

FOR INFORMATION

I. SUBJECT

Findings and Recommendations of the Permitted Interaction Group Established at the May 5, 2023, At-Large Board Meeting, Pursuant to Section 92-2.5(b), Hawaii Revised Statutes, for the Purpose of:

- i. Conducting the Executive Director’s Annual Performance Review, and
- ii. Establishing the Executive Director’s new 1-, 3-, and 5-year goals and accordingly amend the Agency’s Strategic Plan adopted by the Authority at the November 2, 2022 General Authority Meeting.

II. BACKGROUND

In May 2023, the Authority established the Permitted Interaction Group (“PIG”) for the purpose of:

- i. Conducting the Executive Director’s Annual Performance Review, and
- ii. Establishing the Executive Director’s new 1-, 3-, and 5-year goals and accordingly amend the Agency’s Strategic Plan adopted by the Authority at the November 2, 2022 General Authority Meeting.

The PIG met on June 16th and July 10th.

III. DISCUSSION

Strategic Plan

The PIG met to review the 2023 goals and priorities as set out in the November 2022 Strategic Plan, and identified the goals that were met and goals that were not met and needed to be included as 2024 goals.

Considering the funding by the Legislature of various transit-oriented development projects, the PIG suggested incorporating the transit-oriented development projects as one-year goals because those funds need to be encumbered by June 2024. The priority level of “High, Medium, or Low”, is generally based on the alignment of the goal with the vision for the agency, or the urgency of the goal, or both.

The Goals, Priorities, and Strategies table shows the Agency’s and Executive Director’s 1-, 3-, and 5-year goals for the year 2024, which is attached hereto as Exhibit “A.” The November 2022 Strategic Plan will be revised accordingly for presentation and adoption by the Authority along with the recommendations of the PIG on the Executive Director’s annual performance review at the next Authority meeting.

Executive Director Annual Performance Review

To be discussed in executive session

The Authority may convene in executive session pursuant to HRS § 92–5 (a)(2) to consider the hire, evaluation, dismissal, or discipline of an officer or employee or of charge brought against the officer or employee, where

consideration of matters affecting privacy will be involved; provided that if the individual concerned requests an open meeting, an open meeting shall be held.

Prepared and Reviewed By: Craig K. Nakamoto, Executive Director: Craig K. Nakamoto

Approved By:

Chair Chason Ishii Chason Ishii

Vice Chair Serling Higa Serling Higa

Member Sabrina Nasir Sabrina Nasir

Member Craig Hirai Craig K. Hirai

Member Russell Tsuji Russell Tsuji

Member Kevin Sakoda Kevin G. Sakoda

Member David Rae David Rae

Member Punihei Lipe _____

Exhibit "A": Goals, Priorities, and Strategies - 2024

**Hawaii Community Development Authority
Goals, Priorities, and Strategies**

2024

Goal	*Priority	Action/Notes
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Short-Term (1 year)

General Objectives

HCDA Workforce Realignment	High	Review and assess staff capacity and report to the Authority in January 2024
Stabilize agency's year-over-year funding (i.e., general fund vs. special fund)	High	Integrate fees and reimbursables for staff time when assisting other agencies, when possible.
99-Year Leasehold Program	High	Act 97, SLH 2023. Start planning and encumber funds by June 2024. Fill two newly created positions

Kaka'ako Community Development District

Kaka'ako Mauka Area Rules Amendment (TOD Overlay)	High	Complete rule amendment by December 2023
Kaka'ako Mauka Permanent Crosswalk Improvements near Kolowalu Park	High	Complete construction by December 2023.
Stabilize Net Cash Flow and Expenses for the Honuakaha Elderly Housing Project	High	Continue to increase rent 5%/year
Implement innovative methods to develop more affordable housing in HCDA's districts	High	Review the feasibility of using Block P site for the 99-year leasehold pilot program.

Goal	*Priority	Action/Notes
Kaka'ako Mauka Improvements for Kolowalu Park	High	Complete construction of dog park by December 2023 Encumber remaining funds by June 2024
Central Kaka'ako Planning for Complete Streets Improvements for Central Kakaako streets (dependent on City's timeline and what streets City takes on as a project)	Low	Execute professional services contract by December 2023 for planning. Since construction funding was vetoed, priority is low.
Public Facilities Improvement Projects in the Kaka'ako District	Medium	Continue work on projects: 1. Kewalo Basin Harbor Sewer Pump 2. Community Facility for Mother Waldron Park 3. Kewalo Basin Harbor Stairs
Makai Area Rule Update	High	Complete rule amendment by December 2023
Authority Member	High	Governor appointment of a business or nonprofit member
Develop Plan to Transition the Honuakaha Elderly Housing Project to a Private Entity	High	Commence planning and discussions to transition the project, including forming a permitted interaction group
Plan for Expiration of the Current Honuakaha Property Management Agreement	High	The current property management agreement will be expiring in 2023 so planning is necessary

