



STAKEHOLDER ENGAGEMENT FRAMEWORK

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1 INTRODUCTION

1.1 THE NASED PROJECT

Located in Hālawā, Oahu, the current Aloha Stadium has served Hawai'i's residents and visitors since 1975 and been a focal point for a variety of sporting, entertainment and community events. However, the stadium has been in dire need of significant repair and maintenance for many years. In 2019, the Hawai'i State Legislature determined that redeveloping, renovating, or improving the Aloha Stadium site in a manner that will provide suitable recreational, residential, educational, and commercial areas, where the public can live, congregate, recreate and shop, as part of a thoughtfully integrated experience, is in the best interests of the State of Hawai'i and its people.

Legislation passed by the Hawai'i State Legislature (Act 268 SLH 2019) provided the foundation to redevelop State-owned property under the Stadium Authority's jurisdiction and designates the area around the stadium as the "Stadium Development District." During initial planning and consultation, the New Aloha Stadium Entertainment District ("**NASED**") was conceived, where the existing site would be transformed into a vibrant, thriving community entertainment district featuring a new multipurpose modern stadium, surrounded by mixed-use development offering a range of amenities that will serve residents of and visitors to the State of Hawai'i.

In 2021, the Hawaii State Legislature passed Act 146 SLH 2021 which further refined the development guidance policies for NASED and clarified the roles of the Stadium Authority and HCDA, reducing the total funding for NASED from \$350 million to \$170 million. Additionally, Act 146 amended the treatment of the NASED Site, exempting it from certain regulations under HRS §171.

Additional legislation was introduced by the Hawai'i State Legislature and signed into law as Act 220 SLH 2022 which transferred the Stadium Authority to DBEDT while retaining DAGS as the procurement agency for the project. This legislation also reduced the allocated general obligation bonds to \$20 million, citing prior funding usage for planning and project management purposes. In addition, Act 248 SLH 2022 appropriated additional funding of \$350 million in general obligation bonds and \$50 million in general funds for NASED.

In May 2023, Governor Josh Green announced a new direction for NASED, terminating ongoing procurement processes and initiating a new RFP. This marked a shift towards a single developer undertaking the entire NASED development project. The project will be delivered through an integrated public-private partnership (P3) model, encompassing the demolition of the existing Aloha Stadium and the design, construction, operation, and maintenance of a new multi-use stadium (minimum 25,000 seats) and the development of some or all of the surrounding district with facilities such as housing, retail, and hotels, for example. (the "**NASED Project**").

1.2 GOVERNANCE AND MANAGEMENT

The State of Hawai'i has charged its agencies, the Department of Accounting and General Services ("**DAGS**"), the Hawai'i Community Development Authority ("**HCDA**") and the Stadium Authority, an attached agency to the Department of Business, Economic Development and Tourism ("**DBEDT**") (collectively, "**the State**") with procuring and delivering the NASED Project.

NASED will be overseen by the Stadium Authority, comprising of eight members appointed by the Governor with the advice and consent of the Senate (the "**Stadium Authority**"). Serving as an ex-officio voting member is the Director of the Department of Business, Economic Development and Tourism. Serving as ex officio non-voting members are the President of the University of Hawai'i and the Superintendent of Education.

The following are key agencies and their roles with respect to the NASED Project:

Table 1: NASED Key Agencies

Organization	Role
Stadium Authority	client agency and landowner : responsible for setting the strategic direction and business requirements for the Project along with governing NASED in its operational phase.
DBEDT	funding agency and delivery agency (long term): responsible for approving and allocating initial State capital appropriations for the Project, as well as the delivery agency for NASED in the long term.
DAGS	procurement agency and delivery agency (short term): responsible for planning and procurement oversight, policy, and execution to deliver the initial components of the NASED Project.
Department of Budget and Finance	advisory agency : oversight and policy for State funding and payment.
HCDA	advisory agency : policy and advice for district development.

The above structure is supported by the following:

- A multi-agency Project Oversight Group that provides strategic oversight of NASED. The Project Oversight Group is the primary policy and oversight forum for the delivery of NASED Project. It will serve as the primary conduit to the Governor on all NASED-related matters.
- A program management office that supports the above agencies in the planning, procurement, and delivery of NASED Project.

1.3 NASED VISION

The NASED Vision comprises the vision and goals (as detailed below) and key objectives (as detailed in EXHIBIT A:).

1.3.1 NASED Vision

NASED will be a vibrant, community-centric mixed-use district, anchored by a new sports and entertainment venue, that celebrates Hawai'i's culture and embodies the aloha spirit for the community and visitors alike.

1.3.2 Goals

The State's goals for the NASED Project are:

- (a) For the State to establish and maintain a productive, mutually beneficial, and long-term partnership with the Master Developer, where both are diligently pursuing the achievement of the NASED Vision.
- (b) For the NASED Project to deliver an integrated, mixed-use, live-work-play-thrive district.
- (c) To ensure that the new Aloha Stadium is fit for its intended purpose, maintained to a suitable standard, with no State payment obligations related to the operation and maintenance of the new Aloha Stadium.

- (d) To ensure that, after a specified period of time, the new Aloha Stadium is returned to the State in a prescribed condition, that is marketable and attractive for events, and that, from this point in time, ground rents payable to the State are sufficient to fund the ongoing operation and maintenance of the stadium.
- (e) To ensure that the new Aloha Stadium continues to be a community asset.
- (f) For the State to have little to no financial liability to the Master Developer outside of contractually scheduled payments for the initial design and construction of the new Aloha Stadium.
- (g) To maximize the scope of the new Aloha Stadium by granting the Master Developer the right to develop, operate, and retain revenues from the leasing and operation of the entirety of the NASED Site, which revenues will be used to fund increased or enhanced stadium scope (initially) and/or stadium upgrades (in the future). In doing so, the State anticipates that the Master Developer will be able to deliver, operate and maintain a new Aloha Stadium that is of greater scope and higher quality than the State would otherwise be able to fund using its currently available and allocated funding.

1.4 PROCUREMENT

In December 2023, the State formally commenced the procurement process by publishing the Request for Proposals for the NASED Project (the “**RFP**”). The objective of the RFP is for the State to enter into a long-term partnership with a “**Master Developer**” to deliver the NASED Project and bring the NASED Vision to life. The Master Developer is expected to be selected in June 2025.

Further details of the procurement process are set forth in the RFP.

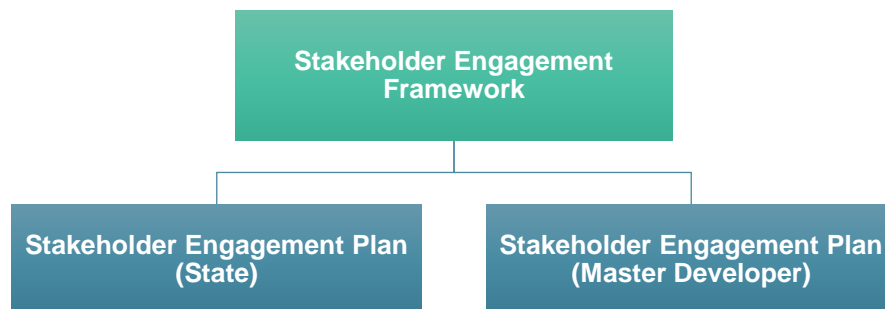
2 STAKEHOLDER ENGAGEMENT FRAMEWORK CONTEXT

The delivery of NASED will span many years, tasks and activities. Several parties will be responsible for completing these tasks and activities and many more parties will have an interest in NASED and the activities that comprise its execution. These interested parties, or stakeholders, have valid reasons to be engaged on relevant NASED Project matters, for example, the need to empower decision makers, the need to collaborate with partners, the need to involve or consult parties in identifying and finding solutions for issues and the need to inform impacted parties of matters that may adversely affect them.

