



**HĀLĀWAI KŪMAU O KE KŌMIKE HO'OKAHUA HAWAI'I
KE'ENA KULEANA HO'OKIPA O HAWAI'I**

**HO'OKAHUA HAWAI'I STANDING COMMITTEE MEETING
HAWAI'I TOURISM AUTHORITY**

**HĀLĀWAI KELEKA'A'IKE
VIRTUAL MEETING**

Pō'akolu 26 Iune 2024, 10:00 a.m.
Wednesday, June 26, 2024 at 10:00 a.m.

E ho'olele 'iwa'ia ka hālāwai ma o ka Zoom. Meeting will be live streaming via Zoom.

<https://us06web.zoom.us/j/81161472488>

E noi 'ia paha 'oe e kāinoa me kou inoa a leka uila paha. E 'olu'olu, e ho'okomo i kou inoa piha akā hiki nō iā 'oe ke ho'ohana i ka inoa kapakapa e like me kou makemake.
You may be asked to enter your name or email. The Board requests that you enter your full name, but you may use a pseudonym or other identifier if you wish to remain anonymous.

Kelepona / Call In: 1 719 359 4580
Helu Hālāwai / Webinar ID: 811 6147 2488

Hiki i ka lehulehu ke hō'ike mana'o ma o ka palapala a i 'ole ma o ka waha. E kau palena 'ia ka hō'ike mana'o waha (ma ke kino a i 'ole ma o ka Zoom) he 'elima minuke ka lō'ihī no kēlā me kēia kumuhana. E kāinoa no ka hō'ike mana'o waha ma ke pākaukau ho'okipa ma ka lumi hālāwai. E kāinoa no ka hō'ike mana'o waha ma o ka Zoom ma o ke pihi "Q&A."

Members of the public may provide written or oral testimony on agenda items. Oral testimony (in-person or via Zoom) will be limited to five minutes for each testifier per agenda item. Signup for oral testimony via Zoom will be accepted through the Q&A feature on Zoom.

E ho'ohui 'ia nā palapala hō'ike mana'o i hiki ma ka pū'olo hālāwai. E leka uila 'ia nā palapala iā Carole Hagihara-Loo ma carole@gohta.net, a i 'ole, e lawe kino 'ia i ke ke'ena. No nā palapala hō'ike mana'o i hō'ea mai ma hope o ka pa'a o ka pū'olo hālāwai (he 48 hola ma mua o ka hālāwai), e kāka'ahi 'ia nā kope i ke kōmike a e mākaukau no ka 'ike 'ia e ke anaina ma ka hālāwai.

Written testimony received ahead of the preparation of the committee packet will be included in the packet. Email written testimony to Carole Hagihara-Loo at Carole@gohta.net or hand-deliver or send via postal mail to the Hawai'i Tourism Authority office, 1801 Kalākaua Avenue, 1st Floor, Honolulu, Hawai'i 96815. Written testimony received after the issuance of the board packet (48 hours ahead of the meeting) will be distributed to the committee and available for public inspection at the meeting.

AGENDA

1. *Ho'omaka a Wehena*
Call to Order and Opening Protocol
2. *Kikolā*
Roll Call to Announce Name of Participating Board Members and to Identify Who Else is Present with Board Member if Location is Nonpublic.
3. *'Āpono Mo'olelo Hālāwai*
Approval of Minutes of the May 20, 2024 Ho'okahua Hawai'i Standing Committee Meeting
4. *Hō'ike'ike, Kūkā, a Hana no ke Ka'akālai Mālama 'Āina Ho'okipa no ka Makahiki Kālā 2025, Makahiki Kālā 2026-2027*
Presentation, Discussion and/or Action on Destination Stewardship Strategies for Fiscal Year 2025, Fiscal Year 2026-2027
5. *Hō'ike'ike, Kūkā, a Hana no ka Mo'ohelu Kālā no ka Makahiki Kālā 2025*
Presentation, Discussion and/or Action on Fiscal Year 2025 Budget
6. *Nū Hou no ka 'Aelike Kilohana*
Kilohana Contract Updates
7. *Ho'oku'u*
Adjournment

*** *'Aha Ho'okō: Ua hiki i ka Papa Alaka'i ke mālama i kekahi hālāwai kūhelu i kū i ka Hawai'i Revised Statutes (HRS) § 92-4. E mālama 'ia kēia hālāwai kūhelu nei ma lalo o ka § 92-5 (a)(4), § 92-5 (a)(8) and §201B-4(a)(2) no ka pono o ko ka Papa Alaka'i kūkā a ho'oholo 'ana i nā nīnūnē a nīnau i pili i ko ka Papa Alaka'i kuleana me ko ka Papa Alaka'i loio. He hālāwai kūhelu kēia i 'ole paulele 'ia ka 'ikepili a i mea ho'i e mālama kūpono ai i ko Hawai'i 'ano, he wahi i kipa mau 'ia e nā malihini.*

*** **Executive Session:** The Board may conduct an executive session closed to the public pursuant to Hawai'i Revised Statutes (HRS) § 92-4. The executive session will be conducted pursuant to HRS § 92-5 (a) (2), § 92-5 (a)(4), § 92-5 (a)(8) and §201B-4(a)(2) for the purpose of consulting with the board's attorney on questions and issues pertaining to the board's powers, duties, privileges, immunities, and liabilities; tsto consider hiring and evaluation of officers or employees, where consideration of matters affecting privacy will be involved; and to discuss information that must be kept confidential to protect Hawai'i's competitive advantage as a visitor destination.

Inā he lawelawe a mea like paha e pono ai ke kīnānā, e ho'oka'a'ike aku me Carole Hagihara-Loo ma (808)-973-2289 a ma ka leka uila e like me ka wikiwiki i hiki, 'a'ole ho'i a ma 'ō aku o ka 'ekolu lā ma mua o ka hālāwai. Inā 'ike 'ia he noi i ka lā ma mua o ka hālāwai, e ho'ā'o mākou e 'imi i ka lawelawe a mea like paha, 'a'ole na'e ho'i e hiki ke ho'ohiki 'ia ke kō o ua noi lā. Ua noa pū kēia ho'olaha ma nā kino 'oko'a e like me ka mea pono.

