

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

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

June 21, 2023 1:30 p.m.

ATTENDANCE:

RM Chair John Waihe'e, IV
BAE Chair Kalei Akaka
Trustee Keli'i Akina
Trustee Luana Alapa
Trustee Brickwood Galuteria
Trustee C. Hulu Lindsey
Trustee Keoni Souza
Trustee Mililani Trask
Trustee Keoni Souza

RM STAFF:

Crayn Akina
Melissa Wennihan

ADMINISTRATION STAFF:

Hussey, Sylvia, Ka Pouhana / CEO
Brown, Casey / COO
Hinck, Ramona / CFO
Ozawa, Nietzsche / Interim Senior Counsel
Ohta, Everett / Interim General Counsel

EXCUSED:

Trustee Dan Ahuna

I. CALL TO ORDER

RM Chair Waihe'e calls the Joint Meeting of the Committee on Beneficiary Advocacy and Empowerment meeting and the Committee on Resource Management for Tuesday, June 21, 2023 to order at **1:37 p.m.**

RM Chair Waihe'e notes for the record that **PRESENT** are:

MEMBERS			AT CALL TO ORDER (10:01 a.m.)	TIME ARRIVED
CHAIR	KALEIHIKINA	AKAKA	PRESENT	
Trustee	DAN	AHUNA	EXCUSED	
Trustee	KELI'I	AKINA	PRESENT	
Trustee	LUANA	ALAPA	PRESENT	
Trustee	BRICKWOOD	GALUTERIA	PRESENT	
Trustee	CARMEN HULU	LINDSEY	PRESENT	
Trustee	KEONI	SOUZA	PRESENT	
Trustee	MILILANI	TRASK	PRESENT	
Trustee	JOHN	WAIHE'E, IV	PRESENT	

At the Call to Order, **EIGHT(8) Trustees are PRESENT**, thereby constituting a quorum.

II. APPROVAL OF MINUTES

- A. JOINT BAE-RM Meeting Minutes of July 12, 2022
- B. JOINT BAE-RM Meeting Minutes of September 20, 2022

ONE TESTIFIER ON THIS ITEM

Germaine Meyers: Aloha RM Chair Waihe'e, RM Vice Chair Alapa, BAE Chair Akaka, Trustees, Ka Pouhana, staff and beneficiaries. My name is Germaine Meyers and I am an OHA beneficiary for beneficiary advocacy and empowerment. I'm also a Nānākuli Hawaiian Homestead lessee. On page 56 of the packet the timeline details step number nine, November second, BOT to contact preferred candidate to make an offer. This is five months away. I'd like the Trustees to take into consideration that our CEO is also the interim Grant Manager and interim Washington D.C. Bureau Chief. These two positions were vacant for over 12 months.

In addition, I saw five executive positions on OHA's job postings. The Chief Advocate, which I recall has been vacant for over 12 months, a Director of Human Resources which I don't recall who was in that position in the past. General and Legal Counsels both are the primary and secondary legal counsels to the CEO and the Director of Research Division, which I didn't know, Dr. Lisa Watkins-Victorino had resigned. In addition to these seven critical leadership positions, there are also 21 employee vacant positions posted at OHA. I bring these things to your attention because I didn't see these positions included in the packet outline as interim duties of the CEO. I feel everyone should be aware that whomever is the interim, CEO that will manage OHA during the five months OHA is searching for a new CEO. This person will have to carry the load of these positions or exert additional efforts seeking to fill these critical key positions.

Trustees, as we end fiscal year 2023 in nine days. I noticed that the Grants Department didn't post any solicitation for 'Ahahui grants from August of 2022 to May of 2023. All events during that time didn't get any support from OHA. Yet OHA now has \$317,830 in unspent 'Ahahui grant funds, unused for fiscal years 2022 and 2023's budget. In addition, OHA has \$303,340 of economic stability grant funds unused, and \$759,000 of education grant funds unused from fiscal years 2022 and 2023 budget. Please keep these things in mind during the CEO search and that the new interim CEO will have to hit the ground dealing with these outstanding works. I'm wondering why the current COO and CFO didn't alert our CEO and RM Chair Waihe'e to these budget issues sooner so that OHA could have taken measures to get these monies into our Hawaiian communities.

Trustees, I humbly ask that the job description and interview process includes vetting someone that understands the importance of human connection. I consider OHA a social service agency of Hawaiians. I know social workers interact with their clients, one to one with compassion. I've never heard of a social worker interacting 100% with their clients by phone and computers only, same with foster care, they interact with the children and adults in real time. This is what I hope the new CEO will be sensitive too. I also hope the new CEO contract will allow clauses for earlier reviews and termination without financial penalties to OHA if the new CEO cannot fulfill the role.

I hope OHA will never have 20% to 30% staff vacancies again. I know highly qualified people apply for jobs at OHA but were never hired, but these positions continue to be vacant. If positions remain vacant for 12 months we never needed the positions in the first place. We should also evaluate that the COO and CFO are assisting the CEO in managing OHA. If not, OHA may want to consider reducing these high paying positions as well. Unfortunately, the CEO has these powers at the moment to keep all of these positions according to Chapter 8. That's why it's important to pick someone that can manage this very powerful and important position. Ke Akua pū, god bless all of you.