The responsibility to effectively engage with stakeholders will be shared between the State, the PMO and Master Developer (each a “**Responsible Party**”). This Stakeholder Engagement Framework (“**Framework**”) seeks to deliver upon the need for such. Accordingly, the purpose of this Framework is to:

- describe the stakeholder engagement objectives, principles and goals for NASED;
- define the main development phases of NASED;
- describe general stakeholder engagement requirements for the NASED Project;
- identify and categorize relevant stakeholders to the NASED Project; and
- provide an outline of the extent of each Responsible Party’s stakeholder engagement responsibilities during each of the development phases of the NASED Project.

This Framework is intended to be the overarching control document for stakeholder engagement for the NASED Project. However, it is intended that it be supported by several stakeholder engagement plans (“**Stakeholder Engagement Plans**”) that articulate the detailed processes and methodologies to be undertaken to effect stakeholder engagement for the NASED Project. The expected Stakeholder Engagement Plans are represented as follows:



Each Stakeholder Engagement Plan will, for the relevant Responsible Party, outline its responsibilities regarding the NASED Project and will:

- comply and be in alignment with this Framework;
- describe the stakeholder engagement objectives for that Responsible Party’s responsibilities;
- describe the measures and methodologies for engagement of each stakeholder category;
- describe the process for identifying and managing issues raised; and
- detail the process for quality assurance, monitoring and evaluation of stakeholder engagement.

Each Stakeholder Engagement Plan is expected to evolve over time and will be reviewed, in accordance with Section 6.3 of this Framework to ensure that it remains appropriate, including that the mix of stakeholders reflects the NASED Project at that stage.

3 ENGAGEMENT OBJECTIVES, PRINCIPLES AND GOALS

The stakeholder engagement objectives for the NASED Project and this Framework are to:

- facilitate the successful delivery of the NASED Project;
- consider and, where appropriate, accommodate stakeholder input and contributions;
- build and maintain relationships with key stakeholders upon whose support will be essential in delivering the NASED Project;
- ensure that other stakeholders and the wider community who may be directly affected by construction activities during the delivery phases are kept informed and where relevant, involved regarding the management of impacts;
- provide consistent, inclusive, transparent, and open dialogue; and
- ensure timely engagement with stakeholders at all relevant phases ensuring information is shared and feedback is incorporated into the NASED Project’s development.

The following Table 2: Stakeholder Engagement Principles and Goals describes the stakeholder engagement principles and goals for the NASED Project and this Framework.

Table 2: Stakeholder Engagement Principles and Goals

Principle	Goal
Effective	Engagement is open, consistent, inclusive, accessible, and transparent throughout planning and delivery of the project.
Timely	Engagement spans all stages of the project, ensuring information is provided to stakeholders as the project develops and feedback is responded to and incorporated in the project’s development.
Meaningful	Engagement is clear regarding the elements of the project that can be influenced by the community and stakeholders, how the feedback will be used and is explicit on which elements of the project are fixed and the reasons for this.
No Surprises, No Assumptions	Engage early to gain understanding of interest, concerns, requirements, and preferred outcomes. Close the loop to demonstrate how feedback has been considered.

Stakeholder engagement will be based on a “no surprises, no assumptions” approach. “No surprises” means that all potential project risks have been identified in advance and mitigation measures have been widely communicated and agreed upon within the project team and, where appropriate, with stakeholders. Some public negativity is a normal occurrence on construction projects and should be planned for and managed as with any other risk. Even well managed, popular projects can generate a strong reaction from impacted communities or individuals, so it is best to plan for these events rather than react to them.

“No surprises” means that the community is given advance notification of activities that cause an impact.

“No assumptions” refers to the thorough investigation of an issue and getting the facts straight before acting or reacting. Common assumptions that can lead to a breakdown in communication with stakeholders and result in wider project risks include:

- assuming that stakeholders understand all aspects of the NASED Project even if they have participated in working or reference groups and/or received prior information;

- assuming that the community understands the impacts arising from the NASED Project and is prepared for them;
- assuming that contractors, sub-contractors and others working at the NASED site are aware of what everyone else on the site is doing at a given time; and/or
- assuming that everyone has read and understands a process, procedure, protocol, report or plan, including this Framework.

The NASED Project, as with all major public projects, will be subject to rigorous scrutiny in terms of cost and schedule. It is likely to attract considerable interest from stakeholders and the wider community throughout the design and construction period. Adopting a the “no surprises, no assumptions” approach will help to avoid the pitfalls experienced by other major projects and support appropriate governance procedures.

4 NASED PROGRAM DEVELOPMENT PHASES

For the purposes of this Framework, the development phases for the NASED Project (“**Development Phases**”) are as described in the following Table 3. Development Phases may overlap. General stakeholder engagement tasks and requirements for each Development Phase are outlined in Exhibit B. Note: Development Phases 1 and 2 are currently active.

Table 3: Development Phases

Phase	Activities	Time Milestones
Phase 1	Planning	<i>Commences:</i> Establishment of PMO <i>Ceases:</i> Publication of Final Environmental Impact Statement <ul style="list-style-type: none"> ▪ Initial planning and approvals for the NASED Project ▪ Environmental Impact Statement ▪ Programmatic and Concept Master Plans and Stadium Concept Design
Phase 2	Procurement	<i>Commences:</i> Release of the RFP <i>Ceases:</i> Execution of the first State Project Document (e.g., Stadium Development and Operation Agreement)
Phase 3	Pre-construction	<i>Commences:</i> Execution of the first State Project Document <i>Ceases:</i> Commencement of NASED Project works on the NASED site
Phase 4	Construction	<i>Commences:</i> Commencement of NASED Project works on the NASED site <i>Ceases:</i> Substantial completion of the new Aloha Stadium
Phase 5	Operations	<i>Commences:</i> Operational commencement of the new Aloha Stadium <i>Ceases:</i> Six (6) months after commercial acceptance of substantial completion of the initial tranche of development ^{Error! Bookmark not defined.} of the NASED Project.

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5 STAKEHOLDER CATEGORIZATION AND IDENTIFICATION

The following Table 4 describes how stakeholders have been categorized or “tiered” for the Development Phases of the NASED Project, including goals of engagement for each tier, along with their respective promises and high-level engagement methodologies. Table 5 through to Table 9 (inclusive) in 0 identify the stakeholders within each stakeholder group (or tier) for the Development Phases, current at the time of this version of the Framework. It is contemplated that there will likely be stakeholders that interface with the NASED Project on several fronts and, as such, varying stakeholder engagement goals, promises and methodologies may be applicable to that stakeholder. This Framework does not necessarily draw that distinction or the identified stakeholders. However, where such circumstances do or may occur, the relevant Stakeholder Engagement Plans should aim to respond to both (or more) areas of engagement.

