

COMMITTEE ON RESOURCE MANAGEMENT  
Dan Ahuna, Chairperson  
Robert K. Lindsey, Jr., Vice Chairperson  
Leina'ala Ahu Isa, At-Large  
Kalei Akaka, O'ahu  
Keli'i Akina, At-Large  
Brendon Kalei'aina Lee, At-Large  
Carmen Hulu Lindsey, Maui  
Colette Y. Machado, Moloka'i/Lāna'i  
John Waihe'e IV, At-Large



**STATE OF HAWAII  
OFFICE OF HAWAIIAN AFFAIRS**

COMMITTEE ON BENEFICIARY ADVOCACY  
AND EMPOWERMENT  
John Waihe'e IV, Chairperson  
Kalei Akaka, Vice Chairperson  
Leina'ala Ahu Isa, At-Large  
Dan Ahuna, Kauai/Ni'ihau  
Keli'i Akina, At-Large  
Brendon Kalei'aina Lee, At-Large  
Carmen Hulu Lindsey, Maui  
Colette Y. Machado, Moloka'i/Lāna'i  
Robert K. Lindsey, Jr., Hawai'i Island

**JOINT MEETING OF THE COMMITTEE ON BENEFICIARY ADVOCACY AND EMPOWERMENT AND  
THE COMMITTEE ON RESOURCE MANAGEMENT**

**DATE:** Wednesday, July 31, 2019  
**TIME:** 10:00 am  
**PLACE:** OHA Board Room, Nā Lama Kukui  
560 N. Nimitz Hwy., Suite 200  
Honolulu, HI 96817

**AGENDA**

- I. Call to Order
- II. Public Testimony\*
- III. Approval of Minutes
  - A. March 27, 2019
  - B. April 24, 2019
- IV. New Business
  - A. Update by Kumabe HR on executive search for next Chief Executive Officer (CEO)
- V. Announcements
- VI. Adjournment

If you require an auxiliary aid or accommodation due to a disability, please contact Raina Gushiken at telephone number 594-1772 or by email at: [rainag@oha.org](mailto:rainag@oha.org) no later than three (3) business days prior to the date of the meeting.

\*Notice: Persons wishing to provide testimony are requested to submit 13 copies of their testimony to the Chief Executive Officer at 560 N. Nimitz, Suite 200, Honolulu, HI, 96817 or fax to 594-1868, or email [BOTmeetings@oha.org](mailto:BOTmeetings@oha.org) 48 hours prior to the scheduled meeting. Persons wishing to testify orally may do so at the meeting, provided that oral testimony shall be limited to five minutes.

Trustee Dan Ahuna  
Chairperson, Committee on Resource Management

07/25/19

Date

Trustee John Waihe'e IV  
Chairperson, Committee on Beneficiary Advocacy  
and Empowerment

7-25-2019

Date

**STATE OF HAWAII  
OFFICE OF HAWAIIAN AFFAIRS  
560 N. Nimitz Hwy, Suite 200  
HONOLULU, HI 96817**

**Minutes of the Office of Hawaiian Affairs Joint Committee on Beneficiary  
Advocacy and Empowerment and Resource Management  
March 27, 2019  
10:00 am**

**ATTENDANCE:**

Trustee Dan Ahuna, Chairperson	Trustee Colette Machado
Trustee Robert Lindsey, Vice-Chair	Trustee John Waihe'e
Trustee Leina'ala Ahu Isa	
Trustee Kalei Akaka	
Trustee Keli'i Akina	
Trustee Carmen Hulu Lindsey	

**STAFF PRESENT:**

Everett Ohta	Maria Calderon
Kamana'opono Crabbe, CEO	Paul Harleman
Lisa Victor	Melissa Wennihan
Miles Nishijima	Kauikeaolani Wailehua
Sterling Wong	Zuri Aki
Sylvia Hussey, COO	Lei Ann Durant
Lehua Itokazu	Kama Hopkins
Carol Ho'omanawanui	Kauikeaolani Wailehua
Lopaka Baptiste	Alyssa Kau
Claudine Calpito	Pricilla Nakama
Ron Porter	
Karlen Oneha	
Edna Johnson	
Jim Patterson	
Lady Garrett	
Raina Gushiken	
Maile Luuwai	

## I. CALL TO ORDER

Meeting started at 10:11 am.

### Roll Call

	Present	Excused	Comments
TRUSTEE LEI AHU ISA	X		
TRUSTEE KALEI AKAKA	X		
TRUSTEE KELI 'I AKINA	X		
TRUSTEE BRENDON KALEI 'AINA LEE		X	
TRUSTEE HULU LINDSEY	X		
TRUSTEE ROBERT LINDSEY	X		
TRUSTEE COLETTE MACHADO	X		
TRUSTEE JOHN WAIHE'E	X		
CHAIRPERSON DAN AHUNA	X		
<b>TOTAL</b>	<b>8</b>		
At the Call to Order, there are eight (8) Trustees present.			

## II. PUBLIC TESTIMONY

N/A

## III. NEW BUSINESS

- A. Administration's recommendation to the BAE/RM Committee to review and approve Action Item BAE/RM #19-02 relating to the Kulia Grant recommendations.**

<Audio not available from 10:11am to 10:24am>

**Trustee Hulu Lindsey:** Asks Maile Luuwai about the selection of the Kulia grant review team members. Asks, if Maile Luuwai chose the external members for each grant review team.

**Maile Luuwai:** States, they received many names from the community and created a pool of reviewers which were approved by Kamanao (CEO). Then they contacted the approved individuals and asked them if they wanted to join a grant review team. Those that said they would like to were placed on a team. So they were not selected by an individual person in OHA. They were selected by a process.

**Trustee Hulu Lindsey:** Says, a beneficiary said that all the grant reviewers were selected by Kamanopono.

**Maile Luuwai:** Yes, he approved the list of grant reviewers that we provided to him. There are actually more people that make up a larger pool of people that make up the complete grant reviewer list.

**Trustee Hulu Lindsey:** States, the point she would like to make is that OHA cannot have one person choosing who gets on the grant reviewer list. This has a big impact on our community and should not be influenced by one individual.

