

**HCDA's Kaka'ako Makai Community Outreach Program**  
**ADVISORY WORKING GROUP MEETING NO. 2**  
**Location: University of Hawaii, John A. Burns School of Medicine**  
**Date: June 25, 2007; 5:30 to 7:30 p.m.**  
**From: Harmonee Williams, Townscape, Inc.**

## **List of Attendees Attached (page 11)**

### **JUNE 25, 2007 – MEETING NOTES**

#### **1. WELCOME AND PURPOSE BY BRUCE TSUCHIDA**

- This is the 2<sup>nd</sup> meeting of the Kaka'ako Makai Advisory Working Group (AWG).
- Reviewed 3-Phase Diagram for those who haven't attended the previous meetings (attached at page 6). Phase I consisted of Townscape doing outreach to many parties. Phase II is the formation of an Advisory Working Group, who will develop a Vision, Guiding Principles, and Action Steps for Kaka'ako Makai. We are still early in Phase II – just establishing the AWG and deciding how it will function.

#### **2. AGENDA, RULES, AND INTRODUCTIONS BY JANIS REISCHMANN**

- Review of Agenda, amended from what was posted on HCDA website due to input from AWG members that they did not want small group break-outs following committee presentations, but instead would prefer discussion with the entire group.
- Same meeting rules as last meeting.
- Introductions consisted of a go-around, whereby each participant said their name and any organizational affiliation.

#### **3. REPORT FROM FACILITATOR SELECTION COMMITTEE REPRESENTATIVE, NANCY HEDLUND**

- Executive Summary hand-out was distributed (attached at pages 7-11).
- Nancy reviewed hand-out and highlighted the key points, which included a draft recommended timeline of events for the AWG and the recommendation of hiring the facilitator team of Kem Lowry and Karen Cross from the University of Hawaii's Matsunaga Institute for Peace.

#### **4. GROUP DISCUSSION**

- I would like to see the resume of Lowry and Cross.
  - It's on page 4 of the hand-out and on the UH, Matsunaga website.
- How does hiring 2 facilitators work with HCDA's procurement requirements?

- It's ok. If it's UH, then it's a state-to-state contract, which is relatively easy and fast.
- Compared to other facilitators, UH is a bargain. Also, they are well respected.
- One person was concerned that HCDA has better design professionals.
  - Shouldn't be a concern because design professionals can be hired later on in the process.
- Looking ahead, would the AWG eventually take on waterfront planning?
  - No, we would develop the Vision statement and decide on Next Steps.
- Why is the process so slow? There doesn't seem to be any action until January.
  - We're actually doing a lot between now and January. We need to get a proposal to HCDA Board for the facilitators, which already won't be until the August Board Meeting. Then we'll have to resolve a contract with the facilitators, and we may decide to do an RFP to support Phase III; all of which takes time.
    - I'm just impatient with government in general.
- Does our recommendation go to the HCDA Board as an "Info Item" or an "Action Item"?
  - It can go as Action, but it must go through the Board before we can move forward.
  - Any negotiations or contract must be done by HCDA.
  - AWG can review contract before it is finalized.
  - 90-day RFP period is not applicable for this process.
- Since there were no other questions, Reischmann asked if the AWG was in agreement with the Committee's recommendations.
- After seeing several head nods, Reischmann asked if there were any objections to approving the Facilitator Selection Committee's recommendations.
  - No objections.
  - Recommendations approved.

## **5. REPORT FROM BYLAWS COMMITTEE**

- The Bylaws Committee presentation was given by Michelle Matson, John Thorpe, Jr., Neal Morisato, Elaine Tamashiro, and Wayne Takamine.
- They used a PowerPoint slideshow to present the key points of the draft bylaws.
- They recommended that the Advisory Working Group be called the "Community Planning Advisory Council" or CPAC.

## **6. GROUP DISCUSSION**

- The draft bylaws begin very positively by discussing how they intend to involve all stakeholders. However, they then go on to outline a

participation process whereby there are only certain "voting" members. This idea of interest groups having representatives that vote for the group raises some concern that you are excluding input by giving exclusive rights to a select few. It is discriminatory and restrictive to only select a few. We are not publicly elected. We don't even need bylaws, especially if they take away a citizen's rights from a voluntary process.

