

BARACK OBAMA
PRESIDENTIAL CENTER

HAWAI'I



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Response to the
Barack Obama Foundation's
Request for Qualifications





ALOHA SHARED BREATH

FAMILY 'OHANA



KULEANA RESPONSIBILITY

June 16, 2014

BARACK OBAMA
PRESIDENTIAL CENTER

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:

Thank you for the opportunity to submit the enclosed response to your Request for Qualifications to host the Barack Obama Presidential Library.

This initiative has been a collective effort—led by the University of Hawai'i, with full support from the State of Hawai'i and the City and County of Honolulu, and in cooperation with institutional and community partners across the state.

We envision an action-oriented institution that will forge collaborative solutions to global problems and cultivate a new generation of community leaders capable of making lasting change.

It would be an honor to welcome President Obama and his family home to the islands. Hawai'i is an ideal place to preserve the president's legacy and carry forward his work.

Respectfully, and with aloha,



David Lassner
President
University of Hawai'i



Neil Abercrombie
Governor
State of Hawai'i



Kirk Caldwell
Mayor
City and County of Honolulu



Shan Tsutsui
Lieutenant Governor
State of Hawai'i

BARACK OBAMA PRESIDENTIAL CENTER

HAWAI'I

COVER LETTER

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EXECUTIVE SUMMARY

BARACK OBAMA became President in dire times—the economy in turmoil, two wars raging, the American dream, for too many, out of reach. Yet Senator Obama had campaigned on hope, and he pledged that if Americans came together—if they worked hard, shared sacrifice, and took responsibility for solving common problems—they could, as had previous generations, overcome any adversity. They could renew America’s promise.

The Obama Presidential Library (OPL) should similarly aim to renew that promise. It should tell the President’s story and outline his accomplishments, but it should also endeavor to move those accomplishments forward. Like the Obama presidency, it should seek to strengthen Americans’ common bonds and create a brighter future. The OPL should not just preserve the President’s legacy, it should advance it.

Hawai‘i is the right place for this type of presidential library. Located between the Americas and Asia, with greater diversity than any other state, Hawai‘i can host an institution that looks outward to the world and forward to the future. Forged from values that Hawai‘i and President Obama share—inclusivity, purpose, and justice—the OPL in Honolulu can illuminate his dreams and give them new life.

In this submission, the University of Hawai‘i and its partners propose a vibrant institution that will explore the forty-fourth presidency, bring people together to amplify its work, and cultivate a new generation of leaders to make lasting change. Organized according to questions presented in the Barack Obama Foundation’s (Foundation) Request for Qualifications, this book will: (1) demonstrate Hawai‘i’s capacity to partner with the Foundation to develop the OPL (2) spotlight the potential of Hawai‘i’s oceanfront site (3) itemize Hawai‘i’s investments toward the OPL’s development and operations (5) outline benefits the OPL will bring to the islands (6) describe public support for this initiative and plans for further community engagement, and (7) distill Hawai‘i’s vision for a presidential center that will strive for a better world.



“This island represents all that we are and all that we hope to be.” –John F. Kennedy, Honolulu, 1963

Respondent Information / Hawai‘i’s bid to host the OPL is a unified, statewide effort. Developed by the University of Hawai‘i Presidential Center Initiative (UHPCI), this proposal has the full backing of state and municipal government. A non-profit group, Hawai‘i Presidential Center (HPC), was established to assist UHPCI in bidding for the OPL. In addition, UHPCI has assembled a prominent local advisory council, a capable team of consultants, and a collection of institutional partners that can facilitate the creation of the OPL in Hawai‘i and help ensure its success.

Project Site / The State of Hawai‘i—through the Hawai‘i Community Development Authority (HCDA)—has set aside nine acres in Kaka‘ako Waterfront Park for the OPL. Surrounded by green space and featuring panoramic views, this oceanfront site can showcase inspiring architecture and extend the President’s work on a global stage. The property has numerous advantages, including: proximity to cultural and educational institutions, a range of garden and landscaping options, and sufficient acreage to accommodate and secure a presidential center of various configurations. The larger district, Kaka‘ako, is currently undergoing redevelopment, and the OPL can play a key role in creating a progressive, walkable community that will integrate Honolulu’s urban core. The State of Hawai‘i is prepared to make this property available for the OPL at no cost to the Foundation.

Transportation & Accessibility / The OPL site is centrally located between downtown and Waikiki and is easily accessible by car, bus, bicycle, foot, and, soon—thanks to investments by the Obama administration—by rail. The larger metropolitan area is cosmopolitan and connected. More than 8 million tourists visit Hawai‘i annually, and nearly 90 percent of them visit cultural institutions. The Hawai‘i OPL will rank among the most attended presidential libraries and will become a global destination.

Design Recommendations / Emerging from the rocky shoreline on O‘ahu’s south shore, the OPL can refashion Honolulu’s skyline, model smart, sustainable design, and inspire transformational work. Without prescribing a specific building design, UHPCI has generated suggestions on how to develop a facility that: projects the President’s vision, restores rather than depletes its ecosystem, showcases responsible, resilient coastal construction in an age of rising sea levels, features a diversified garden program, and builds local community.

Program Vision / Hawai‘i envisions a presidential institution that will both illuminate a transformational presidency and inspire further transformation. UHPCI proposes a number of distinct but complementary programs, including: (1) a convening institute that will advance collaborative solutions to some of the great problems of our time (2) a global youth leadership academy situated within a learning district that will empower students to make positive change in their communities (3) a University of Hawai‘i center for community organizing that will support research on community-based movements and train graduate students to lead them (4) an accessible and engaging presidential archive (5) an immersive, interactive museum that explores the Obama presidency drawing on our shared values of **aloha** (shared breath and ethos), **‘ohana** (family), and **kuleana** (responsibility) and (6) a robust collection of OPL gardens to enhance the site’s beauty and community wellness.

Project Execution / Upon site selection, we propose the establishment of the Hawai‘i Presidential Center Host Committee to support the Foundation’s development of the OPL. To further assist development, public agencies are prepared to make investments of more than \$100 million, including the costs of the land, parking expansion, infrastructure upgrades, and construction support. In addition, UH and its government and institutional partners have pledged to support operational sustainability by funding programs and staff, sharing facilities, enhancing transportation connections, and advocating for a reduced property tax rate. These pledges will augment the OPL’s impact. In turn, the OPL will greatly benefit Hawai‘i: advancing civic education, strengthening UH, diversifying the visitor industry, and improving the community and natural environment. The development of the OPL will also have a pronounced economic impact. During the construction period alone, the project will create an estimated 2,130 jobs and generate \$556 million in additional economic activity.





Community Engagement / UHPCI has organized an exceptionally open planning process: consulting with experts, building partnerships, convening community leaders, and fostering neighborhood dialogue. Effective community engagement is critical to the success of the OPL. In the planning process and beyond, UHPCI can help develop and execute a comprehensive engagement strategy to streamline development, maintain public support, improve program concepts, and, in the end, enhance outcomes. In addition, proposed programs like the global youth leadership academy will partner with its institutional neighbors to create a learning district—a holistic educational experience that ultimately sustains community partnerships.

Partnership Models / Hawai‘i is prepared to host all program components of the OPL. The Hawai‘i-based institution, we believe, will achieve unrivaled success in all facets of its operations, from museum visitation to Foundation advocacy. In the spirit of aloha and President Obama’s unifying vision, Hawai‘i is also prepared to partner with a host institution on the mainland to establish an Obama presidential center that has diversified facilities but a unified mission. Based on talks conducted with the University of Chicago, UHPCI has outlined a vision for possible collaboration that can broaden institutional impact while avoiding duplication and unnecessary costs. A partnership model would give the First Family greater flexibility and strengthen their ability to make change across a wider area.

The University of Hawai‘i and its partners are fully committed to the development and operational success of the OPL. We believe Hawai‘i is the perfect place for the President and First Lady to begin their next journey and define their full legacy. Working together, we can build an institution that will explore the aspirations and accomplishments of the Obama presidency, while making a pronounced, positive difference in Hawai‘i, the United States, and around the world. ❏

“THE OPPORTUNITY THAT HAWAI‘I OFFERED-
TO EXPERIENCE A VARIETY OF CULTURES
IN A CLIMATE OF MUTUAL RESPECT-BECAME
AN INTEGRAL PART OF MY WORLDVIEW,
AND A BASIS FOR THE VALUES THAT I HOLD
MOST DEAR.”

—BARACK OBAMA

RESPONDENT INFORMATION

THE UNIVERSITY OF HAWAII (UH) is the lead entity responsible for developing this proposal to host the Barack Obama Presidential Library. The UH Presidential Center Initiative (UHPCI) is a unified effort, undertaken with the full backing of state and municipal government and in close cooperation with business, philanthropic, and non-profit leaders.

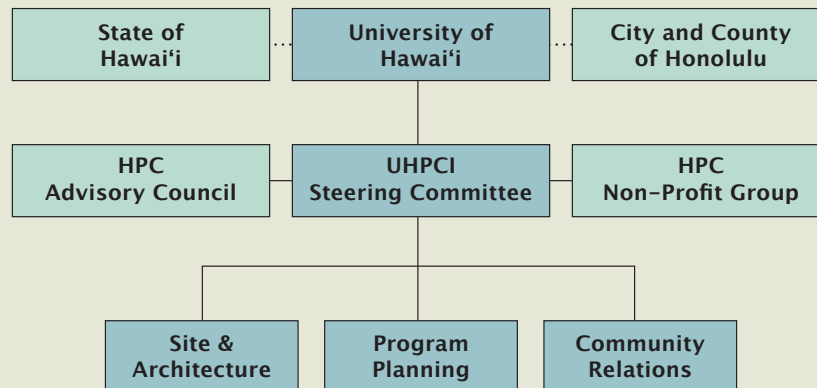
The University of Hawai'i is a public, land-grant institution serving 59,000 students on ten campuses. It is governed by a state-appointed Board of Regents and a system president. In 2010, the flagship UH Mānoa campus chartered UHPCI, which is managed by its director and steering committee – both appointed by the Mānoa Chancellor.

A non-profit, community-based organization, Hawai'i Presidential Center (HPC), has been established to assist the university in bidding for the OPL. In addition, the university has assembled an advisory council of community leaders to provide guidance to the steering committee.

Key decisions are made by the UHPCI steering committee who, when necessary, consult with state and city officials and community partners.



ORGANIZATIONAL CHART



UNIVERSITY AND GOVERNMENT LEADERSHIP

David Lassner

President, University of Hawai'i

Tom Apple

Chancellor, University of Hawai'i at Mānoa

Brian Schatz

United States Senator

Neil Abercrombie

Governor, State of Hawai'i

Shan Tsutsui

Lieutenant Governor, State of Hawai'i

Kirk Caldwell

Mayor, City and County of Honolulu

ADVISORY COUNCIL

Maenette Ah Nee-Benham

Dean, Hawai'inuiākea School of
Hawaiian Knowledge; Board President,
MA'O Organic Farms

Debbie Berger

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

Peter Ho

Chairman, President & CEO, Bank of Hawai'i;
Chair, APEC 2011 Hawai'i Host Committee

Constance Lau

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

Charles Lawrence

University of Hawai'i at Mānoa
Centennial Professor

Colbert Matsumoto

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

Dee Jay Mailer

Member of President's Advisory Commission
on Asian Americans and Pacific Islanders;
Former CEO, Kamehameha Schools

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 Kapae'alii Scott

President, Punahou School

Nainoa Thompson

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

UHPCI STEERING COMMITTEE

Maxine Burkett is the UHPCI policy and research director. She is an Associate Professor of Law and was the inaugural director of the Center for Island Climate Adaptation and Policy. She has presented her research on the law and policy of climate change throughout the United States, Asia, Africa, Europe, and the Caribbean. She is a current Omidyar fellow and a former White House intern.



Patricia Espiritu Halagao is the UHPCI education director. A former elementary school teacher, she is an Associate Professor of Social Studies and Multicultural Education. She is a recipient of the Board of Regents Teaching Excellence Award, and multiple Smithsonian Institution and federal teaching professional development grants. She serves on the Hawai'i State Board of Education.



Avelino Halagao, Jr. is the UHPCI community engagement director. A former attorney, he serves as vice chair of Honolulu's Grants-in-Aid Advisory Commission, and is Director of Corporate and Community Advancement at Hawaiian Electric Industries. AJ also serves as president of the Hawai'i Presidential Center, the non-profit, community organization founded to advance Hawai'i's bid for a presidential center.



Robert Perkinson is UHPCI's director. He is an Associate Professor of American Studies and the author of *Texas Tough: The Rise of America's Prison Empire*. His research areas include international relations, criminal justice, and the political history of race. His work has appeared in the *New York Times*, *Huffington Post*, and *The Nation*.



Maria Simon is the UHPCI site and architectural advisor. Currently a visiting professor at UH Mānoa, she has several years of experience in architectural competitions and in the design and planning of convention centers, airports, and mixed-use commercial centers.



CAPITAL RESOURCES

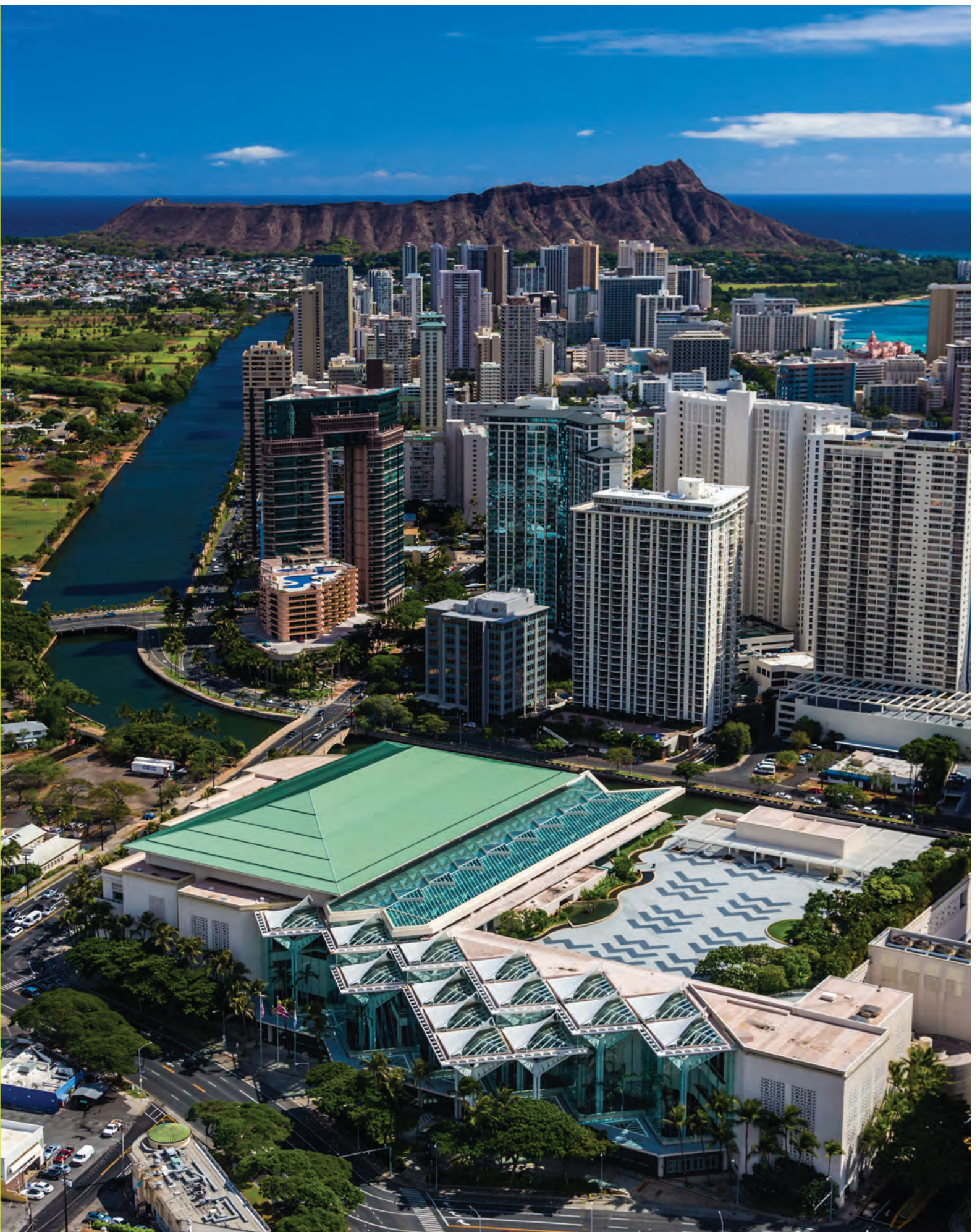
The development of Hawai'i's bid to host the Obama presidential library has received financial support from the University of Hawai'i, the state legislature, the business sector, and institutional and individual members throughout Hawai'i. HPC or the University of Hawai'i Foundation manages private contributions.

FY 2015 UHPCI Budget	
University of Hawai'i	\$250,000
Hawai'i State Legislature	\$200,000
Private Funds	\$175,000
TOTAL	\$625,000

The University of Hawai'i has assigned seven primary staff members to this initiative, including a full-time director, part-time steering committee members, a full-time program coordinator, a graduate assistant, and student researchers.

Private-sector contributions of at least \$25,000 each have been committed to this initiative from: Bank of Hawai'i, Hawaiian Electric, Howard Hughes Corporation, Kamehameha Schools, the Office of Hawaiian Affairs, Punahou School, Stanford Carr Development, and Bill Reeves and Debbie Berger. In addition, several consultants have committed their time and expertise pro-bono, including: Ferraro Choi, Hensel Phelps, and Wilson Okamoto.





INSTITUTIONAL PARTNERS

The University of Hawai‘i is developing plans for the Obama presidential library in partnership with several government and non-government institutions. These organizations have contributed resources and expertise, are committed to cooperative planning around our proposed site, and can enhance the operational sustainability of an Obama presidential library in Hawai‘i through cost sharing and shared programming. Key partners include:



Congress established the **East-West Center** in 1960 to promote better relations among people of the United States, Asia, and the Pacific. The Center runs education, diplomatic, and research programs and has 57,000 alumni worldwide, including President Obama’s parents.



The **Hawai‘i Community Development Authority** is a state agency created in 1976 to facilitate community renewal in underdeveloped areas of urban Honolulu, including Kaka‘ako. HCDA has planning and zoning authority over our proposed site.



The **Hawai‘i State Department of Education** is the only unified statewide school district in the United States. It manages 283 schools, employs 13,000 teachers, and serves 178,000 students on seven islands. In 2010, DOE received a \$75 million federal Race to the Top grant.



The **Hawai‘i Tourism Authority** coordinates marketing and research for the visitor industry and operates the Hawai‘i Convention Center. It is the most well-funded state tourism agency in the United States.



Kamehameha Schools is an educational charitable trust. It operates three K-12 schools, thirty-one preschools, and numerous programs that serve over 40,000 Hawaiian students. The trust is Hawai‘i’s largest private landowner and has an endowment of over \$9 billion.



The **Office of Hawaiian Affairs** is an autonomous state agency dedicated to perpetuating Hawaiian culture and providing a better future for Native Hawaiians. In 2012, OHA received substantial landholdings in Kaka‘ako as part of a historic claims settlement with the state.



Punahou School is Barack Obama’s alma mater and the largest co-educational K-12 school on a single campus in the United States. Punahou specializes in rigorous academics, arts and athletics, and an integrated education for the whole child.

CONSULTANTS

SITE

Ferraro Choi	Building program options, conceptual massing studies
Group 70 Intl	Site history, district development analysis
Hensel Phelps	Development and construction cost estimating
International Living Future Institute	Sustainable architecture, living building challenge certification
JS Architecture + Design	Oahu site review study
Kroloff Jones	Design competition
MASS Design	Architectural ethics and social justice
Wilson Okamoto	Environmental assessment, parking analysis
Workshop Green	Coastal risk mitigation

COMMUNITY PLANNING

John M. Knox & Associates	Economic impact study
Townscape	Community engagement

PROGRAM RESEARCH

Accord 3.0	Convening programming and impact
Applebaum & Assoc.	Museum exhibition planning
The Leader Project	Education research and programming
Lord Cultural Resources	Museum planning
Sharon Fawcett	NARA coordination and planning
Russell Riley	Presidential oral history

DESIGN AND COMMUNICATIONS

Formlessness	Graphic design and web development
Kinetic	Video production
MVNP	Graphic design and video production



HAWAII HALL

SUBMISSION CONTACT

Robert Perkinson, Director
UH Presidential Center Initiative
Office of the Chancellor
2500 Campus Road, Hawai'i Hall 202
Honolulu, HI 96822

Email: perk@hawaii.edu
Telephone: 808-351-8076

COMMUNITY VISION, LOCAL TO GLOBAL

TO CONCEIVE A DYNAMIC and innovative presidential center, Hawai'i has organized a uniquely public planning process. Starting in 2009, we set up ad-hoc working groups on a range of topics, from archive technology to food policy, and dispatched team members to visit museums, think tanks, and presidential libraries. We hosted community brainstorming forums and scores of events. By consulting widely—with experts, executives, educators, advocates, students, and neighbors—we aimed to harvest fresh, viable ideas. From conversation and cooperation, we hoped to forge a vision for a transformative institution—one that would embody the values and ambitions of the President, emerge organically from Hawai'i's soil, and have a pronounced impact locally, nationally, and globally.