**Maile Luuwai:** States she agrees with Trustee Hulu Lindsey.

**Chair Ahuna:** Asks Sylvia Hussey if she has anything to say.

**Sylvia Hussey:** Yes, she would like to affirm that the process used was filtered through her to the CEO with her recommendation as well. Also states, that as the post awarding statistics, the joint committee members will be receiving the list of all 81 applicants, including all those who were eligible, ineligible and then a list of all external grant reviewers, so that you can see the breadth and depth, caliber, and quality of the external reviewers.

**Trustee Akina:** Has a specific comment and then a general one. States he is pleased with the direction. As we move forward he suggests that they consider their external reviewers people who are not Kanaka Maoli so that they are not excluded. He expresses his agreement that having people who are best informed are often Native Hawaiian, but that there are others who are not that may contribute greatly. That is his specific comment. His general comment has to do with the work OHA does. There needs to be a clear policy of what the purpose of Kulia Grants are for. What is OHA trying to do with it. Is it a backdoor grant for those who may not qualify for other grants? Or whether we are trying to achieve something very specific with respect to the strategic goals? There needs to be a clear policy statement and align with that a defined amount the BOT approves in the budgeting process.

**Chair Ahuna:** He totally agrees with all the comments just stated. This is a great process and he likes how the BOT got to weigh in on these grants. The little changes were good, and although Kauai didn't get anything the process was fare enough. He says that there seems to be a need to increase the amount of money for the Kulia Grants program. It seems this grant is more aligned with beneficiary organizational needs.

**Trustee Bob Lindsey:** Asks to clarify, if someone applies for a grant in one fiscal year and applies for another grant in another fiscal year and that person or organization is lucky enough to be awarded both, but the funding comes out during the calendar year, how would we handle that?

**Maile Luuwai:** Even though it is different fiscal years the grantee will hold to grants in the same fiscal cycle period even though they are in a calendar year or two fiscal years, and so it is something that the grants division is recommending against, especially given the grants funding amount is limited. They want to create a more transparent process but also a more equitable process. This issue is only because the Kulia grants this time were delayed, so as we move forward this will not be an issue if they stay disciplined to the grants cycle.

**Trustee Machado:** States, it is still confusing, and asks Sylvia to explain it further.

**Sylvia Hussey:** At the previous workshop there were various scenarios depending whether the awarded 10 organizations would take the grant or not, given some may be awarded a Kulia grant but turn it down due to other opportunities from OHA or outside. The proposal of organizations you see before you does not have any overlap between Kulia Grants and Community Grants. So, the issue put forth on the table is theoretically a concern, but does not apply in this proposal of 10 awardees.

**Trustee Hulu Lindsey:** With such a limited grants budget she doesn't see how they can give the same entity twice in the same year.

**Trustee Ahu Isa:** To address Trustee Akina's issue, when the revolving loan fund first started they had a very sharp Chinese CPA, so maybe we could look at something like that that is already created to be an evaluator that would be good.

**Chair Ahuna:** So as we look down when we are approving our strategy it that lens we look through, so we can align with our vision and mission. So that is what we are all going to be working on.

**Sylvia Hussey:** States, she was going to start this session with a commitment, apologizing for the timing of the materials, and also she wants to make it clear that the administration and the grants division is not making policy as that is the BOT's role. It is their responsibility to implement that policy with the fidelity that it is intended. She wants to make sure that it is understand that policy making is the Board's domain and implementation is the administration's domain. And implementing with fidelity is a commitment that they have. The intent of implementation is always transparency and rigor and we are committed to a process improvement as well. Island representation is one of the improvements we would like to make. Also, the Kulia grants will be a line item in the budget moving forward and when it comes out the trustees can decide if the number needs to be increased or not.

**Trustee Hulu Lindsey:** Thanks for that Sylvia. Since you are trying to improve things when you see a weakness in our policies, it is also your job to come to the board to make that proposal to us so that it can be made better. I know you don't make policies but your recommendations to the board would be helpful, because you work with the policies everyday.

**Maile Luuwai:** Thank you Trustee Hulu Lindsey: we will be providing recommendations as we move forward.

**Trustee Machado:** In May 2018, you approved the Kulia Grants Guidelines and process that was submitted to you by the ad hoc committee on Grants and Sponsorships, led by herself and Trustee Waihee. We met 8 times on how we want to proceed. If there is a weakness in there we should go back and look at that. The second item was from 81 you got 51 from 51 you got 10. This process should have been made more clear to the board. The board should know who all of the applicants were.

**Trustee Hulu Lindsey:** The Kulia Grants should not be labelled initiatives of the Trustees, because they are not. People are questioning the trustees motives in allocating grants, which is not happening. The trustees are not involved in the selection process.

**Trustee Akina:** We actually as a board have the responsibility to draft policy. Trustee Lindsey brought up the issue of not having a clear purpose.

**Trustee Ahu Isa:** I went to the Native Hawaiian Chamber of Commerce luncheon and I introduced the Kulia Grants Program.

**Trustee Machado:** The Kulia Grants are just a trustee initiative and nothing more. We provided the guide and process through the ad hoc committee. You adopted those and now you are trying to translate those into an operating steps to take. That is all this is. This is a pilot project that we can improve on.

**Chair Ahuna:** We have an action item up on the board now that speaks to all of the potential awardees. But we need to bifurcate them.

**Trustee Waihee:** It would be easier to rescind it and then make them all separate because it might confusing if we try to bifurcate it through, Trustee Waihee rescinds the motion and Hulu rescinds the second. Then states, he would like to move and approve the amended action item BAE-RM #19-02.

