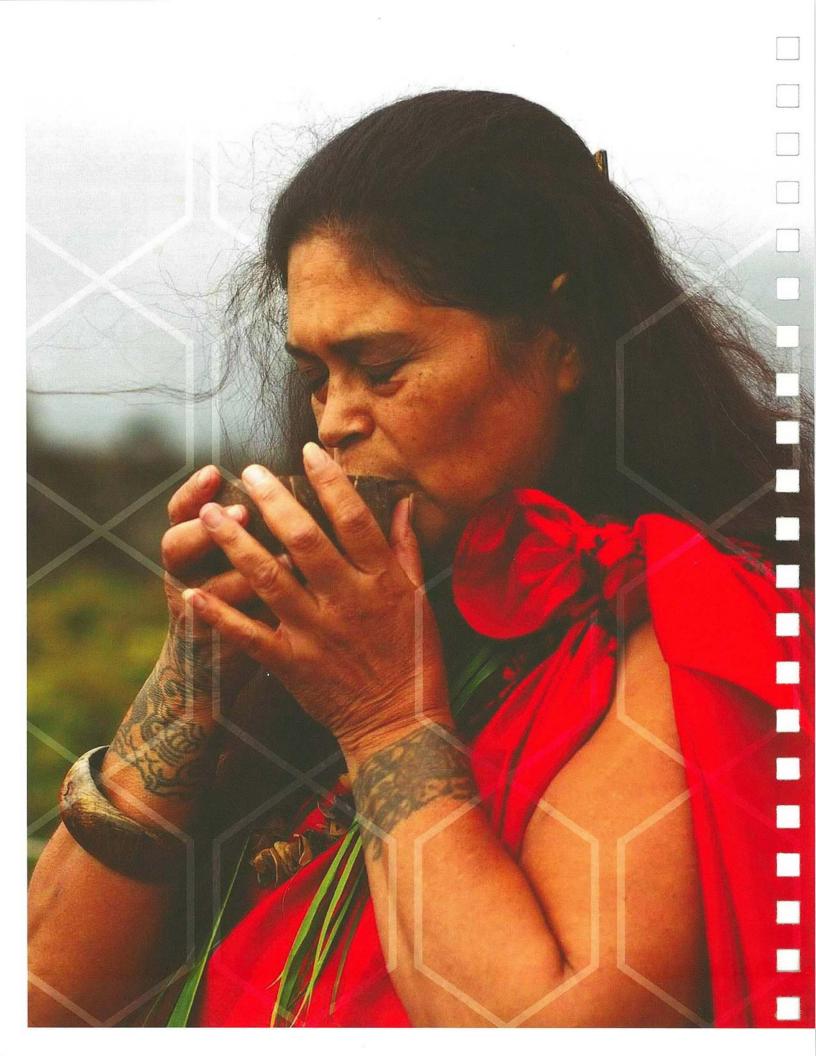
Hawai'i's bid to host the OPC draws support from every sector of society. State and city government, in addition to core institutional partners, are deeply committed to its development and will devote substantial resources toward its success. The provision of oceanfront property constitutes Hawai'i's lead contribution to the project. In addition, state and city government—supplemented by partners—are committed to providing significant assistance related to K-12 education programming, park and landscaping improvements, streetscape upgrades, public financing, security enhancements, parking facilities, multimodal transportation improvements, tax abatements, facilities usage, and marketing. These coordinated investments will enhance the OPC's viability and economic sustainability, and, most important, will accentuate the impact of the President's initiatives in Hawai'i, throughout the United States, and around the world.

ORGANIZATION INFORMATION

A







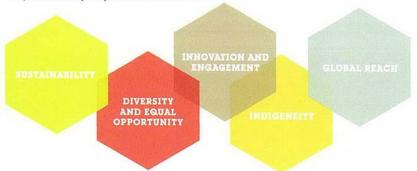
#### STRATEGIC VISION

HE UNIVERSITY OF HAWAI'I—together with its public and private partners—is well suited to host a living presidential center. A land—, sea—, and space—grant institution, UH is the premier research university in the Pacific Basin and the principal engine of innovation in the State of Hawai'i. With 59,000 students on 10 campuses, UH is also uniquely devoted to public engagement and healthy, sustainable communities. As set forth in its strategic planning documents, UH is defined by its core values—"academic rigor and excellence, integrity and service, aloha and respect"—and is committed to "improving the social, economic, and ecological well–being of current and future generations."

articulating the longterm strategic vision for the university, including its global footprint and vision, as well as any existing or projected expansion plans. Detail any complementary relationship with the Project.

An executive summary

The flagship Mānoa campus is guided by the policies set by the system-wide Board of Regents and by its own strategic plan. These blueprints for the future are particular to Hawai'i but align auspiciously with the President's priorities and the Barack Obama Foundation's "Guiding Principles." University initiatives and unifying objectives in five areas will be particularly important to the OPC:



SUSTAINABILITY / The Native Hawaiian traditions of Mālama 'aina and Mālama i ke kai (caring for the land and sea) are bedrock obligations for UH, which aims to "be a global leader in the integration of sustainability throughout its teaching, research, operations, and public service." This commitment is reflected in investment priorities and a \$500 million 21st Century Facilities initiative, which focuses capital-improvement resources on revitalizing existing buildings to improve functionality, facilitate technology adaptation, reduce waste, and conserve energy and water.

DIVERSITY AND EQUAL OPPORTUNITY / Among the most diverse universities in the United States, UH brings people together from all walks of life and from around the world. UH is deeply committed to its multicultural heritage and to expanding access to higher education. Numerous initiatives aim to support traditionally underrepresented students, including Native Hawaiians, veterans, and undocumented immigrants. More generally, UH's Hawaii Graduation Initiative is partnering with schools, state agencies, and non-profits to ensure that 55 percent of working-age adults have a college degree by 2025. This will represent a historic democratization of higher education, in line with President Obama's North Star objective and Michelle Obama's Reach Higher initiative.

INNOVATION AND ENGAGEMENT / UH aims to improve the quality of life both through its research enterprise and public service. To foster the development of a more resilient economy, the Hawai'i Innovation Initiative seeks to increase UH's outside research funding to \$1 billion by 2022, with significant investment targeted for health sciences and wellness, ocean sciences, and sustainability. More generally, UH is committed to leveraging its resources to address challenges faced by the larger community. A strategic goal of the Mānoa campus is to strengthen public engagement by promoting applied research, problem-based instruction, and community partnerships.

INDIGENEITY / To honor the Islands' host culture, promote social justice, and bolster the institution's comparative advantages, UH aspires to become "the world's foremost indigenous-serving university." Several prominent initiatives, including the system-wide Hawai'i Papa O Ke Ao plan, seek to increase Native Hawaiian representation at all levels, advance research into Hawaiian culture and history, expand use of the Hawaiian language, and infuse the University's organizational culture with Hawaiian values. The objective is for UH to serve as a Hawaiian place of learning.

GLOBAL REACH / The social mosaic of modern Hawai'i unites people from all over the world, with the result that UH has long functioned as a uniquely cosmopolitan institution. A member of the Association of Pacific Rim Universities, UH has special capacities in the study of the Pacific and Asia, which has become the fulcrum of the global economy. With robust area studies and unrivaled language instruction programs, the University is committed to reinforcing these core strengths, while extending its transoceanic partnerships and producing graduates capable of succeeding as global citizens.

#### LEADERSHIP TEAM

AWAI'I'S PROPOSAL TO HOUSE the Obama Presidential Center is a unified, statewide effort. The University of Hawai'i has been the lead government agency developing this submission, but the work has proceeded with full support from the state and city and in collaboration with business and non-profit leaders. To coordinate the University-based effort, the UH Mānoa Chancellor, with support from the UH System President and the Vice Chancellor for Academic Affairs, chartered the UH Presidential Center Initiative.

The Initiative's steering committee is primarily responsible for shaping the development of Hawai'i's proposal. Steering committee members are assigned on a full- or part-time basis, have equal responsibility for the project as a whole, and work closely with government leaders and institutional partners. UH has recently created a working group, composed of personnel in key areas assigned by the UH President and UHM Chancellor, to assist the Initiative.

HAWAI'I PRESIDENTIAL CENTER (Non-Profit Organization)

In concert with UH's efforts, Hawai'i Presidential Center (HPC), a 501(c)(3) organization, was established in 2012. HPC has played a key role in proposal development and has secured substantial funds to support Hawai'i's bid, including \$400,000 in legislative appropriations and more than \$100,000 in private contributions from foundations, companies, labor unions, and local residents.

HPC has used these monies to support research and concept development by architects, archivists, engineers, economists, educators, museum planners, communications specialists, and environmental consultants. HPC's governing board includes members of our steering committee: Maxine Burkett, Patricia Espiritu Halagao, and AJ Halagao. In addition, the HPC has established an Advisory Council, comprised of business, academic, and community leaders.

Biographies of administrators, faculty, and staff assigned to the Project, including a summary of responsibilities and an organizational chart indicating reporting relationships both internally and with appropriate personnel of the Foundation. Information should include staffing for academics, fundraising, communications, marketing, real-estate development and construction, and facilities management.

# STEERING COMMITTEE



Maxine Burkett, Co-Director / Maxine received her BA in Political Science from Williams College and Exeter College, Oxford, and law degree from the University of California, Berkeley. An expert in climate-change policy, Maxine has presented her research on climate law on four continents. In 2010, she served as the Wayne Morse Center's Chair of Law and Politics. Past chairs include Charles Ogletree, Jr., Barbara Ehrenreich, and Russ Feingold. A native of Jamaica, Maxine grew up in Queens, NY, and attended Prep for Prep and The Spence School. She served as a White House intern and is currently an Omidyar Fellow. Project Responsibilities: The Convening Institute, site preparation, community engagement.



Patricia Espiritu Halagao, Co-Director / Patricia received her BA in Anthropology from Occidental College and MEd and PhD in Curriculum and Instruction from the University of Washington. Her work focuses on culturally responsive curricula, policy, and evaluation. Through her work with the Polynesian Voyaging Society and The Smithsonian Institute, Patricia developed innovative programming. A former Teach for America corps member, she has taught at all K-12 grade levels. She is a recipient of University of Hawai'i's Board of Regent's Medal for Excellence in Teaching (2012) and serves on the Hawai'i State Board of Education. Project Responsibilities: Global Youth Leadership Academy, Visitor Center, UH Center for Community Organizing.



Avelino Halagao, Jr., Co-Director / AJ earned his BS in Commerce from the University of Virginia, MBA from the University of Hawai'i, and JD from UCLA. A former attorney, AJ is the Executive Vice President of the Hawaiian Electric Industries Charitable Foundation and Vice Chair of the Honolulu Grants-in-Aid Advisory Commission. AJ serves on the boards of After-School All-Stars, Aloha Medical Mission, Filipino Community Center, and Japanese American Citizens League. He is a Pacific Century Fellow and an Omidyar Fellow. Project Responsibilities: Hawai'i Presidential Center management, external relations, marketing, communications, and liaison to the Barack Obama Foundation.



Robert Perkinson, Co-Director / Robert received his BA from the University of Colorado at Boulder and MA and PhD from Yale. His book, Texas Tough: The Rise of America's Prison Empire, won the PEN American Center's John Kenneth Galbraith Award for best non-fiction book published in 2009 and 2010, and he has received yearlong research fellowships from the Open Society Institute and the American Council of Learned Societies. Robert grew up in Jackson Hole, WY. He enjoys cooking, surfing, and trail running. Project Responsibilities: UH Center of Community Organizing, Visitor Center, fundraising, UHPCI administration and budget.



# PROJECT STAFF

Maria Simon, Site and Architectural Advisor / Maria received her BArch from Penn State and an MArch from Cranbrook Academy of Art. With Fentress Architects in Colorado and the Organization for Permanent Modernity in Massachusetts, she has worked on large-scale projects, including airports, towers, and urban commercial centers. She has taught at Lawrence Technological University, Boston Architectural College, and MIT. Maria grew up in Hamilton, MA. In her free time, she enjoys traveling and running, and is learning to free dive. She volunteers with Girls on the Run and Access Surf.



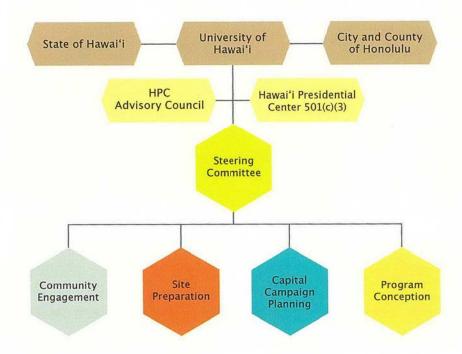
Daniela Kittinger, Development and Events Manager / Daniela holds a BA in Nutrition and Kinesiology and an MPH from UH Mānoa. A founding member of the Hawai'i Food Policy Council, she has led large-scale initiatives on a broad array of social issues, including substance-abuse prevention, small-scale, sustainable agriculture, and marine conservation. In her spare time, Daniela enjoys cooking, yoga, gardening, and hiking the beautiful trails of Oʻahu.



Eriza Bareng, Graduate Research Assistant / Eriza earned a BA at Occidental College and an MA at UH Mānoa in American Studies. She is currently working on her PhD dissertation, a cultural and political study of former Philippine First Lady Imelda Marcos. Eriza was born and raised in the Philippines and moved to Hawai'i in 1995, where she graduated from Farrington High School. Eriza likes to cook and spend time with her family in Waipahu.



#### ORGANIZATIONAL CHART



# UH PRESIDENTIAL CENTER WORKING GROUP

#### **David Lassner**

UH President (Co-Chair)

# **Robert Bley Vroman**

UH Mānoa Chancellor (Co-Chair)

#### Reed Dasenbrock

Vice Chancellor for Academic Affairs

#### Irene Herold

University Librarian

#### **Darolyn Hatsuko Lendio**

Vice President for Legal Affairs and UH General Counsel

#### Stephen Meder

Assistant Vice Chancellor for Planning and Facilities

#### Brian Minaai

Associate Vice President for Capital Improvements

#### Vassilis Syrmos

Vice President for Research and Innovation

#### **Donna Vuchinich**

President, University of Hawai'i Foundation

#### **Lynne Waters**

Associate Vice President for External Affairs and Government Relations



# HAWAI'I PRESIDENTIAL CENTER ADVISORY COUNCIL

#### Maenette Ah Nee-Benham

Dean, Hawaiʻinuiākea School of Hawaiian Knowledge; Board President, MAʻO Organic Farms

#### **Debbie Berger**

Co-founder and Board Chair, Unbound Philanthropy and the Learning Coalition

#### Peter Ho

Chairman, President and CEO, Bank of Hawai'i; Director, Federal Reserve Bank of San Francisco

# Micah Kāne

Chairman of the Board of Trustees, Kamehameha Schools

#### **Constance Lau**

President and CEO, Hawaiian Electric Industries; Co-Chair, President's National Infrastructure Advisory Council

#### **Charles Lawrence**

University of Hawaiʻi at Mānoa Centennial Professor

#### **Colbert Matsumoto**

Chairman and CEO, Island Insurance; Board Chairman, Hawai'i Employees Retirement System

#### Sherry Menor-McNamara

President, Chamber of Commerce Hawai'i

#### **Charles Morrison**

President, East-West Center

#### Randy Perreira

Executive Director, Hawai'i Government Employees Association; President, AFL-CIO Hawai'i

#### James Kapaeali'i Scott

President, Punahou School

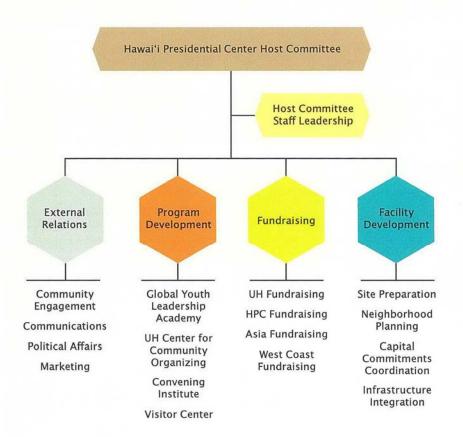
#### Nainoa Thompson

President, Polynesian Voyaging Society; Master Navigator, Hōkūle'a

### HAWAI'I PRESIDENTIAL CENTER HOST COMMITTEE

Successfully developing the Obama Presidential Center in Honolulu will require collaboration among numerous organizations. A Hawai'i Presidential Center Host Committee, to be established after official site selection by the Obama Foundation, will coordinate the involvement of these diverse organizations in order to contain Foundation costs and extend the OPC's reach. The non profit Hawai'i Presidential Center—in consultation with the Barack Obama Foundation, the UH President, the Governor, and the Mayor—will charter the Host Committee. Its leadership will include representatives from government, business, philanthropy, and non profits.

Hawai'i has successfully organized host committees to manage substantial undertakings. The APEC Hawai'i Host Committee, for example, played a key role in preparing for the 2011 international summit in Honolulu. Similarly, the Hawai'i Presidential Center Host Committee will provide effective local support to the Foundation in site development, construction, program planning, community engagement, and fundraising.



#### CONSULTANTS

### SITE PREPARATION

Austin Tsutsumi & Associates ALTA survey Paid by HCDA

With 80 years of experience, Austin Tsutsumi & Associates provides engineering and surveying services for development clients throughout the Hawaiian islands.

**CBRE Group** District & demographic analysis Pro bono

CBRE Group is the world's largest commercial real estate services and investment firm, with 44,000 employees and annual revenue of more than \$7 billion.

**Cumming Construction** Management Project scheduling Pro bono

**Hensel Phelps** 

Land assembly &

Having completed more than 8,000 projects in 25 countries, CCM provides a wide range of construction consulting services, including cost estimation, project management, planning, and scheduling.

One of the largest contractors and construction managers in the country, Hensel Phelps is an employee -owned, multibillion-dollar firm with a global portfolio of commercial, industrial, institutional, and defense projects head quartered in Colorado, Hensel Phelps served as project manager for the Clinton Library.

development preparations estimates Pro bono

> For more than 50 years, Lyon has provided civil engineering, construction management, planning, and environmental services to government and private clients around the world. Headquartered in Honolulu, the firm has a special commitment to helping Pacific Island societies adapt to climate change.

Lyon Engineering Site risk mitigation \$5,000

> SSFM International, Inc. is a global engineering firm with expertise in project management, construction management, planning, civil engineering, structural engineering, and traffic engineering.

SSFM International, Inc. Site & traffic analysis Geotechnical analysis \$20,000

> Workshop Green provides design guidance on highperformance buildings and ecologically sensitive landscapes. To meet a project's sustainability targets, the firm develops holistic strategies on energy efficiency, water conservation and reuse, daylighting and shading, comfort, stormwater management, and

coastal adaptation to sea level rise.

**Workshop Green** Coastal risks design \$1,000

List of external consultants engaged by you in support of the Project. Please provide their qualifications, responsibilities, and projected fee structure.



#### COMMUNITY ENGAGEMENT

DTL

Community engagement \$25,000

A multidisciplinary studio specializing in strategy development, outreach, and cultural navigation, DTL is known for its comprehensive, historically informed approach to community engagement. The firm has extensive experience in Kaka'ako, and its clients include the Office of Hawaiian Affairs, the Howard Hughes Corporation, and Kamehameha Schools.

John M. Knox & Associates Economic impact assessment \$20,000 With more than 25 years of experience in public-policy research, JMK Associates specializes in economic analysis of land-use development. Current projects include strategic planning for the Hawai'i Tourism Authority and assessments of the socioeconomic impact of new development in Kaka'ako.

Townscape Stakeholder engagement \$5,000 An environmental and community-planning company established in 1991, Townscape's mission is to shape plans that enhance the social, cultural, economic, and environmental health of Hawai'i's communities.

#### PROGRAM CONCEPTION

Accord 3.0

Convening Institute design \$15,000

Accord 3.0 specializes in multiparty negotiation and problem solving and complex conflict management. Principal Peter Adler has extensive experience in land-planning disputes, water conflicts, marine and coastal affairs, and strategic resource management.

Biomimicry for Social Innovation Program innovation Pro bono Founded by Toby Herzlich, BSI helps clients apply the genius of nature to better develop social and organizational innovation strategies.

Sharon Fawcett
NARA coordination
\$4,000

With over 40 years of experience in the presidential library system, Sharon Fawcett rose through NARA's ranks to become Assistant Archivist for Presidential Libraries. Sharon, who retired in 2011, is regarded as one of the nation's leading authorities on presidential legacy institutions.

The Leader Project GYLA program planning \$22,500 A leadership-design company drawing on culture and place-based concepts to address local-to-global issues, The Leader Project is directed by Cheryl Ka'uhane Lupenui. Cheryl is an expert in education program design and is a member of the Hawai'i State Board of Education.

Local Projects
Audience engagement &
museum technology
\$5,000

Led by principal Jake Barton, Local Projects is recognized as a leader in interactive design, museum technology, and collaborative storytelling. Clients include the Cleveland Museum of Art and the 9/11 Memorial Museum. Local Projects received a White House National Design Award in 2013.

Lord Cultural Resources Visitor center planning \$37,500

The world's largest museum planning firm, Lord Cultural Resources has completed more than 2,000 projects in 50 countries on six continents. With offices in Toronto, Vancouver, New York, Paris, Mumbai, and Beijing, Lord has a deep understanding of local adaptation, cultural diversity, and collaboration.

Ralph Appelbaum Associates Presidential museum vision Pro bono One of the world's most respected museum planning and design firms, RAA creates award-winning exhibitions, visitor centers, and educational environments in a range of fields, from history to the physical sciences to fine arts. With offices in five countries, RAA has developed more than 500 projects that are visited by 50 million people each year.

Russell Riley Presidential oral history Pro bono Head of the Presidential Oral History Program at the University of Virginia's Miller Center, Russell Riley has logged more than 1,000 hours of in-depth, confidential interviews with cabinet officers and senior members of the White House staff reaching back to the Carter and Reagan administrations.

Julie Wurfel Business planning \$5,000

Julie Wurfel provides strategic and financial advisory services to innovative, early-stage businesses. With more than 15 years of experience in corporate development, investment banking, and international business strategy, she currently advises Kamehameha Schools' social enterprise accelerator program.



#### GRAPHIC DESIGN & COMMUNICATIONS

Formlessness Graphic design \$7,500 A small, people-oriented graphic and web design company, Formlessness specializes in screen and print-based solutions for individuals, businesses, and non-profits.

MVNP

\$7,000

RFP submission design \$30,000

Operating in Hawai'i since 1946 and an Affiliate Agency of DDB Worldwide, MVNP is Hawai'i's leading integrated advertising agency, specializing in destination marketing, financial institutions, health care, and land development.

Jonathan Stein and Michael Shapiro Editing Jonathan Stein is Managing Editor of Project Syndicate, the world's largest provider of op-ed content, with more than 500 member publications in 154 countries. Michael Shapiro is editor of *Hana Hou*, the in-flight magazine for Hawaiian Airlines.

Stryker, Weiner & Yokota Public Relations \$10,000 One of Hawai'i's largest independent public relations firms, SWAY provides expertise in strategic communications, media training, crisis management, marketing, and communications evaluation.

#### **FUNDRAISING**

Marts & Lundy Institutional fundraising strategy; capacity analysis \$20,000 A full-service fundraising consulting firm with clients around the world, M&L partners with large universities and cultural institutions to reach their philanthropic potential. Led by principal John Cash, M&L has extensive experience in Hawai'i and throughout the West Coast.

Autumn Sample West Coast strategy \$10,000 As a regional finance director for both Obama presidential campaigns, Autumn Sample built and managed prominent donor relationships in Northern California, Hawai'i, Oregon, and Washington, while also overseeing major fundraising events. She currently serves as Executive Director of T4A.org.

#### CONCEPTUAL BUILDING DESIGN

Allied Works Conceptual design \$15,000 A 40-person practice with offices in Portland, OR, and New York City, Allied Works has completed critically acclaimed commercial and museum projects, including the Maryhill Overlook in the Columbia River Gorge, the Contemporary Art Museum St. Louis, and the University of Michigan Museum of Art.

**Biomimicry 3.8** Green design innovation Pro bono The world's first bio-inspired consultancy, Biomimicry 3.8 is a widely recognized leader in biomimicry innovation training, system consulting, and education that has brought nature's sustainable designs to more than 250 clients. The firm is led by Janine Benyus, author of six books and a recipient in 2012 of a White House National Design Award.

Ferraro Choi Site analysis & LBC \$3,200

Established in 1988, Ferraro Choi is a full-service architectural firm known for innovative green design and a positive work environment for its employees. Specializations include large-scale sustainable architecture, interiors, and research services.

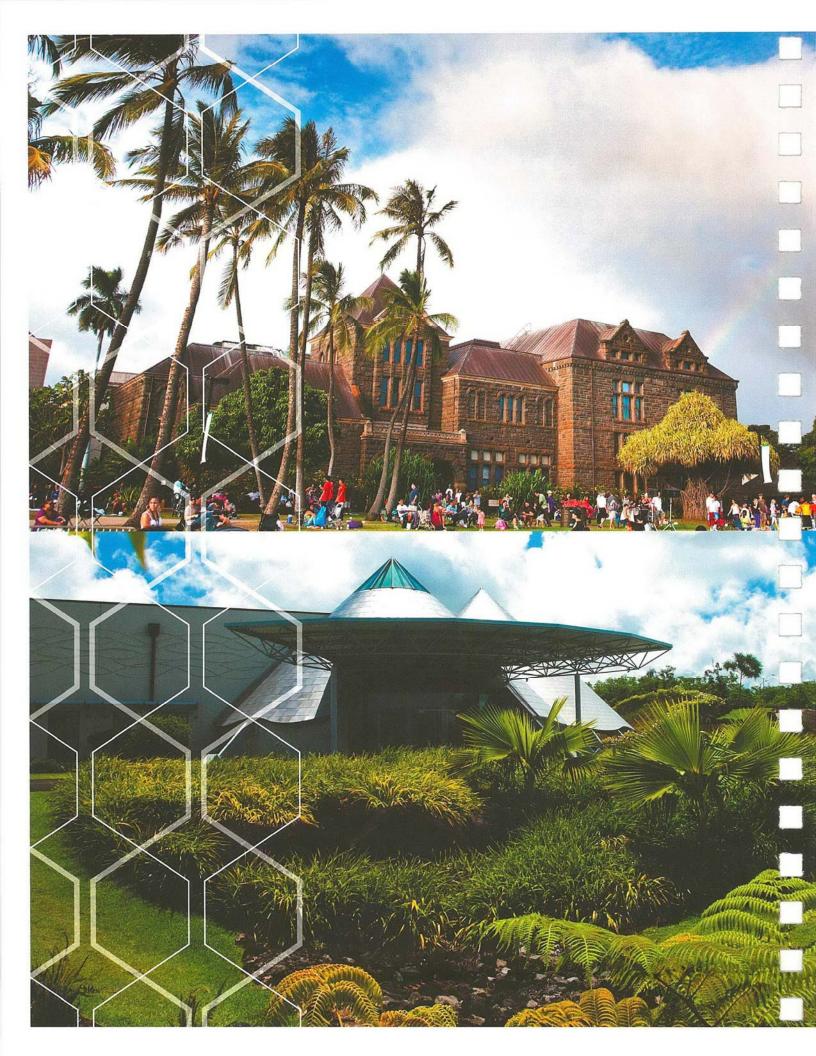
International Living
Future Institute
Living Building Challenge
Pro bono

ILFI administers the Living Building Challenge, the built environment's most rigorous and ambitious performance standard. The Institute offers green building and infrastructure solutions at all scales, from individual houses to entire districts. Its mission is to redefine the green building movement and transforming from an ethic of "do no harm" to one of ecosystem regeneration.

MOS/ WORKSHOP-HI Conceptual design \$5,000 MOS is an internationally recognized woman-owned architecture practice located in New York City. A recipient of the Holcim Sustainable Design Award for the Southeast Asia Region, MOS's work has been exhibited at MoMA and the Art Institute of Chicago. MOS's Hawai'i design partner is WORKSHOP-HI, an innovative startup focusing on regenerative environmental design, biomimicry, and high-performance technology.

Snøhetta/ WCIT Architecture Conceptual design \$20,000

With offices in New York and Oslo, Snøhetta is known for integrating built and landscape architecture. Notable works include the Library of Alexandria, the Norweigan National Opera and Ballet, and the 9/11 Memorial Museum Pavilion. Snøhetta's Hawai'i design partner is WCIT Architecture, an award-winning local firm that specializes in distinguished, culturally rooted, and sustainable architecture that adds value to communities.



# COMMUNITY PARTNERSHIPS

N DEVELOPING THIS PROPOSAL, we have forged core partnerships with seven prominent government and non-government institutions. All of these organizations are committed to supporting the development and successful operation of the Obama Presidential Center in Hawai'i. With strengths in education, world affairs, development, and tourism, these institutions can contribute funding, personnel, expertise, and programming to sustain the OPC's ongoing work and enhance its effectiveness.

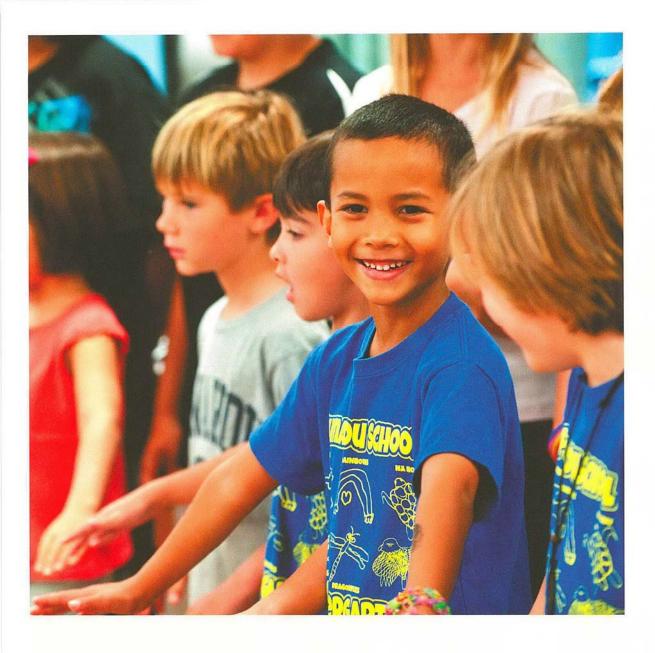
Summary of any formal or communitybased partnerships with the university that are relevant to the Project.

EAST-WEST CENTER / A diplomatic research and training institution devoted to improving US-Asia-Pacific relations, the East-West Center has 57,000 alumni and is committed to partnering with the OPC in convenings. leadership development, and education.

HAWAI'I COMMUNITY DEVELOPMENT AUTHORITY / The state agency charged with supervising the transformation of Kaka'ako, HCDA has planning and zoning authority over the proposed OPC site. HCDA is currently developing a new master plan for Kaka'ako Waterfront Park and is committed to making landscaping, access, and infrastructure improvements around the OPC site.

HAWAI'I STATE DEPARTMENT OF EDUCATION / The only unified statewide school district in America, DOE serves an ethnically and economically diverse student body across seven islands. A beneficiary of the federal Race to the Top program and recognized by the US DOE Future Ready Initiative on educational technology, the DOE will provide staff, program, and curriculum support to educational initiatives developed by the OPC.

HAWAI'I TOURISM AUTHORITY / One of the largest state tourism agencies in the US, HTA has provided technical support in the development of this proposal. To enhance the appeal of the OPC's public programming, including operations of the Convening Institute and Visitor Center, the HTA can provide long-term financial and marketing assistance, as it does for other cultural institutions in the state.



KAMEHAMEHA SCHOOLS / The most richly endowed private school trust in the US and the largest landowner in Hawai'i, Kamehameha Schools serves over 40,000 Hawaiian students and is committed to assisting the OPC through district planning and education programming.

OFFICE OF HAWAIIAN AFFAIRS / An autonomous state agency chartered to build a better future for Native Hawaiians, OHA has substantial landholdings in Kaka'ako Makai and is committed to partnering with the OPC in site development, district planning, parking, convenings, and education programming.

**PUNAHOU SCHOOL** / One of the largest single-campus private schools in the US, Punahou is committed to extending the legacy of its most famous alumnus and to multifaceted cooperation with the OPC. Punahou's Luke Center for Public Service and Wo International Center will be especially important to the OPC's leadership-education programming.

#### DIVERSITY

OCATED IN THE MOST MULTICULTURAL STATE in the union, the University of Hawai'i stands out for the diversity of its students and employees. In a list of the most diverse colleges recently published by the Chronicle of Higher Education, UH campuses hold four of the top-five slots. By almost any measure—ethnicity, race, gender, economic background, sexual orientation, military service, or immigration status—UH is a richly textured educational community.

Compared to other national universities, UH employee diversity is striking. Women constitute a majority of UH employees. In terms of race and ethnicity, no single group dominates. Asian—a broad category that in Hawai'i includes Japanese, Chinese, Koreans, Filipinos, Southeast Asians, South Asians, and more—is the largest personnel group, followed by whites.

Diversity varies by role within the University, but less so than at other national universities. At the executive and managerial level, whites constitute a majority but account for less than 60 percent of the total. Women occupy more than 40 percent of the top posts. Even at the trustee level, UH stands out. Women make up one third of the Board of Regents, with Asians and Hawaiians accounting for three-quarters of the membership. Among instructional faculty, heterogeneity is least pronounced among full professors, though the personnel pipeline promises change. Among assistant professors, no ethnic group dominates and women are in the majority. New academic hires at UH are nearly as diverse as the student body.

Summary of the diversity of the university's employ-ees, including demographic composition (e.g., race, gender) allocated by role (e.g., administrative board, secretarial, tenured faculty, associate faculty).





# Employee & Student Diversity, By Role, UH Mānoa Campus\*

	Head count	Women	Asian	White	Native Hawaiian, Pacific islander	Hispanic/ Latino	African American	America Indian/ Alaska Native	Multi- racial	Non- resident alien
All Employees	6,474	51.2%	39.4%	37.6%	9.0	2.3%	1.2%	0.6%	1.7%	8.1%
Board of Regents	15	33.3	75.0	25.0	6.7	0.0	0.0	0.0	0.0	0.0
Executive/Managerial	83	41.0	28.9	59.0	6.0	1.2	1.2	0.0	0.0	3.6
Instructional Faculty	1,937	46.9	29.8	51.7	6.8	2.3	1.3	0.4	1.2	6.0
Full	515	28.2	23.7	70.9	2.3	1.0	0.4	0.4	0.0	1.4
Associate	393	45.0	31.6	54.5	5.1	2.8	0.8	0.0	0.5	4.8
Assistant	473	53.3	36.2	38.1	8.7	2.5	2.3	0.8	1.3	10.1
Lecturers/GAs	1,930	51.1	21.0	42.3	8.4	3.1	1.1	0.8	3.5	19.4
Staff	3,080	54.6	55.3	26.3	11.1	2.0	1.2	0.5	1.2	2.3
Students	20,006	55.8	36.6	23.3	17.0	1.8	1.3	0.3	13.3	6.1
Undergraduate	14,499	54.8	40.4	20.5	17.6	1.9	1.5	0.3	14.6	3.0
Graduate	5,507	58.4	36.6	23.3	17.0	1.8	1.3	0.3	13.3	6.1

<sup>\*</sup> Figures calculated using EEO methods. These include trumping rules that reduce the multiracial category in favor of single-report categories.

#### **DIVERSITY GOALS**

Description of the university's longterm diversity goals and the plan to achieve them. IVERSITY IS A CORE STRENGTH of the University of Hawai'i. UH strategic planning documents list it as a defining value, one that enriches the learning environment, extends the institution's global reach, and augments its community impact. The unifying objectives of the University's diversity initiatives are to advance social justice, prepare graduates to think like global citizens, and develop a body of students and employees that reflects the Islands' population.

