

**STATE OF HAWAII**  
**OFFICE OF HAWAIIAN AFFAIRS**  
560 N. NIMITZ HIGHWAY, SUITE 200  
(VIRTUAL MEETING - VIA ZOOM WEBINAR)

Due to COVID-19, the OHA Board of Trustees and its standing committees will hold virtual meetings until further notice. The virtual meeting can be viewed and observed via livestream on OHA's website at [www.oha.org/livestream](http://www.oha.org/livestream) or listened by phone: (213) 338-8477, Webinar ID: 849 3303 5630 A physical meeting location open to the general public will be available at 560 N. Nimitz Hwy., Suite 200, Honolulu HI 96817. All members of the public that wish to access the physical meeting location must pass a wellness check and provide proof of full vaccination or a negative COVID-19 test taken within 72 hours of entry.

**Minutes of the Office of Hawaiian Affairs**  
**Board of Trustees**  
**MINUTES**  
**May 11, 2022**

**ATTENDANCE:**

Chairperson Carmen Hulu Lindsey  
Trustee Leina'ala Ahu Isa  
Trustee Dan Ahuna  
Trustee Kaleihikina Akaka  
Trustee Keli'i Akina  
Trustee Luana Alapa  
Trustee Brendon Kalei'āina Lee  
Trustee Mililani Trask  
Trustee John Waihe'e, IV

**ADMINISTRATION:**

Sylvia Hussey, CEO  
Casey Brown, COO  
Ramona Hinck, CFO  
Everett Ohta, Interim General Counsel  
Nietzsche Ozawa, Interim Senior Legal Counsel  
Erin Nakamura-IT Support  
Arlene Aguinaldo-IT Support

**BOT STAFF:**

Amber Kalua, Trustee Aide  
Kanani Iaea, Trustee Aide  
Lehua Itokazu, Board Secretary  
Melissa Wennihan, Trustee Aide  
Anuheia Diamond, Trustee Aide  
Kauikeaolani Wailehua, Trustee Aide  
Ruben Sierra, Trustee Aide  
Evalani Canto, Trustee Aide  
Nathan Takeuchi, Trustee Aide  
Pohai Ryan, Trustee Aide

**GUEST:**

Marie Kumabe  
Kimberly Miyashiro  
  
Pono Tuinei  
Jerry Anderson  
Karen Schuber  
Suzie Aki  
Bob Benham  
Chrissy Grove

### **Call to Order**

**Chair Hulu Lindsey** Calls the Board of Trustees Meeting to order for Wednesday, May 11, 2022 at 10:00 a.m. Board Secretary, please do a roll call.

MEMBERS			Present	TIME ARRIVED
TRUSTEE	LEINA‘ALA	AHU ISA	X	
TRUSTEE	DAN	AHUNA	X	
TRUSTEE	KALEI	AKAKA	X	
TRUSTEE	KELI‘I	AKINA	X	
TRUSTEE	LUANA	ALAPA	X	
TRUSTEE	BRENDON KALEI‘ĀINA	LEE	X	
TRUSTEE	MILILANI	TRASK	X	
TRUSTEE	JOHN	WAIHE‘E	X	
CHAIRPERSON	CARMEN HULU	LINDSEY	X	
			9	

At the Call to Order, **nine ( 9 )** Trustees are PRESENT, thereby constituting a quorum.

**Chair Hulu Lindsey** Due to COVID-19, the OHA Board of Trustees and its standing committees will hold virtual meetings until further notice. The virtual meeting can be viewed and observed via livestream on OHA’s website at [www.oha.org/livestream](http://www.oha.org/livestream)

Let me go over some quick announcements, please mute your mics when you are not speaking. We are recording today’s meeting for the sole purpose of producing written minutes, which will become the official record of this meeting.

Joining the Trustees today is my staff, Aides-Kanani Iaea and Amber Kalua, and our Board Secretary-Lehua Itokazu; also, Sylvia Hussey, our CEO. I will now call on Sylvia, our Pouhana, to announce our Administration staff who is joining us today.

**Sylvia Hussey, CEO** Thank you Chair and good morning Trustees, before I introduce our staff, I want to say thank you for this morning’s participation in the blessing of our Nā Lama Kukui spaces. We appreciate Kahu Hailama Farden who came and provided blessing for all of our work spaces here, so thank you Trustees for supporting that and for participating in that. We have our COO-Casey Brown, CFO-Ramona Hinck, Interim General Counsel-Everett Ohta, Interim Senior Legal Counsel-Nietzsche Ozawa. Today, we are supported by our IT staff, Arlene and Erin.

### **Approval of Minutes**

#### **A. April 28, 2022**

**Chair Hulu Lindsey** We are now on the approval of minutes, item II. Can I get a motion to approve the minutes?

**Trustee Akaka Moves to approve the minutes.**

**Trustee Ahu Isa Seconds the motion.**

<b>MINUTES:</b> <b>A. April 28, 2022</b>						
	1	2	‘AE (YES)	‘A‘OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEI <b>AHU ISA</b>		X	X			
TRUSTEE DAN <b>AHUNA</b>			X			
TRUSTEE KALEI <b>AKAKA</b>	X		X			
TRUSTEE KELI‘I <b>AKINA</b>			X			
TRUSTEE LUANA <b>ALAPA</b>			X			
TRUSTEE BRENDON <b>LEE</b>			X			
TRUSTEE MILILANI <b>TRASK</b>			X			
TRUSTEE JOHN <b>WAIHE‘E</b>			X			
CHAIRPERSON HULU <b>LINDSEY</b>			X			
<b>TOTAL VOTE COUNT</b>			<b>9</b>			
<b>MOTION: [ X ] UNANIMOUS [ ] PASSED [ ] DEFERRED [ ] FAILED</b>						
<b>Motion passes with nine ( 9 ) YES votes, zero (0) NO votes and zero (0) ABSTENSION votes.</b>						