- The bylaws state that there will be public participation and comment period in all meetings. The 3 reps for each interest group are charged with accurately representing the group. They are only there to protect against a large number of people showing up at 1 meeting to vote a certain way, when they haven't been there participating all along.
  - No matter how convenient you want the process, you shouldn't have to give up individual rights.
- The organizational structure is ok, but there are a few things I would question, including that the Planning Policies should not be part of the bylaws. The law is badly written, so we shouldn't have to live with it and support it by making it part of the bylaws. Also, is the Facilitator Selection Committee still going to be needed after this initial phase?
  - It probably won't be needed, but its important to keep time and order, and so far this committee has been handling the timeline.
- Why do the officers get 3 votes?
  - There are 3 officers and 3 votes – 1 for each.
- Would HCDA fund a council without bylaws? Do we need bylaws? Is this their mandate?
  - Actually, creating bylaws was recommended by Townscape in order to make the group more credible.
- There are references in the bylaws to HCR 30. They need to be the exact language. If it is an interpretation of the Resolution then it needs to go through the A.G.'s office. Also, the M.O.A. needs approval. It must go through the HCDA Board, not just HCDA staff.
  - The law does not dictate exactly *what* is to be placed in the area, or *where* it is to be placed. It does say that the Hawaiian culture should be emphasized, and there are similar ideas that were written in law.
    - That's fine, as long as it is *exact* HRS language, not an interpretation. An alternative is to not paraphrase statutory language, just reference the statute.
- There is some ambiguity regarding the Council (AWG)'s relationship with HCDA. We need the bylaws to help us with that. The Council may want some independence from the laws. How much "elbow room" is there?
- In the organizational chart there are 12 interest groups listed. Are these just examples?
  - Yes