Table 4: Stakeholder Tiers

TIER 1 EMPOWER	TIER 2 COLLABORATE	TIER 3 INVOLVE	TIER 4 CONSULT	TIER 5 INFORM
GOAL				
To place final decision-making in the hands of the stakeholder.	To partner with the stakeholder in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To provide the stakeholder with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain stakeholder feedback on analysis, plans and/or decisions.	To provide the stakeholder with balanced and objective information to assist them in understanding the problem, alternatives and/or solutions.
PROMISE TO THE KEY STAKEHOLDER				
We will provide you with accurate, correct, relevant and timely advice and recommendations. We will implement what you determine.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the extent possible.	We will work with you to ensure that your concerns and aspirations are addressed and provide feedback on how your input influenced the decision.	We will keep you informed, listen to and acknowledge your concerns and aspirations and provide feedback on how your input influenced our decision.	We will keep you informed about the project.
ENGAGEMENT METHODOLOGY				
Decision-making stakeholders are collaborated with, and empowered with the appropriate materials, to make decisions on the project. Feedback and decisions will be directly actioned.	Stakeholders in the planning and development process are collaborated with to ensure parties’ requirements are met and project interfaces are appropriately managed.	Stakeholders will be provided with relevant information to understand how the project impacts them and how their requirements, if any, will be addressed. Stakeholders’ concerns, issues and feedback will be addressed in delivering the project.	Stakeholders will be provided with relevant information to understand how the project impacts them and how their requirements, if any, will be considered. Stakeholders’ concerns, issues and feedback will be considered in delivering the project.	Stakeholders will be provided with status updates and other relevant information to keep informed and up to date with the project.

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6 STAKEHOLDER ENGAGEMENT REQUIREMENTS

6.1 GENERAL

Engagement with stakeholders is paramount to the success of the NASED Project as decisions and actions can be enhanced through an open dialogue with stakeholders and the community. Understanding their needs, concerns and requirements ensures a collaborative approach to identifying and managing issues in a timely fashion.

Various communication channels must be implemented and used throughout the Development Phases to ensure information and updates about the NASED Project are disseminated regularly and feedback from the community and stakeholders are received and addressed promptly.

All engagement activities require tailored messages and delivery channels suited to the communication and information needs of their intended audiences. For example, far-reaching information dissemination techniques (such as media releases and project website updates) have been used to raise awareness of the NASED Project in the wider community, while direct communication methods (such as face-to-face engagement, presentations and workshops) have been adopted when engaging with communities and stakeholders who have been – or are likely to be – directly affected by the NASED Project.

As a general principle, all stakeholder feedback should be responded to in some way. The mode of response may differ depending on the stakeholder group or tier. For example, responses to comments from the *Empower* stakeholder group should, in most cases, be formal and written. However, responses to feedback from the inform stakeholder group may, in cases, be through broad, public messages such as the “Frequently Asked Questions” page of the NASED website.

A register of issues arising from stakeholder engagement must be maintained so that issues, and their responses and actions (as relevant), can be logged, managed and monitored.

6.2 COMMUNITY ENGAGEMENT

Community engagement is an integral component to stakeholder involvement in the NASED Project, spanning all Development Phases. Engagement must be comprehensive and sincere, fostering continuous dialogue. Regular updates and accessible feedback mechanisms are essential to keep the community informed and engaged. While existing forums like Neighborhood Boards (No.18 and No.20) and the ‘Aiea Community Association serve as starting points, engaging through these forums is expected to represent the bare minimum of engagement. Community engagement may also consist of:

- targeted, NASED-specific meetings or user/reference groups;
- notifying employment opportunities to community residents;
- site tours during construction or other ways for the community to engage with, or be informed of, construction activities in an enriched way; and/ or
- community newsletters, news releases and NASED Project website updates.

6.3 MONITORING AND REVIEW

Monitoring processes must be established to understand not only how well stakeholder engagement activities are working and why, but also to respond to unexpected events as they unfold, for example in cases where there are changes in the scope, activities, locations, or policy settings of the project that may introduce new environmental and social risks and impacts or elevate the level of risks and impacts, and to identify and correct what is not working well.

Stakeholder engagement activities must be closely monitored as they occur to ensure alignment with this Framework and alignment with other Stakeholder Engagement Plans. Stakeholder Engagement Plans and the stakeholder engagement activities therein (respectively) must be reviewed annually or as otherwise prompted by events internal and external throughout the Development Phases to ensure that:

- the efficacy of stakeholder engagement under the relevant Stakeholder Engagement Plan and the extent to which it is achieving the objectives and goals, and aligning with the principles, outlined in that Stakeholder Engagement Plan;
- the stakeholder engagement activities proposed by that Stakeholder Engagement Plan remain appropriate;
- the categorization and identities of stakeholders to ensure they are appropriate and relevant to that Stakeholder Engagement Plan; and
- feedback from stakeholders on the effectiveness of that Stakeholder Engagement Plan is captured, logged and, where appropriate, actioned, including the level of trust generated, satisfaction with the level of engagement and outputs, and disclosure and provision of information about the NASED Project.

One overarching goal of the monitoring and evaluation process should be to determine (i) which aspects of this Framework and each Plan are contributing to success, and (ii) which aspects need improvement. In addition, monitoring and evaluating the successes and challenges associated with this Framework and each Stakeholder Engagement Plan should be aimed to build trust, demonstrate transparency, and strengthen stakeholder willingness to participate and engage with the NASED Project.

6.4 STAKEHOLDER ENGAGEMENT PLAN REQUIREMENTS

Each Responsible Party will develop a Stakeholder Engagement Plan that details how it will discharge its stakeholder engagement responsibilities regarding the NASED Project. Each Stakeholder Engagement Plan must, as a minimum:

- respond to, adapt and follow the requirements set forth in this Framework;
- detail the specific objectives of stakeholder engagement for that Responsible Party and its stakeholder engagement responsibilities;
- detail the Responsible Party’s approach to dealing with each stakeholder group (or individual stakeholders if appropriate) in each Development Phase, including specific objectives, methods of engagement and frequencies of engagement;
- detail the channels and methods of engagement;
- describe, including through flowcharts (where appropriate) how engagement will be recorded, and issues, complaints and feedback are captured and recorded; and
- detail how quality assurance will be provided and how engagement will be monitored and evaluated to ensure that the objectives are being met and the Responsible Party’s obligations are being satisfied.

7 MEDIA ENGAGEMENT

While the media may clearly be seen as stakeholders, engagement with the media is excluded from this Framework and dealt with under the NASED Communications Plan.

8 FRAMEWORK MONITORING AND EVALUATION

In addition to the monitoring and review of Stakeholder Engagement Plans in accordance with Section 6.3 of this Framework will be reviewed by the PMO annually or as otherwise prompted by events internal and external during the Development Phases to ensure that it remains appropriate for the NASED Project. The reviews will, among other things, consider:

- the efficacy of stakeholder engagement for the NASED Project and the extent to which it is achieving the objectives and goals, and aligning with the principles, outlined in Section 3 of this Framework;
- the categorization and identities of stakeholders to ensure they are appropriate and relevant to the NASED Project;
- the suitability of the mix of tasks and responsibilities between the State, the PMO, the Master Developer and others with respect to stakeholder engagement; and
- feedback from stakeholders on the effectiveness of this Framework is captured, logged and, where appropriate, actioned, including the level of trust generated, satisfaction with the level of engagement and outputs, and disclosure and provision of information about the NASED Project.

9 DEFINITIONS AND TERMS

The term “stakeholder” refers to any person or organization in the immediate or broader community that has an interest in the NASED Project.