UH's diversity initiatives have generated notable results. Since 1993, the share of women among instructional faculty has increased from 31 to 43 percent. At the executive and managerial level, the proportion of women has increased even faster, rising from 23 to 40 percent. Among instructional faculty, new hires are significantly more diverse than their predecessors. While Asians hold just a quarter of full professorships, for example, they make up 36 percent of assistant professors. Native Hawaiians and Pacific Islanders remain underrepresented on the faculty, but they now hold nine percent of assistant professor jobs, compared to just two percent for full professors.

The student population at UH more closely reflects the state's multiculturalism. No single group accounts for more than 40 percent of the total. Roughly a quarter of UH students report identification with two or more races, a higher proportion than almost any other national university. There is still much work to be done. Relative to the demographic profile of high school graduates, Native Hawaiian, Filipino, and Pacific Island students remain underrepresented at UH. In the context of the overall US population, African–Americans and Latinos are also poorly represented. Still, UH is a remarkably diverse Institution. With a US News & World Report diversity index of 0.73, UH Mānoa trails only Rutgers for diversity among public research universities.

The University of Hawai'i operates dozens of diversity initiatives, some spearheaded by departments, and others organized by the central administration. The most prominent seek to enhance educational equity, increase representation among Hawaiians and other historically underserved groups, and provide support services to students and employees.

HIGHER EDUCATION ACCESS / UH is a leader in expanding access to higher education. Its Hawai'i Graduation Initiative aims to increase dramatically the number of college graduates in the state, with an emphasis on underserved populations. As part of the national Access to Success program, UH has joined 22 other public-education systems to halve the college attendance and graduation gaps for low-income and minority students by 2015; UH was the only institution at the program's most recent summit that had reached its targets. Across the Islands, UH manages numerous programs designed to improve higher-education outcomes among historically disadvantaged groups. These initiatives—many of them supported with federal, state, and foundation funding—include: Achieving the Dream, Bridge to Hope, College Opportunities Program, Core to College, GEAR UP Hawai'i, Hawai'i P-20 Partnerships for Education, and Step Up.

NATIVE HAWAIIAN ACHIEVEMENT / The UH President has made it a high priority to redress the historic underrepresentation of Hawaiians at all levels and to reinforce UH's national and international leadership in indigenous-serving higher education. The creation of the Hawai'inuiākea School of Hawaiian Knowledge—combined with a series of Native-focused cluster hires across disciplines—has substantially elevated the University's scholarly capacity in indigenous Hawaiian studies. At the same time, UH has launched student-focused programs—including Hūlili, Indigenous

Knowledge in Engineering, Liko A'e, and Nā Pua No'eau-that aim to widen the Hawaiian pipeline to higher education, improve the university experience for Native Hawaiian students, develop indigenous student leadership, and improve educational-attainment indicators.

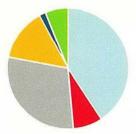
OPEN UNIVERSITY / To ensure that UH is welcoming to all, the University has organized a range of initiatives to recruit and support non-traditional students. These include: the newly established Office of Veteran Support Services, campus-based childcare centers for student parents, campus safety and LBGT support programs, Filipino student recruitment efforts, the KOKUA disability services office, international student services, and in-state tuition eligibility for undocumented high school graduates.

#### THE HAWAI'I MOSAIC

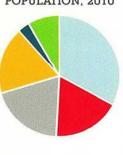
Diversity at UH reflects not only the best efforts of the institution but also the unique multicultural history of the Islands. Hawai'i is not only America's most ethnically diverse state; it is also the most ethnically entwined, with nearly a quarter of residents reporting two or more races. Similarly, Hawai'i is less socially stratified than most states, boasting the second narrowest gender pay gap in the nation, behind Maryland. In its politics, Hawai'i ranks third in gender parity among statewide officeholders. Economic inequality has worsened, as it has nationwide, but Hawai'i remains among the least stratified states by income. This partly reflects low unemployment, high rates of unionization, military spending, tourism, and near-universal health insurance. Measured by life expectancy and self-reported health status, Hawai'i is the healthiest state in the country. In short, diversity and good governance in Hawai'i correlate with social well-being-in line with President Obama's transformative vision for America.

Hawai'i's unique experience makes it an ideal location to nurture President Obama's post-White House agenda. If the President chooses to develop an institution of truly national scope, moreover, Hawai'i's institutional, political, cultural, and geographic strengths make it well-suited to develop any partnership. In demographic terms, too, Honolulu's particular ethnic and racial mix perfectly complements that of New York or Chicago altogether they represent the full tapestry of the nation. Add Honolulu's prominent Asian and indigenous populations to Chicago and New York's higher proportion of Latinos and African-Americans and the result is the nation's future.

USA, CENSUS PROJECTION 2060



HNL-CHI-NYC COMPOSITE POPULATION, 2010







Asian

#### PROJECT EXPERIENCE

HE UNIVERSITY OF HAWAI'I SYSTEM has completed nearly \$2.3 billion in capital improvement projects in the past 10 years. In addition to the projects highlighted below, new UH facilities constructed in this period include the John A. Burns School of Medicine in Kaka'ako Makai, science and technology classroom facilities, and several student housing and recreation centers. The majority of these projects are rated at least LEED Silver.

Description of the university's level of experience and success with work similar to the Project.

In addition to developing new projects, UH is currently launching an ambitious revitalization of its existing campuses. The University's 21<sup>st</sup> Century Facilities Initiative aims not just to eliminate a substantial deferred—maintenance backlog, but also to create a safe, versatile, technologically adaptive, research—supportive, and energy—, water—, and waste—efficient campus. This reinvention of the existing campus environment is a top priority for the University.

UNIVERSITY OF HAWAI'I INFORMATION TECHNOLOGY CENTER, UH SYSTEM / The six-story IT Center houses communications technology systems and services that support research, administration, and teaching operations at all 10 UH campuses. Disaster-hardened and energy-efficient, the Center represents a major advance in the capacity, speed, security, and reliability of communications at UH.

Include detailed presentations of the most relevant projects demonstrating success in largescale, multi-use development.

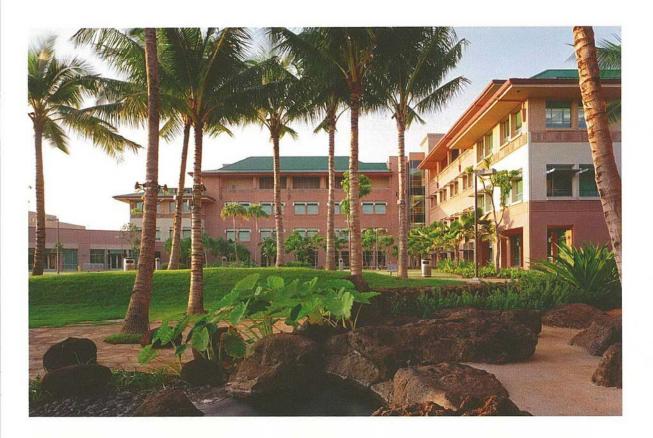




74,000 square feet \$44 million Opened 2014

Design\_Ferraro Choi Architects Contractor DCK Pacific Construction

Highlight\_Grand Award, General Contractors Association of Hawai'i LEED Gold certification.



UNIVERSITY OF HAWAI'I CANCER CENTER, UH MĀNOA / As the only National Cancer Institute-designated center in the Pacific, the UH Cancer Center in Kaka'ako Makai is designed to facilitate cancer research and education, with a focus on the unique sociocultural and environmental qualities of Hawai'i and the Pacific. The Center includes laboratory, classroom, and treatment facilities, and was completed ahead of schedule and below budget.

Design_Shimokawa + Nakamura Architects   Contractor_AC Kobayashi Constr		150,000 square feet	\$102 millio	n Phase I completed 201		
	ruction	esign_Shimokawa + Nakamura Architects		Contractor_AC Kobayashi Construct		

Highlight\_LEED Gold certification.

## KA HAKA `ULA O KE`ELIKŌLANI COLLEGE OF HAWAIIAN LANGUAGE,

UH HILO / Established to perpetuate the Hawaiian language and culture, the College of Hawaiian Language building at UH Hilo features classrooms, gathering spaces, offices, library and media resource facilities, and a performing-arts auditorium. Hawaiian culture and the natural beauty of Hawai'i Island inspire the building's design.

36,000 square feet	\$21 million	Opened 2014	
Design_WCIT Architects	Contractor_Jacobson Construction		

Highlight\_Honolulu Design Award (2010), American Institute of Architects (AIA). LEED Silver certification.

UNIVERSITY OF HAWAI'I WEST O'AHU, CAMPUS PHASE I / Phase I of the new 500-acre UH West O'ahu campus includes a campus center, library, laboratory building, classroom building, and maintenance building designed to fit the needs of its surrounding community. When completed, the UHWO campus is expected to serve 7,500 students, drawn primarily from the fast-growing and underserved leeward coast.

219,139 square feet	3	\$174 million	Completed 2012
Design_John Hara Associates		Contractor_AC	Kobayashi Construction

Highlight\_Award of Excellence (2013). AIA Hawai'i Chapter. Commercial Project Award (2013), National Association of Industrial and Office Properties. LEED Gold certification (library).

## CENTER FOR MICROBIAL OCEANOGRAPHY RESEARCH AND EDUCATION

(C-MORE) / Sponsored by the National Science Foundation, C-MORE is designed to advance research on the biological and ecological diversity of marine microorganisms. State-of-the-art, green-design laboratory facilities foster interdisciplinary collaboration and creative teaching.

Design_Group 70 Archi	tects	Contractor_A	C Kobayashi Construction
27,000 square feet		22 million	Completed 2010

Highlight\_LEED Platinum certification.

WARRIOR RECREATION CENTER, UH MĀNOA / This full-featured studentrun and student-funded recreation facility includes a multi-purpose gymnasium, indoor jogging track, workout rooms, fitness studios, and locker rooms. Sustainability components include energy-efficient and photovoltaic systems, water-saving fixtures, solar water heating, a green roof, and use of permeable materials and natural lighting.

56,000 square feet	\$34 million	Opened 2014	
Design_Ushijima Architec	cs Contractor_Hono	Contractor_Honolulu Builders	

Highlight\_LEED Silver certification.



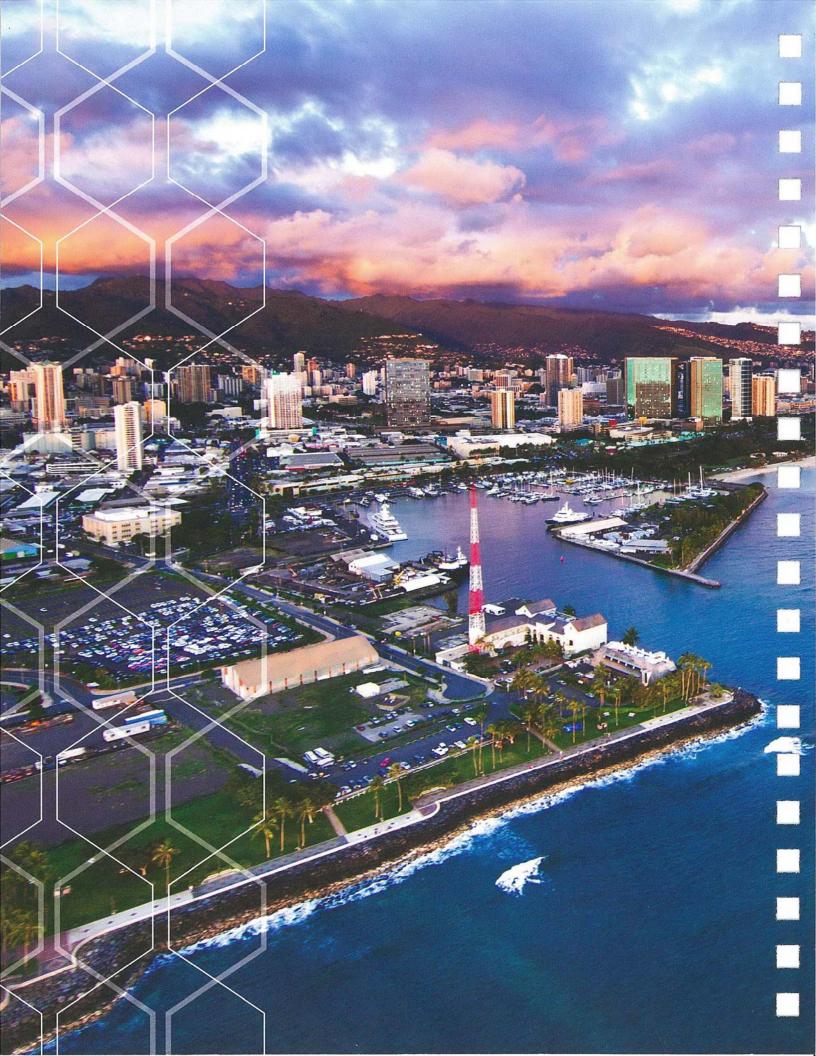


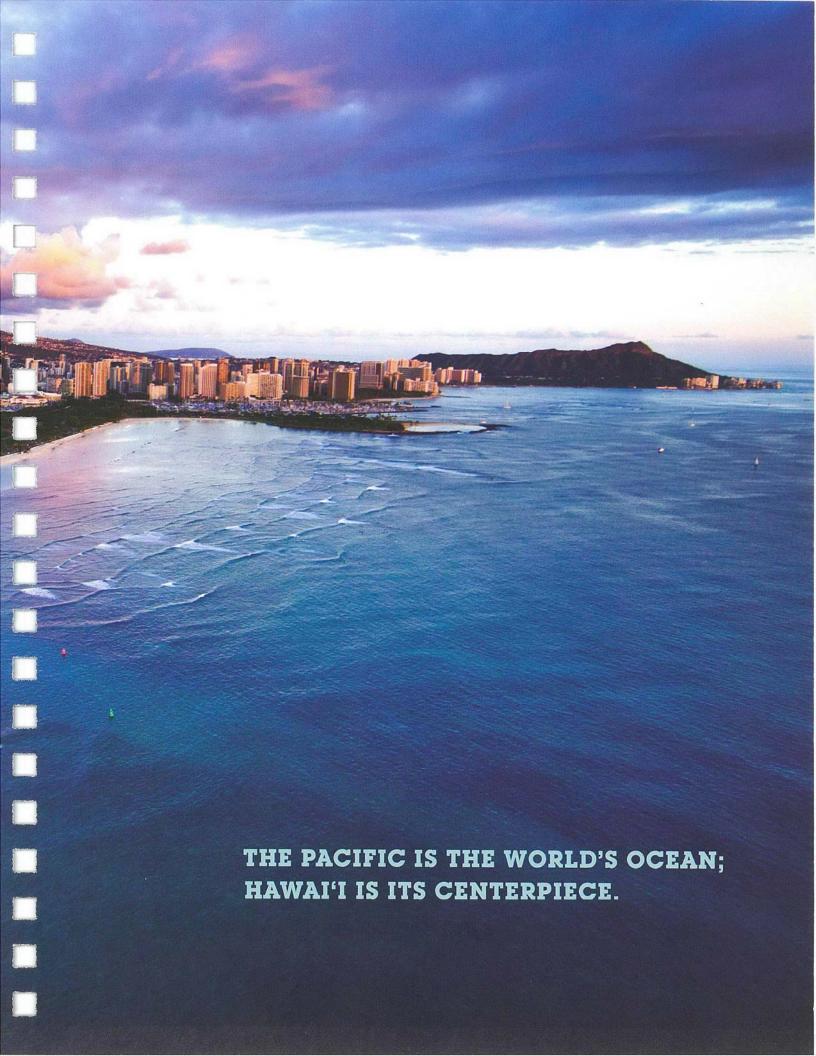
Emphasize developments where the proposed team members have worked together and had primary involvement in leading the project.

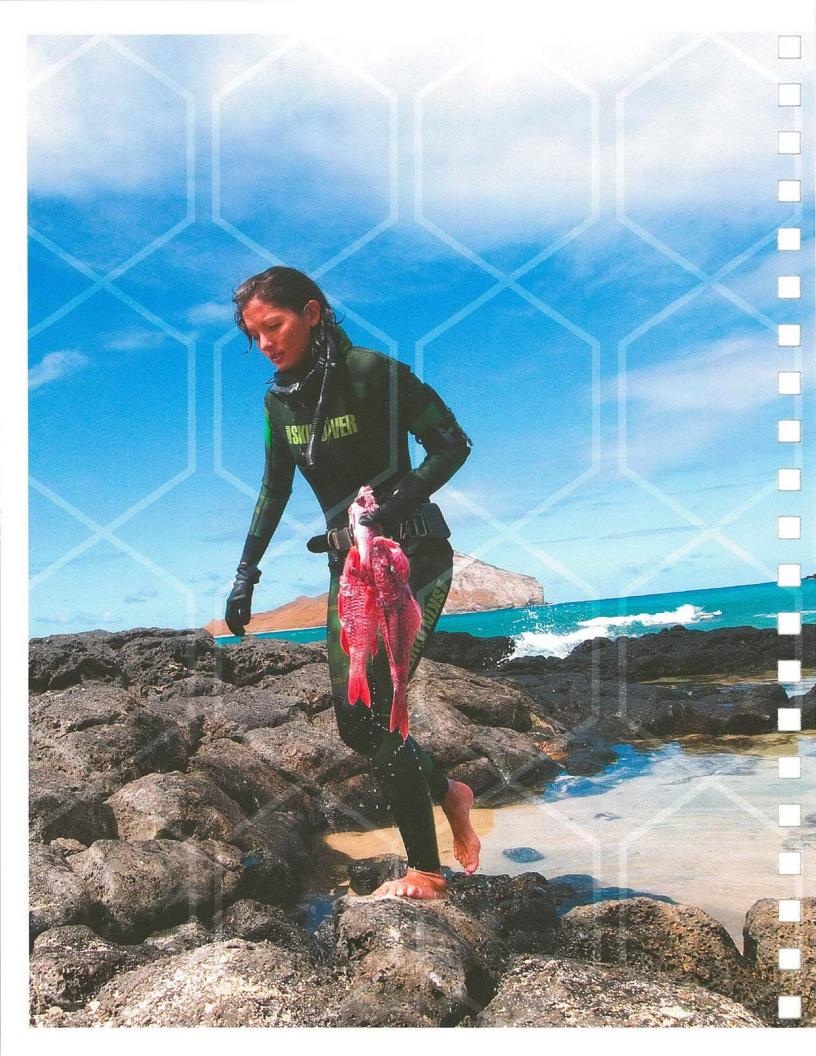
Members of the UH Presidential Center Working Group have been deeply involved with UH's most recent and substantial capital projects. As the longstanding director of the Office of Capital Improvements, Associate Vice President Brian Minaai has exercised direct supervision over all of the projects listed above. As UH's former chief technology officer, UH President David Lassner coordinated the design and development of the UH IT Center. As former Vice Chancellor for Research at Mānoa, Vice President Vassilis Syrmos played a key role in coordinating the development of C–MORE and the Cancer Center. Assistant Vice Chancellor Stephen Meder is directing UH Mānoa's facilities renovation effort, including an ambitious net–zero retrofit of one of the campus' main classroom buildings, Kuykendall Hall. UH and the HPC Host Committee will supplement this experienced team as needed, to ensure that Hawai'i provides the best possible support to the Obama Foundation in developing the OPC.

Partner organizations and members of our Hawai'i Presidential Center Advisory Council have also been involved in notable projects, demonstrating extensive development experience. Kamehameha Schools, the largest landowner in the state, is playing a leadership role in the transformation of Kaka'ako. The Hawai'i Tourism Authority owns and manages the \$200 million Hawai'i Convention Center, which offers more than one million square feet of meeting space. Punahou School has recently completed a series of innovative projects, including the Case Middle School (LEED Gold) and Omldyar K-1 Nelghborhood (LEED Platinum). Together, these organizations offer deep reservoirs of planning, construction, permitting, and facilities operation experience that will benefit the OPC's development team.

SITE & DEVELOPMENT INFORMATION B







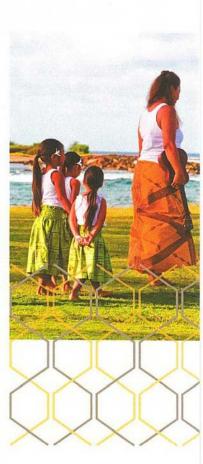
# SITE & DEVELOPMENT INFORMATION

ISING FROM AN OCEANFRONT HEADLAND surrounded by water on three sides, the Obama Presidential Center will feature breathtaking vistas from Diamond Head to the Wai'anae Range. Like the Ko'olau Mountains that frame it, the proposed site in Kaka'ako Waterfront Park is extraordinary. Uniting mountain and sea, cityscape and greenery, the property has the prominence to host lasting architecture—an icon of Honolulu's built environment and a centerpiece of Kaka'ako's renewal.

Hawai'i envisions the OPC as a model of sustainability. Not only would the structure be one of Hawai'i's first major Living Building Challenge-certified buildings but, in a natural extension of Native Hawaiian sense of place and design, the entire site—structure and landscape—would employ cutting-edge biomimicry to realize the site's potential to heal and transform.

The OPC, in form and function, should meet the most rigorous ecological performance standards, which challenge designers to meet or exceed the natural level of ecosystem services. This includes an array of metrics: volume of water stored per acre each year, tons of air cleansed, and the amount of carbon sequestered. The objective will be to create a building that functions like a restorative living organism, one that enhances rather than depletes the community and natural environment. Recent projects—notably the National Oceanic and Atmospheric Administration's Daniel K. Inouye Regional Center on Ford Island in Honolulu—demonstrate ecological design solutions available along the Pacific waterfront, including deepwater cooling, the elimination of mechanical fans, and natural day lighting.

Because of its oceanfront location, the OPC site is also subject to unique risks. In response, we envision a facility that will set a new standard for responsible, resilient construction. Some of the world's leading experts on sustainable building technology, tsunami risks, and sea-level rise have developed early recommendations to protect the building and ensure long-term viability.



As development in Kaka'ako advances, the OPC site will also benefit from improvements in multimodal transportion infrastructure, including additional bike paths, street makeovers, and increased public transportation via rail and bus. This will help to accommodate projected increases in population and tourism in the area. Enriching district partnerships, integration into Kaka'ako Waterfront Park, and added public amenities—from educational gardens to an extended waterfront promenade—will further heighten the site's appeal.

Informed by the district's rich history, the OPC site presents an opportunity to celebrate a Native Hawaiian sense of place and devotion to sustainability and also to showcase Island values on a global stage. When completed, the OPC will embody the vision of human progress and harmony with nature that Hawaii and President Obama share.

The information that follows supports Hawai'i's site selection from a technical perspective, addressing questions about construction challenges and opportunities. Each question has been answered on the basis of reports that reflect consultation with city and state officials and private experts who are authorities in their fields. All of these reports are available on our website, www.hawaiipresidentialcenter.com, and are listed in the appendix.

Based on the research that we have commissioned and reviewed, our team is confident that the OPC site in Kaka'ako Waterfront Park presents no serious obstacles to development and that it can host a facility that will endure for generations.

Existing title reports of the proposed site(s), together with documents specified therein.

**EXISTING TITLE REPORTS** / The Hawai'i Community Development Authority, a state agency, holds title to this site. The University of Hawai'i currently holds a lease to one portion of the site, but both parties are in the process of terminating the lease. All relevant documents, including the title, are available for review on the HPC website.



**EXISTING ALTA PLAT OF SURVEY /** This fall, HCDA commissioned an ALTA survey for the site; this report is also available on HPC's website. The survey outlines property boundaries, two-foot contour lines, easements, and other site elements. While the site area was previously thought to measure 6.8 acres, the new survey gives the correct acreage of 9.57 acres.

Existing ALTA plat of survey with clearly delineated easements, flood zones, and/or designated wetlands.

Note that the ALTA survey—as well as other new research outlined below—was completed only on the proposed OPC building site, not on the adjacent Parking Site (Lot A). Please see further elaboration on parking below.

The site is not located in a flood zone, and there are no designated wetlands on the site. Please see the Site Risks report for more flood information.

**EXISTING ENVIRONMENTAL REPORTS** / An array of technical research has already been conducted on the OPC site.

Environmental Reports / Two pre-existing studies describe the environmental conditions of the site: 1) An Environmental Phase 1 report, which outlines neighborhood hydrology, geology, historical records and data, and site reconnaissance; and 2) additional soil conditions report and remediation analysis.

No Further Action Letters / The Hawai'i State Department of Health's Underground Storage Tank Program provided a No Further Action letter related to an underground storage tank that leaked on site. Further information on this can be found in the environmental reports.

Geotechnical Studies / SSFM International reviewed existing geotechnical research on proximate parcels for extrapolation. The firm reviewed inhouse files and maps for the area, a 2012 due-diligence report related to the Office of Hawaiian Affairs land settlement in Kaka'ako Makai, as well as 2010 surveys for the design of the UH Cancer Center. Based on its review, SSFM developed a general overview of expected site soil conditions. It is recommended that site specific borings be executed to gain further understanding of the soils on site. In sum, SSFM has identified no serious obstacles to future development related soil conditions on site.

**Topograpic Maps /** The ALTA survey, provided in question B 1.ii, includes detailed topographical information.

Existing environmental reports including, but not limited to, phase I and phase II reports, No Further Action Letters, geotechnical studies, and topographic maps.

including anticipated site for development (e.g., remediation, demolition of existing structures).

Plan for land assembly, PLAN FOR LAND ASSEMBLY / Hensel Phelps has developed a preliminary estimate for land assembly, site preparation and cost, including soil costs for preparing the remediation, geotechnical investigation, site demolition, and addition of any new soils. They estimate total site preparation costs at \$6 million. The work is expected to take several months, to conduct ongoing mitigation strategies that will continue through construction. Hensel Phelps's report is available on the HPC website.

Circulation and traffic study highlighting how the Project will interact with existing uses, facilities, and the neighborhood. Include information regarding ingress/egress and traffic mitigation.

CIRCULATION AND TRAFFIC STUDY / The OPC site is easily accessible via two main thoroughfares: Ala Moana Boulevard, which connects the airport to Waikīkī, and Ward Avenue, which links Kaka'ako Makai to the H1 freeway and future rail stations. SSFM has prepared a preliminary analysis of circulation and traffic on the roads surrounding the OPC site. Drawing primarily from information included in a variety of existing planning studies and reports, the study highlights current conditions, anticipates future conditions, and proposes ingress/egress patterns for the OPC.

### TRAFFIC FLOW & VEHICLE COUNTS



facilitate alternative access to the site.

ESTIMATED PARKING NEEDS / Parking needs will depend on scale, design, and visitor projections. As outlined in our submission to the RFQ, we have developed building plans for a presidential center of two configurations: A Complete model, which will include a presidential museum and archive managed by NARA, and a Partnership model, which assumes no federal government involvement and will have a more modest footprint. Both are envisioned to include Foundation offices, facilities for the First Family, and core programs.

Estimated parking needs for both personal vehicles and tour buses, and any existing proposed availability for vehicles and buses in the surrounding area.

To accommodate the larger of the two options—and to comply with both NARA recommendations and HCDA rules—the OPC will need an estimated 472 parking spaces for cars and seven for buses. There are 100 stalls projected onsite and 373 stalls available on the adjacent Parking Lot A. Further, HCDA and neighboring landholders are planning at least two new parking structures within 500 yards of the OPC site, providing up to 850 additional stalls.

**EXPLANATION OF TAX STATUS** / The building site, TMK: 2-1-60:001 and TMK: 2-1-60:002, is in the process of being combined into a single parcel, TMK 2-1-60:029. This will occur in 2015. HCDA currently holds the title to this land and the parcels are thus exempt from real property tax.

TAX EXEMPTION / If the Barack Obama Foun-dation or any other 501(c) (3) entity enters into a lease of more than one year for the site, the property will remain exempt from real property tax. If a federal agency such as NARA were to lease the site, the property would similarly remain tax-exempt.

Note that commercial, for-profit activity within a non-profit facility can trigger property taxation for relevant portions of the building. In this instance, however, Mayor Kirk Caldwell has committed to seek a full property tax exemption for the OPC—in keeping with privileges enjoyed by UH facilities.

Taxability could also depend on property transfer mechanisms, as outlined below.

Explanation of tax status of each site. If site is currently tax exempt, specify the basis for tax exempt status. If a site is taxable, specify the taxes imposed.



Analysis as to whether the proposed use of the site(s) will be taxable. If so, please specify the taxes to be imposed.

Current zoning applicable to the site(s), including setbacks, FAR, the specification of height and other similar restrictions or limitations.

CURRENT ZONING / Current zoning is fully consistent with development of the OPC. The site is designated as a Park Zone, which requires 20 percent of the parcel to be maintained as open space. A 15-foot setback is required at the front of the building and 10-foot setbacks on the sides and rear. Additional Special Management Area rules require a 40-foot set-back from the shoreline, but this provision applies only to a small portion of the OPC site. Exceptions to this restriction are allowed for outdoor dining, awnings, and bike parking, among other uses.

The site's floor-area ratio (FAR) is 1.0, which allows a structure of more than 300,000 square feet. The site's height restriction is 100 feet, which does not include miscellaneous building elements such as a mechanical penthouse.

Any structure higher than 45 feet is considered a tower. To maintain views, towers should be oriented short side mauka (mountain) to makai (ocean). There is no formal requirement for this orientation, but it is considered best practice and is utilized in the mauka developments.

In short, regulations currently governing the site allow for the construction of a larger, taller facility than will likely be required.

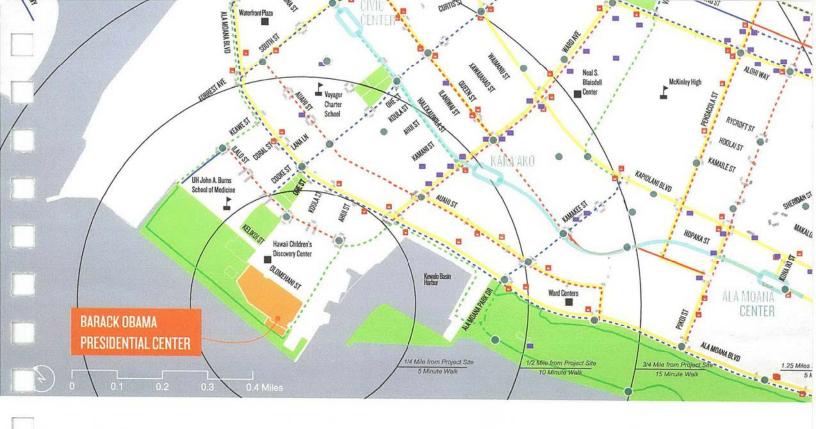
Analysis as to whether the Project is permitted under current zoning. If not, provide a detailed explanation of rezoning process and timing. PERMITTING UNDER CURRENT ZONING / A presidential center with educational and public programming is consistent with current zoning. HCDA rules for parcels designated as park allow development for certain cultural and educational purposes, including museums and research facilities. The agency's director, Anthony Ching, has determined that under current zoning, a presidential center is an appropriate use of this site. No rezoning will be required to facilitate development.

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Assessment of public transportation alternatives serving the site(s), as well as any recommendations for improvement, if necessary, to support the proposed development.

**PUBLIC TRANSPORTATION ALTERNATIVES** / The OPC site is centrally located between downtown Honolulu and Waikīkī. Although the location is highly accessible, the City and County of Honolulu is undertaking major improvements that will enhance public transportation connectivity.

Rail / With federal support secured by President Obama's administration, Honolulu is currently building a commuter rail system to connect Honolulu's urban core to its rapidly growing leeward suburbs. Two Kaka'ako stations will be built within walking distance of the OPC.



	Mode	Downtown Honolulu	Central Waikīkī
Travel times from the OPC Site during off-peak hours with existing infrastructure (minutes)	Walking	30	56
	Bike	10	20
	Car/Taxi	7	12
	Bus	16	34
	Boat	10	15
	Rail (projected)	5	_

Bike / Honolulu is rapidly expanding its bike-lane network. Plans include improved links to the OPC site, both along an extended waterfront promenade and via new paths connecting Kaka'ako Makai to the rest of the city. Furthermore, a city bike-share program, set to launch in 2015, includes plans for a station at the OPC.

Bus / Acclaimed as one of the best and most used systems in the country, Honolulu's bus system will be integrated with rail for added efficiency and reach. As detailed in Chapter G, Mayor Caldwell is committed to expanding bus service to the OPC site. City officials are also examining how to integrate bus and rail into a seamless system in which one ticket can be purchased for both modes of transportation. Modal integration is expected to make public transportation throughout the city the preferred choice for both residents and tourists.

**Pedestrian** / Even as development accelerates, Kaka'ako is expected to become more pedestrian friendly, with city and private planners promising improved streetscapes, more ground-floor retail space, and green corridors.

# LEGEND

BUS STOP

CITY BIKE RACK

FUTURE RAIL GUIDEWAY
FUTURE RAIL STATION

CROSSWALK

BUS ROUTE

 PROPOSED CITY BIKE SHARE LOCATIONS

ON STREET BICYCLE FACILITIES (SOLID = EXISTING, DASHED = FUTURE)

BIKE LANE

--- BIKE PATH

BIKE ROUTE

#### PROPERTY TRANSFER TO FOUNDATION

Detailed proposed process to obtain control of the site and convey it to the Foundation.

CDA, the state agency that holds title to the site, will convey the land in one of two ways. The first option, recommended if the OPC will be a non-NARA facility, would have the Foundation enter into a long-term ground lease with HCDA for the site. The Foundation would then develop the site. As a long-term ground lessee, the Foundation would be responsible for the entire site. The state, however, would indemnify the OPC if any legacy issues stemming from the site's previous use arise. Environmental reports on file indicate that such unexpected issues are unlikely.

Anthony Ching, executive director of HCDA, has proposed a 65-year lease for \$1 per year, with additional lease terms to be negotiated in accordance with the needs of the Barack Obama Foundation. At present, a 65-year ground lease is all that HCDA can provide, though it is possible that either HCDA or a successor agency to HCDA would be able to provide a lease extension or renewal. Upon lease termination, the land and facilities would revert to HCDA or a successor agency.

The lease terms would require authorization and ratification by HCDA's independent board; no outside approval would be necessary. The process would involve a simple board action at one of its publicly noticed meetings. An annual fee of \$89,144 would be assessed by the State of Hawai'i for common area maintenance in the Kaka'ako Makai district.

The second option for transfer of the site, recommended if this is the NARA facility, would require the Governor and the Hawai'i State Legislature to execute a Transfer of Property in conjunction with HCDA. In this scenario, the Governor and the Legislature could provide use of the land for the purpose of the OPC. Alternatively, the Foundation or UH could request that the governor's office seek a legislative proposal to set aside the land upon award of the project.

This option would allow the OPC to have use of the land for the life of the institution. An annual fee similar to that under a long-term lease arrangement would be assessed to the property for area maintenance.

# NARA'S ARCHITECTURAL & DESIGN STANDARDS

HE PROPOSED SITE is compatible with the Site conditions
Part 3: Specific Standards, Section B: Siting Requirements in
the NARA Architectural and Design Standards (July copy). The
site exceeds NARA recommendations in several key areas.

ACCESSIBILITY / The site is centrally located and easily accessible by mulitple modes of private and public transportation.

**SPACE** / The site's 9.6 acres is sufficient for required setbacks, landscaping needs, parking, and loading access.

UTILITIES / Existing infrastructure, including sewers, storm drainage, and electricity can support a project larger than the proposed OPC facility.

