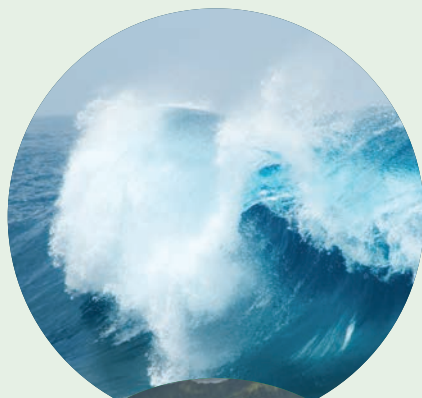




hec
HAWAII EXECUTIVE
COLLABORATIVE

Four Focus Areas of Community Resilience

FALL 2022



Collaborative Action for Community Resilience

Hawai'i Executive Collaborative (HEC) evolved from the premise that building community resilience requires collaboration across all sectors, starting at the highest levels of leadership. As a collective of CEOs aligned to advance social change in Hawai'i, HEC is uniquely positioned to harness the power of leaders to break down barriers between sectors, shift ingrained thinking, and overcome inertia.

As a backbone organization, HEC works to define root problems, align goals, and accelerate change. We are focused on supporting like-minded leaders who are committed to collaborating for the benefit of Hawai'i's future. Post-pandemic, we've zeroed in on working in four critical areas: climate change, housing, Hawai'i's future, and education.

The work we do is multidisciplinary and often non-linear by its nature; it requires practicality and vision, boldness and humility. We believe this model of leadership is the one best suited to addressing the systemic problems we face—as a state and as a global community.

In this way, we believe HEC can be a universal model for collaborative leadership. Leadership in Hawai'i is about placing value on people, supporting the connection of aloha to 'āina, and collectively building a better launching pad for future generations.

We thank you for demonstrating the leadership needed to move Hawai'i forward and invite you to further join us in HEC's collaborative work. The unwavering commitment of our leaders is key to HEC's effectiveness, and HEC's effectiveness is key to helping to build community resilience.

Mahalo for your commitment,

Duane Kurisu
Chairman, Hawai'i Executive Collaborative

Lynelle Marble
Executive Director, Hawai'i Executive Collaborative



Hawai'i Executive Collaborative's Four Focus Areas

HEC has adopted four focus areas and utilizes the Hawai'i Community Foundation's CHANGE framework as a foundation to organize cross-sector partnerships and execute an action-oriented approach to driving change in Hawai'i.

1. **Climate Repair, Adaptation & Sustainability**
2. **Rediscovering Hawai'i's Soul**
3. **Learning Communities**
4. **Housing for All**

We cannot address the issues of climate, education, housing, and Hawai'i's future as distinct areas of focus because they are intertwined. In each arena, the work centers around creating resilient communities, and that includes helping to address the divisions and erosion of trust that exist. HEC's role, as a leader and supporter, is to amplify the good work already underway and set in motion initiatives that fill critical gaps. What we are striving for—to improve quality of life, strengthen the economy, and build local talent—is as important as how we are going about the work—honoring Hawai'i's people, values, and environment.

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Climate Repair, Adaptation & Sustainability

HEC Climate Coalition

The existential threat that climate change poses for Hawai‘i and the planet is no longer theoretical. We are seeing daily the growing vulnerability of our physical infrastructure, economy, and way of life. What’s more, the threats posed by climate change are disproportionately targeting our most vulnerable communities, which have neither the physical protections of wealthier communities nor the ability to fortify or retreat. The accelerating pace of climate change compels a rapid response; the breadth of the challenges (and solutions) requires a collaborative effort that pairs the best science with indigenous wisdom; and the dramatic social impacts of the process mandate a focus on equitable solutions.

As the challenges mount, so too does the opportunity for Hawai‘i to be a global leader in climate response. Our size, island culture, and connectedness present a unique opening to come together and develop innovative and effective solutions that will improve our future and become models for communities elsewhere to follow. Hawai‘i has led by example in setting and pursuing renewable energy goals that are critical to reducing our carbon emissions and mitigating global warming. Our actions have been emulated by others, spurring action on the mainland and elsewhere and demonstrating the positive impact we can have despite being home to less than .02% of the world’s population. Our influence can and must be disproportionate to our size.

The solutions to climate change will be as complicated as its systemic causes and will require unique alliances between organizations and sectors that don’t typically collaborate. Hawai‘i Executive Collaborative works to provide a forum for exploring and advancing climate work.

