



HO'OU LU LĀHUI
Regenerating Oceania
13th Festival of Pacific Arts & Culture
Hawai'i 2024

MINUTES OF THE COMMISSION ON THE 13TH FESTIVAL OF
PACIFIC ARTS & CULTURE (FestPAC) MEETING

MONDAY, AUGUST 23, 2021 AT 2:30 PM

VIA VIRTUAL APPLICATION ZOOM: VIDEO / AUDIO CONFERENCE

Commission Members Present were:

Kalani Ka'anā'anā, Chair	-	Hawai'i Tourism Authority (HTA) Designee
Maenette Ah Nee-Benham	-	Governor's Designee
Snowbird Bento	-	Community Member At-Large
Māpuana de Silva	-	Community Member At-Large
Jarrett Keohokālole	-	Senate President's Designee (Arrived at 2:43 pm)
Jamie Lum	-	Department of Business, Economic Development and Tourism (DBEDT)
Richard Onishi	-	House Speaker's Designee
Makanani Salā	-	City and County of Honolulu Designee
Hinaleimoana Wong-Kalu	-	Office of Hawaiian Affairs (OHA) Designee (Arrived at 2:34 pm)

Guests:

Jacob Aki	-	Director of Communication, State Senate
Amber Bixel	-	Bishop Museum
Jackie Burke	-	Public Member
Maka Casson-Fisher	-	Hawai'i Tourism Authority (HTA)
Ilihia Gionson	-	Native Hawaiian Hospitality Association
Lynn Martin Graton	-	Public Member
Keali'i Haverly	-	Public Member
Dede Howa	-	Hawai'i Tourism Authority (HTA)
Ngahiraka Mason	-	Public Member
June Matsumoto	-	Public Member
Jayme-Lee Mokulehua	-	Public Member
Malia Sanders	-	Native Hawaiian Hospitality Association
No'el Tagab-Cruz	-	Public Member
Kanoe Takitani-Puahi	-	Native Hawaiian Hospitality Association

Staff:

Margaret Ahn	-	Deputy Attorney General
Marlene Hiraoka	-	DBEDT
Timothy Tiu	-	DBEDT
Scott Tome	-	DBEDT

CALL TO ORDER

The meeting was called to order by Chair Kalani Ka'anā'anā at 2:32 p.m., who welcomed everyone present via ZOOM and Facebook Live.

Chair called upon Ms. No'el Tagab-Cruz from Hilo, Hawai'i who was invited by Mr. Onishi to do the *wehena* (opening). Ms. Tagab-Cruz currently serves as the coordinator for I Ola Hāloa Center for Hawai'i Life Styles for Hawai'i Community College. Ms. Tagab-Cruz is an *'ūniki 'ailolo* (graduate) of 'Unukupukupu and Hālau o Lilinoe.

The *mele* (song) Ms. Tagab-Cruz shared was a *pule pale* (prayer of protection) asking for protection for everyone from the pandemic and to serve as protection for the great work that the Commission is undertaking. She offered a humble *mahalo* (gratitude) for the work, to keep everyone safe, to honor our ancestors and for the Festival that support indigenous Pacific Islanders, Native Hawaiians and represents Hawai'i.

Chair thanked Ms. Tagab-Cruz for her participation.

PUBLIC TESTIMONY ON AGENDA ITEMS

Chair Ka'anā'anā invited members of the public to testify on the agenda items. Hearing none, he continued with agenda items.

APPROVAL OF JULY 26, 2021 MEETING MINUTES

The minutes were distributed and reviewed by Commissioners. Chair asked if there were any comments or changes to the minutes. Hearing none, he asked for a motion. A motion was made by Commissioner Ah Nee-Benham and seconded by Commissioner Onishi to adopt the minutes unamended. A roll call vote was requested with the following Commissioners approving the motion to approve the minutes: Chair Ka'anā'anā, Vice-Chair Salā, Ms. de Silva, Ms. Lum, Ms. Wong-Kalu, Mr. Onishi, Ms. Bento, Ms. Ah Nee-Benham.

Motion was unanimously approved.

GOVERNOR'S EMERGENCY PROCLAMATION RELATED TO THE COVID-19 RESPONSE DATED AUGUST 5, 2021, EXHIBIT C RULES ON THE SUNSHINE LAW

Chair asked Ms. Ahn if any further discussion needed. Chair asked if there were any questions related to Exhibit C rules on the Sunshine Law. Commissioners did not have any further questions and moved on with the agenda.