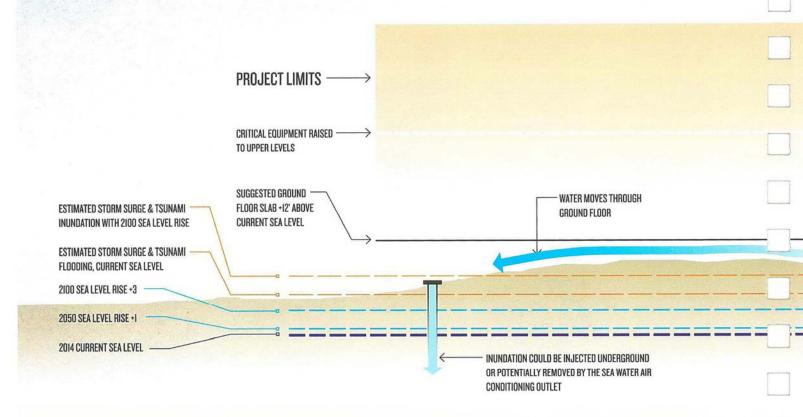
**SECURITY AND EMERGENCY ACCESS** / The OPC site is readily accessible by major roadways, close to major medical facilities, and within a half mile of a the State Sheriff Division headquarters.

**SUSTAINABILITY** / Preliminary research suggests that the site is conducive to LEED Platinum certification and beyond.

As a coastal site, Hawai'i's proposed location does bear site risks, discussed in detail in below. The site is not in a flood zone, but it is located within a tsunami zone. We take these risks seriously and have assembled a team of experts to develop resilience strategies. Solutions include natural barriers, elevated floor slabs, and break-through ground-floor facades.

Affirmation that the proposed site(s) will meet NARA's Architectural and Design Standards, as revised in July 2014, related to site conditions.



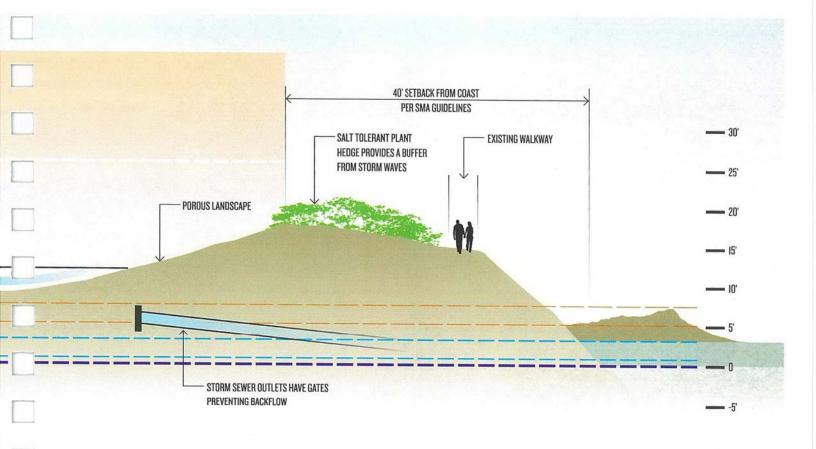


# SITE-SPECIFIC DEVELOPMENT RISKS & MITIGATION PLANS

Analysis of sitespecific development risks and identified mitigation plans. S ONE OF A FEW remaining properties along Honolulu's urban coastline, the proposed OPC site has the unique capacity to redefine coastal development by showcasing both spectacular design and cutting-edge resilience strategies. The growing coastal pressures introduced by sea-level rise and storm inundation require creative solutions that marry beauty, purpose, and adaptation.

To develop a full understanding of site-specific challenges and best approaches to meet them, Lyon Engineering conducted an analysis of current and projected risks, including earthquake, tsunami, and storm surge.

To aid in the preparation of Lyon's report, our team hosted a coastal risks charrette, bringing together some of the world's leading experts in sustainable building technology, sea-level rise, and tsunami wave modeling to develop a strategy to ensure the site's long-term viability. Participants included Wendy Meguro of the UH School of Architecture, Charles Fletcher of the UH School of Ocean and Earth Science and Technology, and Kwok Fai Cheung, a professor in the Ocean and Resources Engineering Department. Although acutely aware of the myriad challenges presented by climate change, this group of experts concluded that the OPC site is well-positioned to host a fully functional building for at least the rest of this century. This report is available on our website.



In addition to the Site Risks report, our team has consulted industry professionals to develop an inventory of best practices for coastal construction and maintenance in tropical, near-shore environments. For example, building maintenance should be a primary consideration in the design and ongoing upkeep of any coastally located building.

FLOOD MITIGATION / Altering building elevation is a common strategy to mitigate inundation risk. In near-shore areas, new buildings typically elevate the entry floor by three to four feet, locate vital mechanical equipment on upper floors, and frequently designate lower floors for parking. Breakaway construction, in which panels or walls disassemble in violent events without compromising structural integrity, is also an effective strategy, especially for tsunamis. Berming, site grading, and highly absorbent native plants can also provide protection.

BUILDING MATERIALS / Climate-related factors should be taken into account when selecting appropriate materials. Humidity, salt spray, wind, and ultra-violet light all have effects on building materials' longevity, and effectiveness. Best practices include designation of high-density reinforced concrete, specialized paints and sealants, Kynar-coatings, stainless steel, and bronze-anodized aluminum. Designating details with dissimilar materials should be avoided. In ground floor construction, interior materials should include mold-resistant finishes.

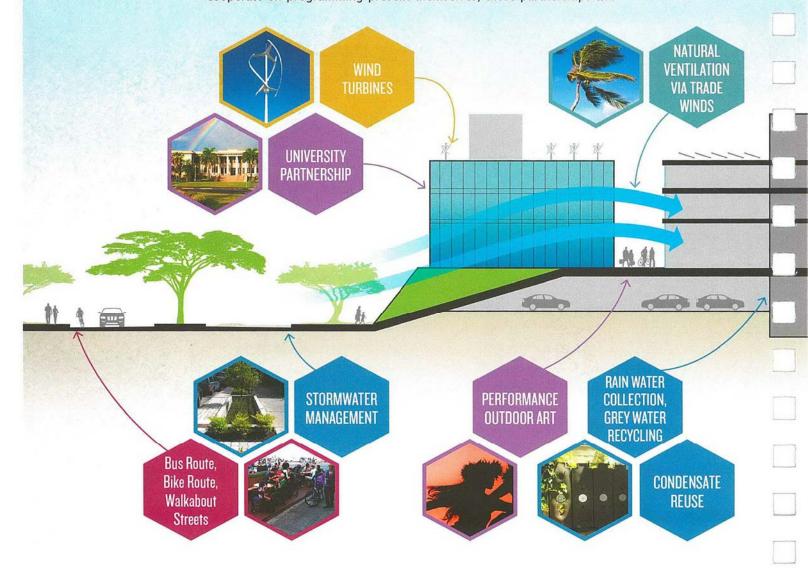
# SPECIFIC CHARACTERISTICS THAT BENEFIT OR HINDER THE PROJECT

Summary of other specific charac-teristics of the site(s) or immediately adjacent property that will benefit or hinder the construction, development, or operation of the Project.

HE BENEFITS OF THE OPC SITE in Kaka'ako Makai overwhelm any hindrances. The property is centrally located and easily accessible, features impressive views, is close to UH facilities, schools and major cultural institutions, and includes sufficient acreage for a landmark building and a robust gardens program. Moreover, several strategies have been proposed to maximize the site's many advantages, while turning challenges into advantages.

#### BENEFITS

COLLABORATION / Landholding in Kaka'ako Makai is dominated by non-profit institutions with civic and educational missions: HCDA, the Office of Hawaiian Affairs, and Kamehameha Schools (all core supporters of this initiative). As the OPC develops and opportunities to share resources and cooperate on programming present themselves, these partnerships will



deepen. Possibilities include: participation in HCDA's job training program for the homeless, cooperation with OHA on parking development and convening facilities, and coordination with Kamehameha Schools on educational programming. Strong partnerships will improve the district, contain costs, and augment program impact.

LIVING BUILDING CHALLENGE / The OPC has the opportunity to be one of Hawai'i's first Living Building Challenge facilities. The state's gentle weather and consistent breeze are assets that can be tapped, as are its innovations in renewable energy and energy efficiency. These factors—combined with the Island's deeply rooted ethic of sustainability—make the OPC site a perfect laboratory to explore resource conservation and biomimicry—inspired building solutions. Our hope is that the OPC can become a global showcase for sustainable architecture.

RESPONSIBLE

**MATERIALS** 

LIMITS TO GROWTH
URBAN AGRICULTURE
HABITAT EXCHANGE
CAR FREE LIVING

MATERIALS

RED LIST

EMBODIED CARBON FOOTPRINT

RESPONSIBLE INDUSTRY

APPROPRIATE SOURCING

CONSERVATION + REUSE

3 ENERGY NET ZERO

HUMAN SCALE + PLACES
DEMOCRACY + SOCIAL JUSTICE
RIGHTS TO NATURE

THEALTH

CIVILIZED ENVIRONMENT

HEALTHY AIR

BIOPHILIA

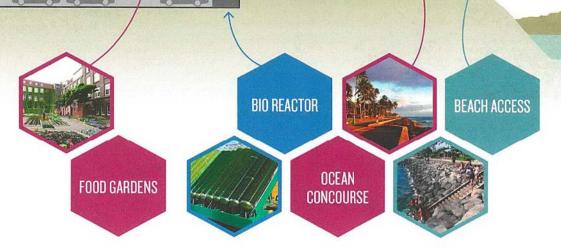
6 WATER

NET ZERO WATER

ECOLOGICAL WATER FLOW

BEAUTY
BEAUTY + SPIRIT
INSPIRATION + EDUCATION

**FERRARO CHOI** 



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**SOLAR PV** 

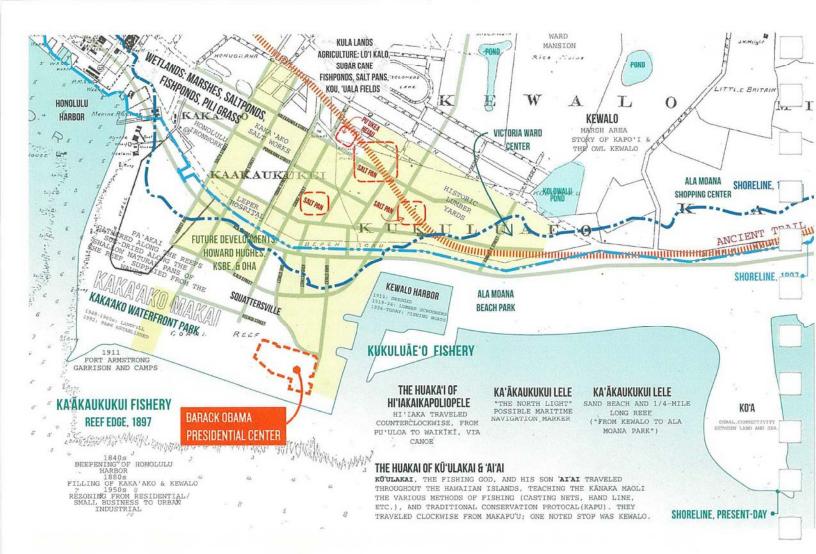
#### LIVING BUILDING CHALLENGE

Envisioning a future that is socially just, culturally rich and ecologically restorative.

Living Building Challenge is composed of seven performance areas, or 'petals' shown at right.

#### Two Rules:

- 1. All petals must be met.
- Certification is based upon actual performance.



#### Kaka'ako Historical Map

Kaka'ako represents the future of urban Honolulu, yet the district also has a rich history. Ancient Hawaiian stories about the area date back to the Maui god Kū'ulakai, who famously landed at Kewalo to teach people to fish. Native Hawaiians subsequently built fish ponds and harvested salt along the waterfront over the course of the 19th and 20th centuries, the community changed shape with each economic boom: whaling, sugar, lumber, commercial fishing, and tourism.

**Modeling Resilience** / In this age of climate peril, the OPC will embody forward-looking design and engineering technologies to mitigate coastal risks and enhance building longevity.

Expert projections indicate that Southeast Asia will be the most affected by sea-level rise; island states, too, are especially vulnerable. Hawai'i's goal is to pioneer a sensible course for Pacific Rim development. We envision the OPC as a model of smart, sustainable, and resilient design, that pioneers new frontiers in coastal construction and can serve as an incubator for global adaptation.

Genius of Place / Hawai'i envisions an OPC that emerges organically from its natural environment and that contributes to its restoration. A "Genius of Place" process reveals the ecological realities of a location, catalogues the best practices of native organisms, and sets key performance indicators based on the ecosystem services of healthy reference sites. The goal of such a process is to create a structure that not only fits its eco-region, but that actually contributes to it by providing ecosystem services that match or exceed those of undeveloped native lands.

# HINDRANCES

While we believe that the proposed site is ideally suited to the development of the OPC, certain challenges remain.

LOCALIZED OPPOSITION / A small number of groups will likely oppose any and all development in Kaka'ako Makai, including the OPC. Already one organization, the Community Planning Advisory Council (CPAC), has expressed opposition to the project. Some surfers, bodysurfers, and anglers are also concerned that development will increase competition for parking, waves, and casting spots.

To engage these stakeholders our leadership team has initiated robust—and ongoing—efforts at community engagement, as outlined in the RFQ. In addition, we have sought to address community concerns in preliminary planning. We have proposed, for example, that the OPC include park enhancements, ocean equipment drop-off access, and protections for near-shore parking. Our hope is to create an OPC that serves as a gathering place in the community.

**HOMELESSNESS** / One of Honolulu's principal challenges is homelessness. The encampments in Kaka'ako are expected to shift to a new location as district development accelerates, but the social challenge will remain. City, state, and non profit groups are launching new initiatives to provide emergency housing followed by services.

**VIEW OBSTRUCTION** / An adjacent radio tower interrupts the vista to the southeast. City and state officials are willing to assist with relocation, but cost and regulations present challenges.



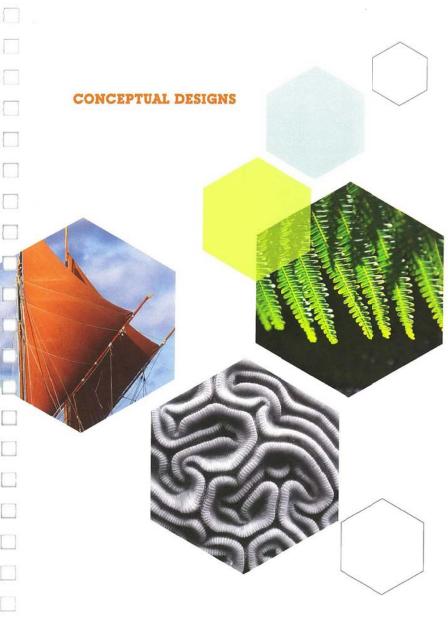
#### PROJECTED TIMELINE

Projected timeline listing activities and timeframes required to plan, design, develop, and open the Project. ITH THE ASSISTANCE of Cumming Construction
Management, and based on the projected Obama
Foundation site-selection date, we have developed
the following construction timeline. In addition to
the project timeline, DTL, an Hawai'i-based studio
specializing in cultural navigation and community outreach, has assisted

specializing in cultural navigation and community outreach, has assisted in outlining a schedule of activities for ongoing community engagement.

Key dates are highlighted in the schedule below. For a more complete schedule, see the reports prepared by Cumming and DTL online.





The State of Hawai'i has set aside extraordinary real estate for the Obama Presidential Center. An oasis at the heart of the city, the property unities greenery, surf, and urban vitality. To activate the imagination and explore the full potential of the site, we commissioned three conceptual designs. These architectural renderings are not meant to be prescriptive. Rather, these concepts are distinct expressions of what is possible on a site with magnificent views from mauka (mountains) to makai (sea).

The architects who will ultimately design the OPC will be selected in a separate process that the Barack Obama Foundation initiates and supervises. It is our hope that the President and First Lady will select the design and construction teams here in Hawai'i.

For this exercise, three design teams were selected, each composed of architects from a national firm and a Hawai'i-based firm, thereby leveraging their diverse strengths and perspectives. All of the designers worked with common purpose to conceptualize an action-oriented presidential center—one rooted in place and history yet globally inclined and future-oriented.

Each design team developed creative solutions within basic parameters. To ensure functionality and site viability, we asked that the proposed facilities limit the building's area to 105,000 square feet (in accord with our partnership model), comply with existing zoning and height restrictions, respond to coastal risks, and aim to meet Living Building Challenge standards. We also asked the teams to consider core principles:

Place / Like the best of Hawai'i-inspired design, the OPC should invite the outside in, make use of breeze and sun, and encourage occupants to connect with land and sea. The facility should also tether Kaka'ako's storled past to its promising future.

Public / While the OPC will provide a secure, safe operating environment, the facility should also be open and inviting to the public, with grounds that blend into Kaka'ako Waterfront Park and extend the Center's purpose.

Values / The OPC facility should advance and communicate the aspiration to bring people together to tackle complex global challenges and to prepare a new generation of leaders to do the same.

The hope is to create a Presidential Center that will elevate the spirit, emerge organically from Kaka'ako's waterfront, and inspire transformational work.

Featured here are representative snapshots of each design concept. Each working design is fully elaborated elsewhere in this submission: Allied Works (p. 65), Snøhetta/WCIT (p. 107), and MOS/WORKSHOP-HI (p. 129).

# DESIGN TEAM 1 Allied Works

Inspirations: voyaging, sails, winds, pono (righteousness), democracy



#### DESIGN TEAM 2

Snøhetta / WCIT

Inspirations: makai (ocean), coral reefs, ahupua'a, rebirth, hope

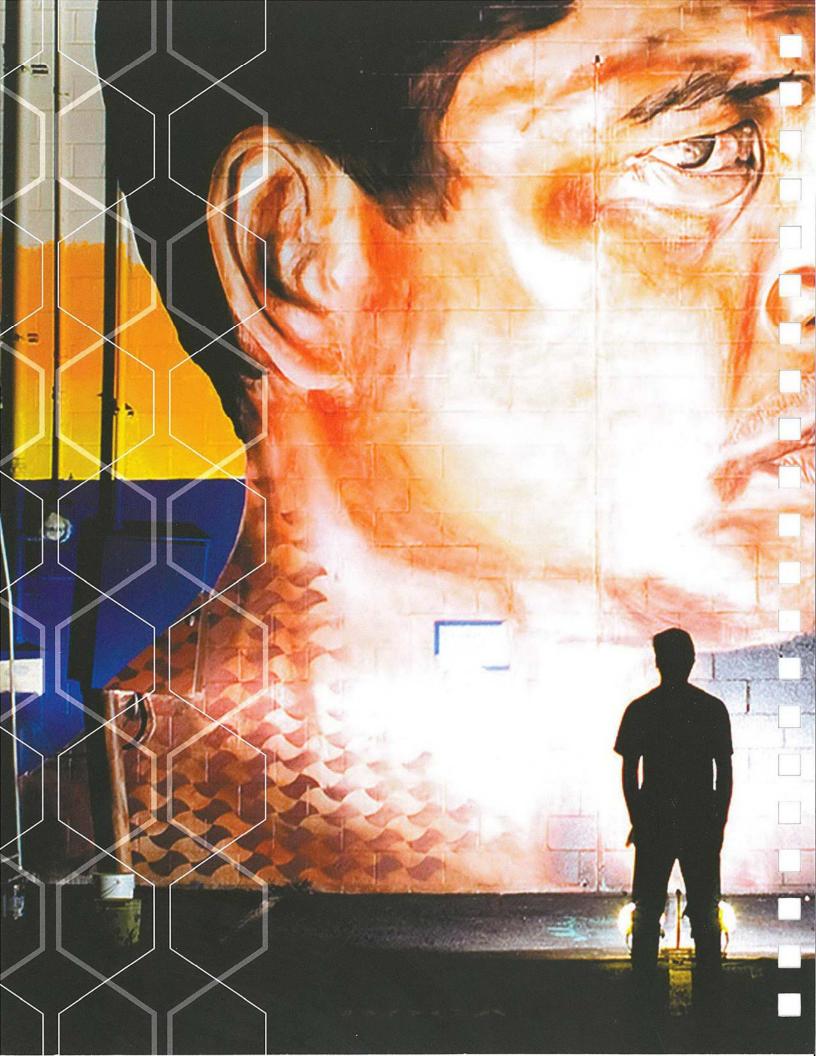


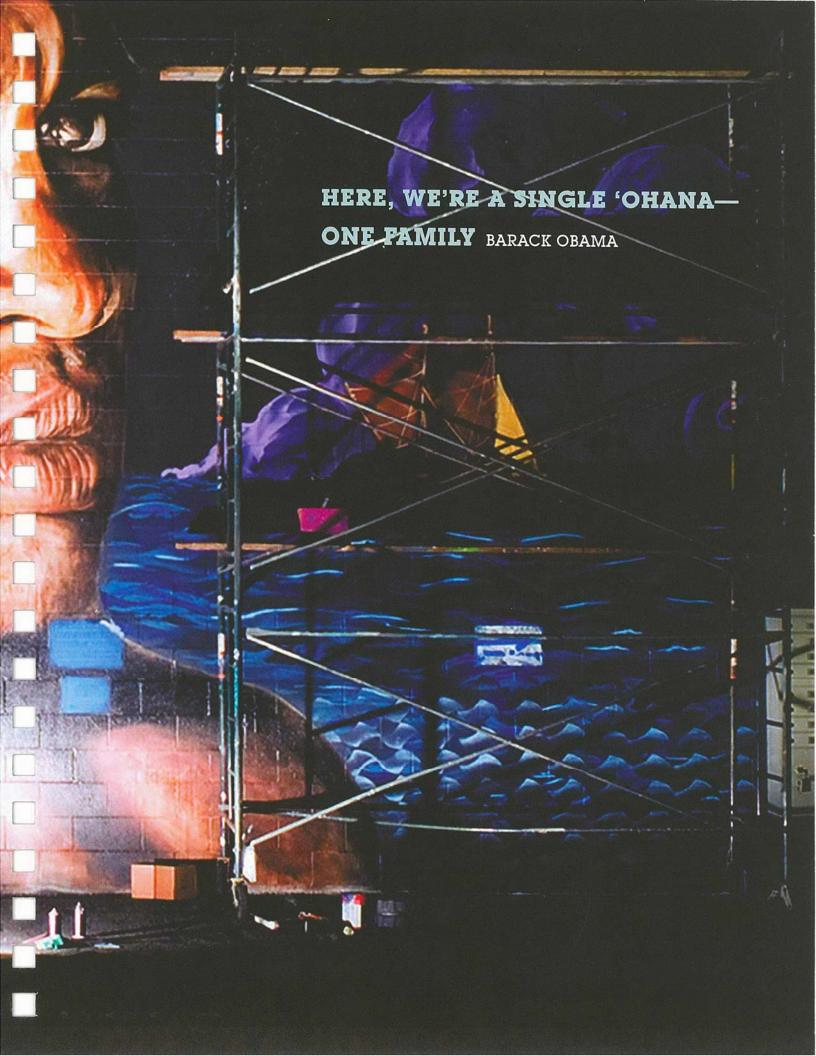
#### DESIGN TEAM 3 MOS / WORKSHOP-HI

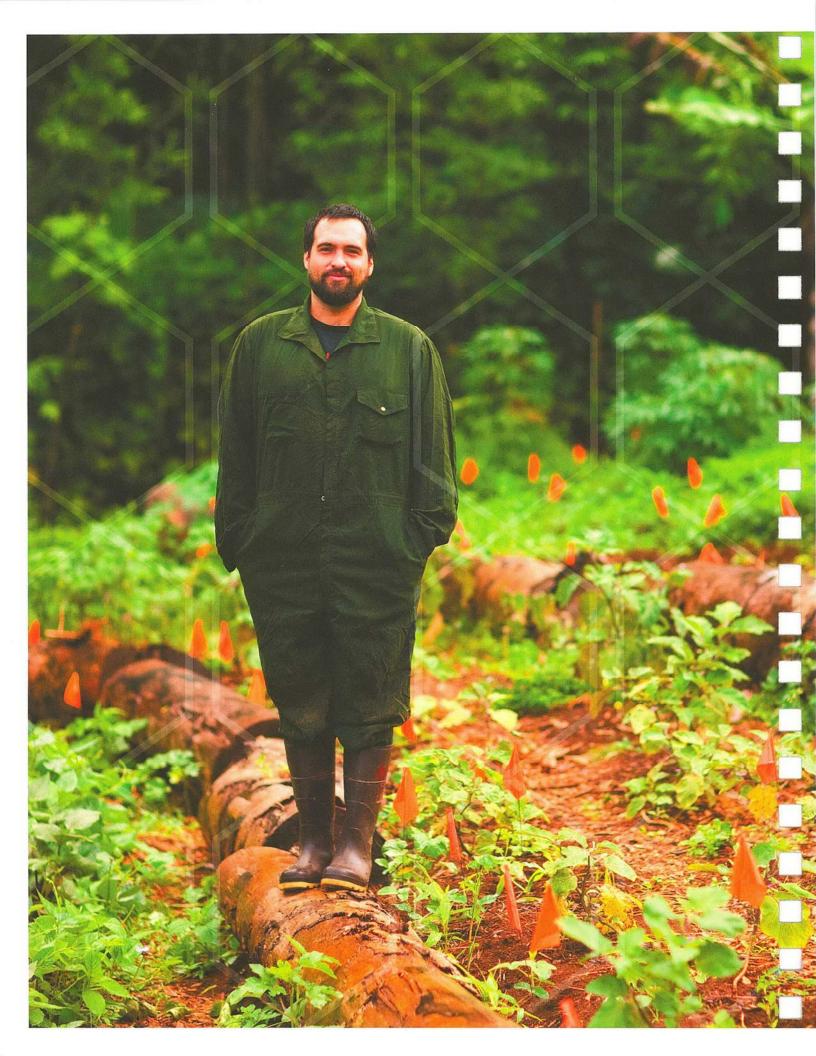
Inspirations: mauka (mountains), 'aina (land), radical inclusion, transparency

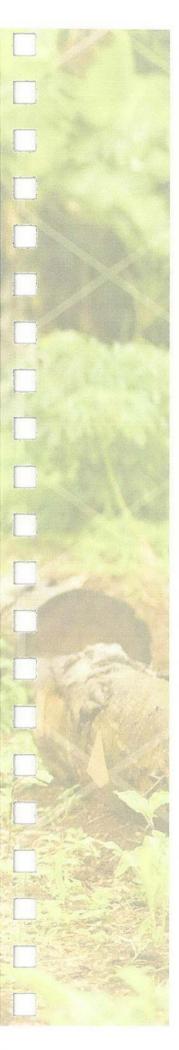


SURROUNDING COMMUNITY INFORMATION C









#### HAWAI'I & HONOLULU

AWAI'I, IT IS OFTEN NOTED, is the most secluded land-mass on Earth. Yet, Hawai'i is hardly isolated; on the contrary, as a waypoint between East and West, it has emerged as a dynamic locus of global interaction. As global interconnectedness advances, the Islands will ineluctably play a crucial role as both a nexus and a leader.

Indeed, Hawai'i has always been at the epicenter of innovation and progress: the Polynesians who discovered the Islands did so after crossing the vastness of the Pacific aboard sophisticated voyaging canoes, navigating only by the stars, winds, and other signals from nature—an achievement that surely counts among humanity's greatest. Once they established settlements, the early Hawaiians arguably created the most successful and complex civilization in Oceania, using an ingenious approach to resource management—called the ahupua'a system—that by some estimates sustained more than a million people.

Throughout its modern history, Hawai'i has remained a font of innovation—pioneering and implementing new ideas in aquaculture, astronomy, ocean science, and energy development. Hawai'i's last king, David Kalākaua, became the first head of state to circumnavigate the globe; he also built 'Iolani Palace, which was wired for electricity and telephones before the White House. In recent decades, the Islands have stood at the forefront of space exploration. Just this year, UH astronomers revealed the Milky Way's address in the cosmos and, from the summit of Mauna Kea, hundreds of new exoplanets are being discovered. With the construction of the Thirty Meter Telescope on the Big Island—the largest earth—based telescope once built—Hawai'i will probe the origins of the universe.

Honolulu, with a population close to 1 million, is the 10<sup>th</sup> largest municipality in the nation. Yet, because it bridges the hemispheres, it has become a more sophisticated and globally connected city than its size would suggest. Honolulu is home to more than 25 consulates and the fourth busiest port of entry in the United States. As the closest US port city to Asia's largest economies, Honolulu has a long history of economic



interaction with Japan, South Korea, China, and the Philippines; more than 90 percent of direct investment in Honolulu comes from the Asia-Pacific region. Because Hawai'i has always been among the world's most valuable strategic locations, it hosts the country's largest concentration of military assets. The Pacific Command has responsibility for approximately half of the world's surface area—an expense that takes in some 60 percent of the global population.

Finally, and significantly, a vibrant indigenous culture is in the midst of a revival—known as the Hawaiian Renaissance—which began in the 1970s. As a result, Hawai'i is the only US state with two official languages—English and 'Ōlelo Hawai'i—and both are languages of instruction in its K-12 public schools. Today, the larger community embraces Hawaiian values that inspire this proposal, among them: 'ohana (family); kuleana (responsibility); kōkua (help); mālama 'āina (caring for the land); pono (righteousness); and of course aloha, which has complex and layered meanings but at its core conveys love.

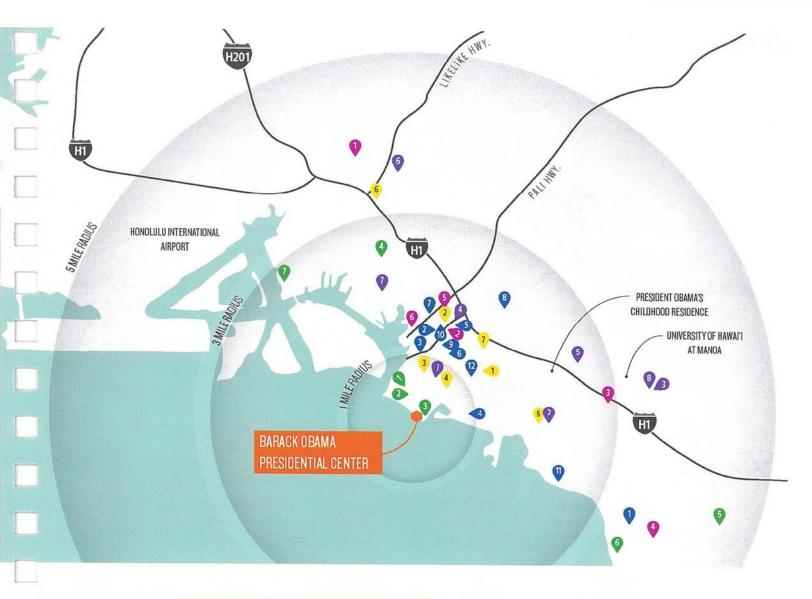
# KAKA'AKO

Information about the surrounding neighborhood most connected to the proposed site(s) and/or the area within a 1-, 3-, and 5-mile radius of the proposed site(s).



The Hawaiian word kaka'ako translates literally as "slow," perhaps fitting in ancient times when Kaka'ako was a quiet stretch of makai (seaside) land dotted with villages, fishponds, and salt ponds. Since then, the area has been a port of entry, an industrial hub, and a mixed-use commercial and residential district, with auto dealerships, warehouses, big box stores, and middle- and low-income housing. Its waterfront park, built in the 1990s atop a landfill, affords amazing views and prime surf access but remains underutilized. Today, Kaka'ako is an area primed for revitalization in a city where real estate is a finite resource. The district is in the midst of a sweeping redevelopment, and over the next decade, it is likely to become the new focus of civic life.

Among the many changes that have come to Kaka'ako in recent years are high-rise residential towers, redevelopment of commercial areas between Ward Avenue and Pi'ikoi Street, and a new, vibrant arts scene that is attracting galleries, independently owned restaurants, and other small businesses. For the past three years, Kaka'ako has hosted *Pow! Wow!*, an annual event during which internationally renowned urban artists make Honolulu their canvas. In addition to being served by O'ahu's light rail, the district will be pedestrian— and bicycle–friendly, and it will include



#### SURROUNDING NEIGHBORHOOD

#### POTENTIAL **PARTNERSHIPS**

- McKinley High School Central Middle School
- 3. ProtoHUB
- Box Jelly
- Convention center
- Bishop Museum
- Honolulu Museum of Art
- Blue Planet Foundation

#### **UH CAMPUSES &** FACILITIES

- 1. JABSOM
- Cancer Center 2.
- Kewalo Marine Lab
- Honolulu Community College
- Kapiolani Community College
- Waikiki Aquarium
- **UH Marine Center**

#### **EXISITING PARTNERSHIPS**

- Hawai'i Community **Development Authority**
- Hawai'i Tourism Authority
- East West Center
- Hawaii Department of Education
- Punahou School
- Kamehameha Schools 6.
- Office of Hawaiian Affairs
- Pacific Asian Affairs Council

#### UNIVERSITY PARTNERSHIPS

- Kokua Kalihi Valley
- Department of Health
- Japanese Cultural Center of Hawai'i 3.
- Waikiki Elementary
- Hawaii State Library
- Pacific Asian Affairs Council

#### OTHER POINTS OF INTEREST

- Honolulu Zoo
- State capitol
- 3. Prince Kuhio Federal building
- IBM (Howard Hughes)
- Queens Hospital
- Honolulu Hale
- Hawaii Pacific University
- **Punchbowl Cemetary**
- Iolani Palace
- 10. Washington Place
- 11. Fort Derussy
- 12. Neil Blaisdell Center

several contiguous acres of public green space with free Wi-Fi throughout. Access to the waterfront for surfers, swimmers, paddlers, anglers, and others will be enhanced. With its central location—connecting the resort areas of Wakīkī, Ala Moana, Chinatown, Aloha Tower, and the downtown commercial and art districts—a redeveloped Kaka'ako will shift Honolulu's locus of activity and reshape its urban core. Perhaps no other development effort currently underway in a major American city has the potential to alter its civic landscape so profoundly.

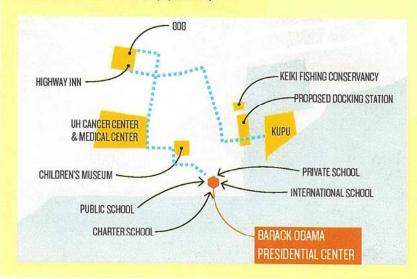
The Obama Presidential Center (OPC) would both benefit from and drive this redevelopment. HCDA, the government agency tasked with overseeing development statewide, Kamehameha Schools, the Howard Hughes Corporation, and OHA all enthusiastically support the OPC's development and are collaborating to realize the vision of a new Kaka'ako anchored by an institution of global significance.

But more salient than how Honolulu will benefit from the OPC is how the OPC will benefit from Honolulu. With its open, multicultural character, coadunation of East and West, blend of tradition and innovation, commitment to a sustainable future, and genuine spirit of 'ohana and aloha, no other city so fully embodies the ideals and values that have shaped the Barack Obama presidency.



## LEARNING DISTRICT

We envision the OPC situated within a Learning District—a large "community classroom" that connects existing educational and cultural organizations, landmarks, and businesses in Kaka'ako for the specific purpose of learning and leadership development. The map below illustrates the locations of existing Learning District partners and a potential leadership pathway.



LEADERSHIP PATHWAY

## **EXISTING PARTNERSHIPS**

808 Urban

808 Urban is a collective of arts and culture organizers committed to improving quality of life through youth arts programming. Their work integrates creativity with grassroots organizing to produce social change. 808 Urban and its founder, John "Prime" Hina, support building a community-rooted, multimedia presidential center.