RM Chair Waihe'e: Thank you, Germaine.

RM Chair Waihe'e recognizes Board Chair Hulu Lindsey.

Board Chair Hulu Lindsey: I'd like to move that we approve the minutes of July 12 and September 20, 2022.

BAE Chair Akaka: Chair, seeing if we could move to agree that for BAE and RM motions we vote concurrently for both Committees.

RM Staff Wennihan: The July 12 minutes were actually previously approved on September 20, 2022. We mistakenly added it to this agenda but the approved minutes are included in your packet and they have been posted to the website as well, so we only need to approve September 20 for today.

Board Chair Hulu Lindsey: I'll amend my motion to include only September 20.

RM Chair Waihe'e: Trustee Akaka mentioned it, but I would like to officially ask our honorable BAE Chair Akaka if she would agree to move the BAE and RM motions and vote concurrently for both Committees.

BAE Chair Akaka: Yes

RM Chair Waihe'e: Okay, so with that are there any changes to the joint minutes? If not, can I get a **roll call vote** for the approval.

							1:46 p.m.
Trustee		1	2	'AE (YES)	A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
DAN	AHUNA						EXCUSED
KELI'I	AKINA			X			
LUANA	ALAPA		2	X			
BRICKWOOD	GALUTERIA					X	
CARMEN HULU	LINDSEY	1		X			
KEONI	SOUZA					X	
MILILANI	TRASK			X			
RM CHAIR JOHN	WAIHE'E, IV			X			
BAE CHAIR KALEIHIKINA	AKAKA			X			
TOTAL VOTE COUNT				6	0	2	1

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

III. NEW BUSINESS

- A. Action Item BAE-RM #23-01:** Approval of the proposed search process, job announcement, and timeline for the recruitment of candidates for the position of Office of Hawaiian Affairs Chief Executive Officer (CEO)

NO TESTIFIERS ON THIS ITEM

RM Chair Waihe'e yields the floor to Marie Kumabe.

Marie Kumabe: Thank you for welcoming us back.

Board Chair Hulu Lindsey: Marie, we have some new Trustees since you were last with us so you might introduce yourselves to them.

Marie Kumabe: Absolutely, my name is Marie Kumabe. Our company is Kumabe HR. With me is Kim Miyashiro. We work together in our executive search practice of our business, assisting organizations find great quality leadership to help them reach their goals and service their constituents in their community. So, we truly really enjoy our relationship with the Office of Hawaiian Affairs and particularly the amazing mission that you folks contribute to every day. So, we're honored to be here working with you folks to find a replacement for Sylvia, who's done an amazing job in the community, and it's a time for her I guess to pass the torch, and we're fortunate enough to work with you folks to identify some great candidates or options to move forward the mission of the Office of Hawaiian Affairs and if you really want our whole life story you can look at our website.

We wanted to chat a little bit about the process that we envisioned to help you folks, the Trustees identify the successor for the CEO of the Office of Hawaiian Affairs and again, the CEO has 9 bosses, and all of you folks who want to make sure, that have a very integral part of this process and coming to terms with the right person to facilitate you folks as you have your mission and strategy being able to enable that.

Outline

- Proposed Search Process, Timeline and Job Announcement.
- Proposed Recruiting and Advertising sources:
 - PBN, LinkedIn, Indeed, Networking, UHM
- Approval of Search Process, Timeline, and Job Announcement.
- Candidate philosophy
- Next Steps

So, a little bit about the the search process, today we're going to go over what we envision is the process, our timeline and the job announcement, which is kind of the shortened version of the job description which is already housed at the Office of Hawaiian Affairs, and we also want to channel what we call blades of grass. How we do a complete search to make sure there's a lot of transparency as well as you know that literally no stone goes unturned and seeing good candidates for this role. At the end of today's meeting we're going to look for your approval for the search process, the timeline and the job announcement.

Proposed Search Process

Step 1: Propose and approve process, job announcement, and timeline for search. (June 21)

Step 2: Post position and advertise for seven weeks. (June 23 through August 11)

Step 3: Accept applications of interest until the position is filled with a priority date of August 11th.

Step 4:

- A. Kumabe HR to present 5-10 most qualified candidates rated by competencies and qualifications to the Joint BAE-RM Committee. **(August 23)**
- B. Kumabe HR to present proposed evaluation/ranking tool and interview questions based on position competencies. **(August 23)**

Step 5:

- A. Joint BAE-RM to identify and approve shortlist of candidates from pool to schedule interviews. **(August 30)**
- B. Joint BAE-RM to approve evaluation/ranking tool and interview questions. **(August 30)**

Step 6: Joint BAE-RM to conduct first round of interviews. **(September 27)**

Step 7: Tailored reference checks shared with the Joint BAE-RM. **(October 4)**

Step 8:

- A. Joint BAE-RM to conduct second round of interviews / presentations. **(October 18)**
- B. From finalists, BAE-RM to identify final candidate for approval to the BOT. **(October 18)**

