



KŪKULU KE EA A KANALO'A

KAHO'OLAWA ISLAND RESERVE COMMISSION

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MINUTES OF THE WORKSHOP

Tuesday April 15, 2008

10:00 AM

Department of Accounting and General Services
Kalanimoku Building, Conference Room 322 B
1151 Punchbowl Street
Honolulu, O'ahu, Hawai'i

COMMISSION MEMBERS

PRESENT: N. Emmett Aluli, Chairperson; Milton Arakawa; Charles Burrows; Craig Neff;
John Waihe'e

ABSENT: Laura H. Thielen; Robert Lu'uwai, Vice Chair

KIRC STAFF: Michael Nāho'opi'i, Executive Director; Michele McLean, Policy Advisor-
Special Projects (PA-SP); Ka'ōnohi Lee, Commission Aide (AIDE); Ray Enos,
Policy Advisor-Governmental Affairs (PA-GA); Rowena Somerville, Deputy
Attorney General (DAG); Nicole McMullen, Commission Assistant (CA)

KIRC CONSULTANTS: Business Consulting Resources- Jean Santos

OTHERS: Stanton Enomoto-OHA; Eric Brundage and Marty Ray-Zapata; Harold Meheula-
Hawaiian Nation of the Hawaiian Archipelago

Chair Aluli called the workshop to order at 10:30am followed by *Pule Na 'Aumakua*. A quorum was established with five commissioners present. He said that the confirmation hearing for incoming commissioner Namaka Whitehead was today at 1:00pm. PA-GA Enos and ED Nāho'opi'i would go to the hearing over the lunch break. Commissioner Neff said that PKO members provided testimony.

Jean Santos reviewed the BCR report on the March workshop. She said that the creation and implementation of strategy is not a one-time thing and needs to be part of the operating style. They have a set of broad goals that they have handed to ED Nāho'opi'i and his team. It is the staff's responsibility to articulate back how these goals will be accomplished. She recommended that every six months they add one year to the strategic plan to make it a rolling five-year document. ED Nāho'opi'i said that the plan is based on the conditions and will need to be reevaluated. Chair Aluli asked if the budget would also get revised every six months. Ms. Santos said that the budget should be looked at annually, including the status of fundraising. Commissioner Neff said that if there were a change in the plan, then the budget would have to be changed.

Ms. Santos said that structure follows strategy. The Commission provides the strategy and the staff provides the structure. They need to have the larger vision while the staff makes it happen. Commissioner Arakawa said that he agreed that if the Commission were too involved in the details, they would lose sight of the strategy. Ms. Santos said that they will need to ask a lot of questions and it will require trust, confidence and honesty. Chair Aluli said that accountability has been a problem in the past. Ms. Santos said that ED Nāho'opi'i and his team have set up measurable goals.

Ms. Santos said that no changes were made to the KIRC vision or current mission statement, but these should be reviewed and can be amended in the future. She read through the strategic goals and deadlines. ED Nāho‘opi‘i and his management team are responsible for the plans.

Goal #1 Increase the size, diversity and sustainability of the trust fund by raising funds through grants, partnerships, contributions from corporations and private individuals, entering into appropriate strategic alignments and operating agreements that generate revenue without commercial activity on island, and to manage the organization’s budget in a manner that protects the trust fund. She said that the Commission decided to put a cap of \$10 million on the trust fund. ED Nāho‘opi‘i will have to create a plan for what happens if they reach the cap. He will present the beginning of a fund development plan today. A draft plan for a five-year budget and fund development is due May 1st and a final plan June 1st.

Goal #2 To develop and implement a culturally appropriate five-year plan to assess and stabilize cultural sites, archaeological sites and burial sites, and provide for appropriate access and cultural practices. This goal addresses the alaloa and the fishing ko‘a. The sites will need ongoing maintenance. The cultural working group will help with site priority. A draft plan and budget is due May 1st with a final plan June 1st.