If you need an auxiliary aid/service or other accommodation due to a disability, contact Carole Hagihara-Loo at (808) 973-2289 or carole@gohta.net as soon as possible, preferably no later than 5 days prior to the meeting. **Requests made as early as possible have a greater likelihood of being fulfilled.** Upon request, this notice is available in alternative/**accessible** formats.

E like nō me ka 'ōlelo o ke Kānāwai Hawai'i i ho'oholo 'ia māhele 92-32.7, e mālama ana ke Ke'ena Kuleana Ho'okipa o Hawai'i i kekahi wahi e hiki ai ka po'e o ka lehulehu ke noho a komo pū ma nā hālāwai ma o ka ho'ohana 'ana i ka 'enehana pāpaho (ICT). Aia ana kēia 'enehana pāpaho ma ka papahelu mua o ka lumi ho'okipa i mua o ke Ke'ena Kuleana Ho'okipa o Hawai'i ma ka Hale 'Aha. 'O 1801 Kalākaua Avenue, Honolulu, Hawai'i, 96815 ka helu wahi.

In accordance with HRS section 92-3.7, the Hawai'i Tourism Authority will establish a remote viewing area for members of the public and board members to view and participate in meetings held using interactive conference technology (ICT). The ICT audiovisual connection will be located on the 1st Floor in the Lobby area fronting the Hawaii Tourism Authority at the Hawai'i Convention Center at 1801 Kalākaua Avenue, Honolulu, Hawai'i, 96815.

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Approval of the Minutes of the
May 20, 2024 Ho'okahua Hawai'i Standing Committee
Meeting



**HO'OKAHUA HAWAII STANDING COMMITTEE MEETING
HAWAII TOURISM AUTHORITY
Monday, May 20, 2024, at 8:30 a.m.
VIRTUAL MEETING**

MINUTES OF HO'OKAHUA HAWAII STANDING COMMITTEE MEETING

MEMBERS PRESENT:	Mahina Paishon (Chair), Dylan Ching (Vice Chair), Kimberly Agas, Mufi Hannemann, Sherry Menor-McNamara, Sig Zane
HTA STAFF PRESENT:	Kalani Ka'anā'anā, Caroline Anderson, Talon Kishi, Maka Casson-Fisher, Carole Hagihara
GUEST:	Julie Morikawa, Rebecca Soon, Kanoe Takitani-Puahi, Ryan Shibuya, Tyler Gomes, Jon Peahl
LEGAL COUNSEL:	John Cole

1. Call to Order and Opening Protocol

Chair Paishon called the meeting to order at 8:37 a.m. Mr. Casson-Fisher opened the meeting by the E Hō Mai chant.

2. Roll Call to Announce Name of Participating Board Members and to Identify Who Else is Present with Board Member if Location is Nonpublic

Mr. Casson-Fisher did the roll call. All were confirmed in attendance, and that they were alone.

3. Approval of Minutes of the November 21, 2023 Ho'okahua Hawaii Standing Committee Meeting

Mr. Ching made a motion to approve the minutes. Mr. Hannemann seconded, and the motion was approved unanimously.

4. Presentation, Discussion and/or Action on Fiscal Year 2024 Budget Reallocations

Mr. Ka'anā'anā explained that a number of requests had been presented to the Budget, Finance, and Convention Center (BFCC) Standing Committee during their meeting the previous week, and the committee had recommended their approval. Mr. Arakawa explained that these budget reallocations would move through the standing committees before being submitted to the full Board.

Mr. Kishi explained to the committee that he had to readjust the budget this year because at the end of the fiscal year 2023 (FY23), funds that had not yet been disbursed had been returned to the Department of Budget and Finance. Budget and Finance had then agreed to provide the HTA with \$60 million from the Governor's appropriation provided under Act 164.

Most of these payments had been executed, apart from a few payments that had been overlooked, mainly relating to DMAP programs that had not been implemented. Instead of implementing these programs, a study was conducted at the end of the year to determine the extent to which DMAP actions had been accomplished so that plans could be put in place for the next iteration of DMAPs. About \$1 million was to be brought over from planning, and funds were to be allocated to destination management, branding, and HCC marketing. Details of the budget reallocations were presented to committee members.

As Chair of the BFCC Standing Committee, Mr. Arakawa explained that all the budget reallocations had been adopted by the BFCC Standing Committee, and the full Board was to approve them. However, he pointed out that it was the usual practice for budget reallocations first to pass through the Ho'okahua Hawai'i Standing Committee, but because of the timing of meetings, the submission had been made to the budget committee first. However, if the Ho'okahua Hawai'i Committee felt that changes should be made, the budget committee would honor this because it was the kuleana of the present committee.

Chair Paishon requested Mr. Arakawa to review the major variances between the previous and the present fiscal years and to share the overall rationale for the changes. Mr. Arakawa explained that Mr. Kishi could do this, but as Mr. Ka'anā'anā explained, most of the subtractions had been covered, and no major contracts were deficient.

Mr. Ka'anā'anā pointed out that when the contract for Kilohana was executed in August 2023, Mr. Kishi and the fiscal team inserted a placeholder encumbrance to hold money. Once the contract had been finalized, budget reallocations allowed money to be moved into the correct budget line item (BLI). From a timing perspective, some items which had

not been executed were transferred to the Kilohana contract, and vice versa. The most important aspect was ensuring that Kilohana's total encumbrance for FY24 was recorded in the right BLIs so that the committee could see a chart accurately reporting where the money would be spent.

Chair Paishon asked Mr. Ka'anā'anā and Ms. Anderson whether the reconfiguration would entail challenges, such as possible budget cuts affecting programming or destination stewardship management activities. It was important to anticipate this eventuality so that partners could be informed ahead of time.