### **Public Testimony & Community Concerns and Celebration**

*There were no sign-ups for testimony*

### **New Business**

#### **V. Action Item BOT#22-06: Resolution Honoring the Life of Former Office of Hawaiian Affairs Trustee At-Large, Roy Leonard Benham**

**Chair Hulu Lindsey** We are now on new business item V. I will call on Trustee Lee.

**Trustee Lee** Thank you, Madame Chair I’d like to move to approve

**A Resolution of the Office of Hawaiian Affairs Honoring the Life and Contributions of former Office of Hawaiian Affairs Trustee At-Large, Roy Leonard Benham**

**Trustee Ahuna** Seconds the motion.

**Trustee Lee reads the following resolution.**

**RESOLUTION HONORING THE LIFE OF FORMER OFFICE OF HAWAIIAN AFFAIRS TRUSTEE AT-LARGE, ROY LEONARD BENHAM**

**WHEREAS**, on April 19<sup>th</sup>, 1923, Roy Leonard Benham was born to William and Rachel Benham of Kahuku, O‘ahu; and

**WHEREAS**, in 1935 Roy was accepted to the Kamehameha School for Boys as a boarder; and

**WHEREAS**, during Roy’s senior year at Kamehameha, he was appointed to the Big Six, a group of six cadet leaders that provided oversight of activities, behavior and conduct within the corps of cadets; and

**WHEREAS**, as a student at Kamehameha School for Boys Roy served on the staff of Ka Mo‘i, the school newspaper; and

**WHEREAS**, Roy was a graduate of the Kamehameha School for Boys Class of 1941; and

**WHEREAS**, after attending three colleges in three locales, Roy graduated from the University of California Berkeley in 1949; and

**WHEREAS**, upon returning to Hawai‘i Roy taught Art and was a class advisor at the Kamehameha School for Boys while continuing his education earning his teaching certificate from the University of Hawai‘i in 1955; and

**WHEREAS**, Roy utilized his teaching education to help educate keiki in the Department of Education Hawaiian Studies and Kūpuna Programs; and

**WHEREAS**, on January 26, 1952, Roy married Jacqueline Booth and go on to have two daughters, Sarah Kaniaulono and Christine Kalanikapu; and

**WHEREAS**, Roy was a proud tūtū kāne of Christopher Kalaniana‘ole Little, Makena Francis Kaniaulono Gove, and Olivia Jacqueline Ho‘oilinaaulono Gove; and

**WHEREAS**, Roy joined the Hawaiian Civic Club movement in 1977 by becoming a member of Prince Kūhiō Hawaiian Civic Club, of which he would serve as President in 1984 and again in 2006; and

**WHEREAS**, while living in California Roy established the first Hawaiian Civic Club outside of Hawai‘i, the Kalākaua Hawaiian Civic Club; and

**WHEREAS**, Roy was a loyal member of Mamaka ‘Aialo, a men’s club focused on preserving the preparation and eating of Hawaiian foods, for over 40 years; and

**WHEREAS**, Roy began the first garden at Lunalilo Home, provided fresh flower arrangements for the residents and would continue to volunteer there before becoming a resident; and

**WHEREAS**, Roy’s other community and civic endeavors include the Polynesian Voyaging Society, Bishop Museum Association, Kawaiaha‘o Church, Friends of ‘Iolani Palace, Kamehemeha Schools Advisory Council,

Na Pua a Pauahi, Kamehameha Schools Alumni Association serving as its President, Kapi‘olani Community College, Democratic Party of Hawai‘i, Japanese Chamber of Commerce and American Cancer Society; and

**WHEREAS**, Roy was elected to an at-large seat in the very first election for Trustees of the Office of Hawaiian Affairs in 1980; and

**WHEREAS**, Roy was renowned across the pae‘aina for his lei hala; and

**WHEREAS**, on February 11, 2020, Roy Leonard Benham joined his kūpuna, Ua hui aku ‘o ia i kona mau kūpuna i ka poli aloha o ka Makua;

**NOW, THEREFOR, BE IT RESOLVED**, that the OHA Board of Trustees honors the life of former Office of Hawaiian Affairs Trustee At-Large, Roy Leonard Benham; and

**BE IT FURTHER RESOLVED**, that the OHA Board of Trustees sends it heartfelt appreciation to Roy Leonard Benham’s ‘ohana for sharing his wisdom, time, and energy with the OHA Board of Trustees, Administration, staff, Native Hawaiian beneficiaries, and all the people of Hawai‘i; and

**BE IT FURTHER RESOLVED**, that certified copies of this Resolution be transmitted to the ‘ohana of Roy Leonard Benham, Senator Brian Schatz, Senator Mazie Hirono, Congressman Ed Case, Congressman Kai‘ali‘i Kahele, Hawai‘i State Governor David Ige, and Lieutenant Governor Josh Greene

**adopted**, this 11th day of May 2022, island of O‘ahu, State of Hawai‘i, by the Board of Trustees of the Office of Hawaiian Affairs in its regular meeting assembled.

