



**STATE OF HAWAII**  
**OFFICE OF HAWAIIAN AFFAIRS**  
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HONOLULU, HAWAII 96817

May 8, 2026

TO: Interested Offerors

FROM: Geena Martin  
Procurement Agent

SUBJECT: Request for Proposals (“RFP”) No. HRP 2026-015, Addendum No. 3  
HAWAIIAN REGISTRY PROGRAM CARD REDESIGN

Questions and Answers

**1. Can OHA share any background on the current HRP card design, including its original mana‘o and any feedback or evaluation that has informed the need for redesign?**

The lehua featured on the HRP card is a photo of a flower in Manu Boyd’s garden. In the early 2000s, a group led by Trustee Akana was tasked with transitioning the Operation ‘Ohana program into what is now the Hawaiian Registry Program. A central goal of the redesign was to ensure the card reflected who we are as a people—our culture, our history, and the enduring strength of our ‘ohana.

The lehua was chosen as a unifying symbol. While its meaning can vary across families and personal histories, it consistently represents resilience and continuity—qualities that speak to the stability and perseverance of our lāhui.

**2. How many initial design concepts and rounds of revisions does OHA anticipate, and is a single final design expected or multiple options?**

Multiple options are desired but not required. A single final design is acceptable.

**3. Can OHA clarify the intended participants for the design charrettes (e.g., internal teams, beneficiary groups, external stakeholders) and the approximate number of participants?**

OHA envisions the design charrettes as focused internal working sessions comprised of representatives from OHA’s Board of Trustees and OHA’s Administration. These participants will help guide the creative direction, cultural framework, and strategic objectives of the project to ensure alignment with OHA’s mission, beneficiary interests, and

organizational priorities. The number of participants will be determined based on project needs, but the charrettes are intended to remain collaborative and manageable in size to support meaningful engagement and productive design development.

**4. Will OHA coordinate participant recruitment, outreach, and scheduling for the charrettes, or is the Offeror expected to support these efforts?**

OHA will coordinate. As stated above, this is an internal OHA process.

**5. What level of involvement is expected in developing the HRP cardholder merchandise benefit program (e.g., conceptual framework vs. implementation, partnerships, or administration)?**

The selected Offeror is expected to provide full development and administration of the HRP cardholder merchandise benefit program as it relates to their own business, brand, and retail operations. This includes creating the conceptual framework, discount model, eligible merchandise categories, implementation strategy, redemption process, administrative structure, and overall program duration for benefits offered directly through the selected Offeror's enterprise.

The selected Offeror is responsible for executing and managing all program components within their own business ecosystem.

OHA will be responsible for coordinating any broader third-party partnerships or external participating businesses beyond the selected Offeror's direct operations, unless the selected Offeror voluntarily elects to incorporate such partnerships or expanded benefits into their proposal.

Accordingly, the selected Offeror's primary role is to design, implement, and administer a complete merchandise benefit program within their own business structure, while OHA oversees any supplemental external partnerships outside that scope.

**6. Can OHA outline the approval process for design and narrative deliverables, including key decision-makers and anticipated review timelines?**

Review and selection will be done by ad hoc committee members of OHA's BOT and Administrative leadership. Timeline will be based on the number of applicants received. Key decision makers will be the Chairperson of the Board of Trustees, OHA's Administrator and OHA's Director of Community Engagement. Ultimately, OHA would like the new HRP card to be implemented by no later than the end of calendar year 2026.

**7. How does OHA intend to work with multiple selected Offerors—will work be conducted in parallel, or will there be a phased or competitive down-selection process?**

OHA intends to award up to three Offerors, one design from each.

**8. Can OHA provide guidance on the anticipated budget range or preferred pricing structure, given references to both fixed price and cost reimbursement?**

The RFP outlines fixed and cost reimbursement guidelines.

**9. What is the budget for this project?**

OHA will evaluate available funding for the HRP Card redesign based on the cost proposals submitted. Funding is also subject to the biennium budget as approved by the OHA Board of Trustees (BOT) and/or allocations by the Governor and State Legislature.