Collaboration is a hallmark of the Obama presidency and a defining feature of Hawai'i's social and political culture. The Hawaiian values of **aloha**—a welcoming and the sharing of breath and space, **'ohana**—the sense of family and community, and **kuleana**—personal and collective responsibility, have shaped Barack Obama during his journey from community organizing to the presidency.

We envision a presidential center that tackles problems of global consequence, but that is rooted in the islands and develops durable partnerships with allied institutions.





From conversation and cooperation, we hoped to forge a vision for a transformative institution—one that would embody the values and ambitions of the President, emerge organically from Hawai‘i’s soil, and have a pronounced impact locally, nationally, and globally.

We see symbiosis within and outside of the physical structure such as landscaping enhanced by community gardens; museum encounters that provoke visitors to rethink their place at home and in the world; educational experiences that foster leadership grounded in multicultural perspectives and global relationships; and convenings that mobilize communities and bridge divides.

By planning cooperatively, we have laid the groundwork for an interconnected presidential center. Our local partners are prepared to contribute staff and resources, share public event space, jointly administer internship and advocacy campaigns, develop complementary educational programs, sponsor synergistic research initiatives, and come together to solve difficult problems, here at home and abroad. ◊

“HAWAI‘I IS HOME TO PEOPLE OF ALL DIFFERENT CULTURES, AND THERE’S A SPECIAL SPIRIT HERE— A SPIRIT OF OPENNESS AND TOLERANCE. AND I HAVE EXPERIENCED IT MYSELF. I FEEL LIKE THIS IS MY HOME AWAY FROM HOME, A PLACE WHERE I FEEL WELCOME AND OPEN AND OPTIMISTIC.”

—MICHELLE OBAMA

PROJECT SITE

THE STATE OF HAWAII has designated a premier site in Kaka'ako Waterfront Park to house the Obama Presidential Library. On a rocky peninsula along Honolulu's urban coastline, the nine-acre site can showcase inspiring architecture and features breathtaking views, from Diamond Head to the Wai'anae Range. The OPL location is one of the most iconic buildable sites in Honolulu.

Located in Kaka'ako Makai—the oceanfront portion of the larger Kaka'ako district, which connects downtown to Ala Moana and Waikiki—the OPL property has numerous advantages, including multi-mode transportation accessibility, proximity to UH and other educational facilities, abundant green space, and sufficient acreage for a presidential center of various configurations.

The OPL will take root in a vibrant community. Kaka'ako has a deep history—Kamehameha I, the monarch who first unified the Hawaiian Islands once had a residence in the area. Today, it features a thriving arts and cultural scene and is undergoing comprehensive redevelopment that promises to create a more walkable, livable city. Envisioned as a gathering place by state and community planners, Kaka'ako Makai joins the past to the future, land to the sea, and America to the world. It is the ideal location for President Obama to extend his legacy on a global stage.



The OPL site indicated in Kaka'ako Makai, on the south shore of O'ahu, and within the city of Honolulu.





Overview and Description / The State of Hawai‘i—through the Hawai‘i Community Development Authority (the government agency overseeing the development of state-owned lands in the district)—has set aside 9.1 acres in two parcels for the OPL:

■ The OPL Site is a 6.8-acre property that directly fronts the ocean next to Point Panic, O‘ahu’s legendary body-surfing break. On two sides, it borders lands owned by the Office of Hawaiian Affairs—lands slated for low-level commercial, cultural, and educational use. To the northwest, it connects to Kaka‘ako Waterfront Park.

■ Connected diagonally to the OPL Site is the 2.3-acre Parking Site. It currently contains 373 ground-level parking stalls. The Abercrombie administration pledges to seek legislative authorization to build a low-level parking structure on this site. The structure, which would accommodate the OPL’s parking requirements at no cost to the Foundation, would service all of Kaka‘ako Makai and would feature a berm and green roof to expand the size of Kaka‘ako Waterfront Park.

The two parcels are large enough to accommodate NARA security requirements and to host all components of the OPL, including gardens and landscaping.

LEFT TOP_Aerial view of the OPL site, facing south.

LEFT BOTTOM_The OPL Building and Parking Site located in Kaka‘ako Waterfront Park.

Legal and Topographical Survey / The OPL's Building Site includes two complete lots (TMK 2-1-060:002; TMK 2-1-60:001), plus a small rectangular parking lot along the ocean and a portion of parkland on the north-western edge. The Parking Site includes TMK 2-1-060:003 and a portion of 2-1-060:008. Both are designated Lot A by HCDA.

Zoning and Land-Use Designations / Allowable land use in Kaka'ako Makai is defined both by statute and HCDA, which has overall zoning authority over state lands in its jurisdiction.

RIGHT TOP
Topographical representation of the OPL lots, drawn at 2-foot lines within the site boundaries, and the surrounding park and waterfront.

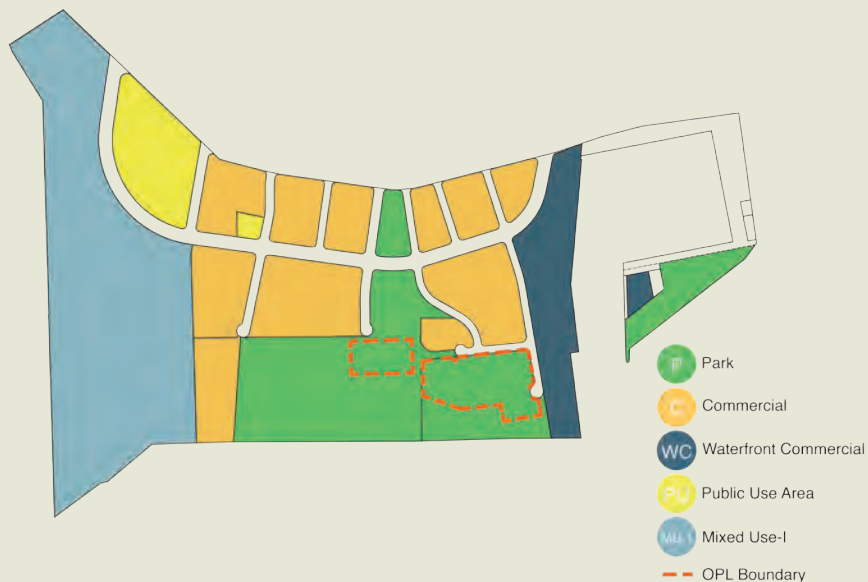
RIGHT BOTTOM
Aerial view of the OPL site.

- Under state law, the OPL site in Kaka'ako Makai is designated as "Urban."
- HCDA defines the OPL site as "Park," which allows for certain cultural and educational uses, including museums and research facilities.
- Under current HCDA zoning rules, the OPL Site has a floor-area ratio (FAR) of 1.0. The maximum allowable height (excluding miscellaneous building features like a mechanical penthouse) is 100 feet, and 20 percent of the property must be maintained as green space. Without variance, the OPL Site can accommodate a building of 304,920 square feet.

The OPL was included in the current HCDA Master Plan, approved by the HCDA board in 2010. HCDA Executive Director Anthony Ching has further determined that the OPL is an appropriate use of state land in Kaka'ako Makai.

UHPCI believes that current zoning and land-use designations can accommodate all uses outlined in the Foundation's RFQ.

Zoning map for Kaka'ako Makai as designated by HCDA.







Zoning Variance Process / UHPCI does not foresee the need to seek any zoning or land-use variances. Possible design decisions, however, may necessitate the following:

- Should the design architect wish to exceed the 100-foot restriction, a height variance would be required.
- Should the First Family wish to occupy a residence at the OPL full-time, an exception to the state's ban on residential construction in Kaka'ako Makai would have to be secured.

HCDA height variance would require a written application and one or two public hearings, depending on the application content. An exception to the state's residential construction ban would require action by the Hawai'i State Legislature. Note that occasional occupancy of an executive suite owned and operated by the Foundation would not likely be considered residency under state law, which is in accord with practice at other presidential libraries.

To facilitate the review of building permits and environmental assessments, Honolulu Mayor Caldwell has agreed to appoint a permit concierge to assist the development of the OPL.

Current Land Ownership / The proposed OPL site is owned by the State of Hawai'i, subject to Hawai'i Revised Statutes Chapter 171. As caretaker, HCDA has full legal authority over the land. After site selection, the Foundation can take possession of the OPL parcels in one of two ways.

- **Long-Term Lease:** In this scenario, the Foundation would likely assume full responsibility and liability for the land, including issues associated with previous development. Upon expiration of the lease, possession would revert to the State of Hawai'i.
- **Transfer of Ownership:** The Governor could initiate a full transfer of the property. In this case, the Foundation would assume full title and responsibility for the site in perpetuity.

Neither of these transfer mechanisms would involve more than nominal costs to the Foundation. In both instances, however, HCDA would likely assess an annual maintenance fee on the properties.

Both sites designed for the OPL by HCDA are currently used for surface parking.



SURROUNDING COMMUNITY— THE TRANSFORMATION OF KAKA‘AKO



KAKA‘AKO IS A COMMUNITY IN MOTION. A collection of apartment complexes, small businesses, and research facilities have given rise to a vibrant culture and arts scene. Galleries, non-profits, restaurants, and entrepreneurial incubators have all opened in recent months. Construction cranes, too, dot the landscape, as the area’s principal landholders take advantage of favorable market conditions and coming rail connectivity to erect all manner of housing—from low-income condos to luxurious penthouses. At their best, these developments promise to create an economically and ethnically diverse neighborhood of shaded streets, ground floor retail, bike lanes, and parks, large and small. Having declined from its postwar industrial heyday, Kaka‘ako is roaring back to life.

The OPL can play a critical role in the rebirth of Kaka‘ako. If the facility includes an outdoor education program modeled on the White House Kitchen Garden, it will return Kaka‘ako to food production, one of the first uses of the neighborhood. Prior to western contact, Native Hawaiians sustained a community of thousands in the area, cultivating lowland taro, harvesting salt, and managing expansive fish ponds along the waterfront.

Over the course of the nineteenth century, aquaponics gave way to dense residency, as immigrants moved into the district to support whaling and then sugar development. Flour mills, an iron works, and boat builders grew up in proximity to housing and began to shape Kaka‘ako’s modern, mixed-use flavor. Long-term residents fondly recall the neighborhood’s tight-knit churches, blue-collar work ethic, and social activism.

Kaka‘ako was designated commercial in the territorial era and industrial warehouses gradually crowded out housing. As Waikiki took shape, landfill from massive dredging along O‘ahu’s south shore extended the coastline. Dumping and later incinerator ash created still more land, and the present-day Kaka‘ako Makai peninsula took shape. That the OPL site and Kaka‘ako Waterfront Park rise above the waves is an artifact of history.

KAKA'AKO REDEVELOPMENT PLANS



Kaka'ako Today:
Existing buildings
in the district
designated by use.



Kaka'ako Tomorrow:
New buildings
shown by type
that are under
construction or
represented in
master plans by
Kamehameha
Schools, Howard
Hughes, HCDA,
and the Office of
Hawaiian Affairs.

RIGHT_Major
landowners in
Kaka'ako Makai.

Residents began returning to Kaka'ako in the 1970s, after the district was rezoned to encourage both housing and commercial development. The population today is small (about 8,000 in the 2010 census), but incredibly diverse. Kaka'ako is 66 percent Asian, 19 percent white, 5 percent Hispanic, and just 2 percent Hawaiian or Pacific Islander. Multigenerational households are common, as they are statewide, and first-generation immigrants make up 36 percent of the population. The district has a higher poverty rate than Honolulu as a whole, but this may change as redevelopment advances; the district's population has already swelled by 112 percent over the last decade.

Tourism has become increasingly central to Kaka'ako as cultural and commercial amenities take root. Night Markets, sponsored by Kamehameha Schools, have drawn thousands to the area for performances, fashion shows, and art sales. Within two miles of the OPL site are numerous high-profile attractions, including the Hawai'i Convention Center, Honolulu Museum of Art, Blaisdell Arena, Aloha Tower, and 'Iolani Palace, where Hawai'i's own heads of state once reigned. The development of the OPL will bring Kaka'ako energy toward the waterfront, with inspiring architecture, world-class museum exhibits, park improvements, and public events.

HCDA was established in 1976 to spur community renewal around underdeveloped state-owned lands in Kaka'ako and that effort is now in full swing. A \$10 billion development effort is now underway that could triple Kaka'ako's population in the coming years. This development boom has provoked spirited public debate that, in addition to HCDA, involves three principal players:

■ **Kamehameha Schools:** Hawai'i's largest private landowner is developing 29 acres in Kaka'ako, mostly on the mauka, or mountain, side of Ala Moana Boulevard.

■ **Howard Hughes Corporation:** A privately held company that owns 60 acres in Kaka'ako has launched the first phase of a 22-tower construction plan.

■ **Office of Hawaiian Affairs:** An autonomous state agency, recently completed a \$200 million claims settlement on behalf of its Native Hawaiian beneficiaries and is developing 31 acres in Kaka'ako Makai, including parcels adjacent to the OPL site.

All of these institutions support UHPCI and are committed to integrating the OPL into their development plans for this district in metamorphosis.



RIGHT_Ownership of the land and buildings adjacent to the OPL site.

Adjacent Properties / The State of Hawai'i owns all of the land surrounding the OPL site. HCDA holds and governs the largest parcels. Along the southeastern waterfront, OHA controls most of the parcels. All of the Kaka'ako Makai district is subject to HCDA zoning authority.

The properties immediately adjacent to the OPL Building and Parking sites have a variety of educational, research, commercial, and recreational uses. Uses and ownership are listed clockwise from Point Panic.

■ **Kewalo Marine Lab:** A UH ocean sciences research facility due south of the OPL site. Land owner: OHA. Lease expiration: 2030.

■ **Kaka'ako Waterfront Park:** A 35-acre park operated by HCDA, which includes an oceanfront promenade, picnic areas, a performance amphitheater, a rock revetment used for fishing, and ocean access points for surfers and bodysurfers. Owner: HCDA.

■ **University of Hawai'i Cancer Center:** The only National Cancer Institute-designated center in the Pacific. Owner: HCDA. Lease expiration: 2059.

■ **University of Hawai'i John A. Burns School of Medicine:** One of the leading medical training institutions in the United States. Owner: HCDA. Lease expiration: 2059.

■ **Children's Discovery Center:** In the shell of Kaka'ako's former incinerator, Hawai'i's main children's museum features 38,000 square feet of exhibit space. Owner: HCDA. Lease expiration: 2036.

■ **Piano Lot:** Undeveloped, surface parking. Owner: OHA.

■ **Kewalo Keiki Fishing Conservancy:** A non-profit organization dedicated to youth education and ocean stewardship. Owner: OHA. Lease expires: 2074.

■ **53 By The Sea:** A privately held restaurant and wedding chapel. Owner: OHA. Lease expires: 2042.

■ **Summit Media Radio Tower:** A 130-foot community radio broadcast tower. City and state officials have expressed willingness to assist in its relocation. Owner: OHA. Lease expires: 2035.



Conditions That May Affect Development / UHPCI has identified no obstacles to the development of the OPL in Kaka'ako Makai. The geography, geology, and history of the site, however, do present environmental challenges that design and construction will have to address. These include:

■ **Coastal Risks:** Oceanfront sites in Hawai'i bear risks associated with tsunamis and severe storms, all of which are exacerbated by rising sea levels. UH researchers are modeling these risks and developing design and engineering recommendations to mitigate them.

■ **Soil Contamination:** The OPL site is located on an artificial coastline, built up by dredging, dumping, and ash. The site has also been used for fuel storage, and its soil includes a number of contaminants. HCDA has capped the site, but additional remediation may be required during development.

■ **Building Foundations:** The subsurface features of the OPL Building Site include a former alluvial channel. Due to this, foundations may have to be drilled up to 65 feet in order to reach a stable structural shelf.

■ **Archeological Remains:** Portions of the OPL site were filled with dredging from Honolulu Harbor and other sites and may contain, however unlikely, human remains that may fall under the Native American Graves Protection and Repatriation Act. As is customary in Hawai'i, archeological experts will need to be retained during site excavation.

The OPL site features environmental challenges typical along Hawai'i's waterfront. UHPCI believes that with property study and sound adaptation, the development of the OPL can meet these challenges and become a model for responsible, resilient, and sustainable construction. By restoring vacant parcels to verdant, public use, by showcasing energy efficiency and green design, and by engineering a facility to endure for generations, the OPL can raise the bar for institutional construction in coastal environments in Hawai'i and beyond.



UA MAU KE EA O KA 'ĀINA I KA PONO

The life of the land is perpetuated in righteousness



Available Infrastructure / The OPL parcels in Kaka'ako Makai have more than sufficient infrastructure to support the development and operation of a presidential center. A complete upgrade to the area was completed in 2005, designed to support residential towers that never materialized. Based on its analysis of existing master plans, HCDA reports that sanitary sewer, electricity capacity, and water access are more than sufficient to serve planned development on the OPL site and nearby parcels.

UHPCI has not completed an independent traffic analysis, but based on our consultants' review of studies completed for other projects, we believe that existing roadways and transportation networks are adequate to serve any increased circulation associated with the OPL.

The OPL Site is not currently connected to a high-speed communications network, but the University of Hawai'i has pledged to extend its university network to the OPL at no cost to the Foundation.


TOP LEFT_Category 4 hurricane flooding projections without sea-level rise.

TOP RIGHT_Category 4 hurricane flooding projections with sea-level rise of 1 meter.



The development of the OPL will play a key role in the redevelopment of Kaka'ako and the integration of Honolulu's urban core. Hawai'i, in turn, can help President Obama design and realize new dreams.

The State of Hawai'i has designated an exceptional site for the Obama Presidential Library. Located on one of the last underdeveloped swaths of oceanfront real estate in Honolulu, the site can host a postcard building that will refashion Honolulu's skyline and serve as a laboratory for urban sustainability. Bounded by water and green space, the site features wrap-around views of mountains, city, and the expansive Pacific.

The development of the OPL will play a key role in the redevelopment of Kaka'ako and the integration of Honolulu's urban core. Hawai'i, in turn, can help President Obama design and realize new dreams. Through the OPL in Kaka'ako Makai, the President can outline the global dimensions of his unlikely story, give young people the tools and imagination to make a difference, and bring people together from around the world to meet great challenges. On this rocky Pacific outcropping between mountain and ocean, America and Asia, he can forge a global institution that aligns with Hawai'i's state motto: The life of the land is perpetuated in righteousness. 

“THROUGHOUT MY PRESIDENCY, I INTEND TO MAKE
CLEAR THAT THE UNITED STATES IS A PACIFIC
NATION, AND WE WILL BE DEEPENING OUR
ENGAGEMENT IN THIS PART OF THE WORLD.”

—BARACK OBAMA

TRANSPORTATION & ACCESSIBILITY

HONOLULU IS A GLOBAL CITY. As the world's center of gravity pivots to Asia, Hawai'i's capital is strategically located, roughly equidistant from the world's great financial capitals: Beijing, New York, and Tokyo. The Hawaiian Islands—though they are the most geographically remote on the planet—draw 8 million visitors a year, with nearly 5 million staying on O'ahu. With an engaged and diverse resident population and a huge rotating population of tourists, Honolulu is well-positioned to deliver large numbers of visitors to the Obama Presidential Library and also to provide the President a platform to advance his priorities worldwide.

The OPL site in Kaka'ako Makai—located off a central thoroughfare between Waikiki and downtown—is similarly well-positioned. The site is 15 minutes from the airport, 20 minutes from Kailua and windward O'ahu, and a stroll away from the Hawai'i Convention Center.

We believe that the OPL in Hawai'i will be distant enough to foster clear thinking and genuine collaboration, but connected enough to bring people together to make a difference.



Global air connectivity to Hawai'i.



ROUTES

The OPL site in Kaka'ako Makai can be reached by plane, ship, train, bus, car, bicycle, foot, and even by surfboard.

Air / The Honolulu International Airport handles 21 million passengers a year and offers non-stop flights to leading cities from New York to Sydney. More than half of the flights go overseas (both international and domestic), with the remaining serving the Neighbor Islands. With help from President Obama's Better Building Initiative, a \$2.7 billion airport modernization program has upgraded the traveler's experience, as well as the facility's efficiency and safety.

Bus / Hawai'i's principal mass transit system, "The Bus," as it is known locally, has twice been named "America's Best Transit System" by the American Public Transportation Association. The municipal system operates 107 routes on O'ahu and fields 531 buses. Honolulu is ranked fourth in per-capita use of mass transit in the United States. Mayor Kirk Caldwell has committed to extend service directly to the OPL.

Car / The OPL is connected to major Honolulu roadways, including the two largest east-west arteries, the H-1 freeway and Ala Moana Boulevard. These roads have extensive capacity, with the nearest large intersection handling nearly 2,000 cars hourly during peak traffic. The OPL impact should be modest, adding 30-50 cars hourly in peak periods, according to preliminary estimates.

Train / With funding support from the Obama administration, Honolulu is currently building a commuter rail system to connect the city center to its fast-growing western neighborhoods. Honolulu Rail Transit is scheduled for full completion in 2019—well timed for the opening of the OPL—and is expected to remove 40,000 cars from the roads every workday. Electric-powered—with 70 percent of its load to be delivered by clean-energy sources by 2030—the system is projected to serve over 100,000 passengers daily during the workweek. The OPL site will be within walking distance of two rail stops.