**Thank you, Madame Chair.**

**Chair Hulu Lindsey** Thank you Trustee Lee, I will ask our Board Secretary to take the vote first.

<b>Trustee Lee Moves</b>						
to approve a Resolution of the Office of Hawaiian Affairs Honoring the Life and Contributions of former Office of Hawaiian Affairs Trustee At-Large, Roy Leonard Benham						
<b>Trustee Ahuna Seconds the motion.</b>						
	1	2	‘AE (YES)	‘A‘OL E (NO)	KANALUA (ABSTAIN)	EXCUSED
TRUSTEE LEI AHU ISA			X			
TRUSTEE DAN AHUNA		X	X			
TRUSTEE KALEI AKAKA			X			
TRUSTEE KELI‘I AKINA			X			
TRUSTEE LUANA ALAPA			X			
TRUSTEE BRENDON LEE	X		X			
TRUSTEE MILILANI TRASK			X			

TRUSTEE JOHN	WAIHE'E			X		
CHAIRPERSON HULU	LINDSEY			X		
TOTAL VOTE COUNT				9		
MOTION: [ ] UNANIMOUS [ X ] PASSED [ ] DEFERRED [ ] FAILED						
Motion passes with nine ( 9 ) YES votes, zero (0) NO votes and zero ( 0 ) ABSTENTION votes.						

*Chair Hulu Lindsey calls upon Trustee Lee.*

**Trustee Lee** I would like to call upon Chrissy to say a few words and introduce any family members that are join us this morning.

**Chrissy Gove** Thank you all, I just want to say what a wonderful honor this is for my father. This gives us all so much love in our hearts. I want to say that my father's work over the years, above all, was committed to serving his community and the people of his beloved Hawai'i; that was real and came from deep within him. As the last of the Benham family, we are going to miss him. My cousins and I were talking this morning and we now have some pretty big shoes to fill. One of my cousins said it is now our turn to step up. Thank you so much for honoring him. My cousin Pono, Jerry, Suzie, and Bob are on.

**Chair Hulu Lindsey** Thank you for being present at the Board of Trustees meeting. It was our honor for honoring him because he has done so much for our communities in Hawai'i.

**Trustee Ahuna** I would like to remember him as that same person. Mr. Benham was a great person and I am very glad we were able to honor him here at the Office of Hawaiian Affairs. Thank you so much.

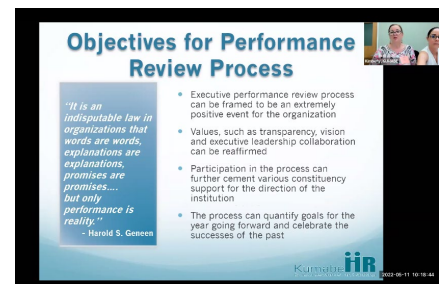
**Bob Benham** Thank you so much for the acknowledgement. Uncle Roy's life has been a wonderful example for all of us and in our community. As Uncle Roy might say, "to good ah that guy".

**Pono Tuinei** Aloha, this is Pono. I was with him in his passing and I know this would make him feel so thrilled to be acknowledged. From our family to the Office of Hawaiian Affairs, I thank you ever so kindly for this honor to our Uncle Roy. Thank you, aloha.

## **B. Consultation with Kumabe HR LLC to discuss the upcoming process and next steps in the performance appraisal of OHA's Chief Executive Officer.**

**Chair Hulu Lindsey** Mahalo nui and again, mahalo for being with us this morning and you all have a great day. We will move on to the next item on our agenda, item B of new business, consultation with Kumabe to discuss the upcoming process and next steps in the performance appraisal of OHA's Chief Executive Officer (CEO) pursuant to section (5) of contract #3356. Marie and Kim are here in one of conference rooms and will be sharing a power point presentation.

**Marie Kumabe, KUMABE** Good morning everyone, thank you Chair and aloha Trustees. For those of you who we have not met before, KUMABE HR have partnered with various clients, really, to implement strategic HR solutions that assist them meeting their goals. We have over 30 years of experience in Human Resources in Hawai'i at the executive level and certainly, really enjoy working with the Office of Hawaiian Affairs, so thank you for having us again.



For those of you who have not worked with us before, feel free to delve in; and for those who do know us, we will keep moving. The executive evaluation we are looking at definitely a fair and comprehensive transparency CEO evaluation process. We are looking for clear guidelines, looking at the CEO's evaluation as far as an accepted measure for good Governance. We recommend two components: quantitative and qualitative portions, and incorporating a CEO self evaluation to ensure that your leadership has a chance to understand both sides of the equation.

It should be framed as a very positive event for the organization, recognizing successes of the previous time frame and delving into the areas that we want to focus on in the future. Values, like transparency of vision and executive leadership collaboration can be affirmed, in other words, clarifying what the expectations are moving forward and again recognizing success in the past. Participation in this process can further cement various constituencies, support for the direction of the institution and the process can really quantify and qualify goals, both past goals as well as moving forward future expectations. We believe in collecting data, whether it be when we evaluate what type of data should be collected or the quantitative side versus qualitative. We traditionally use surveys and, often times, we supplement with interviews to make sure we get the reasons behind the trends. We are looking at a timeframe to make sure that everybody's on board and the accomplishments are clear. I know because of covert, a lot of organizations have really just been on, you know, survival mode trying to, you know, deal with the new reality so we recommend the review timeframe, the base from inception of the CEO's employment contract, which was November 2019, and then through May 1<sup>st</sup> of this year. Topics to take a look at things like leadership, communications, and operating performance as assessed, as well as performance and goals. When we talk about which specific topics, those are drawn from the competencies. We are taking a look at the CEO's contract and job description. The importance of the Board and their buying, obviously, we want to get consensus on the goals moving forward and, as well as, the criteria for assessment and again, you folks have nine bosses, for lack of a better word, for our CEO and to make sure that we incorporate the trends and the feedback of each and every person.

Generally, organizations engage a third party to make sure that you know it's confidential and to assist with the CEO performance assessment. It also brings external expertise and can be perceived as an objective. How do we handle feedback that we received? That's the single most important component of the entire assessment process. Who will we share feedback with? What are the confidentiality requirements? Under what conditions and what settings? How will the feedback turn into action? And lastly, consensus versus integrated feedback, we generally take a look at both. Finally, making sure we train the nine Trustees so that they are comfortable and familiar with process, as well as the CEO. This is just quickly our timeframe as we try to keep up with your schedule.