The term “engagement” refers to a planned process with the specific purpose of working with individuals and groups to encourage active involvement in a project. The term engagement is very broad, and the purpose of engagement will be defined for each specific Development Phase. Engagement refers to the range of opportunities stakeholders and the community have available to them to participate in the NASED Project. This ranges from educating individuals or groups about a project; obtaining community feedback at key stages or milestones of the NASED Project; or working collaboratively with stakeholders to address local issues.

EXHIBIT A: NASED KEY OBJECTIVES

The key objectives for the Project are to:

- (a) **Development Site:** deliver a community-centric, integrated live-work-play-thrive district that:
- (i) transforms the area into an active environment, with a vibrant mix of land uses that respond to the site and are appropriate for Hawai'i;
 - (ii) is founded on sound urban design and planning principles that can respond to emerging trends including transit-oriented development initiatives;
 - (iii) heightens the area's use as a community gathering place through the provision of spaces for recreation, cultural programs and public events;
 - (iv) engenders a sense of pride and delivers a sense of place through the promotion of a local community identity and culture;
 - (v) will also be a seven-day-a-week destination that is valued by residents and visitors alike;
 - (vi) is complementary to the operation and financial sustainability of the new Aloha Stadium itself;
 - (vii) optimizes long-term economic benefits to the State of Hawai'i and local community;
 - (viii) is environmentally sustainable and operationally efficient;
 - (ix) accommodates and enhances the attractiveness and viability of the Aloha Stadium Swap Meet & Marketplace; and
 - (x) includes initial development that:
 - (1) establishes the sense of place and live-work-play-thrive vision for the district;
 - (2) builds critical mass that sets the stage and creates momentum for value creation and future development opportunities; and
 - (3) allows for future flexibility to respond to changing market demand.
- (b) **Stadium:** deliver a fit for purpose stadium that:
- (i) provides a distinctive building that is uniquely representative of, and integrates with, Hawai'i's climate and cultural heritage;
 - (ii) delivers exciting, memorable, and unique to Hawai'i experiences for event patrons;
 - (iii) optimizes the event experience, with excellent sightlines to the field, and efficient ancillary services;
 - (iv) provides a "home team" atmosphere and environment, and enhances the event day experience for the University of Hawai'i and other users;
 - (v) is truly multipurpose, allows for efficient event-centric reconfigurations, is attractive for and accommodates a broad range from community events to touring events and allowing the State of Hawai'i to pursue global events; and
 - (vi) is operated and maintained in an efficient and effective manner to ensure that it remains a catalyst for future development and promotes a sense of pride for residents of Hawai'i.

- (c) **Transportation:** ensure that:
- (i) an optimal mix of transport options, considering modes and user costs, are provided that respond to NASED user needs and demands in a safe and integrated manner;
 - (ii) the site capitalizes on the increased access and transportation availability arising from the Skyline Hālawā Station; and
 - (iii) a safe, secure connection link is provided from the Skyline Hālawā Station to the area's major destinations, including adjacent historic sites, cultural amenities, and activity centers.
- (d) **Project Management:** ensure that:
- (i) the State and the Master Developer demonstrate the value of a partnership between public and private sector entities to optimize value for money and innovation;
 - (ii) trust and integrity in the public and governmental contracting process is maintained;
 - (iii) investment and funding decisions are well-considered and optimize value for money to the State of Hawai'i;
 - (iv) the State's exposure to long-term financial risk is minimized; and
 - (v) compliance with the NASED Environmental Impact Statement and address all corresponding statutory requirements in good faith during the development.

EXHIBIT B: DEVELOPMENT PHASE GENERAL ENGAGEMENT ACTIVITIES

Phase	Phase-Specific Stakeholder Engagement Key Tasks
Phase 1: Planning	<ul style="list-style-type: none"> ▪ Raise stakeholder and community awareness of the NASED Project. ▪ Establish stakeholder and community trust in the NASED Project and its engagement approach. ▪ Establish and communicate mechanisms and systems for stakeholder dialogue and feedback. ▪ Collect inputs from relevant stakeholders and the community into the initial planning, EIS and concept plans for the NASED Project. ▪ Ensure that stakeholders and the community understand how their input may have been used in shaping the NASED Project. ▪ Ensure decision making stakeholders are appropriately informed and empowered.
Phase 2: Procurement	<ul style="list-style-type: none"> ▪ Maintain and build upon stakeholder and community awareness of, and trust in, the NASED Project. ▪ Ensure stakeholder and community awareness of the procurement processes and the extent of expected engagement during these. ▪ Collect inputs from relevant stakeholders and the community into the procurement processes and ensure they understand how their input may have been used in shaping the NASED Project. ▪ Ensure decision making stakeholders are appropriately informed and empowered. ▪ Ensure stakeholders and the community are appropriately informed of the approach to the division of engagement responsibilities in later Development Phases.
Phase 3: Pre-construction	<ul style="list-style-type: none"> ▪ Collect inputs from relevant stakeholders and the community regarding construction activities and ensure they understand how their input may have been used in shaping construction. ▪ Ensure the community and relevant stakeholders are appropriately informed of the commencement of construction activities and the likely impacts.
Phase 4: Construction	<ul style="list-style-type: none"> ▪ Maintain and build upon stakeholder and community awareness of, and trust in, the NASED Project. ▪ Collect inputs from relevant stakeholders and the community into the design of NASED and ensure they understand how their input may have been used in shaping the NASED Project. ▪ Continue to collect input from relevant stakeholders and the community regarding construction activities. ▪ Continue to ensure the community and relevant stakeholders are appropriately informed of construction activities and the likely impacts. ▪ Proactively deal with questions and complaints from the community and stakeholders.
Phase 5: Operations	<ul style="list-style-type: none"> ▪ Maintain and build upon stakeholder and community awareness of, and trust in, the NASED Project and the commencement of operations. ▪ Ensure the community and relevant stakeholders are appropriately informed of the commencement of operational activities and the likely impacts, as well as any impacts of continued construction of the NASED Project (as applicable). ▪ Ensure decision making stakeholders are appropriately informed and empowered. ▪ Ensure stakeholders and the community are appropriately informed of the approach to engagement in the operational phase of NASED and the division of engagement responsibilities in this phase.

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EXHIBIT C: STAKEHOLDER GROUPS

Table 5: Empower Stakeholder Group

Stakeholder	Stakeholder Description
Agency/Department/Group: State	
The Governor	The Governor is responsible for enforcing laws passed by the Hawai'i State Legislature and upholding rulings of the Hawai'i State Judiciary.
The Lieutenant Governor	The Lieutenant Governor serves as the assistant chief executive, becoming Acting Governor upon the absence of the Governor from the State. The Lieutenant Governor also serves as the legally designated Secretary of State.
The Legislature	The Hawai'i State Legislature is one of the three branches of Hawai'i's State government. Its powers are co-equal to those of the executive and judicial branches. The legislative branch makes laws, the executive branch implements and enforces the law, and the judicial branch interprets them.
Office of the Governor	The office of the Governor supports the Governor in issuing all executive orders on matters important to the State.
Aloha Stadium Authority	Mission Statement: To meet the challenge of providing a first class arena where the dreams of our young people can be realized through participation in sporting and other special events, where the spirit of achievement can be nourished by the thrill of competition, where families can gather to share their cultural diversity with pride and a feeling of <i>Aloha</i> .
Comptroller	Under the general direction of the Governor of the State of Hawai'i, the Comptroller plans, directs and coordinates the various activities of the department within the scope of laws and established policies and regulations.
Department of Budget and Finance	The Department of Budget and Finance administers the State budget, develops near- and long-term financial plans and strategies for the State, and provides programs for the improvement of management and financial management of State agencies.
Department of Business, Economic Development and Tourism (DBEDT)	DBEDT is Hawai'i's resource center for economic and statistical data, business development opportunities, energy and conservation information, and foreign trade advantages.
Department of the Attorney General	The Department of the Attorney General (1) appears for the State in civil and criminal cases when the State is a party in those cases; (2) investigates violations of State laws, and initiates civil and criminal actions to enforce the laws or prosecute persons who violate them; (3) prepares legal opinions for the Governor, the Legislature, and the heads of State departments; (4) advises State officials on legal matters so that they may faithfully execute their duties and responsibilities; and (5) defends and represents State officials and employees when they are sued for actions they have taken or are about to take in connection with their State positions.
Agency/ Department/ Group: City and County of Honolulu	
Mayor of the City and County of Honolulu	The Mayor of Honolulu is the chief executive officer of the City and County of Honolulu.
Honolulu City Council	The Honolulu City Council is the lawmaking body of the City and County of Honolulu and determines policies and programs for the City.
Agency/ Department/ Group: Federal	