LEFT_Accessibility to the OPL site via major roads, bus lines, and rail, from Honolulu International Airport to Waikiki.



Ship / Hawai'i has an active cruise industry, with 162,000 passengers arriving to the islands by sea rather than air. Cruise-related spending exceeded \$300 million in 2012. Honolulu passengers disembark at Aloha Tower, a 7-minute drive from the OPL site, and their demographic profile suggests likely visitation to a presidential museum.

Bike / Given its climate and density, Honolulu should rank among the most bike-friendly cities in the United States. City and community planners are working toward this goal, and the “complete streets” vision for Kaka’ako will play an important role. In 2015, the city expects to begin rolling out an ambitious bike-share program. UHPCI is working with organizers and city officials to ensure that a bike-share station is located at the OPL.

Foot and Fin / The OPL will also be accessible to pedestrians and ocean users. Kaka’ako developers have committed to walkability improvements to Ward Avenue and other mauka-makai roads that serve Kaka’ako Waterfront Park. A planned waterfront promenade will connect to Ala Moana Beach Park, which draws 2.4 million visitors annually. Kewalo Basin Harbor, currently slated for redevelopment by the Howard Hughes Corporation, can also facilitate OPL traffic and interest, as will Kaka’ako Makai’s two popular surf breaks, Kewalos and Point Panic.

ACCESSIBILITY ENHANCEMENTS

RIGHT Transportation and accessibility to the OPL site in Kaka’ako Makai.

The OPL site is centrally located in urban Honolulu and well-connected, but planned improvements will further enhance accessibility. These include:

- State development of a major parking structure for Kaka’ako and the OPL.
- Construction of a waterfront promenade in Kaka’ako Makai.
- The opening of two rail stops within walking distance of the OPL.
- The addition of city bus routes to the OPL, including connectivity to rail.
- Pedestrian and bike-friendly road improvements throughout the district.
- Planned HCDA improvements to Kaka’ako Waterfront Park.






VISITOR AND TOURISM INFORMATION

Tourism is Hawai‘i’s mainstay industry. The islands feature consistently ideal weather, breathtaking natural beauty, and a full array of recreational, retail, and cultural amenities. Roughly 7 of 8 million annual visitors come to Hawai‘i for vacation, and the overwhelming majority of them (86 percent) visit cultural institutions. Visitorship at institutions with similar interest profiles to a presidential museum include:

Pearl Harbor Visitor Center	1,751,000
Polynesian Cultural Center	719,000
Bishop Museum	325,000
Honolulu Museum of Art	252,000

Hawai‘i benefits from a mature visitor industry. Arrivals from China and Korea are fast increasing, even as visitation from Japan and the U.S. mainland remains solid. The Hawai‘i Tourism Authority—the most well-funded tourism agency in the United States—estimates that annual growth will average 1 percent through 2040.

Taken together, there is little doubt that Hawai‘i’s resident and visitor profile will sustain elevated attendance at the OPL. 

“YOU CAN’T REALLY UNDERSTAND BARACK
UNTIL YOU UNDERSTAND HAWAI’I.”

—MICHELLE OBAMA

DESIGN RECOMMENDATIONS


THE DESIGN of the Obama Presidential Library will capture the world's imagination—and excite it. The OPL will be grand—it will inspire visitors to raise their heads and dream—but it will also convey purpose. It will showcase the openness of democracy and offer programs to make that democracy work. Overall, it will nurture Obama's aspirations as President: to bring people together to make America all that it can be.

The OPL will reflect President Obama's values—unity, responsibility, and justice—and also the land and culture where those values first took shape. Framed by mountains, city, and sea, the facility will be rooted in history, integrated into its community, and reflective of Hawai'i's grace. The building will embody the best of Hawai'i—**aloha** (shared breath and ethos); **'ohana**, (family); and **kuleana**, (responsibility). UHPCI has not commissioned an architectural design for a presidential center. This could emerge after an international architectural competition supervised by the Foundation and the President himself. In the planning process, however, we have developed thoughts on how to craft a facility that makes sense in Hawai'i and advances the President's agenda, restores its ecosystem, takes seriously the risks of coastal development, and models healthy community. UHPCI believes that the OPL design will be:

Inspirational and Purposeful / President Obama's presidential library will capture the hope his campaign generated around the world and the collective hard work necessary to achieve lasting change. The OPL will embody grandeur to elevate the spirit, and purpose to propel us forward. The facility will encourage visitors to consider that, as Barack Obama remarked in the 2008 primaries, "we are the change we seek."







Reflective of Hawai‘i / Hawai‘i is famous for its lush natural environment, balmy climate, indigenous heritage and multiculturalism, and generous spirit of aloha. Hawai‘i’s best architecture reflects this Hawaiian sense of place. From Territorial-Era icons like Aloha Tower to the gathering places of Vladimir Ossipoff, the most livable and uplifting Hawai‘i buildings incorporate aesthetics from diverse cultures, take advantage of natural light and ventilation, blend indoor with outdoor spaces, and encourage occupants to connect with the land. The OPL will endeavor to reference the best of Hawai‘i-centered design while creating a progressive, global facility to refashion Hawai‘i’s cityscape.

Responsibility / The OPL has the opportunity to serve as a model for adaptation and resiliency planning in Pacific Rim coastal communities. By advancing best practices in coastal development, the OPL can set a precedent for future development, particularly in developing areas in Southeast Asia and island nations around the world. It can take into account all of the challenges that a coastal building and site may face throughout its lifecycle.

Sustainable / The OPL will work to enhance human and ecosystem health through its design, construction, and operations. UHPCI believes the project should seek not just LEED Platinum status but endorsement by the Living Building Challenge (LBC) – a more philosophically ambitious set of guidelines that require buildings to function as restorative organisms. The holistic LBC performance standards cover both development and operations and require: energy independence, water catchment and filtration, use of non-toxic materials, carbon output reduction, soil restoration, design of salubrious work environments, and a social justice mission.

Hawai‘i’s efforts to create a clean and sustainable environment makes it a model for the nation. To reach its 70 percent clean energy goal by 2030, legislation requires that the state’s energy must be generated from renewable resources including solar, wind, geothermal, hydro-power, and bio-fuels. Here in nature’s laboratory, over 70 renewable energy projects are currently in progress and more are in development.



Resilient / The OPL site is slightly elevated near the waterfront and protected by revetments. Coastal sites always come with risks, however, and UHPCI is taking them seriously. A team of architects, oceanographers, and engineers at UH are modeling extreme weather, tsunamis, and sea-level rise in Kaka’ako Makai and have developed preliminary design recommendations, including: elevation of critical equipment, fortified building supports, wash-through ground floors, subsurface utility upgrades, strategic landscaping, and berming. Building for the challenges of the twenty-first century can allow the OPL to endure beyond our grandchildren’s generation and can make the facility a model for responsible, resilient design.

Technologically Advanced / Set to open toward the close of this decade, the OPL will take advantage of emerging technologies to advance research, expedite archival processing, deepen museum experiences, use space efficiently, and reduce operating costs. Next generation internet connectivity, provided by UH, will foster collaboration with foundations and universities—and perhaps with a presidential center on the mainland. Advanced materials, combined with environmental design, can conserve energy. At the same time, the OPL can serve as a prototype for innovative energy generation from the wind, sun, and waves.



Ethical / If the OPL aims to make a better world, its development and operation will be geared to the same purpose. This will require supporting livable wages, procuring materials conscientiously, integrating disability planning, building to last, and enhancing the natural and social environment. An immersive community engagement process is also critical to ethical development. By mobilizing Hawai'i's diverse communities and heeding their concerns, the OPL can craft an institution that embraces its neighbors and embodies the public good.

Healthy / The OPL will be designed to foster health and well being among staff, students, and visitors. The facility will favor stairs over elevators, mix indoor with outdoor spaces, and encourage resource sharing (using printer stations, for example). To facilitate exercise and carbon-free commutes, the OPL will include bike and surf racks, staff lockers and showers, outdoor recreation features, and a basketball court.

Verdant / The OPL will include an array of landscaping and garden features to enhance the site's beauty, improve its ecology, and foster healthier living. Most prominent will be an ambitious farm-education program modeled on Michelle Obama's White House Kitchen Garden. Additional green features could include: native plant landscaping to restore habitat and withstand salinity, living walls and roofs to dissipate heat, and strategic planting to mitigate erosion, absorb rainwater, and provide shade for outdoor work and education. Before the twentieth century, Kaka'ako produced food in abundance, and the OPL will help revitalize this tradition for a new generation.

The above recommendations will serve to inform rather than prescribe the design of the Obama Presidential Library. Incorporated into an open architectural competition, these guidelines can help generate plans for a progressive, sustainable, and purposeful building that can revitalize Honolulu and inspire visitors to carry forward President Obama's hopes.



MASSING STUDY



TO GIVE STRUCTURE to the ideas presented in this submission and to demonstrate the promise of the OPL waterfront site, UHPCI has undertaken a variable massing study based on a mock architectural program. These visualizations are not architectural designs. Rather, they depict possible building volume on the OPL site in connection to its surroundings. These massings incorporate HCDA zoning regulations, NARA setbacks, and security requirements, as well as basic accommodations for features that green-building certification and coastal resilience will no doubt require. Square footage is based on space usage at other presidential libraries and on the program vision outlined in this proposal.

Mock Building Programs / UHPCI has developed two mock building programs. The first (Complete-NARA) is comprehensive. It incorporates all components of a presidential center, from archive to foundation headquarters, classrooms to event space. The second (Partnership) explores the possibility that President Obama will locate his NARA facility and foundation headquarters on the mainland and develop partnering facilities in Hawai‘i oriented toward convenings, education, research, and advocacy. This latter configuration includes all components elaborated in this proposal, with the exception of federal government facilities and a private residence. This version also includes a smaller footprint for the Foundation. Hensel Phelps generated cost estimates based on site conditions, regulatory requirements, environmental ambitions, inflation projections, and costs associated with recently built presidential libraries. Note that actual costs will depend on a final design among other factors. In the massing visualizations, only the complete configuration is depicted. ◀

Building Feature	Complete—NARA	Partnership
Presidential Records	●	-
Museum	●	◐
Executive Offices	●	◐
First Family Residence	●	-
Convening Institute	●	●
Leadership Academy	●	●
Foundation Offices & Programs	●	◐
UH Graduate Program	●	●
Recreation, basketball court	●	●
Gardens	●	●
Events Space	●	●
Teaching Restaurant	●	●
TOTALS		
Square Footage	181,000	105,000
Development and Construction Estimated Costs in 2018 dollars	\$280 million	\$160 million

● Complete ◐ Reduced



SPACE VISUALIZATIONS

Views of possible massing configurations looking East toward Waikīkī and Diamond Head.



These three sets of visualizations are not architectural designs but explorations of building volume and possible configurations on the OPL site. They can serve as beginning reference points for program conception, community engagement, financial projections, and, later, actual design.



Views of possible massing configurations looking West toward the sunset.



TOP This space visualization helps us imagine what the Obama Presidential Library in Kaka'ako Waterfront Park—framed by mountains and ocean, connected to downtown and Waikīkī, joining Hawai'i to the world—can be.

“[HAWAI‘I IS] A PLACE WHERE WE SEE THE
GLOWING DAYBREAK OF FREEDOM AND DIGNITY
AND RACIAL JUSTICE.”

—MARTIN LUTHER KING JR., HONOLULU, 1959

PROGRAM VISION

BARACK OBAMA has dedicated his presidency to bringing Americans together to address, with clear eyes, the great problems of our time, from economic insecurity to climate change. In difficult circumstances and against intractable opposition, he has struggled to make tough choices today in the interest of a better tomorrow.

The Obama Presidential Library should similarly look toward tomorrow. In Hawai'i, we envision an institution that will illuminate a transformational presidency in order to inspire transformation. Our hope is to create a presidential center that looks outward to the world and forward to the future. In partnership with the Foundation, we aim not just to preserve the president's legacy, but to expand on it.

In order to celebrate our president and carry forward his work, UHPCI has designed a set of program proposals that embody both Hawai'i's values and President Obama's values. In this section, we will describe our lead program proposals, a Convening Institute and Global Youth Leadership Academy. In addition, we will outline our vision for a presidential museum and archive, a UH research center on community organizing, and working gardens and a farm-to-table restaurant. Together, these components can make change in Hawai'i, the nation, and the world.





“Our obligations as Americans are not just to ourselves, but to all posterity.” –Barack Obama, Second Inaugural Address

CONVENING INSTITUTE

TO BUILD ON President Obama's landmark efforts to bring people together to solve big problems, we propose the creation of an action-focused convening institute. The Convening Institute (the Institute) will gather decision-makers, scholars, and advocates to address the most pressing global challenges of the 21st Century. Using innovative negotiation and problem-solving tools, as well as the most effective tactics of political campaigns and community organizing, the Institute will forge enduring solutions to complex problems. The Institute will combine the President's unique authority to convene, the university's capacity to advance applied research, and the Foundation's determination to effect lasting change.

Social transformation requires a space where reflection, pragmatism, and connection can happen beyond the public eye. It needs a gathering place. And that place is Hawai'i.

In Hawai'i, attendees can gather in a relaxed, yet highly productive environment in one of the most multicultural and diverse cities in the world. Hawai'i's mid-Pacific location enables people to conduct business with New York and Shanghai on the same day. Yet Hawai'i is far enough away from the political centers that it can bring participants together on equal footing, enabling them to jointly develop solutions to long-term challenges.

Let's Meet Half-way / Honolulu has served as the location for some of the U.S. and Pacific Rim's largest and most notable meetings. In 2011, the city hosted nearly 20,000 guests for the Asia-Pacific Economic Cooperation Leaders' Meeting (APEC). In 2014, Hawai'i hosted the meeting of the ASEAN defense ministers. In 2016, Hawai'i will host the World Conservation Congress.





CONVENING EQUALS, CATALYZING CHANGE

The Convening Institute will be collaborative, focused, and designed to get results. It will have the capacity to bring stakeholders together with urgency when required, but its focus should be on purposeful engagement with specific problems that show promise of resolution through dialogue. Every two years, the Institute will announce a two-year area of focus. The Institute will then develop a phased strategy of engagement.

- **Phase 1: Research and Problem Focus:** Aided by UH and partner universities, the Institute will sponsor research and organize consultation meetings to clarify the full scope of the problem.
- **Phase 2: Dialogue:** The Institute will bring together a cross-section of stakeholders on equal footing—from CEOs to community advocates—to seek viable solutions with broad support.
- **Phase 3: Implementation:** The Institute will shepherd solutions toward realization, though the development of template legislation or the incubation of campaigns, for example.

The goal of the process will be to generate fresh, viable ideas and bring them to life. In this way, the Institute will model President Obama’s uniquely collaborative approach to governing, one that has deep resonance in Hawai‘i.

While the President can invite a convening on any issue of interest or immediate concern, the day-to-day research and community-organizing concern of the Institute would be centered on a narrower set of issues, issues with which Hawai‘i—it’s history, spirit of innovation, and location—is interwoven. The issues that will continue to define the 21st century implicate cherished resources and require careful management of common spaces. Alternative energy and climate change, ocean health and management, and space innovation and exploration are this century’s challenges—and opportunities. Hawai‘i is at the vanguard advancing cutting edge solutions in of each of these areas.



“We want our children to live in an America that isn’t...threatened by the destructive power of a warming planet.”

–Barack Obama

Model Convening: Oceans and Climate / Climate change, generally, and its impacts on ocean health and governance typify the outsized challenges to the global commons. From threats to marine life and accompanying threats to food security, to more general challenges for national security and territorial vulnerabilities for small islands, to the poor management of potentially expanding high seas, the oceans alone introduce all of the turmoil that follows from a poorly understood and difficult to govern common space. Consistent with its goal to provide an alternative means for dialogue, high-level conveners would gather participants to engage in “second-track” negotiation around issues such as the implications of increasing ocean acidification and the expansion of the high seas. Participants will engage in a fact-finding and consensus-building dialogue to devise new models of public and private governance.

To be effective, the Institute will have to draw on the credibility and attention of the President, while developing a reputation for inclusion, independence, research, and results. The Institute should be:

■ **Ambitious:** The Institute will address problems of international significance that, because of their complexity and the diversity of interests at stake, have eluded solution. No single nation can successfully address climate change, energy transformation, ocean health, or food security. But a presidential Convening Institute in Hawai‘i—which is innovating in all of these areas—could play a critical role in locating unexpected common ground.

■ **Inclusive:** The Institute will most effectively catalyze change by facilitating productive dialogue among the broadest set of stakeholders and decision makers. By bringing CEOs, government ministers, lawmakers, activists, and experts together and giving them equal voice, the Institute will generate novel ideas and outline coalitions to give them strength.







■ **Strategic:** The Convening Institute will develop a disciplined approach to issues that are not just important to human wellbeing but primed for intervention. This could involve identifying unlikely allies (e.g., linking national security to climate change)—or narrowing issues to maximize impact (e.g., improving child health by supporting school gardens). The Institute will strive, above all, to make a difference.

■ **Research-Based:** The Institute will convene stakeholders with opposed interests and distinct perspectives, but will foster dialogue on the common ground of evidence. Aided by UH and partner universities, issue engagement should include a robust research component, both efforts to synthesize existing research and to answer new questions. The Institute will also subject its own interventions to study, regularly assessing its outcomes to improve effectiveness.

■ **Results-Driven:** The Institute will aim to have a broad and measurable impact in its areas of focus—in Hawai‘i, across the United States, and around the world. The Institute’s success will be evaluated not just by the quality of its dialogue and thoughtfulness of its recommendations but by its ability to make real change in real communities.

■ **Integrated:** The Institute should develop strong Hawai‘i partnerships and should be integrated into all OPL operations. Advocacy on focus issues should involve Hawai‘i stakeholders and have a local impact. Mobilization around a particular topic—climate-induced migration, for instance—should generate rotating museum exhibits, student projects in the Global Youth Leadership Academy, and teaching and research initiatives at UH.





“The relationship between nations is not just defined by governments, but is defined by people especially young people who will determine the future.”

—Barack Obama, 2014



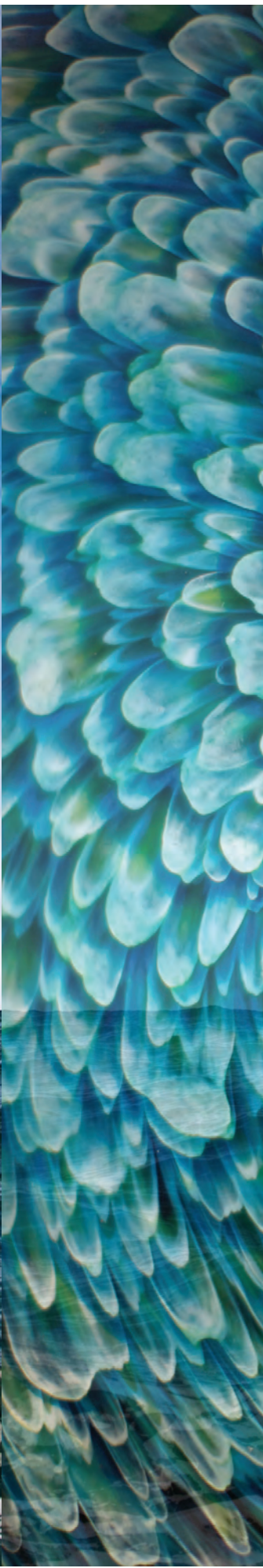
GLOBAL YOUTH LEADERSHIP ACADEMY

EVERY GENERATION has the responsibility to create a better world for those who follow. Yet youth do not just inherit the future, they make it. If we believe in them and offer them opportunities to connect to their world, they will emerge as a generation that takes better care of our world. Cultivating our youngest leaders to join in addressing the global issues of this century is the work of the Global Youth Leadership Academy (the Academy). The Academy will unite youth across schools, cultures, and countries to take action on issues they care most about.

The Academy will be an anchor institution that organizes a network of communities to provide multiple K-12 pathways and programs for youth leadership. It will combine the President's commitment to educational excellence and equity with Hawai'i's ability to draw on indigenous, eastern, and western knowledge systems. It will galvanize communities as learning districts that will transform Hawai'i's educational landscape. And by starting with our youngest community members, it will advance shared leadership and social responsibility in the United States and beyond.

Kaka'ako Learning District / In order to foster youth as community leaders, the Academy should partner with its neighborhood community. We propose that the Academy help Kaka'ako become a Learning District – a place of community-mindedness and active engagement with opportunities aplenty for kids to learn. In this way, the Academy will turn its neighborhood into a classroom. Similar to the role that arts or ethnic districts play, the Kaka'ako Learning District will allow youth to learn and interact from a number of surrounding organizations, non-profits, and businesses around themes such as sustainability, arts, communication, and wellness.







LEADERSHIP PATHWAY & PROGRAMS

Youth will be able to enter the Academy at any age and through a variety of experiential programs, but all of them will embark on a Leadership Pathway. Through in-school, after-school, summer, or one-month camps, either face-to-face or virtually, all students will engage in a leadership pathway where there are four key sequential stops that form a continuous loop: host sites, wayfinding, leadership labs, and collective impact.

■ **Host Sites:** Students will begin by visiting organizations within the Learning District to learn more about the people and places in the community; to engage in hands-on discovery; and to participate in “meet and greet” gatherings where they experience the concept of *ho’okipa* (hospitality). Here, students get a sense of place and the importance of relationships in the social fabric of the community.