Today, we recommend to you our timeline in the most critical at this point, following that we will work with your team to schedule individual meetings with each of the Trustees. These meetings will be to discuss or answer any specific questions. For those of you who maybe, this is the first time, you know we would spend

more time, you know, making sure you're comfortable with, you know, what's going to happen and how it works. We will take some of this and bring it back into our meeting on May 26 where we will show you the final recommendation for the method, the process, and the instrument as well as the final timeline. With your approval on the 26<sup>th</sup>, we will move forward with the assessment of our CEO. Subsequent to your approval at the next meeting, we will meet with Dr. Hussey to communicate the method, process instrument and timeline and answer any questions, etc.; and subsequent to that again, we would start with our surveys to the current constituent groups. We're recommending specific direct reports to the CEO, the employees, as a group, the CEO self-evaluation. Once these are completed, this is kind of what we refer to as the voice, not the votes during the evaluation process, we would provide that feedback directly to the Trustees so that they have access to that information. We will meet with the Board again on June 23<sup>rd</sup> to present the data to the Board as a group. Following that, we will also send actual data to help the Board as they complete their surveys. The Board would have until July 1<sup>st</sup> to review, digest, give feedback, and give their own thoughts and recommendations onto paper. We would then take it over to compile specifically, the feedback and data of the Board and integrate that into the final instrument of the actual CEO evaluation. You would get a draft of that by July 19<sup>th</sup> and move forward for Board approval or changes. In that timeframe of July 19<sup>th</sup>, being able to really cement the goals for the CEO moving forward, culminating on August 4 with the actual performance review session with the Board of Trustees and our CEO. At that point, our CEO, Dr. Hussey, would be able to provide feedback based on her assessment to the Board, specifically to the Chair's Office to complete the process. Some key decisions moving forward is involving various stakeholders, specifically for this round, our recommendation is obviously the CEO, herself, our OHA leadership, the OHA staff, and of course, those are all the voices with, obviously, the Board of Trustees with the final decision. Quantitatively, again, there's objective and measurable goals, qualitatively incorporating trends specifically to leadership and more subjective measures. We talked about the voice in the vote. Voices to give and make sure there's a transparency of the process that you know, for lack of a better word, no stone is left unturned; then, next steps would be for our Board to approve the timeline today. Subsequent to that, we would be able to do individual meetings with each Trustee to discuss and evaluate the options and answer any specific questions. The final part would be recommendations from us to the Board of Trustees for the May 26 meeting to make final recommendations on the method and process for the evaluation, as well as the proposed final timeline.

I know that quick and we have not done this for a bit, but I want to make sure that we left time to answer any questions.

**Trustee Ahu Isa** Timelines and deadlines on the bottom, you have August 4, the CEO will provide her comments by Monday, August 12, I'm looking at my calendar and it's Friday.

**Marie Kumabe, KUMABE** We can definitely amend that. After the August 4<sup>th</sup> meeting, that would be Dr. Hussey's time to look at everything and provide any formal comment for the purpose of the record.

**Trustee Trask** I noticed in your documents that you disclose you previously served other clients, one of them was Kamehameha Schools. I would like to know what contract you had with them and the timeframe?

**Marie Kumabe, KUMABE** With Kamehameha Schools, we worked with them on their staffing side and we still have an active contract so we provide employees and leadership to Kamehameha Schools.

**Trustee Trask** You know, for many years she was a part of Kamehameha schools, that is why I am requesting to know when you did your work and now you have an ongoing contract. Did you perform services for Kamehameha School when Sylvia Hussey was there and part of the admin. team?



**Marie Kumabe, KUMABE** I believe Sylvia was there when the contract started but we never directly worked with her and when she was there, the extent of our work was providing temporary associates on our staffing side so, nothing in this realm directly or any conflict of interest. I appreciate the question.

**Trustee Trask** When I look at your documents, I see we are looking at the stakeholders here. Beneficiaries, who are certainly stakeholders of the work that we do in this office, are not included on the sheet that you have repeat decisions. We are looking at stakeholders, board members, CEO, OHA, and our staffers, but all of our work is uplifting of our beneficiaries so I would like to know if there is any process or procedure to provide some additional input on this matter. I don't have recommendations but I do think that there should be some process. I see you are doing surveys, did you consider possibly using that or perhaps an article in Ka Wai Ola that could direct beneficiaries if they want to participate? I just feel that key stakeholders are not included in your documents, I am wondering if you see that as a deficiency or what we might do to correct it?

**Marie Kumabe, KUMABE** That is an excellent point. We generally do a component that includes external community feedback. We have never done it directly to the beneficiaries but what we have done is put together a merged list. Ten recommended by Dr. Hussey, CEO, and ten recommended by the Trustees to get a perspective of external perception of the CEO's leadership. We have been recommending to our clients at this time, being that Covid has existed in the last two years, that we don't do that piece of it because most people have not been able to participate as much as they would like to in their community. To your point, it is an absolutely important piece of getting transparency feedback. For instance, because of COVID, if we ask *do you feel like you had access?* It is not necessarily fair to look at that evaluating performance. Possibly at the next CEO performance review, we could look at external perception and feedback but this time around, due to Covid, we omitted that, who is a normal group that we recommend because of all the different issues surrounding Covid and access to really any organization.