REPORT ON PERMITTED INTERACTIONS, PURSUANT TO ACT 103, SESSION LAWS OF HAWAI'I 2021

Chair noted that agenda items six and seven were related to Permitted Interactions Groups (PIG). Two working groups did meet, and their reports were circulated in advance of today's meeting. Chair stated that each PIG will report on what was discussed in these PIG meetings in agenda items six and seven.

DISCUSSION ON FESTIVAL DIRECTOR AND FUNDS DEVELOPMENT

Chair turned over this portion of the meeting to Ms. Ah Nee-Benham who reported on the PIG regarding the CEO/Festival Director and Fund Developer. She apologized about the delay in sending a draft proposal for the position of CEO/Festival Director. No draft was developed for the Fund Developer since it was believed to be tied into the organizational structure proposal. Ms. Ah Nee-Benham directed Commissioners to three attachments that were sent: (1) full report of minutes of the PIG meeting; (2) proposal for the organizational structure which was drafted from conversations as well as information that was included in the FestPAC manual; (3) draft of the CEO/Festival Director job description. Ms. Ah Nee-Benham commented that there is an opportunity for Commissioners to take a closer look at the documents, however, she would suggest avoiding line-by-line editing. If Commissioners had suggested revisions, direct them to staff, who would be able to make those edits and circulate them for the next meeting.

Ms. Ah Nee-Benham asked Chair if he had any changes. He apologized for a miscommunication in ensuring that these reports were sent to Commissioners early enough for review. Since reports were sent out just prior to today's meeting, Chair informed the Commissioners that they will not be taking a vote today since Commissioners have not had sufficient time to review the documents and they will take this up at the next meeting.

Ms. Bento commented that in Section 1, Priority of Roles, she suggested that bullet #6 – “Communicate, coordinate and continuously engage with the Hawai‘i FestPAC Commission Chair and Vice-Chair, relative to all parts of the Festival” - be moved up to bullet #3 because it outlines the expectations of the *kuleana* (privilege and responsibility) as more of a priority in alignment with the items above it. She also suggested that the blurb about the 13th FestPAC be edited to include reimagining of the theme and to also include the new dates of the Festival. Ms. Bento also asked whether requirements of the position could include years of experience in addition to having a degree. Ms. Ah Nee-Benham suggested perhaps using either/or both years of experience as a substitute for the degrees. Please bold the “OR”. Chair suggested the language “The commission may substitute experience for degrees”.

Ms. de Silva mentioned that she did not have an opportunity to review the documents and asked whether Commissioners would have the opportunity to submit comments. She also asked whether there is a deadline to submit comments. Chair asked that Commissioners send comments to Mr. Tome before Friday, August 27, 2021.

Chair suggested that in addition to the full Commission approving the PIG proposals, he would like to propose establishing an Administrative Committee be approved that would include four Commission members who would meet regularly. This PIG would develop a timeline to recruit the CEO/Festival Director, finalize the job description for Commissioners' approval, collect resumes, conduct interviews and make recommendations to the full Commission for the hire of the CEO/Festival Director. Chair hopes to have the selection process completed by October 2021 with a final offer to be made to the candidate by November 2021 so that this individual would be onboarded before the start of the new calendar year 2022. As part of the recommendation, the salary range would be amended to \$150,000-180,000 per year for a three-year appointment to allow the individual to work through 2024 and the Festival, complete audits and would sunset with Commission whose appointments end in August 2025. In addition, it might make more sense for the CEO/Festival Director to hire the Fund Developer. He considered this as part of the

Director's function in an executive capacity. He also wanted to highlight the notion that the organizational chart that connects the Commission to the CEO/Festival Director is the most important link in this chain. Understanding the role that the Commission is delegating to the CEO/Festival Director is very important and that we need to practice letting go and letting someone else do the work.

Chair asked if there were any questions or comments.

Mr. Onishi commented that he understood the role of the Commission and the need to provide oversight. That was the problem that occurred previously because of the lack of oversight. Previously, the Commission was too comfortable in allowing the contractor to guide the progress and development of the Festival without sufficient oversight by the Commission. Mr. Onishi would like assurance that a similar situation would be avoided.