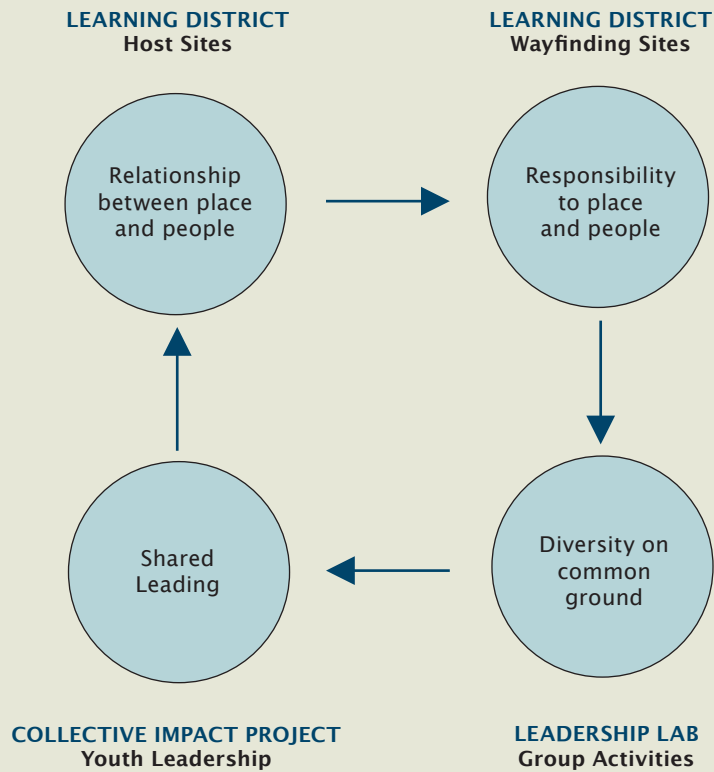
■ **Wayfinding:** Students will further explore organizations in the Kaka’ako Learning District to learn how to navigate across diverse cultures and perspectives by drawing from both ancient and modern sources of wisdom. Through service learning and other volunteer programs, students begin to figure out their passions discovering their responsibility to the community.

■ **Leadership Labs:** Students will learn and apply multicultural leadership skills to significant issues. Labs will allow experimentation and practice of different models of leadership—including indigenous, eastern, and western cultures. A network of local, national, and international leadership partners will design and facilitate leadership programming, like youth summits, that will enable youth and teachers from various places to connect and discuss a similar concern or commitment.

■ **Collective Impact Projects:** As students forge relationships with each other and their community, they form teams around an issue that concerns them. Their work becomes a Collective Impact project when students from diverse places agree to a common goal and shared measures of success. The Academy will be the anchor institution for the Project’s overall impact across schools, communities, and even countries.



GLOBAL LEADERSHIP ACADEMY PROGRAM THEMES



Leadership Pathway Example: Sustainability / Maile is an 8th grade student at Central Middle School. She is passionate about the environment. During a one month summer camp, the first stop in her leadership journey is Kupu Hawai'i's Net Shed, where she and her fellow students engage in environmental learning activities to get to know each other and their place. Next, they might have a Wayfinding experience with a Pacific voyaging canoe, or wa'a, at a proposed dock near OPL. Here, students might tour the canoe, learn about wayfinding, create a vision map, and ask how they can draw on indigenous and modern wisdom to be more sustainable. Students move into two Leadership Labs to develop diverse perspectives and skills to address issues of sustainability. The first lab is offsite at the Urban 808 arts collective to foster their creative problem-solving skills. On the OPL site, students join their teachers in applying the Design Thinking method to the global issue of water. Students' experiences might culminate around a Collective Impact Project, called Island Green Map, thus joining a local-global sustainability network of maps created in over 65 countries.



The Academy aims to open minds, bridge divides, and bring students together to make real change. The Academy as a whole should be defined by several core tenets. It should be:

■ **Multicultural:** Students and teachers involved in the Academy will come from Hawai'i and around the world. The Academy will encourage participants to draw on their own backgrounds and experiences and gain access to diverse models of leadership, drawn from eastern, western, and indigenous traditions.

■ **Community Building:** Making change requires making relationships. We start with bringing together a cohort of students who will build community through common experiences located within the community.

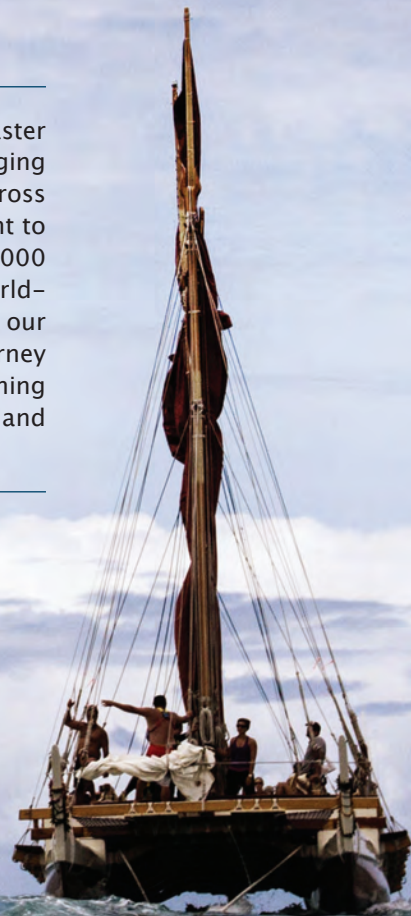
■ **Global:** Students at the Academy will take local action with global implications. Their experiences with each other will cultivate global understanding, not by blurring differences but by encouraging students to see the world through others' eyes. Institutionally, the Academy should strive for global influence, too, by devising leadership curriculum and projects that are scalable and can potentially influence communities across the Asia-Pacific region and beyond.

■ **Innovative:** The Academy should reach beyond traditional service learning conventions to cultivate collective-impact leadership. Based on outside research and internal program assessments, the Academy will develop leadership education instruments that will become models in the field. Where the Academy will most foster innovation, though, is through the cultivation of innovative young minds to solve our global challenges.

Because a better world may be defined differently depending on one's vantage point, the Global Youth Leadership Academy seeks to invite youth to walk many paths together and see the world from different points of view by the time they graduate from high school. That way, they will not only be better prepared for college and career. They will become more caring and active members of our global community.



Mālama Honua Worldwide Voyage / Led by Master Navigator Nainoa Thompson, our Polynesian voyaging canoes Hōkūleʻa and Hikianalia are now sailing across Earth's oceans to join and grow a global movement to mālama honua (to care for our earth). Covering 47,000 nautical miles, 85 ports, and 26 countries, the Worldwide Voyage will highlight the need to protect our cultural and natural treasures. Its four-year journey around the world is also about leadership and training our next generation of navigators to take the helm and lead us into a more sustainable future.



UH CENTER FOR COMMUNITY ORGANIZING



WITHIN THE Obama Presidential Library, the University of Hawai'i proposes to build and operate—with UH resources—an innovative research center and graduate education program in community organizing. The program will draw a small cohort of exceptional students from around the world and will provide them rigorous, collaborative, and real-world training necessary to effectively lead community-based efforts to make globally significant change. The center will also advance research on local solutions to large-scale problems, from climate change and ocean policy to uneven development and gender inequality.

In concert with the Foundation, UH will design the Center for Community Organizing (CCO) to advance research and education in key areas designated by President Obama. The CCO will be a competitive, focused, internationally-renowned graduate education and applied research center, and it should be developed according to core principles, including:

Global Impact: The focus of UH CCO is to develop global citizens who will make a difference. Its core faculty will be innovative, involved, and accomplished. Its students will be geographically and ethnically diverse and selected for their analytical abilities as well as their activism and capacity to lead.

Collaboration: The CCO will develop meaningful partnerships with universities and NGOs throughout the Asia-Pacific region and beyond. Students will complete leadership projects with global implications, and research funds will encourage team and inter-institutional projects. Although operated independently by UH, the CCO will be integrated into other proposed OPL components.





“When I think back to my journey, my past, I think the most important thing for—and maybe the most important thing for all the young people here—is to realize that you really can have an impact on the world; you can achieve your dreams.”

–Barack Obama

Autonomy: The CCO will be organized as a special program within the University of Hawai‘i, reporting directly to the Mānoa chancellor, and its research and education focus will be developed in partnership with the Foundation. In this way, CCO will provide indirect research support to initiatives undertaken by President Obama.

Applied and Progressive: The CCO can connect research to action. It will convene unlikely collaborators, encourage fresh thinking, and test those ideas on the ground. While CCO graduates will have exceptional research and writing skills, they will also bring people together to devise breakthrough solutions to seemingly intractable problems.



MUSEUM

HAWAII IS THE IDEAL PLACE to tell Barack Obama's uniquely American story. It is an archipelago that connects America to the world, a wellspring of diversity that foretells the nation's future, and a crucible of collective island values—all of which can illuminate the dreams that President Obama has sought to share with the world.

In his address at the 2004 Democratic National Convention, Obama described his story as unlikely. With roots in Kansas, Kenya, and Indonesia, raised by his grandparents and a single mother, African-American in a nation defined at its worst by racial division, Obama's pathway to national prominence is indeed remarkable. Yet his journey is also emblematic. It represents the promise of America that each generation must renew: America at its best. "I stand here knowing that my story is part of the larger American story," he said, "that I owe a debt to all of those who came before me, and that in no other country on Earth is my story even possible."

The Obama Presidential Museum will relate the history of a transformational presidency in a global age, and its exhibits should trace the full arc of Obama's life, from child of the world to world leader. The experience will reignite the hope that propelled the Senator to the White House, while encouraging visitors to take stock of the challenges facing the nation then and now: war and terror, decaying infrastructure and global warming, and the erosion, for too many, of the American dream. It will underscore the administration's remarkable accomplishments—guiding the nation to economic recovery, reshaping America's broken health-care system, bringing two wars to a close, expanding educational opportunity, and more—while assessing the crucial work that remains undone.

Governing responsibly involves the tough work of coalition building, sacrifice, and compromise, and the museum will highlight the President's efforts to bring Americans together to solve big problems. It will also engage visitors with the ongoing work of the President's Foundation, thereby connecting visitors' exploration of the past with Obama's vision of the future—a presidential legacy to be carried forward.



VISITOR EXPERIENCE THEMES

The presidential museum will organize the story of Obama’s life and presidency—and call visitors to conscience and action—by emphasizing core values that Obama and Hawai‘i share. From its indigenous heritage, through waves of immigration, and from the necessities of island cooperation, Hawai‘i has cultivated ethics that have defined Obama’s vision. These include:

■ **Aloha:** The shared breath of welcome, aloha conveys compassion, respect and the common good. As Obama describes it, the Aloha spirit is “the basic idea that we all have obligations to each other. That we’re not alone. That if we see somebody who’s in need, we should help.” It is that spirit, he declared on a visit to the islands, that “America is looking for.” It is that spirit that has helped guide him as President.

■ **‘Ohana:** Hawai‘i’s inclusive conception of family, ‘ohana animates one of the President’s principal aspirations: to strengthen America’s common bonds so that we can work together toward a better future. As he phrased it at the culmination of his first presidential campaign, “Our stories are singular, but our destiny is shared.”

■ **Kuleana:** Hawai‘i’s notion of responsibility, for self and others, has defined the President’s approach to governing: his efforts to overcome divisions, to inspire Americans to care for each other, and to work seriously to meet common challenges. “We rise and fall as one nation,” the President remarked at the 2008 Democratic Convention. “Individual responsibility and mutual responsibility, that’s the essence of America’s promise.”

Together, these values—forged in Hawai‘i, reinterpreted and expanded by the President—can explain how Barack Obama constituted his vision, how he governed, and what change he will seek in the next phase of his life.



Leaders Week
Honolulu, Hawai'i

The Obama Presidential Library will feature a living museum that tells the story of a singular figure who reshaped American politics and America's relationship to the world. It should also invite visitors to join with President Obama to make new stories. It will illuminate the life and legacy of a global citizen who came to power at the head of a national movement for change and renewal. It will inspire visitors to help propel that movement forward.

The visitor experience at the Obama Presidential Museum will be defined by several key qualities, including:

■ **Dynamism:** The Obama Presidential Museum experience will be immersive, visually arresting, and emotive but will also encourage visitors to ask questions and think critically. The museum will engage visitors as individuals—with interactive video walls and directed sound—and also bring them together around signature artifacts and questions for debate. The exhibits will both captivate minds and open them.



■ **Interactivity:** Virtual dialogue portals and smart tables will allow visitors to connect with historical documents, with each other, and with online museum goers around the world, but the Obama museum will also foster engagement face to face. Trained docents will be available to answer questions, lead tours, and convene small groups to share ideas. In this way, the museum can advance a larger objective of the OPL, to build community.

■ **Engagement:** Opening minds and inviting visitors to action will be a central aim of the Obama Presidential Museum. Engagement will be multidimensional. Online interfaces and in-person encounters will invite visitors to exchange views. Social media forums and small-group conversations will invite participants to grapple with thorny problems. Organizational partners—locally and nationally—will provide opportunities for museum goers to get involved.

■ **Issues:** While the museum will relate the story of Obama's life and presidency, it will also spotlight the ongoing work of the Foundation. Rotating exhibits will allow the Foundation to showcase its initiatives on child wellness, ocean policy, or education, and will encourage visitors to join these initiatives to make change. The museum can be the Foundation's public face.

■ **Education:** The museum will offer a full array of educational programs for online and in-person visitors, community groups, and students. Each thematic area will have exhibits designed for young people. School groups will take part in crisis simulations, and their teachers will have access to curriculum to prepare and follow up.

■ **Collaboration:** The Obama Presidential Museum experience will be integrated into other proposed components of the OPL, including the Convening Institute and the Global Youth Leadership Academy. Should President Obama elect to site his NARA-administered presidential museum in another city, Hawai'i can help develop an independent yet complementary visitor experience, one that emphasizes the cosmopolitan elements of Obama's story and spotlights the Hawai'i-based work of his Foundation.

■ **Technology:** The Obama Presidential Museum will offer a full-featured, cutting-edge digital experience. Virtual visitors will encounter a complete set of exhibits and have access to interactive maps, timelines, video, and archives. Taking advantage of emerging video search and rendering technologies, visitors will be able to take a 3D tour of the White House and conduct avatar chats with top officials. Social media components can allow online museumgoers to not just receive content but to create it.



PRESIDENTIAL ARCHIVE

PRESIDENTIAL LIBRARIES are remarkable artifacts of American democracy. Owned and operated by the U.S. government—on behalf of the American people—they include prodigious troves of information that, over time, reveal the inner workings of executive power. The Obama administration, by the conclusion of its second term, will have accumulated some 40,000 cubic feet of paper records and artifacts, including some of our nation’s most closely-guarded secrets. It is the responsibility of the National Archives and Records Administration (NARA) to preserve these records and make them available to the public, as resources and the law allow. Theirs is a sacred trust: to safeguard the raw materials out of which the story of our time will be written.

The National Archives has made strides in digitizing and making presidential records available to researchers. With the help of the Foundation and its partners, it can make the Obama archive the most open and engaging in American history. Barack Obama went to the White House at the head of a movement to renew America’s promise. His election in 2008, as he noted in his victory speech, was our victory. His library can be our library.





UHPCI team members have visited ten of thirteen federally administered presidential libraries and retained as a consultant the former Assistant Archivist of the United States for Presidential Libraries, Sharon Fawcett. Based on our consultations with public officials, technology companies, and UH librarians, UHPCI recommends several initiatives to make the presidential records of the Obama administration more accessible and useful to the public. The overall objective is to enable students, teachers, professors, and other researchers across the United States to access electronically archived documents from the library as easily as those visiting the OPL in Honolulu.

■ **Digitization Partnerships:** Both the digitization of hard copy records and the proper storage of digital records will be of critical importance for creating an accessible archive of the Obama administration. The UH Library System and Museum Studies Program will provide staffing to assist NARA with non-classified records digitization and electronic transcription. In addition, UHPCI is exploring third-party partnerships to augment NARA's digitization capacity.

■ **Cataloguing and Search:** Although the contextual knowledge of professional archivists is invaluable in cataloging and sorting presidential records, UH proposes to provide resources to assist NARA in automating the process wherever possible. UH is also prepared to help NARA develop more user-friendly search and data-visualization tools.

■ **Accessibility:** Although researchers will find an extensive collection of presidential materials online, some journalists, biographers, historians, and graduate students will need to conduct archival research on-site. In the interest of advancing scholarship, the OPL, with UH's support, should follow the precedent of the LBJ presidential library and offer generous travel fellowships to professional researchers.

■ **Site Security Enhancements:** The UHPCI site has sufficient set-back space to comply with NARA guidelines and is not listed as a likely flood zone in FEMA risk maps. To ensure the integrity of records in all reasonably conceivable conditions, however, our research team will refine its models of hurricanes, tsunamis, and sea-level rise. Our objective will be to provide design and engineering recommendations to ensure that the OPL will stand the test of time.

■ **White House Website Preservation:** As the first truly digital presidency, the Obama administration successfully mobilized online platforms like no presidency before it. UHPCI, in collaboration with the University of Chicago, proposes to develop a complete archive of the whitehouse.gov website and select social media feeds and use it to create an interactive museum-like experience. The archive will include regular captures of the site, so that users can either browse horizontally—looking at the entire website as it existed on a particular day—or vertically—tracing a single page as it evolved over time. Curated exhibits will also be provided, on White House cultural events, for example. Additionally, visitors will be able to create their own collections of the administration's digital material, analogous to public scrapbooks. This portal into the Obama administration will set a new standard for time-based website preservation.

■ **Presidential Oral History:** Comprehensive oral histories, completed on every presidency since the Carter administration, are a vital complement to the presidential records preserved by NARA. They give context and voice to paper and bytes. With the support of Punahou School, UH launched in 2011 an oral history project on Barack Obama's life and family in Hawai'i. We have also held extensive preparatory talks with the University of Virginia's Miller Center, which administers the most ambitious presidential oral history program in the nation.



GARDENS AND RESTAURANT

THE OPL WILL OFFER a full range of gardens: edible, educational, and restorative. Taking advantage of the stunning location and Hawai‘i’s temperate, year-round growing season, the OPL’s gardens and landscaping will deepen the visitor experience, improve the land, and advance the institution’s mission. They will add beauty with purpose. The green spaces at the OPL will be:

- **Beautiful:** The seaside location of the Hawai‘i OPL provides for exquisite outdoor settings, making it essential that the gardens and landscaping play a central role in the overall project design. The OPL’s outdoor spaces can inspire art and clear thinking, invite children to play, and create community.
- **Educational:** School gardens and farming education have become increasingly popular. These programs take many forms but share similar goals: to give young people an appreciation for the flavors of fresh food, which, in turn, fosters health, wellness, and agricultural sustainability. The gardens in Kaka‘ako can take inspiration from Michelle Obama’s White House Kitchen Garden—but will yield fruit and vegetables 365 days a year.
- **Collaborative:** The OPL gardens will strengthen the surrounding community. With partners like MA‘O Organic Farms, Kupu, and the Kewalo Keiki Marine Fishing Conservancy, they can bring together students, residents, teachers and visitors to learn about sustainable agriculture, aquaculture, and nutrition.
- **Functional:** Strategic use of plants can serve a variety of protective and restorative functions. Shade trees can encourage outdoor meetings, instruction, and recreation. Rooftop gardens can mitigate heat. Nitrogen-fixing and metal-accumulating plants can remediate soil toxicity. Edible species, by contrast, can be cultivated in raised beds, with fresh soil replenished by composting on-site.

■ **Native:** Ornamental and protective gardens will be comprised primarily of native plants, serving as a showcase for Hawaiian landscaping. In addition to accentuating the site's appearance, native plants can provide better water absorption and salinity resilience.

■ **Social:** The OPL landscaping can revitalize Kaka'ako Waterfront Park, making the space more attractive to families, bikers, runners, and ocean users. Designed to connect, the gardens can realize HCDA's master plan, to turn Kaka'ako Makai into a gathering place.

■ **Integrated:** The OPL gardens will be woven into all aspects of OPL programs. Convenings can break into open air nooks. Museum visitors can move outdoors as they pass between exhibits. Students can learn indoors and out. Outdoor spaces at the OPL can be as vital to the institution's mission as traditional classrooms and offices.

Prior to the growth of industry in Kaka'ako, the makai lands produced food in abundance. Fish farming, salt gathering, and lowland taro sustained a large Native Hawaiian population through much of the nineteenth century. Kitchen gardens, in turn, sustained the district's growing immigrant and local population through the Second World War. A robust set of gardening programs in Kaka'ako can restore this area to productive beauty. It can harvest from the past to seed the future.


MA'O Organic Farms, a 24-acre farm in Wai'anae that hosted Mrs. Obama in 2011, has been a key partner in conceiving this vision. MA'O grows fresh food for local markets, while also developing a new generation of leaders with a deep appreciation for the land and their community.





“The impact of just one harvest can extend far beyond our own tables.”