Kalaeloa Community Development District

Kalaeloa Master Plan and Administrative Rules Amendment	High	Complete rule amendment by December 2023
Saratoga Avenue Electrical and Communication Infrastructure Improvements	High	Encumber funds by June 2024

Goal	*Priority	Action/Notes
Implement innovative methods to develop more affordable housing in HCDA's districts	High	Discuss purchase terms with landowner of parcel intended for development of affordable housing
Infrastructure Improvements (roads, complete streets, drainage, and electrical) for the District	Medium	Explore opportunities for infrastructure improvements
Authority Members	High	Governor appointment of a business or nonprofit member.

He'eia Community Development District

Promote the Unique Vision that HCDA has established for the He'eia District	Medium	Reschedule HCDA workday by December 2023
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Pūlehunui Community Development District

Pūlehunui planning and design for Infrastructure work	High	Encumber funds by June 2024 or request to extend the lapse date, and issue RFP
Authority Members	High	Governor appointment of two community representatives

Transit-oriented Development Districts

Phase I of the TOD zone planning and infrastructure work (East Kapolei)	High	Encumber funds by June 2024. Enter into an MOU with OPSD and transfer \$500,000 to OPSD
Iwilei-Kapalama TOD infrastructure design & construction	High	Encumber funds by June 2024 for electrical upgrade work
Authority Members	High	Governor appointment of TOD board members

Goal	*Priority	Action/Notes
University of Hawaii, West Oahu on-site infrastructure for twenty-acre parcel	High	Encumber funds by June 2024. Issue RFP for the construction of roads that support UH West Oahu's university village

Project Management

East Kapolei infrastructure implementation master plan & programmatic environmental impact statement	High	Overlaps with the Phase I of the TOD zone planning and infrastructure work (East Kapolei). Execute Memorandum of Agreement with the Office of Planning and Sustainable Development
Provide construction/project management support to the Department of Public Safety	High	Execute Memorandum of Agreement with the Department of Public Safety, and issue RFP for kitchen facilities expansion and related work at the Women's Community Correctional Center
University of Hawaii, West Oahu on-site infrastructure for twenty-acre parcel	High	Overlaps with item above. Execute Memorandum of Agreement with the University of Hawaii and Hawaii Housing Finance and Development Corporation and encumber funds
Banyan Drive	High	Execute MOA and do all things required by the MOA HCDA to procure professional services to conduct and complete the feasibility study by January 2024

Mid-Term (3 years)

Kaka'ako Community Development District

Goal	*Priority	Action/Notes
Climate Change	Medium	Act 221, SLH 2023. Engage in community outreach and develop rules.

Kalaeloa Community Development District

Climate Change	Medium	Act 221, SLH 2023. Engage in community outreach and develop rules.
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Plans for Infrastructure Improvements (roads, sewer, water, drainage) for the District	Medium	Continue to explore opportunities for infrastructure development. Identify sources of funding as plans are funding dependent. Develop plans.
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He'eia Community Development District

Access Road	High	Monitor \$1,000,000 currently included in FY25
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Pūlehunui Community Development District

Pūlehunui planning and infrastructure work	High	Continue to monitor progress on infrastructure work
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Transit-oriented Development Districts

Phase II TOD zone planning and infrastructure work	High	Seek legislative funding, working with OPSD, on additional funding for TOD-related projects.
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Project Management

Assist other agencies with vertical development at FRTC	Low	Status of FRTC is uncertain with the funding for the infrastructure being vetoed.
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Goal	*Priority	Action/Notes
Long-Term (5+ years)		
General Objectives		
Infrastructure Improvement Funding Alternatives	Medium	Pending OPSD results of consultant's study on funding methods.
Kaka'ako Community Development District		
Plan for transitioning out of Kaka'ako	Low	Given other higher priority projects, this is a low priority.
Kalaeloa Community Development District		
Plan for transitioning out of Kalaeloa	Low	Given other higher priority projects, this is a low priority.
He'eia Community Development District		
Transition He'eia to a nonprofit land trust	Low	Given other higher priority projects, this is a low priority.
Transit-oriented Development Districts		
Phase I of the TOD zone planning and infrastructure work (East Kapolei)	Medium	Seek legislative funding, working with OPSD, on additional funding for TOD-related projects.

*Priority level is generally based on the alignment of the goal with the vision for the agency, or the urgency of the goal, or both, such as goals relating to the TOD funding with a June 2024 encumbrance date, goals to help other state agencies.