Goal #3 To develop and maintain a culturally appropriate, environmentally sustainable infrastructure to provide and maintain an appropriate on-island presence for the purposes of managing and protecting the reserve. The goal includes base camp, the Kihei site, Kūheia, the Kauhale, and Hakioawa. A plan needs to define future use of base camp, including ways to increase self-sufficiency and cost reduction. A draft operating plan for base camp and other sites is due May 1st and a final plan June 1st.

Goal #4 To systematically restore the natural resources of the Reserve, including the island and its surrounding waters. This goal includes marine resources, incorporating Hawaiian practices, flood control, the DOH, a plant nursery, alien species control, wetlands and fishpond restoration. The current restoration and ocean plans should be reviewed. Staff should work with the PKO to coordinate grants and funding. A draft plan is due June 1st and a final plan August 1st.

Goal #5 Create a five-year plan to expand the volunteer base and relationships with individuals and organizations in concert with the PKO for the purposes of cultural, natural resource and marine resource restoration, conservation and other traditional and customary practices. This goal includes identifying the volunteer base and partner organizations. A draft plan is due August 1st and a final plan September 1st.

Goal #6 To develop and implement a measurable education and communication program to deepen understanding for the children and people of Hawai‘i and the world, of the natural, cultural, historical, and spiritual significance of Kaho‘olawe; and to aid in the fund development process. This goal includes the development of curriculum, research activities, as well as outreach. A deadline for a plan has not yet been set.

Goal #7 Establish a written and measurable enforcement program and network to protect Kaho‘olawe and its waters from illegal, inappropriate and unsafe use. This goal includes improving enforcement methods and boater education. A deadline for a plan has not yet been set.

Goal #8 Prepare for a transfer of Kaho‘olawe to a future sovereign nation. The KIRC will work on bringing stakeholders together and develop a transition plan. A deadline has not yet been set.

Chair Aluli noted the good advice in March from Norma Wong and Stanton Enomoto regarding preparing for the transition. Commissioner Neff commented that it was important to build relationships with stakeholders now. Commissioner Burrows said that it was important that they start creating partnerships with Hawaiian organizations under Goal #5. It should start with the Commission and the staff can help coordinate. He said that next year the Hawaiian Civic Clubs convention will be on Maui. It would be a good opportunity for the KIRC and PKO to approach them.

Commissioner Neff said that he met with Aunty Pua and he was concerned that there might be a conflict between the current ideas for infrastructure and the cultural use plan. He set up a meeting with her and Chair Aluli to see how we can come together. Chair Aluli said that the strategic plan needs to be integrated with the cultural use plan. Commissioner Neff said that we need to help those at base camp to move to a more Hawaiian way of thinking.

Commissioner Burrows said that they have not thoroughly discussed the future of base camp. Projects like Corey Boss's will reduce operating costs. They are intermediate steps. Commissioner Neff asked if they want to put money into things that may not be permanent. He said that the architecture students would be going on a PKO access in April. We need to get them thinking culturally and we need to know the direction of base camp so that we can give them direction.

Chair Aluli said that when they first started discussing the cultural use plan, it was hoped that base camp could be more of an educational area, not just a staging area. **Chair Aluli said that the commissioners should to go to Kaho'olawe before the end of the fiscal year.** ED Nāho'opi'i said that they need an end goal for base camp so that changes will lead to it. PA-SP McLean said that it should have occurred to the staff to run the strategic plan through Aunty Pua. DAG Somerville asked if the draft strategic plan could be given to Aunty Pua to add the cultural components. ED Nāho'opi'i asked if the deadline for Goal #3 should be pushed back. PA-SP McLean said that if we need more time to coordinate Goal #3, then we should wait and do it correctly. **Chair Aluli said that the new deadline for Goal #3 would be July 1st with the final due August 1st.** **Chair Aluli said that they need to thank those who attended the workshops and get their input.** DAG Somerville asked when the first draft of the cultural plan would be ready. Commissioner Neff said that staff should follow-up with her. **ED Nāho'opi'i said that he would contact Aunty Pua.**