**Trustee Lindsey:** Seconded.

<Action Item Vote>

**Trustee Waihee:** States, he would like to review and approve the separated action item BAE-RM #19-02.

<Action Item Vote>

**Trustee Waihee:** States, he would like to review and approve the separated action item BAE-RM #19-02.

<b>MOTION 1:</b> To review and approve Action Item BAE/RM #19-02 authorizing disbursement of \$374,000 from the Fiscal Year 2018 Core Operating Budget (Object Code 56530) to fund eight (8) Fiscal year 2018 Kulia Grant recommendation listed on Attachment – OHA FY 2018 – Kulia Grant Recommendation Matrix except for Five Mountains Hawaii dba Kipuka O Ke Ola at \$51,000 and Malama Loko Ea at \$75,000.						
<b>Trustee Waihee, MOVED, SECOND by Trustee Hulu Lindsey.</b>						
		<b>1</b>	<b>2</b>	<b>'AE (YES)</b>	<b>'A'OLE (NO)</b>	<b>KANALUA (ABSTAIN)</b>
TRUSTEE LEI	<b>AHU ISA</b>			<b>X</b>		
TRUSTEE KALEI	<b>AKAKA</b>			<b>X</b>		
TRUSTEE KELI'I	<b>AKINA</b>			<b>X</b>		



<b>Trustee Waihee, MOVED, SECOND by Trustee Hulu Lindsey.</b>						
	1	2	'AE (YES)	'A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEI AHU ISA			X			
TRUSTEE KALEI AKAKA			X			
TRUSTEE KELI'I AKINA			X			
TRUSTEE BRENDON LEE						X
TRUSTEE HULU LINDSEY			X			
TRUSTEE ROBERT LINDSEY			X			
TRUSTEE COLETTE MACHADO		X	X			
TRUSTEE JOHN WAIHE'E	X		X			
CHAIRPERSON DAN AHUNA			X			
<b>TOTAL VOTE COUNT</b>			<b>8</b>			<b>1</b>
<b>MOTION:</b> <input type="checkbox"/> UNANIMOUS <input checked="" type="checkbox"/> PASSED <input type="checkbox"/> DEFERRED <input type="checkbox"/> FAILED						
<b>Motion passes with eight (8) YES votes.</b>						

## II. Adjournment

<b>Trustee Hulu Lindsey, MOVED, SECOND by Trustee Bob Lindsey.</b>						
	1	2	'AE (YES)	'A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEI AHU ISA			X			
TRUSTEE KALEI AKAKA			X			
TRUSTEE KELI'I AKINA			X			
TRUSTEE BRENDON LEE						X
TRUSTEE HULU LINDSEY	X		X			
TRUSTEE ROBERT LINDSEY		X	X			
TRUSTEE COLETTE MACHADO			X			
TRUSTEE JOHN WAIHE'E			X			
CHAIRPERSON DAN AHUNA			X			
<b>TOTAL VOTE COUNT</b>			<b>8</b>			<b>1</b>
<b>MOTION:</b> <input type="checkbox"/> UNANIMOUS <input checked="" type="checkbox"/> PASSED <input type="checkbox"/> DEFERRED <input type="checkbox"/> FAILED						
<b>Adjournment passes with eight (8) YES votes.</b>						

Respectfully Submitted,

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Ron Porter, Trustee Aide  
Committee on Resource Management

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Dan Ahuna, Chairperson  
Committee on Resource Management

Approved: RM Committee meeting \_\_\_\_\_

**DRAFT**

**STATE OF HAWAII  
OFFICE OF HAWAIIAN AFFAIRS  
560 N. Nimitz Hwy, Suite 200  
HONOLULU, HI 96817**

**Minutes of the Office of Hawaiian Affairs  
Joint Committees on Beneficiary Advocacy and Empowerment  
and Resource Management  
April 24, 2019  
10:00 am**

**ATTENDANCE:**

Trustee Dan Ahuna, Chairperson  
Trustee Robert Lindsey, Vice-Chair  
Trustee Leina'ala Ahu Isa  
Trustee Kalei Akaka  
Trustee Keli'i Akina  
Trustee Carmen Hulu Lindsey

Trustee Colette Machado  
Trustee John Waihe'e

**STAFF PRESENT:**

Everett Ohta  
Kamana'opono Crabbe, CEO  
Sylvia Hussey, COO  
Lopaka Baptiste  
Claudine Calpito  
Ron Porter  
Paul Harleman  
Maria Calderon  
Kauikeaolani Wailehua  
Lei Ann Durant  
Priscilla Nakama

**Guest and Community:**

Robert G. Klein, Board Counsel

## I. CALL TO ORDER

**Chair Ahuna** – Calls the Joint Committees on Beneficiary Advocacy and Empowerment and Resource Management to order at 10:00 am, noting for the record the following Trustees present:

		<b>Present</b>	<b>Excused</b>	<b>Comments</b>
TRUSTEE LEI	<b>AHU ISA</b>	<b>X</b>		
TRUSTEE KALEI	<b>AKAKA</b>			<b>Not present</b>
TRUSTEE KELI 'I	<b>AKINA</b>	<b>X</b>		
TRUSTEE BRENDON KALEI 'AINA	<b>LEE</b>		<b>X</b>	
TRUSTEE HULU	<b>LINDSEY</b>	<b>X</b>		
TRUSTEE ROBERT	<b>LINDSEY</b>	<b>X</b>		
TRUSTEE COLETTE	<b>MACHADO</b>	<b>X</b>		
TRUSTEE JOHN	<b>WAIHE'E</b>	<b>X</b>		
CHAIRPERSON <b>DAN</b>	<b>AHUNA</b>	<b>X</b>		
	<b>TOTAL</b>	<b>7</b>	<b>1</b>	
At the Call to Order, there are seven (7) Trustees present. One (1) excused.				

## II. PUBLIC TESTIMONY

None.

## III. NEW BUSINESS

### **A. Approval of Minutes — March 20, 2019**

**Chair Ahuna** asks for motion to approve minutes of March 20, 2019.

**Chair Ahuna** asks for discussion, hearing none, calls for roll call vote.

<b>Trustee Hulu Lindsey, MOVED, SECOND by Trustee Waihe'e to approve minutes of March 20, 2019.</b>						
	1	2	'AE (YES)	'A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEI <b>AHU ISA</b>			<b>X</b>			
TRUSTEE KALEI <b>AKAKA</b>						<b>Not present</b>
TRUSTEE KELI'I <b>AKINA</b>			<b>X</b>			
TRUSTEE BRENDON KALEI 'AINA <b>LEE</b>						<b>EXCUSED</b>
TRUSTEE HULU <b>LINDSEY</b>	<b>X</b>		<b>X</b>			
TRUSTEE ROBERT <b>LINDSEY</b>			<b>X</b>			
TRUSTEE COLETTE <b>MACHADO</b>			<b>X</b>			
TRUSTEE JOHN <b>WAIHE'E</b>		<b>X</b>	<b>X</b>			
CHAIRPERSON DAN <b>AHUNA</b>			<b>X</b>			
<b>TOTAL VOTE COUNT</b>			<b>7</b>			
<b>MOTION: [ ] UNANIMOUS [X ] PASSED [ ] DEFERRED [ ] FAILED</b>						
<b>Motion passes with seven (7) YES votes.</b>						

**B. Action Item BAE-RM #19-03- Consideration of a Process for the Selection of a Successor Chief Executive Officer**

**Chair Ahuna asks for a motion.**

**Trustee Machado** moves to authorize and approve the use of a professional executive search and consulting firm to assist the Committees on BAE and RM for the recruitment and selection of a Chief Executive Officer and to authorize and approve a budget reallocation to move \$50,000 from OHA's FY 19 Core Operating Budget, program code 1100-Board of Trustees, object code 57280-Trustee Allowance, to object code 57110—Services on a Fee Basis.