–Michelle Obama

Restaurant / As a premier waterfront destination, an OPL restaurant will become an attraction in itself. By offering innovative, Pacific Rim cuisine in a spectacular setting, the restaurant can become one of Honolulu’s top dining spots. But the OPL restaurant will do more than serve great food. It will embody the wellness and justice agenda of its institutional home. In cooperation with the OPL gardens, the restaurant will grow food on-site, with visitors in some cases harvesting their own lunch. Seafood, too, can be locally sourced, in cooperation with the adjacent Kewalo Keiki Fishing Conservancy. The OPL restaurant will also serve its employees, offering student internships and job training. Like the OPL itself, the restaurant will build community, enhance the environment, and make positive change—all while serving exceptional cuisine in an expansive setting. 

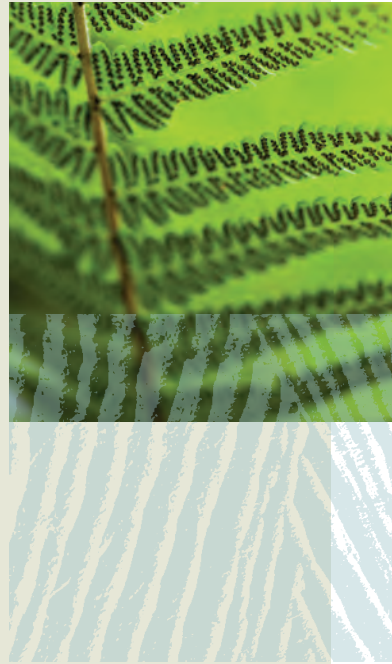
“AND SO I’D LIKE TO PROPOSE A TOAST WITH THE
WORDS OF A TRADITIONAL HAWAIIAN PROVERB:
A ‘OHE HANA NUI KE ALU ‘IA. AND THAT MEANS, NO
TASK IS TOO BIG WHEN DONE TOGETHER BY ALL.”

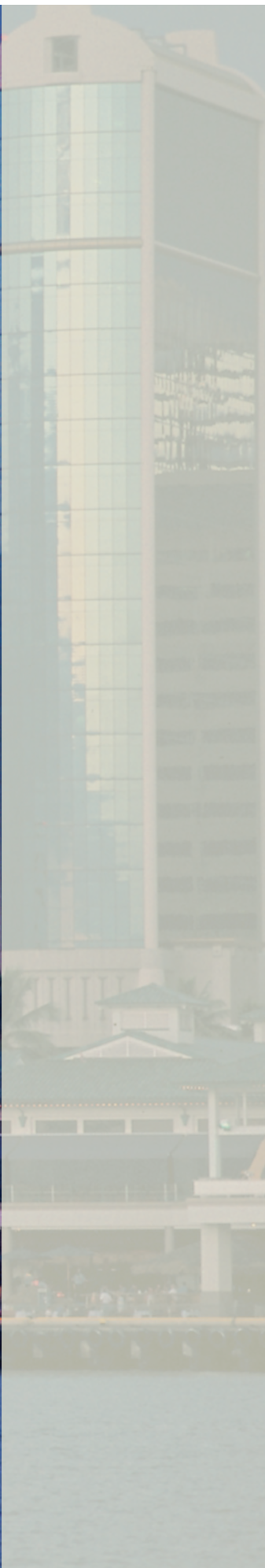
—BARACK OBAMA

PROJECT EXECUTION

THE STATE OF HAWAII is fully committed to realizing Barack Obama's vision for a presidential library in Honolulu through a comprehensive plan that includes strong governance and project management. Developing and operating the OPL will require a strong partnership between Hawai'i and the Barack Obama Foundation. As the process unfolds, we believe we can be particularly helpful to the Foundation in:

- Making site development recommendations to enhance sustainability, reduce operating costs, and mitigate coastal risks
- Infusing facilities design, exhibit conception, and program development with Hawaiian and local values
- Developing innovative programming that reflects President Obama's vision and has local, national, and global relevance
- Maintaining state and local political support and securing government and university resources to support OPL development and operations
- Nurturing institutional partnerships to extend the OPL's reach and operational viability
- Devising a comprehensive community engagement strategy to facilitate development and broaden public support





GOVERNANCE AND PERSONNEL

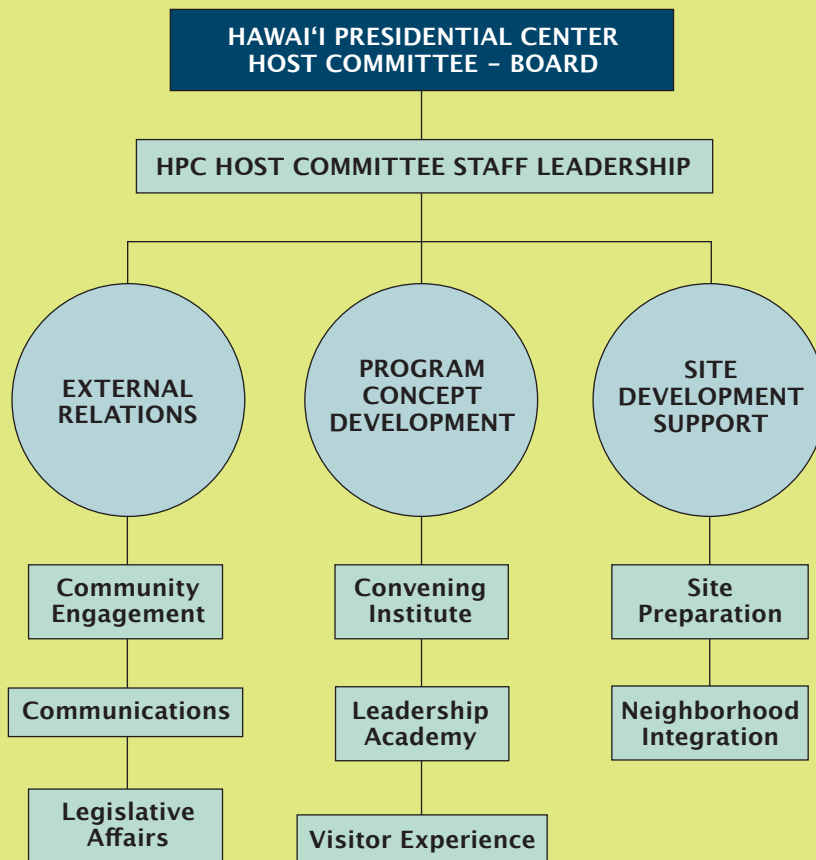
STEWARDING A SHARED VISION, coordinating multiple partners and stakeholders, and managing simultaneous activities will require a model of governance and execution that is responsive and transparent. The University of Hawai‘i, led by the UHPCI steering committee, has advanced this initiative with strong support from state and local government, institutional partners, and community leaders. In order to continue the success of this initiative, we propose the creation of the Hawai‘i Presidential Center Host Committee (“Host Committee”).

The purpose of the Host Committee would be to provide local support to the Foundation during development and construction of the OPL. This Host Committee—invited by our nonprofit group, the Hawai‘i Presidential Center, in consultation with the UH President, governor, mayor, and the Foundation—would have statewide reach and could include representation from: state and city agencies, business and philanthropy, and educational and cultural institutions.

The Committee would provide numerous advantages. It would coordinate the support of key institutions, ensure a strong local presence in development, and would help execute a holistic community engagement strategy.



The following diagram shows how the HPC Host Committee could provide strategic assistance to the Foundation in key areas, from site preparation to program conception.





RESOURCES

The UHPCI operating budget for fiscal year 2015 is \$625,000 and comes from three main sources:

- **UH:** The University funds an annual budget (currently \$250,000) for staff, research, and operations and will continue to do so.
- **State:** The state legislature has approved an appropriation of \$200,000 to advance Hawai'i's planning to host the OPL.
- **Private:** UHPCI has raised private funds solely for the purposes of developing Hawai'i's proposal—\$300,000 total and \$175,000 this year.

DEVELOPMENT COMMITMENTS



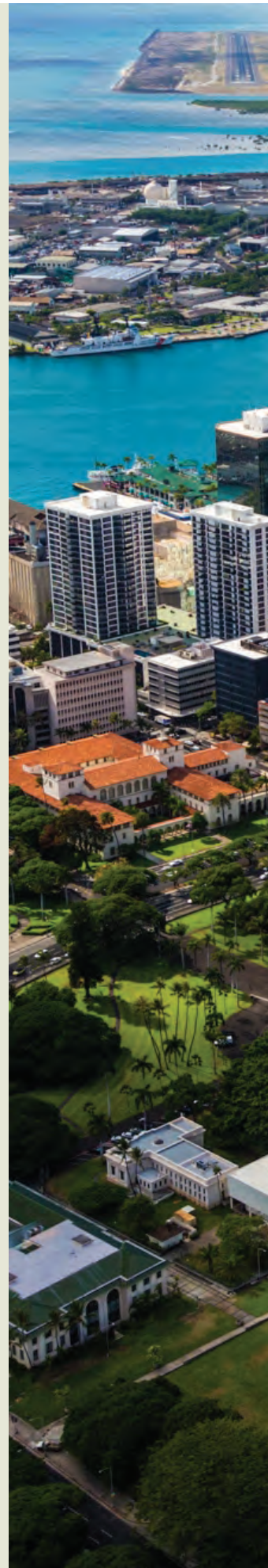
THE STATE OF HAWAI'I, UH, and its partners are willing to make substantial contributions toward the development of the OPL in Honolulu. These commitments, including the estimated value of our oceanfront site, will amount to well over \$100 million. These pledges, some of them subject to further approval after site designation by the Foundation, include:

STATE OF HAWAI'I

Land / Through HCDA, the state has made nine acres of waterfront property in Kaka'ako Makai available for the development of the OPL. HCDA estimates the value of this land at \$80 million. These parcels will be made available for the OPL at no cost, either through a long-term lease or property transfer.

Parking / The Abercrombie administration and HCDA have pledged to seek legislative funding to develop parking infrastructure to serve Kaka'ako Waterfront Park and accommodate the OPL's parking requirements. While the plans outlined in this submission include 100 parking stalls on the OPL Building Site, the state would commit to adding more than 300 additional stalls on the adjacent OPL Parking Site. The proposed parking structure, which would be low level and include a berm and roof to expand park space, would cost roughly \$15 million.

Financing / Governor Abercrombie has agreed to seek legislative authorization to allow the Barack Obama Foundation to issue Special Program Revenue Bonds, financing instruments established by the Hawai'i constitution to support capital projects developed by certain types of non-profit institutions. The Foundation would be solely responsible for repayment, but this mechanism could significantly reduce its borrowing costs.





“No task is too big when done together by all.”

-President Obama, Welcoming toast, 2011 APEC summit

CITY AND COUNTY OF HONOLULU

Mayor Caldwell has promised significant city support to the development of the OPL, including:

- Utility upgrades necessary to service the site
- Road and sidewalk improvements, to be undertaken in cooperation with HCDA
- Special permitting facilitation
- City assistance to relocate a radio broadcast tower adjacent to the proposed site

UNIVERSITY OF HAWAI‘I

The University of Hawai‘i proposes to cover the full construction, operating, staffing, and instructional costs of any portion of the OPL used principally for university education and research. Based on UHPCI’s proposed program and building cost estimates, this would require an investment of roughly \$7 million, which UH President Lassner has pledged to make a priority in the UH Foundation fundraising. In addition, UH will cover the costs of installing high-speed Internet connectivity to the OPL facility and will develop additional communications infrastructure necessary to facilitate collaboration with a presidential center on the mainland, should the President select more than one site.



HAWAI'I PHILANTHROPY

Hawai'i is prepared to assist the Foundation in raising private funds to build, endow, and operate the OPL. We suggest a comprehensive, centrally coordinated capital campaign, and we will help facilitate the development of a regional fundraising strategy, which can include the West Coast of the United States.

Hawai'i has an active philanthropic sector, with total giving exceeding \$431 million in 2012. In recent years, a number of successful campaigns to build educational or medical facilities have underscored the islands' capacity. These include:

- 'Iolani School, Sullivan Center: \$23 million
- Kapi'olani Children's Hospital: \$30 million
- Punahou, Case Middle School: \$62 million

In total, Hawai'i commitments toward development of the OPL will be substantial. The costs of transportation extensions, site improvements, utility upgrades, tax reductions, and special bond financing are difficult to estimate in advance of final design and legal agreements. But state and university commitments calculable thus far total at least \$102 million.

OPERATIONAL COMMITMENTS

In addition to supporting the development of the OPL, Hawai'i institutions are committed to its operational sustainability. The University and its partners pledge to support OPL programming in various ways, including:

GOVERNMENT INSTITUTIONS

UNIVERSITY OF HAWAI'I SYSTEM

- Staffing and funding for graduate program located at the OPL
- Faculty cluster hires & special research funds in issue areas designated by the Foundation
- Maintenance and upgrades to communications infrastructure
- Space sharing with proximate UH facilities
- Staff and technical support to NARA for processing of presidential records

CITY AND COUNTY OF HONOLULU

- Added bus service, rail integration, pedestrian and bicycle access improvements
- Location of bike-share station near OPL
- Property tax reductions to match UH rates

HAWAI'I DEPARTMENT OF EDUCATION

- K-12 program sponsorship, staffing, training curriculum integration

HAWAI'I TOURISM AUTHORITY

- Leverage HTA's extensive national & global marketing
- Access to Hawai'i Convention Center space for large events





INDEPENDENT INSTITUTIONS

EAST-WEST CENTER

- Co-sponsorship and support of global programming
- Preferred use of EWC conference facilities for events

PUNAHOU SCHOOL

- Barack Obama oral history project funding
- K-12 support, including joint programming, teacher professional development, staffing, and online education

These sorts of institutional partnerships will not only reduce the OPL's operating expenses but will augment its capacities to educate students, engage the public, host events, advance research, and solve problems.



COMMUNITY IMPACT

THE OBAMA PRESIDENTIAL LIBRARY will have a transformative effect in Hawai'i. We foresee wide-ranging and lasting benefits to the islands. As the project develops, the OPL will not only create jobs but inspire civic pride, redefine Honolulu's cityscape, and vitalize Kaka'ako. When the OPL opens its doors, it will bolster and diversify the state's leading industry, strengthen the University, and excite the imaginations of students and visitors alike. Most important, we envision an OPL that will bring people together to meet pressing challenges and that will achieve measurable results on a range of issues, from child wellness to climate policy. We believe that the OPL will benefit Hawai'i by helping to build its future.

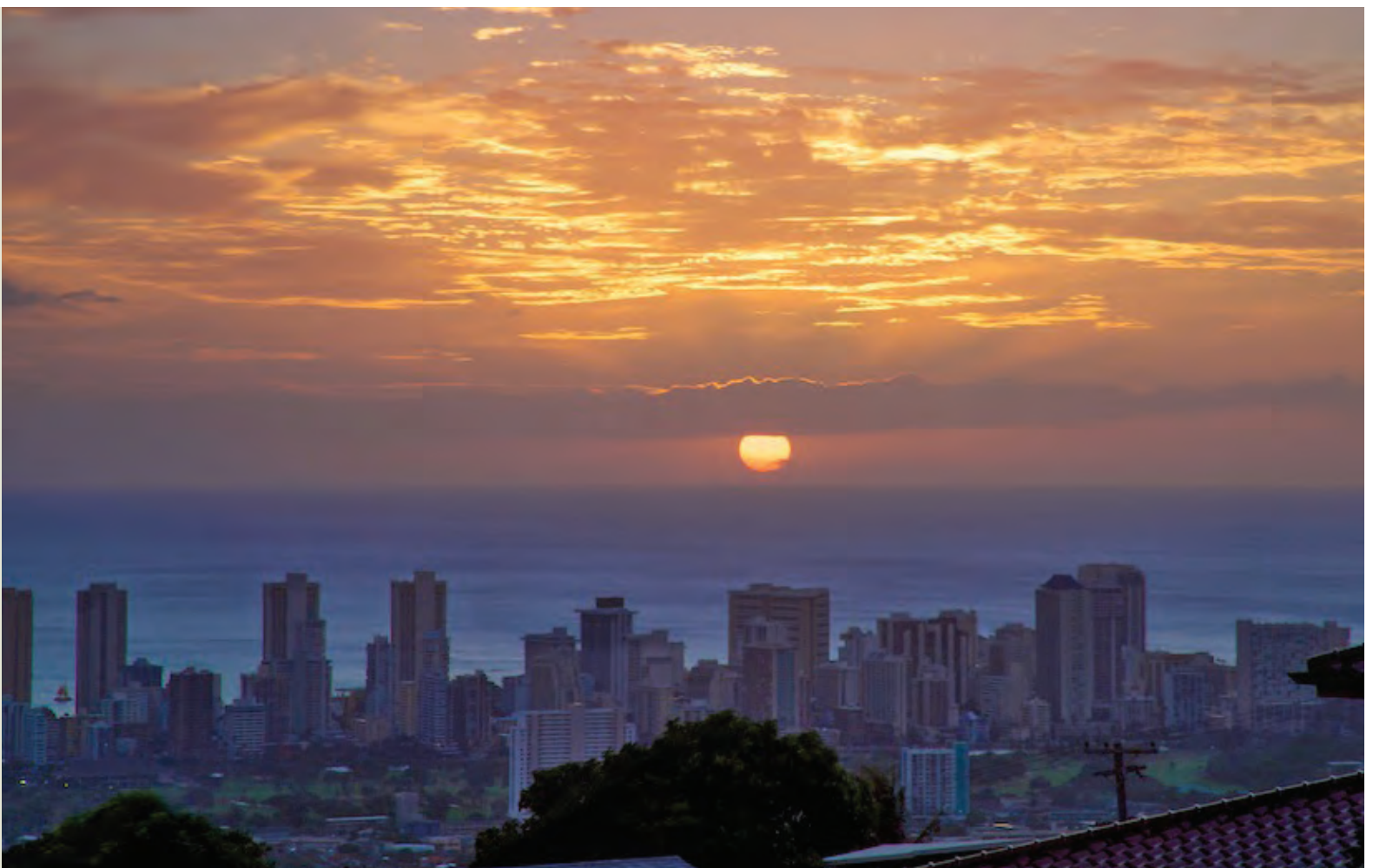


EDUCATION

UHPCI believes that education should be a central focus of the OPL. We are proposing a Global Youth Leadership Academy, a UH graduate program in community organizing, a robust set of museum education initiatives, and the transformation of Kaka‘ako Makai into a learning district, with OPL as its nexus. These programs will have deep and enduring impacts. The OPL educational programs will:

K-12

- Develop innovative, scalable, results-oriented models of engaged global leadership that will influence educational practices across America and beyond
- Devise leadership education programming that is collaborative and multicultural, incorporating Indigenous, western, and eastern worldviews
- Inspire and equip students to become community leaders and pursue careers in public service
- Advance teacher professional development in a variety of subjects, such as social studies, social change leadership, technology, and multicultural and global education
- Bring youth together from around the world—in their school and communities—to take collective action on issues they care most about
- Foster deliberate, meaningful, and lasting collaboration between the OPL, DOE, UH, Hawai‘i’s independent schools, and educational NGOs
- Have a positive, pronounced, and enduring impact on large numbers of students, especially public school students



University

- Attract top scholars and students from around the world
- Advance applied research to solve local and global problems
- Deepen UH's national and global partnerships
- Host world-class events to inspire participants and broaden their sense of the possible

Community

- Design museum experiences that will illuminate the Obama presidency and provoke visitors to consider their place in the world and get involved in their communities
- Serve as a hub of a Kaka'ako Makai learning district, helping coordinate district-wide education and cultural programming





TOURISM

Hawai‘i has a thriving visitor industry. Because all visitors arrive by air or sea, Hawai‘i’s tourism studies are the most accurate in the nation. The Hawaiian Islands attract 8 million visitors annually, with almost 5 million visiting O‘ahu. The scale and maturity of Hawai‘i’s industry will inspire unique synergies with the OPL. Hawai‘i’s rotating population of tourists will elevate the OPL’s attendance. The OPL’s attractions and programs, in turn, will bring new visitors to the state and thus further diversify the market.

Attendance Projections / Each of the OPL components proposed in this submission will draw visitors to the islands. The Convening Institute will host large events and intimate workshops. The Global Youth Leadership Academy will organize teacher workshops and student programming. The UH graduate programs will draw students and visiting faculty. Presidential records will attract journalists and historians. The most significant magnet for visitors will be the presidential museum, so its potential impact is especially important to assess.

UHPCI selected Lord Cultural Resources to estimate visitor numbers at the OPL in Hawai‘i. Lord has over thirty years of experience planning sustainable cultural institutions, and it recently helped plan the Smithsonian National Museum of African American History and Culture and the National September 11 Memorial Museum. Because museum planners so often overestimate attendance and thus experience operational challenges (the National Constitution Center in Philadelphia, for example, was predicted to attract over 1 million visitors but drew 400,000), Lord applies a conservative methodology to its projections, based less on the unique promise of the institution being planned, than on actual visitor counts at comparable institutions.

After carefully assessing existing presidential libraries and Hawai‘i’s museum market, Lord estimates that the Hawai‘i OPL will attract 330,000 museum visitors annually. This would make the OPL a top-five cultural attraction in Honolulu and among the most visited presidential libraries in the United States.



