

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

**Minutes of the Office of Hawaiian Affairs Board of Trustees  
Thursday, January 24, 2019  
10:00 am**

**ATTENDANCE:**

TRUSTEE COLETTE MACHADO  
TRUSTEE BRENDON KALEI'ĀINA LEE  
TRUSTEE LEINA'ALA AHU ISA  
TRUSTEE KALEI AKAKA  
TRUSTEE W. KELI'Ī AKINA  
TRUSTEE CARMEN HULU LINDSEY  
TRUSTEE ROBERT LINDSEY  
TRUSTEE JOHN WAIHE'E IV

ROBERT G. KLEIN, ESQ., BOARD COUNSEL

**EXCUSED:**

TRUSTEE DAN AHUNA

**ADMINISTRATION STAFF:**

KAMANA'OPONO CRABBE, CEO  
MOMILANI LAZO, CEO  
MILES NISHIJIMA, LPD  
LISA VICTOR, CTO  
CARLA HOSTETTLER, RES  
KAI MARKELL, COMP  
KAMAILE MALDONADO, PP  
DANIEL SANTOS III, ISRM  
LISA WATKINS-VICTORINO, RES  
RAINA GUSHIKEN, CC  
JOCELYN DOANE, PP  
RAYMOND MATSUURA, INVST  
STERLING WONG, PRO

**BOT STAFF:**

CAROL HO'OMANAWANUI  
LAURENE KALUAU- KEALOHA  
LŌPAKA BAPTISTE  
DAYNA PA  
LEIANN DURANT  
ZURI AKI  
CLAUDINE CALPITO  
RON PORTER  
MARIA CALDERON  
PAUL HARLEMAN  
LEHUA ITOKAZU  
KAMA HOPKINS  
CRAYN AKINA  
MELISSA WENNIHAN

**GUESTS:**

DEMONT CONNOR  
KEONI KEALOHA ALVAREZ  
WALTER RITTE

**I. CALL TO ORDER**

**Trustee Colette Machado** Calls the Board of Trustees meeting to order at 10:00 am. Roll call is taken; Trustees Ahu Isa, Akaka, Akina, Lee, Carmen Hulu Lindsey, Robert Lindsey, Waihe'e IV, and Machado are present; constituting a quorum. An excused absence has been received by Trustee Dan Ahuna.

As OHA Chair, it is my responsibility to manage the BOT meeting and testimony to allow the OHA BOT to conduct its necessary official business. The purpose of our BOT meetings is for OHA's Board to discuss, deliberate and make decisions on agendaized matters.

Consistent with the Sunshine law, our discussions and decisions must be limited to items identified on a properly noticed agenda, which allows the public to know what will be discussed and gives an

opportunity to provide testimony. While this requirement aids public involvement, it also limits our ability to respond to matters not on our meeting agenda.

With that in mind, here are some reminders regarding public testimony:

1. We request that individuals interested in providing testimony or comments before the Board complete the "Public Testimony, and Community Concerns Form" located on the credenza.
2. Testimony is limited to five minutes. We have time cards.
3. If you have a handout that covers your testimony, we ask that you refrain from reading it aloud in its entirety. We will accept your written testimony but ask that you summarize your thoughts.
4. The opportunity to testify should not be misinterpreted as an opportunity to question BOT members; questions/ requests for information will be referred to administration for follow-up.
5. Individuals who will provide testimony on matters on the agenda will have an opportunity under Public Testimony.
6. As we have done in the past, we will allow individuals to comment on matters not on the agenda. However, Trustees cannot discuss or make decisions on matters NOT on the agenda. Individuals who wish to address matters NOT listed on the agenda will have an opportunity to do so under Community Concerns.

Mahalo nui for everyone's kōkua.

I would like to entertain a 72-Hour waiver, which is needed for items III. B., which is identified as approval of minutes October 25, 2018 and V. New Business A. Approval of the Permitted Interaction Group on Organizational Guidance and B. Action Item BOT 19-01: Procurement of a professional consultant to assist the Board of Trustees in conducting its performance appraisal of OHA's CEO pursuant to Section III of Contract 3147.

**Trustee Brendon Kalei'āina Lee** – Point of clarification Chair.

**Chair Colette Machado** – The Chair recognizes Trustee Lee.

**Trustee Brendon Kalei'āina Lee** – According to our operating procedures, I am speaking to specifically to 49 Beneficiary Access to Information, 49.3, it states that if materials are not available 72 hours before the meeting as in the case of some legislative materials, the deadline shall be waived. Every effort shall be made however to adhere as closely to the 72 Hour deadline as possible. Given this guidance from our operating procedures I do not believe that a motion is necessary.

**Robert G. Klein, Board Counsel** – I think what I heard from the Vice Chair was that no motion is necessary because the 72 Hour waiver is automatic via our procedures.

**Trustee Brendon Kalei'āina Lee** – That is correct. It does not state that a vote of the majority of members is needed to waive it. It says that the deadline shall be waived.

**Robert G. Klein, Board Counsel** – Ok.

**Chair Colette Machado** – Any discussions? I will withdraw my request for the 72 Hour waiver.

**Trustee Keli'i Akina** – First a question, perhaps counsel can help us with this. Am I to understand from this discussion that we do not require a posting of our material 72 hours before the agenda meeting? Thus, we don't require a waiver if we miss that deadline.

**Robert G. Klein, Board Counsel** – Actually the new law that took effect in July 2018, requires the public to get your packet the same time you do. There is not law that requires a certain time within you must get your packet. That is what the law requires, and your rules don't require a motion in order to waive the 72-hour requirement. My assumption is that you all got your packets at least 72 hours prior to the meeting. If you did then the public should have also been apprised they could look at the packet of information. Some of the material in there should be confidential, should be redacted and is not available to the public. I don't know exactly whether that process has been followed because I don't know what you have in your packet till I get to the board table.

You have two things going on here. Number 1, the public is entitled to your packet at the time that you get it. Whether that's 72 hours or 96 hours or 48 hours, they are entitled to get it when you get it. That is one aspect of it. The second aspect is whether or not you need a motion to waive the 72 hours assuming that the public and you got the packet 72 hours ahead of the meeting.

**Trustee Keli'i Akina** – My concern is that, I will have to take a look at the interpretation of the law, but my concern is that we received the materials fairly late, particularly Action Item 19-01 concerning the evaluation of the CEO. That was received less than an hour and a half ago. I would surmise that the public has not been able to see those materials either. That would be a concern. My second concern Madam Chair and perhaps you can suggest how I can deal with it. We haven't had the time to do our due diligence on that action item. We just received it an hour and a half ago. There are serious concerns that I have.

**Trustee Brendon Kalei'aina Lee** – Point of out of order.

**Chair Colette Machado** – Trustee Lee.

**Trustee Brendon Kalei'aina Lee** – Trustee Akina is speaking to a matter that is later on our agenda. Does he wish to change the agenda for the day?

**Trustee Keli'i Akina** – I don't need to address the particulars I will address the waiver. Waivers, I think.

**Trustee Brendon Kalei'aina Lee** – Point of order.

**Chair Colette Machado** – Trustee Lee.

**Trustee Brendon Kalei'aina Lee** – I believe the Chair has already ruled the waiver is in place per our operating procedures 49.3. The Chair has ruled there is no more discussion. 72-hour waiver has been waived per our operating procedures; we should be proceeding on with our agenda.

**Trustee Keli'i Akina** – I support that however may I have the opportunity to state my concern.

**Chair Colette Machado** – Sure. Trustee Akina.

**Trustee Keli'i Akina** – I think we need time for our due diligence, if we are going to proceed with this matter on the agenda as scheduled I am hoping later on I will share my reasons later on, on why we should defer it for another day.

**Chair Colette Machado** – Thank you. Trustee Ahu Isa.

**Trustee Leina'ala Ahu Isa** – I think, I not saying the waiver, it's just a courtesy to our beneficiaries cause they don't understand the new law. I also have a meeting scheduled on February 4<sup>th</sup> with Senator Ihara on this July new law 2018, because there are a lot of house keeping things that have to be cleaned up. Like our packets are thick, we can't be mailing. Just a courtesy to the other board members for your information only. To do this, when I was Chair of the Committee to get it out to meet that deadline is almost impossible. Thank you.

**Chair Colette Machado** – Thank you. Trustee Waihee.

**Trustee John Waihe'e IV** – I am very happy how it went.

**Chair Colette Machado** - We are now are item II. Public Testimony.

## **II. PUBLIC TESTIMONY**

**Chair Colette Machado** – Members we have no public testimony let us move on to the Approval of the Minutes.

## **III. APPROVAL OF MINUTES**

**A. October 11, 2018**

**B. October 25, 2018**

**Chair Colette Machado** – I would like to have a motion to approve the Board of Trustees minutes for October 11, 2018 and October 25, 2018.

**Trustee John Waihe'e IV** moves to approve the BOT minutes of October 11, 2018 and October 25, 2018.

**Trustee Leina'ala Ahu Isa** seconds the motion.

**Chair Colette Machado** – Any discussion, hearing none roll call vote please.

|   |   |   |              |               |                      |         |
|---|---|---|--------------|---------------|----------------------|---------|
| Trustee John Waihe'e IV moves to approve the BOT minutes of October 11, 2018 and October 25, 2018.<br>Trustee Leina'ala Ahu Isa seconds the motion. |   |   |              |               |                      |         |
| TRUSTEE   | 1 | 2 | 'AE<br>(YES) | A'OLE<br>(NO) | KANALUA<br>(ABSTAIN) | EXCUSED |
| TRUSTEE LEINA'ALA AHU ISA   |   | X | X            |               |                      |         |
| TRUSTEE DAN AHUNA   |   |   |              |               |                      | EXCUSED |
| TRUSTEE KALEI AKAKA   |   |   | X            |               |                      |         |
| TRUSTEE KELI'I AKINA  |   |   | X            |               |                      |         |
| TRUSTEE BRENDON KALEI'AINA LEE  |   |   | X            |               |                      |         |
| TRUSTEE CARMEN HULU LINDSEY   |   |   | X            |               |                      |         |
| TRUSTEE ROBERT LINDSEY  |   |   | X            |               |                      |         |
| TRUSTEE JOHN WAIHE'E  | X |   | X            |               |                      |         |
| TRUSTEE COLETTE MACHADO   |   |   | X            |               |                      |         |
| TOTAL VOTE COUNT  |   |   | 8            |               |                      | 1       |
| MOTION: [ ] UNANIMOUS [ x ] PASSED [ ] DEFERRED [ ] FAILED<br>Motion passed with eight (8) yes votes, and once (1) excused.                         |   |   |              |               |                      |         |

## **IV. UNFINISHED BUSINESS**

### **A. CEO's 15-Minute Update on Ho'oulu Lāhui Aloha and OHA Activities**

**Chair Colette Machado** – We are now on IV. Unfinished Business I would like to call on our Chief Executive Officer Kamana'opono to provide updates to us on some of our ongoing activities at OHA.

**Kamana'opono Crabbe** – Thank you Chair. Trustees, since last week Thursday's incident I have put out a number of all OHA memos. First is to give you an update regarding our organization security as well as the

property. The Executive Office and Corp Counsel has had multiple correspondence and meetings with HPD in various units. Next week I have a meeting with Chief Ballard from Police Department to discuss the incident that had occurred. We have extra patrol on our property as well as in the area. This morning the District Sargent as Lieutenant came by to look at our property. We will also be consulting with HPD regarding active threats and crisis management plan. We have training next week for all of our directors and managers and we will have for all OHA staff. We are currently working on a crisis management procedure and protocol plan. We hope to get that done in the next two weeks. We are consulting with HPD and other security entities. We also are closely working with Colliers our property manager for Na Lama Kukui. Currently the priorities is to work on a multi-faceted communications alert and response system so that you can receive text, email as well as other communication throughout the building including some kind of announcement system as well as other alert system like a flashing light. We are waiting on further consultation from Colliers.

As a result of the incident, I did have a conversation and correspondence with the Deputy Chief of Police. This past Tuesday the Chief of Police convened a high level, multi law enforcement meeting, we were informed yesterday that our case is being elevated from HPD to the Attorney General. Corp Counsel will be in consultation with the Attorney General by today or tomorrow as well as the FBI. I want to assure you that the safety and security, not only of OHA but the tenants of Na Lama Kukui are our highest priority. We are working very close with Shelly who is the property manager. It seems to be going very smooth. We have also put out communications to all of the tenants of Na Lama Kukui and we will update them weekly of any security upgrades and any changes. Last week I met with them Friday afternoon to reassure them of the next steps that OHA is taking. It seemed to be a very positive meeting and the tenants as well as Colliers wants to work with OHA as the landowner.

I'd like to call upon Kamaile Maldonado she is our public policy specialist to present the final report of the Judicial Task Force prison reform. There was a legislative briefing as of Tuesday and Kamaile was very integral with putting together the full report. We have a summary handout that we will distribute. I will turn it over to Kamaile.

**Chair Colette Machado** – Trustee Keli'i Akina.

**Trustee Keli'i Akina** – Madame Chair I am sorry to interrupt but I notice that the camera is turned away from us.

**Chair Colette Machado** – I was going to acknowledge that, we are not livestreaming but they are doing Facebook. Hopefully they will be able to fix it before we close.

*(Attached to the minutes is the summary that is referenced by Kamaile Maldonado)*

**Kamaile Maldonado** – Aloha Trustees, I was asked to give a brief summary of the work that we have been doing in the criminal justice area. Hopefully, this year will be a really big year for criminal justice reform. A lot of the work we've been doing is culminating this year. There is a lot of momentum nationally as well as locally. A lot of groups have been working on this. In the past two years, three years for this task force and two years for another task force, we've been working very integrally, very actively with the various task forces. The two task forces that I am talking about is HCR85 which is the summary report that you see before you relating to effective incarceration charged with making recommendations to the legislature about best practices and policies related to incarceration and prison reform. That report just was published in December 2018. Then the HRC 134 Task Force related to pretrial reform, making recommendations to the Legislature about ways to reform the bail and pretrial release system to make it more effective and to maximize pretrial release. Both of those task forces culminated their work and reported in December 2018.

As Ka Pouhana said, we had representation on both task forces. I was on the pretrial task force on behalf of Ka Pouhana and Chair Colette Machado was serving on the HCR 85 Task Force and I helped support her work there. The reports were very voluminous. We have a lot of great recommendations in both reports. Specifically from our office and from our work. Specifically, with regards to the HCR 85 Task Force report, it supposed to be looking at prison reform but really at the urging of the Native Hawaiian subcommittee we urged the Task Force to zoom out

and look at prison reform in the context of everything that is relating to it. Reforming the prisons and the facilities that are extremely over crowded as they are and really harmful and detrimental in a lot of ways to the people who are inside of them. It's not going to actually fix any of the structural problems that are contributing to all of the ails that kind of plague the system.

The report is a very voluminous; it has a lot of recommendations. It has several recommendations specifically geared toward Native Hawaiians and reducing the impacts of the criminal justice system on the Native Hawaiian community. One of the ways that we saw to really help package and make this information most useful to legislators, policy makers, administrative bodies and the community was to help create this summary. Which I really thank our research division as well as our media team who all really helped put in on making this as beautiful and maximum efficiency as it is, it kind of just basically, it a lot of the data that is presented in the report as well as the key recommendations are below. On the back is a summary of a lot of the theme of the recommendations that don't get specific policy recommendations in the key recommendations but are just overall themes like we need to see an overall reduction in our population if we are going to see any real change. We need to look at transitioning the entire system to a rehabilitative system as opposed to a punitive one. Which really doesn't help the outcomes at all. Lastly, we need to look at prison reform as comprehensive reform; you can't fix social health problems, drug addiction, poverty and lack of housing. You can fix all of those issues with criminal justice, with imprisoning people. It is not the actual cause of those problems, it's symptom and a consequence. Really encouraging the Legislature to look comprehensively at all of the issues that incubate criminal risk and all of the structural ways that we imprison people not just inside, but everywhere and abuse people to funnel into that system.

I also want to highlight as well, on the back is a program that we help sponsor. Which is the Ku Kanaka program run by Kumu Hinalaimoana Wong in the Hālawā Facility as well as OCCC. She haku and oli for the inmates and it's about transformation, rehabilitation and becoming a stronger person to become a leader for yourself and your community. The original art that is on the front of the pamphlet is one of the inmates in her class that drew it to express his vision on what that oli means to him and what the class and the support provided by his fellow inmates means to him. Obviously, the other photos we have seen them around they were taken by Kai Markell as part of the Makahiki observation that happens in the facility. We just wanted to highlight some examples of great rehabilitative programs that we are integrally involved with. We hope that this can help bring the message to more people in simpler and more digestible way.