ED Nāho'opi'i next presented a preview of his strategic action plan for Goals #1 and #2. For Goal #1, he presented the following objectives: 1) Develop and implement a charitable giving program – including institutional and individual, a gifting promotion, hiring a fund developer, a membership program, and a commissioner-led donation drive. 2) Develop direct Government funding sources – including DOD funding and developing funding at the federal, state, and county levels, and with OHA. 3) Expand the use of grants for all programs, including hiring a grant writer and making staff more responsible for locating grants to make programs self-sustainable. 4) Develop joint projects with other non-profit organizations. 5) Develop and establish an annual fundraising event. 6) Develop revenue generation sources – including possibly a KIRC logo store, excess equipment sales, the exhibit, charging access fees, charging government employees for expenses, and carbon credits. 7) Manage budget to protect trust – including staff realignment, reducing program and volunteer growth unless funded, cost modeling for grants, reducing commission meetings and CIP drives for large projects. 8) Develop cost sharing partnerships with other state and county agencies. He is looking into sharing an archaeologist with SHPD part time. And 9) Establish a non-profit entity "Kanaloa Foundation."

Chair Aluli asked the ED Nāho‘opi‘i prioritize the objectives. He asked if there would be new staff hired. ED Nāho‘opi‘i replied that, if needed, they could be contracted and built into the cost of a CIP project. **Chair Aluli said he would like included a better computer system and training under this objective.** Commissioner Arakawa asked if people could make contributions now to the trust. PA-SP McLean said that they could. Commissioner Arakawa asked if, in the future, the non-profit would accept funds. ED Nāho‘opi‘i said that the non-profit would open up certain grants. He thinks that all funding programs would start with KIRC, and they will research which would be better done by the non-profit. They will develop a business model, and the non-profit would have to be separate from the trust.

Chair Aluli said that he should add ways to improve how we can manage funds. Commissioner Neff asked if they could invest money now instead for putting it in the trust. DAG Somerville said that they would have to amend 6K to do that. Currently all funds go through the state and the money would be encumbered. Chair Aluli said that we need to see what can be done with the present system.

ED Nāho‘opi‘i next handed out a draft of his Fund Development Action Plan and a time schedule for Objective 1. It lists action steps for the objective, including staff responsibility, resources required and assessment measures. He said that they would have to look at every opportunity for gifting and fundraising. Commissioner Arakawa said that he liked his ideas and the idea of establishing a foundation. ED Nāho‘opi‘i asked that commissioners to think of who could serve on the board.

At the May meeting ED Nāho‘opi‘i will present the individual project plans for each objective. He also handed out trust fund estimates in three years based on moderate, aggressive and cautious fundraising. With aggressive fundraising, funding could be at 100% by FY12. The trust fund would still dip to \$12.5 million even with aggressive funding. The trust fund will be depleted unless they cut spending and are successful with fund generation. According the moderate fundraising model, they would have to raise \$750,000 in FY09. ED Nāho‘opi‘i said that this fundraising would only sustain the trust. He would like to build the trust, but it would probably take five years until they could start building the trust. Commissioner Neff said that they need to know what they will cut if that becomes necessary.

ED Nāho‘opi‘i presented his action plan objectives for Goal #2. 1) Assess status of island cultural resources. 2) Re-inter exposed burials. 3) Systematically stabilize cultural sites. 4) Provide for appropriate access and cultural practices. He is working on an agreement with SHPD for archaeological work two days a week in exchange for GIS help. Since a SHPD archaeologist would be doing the work, it will be easily approved. DAG Somerville said that they would do an interagency agreement. ED Nāho‘opi‘i said that he would like to see regular archaeological surveys and a process for emergency stabilization of sites. Commissioner Neff said that the burials need stabilization, but are not actually exposed. The objectives for this goal include establishing the alaloa trail and the fishing ko‘a. ED Nāho‘opi‘i will be talking with the PKO in May about the trail. They need to develop a method to identify and facilitate cultural accesses. Chair Aluli said that the cultural working group should be the foundation of this goal. They need to tie in research and cultural protocol, as well as partnership with the PKO.