Kupu's Net Shed

Kupu empowers youth to serve their communities through character building, service learning and environmental stewardship. Kupu's Net Shed teaches youth about sustainability and conservation. As a partner in the proposed Learning District, the OPC's Global Youth Leadership Academy will engage with Kupu's youth.

Hawai'i Children's Discovery Center The Children's Discovery Center provides interactive learning environments for young children to explore. Constructed from the remnants of a former trash incinerator, the Discovery Center inspires dreams and joins with parents to raise happy, healthy, and caring keiki (children).

Inventory of existing complementary facilities or operations. For each, describe any existing relationship and potential partnership opportunities.



## Keiki Fishing Conservancy

The Keiki Fishing Conservancy teaches the practice and purpose of fishing to young people and more generally aims to advance marine conservation through education, caring for the environment, and connection to place. The Fishing Conservancy is a living laboratory that would be an integral component of the Learning District.

## Proposed Docking Station

The proposed docking station will be a home for Hawai'i's voyaging wa'a (canoes) such as Hōkūle'a and Hikanalia once they return from their Worldwide Voyage. The presence of the wa'a in Kaka'ako will provide numerous opportunities for cooperative cultural and ocean-related educational programming.

## Center for Tomorrow's Leaders

The Center for Tomorrow's Leaders (CTL) empowers Hawai'i's next generation of leaders to make a difference now. Its fellows program trains promising, non-traditional high school juniors and seniors in comprehensive leadership development. CTL is a natural partner for the Leadership Academy.

## Pacific Asian Affairs Council

The Pacific Asian Affairs Council (PAAC) promotes greater awareness and understanding of foreign affairs with special attention to Hawai'i's role in the Asia-Pacific region. PAAC will partner with the Academy to engage high school students to become leaders with a broader understanding of Hawai'i's place in the world.

# POTENTIAL PARTNERSHIPS

### **McKinley High School**

McKinley High School is the primary secondary school serving Kaka'ako and heads a complex of ten public and charter schools. Dedicated to educating responsible, caring, and contributing citizens, the institution has a storied history. It played a vital role in Hawai'i's postwar Democratic Revolution and counts among its alumni some of Hawai'i's most notable figures, from Duke Kahanamoku to Daniel K. Inouye.

#### Central Middle School

Central Middle School is dedicated to preparing students for college and career in an evolving global society. The OPC will seek to partner with the school through our Learning District and other educational programming.

#### Ka Hei Program

Launched in 2014, the Hawai'i Department of Educatoin's Ka Hei program is a five-year endeavor to integrate energy technology innovation with meaningful learning experiences, while reducing energy costs. As a comprehensive energy and sustainability program, Ka Hei will transform the learning environment, reduce operational expenses, and provide engaging educational opportunities for Hawai'i students and communities.

**ProtoHUB** 

ProtoHUB is an innovation incubator accessible to students, nonprofits, new businesses, established leaders, young entrepreneurs, artists, and freelancers.

BoxJelly

BoxJelly is Hawai'i's first co-working space, bringing entrepreneurs and independent creators together in an inspiring, collaborative environment.

Hawai'i Convention Center

Hawai'i's largest convening facility, the Hawai'i Convention Center features a 200,000 square feet exhibition hall, a 35,000 square feet ballroom, 47 meeting rooms, and two theaters. Completed in 1998, the \$200 million facility blends open-air architecture with modern and traditional design elements.

**Bishop Museum** 

Established in 1889, the Bishop Museum is Hawai'i's largest museum complex and the preeminent natural and cultural history institution in the Pacific. As part of Bishop Estate, the museum is tasked with serving the interests of Native Hawaiians. UH's Hawai'inuiākea School of Hawaiian Knowledge has an existing partnership with Bishop Museum, and we see the museum as a potential resource and partner for Visitor Center programming and exhibitions.

Highway Inn

Highway Inn, a popular local restaurant offering multicultural cuisine, has been run by three generations of the Toguchi family since 1947. Its founder, Seiichi Toguchi, worked his way up from dishwasher to restaurateur—a quintessential American success story. Highway Inn can teach entrepreneurship and innovation to students in the Academy.

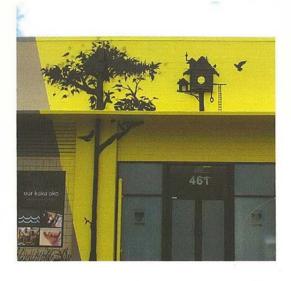
Honolulu Museum of Art The Honolulu Museum of Art is dedicated to the visual arts, and features exhibitions, films and videos, performing arts, and public programs relevant to Hawai'i's diverse community. The museum could be a resource and collaborator for programming and exhibitions, and an active participant in the Learning District.

Blue Planet Foundation Blue Planet Foundation is committed to clearing the path for clean energy. It convenes industry decision-makers, policy experts, and community leaders to collaborate on forward-thinking solutions that will accelerate progress toward a future beyond fossil fuels. As a partner with the Convening Institute, Blue Planet can collaborate on innovative energy policy research and implementation.

## COMMUNITY DEMOGRAPHICS & FUTURE TRENDS

Outline of existing community demographics, as well as future trends (e.g., population density, employment, home ownership, income level, age). LIKE TODAY, most of Kaka'ako's inhabitants in 1778 were maka'āinana, or working class. They labored to produce taro, salt, and fish for themselves and for the ali'i nui (the high chiefs) and their kāhuna (priests). During the 19th century, mills, foundries, and boatyards servicing the growing harbor supplanted the native villages, making the area home to blue-collar hapa (part) Hawaiian, Japanese, Portuguese, and Chinese families working the harbor and crewing the fishing boats.

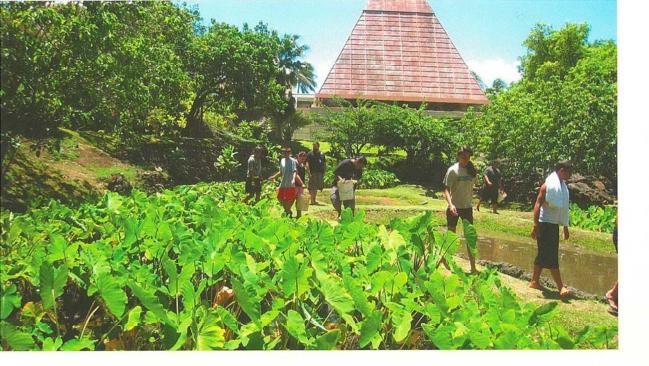
The population today within a one-mile radius of the proposed OPC site stands at 10,102—a 71 percent increase from 2000 and a 177 percent increase since 1990. The population within three miles is 188,689, and rises to 317,317 within five miles. By 2019, the population within one mile is projected to double, reaching 20,230. Farther afield, the numbers are more static: 198,025 within three miles and 330,364 within five. Hawai'i is projected to grow steadily, with the population expected to increase by 20 percent by 2040, mostly in the over-65 demographic. Kaka'ako's ethnic profile is a microcosm of Hawai'i: 56 percent Asian, 21 percent non-Hispanic white, five percent Hispanic, three percent black, two percent Pacific Islander, and 12 percent mixed race.





The district's economic profile is varied, with low-, middle-, and high-income brackets all represented among its 88 blocks. Census data suggests that much of Kakaʻako's new population comprises working-age residents, with the greatest concentration within one mile falling into the 35–64 demographic. Current median income within one mile is \$70,000, but drops significantly beyond this radius, to \$49,000 within three miles and \$55,000 within five. At the moment, Kakaʻako's median income is below the level for greater Honolulu, and its poverty rate is higher; but this will not be true for long. Indeed, as Kakaʻako undergoes its 120-acre redevelopment, median income is expected to climb.

Luxury developments planned for the area will attract high-end national and international retailers, but Kamehameha Schools, through its master plan development *Our Kaka'ako*, will ensure that small, local, independent business owners have access to affordable commercial leases. This will attract the kinds of businesses that make a community livable and exciting: small grocery stores selling local produce; galleries offering the work of Island artists; clothing boutiques stocked with the work of local designers and producers; independently owned farm-to-table restaurants; craft cocktail bars; and cooperative workspaces.



# UNIVERSITY PARTNERSHIPS WITH COMMUNITY ORGANIZATIONS

Inventory of university partnerships with community organizations and other relevant affiliations. Describe these existing relationships and include any information that would impact the Project. The University of Hawai'i is deeply involved in the community. Various UH units manage scores of community-based partnerships. Below is a small sampling.

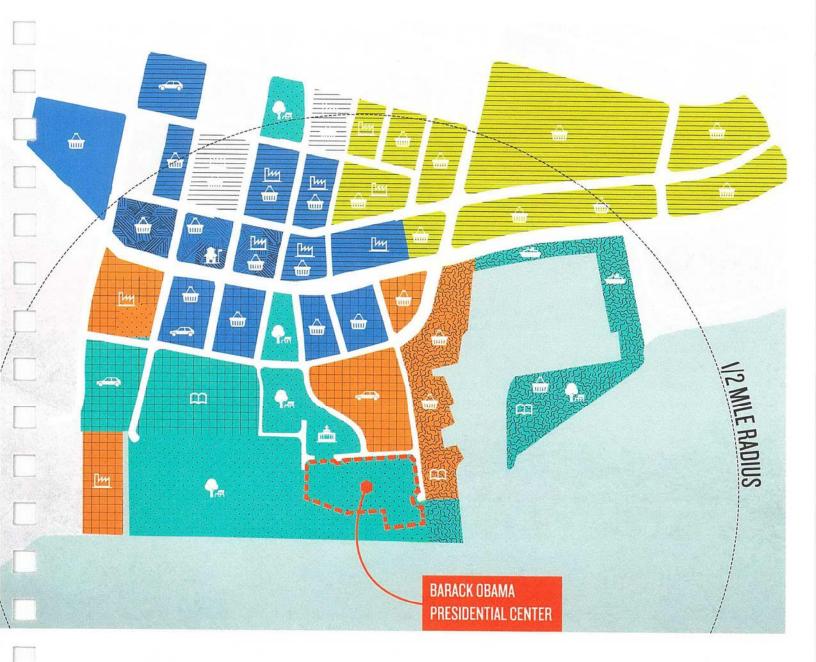
Hawaiʻi Department of Health The Hawai'i Department of Health partners with the UH Department of Education to promote nutrition, physical activity, and tobacco-free lifestyles in school settings.

Japanese Cultural Center of Hawai'i The Japanese Cultural Center of Hawai'i plays a key role in perpetuating the cultural heritage of *issei* (first-generation) Japanese immigrants to Hawai'i. The institution has internship and educational partnerships with UH's Museum Studies and Library and Information Sciences programs.

Kōkua Kalihi Valley

Kōkua Kalihi Valley (KKV) is a comprehensive community health center in one of Honolulu's most underprivileged neighborhoods. Formed by the community in 1972, KKV provides culturally appropriate health services, including clinical care, dental services, youth and elder services, and behavioral health interventions. KKV is a training site for UH medical residents, as well as students in public health and social work.

Waikīkī Elementary School Waikīkī Elementary School is one of Hawai'i's most highly rated public schools. In partnership with the UH Uehiro Academy for Philosophy and Ethics in Education, the school hosts the Philosophy for Children program, which encourages young students to examine ethical issues and their social consequences.



Details, regarding zoning, ownership, and current use of properties within half mile radius.



# ZONING, OWNERSHIP & CURRENT USE OF NEIGHBORING **PROPERTIES**

Kaka'ako Commercial **Redevelopment District** existing uses and future zoning

# LAND OWNERS:

KAMEHAMEHA SCHOOLS



HCDA



HOWARD HUGHES



OHA

# **EXISTING USES:**

INDUSTRIAL



RESIDENTIAL



COMMERCIAL



PARK/OPEN SPACE



institutional



MIXED USE - RESIDENTIAL



WATERFRONT



SITE BOUNDARY

# **FUTURE ZONING:**



COMMERCIAL



COMMERCIAL MIXED-USE



RESIDENTIAL MIXED-USE



PUBLIC USE AREA



WATERFRONT COMMERCIAL

### **COMMUNITY IMPACT**

Assessment of the economic benefit of the Project to the community. Include the positive and negative impacts of the development on the community.

HE DEVELOPMENT of the Obama Presidential Center will substantially benefit the people of Hawai'i. Construction of the facility will stimulate \$300-\$600 million in economic activity. Over the long term, the OPC will broaden the state's visitor market, set the standard for resilient, sustainable building, and transform Kaka'ako into Honolulu's signature culture, arts, and education district. Most importantly, an action-oriented presidential center will enhance lifelong learning, support the university, strengthen the nonprofit sector, and advance viable solutions to acute public problems.

## ECONOMIC DEVELOPMENT

Construction of the OPC will create jobs, augment economic activity, and generate additional tax revenue. To calculate the economic impact of development, we retained Hensel Phelps, one of the country's largest contractors and project managers, and John M. Knox & Associates (JMK), a local firm with deep experience in land development analysis. As outlined in our submission to the RFQ, we have estimated costs and economic effects for two distinct development scenarios.

PARTNERSHIP / This model presumes that President Obama will create a national institution with facilities in more than one city. In this scenario, we envision that Hawai'i's presidential center will include our core program components, foundation and executive offices for the President and First Lady, events space, a restaurant, recreation facilities, and garden features. Building size: 105,000 square feet. Cost: \$160 million.



COMPLETE-NARA / This model assumes that President Obama will locate all of his presidential institutions, including the components administered by the federal government, exclusively in Hawai'i. This campus would include the presidential archives and museum, foundation headquarters, larger executive offices for the President and First Lady, a residence for the First Family as well as all programming listed under the partnership model. Building size: 181,000 square feet. Cost: \$280 million.

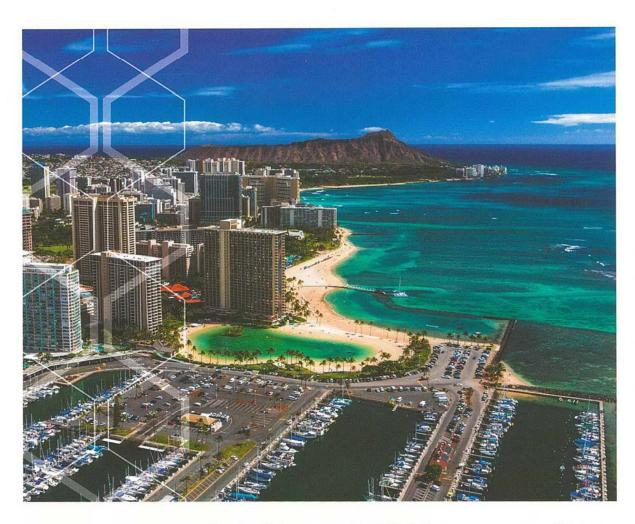
The outcomes yielded in each scenario are based on cautious assumptions. The analysis underlying the projected economic benefits excludes contributions by state or city government, UH, partner institutions, and Hawai'i-based donors. Nonetheless, the effects are significant.

# Construction Benefits to Hawai'i

	Complete—NARA	Partnership
Additional economic activity	\$583 million	\$319 million
Jobs created	2,151	1,202
Household earnings growth	\$181 million	\$100 million
Additional state tax revenues	\$37 million	\$20 million
Additional city tax revenue	\$5 million	\$3 million

## **OPERATIONS**

JMK also forecasts significant economic benefits from the operations of the Obama Presidential Center. These projected effects—primarily higher permanent employment and increased visitation to the state—are again based on conservative assumptions. Because Honolulu is a mature tourism market, it is assumed that only a relatively modest number of visitors will come to Hawai'i exclusively to visit the center or participate in its programming. In calculating economic benefits, only out–of–state inputs were considered. For example, a restaurant meal purchased by a local resident or by a visitor who would have come to the Islands irrespective of the presidential center is not considered. The long–term benefits, however, remain substantial.



The chart below, reported in 2018 dollars, assumes a surge of visitation in the first full year of operation, with the number stabilizing after 2022. Over the first full decade of operation, the OPC is projected to increase Hawai'i's economic output by more than \$1.6 billion.

# Operational Economic Impacts, select years (dollars in millions)

Complete-NARA	2020	2022	2029	Ten-Year Total
Economic activity	\$453	\$207	\$61	\$1,790
Jobs	3,722	1,793	637	15,874
Household earnings	\$134	\$63	\$21	\$546
State tax revenue	\$30	\$14	\$4	\$117
City tax revenue	\$3	\$2	\$2	\$21
Partnership			WI	
Economic activity	\$439	\$193	\$47	\$1,649
Jobs	3,645	1,716	564	15,120
Household earnings	\$129	\$58	\$15	\$494
State tax revenue	\$29	\$13	\$3	\$109
City tax revenue	\$3	\$2	\$2	\$20

# COLLATERAL BENEFITS

Beyond the calculable economic effects, the Obama Presidential Center will provide numerous ancillary benefits to Hawai'i. Though more difficult to quantify—and thus impossible to predict precisely—the positive collateral effects on the state's future from hosting such a dynamic institution are expected to be highly significant.

VISITOR INDUSTRY / To maintain its status as a global destination in a competitive Asia-Pacific marketplace, Hawai'i's tourism industry needs to refresh its offerings continually. The Obama Presidential Center will constitute a major addition to Hawai'i's premier attractions. The institution will fill a civic gap in the Islands' museum landscape, appealing particularly to well-educated visitors, who tend to spend more per capita during their stays.

The OPC will also help to attract several new types of visitors. Survey data suggest that the OPC will have a special appeal to African–American visitors. Moreover, the OPC's convening function will boost Hawai'i's ability to attract meeting and conference goers, who have a more pronounced economic effect than leisure visitors. Finally, through its Global Youth Leadership Academy and the Center for Community Organizing, the OPC will draw students and teachers from abroad.

KAKA'AKO / By contributing energy and purpose, the OPC will play a vital role in transforming Kaka'ako into a more vibrant, livable community. The OPC can anchor the redevelopment of a district in motion and enhance the entire area—particularly the waterfront—by showcasing exceptional design, improving pedestrian and bicycle access, and creating public amenities from gardens to performance space.

The successful development of Kaka'ako will also add value for a unique set of landholders in the district, including Kamehameha Schools, the Office of Hawaiian Affairs, and UH—institutions devoted to education and social justice and thus aligned philosophically with the future work of the OPC.



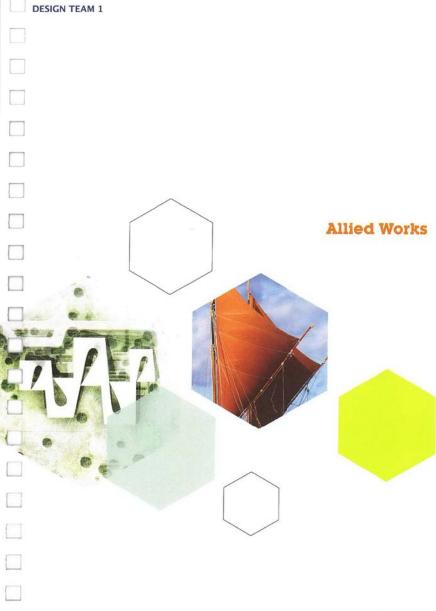
## **NEGATIVE IMPACTS**

Designed to advance learning, justice, and community well-being, the OPC should have few foreseeable negative impacts. Nonetheless, every development initiative draws critics. In this case, they may point to:

OPPORTUNITY COSTS / The proposed site in Kaka'ako Makai is a premier public property. The parcels are currently neglected but could be developed for purposes other than a presidential center. Some will suggest that commercial development would be more remunerative for taxpayers. Others will insist that no development take place on the site and that the properties be used simply to expand Kaka'ako Waterfront Park.

DENSITY / Kaka'ako is experiencing rapid population growth, and community leaders are divided on the pace and affordability of development. A minority of advocates has come to oppose all new development in the district, even civic and cultural projects like the OPC. Some surfers and fisherman, similarly, oppose the vitalization of Kaka'ako Waterfront Park, fearing greater competition for waves, parking, and casting spots.

To address such criticism and mitigate potential adverse effects, the OPC must be rooted in the community—strengthened by local partnerships, welcoming to the public, and protective of its waterfront. Such an institution, we believe, will benefit Kaka'ako and the First Family.

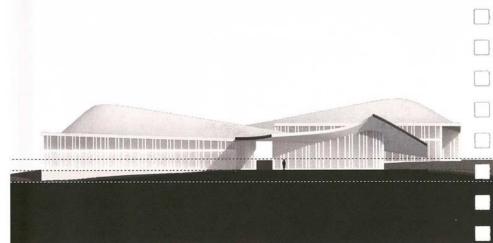


With offices in Portland and New York, Allied Works has completed a range of landmark projects, from a Pixar animation studio to the Contemporary Art Museum St. Louis. Originally noted for landscape installations around the Pacific Northwest, Allied Works has achieved prominence for creating clean, contemplative spaces that take form naturally in their surroundings.

"Our vision for the Hawai'i Presidential Center seeks to engage the beauty of the land and culture that define the Hawaiian Islands, and to serve the mission of the Center as a space of dialogue and an agent for positive action on issues that we face as a nation and across the globe. It is inspired by the history and principles of President Obama, whom it seeks to commemorate and serve after the completion of his term of office. The design concept can be seen as the synthesis of three acts; each corresponds to specific aspects and core values of the Center: Land—'Aina; Community—Ohana; and Integrity or Righteousness—Poro. The Center stands for the values of our democracy, the beauty of our land, and the resilience and ingenuity of our people. United under a single roof, we are reminded that we are stronger together."

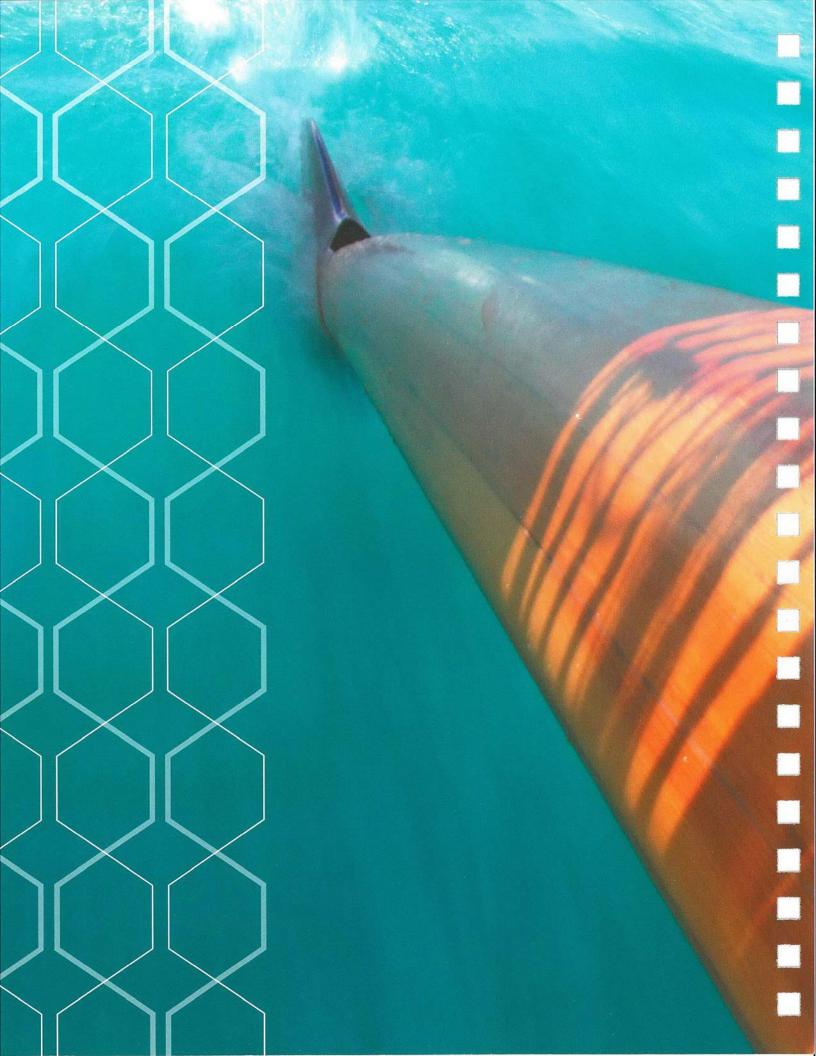


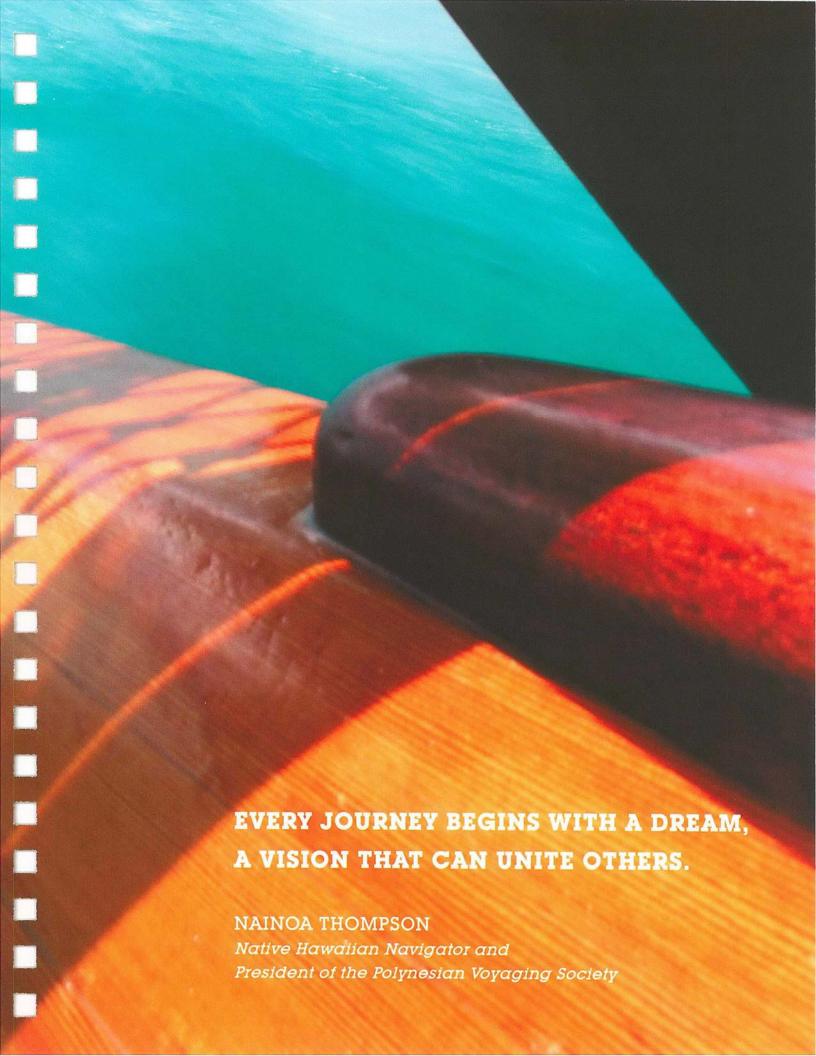




ACADEMIC COLLABORATION

D







# **ACADEMIC COLLABORATION**

HE UNIVERSITY OF HAWAI'I and its partners propose the creation of an action-oriented set of programs that will advance President Obama's work on a local, national, and global scale. Dedicated to community, responsibility, and justice—values that define both Hawai'i and his presidency—these programs will conduct the core work of the Obama Presidential Center. In concert with initiatives launched independently by the Foundation, these programs will sponsor research and education, foster dialogue and collaboration, nuture policy innovation, mobilize collective action, and cultivate effective community leaders. The OPC's unifying objective will be to catalyze progress on issues ranging from child wellness to climate change, thereby ensuring that the President's impact on the nation and the world ramifies and endures. Barack Obama is a historic president, and his Center should make history, too.





## PROGRAM VISION

Vision for academic collaboration that will enhance the pursuit of the President's initiatives beyond 2017. The academic collaboration will include an Institute and possibly a degreeseeking program. An Institute may include academic research, undergraduate coursework offered in collaboration with existing academic departments, infrastructure to achieve real world impact and/or collaboration with partner universities.

HE CENTER'S PROGRAMMING is designed to give the President a set of tools to address his key priorities while also providing inspiration, training, and support to community leaders of all ages from around the world. Four distinct but complementary program concepts have been developed for the OPC—all of which will generate sufficient revenue to support operations.



These core programming components will propel collective action on issues important to the President and will harmonize with other OPC components, including an interactive, accessible archive; an inspiring ecosystem-friendly building; and a garden and restaurant program that models sustainable food production and healthy living.

Hawai'i is committed to the OPC's successful development and long-term sustainability, and will devote resources, personnel, and expertise to its operations. The animating vision is to create a locally rooted, globally relevant institution, shaped by Hawai'i values and guided by the President's vision.

## **EXISTING INSTITUTES & CENTERS**

HE UNIVERSITY OF HAWAI'I is the only research university in the Pacific Basin and offers a full range of scholarly and education programs, from the arts and sciences to law, business, and medicine. The flagship Mānoa campus alone is home to more than 130 centers and institutes, many of which can amplify the President's initiatives beyond 2017. Below are snapshots, grouped by areas of possible interest to the Foundation.

**CIVICS & POLICY** 

UH plays a key role in preparing a well-informed citizenry to meet future challenges. A range of programs across its campuses—from Mānoa's School of Social Work to West O'ahu's Center for Labor Education & Research—promote positive social change through civic education, applied research, advocacy, and community-building. Two highlights:

DANIEL K. INOUYE INSTITUTE / In memory of Hawai'i's long-serving US senator and currently under development on the UH Mānoa campus, the Daniel K. Inouye Institute will host congressional archives, public-service leadership programs, visiting scholars, and civic-education initiatives. The Institute will feature state-of-the-art classrooms, public-event spaces, library facilities, and historical exhibits.

Faculty\_Affiliate UH faculty, visiting scholars.

Students\_Possible home for degrees in Public Policy, Public Administration, and Global Environmental Policy.

Funding\_Daniel K. Inouye Institute Fund of the Hawai'i Community Foundation, with UH support. Collaboration\_Partnerships with the Library of Congress, Japanese universities, Smithsonian Institution, and the Hawai'i Community Foundation.

Governance\_DKI Center Planning and Design Committee (center development, leadership, oversight); DKI Center Executive Committee (UH Mānoa implementation). Overview of existing institutes and centers at the university. Please detail the following:

- Institute focus
- Faculty composition
- Student opportunities
- Funding mechanism
- Collaboration with other universities
- Governance



THE SPARK M. MATSUNAGA INSTITUTE FOR PEACE AND CONFLICT RESOLUTION (MIPCR) / Developed as a multi-disciplinary institute in honor of late US Senator Spark M. Matsunaga, MIPCR is dedicated to preparing future leaders in peacemaking, conflict resolution, and cross-cultural communication. Through teaching, research, service, and application, MIPCR strives to empower students to meet critical local, national, regional, and global challenges.

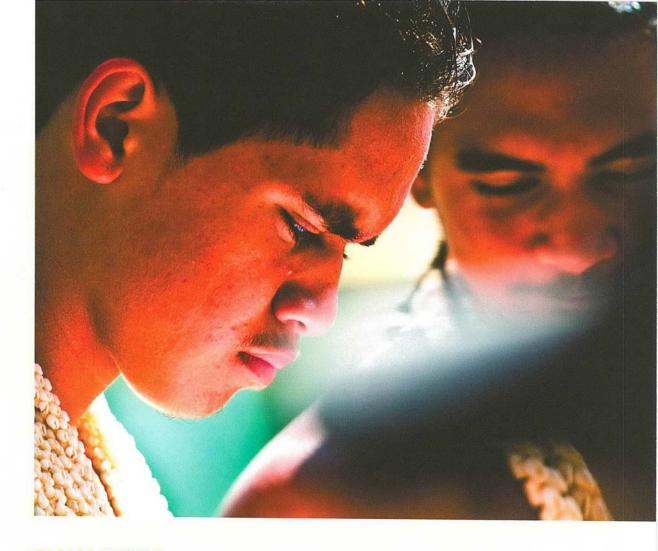
Faculty_4 core faculty, visiting fellows, 35 affiliate faculty.	Collaboration_Hiroshima City University, Japan.
Students_BA degrees and graduate certificates.	Governance_Advisory council made up of faculty and community leaders.
Funding_State, university, and grant funding.	

## **EDUCATION**

K-12 education has been a top priority for the President's administration, as it is for UH. The College of Education on the Mānoa campus features 350 faculty and includes two research units: the Center on Disability Studies and the Curriculum Research and Development Group. In addition to the Hawai'i's P-20 Council, highlighted below, notable public education partnerships include the Uehiro Academy for Philosophy and Ethics in Education and the Ethnomathematics and STEM Institute.

HAWAI'I P-20 COUNCIL / A statewide collaboration among UH, the state Department of Education, and the Executive Office on Early Learning, Hawai'i P-20 aims to improve educational outcomes for Hawai'i students. By sponsoring pipeline initiatives at all age levels, the program's objective is to ensure that by 2025 a majority of the state's working-age adults have a college degree. The P-20 Council is an enterprising complement to President Obama's North Star objective and Michelle Obama's Reach Higher initiative.

Faculty_27 UH-based core staff.	various early learning providers and career, college, and community programs.	
Students_Hawai <sup>i</sup> P-3 Initiative, middle school dropout prevention program, various college, career, and community readiness initiatives.		
	Governance_Hawaiʻi P-20 Advisory	
Funding_\$9 million annual budget. State, university, and grant funding.	Council.	



# GLOBAL AFFAIRS

Deep engagement with the Asia-Pacific region is a defining characteristic of UH. Some 400 faculty across a wide range of fields specialize in the region. The School of Pacific and Asian Studies (SPAS) coordinates much of the University's global work, as do UH's remarkably diverse language programs, including the center outlined here.

NATIONAL FOREIGN LANGUAGE RESOURCE CENTER (NFLRC) / Led by top lan-guage professionals, the NFLRC offers programming and instruction in 38 Asian, European, African, and Pacific Island languages. In addition to language instruction and applied linguistics, the center sponsors research and develops materials to advance language education worldwide.

Faculty\_5 core faculty, UH-based staff, 23 affiliates.

**Funding\_**Supported by grants under Title VI of the Higher Education Act.

Collaboration\_The NFLRC is one of 16 Language Resource Centers nationwide. Other locations include Georgetown University, Penn State, UCLA, and the University of Chicago.

Governance\_Advisory board.

### **HEALTH & WELLNESS**

UH houses a range of centers and institutes dedicated to advancing the health of people in Hawai'i, the nation, and the Asia-Pacific region. The John A. Burns School of Medicine (JABSOM), located adjacent to the OPC site, hosts the only National Cancer Institute designated center in the Pacific. The Office of Public Health Studies, which offers degrees in epidemiology, behavioral health, and health policy, is also located at JABSOM. Other wellness programs have been developed on the main Mānoa campus, including the Center on the Family.

**CENTER ON THE FAMILY /** Fostering family resilience and lifelong well-being, the Center on the Family sponsors research, education, and outreach that focuses on the values, dynamics, and interactional patterns of Hawai'i's multicultural families.

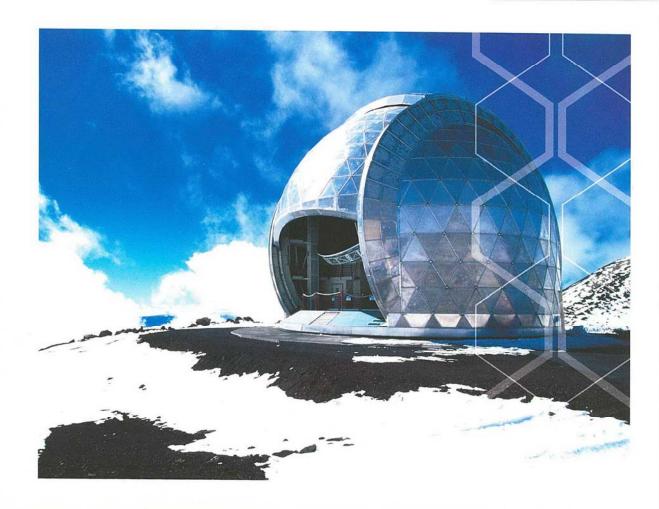
Faculty_10 core faculty, 2 staff.	Funding_\$5 million budget,
Student Opportunities_	80 percent extramural funding.
Undergraduate and graduate student assistantships.	

