

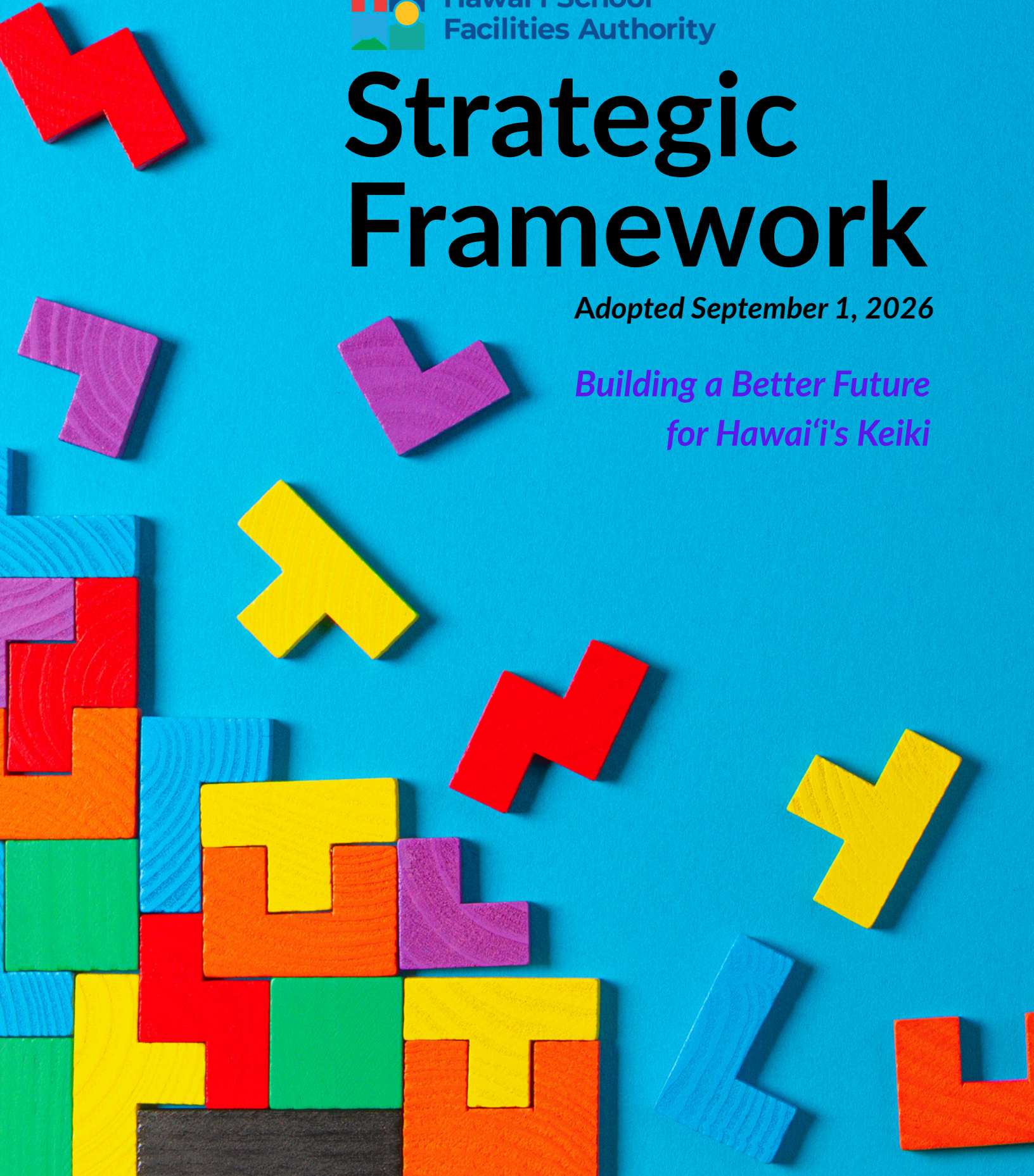


Hawai'i School
Facilities Authority

Strategic Framework

Adopted September 1, 2026

*Building a Better Future
for Hawai'i's Keiki*



Strategic Framework

The Hawai'i School Facilities Authority (SFA) is a corporate and public instrumentality of the State of Hawai'i with powers, duties, and responsibilities established by state law. SFA is responsible for public education facilities and educator workforce housing projects and programs assigned to the SFA.