Mr. Ka'anā'anā replied that the short answer was no. Some reallocations from DMAP BLIs were already fully funded through the existing DMAP contract, which was to operate until August 2024. It was unlikely that there would be any material impact on DMAP implementation. Kilohana's scope was fully funded and encumbered up to the end of FY24, and there would be no meaningful impacts, given that the end of the fiscal year was already near. Ms. Anderson repeated that there was unlikely to be any impact on FY24.

Mr. Hannemann assured committee members that Mr. Ka'anā'anā had already answered the question about possible fall-out.

Vice Chair Ching proposed a motion to approve the fiscal year 2024 budget reallocations as presented, and this was seconded by Ms. Menor-McNamara. Mr. Casson-Fisher conducted the roll call vote, and the motion was carried unanimously.

Mr. Hannemann recommended that, as Mr. Arakawa had pointed out, future budget reallocations should first be considered by this committee. Chair Paishon replied that this was duly noted and thanked Mr. Arakawa for the reminder.

5. Presentation & Discussion on HTA's Workforce Development Plan

Ms. Anderson's presentation showed what had already been accomplished and what was planned for FY25.

Ms. Anderson explained that the HTA's top priority for workforce development was the link between the visitor industry and the local community. It was important to show how tourism could benefit residents when it created jobs and careers for residents and provided for their quality of life. Much had already been done, and the task ahead was reinforcing what was available and creating opportunities. She thanked Mr. Hannemann for his guidance, support, and ideas. She looked forward to future progress.

The foundation for the HTA Workforce Development Plan was the year-long Needs Assessment Survey conducted by Anthology Research and presented to the HTA Board in 2022. Some of its key findings were as follows:

1. The visitor industry was not perceived as a good employer, even among businesses engaged in tourism-related activities.
2. Recruitment challenges were expected to remain into the future, so employers had to work hard to retain and provide advancement opportunities for current employees.
3. Retention of existing employees was challenging, and more than half of employers reported difficulty retaining entry-level, supervisor, and middle-management employees.
4. According to the employers surveyed, the greatest current need in visitor industry organizations was for management-level employees, and this was anticipated to be the most needed role during the next five years.

Over the next five years, there was expected to be a high demand for all types of roles in the visitor industry, with the greatest need being for entry-level employees. This was cited by 80% of employers. There was significant interest in opportunities to raise awareness among employers of the availability of various types of workforce training and development.

Many businesses felt the HTA should sponsor training and certification programs and facilitate or offer internship and apprenticeship programs.

Based on this, over the next two years, the HTA intended to focus efforts in the following areas:

1. Positioning the Hawai'i visitor industry as a desirable career choice;
2. Increasing awareness of and access to existing programs;
3. Strengthening the current visitor industry workforce;
4. Preparing the next generation for successful careers in Hawai'i's visitor industry.

This plan was in alignment with the workforce strategies of the Department of Business, Economic Development, and Tourism (DBEDT) and had been shared with DBEDT Deputy Director Dane Wicker.

Ms. Anderson gave a brief overview of the actions taken to further workforce development in 2024.

1. Spring 2024 Hawai'i Tourism Ho'oilina Scholarship Program with the University of Hawai'i at Manoa.

Seven scholars graduated from this four-year scholarship for public school students, which had been started under a partnership between the HTA and HLTA. Ms. Anderson recognized that Ms. Deedee Howa, an HTA brand manager, had been part of this program. Mr. Hannemann noted that this was the second graduating class. Eight scholars graduated in 2023, and four are currently participating in the program.

2. Spring 2024 ClimbHI Leadership Exploration Inspiration Program (LEI)

920 high school and college students and over 100 businesses participated in this program on four islands. Ms. Julie Morikawa will share more about this during the meeting. The purpose of this program was to inspire students to pursue careers in the visitor industry.

3. Summer 2024

It was hoped to create Exploration for Hire Events for high school students and recently graduated seniors. Approval from the State Procurement Office was pending, and the intention was to encourage high school students to experience working in the visitor industry, hoping they would be employed during the summer.

The HTA continued to build partnerships with the Department of Labor and Industrial Relations, the Department of Education, and DBEDT to further the development of the tourism industry.

With regard to the need for support services for the destination stewardship contract, Mr. Ka'anā'anā had worked with Kilohana on developing a tour guide certification curriculum.

Ms. Anderson outlined the steps to be taken towards workforce development:

1. The Hawai'i visitor industry was to be positioned as a desirable career choice by implementing communication and outreach and by building partnerships with the University of Hawai'i School of Travel Industry Management, the University of Hawai'i Community College System, and other training programs. A program was to be funded to inspire high school and college-aged students to pursue a career in the Hawai'i visitor industry.

2. Awareness of and access to existing programs was to be increased by implementing a communication and outreach program. Partnerships were to be built with both the public and the private sector, and these were to be aimed at assessing the need for a platform to house the various training and educational programs available and the means for funding them.
3. The current visitor industry workforce was to be strengthened by developing industry sector partnerships to plan, coordinate, and implement workforce development services and strategies. Local chefs were to be supported through the Culinary Institute of America certification. A partnership with the Department of Labor and Industrial Relations was to develop internship programs. A network of professional providers would continue to host Hawaiian cultural training targeted at the visitor industry.

The program for FY25 aimed to prepare the next generation for a successful career in the Hawai'i visitor industry by partnering with the University of Hawai'i Manoa School of Travel Industry Management for the Hawai'i Tourism Ho'olona Scholarship Program for incoming freshmen in 2026.

The HTA would also aim to develop pipelines for high school students to enter the workforce in aviation mechanics, culinary arts, hotel management, transportation, and others. The program would continue to support current education efforts, such as academies of hospitality and tourism along the CTE pathway for Hospitality and Tourism Management and Culinary Arts.

The HTA was to work with the Department of Education to support externships, enabling teachers to increase their knowledge and teaching resources.

The long-term plan was to create jobs for residents, thereby increasing the number of management positions occupied by people born and raised in Hawai'i while at the same time ensuring a new supply of workers for the visitor industry.