**Chair Colette Machado** – Questions? Trustee Leina'ala Ahu Isa.

**Trustee Leina'ala Ahu Isa** – Now they are legally allowed to practice the cultural religion. The courts just ruled that they are allowed to do that before they were not allowed.

**Kamaile Maldonado** – We shall see how that plays out and gets formalized in the State Facilities. There is now court precedence that says Native Hawaiian practices have to be recognized.

**Chair Colette Machado** – One of the critical issues that came out of this Judiciary Task Force, because it is addressing Native Hawaiians who are over populated in the prison and it has a generational impact that it doesn't end with just this individual. It goes deeper with families, they look to OHA, the look at the cultural practices one of the key efforts to correct all of this. What I found out in the two years I worked on this project as the subcommittee Chair on Native Hawaiians is there is tremendous prejudice and racism that occurs within the internal structure. That's the hardest part of these kinds of problems that our people suffer. It's not just imbedded in their crimes that they committed, but they are racially discriminated against and upon. That was one of the hardest thing that the task force members had to swallow. They are constantly looking at how to improve the conditions. We are talking about more services, rather than a punitive approach. When you hear about the conditions, it's just horrifying. But in 2019, these kinds of racisms and prejudice still exist for Native Hawaiians and that is the hardest part to accept in all that we have done in this task force report for the last two years. I just wanted to add that as being such a sore subject, very kaumaha for us as Hawaiian leaders. We don't have answers or solutions.

**Trustee Brendon Kalei‘āina Lee** – Madam Chair.

**Chair Colette Machado** – Trustee Lee.

**Trustee Brendon Kalei‘āina Lee** – I move that we recess.

**Chair Colette Machado** – Members there is a request to recess and I agree. The intent of the recess is to go out and welcome our beneficiaries and supports that have come today. They prepared their own message, a press conference. But as the Board of Trustees, Na Lama Kukui is our building and we wanted to go out and greet them. We will do protocol and we have young men to blow the pū. Roll call for the recess.

**Trustee Brendon Kalei‘āina Lee** – Do I have a second for my motion?

**Trustee John Waihe‘e IV** – Second the motion.

**Chair Colette Machado** – Roll call please.

|   |   |   |              |               |                      |         |
|---|---|---|--------------|---------------|----------------------|---------|
| Trustee Brendon Kalei‘āina Lee moves to recess the meeting.<br>Trustee John Waihe‘e IV seconds the motion.                  |   |   |              |               |                      |         |
| TRUSTEE   | 1 | 2 | ‘AE<br>(YES) | A‘OLE<br>(NO) | KANALUA<br>(ABSTAIN) | EXCUSED |
| TRUSTEE LEINA‘ALA AHU ISA   |   | X | X            |               |                      |         |
| TRUSTEE DAN AHUNA   |   |   |              |               |                      | EXCUSED |
| TRUSTEE KALEI AKAKA   |   |   | X            |               |                      |         |
| TRUSTEE KELI‘I AKINA  |   |   | X            |               |                      |         |
| TRUSTEE BRENDON KALEI‘ĀINA LEE  |   |   | X            |               |                      |         |
| TRUSTEE CARMEN HULU LINDSEY   |   |   | X            |               |                      |         |
| TRUSTEE ROBERT LINDSEY  |   |   | X            |               |                      |         |
| TRUSTEE JOHN WAIHE‘E  | X |   | X            |               |                      |         |
| TRUSTEE COLETTE MACHADO   |   |   | X            |               |                      |         |
| TOTAL VOTE COUNT  |   |   | 8            |               |                      | 1       |
| MOTION: [ ] UNANIMOUS [ x ] PASSED [ ] DEFERRED [ ] FAILED<br>Motion passed with eight (8) yes votes, and once (1) excused. |   |   |              |               |                      |         |

**Board recesses at 10:26 am**

**Board reconvenes meeting at 11:08 am**

**Chair Colette Machado** – We will proceed with IV. B. with the administrative update on the Strategic Plan 2020+ process including phase 1. I will turn this over to Kamana‘opono.

**B. Administration Update to the Board of Trustees on the Strategic Plan 2020+ process including Phase 1 follow-up**

**Kamana‘opono Crabbe** – I will introduce Dr. Lisa Watkins-Victorino our Research Director. She, Mehana Hind, Carla Hostettler and myself for the past year and a half have been planning our strategic plan process. We wanted to update the board as we move forward this year. What you can expect in terms of the work that we look forward to in the next couple of months, we have some time that we must make up, we had to regroup and revise the timeline. So that is what Lisa is here to present. She will give you a picture or window of what to expect in the next year.

**Lisa Watkins-Victorino** – Aloha Chair and Trustees. Today I am going to do a refresher and then talk about how we are going to be moving forward. We are going to talk about the lessons learned, a little bit about the original timeline that you had approved, review the phase 1 which was our OHA identity workshop, then a realignment of phase 2 and the work that is happening, then a proposed schedule for phase 3 and moving forward what are some of the task after you vote on the Strategic plan.

*(please see attached PowerPoint presentation – Strategic Planning Process Update)*

As you recall we had done an initial scoping committee awhile back when we were thinking of contracting this out. The scoping committee reviewed all the 2010 documents, we met with a couple of our partners who have done strategic planning and got some mana'o back from them. We had presented this in term of these are some of the things that we learned from that process. It can be quit costly depending on the breadth of what you want to do in a Strategic Planning process. We proposed that we needed adequate financial resources if you wanted to go that broad. We learned that we should stream down our priority areas. Have an internal lead that was probably the most interesting thing is that you can utilize contractors to do specific work, but having someone internal to lead that process so it's consistent and maintained across time. Instead of having fixed results, we would have more responsivity, ability to change those results every couple of years and say nope this isn't working for us so let's try something else. Not just having the strategic plan but also having a transition plan as well as a implementation plan. Those were some of the things that we presented.

In the strategic planning process, this was approved by the Board on July 26<sup>th</sup>. So we had a process, there was the phase 1 which was our identity. We revisited our mission, vision and our foundational documents. We are going to gather stakeholders input going into phase 2 and have our analysis of our current conditions that was gathering all the data. Having some agreement on priority areas, you would utilize all that data, have agreement on priority areas. Then we would have beneficiary input and a process for that. Then we would have an assessment of some innovative models and a presentation of that for you. Then have the last workshops where you would then identify the strategic plan itself. That was the process approved on the 26<sup>th</sup>.

For the timeline moving in to the Phase 1, this is where we prepared a presentation. The Board met on September 27<sup>th</sup> and had a workshop to talk about OHA's identity and revisit some of those foundational documents. We visited all of our statutory references, Everett gave that presentation. It went over not only our kuleana in Chapter 10 but since that time and since the founding of OHA, all of the statutes, all of the acts that have been passed that name OHA to do some kuleana. We went over all those things.

These are some of the points that we discussed we just wanted to remind you that we talked about OHA as a Trust or State agency. Came to that conclusion with a lot of input from not only Everett but Judge Klein that there are ways that we exercise our State kuleana and there are ways that we exercise our Trust kuleana. There were questions about outdated statutes. Since the time that we were formed are there any things that aren't working or not needed anymore. There were two things that were mentioned, there were two councils that were mentioned in a resolution that were not active at the time. OHA and Hawaiian Homelands, what was that kind of relationship. The statute allows us a board range to kind of say what our agencies are doing. Assessing what agencies are doing, agencies that impact native Hawaiians, and working with them to support beneficiaries that we share. That was part of our role. The last issue or question that came up was whether or not we could implement revenue bonds. That conversation, was a yes, we can accept, that would take a bit of capacity on our part in order to monitor and do that.

Then we talked about our mission and vision. The conversation really focused on this aspect of the mission building a strong and healthy people and nation recognized nationally and internationally. Some of the discussion that had occurred was that it has been awhile since OHA has been formed and maybe we should include something about technology and all the technological advances that was a note as part of the discussion. Then the emphasis of health and the importance of health and that was more of a call out from Trustees that we need to include health because that is such an important piece to our work on beneficiary needs.



We also looked at our roles. We showed you what was there in 1988 from the documentation that we could find then 2010 and how that has morphed or changed over time. You can see when you look at the evolution of the categorization that all of these things that were being done are still there. We just categorized them differently. At the end of that workshop, there was not a lot of substantive changes to the mission and vision. What there was a request to replace the term nation in the vision with Lāhui and we had some discussion about that. There was a request that we include the Hawaiian translation of the mission. So we have done those things and they will be coming to you in an action item soon.

In the strategic planning process, we are going to be talking about moving into phase 2. In that sense we have analysis of current data, we also have some stakeholder focus groups and some crosswalks. Crosswalks were to look at what are other Native Hawaiian Organizations, what are their strategic focus and then being able to crosswalk that with each other to see where there are gaps or things that we would want or you would want to address as a board. These things, as you can see through the timeline they are actually going to be extended. The workshops, the priority, this was the original we were going to try and have everything done in February. We are still going to do that but it's going to be moved to January, February, we are going to continue all of this until your next voting.

Now it's moving in to February. And the crosswalks are also going to be extending. This is going to be the biggest change for you to understand the process that is different. It is the stakeholder focus group. Initially we were going to run stakeholder focus groups. These were with all our partners, the community members that are working with our partners, that are impacted by our partners. However, because of the time and because of some of the delays that we've had, we had to focus on data collection for our close out report for 2010 and some of the other procurement process to go through. We've had some delay in that, so what we've decided to do for the stakeholder part is to gather all of the various reports. Many of our partner agencies, they hold meeting with the community; they've done many gatherings and convening and have many recommendations. We had Kamaile up here earlier and she had mentioned that the justice task force reports had a lot of recommendations. We know we can gather all of those and put those together and share that with you as opposed to bringing those same groups together and actually coming up with probably the same recommendations. So we currently have 18 reports. We will be gathering and taking from those recommendations. We will not change those recommendations, we are not going to be making some interpretation of them, and they will be for you to see. What we will do is probably go through and pull out what might be common across and highlights but you will all of that as part of the data that you will receive in preparation for the workshops.

The workshops, priority and voting are going to be moved, you are scheduled for February 21, 28, and March 7<sup>th</sup>. Two workshops to really look at all of this data, have discussions about the priorities you would like to set then the March 7<sup>th</sup> date is for a vote on those strategic priorities. Moving into phase 3 is a beneficiary survey. So once all of that has happened we will be getting some input. After the priorities are set, we will be getting input from our beneficiaries. We will be doing some research for you on different financial models. And we will have a development of a conceptual framework and all of that is going to be moved. So the initial what you saw was going to be May, but we will be moving the workshop and the final vote into June. We've tried to make up some of that time in the phase 2 and still end in June, which was our original time process that was approved by the board. We just have some readjustment and realignments to that.

After that, we are going to have some community engagement. After you have decided and voted on a new strategic plan, we will be taking that out to the community and having some community engagement opportunities. At that point, we will need to have implementation planning. As you recall one of the lessons learned was, we had this plan but where is the implementation part of that. We have been doing that along the way but what we would prefer to do is be a little bit more purposeful in creating that implementation plan as we move forward with the new strategic plan that gets approved and voted on.

This is the total layout and adjustment of the timeline. Really that is what we wanted to do today is give you that refresher of what phase 1 was about, what we are doing in phase 2 and then moving into phase 3 and how is that adjusted, our timelines. Questions?

**Trustee Carmen Hulu Lindsey** – Lisa, are we just a little bit back because your workshops are falling within the second phase. Is that your intention?

**Lisa Watkins-Victorino** – Yes, if you look at the shift, the shift is really about half a month to a month, we still end with June but we have shifted things. Some of the shifts have been about a month later.

**Chair Colette Machado** – Will you be able to provide us electronic copies of this?

**Lisa Watkins-Victorino** – Yes.

**Kamana‘opono Crabbe** – Our intent is to get you the folders for the Trustees to review before we go into the workshops.

**Lisa Watkins- Victorino** – We are working on that right now, gathering all of the data and all of the recommendations. We know we have that deadline to you the week before the first workshop, which is on February 21<sup>st</sup>. We are going to do our analysis and going back to some of our partner and seeing what are some of these highlights that you might like and then what are some of the recommendations that should be highlighted, but you will have all of the information. You can peruse that and say these are some of the things I would like to talk about when we have the workshop.

**Trustee Leina‘ala Ahu Isa** – Phase 3 you say beneficiary survey. So you are taking a survey after we go out to the communities for before.

**Lisa Watkins-Victorino** – Before, what will happen is once you have done your priorities and talked about the priorities. Since many of the stakeholder groups have been convening community meetings, those recommendations should be reflective of that. Once the priorities are set to get feedback on what are the strategies to get to those priorities, we want our beneficiaries to weigh in. So if you’ve set this as a priority, here are some ideas on how to get there.

**Trustee Leina‘ala Ahu Isa** – I like that about going out in the community we haven’t done that in a while.

**Lisa Watkins-Victorino** – We will be using many different venues, because of financial constraints. We are going to using our social media, technology and we will be hosting some face to face.

**Trustee Leina‘ala Ahu Isa** – I also suggest we use other organizations like CNHA so that they can also give us input on this strategic plan.

**Trustee Carmen Hulu Lindsey** – I think a lot of the strategies are going to be similar to what is has been but may be in different order. Would you in our workshop be able to give us reports of what our moneys have been doing for the different strategic plans in the last 10 years? What is our success rates in the different strategies, that would help us decide.

**Kamana‘opono Crabbe** – Lisa and her team along with grants are compiling, as again Trustees, we are expecting April/May, to publish our strategic plan close out report, which will, show the degree of impact to the community. Which would not only look at the strategic results but then will include financial information with respect to what, we don’t know what the data says now, but to the degree in how much we have accomplished the outcome. We also will be including the work that we have done internally that helps to support the strategic plan as well as the vision/mission. You can expect that in April or May.

**Trustee Keli'i Akina** – Thank you for the update, I appreciate that. I am thinking about the planning processes that we are involved with already. We are involved with 2 ongoing and fairly costly planning processes. The first one is fiscal sustainability plan and we've had multiple task forces for the fiscal sustainability plan. And as far as I understand, we are not complete with that process it is still ongoing and SPIRE is our consultant on that. The second plan is the strategic planning process. One of my question is in what way is the strategic planning process interfaced with the fiscal sustainability plan. Is that work systematically going to be incorporated?

**Lisa Watkins-Victorino** – When you look on the research for financial models, we will be looking at some what we can find based on our recommendations from other community partners and then definitely SPIRE's work. It should be incorporated close to phase 3.

**Trustee Keli'i Akina** – Very good. I certainly do hope that we can take advantage of the work of the fiscal sustainability plan as part of the support work for the strategic planning process. One of the things that I like very much is that both processes have allowed Trustees, stakeholders, and beneficiaries all to be involved in a very open way. That is very healthy.

**Trustee Robert Lindsey** – Lisa, my question is this. When we look back at the last 10 years and we looked at the critical issues that we were attacking, trying to solve. You look at our statutory mission, which is to better conditions for our people. We are trying to do it through this strategic plan. In the old plan when you look at the bread and butter challenges facing us. Education and health in particular looking back 10 years, looking to now 10 years later and going forward, are we doing better in both in terms of gains in bettering conditions for our people in education and in health.

**Lisa Victor-Watkins** – Part of our close out report will address that. But if we look at the indicators, we've discussed this at the table in terms of the indicators themselves in terms of education. For the post-secondary, absolutely we surpassed that goal after the strategic plan was adopted. But when we look at the math and reading as Trustee John Waihe'e IV pointed out several meetings ago. At one point we met the education, I can't remember if its math or reading, but we continued with that result. What we saw, that was actually the year after that was when the smarter balance assessments came in to play and everyone dropped. No just native Hawaiian students, but non-Hawaiian students as well. So if you look at it know, it says we are not doing as good there is a gap. I think what is the most concerning thing is really that, that gap has persisted no matter what type of assessment system is in place. I really like Kamaile's words when she was talking about the more holistic way of looking at, not just that one thing. But what are the conditions that surround these indicators that we choose. What I am hoping is that in the new strategic plan if we look at it and maybe have indicators that are either more connected to each other and not so separate, like test scores is just one way of looking at student success but looking and figuring how to look at the good works that our Hawaiian focus Charter Schools are doing which we support as well as other programs that are in areas that we have high native Hawaiian student populations. If we look at those success and figure out how that will help us and look at the conditions that are around that. The way that we want to present the data to you is in sort of these connectivity points so that you can see how things are connected and then choose, maybe we want to do something a little different around education, what would that be, how would we really look at education, we know its connected to health, and they are interrelated. How do we look at the conditions, find some things that OHA could do well, know what our partners are doing and then making more purposeful and a more grounded indicator for us. If you know all of the our indicators currently are State level indicators. We want to do that as monitoring then do our OHA indicators as that is where we are at. Monitoring and State Level indicators are excellent for that purpose, just looking at trends, not necessarily for us to say. We are doing well on some and we are not doing so well on others. We are getting close to others.

