



A Board That Delivers: A New Roadmap for Princeville

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This paper proposes a roadmap for a future PHCA Board to restore effective, efficient management after three years that Friends of Princeville considers seriously deficient.[1] The Board should develop one annual performance plan with management, adopt it at the start of each fiscal year, and organize work under **communicate, plan, maintain, and protect**. Directors should sign the adopted plan, give management clear authority and resources, and publish a quarterly scoreboard of Board performance and PHCA results. The Chair should personally explain those results to members. The aim is practical: better services, sound finances, durable infrastructure, and value for the whole community.

Start with responsibility and relationships

Directors carry responsibility for the Association's direction and oversight. Hawai'i's nonprofit director standard requires good faith, loyalty, prudent care, and action reasonably believed to serve the corporation's best interests.[2] Hiring a manager does not remove that responsibility.

PHCA works through a network: owners, residents, volunteers, committees, staff, contractors, advisers, public agencies, utilities, and neighboring property interests. The diagram shows these relationships. Owners may also be volunteers or directors; overlapping identities do not merge their decision rights. For each task, establish who owns the asset, authorizes work, pays, delivers, and checks results. PHCA must coordinate with others where its authority ends.

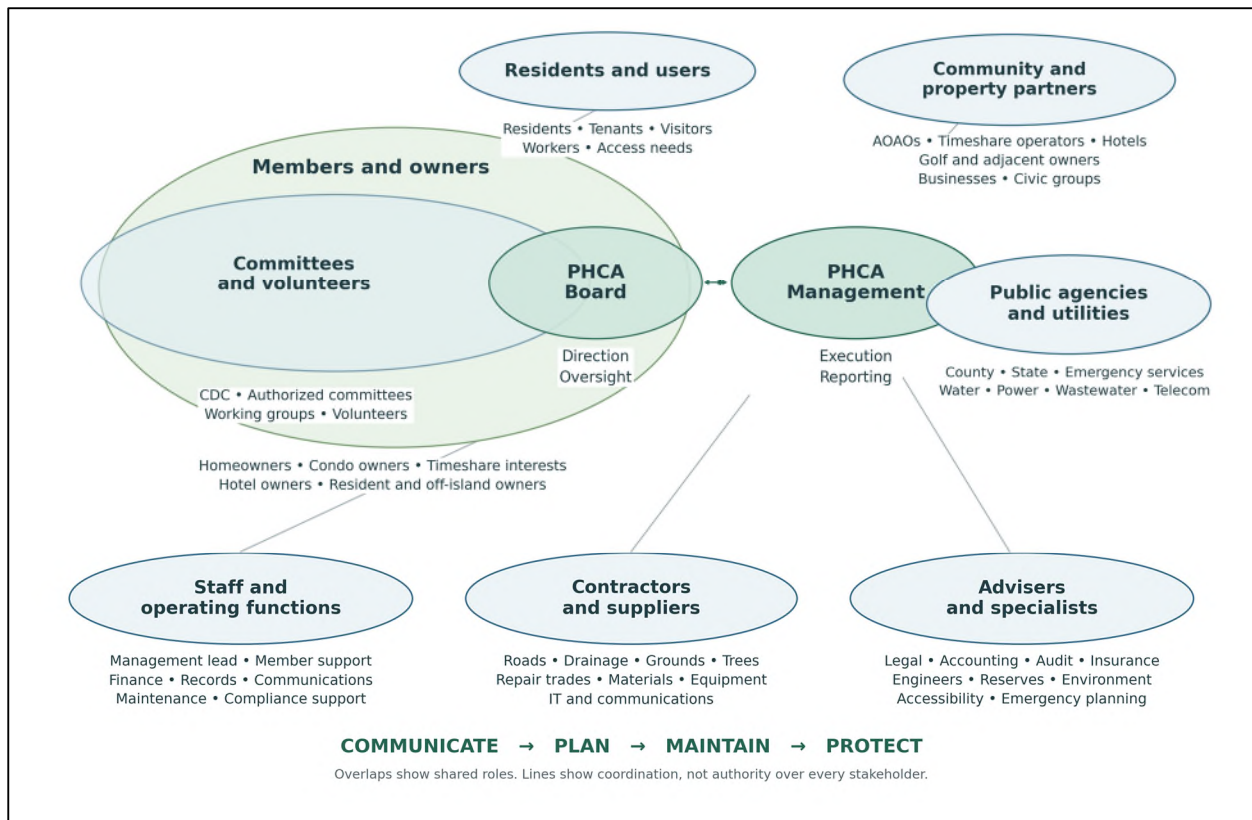


Figure 1: PHCA Stakeholders



Give the four priorities practical meaning

Communicate: Share facts, listen to members, explain choices, and report results. Include residents and off-island owners through accessible channels.