**Chair Ahuna** asks for discussion.

**Trustee Hulu Lindsey** asks the \$50,000 is coming from FY19, why not FY18.

**Kamana'opono Crabbe** states we are in the current FY19.

**Chair Ahuna** calls for roll call vote.

**Trustee Machado, MOVED, SECOND by Trustee Waihe'e to authorize and approve the use of a professional executive search and consulting firm to assist the Committees on BAE and RM for the recruitment and selection of a Chief Executive Officer and to authorize and approve a budget reallocation to move \$50,000 from OHA's FY 19 Core Operating Budget, program code 1100-Board of Trustees, object code 57280-Trustee Allowance, to object code 57110—Services on a Fee Basis.**

	1	2	'AE (YES)	'A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEI            AHU ISA			X			
TRUSTEE KALEI        AKAKA						Not present
TRUSTEE KELI'I        AKINA			X			
TRUSTEE BRENDON KALEI 'AINA            LEE						EXCUSED
TRUSTEE HULU         LINDSEY			X			
TRUSTEE ROBERT      LINDSEY			X			
TRUSTEE COLETTE MACHADO	X		X			
TRUSTEE JOHN         WAIHE'E		X	X			
CHAIRPERSON DAN     AHUNA			X			
<b>TOTAL VOTE COUNT</b>			<b>7</b>			

**MOTION:** [ ] UNANIMOUS [ **X** ] PASSED [ ] DEFERRED [ ] FAILED

**Motion passes with seven (7) YES votes.**

**Chair Ahuna** asks for a motion to recuse into Executive session.

**Trustee Waihe'e, MOVED, SECOND by Trustee Machado to recuse into executive session.**

	1	2	'AE (YES)	'A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEI            AHU ISA			X			
TRUSTEE KALEI        AKAKA						arrives at 10:06
TRUSTEE KELI'I        AKINA			X			
TRUSTEE BRENDON KALEI 'AINA            LEE						EXCUSED
TRUSTEE HULU         LINDSEY			X			

TRUSTEE ROBERT LINDSEY			X			
TRUSTEE COLETTE MACHADO	X		X			
TRUSTEE JOHN WAIHE'E	X		X			
CHAIRPERSON DAN AHUNA			X			
<b>TOTAL VOTE COUNT</b>			<b>7</b>			
<b>MOTION:</b> <input type="checkbox"/> UNANIMOUS <input checked="" type="checkbox"/> PASSED <input type="checkbox"/> DEFERRED <input type="checkbox"/> FAILED						
<b>Motion passes with seven (7) YES votes.</b>						

Meeting resolved into executive session at 10:05 am.

#### IV. EXECUTIVE SESSION

**A. Approval of Minutes — March 5, 2019**

**B. Consultation with Board Counsel Robert G. Klein, Esq. re: questions and issues regarding the Board’s powers, duties, and liabilities with respect to OHA Contract #3060. Pursuant to HRS 92-5(a) (4).**

<b>Trustee Hulu Lindsey, MOVED, SECOND by Trustee Waihe'e to reconvenes into open session.</b>						
	1	2	‘AE (YES)	‘A’OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEI AHU ISA			X			
TRUSTEE KALEI AKAKA			X			
TRUSTEE KELI'I AKINA			X			
TRUSTEE BRENDON KALEI 'AINA LEE						<b>EXCUSED</b>
TRUSTEE HULU LINDSEY	X		X			
TRUSTEE ROBERT LINDSEY			X			
TRUSTEE COLETTE MACHADO			X			
TRUSTEE JOHN WAIHE'E	X		X			
CHAIRPERSON DAN AHUNA			X			
<b>TOTAL VOTE COUNT</b>			<b>8</b>			
<b>MOTION:</b> <input checked="" type="checkbox"/> UNANIMOUS <input type="checkbox"/> PASSED <input type="checkbox"/> DEFERRED <input type="checkbox"/> FAILED						
<b>Motion passes with eight (8) YES votes.</b>						

**Meeting reconvenes into open session at 10:08 am.**

## **V. ANNOUNCEMENTS**

**Chair Ahuna** states Trustee Akaka will be giving an update on our legislative update.

Trustee Akaka states the Senate and House met for conference on our two bills, HB402 and HB172, they will be heard today at 2 pm. Looking forward to hear what the decisions are and still optimistically working to reaching our goals. Room 312.

**Trustee Machado** states the invitation is extended to all Trustees that can come at 2:00 in Room 312.

## **VI. ADJOURNMENT**

**Trustee Hulu Lindsey** moved to adjourn.

**Trustee Waihe'e** seconded.

**Chair Ahuna** hearing no objections, adjourned meeting.

Meeting adjourned at 10:11 am.