SFA seeks to deliver modern learning spaces for public education and contemporary living environments for educator workforce housing using standards-based designs, appropriate construction and project delivery methods, and sensible budgets.

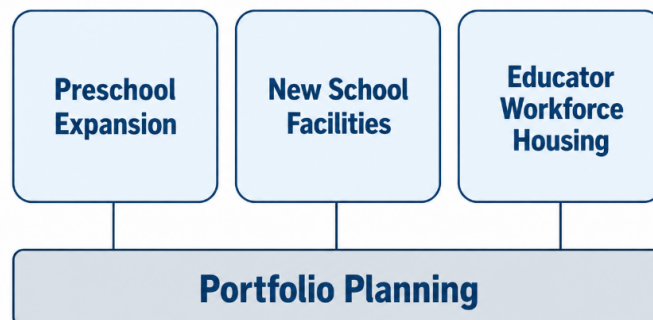
This Strategic Framework establishes SFA's enduring strategic direction. It identifies SFA's core areas of focus, its cross-functional approach to portfolio planning, and the principles that guide how SFA carries out its work. Specific projects, priorities, targets, schedules, funding, and delivery strategies are established separately through Board actions, budgets, performance measures, and other implementation processes.

Core Focus Areas

SFA's work is organized around three core areas of focus:

- **Preschool Expansion**
- **New School Facilities**
- **Educator Workforce Housing**

These areas are supported by **portfolio planning**, which looks across SFA's programs and projects to inform priorities and strategic decisions.



Areas of Focus

Preschool Expansion

SFA expands preschool capacity to increase access to early learning opportunities for Hawai'i's keiki. SFA works with the Executive Office on Early Learning, Hawai'i State Department of Education, Hawai'i State Public Charter School Commission, and other government and community partners to identify facility needs and develop preschool capacity throughout the state.

SFA may renovate existing spaces, develop new facilities, invest in partner-led projects, or pursue other approaches appropriate to individual communities and sites. In carrying out this work, SFA seeks solutions that can be delivered efficiently, replicated where appropriate, and adapted to different community needs.

SFA seeks to:

- Expand preschool capacity where additional facilities are needed;
- Develop learning environments appropriate for young children;
- Make prudent use of available facilities, lands, and public resources; and
- Work collaboratively with educational and community partners to deliver preschool facilities.

Areas of Focus

New School Facilities

SFA plans and delivers new and replacement K–12 public school facilities and related major facility projects assigned to the SFA. SFA works with the Hawai'i State Department of Education and other government and community partners to respond to enrollment growth, replacement needs, emergencies, and other identified needs for public school facilities.

SFA seeks to apply lessons across projects and use standards-based designs and repeatable approaches where appropriate, while recognizing the unique educational, geographic, cultural, infrastructure, and community conditions of each project.

SFA seeks to:

- Deliver new public school capacity where it is needed;
- Develop functional, durable, and adaptable learning environments;
- Use appropriate project delivery, procurement, design, and construction approaches to improve cost, schedule, quality, and risk management; and
- Develop standards, practices, and lessons that can improve future public school facility delivery.

Areas of Focus

Educator Workforce Housing

SFA develops educator workforce housing to support the recruitment and retention of Hawai'i's education workforce. SFA works with education agencies, government partners, communities, and private sector developers to identify opportunities to develop housing on appropriate public lands and other sites.

Projects may use public-private partnerships or other development and financing approaches appropriate to the circumstances of each site and project. SFA seeks housing solutions that are financially and operationally sustainable and responsive to educator workforce needs.