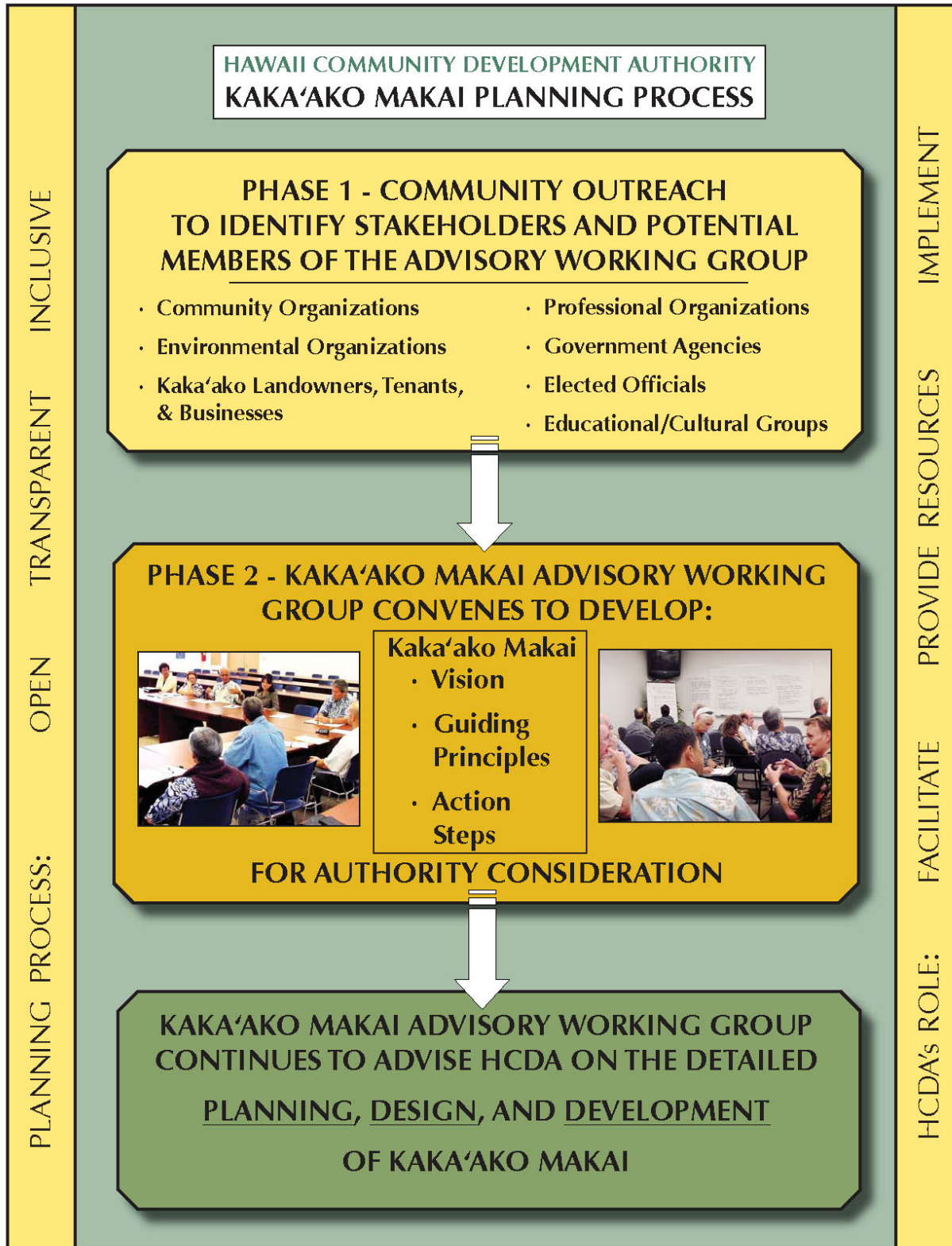
- In the application process, how would the roles be distinguished? Do you apply for a specific interest group? Would a whole group have to apply together? Would there be a limit of 12 interest groups?
  - No need to apply as an interest group.
  - No limit on number of interest groups.
- Can people join more than 1 interest group?
  - Yes
- The purpose of setting up a voting procedure such as the interest groups is to protect against a large number of people showing up for an important vote in order to skew the voting from what would be a more representative vote. It's not about expedience, but being responsible.
- It's good to have the laws/policies in there for those of us who know the history and know how hard we've fought to get this advisory Council.
- If the interest group structure is not defined early on, we could have problems down the road. What about other interest groups, such as the homeless who use the park the most? Or groups who own/use land there already, such as KS (Kamehameha Schools), OHA (Office of Hawaiian Affairs), others? Does everyone have equal voting rights? Will the structure accomplish the goals of the Council downstream?
  - We came up with the groups based on the people's interest who have already applied, but they can be changed.
- A representative from OHA stated that the land was ceded land, and because of that, OHA has a right to 20% of the revenues made on that land.
- The bylaws should support what the community wants. They should help to manage the process in the best way possible.
- Thank you for drafting this straw-man. I think the timeline is aggressive. I have a problem with the interest groups being pre-supposed. I don't think the bylaws need to reiterate state statutes. It would be more meaningful if the bylaws only describe how work gets done. Once the group develops the vision and guiding principles, the interest groups may more naturally surface.
- In the Membership section, can we fix the definition of businesses to not be limited by dropping "small" before businesses?
  - Yes
- This process may not result in one vision, but could surface multiple visions.
- Could artificial interest groups be formed? How would we protect against this?
- If the Planning Policies are included, then it's too restrictive. We could always go to the Legislature and get the law changed. Also, I think we need a communication committee that would explain or broadcast our ideas to others.
- The interest groups are too specific; they should be kept broad.
- The Guiding Principles should come from the information that Townscape got from all of their interviews. That's where the interest group areas should

come from. The application process should not be so selective; people shouldn't have to be voted in. This is supposed to be an inclusive process.

- All of the components from the Planning Policy highlights can fit in the Kaka'ako Makai area. Even more things could be added.
- Section 2.G.6. (page x) – what about the vote after reps?
- Section 2.I.2. (page x) – why would the minutes be taken by HCDA staff? What is the Council Secretary for then?
- We have to remember that this process is political. We are not a blank slate. We have an interest in Kaka'ako Makai, all of us.
- Discussion was wrapped up after the allotted hour.