Step 9:

- A. BOT to approve finalist. **(November 2)**
- B. BOT to approve salary and benefits. **(November 2)**
- C. BOT or KHR to contact preferred candidate to make offer. **(November 2)**

Step 10: Kumabe to contact remaining candidate to notify them of the BOT's decision. **(November 10)**

The other thing we'll share a little bit is about our candidate philosophy as we represent your organization to the community of candidates and then we'll wrap up with next steps. The proposed search process, we always have a little joke in our world that finding great candidates is the easy part of our job. Scheduling with very busy people is the most complicated part of our job. So, we did put together a draft timeline, but recognizing that you folks are very busy. There's a couple of key dates that hopefully they work for everyone's schedule, and if they don't, you know, we'll certainly do whatever we need to do to re-accommodate or amend the timeline if that's necessary. So, upon approval today, we would actually immediately go out. I believe that Sylvia's resignation

has been announced and so it's appropriate. We're going to go out for search starting effectively tomorrow, and so, generally we give about seven weeks for the news to get out there, and for us to really capitalize on chatting with people, making sure that the advertising has time to reach all the constituents and making sure that all of the things result in a good candidate for folks to take a look at. We are actually identifying with that seven week advertising period from June 23rd through August 11th, what we call a priority date of August 11th and what does that mean. So, as of August 11th that's when we start moving the search forward process and all the people that you know we take a look at you know, for consideration, we call it flow consideration. Now let's suppose that the perfect candidate hears about the position because they were traveling, and so they submit their interest on August 13th. We can still bring them into the process as long as they have a stronger background than the other candidates at that point that we're evaluating. So, even until the day that you know an offer is made. If there was some amazing candidate that came out of the woodwork, we would still advise you and it would be your decision. So, that's what the priority deadline means. That's the deadline that we're saying you know, gotta decide by here. We're going to move forward at that point. But we're basically going to look at any superior candidates through the date that the position is filled.

Proposed Search Timeline

PREPARATION AND COMMUNICATION	Date	Status/Who/Location
<ul style="list-style-type: none"> Joint BAE-RM meeting to propose search timeline, process, job announcement, and advertising sources. Joint BAE-RM to approve proposed search timeline, process, job announcement, and advertising sources. 	6/21/23	Joint BAE-RM Meeting Materials Due: June 14
RECRUITMENT AND SCREENING		
<ul style="list-style-type: none"> Post position and run advertising for seven weeks. 	6/23 – 8/11	KHR
<ul style="list-style-type: none"> Obtain applications, acknowledge receipt of resume, screen applicants. 	6/23-until filled.	KHR
<ul style="list-style-type: none"> Continue to accept applications of interest until position is filled with a priority date of August 11, 2023. 	On-going	KHR
<ul style="list-style-type: none"> Provide monthly status report of process activities and related deliverables to the Chairs Office. 	07/14	KHR
<ul style="list-style-type: none"> Kumabe HR to present 5-10 most qualified candidates rated by competencies and qualifications to the Joint BAE-RM committee. Kumabe HR to present proposed evaluation/ranking tool and interview questions based on position competencies. 	Wednesday, 8/23	Special Meeting Joint BAE-RM / KHR Materials due
<ul style="list-style-type: none"> Joint BAE-RM committee to identify and approve shortlist of candidates from pool to schedule interviews. Joint BAE-RM committee to approve interview questions and evaluation/ranking tool. 	Wednesday, 8/30	Special Meeting Joint BAE-RM / KHR Materials due:
<ul style="list-style-type: none"> Kumabe to schedule interviews. 	8/31	KHR
<ul style="list-style-type: none"> Provide monthly status report of process activities and related deliverables provided to the Chairs Office. 	9/1	KHR

Initial Interviews		
<ul style="list-style-type: none"> Conduct 1st round of full interviews (45 min. for each candidate). Debrief on candidates and decide which candidates to bring back for a second interview & presentation. 	Wednesday, 9/27	Special Meeting: Joint BAE-RM / KHR Materials Due:
<ul style="list-style-type: none"> Professional references sent to Joint BAE-RM committee to review prior to interview and presentations. 	Wednesday, 10/4	KHR Materials Due:
Finalist Interviews & Presentations		
<ul style="list-style-type: none"> 2nd Interview & Presentation for finalists. Debrief on finalists. Identify final candidate to recommend to BOT for approval. 	Wednesday, 10/18	Special Meeting: Joint BAE-RM/KHR Materials Due:
<ul style="list-style-type: none"> BOT to approve finalist. BOT to approve salary and benefit package to offer candidate. 	Thursday, 11/2	BOT / KHR
OFFER EXTENDED		
<ul style="list-style-type: none"> Contact preferred candidate to make offer. 	11/2	BOT/ KHR
<ul style="list-style-type: none"> Contact remaining candidate to notify them of the BOT's decision. 	11/10	KHR
<ul style="list-style-type: none"> Finalize start date. 	TBA	BOT/ KHR

We actually use the job description and we identify the major competencies, things like leadership, financial acumen, employee engagement and it's all drawn from the actual job description from the Office of Hawaiian Affairs. We take that and that's the evaluation tool that we use to rank the candidates that come into the process. We also will create specific behavioral based interview questions for the Trustees so that when we get to the candidate interview parts, you'll have very relevant questions to be able to ascertain if the

competencies are met. We will also facilitate the actual interview process with the Board so that we can make sure that all your questions are answered and that we prepare the candidates and that the process is smooth. Again, being respectful of everyone's time.