Chair commented that the Commission is outlining authorities that would be allowed related to the CEO/Festival Director which would be an important way to provide oversight. The Administrative Committee will have oversight, with the full Commission, in order to maintain day-to-day oversight of the CEO/Festival Director and a job description that really outlines the authorities that we would give the CEO/Festival Director. Also discussed by the PIG was the need to identify policies and procedures for the Commission as governance models. Chair asked that Commissioners read the PIG meeting minutes which provided a detailed overview of what is needed. Chair also noted that at the end of the PIG recommendations, it was suggested that an Interim CEO/Festival Director be appointed to work with the Administrative Committee, so this needs to be considered, too.

Ms. Lum asked a question about the Interim CEO/Festival Director and whether this individual needed to be appointed or hired as soon as possible. Chair confirmed that this Interim CEO/Festival Director would indeed need to be hired as soon as possible. Ms. Lum expressed her appreciation to the PIG for meeting on a Saturday and for putting in the time to develop guidance for these areas and giving it much thought.

DISCUSSION ON FESTIVAL VENUES

Chair turned over this portion of the agenda to Vice-Chair Salā to provide a summary of what was discussed during this PIG's meeting. Ms. Salā, Ms. Lum and Mr. Onishi met on August 9, 2021. The group's primary goal was to narrow down the venues. The five areas that were discussed were (1) *Wa'a* Ceremony (Arrival); (2) *'Awa* Ceremony ; (3) Opening Ceremony; (4) Festival Village; and (5) Closing Ceremony. She provided an overview of the discussion which was summarized in table format and shared with Commissioners.

For the *Wa'a* Ceremony (Arrival), the PIG decided to recommend removing Kualoa because it would be cost prohibitive. Ala Moana-Magic Island and Ke'ehi were suggested, and the City and County of Honolulu would need to obtain cost estimates.

For the *'Awa* Ceremony, Kūkaniloko, was the suggested site, however, due to number of participants, transportation, timing, etc. a second site, the Great Lawn at the Bishop Museum also was suggested. Cost estimates will need to be researched for both sites.

Opening Ceremony – ‘Iolani Palace was already on hold and it was mentioned that coordination with the Kamehameha Celebration Commission re lei draping ceremony, parade etc. also be made.

Festival Village – PIG engaged in a dynamic conversation regarding outside vs. inside venues and three options were discussed: (1) Hawai‘i Convention Center; (2) Ala Moana – Magic Island; and (3) Kapi‘olani Park. As reported previously, \$1.3 million is currently held at the Convention Center. There were questions regarding the contract as to whether those funds could be used for rental fees, subcontractors, food and other expenses. The positive points about the Convention Center included the Roof Top Venue for performances and the village would be housed in one location for other activities such as a conference, film showings, etc.

The second option is Ala Moana-Magic Island which will require Neighborhood Board support. There will be additional costs for security, structures, park permit limitations for allowable structures, etc. The third venue reported on was Kapi‘olani Park – there may be difficulty obtaining support from the Kapi‘olani Park Commission for the amount of time being requested as well as obtaining support from the Neighborhood Board. This venue also will incur additional security costs, park permit limitations, structure costs, etc.

For the Closing Ceremony Kapi‘olani Park was the only suggestion and a permit would be required from City and County and as well as the need to obtain cost estimates.

Ms. Lum commented that she reviewed the licensing agreement with the Convention Center. Part of the funds to AEG (contractor) can be used to pay their subcontractors for food costs, audio-visual requirements, etc. The funds held at the Convention Center would not only be for facilities rental. Chair also commented that rent at the Convention Center would be at cost since it is a state facility and HTA is a sponsor. The rental fee would be reduced, and we would reserve as much funds as possible for implementation requirements. Ms. Salā wanted to assure Commissioners that certain cultures need to perform on *‘āina* (land) and these arrangements would be made should the Convention Center be selected for the Festival Village.

Chair also commented that set-up and/or breakdown for the lantern floating ceremony would likely be held during this time frame at Ala Moana-Magic Island.

Ms. Salā also commented that originally, Kamehameha Schools was sponsoring the *Wa‘a* Ceremony (Arrival), however, this needs to be confirmed again.