**Trustee Robert Lindsey** – I apologize Lisa, I think it is an unfair question that I asked you in the sense we are looking for systemic change. We are trying to turn our battleship around and it's not easy. It is going to take resources, and that is where the Strategic Plan ties into the Financial Sustainability plan. It is going to take a lot of resources; it is going to take time to bring about these changes that we need to make if we are to lift up our people.

**Trustee Leina‘ala Ahu Isa** – I got my doctorate in education psychology and I’ve been doing some studies in talking about education, IT, technology, our kids, like you said the conditions that they have to perform in, the environment that our kids are subject to now, social media, you see on TV last night committing suicide and they had to remove those pictures. Our teenagers are committing suicide, being on the board of Ed I can testify to that. The environment effects their progress, like test scores.

**Chair Colette Machado** – What I want to announce is that I have working with Kamana‘opono, he is proposing three workshops that will begin by February 21<sup>st</sup>, February 28<sup>th</sup> and March 7<sup>th</sup>. These workshops are intended to be a single item, not under the Board of Trustees discussion. I will agenda two separate for BOT as well as this workshop and it will take anywhere from 2 to 2 ½ hours. This will be contingent on preparation and materials. We will get the notice out so that you may get your travel plans.

**Trustee Keli‘i Akina** – What are the times you are looking at?

**Chair Colette Machado** – The first one we are looking at 1 pm and we are trying to accommodate the other two at 10 am. With that said, thank you Lisa anything else Kamana‘opono.

**Kamana‘opono Crabbe** – No that is it.

**Chair Colette Machado** – We will move on to V. New Business Item A. Approval of the Permitted Interaction Group on Organizational Guidance. Before we start in this under Chapter 10-6, it talks about strategic plan requirements for Trustees to engage in. So as we review the presentation, that is our number one duty under 10-6.

## **V. NEW BUSINESS**

**Chair Colette Machado** – I would like to call on Trustee Lee.

### **A. Approval of the Permitted Interaction Group on Organizational Guidance**

**Trustee Brendon Kalei‘aina Lee** – I trust that everyone received a copy of the slides. This presentation was put together by COO Sylvia Hussey. She is out on vacation right now so I am presenting. 2018 marks the end of the Office of Hawaiian Affairs Strategic Plan period you know since the presentation we just had. This document you have in front of you folks outlines a proposed Board of Trustees project to strengthen the governance frameworks including OHA’s policies, procedures and practices as an effort to strengthen its organizational foundation. As we go through you see how this ties in integrally and timing wise with the Strategic Plan and the Fiscal Sustainability Plan that Trustee Akina was talking about.

This is the dictionary’s definition of Governance, which we don’t have to go through you can look at on your own. For background purposes, we have included Statutory 10-3, 10-5, and 10-6. As Chair pointed out, one of our duties as Trustees for Office of Hawaiian Affairs is strategic plan. The challenges that we have experienced here at the Office of Hawaiian Affairs: the Board of Trustees interactions among themselves, with outside regulatory agencies, Administration and with beneficiaries and stakeholders. We’ve had experienced policies and plans that were unimplemented, Strategic policies and plans. Financial sustainability plans, our debt policy, which we are actively working on, as well as other issues that have come up. Also, procedures and practices, we’ve had audits initiated or triggered by the Board of Trustees, and some that are completed in the normal course of regulatory and statutory requirements that have helped to highlight procedures and practices that we need to improve on.

What is the need for this strengthening? One, it would help to improve our image, brand, credibility and standing within the Native Hawaiian Community and the community in general. It will help with the understanding and accountability to the statutory, fiduciary and trust organizational responsibilities via codified policies, procedures, and practices. It will help with our roles, responsibilities and accountabilities of the Board of Trustees and Administration, including all of the staff. It will have explicit clarity in the purpose, direction and strategic

planning implementation efforts and it will strengthen the organization's ability to advance mission critical and aligned strategies.

This is again for background the Statute for permitted interaction members. You folks can go through that at your leisure. The first step would be to determine the matter to be investigated. They investigate various elements of governance frameworks and models, including but not limited to cultural, indigenous, native, national and international contexts. So as you can see today we are at step one, providing the scope of an investigation and the scope of each member's authority. To be defined at the meeting which we are here to do today. Then on March 21<sup>st</sup> we would need to present all resulting findings and recommendations will be presented to the Board. Then in April, we would have a deliberation and decision making on all the matters that were investigated. Keep in mind that obviously with the except of today, because we are here that this timeline and this project is a fluid project and the dates can be changes to suit the needs of the working group.

This is what a typical structure model looks like for a large organization such as what we have with the Office of Hawaiian Affairs. Project Organization, Roles and Responsibilities, so first statutory, for approval and decision-making would be the Board of Trustees. Then we would have the project team that would do the study and provide the recommendations that would be the permitted interaction group. The recommendation would be to have 4 Trustees, which is allowed by law and then also administration and a project team and project manager and Board of Trustees staff. Underneath that would have the project team collaborators. The idea would be to interact with all the different Ali'i Trust, other nonprofits, other native groups, other indigenous groups inside and outside of Hawaii and other national and international organizations. Provide research, policy and included in the working group would be research, policy, financial, governance analysis and other functions and reaching out to additional stakeholders and resources as identified by the working group.

Here would be the 5 phases of the working group. Phase 1 would be the planning, which I will go into a little bit more detail going forward. Phase 2 would be where are we now, where do we stand as is today. Phase 3 would be proposing elements of a new framework. Phase 4 we will be proposing implementation and actions and Phase 5 would be the closing down of the project and looking back at lessons learned and implementation.

Phase 1 planning, the details of how the working group will move forward. The activities that would be established for the planning phase is establishing the permitted interaction group to include Trustees and the project team participants. Identify the project manager, so should we move forward the project manager has been identified and that would be Ka Pou Nui, Sylvia Hussey COO. Identifying the roles and responsibilities of the members of the PIG. Draft a project charter so they have a clear path of what the work should be. Draft and executive and manage a project plan. Determine who will manage the plans which a big step has been identified should be move forward. Then hold our kick off meeting.

Once we complete Phase 1, we will move to Phase 2, which is where we are now. From this point forward, you folks will hear a lot of similarities that is intentional. This will work coinciding and in time with the Strategic Plan. Fortunate for this group a lot of this background work has been completed already by the research team for the strategic plan, which will be very beneficial. In February, we would analyze the current framework including the policies, procedures and practices. Including those that have yet to be implemented. My understanding from Trustee John Waihe'e IV, is there are many policies and procedures that were worked on in the past that should have been implemented but have not yet been. Those would all be pulled in for consideration. Analyze all Board of Trustees action items for the past 5 years. You will hear a little bit more about that and it also included the advocacy. By doing that and looking back at the past 5 years, we will be able to go back further than that not just for action items. But it would allow us to analyze our current advocacy positions and create an advocacy mo'okū'auhau, which OHA currently doesn't have. That would give us from when the Office of Hawaiian Affairs was first established up until today where all of our advocacy positions are today and how did we get here. We have a timeline and we can track the movement of our advocacy policies throughout the 4 decades. Then beyond that identify emerging recommendations that we see coming in the near and far future.

Phase 3 will be proposing the elements of a governance framework, which will take place in February. Studying various governance models by engaging with all the Ali'i Trusts, cultural indigenous native national and international context. Draft proposed frameworks including the elements for that. Then mapping our existing elements so that we can draft a proposed framework that would identify gaps and recommendations. In other words when we draft a proposal of a new framework that we are thinking, then we draft where we stand today and we line the two up we will be able to identify where the gaps in our current framework are. We will then be able to take that mapping out to our stakeholders and get their feedback. So we can show them where we are today, where we think we should be or where we want to be and the gaps that exists and get their feedback of where they think of the gaps that we have not identified. Again, as you can see this works hand in hand, with what the strategic plan is working on.

Phase 4, which would take place in March. After engaging with our stakeholders, we would craft implementations and actions and timeline. Then establish a critical monitoring and implementation and timeline. I am going to say that again because that is really, really important. Establishing critical monitoring and implementation actions and timelines. As Trustee Akina and Trustee Hulu stated many times before, the past lack of accountability and transparency from this organization is a paramount hurdle that our beneficiaries see with this organization. This step item B in phase 4 would be very critical in putting in place those procedures so that no matter who sits in these 9 seats that would never be the case again moving forward. Then once we have those implementations for actions and timelines we would then be able to take those out to our stakeholders and show them what we are proposing and if they have any ideas or fresh eyes that see gaps again that we have not identified. After engaging with the stakeholders, we would update that proposed framework as necessary. Then present that framework and implementation recommendations to the board.

Phase 5, COO made it clear to me that this is a part of working groups fail because they fail to plan for it. That is a closing down of the project and taking stock of the lessons learned. It would be a project debrief regarding the lessons learned about the processes and the work product. That would bring an official closure to the project, which will result in moving the organization from the planning stages to the implementation and continuous improvement phases. A lot of projects because they don't do this it get really muddled and the project team fails to implement because there was no official closing of the project. That is really, really critical, now at the beginning that we have a planned, executable phase for closing down and taking stock of the lessons learned of the project so that we have a clear path of moving forward.

Again, the conclusions for the value of this proposed strengthening in the permitted interaction group. This is just reiterating what was stated for the reasons of why it is important for us to do this. Again improving the image, the brand and credibility and our standing with the community. Understanding of the accountability to the statutory, fiduciary and trust organizational responsibilities. Most importantly codifying the procedures and practices. The explicit clarity in our roles, responsibilities, and the accountabilities for the Board of Trustees and the Administration. This will have explicit and intentional clarity in the purpose direction and strategic planning and implementation efforts. And strengthen the organization's ability to advance all of to advance all of our mission critical and aligned strategies. You can see how this lines up. If you look at the dates, the months that the work takes place this lines up cohesively with the Strategic Planning work.

Our next steps where do we move from today. We would organize the permitted interaction group and the related work and then kick off the project. Do the work; provide the project update regarding the work to the Board of Trustees. Provide recommendations to the Board of Trustees by the end of March and then the Board will take action on the recommendations in the beginning of April. I will do my very best to take your questions.

**Trustee Keli'i Akina** – Let me say before I ask my question. I commend Trustee Lee and COO Sylvia Hussey it is outstanding it is a great step forward for us as a board and I am looking forward to your leadership Trustee Lee in pushing this forward. First question has to do with timetable. I am pleased to see there is an aggressive timeline for completion of a product for us. That is very good, but at the same time I am very pleased to see that you are flexible in terms of some of the milestones. One of the questions I am asking is whether the PIG group would consider for allowing for some intermittent feedback interaction with the board. Rather than wait till all the phases

are complete to get recommendations, if at perhaps at certain key points, certain set of findings and recommendations are shared with us so that we have the opportunity to feedback and interact.

**Trustee Brendon Kalei‘āina Lee** – Thank you Trustee Akina. Due to sunshine law and the way that the statute is written for the permitted interaction groups we are only allowed limited interaction with the Board itself. The amount of feedback that is built in to the project is coinciding with the statutory law for the permitted interaction group.

**Trustee Keli‘i Akina** – I understand. I hope we have enough time after the findings are presented to us to do our due diligence.

**Trustee Brendon Kalei‘āina Lee** – I believe so, if you look at the last timeline that I had, it is several weeks from when we present our findings on our work of the group to the board before the board comes back at a later date to vote on it.

**Trustee Keli‘i Akina** – Another question that I have is on the ongoing independent audit. I would imagine the findings of the independent audit as well as the State audit findings would be very valuable to you. I am wondering if we as a board will be to work to make a commitment for the timely completion of the independent audit.

**Trustee Brendon Kalei‘āina Lee** – I don’t think it’s necessary at this time. Actually, because we are not talking about the audit and neither is it on the agenda. I don’t think it’s appropriate to discuss it at this time.

**Trustee Keli‘i Akina** – What I am talking about this is project. I hoping that it will be flexible enough so that it can incorporate it to its timeline any findings of the independent audit.

**Trustee Brendon Kalei‘āina Lee** – When you have time at your leisure to review the slides today it does show that we will be working very intimately with research, finance and the other departments here at the Office of Hawaiian Affairs. So we would be getting all that information.

**Trustee Keli‘i Akina** – Thank you, again, thank you for putting this project together.

**Trustee Brendon Kalei‘āina Lee** – You do remind me of one thing that I failed to mention in my presentation. I don’t want to forget or leave anyone out. The proposed members of the Permitted Interaction Group would be Chair Machado, Vice-Chair Lee who would serve as the Chair of the Permitted Interaction Group, Trustee Robert Lindsey who is the interim Chair of the Resource Management Committee, and Trustee John Waihe‘e IV who is the Chair for the BAE Committee. CEO Kamana‘opono Crabbe and COO Sylvia Hussey who will serve as the project manager as well as the staff of the four Trustees mentioned.

**Trustee Keli‘i Akina** – Thank you and this is a good project for us.

**Chair Colette Machado** – If there is not further questions, I would like to entertain a motion.

**Trustee Brendon Kalei‘āina Lee moves to approve a Permitted Interaction Group (PIG) on Organizational Guidance.**

**The purview of the PIG is for Trustees, BOT staff, and OHA Administration staff to work together to:**

- **Investigate various elements of governance frameworks and models, including but not limited to cultural, indigenous, native, national and international contexts.**

- **Analyze current framework, including policies, procedures and practices, BOT action items for the past 5 years, advocacy positions, advocacy mo‘okū‘auhau, identify emerging recommendations.**
- **Propose elements of a new framework and implementation actions**

**The membership of the Permitted Interaction Group is as follows:**

- 1. Trustee Colette Machado, BOT Chairperson**
- 2. Trustee Brendon Kalei‘āina Lee, BOT Vice Chairperson**
- 3. Trustee Robert Lindsey, RM Vice Chairperson**
- 4. Trustee John Waihe‘e IV, BAE Chairperson**
- 5. Kamana‘opono Crabbe, Ka Pouhana**
- 6. Sylvia Hussey, Ka Pou Nui**

**Trustee Lee will serve as the Chair of the Permitted Interaction Group. Trustee Machado will serve as its Vice Chair.**

**The term of the Permitted Interaction Group expires at the completion of the assigned task, or at the discretion of the Chair of the Board of Trustees, subject to later adjustment.**

**Trustee Keli‘i Akina seconds the motion.**

**Chair Colette Machado – Any discussion? Hearing none, roll call please.**



Trustee Brendon Kalei'āina Lee moves to approve a Permitted Interaction Group (PIG) on Organizational Guidance.

The purview of the PIG is for Trustees, BOT staff, and OHA Administration staff to work together to:

- Investigate various elements of governance frameworks and models, including but not limited to cultural, indigenous, native, national and international contexts.
- Analyze current framework, including policies, procedures and practices, BOT action items for the past 5 years, advocacy positions, advocacy mo'okū'auhau, identify emerging recommendations.
- Propose elements of a new framework and implementation actions

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1. Trustee Colette Machado, BOT Chairperson
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3. Trustee Robert Lindsey, RM Vice Chairperson
4. Trustee John Waihe'e IV, BAE Chairperson
5. Kamana'opono Crabbe, Ka Pouhana
6. Sylvia Hussey, Ka Pou Nui

Trustee Lee will serve as the Chair of the Permitted Interaction Group. Trustee Machado will serve as its Vice Chair.

The term of the Permitted Interaction Group expires at the completion of the assigned task, or at the discretion of the Chair of the Board of Trustees, subject to later adjustment.