## INDIGENOUS STUDIES

UH supports a range of research and teaching programs on indigenous issues, from the Ka Huli Ao Center for Excellence in Native Hawaiian Law to the Kawaihuelani Center for Hawaiian Language. The University's lead initiative has been the establishment of Hawai'inuiākea, the only indigenous-focused college at a US research university.

HAWAI'INUIĀKEA SCHOOL OF HAWAIIAN KNOWLEDGE / Dedicated to the advancement of Hawaiian knowledge, Hawai'inuiākea pursues the study of Hawaiian history, arts, religion, society, and medicine. The college features academic units in Hawaiian Studies and Hawaiian Language, sponsors support programs for Native Hawaiian faculty and students, and manages a traditional working farm, or lo'i, that hosts some 30,000 visitor-volunteer annually.

Faculty_47 UH-based faculty.	Collaboration_Numerous partnerships with
Student Opportunities_ 240 BA and MA students.	local and national non profits, including the Bishop Museum, Kellogg Foundation, Kresge Foundation, Kamehameha Schools, and MA'O Organic Farms.



# **SCIENCE & TECHNOLOGY**

One of only a handful of land-, sea-, and space-grant institutions, UH is a tier-one research university with singular strengths in astronomy, genetics, geology, and oceanography. The Mānoa campus includes a number of premier interdisciplinary research centers, including the Institute for Astronomy.

INSTITUTE FOR ASTRONOMY (IFA) / One of the largest and most renowned astronomy programs in the world, IFA explores the origins and nature of the universe and has particular depth in observational astronomy. The Institute helps operate 20 telescopes on the summits of Haleakalā and Mauna Kea and is currently participating in a global consortium to build the \$1.3 billion Thirty Meter Telescope (TMT), which will be the world's largest optical instrument once built.

Faculty\_50 faculty.

**Students\_BA**, BS, MS, and PhD students.

Funding\_\$30 million budget, 66 percent from federal grants, remainder from university funds. Collaboration\_National partnerships with the University of California, California Institute of Technology, Harvard University, and John Hopkins University. Global partners: University of Belfast, University of Edinburgh, Max-Planck Society in Germany, and additional Asian partners with the inauguration of the TMT.



# SUSTAINABILITY

UH sponsors sustainability initiatives in a range of fields. In the sciences, much sustainability-related research is organized within the School of Ocean and Earth Science and Technology (SOEST), a premier research, innovation, and education unit dedicated to earth-systems observation and planetary sustainability. The recent recipient of a \$40 million gift for ocean ecology research, SOEST operates four academic departments, two oceangoing vessels, and numerous research and outreach centers, one of which is highlighted below.

HAWAI'I NATURAL ENERGY INSTITUTE (HNEI) / Dedicated to reducing Hawai'i's dependence on fossil fuels, HNEI conducts applied research and manages public-private collaborations on renewable technologies, including biomass, biotechnology, hydrogen, and photovoltaics.

Faculty\_29 core faculty, six visiting scholars.

**Students\_BA**, BS, MS, and PhD degrees.

**Funding\_**\$23.5 million budget, 90 percent extramural.

**Collaboration\_**Projects with local and national industry, government agencies, utilities, and private companies.

# **CORE PROGRAM PROPOSALS**

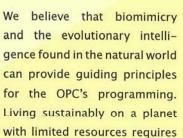
HE PROGRAMMING PROPOSAL for the OPC in Hawai'i includes four main components, all devoted to advancing collaborative solutions to global problems prioritized by the Obama Foundation. This section describes three components—the Global Youth Leadership Academy, the Convening Institute, and the Visitor Center. The fourth, the degree–granting UH Center for Community Organizing, is described in response to Question 4.

Outline of your proposal for an Institute:

- Institute focus
- Faculty composition
- Student opportunities
- Funding mechanism
- Collaboration with other universities
- Governance

# BIOMIMICRY FOR SOCIAL CHANGE





us to strive for collaboration, experiment with robust approaches to resiliency, and leverage innovative practices that engage diverse stakeholders to achieve both local and systems-level solutions. Biomimicry applied to social innovation—discernible in principles that have governed indigenous societies over millennia—may unlock essential strategies for designing and achieving these breakthroughs. Emulating these successful strategies in the natural world can help us devise processes, policies, and protocols to ensure that all elements of the OPC create conditions conducive to life.



### GLOBAL YOUTH LEADERSHIP ACADEMY

OVERVIEW / All young people, whatever their backgrounds, identities, opportunities, and abilities, can become leaders. The Global Youth Leadership Academy will enable students from Hawai'i, the United States, and around the world to learn and practice the skills they need to organize and lead efforts for positive change, whether locally, nationally, or globally. Its mission is to educate young people who will care and create a more just and sustainable world for their generation and those to follow. Hawai'i is a proven incubator for cultivating diverse and committed leaders. Indeed, Barack Obama was one of them.

Traditionally, the field of youth leadership and global education has focused on high school students, international exchange programs, and individualized service learning, typically within a mono-cultural curriculum divorced from place. The Academy, by contrast, will serve grades K-12 and will rely on multicultural, collaborative approaches through which students work on activities and projects together and learn to share leadership.

Moreover, the Academy will practice what it preaches: It will be based in and belong to its local community, operating on a model of community classrooms called Learning Districts—geographic areas in which educational and cultural organizations, schools, social services, and businesses unite and align their activities around locally-specific common learning outcomes.

FOCUS / Four principles will inform the Academy's approach to empowering young people to shape the future:

**1\_Student-Driven Agenda\_**Embracing the energy and creativity of young people, the Academy will enable groups of students to take action on issues they care about, ranging from civil rights to health and the environment—or any of the myriad challenges that their communities may face. The Academy will provide multiple ways for youth to learn more about the world and connect across cultures and boundaries to forge the kind of relationships they will need to succeed.

- **2\_Multicultural Learning**\_The inclusion of young people from around the world—through social media, virtual visits, online labs, and onsite programs—will necessarily encourage boundary crossing. Drawing on Hawai'i's inherent strengths, the Academy will also move beyond prevailing Western models of leadership to include Eastern and indigenous concepts and practices.
- **3\_Community Organizing and Social Change\_**Anchoring its work in the Learning District model, the Academy will organize and align member organizations and their activities around specific, shared learning outcomes. Young people will encounter examples of active civic engagement and will learn from diverse role models. They will better understand the ingredients and dynamics of successful efforts to bring about positive social change.
- **4\_Collaborative Problem solving\_**Addressing the challenges that communities, nations, and the world face requires the leadership efforts of many—and many types of leadership. But what all effective leaders share is an ability to communicate goals clearly and compellingly, track progress, listen to feedback loops, adapt to new information or unforeseen developments, and respond constructively to others' efforts and input. The Academy will bring together young people to work on projects that require these skills, fostering a holistic, ecosystem–inspired approach to leadership development.

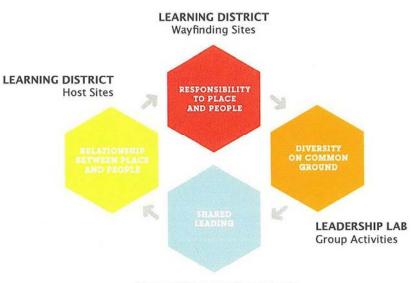
## LEADERSHIP PATHWAYS

Recognizing that leadership development is a journey rather than a fixed destination, the Academy will establish "Leadership Pathways." These pathways will guide students through a progression of grade-level-appropriate activities designed to develop the social intelligence, responsibility, and practical skills that effective community leaders need. Leadership Pathways have four stepping stones:

Host Site and Virtual Visits will enable participants to learn more about their community's people, places, and institutions. They will establish strong relationships with one another, the place itself, and community role models. Students will build trust, enlist help, and provide support for others as a foundation for leading.

- Wayfinding Experiences will provide opportunities in the community for students to learn to navigate cultural differences and gain a better understanding of the world and their place in it. Activities will hone students' analytical and listening skills, thereby encouraging openmindedness, perseverance in unfamiliar situations, adaptability to natural and human environments, and the willingness to ask difficult questions.
- Leadership Labs at the OPC will allow young people to learn, experiment, and apply a core set of multicultural leadership skills, including complex communication, teamwork, digital literacy, creative thinking, ecologically-inspired design, and problem solving within a local and global context.
- Collective Impact Projects combine students' acquired skills and knowledge with their experience within the community classroom. By taking collective action on an issue, setting a common goal, and applying shared measures of success, students learn the dynamics of civic engagement, develop an understanding of real world problems, enhance their ability to communicate effectively with diverse audiences, and gain a greater sense of responsibility for their communities' well-being.

# **ACADEMY THEMES**



COLLECTIVE IMPACT PROJECT Youth Leadership



By year five, the Academy's programs service 4,480 students varying by audience and duration. Each program will feature similar content and opportunities for global interface, but will be offered in three configurations:

1\_The school-based pathway will serve K-12 Hawai'i public school students during the academic year (3,584 students).

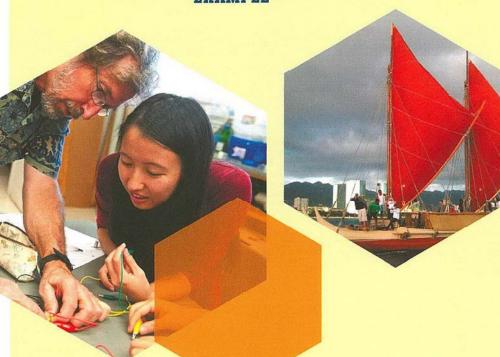
2\_The summer pathway will serve K-12 Hawai'i public and private school students for two and a half months (448 students).

3\_The global-intensive pathway serves K-12 students from Hawai'i, elsewhere in the United States, and around the world for one and a half months in the summer (448 students).

Academy pathways will be constructed around issues important to students and their communities as well as those prioritized by the Obama Foundation. Issues may include environmental sustainability, food security, racial equality, and health and well-being. The Academy will also be linked closely to the Visitor Center's educational programs, through fieldtrips and day programs at the Center.

By the time participants complete a program at the Global Youth Leader-ship Academy, they will have walked many paths together and seen the world from different points of view. They will be high school graduates with a difference—not only better prepared for college and career, but also more caring and engaged as citizens of local communities and of an increasingly interdependent world.

# SUSTAINABILITY-THEMED LEADERSHIP PATHWAY EXAMPLE

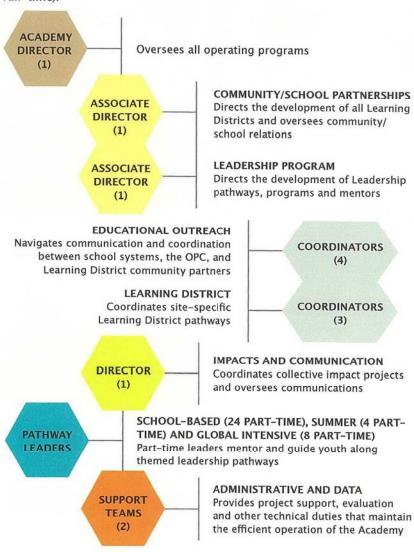




Yuhuan is a 16-year old student from Hong Kong. She's interested in making her school in Sheung Wan more environmentally sustainable, and she has enrolled in the one and a half months global intensive summer program. After learning about the ecosystem regeneration technologies at the OPC facility, Yuhuan moves with her global cohort to the first stop in their leadership pathway, Kupu's Net Shed, where they learn from Hawai'i students about environmental restoration projects that deepen their connection to the 'aina (land). Next, Yuhuan's group experiences Hawai'i's historic voyaging canoes, or wa'a, and meets with crew to understand an island view of he wa'a he moku (sustainability) and how ancient and modern technologies advanced sustainability on the Worldwide Voyage. In the leadership labs, students join their teachers in applying the Design-thinking method to water management and building energy use. At 808 Urban, the students explore the integration of art and community organizing by participating in an online mural project with students in New York. For Yuhuan's collective impact project, she joins with cohort-mates from Hawai'i, Chicago, and South Africa to develop strategies that seek international environmental certification for their schools. As Yuhuan departs, she hopes that her school will be selected by the OPC for a project startup grant to meet these benchmarks for sustainability.

#### STAFF COMPOSITION

The Global Youth Leadership Academy aims to influence the course of young people's lives and transform the ways communities and school systems operate. By Year Five, the Academy will consist of 49 staff members, including leadership personnel (three full-time), program officers (eight full-time, 36 part-time), and administrative support (two full-time):



Academy staff, whether employed by the OPC, UH, or partner institutions, will provide direct instruction, support Learning District partners, train community mentors, assess program outcomes, communicate project successes, and mobilize funding.



STUDENT OPPORTUNITIES / By year five, the Academy will enable 4,480 K-12 students annually to benefit from leadership development geared to their grade level. The scope and scale of service are dependent on the growth of the Learning District model, which will determine the number and range of community-based experiences that the Academy can offer. The goal by Year Five is to develop the Kaka'ako Learning District fully, thereby providing a model to be replicated in two other O'ahu school districts. These three districts can then serve as prototypes for Learning Districts throughout Hawai'i and elsewhere.

**FUNDING** / The Academy's operational expenses reflect personnel costs (65 percent) and program operations (35 percent). Operations costs consist of contract services, equipment and supplies, support for Learning District partners, as well as scholarships and travel grants for economically disadvantaged students.

To cover these expenses, the Academy will rely on multiple funding sources. Program service fees will generate approximately 70 percent of total revenues, with the remaining 30 percent coming from public funds, grants, and donations. Sources include:

## Local funding:

- Public and private schools will pay a program service fee for their students to participate. Funds will be raised by schools, from their communities, or allocated from their general funds.
- Each Learning District will raise funds locally through grants and contributions to support their students and specific schools.
- Fees for professional teacher development.
- Investments by institutional partners.

#### National funding:

- National grants that support student achievement, youth leadership, community/school partnerships, and global education.
- Funding from private foundations to support student projects that have a national or global impact.

As part of UH's commitment to the Academy, the College of Education will assign ten full-time employees (both existing faculty and new hires) to provide assistance in program research, development, and evaluation. This support unit will draw from experts in civic education, multicultural and global education, technology training, and youth leadership.



COLLABORATION / Collaboration will take many forms. Internally, the Academy will serve as a K-12 outreach arm for the Center for Community Organizing and the Convening Institute. In the community, the Learning District model will foster the development of robust local partnerships with institutions surrounding the OPC site. Collaboration with national and global organizations dedicated to civic and leadership education, such as Peace Child International and Organizing for Action, will also be important. Should President Obama develop a multi-site institution, the Academy can also develop mutually beneficial relationships with programs at Columbia University, the University of Illinois at Chicago, and the University of Chicago.

Finally, the Academy can advance education initiatives led by President Obama and First Lady Michelle Obama. For example, the Academy's Learning District and Leadership Pathway model responds to President Obama's call for the creation of My Brother's Keeper Communities. The Academy's programs and student projects can also serve to support the First Lady's "Reach Higher" and "Let's Move" campaigns to realize young people's personal potential and promote their physical wellbeing.

## HAWAI'I —THE EXEMPLARY STATE

OPC programming envisions collaborations with initiatives that feature Hawai'i's ability to combine education, research, and advocacy. "Hawai'i-The Exemplary State" is a statewide initiative, in partnership with Development International, to enhance STEM education by engaging K-12 schools in place-based research activities. Teachers and students, graduate students, engineers, technologists, resource managers, and Hawaiian cultural practitioners will collaborate to develop research activities that contribute to Hawai'i's scientific knowledge base about biodiversity, climate, and the relationship between environmental and human health.

GOVERNANCE / The Foundation will direct the Academy in consultation with an advisory board comprising leaders from around the world with diverse backgrounds and expertise. Governance will also include a youth advisory board, in accordance with the Academy's mission of cultivating young people's leadership skills.

### **CONVENING INSTITUTE**

**OVERVIEW** / The most pressing problems of our time—water and food crises, climate change, global governance failures, and income inequality—are too complex for any one organization to solve alone. Given conflicting interests and fragmented jurisdiction, addressing them requires bringing together diverse stakeholders and leaders to find elusive common ground, propose viable strategies, and catalyze change.

President Obama has used his office and his considerable organizing and convening talents to champion important issues and host highly productive, action-oriented meetings. The OPC's Convening Institute will continue this important work. It will conduct research and interdisciplinary analysis, host annual events, and nimbly respond to opportunities for serious collaboration on issues that policymakers cannot address effectively without skilled preparation and the consent of directly affected stakeholders.



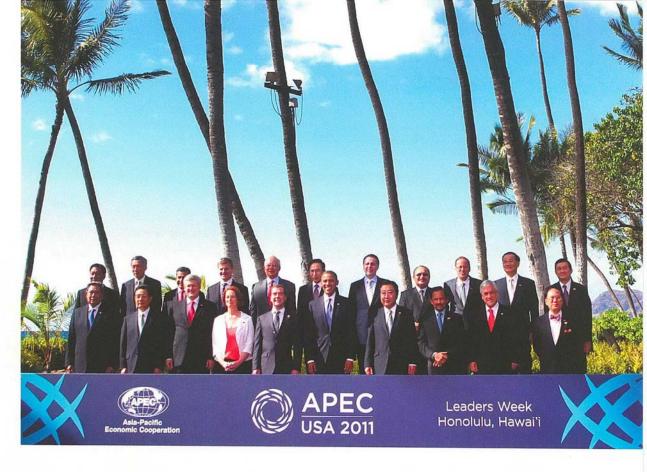
FOCUS / In order to maximize the impact of its work, the Convening Institute will consistently engage with three interrelated themes: Equity and Justice, the Global Commons, and the Asia Pacific Region.



A Just Society / Social change can happen in smaller or larger ways, but it should always seek to advance the cause of justice. This imperative will guide all Convening Institute activities—and will be at the core of many initiatives.

Challenges in the Global Commons / Unlike private- or state-owned assets, few real restrictions define who can exploit valuable common property. For example, outside of territorial waters, the oceans are common assets that are largely ungoverned. As a thematic component, the global commons will encompass the atmosphere, outer space, the poles, and other transboundary areas—including cyberspace—that countries, communities, and individuals may contest, as well as the disposition of environmental migrants and conflict refugees. Confronting challenges in the global commons will require President Obama's ability to convene select and intimately affected—and effective—stakeholders in an environment conducive to insight, compromise, and collaboration.

Asia-Pacific Focus / While the Convening Institute will maintain considerable latitude in both its proactive and responsive initiatives, it will focus much of its energy on challenges arising from the Asia-Pacific region. A defining feature of President Obama's foreign policy has been strategic rebalancing—a reflection of the Asia-Pacific region's economic and geopolitical rise. Similarly, his post-presidential efforts should provide strong leadership and a thoughtful voice in articulating the region's problems and aspirations.



THE OBAMA LEGACY IN ACTION / President Obama personifies a specific way to convene, foster action, and create change. While his substantive interests and his network of relationships will drive specific priorities, Convening Institute projects will reflect the values for which he has come to be known: civic engagement; inclusion across class, gender, racial, and cultural divides; effective, informed, and action-oriented dialogue; and good governance. Like the President, the Convening Institute will take the long view and embrace a deliberative, principled, and pragmatic approach to problem-solving and negotiation.

#### The Convening Model

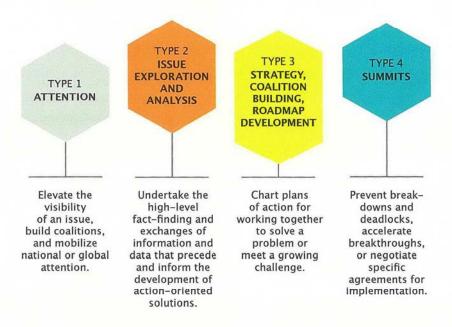
Conduct preliminary research and issue scoping

Convene relevant stakeholders and experts. Develop an agreed upon factual analysis and problem statement

Create a list of analyzed policy options Select the way forward, elict commitments, and set deadlines

This progression includes: steps that situate the problem within its systemic context; a "whole-system" approach to selecting participants, including people from diverse sectors and unusual allies; and, the use of science and design practices to investigate, apply, and measure any applied solutions to prevent unforeseen consequences.

Types of Convenings / The Convening Institute will develop a variety of approaches to solving problems. Under President Obama's guidance, the Convening Institute might undertake projects to elevate the visibility of a problem and possible solutions (Type-1). Other projects might be exploratory, with gatherings organized to study a problem more deeply before creating an agenda (Type-2). Still others might strengthen the factual analysis of policy options or create strategic roadmaps aimed at the long-term prevention, management, or resolution of problems—for example, violent conflict (Type-3). Other efforts will involve private conversations aimed at resolving disputes, preventing breakdowns, or accelerating breakthroughs to action and implementation. (Type-4).



It is possible that all four of these types could be brought to bear on select problems prioritized by the Foundation and the Convening Institute's leadership. The President could decide to make micronutrient malnutrition a biennial theme. For example, Convening Institute staff would then examine the problem's impact on poor children with a view toward developing new strategies to boost production of fruits and vegetables and to fortify foods with essential minerals and vitamins. Researchers would also include investigative approaches embodied in indigenous cultures, as well as those rooted in science-based biological knowledge.

In a secondary phase, the President would create a coalition of international stakeholders and co-funders. The Convening Institute would then bring together experts to analyze data and produce authoritative findings. In a third phase, the Institute would bring together delegates from around the world to create a strategic roadmap leading to demonstrable changes in food production and consumption. All solutions would be tested against a set of principles that would ensure equity and ecological sustainability. In a final phase, the President might invite leaders from the countries and international bodies involved to negotiate pertinent trade and assistance packages.

ANCHORING ACTIVITIES / Every two years, the Foundation and its Convening Institute Advisory Board will select a short list of themes that are consistent with the overall mission of the OPC and responsive to global challenges. During the subsequent biennium, the Convening Institute will organize programming on topics ranging from new approaches to early childhood education to management of population displacements from sea-level rise.

These themes will inform two annual anchoring events. They will serve as signature proceedings and, at maturity, will be financially self-supporting.

- A "Global Big Think." / Each year, the Convening Institute will host a major open access event in Honolulu. The Institute will hold three days of meetings featuring noted national and international leaders and thinkers, who will be invited to offer their perspectives on the themes emphasized by the President.
- lssue Forums / In the fall of each year, the Convening Institute will organize "Issue Forums" consistent with the biennial themes. These will be peer-to-peer closed-door meetings. Each forum will have roughly members from the private sector, civil-society organizations, and government. The boards are not governing bodies; they are incubators. They will meet for two days, hear presentations and informational briefings on topics selected by them in advance, engage in candid deliberations, and—most important—help to develop potential convenings.

**STAFF COMPOSITION /** The Convening Institute will have an 11-member permanent staff:



While the Convening Institute will not have permanent faculty, each biennial theme will present an opportunity to host visiting chairs and resident scholars. The Institute may draw on expertise at the University of Hawai'i—and, if relevant, at other partner institutions—and on the specific skills of professional mediators and researchers, who may be retained as project–based subcontractors.

UH might also initiate strategic, long-term hiring to increase depth in the relevant subject matter. The University would manage and underwrite such hiring.

**STUDENT OPPORTUNITIES** / There are numerous opportunities for student engagement. Students participating in the Academy may organize parallel global youth summits on Convening Institute themes. Likewise, elementary and secondary schools can focus part of their curriculum accordingly and engage relevant themes through youth issue boards.

The Convening Institute, in partnership with the proposed UH Center for Community Organizing (CCO), will engage students in the research and action phases of projects. Graduate and undergraduate internships will allow students from UH and partner universities to assist with issue scoping.

We have also discussed partnership opportunities with organizations like Organizing for Action and the Center for American Progress to train and dispatch community organizers. These partnerships can augment the impact of any one convening—and the Convening Institute's work in general.

FUNDING / The Convening Institute's largest expenses will be for personnel, operations, and overhead. Other expenses might include air and ground transportation for projects and anchoring activities, promotion and marketing, publications and subscriptions, fees and licenses, and equipment.

To operate optimally, the Convening Institute should rely on four revenue sources:

- Sponsors / Institutional sponsorship of the Convening Institute initiatives will provide principal funding.
- Innovation Fund / The Convening Institute should create and seek annual under-writing contributions for a special "Innovation Fund" that can provide the upfront capital needed to generate more specific and farreaching policy dialogues consistent with its mission.
- ♠ Anchoring Events / For the open-access Global Big Think held each year, the Convening Institute will seek sponsorships. For the Issue Boards, members will cover their own costs and contribute a membership fee to their board.
- Convening Projects / Each convening project will incur its own expenses and require its own funding, preferably from the relevant stakeholder groups or other soft funding sources, such as external foundations.





Concept design by Allied Works.

Other possible revenue sources include grants, programmatic support from the State of Hawai'i or the University of Hawai'i, and special partnerships, for example, with the Hawai'i Tourism Authority or the Office of Hawaiian Affairs.

GOVERNANCE / Advisory board members will assist the Foundation in governing the Convening Institute. The board members will be responsible for (a) securing funding; (b) ensuring implementation of overall aims, policies, and procedures; (c) shaping the Institute's intellectual and practical agendas; and (d) retaining and evaluating the executive officer.

### VISITOR CENTER

OVERVIEW / Barack Obama's journey to national prominence has been both extraordinary and emblematic, for it represents the promise of America that each generation must renew. The OPC Visitor Center will trace the arc of President Obama's story, from child of the world to world leader, reigniting the hope that fueled a national movement and propelled him to the White House.

The Visitor Center's exhibits and programming will also encourage visitors to take stock of the challenges facing the nation then and now: war and terror, inadequate infrastructure, global climate disruption, rising inequality, and the erosion of the American dream. The Visitor Center will underscore President Obama's remarkable accomplishments—guiding the nation to economic recovery, reshaping America's broken health care system, drawing two wars to a close, expanding educational opportunity,

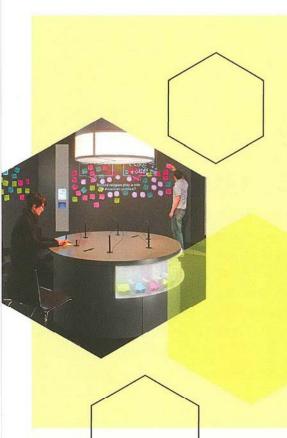
and more—while assessing the necessary work that remains unfinished. Guided by this dual mission of celebrating the past and engaging the future, the Visitor Center will both explore and shape President Obama's legacy. By using President Obama's personal and professional journey as a platform for visitors to understand the world's most pressing issues and the long–term nature of change, the Visitor Center will engage audiences directly with the Foundation's ongoing work. President Obama came to power at the head of a national movement for change and renewal. The OPC's core purpose will be to inspire visitors to help drive that movement forward.

Several key conceptual components, along with a few concrete examples, can advance these goals:

Symbolic Power / Hawai'i is a special place—multicultural, dynamic, progressive, and deeply committed to environmental sustainability—where breathtaking natural beauty and human discovery coincide, where Earth's newest land is formed and galaxies are glimpsed for the first time. It is thus a powerful symbol of change and renewal that embodies America's highest aspirations and embrace of the future—a future connected to the world and, more than ever, to Asia. For America and the world, the OPC Visitor Center, with its innovative programming and spectacular physical setting, will be a beacon of hope and wonder.

Hawai'i and American Values / President Obama, a multicultural citizen with roots in Hawai'i, Kansas, Indonesia, and Kenya, epitomizes America's promise. Exhibits and other programming will highlight how three core Hawai'i values—'ohana (family), emblematic of making connections and collaborating; kuleana (responsibility), representative of commitment to serving the community; and aloha (love, shared breath) signifying warmth and affection—have shaped him, his presidency, and the work of the Obama Foundation.

Issue Awareness / From health care reform to climate change to unprece-dented foreign policy challenges, Barack Obama's presidency has improved America and the world. The Visitor Center will make this clear by relying on both data and personal narratives, thereby presenting a robust and compelling argument for what government can do to improve people's lives. At the same time, rotating exhibits will allow the Foundation to showcase its initiatives on, for example, child wellness, ocean policy, or education, and to encourage visitors to join these initiatives to make positive change.



## EXHIBIT SPOTLIGHT: INTERACTIVE MAP—FAMILY ORIGINS

Visitors gather around a touch-surface table of a world map with markers for key locations in Barack Obama's family history: Wichita, Nyang'oma Kogelo, Honolulu, Jakarta, Los Angeles, New York, Chicago. Visitors can explore each location, accessing photographs, narrative, popular music, and short interviews with key figures in the Barack Obama story. An alternate version details the First Lady's biography, and online visitors can find intersections between the First Family's genealogy and their own. This media-rich experience shows Barack Obama's global background and the cultural forces that shaped his vision.

Integrated and Synergistic / The Visitor Center's programming and activities will be integrated into other proposed components of the OPC. Students enrolled at the Academy and the UH Center for Community Organizing will learn about initiatives sponsored by the Foundation, and will also contribute stories about their own projects, thereby enhancing the depth of exhibitions. Dedicated temporary exhibition space within the Visitor Center will enable the Foundation to spotlight issues of particular concern. If the Convening Institute plans a major gathering on democratic movements in authoritarian societies, for example, the Visitor Center will mount a pubic installation showcasing these movements.

Indoor/Outdoor / Exhibitions will extend beyond the confines of the museum proper to engage visitors in every corner of the site. Educational displays in the gardens will showcase biodiversity and the unique resilience of native plants. Placards at trashcans and in restrooms will explain the OPC's unique bio-inspired approach to water catchment and waste processing.

Interactivity / Innovative exhibit design and compelling narratives will create an immersive experience for visitors. But the Visitor Center should not just educate and entertain. It should motivate people to think, talk, and teach one another. Through face-to-face dialogue facilitated by docents and via online portals, visitors will be encouraged to share their own experiences, exchange ideas, deepen their understanding of complex issues, and consider joining efforts for change.

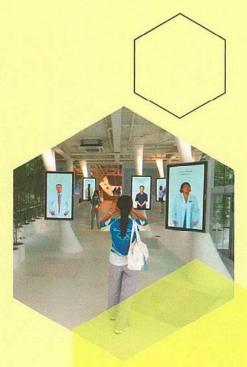


**Technology** / On-site visitors will have a full-featured, cutting-edge digital experience. Virtual visitors will encounter a complete set of exhibits and will have access to interactive maps, timelines, video, and archives. Taking advantage of emerging video search and rendering technologies, on-site visitors will encounter hologram projections, take a 3D tour of the White House, and conduct avatar chats with top officials. Social media components will allow online museum goers not only to receive content, but also to create it.

**STAFF COMPOSITION** / The Visitor Center will include twenty full-time staff members responsible for management, exhibit design, technology, research, education, volunteer coordination, and administrative support.

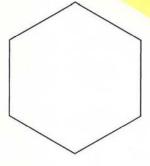
STUDENT OPPORTUNITIES / The Visitor Center will offer an array of educational programs for online and on-site visitors. Each thematic area will have exhibits designed for young people, and teachers will have access to curriculum for preparation and follow-up. Students will take part in moderated debates and lectures. Crisis simulations—a disease outbreak, for example, or tense negotiations with Congress—will deepen students' understanding of issues by forcing them to exercise presidential power. These introductory experiences to issue-based curricula may encourage students to participate in the Academy to further their ability in fostering social change.

Students in the UH Museum Studies program and other departments and programs will work in the Center as interns and trained docents.



# EXHIBIT SPOTLIGHT: ORGANIZING AROUND THE WORLD

Visitors encounter a series of glass, life-size hologram projections. Barack Obama, dressed casually and speaking directly to the viewer, relates lessons he learned as a community organizer in Chicago. Other projections join the conversation: a field organizer from lowa, an Organization for Action alumna, a student describing her collective impact project at the Academy. Each person shares his calling, challenges, dreams. Using an interactive map, visitors can call up community leaders from around the world. With featured organizers, they can ask questions and find out how to get involved.



FUNDING / Funding for Visitor Center operations will come from ticket sales, memberships, corporate and philanthropic support, and Hawai'i institutional support, in addition to federal funding should the President choose to locate the NARA facility in Hawai'i.

COLLABORATION / The Visitor Center will develop mutually beneficial partnerships with Honolulu's leading cultural institutions, including the Bishop Museum and public institutions at Pearl Harbor. We also envision close cooperation with other presidential libraries, including online visitor discussions and joint events. Should the President choose to locate his legacy institutions in more than one city, we envision collaboration on exhibit curation, programming, and more.

**GOVERNANCE** / The Visitor Center will be managed by the Foundation. Programing and exhibits will be designed in consultation with an advisory council of historians, political scientists, and non-profit leaders.

#### A DEGREE-SEEKING PROGRAM

### UH CENTER FOR COMMUNITY ORGANIZING

ROM THE PEOPLE POWER REVOLUTION to the Arab Spring, from civil rights to gay rights, social movements have propelled great turns of history. These movements need resources and organization, yet few programs exist to train their leaders. The need is acute: From student loan debt to climate inaction, a host of problems cannot be solved without effective leadership from below. The University of Hawai'i Center for Community Organizing can serve this function and thus play a supportive role in advancing the cause of justice and human welfare around the world.

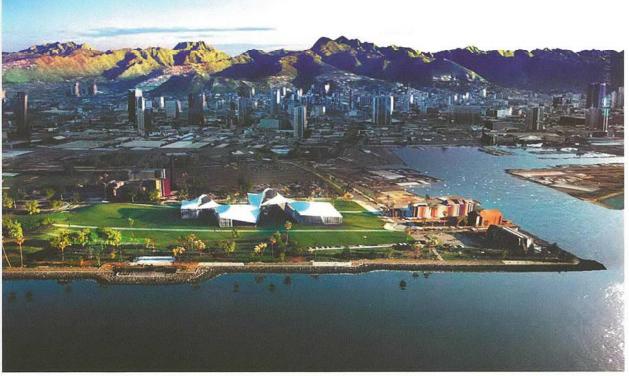
With its focus on applied scholarship and leadership training, the CCO will be fully funded by UH but will complement the Obama Presidential Center's work. It will advance research on popular responses to large-scale problems, from gender inequality to indigenous dispossession, and will provide rigorous, real world training for exceptional students wishing to pursue careers in grassroots organizing. Designed in collaboration with the Barack Obama Foundation, the CCO will have a global vision and should nurture expansive ambitions. Indeed, the CCO should become the most effective and renowned training program for grassroots leadership in the United States and one of the top programs in the world.

The CCO will be integrated as both a research institution—developing contemporary models for organizing based on living systems and complexity theory—and as a venue for immediately testing and implementing these models in partnership with the Convening Institute and other Foundation initiatives.

If proposing a degreeseeking program, please provide the following: Which (if any) current academic disciplines could be part of a degree program. List any ideas for new degrees or a combination of existing degrees.







Concept design by Allied Works.