**Trustee Trask** I understand the response but it isn't efficiency.

**Marie Kumabe, KUMABE** It is definitely different, than we normally do, and I know Kim and I have spent a long time talking about what's really in the best interest but because of the Covid issues at this time, we recommend not doing that because its difficult to really see if that's the real feedback verses normal operating mode. To be honest we have not done beneficiaries specifically, we have done leaders of other organizations that represent Native Hawaiians in the State as part of the input that goes to the Trustees. Certainty again, with the Covid issues, we try to be fair and balance in the assessment and that piece of it due to last year and the access was so limited, and people really could not get out into their communities. We are recommending at this point, that group may not be the right addition for this time.

**Trustee Trask** I understand it, I feel that it is inefficiency though. I have another question, when I look at the documents and I understand we are assessing the CEO in her capacity as the CEO of this office, I want to ensure and request now that when you propose the questions or the discussion to formulate the discussion you will have with us, that you will not limit yourself to the exposure that we have in this office. For example: I was only sworn in on March 10<sup>th</sup> so I have not been here for very long to observe things that occurred in this office; however, for two years prior to my coming here, significant issues arose on my island relating to the Office, some of which I had to interface with the CEO and staff. I am requesting now that when KUMABE comes in and does this assessment, your inquiry is not limited but has occurred from the time we took the oath. How the CEO relates to the community and addresses community issues is a very critical thing. I understand what you said that we are not going to look now to get the input from the stakeholder beneficiaries so I am requesting that when you proceed to evaluate our CEO, you ensure that the

scope of your inquiry that covers your service is not restricted by the timeframe that the Trustees have had here on the Board level. Do you understand what I am saying?

**Marie Kumabe, KUMABE** Yes, and to clarify our recommendation, evaluation timeframe is from the inception of the contract which is November 2019 through May 1<sup>st</sup>. There is definitely review of the job description and the contract is what we put together the competencies from and there is a clear responsibility to the Community, so the evaluation instrument will most likely include the community outreach perspective. All nine Trustees will give an informed opinion on, you know, things that have gone well and things that you know they'd like to see improvement on. You are completely correct; we'll see the actual evaluation instrument at the next Board of Trustees meeting after we speak with each of the Trustees. To your point, we'll be able to say okay we're incorporating anything that we maybe have missed, but those would be the final evaluation instrument. You folks would see it, vote on it, and then decide if we need to amend anything.

**Trustee Trask** I have one more request for some clarification. The ability of the CEO of any department or agency will depend on whether or not that agency is staffed and staffed with capable people. In that instance the CEO is orchestrating and overseeing but working with a team. This office is significantly understaffed. This office has significant employee vacancies. When you assess the performance of the CEO, how are you taking this into consideration? I say this having served it previously as an OHA Trustee myself, it is one thing to have a whole staff that you can orchestrate and move an agenda with at multi levels. Very challenging to do it when you're missing 20% of your staff positions or any amount even if it's 10%, but this is a reality in this office and I just would like to get your reflections on it.

**Marie Kumabe, KUMABE** Great question and again, we will be able to talk to you individually and there is a component on the CEO. There is one for direct reports or leadership, things that have gone well, where could there be improvement and there's also a component for the employee perspective. There is definitely ample area to discuss. We want to be balanced when we evaluate performance, what individuals do well in the important competency areas, and then where's the consensus with the Board. The idea is to really direct your leader, your one employee, about what you folks as a group want to see more of and less of. I know that any CEO wants to understand the different priorities and know where you want her to focus, that is the beauty of the performance review. This process helps the Board to drive clarity on what is most critical and where do you want the CEO to focus on the next year.

**Trustee Trask** Thank you, I have no further questions.

**Chair Hulu Lindsey** There are no more questions. Thank you for sharing and we will expect you to contact us separately to set up appointments.

**Marie Kumabe, KUMABE** Thank you, we are accommodating to your busy schedules so please let us know if you prefer Zoom or in person. Thank you again for your time and the amazing work that you do. We look forward to partnering with you.

### **Announcements**

**Chair Hulu Lindsey** I am excited that Maui will be kicking off our first outer island meeting with our community meeting on May 25<sup>th</sup> and then our BOT meeting on May 26<sup>th</sup>. Both meeting will be held at UH Maui Campus - Pā'ina building. Our Board Secretary will be sending final emails by next week.

## Adjournment

**Trustee Ahuna** Moves to adjourn the meeting.

**Trustee Waihe'e** Seconds the motion.

Adjournment							
TRUSTEE		1	2	'AE (YES)	A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
LEINA'ALA	AHU ISA			X			
DAN	AHUNA	X		X			
KALEIHIKINA	AKAKA			X			
KELI'I	AKINA			X			
LUANA	ALAPA			X			
BRENDON KALEI'ĀINA	LEE			X			
MILILANI	TRASK			X			
JOHN	WAIHE'E		X	X			
CHAIR CARMEN HULU	LINDSEY			X			
TOTAL VOTE COUNT				9			

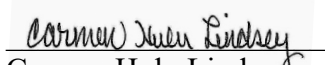
**Chairperson Carmen Hulu Lindsey** Adjourns the Board of Trustees meeting at 10:44 a.m.

Respectfully submitted,



Lehua Itokazu  
Board Secretary

As approved by the Board of Trustees on May 26, 2022.



