



NELHA BOARD BOOK  
September 3, 2024



# NATURAL ENERGY LABORATORY OF HAWAII AUTHORITY

*An Authority of the State of Hawaii attached to the Department of Business, Economic Development & Tourism*



**BOARD OF DIRECTORS MEETING AGENDA\***  
**Natural Energy Laboratory of Hawaii Authority**  
**September 3, 2024**  
**10:00 a.m.**

**An Hybrid Interactive Conference Technology Meeting will be held**  
**via Zoom and one location.**

Board Directors and members of the public may attend the meeting  
at the location listed below or via Zoom using this link:

<https://us06web.zoom.us/j/81619762016?pwd=IP8GPfe1ShU0jfnY0Wdag8vfbTixFL.1>

**Meeting ID: 816 1976 2016**  
**Passcode: 656688**

Members of the public can also join via the toll-free telephone numbers listed below:

**+1-669-900-6833,,81619762016#**

**Or**

**+1-719-359-4580,,81619762016#**

**NELHA OceanView Conference Room 208**  
**Hale Iako Building**  
**73-970 Makako Bay Drive**  
**Kailua-Kona, HI 96740**

- 1. Call to Order.**
- 2. Public Testimony.**
- 3. Old Business.**
  - a. Discussion and Decision Making regarding the Report from the Permitted Interaction Group for the Hiring of the NELHA Executive Director Position presented at the August 27, 2024, Board Meeting.**

**4. New Business.**

- a. Create a Permitted Interaction Group, pursuant to HRS §92-2.5(b)(1), for the purpose of recruiting and making a recommendation to the NELHA Board of Directors for the hiring of the NELHA Executive Director position - Discussion and Decision Making.

**5. Announcements.**

- a. Date of next regularly scheduled NELHA Board of Directors meeting is Tuesday, September 17, 2024, at 10:00 am.

**6. Adjournment.**

- \* On any of the above items the Board may convene in Executive Session pursuant to section 92-5(a), HRS, to consult with the Board's attorney on issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities pursuant to section 92-5(a)(4), HRS, to discuss business trade secrets of confidential or proprietary commercial or financial information of tenants or prospective tenants pursuant to section 227D-3.5, (HRS), or to receive information that is proprietary to a particular enterprise pursuant to HRS 227D-6.
- \*\* The Board anticipates convening in Executive Session pursuant to section 92-5(a)(2), HRS to consider evaluation of its executive director where considerations of matters affecting privacy will be involved.

In the event a location loses its audiovisual connection, the meeting will be automatically recessed to restore communications as described in section 92-3.7(c), HRS.

Members of the public may submit written testimony on this agenda via e-mail no later than 2:30 p.m. on Friday, August 30, 2024, addressed to: [laurence.sombardier@hawaii.gov](mailto:laurence.sombardier@hawaii.gov) Alternatively, members of the public may mail written testimony on this agenda to Gregory Barbour, Natural Energy Laboratory of Hawaii Authority, 73-4460 Queen Kaahumanu Hwy., #101, Kailua-Kona, Hawaii USA 96740-2637.

**Internet Access:**

To view the meeting and provide live oral testimony during the meeting, please use the link shown on page 1 of this agenda. You will be asked to enter your name in order to access the meeting as an attendee. We request that you enter your full name, but you may use a pseudonym or other identifier if you wish to remain anonymous. You will also be asked for an email address. You may fill in this field with any entry in an email format, e.g., \*\*\*\*\*@\*\*\*mail.com.

As an attendee, your microphone will be automatically muted during the meeting unless you are providing testimony. For each agenda item you wish to testify on, please click the “Raise Hand” button found on your Zoom screen. Board staff will individually enable each testifier to unmute their microphone. When recognized by the Board Chair, please unmute your microphone before speaking and mute your microphone after you finish speaking in order to prevent audio feedback. When testifying, you will be asked to identify yourself and the organization, if any, that you represent.

**Telephone Access:**

If you cannot get internet access, you may get audio-only access by calling the Zoom telephone number listed on page 1 of this agenda.