Ms. Anderson stated that the overarching goals for the program were as follows:

1. The perception that tourism had been mostly positive for you and your family;
2. 'Āina Aloha economic futures, which would increase hiring, career readiness, and leadership opportunities for Hawai'i residents;
3. Strategic planning goals ensure that tourism and communities enrich one another.

Chair Paishon thanked Ms. Anderson for this overview and asked for the methodology used to formulate the perspective for the 2025 plan.

Ms. Anderson replied that the team had used the 2022 needs assessment study conducted by Anthology Research. They also spoke with DBEDT about the DBEDT strategy and with partners in the visitor industry.

Mr. Hannemann reminded the committee that the HTA could step into an area where the legislature had previously complained of their lack of action. This plan created a more proactive strategy that went beyond shoring up hotel workforce shortages and addressed the industry as a whole.

Mr. Hannemann commented that the beauty of the visitor industry was that, no matter how much or little education a person had, they could build a successful career with some training.

Ms. Morikawa's program had successfully planted the seed concept that the visitor industry was a desirable career choice in the school system. The HTA now plans to extend this concept to the state. Mr. Hannemann reminded the committee that the HTA had experienced very little interaction with the Department of Labor so far. Tourism was still missing from many Departments of Labor programs. This was mainly because labor was less familiar with the hospitality industry than it should be – although this was starting to change. The legislature, especially Chair Dela Cruz, was trying to encourage labor to work more closely with the HTA to create centers and pathways for employment in the visitor industry. This was to emulate labor's campaigns about government careers and other sector jobs that had received government funding.

Mr. Hannemann also reminded the committee that some goals were easier to achieve than others. An example of "low-hanging fruit" was certification for local chefs from the Culinary Institute of America. This had evolved due to the foundation of the Culinary Institute of the Pacific run by Roy Yamaguchi and Denise Hayashi. Funding received from the Culinary Institute of America was passed through DBEDT to provide local chefs with the opportunity to receive this certification. The HTA could identify local chefs who had not yet received certification from the CIA, and this could be done at CIP.

Mr. Hannemann encouraged Ms. Anderson to search for other areas of the visitor industry where the HTA could help develop the workforce. An example was Airlines for America, which organized initiatives to provide jobs for young people as airline repair mechanics. Ms. Anderson's team had made a good start, but more detailed results were needed before the next legislative session to affirm the need to support the visitor

industry because of its provision of the greatest number of job opportunities for young people. Mr. Hannemann thanked Ms. Anderson and Mr. Nāho'opi'i for this plan and looked forward to receiving input from the rest of the HTA Board to make even more progress.

Chair Paishon thanked Mr. Hannemann for his contribution. She noted that the Chamber of Commerce had great programs and committees working towards workforce development.

Ms. Menor-McNamara asked whether any funding had been received from the Good Jobs initiative, and whether the team was examining sector partnership types of models.

Ms. Anderson replied that she had spoken to Ms. Keala Peters at the Chamber of Commerce Hawai'i and shared what the Chamber has done. So far, they had no visitor sector partnerships, but this was an area in which the HTA should consider taking a leadership role.

Chair Paishon thanked Ms. Menor-McNamara for her input and Ms. Anderson for her response. The Chair called on Vice Chair Ching for his comments on building rapport with the visitor industry's food, hospitality, and restaurant sections.

Vice Chair Ching reminded the committee that many people believed they had to leave Hawai'i because the cost of living was too high. However, it was important to inform people of the number of avenues in the visitor industry for people to stay and work in Hawai'i. The visitor industry was not only hotel work. Vice Chair Ching believed that there was a branding issue here. The people who had been successful were working too hard to be able to tell their story and advocate tourism careers. He noted that the visitor industry allowed someone to practice their skills anywhere in the world because these skills were transferable. He believed marketing the other benefits of work in the visitor industry was important, apart from being a job and our economic mover. Some people saw the visitor industry as "a necessary evil," but it was better to regard it as an opportunity and a way to achieve life or career goals. The visitor industry and its diversity needed to be rebranded and remarketed.

Chair Paishon thanked Vice Chair Ching for his contribution and appreciated the program structure that Ms. Anderson had presented. The Chair asked her and her team to consider implementing the following suggestions before making their presentation to the full Board:

1. Chair Paishon hoped that names of major existing partners and targeted new partners would be included in the presentation.
2. Chair Paishon suggested and strongly advocated for continuing alignment and looking at plans holistically. For example, the results of the governance study showed that the Counties wanted to strengthen their engagement with the HTA. It would be good to consider how this could be incorporated into the workforce program.
3. When Chair Paishon chaired the Maui Recovery PIG, the group had been told in Maui that people wanted new products. Businesses and organizations offering products such as experiences would like to pivot but need support. It was important to consider how training could support refreshing existing and developing new products. She reminded the committee that Mr. Hannemann had led in launching Mākaukau Maui.
4. The Chair emphasized the importance of building programs with specific targeted pathways for management positions in all tiers. This would add to the rebranding process that Vice Chair Ching had shared.

Ms. Anderson thanked Chair Paishon for her suggestions.

Chair Paishon informed the committee that no vote was required and thanked Ms. Anderson and her team for their presentation.

Mr. Hannemann informed the committee that Ms. Anderson's presentation would be placed on the agenda of the next Board meeting so that she could incorporate what was contributed today by this committee. This was an area of opportunity in which a greater difference than ever could be made. He hoped for results that could be shared with State government partners and incentives for private industry, which had hoped for greater engagement in workforce development by the HTA.

Workforce development could also include entrepreneurial activities, and Chair Paishon referred to this when she mentioned new product development and the refreshment of existing products. Sen. Dela Cruz had opened up his Wahiawa Innovation Center, and leveraging all County and State facilities and programs would benefit everyone.

6. Presentation & Discussion on ClimbHI LEI Program

Ms. Anderson introduced Ms. Julie Morikawa, the President of ClimbHI. Ms. Morikawa had been one of the HTA's best partners for over ten years and was to give a

presentation about the Leadership, Exploration, Inspiration (LEI) Program. Ms. Anderson explained that Ms. Morikawa was passionate about helping youth and students understand the visitor industry's dynamic nature.