Favorable Market Characteristics / A number of factors will likely sustain visitorship at the Hawai‘i OPL. Among them:

- President Obama has drawn favorable support in states and countries that produce the majority of Hawai‘i’s visitors. Residents of California, Washington, and Oregon, for example, make up 79 percent of total domestic visitors to Hawai‘i; all of these states went to Obama in 2008 and 2012. Internationally, Japan and Canada send the most visitors to Hawai‘i; Obama’s favorability rating in each country exceeds 70 percent.
- A large portion of Hawai‘i’s visitors (86 percent) attend cultural institutions during their stay.
- Cultural institution attendance on O‘ahu is especially high, with the Pearl Harbor Visitor Center drawing 1.7 million annual visitors.
- Honolulu’s demographic profile could also elevate visitorship, as the city features a high rate of college degree attainment (36 percent v. 29 percent nationally) and large numbers of military personnel, who may have a special interest in the presidency and foreign affairs.

Benefits to the Visitor Industry / Hawai‘i’s tourism sector is large and complex, and the addition of the OPL to the cultural landscape will produce outsized benefits. The Hawai‘i OPL will:

- Attract new US and international visitors to the islands
- Expand and improve Kaka‘ako Waterfront Park, thus enhancing a key Honolulu attraction
- Spotlight Hawai‘i not just as a place to vacation but as a global meeting destination, thus diversifying Hawai‘i’s visitor market in accord with the Hawai‘i Tourism Authority’s strategic plan





ECONOMIC DEVELOPMENT

The OPL will have substantial economic impacts in the construction, tourism, and education sectors. Construction effects are most accurately predictable. To produce estimates UHPCI has retained Hensel Phelps, a global contractor that served as project manager for the Clinton Presidential Center, and John M. Knox & Associates, a local firm with extensive experience doing economic analysis for large civic projects in Hawai'i.

UHPCI has devised two possible building models for an Obama presidential center in Honolulu. The first—the Complete model—includes all presidential center components, including the archive and museum administered by NARA; presidential foundation headquarters and programming; executive offices for the president and his family; as well as the Convening Institute, Global Youth Leadership Academy, restaurant, and gardens. The second—the partnership model—presumes that the NARA components and central foundation offices will be located on the mainland; all other elements are included. These two configurations yield distinct economic outcomes, according to projected square footage and estimated development costs.



CONSTRUCTION BENEFITS TO HAWAI‘I

	Complete-NARA	Partnership
Building size	181,000 sq ft	105,000 sq ft
Estimated development cost	\$280 million	\$160 million
Increased economic activity	\$556 million	\$300 million
Jobs created (build period)	2,130	1,164
Household earnings growth	\$174 million	\$94 million
Additional state tax revenues	\$35 million	\$19 million

Note that these estimates are conservatively drawn. They include only resources directed to this project from outside the state. Contributions by state government, UH, and Hawai‘i donors are excluded. Furthermore, only development costs are considered here. Operations expenses, staffing, and endowment effects are not included. Amounts listed are in 2018 dollars.

Operational Benefits / Increased economic activity beyond construction is difficult to estimate with any precision at this stage, but it will likely be substantial. Every facet of OPL operations, from ticket sales to youth summits, will have measurable economic effects. John M. Knox & Associates is currently conducting a thorough analysis of these direct operational benefits. More broadly, the OPL will have a substantial impact on redevelopment in Kaka‘ako, on Native Hawaiian educational programs, and on Hawai‘i residents who benefit from its programming.

■ **Awakening Kaka‘ako:** The development of the OPL in Kaka‘ako Waterfront Park will infuse this underutilized district with new energy. As the center of a learning district, which will connect to the city’s planned arts and cultural zone, this development will integrate Honolulu’s urban core and create a premier educational and cultural corridor.



■ **Native Hawaiian Educational and Cultural Programming:** Native Hawaiians are among Hawai‘i’s most disadvantaged groups, with measures of income, educational attainment, wellness, and life expectancy well below national averages. The development of the OPL in Kaka‘ako Makai in partnership with the Office of Hawaiian Affairs and Kamehameha Schools would provide strategic opportunities to focus on contemporary issues, such as health and well-being, education, senior care, and homelessness. This could produce transformative solutions that benefit Native Hawaiians, underserved communities, all the people of Hawai‘i and other island communities.

■ **Programming Impacts:** Beyond job creation, district redevelopment, and increased tax and service revenue, the OPL should make its mark most profoundly through its programming. A community project incubated. A child’s educational pathway elevated. A mind opened. A problem solved. These effects will be difficult to measure but will do the most to build Hawai‘i’s future.

PHYSICAL ENVIRONMENT ENHANCEMENTS

The development of the OPL in Kakaʻako Waterfront Park will tremendously improve our designated site and its environs. Kakaʻako Makai is currently underutilized, but has already begun a transformation with the recent construction of the UH School of Medicine and the UH Cancer Center. The establishment of the OPL near the ocean will bring vitality to the park and the larger Kakaʻako district, which is currently undergoing a urban revitalization. Done properly, the development of the OPL will draw families to the park and the ocean, enhance disaster resilience, model smart and sustainable design, and foster the evolution of a walkable, bikeable urban neighborhood that will connect Waikiki to downtown Honolulu. The OPL will help make our city whole. UHPCI proposes a presidential center that will:

- Create an iconic building that will inspire visitors and refashion Honolulu's skyline
- Expand Kakaʻako Waterfront Park by adding a sloped, walkable green roof to a low-level parking structure on the OPL Parking Site
- Cultivate multipurpose landscaping to enhance the beauty of the site, restore native vegetation and habitat, enhance water absorption, and produce healthy foods as part of the OPL's outdoor education programs
- Remediate soil contamination and restore abandoned lots to verdant public use
- Improve weather adaptability by increasing porosity, redirecting storm runoff, capturing and treating water on-site, adding shade trees, and mitigating urban heat absorption
- Design "complete streets" to encourage walking, cycling, and outdoor activity
- Improve ocean and park access with additional parking and healthy building features, including bike racks, showers, and surf lockers
- Employ design and engineering features to increase disaster resilience and prepare for sea-level rise; serve as a model for safe, responsible building in coastal environments
- Achieve LEED Platinum and Living Building Challenge certification and become a prototype for advanced sustainable design



‘AE, HIKI NŌ

Yes We Can



“Here, we’re a single ‘ohana—one family. Beneath the surface, behind all the different languages and some very long names, we all share the same hopes, the same struggles and the same aspirations. And we’ve learned that we’re more likely to realize our aspirations when we pursue them together.” -Barack Obama

The people of Hawai‘i support the development of the Barack Obama Presidential Library because we believe it will be good for the President, good for the world, and good for our island community. We believe Hawai‘i is the perfect place for the President and First Lady to envision their next journey and define their full legacy. We believe that the OPL will benefit Hawai‘i, too: that it will expand the minds of our young people; create jobs and bolster the state’s mainstay industry; and enhance our city. We believe that we will gain together and that we should work together to make our dreams real. ◀

“[HAWAI‘I] IS A COMMUNITY THAT HELPED
TO MAKE ME WHO I AM TODAY. IT’S A COMMUNITY
THAT HELPED MAKE AMERICA THE COUNTRY
THAT IT IS TODAY.”

—BARACK OBAMA

COMMUNITY ENGAGEMENT

COMMUNITY ENGAGEMENT comes naturally to Hawai‘i. On a small chain of islands—nearly 2,500 miles removed from the nearest continent—and in the most diverse state in the union, Hawai‘i residents have historically and out of necessity come together to meet challenges that face our communities. Since the election of 2008, these same communities have gathered to discuss their aspirations for the Obama Presidential Library. The University has organized an extensive consultation process, querying experts and leaders, fostering neighborhood dialogue around our proposed site, and convening key stakeholders. The result is a base of support that extends from students to elected officials, community activists to corporate executives. Broad consultation has also enabled us to forge a vision for a presidential library that can be as transformative as its founder—an institution that will celebrate America’s first island-born president and have a sustained positive impact on the people of Hawai‘i, the United States, and the world.

UHPCI sees a holistic community engagement strategy as vital to the development and success of the OPL, from design to ribbon cutting to operational sustainability. Our hope is that robust community dialogue and meaningful partnerships will not only unlock funding and expedite project completion but generate fresher ideas, enhance program viability, and extend institutional reach. UHPCI has made community engagement a top priority. This section outlines steps we have already taken as well as a path forward.

Engagement Underway / President Obama is enormously popular in Hawai‘i. In the 2008 and 2010 elections, Hawai‘i voters backed him by higher margins than in any other state, and his local approval ratings remain above 60 percent. Support for the President is both political and personal, as Hawai‘i residents tend to see the First Family as part of Hawai‘i’s family, our ‘ohana. Hawai‘i’s pride in our president has infused all of our community forums.

Our initiative to host the OPL in Honolulu has garnered resoundingly positive local media coverage on television, radio, and in print, including a supportive masthead editorial in the Honolulu Star-Advertiser.





Broad consultation has enabled us to forge a vision for a presidential library that can be as transformative as its founder—an institution that will celebrate America’s first island-born president and have a sustained positive impact on the people of Hawai‘i, the United States, and the world.



The most important deliberative and decision-making bodies in the state have passed formal resolutions supporting the establishment of the OPL in Hawai'i, including:

- Hawai'i State Legislature
 - City and Council of Honolulu
 - University of Hawai'i Board of Regents
 - University of Hawai'i at Mānoa Faculty Senate
 - University of Hawai'i undergraduate and graduate student governments
 - Ala Moana-Kaka'ako Neighborhood Board
-

Key Community Partners / In the development of this submission, UHPCI has consulted extensively with elected officials, university leaders, business executives, philanthropists, community advocates, residents, and stakeholders in Kaka'ako, and experts in key fields important to the establishment and operation of a presidential library.

Our core partners have been deeply involved in formulating Hawai'i's proposal to host the OPL. They have provided financial support, assisted with site planning, and contributed programming ideas for an action-oriented presidential center with global reach.

- **East-West Center**, a hub of global education and diplomacy in the Asia-Pacific region with 57,000 alumni worldwide.
- **Hawai'i Community Development Authority**, a state agency that controls zoning and planning of state-owned land in Kaka'ako, including parcels set aside for the OPL.
- **Hawai'i State Department of Education**, the nation's only statewide unified school district, serving more than 185,000 students.
- **Hawai'i Tourism Authority**, the most richly funded state tourism agency in the United States.
- **Kamehameha Schools**, an educational charitable trust with a \$11 billion endowment that serves over 40,000 Hawaiian students annually.
- **Office of Hawaiian Affairs**, an autonomous government agency with extensive land holdings in Kaka'ako Makai.
- **Punahou School**, the largest co-educational independent school on a single campus in the United States, with an alumni base of 27,000.





Consulting Partners and Advisers / UHPCI has worked closely with key individuals and institutions in developing a Hawai'i vision for the OPL. Our consultations have fallen roughly into eight categories.

K-12 EDUCATION

Children's Discovery Center, DOE, Hawai'i Association of Independent Schools, Hawai'i State Teachers Association, Kamehameha Schools, Kupu, Learning Coalition, Punahou School, UH College of Education

ELECTED OFFICIALS

Governor Neil Abercrombie, Lieutenant Governor Shan Tsutsui, U.S. Senator Brian Schatz, Honolulu Mayor Kirk Caldwell, state legislative and city council leadership.

ENVIRONMENT

Blue Planet Foundation, Hawai'i Green Growth Initiative, Kohala Center, Kokua Hawai'i Foundation, KYA Sustainability Studio, MA'O Organic Farms, Nature Conservancy, Sierra Club, Ulupono Initiative

BUSINESS & PHILANTHROPY

Castle Foundation, Chamber of Commerce Hawai'i, Hawai'i Community Foundation, HEI Charitable Foundation, NextGen Hawai'i

SITE & REAL ESTATE DEVELOPMENT

Ferraro Choi, Group 70, Kobayashi Group, MacNaughton Group, Stanford Carr Development, The Resort Group, WCIT Architecture, Wilson Okamoto

SITE STAKEHOLDERS

Ala Moana-Kaka'ako Neighborhood Board, Friends of Kewalos, Kaka'ako Makai Community Planning Advisory Council, Kaka'ako Improvement Association, Kaka'ako United, Surfrider Foundation, Outdoor Circle, Townscape

POLICY RESEARCH & ADVOCACY

Accord 3.0, Asia-Pacific Center for Security Studies, Asia Pacific Disaster Risk Reduction and Resilience (APDR3) Network, East-West Center, Hawai'i Institute of Public Affairs, UH Public Policy Center



A group of four people are paddling a yellow outrigger canoe on the water. The canoe is long and narrow with a yellow hull and a wooden deck. The people are wearing swimwear and are actively paddling with black paddles. The water is a vibrant turquoise color, and the background features a city skyline with several tall buildings under a blue sky with scattered white clouds. The overall scene is bright and sunny, suggesting a tropical or coastal setting.

HO'OKAHI KA 'ILAU LIKE ANA

Wield the paddles together

Community Summits / To develop partnerships, generate programming concepts, and bolster community support for the OPL in Honolulu, UHPCI has organized several gatherings of community leaders, experts, and stakeholders. These forums, which have brought together dozens of organizations and more than 200 community leaders, include:

- Archivist and Librarian Forum (2011)
- Artists and Cultural Practitioners Talk Story (2013)
- Business Executives Breakfast (2014)
- Education Leaders Summit (2011, 2012)
- Education Ideas Retreat (2012)
- Hawai'i Clean Energy and Green Leaders Summit (2013)
- Hui Kalai Ala, Native Hawaiian Ideas Forum (2014)
- Museum Directors' Meeting (2013)
- Obama Oral History Ideas Session (2011)
- Presidential Libraries Emerging Technologies Seminar (2014)
- Site-Selection Meetings (2010-2011)
- State Legislative Briefing (2014)

Public Events / UHPCI has organized two large formal events for community supporters and potential donors, one in Washington, D.C., the other in Honolulu.

Hawai'i Presidential Center Inaugural Gala (Hay Adams Hotel, Washington, D.C., January 2013).

E Komo Mai, Mr. President (Punahou President's Pavilion, May 2013).

Public Policy Lecture and Salon Series / In cooperation with Governor Abercrombie, UHPCI has sponsored a lecture and community dialogue series to address issues that connect Hawai'i to policy priorities of the Obama administration. The events have drawn over 2,000 participants and have addressed topics from sustainable agriculture to immigration reform. Speakers have included: Martha Minow, Dean of Harvard Law School; Tom Putnam, Director, John F. Kennedy Presidential Library; Christina Romer, former chair of the White House Council of Economic Advisers; Jose Antonio Vargas, Pulitzer prize-winning journalist and founder of Define American; and Joseph Stiglitz, economist and Nobel laureate.

University Engagement / UHPCI has set up several ad-hoc working groups within the University of Hawai‘i to plan for the OPL in Honolulu. These include committees on archive and museum management, climate change risk mitigation, emerging communication technologies, K-12 education programming, presidential oral history, and public policy research. Deans, faculty members, and graduate students from the colleges of architecture, arts and humanities, education, Hawaiian knowledge, law, ocean science, public health, and social sciences are playing particularly important roles.

Cultural Resource Planning and Community Assessment / In order to assess community support and solicit innovative thinking about the OPL in Hawai‘i, UHPCI hired Lord Cultural Resources—the world’s leading museum planning firm with projects in over fifty countries—to organize a series of planning sessions and confidential interviews with museum and education leaders in Hawai‘i and nationally. Our consultants conducted twenty in-person and telephone interviews and three brainstorming sessions. They are currently drafting a comprehensive report on a Hawai‘i-based vision for a 21st century presidential museum.

Site Engagement / Since the State of Hawai‘i, through HCDA, designated land in Kaka‘ako Makai for the OPL, UHPCI has developed an extensive network of contacts in the district. We have forged strong institutional partnerships with the district’s key land owners, leaseholders, and developers. We have attended and testified at public hearings convened by HCDA and the Ala Moana-Kaka‘ako Neighborhood Board. We have met with non-profit organizations and community advocacy groups with a stake in Kaka‘ako, including those opposed to commercial development in the area. We have briefed city council and state legislative leaders who represent the district.

To assist with neighborhood engagement and planning, we have retained the services of two local firms: Townscape, an environmental and community planning firm with deep relationships in Kaka‘ako, and Group 70 International, a full-service architecture and planning company with wide-ranging institutional and government experience. Group 70 is synthesizing the district’s master plans and suggesting OPL site features to enhance the neighborhood and bolster public support.



COMMUNITY ENGAGEMENT—PLANNED

WHILE DEVELOPING OUR PROPOSAL for the Foundation, we have continued to solicit public input, refine our program concepts, and generate community enthusiasm for the OPL in Hawai‘i. UHPCI has several community engagement initiatives currently underway.

Community Forums / Continuing our constituency briefing and brainstorming sessions, we are planning four gatherings in the coming months.

- African American community leaders forum
- Organized labor “talk story”
- Public meeting for regular users of the Point Panic and Kewalos surf breaks
- Summit of non-profit foundation leaders

Teacher and Student Surveys / A graduate student at the UH College of Education will conduct a pilot survey with teachers and students on what excites them about the OPL in Hawai‘i.

Website and Social Media / UHPCI is developing a new website to present Hawai‘i’s vision for the OPL. The site will emphasize local economic, educational, research, and policy benefits.





COMMUNITY ENGAGEMENT STRATEGY —FORWARD

If Hawai‘i is selected as the site for the OPL, the University and its partners will devise and execute a comprehensive community engagement strategy. This strategy will be multifaceted, long-lasting, and authentic. It will have three principal objectives:

- Formulate a **VISION** for the OPL in Hawai‘i that will preserve the president’s legacy and reflect his values; advance the President’s work and achieve measurable results; and, embody Hawai‘i’s hopes and contribute to a better future in the islands.
- Facilitate the **DEVELOPMENT** of a presidential facility in Kaka‘ako Makai. This will require cultivating alliances with key stakeholders, engaging in constructive dialogue with any opponents, and building a solid base of support throughout the islands. This effort will be aided by building and program design that captures the public’s imagination and enhances Kaka‘ako’s architectural environment and natural features.
- Forge **INSTITUTIONAL PARTNERSHIPS** that will contain costs for the Foundation, contribute to the operational sustainability of OPL programs and augment their impact.



A Strategy in Phases / Hawai'i's OPL community engagement strategy should progress in three stages:

PHASE I: INFORMATION GATHERING

The first phase will build upon the work we have already done, while gathering additional information necessary to launch a larger effort. This research will include:

- A complete **ASSESSMENT** of work already undertaken. This will involve critically reviewing and improving our community forums, public events, communications, and outreach efforts. Such an assessment could be repeated every five years.
- An **ENVIRONMENTAL SCAN** of partnering and aligned institutions, critical stakeholders, district master plans, and market conditions to ensure that the OPL will improve Kaka'ako's changing landscape and continue to attract widespread community support.
- An analysis of **BEST PRACTICES** at existing presidential libraries and analogous cultural, research, and advocacy institutions in order to design the OPL to have the broadest possible public appeal and social impact.

PHASE II: GOAL SETTING AND PLAN FINALIZATION

In cooperation with the Foundation and based upon previous work and research, UHPCI will write a systematic community **ENGAGEMENT PLAN** focused both on facility development and operational sustainability. The plan will identify challenges and opportunities, elaborate program and building design principals, outline proposed engagement activities and mechanisms, and specify performance measures. Once completed, this plan will allow UHPCI and the Foundation to track progress and success.

PHASE III: IMPLEMENTATION AND EVALUATION

In the third phase, the Foundation and UHPCI will implement their community engagement plan during the design, program development, construction, and launch process. This will involve a wide range of methods and measurements.



FORMATS FOR COMMUNITY ENGAGEMENT

Through a variety of communication tools and media outlets, the Foundation and UHPCI will improve access to the planning process, thereby generating innovative ideas and burnishing community support. Our methods of engagement will include formats unique to Hawai'i, such as 'ohana gatherings and Native Hawaiian land-use protocols. We will also utilize conventional outreach mechanisms, such as websites, social networking, community event sponsorship, and advertising. In sum, we will employ the most effective methods for sustained, productive dialogue, including:

- Social Media and Web Communication
 - Public Open Houses
 - Online and In-Person Global Forums
 - Focus Group Sessions
 - Neighborhood Workshops
 - Community Planning Immersion Workshops
 - Individual and Group Stakeholder Interviews
 - Opinion Surveys
-

Evaluation of Efficacy / To evaluate the success of the OPL's community engagement efforts, the Foundation and UHPCI should utilize iterative mechanisms of three main types:

■ **Internal:** In-house evaluation components will be built into all community engagement activities, including written surveys, follow-up interviews, and online forums. OPL leadership will evaluate engagement mechanisms according to goals set in the engagement strategy.

■ **Independent:** Outside assessments of community engagement efficacy will be conducted periodically, including confidential stakeholder meetings, forums organized by partner institutions, and independent reviews.

■ **Social Scientific:** To query constituents not directly reachable through conventional engagement activities, the Foundation and UHPCI will periodically retain marketing research firms to conduct online, telephone, and in-person opinion surveys.




COMMUNITY ENGAGEMENT—FUTURE



PRESIDENT OBAMA'S EFFORTS to bridge divides resonates with Hawai'i's collaborative island culture. UHPCI envisions a robust and purposeful community engagement process leading to the creation of the OPL and carrying into its operations. At the concept and design stage, we believe developing innovative program ideas and building public support will go hand-in-hand. In the site-development process, we propose continuous community dialogue, not just to clear a political pathway to construction but to inform our planning so as to contribute to healthier, more livable communities.