EXISTING PROGRAMS & UNMET NEEDS / Non-profit organizations have historically provided the best training for activists. Successor institutions to the Highlander Folk School, which played a critical role in the civil rights movement, are today run by the Service Employees International Union, Wellstone Action, the Center for American Progress, and Organizing for Action. Though many social movements have germinated on college campuses, universities have played only an indirect role in their leadership development. Schools of public affairs teach policy design or non-profit management; ironically, they have moved less aggressively than business schools to teach the entrepreneurial skills needed to start new organizations and make them grow. A handful of public universities, notably the University of Maryland, have programs in community action, but they are typically poorly resourced specializations within larger academic units. At top private institutions, classes and even summer programs are devoted to grassroots action, including the Kennedy School's executive program in "Leadership, Organizing, and Action." But these efforts are scattered and limited in scope.

FOCUS: LEADERSHIP TRAINING FOR MOVEMENT BUILDING / Gandhi, King, and Mandela may have possessed a special magic, but the basic skills needed to lead grassroots organizations can be identified and taught. A faculty composed of scholars and seasoned professional organizers can provide students the knowledge and tools they need to: identify promising approaches to social problems; frame those interventions for their base and the public; target the right decision-makers and pressure points; cultivate allies in diverse communities; inspire followers to lead and bystanders to join; overcome fear and apathy; influence traditional and social media; conduct targeted research; negotiate with stakeholders

and powerbrokers; manage dynamic and often inchoate organizations; exploit data-tracking and communications technologies; and, develop strategies for short-term gains and long-term victory.

At the CCO, students from around the world will receive both academic and hands-on training. Each cohort will be small, promising, and committed. Students will conduct independent research and participate in active campaigns located in Hawai'i and another site, and will design and prepare to launch their own initiatives. They will learn from one another and through action, while being mentored by a talented and engaged faculty.

## EMPLOYING BIOMIMICRY FOR CONVENING AND COMMUNITY ORGANIZING

In a world constrained by the need to address climate change and promote sustainability, ecological principles should be placed at the center of efforts to bring about social change. For generations ecological observations have shaped complex social structures of indigenous cultures, including Hawaiian culture. Today, in Hawai'i, scholars are already developing methodologies across a breadth of disciplines, and continued work can translate core principles into a guide for action. That work will include:

- Assembling the latest scientific research on cooperation, communication, adaptation, resilience, biological networking, feedback loops, and systems change.
- Conducting a series of workshops with domain experts in community organizing and social innovation to translate the scientific concepts into mental models, procedures, rules of engagement, and multi-sector collaboration practices that can inform organizing and convening for culture change and systems level problem-solving.
- Testing and analyzing how prototype models of community organizing actually change outcomes. The ongoing role of the Institute will be to improve these models and adapt them as new science arises.



#### PROGRAM SCOPE

Faculty and Governance / The CCO will be a new, stand-alone undergraduate and graduate program that reports directly to the UH Mānoa chancellor. The CCO will be subject to regular faculty governance but will be administered in concert with the Foundation. An advisory council, for example, could be appointed jointly by UH and the Foundation. Personnel will include academic administration, core faculty, rotating positions for organizing professionals, and support and program staff. The program will be interdisciplinary and can include affiliated faculty from other UH departments and programs, including business, communications, Hawaiian studies, law, linguistics, political science, psychology, biology, and social work.

Students / Approximately 40 advanced undergraduate and MA-seeking students will enter the program each year, for a total target enrollment of 80. Students will be skilled, talented, and committed. They will reflect the diversity of Hawai'i, the United States, and the entire Asia-Pacific region, and they will have an interest in distinct issue areas. An executive education program—offering accelerated degrees, online programs, summer institutes, and graduate certificates—will supplement the traditional MA degree programs, and online courses and certificates could also be offered. Robust financial aid packages will allow the program to offer need-blind admissions to regularly enrolled students.

Funding / The University of Hawai'i is committed to raising private funds—through its current capital campaign—to cover the construction costs of the portion of the OPC that this UH program will occupy. Furthermore, subject to approval by faculty and university governance, the UH Mānoa chancellor is committed to establishing, staffing, and operating the unit. The objective is to create the program during the construction of the OPC and to have a core faculty of at least ten positions, plus program and support staff, in place by the opening date. Funding sources will include state appropriations, tuition, fees, contributions by institutional partners, and grants from non–profit organizations. No funds from the Barack Obama Foundation will be required to develop or maintain this program.

Collaboration / The CCO will align with all operations of the OPC and will develop both academic and organizational partnerships. It will work closely with non-profit organizations devoted to grassroots change, including Organizing for Action, and will build upon UH's relationships with top universities in Asia and the Pacific. The program would also seek special ties—including joint programming, faculty and student exchanges, co-teaching, team research, and dual degrees—with any other universities hosting President Obama's legacy institutions.

WHY HAWAI'I / The demand for an effective training institute for activist leaders is global, and Hawai'i is the ideal place to create it. The state is uniquely diverse and globally connected, giving students the opportunity to encounter a wide range of leadership styles, worldviews, and organization types. UH's public service mission includes the pursuit of sustainability, indigenous resurgence, and social justice—objectives that this program clearly advances. Moreover, Hawai'i's history of pluralism and resistance to colonization and plantation agriculture has nurtured a political culture hospitable to organizing, reasoned debate, and coalition building.

HOPE. FORWARD. / Barack Obama's remarkable ascendance to the presidency in 2008 was as much a social movement as a traditional political campaign. Rallying to a vision of human freedom and social progress, volunteers of all ages engaged meaningfully with the political process for the first time. As America changed, they changed too. The CCO will help President Obama harness that popular energy beyond his years in the White House.

### **OPC OPERATIONS**PROJECTED REVENUE & EXPENSES



HE OPC'S PROPOSED PROGRAMS will play a key role in advancing President Obama's agenda. We also believe that they will be self-supporting.

To develop program budget projections, we conducted national and local research, and drew upon the expertise of consultants in each field: youth leadership, organizer training, convening, and museum planning. To standardize assumptions and develop a budget model for the OPC as a whole, we retained Julie Wurfel, a former Lehman Brothers executive who currently provides financial counsel to large early-stage businesses in California, Hawai'i, and New York. The model indicates that aggregate OPC operations will require a modest annual budget that can be sustained without ongoing financial support from the Barack Obama Foundation.

**RESEARCH & ANALYSIS** / To project annual expenses, our research team developed cost estimates for all OPC functions envisioned in our Partnership building program, which presumes no federal government involvement. These functions include:

- Facilities Management / Maintenance, landscaping, systems, and 24-hour security.
- Foundation Administration / Communications, development, finance, human resources, marketing, technology, administrative support, and executives.
- Facility Businesses / Restaurant, café, gift shop, and an educational gardens program.
- Core Programs / Global Youth Leadership Academy, Center for Community Organizing, Convening Institute, and Visitor Center.

Expense projections in all of these areas are based on data gathered from an array of institutions, including existing presidential programs, like the Clinton Global Initiative, and leading Hawai'i non-profits, like Kamehameha Schools. To mitigate risk, we set liberal spending assumptions. We used a minimum wage of \$15 per hour, for example, and tied facilities costs to top-end buildings. We also built additional capacity into each program, to allow for contingency and innovation.

To predict revenues, we built regular income streams into each program, secured commitments from UH and our institutional partners, and developed conservative estimates based on the experiences of similar local and national non-profits. Our financial model presumes three types of revenue:

**Program Income** / Revenue generated as a function of operations, including admission proceeds, tuition, student fees, event sponsorship and participation charges, and restaurant, café, and gift shop sales.

Hawai'i Institutional Commitments / Annual allotments pledged by UH, government agencies, and institutional partners, including full support for UH programming, as well as assistance with events, marketing, security, and technology, as outlined in Chapters F and G.

Private Fundraising and Grants / Development targets to support expansion of OPC operations. Sources include: program-specific grants (e.g., support for the Leadership Academy from education foundations), proceeds from ongoing fundraising, and resources drawn from any endowment established by the Obama Foundation. (Note that this private funding stream is envisioned as necessary to support only growth, not basic OPC operations).





### CONCLUSIONS

This research and analysis has generated a financial model with two notable qualities:

Manageable Scale / With a projected annual budget of \$20 million, the OPC's operations, as envisioned in this proposal, are sufficiently resourced to achieve significant impact but modest enough to allow for growth and innovation. A prudent base budget will allow the Obama Foundation to develop complementary presidential facilities in more than one city, scale up programs that demonstrate exceptional results, or locate additional First Family initiatives within the OPC.

Viability / The core programs outlined in this proposal—as well as the OPC as a whole—are designed to operate without ongoing support from the Barack Obama Foundation. Private funding will be used only to fund special initiatives within programs, to increase scale, and to develop new projects the President initiates.

### OPERATING BUDGET PROJECTIONS

Because of a surge in early visitation, OPC revenue is expected to be especially robust in the first two years, with annual net earnings exceeding \$4 million. This will facilitate program and staff development, with a view toward budget and program stabilization in Year Five.

Operations by Program	Academy	Convening Institute	ССО	Visitor Center	Facility Businesses	Foundation Administration	Building & Common	TOTAL
SCOPE								
Full-Time Employees	13	12	18	20	16	26	16	121
% of Total Building Sq Ft	12%	7%	4%	30%	15%	15%	17%	104,883 sq ft
Individuals Served (Annually)	4,480	3,600	200	330,000	198,900	-	-	
INCOME (figures in millions)								
Revenue from Program Activities	\$1.8	\$3.2	\$1.7	\$7.7	\$4.0	-	-	\$18.4
Hawaiʻi Institutional Commitments	\$0.4	\$0.1	\$3.0	\$0.2	-	_	-	\$3.6
Private Grants and Fundraising	\$0.6	\$0.3	\$0.5	\$0.3	-	\$0.3	-	\$2.0
EXPENSE								
Personnel Costs	\$1.5	\$1.7	\$2.2	\$1.5	\$1.3	\$1.5	distributed	\$9.7
General Operations	\$1.0	\$1.0	\$2.7	\$2.0	\$2.0	\$0.8	distributed	\$9.4
Building Management, pro rata	\$0.2	\$0.1	\$0.1	\$0.6	\$0.1	\$0.3	\$0.5	\$1.9
TOTAL								
Total Income	\$2.8	\$3.6	\$5.2	\$8.2	\$4.0	\$0.3	_	\$24.0
Total Expense	-\$2.7	-\$2.9	-\$4.9	-\$4.0	-\$3.5	-\$2.6	-\$0.5	-\$21.1
TOTAL NET OPERATING INCOME	\$0.1	\$0.7	\$0.3	\$4.1	\$0.5	\$2.3	\$0.5	\$2.8

This operational model does not include up-front capital costs (construction, exhibit design, furnishings, and equipment), nor costs related to facility development, such as depreciation, amortization, and financing.

## ACADEMIC COLLABORATION WITH OTHER UNIVERSITIES



AWAI'I LOOKS FORWARD to working closely with other host institutions to ensure that President Obama's initiatives are unified, efficiently conceived, and effectively implemented. To this end, we have exchanged delegation visits with the University of Chicago and held a series of telephone conferences with Columbia University and the University of Illinois at Chicago (UIC).

Formal partnerships will take shape in consultation with the Foundation and its vision, but promising opportunities have already come into view. Both Columbia University and the University of Chicago have pronounced strengths in K-12 education that could expand the scope and ambition of the Global Youth Leadership Academy. Similarly, the UH Center for Community Organizing and UIC's new degree program in public policy could colla-borate in examining place-based models of community organizing and policy development.

UIC's deep community ties, Columbia's global reach through their School of International and Public Affairs and the Earth Institute, and the University of Chicago's involvement with programs closely aligned with the President (including the Axelrod Institute of Politics and the Becoming a Man program) have much to offer a presidential center located in Hawai'i. Harnessing these diverse and dispersed capacities to President Obama's future work will ensure a sustainable agenda of innovative, highly effective programming and initiatives.





With a global portfolio of premier projects, from the epochal recreation of the Library of Alexandria to the waterfront Norwegian National Opera and Ballet, Snøhetta is renowned for creating iconic buildings that enrich their surroundings and engage the public. Among the most respected firms in Hawal'i, WCIT specializes in sustainable and culturally relevant architecture.

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"According to the Kumulipo, a native Hawaiian creation chant, life begins with 'åko'ako'a, a single coral polyp which over time creates the land and all life that inhabits it. As a diverse collective of individuals growing over many generations, the notion of coral parallels the ambitions of the Presidential Center to become catalyst of thought, action, and community. The genealogy of the proposed site itself, reclaimed land sitting above what was once the exposed reef shoreline, provides a historic precedent which reinforces this connection. Much like the polyp, the Center has the unique opportunity to create a new environment that encourages assembly, provides places to congregate, and creates shared community resources."

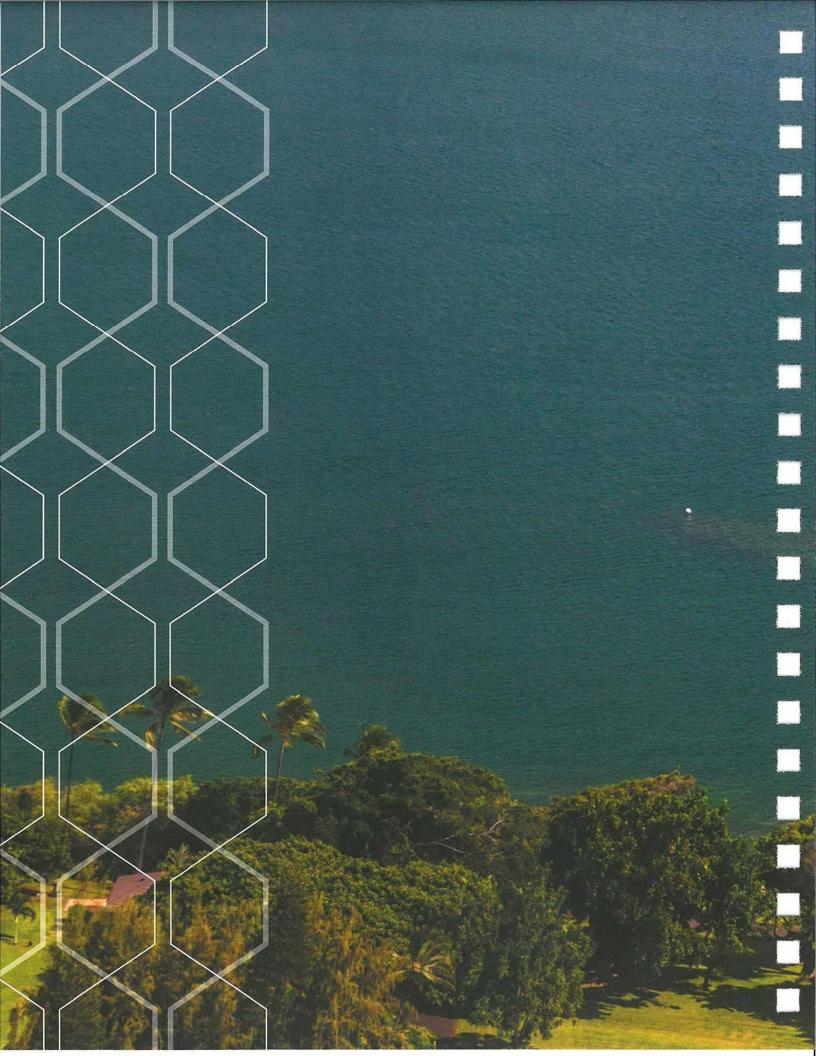
He pūkoʻa kani ʻāina. The coral becomes an island.

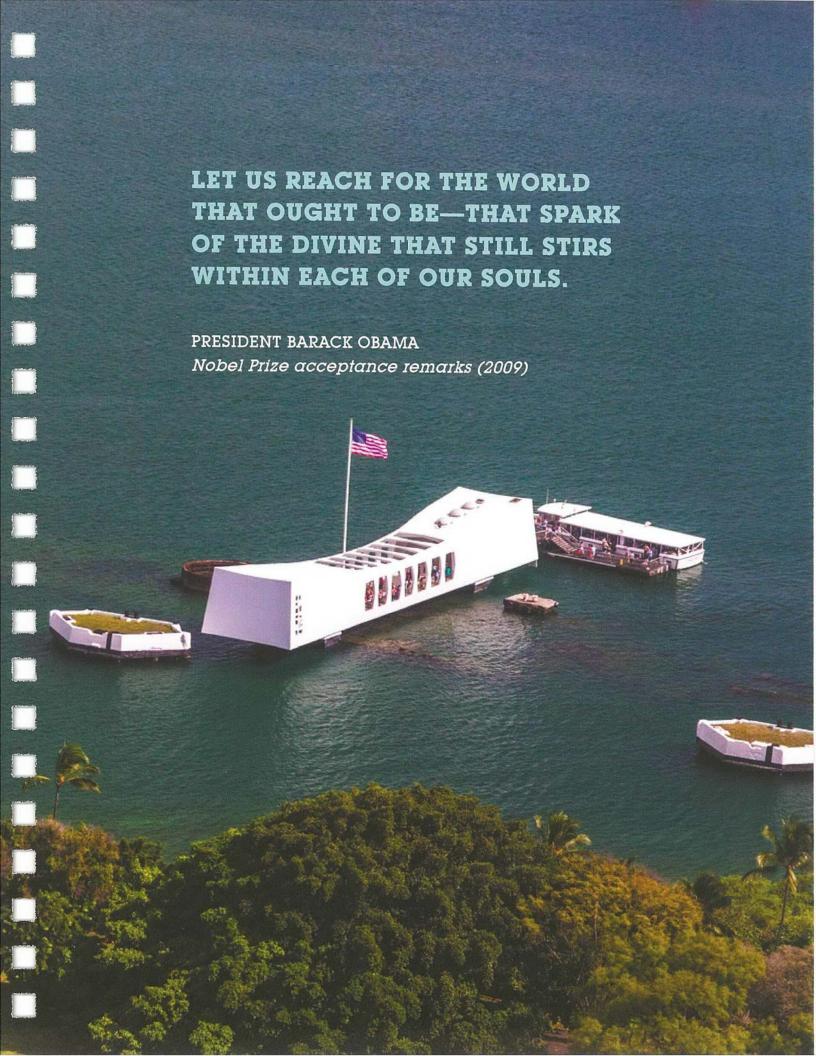




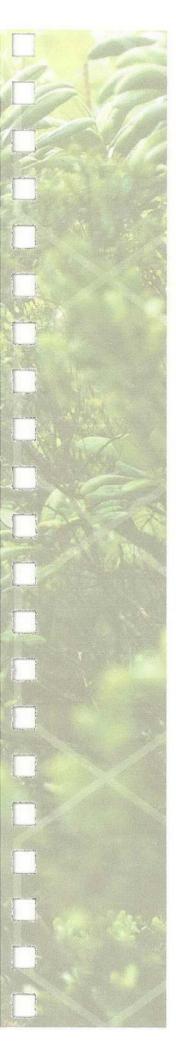


marketing & attraction strategy | E









### MARKETING & ATTRACTION STRATEGY

HE OBAMA PRESIDENTIAL CENTER will be an impactoriented institution with interlocking components: visitor
center, archive, leadership programs, convening facilities,
educational gardens, and dining and retail amenities. Each
will present unique marketing opportunities. A comprehensive
marketing and communications plan—to be developed in cooperation
with the Barack Obama Foundation—will define for the public a unified
brand for the institution while enhancing the identity of each individual
component. Effective marketing will support the OPC education and
action programs, strengthen revenue generation and fundraising, and
build a broad base of public support for the ongoing work of President
Obama and his family. Just as good policy requires good politics, the OPC
results will depend on well-crafted communications.

The OPC will both preserve and extend the President's legacy. In addition to bolstering and sustaining attendance at the Visitor Center—the principal public attraction—a successful marketing program will:

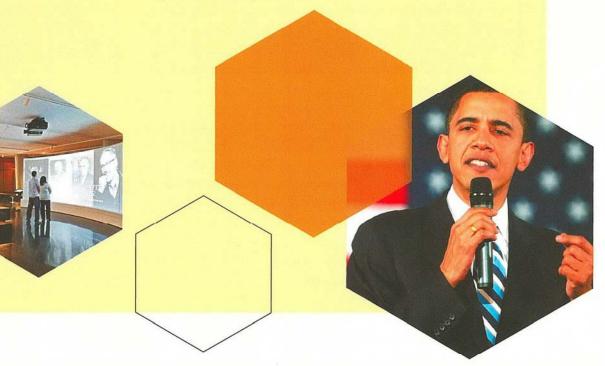
Showcase the President's Ongoing Achievements / Through social media, traveling exhibits, living data, and movement support, the OPC will track and narrate President Obama's next chapter. The Center's communications strategy will engage the full arc of the President's career: his legacy as President, his impact on the present, and his work for tomorrow.

Emphasize the Long Game of Presidential Impact / The OPC will catalyze a conversation between the history of the Barack Obama's presidency and the future of the President's work. From economic recovery to health care, from immigration to education reform, the Center's communications will articulate and quantify the positive effects of Barack Obama's presidency on real people, including visitors in real time.



### VISITOR DIALOGUE: A MORE PERFECT UNION

Visitors come to a comfortable seating area arranged in a corner of the exhibition space, where together they watch selections from Barack Obama's 2004 Democratic National Convention keynote address and his 2009 speech in Cairo, "A New Beginning." Clips of these historic speeches are intercut with responses and insights from everyday people as well as public figures. Visitors are encouraged to stay in this space to reflect and discuss together the ideas and insights these two speeches evoke.



Create Innovative Spaces for People to Participate / In addition to educating and engaging visitors, the OPC will provide platforms—both face-to-face and virtually—for individuals and groups to express opinions, exchange ideas, forge bonds, and take action. Just as Barack Obama's presidential campaigns fostered dialogue between public aspirations and political vision, the OPC will encourage visitors to act with shared purpose to animate common dreams.

Part exhibition, part school, part NGO, part movement incubator, the OPC will be a uniquely vibrant institution. A sound marketing and communications plan will forge a unified institutional identity from complementary components, boost attendance and income, and most important, ensure President Obama's success in the second half of his career.

### STRATEGY TO ATTRACT VISITORS

N THE DEVELOPMENT PHASE of the OPC, the primary roles of marketing and communications will be to 1) establish and promote the distinctive brand of the OPC; 2) generate excitement around institutional genesis; 3) build the virtual and physical audience for programs; and 4) establish efficient and sustainable marketing infrastructure.

Proposed strategy to attract visitors leading up to the Project opening and long-term to sustain attendance.

A successful marketing and communications strategy, we believe, will be informed by five core elements.

Emphasize Hawai'i Residents and Visitors / Stand-alone marketing, especially for the Visitor Center, should primarily target local residents and visitors already on O'ahu. Honolulu's metropolitan area provides a substantial market for repeat visitors and program participants, whether students or adults. Hawai'i's tourism industry provides an even larger, rotating population from which to draw visitors.

Hawai'i's visitor profile suggests a perfect match for the OPC's programming as envisioned. Visitors to Hawai'i, surveys show, have more time to explore, more so than business and short-term visitors in other cities. They tend to be independent travelers who value collecting experiences over things; they equate authenticity with personalized, interactive, even unexpected activities. With its emphasis on problem solving, community building, and audience engagement, the OPC Visitor Center will emerge as a must-see destination for intellectually curious visitors.





Concept design by Snøhetta/WCIT.

Official Tourism Support / Out-of-state marketing should leverage the extensive capacity and global reach of the Hawai'i Tourism Authority. With its ready-to-go international network of Destination Marketing Organizations (DMO), HTA will play a principal role in establishing and sustaining tourist visits to the OPC.

**Building Community** / President Obama has governed with a unifying vision of America, and the OPC will do the same. In classrooms, convenings, docent-led discussions, and on social media, participants will both consume and create content. In the process, visitors will engage with ideas, develop relationships, and invigorate the institution.

Friends and Neighbors / Strategic partnerships will play a vital role in the OPC's success. Whether recruiting students or organizing global forums, allied institutions will extend the OPC's reach and communicate its aspirations. Educational partnerships, for example, will be used to devise curriculum and assessment instruments, conduct outreach to students and parents, and generally enable the OPC to incorporate quickly the expertise of other forward-thinking organizations.

Design Excellence / Oceanfront Honolulu calls out for a contemporary architectural landmark, an iconic facility that will redefine the city's skyline and symbolize the Obama Foundation's important work. Uplifting and innovative design will serve as a strategic communications asset to the OPC. It will shape first impressions, give structure to public programming, and deliver rewarding experiences for facility users—residents, visitors, participants, and staff. Like the Guggenheim Museum in Bilbao or the Sydney Opera House, postcard architecture, combined with unrivaled views and innovative programming, will play an outsize role in driving attendance.



#### OPC INAUGURATION: REIGNITING HOPE

Strategic principles will lay the groundwork for an exciting and effective marketing and communications program. A fully developed marketing plan will also deploy an array of innovative, targeted tactics that will both generate momentum toward opening and sustain elevated attendance over time.

During the development phase, from site selection to ribbon cutting, the OPC's marketing and communications efforts should gain force through sequenced initiatives, including:

Community Engagement / A robust community engagement program will expand public support, address pockets of opposition, and harvest publicly generated ideas that will help shape effective, community-rooted program development.

Student Outreach / Engaging young people will be critical to the OPC's success. An extension of Hawai'i's "Dear Mr. President" letter-writing campaign, which has already produced over 1,000 dispatches, will generate excitement across the archipelago—and beyond—as the project takes shape.

**Design Participation** / As a formal architectural competition gets underway, the public can be invited to contribute design concepts, either through school-based programs, online submissions, or architectural gaming platforms.

Programming Launch / Well before the OPC takes physical form, its three core programs—the Leadership Academy, the UH Center for Community Organizing, and the Convening Institute—will begin functioning, thus establishing the OPC as a positive community presence.

Advance Exhibitions / In the months leading up to the OPC inauguration, a full-featured virtual White House and OPC website should be launched, while first-draft physical exhibitions should open in rotating gallery space at partner institutions in Honolulu and elsewhere.

Pre-Opening Publicity / Targeted advertising—locally, online, and in partnership with the Hawai'i Tourism Authority—will define the OPC brand and build anticipation in advance of opening. Travel-to-Hawai'i contests, unscripted online forums with the First Family, crowd-sourced online exhibitions, and StoryCorps-like testimonial infrastructure will extend global awareness further.

Inauguration / President Obama's 2009 inauguration was a watershed event in American history. The opening of the Obama Presidential Center should recapture that spirit of possibility and should be a notable event in its own right. Whether the Hawai'i OPC stands alone or develops in concert with facilities elsewhere, a full year of opening activities—with as much involvement by the First Family as possible—will establish the OPC's identity and generate substantial pre-launch momentum.



### HAWAI'I'S CULTURAL LANDSCAPE

'AHU ATTRACTS THE LARGEST number of visitors to the Hawaiian Islands, and offers a range of experiences: urban, natural, historical, educational, and recreational. The beauty of Lanikai, Waialua, Waikīkī, Diamond Head, and the Koʻolau Range enchant visitors from around the world. Oʻahu's cultural attractions, too, draw visitors. From Pearl Harbor to Shangri La, Honolulu institutions provide a unique perspective on US and world history. These institutions also set the stage for the Obama Presidential Center, which will emerge as one of Hawaiʻi's premier attractions.

List of significant local attractions that may complement and help bolster attendance for the Project.

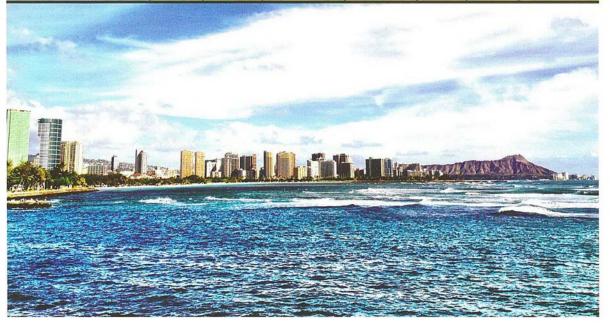
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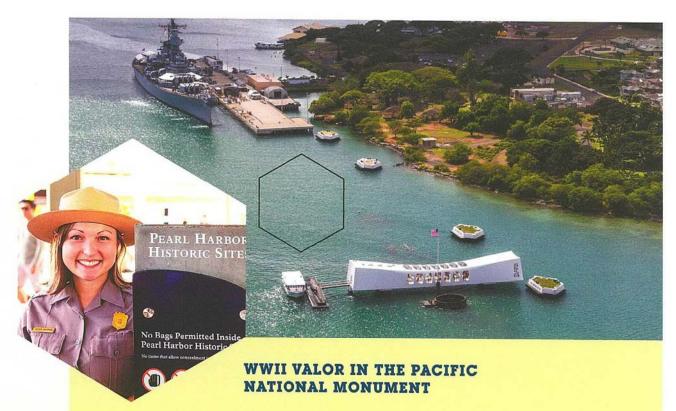
Many of Honolulu's cultural institutions were established well before Barack Obama's parents landed in the Islands. Art museums, botanical gardens, natural history museums, a zoo, and an aquarium offer visitors and residents a range of options. But no prominent institution addresses American or Hawai'i history in the post–World War II period, or emphasizes contemporary issues. The OPC, therefore, will fill an important gap in the cultural landscape.

As shown below, Honolulu's principal attractions feature stable and growing visitation. O'ahu's top nine attractions draw an average of 542,700 visitors annually, and forecasts suggest further growth.

Given its central location, the OPC will take shape in close proximity to most of the institutions listed below. In addition, educational institutions, a cluster of new condominium developments, and public amenities that enliven the district surround the site. Within 15 minutes, there are more than 200 schools and colleges; Hawai'i's tourism epicenter, Waikīkī; the state's most popular beaches, including neighboring Ala Moana Beach Park (2.4 million visitors); and the world's largest outdoor shopping center, Ala Moana Center, which counts 42 million shopping visitations per year—more than the population of California.

Institutions	Distance (miles)	Driving	Attendance				
Year Established		Time (minutes)	2005	2010	Local	Tourist	2013
USS Arizona Memorial 1962	7	19	1,556,808	1,372,724	N/A	N/A	1,786,024
Dole Plantation 1950	20	38	N/A	N/A	N/A	N/A	1,000,000
Polynesian Cultural Center 1963	24	60	800,487	692,081	25%	75%	695,328
Honolulu Zoo 1947	3	14	513,931	580,265	42%	58%	606,000
Battleship Missouri Memorial 1998	9	22	415,071	464,672	N/A	N/A	600,591
Waikīkī Aquarium 1904	3	15	362,756	290,479	30%	70%	322,975
Honolulu Museum of Art 1922	1	7	271,211	241,721	50%	50%	285,727
Bernice P. Bishop Museum 1889	3	12	227,195	442,483	21%	79%	257,000
Hoʻomaluhia Botanical Garden 1982	7	25	99,049	151,215	N/A	N/A	175,168
Children's Discovery Center 1998	0	0	N/A	71,804	10%	90%	124,371
ʻlolani Palace 1892	1	7	61,796	93,536	18%	82%	110,987





With 1.7 million annual visitors and a focus on US and world history, Pearl Harbor offers important partnership opportunities for the OPC. A variety of tactics will be used to draw a substantial portion of Pearl Harbor visitors, including geo-fence advertising, tour group coordination, package ticket consolidation, cooperative promotional arrangements, search-generated online marketing, and joint programming. As the OPC location sits between Waikīkī and the USS Arizona Memorial, transportation coordination holds special promise. With an OPC stop added to express shuttles, returning Pearl Harbor visitors will be able to have lunch at the Presidential Center, tour the grounds, view exhibits, and still return to Waikīkī before sunset.

#### DRAWING VISITORS

As host to a variety of well-established media channels, Hawai'i is prepared to facilitate a comprehensive marketing program that will draw visitors from key attractions and sustain long-range interest and attendance. Hawai'i's advertising networks, combined with aggressive public relations and broad interactive campaigns, will deliver the OPC's brand and marketing messages to tourists and residents at key times, particularly when visitors are near the site, touring related attractions, or en route to other destinations.

The following outlines Hawai'i's extensive in-transit and on-the-ground marketing infrastructure, with suggestions for OPC's utilization. Many of these outlets are governed by Hawai'i Presidential Center partners, which may help to secure advertising at reduced or, in some cases, negligible cost.

Means and method of attracting the visitors to the Project from the attractions.



# Suggested In-Transit and Out-of-Home Advertising Opportunities

DESCRIPTION	RECOMMENDED PRE-OPENING & OPENING PERIOD	RECOMMENDED LONG-TERM PERIOD
Airports_Signage, video, and digital graphics from the major State airports on 'Oahu and the Neighbor Islands.	6 weeks, total	3 week periods thereafter, for signature events
Airlines_Print and video advertising and branded content via in-flight channels and magazines.	Monthly, 6-12 months prior to opening and 3-6 months after opening	Continuous print advertising
Public Transportation_ Advertising on the City's rapid transit and bus systems.	8-12 weeks, total	Special exhibits
Street Lamppost Banners_ Nearly 300 City street lamppost banners lining major thorough- fares in nearby downtown Honolulu and Waikīkī	8-10 weeks, total	Special exhibits
Street Furniture_City and Neighbor Island rapid transit and bus shelters.	8-10 weeks, total	2 week periods thereafter, annually for the next two years
Commercial Transportation Operators_Private bus and cab video advertising	6-8 weeks, total	Special exhibits
Concierge/Tour Desk/In-Room Hotel_Concierge/tour desk coordination and in-room book and television advertising.	4 weeks, total	First right of refusal
Trade Organizations/Attraction Partnerships_Partnerships with trade organizations such as the Hawai'i Hotel and Lodging Association and other retail and cultural institutions.	Annual Various	Various

#### PROJECTED ATTENDANCE

AWAI'I ENVISIONS a vital presidential center that offers an immersive and intellectually rewarding visitor experience. With dynamic programming—from youth summits to cultural performances to high-profile convenings—the Obama Presidential Center will offer an array of entry points. An interactive Visitor Center that conveys President Obama's global story and highlights his ongoing work will appeal to students, local residents, and international visitors alike. We believe that these ingredients, together with a central location, thoughtful design, targeted marketing, and the historic importance of his presidency, will combine to make the OPC in Honolulu among the most visited presidential legacy institutions in the United States.

A number of factors point to elevated and sustainable attendance figures:

Location, Location / Hawai'i has set aside stunning oceanfront real estate in the heart of urban Honolulu. The site is easily accessible by every major mode of transportation and is centrally located between Waikīkī and downtown. Like many of the nation's most successful museums, the OPC can anchor the city's premier educational and cultural district.

Visitor Destination / Hawai'i features a thriving tourism industry, with five million visitors per year on O'ahu alone. With the average visitor staying for nine days and 86 percent visiting cultural institutions, a substantial proportion can be expected to add the OPC to their itinerary.

Market Opportunity / Honolulu supports a healthy array of museums, though no civic or historical institutions that directly compete with the OPC. With a focus on living history and future problem solving, the OPC will meet a critical demand among locals and visitors alike for thought-provoking, globally significant cultural experiences.

Obama 'Ohana / Honolulu's sociopolitical ecosystem is particularly hospitable to a Barack Obama legacy institution. The President's approval ratings—both locally and in markets that generate most Hawai'i visitors—have remained high through every tribulation of the last six years. Honolulu's educational profile also indicates a high degree of local engagement. Within easy field trip distance are scores of public and private schools and eight college campuses. More generally, the city's high level of educational attainment (36 percent of residents have a college degree, compared to the national average of 29 percent) will translate into elevated participation in OPC initiatives.

#### VISITOR CENTER PROJECTIONS

Two of the world's leading museum planning firms, Lord Cultural Resources (Lord) and Ralph Appelbaum and Associates (RAA), developed independent visitor projections. Weighing a variety of local and national factors and assuming that equilibrium attendance will be reached within approximately three years of opening, each firm provided baseline estimates in line with or exceeding the most visited presidential libraries.