DISCUSSION ON REVISIONS TO THE FESTIVAL BUDGET AND EXPENDITURES RELATED TO HIRING FESTIVAL DIRECTOR AND FUND DEVELOPMENT POSITIONS

With respect to the budget, the Chair indicated that it was premature to discuss budgetary requirements. He suggested that the budget be revisited after decisions are made. Chair requested Commission approval on the CEO/Festival Director’s salary at the next meeting. He noted that the HTA has set aside funds through its contract with the Native Hawaiian Hospitality Association (NaHHA) to assist FestPAC with Commission meetings, etc. It would be possible to

utilize funding at NaHHA for the CEO/Festival Director's position for the first year only, until funds can be generated through the Fund Developer. Once funds are secured, the positions can be paid through those resources.

Ms. Lum noted that there is a limited amount of funds from Stanford Carr in the amount of \$9,000 located in a trust account which can be used for FestPAC expenses. Approximately \$130/month is being used to pay Strategies 360 for hosting of the FestPAC website.

Chair stated that the Commission needs to approve the expenditure of funds to hire an Interim CEO/Festival Director through HTA funding of NaHHA to cover these initial costs.

Mr. Onishi raised a question regarding the relationship of the budget that was initially passed and whether this new proposal/expenditure would require making an adjustment to the budget. He commented that the budget for the CEO/Festival Director was significantly lower than what is currently being proposed. Chair agreed that the budget will need to be revised to open up the salary range proposed by the PIG. Mr. Onishi also asked about the Fund Developer. Chair indicated that the Fund Developer could be commission-based of which a certain percentage of the amount raised would be used to pay for salaries.

Mr. Keohokālole commented that the PIG wanted to stick to the initial proposed schedule by onboarding the CEO/Festival Director by the end of 2021 so that by the summer of 2022, the CEO/Festival Director and Fund Developer will have 18 months to fundraise.

Mr. Onishi expressed concerns regarding the hiring of the Fund Developer and would feel more comfortable with the Commission having a say regarding the selection of the Fund Developer. He would suggest that the Commission approve the individual, by consensus or other means, and be responsible for the selection as opposed to having the CEO/Festival Director make the selection. Since funds raised would be coming from other people/organizations, the Commission will need to know how funds are being used.

Ms. Ah Nee-Benham said that one of the models includes the Commission having a direct line to the CEO/Festival Director but that the line between the CEO/Festival Director and the Fund Developer also would be a solid line. Mr. Onishi said that the main point is that the Commission maintain oversight of the hiring process. Ms. Ah Nee-Benham said this would be a task that the Interim CEO/Festival Director would assist with.

PUBLIC TESTIMONY ON AGENDA ITEMS

Chair Ka'anā'anā invited the public to again offer comments. Hearing none, he continued with announcements and the next meeting date.

ANNOUNCEMENTS

There were no announcements made.

NEXT MEETING

After much discussion about meeting dates, a decision was made to schedule the next Commission meeting on September 7, 2021. The September 13, 2021 meeting would be

cancelled and the subsequent meeting on September 27, 2021 will be scheduled as a quarterly meeting.

ADJOURNMENT

Chair Ka'anā'anā adjourned the meeting at 3:25 p.m.

Respectfully Submitted,

Kalani Ka'anā'anā
Chair

08/26/2021
Date



Festival Director

BACKGROUND:

Appointed by the Commission on the 13th Festival of Pacific Arts and Culture (FestPAC), the Festival Director will act as the Luna Ho'okō Nui (Director/Highest Executive) of the Festival. The FD is responsible and accountable to the FestPAC Hawai'i Commission for the effective planning, coordination, implementation, and execution of the policies and programs of the 2024 Festival of Pacific Arts and Cultures taking place in Hawai'i. These will include management of directors and other executive and key team members, program execution, budgeting and financing, venue management, marketing and promotion, community/international relations, administration, reporting, and all compliance with state and county government, and international regulations.