**10. What are the goals of this project?**

Rebrand the HRP Card as a culturally grounded, future-facing symbol of Native Hawaiian identity, reflecting genealogy, belonging, and a living continuity between ‘ike kūpuna and the evolving lāhui, remaining meaningful and recognizable to the present generation and those to come.

Establish the HRP Card as a trusted and recognizable identifier of verified Native Hawaiian ancestry, reinforcing its significance in accessing OHA programs, services, and broader recognition.

Create tangible value for beneficiaries by positioning the HRP Card as a gateway to economic benefits and exclusive opportunities tied to cardholder status.

**11. Are you seeking a branding campaign for this program?**

A branding campaign is not within the scope of this RFP. However, OHA welcomes proposals that incorporate branding concepts or ideas that may enhance and support the overall delivery and impact of the HRP Card redesign.

**12. Will the design of the card need to be applied to other materials? If so, what kind of materials/mediums?**

OHA may choose to leverage elements of the HRP Card design for promotional purposes or related materials. However, the scope of this RFP is limited to the design of the HRP Card itself.

**13. How will you measure the success of the program design?**

The percentage of registered Native Hawaiians who perceive the HRP Card as a meaningful and trusted representation of their identity and connection to lāhui.

**14. Why does the OHA intend to issue multiple awards? What is the reason and rationale for awarding to more than one contractor?**

OHA would like to provide its beneficiaries with the opportunity to choose from multiple card designs created by Hawai‘i’s most distinguished fashion designers and trendsetters. By potentially awarding contracts to more than one designer or Offeror, OHA can deliver a more thoughtful, culturally grounded, and effective program that reflects diverse artistic perspectives while maintaining flexibility, quality, and accountability throughout the design and implementation process.

**15. Can you describe in detail what OHA’s are to be delivered for 1-2 structured design charrettes? What does this entail?**

The scoping document outlines the charrettes as a contractor-led activity with defined outputs, rather than deliverables from OHA. The charrettes are facilitated, culturally grounded working sessions designed to gather input and refine the design, with documented feedback serving as a formal project deliverable. OHA’s role would assist in providing participants and will review and approve outputs.

**16. Is the contractor expected to concept a discount package of benefits to registered Native Hawaiians?**

Yes. The selected Offeror is expected to develop a structured HRP Cardholder merchandise discount program specific to their brand, including the discount model, eligible merchandise categories, and redemption process for OHA beneficiaries who choose that selected Offeror’s HRP card design.

For example, if one of Hawai‘i’s premier fashion designers is a selected Offeror and designs an HRP card, beneficiaries who choose that specific card may receive exclusive discounts on eligible merchandise within the designer’s retail store or brand offerings.

This approach is intended to enhance beneficiary value while creating meaningful partnerships that celebrate Native Hawaiian identity, support local designers, and provide tangible economic benefits to cardholders.

**17. Is the contractor expected to administer this discount package of benefits for a specified amount of time with actual participating businesses?**

Yes, in part. The selected Offeror is expected to design, implement, and administer the structure of the discount benefits program within their own business operations, including program duration, discount protocols, eligible merchandise or services, and redemption procedures for OHA beneficiaries who choose that selected Offeror’s HRP card design.

This includes ensuring that the discount program is operational at the selected Offeror’s own participating business locations, retail stores, or brand platforms for a specified period of time as proposed by the selected Offeror.

While OHA expects the selected Offeror to manage and uphold the program within their own business ecosystem, broader coordination with external third-party businesses beyond the

selected Offeror's direct enterprise is not specifically required unless proposed as an added value by the selected Offeror. This structure ensures accountability while allowing each selected Offeror flexibility in creating meaningful, brand-specific benefits for beneficiaries.

**18. Will the OHA coordinate and gather charrette participants and meetings for engagement?**

Yes.

**19. Is the contractor expected to design HRP merchandise in this contract? If so, specifically what kind of products/merchandise is expected?**

No.