Plan: Choose priorities together and turn them into funded commitments with named responsibilities, deadlines, and measures of success.

Maintain: Keep existing roads, drains, paths, landscaping, facilities, and services safe and reliable through inspections and preventive work.

Protect: Prepare for risks and preserve long-term community value. This includes infrastructure renewal and major upgrades beyond maintenance, reserve funding, conservation, emergency readiness, and protection of financial and member records. Cleaning a drain is maintenance; replacing or redesigning an aging drainage system belongs under Protect.

These priorities connect. Urgent safety work should proceed while planning and communication continue.

Agree the annual plan together

Before the fiscal year begins, management should assemble asset conditions, financial forecasts, unfinished work, member needs, and committee recommendations. Every director should receive the same evidence. BoardSource urges the Chair to “Engage each board member in deliberation.”[3] Directors should examine alternatives and rank work by safety, urgency, community benefit, cost over its useful life, and available capacity.

Adopt the plan alongside the budget through the required meeting procedures. Each commitment needs an intended benefit, responsible manager, Board oversight lead, funding, milestones, quality standard, and reporting dates. Link annual priorities to a rolling five-year capital program and a longer-term strategy; Princeville 2040 offers a starting point for community discussion.[4]

Every director should sign an acknowledgment of the adopted plan and assigned duties. Record votes and dissent separately. Signatures establish responsibility; they do not require unanimity, surrender independent judgment, or prevent necessary changes. Preserve original deadlines and budgets alongside approved revisions.

Let management manage and require evidence

The full Board sets direction, approves resources, and reviews results. Management organizes delivery; committees investigate and recommend; qualified specialists assess technical work. Write down spending limits, contract authority, emergency powers, and decisions reserved to the Board or members. Individual directors should not give staff competing instructions.

Require timely decision papers, conflict disclosures, recorded reasons for major choices, and an action register connecting resolutions to completed work. Review reconciled accounts monthly, compare spending and commitments with forecasts, document procurement exceptions, and verify contractor work before payment. BoardSource recommends assessing the Board, chief executive, and organization as distinct responsibilities.[5]

Publish a quarterly performance scoreboard

Within 30 days of each quarter-end, publish two panels:

Board performance: Timely plan and budget adoption; director participation; completed oversight actions; conflict disclosures; Chair reports; and overdue answers or corrective decisions.

PHCA delivery: Project milestones against original dates; forecast costs against budgets; preventive maintenance; high-risk backlog; contractor quality; financial-report timeliness; capital funding; and preparedness actions.



Define each indicator's baseline, target, data source, and responsible person when adopting the plan. BoardSource states that "the performance goals should be measurable." [5] GFOA's project guidance supports reporting costs, schedules, commitments, changes, and acceptance of finished work. [6]

Use green for verified achievement, amber for risk, red for material failure, and gray for missing evidence or work not yet due. Explain each shortfall and correction. Never hide a serious safety failure in an average grade. Judge useful results and service quality, not spending or completion alone. Management prepares the data; designated oversight leads check it; the full Board reviews it.

Make the Chair answer to members

The annual plan must include communication dates, channels, consultation points, response standards, and detailed Board-performance reports. Each quarter, the Chair should personally speak for the entire Board: what it promised, what PHCA delivered, what fell short, and what happens next. Represent adopted decisions accurately and acknowledge material dissent. Allow questions and provide written follow-up. Protect confidential personnel matters and privileged advice while reporting overall performance.

Build continuity beyond one Board

Keep an asset register recording ownership, condition, useful life, failure risks, and renewal costs. EPA's asset-management guide connects condition, service needs, criticality, costs, and funding. [7] Carry contracts, decisions, and unresolved risks into every leadership handover.

A Board taking office midyear should review current commitments within 60 days and publish a transition plan. Members should ask every director to support this roadmap. PHCA needs collective direction, capable execution, and visible evidence that members' dues improve their community.

Source register

Numbering follows first use. Links lead to public originals. Signatures, quarterly scoreboards, and reporting deadlines are FoP proposals. Nonprofit and public-sector guidance informs these proposals; it does not impose new statutory duties on PHCA.

1. Friends of Princeville, [PHCA: Three Years. What Results?](#), 2026; four performance areas.
2. Hawai'i Legislature, [HRS §414D-149](#), subsection (a).
3. BoardSource, [Board Chair Role and Responsibilities](#), 2023; meeting facilitation.
4. Friends of Princeville, [Princeville 2040](#); planning and roadmap.
5. BoardSource, [What to Evaluate](#), 2020; three assessments.
6. GFOA, [Capital Project Monitoring and Reporting](#), 2017; recommendations 2–6.
7. EPA, [Asset Management: A Best Practices Guide](#), 2008; five core questions.