Creating a Climate for Change

Following the 2022 HEC Conference in January, Chris Benjamin and Chip Fletcher became co-chairs of the Climate Coalition. Rather than sponsoring specific climate initiatives, they believe HEC is uniquely positioned to create a favorable environment for climate progress—one that will support myriad climate-related initiatives and foster new levels of engagement. Through discussions with individuals on the front lines of climate work, Chris and Chip concluded that HEC’s greatest value can be in addressing the systemic barriers that have long impeded progress. These barriers include the lack of awareness and commitment; the absence of constructive engagement on climate-friendly policy; and the limited capital available to advance climate initiatives. By helping remove these barriers, the Coalition can create a strong foundation on which countless climate initiatives can be advanced.

Climate change is a time-bound challenge: the faster we act, the greater our opportunity to create a resilient and thriving future. By leveraging the influence and collective capacities of committed executives to build a foundation on which climate initiatives can succeed, we can accelerate the equitable transition to a climate-resilient economy, society, and environment for all Hawai‘i’s people.



OUR IMPACT

In 2022, HEC supported the passage of Bill 22, requiring large building owners to track and disclose energy and water use. The bill recognizes that buildings are responsible for approximately one-third of all carbon pollution on the island of O‘ahu. Where this type of bill would have met opposition from the business community in some parts of the country, Hawai‘i business leaders understood their kuleana and the urgency of climate mitigation efforts, and worked proactively with the City, environmental, and industry groups to be part of the solution and offer recommendations to make the benchmarking policy more effective.



Rediscovering Hawai‘i’s Soul

How can we come together to ensure that Hawai‘i’s soul is not lost? How can we help with healing so that trust is not eroded, but instead built up? These questions, if not answered, can continue to weaken the local culture and diminish the state’s bright future. Rediscovering Hawai‘i’s Soul recognizes the need for a collective effort to address core issues affecting Hawai‘i and its central role in reimagining a future for Hawai‘i that is thriving, inclusive, and grounded in Native Hawaiian culture and values.

Transformative Scenario Planning

Through the process of Transformative Scenario Planning that was developed and facilitated by Reos Partners, a diverse group of community leaders convened in August and September 2022 to envision a set of scenarios of possible futures facing Hawai‘i.

Business leaders, cultural practitioners, educators, advocates, and nonprofit leaders agreed to come together to participate in a process that builds trust, shares kuleana, and begins the journey to rediscovering Hawai‘i’s soul.

Kalo for Hawai‘i, Kalo for the World

Kalo, the Hawaiian name given to taro, has the potential to help meet the nutritional needs of Hawai‘i and the world. Through this initiative, HEC is helping to build the foundation for an agriculture strategy starting with the kalo industry. Together with foresight and the will to collaborate, we can learn from and work with local farmers to create a sustainable path for kalo as a thriving industry and as core to building a resilient Hawai‘i.

HEC partnered with the Hawai‘i Food & Wine Festival and Kamehameha Schools to host a recipe contest—open to all participating and veteran HFWF chefs—to create an original dish using kalo as the featured ingredient.



OUR IMPACT

At the initial Transformative Scenario Planning workshops, participants identified four possible futures for Hawai‘i. These scenarios will be shared by Scenario Team members through their networks and broader audiences to help drive meaningful conversations, collaborations between sectors, and collective action.

Learning Communities

The challenge of building a more resilient economy and state is tied directly to building a skilled workforce in recession-resistant industries. As a first step, HEC leaders have been involved in designing and cultivating learning communities across the state; these communities allow students to access hands-on experiences, tap into resources, and develop relationships in close proximity to their schools. The collaborative environment of a learning community supports the development of local leaders who are connected and committed to their communities.

HEC has formed multi-sector partnerships to scale and support these learning communities to promote economic advancement for individuals, economic recovery for the state, and business success in growing sectors.

“Business partnerships provide the opportunity for schools to extend learning beyond our classrooms. Our hope is that all schools will use ClimbHI... to make learning relevant for our students and help prepare them for potential careers.”

Sean S. Tajima
Complex Area Superintendent
Campbell-Kapolei
Leeward District Office



ClimbHI Bridge

ClimbHI President Julie Morikawa created this nonprofit organization to educate and inspire high school students about future career paths by connecting educators with the business sector.