Ms. Morikawa worked with Expedia to launch the Hawai'i market and spent over a decade with them. She later moved to Asia and Europe to open Expedia offices there, but she kept returning to Hawai'i year after year to attend the Hawai'i Tourism Conference. She had met members of non-profit organizations at that conference and once asked Mike McCartney and David Uchiyama what they meant by starting to move workforce development. The reply was that workforce development was a call to action.

Ms. Morikawa had taken this definition to heart and realized that although conferences were good, follow-through was more difficult. She saw the need for an entity to implement follow-through for the visitor industry and started ClimbHI to move the industry forward. It was exciting, 13 years later, to hear the comments from the committee. This was how ClimbHi had begun, but the program was now much broader.

Ms. Morikawa explained that the 2024 theme for the Leadership Exploration Inspiration Program (LEI) was "Hawai'i Strong," In the wake of the Maui fires, it was important to make clear that Hawai'i was strong. No one knew where or when the next tragedy or emergency would occur. Many other communities, such as Ka'u and Waianae, could be equally badly affected by fires.

ClimbHI had many partners from the visitor industry and beyond. The program was in its 12th year, adapting and adjusting to continue in virtual mode through COVID. Ms. Morikawa saw herself as a conduit to provide the infrastructure, allowing all this to happen.

Over the past 12 years, LEI has engaged almost 10,000 students across the state, running day-long events on O'ahu, Maui, and Kaua'i islands. There were logistical challenges for Hawai'i Island, but these had been solved by arranging an overnight stay at the Mauna Kea Resort, which had been a great partner. Students were lodged overnight at the resort for a 24-hour experience, participating in the lū'au and other activities. Events on the outer islands took place from 9.00 a.m. to 4 p.m. and coordinated with the school buses.

Ms. Morikawa outlined the schedule for the workshops, which began with leadership speeches from industry and State leaders. Participants were then mixed into groups and sent off to local hotels. Cooperating hotels had each asked for a specific number of students, and current college students led each group. These college students had

received pre-training built into their curriculum for college courses. The event was hosted in a school for each island: for O'ahu, it was Chaminade University; for Maui, it was Maui College; for Kaua'i, it was East Kaua'i College; and for Hawai'i Island, it was Hawai'i Community College. The students received credits for this, as well as volunteer hours. The student participants spent three hours in their assigned hotel. They were given lunch, were taught about dining etiquette, and were exposed to the vast number of careers in the hospitality industry.

After the hotel experience, the participants returned to the workshop venue for an exposure fair, where, depending on the location, there might be 60 or 70 businesses waiting to meet them. The fair was organized in a speed-dating style in which the students moved around, decided who they wanted to chat with, and sat with them for five minutes.

Ms. Morikawa stated that each program closed with the presentation of awards, for which many businesses donated. For instance, this year Wai Kai had donated an award for a person and six of their friends, and Alaska Airlines had donated airfare. These awards were given to students who had stood out throughout the day. Businesses were watching and providing feedback, so students who exhibited leadership skills were honored.

Ms. Morikawa's presentation included the dates of the events which had taken place during April 2024. These dates had been planned subject to availability from industry partners. Support from the HTA amounted to \$99,480. One thousand and five people participated, including both students and educators. Statewide, 52 schools participated, including public schools, charter schools, and colleges. One hundred twenty-nine businesses and 45 host hotels had taken part. The presentation submitted to committee members contained a detailed breakdown of each island.

Ms. Morikawa pointed out that the number of businesses represented on Hawai'i Island was smaller because of the smaller number of students. Due to the overnight stay, only 50 students participated, and there was no exposure fair.

Committee members viewed a short video about the LEI program, including speeches from Gov. Green, Mayor Mitch Roth, Sen. DeCoite, Sen. Richards, and Dir. Tokioka, as well as Mr. Leo Caires, the chief of staff for Maui Mayor Richard Bissen. The video also contained positive feedback from student participants. Ms. Morikawa thanked Mr. Hannemann for his closing remarks at the event.

Student participants were surveyed before and after the program. Ms. Morikawa stated that surveys were still being collected, but 400 had already been completed. Committee members were given a detailed breakdown of participation by island. O'ahu had almost 600 participants, Maui about 200, and Hawai'i Island had the smallest, about 80, including educators. The majority of participants were high school students. 62% of participants identified as female. All high school grade levels, college students, and teachers were represented.

Participating teachers were selected by their principals, and the teachers selected the students. Students were not limited to those studying the hospitality pathway because it was clear that hospitality needed various skill sets. Engineers, health care workers, culinary workers, and cultural arts practitioners were all needed, and there was work for everyone, so all kinds of students were represented. The majority was made up of students who were already leaning towards hospitality and tourism, business and management, agriculture and food. Students in these specialties comprised over 60% of the total number and 13.7% of healthcare students.

In terms of ethnicity, those with native Hawaiian ancestry made up over 35% of the participants, and those with American Indian and Asian ancestry made up over 65%.

Overall, 86% of participants had a positive response to the program. Comparing responses to questions before and after the event, sentiment became much more positive afterward.

They were asked about their opinion of tourism as an industry in Hawai'i on a 10-point scale, and 70.3% were positive (score of 6 or more) beforehand and 78.4% after the event.

Opinions about the overall impact of tourism on the state changed from 64% positive before the event to 73.5% positive after the event.

Before the event, 55.4% of participants felt that tourism positively impacted themselves and their families, and this increased to 64% after the event.

Before the event, 53.2% of participants believed that tourism had brought more benefits than problems; this increased to 63% after the event.