Trustee Keli'i Akina seconds the motion.

| TRUSTEE                        | 1 | 2 | 'AE<br>(YES) | A'OLE<br>(NO) | KANALUA<br>(ABSTAIN) | EXCUSED |
|--------------------------------|---|---|--------------|---------------|----------------------|---------|
| TRUSTEE LEINA'ALA AHU ISA      |   |   | X            |               |                      |         |
| TRUSTEE DAN AHUNA              |   |   |              |               |                      | EXCUSED |
| TRUSTEE KALEI AKAKA            |   |   | X            |               |                      |         |
| TRUSTEE KELI'I AKINA           |   | x | X            |               |                      |         |
| TRUSTEE BRENDON KALEI'ĀINA LEE | x |   | X            |               |                      |         |
| TRUSTEE CARMEN HULU LINDSEY    |   |   | X            |               |                      |         |
| TRUSTEE ROBERT LINDSEY         |   |   | X            |               |                      |         |
| TRUSTEE JOHN WAIHE'E           |   |   | X            |               |                      |         |
| TRUSTEE COLETTE MACHADO        |   |   | X            |               |                      |         |
| TOTAL VOTE COUNT               |   |   | 8            |               |                      | 1       |

MOTION: [ ] UNANIMOUS [ x ] PASSED [ ] DEFERRED [ ] FAILED

Motion passed with eight (8) yes votes, and one (1) excused.

**B. Action Item BOT 19-01: Procurement of a professional consultant to assist the Board of Trustees in conducting its performance appraisal of OHA's CEO pursuant to Section III of Contract 3147**

**Chair Colette Machado** – Thank you members we are now on V.B. I'd like to call Carol to the table. This in regards to Action Item BOT 19-01: Procurement of a professional consultant to assist the Board of Trustees in conducting its performance appraisal of OHA's CEO pursuant to Section III of Contract 3147.

**Trustee Keli'i Akina** – I make the following comments with respect to you and the other members of the Board. As you know I raised a question about the 72 Hour Waiver, my primary concern was not having enough time or due diligence to look at the action item and study some of the issues that seem apparent to me. I am wondering if you would at all consider deferring this item for another BOT meeting.

**Chair Colette Machado** – I think you should allow Carol to present first then we can follow with the action item that was prepared by her with some of the details that may be helpful. We do have a time sensitive matter to get this moving quickly because we have a time sensitive matter to get this moving very quickly. Because the recommendation is that this item will be referred to our procurement division for an RFP that process will take some time to get done. The bottom line is that the CEO's contract expires on June 30<sup>th</sup>. We have time sensitivity we need to get the evaluation completed timely.

**Trustee Keli'i Akina** – Then I will raise my questions as best I can.

**Carol Ho'omanawanui** – Aloha Chair, Trustee, Ka Pouhana, Carol Ho'omanawanui Chief of Staff. First, I would like to apologize to the Trustees for circulating this action item late and not in a timely manner. Some of the incidents that happened last week affected the timing of getting signatures and reviewing the action item before it was finalized. I apologize and take responsibility for that.

Trustees, real simply this is to procure professional consultant to assist you in conducting the evaluation of the CEO. OHA has a current contract with the CEO that started on July 1 and will end in June 30<sup>th</sup>, 2019. The contract does specify that the Trustees will conduct a performance appraisal. You also indicated in the contract that you would consultant with a professional consultant. This is trying to accomplish that. One is getting you a professional consultant and two is actually helping you to conduct the performance appraisal. This would be the first appraisal under this contract 3147. The first appraisal that the board will be conducting of the CEO. There have been appraisals that have been done in the past with Ka Pouhana's tenure but this would be the first under this contract.

The action that the board will be looking at and taking is actually approving to procure for a consultant for an amount not to exceed \$30,000 and the proposed motion is also approving the scope of services, which is in attachment A. Very briefly, what the scope of services does is that it is going to assume that the consultant will help you in every step of the process. From the beginning to the end. The consultant will come in; you will be able to talk with your consultant to decide on an evaluation process and a method. That is not happening here you would be in consultation with this consultant to decide that. Your process you will decide at a later date once you have this professional consultant procured. Your method and how you want to evaluate would also be decided on at another time. You would talk with the consultant to determine that. The consultant will also help the Trustees develop, once you decide on an instrument and how you want to and what measures you want to look at to help you evaluate Ka Pouhana, the consultant would be the one to help you develop that. Bring it back to the board for review and approval and then go ahead and assist you in doing that. In a nutshell, that is what you will basically be approving. We do have a timeline; we are asking that the consultant will help you complete everything by June 28<sup>th</sup>. That is the last working day in June. If you do approve this procurement will then handle, they will take the scope of service you approve, they will handle the solicitation and the Board Chair will be the contract monitor.

You do have funds available for this purpose. It's not like you have to get approval for the funding it is in the Fiscal 2019 budget in program 1100 services on a fee. In the action item on page 4, we do have the acting CFO that did certify funds so that the Trustees can see that there are funds in the budget for this purpose. That is it in a nutshell unless the Trustees have any questions.

**Trustee Brendon Kalei'aina Lee** moves to approve the procurement of a professional consultant for an amount not to exceed \$30,000 to assist the Board of Trustees in conducting its performance appraisal of OHA's CEO Dr. Kamana'opono Crabbe pursuant to Section III of Contract 3147; and to approve the Scope of Services in Attachment a for the foregoing purpose.

**Trustee Robert Lindsey seconds the motion.**

**Chair Colette Machado** – It has been moved and seconded and I will call on Trustee Akina for his question.

**Trustee Keli'i Akina** – Let me state at the beginning first, my mahalo to Chair for this measure. As you know I may not be the only one, I sent a memo to you that we honor this contract provision for Ka Pouhana. In principal, I support. Some of my questions I will not ask now because I see there will be an opportunity for the interaction of the consultant with us to determine some of the scope and nature of the evaluation and I can raise my question at that time. My only other question has to do with the simultaneous or separate process from this. I notice that we are schedule to have the completion of the performance appraisal on June 28<sup>th</sup> and the current CEO contract expires two days later June 30<sup>th</sup>. I would imagine that we as a board would have before us consideration on what we are going to do in terms of the ex-contract period whether we are going to put out a call or search for a CEO. Whether we will invite the current CEO to be part of that and so forth. I would feel good about voting for today's measure that I can be assured that we also can have a discussion on how we want to proceed separately in terms of address the fact that the term of CEO is up and we need to have that filled.

**Chair Colette Machado** – At the Chair's level, I have discussed this with Carol. We are in the process of doing an open recruitment for the same kind of headhunter to do the recruitment of the CEO position. We have to find the money for that. This money is coming and is already approved. We tried to find resources to approve that and we will bring that action. We have every intention to do an open recruitment for the CEO. We are only complying to the evaluation as part of the contract.

**Trustee Keli'i Akina** – Very good to hear that. In other words the completion of this evaluation whether it's on time or not will not in any way interfere with the open recruitment process.

**Chair Colette Machado** – Yes. You want to add anything else Carol regarding the open recruitment.

**Carol Ho'omanawanui** – That has to be an item that is agendized by the board.

**Trustee Leina'ala Ahu Isa**- \$30,000, I sat on other boards before, I sat on the Board of Ed and we had to evaluate Pat Hamamoto. We didn't have to pay \$30,000 to a constituent; we had members of the Board. We had an evaluation instrument so I am surprised we don't have an evaluation instrument. We have had opportunity because you have been with us for three years, how come only this year we have to create an instrument and pay someone \$30,000.

**Trustee Brendon Kalei'aina Lee** – Point of clarification Madam Chair.

**Chair Colette Machado** – Trustee Lee.

**Trustee Brendon Kalei'aina Lee** – The clarification is that nowhere in the motion or does it stipulate that we will pay someone \$30,000. It stipulates that the contract shall not exceed that amount. It does not say that we are going to spend that amount. That is the maximum ceiling we can spend.

**Chair Colette Machado** – But in the past practice that has been the out funding that we allocated. To be truthful previously we used Kumabe, prior to that was Inkinen so it was all that category. It's not something we picked up but it's been past practices that we've actually expended those amounts. You want someone good to come in that is highly respected that can be open and unbiased.

**Carol Ho'omanawanui** – Yes that is correct you did use Kumabe three time prior, so it has it in the action item. Kumabe was used for the evaluation; Inkinen was used for the recruitment. To get to Trustee Ahu Isa's question, this is assuming, the Trustee could decide to use an instrument that you have used in the past but we did not want to assume that the Trustees was going to do that. In the scope of services, we had put that the consultant would actually help you develop that. If you do choose to use the same instrument as in the past that is the discretion of

the Board of Trustees. In terms of getting someone, we wanted the vendor to know that you would have to develop the instrument.

**Robert Klein, Board Counsel** – We have to remember Trustees, we are under contract with Kamana‘o as our CEO. And in the action item that you have, if you looked at the performance appraisal portion of his contract, in 3.B. it says all appraisal will be done by the Board of Trustees in consultation with a professional consultant of its choice. To honor your contract you have to pretty much hire a professional consultant. This is the first under this contract.

**Trustee Carmen Hulu Lindsey** – We have done others in the past, we didn’t do last year.

**Robert Klein, Board Counsel** – Yes, only the prior contract.

**Trustee Carmen Hulu Lindsey** – I am just wondering how valuable this evaluation is going to be for Pouhana and for us with his due date two days later we are going to get the finish product.

**Chair Colette Machado** – We are required by the contract to conduct it. Legally we are obligated to move forward on this.

**Trustee Carmen Hulu Lindsey** – It does say December and we didn’t do it in December.

**Chair Colette Machado** – That is why we extended the contract and we got blasted for that.

**Trustee Brendon Kalei‘āina Lee** – I noticed in the proposal it does state that we will be getting bi-weekly updates. So I don’t believe that we are going to wait till the final product to know what is going on. Since we will be getting bi-weekly updates from our consultant. I would imagine that we would have a good sense of where we are at well before the completion on June 28<sup>th</sup>.

**Carol Ho‘omanawanui** – Madam Chair, in the attachment A in scope of services in the second bullet point, the consultant would recommend a performance evaluation method and a process and that would include deadlines. So you could put the deadline earlier that is not fixed. That is at the discretion of the Board.

**Trustee Carmen Hulu Lindsey** – Point of clarification. I just wanted to share with our new Trustees that in the past when we had an evaluation we never knew through the process the end result until the last report came. We had a process of different methods of questionnaires. She collated it and at the very end, so we didn’t know in between. So maybe setting a deadline may be helpful

**Trustee Brendon Kalei‘āina Lee** – So this is good we are going to get bi-weekly updates.

**Carol Ho‘omanawanui** – If the Trustees do approve this scope will be put into the solicitation that will be handled by the procurement unit.

**Trustee Keli‘i Akina** – While it may be informative to receive bi-weekly updates of the progress of the evaluation, but in all fairness to KP and to our decision making that any judgement should be withheld until the process is completed because we will not have all the information until the end. I want to clarify we are conducting this evaluation in order to comply with our contract. That is our primary purpose if I heard you correctly.

**Chair Colette Machado** – It was reiterated by our Board Counsel.

**Trustee Keli‘i Akina** – Also I would like to have it reiterated that completion of this evaluation is independent, it has nothing to do with the other process you are implementing which is a search process.

**Chair Colette Machado** – Yes.

**Trustee Keli'i Akina** – So that would go forward a part from this and wouldn't depend upon it.

**Chair Colette Machado** – Yes. Roll call vote please.

| Trustee Brendon Kalei'āina Lee moves to approve the procurement of a professional consultant for an amount not to exceed \$30,000 to assist the Board of Trustees in conducting its performance appraisal of OHA's CEO Dr. Kamana'opono Crabbe pursuant to Section III of Contract 3147; and to approve the Scope of Services in Attachment a for the foregoing purpose. |   |   |              |               |                      |         |
|--|---|---|--------------|---------------|----------------------|---------|
| Trustee Robert Lindsey seconds the motion.   |   |   |              |               |                      |         |
| TRUSTEE  | 1 | 2 | 'AE<br>(YES) | A'OLE<br>(NO) | KANALUA<br>(ABSTAIN) | EXCUSED |
| TRUSTEE LEINA'ALA AHU ISA  |   |   | X            |               |                      |         |
| TRUSTEE DAN AHUNA  |   |   |              |               |                      | EXCUSED |
| TRUSTEE KALEI AKAKA  |   |   | X            |               |                      |         |
| TRUSTEE KELI'I AKINA   |   |   | X            |               |                      |         |
| TRUSTEE BRENDON KALEI'ĀINA LEE   | x |   | X            |               |                      |         |
| TRUSTEE CARMEN HULU LINDSEY  |   |   | X            |               |                      |         |
| TRUSTEE ROBERT LINDSEY   |   | x | X            |               |                      |         |
| TRUSTEE JOHN WAIHE'E   |   |   | X            |               |                      |         |
| TRUSTEE COLETTE MACHADO  |   |   | X            |               |                      |         |
| TOTAL VOTE COUNT   |   |   | 8            |               |                      | 1       |
| MOTION: [ ] UNANIMOUS [ x ] PASSED [ ] DEFERRED [ ] FAILED   |   |   |              |               |                      |         |
| Motion passed with eight (8) yes votes and one (1) excused.  |   |   |              |               |                      |         |

**Chair Colette Machado** – What I would like to do members is take out of order and go to VII. before we recuse ourselves into Executive Session. We have two members of the community that would like to address the Board. If that is ok with you we will move on to VII.

## **VII. COMMUNITY CONCERNS**

**Chair Colette Machado** – I would like to call DeMont Connor as the first speaker followed by Keoni Kealoha Alvarez.

**Mr. DeMont Connor** – DeMont Connor, co-manager of Hoomanapono LLC with my wife and President of Hoomanapono Political Action Committee. Appreciate being able to come here for your first meeting of the year. I want to tell you, what I been hearing today snooze me a little bit because was long winded. But the good news, there is plenty stuff on the table that you guys are doing. I would hope that at some point who ever feeding the information to Hawaii Free Press, Free Hawaii TV, whatever, whoever feeding them that kind of information tell them about the good stuff that is happening over there. About the accountability that is happening over here. All what you guys are talking about today, I don't think Grassroots Institute have that kind of accountability. You don't know because you guys don't publish nothing. But you guys like to attack OHA.

I appreciate the new members on the Board, I feel like we have a really strong team over here. I would hope that this team will continue to work together for the betterment of us, our people. This kind of subversive kind of attack should stop. For me personally I going vote to keep Kamana'o so that is my vote. I hope you guys stay with that vote.

The other thing I wanted to bring to your attention is that there is a bill I worked with Rep. Richard Creagan to grab Moloka'i Ranch. Here is the sad part about this story. Last year the ending of the Legislative Session, I went

to all the Hawaiian Caucus legislators and I went raise this issue about grabbing Moloka'i Ranch. I came here and brought that issue up. I went to DHHL and brought that issue up. And wouldn't you know that out of all that discussion that I tried doing all I got was crickets. Nobody seemed interested in doing anything or said anything about it. Then in the summer, I get a call from Richard Creagan one poe haole. Who did his peace core in Molokai back in the 60s. This guy said you know DeMont you on to something. I believe that this would be good for the Hawaiians to get back to their nation. I was thinking, I talk to all the Hawaiians, nobody listen. This haole guy come over here and tell me that. We did a coop piece for Civil Beat and as a result now we get one bill. I would ask please, one more time can you guys support that bill. I had calls people was concern like whose behind this and what kind of subversive thing is happening. Was nothing.

I was pissed off because on Sotheby's the thing was being advertised to the rich guys, you can be 1/5 of a private landowner in Hawaii. Niihau, we get Robinson, Lanai we get Ellison. What Molokai going be Jameson? I don't think so, this kind stuff have to stop. So all I trying to do is make sure that we get the land back for us, the Hawaiians. Here is one more important thing you guys have to remember, I always testify at the legislature, anytime anything deal with Molokai, I always tell these guys the independent nation of Molokai. The reason why I say that is because Oahu should never control what Molokai does. What this bill is trying to do is get this land back into the hands of the people of Molokai. To allow the people of Molokai to decide what they want to do with that land. I tell you something, if they did something like 55,000 acres all industrial hemp, we would be well on our way to be self sustaining. You know how many products you can get from industrial hemp. You know how much money you can get from that. That would sustain Molokai for years to come and the rest of our lāhui. So that is just my own personal thing, they have their own ideas of what they like do. I would just leave it along and let them figure it out for themselves.

Uncle Walter is here and he can tell them because he live over there. I would ask that you guys please support the bill, thank you for allowing me to come here and talk story with you guys again. I really appreciate this energy that is in this room right now, I love what I heard today. If you guys can please inform Hawaii Press, the fake Hawaiian over there trying, e kakou Caldwell whatever his name is. Mahalo.