PRIORITIES OF THE ROLE:

- ❖ Manage, implement and execute the programs and deliverables planned by the 2024 FestPAC Hawai'i Commission by articulating its vision, mission and policies.
- ❖ Recruit key positions and individuals to successfully plan, implement and execute the 13th Festival of Pacific Arts and Culture "the Festival."
- ❖ Communicate, coordinate and continuously engage with the Hawai'i FestPAC Commission Chair and Vice-Chair, relative to all parts of the Festival.
- ❖ Work with the Chair and Vice-Chair of the Commission to implement the Kuleana Matrix
- ❖ Act with authority as the executive and lead position responsible for executing the Festival.
- ❖ Provide oversight and work closely with the Fund Development Director to ensure that finances, funding, donations, fundraising deliverables and deadlines are met according to targeted goals and plans.
- ❖ Provide regular status reports to the Hawai'i FestPAC Commission at each scheduled commission meeting.
- ❖ Cultivate partnerships within the public and private sector, government and non-government, to extend the reach of the Commission and ensure that all stake-holders are engaged and working towards the overall success of the Festival.
- ❖ Promote and engage in outreach opportunities to communities and delegations to ensure the integration of Pacific indigenous communities and the overall success of the Festival.
- ❖ Develop and execute a financial plan ensuring that secured funds for the Festival are innovative, robust and diverse.
- ❖ Strive to promote the global visibility of Hawai'i and its message to the world.

- ❖ Serve as a liaison between the Hawai'i FestPAC Commission and the local community regarding the global visibility the Festival brings to Hawai'i
- ❖ Be responsible for the effective management of administrative functions, instilling efficiency and financial discipline, and adopting a forward-looking approach to organizational and financial matters to ensure continuity and consistency
- ❖ Effectively plan, manage and implement a multi-faceted large-scale event in partnership with diverse stakeholders including: International, State, and County governments, public/private partners, sponsors, the local community, etc.

COMPETENCIES:

- ❖ A deep knowledge and connection with the Hawaiian culture, values, traditions, protocol, history, and language
- ❖ A passion for culture and the arts
- ❖ Demonstrated experience in foreign/state affairs, government relations (international, federal, state, county)
- ❖ Sensitivity and exposure to working with other governments from nations throughout the Pacific
- ❖ Experience with large-scale event venue management in multitude of different facility types including multiple levels of security
- ❖ Ability to manage all permitting, security, and credential management for programming and venue areas
- ❖ Ability to oversee all catering, transportation, and accommodation of all delegates, etc.
- ❖ Ability to manage all VIP and dignitary security, protocol, makana, etc.
- ❖ Demonstrated ability to fundraise and manage event budgets
- ❖ Familiarity with legal contracts and government procurement requirements
- ❖ Oversee all marketing, promotion, communication, PR, etc.
- ❖ Working knowledge and experience with protocol (both Hawaiian and international)
- ❖ Responsible for accurate and timely reporting

COMPENSATION AND FESTIVAL HEADQUARTERS:

The FestPAC Commission is recruiting a Festival Director for a 3 year term (with the option for a 6 month extension) to lead the 13th Festival of Pacific Arts and Culture June 2024 event. The Festival Director will be based in Honolulu, Hawai'i at FestPAC Hawai'i Headquarters in the Hawai'i Convention Center.

An attractive compensation package will be offered in order to motivate candidates with superior qualifications. The Festival of Pacific Arts and Culture is an equal opportunity employer.

Please submit resume and cover letter to info@nahha.com (only email submissions will be accepted). Only shortlisted candidates will be notified. Interviews will be taken for shortlisted candidates only. The vacancy closes at midnight, Hawai'i Standard Time on **September __, 2021.**

For Fiscal year 2021-2022, the CEO/Festival Director will be a contracted position with the Native Hawaiian Hospitality Association.

REQUIREMENTS:

Bachelors degree ideally in subject areas related to business, international relations, Hawaiian culture, Hawaiian language, **OR** other pertinent areas of study and either a Masters degree in a related field or a minimum of 10 years of relevant experience to undertake the role in developing and executing an international convention with a proven track record of leadership in the Hawaiian community or international organizations;

A thorough understanding of and demonstrated commitment to the Hawaiian culture, history and values;

A proven record in the management and implementation of large-scale international conventions and events;

A demonstrable ability to engage and operate effectively at the highest policy and political levels in the State of Hawai'i and internationally throughout the Pacific;

Excellent leadership, written and verbal communication and interpersonal skills;

Strong communication skills and knowledge of international communication strategies to other Pacific nations including FestPAC participating countries to engage stakeholders;

Fluency in English, both spoken and written. A good knowledge of 'Ōlelo Hawai'i and working knowledge of French and/or other FestPAC official languages, would be an asset;

Proven diplomatic skills coupled with familiarity and sensitivity to different cultures, genders, languages and countries and ability to negotiate, build consensus and foster teamwork.