Firm	Projected Annual Visitation
Ralph Appelbaum & Associates	641,000
Lord Cultural Resources	330,000

Distinct methodologies yielded the two firms' disparate results. In consideration of favorable indicators—from the OPC site's centrality to the scale of Hawai'i's visitor industry—RAA assumed that the OPC will emerge as one of Honolulu's top attractions. Accordingly, the firm based its quantitative projections primarily on O'ahu's top three cultural attractions (Pearl Harbor, Dole Plantation, and the Polynesian Cultural Center) and on the top three presidential libraries (Reagan, Clinton, and Kennedy).





Concept design by Snøhetta/WCIT.

Lord, by contrast, took a more conservative approach. To focus on quantifiable variables, the firm excluded consideration of location, innovative programming, and President Obama's personal involvement. To expand the dataset, Lord's analysts included every presidential library from JFK forward and a larger assemblage of Oʻahu museums, including lower–profile institutions.

With innovative design, dynamic programming, and effective marketing, the OPC in central Honolulu can exceed these projections. In order to build a robust, sustainable business model, however, we relied exclusively on the Lord estimate throughout this submission. This prudent approach promises to contain start-up costs, allow for contingency, and guarantee long-term viability. By forcing a moderation of operational scope, cautious visitor projections also encourage thoughtful, impact-oriented program design, while setting the stage for collaboration with other institutions.

Only Lord was invited to develop long-term visitor projections. To do so, the firm adjusted its baseline estimate to account for trend lines at presidential libraries, school-group participation at local cultural institutions, and population and visitor projections for Oʻahu. The results suggest notable stability: 390,000 in Year One, 300,000 in Year Five, and 330,000 in Year 20. These numbers are extremely cautious but nonetheless bode well for a viable, self-supporting presidential institution with prospects for growth.

#### **ONGOING MARKETING & COMMUNICATIONS**

Proposed plan for supporting the ongoing marketing and communications efforts of the Project. N ORDER TO SUSTAIN VISITATION and augment the impact of the OPC's programming, coordinated marketing and communications efforts must extend well beyond the presidential center's opening. Orga-nized in accord with our the strategic principles, below is a selection of tactics to support a long-term OPC marketing plan.

1\_Focus marketing toward on-island visitors to meet attendance objectives.

Individual attractions in mature tourism markets can rarely distinguish themselves as stand-alone destinations. This means that limited marketing resources should be devoted primarily to visitors who are already traveling to the Islands. In the case of Honolulu, this represents a substantial population, as O'ahu draws more visitors than all other Hawaiian Islands combined, as well as the largest share of international visitors. The OPC's core program components—the Global Youth Leadership Academy, the UH Center for Community Organizing, and the Convening Institute—will draw students and participants from around the world. The Visitor Center, by contrast, can succeed merely by convincing tourists to make a short trip from Waikīkī. Steps toward this end include:

- Segmenting and prioritizing key visitor and stakeholder audiences to focus marketing promotions and manage limited resources.
- Using a multimedia channel mix to promote the OPC as an iconic destination to Hawai'i visitors before and during their travel and after their arrival.



# SPOTLIGHT: IN-TRANSIT MARKET POTENTIAL

The OPC is well positioned to attract in-transit visitors in synch with flight schedules. In-bound visitors from Asia typically arrive hours before hotel check-in time; east-bound departing visitors, in turn, generally have to check out well before departure.





Conveniently located between Waikīkī and the airport, the OPC—with its elegant restaurant, salubrious grounds, and thoughtful exhibits—is perfectly positioned to serve as an in-transit destination for such travelers. Targeted advertising and coordination with hotels, airlines, and shuttle companies can therefore leverage location and timing to boost long-term attendance.

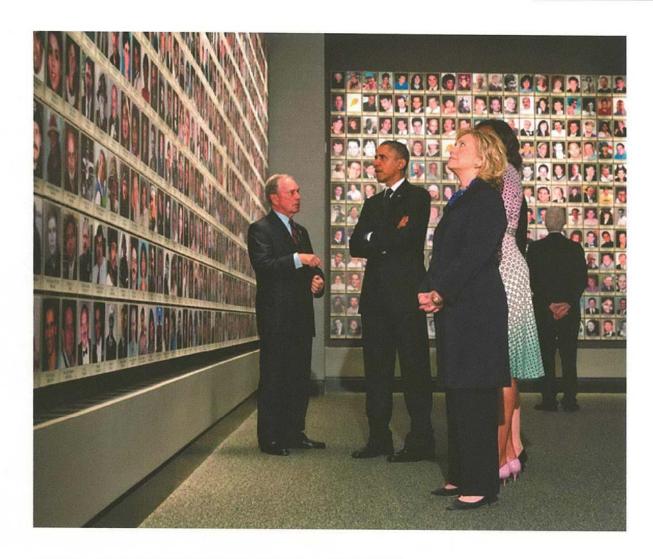
- Securing agreements with the Hawai'i tourism and travel industry's wholesale distribution system, which includes retail travel agents and tour wholesalers, to gain exposure in travel catalogues, websites, and brochures, and to promote placement on travel itineraries. Hawai'i visitors from eastern markets, such as China, Japan, Korea, and Taiwan, are likely to have the majority of their trip planned prior to arrival and rely on packaged tours to take in iconic attractions.
- Partnering with in-state hotels and hospitality services to secure inroom advertising.
- Working with the travel and tourism industry's third-party sales network, which includes hotel travel and concierge desks and tour operators, to secure referrals and distribution of marketing materials.
- Coordinating with companies and government agencies responsible for managing and selling advertising for urban infrastructure (e.g., airport, bus, rail, and street furniture).

2\_Partner with the Hawai'i Tourism Authority to support out-of-state marketing efforts.

HTA provides direction to Hawai'i's Destination Marketing Organizations (DMOs) to ensure that they represent the state and individual islands appropriately. The Obama Presidential Center will be a key differentiating factor that the DMOs will be able to use in their trade and consumerfacing advertising, public relations, digital, and sales campaigns to drive bookings to O'ahu. Working closely with HTA will allow the OPC to:

- Leverage HTA's research and industry expertise to gain deeper insight and understanding into the types of visitors predisposed to make return visits to Hawai'i or to visit a cultural attraction such as the OPC.
- Present the OPC as the lead attraction during networking calls to key travel industry stakeholders.
- Be the featured attraction on Hawai'i's premier consumer and travel website, Gohawaii.com, which customizes content for individual markets, including: North America, the United Kingdom, Germany, Japan, China, Taiwan, Korea, Australia, New Zealand, and Latin America.
- Include the OPC in DMO advertising, public relations, and digital campaigns.
- Leverage stand-alone and partnership-based public-relations opportunities (e.g., HTA press trips, blogger tours, family trips). International support for the Obama brand will be leveraged in key consumer media to raise and optimize pre-arrival awareness of and interest in the OPC.





- 3\_Build a virtual engagement infrastructure that tells the OPC's story and allows audiences to interact with and experience it firsthand.
- Signature exhibits will have an innovative and engaging social or online component to connect with the widest possible range of visitor audiences.
- A traveling pop-up exhibit will be organized for outreach to neighboring islands, and later to key communities in the Asia Pacific Rim, including North and South America, Japan, China, Korea, and Oceania.
- An interactive "future timeline," using both historical data and current events, will encourage individuals and groups to participate in the shaping of the future with real-time decision inputs and activities.
- The creation of an online multimedia convening space will enable art, stories, and ideas to be shared (and stored for later access) for investigating, debating, and testing creative ideas. A series of monthly critiques with the OPC curatorial staff and guest experts and advisers from the fields of technology, policy, finance, marketing, and community organizing will foster the exchange of ideas and the emergence of new approaches to problem-solving.



- 4\_Cultivate strategic partnerships to maximize the OPC's outreach and communications efforts and extend all components' audience reach.
- Each program component (Global Youth Leadership Academy, the Convening Institute, and the CCO) will have a partnership strategy that maximizes its visibility and influence in the community in order to reach a large audience.
- Significant milestones during pre-construction and construction will be identified, with the aim of leveraging them for media coverage, partnership development, and community engagement.
- Ambassadors from a cross section of the global community—including business, education, youth, government, non-profits, the arts, technology, and environmental interests—will champion the OPC and its initiatives within their organizations, personal and professional networks, and the media in their countries and communities.
- Relationships with key local, national, and international media outlets will be established and expanded to provide a steady stream of pre- and post-launch editorial coverage.
- A leadership advocacy corps will identify and solicit candidates for the Academy and the CCO.

### SPOTLIGHT: OPC BRANDING

President Obama will create an action-oriented, education-based institution that will embody his values and advance his work. A unifying brand identity will distill the OPC's mission and communicate its aspirations. As with architectural designs, brand and logo selection will emerge from a process the Foundation choreographs. Below are preliminary brand concepts intended merely to contribute toward that coming conversation.

# **HOPE** CENTER

OBAMA LEADERSHIP INSTITUTE OBAMA ACTION CENTER

An acronym for Hawai'i Obama Presidential Education center, this brand identity reanimates the Obama movement and points to the future.

An Obama institution that emphasizes youth and leadership development to carry forward the President's legacy.

A presidential center that aims not to commemorate but to take action to solve problems.

- 5\_Develop and maintain a bold programming vision and consistently superior design thinking throughout the OPC.
- The OPC will be housed in a stunning, architecturally significant building that excites visitors, residents, stakeholders, and the media alike.
- On-site amenities like the learning gardens will be designed as a living museum: beautiful, inspiring, in-season, and edible.
- Programming for the Academy, the Convening Institute, and the CCO will represent the best in design thinking and achieve a quality and level appropriate to the OPC, yet still be accessible to all.



- Public events, such as family days, lectures, concerts, and craft fairs should be scheduled at key intervals year-round, offering consistent opportunities for new involvement by various audiences.
- One or two special exhibitions will be featured each year, curated inhouse or in partnership with renowned exhibit designers and aligned institutions, including NARA.
- Every two to three years, a major signature exhibit (with touring potential) will be developed to attract significant local attendance, new partnerships and donors, national/international media, and increased tourist visits.

A comprehensive marketing strategy will enable the Foundation to advance multiple objectives: stable and sustained visitation at a high level; active participation in core programs; reliable income, most notably from Visitor Center ticket sales; an elevated profile for OPC initiatives; and renewable donor engagement. Marketing and communications—implemented effectively—will both sustain OPC operations and increase their impact.

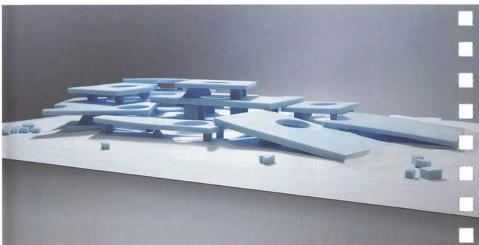


Known for their experimental design investigations, MOS is a woman-owned New York-based firm with a remarkable world-wide portfolio: a sustainable, earthquake resistant orphanage in Nepal, a delicate floating house on Lake Huron, and an ethereal studio arts center in Denmark. MOS's local partner is WORKSHOP-HI, a startup studio focused on restorative design and collaborative working models.

"The proposed center celebrates the diversity of Hawai'i's natural environment by expanding the adjacent Kaka'ako Waterfront Park into a campus of interconnected pavilion structures, publicly accessible courtyards, a ramped landscape podium, and a large park-like roof structure composed of community and public gardens. Walking across the roof, locals and visitors explore a wild landscape of native and endangered species on the mauka side, or circulate through a series of gardens and seated areas on the makai side viewing panorama that includes Diamond Head, the Pacific Ocean, and Downtown Honolulu. The building, through its design, aims to be as public and open as possible, to nature and to the community."



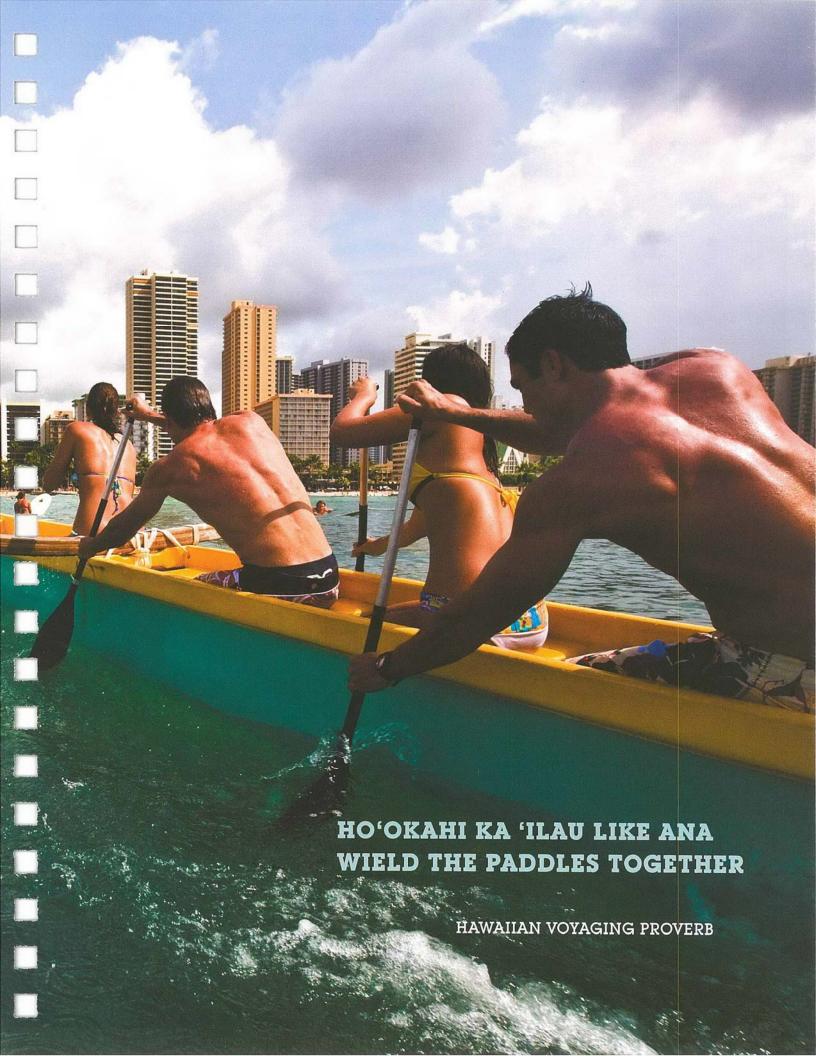




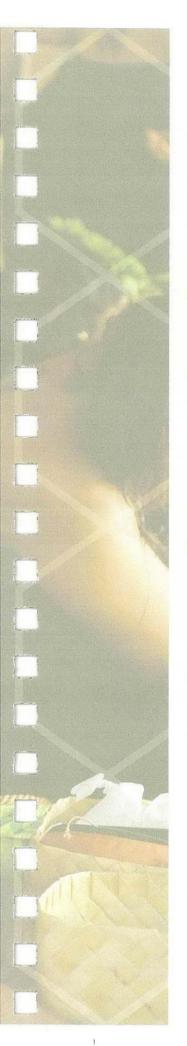
UNIVERSITY CAPITAL COMMITMENTS & OTHER SERVICES

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## **UNIVERSITY CAPITAL COMMITMENTS**

ARTNERING WITH THE Obama Presidential Center represents a strategic opportunity for Hawai'i. The University of Hawai'i and its partners look forward to developing strong ties with the OPC to enhance the work of both institutions in pursuit of sustainable communities and social justice locally, nationally, and globally. To assist with the OPC's development and amplify its impact, UH is committed to investing in facility construction and program operations; increasing capacity in priority areas identified by the Foundation; mobilizing faculty, staff, and students to support OPC initiatives; and assisting the Foundation's capital campaign. We believe that substantial investment in the OPC will advance the UH's mission and benefit the people of Hawai'i.

#### CAPITAL COMMITMENTS & AVAILABLE FUNDS

Resource commitments from UH and its partners fall mainly into three categories: 1) development of the UH Center for Community Organizing; 2) support for the OPC's core programs; and 3) assistance with the Foundation's capital campaign.

UNIVERSITY OF HAWAI'I CENTER FOR COMMUNITY ORGANIZING / UH will bear the full cost of establishing and operating a premier research and training center devoted to community organizing. The UH president is committed to raising private funds to cover construction costs for the portion of the OPC facility that UH will primarily use. As part of its next \$500 million capital campaign, the University of Hawai'i Foundation will highlight this project as a priority initiative. The UH Foundation's objective is to raise \$10 million for the CCO's construction and operation costs.

The UH Mānoa campus, in turn, will assume responsibility for creating, staffing, and operating the CCO. In accordance with faculty governance and following the Board of Regents approval—required for all degree-granting endeavors—the UH Mānoa administration will aim to charter the program center and gradually build personnel by making the program a high priority in campus hiring. By the time the OPC facility is ready to open, the CCO

Details regarding the capital commitment by the university to the development and construction of the Project, as well as funds available to support the annual operations of the Project.



will contain at least 10 full-time faculty and academic administrative lines, plus support staff and affiliate faculty. To fund new positions and program administration, UH Mānoa will seek legislative, grant-based, and private financing.

CORE PROGRAM SUPPORT / The UH envisions close cooperation with the OPC's core programs and will commit resources, personnel, and technical support in areas identified by the Barack Obama Foundation.

Global Youth Leadership Academy / To support the Academy, UH Mānoa's College of Education will assign or hire 10 faculty and staff to the project. This support unit will be charged with complementary program development, research, and assessment and will draw from the fields of civic education, multicultural and global instruction, technology training, and youth leadership development.

Convening Institute / To support convenings focused on particular issues, UH will organize parallel conferences and lecture series, and will provide student internships as well as supplemental meeting spaces. To build capacity in areas of strategic importance to the Foundation—and in accordance with its own strategic plan—UH will prioritize hiring in designated specialties and create incentives for faculty and students.

Visitor Center and Archive / UH's Museum Studies and Library and Information Science programs will provide student interns and carry out professional development training for the OPC personnel. Should the presidential archive be located in Hawai'i, UH will assign archival and digitization staff to assist NARA.

#### CAPITAL CAMPAIGN

UH and the Hawai'i Presidential Center Host Committee will provide substantial local and regional assistance to the Foundation as it develops a capital campaign to build and operate a presidential center in Hawai'i. This assistance will include strategy development, feasibility research, data sharing and analysis, donor management, and event support. In addition, we envision careful coordination between UH Foundation and the Barack Obama Foundation, as the University raises funds to establish its Center for Community Organizing.

UH's institutional partners, especially Punahou School, also have substantial fundraising experience and capacity that will be valuable to the Foundation. The HPC Host Committee can coordinate inter-institutional support to maximize fundraising efficacy.

To lay the groundwork in assisting the President, UH has sponsored preliminary feasibility research in two areas: fundraising for program building and political fundraising.

EDUCATION FUNDRAISING / To begin assessing Hawai'i's OPC donor capacity, UH has hired Marts & Lundy, one of the nation's most respected consultancies in the field of higher-education fundraising, to conduct targeted giving analysis and benchmarking. With UH and Punahou as long-standing clients, M&L has deep Hawai'i experience, in addition to national scope. The firm also counts Columbia University and the University of Chicago among its clients, and its principals have guided a number of billion-dollar-plus capital campaigns on the West Coast. As a prelude to a full feasibility study, M&L has examined large contribution trends, donors with special ties to Hawai'i, and recent capital campaigns in the Islands.

Following an analysis of 35,000 recent individual and corporate gifts larger than \$10,000 in Hawai'i, New York, Chicago, and on the West Coast—supplemented by queries of alternate databases—M&L has identified a number of patterns:

- Education giving dominates. In the broad survey of large gifts, totaling \$8 billion, 95 percent of donations were designated for educational institutions.
- In addition to education, patterns of philanthropic giving suggest substantial support in New York, Chicago, Hawai'i, and on the West Coast for campaigns related to civil rights and the environment.
- Among US regions, the West Coast looms large. Total charitable contributions in Pacific states (including Hawai'i), totaled \$29 billion in 2012. In political giving too, the West Coast stands out. Among the organizations whose employees contributed most generously to President Obama's 2012 re-election campaign, the top three were headquartered on the West Coast: the University of California at Berkeley, Microsoft, and Google.
- An Obama Presidential Center with national scope could rely upon the country's most important philanthropic hubs. Among major metropolitan areas, the top four in total charitable giving are New York, Los Angeles, Chicago, and the San Francisco Bay Area.

In addition to investigating regional and topical giving trends, M&L assessed giving capacity among high net worth individuals who reside in or have real estate, business, or Foundation ties to the Islands. The analysis identified 5,000 Hawai'i residents who are registered Democrats with a net worth of more than \$1 million, plus 690 high-capacity donors with Hawai'i ties (excluding residents of Chicago, New York, and Washington, DC). This targeted group includes more than 1,000 individuals whose net worth is greater than \$10 million and who accounts for at least \$179 million in annual giving. M&L's estimate puts the total giving capacity of these Hawai'i-connected donors at \$3 billion over a five-year period.

Finally, to understand better the local philanthropic landscape, M&L researched eight recent and ongoing capital campaigns in Hawai'i, ranging from \$5 million to \$32 million. All of the campaigns have exceeded or are on schedule to meet their targets, with the vast majority of donations coming from Hawai'i-based individuals and family foundations, including numerous lead gifts in excess of \$1 million. Fundraisers interviewed by

M&L described a generous philanthropic environment, especially when projects promised transformational impact.

POLITICAL FUNDRAISING / To explore the giving potential of regional donors, UH retained Autumn Sample, the executive director of T4A and a regional finance director for the 2008 and 2012 presidential election campaigns. Sample assessed Democratic political contributions in Northern California, Oregon, and Washington; described her experiences managing donor relationships and organizing events; and developed profiles of 50 distinguished donors and fundraisers for the President. Several favorable conclusions emerged:

- West Coast donors, if properly approached, might be engaged more successfully should a presidential center be located in Honolulu, rather than in New York or Chicago alone.
- A presidential center that is future-oriented and that, through sophisticated use of technology, focuses on education, sustainable communities, and social transformation, will be especially appealing to prominent West Coast donors. The Global Youth Leadership Academy and the Convening Institute, if infused with a Silicon Valley problem-solving sensibility, will have special resonance.
- Lead donor prospects will need to be engaged early in the process so that program development for the OPC, when appropriate, can be aligned with the giving priorities of family foundations and individuals. Many progressive, issue-motivated donors can be persuaded to give if they believe that presidential attention will advance a cause about which they care deeply.
- To develop a successful, multiyear capital campaign outside of the electoral context, Foundation fundraisers must cultivate sustained and meaningful relationships with lead donors by soliciting input, providing regular updates, and choreographing access events that are both novel and familiar.
- A Hawai'i-based presidential center with global ambitions can attract significant contributions from around the Pacific Rim, especially with assistance from President Obama-appointed ambassadors, allied governors, and top surrogates.



CAPITAL CAMPAIGN RECOMMENDATIONS / Based on our consultants' research and on our own consultations with local and national foundations, we are developing a number of recommendations that we believe can contribute to the Foundation's fundraising success, especially with respect to Hawai'i-based giving:

- 1\_Develop a unified capital campaign that reflects the President's vision and engages with critically important issues, including education and sustainability. Should the President choose to establish facilities in more than one location, centrally coordinate fundraising to avoid jurisdictional confusion and create a truly national institution with a cohesive mission.
- 2\_Devise a strategy to activate West Coast donors and give them a sense of personal investment in President Obama's ongoing work. The importance of West Coast states is underscored by tallies during the 2012 campaign, in which California donors contributed \$63 million toward the President's reelection—14 percent more than the combined total of the next two states, New York and Illinois.
- **3\_**Emphasize institution-building and problem-solving—an approach that is more akin to successful drives by universities than to election-driven political fundraising.
- **4\_**Seek Asia-Pacific support for a presidential center of global consequence. Tailor fundraising strategies to be effective locally, regionally, nationally, and globally.
- **5\_Invite** key supporters to contribute ideas as well as resources. Forge partnerships with socially progressive philanthropists and foundations to advance work on issues of shared interest.

Additional research will help to quantify Hawai'i's giving capacity with greater precision, set West Coast targets and draft a strategy for Asia. Although planning is in the early stages, we are confident that Hawai'i donors (supplemented by West Coast and Pacific Rim donors) will play a vital role in helping President Obama raise the funds necessary to execute his vision.

# MASTER DEVELOPMENT PLAN FOR THE SURROUNDING COMMUNITY

ARGE AND MEDIUM-SIZE CITIES typically feature at least one place where residential, commercial, and cultural uses synergize to create a public space that comes to define and unify the community. Honolulu currently has no such place. Kaka'ako is the city's most promising location for a truly dynamic and defining locus of urban life: a wired, walkable, bikeable neighborhood with a mixture of luxury and affordable housing, boutiques and cafes, groceries and farmers' markets, museums and art installations, street art and performances, gardens and green spaces, festivals and fairs—sited along Honolulu's last undeveloped waterfront and serviced by a new rail system.

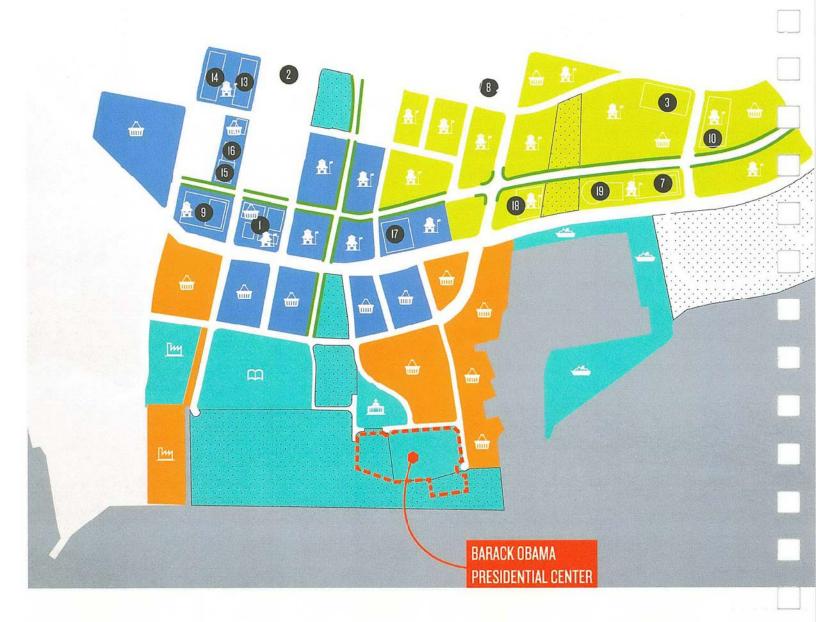
Given current demographic trends, and with the light-rail project set for a 2019 inaugural run and four major landholders (listed below) currently crafting or executing master plans, this is more than Just a vision. It is the future.

Kamehameha Schools is Hawai'i's largest private landowner. The trust's master plan, *Our Kaka'ako*, calls for the redevelopment of a nine-block, 29-acre site with mixed-use, mixed-income projects including 2,795 homes located in low-rise residences and seven high-rise towers. The area will be pedestrian- and bike- friendly, including three acres of green spaces with networked walking paths and retail. *Our Kaka'ako* aims to be a model for twenty-first century urban living with a strong focus on arts, culture, education, community building, and sustainability.

Detailed master development plan for the surrounding community (academic and otherwise) that will drive economic revitalization, as well as increase connectivity to the university. Include any capital resources available for the plan.







## KAKA'AKO COMMERCIAL DEVELOPMENT DISTRICT

Future Uses and Development

# LAND OWNERS:

KAMEHAMEHA SCHOOLS



HCDA

HOWARD HUGHES

OHA

## **FUTURE USES:**

INDUSTRIAL

RESIDENTIAL

COMMERCIAL

**EDUCATION** 

institutional

MIXED USE - RESIDENTIAL

PARKING

PARK/OPEN SPACE

SITE BOUNDARY

PEDESTRIAN PROMENADE

#### FUTURE DEVELOPMENT:

- SALT-KS BF
- 2 HALEKAUWILA PLACE
- 330 KAMAKEE WV BI
- WAIHONUA AT KEWALO
- 6 801 SOUTH ST BLDG A
- 6 801 SOUTH ST BLDG B
- WAIEA WV B2 3 404 WARD AVE - WV B5
- 9 THE COLLECTION KS BE
- (I) ANAHA WV B3

- SYMPHONY HONOLULU
- 2 803 WAIMANU
- (B) KEAUHOU LANE KS BA-I
- M KEAUHOU LANE KS BA-2
- (5) 400 KEAWE KS BB
- (B) 440 KEAWE KS BB
- VIDA KS BI
- (B) GATEWAY WV B2-A **EWA TOWER**
- (9) GATEWAY WV B2-B DIAMOND HEAD TOWER

The Dallas-based Howard Hughes Corporation, with projects in 16 states, is the powerhouse behind some of the country's best-known developments, including New Orleans' Riverwalk and New York's South Street Seaport. On its 60 acres in Kaka'ako, the Howard Hughes Corporation plans to create Ward Village, a mixed-use area with 4,000 residences, many of them luxury units, four contiguous acres of green space, and commercial space. Ward Village is a LEED ND Platinum-certified neighborhood with commercial and recreational areas integrated and connected with housing. Several of the new towers are architecturally ambitious and when completed, will take their place among Honolulu's most recognizable and iconic structures.

The Office of Hawaiian Affairs has just commenced the master planning process for its 31 acres in Kaka'ako Makai (acquired in 2012 as the result of a settlement of land claims with the State of Hawai'i and valued at \$200 million). Many of OHA's parcels are immediately adjacent to the proposed OPC site. A longtime partner in Hawai'i's OPC bid, OHA's vision for its property is consonant with our proposal. Emphasizing cultural stewardship and harmonization of past, present, and future influences, OHA seeks to create a multifunctional residential and commercial development that integrates work, education, and recreation.

In addition to the green space included in the above-mentioned master plans, the State of Hawai'i owns 45 acres of park space throughout Kaka'ako, much of it underutilized, particularly on the makai (ocean) side of Ala Moana Blvd. The Hawai'i Community Development Authority, the steward of this property, is in the process of creating a master plan for the park space immediately adjacent to the proposed site in Kaka'ako Makai. The plan will be completed in 2015, with the environmental impact statement to follow in 2016. HCDA plans to extend the current promenade at Kaka'ako Waterfront Park to connect it to Kewalo Basin and Ala Moana Beach Park, to create adjoining walkable and bikeable waterfront park areas for recreation and outdoor events.

Kaka'ako's redevelopment is still at an early stage. An important portion of the master plan project, *Our Kaka'ako's* SALT, an open air, pedestrian mixed-use area, will be completed in late 2015. To date, two residential towers have been completed and are occupied. Four towers are under construction, with another 12 currently in the permitting process. As of 2014, the total value of the construction projects in Kaka'ako is \$2 billion. Based on work in progress, Kamehameha Schools will have completed 70 percent of its master plan in the short term. The Howard Hughes



Corporation will have completed 46 percent, with smaller landholders in the neighborhood accounting for the remaining 37 percent of development.

This is good news for Honolulu, which endures a chronic housing shortage—a problem that is likely to deepen, given projected growth in O'ahu's population (and real estate prices). By some estimates, there will be a shortfall of 50,000 units as early as 2016. Kaka'ako's redevelopment will help to mitigate the problem; indeed it already has. Recently completed residential towers have added 420 new units to the neighborhood. The developments currently under construction and the 12 towers that were in permitting as of October 2014 will add 5,751 new residences, 2,369 of which are reserved housing (among them workforce and low-income units). Kaka'ako Makai will gain approximately 6,750 new residential units once the plans have been completed.

The demand for housing, particularly affordable reserved housing, has been strong. One workforce housing project, 801 South Street, sold out in a few days. Another reserved housing tower, The Collection, sold out in a weekend, with people standing in line for the chance to purchase a unit. New condo towers in neighboring areas have proven equally popular. For example, ONE Ala Moana sold out within 24 hours, long before the building was completed. Reserved housing units—20 percent of all master plans in Kaka'ako must be reserved housing—continue to sell quickly, fueling speculation that more of them will be built.

#### OFFICE SPACE FOR THE PRESIDENT & FIRST LADY

'AHU OFFERS A WIDE VARIETY of office environments suitable for the President, First Lady, and their staff. Owing to its comprehensive facilities-renovation effort, the University of Hawai'i currently faces a shortage of office space. We have nonetheless identified three preliminary options—one at UH and two with institutional partners—that could serve as suitable interim spaces. As planning progresses, we will explore these options further and suggest alternatives.

Description of any plans to provide office space to the President, First Lady and staff beginning in 2017 until the opening of the Project.

College Hill / The official residence of the UH President, College Hill sits in a quiet residential neighborhood and features sweeping views of Diamond Head and the Koʻolau Mountains. Renovated in 2009, the facility is currently used for official events. The building would require renovation to serve as office space, but UH can assist with fundraising to cover these costs and will offer the space at no cost to the Foundation. Total square footage: 5,373.

East-West Center / The final building added to the EWC campus, Burns Hall, was erected in 1977 and designed to reflect the elegant Asian modernism of I.M. Pei's original vision. The EWC can provide to the Obama Foundation a full wing of the top floor, with mountain, Diamond Head, and partial ocean views at a discounted rental rate. Square footage available: At least 5,000.

Gold Bond Building / A landmark office building in Kaka'ako Makai, the Gold Bond Building at 677 Ala Moana Boulevard, offers unobstructed mountain-to-ocean views and easy accessibility to the OPC site. The building features generous common areas, secure parking access, high ceilings, and floor-to-ceiling windows. As part of a \$14 million renovation currently under way, the owner, REDICO, is willing to cover the costs of security and finishing upgrades, and can offer a discounted rental rate. Square footage available: Up to 4,500.



#### SERVICES TO ENHANCE THE PROJECT

Summary of services that the university will make available to enhance the Project. EYOND THE COMMITMENTS itemized above, UH will provide additional services to assist the OPC. State and city government and core institutional partners will provide further support, outlined in Chapter G, related to parking, security, and site improvements.

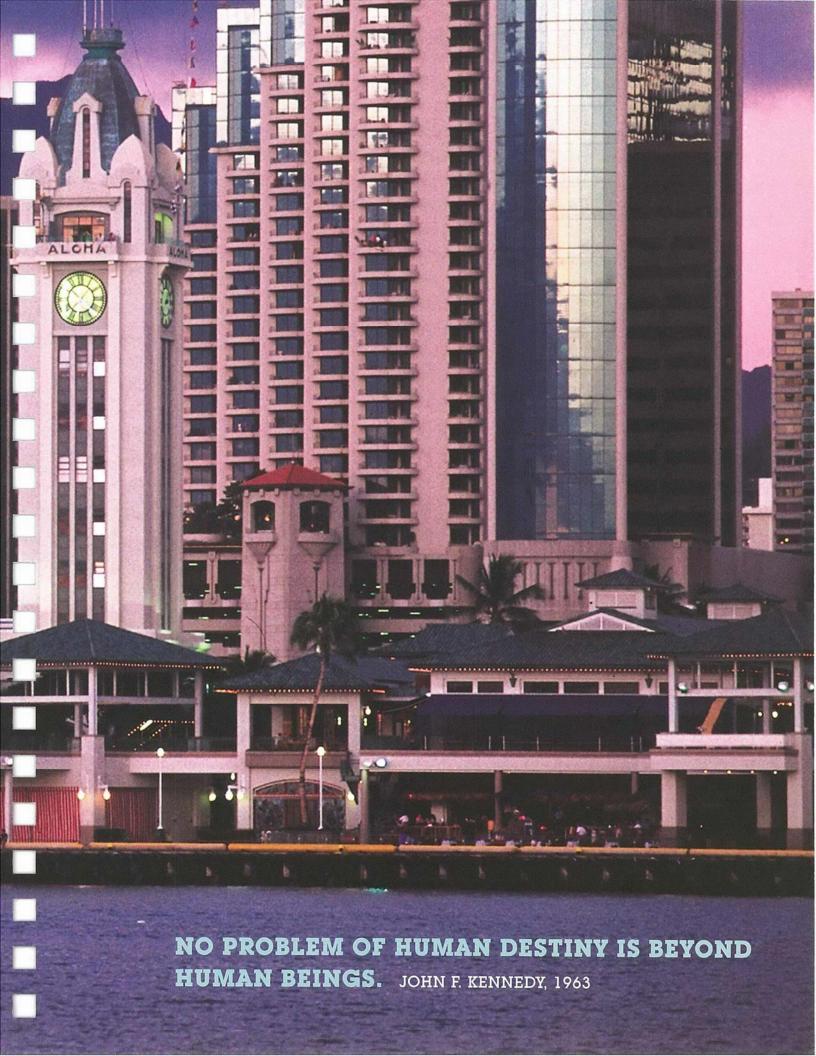
Internal Transportation / UH operates a free shuttle service for students, faculty, staff, and visitors. The University will add a Kaka'ako route to connect the main Mānoa campus to its medical campus and to the OPC.