Ms. Morikawa explained that ClimbHI aimed to help HTA reach out in exposure. As part of the LEI program, information was loaded into the ClimbHI bridge, a network developed in partnership with the Hawai'i Executive Collaborative, the Hawai'i Chamber of Commerce, the Counties, and numerous other entities. The ClimbHI bridge connected

State schools to businesses through an agreement with the Department of Education. At present, every school from kindergarten up to high school, as well as some colleges, was allied. Thousands of businesses were connected to the ClimbHI bridge. Since the launch of this tool in 2021, it has connected over 250,000 students and more than 16,000 educators, with 13,000 hours given and over 1,800 events. From guest speaking to career fairs, from job shadowing to teacher externships, the visitor industry needed to be connected to this. Ms. Morikawa reminded the committee that everything was about equitable access. She came from Kohala and realized the importance of ensuring that students from Ka'u, or Kohala would have the same access as Campbell and Farrington, and that kindergarten had the same access as high school.

School rankings were presented, with high schools at the top of the chart led by Pearl City High School, Waipahu High School, and James Campbell High School, followed by Kohala. These high schools were followed by middle schools, ranked by the number of requests that had been accepted for these schools during the school year. The present school year had not yet been aggregated, but numbers were very high.

The ClimbHI bridge was open to everyone, and the presentation also listed outstanding industries, airlines, health systems, and hotels.

Ms. Morikawa informed the committee that the next steps were sector partnerships, as Ms. Menor-McNamara had mentioned. These were funded by various entities, including Good Jobs. Hospitality seemed to be an arena from which many people were moving away, so Ms. Morikawa created a brand and messaging called Hospitality for Me. The message, Our Home, Our Aloha, Our Future, would compete directly with this and be timed to coincide with the CTE hospitality pathway rollout for the next school year. The premise was to set up the whole scope of resources as the school rollout was launched. Cohesive messaging was needed from the HTA, as this was not just about filling the pipeline with local talent but enabling that talent to gain leadership skills. The hope was that these workers would become managers and not just achieve economic self-sufficiency but thrive. Ms. Morikawa reminded the committee that much more could be done when there was cooperation in the use of resources.

Chair Paishon thanked Ms. Morikawa and expressed her appreciation for her efforts and those of her team.

Mr. Hannemann thanked Ms. Morikawa for collaborating with his idea of having senators as part of the brigade of public officials speaking at the LEI events. Next year, he planned to focus on the House. Legislation for paid public internships for hospitality

had passed in the Senate, but the House had deferred it for another year. Next year, House members will join the senators taking part in LEI events thanks to Ms. Morikawa accommodating their schedules.

Mr. Hannemann expressed the hope that there would be more effort to involve students from East Hawai'i. When events took place in Kona, it was convenient for students from Kohala, Konawaena, and all those schools in Waimea. Efforts should be made to get the East side of the island engaged, such as Hilo High School, Waiakea High School, and Kea'au High School. He suggested that a session could even be held in Hilo to incorporate industry stakeholders there.

Ms. Morikawa responded that the workshop on the Big Island already included every single school, including the 'Ōlelo Hawai'i schools. The overnight stay meant that everyone could attend, with a bigger presence from the East side because of its larger number of schools. When an event was planned on the Hilo side, students seemed unenthusiastic about attending, so the event was created with this in mind.

Mr. Hannemann commented on the relative number from each island: only 80 from the Big Island but 200 from Maui and 500 from O'ahu. He hoped that numbers would increase.

Chair Paishon asked Ms. Morikawa how the HTA could help, pointing out that the authority was poised and ready to do much more than simple exposure with the hope that the industry would take the lead in Hawai'i. The Chair repeated her thanks for the presentation.

7. Kilohana Contract Updates

a. Presentation & Discussion on Quality Assurance Program

Ms. Anderson introduced the first presentation from Mr. Jon Peahl. Mr. Peahl had developed a quality assurance program that would raise the service level for visitors. The program would also inform visitors about available activities, hotels, and the standards expected in a sustainable tourism business. Ms. Anderson thanked Mr. Peahl for putting together this program and working with industry partners to obtain their feedback for a dynamic program that both industry and visitors would appreciate.

Mr. Peahl stated that Qurator was the HTA's quality assurance program. This referred to the quality of the process rather than the quality of the actual results. The program had been designed as a certification program similar to the New Zealand Qualmark program,

which had been the standard regional leader for 30 years. About 100 other quality assurance programs existed, primarily based on issues such as the UN 17 Sustainable Tourism Development Goals and the standards set by the Global Sustainable Tourism Council. There were also some programs in Hawai'i, such as the Star Certification in Hawai'i Green Business, and guidance programs like the Pono Pledge and the Aloha Pledge. Qurator was focused on the middle ground between guidance and highly technical certifications and was intended to identify positive impacts of the visitor industry in any form.

The program was built to add value to participating businesses by highlighting their good works and encouraging competition across the six categories of excellence. It spoke to the set of ground values for the Hawaiian Islands, consisting of deep care for our people, land, and visitors. The program aimed to bring forward examples that might otherwise not receive attention, such as micro-businesses offering unique and culturally relevant experiences or a multinational upgrading its facilities behind the scenes when others might not be aware of this.

The HTA envisaged that Qurator would cover all businesses operating in the travel and tourism sector, making it the most inclusive certification program in the world, to the extent that its development created a challenge. Current global accreditation standards only cover tourism accommodations, so the team set out to design and build a program based on Hawaiian values: welcoming, inclusive, and creative. The aim was that participation should not require a fully dogmatic high-end policy. Cultural practitioners might not have an official climate change policy, but they provided a critical service in cultural preservation and deserved recognition. Less flexible programs focusing on a single topic could not address the variety of impacts from the visitor industry on the community and the environment. By breaking those barriers, the team had built a program including topics which were not touched by other programs, such as human trafficking, income inequality, communicable diseases, light pollution and others.

The team created their criteria in a reversal of the usual process. Over a period of about 90 days, they listened to the local community. They spoke with about 100 groups and citizen advocates, ranging from people in labor, ecology, government, utilities, travel sellers, and industry representatives, down to cultural practitioners and vocal tourism critics, ensuring that all voices were heard. Once the set of criteria had been developed, it was presented to an advisory committee with a similar composition to the groups consulted. Each criterion was vigorously debated. Vaccination requirements were

omitted, and prohibition of full-mask snorkel equipment was left in-app. Finally, about 300 criteria were defined, which was in line with similar programs.