Upon dialing the number, you will be prompted to enter the Meeting ID which is also listed on page 1 of this agenda. After entering the Meeting ID, you will be asked to either enter your panelist number or wait to be admitted into the meeting. You will not have a panelist number, so please wait until you are admitted into the meeting.

When the Board Chair asks for public testimony, you may indicate you want to testify by entering “\*” and then “9” on your telephone’s keypad. After entering “\*” and then “9”, a voice prompt will let you know that the host of the meeting has been notified. When recognized by the Board Chair, you may unmute yourself by pressing “\*” and then “6” on your telephone. A voice prompt will let you know that you are unmuted. Once you are finished speaking, please enter “\*” and then “6” again to mute yourself.

If you need an auxiliary aid/service or other accommodation due to a disability, contact Ms. Faustine Edge at 808-327-9585 or [faustine.x.edge@hawaii.gov](mailto:faustine.x.edge@hawaii.gov) as soon as possible, preferably three (3) working days prior to the meeting so arrangements can be made. If a response is received three (3) working days or less before the meeting, we will try to obtain the auxiliary aid/service or accommodation, but we cannot guarantee that the request will be fulfilled. Upon request, this notice is available in alternate formats such as large print, Braille, or electronic copy.

The next NELHA Board of Directors meeting is currently scheduled for Tuesday September 17, 2024.

**Issued August 28, 2024, in compliance with Sunshine Laws**

Item 2.

Public Testimony

Item 3.  
Old Business

- a. Discussion and Decision Making  
regarding the August 27 Report from the  
Permitted Action Group regarding Hiring  
of the NELHA Executive Director Position

## **NELHA EXECUTIVE DIRECTOR POSITION DESCRIPTION**

### **I. INTRODUCTION**

This position is located in the Natural Energy Laboratory of Hawaii Authority, an agency assigned to the Department of Business and Economic Development & Tourism (DBEDT) for administrative purposes. The Authority responsible for promoting the development of research and commercial uses of the abundance of natural resources available on the island of Hawaii at facilities existing at Keahole, and for assisting in the construction and operation of facilities.

The incumbent of this position serves as the chief executive officer of the Authority and is responsible to a twelve member Board of Directors for planning, organizing, coordinating, directing, and reporting upon the work of the Authority.

### **II. MAJOR DUTIES AND RESPONSIBILITIES**

1. Implement policies and instructions of the Board of Directors and administer the activities of the Authority by planning, organizing, directing, coordinating, and reporting upon its work. 50%

- a. Schedules, develops agenda for, and attends meeting of the Board of Directors. Provides the Board with information, comments, and recommendations about subjects of concern to the Authority, including potential projects and project proposals; selection of consultants, legal counsel, financial advisers, and developers for specific projects; legal questions requiring resolution; construction and interest costs; trends and developments in natural energy and research industries, to include aquaculture industry, and other matters dealing with the development and construction and operation of facilities.

Provides information and recommendations to the Board regarding strategic direction to complete the development of the technical park. Determines critical pathways to fulfill NELHA's vision. Oversees master and other planning activities.

- b. Serves primary point of contact (POC) for NELHA. Represents the Authority in contacts and negotiations with

businesses, developers, and property owners. Directs staff and consultants in developing or studying proposals and in reporting upon economic feasibility financing arrangements; engineering analyses and the costs, benefits, and risks inherent in specific projects or project proposals. Responsible for updating and implementing strategic and economic development plans.

- c. Directs the preparation of requests for proposals, requests for bids, and other solicitations of the Board for professional services and for development or construction projects. Ensures that State Procurement procedures are followed. Directs the drafting of agreements for services and/or construction.
- d. Directs staff and consultants and participates in identifying governmental concerns and implementing actions approved by the Board. Works closely with qualified persons and legal counsel in negotiating and developing project agreements for the development of projects or businesses and for the construction of facilities for tenants as required. In support of tenants, supervises and participates in developing critical path analyses, establishing work and project schedules, and programming project resource requirements.
- e. Coordinates with the Authority Board of Directors and DBEDT for the drafting of legislation on behalf of the Authority; drafts and presents testimony for public hearing by legislature; prepares comments and recommendations on bills passed by the legislature, presents and defends the budget requests to the legislature; is the advocate for the Authority at public hearings.
- f. Coordinates the State finance personnel bond counsel, bond underwriters, and financial advisers in requesting legislative authorization as well as in preparing for the issuance of special purpose revenue bonds; drafts, or works closely with developers and others in drafting legislation to obtain authorization for specific bond issues; drafts testimony for bond financing bills being considered by legislative committees and testifies at public hearings; prepares comments and recommendations on bills passed