**Technology** / UH will integrate the OPC into its high-speed data network and provide sufficient funding, bandwidth, and tech support for interactive museum exhibits, multimedia online education, research collaboration, advanced teleconferencing, and if desired, state-of-the-art communications between presidential facilities in Hawai'i and on the Mainland.

Facilities / The Foundation will have use of UH facilities to support convenings, educational programming, and other events. This includes access to lecture halls, meeting rooms and large event spaces in Kaka'ako Makai, Mānoa, and other UH campuses.

CITY & STATE CAPITAL COMMITMENTS G







#### STATE, CITY & PARTNER COMMITMENTS

VERY SECTOR OF OUR COMMUNITY—young and old, non-profits and government agencies, corporations and unions—supports the Obama Presidential Center in Hawai'i. The State of Hawai'i and the University of Hawai'i have secured land and proposed capital commitments exceeding \$100 million, while the non-profit Hawai'i Presidential Center and UH have assembled a formidable coalition that can substantially bolster the effort. Among the organizations pledged to support the OPC are North America's most richly endowed K–12 educational trust, the country's best–funded state tourism agency, and Hawai'i's preeminent private school, President Obama's alma mater. Together with UH and state and city governments, these institutions have the resources and reach to facilitate the OPC's development and enlarge its impact.

Summary of commitments the university believes it will be able to obtain from local, regional and state governments to enhance the development.

LAND / The State of Hawai'i's most substantial contribution to the Obama Presidential Center, executed through the Hawai'i Community Development Authority, is the designation of ocean-front property in Kaka'ako Water-front Park. Among the most prestigious parcels of undeveloped real estate in urban Honolulu, the property will be made available to the Foundation at no or nominal cost, through either transfer of ownership or a long-term lease. HCDA estimates the value of this property at approximately \$80 million.

PARKING / HCDA designated Parking Lot A, which has 373 stalls and is adjacent to the main site, for project parking. Combined with 100 stalls planned on the main site, this lot will meet anticipated needs of the OPC. State plans to develop a structure on Parking Lot A are currently on hold, owing to the change in administration. Parking development in the immediate surrounding area, however, continues. HCDA is planning two parking facilities, with up to 850 stalls, within walking distance of the OPC site. In addition, as part of its ongoing master planning process, the Office of Hawaiian Affairs, which owns many of the neighboring parcels, is also developing parking plans. Preliminary discussions with OHA on parking coordination have already begun.

EDUCATIONAL PARTNERSHIPS / A variety of institutions have pledged support for education initiatives associated with the OPC, particularly the Global Youth Leadership Academy. In addition to substantial UH assistance, the Academy will benefit from resources, personnel, expertise, and cooperation provided by the Hawai'i State Department of Education, the nation's only statewide, unified school district. In addition to allocating staffing and budget support, the Hawai'i DOE will provide online education assistance, curriculum development in accord with Hawai'i standards and the Common Core, cooperation with student projects, and coordination of teachers' professional development and sabbaticals.

Institutional partner focus groups and key stakeholders show continued interest and find value in the Academy. They have provided valuable feedback on its design and viability. As K-12 planning develops, core institutional partners have also pledged to devote resources, personnel, and expertise to ensuring the Academy's success. The sum of these commitments, combined with program revenue, will allow the Academy to operate without annual Foundation support.

PARK IMPROVEMENTS / To revitalize Kaka'ako Waterfront Park and enhance the recreational and natural environment around the OPC site, HCDA is developing a park master plan for Kaka'ako Makai. The plan envisions new recreational, educational, and public amenities, such as gardens and a refurbished outdoor amphitheater, as well as landscaping and ocean–access improvements. A defining feature of a more inviting Kaka'ako Waterfront Park will be the extension of its promenade to connect to Ala Moana Beach Park and from there to Waikīkī. HCDA is committed to priority landscaping around the OPC, to be coordinated with the OPC's landscape architects and signage and lighting improvements.

STREETSCAPES & LANDSCAPES / The City and County of Honolulu is committed to undertaking sidewalk and roadway improvements around the OPC site. In 2007, in preparation for district redevelopment, the City, in cooperation with HCDA, completed a major streetscape overhaul—adding bike lanes, expanding sidewalks, and repaving road surfaces. To connect the site more safely, efficiently, and pleasantly to the rest of Honolulu, the City will pursue additional improvements. Taking its cue from the Complete Streets movement, the City will enhance connectivity to Ward Avenue and across Ala Moana Boulevard, extend Honolulu's bikelane network to Kaka'ako Makai, and improve pedestrian and bike routes.

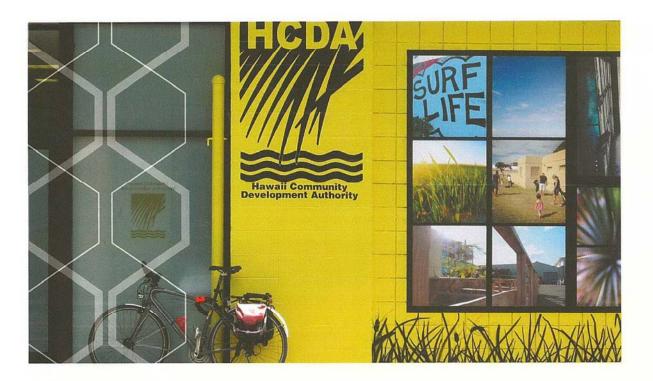
By designating the OPC surroundings as a high-priority area, the City will broaden the Presidential Center's design radius and improve visitors' experience, whether they arrive by car, bus, bike, or on foot.

INVESTMENTS IN SURROUNDING AREAS / An estimated \$10 billion in redevelopment activity is currently underway or planned in Kaka'ako. A host of public and private investments promise to improve the OPC environs. These include:

- Redesign and refurbishment of nearby parks, including Mother Waldron Park, Thomas Square, and Kaka'ako Waterfront Park, as well as the addition of new green space, notably parklets planned throughout the area and the Ward Village Green.
- A \$20 million redevelopment of Kewalo Basin Marina to upgrade facilities, add slips, and enhance pedestrian access.
- A comprehensive overhaul of the City-owned Neal S. Blaisdell Center (Blaisdell Center), which includes an arena, a concert hall, meeting facilities, and an exhibition hall.
- Conversion of the Ward Avenue streetscape into a pedestrian- and bicycle-friendly cultural corridor beginning at the Honolulu Museum of Art and ending at the OPC.
- The Howard Hughes Corporation's development of Ward Village as a LEED Platinum district, combined with Kamehameha Schools' Our Kaka'ako vision for model urban living.

With significant population growth forecast for the area, and with the most intensive development planned for the mauka (mountain side) of Ala Moana Boulevard, Kaka'ako Makai will emerge as the vital hub of a new urban community—with the OPC at its heart.





STATE-ASSISTED FINANCING / In order to provide financing assistance to the Barack Obama Foundation for project development, the Hawai'i Department of Budget and Finance, at the request of the Governor, has identified two appropriate mechanisms of support:

- Special-Purpose Revenue Bond / These debt instruments allow certain types of non-profit organizations, including K-12 and higher-education institutions, to issue debt with state approval at preferred interest rates. The issuing non-profit is wholly responsible for repayment. Use of these instruments would require legislative authorization. Approval by the state's budget and finance director and securitization in the market, in turn, would require a business plan outlining regular revenue streams, such as ticket sales and student fees.
- General Obligation Bonds / These public-debt instruments provide the lowest interest rates and come in various forms: tax-exempt, taxable, conventional, and reimbursable. General Obligation Bonds require legislative approval and are issued directly by the state. They come with restrictions, including: official state ownership of the portion of the facility constructed with bond financing, at least during the repayment period; constitutional use restrictions (for example, on religious activity); and, in the case of tax-exempt bonds, strict limits on commercial activity.

The state's budget and finance director advises that government-assisted financing is more feasible for a portion of the facility than for the entire OPC. In a typical biennium, the state approves \$1.5 billion in bond obligations, for which all state agencies and eligible non-profits compete. Initiatives that seek more than \$15 million in a single biennium, therefore, are subjected to greater political scrutiny.

PUBLIC SAFETY / Due to state land ownership and a special agreement with HCDA, Kaka'ako Makai is subject to overlapping jurisdiction by two law-enforcement agencies: the Sheriff Division of the State Department of Public Safety and the Honolulu Police Department. Kaka'ako Makai is already a high-priority patrol area for sheriff deputies, and the Division promises still greater force presence and patrols during special events, in response to elevated risks, and when members of the First Family are present. The Sheriff Division is also willing to monitor security-video feeds from the OPC, using its nearby command center, located two blocks from the site. Mayor Kirk Caldwell pledges to work with the Honolulu Police Department to provide additional patrols and presence in the vicinity once the OPC opens. The security of the facility and of the First Family will be a department priority. To augment private security and Secret Service protection, the Foundation can negotiate agreements with either of these agencies to provide on-site law-enforcement presence at all times.

MULTIMODAL TRANSPORTATION IMPROVEMENTS / The OPC site is centrally located and easily accessible by bus and car via major roadways. Moreover, Honolulu's light-rail project, currently under construction, will include two stations within walking distance. Mayor Kirk Caldwell has committed to a series of transportation enhancements to increase connectivity with the OPC, including additional bus service to rail stops, key tourist destinations, and Waikīkī. The city also pledges that this area will participate in the city's bike-share program, which launches in 2015 and is slated to feature 180 stations and 1,700 bicycles. The promenade extension will similarly enhance access for pedestrians. Already well connected, the OPC site will be safely and easily accessible by all major modes of Honolulu transportation.

FACILITIES / In order to support large and special events, surrounding and partner institutions are committed to providing preferred and discounted facilities usage to the Foundation. In addition to classrooms, conference rooms, and lecture halls at the adjacent UH medical school complex, the OPC will have use of extensive conference, meeting, exhibition, and performance space at the Blaisdell Center complex and the Hawai'i Convention Center. These venues—supplemented by additional space at the main UH Mānoa campus and the East-West Center—will allow the Foundation to avoid overbuilding while maintaining the capacity to organize events of virtually any size.





PROPERTY TAX STATUS / As a non profit (or federal government) entity on state land, the OPC's mainline operations will be exempt from real property tax. In addition, Mayor Kirk Caldwell will seek to further guarantee the OPC's favorable tax status, in line with the full exemption enjoyed by UH facilities. With the extension of the UH provision, any portion of the OPC used for commercial activities, such as a restaurant or gift shop, will also be exempted from taxation, adding flexibility and providing annual savings to the Foundation.

MARKETING / As detailed in Chapter E, the OPC would work with the Hawai'i Tourism Authority to provide a wide range of services in promoting the OPC nationally and internationally. These services will emphasize the Visitor Center and the Convening Institute, and will be similar in scope to assistance provided to other leading cultural institutions. Such support may include comprehensive market research, participation in multi-attraction campaigns, package and group promotion, and video, print, and online advertising.

Formalization of state, city, and partner commitments will advance as the planning process unfolds. As existing pledges of land, resources, personnel, district improvements, and facilities make clear, however, the people of Hawai'i and their institutions are overwhelmingly and resoundingly supportive of creating the Obama Presidential Center in Honolulu. We look forward to joining forces with the Barack Obama Foundation to carry forward the President's work and build a better future in Hawai'i and beyond.

APPENDIX

	<b>APPENDIX A: REPORTS</b> The following reports are available on our website: www.hawaiipresidentialcenter.com.
	The following reports are available of our website, www.flawaiipresidentialcenter.com.
	FINANCIALS  Barack Obama Presidential Center, West Coast Finance Analysis (October 2014). Autumn Sample, Ask Consulting.
	Cost Modeling for the Hawai'i Presidential Library. Hensel Phelps.
	Economic Impacts of the Proposed Obama Presidential Library (July 2014). John M. Knox and Associates.
	Five-Year Profit and Loss Analysis: Obama Presidential Center (November 2014). Julie Wurfel.
	UH Presidential Center Initiative Opportunity Analysis (October 2014). Marts & Lundy.
	PROGRAMS  Barack Obama Presidential Library Concept and Opportunity Assessment (August 2014). Lord Cultural Resources.
_	The Convening Institute: A Honolulu Platform for Barack Obama's Post-Presidential Work (July 2014). Peter Adler, Accord 3.0.
	RFQ Final Report as of July 31, 2014 Global Youth Leadership Academy (July 2014). Cheryl Kaʻuhane Lupenui, the leader project.
	A Presidential Museum About Our Common Future (November 2014). Local Projects.
	SITE Chapter B Site Related Reports: B1 i Property title, provided by Austin Tsutsumi and HCDA
	MOU for property title. Provided by HCDA.
	ii  Property Survey & Survey overview. Austin Tsutsumi.
	iii  Environmental Site Assessment – Phase I (July 2006). Provided by HCDA.
	Site Investigation and Preliminary Remedial Alternatives Analysis Report (November 2007). Provided by HCDA.
	Site Investigation Work Plan (September 2006). Provided by HCDA.
	Geotechnical Report (November 2014). SSFM International.

No further action letter (November 1998). Underground storage tank division of the Department of Health	
iv  Land Assembly and Site Preparation Report. Hensel Phelps.	
Land Assembly and Site Preparation Schedule. Hensel Phelps.	
v, vi, xi Traffic and Public Transportation Study (November 2014). SSFM International.	
B4 Site Specific Development Risks and Mitigation Plans. Lyon Engineering.	
B6  Design Development and Construction Introduction.  Cumming Construction Management	
Detail Schedule for Design Development and Construction (October 2014). Cumming Construction Management	
Summary Schedule for Design Development and Construction (October 2014). Cumming Construction Management	
Community Engagement: Process and Timeline (November 2014). DTL Hawai'i.	
OTHER SITE-RELATED REPORTS  Building Program Options for the Hawai'i Presidential Center (June 2014). Ferraro Choi.	
Coastal Risk Management Considerations and Sustainable Building Criteria: Hawai'i Presidential Center (July 2014). Workshop Green.	
Evaluation of Remedial Alternatives, Kaka'ako Makai District (September 2009). Provided by HCDA	
Hazardous Materials Survey Report (April 2006). Provided by HCDA. (Includes 2 appendices.)	
Environmental Hazard Evaluation (June 2009). Provided by HCDA.	
Environmental Hazard Management Plan (June 2009). Provided by HCDA.	
Site Selection for the Hawai'i Presidential Center (April 2014).  JS Architecture + Design.	
Soils report and recommendations. Provided by HCDA.	

# APPENDIX B / SELECT INDIVIDUALS CONSULTED

Following is a select list of individuals who have graciously provided counsel or assistance.

## ARCHITECTURE

Sean Beaumes Project Designer WCITArchitecture

Brad Cloepfil Founding Principal Allied Works

Fiske Crowell Principal Sasaki & Associates

Jason DeMarco Architect Ferraro Choi

Craig Dykers Founding Partner Snøhetta

Joseph Farrel Principal Architects Hawaii

Joe Ferraro Principal Ferraro Choi

Wayne Goo Principal WORKSHOP - HI

John Hara Principal John Hara Associates

Robert Iopa President WCITArchitecture

Reed Kroloff Principal Kroloff Jones

Michael Meredith Principal MOS Architects

Hilary Sample Principal MOS Architects

Jason Selley Principal WORKSHOP - HI

Amanda Sturgeon Executive Director International Living Future Institute

# ARCHIVAL MANAGEMENT

Richard Burns Head Librarian Hawai'i State Libraries

Sharon Fawcett Former Assistant Archivist of the United States Presidential Libraries

Irene Herold Head Librarian UH

Warren Nishimoto Director Center for Oral History UHM

Russell Riley Director Presidential Oral History Program UVA's Miller Center Andrew Wertheimer Associate Professor Library & Information Science UHM

Jan Zastrow Congressional Archivist UH

#### ARTS

Robert Buss Executive Director Hawai'i Council for the Humanities

Trisha Lagaso Goldberg Project Manager Hawai'i State Foundation on Culture & the Arts

John "Prime" Hina Artist & Founder 808 Urban

Roger Jellinek Executive Director Hawai'i Book & Music Festival

Ara Laylo Art Director Flux Magazine Hawai'i

Jaci Matsuo Director of Digital Marketing & Digital Asset Management Hawai'i Visitors & Convention Bureau

Toby Portner Founder & Partner Hawai'i Fashion Incubator

Marika Wilson Printmaker, Designer

Jasper Wong Artist & Founder Pow! Wow! Hawai'i

#### BUSINESS

Robert Alm President Collaborative Leaders Network

Trever Asam Attorney Cades Shutte LLP

**Gary Caulfield** Vice Chairman & CIO First Hawaiian Bank

John Dean President & CEO Central Pacific Bank

Chenoa Farnsworth Managing Director Blue Startups

Robert Harrison Chairman, President & CEO First Hawaiian Bank

Peter Ho Chairman, President & CEO Bank of Hawai'i

Bert A. Kobayashi, Sr Founder and Senior Advisor Kobayashi Group Constance Lau President and CEO Hawaiian Electric Industries

Colbert Matsumoto Chairman & CEO Island Insurance Company

Sherry Menor-MacNamara President & CEO Chamber of Commerce Hawai'i

Alicia Moy President & CEO Hawai'i Gas

Alan Oshima President & CEO Hawaiian Electric Company

Dick Rosenblum Former President & CEO Hawaiian Electric Company

Rai Saint Chu Partner Turbin Chu Heidt

Donna Takeda Vice President Central Pacific Bank

**Richard Turbin** Partner Turbin Chu Heidt

Rich Wacker President & CEO American Savings Bank

**Jeffrey Watanabe** Chairman of the Board Hawaiian Electric Industries

Eric Yeaman President & CEO Hawaiian Telcom

# COMMUNICATIONS

Jason Antonio Vice President DTL

Clifford Cheng Art Director VOICE

Berna Fo Community & Outreach Manager

Jay Hanamura Editor & Director Kinetic Productions

Daniel Dae Kim Actor Hawai'i 5-0

Dawn Hirai Senior Vice President Stryker Weiner & Yokota

**Aaron Lee** Graphic Designer Formlessness

Vincent Ricafort Photographer

Walter Wanger Editor MVNP

Lynne Waters Associate Vice President for External Affairs and Government Relations UH

# COMMUNITY

Amefil Agbayani Director of Student Equity Excellence & Diversity

Alphonso Braggs President Honolulu Hawai'i NAACP

**Deloris Guttman** President African American Diversity Cultural Center Hawai'i

Larry Hurst Chair Kaka'ako Neighborhood Board

Timothy Johns Chief Consumer Officer Hawai'i Medical Services Association

Malia Ka'aihue Vice President DTL

Lehua Kauhane Community Resource Planner

Michelle Kauhane President & CEO Council for Native Hawaiian Advancement

MIcah Kāne Chairman of the Board of Trustees Kamehameha Schools

John Leong Executive Director Kupu

Nikki Love Public Policy Director Hawai'i Alliance of Nonprofit Organizations

Leslie Miasnik President Kaka'ako Improvement Association

Lauren Nahme Director of Strategic Planning & Implementation Kamehameha Schools

Deborah Pope Executive Director Shangri-La

Jennifer Sabas Director Daniel K. Inouye Institute

Ron Simpson Chairman African American Diversity Cultural Center Hawaiʻi

Kelvin Taketa President & CEO, Hawai'i Community Foundation

Walter Thoemmes Chief of Staff Kamehameha Schools

Nainoa Thompson President Polynesian Voyaging Society

Bruce Tsuchida Principal Planner Townscapes

# CONVENING INSTITUTE

Peter Adler Director & Principal Consultant ACCORD 3.0

Maenette Benham Dean Hawai'inuiākea School of Hawaiian Knowledge UHM

Kamana'opono Crabbe CEO Office of Hawaiian Affairs

Kathleen Hall Jamieson Director Annenberg Public Policy Center

Mark McGuffie Managing Director Enterprise Honolulu

Martha Minow Dean Harvard Law School

Theda Skocpol Director Scholars Strategy Network

Jonathan Williams Professor Institute for Astronomy

Mark K. Updegrove Director Lyndon Baines Johnson Library & Museum

Jose Antonio Vargas Founder Define American

Gregg Yamanaka Former CEO APEC Local Host Committee

## **ECONOMY & SOCIAL**

Catherine Betts
Executive Director
Commission on the Status of
Women

Carl Bonham Executive Director Economic Research Organization UHM

Stephanie Coontz Co-Chair & Director of Public Education Council on Contemporary Families

John Knox Principal John M. Knox & Associates

Noreen Mokuau Interim Dean Myron B. Thompson School of Social Work UHM

Christina Romer Professor, Economics UC Berkeley

**Joseph Stiglitz** Professor, Economics Columbia University

# EDUCATION, K-12

Angela Calabrese Barton Professor, Teacher Education Michigan State University

Debbie Berger Founder The Learning Coalition

Sam Chaltain Founder Five Freedoms Project

Katie Chang Executive Director Center for Tomorrow's Leaders

Bebi Davis STEM Resource Teacher Hawai'i Department of Education

Mitch D'Olier Chairman of the Board Harold K. L. Castle Foundation

Dawn Dunbar CEO After School All Stars

Nancy Easton Executive Director Wellness in the Schools

Tiffany Frias Student Services Coordinator Hawai'i Department of Education

Scott Furushima Executive Director Kewalo Keiki Fishing Conservancy

Terrence George President & CEO Harold K.L. Castle Foundation

Gary Harada Vice Principal Kaimuki High School

Alex Harris Senior Program Officer Harold K.L. Castle Foundation

Keith Hayashi Principal Waipahu High School

Marisa Hayase Communications Director Polynesian Voyaging Society

**Donald Horner** Chairman Hawai'i State Board of Education

**Jenna Ishii** Education Director Polynesian Voyaging Society

**Earl Kim** Head of Schools Kamehameha Schools Kapālama

Cheryl Lupenui Principal The Leader Project

Kathryn Matayoshi Superintendent Hawai'i Department of Education

Randolph Moore Chairman of the Board of Regents University of Hawai'i

Tara O'Neill Assistant Professor Education UHM Pauline Sato Executive & Program Director Malama Learning Center

James Scott President Punahou School

Ruth Silberstein Superintendent McKinley Complex Area Hawai'i State DOE

Miki Tomita Dean of Curriculum & Instruction University of Hawai'i Lab School

Zachary Watanabe Teacher Hawai'i Department of Education

Robert Witt Executive Director Hawai'i Association of Independent Schools

Jessica Worchel Special Assistant to the Superintendent Hawaii State DOE

Donald Young Dean College of Education UHM

# EDUCATION / UNIVERSITY

Robert Bley-Vroman Interim Chancellor UHM

Jon Carson Executive Director Organizing for Action

Susan Chandler Director Public Policy Center UHM

Reed Dasenbrock Vice Chancellor for Academic Affairs UHM

Harry Harding Dean Frank Batten School of Leadership & Public Policy UVA

Tyrone Howard Faculty Director Center X UCLA

Robert Hutchings Dean LBJ School of Public Affairs UT Austin

Anne Johnson Executive Director of Generation Progress Center for American Progress

Lilikalā Kame'eleihiwa Professor Hawaiian Studies UHM Noelani Goodyear-Ka'opua Associate Professor Political Science

Samuel Kirkpatrick Former Executive Associate Dean Bush School of Government & Public Service

Denise Konan Dean College of Social Sciences

Charles Lawrence Professor, Law UHM

Mari Matsuda Professor, Law UHM

Charles Ogletree Professor, Law Harvard

Jonathan Osorio Professor Hawaiian Studies UHM

William Parent Associate Dean Laskin School of Public Affairs

Richard Pratt Director Public Administration Program UHM

Ellen Schall Dean Robert F. Wagner Graduate School of Public Service NYU

Avi Soifer Dean William S. Richardson School of Law UHM

Maggie Thompson Campaign Manager Center for American Progress

Ngaire Woods Dean Blavatnik School of Government Oxford

## **ENVIRONMENT**

Irene Bowie Executive Director Maui Tomorrow

Tanya Bruno Philanthropy Manager Nature Conservancy Hawai'i

Murray Clay Managing Director Ulupono Initiative

Stuart Coleman Hawaiian Islands Field Coordinator Surfrider Foundation

Mark Duda Board Chairman RevoluSun Mark Glick State Energy Administrator Department of Business Economic Development, & Tourism (DBEDT)

Robert Harris Director Sierra Club

Tyrone Hayes Professor Integrative Biology UC Berkeley

Van Jones President Rebuild the Dream

Kenneth Kaneshiro Director Center for Conservation Research & Training UHM

Jack Kittinger Director Conservation International Hawai'i

Peter Mouginis-Mark Director Sustainability Initiative UHM

Robert Richmond Professor Kewalo Marine Lab UHM

Henk Rogers Chairman Blue Planet Foundation

Robert Shleser Director The Aina Institute for Bioconversion Technology

Josh Stanbro Program Director Hawai'i Community Foundation

## **FINANCE**

Nancy Aleck Executive Director Hawai'i People's Fund

John Cash Principal Marts & Lundy

Mangmang Qiu Brown Senior Director of Development Hawai'i Pacific University

Jim Green Executive Director T4A

Kathy Nelson Vice President for Institutional Advancement Punahou School

Bill Reeves Co-Founder The Learning Coalition

Erin Saberi Principal Consultant Strategic Consulting

Autumn Sample Director of Partnerships T4A **Jay Shidler** Managing Partner Shidler Group

Donna Tanoue Vice Chair Bank of Hawai'i

Greg Willems Vice President for Development University of Hawai'i Foundation

Donna Vucinich Director University of Hawai'i Foundation

Julie Wurfel Founder Ume Matsu LLC

### GARDENS

Rick Kaponowaiwaiola Barboza General Manager Hui Kū Maoli Ola

Christopher Dunn Director Lyon Arboretum

Kamuela Enos Director of Social Enterprise MA'O Organic Farms

## **GLOBAL AFFAIRS**

Jill Takasaki Canfield Executive Director Pacific & Asian Affairs Council

Nancie Caraway Former First Lady State of Hawai'i

Charles Morrison President East-West Center

Pam Omidyar Co-founder Omidyar Network

Carole Petersen Director Matsunaga Institute for Peace & Conflict Resolution UHM

**Lori Wallach** Director Public Citizen's Global Trade Watch

#### GOVERNMENT

Neil Abercrombie Former Governor State of Hawai'i

William Aila, Jr. Chairperson Hawai'i Department of Land & Natural Resources

Jesse Broder Van Dyke Communications Director Honolulu Mayor's Office

Tom Brower Representative Hawai'i State Legislature

Marvin Buenconsejo Press Secretary Office of US Senator Mazie Hirono Kirk Caldwell Mayor City & County of Honolulu

Stanley Chang Council Member City & County of Honolulu

Tulsi Gabbard U.S. Representative

Brickwood Galuteria Senator Hawai'i State Legislature

Justin Gruenstein Executive Assistant to the Mayor City & County of Honolulu

Mazie Hirono U.S. Senator

David Ige Governor State of Hawai'i

**Betsy Lin** Chief of Staff Office of US Senator Mazie Hirono

**Sylvia Luke** Representative Hawai'i State Legislature

Bertrand Kobayashi Representative Hawai'i State Legislature

Keira Kamiya Chief of Staff Office of the Lieutenant Governor

Russell Kokubun Chair Hawai'i Department of Agriculture

Richard Lim Director DBEDT

David Louie Attorney General State of Hawai'i

Malia Paul Deputy Chief of Staff Office of US Senator Brian Schatz

Scott Saiki Representative Hawai'i State Legislature

Brian Schatz U.S. Senator

Ray Soon Chief of Staff Office of the Mayor City & County of Honolulu

Mark Takai Congressman-elect U.S. House of Representatives

Marc Togashi Fiscal Manager Hawai'i Tourism Authority

Shan Tsutsui Lieutenant Governor State of Hawai'i

**Andrew Winer** Chief of Staff Office of US Senator Brian Schatz

#### HEALTH

Michele Carbone Director University of Hawai'i Cancer Center

John Henry Felix Chairman, President & CEO Hawai'i Medical Assurance Association

Gary Gill Acting Director Hawai'i Department of Health

Jerris Hedges Dean John A. Burns School of Medicine UHM

# INSTITUTIONAL RESEARCH – UNIVERSITY OF HAWAI'I

Anna Ah Sam Project Coordinator Student Equity, Excellence & Diversity, UHM

April Goodwin Program Officer Office of the Vice Chancellor for Academic Affairs UHM

Pearl Imada Iboshi Director Office of Institutional Research and Analysis UH

Tammy Kuniyoshi Director of Human Resources Office of the Chancellor IIHM

Darolyn Lendio Vice President of Legal Affairs UH

David Lonborg Executive Assistant Office of the President UH

Keala Monaco Executive Assistant Office of the President

Susan Nishida Education Specialist Office of the Vice President for Academic Affairs UH

**Yang Zhang** Director Mānoa Institutional Research UHM

#### LABOR

Drew Astolfi Executive Director Faith Action for Community Equity

Tyler Dos-Santos Tam Executive Director Hawai'i Construction Alliance

Eric Gill Financial Secretary-Treasurer Local 5

Gordon Lafer Associate Professor Labor Education & Research Center University of Oregon

Stephen Lerner Former board member Service Employees International Union

Cindy McMillan Advocacy and Communication Director Pacific Resource Partnership

Randy Perreira President Hawai'i State AFL-CIO

Ai-Jen Poo Director National Domestic Workers Alliance

Dwight Takamine Director Hawai'i Department of Labor & Industrial Relations

John White Executive Director Pacific Resource Partnership

## MUSEUM

Ralph Appelbaum Principal Ralph Appelbaum Associates

Joy Bailey Bryant Principal Consultant Lord Cultural Resources

Jake Barton Principal Local Projects

Lonnie Bunch Director Smithsonian National Museum of African American History & Culture

Blair Collis President & CEO Bernice Pauahi Bishop Museum

Spencer Crew Professor American, African American, & Public History George Mason University

Heather Diamond Curator 'Iolani Palace

Kippen de Alba Chu Executive Director 'Iolani Palace Tina Grandinetti Graduate Research Assistant UHM

Charles Haynes Director Religious Freedom Education Project, Newseum

Melanie Ide Principal Ralph Appelbaum Associates

Stephan Jost Director Honolulu Museum of Art

Melody Kanschat Former President & CEO Los Angeles County Museum of Art

Greg Kimura President & CEO Japanese American National Museum

Karen Kosasa Director Museum Studies UHM

**Lindsay Martin** Principal Consultant Lord Cultural Resources

Matt Mattice Executive Directory Judiciary History Center

Konrad Ng Director Smithsonian Asian Pacific American Program

Marc Pachter Former Director National Museum of American History

Liz Sevcenko
Director
International Consortium of
Museums of Conscience

Morris Vogel President Lower East Side Tenement Museum

Mike Weidenbach Curator USS Missouri Memorial Association

Loretta Yajima Board Chair Children's Discovery Center

# PRESIDENTIAL LIBRARIES

Mike Devine Former Director Harry S. Truman Presidential Library

Warren Finch Director George Bush Presidential Library & Museum

James Gardner Executive for Legislative Archives Presidential Libraries, & Museum Services, NARA Ray Geselbracht Archivist Harry S. Truman Library

**John Hardman** Former President & CEO The Carter Center

John Heubusch Executive Director Ronald Reagan Presidential Foundation

Benjamin Hufbauer Associate Professor Fine Arts University of Louisville

Mark Langdale Former President George W. Bush Presidential Center

Alan Lowe Director George W. Bush Presidential Library & Museum

Timothy Naftali Director Tamiment Library & Robert F. Wagner Archives

Roman Popadiuk Former Executive Director George Bush Presidential Library Foundation

William Powers Jr., President UT Austin

Tom Putnam Director John F. Kennedy Presidential Library & Museum

James "Skip" Rutherford Dean Clinton School of Public Service University of Arkansas

David Stanhope Deputy Director Jimmy Carter Presidential Library & Museum

Stephanie Streett Executive Director Clinton Foundation

Gerald Turner President Southern Methodist University

#### RESTAURANT

Ed Kenney Founder & Head Chef Town Restaurant

George Mavrothalassitis Founder & Head Chef Chef Mavro

Mark Noguchi Cofounder & Head Chef Pili Hawai'i

Alan Wong Chef/Owner Alan Wong's Restaurants

#### SITE

Terrance Arashiro President Austin Tsutsumi & Associates

Wayne Black Senior Marketing Specialist CBRE

Karl Bromwell Vice President Lyon Engineering

Stanford Carr Principal Stanford Carr Development

Anthony Ching Executive Director Hawai'i Community Development Authority

Bill Chapman Director Historic Preservation Program UHM

Sean Dunckel Project Manager Lyon Engineering

Kwok Fai Cheung Professor Ocean & Resources Engineering UHM

Leigh-Wai Doo Director Sun Yat Sen Hawai'i Foundation

Chip Fletcher Associate Dean School of Ocean & Earth Science & Technology IIHM

Charles Kaneshiro President Group 70 International

Paul Kay Area Development Director Kaka'ako Kamehameha Schools

**Jim Lyon** President Lyon Engineering

**Duncan MacNaughton** Chairman The Macnaughton Group

Earl Matsukawa Director of Planning Wilson Okamoto Corporation

Steve Meder Director Center for Smart Building & Community Design UHM

Wendy Meguro Assistant Professor Architecture UHM

Brian Minaai Associate Vice President for Capital Improvements UHM

Mike Packard Traffic Engineer SSFM International Jim Spencer Professor, City & Regional Planning Clemson University

Kyle Spraberry Project Development Manager Hensel Phelps

David Striph Senior Vice President – Hawaii Howard Hughes Corporation

Vassilis Syrmos Vice President for Research & Innovation

Andrew Tanton
Director
Cumming Construction
Management, Inc.

Mike Wagner Senior Estimator Hensel Phelps

Dean Uchida Senior Project Manager SSFM International

## **TECHNOLOGY**

Kristine Hanna Program Director Archive-It

Klara Jelinkova Chief Information Technology Officer University of Chicago

**David Lassner** President University of Hawai'i

Colin Moore Professor, Political Science UHM

Rich Rath Director Digital Humanities UHM

Scott Reed Partner Specialist Archive-It

# **TOURISM**

Ann Botticelli Senior Vice President Hawaiian Airlines

**Quimei Chin** Professor, Marketing UHM

Juanita Liu Interim Dean School of Travel Industry & Management UHM

Mike McCartney President & CEO Hawai'i Tourism Authority

Tiffany Nguyendo Graduate student researcher UHM

**Jeff Stone** President & CEO Resort Group



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