Respectfully Submitted,

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Claudine Calpito, Trustee Aide  
Committee on Resource Management

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Dan Ahuna, Chairperson  
Committee on Resource Management

Approved: RM Committee meeting \_\_\_\_\_

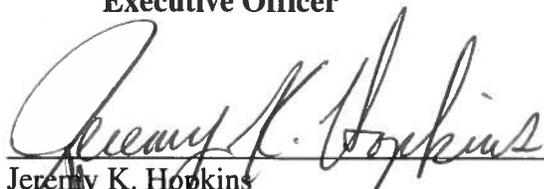
ATTACHMENT: 1) Action Item BAE-RM #19-03- Consideration of a Process for the Selection of a Successor Chief Executive Officer



**Action Item**  
**Joint Committees on Beneficiary Advocacy and Empowerment**  
**and Resource Management**  
**April 24, 2019**

**BAE-RM #19-03**

**Action Item Issue: Consideration of a Process for the Selection of a Successor Chief Executive Officer**

**Prepared by:**  \_\_\_\_\_ 4/16/19  
Jeremy K. Hopkins Date  
Trustee Aide/ Trustee R. Lindsey - Hawaii

**Reviewed by:**  \_\_\_\_\_ 4-16-19  
John D. Waihe'e, IV Date  
Chair, Committee on Beneficiary Advocacy and Empowerment

**Reviewed by:**  \_\_\_\_\_ 4-15-19  
Dan Ahuna Date  
Chair, Committee on Resource Management

- I. Action:**  
To authorize and approve the use of a professional executive search and consulting firm to assist the Committees on BAE and RM for the recruitment and selection of a Chief Executive Officer and to authorize and approve a budget reallocation to move \$50,000 from OHA's FY 19 Core Operating Budget, program code 1100-Board of Trustees, object code 57280-Trustee Allowance, to object code 57110 –Services on a Fee Basis.
- II. Issue:**  
Whether or not the Committees on BAE and RM should authorize and approve the use of a professional executive search and consulting firm to assist the committees for the recruitment and selection of a Chief Executive Officer (CEO) and to authorize and approve a budget reallocation to move \$50,000 from OHA's FY 19 Core Operating Budget, program code 1100-Board of Trustees, object code 57280-Trustee Allowance, to object code 57110 –Services on a Fee Basis.

**III. Background:**

The current CEO contract will expire on June 30, 2019 requiring the recruitment of a CEO. The recruitment process should be initiated immediately to ensure an efficient transition with minimal disruption to the organization.

The Hawai'i Revised Statutes (HRS) § 10-10 is as follows:

The board by a majority vote, shall appoint an administrator who shall serve without regard to the provisions of chapter 76 for a term to be determined by the board. The board, by a two-thirds vote of all members to which it is entitled, may remove the administrator for cause at any time.

The OHA BOT Bylaws Article VIII on the Committees of the Board is as follows:

(A) (1) (n) The Committee on Resource Management shall, in consultation with the Chair of the Committee on Beneficiary Advocacy and Empowerment carry out the recruitment and selection of the Administrator.

The OHA BOT CEO Recruitment Policy is as follows:

**Chief Executive Officer Recruitment and Selection**

3.10.9. The BOT appoints the CEO following a search process for identifying and hiring a CEO. At its first regularly scheduled meeting or special meeting after it learns that the CEO position is vacant or will soon be vacant, the BOT will establish the time period, budget, and arrangements for the hiring process of a new CEO. While the hiring process may involve the use of non-board members or search firms, such arrangements will assure the participation of some Trustees in all aspects of the recruitment and interview process. The full BOT shall participate in the final selection of the CEO from a group of candidates determined to be qualified for the position through an open and fair hiring process. The BOT will immediately commence employment contract negotiation upon selection of the best-qualified candidate.

The BOT Operations Manual figures 45 and 46 offers two recruitment alternatives to include in house recruitment utilizing the OHA Human Resources Department or external recruitment using a professional search firm (see Attachment A – Figure 45. Administrator recruitment and selection and Attachment B – Figure 46. Recruitment Process using a Professional Search Firm). The main difference between these two approaches is whether the OHA HR Department or a professional executive search and consulting firm completes the part of the process that includes advertising for the CEO position, screening the applications, conducting reference checks, and making recommendations to the BOT on the top candidates. All other functions in the process would remain the responsibility of the Trustees to include interviewing and final selection of the CEO.

This action item attempts to harmonize the OHA BOT Bylaws and Executive Policies with HRS § 10-10 relating to the recruitment and selection of a CEO.

**IV. Discussion:**

OHA has very competent and capable Human Resources staff, but they may have limited experience in recruiting at the executive management level. Usually, there is limited need for executive recruitment and the current CEO was hired eight years ago. Executive level recruitment is a highly specialized area and using a professional executive search and consulting firm will provide the needed expertise, and will save time, money and staff resources. A professional executive search and consulting firm should be utilized for the recruitment of a CEO for the following reasons:

- Professional executive search and consulting firms have knowledge, experience and expertise in searching for executive management staff.
- The recruiting process is faster through a professional executive search and consulting firm that is continually tapped into the talent marketplace. For every day that a key opening remains unfilled, other employees must fill the gap taking away time from their own duties and responsibilities.
- Professional executive search and consulting firms usually have an extensive network of contacts, are able to work discretely and maintain a database or list of qualified candidates and can usually provide an immediate list of the best candidates available within 2 to 4 weeks of their retainment.
- Search and consulting firms act as an unbiased party providing a fair recruitment process.
- They can help to ensure the position description, salary, and responsibilities are relevant and current in terms of the market.
- Search and consulting firms have the ability to conduct extensive background searches and verify specific credentials for each potential candidate they find. Firms are able to approach these candidates to vet their interest in the position, interview them, evaluate them and form candidate profiles.
- They are able to narrow down the potential candidate list after undertaking candidate interviews and present a more defined list to OHA. This will allow the Trustees to choose their selected candidates and conduct their own interviews to choose the appropriately fitted individual for the position without wasting valuable time and expense.

The cost of using a professional executive search and consulting firm will be around 25%-30% of the CEO annual salary or approximately \$37,500-\$45,000 at the current salary level. To compare this to the cost of keeping the function in-house you would need to include advertisement costs along with a large amount of HR staff time needed to conduct

outreach, review and screen the applications, conduct reference checks, and make recommendations to the Trustees. This would shift a large amount of HR staff time away from normal daily operations and would not produce the same results that could be achieved through a professional executive search and consulting firm.

The use of a professional executive search and consulting firm will require OHA to undergo an appropriate procurement process to comply with state procurement laws found in HRS § 103D.

**V. Certification of Funding Availability:**

The funds required for this Action Item are currently available from OHA's FY 19 Core Operating Budget, program code 1100-Board of Trustees, object code 57280-Trustee Allowance and need to be reallocated to object code 57110 – Services on a Fee Basis.