**Kamana'opono Crabbe** – Can you please clarify the bill? We thought when we read it was a feasibility or is it actually for the purchase.

**Mr. Connor** - \$260 million. Councilwoman Keani Rawlins, she checked me good, she told me I don't think it's worth that much. It's like \$80 million or something. I am ok with that too. We went on what was advertised on Sotheby's. So if we ask for that, and but the thing only this then we can save all that money. Shoots den we do go that. So what she said was we should have an appraisal done. Maybe OHA can help with the appraisal I don't know. By the way \$30,000 for a consultant to monitor what he does and give you guys daily input you don't that's a great idea.

**Chair Colette Machado** – On the matter for positioning, you should track our BAE because it would come up there for updates. I'd like to call Keoni Kealoha Alvarez.

**Mr. Keoni Kealoha Alvarez** – My name is Keoni Kealoha Alvarez I am from the island of Hawaii. I am raised from the Puna district. I am the great, great grandson of Joseph Kailikolo from Molokai Pelekunu and also Kealoha Lapakukaui and she was from Hawaii Island Kalapana. I would like to share a story with you guys that has affected my childhood until this very day. When I was 8 years old, my 'ohana discovered a native Hawaiian burial cave in the forest near our home. Ever since then we took on the responsibility as stewards to protect that precious site. It is known in Hawaii nei that our traditional burials are sacred and that means not be to touched, not be to spoken of or displayed. It is kapu. Kapu. Iwi of our Hawaiian ancestors, their bones have the mana or strength. The person is trusted to take care of those bones had a special duty and that was to ensure that it wouldn't be mishandled in any way. Anyone who did that to desecrate these bones was either put to death or even the caretakers could be responsible for that if it was desecrated.

Over 10 years ago on Hawaii Island, it was a target for affordable homes and properties. The burial cave that we were protecting was under threat, it was put on the market to be bulldozed and developed. I was young adult at that time and I took on the responsibility upon myself to make sure that wouldn't happen. I sent myself on a journey through out Hawaii Island as well as our neighbor islands to learn what was the traditional burial practices of our native Hawaiian people. Learning from our kupuna and our elders and cultural practitioners, I learned a strong lesson. That lesson was to make sure that we shouldn't move or relocate and desecrate our native Hawaiian burials. The reason why we want to keep them in place is because it tells the world we were here first before anybody. It is so important because our iwi, our iwi kupuna is the root of the Hawaiian existence. That's why it makes it so strong we need to keep them in the ground and where they are and not relocating them.

Today the United States government has continuously turned its back towards Hawaiians and their mission is to devalue, destroy our Hawaiian Culture, our Cultural sites and this includes our burial grounds. For me to save our Hawaiian burial cave it was like story of David versus Goliath. Very difficult. But my persistence and my dedication and my aloha to our iwi kupuna, the Hawaiian Island burial council has recognized me and also the State Historic Preservation Department as well as OHA as a cultural decedent. Although I received the recognition that didn't stop the landowner to continue to try and bull doze this cave. That was short lived, before breaking ground that landowner suddenly died. The beneficiaries of the property contacted me because my aloha and I wanted to protect this site they offered to me for a fraction of the price.

I went around Hawaii Island to panhandle and get the donations. I knew how important it was to our people. I raised enough funds, like Queen Emma raised for Queens Hospital. 10 years from today the property is in my name and is fully paid off. It was a tough journey and a tough fight and it wasn't easy at all. But the lesson that I learned from this whole adventure or this whole experience was that I am proud to be Hawaiian and it was an honor to give my iwi kupuna a voice and to know that their mana was with me every step of the way. I just wanted to thank OHA so much because you helped to write the letters to island burial council, which strengthened their recommendation to keep the iwi kupuna in place. I wanted to OHA and the Board at that time, also Kai Markell he was a real spearhead in helping me. That little help has allowed me to do a 10-year project about a film about our iwi and the importance about protecting it. Not only that, today I wrote a book. Right now it's under Kamehameha Publications is reviewing it. It's not only written we have illustrations too. To share with our community and our people how important and how valuable and the different cultural practices of our native Hawaiian people and how special we are to have all that different traditions.

Just that little help in writing that to the island burial council as well as the State Historic Preservation Department has allowed me to continue and given me the strength to do what I am doing right now. This is not just a temporary thing this is part of our life style and this is going to continue to perpetuate for many years now it is going into the schools. Mahalo nui for your guys time and I appreciate everything that you guys have done. Imua and keep moving ahead. If your recommendations were not much it does still help.

**Chair Colette Machado** – Congratulations. Our next speaker is Walter Ritte.

**Mr. Walter Ritte** – Aloha Trustees. The old ones and the new ones. I was there at the investiture and it was very loud and clear that the word that everyone was using was unity. Not only at this level but at a higher level. I want to say congratulations for that. I didn't know there was a board meeting today. I got a call that OHA was in trouble so I jumped on a plane and came over as soon as I could. Since I am here I figured I come talk story with you. I want to talk a little bit on the island of Molokai. We are going through some really big changes and we are hoping that the Office of Hawaiian Affairs is going to be part of that.

Some of the words we used today rang with me. One of the words is betterment. When we were in 1978 talking about the constitutional convention forming an organization that would give a voice, a political voice in the Hawaiian community, the word betterment was the key word. The other word was governance today. I'd like that word a lot because Molokai is switching, we have been playing defense on Molokai for like 30-40 years. We got really good at playing defense. But you cannot win the game by just playing defense. So at this point in time Molokai is not switching from defense to offense. We are looking for player to help us along the way. The critical

change is the people we were playing defense against gave up. The whole Molokai Ranch over 50 thousand acres is now up for grabs. That triggered the community, especially the old guys to say hey this is the time for us to get out of the way and to encourage the next generation to take over.

We did that we went to Molokai Community College, we held classes and the message was it was time to pass the baton to the next generation. So we are at a point right now where the Ranch is for sale instead of waiting to see who is going to buy it we are now actively going out to look for buyers. It didn't take long before we started talking about the unity portion and we figured if all of the Ali'i Trusts and if the Hawaiian agencies all united it would give a chance on Molokai to become in charge and have a Hawaiian leadership for our future.

Didn't take long till we started talking about becoming our own County. We been talking about this for years, and years, and years, all the way back to 1975. That we don't have a political voice; we cannot elect Colette because the whole State elects Colette. We can't elect our Councilmember because the island of Maui elects our Council members. We really are at the mercy of others. We figured we wanted to grow up on Molokai. This is our chance to grow up and play offense. At the legislature, we are having a bill to do a study, a feasibility study about us becoming our own County, the County of Molokai. One of the problems we are having is who is going to pay for the study. We was looking around, the Department of Health, no not the Department of Health. DEBT, nah that is not the kind of vision that we have for Molokai. Our vision is we want to look to the past in order to know where we are going in the futures. We really know Molokai our past and we have clear vision of where we want to go. So of course, Office of Hawaiian Affairs got put on the list and when we wrote our resolution, we put on there that the Office of Hawaiian Affairs should be the ones that would help us do the feasibility study. We did that as a knee jerk kind of thing. Then whom better than the Hawaiians to try and figure out how we can turn this island into a County. This island that the majority of the people on this island are Hawaiians. We are known as the last Hawaiian Island, so who better than a Hawaiian organization.

We are hoping that we can convince all of the Hawaiian institutions to come together on Molokai. We are going to be sending out invitations to all the Hawaiian organizations that are part of Kulana Oiwī. Kulana Oiwī is on the island of Molokai is the only place in the State where all of the Hawaiian organizations are in one place on Hawaiian Homelands. Kulana Oiwī was supposed to be the example for every single island to have a one stop shopping center for Hawaiians where everyone come together and you just go to one place and you can solve whatever problems you have as Hawaiians. It never happened. Molokai is the only island where all of the Hawaiian Organizations are in one place. We want to try and talk about unity in the highest level. To provided unity at the lower levels. Basically, today I wanted to let the Trustees know that we are doing a resolution and we need the help of the Office of Hawaiian Affairs to do a study. It is basically, the main question is do we have the fiscal capabilities of running our own County. There are the yeses, and noes to that. So we need to know through a complete examination whether or not that is fiscally possible. Colette didn't know I was coming here today and I know it puts her in a hard position as the Chairman to say that she is going to help her island; everyone will say she is spending money on her own island. I just worry about that kind; in the Hawaiian Community, we have a lot of namu namu kind stuff. I am only here because the community is looking for help. That is why I am here. We have great visions for Molokai and we have a young vibrant community. The vice Chair of the county is from Molokai she is also the budget chair from Molokai. So the classes we are doing are graduates from the University system, they are the ones helping the next generation to take control. So its exciting things happening on Molokai and I just wanted this office to be part of it. So mahalo.

**Chair Colette Machado** – Thank you Walter.

## **VI. EXECUTIVE SESSION**

**Chair Colette Machado** – Members we have one more item we will go into executive session. The Chair would like to seek a motion to recuse ourselves into Executive Session pursuant to HRS §92-5(a)(4).

**Trustee Brendon Kalei'aina Lee** moves to recuse into executive session pursuant to HRS §92-5(a)(4).



**Trustee John Waihe'e IV seconds the motion.**

**Chair Colette Machado** – It has been moved and seconded any discussion? Hearing none, roll call vote please.

| Trustee Brendon Kalei'āina Lee moves to recuse into executive session pursuant to HRS §92-5(a)(4).<br>Trustee John Waihe'e IV seconds the motion. |   |   |              |               |                      |         |
|---|---|---|--------------|---------------|----------------------|---------|
| TRUSTEE   | 1 | 2 | 'AE<br>(YES) | A'OLE<br>(NO) | KANALUA<br>(ABSTAIN) | EXCUSED |
| TRUSTEE LEINA'ALA AHU ISA   |   |   | X            |               |                      |         |
| TRUSTEE DAN AHUNA   |   |   |              |               |                      | EXCUSED |
| TRUSTEE KALEI AKAKA   |   |   | X            |               |                      |         |
| TRUSTEE KELI'I AKINA  |   |   | X            |               |                      |         |
| TRUSTEE BRENDON KALEI'ĀINA LEE  | x |   | X            |               |                      |         |
| TRUSTEE CARMEN HULU LINDSEY   |   |   | X            |               |                      |         |
| TRUSTEE ROBERT LINDSEY  |   |   | X            |               |                      |         |
| TRUSTEE JOHN WAIHE'E  |   | x | X            |               |                      |         |
| TRUSTEE COLETTE MACHADO   |   |   | X            |               |                      |         |
| TOTAL VOTE COUNT  |   |   | 8            |               |                      | 1       |
| MOTION: [ ] UNANIMOUS [ x ] PASSED [ ] DEFERRED [ ] FAILED  |   |   |              |               |                      |         |
| Motion passes with eight (8) yes votes, and one (1) excused..   |   |   |              |               |                      |         |

**The Board resolved into Executive Session at 12:43 pm.**

- A. Consultation with Board Counsel Robert G. Klein, Esq. re: questions and issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities regarding Civil No. 17-1-1823-11 JPC, OHA v. State, et. al. Pursuant to HRS §92-5(a)(4).
- B. Consultation with Board Counsel Robert G. Klein, Esq. re: questions and issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities regarding its duties under HRS §84, HRS §92 and its fiduciary duties. Pursuant to HRS §92-5(a)(4).
- C. Approval of Minutes
  1. October 25, 2018 – Item deferred

**The Board reconvenes in open session at 1:31 pm.**

## **VIII. ANNOUNCEMENTS**

None

## **IX. ADJOURNMENT**

**Chair Colette Machado** – If there is no further business, I would like to adjourn the meeting.

**Trustee Carmen Hulu Lindsey** moves to adjourn the meeting.

**Trustee Brendon Kalei'āina Lee** seconds the motion.


|   |   |   |              |               |                      |         |
|---|---|---|--------------|---------------|----------------------|---------|
| Trustee Carmen Hulu Lindsey moves to adjourn the meeting.<br>Trustee Brendon Kalei'āina Lee seconds the motion.           |   |   |              |               |                      |         |
| TRUSTEE   | 1 | 2 | 'AE<br>(YES) | A'OLE<br>(NO) | KANALUA<br>(ABSTAIN) | EXCUSED |
| TRUSTEE LEINA'ALA AHU ISA   |   |   | X            |               |                      |         |
| TRUSTEE DAN AHUNA   |   |   |              |               |                      | EXCUSED |
| TRUSTEE KALEI AKAKA   |   |   | X            |               |                      |         |
| TRUSTEE KELI'I AKINA  |   |   | X            |               |                      |         |
| TRUSTEE BRENDON KALEI'ĀINA LEE  |   | x | X            |               | X                    |         |
| TRUSTEE CARMEN HULU LINDSEY   | x |   | X            |               |                      |         |
| TRUSTEE ROBERT LINDSEY  |   |   | X            |               |                      |         |
| TRUSTEE JOHN WAIHE'E  |   |   | X            |               |                      |         |
| TRUSTEE COLETTE MACHADO   |   |   | X            |               |                      |         |
| TOTAL VOTE COUNT  |   |   | 8            |               |                      | 1       |
| MOTION: [ ] UNANIMOUS [ x ] PASSED [ ] DEFERRED [ ] FAILED<br>Motion passed with eight (8) yes votes and one (1) excused. |   |   |              |               |                      |         |

The meeting was adjourned at 1:32 pm.

Respectfully submitted,

  
Dayna Pa, Board Secretary

As approved by the Board of Trustees on February 21, 2019.

  
Colette Y. Machado, Chairperson  
Board of Trustees

Attachment:

1. Excuse memo from Trustee Dan Ahuna
2. Final Report of the HCR 85 Task Force on Prison Reform Summary and Key Recommendations
3. Strategic Planning Process Update January 24, 2019 – Powerpoint presentation




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**Office of Trustee Dan Ahuna**  
**OFFICE OF HAWAIIAN AFFAIRS**  
Interoffice Memorandum

Date: January 22, 2019

To: Trustee Colette Y. Machado, Chair ✓  
Board of Trustees

Trustee Brendon Kalei'aina Lee, Vice-Chair  
Board of Trustees

From: Trustee Dan Ahuna 

Subject: **BOT Meeting Absence – January 24, 2019**

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2019 JAN 23 P 2:24

OFFICE OF  
HAWAIIAN AFFAIRS  
STATE OF HAWAII  
RECEIVED-BOT

I am unable to attend the BOT meeting scheduled for January 24, 2019. Please extend my excused absence and my sincere apologies to the members of the board.

Mahalo.



# FINAL REPORT OF THE HCR 85 TASK FORCE ON PRISON REFORM

## SUMMARY AND KEY RECOMMENDATIONS

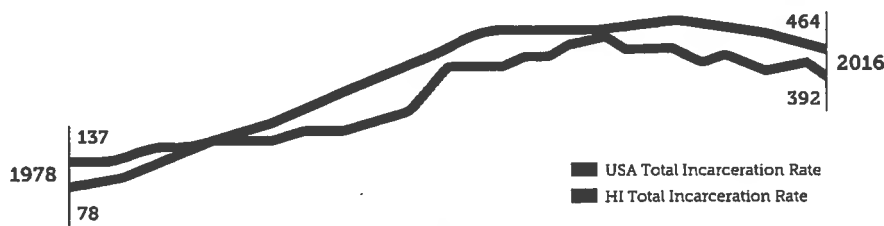
*Kulani hako'i kau malia i ka  
A kupu malia kupu  
A lau malia lau  
Kumu malia kumu  
'olu mai, e ho'oukuni*

*A la malia wa  
A liko malia liko  
A lala malia lala  
A kumu pua hua  
Aulu malia e*

**OHA**  
OFFICE OF HAWAIIAN AFFAIRS



## HAWAII'S INCARCERATION RATE INCREASED BY 403% FROM 1978 TO 2016.



Carson, E. Ann. 2016. "Prisoners in 2016." U.S. Department of Justice. Last modified Aug 7, 2016. <https://www.bjs.gov/content/pub/pdf/p16.pdf>

Beginning in the 1970s, Hawai'i enacted a series of "tough on crime" laws that resulted in a dramatic increase in our jail and prison populations. From 1978 to 2016, the combined jail and prison populations increased 670%, from 727 prisoners to 5,602.<sup>i</sup> Even accounting for the state population increase of 53% during the same period, our inmate population grew disproportionately.<sup>ii</sup> In 1978, 78 of every 100,000 Hawai'i residents was imprisoned, but by 2016 this number jumped to 392, a 403% increase.<sup>iii</sup>

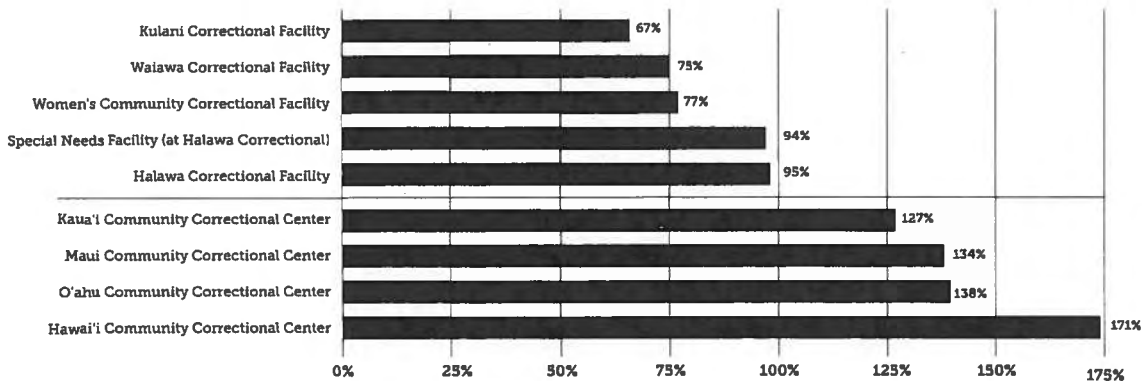
## NATIVE HAWAIIANS CONTINUE TO BE DISPROPORTIONATELY INCARCERATED AND DISPARATELY IMPACTED.