Carmen Hulu Lindsey  
Chairperson, Board of Trustees

## **Attachments:**

1. Action Item BOT#22-06: Resolution Honoring the Life of Former Office of Hawaiian Affairs Trustee At-Large, Roy Leonard Benham
2. PowerPoint – CEO Performance Appraisal, May 11, 2022



**ACTION ITEM**  
**Board of Trustees**  
**May 11, 2022**

**BOT #22-06**

**Action Item Issue: Approval of “A Resolution of the Office of Hawaiian Affairs Honoring the Life and Contributions of former Office of Hawaiian Affairs Trustee At-Large, Roy Leonard Benham”**

**Prepared by:**

May 3, 2022

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Trustee Brendon Kalei'āina Lee  
Trustee At-Large

Date

**Reviewed by:**

May 4, 2022

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Sylvia M. Hussey, Ed.D.  
Ka Pouhana, Chief Executive Officer

Date

**Reviewed by:**

May 5, 2022

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Trustee Carmen Hulu Lindsey  
Chairperson, Board of Trustees

Date

**Action Item BOT #22-06: Approval of “A Resolution of the Office of Hawaiian Affairs Honoring the Life and Contributions of former Office of Hawaiian Affairs Trustee At-Large, Roy Leonard Benham”**

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**I. Action**

The OHA Board of Trustees approves “A Resolution of the Office of Hawaiian Affairs honoring the life and contributions of former Office of Hawaiian Affairs Trustee At-Large, Roy Leonard Benham” at Attachment A.

**II. Issue**

Should the OHA Board of Trustees approve the attached resolution.

**III. Discussion**

Roy Leonard Benham was a mentor and leader in the Native Hawaiian community; served on numerous humanitarian, cultural and environmental boards; and leaves behind a legacy of contributions to the betterment of the native Hawaiian people of these islands. On Tuesday, February 11, 2020, Roy Leonard Benham joined his kūpuna, Ua hui aku ‘o ia i kona mau kūpuna i ka poli aloha o ka Makua. This resolution honors his life, memory and contributions.

**IV. Recommendation**

To approve “A Resolution of the Office of Hawaiian Affairs Honoring the Life and Contributions of former Office of Hawaiian Affairs Trustee At-Large, Roy Leonard Benham”.

**V. Alternative Actions**

- A.** To not approve Trustee’s recommended resolution.
- B.** To approve an amended version of Trustee’s recommended resolution.

**VI. Funding**

No funding is required.

**VII. Timeframe**

Immediate action is recommended.

**VIII. Attachment**

- A.** Resolution

**Action Item BOT #22-06: Approval of “A Resolution of the Office of Hawaiian Affairs Honoring the Life and Contributions of former Office of Hawaiian Affairs Trustee At-Large, Roy Leonard Benham”**  
**Attachment A**

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**“A Resolution of the Office of Hawaiian Affairs Honoring the Life and Contributions of former Office of Hawaiian Affairs Trustee At-Large, Roy Leonard Benham”**

**RESOLUTION HONORING THE LIFE OF FORMER OFFICE OF HAWAIIAN AFFAIRS TRUSTEE AT-LARGE, ROY LEONARD BENHAM**

**WHEREAS**, on April 19<sup>th</sup>, 1923, Roy Leonard Benham was born to William and Rachel Benham of Kahuku, O‘ahu; and

**WHEREAS**, in 1935 Roy was accepted to the Kamehameha School for Boys as a boarder; and

**WHEREAS**, during Roy’s senior year at Kamehameha, he was appointed to the Big Six, a group of six cadet leaders that provided oversight of activities, behavior and conduct within the corps of cadets; and

**WHEREAS**, as a student at Kamehameha School for Boys Roy served on the staff of Ka Mo‘i, the school newspaper; and

**WHEREAS**, Roy was a graduate of the Kamehameha School for Boys Class of 1941; and

**WHEREAS**, after attending three colleges in three locales, Roy graduated from the University of California Berkeley in 1949; and

**WHEREAS**, upon returning to Hawai‘i Roy taught Art and was a class advisor at the Kamehameha School for Boys while continuing his education earning his teaching certificate from the University of Hawai‘i in 1955; and

**WHEREAS**, Roy utilized his teaching education to help educate keiki in the Department of Education Hawaiian Studies and Kūpuna Programs; and

**WHEREAS**, on January 26, 1952, Roy married Jacqueline Booth and go on to have two daughters, Sarah Kaniaulono and Christine Kalanikapu; and

**WHEREAS**, Roy was a proud tūtū kāne of Christopher Kalaniana‘ole Little, Makena Francis Kaniaulono Gove, and Olivia Jacqueline Ho‘oilinaaulono Gove; and

**WHEREAS**, Roy joined the Hawaiian Civic Club movement in 1977 by becoming a member of Prince Kūhiō Hawaiian Civic Club, of which he would serve as President in 1984 and again in 2006; and

**WHEREAS**, while living in California Roy established the first Hawaiian Civic Club outside of Hawai‘i, the Kalākaua Hawaiian Civic Club; and

**Action Item BOT #22-06: Approval of “A Resolution of the Office of Hawaiian Affairs Honoring the Life and Contributions of former Office of Hawaiian Affairs Trustee At-Large, Roy Leonard Benham”**  
**Attachment A**

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**WHEREAS**, Roy was a loyal member of Mamaka ‘Aialo, a men’s club focused on preserving the preparation and eating of Hawaiian foods, for over 40 years; and

**WHEREAS**, Roy began the first garden at Lunalilo Home, provided fresh flower arrangements for the residents and would continue to volunteer there before becoming a resident; and

**WHEREAS**, Roy’s other community and civic endeavors include the Polynesian Voyaging Society, Bishop Museum Association, Kawaiaha‘o Church, Friends of ‘Iolani Palace, Kamehameha Schools Advisory Council, Na Pua a Pauahi, Kamehameha Schools Alumni Association serving as its President, Kapi‘olani Community College, Democratic Party of Hawai‘i, Japanese Chamber of Commerce and American Cancer Society; and

**WHEREAS**, Roy was elected to an at-large seat in the very first election for Trustees of the Office of Hawaiian Affairs in 1980; and

**WHEREAS**, Roy was renowned across the pae‘aina for his lei hala; and

**WHEREAS**, on February 11, 2020, Roy Leonard Benham joined his kūpuna, Ua hui aku ‘o ia i kona mau kūpuna i ka poli aloha o ka Makua;