On August 23rd we'll actually present our recommended interview questions and the ranking tool, as well as the competency on August 23rd and at that point we'll give you 5 to 10 of the strongest candidates ranked by the competencies that we have identified in the search. This is an important date because at that point the Board is going to not only approve the ranking tool and the evaluation, but we're also going to identify the short list of candidates that you would actually like to interview. This would be on August 30. So, on August 23rd, we'll meet with you folks. You'll get a chance to evaluate. Think about it a little bit and we come back on August 30th, a week later. That's when we would make the decisions. The Board would decide who they would actually like to interview. At that point you would also make a final recommendation accepting the interview questions and the evaluation tool.

We are targeting September 27th as the first round of interviews and so hopefully that will work with everyone's calendar, because that would be the time that you would meet with the candidates in person. Subsequent to that, we would also go ahead and take a look at. September 27th again, this is a real critical date. It would be the first round of interviews. From there tailored reference checks will be shared on October 4th, and that would be based on looking at the second interviews on October 18th. Once we meet the candidates on September 27th, at that point you would decide who you might want to speak again with. In other words, move to a second interview, at that point we would go ahead and provide very specific reference checks about those finalist candidates, so you would be able to review them. Generally, we'll incorporate your questions in addition to standard references about any particular things that come up with interest that you would like to learn more about the candidate.

The final round of interviews or second round of interviews would be on October 18th. Generally, we're looking at having a couple of candidates, or however many you would like to meet a second time, and generally, we have them do a somewhat of a presentation maybe on their thoughts about what their leadership would look like and then from there on October 18th after the second round of interviews, you folks would make a decision about ranking the candidate. First choice, or we like to say, first choice and second choice, or 1A and 1B depending on salary, everyone's thoughts, so kind of that process will happen on October 18th. At that point you would recommend a finalist candidate to the Board of Trustees Meeting, which would be scheduled currently for October 18th. So that's when it would go to the actual Board of Trustees and come out of the Joint Committee to make a recommendation for who to hire.

The Board of Trustees would then have until November 2nd, to approve the finalist. Also, on November 2nd they would approve the salary and benefits that would be offered to the final candidate. On November 2nd we would then, after approval, go forward to the final candidate to make an offer. Fingers crossed that it goes well, knock on wood it usually has. Once the candidate accepts the offer we would then go back to the remaining candidates and let them know that the CEO has been identified. So that's just a quick overview. I know some of you have gone through this process in the past, some of you this will be your first time. Some of you have worked with us in the past, some of you have not. But, that's kind of a bit about the timeline of what will happen.

And the next slide is actually the more detailed proposed search timeline, and it has kind of who's responsible and when the different deliverables are and the different contacts, etc. dates. And, so, it's kind of the version that I just went over in a more graphic form.

Proposed Job Announcement

Chief Executive Officer – The Office of Hawaiian Affairs

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

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

The ideal candidate will possess the following competencies and qualifications:

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

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

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

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

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

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

Interested candidates should submit a resume and cover letter describing qualifications and interest in the position to Kimberly Miyashiro at kimberly@kumabehr.com by August 11, 2023, for full consideration. Review of applications will begin immediately and will continue until the position is filled. The complete job description and qualifications are available at <https://www.kumabehr.com/executive>.

We are an Equal Opportunity Employer.
KUMABE HR

This is the job announcement. Whenever we can post the full job description we do. But, some of the posting mechanisms only take so many words. So, this is kind of the shortened version that still captures all of it. And then the individual that reads this job announcement would then be directed to the more formal, longer job posting on the website.

List of Recruiting Sources

Kumabe HR will employ a mix of recruitment activities to ensure that there is a strong pool of qualified candidates. The advertising sources that Kumabe HR recommends are listed below:

Advertising / Recruiting Source	Duration
Pacific Business News (Print)	June 30 th
LinkedIn	30-day
Indeed	30-day
UHM	8-week
Networking	On-going

Generally, our recruiting sources, I will say I wish there was like a perfect recruiting source. You would go to this or that and you'll get all the good candidates there, but it's really just a mix of all of the different opportunities out there. We'll definitely put an ad in Pacific Business News for those that still read the newspaper, I know I do, and LinkedIn, we run it electronically for 30 days, which has a very aggressive search mechanism and really again gets the word out to any candidates and anyone that doesn't apply from that. It also organically searches out people that meet the qualifications. We also utilize Indeed, which is the top current job posting site. We go to the University of Hawai'i and the other universities and look at you know their different alumni networks. And finally, we do a lot of networking, just talking to different people in the community, talking about the opportunity and seeing, you know who would be good candidates that way. So, we really try to exhaust all avenues.