Commissioner Neff said that he liked the objectives and that work on sites should be by priority. ED Nāho‘opi‘i said that the plans for Goal #1 and #2 are due on May 1st. Chair Aluli thanked him for his hard work. ED Nāho‘opi‘i said that the staff has had input into the objectives and that the cultural component will be important in developing the rest of the goals.

ED Nāho‘opi‘i introduced the proposed FY09 budget in the packet. He said that PA-SP McLean put the budget together with a new layout. It will be project oriented with four categories: labor,

transportation, materials and other direct costs. It will give a better idea of the cost of individual projects. There will be a financial and managerial budget. Chair Aluli read PA-GA Enos' testimony for Namaka Whitehead's confirmation hearing. ED Nāho'opi'i and PA-GA Enos left for the confirmation hearing and the Commission went into Executive Session.

MOTION At 2:00pm Commissioner Arakawa moved to enter into Executive Session - Pursuant to HRS Chapter 92-4 & 5(a)(4), the Commission will resolve into Executive Session to consult with legal counsel and staff on personnel issues where consideration of matters affecting privacy will be involved. Commissioner Lu'uwai seconded the motion.

ACTION: Motion approved by all commissioners present.

Commissioners Aluli, Neff, Arakawa and Burrows, DAG Somerville, CA McMullen, PA-SP McLean, AIDE Lee and Ms. Santos resolved into executive session.

MOTION: At 2:15 pm Commissioner Arakawa rose to report out of Executive Session. Commissioner Burrows seconded the motion.

ACTION: Motion approved by all commissioners present.

The Commission next discussed the organizational chart presented by staff. ED Nāho'opi'i explained that middle management has been cut, which will make the program managers more responsible and communicate better. The Deputy ED will oversee the programs. Operations will support the programs. The Commission needs to formally approve the reorganization at the next meeting. ED Nāho'opi'i said that they hope to begin the transition as soon as possible. AIDE Lee said that the PDs should be approved by July 1st. They will need to recruit for the new positions. Current staff can act as interim in the new positions. DAG Somerville said that the PDs would be reviewed by the Personnel Task Force before the next Commission meeting. Commissioner Burrows asked if they could review the general description of each category of staff. DAG Somerville said that a fundraising component would be inserted into all of the PDs

PA-SP McLean said that the administrative department would have a new Administrative Officer that will supervise and handle HR. There are two administrative support positions. Chair Aluli said that they discussed that they might need a CFO. ED Nāho'opi'i said that the bookkeeping position would have more work in cost accounting. Commissioner Neff asked if the admin support could be put into one position. AIDE Lee said that it was one position in the past. The Commission Assistant/Archivist position currently archives the meeting minutes and central files and catalogs the library. The duties will be extended to work with the Culture Program in the archives and artifacts collections, including the electronic archives. Ms. Santos suggested that the GIS/IT position could help develop databases for fund development.

The UXO/Safety Officer oversees health and safety of staff and volunteers, including regulations and training. **Commissioner Neff said that the PKO has a safety video that they show volunteers and recommended that KIRC get one.** Commissioner Burrows asked if the UXO Safety Officer covers PKO accesses. The KIRC received the waivers. Chair Aluli said that they discussed PKO kua helping with volunteer orientations. ED Nāho'opi'i said that he and PA-GA Enos could help with orientations in Honolulu.