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Sylvia M. Hussey, Ed.D.  
Acting Chief Financial Officer/Chief Operating Officer

**VI. Recommended Action:**

To authorize and approve the use of a professional executive search and consulting firm to assist the Committees on BAE and RM for the recruitment and selection of a Chief Executive Officer and to authorize and approve a budget reallocation to move \$50,000 from OHA's FY 19 Core Operating Budget, program code 1100-Board of Trustees, object code 57280-Trustee Allowance, to object code 57110 –Services on a Fee Basis.

**VII. Alternative Action:**

- A. Do not approve the use of a professional executive search and consulting firm to assist the Committees on BAE and RM for the recruitment and selection of a Chief Executive Officer.
- B. Approve the use of the OHA Human Resources Department to assist the Committees on BAE and RM for the recruitment and selection of a chief Executive officer.

**VIII. Time Frame:**

Immediate action is recommended.

**IX. Attachments:**

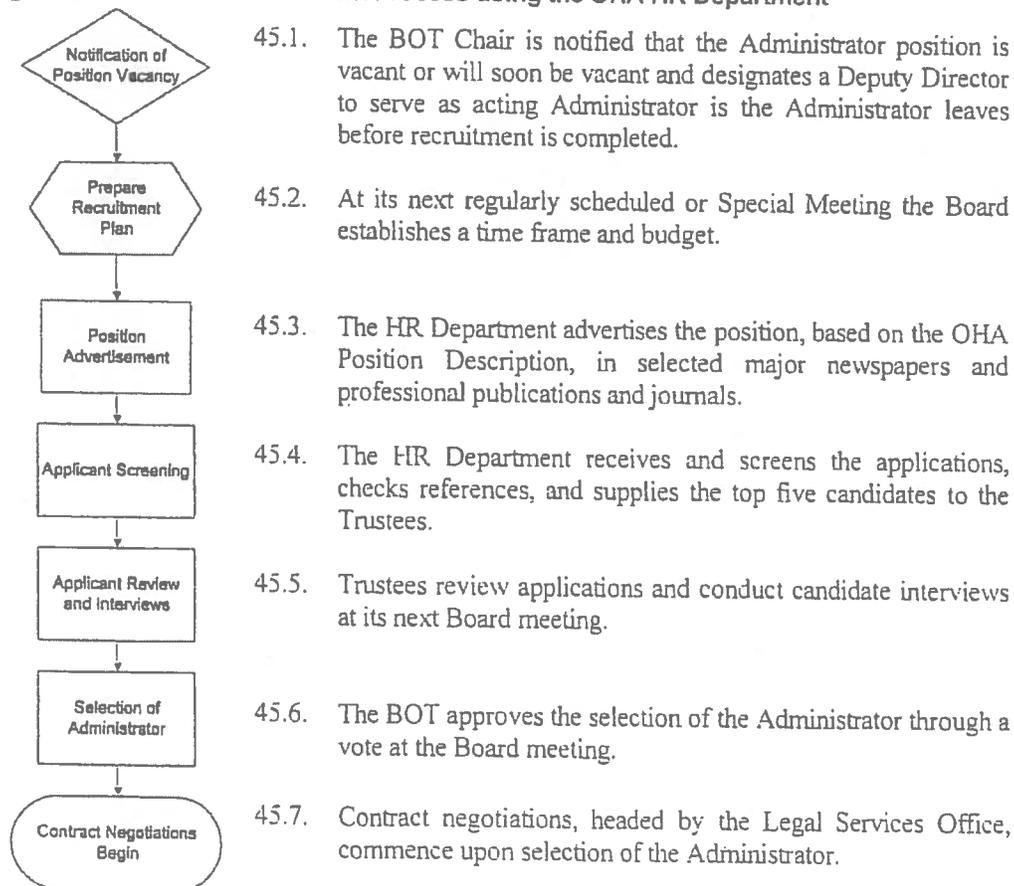
- Attachment A – BOT Operations Manual - Figure 45. Administrator recruitment and selection.
- Attachment B – BOT Operations Manual - Figure 46. Recruitment Process using a Professional Search Firm.

## XI. Personnel

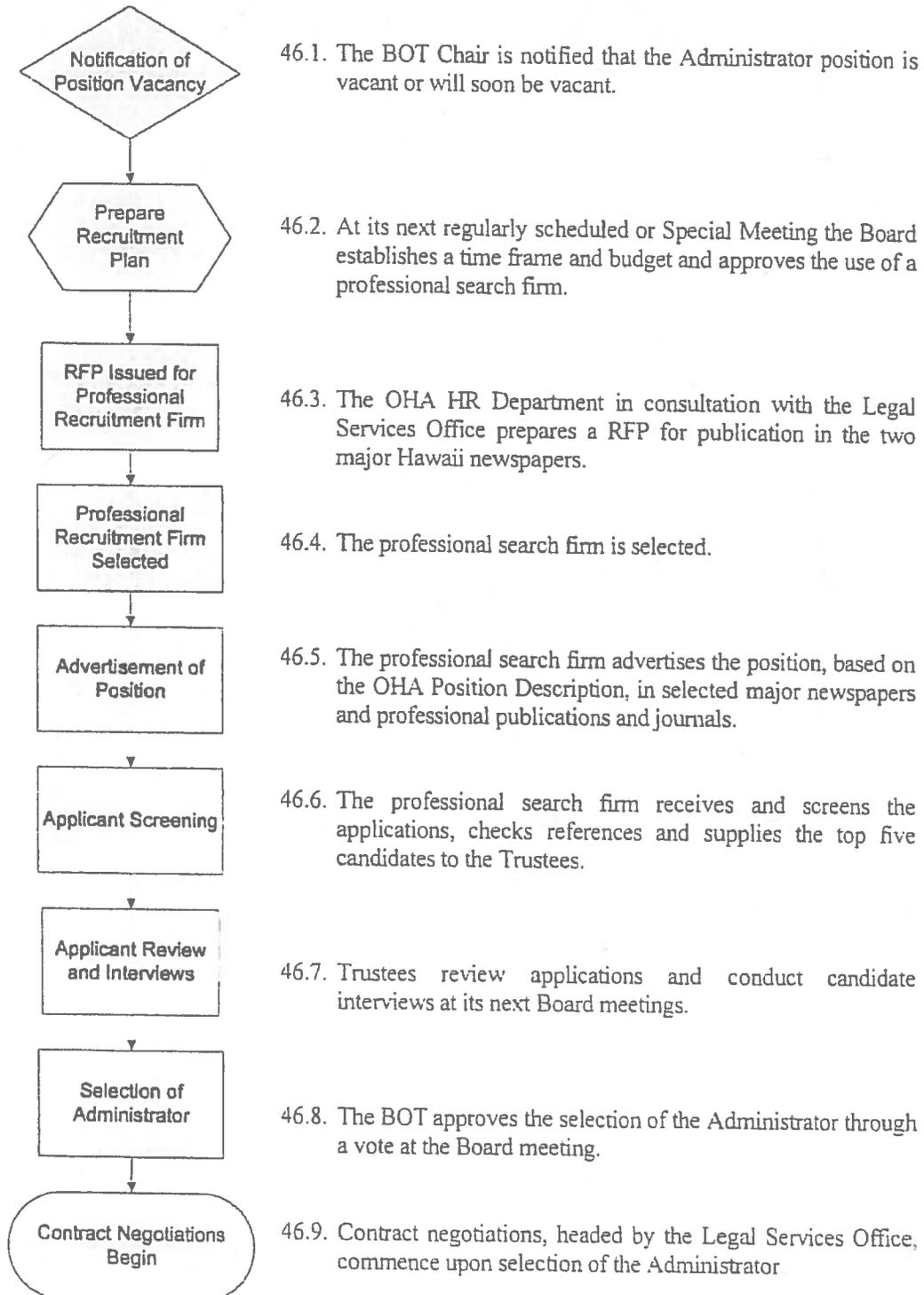
### 45. Administrator recruitment and selection