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Hawai'i's Congressional delegation in D.C.	Hawai'i's congressional delegation in D.C. represents the interests of a United States territory and its citizens or nationals. The five main functions of Hawai'i's congressional delegates are to: make laws, represent the State of Hawai'i, perform oversight, assist constituents, and inform the public.
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Table 6: Collaborate Stakeholder Group

Stakeholder	Stakeholder Description
Agency/ Department/ Group: State	
Governor's Communications Director	The Governor's communications director assists the Governor with media questions, press conferences, and all other related communications.
Oahu Burial Council	The Oahu Burial Council (OBC) oversees whether previously identified Native Hawaiian burial sites will be preserved in place or relocated. The OBC also serves as a State-sanctioned voice for broader Native Hawaiian concerns.
State Foundation on Culture and the Arts (Public Art)	The Hawai'i State Foundation on Culture and the Arts (SFCA) promotes, perpetuates, and preserves culture and the arts in Hawai'i. SFCA funding is provided by the State of Hawai'i and the National Endowment for the Arts.
Department of Transportation – Highways Division	The Department of Transportation – Highways Division (DOT-H) seeks to provide a safe, efficient, accessible and sustainable State Highway System that ensures the mobility of people and goods, and supports economic vitality and livability.
Department of Human Resources Development	The Department of Human Resources Development (DHRD) provides timely and responsive leadership, resources, and services to fully support the State in the recruitment, management and retention of a high-performing workforce.
Department of Labor and Industrial Relations	The Department of Labor and Industrial Relations (DLIR), Labor and Industrial Relations administers programs designed to increase the economic security, physical and economic well-being, and productivity of workers, and to achieve good labor-management relations, including the administration of workers' compensation, employment security, apprenticeship training, wage and hour, and industrial relations laws.
Hawai'i Government Employees Association (HGEA)	The Hawai'i Government Employees Association (HGEA), AFSCME Local 152, AFL-CIO, is Hawai'i's largest union with nearly 37,000 members statewide. Public State and County employees are divided into 14 collective bargaining units and HGEA has exclusive representation of nine of these units. HGEA also services a large associate membership, composed primarily of retirees.
United Public Workers (UPW)	UPW Hawai'i Division, Maui Division (including Moloka'i and Lāna'i), Oahu Division, Kaua'i Division and Private Sector Division provide union representation to more than 13,000 members statewide in the Bargaining Units 1 & 10 as well as the Private Sector.
University of Hawai'i	The University of Hawai'i and its Athletics Department provides guidance and direction for a school's sports program and prepares budgets and allocates spending.
Agency/ Department/ Group: Federal	
United States Navy	The United States Navy Region Hawai'i oversees the U.S. Navy's largest and most strategic island base in the Pacific also known as Joint Base Pearl Harbor–Hickam.
Agency/ Department/ Group: City and County of Honolulu	
Board of Water Supply	The Board of Water Supply (BWS) is a quasi-independent agency which manages O'ahu's municipal water resources and distribution system.

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Stakeholder	Stakeholder Description
Department of Design and Construction	The Department of Design and Construction (DDC) is the primary agency responsible for the implementation of the City's Capital Improvement Program (CIP). DDC provides engineering expertise and advice to the City's program planning, and performs project planning, design, construction, inspection, and land acquisition for public facilities of the City and County of Honolulu.
Department of Environmental Services	The Department of Environmental Services (ENV) takes care of waste management—the wastewater from our drains, and the trash and green wastes from our homes and lawns.
Department of Land Management	The Department of Land Management (DLM) manages all of the City and County of Honolulu's real estate interests and negotiates real property transactions for the City.
Department of Planning and Permitting	The Department of Planning and Permitting (DPP) provides services and information on building permits, development projects, and planning activities for the City and County of Honolulu.
Department of Transportation Services	The Department of Transportation Services (DTS) consists of 4 divisions: Public Transit; Traffic Engineering; Traffic Safety & Technology; and Transportation Performance & Development; and is committed to a robust multi-modal transportation system, where pedestrians, bicyclists, transit riders and motorists have full and safe access to the City's transportation infrastructure.
Honolulu Authority for Rapid Transportation	The Honolulu Authority for Rapid Transportation (HART) is a semi-autonomous agency of the City and County of Honolulu. HART provides services for management, planning, design and construction for the Honolulu Rail Transit Project.
Storm Water Quality Division	Storm Water Quality Division's (SWQ) mission is to empower and provide guidance on minimizing our impact on water quality in order to protect public health and the environment. SWQ works with City departments as well as public businesses, agencies, and individuals to foster shared responsibility for protection of our wai (water).
Agency/ Department/ Group: All Other Stakeholders	
PVT Land Company	The PVT Land Company and the PVT Integrated Solid Waste Management Facility is the only location designated by the City and County of Honolulu for the safe disposal of construction and demolition (C&D) waste.
The Outdoor Circle	The Outdoor Circle's mission is to keep Hawai'i clean, green, and beautiful by preserving, protecting, and enhancing our environment.
Agency/ Department/ Group: Utility Service Providers	
Hawaiian Electric Company	The Hawaiian Electric Company (HECO) has provided the energy that has helped drive the islands' development from a kingdom to a modern State. Hawaiian Electric serves 95 percent of the State's 1.4 million residents on the islands of O'ahu, Maui, Hawai'i Island, Lāna'i and Moloka'i.
The Gas Company	The Gas Company (dba: Hawaii Gas) is a local gas provider.
Spectrum	Spectrum is a local internet and cable service provider, headquartered in Connecticut, U.S.
Hawaiian Telcom	Hawaiian Telcom is a local internet and cable service provider.