The staggering growth of Hawai'i's incarcerated population has affected all ethnic groups, but its impacts on Native Hawaiian families were devastating and include unique cultural trauma<sup>iv</sup> and intergenerational incarceration.<sup>v</sup> Native Hawaiians are overrepresented in our prison system, constituting just 18% of the State's adult population<sup>vi</sup> but 37% of the incarcerated population.<sup>vii</sup>

36.96%  
Hawaiian/  
Part-Hawaiian

State of Hawaii, Department of Public Safety, System Wide End of Month Data, July 2018.

## HAWAII JAILS AND PRISONS ARE SEVERELY OVERCROWDED. MANY HOLD POPULATIONS FAR EXCEEDING 100% OF THEIR OPERATIONAL CAPACITIES.



State of Hawaii, Department of Public Safety, System Wide End of Month Data, November 2018

In 1995, Hawai'i began sending prisoners to privately operated prisons on the Continental U.S. Hawai'i currently has over 1,400 prisoners at the Saguaro Correctional Center in Arizona<sup>viii</sup> and is one of only five states that has over 20% of its prisoners in private prisons.<sup>ix</sup> The State also holds roughly 160 additional overflow prisoners at Hawai'i's Federal Detention Center.<sup>x</sup> Even with all this outsourcing, many of Hawai'i's State-operated facilities are severely overcrowded, holding more prisoners than either their originally designed or modified operational capacities allow.<sup>xi</sup>

## KEY RECOMMENDATIONS

### CREATE A NEW VISION FOR CORRECTIONS IN HAWAII

**Issue:** Hawai'i's correctional system is not producing acceptable, cost-effective, or sustainable outcomes, and it is not making our communities safe. The State spends over \$226 million a year on corrections but we have a recidivism rate of over 50% and more than 27,000 citizens under some form of correctional supervision.

#### Recommendations:

1. Transition to a more effective and sustainable correctional system that focuses on rehabilitation rather than punishment.
2. Create and fund an Implementation Commission and Transitional Coordinator position to ensure that the transition to a rehabilitative system takes place in a timely, efficient, and effective manner.
3. Create an Oversight Commission to immediately address prison suicides, sexual assaults, and other unacceptable and unlawful conditions in our prison system.
4. Create an Academy to train correctional workers at all levels in rehabilitative philosophy and practices.

### REDUCE THE NUMBER OF NATIVE HAWAIIANS IN THE PRISON SYSTEM

**Issue:** Native Hawaiians make up about 21% of the general population, but 37% of the prison population. This overrepresentation has existed for decades and has led to intergenerational incarceration for some Native Hawaiian families.

#### Recommendations:

1. Develop evidence-based, early intervention strategies that are focused on diverting Hawaiian youth away from the criminal justice system and toward pathways for success.
2. Create cultural courts in the criminal justice system.
3. Expand in-prison Native Hawaiian educational and cultural programs.
4. Make culturally relevant reentry programs available to Native Hawaiians.
5. Implement the recommendations of the 2012 Native Hawaiian Justice Task Force consistent with best practices.

### EVALUATE, IMPROVE, AND EXPAND EVIDENCE-BASED PROGRAMS

**Issue:** Evidence-based programs are an essential part of the rehabilitation process and are a cost-effective way to reduce recidivism.

#### Recommendations:

1. Ensure that every prisoner is functionally literate by the time of release.
2. Expand opportunities for prisoners to take community college courses.
3. Create a prison to college pipeline.
4. Restore funding to the highly successful sex offender treatment program.
5. Prisoners should participate in at least three programs that address criminogenic factors.
6. Expand restorative justice programs.

## STATE SPENDING ON INCARCERATION IS AT AN ALL-TIME HIGH AND CONTINUES TO RISE.

On average, the State spends \$66,439 a year to house a prisoner in Hawai'i.<sup>xii</sup> The annual corrections budget is over \$220M<sup>xiii</sup>; moreover, the State plans to spend \$525M to replace OCCC, \$45M to expand the women's prison, and millions more to expand the prisons on each of the neighbor islands.<sup>xiv</sup>



### \$182 / DAY

It costs the State roughly \$182 per day to hold an inmate in custody in Hawai'i

### \$59,500

Annual median earnings of a full-time year-round worker



VS.



### \$66,500

Annual cost to house one inmate

U.S. Census Bureau. 2017. "Earnings in the Past 12 Months." Accessed Dec 21, 2018. [https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_17\\_1YR\\_S20016prodType=table](https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_17_1YR_S20016prodType=table)  
State of Hawai'i. Department of Public Safety. Fiscal Year 2018 Annual Report. Accessed Jan 4, 2019. <http://dps.hawaii.gov/publications/annual-reports/psd-annual-reports/>

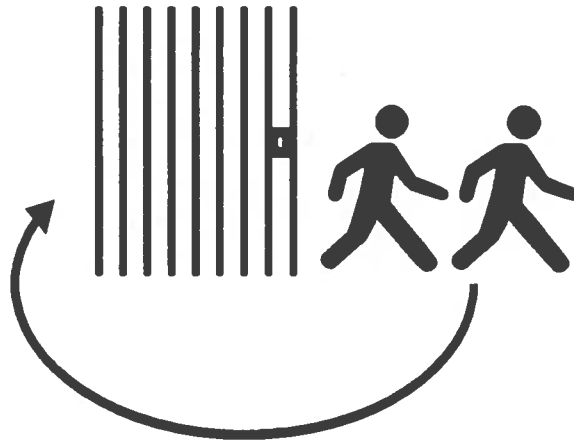
## OVER HALF OF THE INMATES RELEASED FROM PRISON RECIDIVATE WITHIN THREE YEARS; INCARCERATION IS NOT MAKING US SAFER.

**57%** recidivate within 3 years of release

**53%** of Parolees

**66%** of Maximum-term

Wong, Timothy. 2018. "2017 Recidivism Update." Interagency Council on Intermediate Sanctions. Accessed Dec 21, 2018. <https://icis.hawaii.gov/wp-content/uploads/2018/08/Hawaii-Recidivism-2017.pdf>



Hawai'i's correctional system costs taxpayers hundreds of millions of dollars a year, but it does not produce acceptable results. Over half of Hawai'i's inmates who are released on parole (53.3%) and over two thirds (66.0%) of those who serve their maximum sentence recidivate within three years of release.<sup>xv</sup> Of those who reoffend, 63% do so in their first year, 26% within their second year, and 11% within their third year of release.<sup>xvi</sup> These results indicate that reversion to crime is not gradual but immediate, and that time spent in prison does not rehabilitate but merely punishes and incapacitates.

**Recidivism** = arrest for new offense or revocation of probation or parole

## THE HCR 85 TASK FORCE

### IMPROVE THE REENTRY PROCESS AND SUPPORT THE DEVELOPMENT OF NEW TRANSITIONAL HOUSING

**Issue:** Hawai'i does not have an effective support system for prisoners reentering the community.

#### Recommendations:

1. At the time of release all prisoners should have a decent place to live, gainful employment, health insurance, identification, and access to addiction and mental health services.
2. Amend or eliminate statutes that erect barriers to reentry.
3. Create a unit within PSD to locate housing for difficult to place inmates who are eligible for compassionate release.
4. Designate Leahi Hospital as the default placement for compassionate release prisoners who require intermediate or acute levels of care.
5. Expand and improve transitional housing through partnerships with non-profit organizations.

### BUILD A NEW JAIL THAT IS SMALLER AND SMARTER THAN THE JAIL NOW UNDER CONSIDERATION

**Issue:** The State is planning to spend \$525 million on a new jail on O'ahu, but it has no plans or policies on how to make the pretrial process— from arrest to trial—more fair, just, and efficient, and it has no plans on how to reduce the jail population and ensure that the new jail does not become a warehouse for the poor, the homeless and the mentally ill.

#### Recommendations:

1. Stop any further jail planning until there is a plan to reduce the jail population through diversion, bail reform, and other means, and ensure that the jail houses only those few individuals who are a danger to society or a flight risk.
2. Build the jail near the courts.
3. Build a jail that uses clustered housing and dynamic security.
4. Do not house the mentally ill, or probation or parole violators in the new jail.

### OTHER RECOMMENDATIONS

1. Adopt a rehabilitative vision and mission statement, and rehabilitative goals, objectives, and strategies for the Department of Public Safety.
2. Expand community-based treatment programs as an alternative to incarceration.
3. Expand the drug, mental health, and veteran's courts.
4. Reform the cash bail system to reduce the jail population.
5. Create a Sentencing Reform Commission to review the penal code with the goal of downgrading offenses and shortening sentences.
6. Set numerical goals and a timetable for reducing Hawai'i's prison population.
7. Support federal legislation that would benefit Hawai'i, such as restoration of Pell grants for prisoners.
8. Support the initiative to create a BA and MA program in Criminology/Criminal Justice at the University of Hawai'i at Mānoa.
9. Support a second round of Justice Reinvestment for Hawai'i.

## GENERAL RECOMMENDATIONS

### HAWAII SHOULD REDUCE ITS INCARCERATED POPULATION AND PLAN RESPONSIBLY FOR THE FUTURE.

Building new jails and prisons without fundamentally changing our approach to corrections would be a short-sighted and costly mistake. Replicating the current system in new facilities will only perpetuate poor outcomes for decades.

Instead of building new prison beds, Hawaii should focus on efforts to reduce its correctional population, including: reforming our sentencing laws to reduce prison admissions; and increasing investments in diversion programs.

The HCR 85 Task Force is particularly concerned about the State's plans to build a new \$525M jail to replace OCCC. Because jails are extremely expensive to build, maintain, and operate, communities across the country are working to reduce their jail populations through bail reform and innovative diversion programs. We should immediately stop the costly planning for a new jail and form a collaborative working group of stakeholders and government officials to plan and design a jail that is smaller, smarter, and less expensive than the one now under consideration.

### HAWAII SHOULD TRANSITION TO A REHABILITATIVE CORRECTIONAL SYSTEM.

The HCR 85 Task Force took a comprehensive approach to prison reform and has recommendations in many areas. Our primary recommendation, however, is that Hawaii immediately transition from a punitive to a rehabilitative correctional system. A rehabilitative system drives prisoners to examine, understand, and overcome their negative impulses and poor decision-making. There is a growing national consensus that this type of system produces far better results than punitive ones<sup>xvi</sup>, and internationally, well-established rehabilitative systems have achieved two-year recidivism rates as low as 20%.<sup>xvii</sup>

To achieve a rehabilitative correctional model, Hawaii should provide prisoners with individualized counseling and guidance, more educational opportunities, continuing family integration support, and evidence-based programming that has proven success in reducing recidivism.

### HAWAII PRISON REFORM REQUIRES COMPREHENSIVE CHANGE.

A concerted and comprehensive effort is needed from all branches of government to change the course of corrections in Hawaii, rein in costs, and reverse the impacts of mass incarceration on the most vulnerable members of our community. Real change requires us to address the root causes of crime in our communities: poverty, unemployment, homelessness, low educational attainment, and drug use. These systemic social and economic conditions incubate criminal risk, but greater investment in public education and early intervention, housing resources, employment opportunities, drug treatment programs, mental health treatment, and general health-care for disadvantaged communities can strengthen resilience in individuals and families and make communities safer.

## CONCLUSION

Reforming our badly broken correctional system will not be quick or easy. It took us forty years to create the many problems we now face, and it will take many years to fix them. But with vision and commitment, we can create a correctional system that is more effective, humane, and just.

## KŪLANIHĀKO'I

E Kūlanihāko'i kau maila i luna e hū

A ua maila ua

A kupu maila kupu

A liko maila liko

A lau maila lau

A lālā maila lālā

A kumu maila kumu

A kumu pa'a hina ole

E ho'oulu mai, e ho'oulu mai

A ulu maila e

The legendary Kūlanihāko'i lofty above us, behold it overflows

Behold the rains fall

And the sprouts appear

And the buds show forth

And the leaves unfurl

And the branches extend forth

And the trunk of the tree expands and becomes firm

Until the trunk becomes unable to topple

Make it grow, let it grow

Behold it is grown

This oli speaks of turbulent challenge, life-giving nourishment, acceptance, renewal, growth, and ultimately deeply-rooted resilience and courage. It is chanted by inmates, the haumāna of Kumu Hinailemoana Wong-Kalu's Kū Kanaka class sponsored by OHA and offered at Halawa Correctional Facility and OCCC. The class focuses on identity affirmation through exploration of self and heritage, as well as kuleana to oneself, 'ohana, and community. The haumāna practice providing stability and support to themselves and each other as they acknowledge their challenges and affirm their abilities to overcome them.

The original art featured on the cover of this Executive Summary was developed by inmates in the Kū Kanaka class; it expresses their vision of their own transformations, their aloha and mahalo for opportunities for change, and their determination to 'auamo their mana to be the strongest people and best leaders they can be. The cover photographs feature inmate members of Kahu Kaleo Patterson's Native Hawaiian Church observing traditional Makahiki ceremonies celebrating healing, reflection, renewal, and peace.

PHOTOS - Kai Markeli

DESIGN - OHA Digital & Print Media

<sup>i</sup> Carson, E. Ann and Muloko-Wangota, Joseph. Bureau of Justice Statistics. (Count of total jurisdiction population). Generated using the Corrections Statistical Analysis Tool (CSAT) - Prisoners at www.bjs.gov. (15-Dec-18).

<sup>ii</sup> State of Hawaii. Crime Prevention and Justice Assistance Division. Crime in Hawaii - Uniform Crime Reports 1975-2016. Accessed Jan 4, 2019. <http://ag.hawaii.gov/cpia/rs/cih/>

<sup>iii</sup> Carson, E. Ann and Muloko-Wangota, Joseph. Bureau of Justice Statistics. (Imprisonment rates of total jurisdiction population). Generated using the Corrections Statistical Analysis Tool (CSAT) - Prisoners at www.bjs.gov. (15-Dec-18)

<sup>iv</sup> Keahiolalo-Karasuda, Raedeen. 2010. "A Genealogy of Punishment in Hawaii: The Public Hanging of Chief Kamanawa II." *Hūlālii: Multidisciplinary Research on Hawaiian Well-Being* 6, no. 7: 147-167. [http://kamehamehapublishing.org/\\_assets/publishing/hulalii/Hulalii\\_Vol6\\_7.pdf](http://kamehamehapublishing.org/_assets/publishing/hulalii/Hulalii_Vol6_7.pdf).

<sup>v</sup> Office of Hawaiian Affairs. Native Hawaiian Justice Task Force Report. Honolulu: Office of Hawaiian Affairs, 2012. 18. [https://19of32x2yl33s8o4xza0g14-wpengine.netdna-ssl.com/wp-content/uploads/2012NHJTFRPT\\_FINAL\\_0.pdf](https://19of32x2yl33s8o4xza0g14-wpengine.netdna-ssl.com/wp-content/uploads/2012NHJTFRPT_FINAL_0.pdf)

<sup>vi</sup> U.S. Census Bureau. 2017. "Community Facts." American Fact Finder. Accessed Dec 21, 2018. <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

<sup>vii</sup> State of Hawaii. Department of Public Safety. System Wide End of Month Data. July 2018.