Candidate Philosophy

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

Mahalo!

Any Questions?

Wanted to share a little bit about our candidate philosophy. Because I think this is really important since we're representing your organization. We treat every single candidate with the highest level of professionalism and confidentiality throughout the entire process. We thank candidates that were not selected ensuring that every candidate feels valued and appreciated during the process. Again, no matter what the outcome is of their candidacy, we want them to have a good experience with the Office of Hawaiian Affairs because you folks have such an important mission in the community.

You may get approached by people that you think would be great candidates or people that you maybe don't, and either way you can certainly give them myself or Kim's cell number, we will I would say immediately return their call. But sometimes, you know, 24 hours is probably a good number, you know every now and then she has her son's baseball, and I have to teach once a while, but other than that we will always return their call. We'll be respectful, we'll treat them very well and you don't have to worry that they won't be taken very good care of.

Next Steps

- Post job announcement
- Start recruitment activities

Mahalo!

Any Questions?

I know there might be some questions, but with regards to next steps we would like to post the job announcement. In other words, start the advertising. That will give us that 7 weeks. We would also like to start the rest of the recruitment activities. I did want to mention, we spoke with Chair and although some of you have gone through this before, have met with us, and we've gone through like what the process looks like, to be respectful of everyone's time we're not going to meet with every single person this time around. However, if this is your first time through the process, or if you would like to, you can certainly ask and we'll be happy to meet with you individually, and we'll go over in more detail or answer any questions that you would have. We have absolutely no problem doing that. I know in the past by the time we schedule with everybody at one time it set us back about 2 to 3 weeks because of travel, schedules, etc. So, we wanted to be able to start advertising as soon as possible. So, if anyone would like to meet with us, however, five minute phone call, Zoom, we can come here, whatever anyone prefers we're happy to do that, just let us know.

The last thing I wanted to cover to think about a little bit is salary for this role and I think kind of the budget for the salary is kind of 160 to \$170,000 and just some thoughts, as you folks all know, it's been a crazy environment when you look at salaries in every way shape or form. And so, I did do a little informal digging and whatever the budget at the Office of Hawaiian Affairs is, we are happy to work within that salary. We work with nonprofits that sometimes you know everybody's in a different place financially, and we will make whatever your salary is work. But, just to give some kind of perspective and some of this is official. In other words, I got it off of Google and some of it is, you know, informal but just to give you some salary data. I think it's the CNHA leadership just received a significant increase, and I believe, was it about \$150,000? So, in the same ballpark, and with regards to I think the HTA contract award. I think that salary is, gonna you know, go into the mid 220 to \$240,000, just ball park. Hawai'i Tourism Authority again, anomaly for kind of a government contract, was

about 270. The one thing I thought was unique about that job was they actually put in, in the salary that annually would be eligible for a 5% increase if they did well in their performance review. So sometimes, as you folks are thinking about salary down the line, that might be something that would work for your organization. So, you don't have to. It seems like one year goes by, and it's time to do it all again. So, something to think about, not just the salary you hire them at. But what would be, you know, the increments, you know, for the next iteration of the contract and so no decision at all needed for today, but just something for you folks to think a bit about you know, as an organization going forward. So, with that I think maybe questions. I know I went through a lot of that and hopefully it's supported by the documents in your file.

RM Chair Waihe'e: Are there any questions members?

RM Chair Waihe'e recognizes Trustee Akina

Trustee Akina: Thank you, Mr. Chair, appreciate it. Marie, great to work with you and your company again, glad you're here. I just wanted to ask you to give us a sense of what in general we would have to pay to get top flight candidates to be attracted to this position?

Marie Kumabe: That's actually a good question. So, for instance, the Executive Leadership at Kamehameha Schools is probably in the \$300,000 range plus bonuses. Deans at the University are about 225 give or take. I gave you a couple of peer organizations kind of quasi, you know, with CNHA as well as HTA. I would say 200 to 225. But again, I just want to share that people are not going to be interested in working for the Office of Hawaiian Affairs for the money and no offense, no disrespect. It is really going to be the mission that it not only will drive individuals to be interested in working with the Office of Hawaiian Affairs who will also be the right individual to take on this role. So again, we can work with whatever budget, just something to think about, because you will get different candidates at different levels and it's not because people are greedy. But you know, people you know, are making whatever they're making now and as they evaluate a change, you know, most people aren't going to be able to take a \$30,000 cut in pay, or whatever it is, you know. But I think the good news and the bad news about the lovely state of Hawai'i is that our salaries are literally all over the place. So, some are low, some are over and so we're always trying to make it work. So, I know maybe that's not a perfect answer but that would be my, 200-225 would probably be what I call the value of the job. Although, people work for less and do amazing work and people get paid a lot more for not as much work, so it's a bit all over the place.

Trustee Akina: So, when you say 200 to 225 is the value of the job.

Marie Kumabe: I believe so.

Trustee Akina: That's what you assess.