About The Festival of Pacific Arts and Culture (FestPAC)

FestPAC is the largest celebration of indigenous celebration of indigenous Pacific Islanders. Hawai'i will feature live performances, cultural workshops, hands-on demonstrations, storytelling and more, including conversations on urgent issues Pacific Islanders face—from rising sea levels to widening social inequality. The Festival of Pacific Arts & Culture (FestPAC) is the world's largest celebration of indigenous Pacific Islanders. The South Pacific Commission (now The Pacific Community – SPC) launched this dynamic showcase of arts and culture in 1972 to halt the erosion of traditional practices through ongoing cultural exchange. Every four years since, it has been held on a different Pacific Island.

About the Pacific Community (SPC)

The Pacific Community (SPC) is the principal scientific and technical organization in the Pacific region, proudly supporting development since 1947. It is an international development

organization owned and governed by its 26 country and territory members. Guided by a deep understanding of Pacific Island contexts and cultures, the organization works across more than 20 sectors and is renowned for knowledge and innovation in such areas as fisheries science, public health surveillance, geoscience and conservation of plant genetic resources for food security.

About the 13th Festival of Pacific Arts and Culture

The 13th Festival of Pacific Arts and Culture will convene in Hawai'i June 6-16, 2024.

We envision Oceania united by the 13th Festival of Pacific Arts & Culture, grounded in traditional practices, and guided by our ancestral values as we continue to innovate and rise to the challenges of an ever-changing world.

Mission

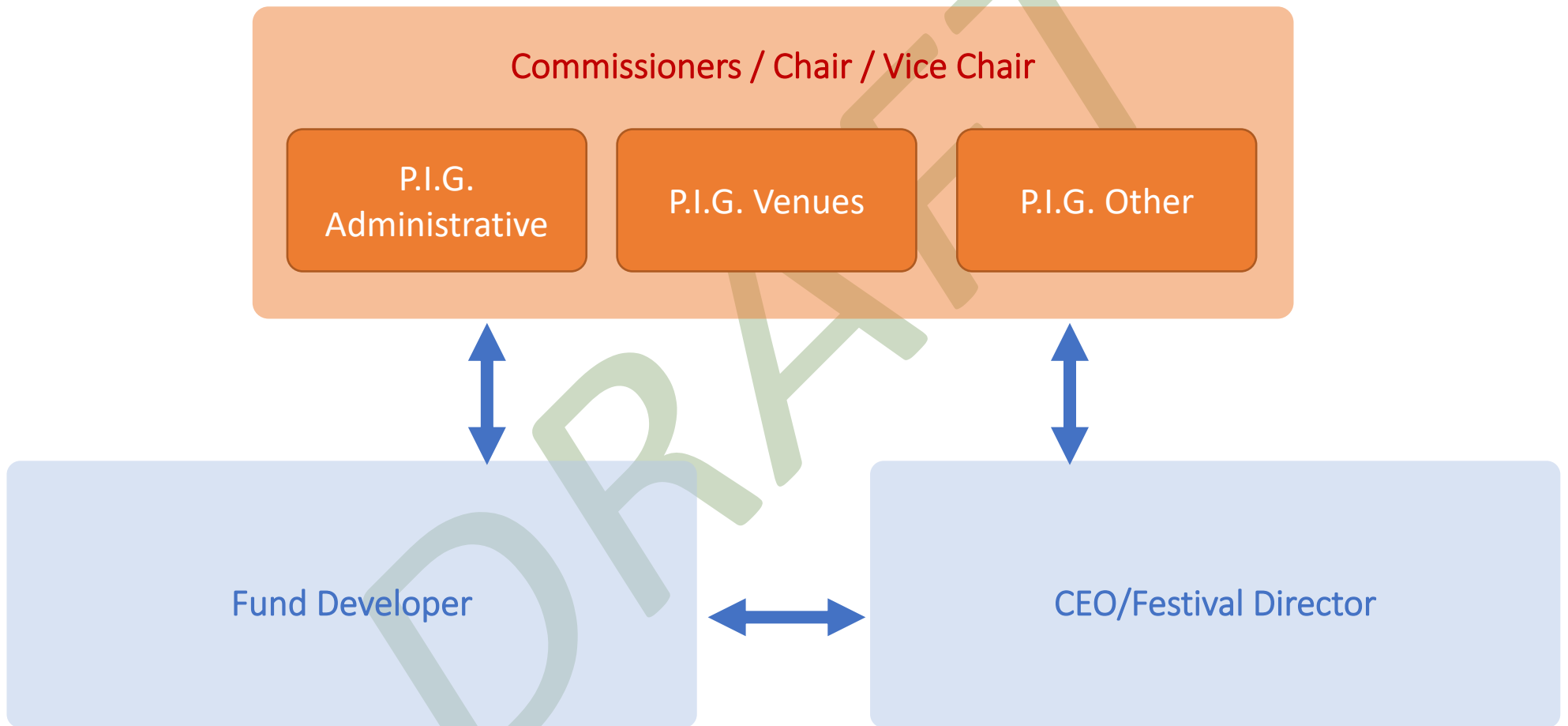
Through hosting the 13th Festival of Pacific Arts & Culture, we will strengthen the physical and cultural resilience of our peoples and communities by cultivating connections throughout Oceania to share culture and practices, to learn and grow, to adapt to a changing climate, and to elevate our peoples together.