Once these criteria had been established, score-testing was launched using fictitious and real-life companies. After a few adjustments to ensure a level playing field, the team created a pilot program. Mr. Peahl explained that this would be finalized in the next few weeks. Partners for the pilot program were to include airlines, restaurants, hotels, and large and small tour operators.

The presentation included the names of each advisory committee member, and these individuals were instrumental in listening to and considering each of the 300 criteria. Their patience and commitment had been much appreciated. The advisory committee had been divided into two halves, with each half responsible for three categories and later reviewing the other half's work. The "Place Team" was responsible for environmental, cultural support, and community issues, while the "People Team" was responsible for safety, guest experience, and equity issues.

The program had been designed to accept all businesses, regardless of their type, size, or mission. Barriers that were present in other programs had to be removed to focus both on what was expected from the largest partners and on what was possible from the smallest. This was done by making the criteria as universal as possible. For instance, a quantitative measure of carbon output was omitted, and instead, the team inserted values-based measurements such as litter control.

Once the criteria were in place, data scientists and statisticians were brought in to create a dual-axis value system where points were weighted based on their importance within a category. Criteria were also assigned a multiplier to reflect how difficult it was for a company to reach the desired value based on size. For example, a small tour company might easily be able to offer box lunches out of fully locally sourced materials, but this would be more difficult for a full-size resort.

The next step was to run the test scoring 125 times and test the system based on their assumptions. After this, adjustments were made, and the team believed that the system was as fair and as ready as possible.

For enterprises to be eligible, a pre-qualification stage was created. None of the regular criteria could be disqualifying, so some non-negotiable requirements were designated to protect the integrity of the Qurator and the HTA. Examples of qualifying criteria included business licensing being free from government sanctions and the business being up to date with its tax obligations.

To save time for the applicant, those of the 300 criteria that did not apply would be filtered out, and finally, each applicant would receive about 150–225 questions, which all had Yes, No, or N/A answers, designed to flow quickly from one to the other based on continuity of subject matter. The application could be completed by someone with low committal management skills without requiring specific knowledge. During the pilot project, most people spent between 40 and 110 minutes completing the application, with the majority taking about an hour.

The criteria were divided into six categories: community, environment, safety, guest experience, equity, and cultural support. Applicants could be recognized for excellence in any one or all of the categories. For instance, an organization offering daily volunteer beach cleanups might do excellent work for the environment and offer a wonderful guest experience but would lack resources to provide living wages and robust benefits. Such an enterprise could be acknowledged with the environment or community badges but was unlikely to receive an equity badge.

Mr. Peahl explained that guest experience could not be earned as a stand-alone badge but must be paired with another category. A company that did not otherwise contribute to the community or the environment would not be acknowledged.

The cultural support badge had been carefully named, not indicating Hawaiian businesses but that the business supported promoting culture within the islands. Mr. Peahl stated that Kilohana held the contract to create the Qurator program but had chosen to outsource its administration to Purple Mai'a out of an abundance of caution to avoid potential conflicts of interest. The program was to collect information from visitor industry operators, some of which might be in potential competition with tourist attractions currently being developed by the CNHA. Kilohana would not see the detailed data but would only receive it in an aggregate data dump every six weeks.

The pilot program was already underway, and the intention was to go live with local and trade media in June 2024. The aim was to have about 200 participants in 2024. The program was funded up to the end of 2025.

Mr. Peahl informed the committee that it was hoped that Qurator would become a hub of good news and strengthen the Hawai'i brand.

Chair Paishon thanked Mr. Peahl for his presentation.

b. Presentation & Discussion on Technical Needs Assessment Report

Ms. Anderson introduced the next presenter, Ms. Rebecca Soon, and thanked her and her team for developing the technical needs assessment report for the capacity-building programs.

Ms. Soon introduced herself and her colleague, Mr. Ryan Shibuya. She presented a slide deck entitled “Turning the Tide.”

Ms. Soon’s team from Solutions Pacific & Ward Research had worked with Kilohana to support local businesses and communities with their regenerative goals. As part of the creation of these programs, the research team worked with Ms. Anderson to conduct a needs assessment survey among businesses and community organizations that were working within or hoping to work within the visitor industry. The information packet supplied to committee members contained a copy of their detailed report. Ms. Soon would present an outline of this report and prepare a draft highlights summary intended as a tool for conversations with residents, legislators, and others.

Participants were asked to share their perceptions of the regenerative approach to the visitor industry. These highlights aligned well with the HTA’s goals towards culture, natural resources, and circular economies. Within the project’s overall scope, the needs assessment survey was guided by some questions to better understand Hawai’i businesses and community organizations that were either currently participating or hoped to participate in the visitor industry.

The survey team asked about the barriers to effective participation in the visitor industry and the type of support that would help address these barriers. They also tried to identify issues that were seen as opportunities by Hawaii businesses and organizations.

Ms. Soon informed the committee that it was important to conduct a robust study and to develop insights that would provide understanding at the segment and sector levels. The team also sought insights into a variety of different organizations. They hoped not only to understand the needs of traditional visitor businesses, but also the needs of community-based organizations engaged in the stewardship of natural resources, facilitating voluntourism opportunities, or other activities.

Various methodologies were adopted, and more details were provided in the summaries. A quantitative survey (a traditional mail-out survey) had been followed up by email and phone among the 921 responding businesses and organizations. The committee received details of the range of activities and businesses that responded and

an analysis of these respondents by island. The results had a 3.19 margin of error with a 95% confidence level.

The in-depth information that was obtained enabled the team to understand key needs. To reach deeper insights and have more nuanced conversations, the team conducted qualitative research in 92 interviews with key informants such as trade and other associations. The team spoke with groups engaged in voluntourism activities and obtained insights into the best practices. They also spoke with various organizations just entering this field, ranging from small to larger operators. The team had interacted with a wide range of respondents.