Table 7: Involve Stakeholder Group

Stakeholder	Stakeholder Description
Agency/Department/Group: State	

Stakeholder	Stakeholder Description
Department of Hawaiian Home Lands	The primary responsibilities of the Department of Hawaiian Home Lands (DHHL) is to serve its beneficiaries and to manage its extensive land trust. The land trust consists of over 200,000 acres on the islands of Hawai'i, Maui, Moloka'i, Lāna'i, O'ahu, and Kaua'i.
Department of Health	<p>The Department of Health's (DOH) guiding principles are:</p> <ul style="list-style-type: none"> Ensure that core public health functions – assessment, policy, and assurance – are implemented or maintained. Ensure that federal mandates, including court-ordered settlements are satisfied. Ensure that resources are directed at those problems that pose the greatest risk to the public's health and the environment. Ensure that appropriate and cost-effective resources are dispersed geographically and satisfy the above principles Ensure that the health department is the service provider of last resort for uninsurable populations and where there is no other satisfactory alternative.
Department of Health, Environmental Management Division, Environmental Planning Office	<p>The Environmental Planning Office (EPO) of the DOH provides risk-based strategic planning services for pollution prevention and control programs under the direction of the Deputy Director for Environmental Health. Strategic planning functions include developing and coordinating both short- and long-term environmental program strategies, and ensuring that they are compatible with Federal and State environmental laws, regulations, and policies.</p> <p>EPO reviews and responds to some proposed land use projects; assists with developing program goals and performance indicators; coordinates with County, Federal, and other State agencies; provides liaison services for legislative activities; and develops specialized environmental health maps to facilitate well informed decision-making.</p>
Department of Health, Office of Environmental Review Program	The Department of Health's Office of Environmental Review Program (ERP) announces the availability of environmental assessments (EAs) and environmental impact statements (EISs) for public review and comment in its semi-monthly publication, <i>The Environmental Notice</i> . ERP staff also review and comment on these documents and provide assistance throughout the environmental review process.
Department of Law Enforcement	The mission of the Department of Law Enforcement (DLE) is to uphold justice and public safety by providing correctional and law enforcement services to Hawai'i's communities with professionalism, integrity and fairness. DLE includes the Law Enforcement Division (Sheriff).
Department of Transportation – Airports Division	The Department of Transportation – Airports Division (DOT-A) manages, operates and maintains the Honolulu International Airport and all other State airports on the island of Oahu in conformity with State and Federal laws, requirements, and rules as well as established policies and procedures of the Department of Transportation and those of the Airports Division.
Department of Land and Natural Resources	The Department of Land and Natural Resources (DLNR), headed by an executive Board of Land and Natural Resources, is responsible for managing, administering, and exercising control over public lands, water resources, ocean waters, navigable streams, coastal areas (except commercial harbors), minerals, and all interests therein. The department's jurisdiction encompasses nearly 1.3 million acres of State lands, beaches, and coastal waters as well as 750 miles of coastline (the fourth longest in the country). It includes State parks; historical sites; forests and forest reserves; aquatic life and its sanctuaries; public fishing areas; boating, ocean recreation, and coastal programs; wildlife and its sanctuaries; game management areas; public hunting areas; and natural area reserves.
Hawaii Tourism Authority	The Hawai'i Tourism Authority is the State agency charged with managing tourism for the benefit of the Hawaiian Islands.
DLNR, State Historic Preservation Division	The State Historic Preservation Division (SHPD) serves to protect and preserve historic properties significant to Hawai'i's history through several program areas. These program areas include: Review and Compliance under Hawai'i Revised Statutes (HRS) 6E and

Stakeholder	Stakeholder Description
	National Historic Preservation Act (NHPA) Section 106, Burial Regulation, Hawai'i and National Register, Certified Local Government, and Outreach. SHPD is organized into four branches to manage these program areas: Administration, Archaeology, History and Culture, and Architecture. SHPD strives to ensure that negative impacts to historic properties are avoided or lessened so that future generations may also enjoy and appreciate historically significant districts, sites, objects, structures, and buildings.
State of Hawai'i, Department of Health, Disability and Communication Access Board	The Disability and Communication Access Board's (DCAB) primary functions are to: <ol style="list-style-type: none"> 1) Serve as a public advocate of persons with disabilities by providing advice and recommendation on legislation, rules, policies, procedures (i.e., Grant Endorsements), and plans relating to persons with disabilities and their civil rights or service needs. 2) Establish guidelines for the design of buildings and facilities by or on behalf of the State or the counties in accordance with Hawaii Revised Statutes, §103-50; approve site-specific designs where an alternate design provides equal or greater access. 3) Issue administrative rules for the utilization of communication access services (e.g., sign language interpreters, real time captioners, computer-assisted notetakers). Guidelines also included determining the qualifications of interpreters and the credentialing of interpreters who do not hold national certification via a State screening process. 4) Administer the statewide program for the issuance of parking placards to disabled persons, in accordance with Hawaii Revised Statutes, Chapter 291, Part III.
Agency/ Department/ Group: Federal	
Federal Aviation Administration	The Federal Aviation Administration (FAA) is the largest modern transportation agency and a governmental body of the United States with powers to regulate all aspects of civil aviation in the nation as well as over its surrounding international waters.
Agency/ Department/ Group: City and County of Honolulu	
Honolulu Fire Department	The Honolulu Fire Department (HFD) provides for a safer community through prevention, preparedness, and effective emergency response.
Honolulu Police Department	The Honolulu Police Department (HPD) is the principal law enforcement agency of the City and County of Honolulu, Hawaii.
Agency/ Department/ Group: All Other Stakeholders	
Aiea Community Association	The 'Aiea Community Association (ACA) is a non-profit community-based organization dedicated to serving the 'Aiea community.
Neighborhood Board No.18 (Aliamanu/ Salt Lake/ Foster Village)	Neighborhood Board #18 (Aliamanu/ Salt Lake/ Foster Village)
Neighborhood Board No. 20 (Aiea)	Neighborhood Board #20 ('Aiea)

Table 8: Consult Stakeholder Group

Stakeholder	Stakeholder Description
Agency/Department/Group: State	
Department of Business, Economic and Consumer Affairs	The Hawai'i State Energy Office (HSEO) is leading the State's charge toward clean energy independence. HSEO is committed to developing and deploying high impact solutions that

Stakeholder	Stakeholder Description
Development and Tourism (DBEDT), Hawai'i State Energy Office	will maximize Hawai'i's renewable energy resources and improve efficiency and transportation standards. Through effective policies and innovative programs, HSEO has positioned Hawai'i as a leader in clean energy innovation, which will generate quality jobs, attract investment opportunities and accelerate economic growth.
DBEDT, Hawai'i Housing Finance and Development Corporation	The Hawai'i Housing Finance and Development Corporation (HHFDC) is the State of Hawai'i's housing finance and development agency. It provides information about affordable housing development and State-sponsored homeownership initiatives.
DBEDT, Office of Planning and Sustainable Development	<p>The State of Hawai'i, Office of Planning and Sustainable Development (OPSD), gathers, analyzes, and provides information to the Governor to assist in the overall analysis and formulation of State policies and strategies.</p> <p>The purpose of the Office is to (1) provide central direction and cohesion in the allocation of resources and effectuation of State activities and programs, and (2) effectively address current or emerging issues and opportunities.</p> <p>The Office works closely with local, State, and Federal government agencies; the University of Hawai'i; and various community stakeholders to achieve these objectives.</p> <p>The Office is divided into the Land Use Division and Planning Division. The Planning Division includes the Coastal Zone Management Program, Special Plans Branch, and the Geographic Information Systems (GIS) Program.</p> <p>The Office is guided by two statewide planning documents (1) the Hawai'i State Planning Act, which is a broad policy document that sets the table for all activities, programs, and decisions made by local and State agencies; and (2) Engineering Hawai'i's Future, which outlines the Administration's priorities.</p>
Department of Education	The Hawai'i State Department of Education (DOE) is the only statewide public school district in the country. It comprises 257 public schools and 37 charter schools, educating about 180,000 students. The Department has about 22,000 permanent full-time staff including about 13,000 teachers. Note: The Department of Education may be raised to the "Empower" tier if its "School Impact Fee" regime is applicable to NASED.
Department of Health, Hazard Evaluation and Emergency Response	The Hazard Evaluation and Emergency Response (HEER) Office provides State leadership, support and partnership in preventing, planning for, responding to, and enforcing environmental laws relating to releases or threats of releases of hazardous substances, pollutants, or contaminants.
Department of Land and Natural Resources, Land Division	<p>The Department of Land and Natural Resources (DLNR), Land Division is responsible for managing State-owned lands in ways that will promote the social, environmental and economic well-being of Hawai'i's people and for ensuring that these lands are used in accordance with the goals, policies and plans of the State. Lands that are not set aside for use by other government agencies come within the direct purview of the division. These lands are made available to the public through leases, licenses, grants of easement, rights-of-entry, month-to-month tenancies or kept as open space area.</p> <p>Where acquisitions of privately-owned lands or lands owned by other government entities are required by the State for public purposes, the division is responsible for acquiring these lands through negotiations, condemnations or land exchanges.</p> <p>Besides maintaining an inventory of State-owned lands, the Division serves as an office of record and maintains a central repository of all government documents relating to land dating back to the "Great Mahele" of 1848 under the Department's purview.</p>
Hawai'i Public Housing Authority - Puuwai Momi	The Hawaii Public Housing Authority (HPHA) helps provide Hawai'i residents with affordable housing and shelter.