Theme

Ho'oulu Lāhui: Regenerating Oceania

The FestPAC Hawai'i Commission falls under the jurisdiction of the Hawai'i Department of Business, Economic Development and Tourism (DBEDT). The Festival Director position for FY 2021-2022 will be a contractor of the Native Hawaiian Hospitality Association.

Hawai'i Festival of the Pacific Organizational Chart (08/24/2021)



[PIG Proposal to Full Commission.Revision 08.25.2021](#)

1. **Discuss and Approve a [Hawai'i FestPAC Organizational Chart](#)** that could, as the work evolves, grow to better describe actual commission governance and decision making. [See DRAFT attachment Hawai'i Festival of the Pacific Organizational Chart \(08/24/2021\)](#) for review, discussion, and approval. Three primary components of the chart:
 - **Commissioners**
 - Commission Chair & Vice Chair
 - Permitted Interaction Groups (P.I.G.):
 - Administrative PIG. Comprised of 4 Commssioners (to include the Commission Chair) that meet regularly to move action items forward and develop recommendaitons to the full commission.
 - Venues PIG.
 - Other PIGs.
 - PIGs established and sunset per Commission consensus.
 - **CEO, Festival Director**
 - Reports to the Commissioners and works with the PIGs and the Fund Developer.
 - Beginning notes of what might be expected of the CEO:
 - A 12–18-month work plan and budget must be established by the CEO and presented to the Commission. All funding must be approved by the Commission.
 - Any variations to the plan must come to the Commission before execution.
 - Develop two work plans: one for a full festival and the other for COVID-19 impacted gathering (e.g., virtual/hybrid).
 - Festival manual should be posted with the job description as an appendix.
 - **Strategic Fund Developer**
 - [Administrative PIG to DRAFT Job Description for Commission Review & Approval.](#)
 - Funding recommendation -- TBD
2. **Discuss, Revise, and Approve Job Description of CEO/Festival Director.**
 - a. [See attachement of DRAFT Job Description.](#)
 - b. Discuss funding recommendation: CEO/Festival Director (\$150-\$180K/year). Or could start at lower range and incentivize for higher pay, e.g., budget, timeline, other logistical benchmarks, fund raising results, etc.
 - c. Hired by a Committee of the Full Commission facilitated by a commissioner from the Administrative PIG.

3. PIG Interim Recommendation:

Recommend to the Commission that the Administrative PIG take on the responsibility of operationalizing the organizational chart. This might include: (1) draft and recommend to the full commission a timeline that benchmarks future targets/deadlines, (2) begin to seek out a Festival Office and make recommendation to the full commission, (3) work with DBEDT (Commissioner Lum) to put together informational documents (e.g., historical docs, contracts, etc.) for the incoming CEO/Festival Director, and (4) and other functional tasks. PIG Membership: Chair Kalani Ka'anā'anā, Commissioner Keohokalole, Commissioner Bento, Commissioner Benham.

PIG Recommended Key Timeline Targets

- Recruitment of CEO NOW to Jan 2022 (Note Job Description to Commission August 2021)
- CEO work on programming (timeline/budget/logistics). Due to Commission by Summer 2022
- Finance people have 18 months to raise Festival funding.