45.a. The Board of Trustees appoints the Administrator following a search process for identifying and hiring an Administrator. While the hiring process may involve the use of non-board members or search firms, such arrangements will assure the participation of some Board members in all aspects of the recruitment and interview process. The entire Board shall participate in the final selection of the Administrator from a group of candidates determined to be qualified for the position through an open and fair hiring process. The BOT will immediately commence employment contract negotiation upon selection of the best qualified candidate. The recruitment of the Administrator may be conducted with assistance from a professional recruitment firm or in-house with assistance from the OHA Human Resources Department. Both of these processes are outlined below.

Figure 45. In-House Recruitment Process using the OHA HR Department



**Figure 46. Recruitment Process Using a Professional Search Firm**





## Chief Executive Officer – The Office of Hawaiian Affairs

The Office of Hawaiian Affairs (OHA) is guided by the vision and mission to ensure the perpetuation of the culture, to protect the entitlements of Native Hawaiians, and to build a strong and healthy Hawaiian people and nation.

The Board of Trustees (BOT) for the OHA seeks to hire a Chief Executive Officer (CEO) to implement the policies, rules, and directives adopted by the BOT. The CEO guides the organization's operations within the parameters established by the BOT in response to the concerns of the OHA's beneficiaries. The CEO manages the internal operations of the OHA by providing leadership, guidance, direction and executive oversight. Additionally, the CEO works with other agencies, public and private, that also serve Native Hawaiians consistent with the OHA's mission of bettering the conditions for all Hawaiians.

### **The ideal candidate will possess the following competencies and qualifications:**

**Trustee Relations:** The CEO is selected by the BOT as the principal executive of the OHA and is delegated the responsibility for the management of the OHA which includes developing and overseeing organizational structures, systems and procedures.

**Leadership & Engagement:** Establishes clear vision and direction for the OHA staff and ensures that the OHA's mission, core values, and principles are understood and put into practice. Effectively mentors and empowers staff to create a healthy, positive, and culturally grounded environment.

**Advocacy:** The CEO serves as a legislative advocate on behalf of the BOT and the OHA.

**Fiscal & Asset Responsibility & Compliance:** The CEO is responsible for fiscal and budget oversight and carries out the management of the OHA's Native Hawaiian Trust Fund (NHTF) in accordance with the NHTF Investment Policy adopted by the BOT.

**Community Relations:** Is an effective liaison between the BOT, the OHA and the Hawaiian community.

- At least ten (10) years experience as a senior executive for a non-profit or for-profit organization/company, public administration, and/or executive leadership experience required, of which the last five years must be at executive or leadership levels. Experience working closely with government, preferably at the state level.
- Graduate degree in public administration, political science, business administration, or related field; relevant experience may substitute for degree requirements.
- Experience in working with the Native Hawaiian community and organizations.
- Experience in working with legislative matters both at the state and federal levels.

Interested candidates should submit a resume and cover letter describing qualifications and interest in the position to Marie Kumabe at [marie@kumabehr.com](mailto:marie@kumabehr.com) by September 30, 2019 for full consideration. Review of applications will begin immediately and will continue until the position is filled. The complete job description and qualifications are available at:

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We are an Equal Opportunity Employer.

KUMABE HR  
[marie@kumabehr.com](mailto:marie@kumabehr.com)



Kumabe HR, on behalf of The Office of Hawaiian Affairs, is conducting an executive search to find the next Chief Executive Officer. We will employ a mix of recruitment activities to ensure that we have a strong pool of qualified candidates. The advertising sources that we recommend are listed below:

Advertising / Recruitment Source	Duration
Pacific Business News (Print and online)	Duration 4-6week post
Indeed	30-day post
UHM Hawaiian Studies Department	
LinkedIn	30-day post

Search timeline listed below:

PREPARATION AND COMMUNICATION	Date	Status/Who
<ul style="list-style-type: none"> <li>Meet with Trustee Ahuna to understand the expectations. Discuss:               <ol style="list-style-type: none"> <li>Process, search strategy and timeline</li> <li>Advertising venues and procedures</li> <li>Resume evaluation and interview method</li> <li>Discuss concerns and potential obstacles</li> <li>Approval process</li> <li>Timeline</li> </ol> </li> </ul>	07/12	RM Committee / Kumabe
<ul style="list-style-type: none"> <li>Draft timeline</li> </ul>	7/16	Kumabe
<ul style="list-style-type: none"> <li>Draft Job Announcement</li> </ul>	7/16	Kumabe
<ul style="list-style-type: none"> <li>Joint BAE/RM meeting to discuss and approve the search process, strategy, job announcement and timeline.</li> </ul>	7/24	
<ul style="list-style-type: none"> <li>Approval of job position posting, recruitment sites, search timeline and process.</li> </ul>	7/24	
<ul style="list-style-type: none"> <li>Meet individually with each Trustee to review timeline and clarify characteristics and skill set that would be ideal for the role.</li> </ul>	8/5-8/9	Kumabe
RECRUITMENT AND SCREENING		
<ul style="list-style-type: none"> <li>Provide monthly status report of process activities and related deliverables.</li> </ul>	8/2	Kumabe
<ul style="list-style-type: none"> <li>Post position and run advertising for six weeks.</li> </ul>	8/5-9/15	Kumabe
<ul style="list-style-type: none"> <li>Obtain applications, acknowledge receipt of resume, screen applicants.</li> </ul>	8/5-9/15	Kumabe



OFFICE OF HAWAIIAN AFFAIRS

<ul style="list-style-type: none"> <li>Continue to accept applications of interest until position is filled with a priority date of September 30<sup>th</sup>.</li> </ul>	8/5-9/15	Kumabe
<ul style="list-style-type: none"> <li>Provide monthly status report of process activities and related deliverables.</li> </ul>	9/6	Kumabe
<ul style="list-style-type: none"> <li>Develop interview guide based on position competencies for the search committee.</li> <li>Develop and send evaluation/ranking tool.</li> </ul>	9/16	Kumabe
<ul style="list-style-type: none"> <li>Kumabe HR to present all resumes and identify top 10 candidates to search committee.</li> <li>Committee to select short-list of candidates that they would like screened; come up with clarifying questions regarding interest in role, leadership experience and fit.</li> </ul>	9/20	Joint BAE/RM Kumabe
<ul style="list-style-type: none"> <li>Kumabe to phone screen short-list candidates to ask clarifying questions.</li> <li>Kumabe will send summary to committee.</li> </ul>	9/23-9/30	Kumabe
<ul style="list-style-type: none"> <li>Identify 2-3 candidates; from pool to schedule interviews.</li> </ul>	10/3	Joint BAE/RM
<ul style="list-style-type: none"> <li>Schedule 45-minute in-person interview.</li> </ul>	10/3-10/5	Kumabe
<ul style="list-style-type: none"> <li>Provide monthly status report of process activities and related deliverables.</li> </ul>	10/4	Kumabe
<b>1<sup>st</sup> Round of Interviews</b>		
<ul style="list-style-type: none"> <li>Conduct first round of interviews.</li> <li>Decide on finalists.</li> </ul>	10/7-10/17 (Tentative)	Joint BAE/RM
<b>SHORT LIST AND FINAL CANDIDATES</b>		
		<b>Who</b>
<ul style="list-style-type: none"> <li>Final candidate interviews and presentations.</li> <li>Debrief on final candidates.</li> </ul>	10/21-10/31	Joint BAE/RM
<ul style="list-style-type: none"> <li>Tailored reference checks completed.</li> </ul>	11/5	Kumabe
<ul style="list-style-type: none"> <li>BOT to rank candidates and decide on finalist.</li> </ul>	11/7	BOT Meeting
<b>OFFER EXTENDED</b>		
<ul style="list-style-type: none"> <li>Finalize salary and benefit package to offer candidate.</li> </ul>		Joint BAE/RM OHA HR
<ul style="list-style-type: none"> <li>Contact preferred candidate to make offer.</li> </ul>	11/8	Search Committee/Kumabe
<ul style="list-style-type: none"> <li>Finalize start date.</li> </ul>	TBA	Search Committee/Kumabe
<ul style="list-style-type: none"> <li>Contact remaining candidates and notify them of decision.</li> </ul>		Kumabe



**CEO Search**  
**July 24, 2019**

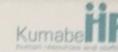
# Outline

- Proposed search process, job announcement, and timeline. Joint BAE/RM to make any recommended changes and approve process, job announcement, and timeline.
- Meet with each Trustee individually to review timeline and clarify characteristics and confirm essential competencies required for the role and answer any questions. (Tentative dates August 5-9th)
- Proposed advertising venues and procedures.
  - PBN, LinkedIn, Indeed, Google Ads, UHM
  - Proposed resume evaluation and interview method.
  - Kumabe HR to present the 10 most qualified resumes to the Joint BAE/RM.
  - Committee to identify 2-3 candidates to present to BOT for initial interview.
  - BOT to determine finalists
  - Finalist presentations
- Approval process.
- Discuss concerns and potential obstacles.

# Proposed Search Process

- Step 1: Share proposed process, job announcement, and timeline for search. Joint BAE/RM to make recommended changes and approves process, job announcement, and timeline.
- Step 2: Meeting individually with each Trustee to review timeline and clarify characteristics and competencies and answer any questions. (Tentative dates August 5-9)
- Step 3: Post position and advertise for 4-6 weeks. (Need OHA approval by August 5)
- Step 4: Accept applications of interest until position is filled with a priority date of September 30.
- Step 5: Present 10 most qualified candidates rated by competencies and qualifications to Joint BAE/RM.
- Step 6: Joint BAE/RM to identify 2-3 candidates to recommend to the BOT to interview.
- Step 7: Joint BAE/RM to conduct first round of interviews (Tentative dates October 7-17)
- Step 8: BOT to conduct finalist interviews. (Tentative dates October 21-31)
- Step 9: Tailored reference checks sent to search committee. (November 5)
- Step 10: BOT to rank candidates and decide on finalist. (Tentative November 7)
- Step 11: BOT or firm to contact preferred candidate to make offer. (November 30)
- Step 12: Kumabe to contact remaining candidate to notify them of the BOT's decision.
- **(Detailed timeline included)**

# Proposed Job Announcement



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# Candidate Philosophy

- As a representation of your organization, we treat every candidate with the highest level of professionalism and confidentiality throughout the entire process. We thank candidates that were not selected, ensuring that every candidate feels valued and appreciated during the process.

**Mahalo!**

**Any Questions?**

# Next Steps

- Schedule individual meetings with BOT members
- Post job announcement
- Start recruitment activities

**Mahalo!**

**Any Questions?**