SFA seeks to:

- Expand housing opportunities for educators;
- Make strategic use of appropriate public lands and other available sites;
- Structure projects to use public resources prudently and allocate responsibilities and risks appropriately; and
- Develop approaches that can support educator workforce housing opportunities across Hawai'i.

Portfolio Planning

Portfolio planning supports all three of SFA's areas of focus. SFA looks across its programs and projects to identify needs, evaluate opportunities, establish priorities, and inform the strategic use of public lands, facilities, funding, and other resources.

Portfolio planning may include statewide facility planning, land-use planning, project pipeline development, prioritization frameworks, data and capacity analysis, and evaluation of potential projects and sites. SFA undertakes this work in coordination with government agencies and other partners having responsibility for or interests in the affected facilities, lands, programs, and communities.

Portfolio planning helps SFA:

- Identify and evaluate potential projects and sites;
- Understand needs and opportunities across programs and geographic areas;
- Consider project readiness, available resources, infrastructure, land use, and other relevant conditions;
- Develop and manage a coherent pipeline of potential projects;
- Inform the prioritization of SFA resources and activities; and
- Support coordinated, data-informed decisions across SFA's portfolio.

Portfolio planning does not require every opportunity to become an SFA project. Rather, it provides a basis for evaluating where SFA can most effectively apply its authorities, resources, and capabilities.

How We Work

SFA applies three strategic principles across its areas of focus and portfolio planning.

1 Efficiency

We seek to accelerate project delivery and use public resources entrusted to us prudently.

SFA looks for practical ways to reduce unnecessary cost and delay while maintaining quality and meeting project needs. SFA selects design, procurement, construction, financing, and project delivery approaches based on the circumstances of each project rather than relying on a single method.

Efficiency means delivering public value—not simply building faster or spending less. SFA considers cost, schedule, quality, risk, durability, and long-term value when making project decisions.

2 Portfolio Mindset

We approach development as a portfolio rather than as a collection of isolated projects.

SFA prioritizes solutions that are scalable, repeatable, and informed by data and experience across projects. Where appropriate, SFA uses standards-based designs, common approaches, shared procurement strategies, and lessons learned to reduce unnecessary customization and improve future delivery.

A portfolio mindset also means considering how individual opportunities compete for and complement limited public resources.

3 Big Picture Thinking

We plan and deliver projects with broader systems and long-term needs in mind.

Individual facility decisions do not occur in isolation. SFA considers community needs, educational priorities, land use, infrastructure, demographic conditions, government responsibilities, and other relevant factors when planning and delivering projects.

SFA seeks community-aligned planning and data-informed decision making that avoids short-term fixes where more durable solutions are possible.

From Framework to Action

This Strategic Framework provides enduring direction for SFA. It is intentionally not a project plan, annual work program, or schedule of specific commitments.

The SFA Board and Executive Director translate the framework into action through:

- Board-approved projects and project parameters;
- Annual priorities and Executive Director performance expectations;
- Agency performance measures;
- Legislative appropriations, budgets, and work programs;
- Project-specific planning, procurement, agreements, and delivery strategies; and
- Regular reporting to the Board and public.

Scope of Board Subcommittees

The Board's subcommittees support implementation of the framework within the scopes established by the Board's bylaws.

- The **Executive Subcommittee** supports the governance and operational capacity necessary for the SFA to carry out its work.
- The **Planning Subcommittee** provides cross-program, portfolio-level consideration of planning matters.
- The **Preschool Expansion, New School Facilities, and Workforce Housing Subcommittees** support the corresponding program areas.

Specific priorities, projects, targets, schedules, and strategies may change as conditions change without requiring amendment of this Strategic Framework, provided that SFA's work remains consistent with the strategic direction established by the Board.

The Board may review and revise this framework when material statutory, programmatic, or organizational changes warrant.