Stakeholder	Stakeholder Description
Office of Hawaiian Affairs	The Office of Hawaiian Affairs (OHA) is focused on strategic priorities for improving the conditions of Native Hawaiians in the areas of ‘āina, culture, economic self-sufficiency, education, governance, and health.
Agency/ Department/ Group: Federal	
Department of Homeland Security, Office of Homeland Security	The Office of Homeland Security’s (OHS) primary responsibility is to enhance Hawai‘i’s security preparedness and resilience in an integrated, synergistic, relevant, proactive, flexible, cost effective, full-spectrum effort across all domains in order to prevent, protect, mitigate, respond to and recover from attacks, natural disasters and emerging threats.
Agency/ Department/ Group: City and County of Honolulu	
Office of Climate Change, Sustainability and Resiliency	The Office of Climate Change, Sustainability and Resiliency supports the City and County of Honolulu in its vision of a more economically self-sufficient and safer O‘ahu.
Mayor's Office of Culture and the Arts	The Mayor’s Office of Culture and the Arts (MOCA) promotes the value of arts and culture throughout communities in the City and County of Honolulu.
Agency/ Department/ Group: All Other Stakeholders	
AEG Live	AEG Live is an American worldwide sporting and music entertainment presenter and a subsidiary of The Anschutz Corporation. It is the world’s largest owner of sports teams and sports events. Under the AEG Presents brand, it is the world’s second largest presenter of live music and entertainment events after Live Nation.
Aloha Stadium Swap Meet Vendors	Aloha Stadium Swap Meet Vendors
Broadcast Networks	Any networks that do or are expected to broadcast events form Aloha Stadium.
Business Owners and Chamber of Commerce	Business Owners and Chamber of Commerce.
EK Fernandez 50th State Fair	The promoter and organizer of the 50 th State Fair.
Live Nation	Live Nation is an American global entertainment company that promotes, operates, and manages ticket sales for live entertainment in the United States and internationally. It also owns and operates entertainment venues, and manages the careers of music artists.
Federation International Football Association	The Federation International Football Association (FIFA) is a non-profit organization and is the international governing body of association football, fútsal and beach soccer. It is the highest governing body of association football.
National Football League	The National Football League (NFL) is one of the five major North American professional sports leagues, the highest professional level of American football in the world, the wealthiest professional sport league by revenue, and the sport league with the most valuable teams.
Major League Soccer	Major League Soccer (MLS) is a men's professional soccer league sanctioned by the United States Soccer Federation, which represents the sport's highest level in the United States and Canada.
Mountain West Conference	The Mountain West Conference is one of the collegiate athletic conferences affiliated with the National Collegiate Athletic Association (NCAA) Division I Football Bowl Subdivision (FBS) (formerly I-A) and is the conference in which UH Football competes.
Learfield College	Learfield College is a large collegiate sports marketing company, representing more than 200 of the nation’s top collegiate properties including the NCAA and its 89 championships,

Stakeholder	Stakeholder Description
	NCAA Football, leading conferences, and many of the most prestigious colleges and universities in the country.
University of Hawai'i End Users	Season Ticketholders and Sponsors.
US Soccer	The US Soccer (USL) is the organizer of several soccer leagues with teams in the United States and Canada. It includes men's and women's leagues, both professional and amateur.
Oahu Interscholastic Association	The Oahu Interscholastic Association (OIA) was first organized in 1940 with 5 rural high schools - Castle, Kahuku, Leilehua, Waialua and Waipahu. The OIA now has thirty member schools that compete in nineteen different junior varsity and varsity level sports.
Hawaii High School Athletic Association	The Hawaii High School Athletic Association (HHSAA) is a non-profit, 501(c)(3) educational athletic organization exclusively dedicated to serving 96 public and independent member high schools statewide, as they work cooperatively to support and promote athletics as part of the high school education program.
Arizona Memorial, USS Missouri, USS Bowfin Submarine Museum and Pearl Harbor Aviation Museum	The Arizona Memorial, USS Missouri, USS Bowfin Submarine Museum and Pearl Harbor Aviation Museum hosts a variety of aviation exhibits with a majority relating directly to the attack on Pearl Harbor and World War II.
Hawaii Lodging Tourism Authority	The Hawaii Lodging Tourism Authority (HLTA) represents over 700 Lodging Properties and Businesses through education, advocacy, and philanthropy.
Local Schools	Public and private.
The Hawaii Transportation Association	The Hawaii Transportation Association is a private, non-profit trade organization dedicated to the service and assistance to the commercial ground transportation industry in the State of Hawai'i.
Interscholastic League of Honolulu (ILH)	The Interscholastic League of Honolulu (ILH) is an education-based activities organization with a membership of 21 independent schools and 22 athletic programs that participate in a variety of sports on the intermediate, junior varsity and varsity levels for its athletes between 7 th to 12 th grade.

Table 9: Inform Stakeholder Group

Stakeholder	Stakeholder Description
Agency/Department/Group: All Other Stakeholders	
General Public	Commuters, fans, guests, general public.
Great Aloha Run	The Hawai'i Pacific Health Great Aloha Run is a road race that takes place annually in Honolulu, Hawai'i on the third weekend in February (Presidents' Day in the United States). It is a charity event that benefits Carole Kai Charities, a philanthropic fund run by Hawaii entertainer Carole Kai.
JPSA (Youth Tackle Football)	The mission of Jr Prep Sports America is to teach and develop young men and women through their association with adult leaders in various sport activities. JPS America is a "Student First" Program that uses the various sport activities as a tool to emphasize the importance of education. Rules and regulations are established to ensure that players play in an atmosphere of safety with the welfare of the player at the forefront. Scholastic requirements for participants re-enforce and ensure that each participant understands that schoolwork comes first.