by the Legislature; directs preparations for the issuance of authorized bonds.

- g. Maintains close working relationships with the High Technology Development Corporation and other public and private organizations involved in efforts to attract natural resource research and commercial businesses in Hawaii; maintain close working relationships with personnel and government, the private sector, and community organizations involved in, or affected by specific developments or projects hosted by the Authority.
- h. Provides public information about the work of the Authority and speaks before private and public groups to provide information and to obtain comments and suggestions.
- i. Directs and participates in studies to develop and update strategies on supporting the development of natural resources research and commercialization, including promotional and marketing programs for the Authority.

2. Responsible for Authority's business operations. Directs the drafting and updating of the Authority's bylaws, administrative rules, and development rules. Develops internal policies and procedures governing the staff's work. Develops and presents budgets for the Authority's operations and for its projects; implements approved budgets to ensure the Authority's self-sufficiency. Provides for the development of expenditure plans, accounting and internal controls, cash flow management, and the investment of special funds not immediately needed. Supervises the immediate staff, directs obtaining supplies, materials, equipment, and services needed by the Authority, the development of office systems to handle and maintain the Authority's correspondence and records; directs the preparation of periodic and special reports, including the Authority's annual report and financial statements; the preparation of public notices and advertisement; has custody of the Authority's personal property and directs the preparation of periodic inventories. Coordinates fiscal and business management matters with DBEDT's Fiscal Office and with appropriate State central agencies. Directs property management activities including leasing activities, property upkeep and maintenance. Initiates and directs other activities required in ensuring the proper operation of the Authority, including EIS and other permit updates. 30%

- 3. Through the immediate staff, manages personnel of the Authority, including making recommendations to the Board on establishing permanent and temporary positions, hiring staff and consultants, and on other personnel matters, providing orientation and training, maintaining discipline. Evaluates performance of subordinates; resolves grievances; approves leave requests; and approves personnel and pay actions. 15%
- 4. Performs other duties as may be required. 5%

III. CONTROL OVER THE POSITION.

Works under the administrative direction of the Natural Energy Laboratory of Hawaii Authority Board of Directors, acting through its chairperson and designated officers. The Authority is attached to DBEDT for administrative purposes.

IV. QUALIFICATIONS:

Educational Qualifications: Graduation from an accredited four-year college or university. Preference will be given for a graduate degree in one of the following fields: business administration, public administration, economics, accounting, banking and finance, planning, law, architecture, engineering (any field), or any of the physical or natural sciences.

Experience Qualifications:

- A track record of significant and successful leadership that aligns with the NELHA’s mission to develop and diversify the Hawaii economy by providing resources and facilities for energy and ocean-related research, education, and commercial activities in an environmentally sound and culturally sensitive manner.
- Excellent operational skills and experience that will transfer into leading and managing the HOST Park, including:
  - Seawater system, master permitted to pump over 130,000 gpm, installed capacity of 90,000 gpm, three deep seawater pipelines up to 3,000 ft. deep, three surface seawater pipelines at 80 ft. depth, with 99.9% uptime
  - Energy ecosystem including 1 MW solar, Backup Power systems, Advanced Energy Testbed, Outdoor Demonstration Site, Ocean Thermal

Energy Conversion (OTEC), Microgrid Development and Testing; Energy Storage System (ESS); and Hydrogen Production, Storage and Fueling