The Policy Advisor position would assist with obtaining government funding and would handle some tasks of the previous Commission AIDE. The Deputy ED would take over some functions of the current managers, would be second in command, and would do procurement and contracting that was the task of the Policy Advisor-Special Projects. The Outreach Specialist would take on some fund development responsibilities. Chair Aluli asked if outreach included

PR. ED Nāho‘opi‘i said that it would include communications and public information. She will be the single point person for the KIRC’s message, including press releases, newsletters, brochures and website content. A new position of grant writer will write the applications and administer grants.

The Volunteer Coordinator will handle all accesses and orientations. He currently does cultural orientations. Commissioner Neff asks if he goes on each access. PA-SP McLean said that he does not, but orients the groups ahead of the access. ED Nāho‘opi‘i said that it was his goal to train all staff to transmit culture to the volunteers. He said that many of the PKO kua did not understand Hawaiian culture and were trained. They have started doing cultural workshops with the staff on Fridays. Commissioner Burrows asked if it was possible for the Cultural Specialist to be on accesses. Commissioner Neff said that it was important to engage the volunteers at the sites. They should not interact with a site unless they know what they are doing. ED Nāho‘opi‘i said that the PKO kua could help on KIRC accesses. PA-SP McLean asked if the second cultural person would be necessary if they have a part time archaeologist. Chair Aluli said that they discussed the cultural program overarching the staff. ED Nāho‘opi‘i said that the cultural program should be integrated in all they do. **Chair Aluli asked that they keep the second cultural specialist position open.**

PA-SP McLean said that the current plan would eliminate one Restoration program position. Two Restoration salaries are funded by DOH, but not fringe. They will continue with or without volunteers on alien species eradication and will work on a NRCS grant for wetlands restoration. She said that the Ocean Program currently has two staff. They need to decide whether to hire a third. The staff knows that the Commission wants to see more action taken in the Reserve. They have focused on monitoring and surveying per the last strategic plan. They want to continue monitoring for continuity and think that a third person could help crunch the data. Chair Aluli asked if a marine option student could assist. ED Nāho‘opi‘i said that with increased ocean transport, they would need the ocean staff to supplement the vessels. PA-SP McLean said that the staff provides cross support and one of the ocean staff is also an access guide. Ms. Santos said that there might be money in ocean research that is publishable. PA-SP McLean said that the Ocean staff could cover open waters and drive the enforcement program. Commissioner Neff asked if those on island could monitor in the zodiac to cut costs.

The Operations manager has been revised to do more day-to-day and less senior management. There is one KIR Specialist vacancy. They will handle logistics, supplies and infrastructure support, including base camp. PA-SP McLean said that Operations would scale back to a supportive roll instead of initiating their own projects. Commissioner Arakawa asked if Access and Logistics could be combined. PA-SP McLean said that Logistics handles extensive ordering, purchasing, inventory and maintenance. She said that the Access Coordinator currently does KIRC Base, transportation coordination, schedules activities and tracks paperwork. PA-SP McLean said they are not sure that the Parsons administrative assistant on island is needed and KIRC staff may be able to do those tasks. The person who does KIRC Base sometimes has a lot to record, but there is also downtime.

Commissioner Arakawa commented that they have eliminated four positions and have created three. The overall effect is minimal. PA-SP McLean said they would save over \$100,000 a year on salaries. The current staff structure did not serve the KIRC well. The staff can function well without the middle management. Commissioner Burrows said that the managers were responsible for grants. PA-SP McLean said that they want everyone to be responsible for grants and to work with the grant writer. The staff’s expertise will support the grant writer. Their positions depend on their ability to find grants. Commissioner Neff asked about contracts. PA-

SP McLean said that they currently contract architects, legal, the EKF and the radios. ED Nāho‘opi‘i said that it is a possibility they could contract for cultural support and volunteers could assist with enforcement.

MOTION At 4:12pm Commissioner Arakawa moved to dismiss the workshop. Commissioner Burrows seconded the motion.

ACTION Motion approved by all commissioners present.

Upcoming meeting: May 15 in Honolulu