**NOW, THEREFOR, BE IT RESOLVED**, that the OHA Board of Trustees honors the life of former Office of Hawaiian Affairs Trustee At-Large, Roy Leonard Benham; and

**BE IT FURTHER RESOLVED**, that the OHA Board of Trustees sends it heartfelt appreciation to Roy Leonard Benham’s ‘ohana for sharing his wisdom, time, and energy with the OHA Board of Trustees, Administration, staff, Native Hawaiian beneficiaries, and all the people of Hawai‘i; and

**BE IT FURTHER RESOLVED**, that certified copies of this Resolution be transmitted to the ‘ohana of Roy Leonard Benham, Senator Brian Schatz, Senator Mazie Hirono, Congressman Ed Case, Congressman Kai‘ali‘i Kahele, Hawai‘i State Governor David Ige, and Lieutenant Governor Josh Greene

**ADOPTED**, this \_\_\_\_\_ day of \_\_\_\_\_ 2022, island of O‘ahu, State of Hawai‘i, by the Board of Trustees of the Office of Hawaiian Affairs in its regular meeting assembled.



OFFICE OF HAWAIIAN AFFAIRS

**CEO Performance Appraisal**

**May 11, 2022**



# Aloha!

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- KumabeHR provides executive level HR expertise to Hawaii organizations spanning the non-profit, government, and private sectors.
  - KumabeHR seeks to partner with our client organizations to provide state of the art Human Resource solutions from a menu of human resource applications that suit the directives of the leadership.
  - Marie Kumabe currently serves as the Faculty Director for the Executive Masters of Human Resource Management program at the UH-Manoa Shidler College of Business. (She has been affiliated with the University of Hawaii for over 20 years in the are of business.)
  - Over 30 years of experience in Human Resources at the executive level in the state of Hawaii.
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# Clients Served

ACL Group, LLC  
 Air Central, Inc.  
 Airpro Indoor Air Solutions, LLC  
 Akira Yamamoto Painting  
 Alexander and Baldwin  
 Ali'i Flooring  
 Aloha Air Cargo  
 Aloha Care  
 Aloha KIA  
 Aloha Pacific FCU  
 Altres  
 Ambassador Waikiki  
 American Savings Bank  
 Audibel Hearing Center  
 Bank of Hawaii  
 Best Sunshine International  
 Boys and Girls Club  
 Bowers and Kubota  
 Budget Appliances  
 Business Insurance Services  
 Bruce Matson Company, Inc.  
 Care Hawaii  
 Catholic Charities of Hawaii  
 Central Pacific Bank  
 Chinese Petroleum  
 Creations In Catering  
 DataHouse  
 Dellew Corporation  
 Diamond Head Memorial Park  
 Doubletree by Hilton  
 Dupont Pioneer  
 E Noa Corporation  
 First Hawaiian Bank  
 Fukunaga & Associates  
 Girl Scouts of Hawaii  
 Goodwill Industries of Hawaii  
 Gourmet Events Hawaii  
 Halekulani Corporation  
 Hawaii Family Dental Centers  
 Hawaii Gas  
 HGEA  
 Hawaii HIS Corporation  
 Hawaiian Host

Hawaii Pacific Health  
 Hawaii Pacific University  
 HPMG  
 Hawaii USA FCU  
 Hawaiian Airlines  
 Hawaiian Telcom  
 Hawktree International  
 Heide & Cook  
 HMSHost  
 Hilton Grand Vacations Club  
 Hilton Hawaiian Village  
 Honolulu Psychiatric Service  
 Horizon Lines  
 Howard Hughes Corporation  
 HTH Corporation  
 ICAT Managers, LLC  
 Island Veterinary Care  
 Junior League of Honolulu  
 Kapiolani Community College  
 KECI Industries  
 KPRS Construction  
 Kaiser Permanente  
 Kamehameha Schools  
 Kristin Wood Lashes  
 Law Offices of Vladimir Devens  
 Liu Matsuura, CPA  
 Locations, LLC  
 Maui Divers  
 McDonalds of Hawaii  
 Mechanical Enterprises, Inc.  
 Noble Supply and Logistics  
 Nordic PCL  
 Ocean Investments  
 Oceanic Time Warner Cable  
 Office of Hawaiian Affairs  
 Opterra Energy Services  
 Pacific Administrators  
 Pacific Links International  
 Pacific Transfer  
 Pasha Hawaii  
 PMP International  
 Palolo Chinese Home  
 Pepsi Co.

Pioneer ACE Hardware  
 Pioneer Contracting  
 Prince Resorts Hawaii  
 Referentia  
 Reskyu  
 State Farm, Nathan Tachino  
 RM Nakamura Contractor, Inc.  
 Rehabilitation Hospital of the Pacific  
 Roeca, Luria, Hiraoka, LLP  
 SMA Billing Solutions, LLC  
 Saint Patrick Church and School  
 State of Hawaii ERS  
 Steadfast Housing  
 Taira Chiropractic  
 Team Praxis  
 Th!nk, LLC  
 The Modern Honolulu  
 Top of Waikiki  
 Torkildson Katz Moore  
 Hetherington & Harris  
 Trumpet Behavioral Health  
 UCERA  
 UH Shidler College of Business  
 UH School of TIM  
 Vietnam Chamber of Commerce  
 Waikiki Business Plaza  
 Waikiki Health Center  
 Waikiki Parc Hotel  
 Worldmedia Interactive  
 Worldwide Flight Services  
 Y.Hata

# Trends

- A fair, comprehensive and transparent CEO evaluation process
- Clear guidelines describing the CEO's evaluation process are becoming the accepted measure of good governance.
- Quantitative & Qualitative Portions
- CEO Self Evaluation

# Objectives for Performance Review Process

*“It is an indisputable law in organizations that words are words, explanations are explanations, promises are promises.... but only performance is reality.”*

- Harold S. Geneen

- Executive performance review process can be framed to be an extremely positive event for the organization
- Values, such as transparency, vision and executive leadership collaboration can be reaffirmed
- Participation in the process can further cement various constituency support for the direction of the institution
- The process can quantify goals for the year going forward and celebrate the successes of the past

# Method and Process

## 1. How will the data be collected?

- Will it be quantitative or qualitative data or both? Will surveys and/or interviews be used?
- Review timeframe: Since there has been no formal evaluation, we recommended the review timeframe be from inception of the CEO's employment contract (November 2019 to May 1, 2022).