Marie Kumabe: And remember that in addition to the salary, it does come with a pretty significant benefits plan which is not the norm in most other organizations, although there's no bonus structure which is sometimes, you know, pretty normal for executives. In other words, they do performance and they're going to get paid for meeting their specific goals. So again, with the state organizations, that's going to be a little bit different.

Trustee Akina: Thank you.

Board Chair Hulu Lindsey: Marie, in the present CEO's contract, isn't there a suggested annual increase?

Marie Kumabe: I believe it was \$10,000 was the bonus but I'd have to double check it, Chair.

Board Chair Hulu Lindsey: You may check it and get back to us at future meetings but I thought I read something like that.

Marie Kumabe: And I think that's a good policy to kind of how, whatever it is, whether it's a percentage. But it's something where if the performance review is delayed, or whatever it is that there's kind of the person can say, okay, I'll accept this and this would be the normal. Just like most organizations, even though we can't guarantee some years, you know, if something happens, the organization may not give raises. But generally, organizations will say, normally we give a 3 to 5 percent annual increase if you meet your performance goals or something along those lines. Again, this is things for you folks to think about as we kind of go through the process. No decision has to be made today.

RM Chair Waihe'e recognizes Trustee Galuteria

Trustee Galuteria: Thank you folks for what you do. It's a skill set that not everyone has, to find good talent. Now having said that, because of the specialized position that includes you know, skill set in financials, skill set in cultural, skill set all over the place. Is there a specific sector that we'd be looking for that feeds this particular specialized leadership position. Would we find this person on Bishop Street? Would we find this person in the travel business? Would we find this person in the DOE? Do you have a sense of where and will we be also looking in that diaspora for someone beyond the shores here. But that first part.

Marie Kumabe: Certainly one of the things we're proud about our company is that we think that almost everything that you need in the State of Hawai'i you can find in the State of Hawai'i, and I don't necessarily mean they have to be living here today, but they have to have definitely the cultural experience with being here because it would take your organization such a long time to get someone up to speed on the cultural aspect of working in our state, let alone with the Native Hawaiian community that they wouldn't really be effective for a long time into their tenure. So, to answer your question, definitely somebody with Hawai'i ties would be. I can tell you my opinion of what we'll find and I might but somebody might be going you said no, you wouldn't, but there might be somebody amazing that comes through that we would present to you. But for the most part definitely somebody with roots or ties or understanding of Hawai'i and the culture here.

The second piece of it is we hope to get perfect. We always try for perfect. But the reality is not everyone's gonna be really strong in all the different nine competencies. Somebody might be really strong on the financial acumen, but maybe hasn't had as much experience with grants administration for instance. But then you're looking at leaders that can they understand it and figure it out based on their other components. So, you're going to get a breadth of candidates. Some that might have some government background because they're working in kind of a quasi government procurement system and all the things that go with it, some understanding and then again, somebody that has the skill set and leadership to have nine different bosses and can still be able to work with an amazing group of people on the Office of Hawaiian Affairs administrative side, to be able to deliver the mission values and goals of the organization.

So, I know that was a very rounded answer. But I wish I could tell you it'll be this or that, but clearly they need business acumen to do this job. Ideally some understanding of, you know, government work to some degree and the leadership skills to be able to be really effective both for the organization and for you folks, the Board of Trustees and ultimately for the community.

RM Chair Waihe'e recognizes Trustee Souza

Trustee Souza: Marie, I'm glad you stressed the pay. I think that's gonna be huge, you know, trying to get a quality candidate here because Trustees are really here for the mission and goal. But we need somebody to head especially on the admin side, to kind of push that and be on the same page as us. One other question, what is the timeline? I know there's a job description that goes out, get the candidate. There's a contract

obviously right between us and the CEO, our employee. Do we as a Board at that point determine what the details of that contract is going to be.

Marie Kumabe: Yeah, in the past we've done a three year contract generally renewable annually, and generally your Corporate Counsel will be involved in drafting the contract, and generally we'll talk to the final candidate if they have any stipulations that they're requesting so that it's not a back and forth for six months. It's generally pretty quick. The last round I think we did a five year contract, so we can do as much as that, it just depends on how comfortable the Board is with who is hired, and employment contracts to be realistic can be broken for cause, and they can also, you know, the person can resign before it's done. It's not as contractual as most business contracts.

RM Chair Waihe'e recognizes BAE Chair Akaka

BAE Chair Akaka: Mahalo, Trustee Souza kind of touched on it, but what I wanted to mention, as Marie had talked about the pay. For reference for those that are not aware, I believe the former CEO was paid about in the \$150,000 range, and it was decided to up that amount to about 170 to 75 based on qualification, based on the work that is included on what was required. But, as I read the room, I definitely can see the faces of our Trustees as we talk about pay, we talk about reason why somebody would join our organization as a Trustee or as a CEO or a staff member and I can see the feeling on people's faces as we are paid, but in a range of about one quarter to a third of what the CEO is currently being paid. You know that there is that sentiment there in terms of output, mahalo. Maybe less than a quarter.