<sup>viii</sup> State of Hawaii. Department of Public Safety. End of Month Population Report. November 2018.

<sup>ix</sup> Carson, E. Ann. 2018. "Prisoners in 2016." U.S. Department of Justice. Last modified Aug 7, 2018. <https://www.bjs.gov/content/pub/pdf/p16.pdf>

<sup>x</sup> State of Hawaii. Department of Public Safety. End of Month Population Report. November 2018.

<sup>xi</sup> State of Hawaii. Department of Public Safety. End of Month Population Report. November 2018.

<sup>xii</sup> State of Hawaii. Department of Public Safety. Fiscal Year 2018 Annual Report. Accessed Jan 4, 2019. <http://dps.hawaii.gov/publications/annual-reports/psd-annual-reports/>

<sup>xiii</sup> State of Hawaii. Department of Public Safety. Fiscal Year 2018 Annual Report. Accessed Jan 4, 2019. <http://dps.hawaii.gov/publications/annual-reports/psd-annual-reports/>

<sup>xiv</sup> Espinda, Nolan. 2018. "Pre-Assessment Consultations - New Medium Security Housing Units at Kauai, Maui, and Hawaii Community Correctional Centers." Department of Public Safety. Accessed Dec 21, 2018. <https://dps.hawaii.gov/wp-content/uploads/2018/07/PreAssess-Consultations-Neighbor-Island-CCC-Housing-7-30-18.pdf>

<sup>xv</sup> Wong, Timothy. 2018. "2017 Recidivism Update." Interagency Council on Intermediate Sanctions. Accessed Dec 21, 2018. <https://icis.hawaii.gov/wp-content/uploads/2018/08/Hawaii-Recidivism-2017.pdf>

<sup>xvi</sup> These aggregated time-period recidivism rates include probationer recidivists in addition to parolee and maximum term recidivists Wong, Timothy. 2018. "2017 Recidivism Update." Interagency Council on Intermediate Sanctions. Accessed Jan 4, 2019. <https://icis.hawaii.gov/wp-content/uploads/2018/08/Hawaii-Recidivism-2017.pdf>

<sup>xvii</sup> In the U.S., Alaska and North Dakota are already transitioning to rehabilitative systems, and other states are expected to follow.

<sup>xviii</sup> "Rehabilitative systems have been in place in Western Europe and Scandinavia for over a decade and are achieving recidivism rates as low as 20%. Kristoffersen, Ragnar. 2013. "Relapse study in the correctional services of the Nordic countries. Key results and perspectives." *EuroVisa* 2, no. 3: 169.





# Strategic Planning Process Update

January 24, 2019

- Lessons Learned
- Timeline
- **Review:** Phase 1: OHA Identity
- **Realignment:** Phase 2: Priority Areas
- **Proposed Scheduled:** Phase 3: Strategies
- Moving Forward, FY2020 and Beyond



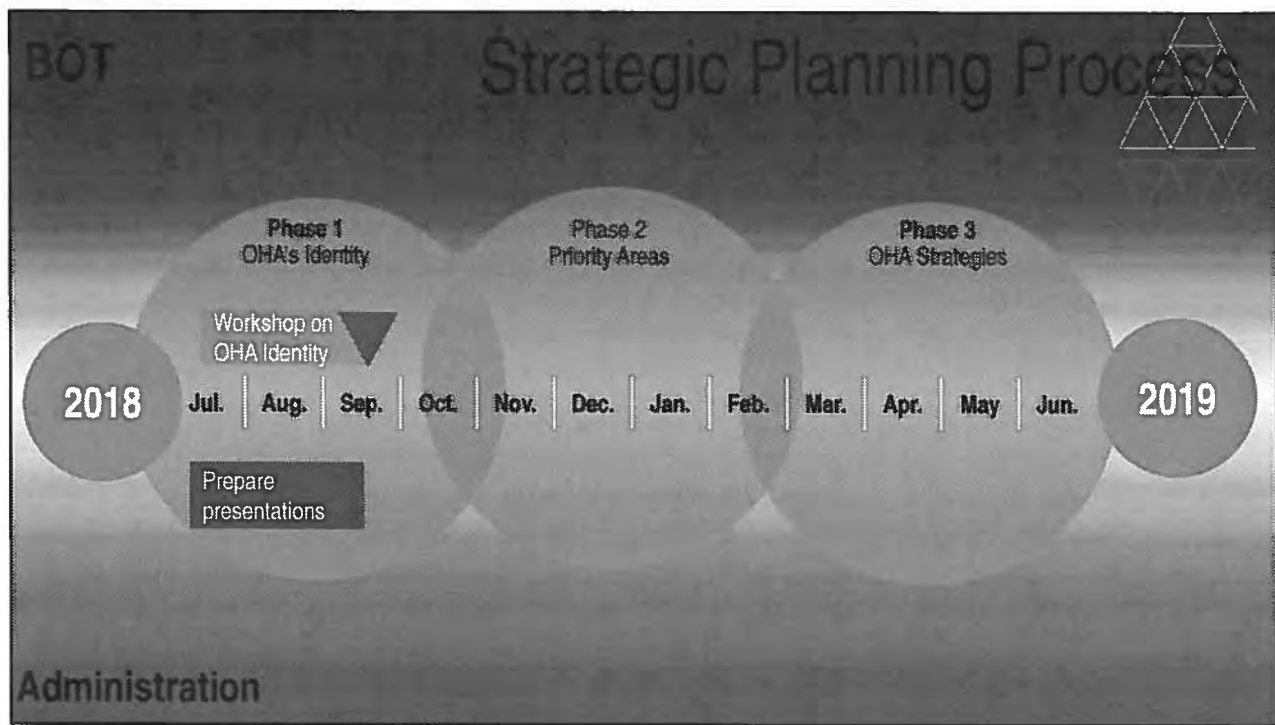
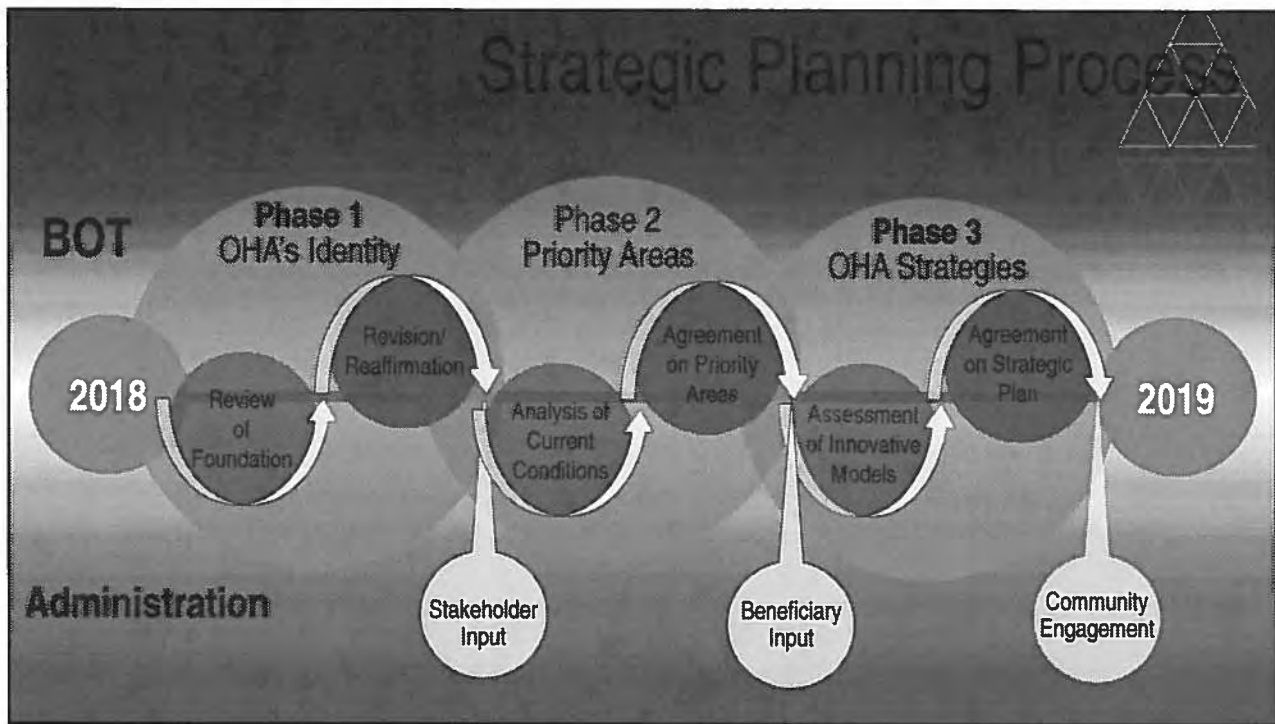
## Lessons Learned

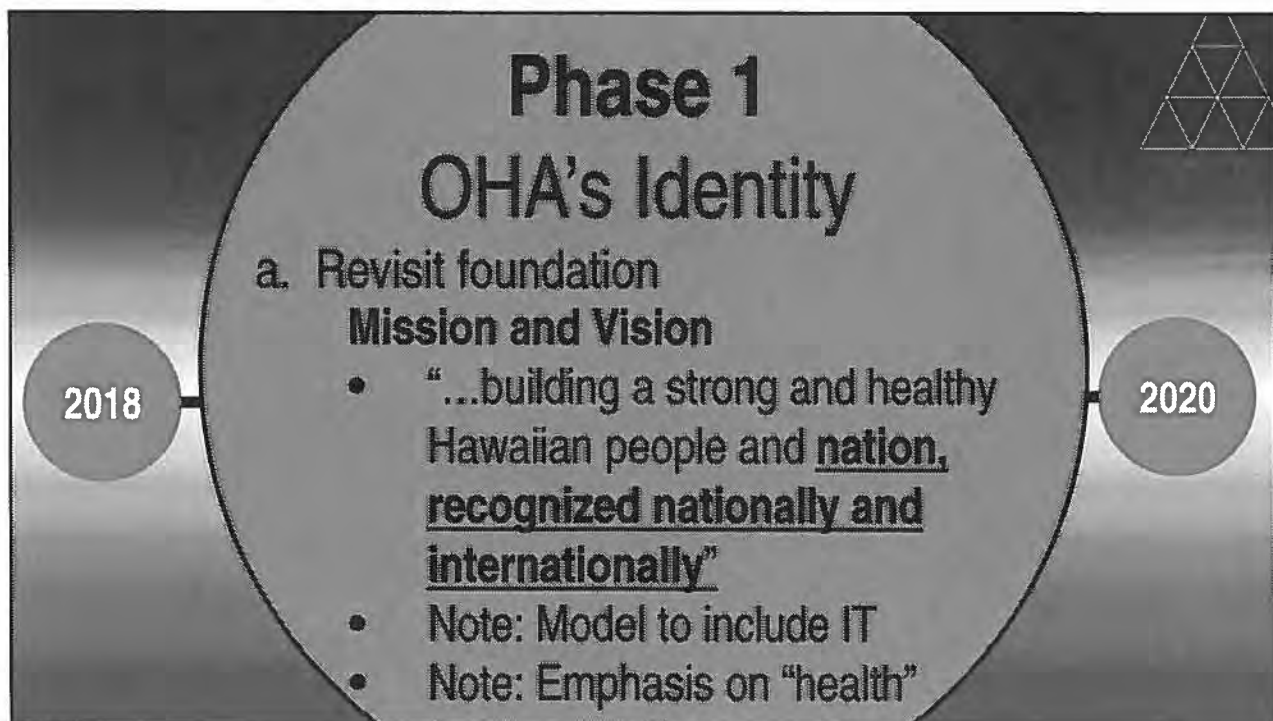
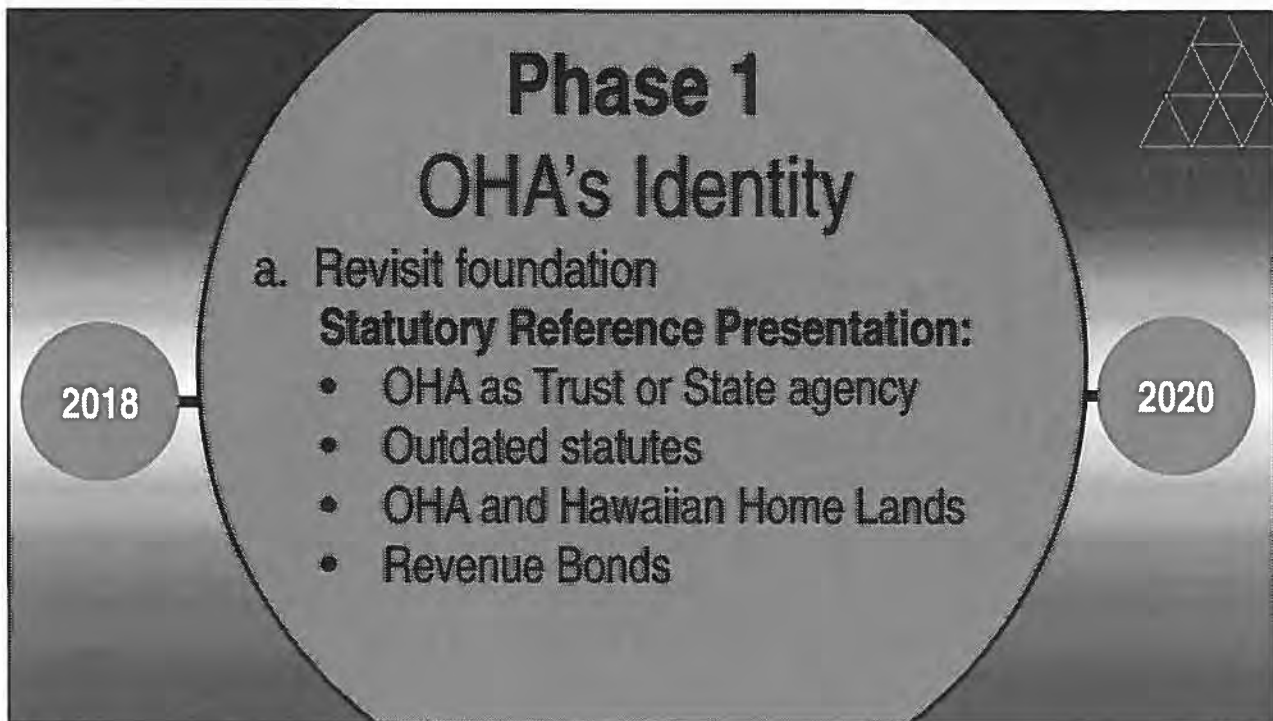
### OHA 2008