## **7. NEXT STEPS**

- HCDA will begin the process for hiring the recommended facilitators.
- The Bylaws Committee will take all the feedback from this meeting and any other comments that people send to them by July 5<sup>th</sup>. Then they will prepare a revised draft, which will be discussed at the next meeting.
- The next Council (AWG) meeting will be Wednesday, July 25<sup>th</sup>.
- It will either be facilitated by Townscape or the new facilitators.
- The agenda will include:
  - Continued discussion on bylaws
  - HCDA info on the current situation in Kaka'ako Makai – leases, ownership, maybe infrastructure capacity, etc.
- The location will be determined, but should be within Kaka'ako Makai.
- All details will be posted on HCDA website.



**Kaka'ako Makai Community Advisory Council**  
**Facilitator Selection Committee – Summary of Meeting Notes for 6/5/07**

**Suggested Decision-Making Steps for the Advisory Group**

Discuss questions on each aspect of the work. If group is in agreement, take vote regarding endorsement *in concept* on each of the following:

- #1 – Endorse idea of including options for facilitators who have various areas of expertise in addition to group development, such as waterfront design, etc., for the respective requirements of phases of the advisory group?
- #2 – Endorse framework of role expectations and interview process used for the facilitator nomination process, which will serve as guidelines for drafting a specific work plan with the facilitators, once they are selected?
- #3 – Endorse selection of UH facilitators, Karen Cross and Kem Lowry, including provision that they may bring in other facilitators to help where there is good fit (M. Pisolish; L. Colburn).
- #4 – Endorse next step that UH facilitators and 4-5 committee members draft a final work plan showing specific activities and costs, with renewals by HCDA as the advisory group wishes?

**# 1 – Expectations for Facilitation of Phase 2 and Subsequent Phases:** The Committee discussed facilitator roles and options in relation to: the anticipated work of the group, the role of the facilitators, and the time frame in which the work would be completed. The Committee defined expectations within the general framework that facilitator support would be needed for 1) development of the advisory group in Phase 2, as well as 2) waterfront planning and design in subsequent phases. A draft general timeline is shown below for Phase 2, which is subject to change after facilitators are selected and bylaws passed. The key assumption is that there will be one or more phases of planning and implementation after the advisory group is formed and organized.

**May -** Facilitator and Bylaws committees meet. Agenda for Facilitator Committee:

1. Review: preliminary timeline, facilitator specifications, job description, facilitator bios
2. Review selection process; nominate candidates for interviews in early June

**June – First 2 weeks -** Facilitator committee interviews facilitator candidates and makes recommendation at June 25 meeting if possible

**June 25 – Advisory Group Meeting –**

- Bylaws and Facilitator committee presentations and decision making as is possible.
- Decide on work plan for summer months before facilitator agreement completed.

**July – ? Meetings –** If needed to confirm plans and proposal to HCDA for facilitation and to complete work on bylaws. Plan August meetings?

**August – ? Meetings – ?** Plan meetings on Kaka'ako History & Opportunities

Presentations on previous plans, history and environmental issues, Hawaiian Sense of Place, constraints, effects of current state and city planning activities on Kaka'ako makai, Waterfront planning groups (e.g. The Waterfront Center, others?), etc.

**September - January – Meetings –** Work plan to proceed according to plans and develop recommendations and RFP for Phase 3.

## **#2 – Framework of Role Expectations and Interview Process:**

Method – Names of potential candidates were generated by the committee from members' experience and contacts in the community. The best options and greatest convergence of possible candidates came from the UH Spark M. Matsunaga Institute for Peace (UH Manoa, Public Policy Center). Several of the facilitators from the Institute were recommended by multiple people from the committee and the community at large. Brief biographical summaries from the UH website were disseminated through meeting notes to provide information about the proposed facilitators.