## 2. What topics will be explored?

- Will topics such as leadership, communication and operating performance be assessed as well as performance on goals?

## 3. The importance of the Board and their “buy in”?

- It is important to get agreement on the goals and criteria for assessment and the Board's role in the process

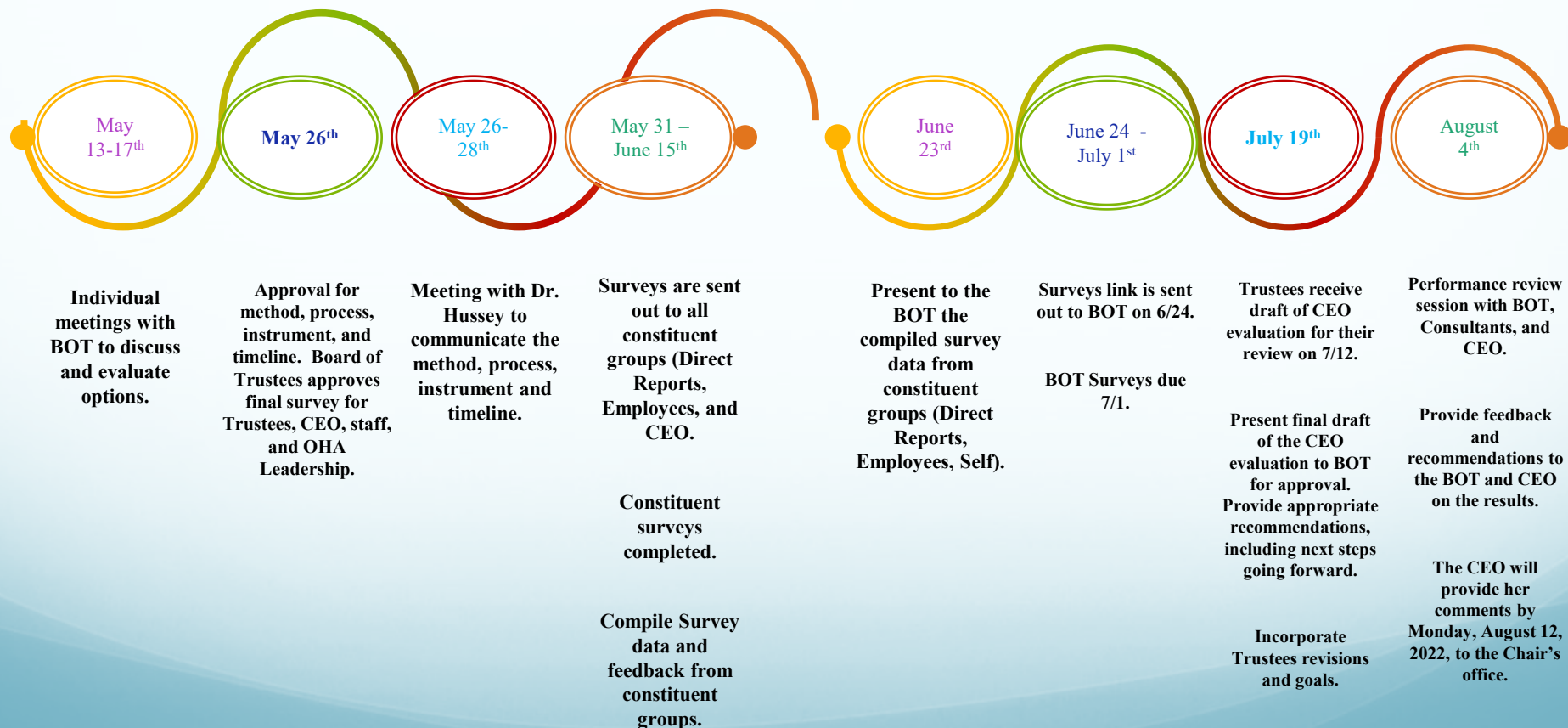
## 4. Who conducts the assessment?

- Many organizations engage a third party to assist with the CEO performance assessment
- An outside assessor can bring external expertise and can be perceived as objective

## 5. How will feedback be handled?

- This is the single most important component of the entire assessment process
- Who will share the feedback with whom? Under what conditions? In what settings? How will feedback be turned into action?
- Consensus versus Integrated Feedback
- Training for the evaluation process

# Timeline & Deadlines



# Key Decisions

## How to involve various stakeholders:

- Board of Trustees
- CEO
- OHA Leadership
- OHA Staff



### Quantitative

- Objective or measurable goals

### Qualitative

- Leadership and more subjective measures

### Vote or Voice

- Role, if any in the process

# Next Steps

- BOT to approve timeline.
- Individual meetings with BOT to discuss and evaluate options.
- Recommendations to BOT on 5/26 to make final recommendations on the method and process for the CEO evaluation, including a proposed final timeline



**Mahalo!**

**Any Questions?**