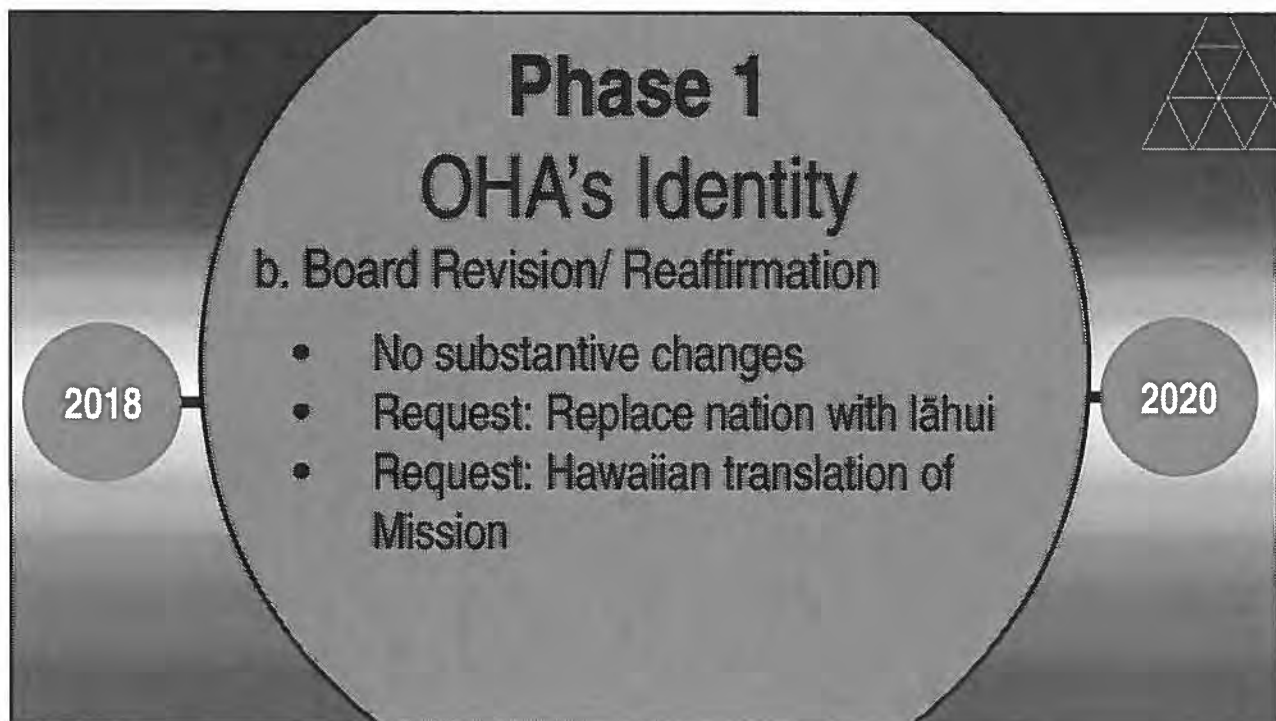
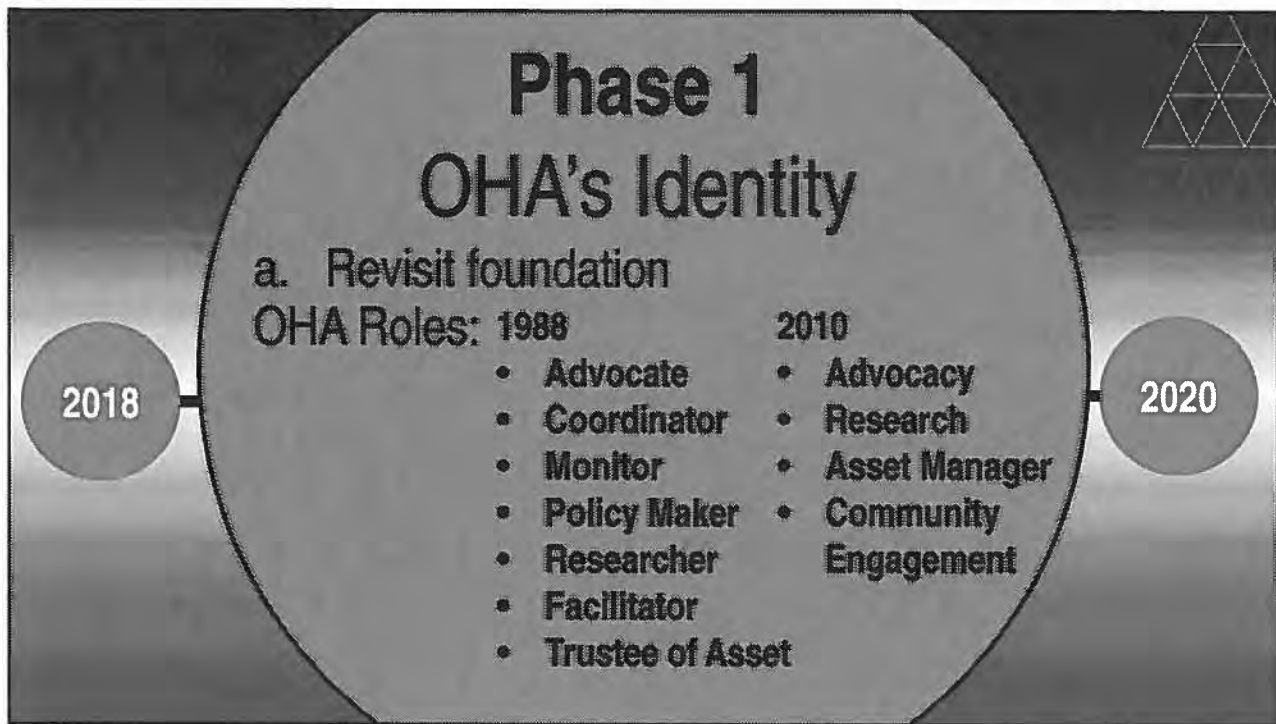
### Proposed OHA 2018

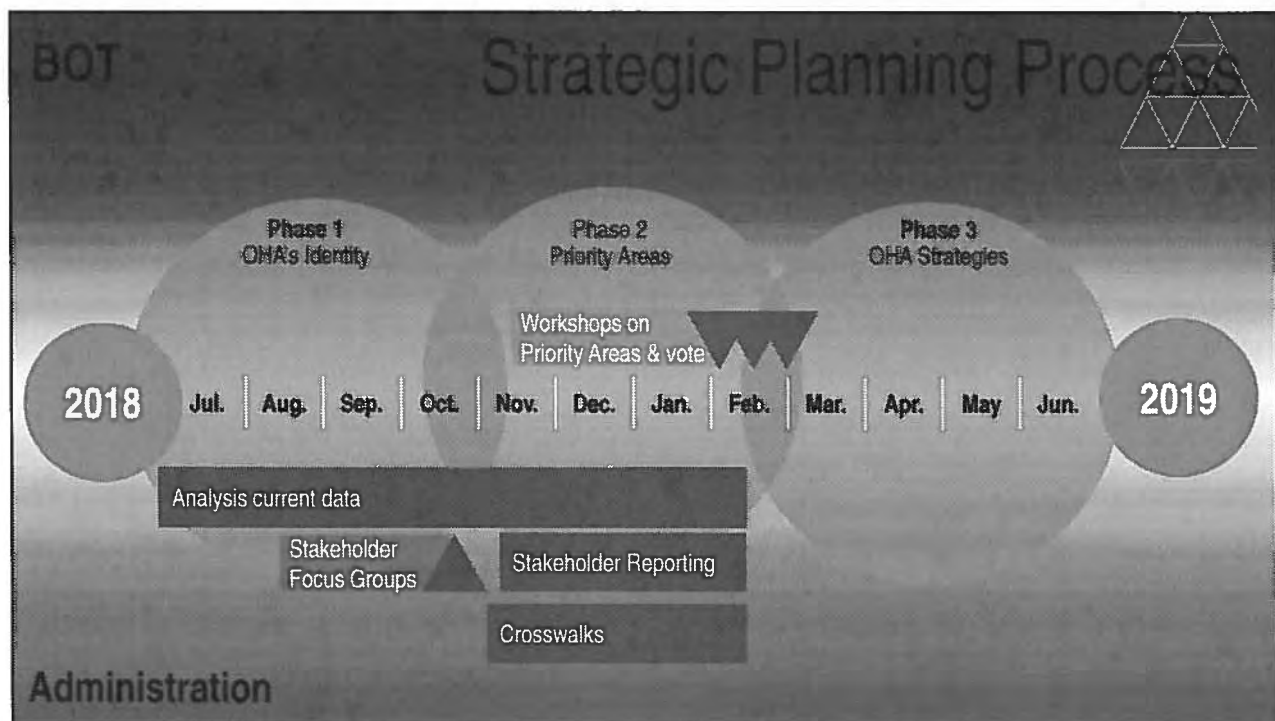
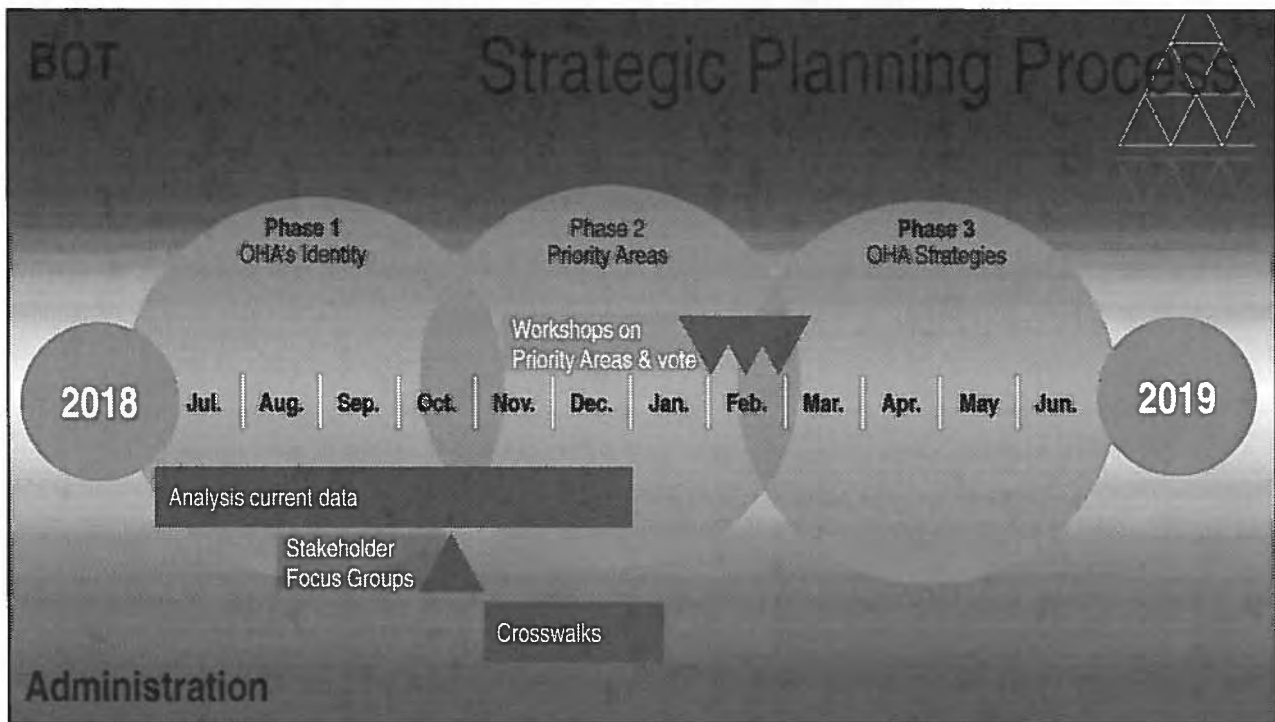
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|----------------------|---|--|
| High Cost            | → | Adequate financial resources                                 |
| 6 Priority Areas     | → | Focused priority areas                                       |
| Contractor lead      | → | Internally lead (BOT and Administration)/ community informed |
| 8 year fixed results | → | Responsivity, ability to revisit results                     |
| Strategic Plan only  | ↘ | Transition Plan  |
|                      |   | Implementation Plan  |

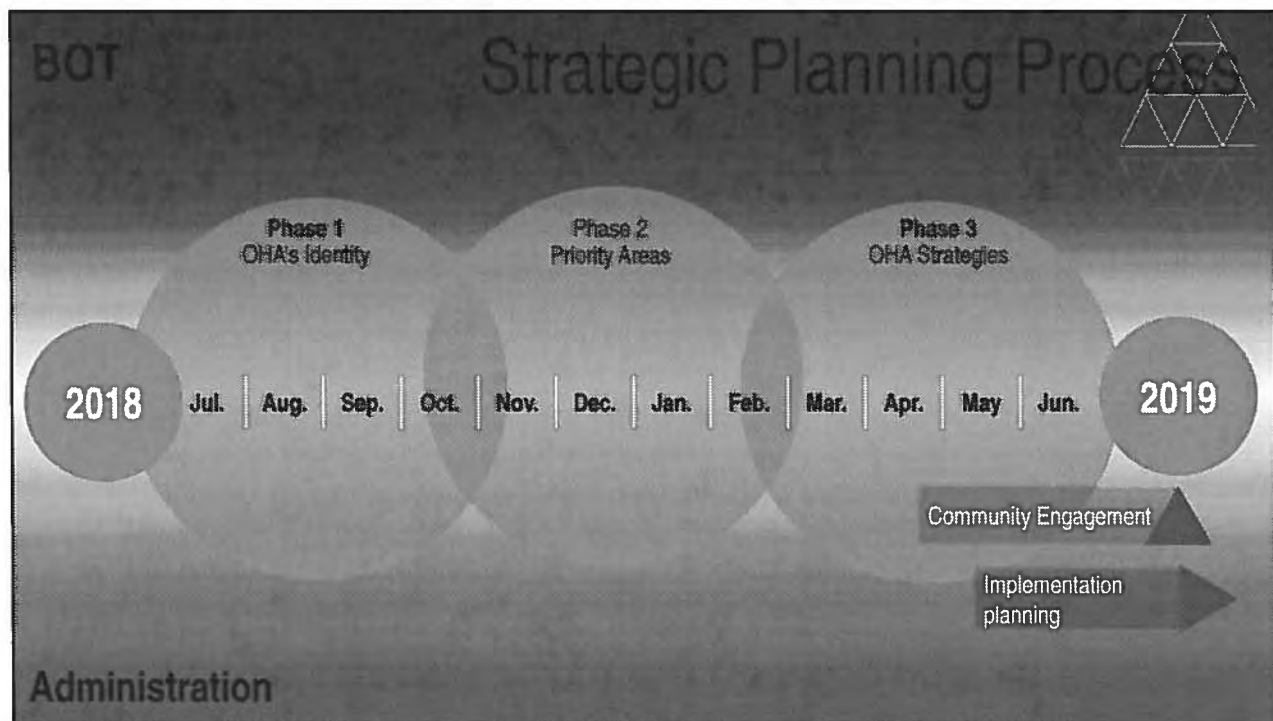
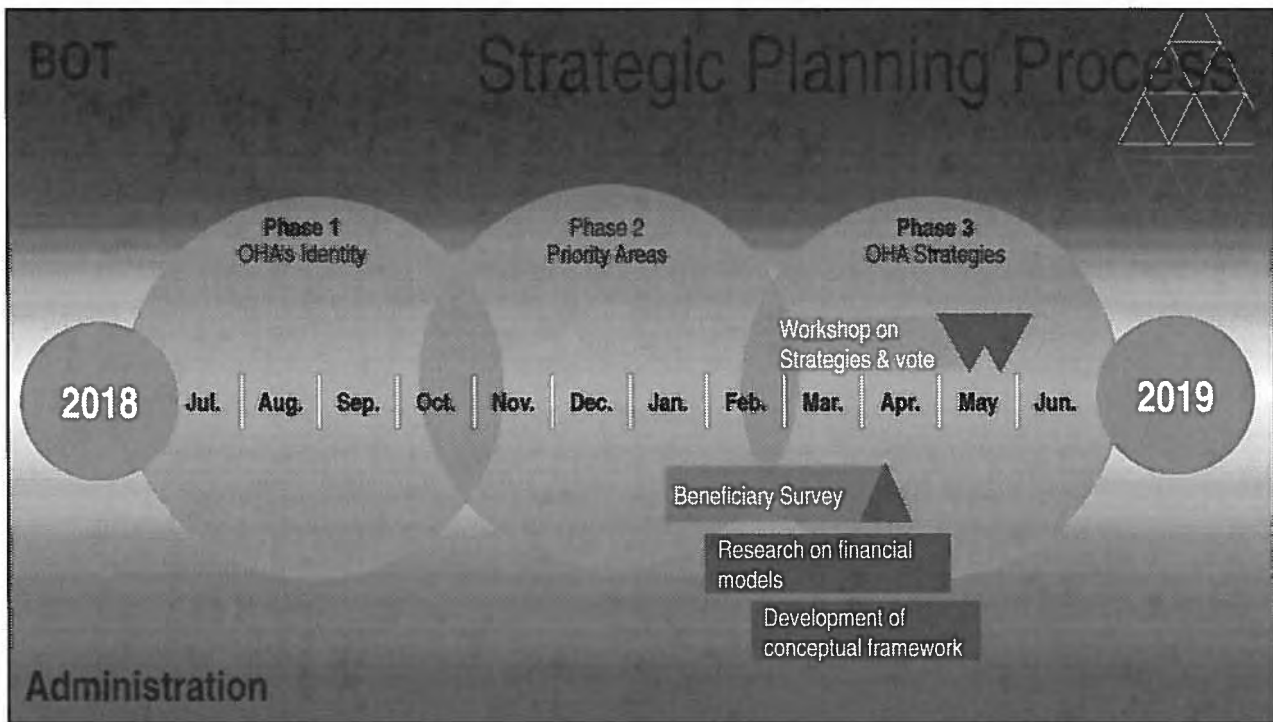












BOT

# Strategic Planning Process Questions?