Most important, we envision community engagement enhancing the sustainability and impact of OPL's operations. We propose strong institutional partnerships featuring resource pooling, joint programing, facilities sharing, coordinated event planning, and mission alignment. We envision cooperative educational planning that will allow Kaka'ako to emerge as Honolulu's premier learning district. This will not only provide youth rich educational experiences but will make institutional neighbors true partners.

The Barack Obama Presidential Library in Hawai'i will be an institution of great consequence; one that tells the story of the president's place in the world and makes the world itself a better place. To build a presidential institution that can be as transformational as the forty-fourth presidency, Hawai'i's communities will wield our paddles together. 

PARTNERSHIP VISION

AS A CANDIDATE, Barack Obama sought to unify Americans too often divided by race, region, or religion. As president, he has frequently governed toward reconciliation, seeking common ground where others see none, and crafting innovative policies, from Afghanistan to health care, that incorporate solutions from across the ideological spectrum. This ethic of collaboration has deep roots in Hawai‘i, where zero-sum games create too many losers and compromise weaves society into family.

In this spirit, Hawai‘i invites the president to consider novel outcomes for this site-selection process. Hawai‘i is prepared to host the OPL in its entirety. We believe a Hawai‘i OPL will emerge as America’s flagship presidential library, attract more visitors than its predecessors, and have a pronounced impact around the world. But Hawai‘i is also prepared to partner with competing bidders to provide the president and his family a base of operations in more than one city. If conceived and developed thoughtfully, a partnership model can result in a stronger institution with broader support and greater reach than a center concentrated in a single location.

This section outlines possible models of collaboration between UHPCI and one or more host institutions on the mainland. We envision a unified presidential center with divided facilities but one mission, a global institution to advance the work of a global president, a model that will give the president and his family choices as they conceive of their lives and legacy beyond the White House.

Models of Collaboration / A presidential center with programs and facilities in more than one location will have considerable advantages, including:

- Visitor draw from distinct tourism markets
- More diverse institutional partners
- Broader base of political and donor support
- Foundation initiatives located to enhance outcomes
- Location flexibility for the First Family
- Global reach for a global president



An Obama presidential center could have many components: archive, museum, executive offices, education initiatives, academic programs, and research and advocacy projects. These could be aggregated in a single place—as they are at the George W. Bush Presidential Center in Dallas—or divided among more than one location—as in the case with President Bill Clinton, who conducts his post-presidential work in New York and his home state of Arkansas.

There are alternate ways to conceive of institutional division: by field of action—with global affairs headquartered in one site and national affairs in another, for example—or by issue area, with specific initiatives sited to maximize support, resources, and effect. Below are three possible models of institutional organization. Note that these hypothetical models presume Chicago as a partner, but a city like New York could generate similar options.

CHICAGO	HONOLULU
COMPONENTS	
Presidential Records—NARA Presidential Museum—NARA Foundation Headquarters Main Presidential Offices	Convening Institute K-12 Education Programs Visitor Center University Research & Programming
GEOGRAPHIC	
Domestic Europe/Atlantic	International Asia/Pacific
ISSUE AREA	
Civil Rights Criminal Justice Economic Policy Finance Regulation Health Policy National Security Poverty & Economic Opportunity Technology Urban Issues	Alternative Energy Climate Change Disaster Resiliency Education Food and Farm Ocean Policy Public Health & Wellness Space Policy Veterans

President Clinton’s located his executive offices and foundation headquarters in New York and his presidential library and a school of public service in Little Rock, Arkansas.





A welcome dinner at Washington Place for the University of Chicago delegation, Susan Sher, David Greene and Alice McLean, hosted by Governor Neil Abercrombie, Dr. Nancie Caraway, UH President David Lassner, and the UHPCI steering committee: Robert Perkinson, Maxine Burkett, Patricia Halagao and AJ Halagao. Special guests include Maya Soetoro-Ng and Konrad Ng.

Heartland–Pacific / UHPCI has most fully explored a partnership with the University of Chicago. In September 2013, members of our steering committee traveled to Chicago to tour proposed sites and exchange ideas. In January 2014, we hosted a delegation led by Susan Sher for more extensive talks. In Honolulu, this U of C team explored our site and its district, attended a dinner reception with members of our advisory council, and met with top state and university officials, including the governor, mayor, and university president.

The stark differences between our cities and bidding institutions make for especially fruitful partnership possibilities. Our universities—one public, one private—operate in distinct arenas. Our large school districts—Chicago’s with typical urban characteristics, Hawai‘i’s with a mix of rural and urban students—allow for scalable program experimentation. Our cities are demographically distinct—Chicago, predominantly white, African American, and Latino; Honolulu, predominately Asian, Native Hawaiian, Pacific Islander, and with a higher portion of immigrants. Together, Chicago and Honolulu represent the future of America.

Joint Programs / Although President Obama would determine how best to divide programs between us, UHPCI has proposed possible joint programming with U of C, especially in the area of education.

K-12 Education	Teacher institutes, youth summits, online education, community action projects
Museum	Online & rotating exhibits, loaned artifacts
University	Dual degree programs, conferences, joint classes, applied research initiatives

For example, students from our two sites might collaborate on an issue such as “inequality.” Students could compare poverty from different perspectives and locations, through a virtual pen-pal program. They can follow up with a collective impact project that aims to address homelessness in their neighborhoods. Teachers could compare how instruction responds to the diverse needs of their respective communities. Joint programs that foster boundary crossing and understanding can have a profound influence on how students see the world.

As a pilot project, UH has informally collaborated with U of C and Archive.org to develop a prototype for preserving the **White House website**. The prototype includes thousands of complete backups as well as advanced search and visualization tools to make this portal into the Obama administration more engaging to the public and useful to researchers.

Atlantic-Pacific / UHPCI has also had preliminary conversations with Columbia University about its proposal to host the OPL in Manhattanville in West Harlem. Many of the partnership concepts that we developed with Chicago could be applied to New York. Another option is to create a truly national presidential center with distinct operations in three locations.

Collaboration Principles and Cost Containment / If the Obama presidential center develops in more than one location, UHPCI suggests that planning proceed according to guiding principles in order to contain costs, avoid duplication, streamline administration, and ensure success. We believe the Foundation should endeavor to:

- Conceive an integrated presidential center with dispersed facilities but a unified mission
- Execute a single capital campaign of global scope to ensure contributions benefit the Foundation as a whole and to avoid jurisdictional tensions
- Design facilities in concert in order to enhance coherence and efficiency
- Devise a streamlined management structure with local autonomy but clear lines of authority
- Contain costs by avoiding redundancy, combining functions, and utilizing technology
- Divide programs logically among cities to augment public support and improve outcomes
- Encourage robust partnerships among host universities
- Take advantage of emerging communications technologies to enable teams in more than one facility to collaborate effectively

The University of Hawai'i is proud to submit this proposal to host the OPL in its entirety. We are also excited about the possibility of partnering with another city to create an Obama presidential center with more diverse institutional partners, broader national support, and extended reach. Our aim is to help build institutions that will give the President, First Lady, and their daughters choices and capacity: the chance to spend time in more than one city without interrupting their work and the tools to make a difference on a global stage. ❖



LETTERS OF SUPPORT





STATE OF HAWAI'I



With much pride and excitement, the State of Hawai'i looks forward to hosting the Obama Presidential Library (OPL) in the President's beautiful home state.

In Hawai'i, we believe deeply in our state motto, *Ua Mau ke Ea o ka Āina i ka Pono* – "The Life of the Land is Perpetuated in Righteousness." Our sense of family, community and responsibility shines not only in our home life but in our political culture.



Here in the Islands, we believe in working together. We value the multitude of cultures and experiences that constitute the fabric of our lives. Our differences define us but don't divide us. Ultimately, we believe that these island values reflect President Obama's governing vision of cooperation, tolerance, responsibility, and mutual respect.

The Aloha State is a bastion of support for the President and his Administration, and we are eager to do our part to realize his vision for a Presidential Library. This lasting legacy remains a top priority for us, and as Governor and Lieutenant Governor, we commit to:

- facilitating efforts spearheaded by the Hawai'i Community Development Authority to set aside a premier waterfront site for the OPL in picturesque and centrally located Kaka'ako Makai, Honolulu; and
- seeking funding from the state Legislature to create on "Lot A" an aesthetically appropriate parking structure that complements the area's green landscape while accommodating all of the OPL's required parking needs and serving the greater Kaka'ako Makai community.

Pupukahi i holomua (By working together we make progress). We stand ready to work together to build a better future for Hawai'i, the United States, and the world.

Neil Abercrombie
Governor

Shan Tsutsui
Lieutenant Governor



CITY AND COUNTY OF HONOLULU



The City and County of Honolulu would be honored to host the Obama Presidential Library (OPL) in Honolulu, the birthplace of Barack Obama. My administration will do its part in ensuring this institution is built on time and under budget.

Honolulu is the capital of Hawai‘i, our nation’s 50th state. With a population of close to one million, Honolulu is the 10th largest municipality in the United States and one of the most diverse in the nation. We are committed to advocating the City’s support of the project at the highest levels and ensuring that City Departments that touch the regulatory permit applications recognize this project as a priority of the City.

Further, the City is committed to assisting with regulatory permit processing by assigning a concierge who will work with the project’s planners, architects and engineers by coordinating with the Hawai‘i Community Development Authority (HCDA), and facilitating the City’s regulatory permit processes, including land use, zoning, special management area and building permits, so that permits are obtained in a timely manner.

The City will also ensure that there is capacity in the City’s backbone infrastructure to adequately service the site and its intended uses; support the service connections between the OPL, and the City’s and private utilities’ infrastructures; and assist in establishing various means to transport visitors to the OPL, including:

- Ensuring a bus route service between the OPL and the closest rail station;
- Installing directional street signage to the OPL;
- Facilitating the installation of BikeShare locations near the OPL and the nearest rail station;
- Working with HCDA to ensure that the design of the roads and sidewalks will enhance the traveling experience between Ala Moana Boulevard and the OPL.

Finally, the City is committed to ensuring that Honolulu’s high speed broadband system that is being planned by the City gives connectivity priority to the OPL; assisting with the relocation of the broadcast tower currently located on the site; identifying potential funding for an economic impact study; and advocating for a real property tax rate consistent with that of the University of Hawai‘i.

Our county motto is *Ha‘aheo No ‘O Honolulu* (Honolulu Pride), and we certainly take great pride in Barack Obama. We look forward to partnering with the Obama Presidential Library and welcoming our *keiki o ka ‘aina* back home to the islands.

A handwritten signature in black ink, appearing to read "Kirk Caldwell". The signature is fluid and cursive, with a long, sweeping underline.

Kirk Caldwell

Mayor, City and County of Honolulu



UNIVERSITY
of HAWAII®
SYSTEM

UNIVERSITY OF HAWAII SYSTEM



The University of Hawai'i will be proud to host the Barack Obama Presidential Library in Honolulu, and we look forward to developing a meaningful and lasting partnership with the Barack Obama Presidential Foundation.

The University of Hawai'i (UH) opened as an agricultural and mechanical arts school in 1907 with just ten students. Today, the UH System serves as the sole provider of public higher education in the State through ten accredited campuses with 9,000 faculty and staff serving some 60,000 students each year. UH is the leading engine for economic growth and innovation in Hawai'i and the Pacific. And of course, President Obama's parents met as students at UH.

Our values—including aloha, collaboration, excellence, service, access, diversity, sustainability, and justice—mirror President Obama's, and we are committed to making his presidential library in the islands a success. As UH president, I will work to ensure that:

- We raise funds through private philanthropy to cover the construction costs of any portion of the presidential facility that will be used primarily by UH;
- The presidential library is provided high-speed communications infrastructure and global connectivity to schools, colleges and libraries as part of the UH network;
- The Foundation has preferred use of available UH facilities for events and special projects;
- Sufficient funding and technological support is provided to integrate operations and services using advanced high-speed networking between an Obama center in Hawai'i and on the mainland, should President Obama select more than one location.

As a public university, UH is committed to serving our students, our islands, and the wider world. Our motto is *Ma luna a'e o nā lāhui a pau ke ola ke kanaka* (Above all nations is humanity), and we believe that hosting the Obama Presidential Library will advance our mission. We look forward to working together and building an institution that will make us all proud.

A handwritten signature in black ink, reading 'David Lassner'.

David Lassner

President, University of Hawai'i System



UNIVERSITY OF HAWAI'I AT MĀNOA



The University of Hawai'i at Mānoa is delighted to be leading planning for the Obama Presidential Library on behalf of the State of Hawai'i. We look forward to partnering with the Barack Obama Presidential Foundation to create a world-class institution that will celebrate our president and make a positive impact in Hawai'i and around the world.

The University of Hawai'i at Mānoa is UH's flagship campus. It is a land-, sea-, and space-grant public university that serves over 20,000 students. It is the principal driver of research innovation in Hawai'i and one of the most diverse university campuses in the United States.

Hosting the Obama Presidential Library represents a historic opportunity for UHM, and we intend to do what it takes to make this endeavor succeed. Subject to approval by our Board of Regents and in accord with faculty governance, we are committed to:

- Creating and staffing a world-class graduate program, to be designed in cooperation with the Foundation and to be housed within the presidential library facility;
- Adding archival and digitization staff to assist the National Archives in making public presidential records;
- Providing research funds and adding faculty positions in focus areas identified by the Foundation;
- Funding conferences and speaker series around shared themes;
- Providing incubator, office, and event space for special projects of the Foundation;
- Contributing to the costs of parking development for the Obama library and UH facilities in Kaka'ako Makai.

The University of Hawai'i at Mānoa strives for excellence in teaching, research, and community engagement, while honoring our indigenous host culture and promoting environmental sustainability and human justice. We believe these values align with President Obama's, and we look forward to a lasting partnership with his presidential library and foundation.

A handwritten signature in black ink, appearing to read 'Tom Apple'.

Tom Apple

Chancellor, University of Hawai'i at Mānoa



HAWAI'I COMMUNITY DEVELOPMENT AUTHORITY



On behalf of the Hawai'i Community Development Authority ("HCDA"), I am writing to confirm our commitment to providing premium space for a presidential center in Kaka'ako Makai. We are enthusiastic, as is Governor Abercrombie, about working closely with the University of Hawai'i to make this a reality.

As you know, the HCDA governing board approved the concept of developing a presidential center in Kaka'ako Makai in 2011. With this letter and in accord with HCDA's charter and development guidelines, I am setting aside an approximately 7-acre site (TMKs 2-1-060: por. 001 and por. 002) for this purpose. In addition and immediately adjacent to the primary development site, I am designating an additional 3-acres (TMKs 2 1-060: 003 and por. 008) for a multi-level parking structure.

These parcels provide convenient access to the ocean and are bounded by park space to the south and west, on which we will approve no intensive, non-park, or commercial development. Based on initial research, we believe the site we have reserved will meet all the environmental, cultural, and community criteria required to see the development of a presidential center through to completion. No other development proposals for this parcel will be considered or approved by the HCDA until a final decision about a presidential center in Honolulu has been made.

As we have discussed, the HCDA is available to you and your team to provide support in all planning and design-related issues associated with the presidential center.

Again, the HCDA is very excited about the development of a presidential center in Kaka'ako Makai, not only because it would symbolize Hawai'i's role in the Obama presidency but also because it would advance our programmatic goals for the entire district.

Anthony J. H. Ching

Executive Director, Hawai'i Community Development Authority



DANIEL K. INOUE FOUNDATION



It is with great pleasure that I support Hawai‘i’s initiative to host the Obama Presidential Library. We are currently working to establish the Daniel K. Inouye Center for Democratic Leadership at the University of Hawaii, Manoa campus, and would be honored to partner with the Obama Presidential Library to advance civic engagement in Hawai‘i and throughout our nation.

The Daniel K. Inouye Center for Democratic Leadership (DKI Center) is a living tribute to a man who embodied the ideals of democracy and freedom. The Center will advance public service leadership, democratic ideals, and global awareness through a host of initiatives—academic programs focused on public policy, research utilizing the Senator’s congressional papers, educational outreach for middle and high school students in civics and STEM, and community public engagement through exhibitions, lectures, and civic discourse. Our goal is to inspire both reflection and a call to action on how to build a more perfect union.

We support the Obama Presidential Library, or significant portion thereof, being located in Hawai‘i. As Dan was fond of saying, Hawai‘i’s unique history and diversity of people who have learned how to live, work and play together should be what the rest of the world always strive to emulate. This truism could be an exciting intersection point for two centers complementing one another through a host of shared activities—speaker series, joint youth programs, and faculty in public policy and leadership.

President Obama delivered beautiful remarks about Dan’s early role in inspiring his own career in public service. To have the centers of two Hawai‘i sons together would be most fitting, and inspirational for future generations of leaders.

As Dan would say, “Collaboration is the art of addition.” The DKI Center looks forward to a collaboration on both the art of addition and the art of the possible. Dream big.

A handwritten signature in black ink that reads "Irene Hirano Inouye". The signature is fluid and cursive, with a long, sweeping underline.

Irene Hirano Inouye



HAWAI'I STATE DEPARTMENT OF EDUCATION



We are extremely pleased to offer this letter of support on behalf of Hawai'i's bid to host the Obama Presidential Library (OPL). We are excited by the potential of OPL to transform the learning experiences for young people in Hawai'i and worldwide.

The Hawai'i State Department of Education (DOE) is the ninth-largest school district and the only statewide educational system in the country. King Kamehameha III established Hawai'i's public school system in 1840 making it one of the oldest school systems west of the Mississippi. It is comprised of 255 schools and 33 charter schools. The DOE employs 13,000 teachers and serves more than 185,000 students. Currently, the DOE is undergoing an ambitious reform effort to ensure our graduates' success in college, careers and their communities, and it is now regarded as one of the fastest improving systems in the nation.

We stand committed to the OPL in Hawai'i, especially if education is central to its mission. We particularly support the Hawai'i Presidential Center Initiative's program vision to create a Global Youth Leadership Academy. Its creative model to foster the next generation of community leaders aligns with our strategic plan to develop students who are "educated, healthy, and joyful lifelong learners who contribute positively to our community and global society." The DOE is actively seeking to establish partnerships that provide global youth leadership opportunities. We are uniquely situated to take advantage of global opportunities based on geographic location, yet there is a dearth of organizations that the DOE could partner with to build sustainable global youth leadership opportunities. Hawai'i's Presidential Center Initiative would be a catalyst to develop a deeply enriching program.

As our educational missions align, we pledge to contribute financial and staff resources to the OPL's educational programming. Our contributions might consist of teacher professional development, teacher sabbaticals, online education support, expertise in standards and culture-based education and more. We welcome the opportunity to play an active role in programming and supporting the viability of a future program.

Hawai'i is the ideal site to host the Presidential Obama Library and to advance President Obama's educational initiatives. The United States Secretary of Education Mr. Arne Duncan stated in his recent visit, "Hawai'i's public schools can be a model for the nation." We exemplify public/private partnerships in action, and our unique system can serve as a laboratory to incubate innovation and transformation across the entire country.

A handwritten signature in black ink, appearing to read "K. Matayoshi".

Kathryn S. Matayoshi

Superintendent, Hawai'i State Department of Education



PUNAHOU SCHOOL



As the alma mater of President Barack Obama, it is with great pride and enthusiasm that Punahou School offers this letter of support on behalf of the Obama Presidential Center, to be located in Honolulu, Hawai'i.

Founded in 1841, Punahou School was originally designed to provide a quality education for the children of Congregational missionaries, allowing them to stay in Hawai'i with their families. From a first class of 15 students, the campus now enrolls over 3,750 in students in K-12 education. As a private school, our faculty, alumni, and students have a long-standing commitment to helping to move other lives forward, reach aspirations, and fulfill lives of promise. In that spirit, we maintain a program to provide need-based financial aid, as the opportunity for qualified students to attend Punahou should not be limited by family financial circumstances.

As exemplified by the life of public service of our most famous alum, Punahou School recognizes the responsibility it has to serve the community, and strives to create educational change. Through pioneering programs that reach out to both students and educators, Punahou School alumni have made a significant the impact on Hawai'i, the United States. Since its inception in the 1960's, our Wo International Center has become a beacon for educational practices, discussions, and international learning through a global perspective. We seek to promote an appreciation of cultural diversity and global responsibility for students both from Punahou and the larger community.

With the building of an Obama Presidential Center, we foresee a partnership in which Punahou would share successful programing with the forthcoming educational components in a Leadership Institute. This would involve the sharing of teacher development, training, and support, assistance with capital campaigns, and programs at the Obama Presidential Center for K-12 students of the highest caliber. Sharing our successes is part of our mission, as all students deserve a global education.

Punahou School is exceedingly proud of President Barack Obama, and we consider him a part of our ohana (family). The President once expressed how his formative years in Hawai'i continued to influence his work in an article for our campus in 1999. "I believe that the carefree childhood I experienced in Hawaii, and the wonderful education I received at Punahou, should not be left to the luck of the draw, but should rather be every child's birthright," he wrote. "The spirit of tolerance," he explained, shaped his own ambitions, and the hope for a "country in which we can appreciate differences of race and religion and ethnicity, while still insisting on our common humanity."

Punahou School looks forward to a partnership with the forthcoming Obama Presidential Center, and the ability to share our alumni's story with the world.