Committee members reviewed potential facilitators' backgrounds and discussed facilitator responsibilities. The committee agreed to go forward with interviewing several facilitators from the UH institute: Drs. Karen Cross, Kem Lowry, and Marina Piscalish. The interview discussion was framed by the following guidelines:

1. Facilitators will assist the advisory group on the following: Adopting bylaws and electing officers; Reaching agreement on documenting a vision, workplan/timeline, guiding principles and next steps for Kaka'ako makai; Preparing draft recommendations for AWG review; Conducting educational sessions on Kaka'ako makai background and history, land use constraints, opportunities, previous plans and other related information; Maintaining interface with HCDA
2. Facilitators will assist with arrange meeting logistics for meeting and committee meetings (as needed) including: Securing meeting locations; Generating meeting notices; Assisting in developing meeting agendas; Generating meeting summaries; Maintaining email list.
3. Facilitator Selection Criteria: Committee discussed: Experience working successfully with community groups in Hawai'i; Knowledge and appreciation of Hawaii's local culture; Experience in managing conflict within groups of diverse people; Experience facilitating community planning processes including keeping discussions and meetings on track; Experience working with diverse groups including state agencies, private sector organizations, including non profits and citizens;  
Able to maintain neutrality as a facilitator; Able to facilitate "big thinking"

Summarized results of the meeting with the facilitators have been posted on the HCDA website in the meeting notes for 6/5/07.

## **#3 – Committee recommendations for Phase 2 Facilitators:** Select Facilitator Team from UH Matsunaga Peace Institute: Drs. Karen Cross & Kem Lowry.

- Excellent qualifications with respect to having lived/worked in Hawai'i and record of demonstrated facilitation expertise in Hawai'i
- Good "fit" between the group's anticipated goals and work and the facilitators' experience with land use and government topics and issues
- Evidence of positive partnership between the 2 consultants indicating effective team leadership would be provided to the group
- Respect for UH as a credible sponsoring agency. especially the Spark M. Matsunaga Institute
- Flexibility, as needed, to bring in other Institute facilitators and/or graduate students – *with the group's approval* – to provide additional perspectives and accomplish work associated with maintaining group communications (email list, etc.) and related administrative tasks

#### #4 – Proposed Approach to Developing the Work Plan with the Facilitators and HCDA

4a - The committee recommends an initial six-month agreement for facilitator services beginning with a more intense start-up period, all to be followed by quarterly renewals. Committee also recommends a flexible arrangement with the Institute with respect to facilitation and timeline, which need to be worked out in specific terms for a contract. Agreement details will be forged in a way that is consistent with UH and HCDA procedures. Rationale:

- The Matsunaga Institute works with public posted hourly rates for various services, including facilitation, support services, and use of students to complete the more clerical and administrative support services.
- The facilitators recommend a more intensive start-up so that an initial assessment survey can be completed and analyzed, for use as an information base for the facilitators to work with the advisory group. Results of the survey are disseminated to the group.
- The group can confirm the plan of work for Phase 2 with the benefit of the facilitation. This, in turn, will determine the time frame needed for Phase 2 consultation.

4b - Possible Phase 2 Deliverables and Time Frame. The following general ideas have been discussed by the Committee and were discussed with the potential facilitators. These were summarized in an email from Nancy Hedlund to Karen Cross.

- Phase II Workplan – purposes of Phase II are to:
  1. Continue the process of forming the advisory group
  2. Ensure the advisory group shares an understanding of Kaka'ako makai background and history
  3. Develop "deliverables" for Phase II which include recommendations for HCDA on a shared vision for Kaka'ako Makai; guiding principles to guide planning and decision making; and next steps, including what should be accomplished in Phase III
- Possible **Phase II** "deliverables:" for the facilitator agreement:
  1. Facilitated meetings (including special meetings)
  2. Meeting summaries
  3. Approved bylaws
  4. First vision statement
  5. Guiding principles
  6. Develop a plan and an RFP for Phase III for consultation to develop waterfront vision and waterfront concept master plan

Notes from Dr. Karen Cross regarding the meeting: "That was such an interesting discussion Tuesday evening and we were impressed with the group, their questions, and interest in getting it right for this very significant project. When Kem [Lowry] and I looked at your plan these things caught our eye:"

#1 – The deliverables seem quite realistic as to what was defined as possible **Phase II** "deliverables:"

#2 – We talked at the meeting about doing a **pre-assessment**. There is no time built in for assessment (individual interviews or pre-facilitation survey). Face-to-face interviews would be 30 min to 1 hr./person. I also use a time efficient method of putting out a survey out for individuals in the group to answer and then collect that and pull common themes and differences out to highlight in the group process. This latter method is dependent on how thoroughly people write

their answers and it may not give as comprehensive a picture as the interviews. The survey for a group of your size would take about 10 hours of time for us to collate and draw themes out.