Born out of the collective buy in of HEC leaders, ClimbHI Bridge is a comprehensive online tool that makes it easy for educators to connect with businesses through real-world opportunities that can directly benefit students through:

- Industry-focused classroom support
- Site visits and other events
- Career fair and job readiness activities
- Judging and coaching
- Advisory boards
- Guest speaking
- Internships
- Jobs
- Job shadowing
- Materials and resources
- Mentorships
- Project-based learning
- Scholarships and awards



47,000+
STUDENTS

3,600
EDUCATORS

560
BUSINESSES

OUR IMPACT

Since its launch in January 2021, ClimbHI Bridge reached more than 47,000 students. A total of 3,600 educators from 170 schools (K-Post-Secondary), and 560 businesses have been onboarded and the numbers continue to increase.

In the future, HEC will continue to support educators and students with access to internships, jobs, scholarships, site visits, job shadowing, project-based learning and more through the platform.



TRUE

TRUE's mission is to accelerate the adoption of technology in Hawai'i, enabling local organizations to upskill, increase productivity, and improve efficiencies. As a result, Hawai'i's economy will become more diversified and sustainable, and the workforce will earn higher incomes, allowing them to build assets and a better quality of life.



In 2022, the TRUE Initiative launched the TRUE Esports + Tech Lab at Waipahu Public Library, a unique public and private sector collaboration between TRUE, the Hawaii State Library System, and the State of Hawai'i, with hardware and technical guidance contributed by Pacxa and Central Pacific Bank Foundation. The Lab will support Hawai'i's first community-based, competitive high school esports team with a dedicated coach. In the Lab, community members can learn and earn a certification in foundational software game development and coding thanks to a curriculum curated by GameDevHQ. The Lab will also serve as a resource for the community, providing a means of engaging with technology, even for beginners. Content is available free of charge for library members.

TRUE plans to launch additional esports facilities at public libraries throughout the state. Esports represents an opportunity for Hawai'i residents to embrace technology, receive essential training, and have an advantage over other regional workforces when it comes to the technology of tomorrow, such as artificial intelligence, the metaverse, and virtual reality.

“Continuing pandemic restrictions have accelerated businesses toward adopting technology. Accessibility has never been more possible than now for Hawai'i businesses to be data-informed, optimized for efficiencies, and positioned for globalization.”

Paul Yonamine
Chairman, TRUE Initiative
Chairman, Central Pacific Bank, and Chairman
and CEO, Central Pacific Financial Corporation

Tech-enabled jobs pay, on average, 53% more than other jobs.

The esports industry, encompassing software development, data analytics, and content/media content, is a priority for technology companies globally and is estimated to be worth \$300 billion.



Movers and Shakas

A group of CEOs and volunteers from the local business community created Movers and Shakas to attract, integrate, and retain professionals (including returning kama‘āina) who could contribute their talents to growing and diversifying the local economy.

In 2022, Movers and Shakas pivoted its focus from remote workers to newly relocated professionals by creating the Hawai‘i Talent Onboarding Program (HITOP). This employer-sponsored program helps professionals (and their partners) who have recently relocated or returned to Hawai‘i participate in a six-week, place-based acculturation program that helps them transition to living in Hawai‘i.

Through cultural education, community service, and networking, participants build lasting relationships and develop a sense of belonging and shared stewardship for their new home. Local employers benefit from increased retention and the state benefits from “brain gain.”



HITOP helps us better onboard out-of-state hires by providing an avenue for them to build and strengthen relationships, and learn how to best adapt and contribute to our state.”

Jill Hoggard Green, PhD, RN
President & CEO,
The Queen’s Health System



OUR IMPACT

93%

of HITOP participants said the program improved their sense of shared stewardship for Hawai‘i.

96%

of HITOP participants said the program increased their intention to contribute to the local community.

96%

of HITOP participants said the program increased their awareness of contribution opportunities.

82%

of HITOP participants said the program increased their sense of belonging in the local community.



Hawai‘i Dream

HEC and its partners recognize that a resilient state is built by bolstering one community at a time. The need is especially acute in rural communities, where educational and economic resources make it possible for many residents to prosper. Building on the template of Ka‘ū Dream, HEC is engaged in extending the model to other communities across the state.