Board Chair Hulu Lindsey: Marie, maybe you can share with our new Trustees how many applications we got in the past and we did go globally.

Marie Kumabe: Yeah, and just so you know the postings that go out on LinkedIn and that, you know, go out nationally. So, there is national exposure and again, we're really looking for the candidates to come in nationally. Do they have a tie to Hawai'i. With regards to the amount of candidates, we had a significant amount. It was probably close to 200. I won't say they were all highly qualified, but there was at least 200 people that expressed interest. We were originally going to present three, and that was five and then I think ultimately, we presented close to seven because there were that many people that were that good that we thought the Board really needed to take a look at different backgrounds for different reasons. But, that was the last search. Thank you, Chair for bringing that up.

Board Chair Hulu Lindsey: Well the plus where you're going out globally is sometimes there is a Hawai'i person living on the mainland with extensive experience, and that happened 10 years ago when we were looking for a CEO and chose Kamana'opono. And there was a lady that was a department head for a very large state and she was the department head of a department with like over 3,000 employees. She was the department head, but she came with asking a lot of money too, and that's why we didn't pick her. But, I mean, we have some really qualified people that can be applicants. So, we should be maka'ala.

Marie Kumabe: You're absolutely correct. We make sure that we do the national search part and that comes in through the LinkedIn. We also reach out to organizations to get the word out. The other piece of it is we want to make sure that exactly we capture it, but the difference between my previous answer is, we're probably not going to forward someone to you folks that has no experience in Hawai'i, but someone that has experience and has moved away and wants to come home is always a great candidate with the two experience models. Thank you for clarifying.

Board Chair Hulu Lindsey: I'd like to make a motion that we **Approve the proposed search process, job announcement, and timeline for the recruitment of candidates for the position of Office of Hawaiian Affairs Chief Executive Officer.**

Trustee Souza: Second

RM Chair Waihe'e: It's been moved by Trustee Hulu Lindsey and seconded by Trustee Souza. Is there any discussion on this motion? Hearing none, can I get a **roll call vote** for its approval.

							2:19 p.m.
Trustee		1	2	'AE (YES)	A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED
DAN	AHUNA						EXCUSED
KELI'I	AKINA			X			
LUANA	ALAPA			X			
BRICKWOOD	GALUTERIA			X			
CARMEN HULU	LINDSEY	1		X			
KEONI	SOUZA		2	X			
MILILANI	TRASK			X			
RM CHAIR JOHN	WAIHE'E, IV			X			
BAE CHAIR KALEIHIKINA	AKAKA			X			
TOTAL VOTE COUNT				8	0	0	1

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

V. ANNOUNCEMENTS

Trustee Akina: Mr. Chair, I'd like to recommend that you set a time sometime in the future for us to take up the subject of compensation of the CEO as early in the recruitment process as we can.

RM Chair Waihe'e: Okay

Board Chair Hulu Lindsey: At what point Marie do you think we should make that consideration? Should it be based on the candidate or on a budget?

Marie Kumabe: I think the earlier the better because obviously if we go to a candidate and their making 225,000 and I say well the max salary is this. Then if they say no I can't do it for that. So, obviously it gives you more choices early on if your decision is early on. But again, whatever works for you all we will make it happen, but ideally the earlier that we have a budget to work with the better and then we will honor the budget as well. If you say this is our max, I'm not going to bring someone in here that's not going to take the job and try to negotiate for more. So, whatever your salary cap is, that's your cap.

BAE Chair Akaka: Chair, if our Trustees can also note that in our proposed search timeline, we do have listed a Joint BAE/RM meeting listed on here, and I see our next one would be August 23rd. So as early as then this could be discussed.

Marie Kumabe: Just checked our notes. Apparently, there wasn't variable pay so salary adjustment was only based on performance so there wasn't a specific 10,000 in the last contract.

VI. ADJOURNMENT

Board Chair Hulu Lindsey: I move that we adjourn.

Trustee Souza: Second

RM Chair Waihe'e: Roll call vote.

							2:22 p.m.
Trustee		1	2	'AE (YES)	A'OLE (NO)	KANALUA (ABSTAIN)	EXCUSED EXCUSED
DAN	AHUNA						
KELI'I	AKINA			X			
LUANA	ALAPA			X			
BRICKWOOD	GALUTERIA			X			
CARMEN HULU	LINDSEY	1		X			
KEONI	SOUZA		2	X			
MILILANI	TRASK			X			
RM CHAIR JOHN	WAIHE'E, IV			X			
BAE CHAIR KALEIHIKINA	AKAKA			X			
TOTAL VOTE COUNT				8	0	0	1

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

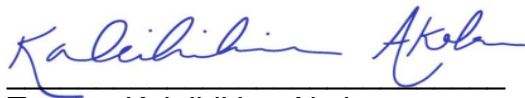
RM Chair Waihe'e adjourns the Joint BAE/RM meeting at 2:22 p.m.