#3 - The proposed **educational background sessions** should be something the facilitators attend and may be better to have once the group gets started. You may want to consider interspersing the informational sessions into the meeting, so there was 1/2 of group work and 1/2 educational with some kind of analysis about what they heard in the educational section.

#4 – The general timing sounds like it would work with our academic year. Here is an outline of some of the early work that a group like the advisory committee would need to go through together. Setting up to work together would include:

|  |
|--|
| 1. Group's Goals and Objectives -- Do we have the group's purpose clearly put forward? Are we clear on what the group will work on? What do you collectively hope to accomplish? |
| 2. Task Force Members' Roles -- Are members representing themselves or groups? Can alternates represent them?  |
| 3. Behavioral Values -- Are the ground rules sufficient? Do these encourage active listening, civil communication, confidentiality, etc..? Adopt changes as needed               |
| 4. Operating procedures for meetings -- How will agendas be developed? Where are the meetings going to be held, how often and how long? How will the team record its work?       |
| 5. Decision Method -- Will the group use consensus in decision-making (if so what kind?) Or some other type of decision rule?  |
| 6. Handling Media  |

### Biographical Summaries

**Karen Cross** is Program Manager for the University of Hawai'i Program on Conflict Resolution and Matsunaga Institute for Peace. She manages the academic, research, and service work of the multidisciplinary Peace Institute and the Program on Conflict Resolution, which has a Graduate Certificate in Conflict Resolution and an undergraduate Peace Studies Certificate and major, along with the University of Hawaii Alternative Dispute Resolution Program, which provides conflict prevention, management and resolution services to the university community.. She provides culturally appropriate process design, facilitation, mediation, and a range of conflict resolution training to organizations throughout the state. She often works with schools, university groups, government agencies and the non-profit sector over time to build governance, problem-solving and facilitative capacity. She serves on the boards of the Association for Conflict Resolution Hawaii, the Center for Global Nonviolence, and Consultants for Global Partnership. She co-created "Facilitating in Pacific Ways," a regionally responsive training for facilitators in preparation for the 2004 and 2005 United Nations University Global Seminar held with the University of Hawai'i.

**Kem Lowry:** PCR's current Director and Professor of Urban and Regional Planning. He is involved in the mediation of public policy issues in Hawaii. He has also served as a consultant to several state agencies, the United Nations, Asia Foundation, the Office of Technology Assessment, the Agency for International Development and is the author of published research on evaluation, dispute resolution and natural resource management. He is a mediator and a member of the Board of Advisors of the Center for Alternative Dispute Resolution, Hawaii State Judiciary and the Board of Mediation Center of the Pacific.

People attending one or more meetings: Nancy Hedlund, Randy Ching, Ron Iwami, Kevin Killeen, Tom Laidlaw, Loretta Yajima, Mark Wong, Jay Kadowaki, Jan Yokota, Kip Wilborn, Dexter Okada, Jonathon Parrish, Norman Foster and additional individuals whose email addresses do not provide full names.

## **List of Attendees**

Anderson, Amy  
Bannick, Nancy  
Barrett, Paul  
Berg, Frederic  
Brower, Representative Tom  
Ching, Randy  
Courcier, Camden  
Dang, Mike  
Dias, Ashley  
Downs, Barbara  
Enomoto, Stanton  
Faulkner, Kiersten  
Feltz, William  
Fukunaga, Senator Carol  
Hedlund, Nancy  
Iwami, Ronald T.  
Kaneshige, Cheryl  
Kaneshiro, Christine  
Killeen, Kevin  
King-Lanzilotti, Louise  
Loy, Bob  
Mandrell, J. L.  
Matson, Michelle  
McKeague, Roger  
Mento, Frank  
Morisato, Neal  
Musick, Marla  
Nalua'i, Dr. Solomon  
Oda, Robert  
Okada, Dexter  
Scheuer, Jonathan  
Takamine, Wayne  
Tamashiro, Elaine  
Thorpe, John W. Jr.  
Tokumitsu, George  
Vincent, Peter  
West, Commodore Linda  
White, Reg and Connie  
Yajima, Loretta  
Yokota, Jan