- Land management and development, including 870 acres of State coastal land in Keāhole Point, Kona, including 4-acre makai research campus and 3-acre mauka research campus.
- Road management
- Tenant outreach and relations
- Demonstrated history of working and engagement with multicultural and diverse populations. Demonstrated ability to understand local community values specific to West Hawaii Island and ability to work with lineal descendants.
- Demonstrated fiscal and strategic acumen, including experience and accountability for budget decisions, and a record of success in creating financially sustainable budget models for a large, complex organization and its key components.
- Demonstrated leadership qualities capable of leveraging and growing Hawaii's Ocean Economy and meeting Hawaii's clean energy goals in the following areas: Food Security, Ocean Technology, Ocean Conservation and Energy Security.
- Experience working with a governing board (e.g., public authority, trustees, board of directors for a nonprofit organization or business).
- Demonstrated political and diplomatic acumen in engaging with policymakers at all levels of government and success in advocating for the organizational interests in a multifaceted social and political milieu.
- A history of success in building strong, diverse leadership teams and demonstrating accountability and performance, including recruitment, development, and retention of management, staff, and personnel.
- Work experience in developing commercial projects, managing a business, or managing a complex program or activity. Such experience must have included responsibility for supervising other professionals and must have required application

of knowledge of two or more of the following areas:  
public administration, economic or financial  
analysis, marketing, real estate management,  
project management, or negotiating development  
agreements.

Other Qualifications: Effective written and oral communication skills;  
ability to understand material of a complex and/or technical nature; ability  
to understand and appreciate diverse perspectives and effectively  
communicate with businesspersons, professionals, government officials,  
community members, lineal descendants, tenants, and the general public.  
Position requires Big Island residency or willingness to relocate to Big  
Island.

## NELHA Executive Director Search Process

- 1) August 27, 2024 (scheduled BOD meeting): PIG reports to NELHA Board and presents updated position description (PD) and proposed process to hire new ED.
- 2) September 3, 2024 (special BOD meeting): Obtain Board approval for Position Description (PD) and process at special Board meeting.
- 3) September 3, 2024, through October 4, 2024: NELHA staff to post ad on the following platforms for a minimum of 30 days.
  - HireNet: <https://www.hirenethawaii.com/vosnet/Default.aspx>
  - State Website (executive branch non-civil service job listing): [Non-Civil Service Jobs | Sorted by Job Title ascending | State of Hawai'i, Executive Branch \(governmentjobs.com\)](#)
  - Indeed: <https://www.indeed.com/?from=gnav-homepage>
  - NELHA website: <https://nelha.hawaii.gov/>
  - Social Media
  - Email lists: NELHA/DBEDT and Others
- 4) October 5, 2024, through October 17: PIG reviews CVs and creates ranked list of candidates. Criteria is primarily how well candidate meets the qualifications listed on the PD. The list will be established by consensus.
- 5) October 17, 2024, through November 5, 2024: PIG conducts initial interviews with a maximum of 8 top suitable candidates. PIG may decide to conduct interviews via zoom or in person. The PIG will determine interview questions as well as the composition of the interview committee. The PIG will conduct follow on interview work as needed to arrive at the best possible ranking of the topmost candidates and will select the top 3 candidates.
- 6) November 19, 2024 (scheduled BOD meeting): PIG recommends top 3 candidates at the regularly scheduled November Board meeting. The 3 candidates will be presented at the Board meeting. The 3 candidates will be interviewed by the full Board in executive session.
- 7) December 3, 2024 (special BOD meeting): Board discusses and selects the final candidate.
- 8) December 4, 2024: Board Chair makes offer to the candidate selected by Board. If offer accepted, candidate to start ASAP.

Updated 8/20/2024

Item 4  
New Business

- a. Create a Permitted Interaction Group, pursuant to HRS §92-2.5(b)(1), for the purpose of recruiting and making a recommendation to the NELHA Board of Directors for the hiring of the NELHA Executive Director Position - Discussion and Decision Making.

No Handout

Item 5.  
Announcements

- a. Date of next regularly scheduled NELHA Board of Directors meeting is Tuesday, September 17, 2024, at 10:00 am.

Item 6.

Adjournment