Respectfully submitted,

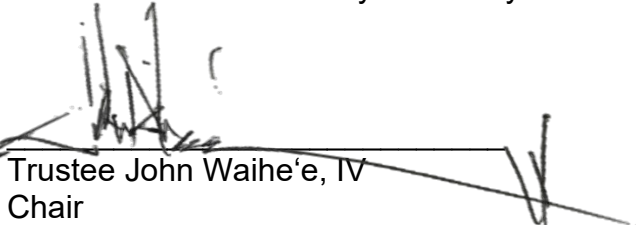


Mark Watanabe Trustee Aide
Committee on Beneficiary Advocacy and Empowerment

As approved by the Joint Committee on Beneficiary Advocacy and Empowerment (BAE) and the Committee on Resource Management on August 30, 2023.



Trustee Kaleihikina Akaka
Chair
Committee on Beneficiary Advocacy and Empowerment



Trustee John Waihe'e, IV
Chair
Committee on Resource Management

ATTACHMENT(s):

- Germaine Meyers' Email and Supporting Documents to Testimony

ATTACHMENT - PAGES 17 - 19

From: G M

Sent: Wednesday, June 21, 2023 2:34 PM

Subject: URGENT & IMPORTANT: Public Testimony of Germaine Meyers, RM Committee meeting and Joint Committee Meeting, 6/21/2023

Aloha RM Chair Waihee, RM Vice Chair Alapa, BAE Chair Akaka, Trustees, and Ka Pouhana,

Mahalo for the opportunity to provide oral testimonies at today's RM and Joint Committee meetings. Unfortunately, I didn't have sufficient time to finish my RM Committee meeting testimony. May I kindly share with you my testimonies in writing, which are verbatim of my testimonies shared orally today (including the unshared portion at the end). I hope you will kindly take my mana'o into consideration when addressing these important concerns.

Have a blessed evening.

Ke Akua Pu,

Germaine Meyers
OHA Beneficiary for Beneficiary Advocacy and Empowerment
and Nanakuli Hawaiian Homestead Lessee

Attachments: 1) RM Committee testimony; 2) Joint Committee testimony

Aloha RM Chair Waihee, RM Vice Chair Alapa, BAE Chair Akaka, Trustees, Ka Pouhana, staff, and beneficiaries,

My name is Germaine Meyers. I'm an OHA beneficiary, for beneficiary advocacy and empowerment. I'm also a Nanakuli Hawaiian Homestead Lessee.

On page 56 of the packet, the timeline details, step 9, November 2, BOT to contact preferred candidate to make an offer. This is 5 months away.

I'd like the Trustees to take into consideration that our CEO is also the interim Grant Manager and interim Washington DC Bureau Chief. These 2 positions were vacant for over 12 months.

In addition, I saw 5 executive positions on OHA's job postings. The Chief Advocate (which I recall has been vacant for over 12 months), a Director of Human Resources (I don't recall who was in that position in the past), General and Legal Counsels (both are the primary and secondary legal counsels to the CEO) and the Director of Research Division (I didn't know Dr. Lisa Watkins-Victorino had resigned).

In addition to these 7 critical leadership positions, there are also 21 employee vacant positions posted at OHA.

I bring these things to your attention because I didn't see these positions included in the packet outline as interim duties of the CEO.

I feel everyone should be aware that whoever is the interim CEO that will manage OHA during the 5 months OHA is searching for a new CEO, this person will have to carry the load of these positions or exert additional efforts seeking to fill these critical key positions.

Trustees as we end FY 2023 in 9 days, I noted that the grants department didn't post any solicitation for Aha Hui grants from August 2022 to May 2023. All events during that time didn't get any support from OHA. Yet OHA now has \$317,830 in unspent Aha Hui grant funds unused from FYs 22 & 23's budget.

In addition, OHA has \$303,340 of Economic Stability grant funds unused and \$759,000 of Education grant funds unused from FYs 22 & 23's budget.

Please keep this in mind during the CEO search and that the new interim CEO will have to hit the ground dealing with these outstanding works. I'm wondering why the current COO and CFO didn't alert our CEO and RM Chair Waihee to these budget issues sooner so that OHA could have taken measures to get these monies into our Hawaiian communities.

Trustees, I humbly ask that the job description and interview process include vetting someone that understands the importance of connection. I consider OHA a social service agency of Hawaiians. I know social workers interact with their clients one-to-one with compassion. I've never heard of a social worker interacting 100% with their clients by phone and computers only. Same with foster care. They interact with the children and adults in real time.

These are the things I hope the new CEO will be sensitive to. (continued on next page)

I also hope the new CEO contract will allow clauses for earlier reviews and termination without financial penalties to OHA if the new CEO cannot fulfill the role. I hope OHA will never have 20% to 30% staff vacancies again. I know highly qualified people applied for jobs at OHA but were never hired for these continued vacant positions. If a position remains vacant for 12 months, we never needed the position in the first place. We should also evaluate if the COO and CFO are assisting the CEO in managing OHA. If not, OHA may want to consider reducing these high paying positions as well. Unfortunately, the CEO has the power, at the moment, to keep all of these positions based on Chapter 10. That's why it's important to pick someone that can manage this powerful and important position.

Ke Akua Pu, God Bless all of you.