Stakeholder	Stakeholder Description
Medium to low level sponsors and partners	
Monster X Tour and Supercross	Promoter of Monster X Tour and Supercross.
Rugby	Major League Rugby and other prospective rugby promoters, leagues and hirers.
American Institute of Architects (AIA) Honolulu	AIA Honolulu is a Chapter of the AIA representing and serving members on the island of O’ahu, Hawai’i, Kaua’i and Lāna’i. Within these islands, AIA Honolulu represents and serves over 800 individual member architects, associates, and allied design professionals.
Engineers and Architects of Hawaii	The Engineers and Architects of Hawaii is a professional association of engineers and architects in Hawaii.
Hawaii Council of Engineering Societies	The Hawaii Council of Engineering Societies (HCES) is the umbrella organization of the seventeen major engineering societies in the State of Hawaii.
University of Hawaii at Manoa (UHM) School of Architecture	The UHM School of Architecture provides an undergraduate and graduate foundation in design and offers advanced students the opportunity to earn an accredited degree in the field of architecture or a professional degree in landscape architecture.
Hawaii Society of Business Professionals	The Hawaii Society of Business Professionals (HSBP) represents and supports the professional growth of the Hawaii business community by providing a forum for exposure to a broad range of current management and planning issues.

Stakeholder (Alphabetical)	Stakeholder Group
AEG Live	Consult
Aiea Community Association	Involve
Aloha Stadium Authority	Empower
Aloha Stadium Swap Meet Vendors	Consult
American Institute of Architects Honolulu	Inform
Arizona Memorial, USS Missouri, USS Bowfin Submarine Museum and Pearl Harbor Aviation Museum	Consult
Broadcast Networks	Consult
Business Owners and Chamber of Commerce	Consult
Board of Water Supply	Collaborate
City and County of Honolulu	Empower
Comptroller	Empower
Department of Business, Economic Development and Tourism	Empower
Department of Business, Economic Development and Tourism, Hawai’i Housing Finance and Development Corporation	Consult
Department of Business, Economic Development and Tourism, Office of Planning and Sustainable Development	Consult
Department of Budget and Finance	Empower

Stakeholder (Alphabetical)	Stakeholder Group
Department of Business, Economic Development and Tourism, Hawai'i State Energy Office	Consult
Department of Design and Construction	Collaborate
Department of Education	Consult
Department of Environmental Services	Collaborate
Department of Hawaiian Home Lands	Involve
Department of Health	Involve
Department of Health, Disability and Communication Access Board	Involve
Department of Health, Environmental Management Division, Environmental Planning Office	Involve
Department of Health, Hazard Evaluation and Emergency Response	Consult
Department of Health, Office of Environmental Review Program	Involve
Department of Homeland Security, Office of Homeland Security	Consult
Department of Human Resources Development	Collaborate
Department of Labor and Industrial Relations	Collaborate
Department of Land and Natural Resources	Involve
Department of Land and Natural Resources, Land Division	Consult
Department of Land Management	Collaborate
Department of Law Enforcement	Involve
Department of Planning and Permitting	Collaborate
Department of the Attorney General	Empower
Department of Transportation – Airports Division	Involve
Department of Transportation – Highways Division	Collaborate
Department of Transportation Services	Collaborate
Department of Land and Natural Resources, State Historic Preservation Division	Involve
EK Fernandez 50th State Fair	Consult
Engineers and Architects of Hawaii	Inform
Federal	Empower
Federal Aviation Administration	Involve
Federation International Football Association	Consult
General Public	Inform
Governor's communications Director	Collaborate
Great Aloha Run	Inform
Hawaii Council of Engineering Societies	Inform
Hawaii Government Employees Association	Collaborate

Stakeholder (Alphabetical)	Stakeholder Group
Hawaii High School Athletic Association	Consult
Hawaii Lodging Tourism Authority	Consult
Hawai'i Public Housing Authority – Pu'uwai Momi	Consult
Hawaii Society of Business Professionals	Inform
Hawaii Tourism Authority	Involve
Hawaii's Congressional delegation in D.C.	Empower
Hawaiian Electric Company	Collaborate
Hawaiian Telcom	Collaborate
Honolulu Authority for Rapid Transit (HART)	Collaborate
Honolulu City Council	Empower
Honolulu Fire Department	Involve
Honolulu Police Department	Involve
Interscholastic League of Honolulu (ILH)	Consult
JPSA (Youth Tackle Football)	Inform
Learfield College	Consult
Live Nation	Consult
Local Schools	Consult
Major League Soccer	Consult
Mayor of the City and County of Honolulu	Empower
Mayor's Office of Culture and the Arts	Consult
Medium to low level sponsors and partners	Inform
Monster X Tour and Supercross	Inform
Mountain West Conference	Consult
National Football League	Consult
Neighborhood Board No. 18 (Aliamanu/ Salt Lake/ Foster Village)	Involve
Neighborhood Board No. 20 (Aiea)	Involve
Oahu Burial Council (OBC)	Collaborate
Oahu Interscholastic Association (OIA)	Consult
Office of Climate Change, Sustainability and Resiliency	Consult
Office of Hawaiian Affairs	Consult
Office of the Governor	Empower
PVT Land Company	Collaborate
Rugby	Inform
Spectrum	Collaborate
State Foundation on Culture and the Arts	Collaborate

Stakeholder (Alphabetical)	Stakeholder Group
Storm Water Quality Division	Collaborate
The Gas Company	Collaborate
The Governor	Empower
The Hawaii Transportation Association	Consult
The Legislature	Empower
The Lieutenant Governor	Empower
The Outdoor Circle	Collaborate
United Public Workers	Collaborate
United States Navy	Collaborate
University of Hawai'i	Collaborate
University of Hawai'i at Manoa (UHM) School of Architecture	Inform
University of Hawai'i End Users	Consult
US Soccer	Consult

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EXHIBIT D: STAKEHOLDER ENGAGEMENT RESPONSIBILITY MATRIX

The following table sets out the stakeholder engagement responsibilities for each stakeholder group for each Development Phase.

Phase	Empower Stakeholder Group	Collaborate Stakeholder Group	Involve Stakeholder Group	Consult Stakeholder Group	Inform Stakeholder Group
Phase 1	A	B	B	B	A
Phase 2	A	D	D	C	A
Phase 3	A	E	E ¹	E	E
Phase 4	A	F	E ¹	F	F
Phase 5	A	F	E ¹	F	F

Where:

Ref	Lead ²	Approver ³	Must be invited ⁴	May be invited ⁵	Informed of outcomes ⁶
A	State	-	-	PMO / Master Developer	-
B	PMO	State	State	-	-
C	PMO	-	-	State	State
D	PMO	-	-	Priority-Listed Offerors ⁷	State
E	Master Developer ⁸	State	State and PMO	-	State and PMO
F	Master Developer ⁸	State	State and PMO	-	PMO

¹ Excludes “All Other stakeholders” in Table 7, which are classified as “A”

² “Lead” means the party responsible for developing meeting materials and scheduling, and arranging facilities for, stakeholder engagement

³ “Approver” means the party that must approve (i) the occurrence of the stakeholder engagement activity (in advance); and (ii) the materials to be presented at the stakeholder engagement activity (in advance)

⁴ “Must be invited” means the parties that the Lead must invite to the relevant stakeholder engagement activity

⁵ “May be invited” means the parties that the Lead may elect to invite to the relevant stakeholder engagement activity

⁶ “Informed” means the parties that must be informed (in writing) of the outcomes of the relevant stakeholder engagement activity

⁷ “Priority-Listed Offerors” means priority listed offerors or other shortlisted bidders for the NASED Project

⁸ Master Developer (for relevant NASED Project activities)