The Global Learning Lab model, adopted as part of the Ka‘ū Dream initiative, focuses on education, entrepreneurship, and connection to community. Its four phases helped the rural community of Ka‘ū become much more resilient:

- Developing learning and education spaces for the entire community
- Creating economic opportunities to keep young talent in the district and honor the region’s cultural heritage
- Forming agriculture partnerships to encourage agri-preneurship projects and products for the region
- Building infrastructure, such as reliable high-speed internet service

Ka‘ū Dream

An example of a thriving Learning Community is HEC’s Ka‘ū Dream project, a revitalization effort to help create opportunities in education, agriculture, entrepreneurship, and sustainability for the Ka‘ū community.

The region was chosen because the Ka‘ū District is one of the most remote areas in Hawai‘i, with a median income 43% lower than that of the rest of the state. The opportunity to access educational and economic support can be life changing, especially for young residents of rural communities.

The high school students who were able to earn college certificates thanks to the Ka‘ū Dream initiative have begun to enlarge their own dreams.



At the Ka‘ū Global Learning Lab, our youth are thriving at the intersection of education, agriculture, sustainability, and the Hawaiian value of mālama ‘āina. Not only is the academy providing students with the skills and knowledge they need to achieve career success, but it’s also fostering community resiliency by addressing food insecurity in Ka‘ū. Our vision is bold—we’re here to transform our entire community for the better.”

‘Āina Akamu
Teacher and Director of the Ka‘ū Global Learning Lab



OUR IMPACT

In May 2022, 18 Ka‘ū High School students—six of whom were in special education, two learning English as a second language, and one teenage mother—earned college certificates in agriculture and landscaping from Hawai‘i Community College through the Academy for Agri-preneurship, part of the Ka‘ū Global Learning Lab. Students as young as 14 who are engaged in project-based learning and career training programs can earn college credits and certificates of competence in agriculture, entrepreneurship, creative media, and culinary arts.

Moving forward, HEC aims to provide the resources required to replicate the Ka‘ū Dream template in other areas in Hawai‘i.



Housing for ALL

A home is the foundation for a thriving community, but the shortage of affordable housing in Hawai'i is a serious threat to our families and our future. This issue came into sharp focus this year as median home prices continue to be out of reach for most local families. As a result of the lack of affordable housing, too many kama'āina have given up on the dream of bringing up their families in Hawai'i and have opted to leave in search of a less expensive, higher quality of life.

HEC's focus on creating housing for all seeks to address these issues; its leaders believe that cross-sector collaboration and inventive thinking are key to finding solutions that will break through the obstacles prolonging our housing crisis.

The shortage of affordable housing in Hawai'i is a serious threat to our families and our future.

Hawai'i's Affordable Housing Crisis

(source Hawai'i Appleseed Center for Law & Economic Justice & DBEDT report on Brain Drain)

- Hawai'i has the most expensive housing in the country, double the national average.
- For every 10 extremely low-income families, only 3 units are available and affordable.
- Many Hawai'i residents are spending more than 30% of their monthly incomes on housing.
- More than half of Hawai'i's population are struggling to make ends meet and are considered "ALICE" (Asset Limited, Income Constrained, Employed).
- Between 2017-2019 Hawai'i's population decreased, with the largest group of outmigration being people ages 18-34.



Our Values, Mission and Vision

HEC leaders believe in the value of collective action, common data, and shared impact. The work that we do, and the way that we work, stem from fundamental beliefs that shape our priorities.

About HEC

Hawai'i Executive Collaborative (HEC) is a nonprofit organization that provides backbone support to senior leaders from different sectors who want to help build a more resilient economy and state. HEC members believe in the power of acting collectively and focus their energies and resources on areas where immediate and systemic changes will benefit Hawai'i and the world.

Values

Aloha au i Aloha

I love Hawai'i

Auamo au i ke kuleana no ko Hawai'i ke ala mua

I am responsible for Hawai'i's future

'A'ohe hananui ke alu 'ia

No task is too big when done together by all

Mission

We mobilize, support, and leverage the collective leadership of senior executives to accelerate the building of a more resilient Hawai'i.

Vision

To honor and perpetuate Hawai'i's Soul and serve as a model globally

To learn more, visit hec.org

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info@hec.org



Our Team

HEC Board



Duane Kurisu
*HEC Board Chair;
Founder, aio Group*



Micah Kāne
*CEO and President,
Hawai'i Community Foundation*



Ann Teranishi
*President and CEO,
American Savings Bank*



Ray Vara
*President and CEO,
Hawai'i Pacific Health*

Collaborative Leadership

HEC leaders believe in the power of collaboration and action to help build a more resilient Hawai'i.