Dr. James Kapae'alii Scott
President, Punahou School

MESSAGES OF SUPPORT



UNITED STATES CONGRESS



UNITED STATES SENATE



We envision a Barack Obama Presidential Center that looks forward to the future, embodies Hawai'i's values, and has a global outlook. It would include a convening institute that would advance collaborative, Hawai'i-style solutions to some of the great challenges of our time, and a youth leadership academy that focuses on civic education and public service, with the goal of cultivating a new generation of community leaders. Hawai'i stands ready to work with the president in building an action-oriented institution of global significance.

A handwritten signature in black ink that reads "Brian Schatz".

Brian Schatz
U.S. Senator



President Barack Obama is keiki o ka 'aina; born, raised and molded in the melting pot of Hawai'i. It is only natural that Hawai'i serve as the home of the future Barack Obama Presidential Library. As America's "Gateway to the Pacific," Hawai'i is a vital bridge to our partners in the Asia-Pacific. Establishing a presidential institution of dialogue, diplomacy and learning would play a lasting role in the Obama Legacy.

A handwritten signature in black ink that reads "Mazie K. Hirono".

Mazie Hirono
U.S. Senator



UNITED STATES HOUSE OF REPRESENTATIVES



Hawai'i is proud of President Barack Obama not only because of what he represents about our state, but also because of the part our community played in making him the person he is today. He learned the strength of diversity, the impact of a caring community, and the enduring power of the aloha spirit. Each plays a role in his success as the leader of the greatest nation on Earth. I believe it is fitting that the site of the Obama Presidential Library reflect the source of the values that are at the core of this historic leader.

A stylized, handwritten signature in black ink, consisting of a horizontal line with a vertical line crossing it, and a small loop at the end of the horizontal line.

Colleen Hanabusa
U.S. Representative



Hawai'i is the perfect home for the Obama Presidential Library. With its strategic global location, diverse cultures, and millions of visitors from all over the world, Hawai'i has much to contribute. Hosting an action-oriented institution that will seek to address the great global challenges of our time and inspire the next generation of leaders would create a successful partnership for Hawai'i and the Presidential Library.

A handwritten signature in black ink that reads "Tulsi Gabbard" in a cursive style.

Tulsi Gabbard
U.S. Representative

HAWAII COUNCIL OF MAYORS



KAUA'I COUNTY



As Mayor of the County of Kaua'i, I wholeheartedly support building a presidential center in Hawai'i. Such a world-class institution has the potential to create vital economic and academic opportunities for the entire state, and will uniquely benefit our diverse community.

A handwritten signature in black ink, reading "Bernard Carvalho".

Bernard Carvalho
Mayor, Kaua'i County



MAUI COUNTY



As the gateway to Asia and the Pacific, Hawai'i is the perfect place to establish a world-class institution of education, research and American heritage. Visitors from all over the world already come here to vacation and conduct business, and the jobs that this project will create will further spur the local economy. As Mayor of Maui County, I wholeheartedly believe that Hawaii is not just the right place, but the only place that a presidential center honoring the legacy of Barack Obama should be built.

A handwritten signature in black ink, reading "Alan Arakawa".

Alan Arakawa
Mayor, Maui County



HAWAI'I COUNTY



CITY & COUNTY OF HONOLULU



Hawai'i would be honored to build the Barack Obama Presidential Library. I join my fellow mayors in supporting this initiative, and we will work together. Here in Hawai'i County, and across these islands, we support the president, and will carry forward his work. This institution will serve as an inspiration to our visitors and residents, and bring hope to our keiki and to future generations.

Handwritten signature of William P. Kenoi.

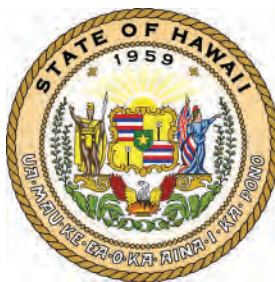
William P. Kenoi
Mayor, Hawai'i County



We would be honored to host the Obama Presidential Library (OPL) in Honolulu, the birthplace of Barack Obama. Our county motto is Ha'aheo No 'O Honolulu (Honolulu Pride), and we certainly take great pride in Barack Obama. We look forward to partnering with the Obama Presidential Library and welcoming our keiki o ka 'aina back home to the islands.

Handwritten signature of Kirk Caldwell.

Kirk Caldwell
Mayor, City and County of Honolulu



**HOUSE OF REPRESENTATIVES
TWENTY-FIFTH LEGISLATURE, 2010
STATE OF HAWAII**

HOUSE CONCURRENT RESOLUTION NO. 174

**URGING PRESIDENT BARACK OBAMA TO SELECT A LOCATION IN HAWAII AS
THE SITE FOR HIS PRESIDENTIAL LIBRARY**

WHEREAS, a presidential library is a repository for preserving and making publicly accessible the papers, records, artifacts, and other historical materials of a President of the United States; and

WHEREAS, historians and other researchers studying our country's presidents and history rely upon presidential libraries as important sources of information; and

WHEREAS, presidential libraries provide a broad range of educational opportunities for students through programs designed to introduce students to American history and the presidency; and

WHEREAS, public programs that include conferences, symposia, and forums that highlight new scholarship about the presidents and American history, are often offered by presidential libraries; and

WHEREAS, Barack Obama, the forty-fourth President of the United States, was born and raised in Hawaii; and

WHEREAS, it is a matter of great state pride that President Obama is the first Hawaii-born citizen to hold that high office; and

WHEREAS, a presidential library in Hawaii would provide the people of Hawaii with access to the documents and artifacts of the Obama administration and a significant piece of our nation's history; now, therefore,

BE IT FURTHER RESOLVED that certified copies of this Concurrent Resolution be transmitted to the President of the United States and members of Hawaii's congressional delegation.

BE IT RESOLVED by the House of Representatives of the Twenty-fifth Legislature of the State of Hawaii, Regular Session of 2010, the Senate concurring, that President Barack Obama is urged to select a location in Hawaii as the site of his presidential library; and

BE IT FURTHER RESOLVED that certified copies of this Concurrent Resolution be transmitted to the President of the United States and members of Hawaii's congressional delegation.

March 5, 2010



**CITY COUNCIL
CITY & COUNTY OF HONOLULU
HONOLULU, HAWAII**

RESOLUTION NO. 11-124

**URGING PRESIDENT BARACK OBAMA TO SELECT A LOCATION IN HAWAII' I AS
THE SITE FOR HIS PRESIDENTIAL LIBRARY**

WHEREAS, a presidential library is a repository for preserving and making publicly accessible the papers, records, artifacts, and other historical materials of a President of the United States; and

WHEREAS, historians and other researchers studying our country's presidents and history rely upon presidential libraries as important sources of information; and

WHEREAS, presidential libraries provide a broad range of educational opportunities for students through programs designed to introduce students to American history and the presidency; and

WHEREAS, public programs that include conferences, symposia, and forums that highlight new scholarship about the presidents and American history, are offered by presidential libraries; and

WHEREAS, Barack Obama, the forty-fourth President of the United States, was born and raised in Hawaii; and

WHEREAS, it is a matter of great state pride that President Obama is the first Hawaii-born citizen to hold that high office; and

WHEREAS, a presidential library in Hawaii would provide the people of Hawaii with access to the documents and artifacts of the Obama administration and a significant piece of our nation's history; now, therefore,

BE IT RESOLVED by the Council of the City and County of Honolulu that President Barack Obama is urged to select a location in Hawaii as the site of his presidential library; and

BE IT FINALLY RESOLVED that copies of this Resolution be transmitted to the President of the United States and members of Hawaii's congressional delegation.

April 25, 2011



**BOARD OF REGENTS
UNIVERSITY OF HAWAI'I**

**RESOLUTION SUPPORTING THE UNIVERSITY OF HAWAI'I AT MĀNOA'S EFFORT
TO BID FOR THE BARACK OBAMA PRESIDENTIAL CENTER**

WHEREAS every president since Herbert Hoover has built a presidential institution after leaving office; and

WHEREAS presidential centers have evolved into composite institutions; including not just a presidential museum and archive but schools of public affairs, conference facilities, headquarters of presidential foundations, and living and working space for former presidents and their families; and

WHEREAS presidential centers are traditionally built in a president's home state; and

WHEREAS Barack Obama, the forty-fourth president of the United States, was born and raised in the State of Hawai'i; and

WHEREAS, it is a matter of great state pride that President Obama is the first Hawai'i-born citizen to hold that high office; and

WHEREAS the most successful presidential centers are affiliated with research Universities; and

WHEREAS a winning bid for an Obama presidential center in Hawai'i will catalyze economic development, vitalize sustainable island architecture, advance education and research, inspire state residents, and add a world-class public institution to the state's cultural landscape; and

WHEREAS an affiliation with the Obama center will elevate the University of Hawai'i's stature and will attract top scholars, dignitaries, and students; and

WHEREAS the state legislature in 2010 (HCR 174) and the Honolulu City Council in 2011 (11-124) have called upon President Obama to site his presidential center in Hawai'i; and

WHEREAS a university-led effort to bid for the Obama presidential center has been endorsed by the University of Hawai'i at Mānoa Faculty Senate, Graduate Student Organization, and the Associated Students of the University of Hawai'i at Mānoa; and

WHEREAS the University of Hawai'i at Mānoa has undertaken research necessary to prepare a proposal,

NOW, THEREFORE BE IT RESOLVED THAT THE BOARD OF REGENTS OF THE UNIVERSITY OF HAWAI'I supports the effort led by the University of Hawai'i at Mānoa, in consultation with other state agencies and community partners, to develop a competitive proposal to locate the Barack Obama presidential center in Honolulu.

July 18, 2013



**FACULTY SENATE
UNIVERSITY OF HAWAII AT MĀNOA**

**RESOLUTION SUPPORTING THE PROPOSAL TO LOCATE THE BARACK OBAMA
PRESIDENTIAL LIBRARY AND MUSEUM IN HAWAII**

WHEREAS presidential libraries and museums are important cultural and educational institutions, managed in perpetuity by the National Archives and Records Administration and funded, primarily, by federal taxpayers and private presidential foundations;

WHEREAS presidential libraries and museums are generally erected in a president's home state and Hawaii is Barack Obama's birthplace;

WHEREAS the most successful presidential libraries and museums are affiliated with research universities and often developed in coordination with research institutes or schools of public administration;

WHEREAS locating the Obama presidential center in Hawaii would create a world-class museum and archive with only modest investment by local taxpayers and the university;

WHEREAS an affiliation with the Obama presidential center will enhance UHM's reputation and will bring top students, scholars, and leaders to Hawaii;

WHEREAS the creation of a UHM research or teaching institute to be affiliated with the Obama presidential center will strengthen the university's community ties and augment its creation and application of social capital, while helping the islands meet the challenges of the twenty-first century;

WHEREAS a robust set of museum-based education and outreach programs, both on site and online, will enhance education and research locally, nationally, and internationally, particularly in social studies, political science, and history;

WHEREAS building a world-class presidential museum in Honolulu will bolster the visitor industry, both foreign and domestic;

WHEREAS the construction of an architecturally iconic and environmentally ambitious complex will revitalize Honolulu and UHM's built environments and will serve as a model for sustainable building throughout the islands;

THEREFORE, BE IT RESOLVED THAT THE FACULTY SENATE OF THE UNIVERSITY OF HAWAII AT MĀNOA supports the development of a UHM-led proposal to locate the Barack Obama presidential library and museum in Hawaii.

July 20, 2010

APPENDIX B: SELECT INDIVIDUALS CONSULTED

Following is a select list of individuals who have provided counsel or assistance to UHPCI in the preliminary planning to host the OPL.

ARCHITECTURE

Eric Crispin
Vice President
Ohana Real Estate Investors

Fiske Crowell
Principal
Sasaki & Associates

Joseph Farrel
Principal
Architects Hawaii

Joe Ferraro
Principal
Ferraro Choi

John Hara
Principal
John Hara Associates

Robert Iopa
President
WCIT

Reed Kroloff
Principal
Kroloff Jones

Jason McLennan
CEO
International
Living Future Institute

Wendy Meguro
Assistant Professor
Architecture, UHM

Jason Selley
Principal
JS Architecture + Design

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

Roger Jellinek
Executive Director
Hawai'i Book & Music Festival

Ara Laylo
Art Director
Flux Magazine Hawaii

Toby Portner
Founder & Partner
Hawai'i Fashion Incubator

Marika Wilson
Printmaker
Designer

BUSINESS

Robert Alm
President
Collaborative Leaders Network

Trevar Asam
Attorney
Cades Schutte

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

Colbert Matsumoto
Chairman & CEO
Island Insurance Company

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

Wayne Miyao
Vice Chairman
Ohana Pacific Bank

Alicia Moy
President & CEO
Hawai'i Gas

Alan Oshima
Executive Vice President
Corporate & Community
Advancement
Hawaiian Electric Industries

Dick Rosenblum
President & CEO
Hawaiian Electric Company

Rich Wacker
President & CEO
American Savings Bank

Eric Yeaman
President & CEO
Hawaiian Telcom

COMMUNICATIONS

Clifford Cheng
Art Director
VOICE

Berna Fo
Communications & Outreach
Manager
MVNP

Sonny Ganaden
Writer

Jay Hanamura
Editor & Director
Kinetic Productions

Daniel Dae Kim
Actor
Hawai'i 5-0

Aaron Lee
Graphic Designer
Formlessness

Jason Matias
Photographer

Oiwi TV

Vincent Ricafort
Photographer

Vince Soliven
Creative Director
MVNP

Barbara Tanabe
President & Managing Partner,
Ho'akea Communications

Mike Wagner
Associate Creative Director
MVNP

Walter Wanger
Creative Group Head
MVNP

COMMUNITY

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

Michelle K. Kauhane
President & CEO
Council for
Native Hawaiian Advancement

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

Polynesian Voyaging Society

Jennifer Sabas
Director
Daniel K. Inouye Institute

Ron Simpson
Chairman
African American Diversity Cultural
Center Hawai'i

Kelvin Taketa
President & CEO
Hawai'i Community Foundation

Walter Thoenes
Chief of Staff
Kamehameha Schools

Bruce Tsuchida
Principal Planner
Townscapes

Lucien Wong
Chairman & Senior Partner,
Allen and Gledhill

Ed Young
Deputy Director
NOAA National Weather Service,
Pacific Region

CONVENING INSTITUTE

Peter Adler
Director & Principal Consultant
ACCORD 3.0

Maenette Benham
Dean
Hawai'iinuiake 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

Mark K. Updegrave
Director
Lyndon Baines Johnson
Library & Museum

Jose Antonio Vargas
Founder
Define American

Gregg Yamanaka
Former CEO
APEC 2011 Hawai'i Host Committee

ECONOMY AND 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
Economist

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
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APPENDIX C: REPORTS COMMISSIONED

The following reports commissioned by UHPCI are completed or are in draft and are available upon request.

Building Program Options for the Hawai'i Presidential Center. Ferraro Choi.

Coastal Risk Management Considerations and Sustainable Building Criteria for the Hawai'i Presidential Center. Workshop Green.

Cost Modeling for the Hawai'i Presidential Library. Hensel Phelps.

Economic Impacts of a Hawai'i Presidential Library. John M. Knox & Associates.

From Mauka to Makai: The Program Vision at the Obama Presidential Center. Lord Cultural Resources.

Preliminary Site Analysis. Wilson Okamoto.

Proposal for a Global Youth Leadership Academy. The Leader Project.

Site History and Development Context for the Hawai'i Presidential Center in Kaka'ako Makai. Group 70 International.

Site Selection for the Hawai'i Presidential Center. JS Architecture + Design.

APPENDIX D: PHOTO CREDITS

Many of the photos presented in the Hawai'i Presidential Center's formal response to the Foundation's RFQ have been provided courtesy of the following organizations and individuals.

INTRODUCTION

Hawai'i Tourism Authority (HTA)/Tor Johnson (kalo, pāhoehoe lava) • Hawai'i Tourism Authority (HTA)/Pierce M. Myers Photography (Lāna'i petroglyph)

EXECUTIVE SUMMARY

Hawai'i Tourism Authority (HTA)/Tor Johnson (pineapple top, kids Waikīkī Aquarium, p.4, farmer)

1 RESPONDENT INFORMATION

Jeffrey Tabisola (p.7, Maxine Burkett) • Aaron Lee (p.7, Patricia Halagao) • Julia Sieber (p.7, AJ Halagao) • University of Hawai'i Foundation/Scott Nishi (p.7, Maria Simon), (p.7, Robert Perkinson), (p.8, Dick Rosenblum) • University of Hawai'i at Mānoa, Chancellor's Office (p.12, front lawn Hawai'i Hall) • Hawai'i Tourism Authority (HTA)/Tor Johnson (p.8, chanting woman), (p.9, Hawai'i Convention Center to Diamond Head), (p.13, Izumo Taishako Mission), (p.14, kukui) • Hawai'i Tourism Japan (HTJ) (p.14, tapa cloth)

2 PROJECT SITE

Hawai'i Tourism Authority (HTA)/Tor Johnson (p.15, lawn at Hui No'ēau Arts Center), (p.20, ferns) • Jason Matias (p.16 and 19, site aerials) • Photo of Our Kaka'ako, a new neighborhood by Kamehameha Schools (p.17, paddler), (p.22, shop owner), (p.25, mural), (p.27, Six-Eighty), (p.27, lifestyle couple), (p.28, biker graphic silhouette), (p.30, Honolulu Night Market), (p.30, small business couple) • University of Hawai'i Foundation/Scott Nishi (p.20) • Howard Hughes Corporation (p.25, Ward Village rendering) • Wendy Meguro (p.29)

3 TRANSPORTATION & ACCESSIBILITY

Hawai'i Tourism Authority (HTA)/Tor Johnson (p.31, Kuan Yin Temple), (p.34, bike riding), (p.36, Honolulu to Waikīkī) • Honolulu Authority for Rapid Transit (HART) (p.32, rail transit) • Hawaiian Airlines (p.35)

4 DESIGN RECOMMENDATIONS

Hawai'i Tourism Authority (HTA)/Tor Johnson (p.37, Aloha Tower), (p.38, palm tree view), (p.40, escalator), (p.41, red paddle), (p.42, hula dancer), (p.46, Pegge Hopper Gallery) • Andreabrizzi.com (p.37, JABSOM sculpture) • University of Hawai'i at Mānoa, Chancellor's Office (p.40, student) • Aaron Lee (p.43, Jordan) • Kevin Mumford (p.44-45, p.46, massing configurations)

5 PROGRAM VISION

Andreabrizzi.com (p.54, HPC event) • Vincent Ricafort (p.47, DDK), (p.53) • University of Hawai'i Foundation/Scott Nishi (p.51) • APEC 2011 Hawai'i Host Committee (p.49, audience) • Hawai'i Tourism Authority (HTA)/Tor Johnson (p.56, bamboo), (p.76, local produce), (p.79, taro workers), (p.80, salad greens) • Photo of Our Kaka'ako a new neighborhood by Kamehameha Schools (p.57, Get WiFi) • Copyright Credit: 'Ōiwi TV, Trademark Credit: Polynesian Voyaging Society (p.58 and 62, Hōkūle'a) • Hawai'i Tourism Authority (HTA)/Max Wanger (p.58, glass art) • Aaron Lee (p.61, keiki art) • Official White House Photo by Pete Souza, via Wikimedia Commons (p.66, Obama signs Zadroga Act) • Photo courtesy of the APEC Secretariat (p.69, leaders) • MA'O Organic Farmers (p.79, Michelle Obama)

6 PROJECT EXECUTION

Hawai'i Tourism Authority (HTA)/John DeMello (p.81, Aloha Tower) • Hawai'i Tourism Authority (HTA)/Tor Johnson (p.81, ferns), (p.86, Capitol), (p.89, keiki), (p.91, keiki hula), (p.92, USS Arizona Memorial lawn), (p.96, Lewers shopping), (p.97, Ka Hale I o Kahala Halau Hula), (p.98, USS Arizona Memorial), (p.99, lei), (p.100, Waikīkī aerial), (p.100, Eric Nalden), (p.102, Leahi), (p.103, women enjoying day), (p.104, longest lei) • Hawai'i Tourism Authority (HTA)/Chuck Painter (p.82, Aloha Tower) • University of Hawai'i Foundation/Scott Nishi (p.83, AJ speaking), (p.90, Greg Willems) • University of Hawai'i at Mānoa, Chancellor's Office (p.85, campus building) • Vincent Ricafort (p.86, Governor Abercrombie) • Photo of Our Kaka'ako a new neighborhood by Kamehameha Schools (p.93, city graphic silhouette) • Jason Matias (p.95, sunset)

7 COMMUNITY ENGAGEMENT

Hawai'i Tourism Authority (HTA)/Tor Johnson (p.105, kupuna with keiki), (p.106, hermit crab), (p.108, Waikīkī paddlers), (p.112, 'ukulele class), (p.117, Na Hula O Kaohikukapulani), (p.117, person working lo'i) • Vincent Ricafort (p.107, Connie Lau), (p.113, JABSOM student), (p.113, Diamond Head), (p.114, Kaka'ako Park), (p.115, woman with microphone) • University of Hawai'i Foundation/Scott Nishi (p.108, Mayor Caldwell) • Hawai'i Tourism Authority (HTA)/Heather Titus (p.118, canoe paddles)

8 PARTNERSHIP VISION

Hawai'i Tourism Authority (HTA)/John DeMello (p.119, 'ōhi'a lehua) • Hawai'i Tourism Authority (HTA)/Joe Solem (p.122, Hawai'i Convention Center)

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HAWAII TOURISM
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