HEC leaders use their expertise and influence to make tangible progress on the issues that are most important to Hawai'i's future.

Collective Action

HEC leaders focus on where their involvement—as leaders or as supporters—can measurably improve outcomes.

HEC leaders seek to develop early proof points with initiatives that are practical, systemic, and responsive to the community.

Commitment to Hawai'i

The work of HEC, which is grounded in Hawaiian values, can inspire a culture of collaborative leadership beyond these shores and serve as a global model for community transformation.

HEC leaders invite investment and new opportunities for Hawai'i from collaborators whose values align with theirs.

HEC Leadership Committee



Kamana'opono Crabbe
Community Leader



Terry George
*President and CEO,
Harold K.L. Castle Foundation*



Robert Harrison
*Chairman, President, and CEO,
First Hawaiian Bank*



Peter Ho
*Chairman, President, and CEO,
Bank of Hawai'i*



Corbett Kalama
*Executive Vice President,
The Harry and Jeanette
Weinberg Foundation*



Colbert Matsumoto
*Chairman, Tradewind Capital
Group, Inc. and Island
Insurance Co. Ltd.*



Elliot Mills
*Vice President, Disneyland
Resort Hotels and Aulani,
a Disney Resort & Spa*



Catherine Ngo
*Executive Vice Chair,
Central Pacific Bank*



Robert Nobriga
President, Island Holdings, Inc.



Richard Wacker
Community Leader



Jack Wong
*President and CEO,
Kamehameha Schools*



Paul Yonamine
*Chairman, Central Pacific Bank,
and Chairman and CEO, Central
Pacific Financial Corporation*

HEC Staff
and Contractors



Lynelle Marble
Executive Director



Kimberly Vierra
Director of
Communications
& Programs



Judge Michael Broderick
Principal, Broderick Dispute
Resolution; HEC Advisor



Glenn Miyataki
Advisor

INITIATIVE LEADERSHIP

CLIMATE COALITION

Chris Benjamin
President and CEO, Alexander & Baldwin, Inc.

Dr. Charles “Chip” Fletcher
Interim Dean of the School of Ocean and Earth Science and Technology at UH Mānoa

HOUSING FOR ALL

Peter Ho
Chairman, President and CEO, Bank of Hawai‘i

LEARNING COMMUNITIES

Terry George
President and CEO, Harold K.L. Castle Foundation

Catherine Ngo
Executive Vice Chair, Central Pacific Bank

Robert Nobriga
President, Island Holdings, Inc.

Roland Smith
Co-Founder and Managing Director, Global Learning Lab

MOVERS AND SHAKAS

Nicole Lim
Director

Jason Higa
Movers and Shakas Chair CEO, FCH Enterprises, Inc.

REDISCOVERING HAWAI‘I’S SOUL

Kamana‘opono Crabbe
Advisor

Corbett Kalama
Executive Vice President, The Harry and Jeanette Weinberg Foundation

Micah Kāne
CEO and President, Hawai‘i Community Foundation

Michelle Ka‘uhane
Senior Vice President & Chief Impact Officer, Hawai‘i Community Foundation

Duane Kurisu
HEC Board Chair Founder, aio Group

Glenn Miyataki
Advisor

Nainoa Thompson
President, Polynesian Voyaging Society

Gov. John Waihe‘e III
Advisor

TRUE
Technology Readiness User Evaluation

Leilani Farias
Director

Paul Yonamine
TRUE Chair Chairman, Central Pacific Bank, and Chairman and CEO, Central Pacific Financial Corporation

Peter Dames
TRUE Incoming Chair Executive Vice President, Servco Pacific, Inc.



Join Us in Building Hawai‘i’s Future

Building a more resilient community and giving everyone in it a chance to thrive is a responsibility too large, too hard, and too profoundly important for any single leader, organization, profession, or sector to take on alone. Together, we will continue to approach Hawai‘i’s greatest challenges to build a solid and sustainable future for the generations that follow us.

Together, we will build a more resilient and thriving community for all.

Collaborative leadership can show up in the way a person interacts, in the way an organization is run, and in the way a community organizes itself; it is key to progress and indispensable to change.

We encourage local and global senior leaders who identify opportunities that can benefit Hawai‘i and the world to partner with HEC members and exemplify the power of collective action to create permanent and positive change.

To learn more, visit hec.org