Ms. Soon presented highlights of the data that had been collected as well as suggestions about how these findings might inspire the future development of programs and innovations.

In particular, the following three programs were considered:

1. Foundational technical assistance programs
2. Community tourism collaboratives focusing on stewardship
3. Community tourism collaboratives focusing on regenerative experience

Ms. Soon informed the committee that her colleague would present information about how these programs would be developed in a future meeting.

Small businesses had been asked to identify the barriers to their operation in the visitor space and the kinds of support that would enable them to overcome them. The top three barriers and supports for each program were listed in the summary. Support for the workforce was a major concern, which will be discussed later. Ms. Soon understood that this was also an issue for the HTA, and her team's research had underlined the importance of this aspect.

The other two top opportunities for support that had been identified and consistently mentioned in the research were increased marketing opportunities and increased connectivity into the visitor industry. This was seen as more of a B2B and networking collaboration opportunity within the industry, which enabled enterprises to be supported and enter circular economies.

The needs assessment survey highlighted the HTA's unique role. Many organizations which had undergone visitor-industry-related training reported either that this was provided by the HTA or that they had obtained information about the training through

the HTA. Increasing businesses to visitors was always highlighted, along with opportunities to connect with partners and players within the visitor industry across segments and lines of business.

Ms. Soon reminded the committee of the importance of facilitating the B2B environment. It was also important to develop key performance indicators (KPIs), and some organizations had established internal KPIs to assess how they were working with and supporting other local businesses. Convening conversations with regulatory agencies around identified barriers was also important. The survey had identified several opportunities that would depend on the HTA as a convenor.

Ms. Soon informed the committee that most organizations engaged in community stewardship work were non-profit. The team spoke with 43 organizations currently involved in the stewardship of natural resources, 177 organizations currently involved in voluntourism, and 353 organizations that indicated an interest in voluntourism. Many groups were trying to understand stewardship in the overall future of the visitor industry. Workforce development was both a challenge and a key opportunity.

Messaging was important to connect visitors with community stewardship goals. Messaging invited visitors to act appropriately to steward the environment, and it also helped visitors understand their impact on spaces. There was excitement about potential training support in this area, and the input on community stewardship was enriched by in-depth discussions with community organizations. One conclusion of these discussions was the importance of tailored programs. Community organizations confronted various challenges. These might involve infrastructure to minimize vehicle traffic for a small community, while other communities might help to work through stewardship agreements with public landowners. Help was needed to develop team-building strategies for all the groups.

Community tourism collaboratives focusing on regenerative experiences also highlighted workforce challenges and the need for increased marketing. They hoped that increased marketing would leverage channel-specific markets.

Five major themes were highlighted throughout the needs assessment report.

1. Workforce capacity.
2. Systemic change.
3. Increased marketing opportunities.

4. Spotlight on regenerative tourism and agritourism.

5. Respondents based in or working on Maui.

Ms. Soon noted that both large and small businesses reported the need for connectivity with affordable housing. Community-based organizations and trade associations are interested in creating partnerships to develop affordable housing.

37% of respondents said they hoped to expand their work and connect with more visitors. There was a relation between new regenerative experiences and the need for increased workforce capacity.

It was exciting and hopeful that survey respondents reported that they hoped to partner with the HTA in engagement and involvement. They expressed many robust ideas and opportunities towards continuing down the regenerative pathway.

Ms. Anderson thanked Ms. Soon and reminded the committee that the purpose of the needs assessment survey was to help build capacity and foundational technical assistance programs as well as the tourism collaboratives that Mr. Ka'anā'anā was overseeing. The needs assessment survey was research-based, and data acquisition was necessary to build the program. Ms. Anderson thanked Ms. Soon and her team for their work in collecting data and interviewing partners.

Chair Paishon thanked Ward Research and looked forward to improving workforce development by providing opportunities for people to enter and progress. The Chair stated that the presenters would probably be asked to attend a subsequent meeting to answer further questions.

Mr. Hannemann thanked Ms. Soon for her work and asked whether she or her team had contacted those working on the HTA Governance Study. Upon Ms. Soon's negative answer, Chair Paishon pointed out that the governance study team had not yet completed their work, and Ms. Soon's team might find it helpful to interact with them.

c. Presentation, Discussion and/or Action on Foundational Technical Assistance & Community Tourism Collaboration Planning

Mr. Ka'anā'anā introduced the next presentation, which concerned three major programs inspired by the findings of the needs assessment survey. These were:

1. Community Tourism Collaborative for Stewardship
2. Community Tourism Collaborative for Regenerative Experiences

3. Foundational Technical Assistance Program

Mr. Ka'anā'anā explained that agenda Item 8 related to future strategy. Mr. Nāho'opi'i had asked the HTA staff to collaborate with the standing committees to draw up strategy for the next fiscal year, FY25, and by extension, for the next biennium since budgets for this were to be submitted in August.

Chair Paishon thanked Mr. Ka'anā'anā and asked which voting members could remain in the meeting until 11.00 a.m. The response made it clear that, with five members available, there would be a quorum.

Mr. Ka'anā'anā asked Mr. Gomes to introduce the next section concerning the three major programs to begin in the fall. With the hope that these programs would be launched in June, this committee was asked to recommend approval of these three programs to the full Board.

Mr. Gomes introduced Ms. Kanoë Takitani-Puahi, who is working with Solutions Pacific. The speaker noted that the previous presenter, Ms. Soon, was the President of Ward Research and the COO of Solutions Pacific. Ms. Takitani-Puahi referred to the rapid review of the needs assessment survey presented by Ms. Soon. She stated that now that all the data had been received from stakeholders and the community, it was time to pivot the program design towards the conclusions of the needs assessment survey. She thanked Chair Paishon and the committee members for this opportunity.

In the following review of the three programs, the committee was asked to note that the underlying intention of the programs was to provide support for communities and local businesses to give them a better position toward achieving their aims and their shared regenerative goals.

The needs assessment survey fed information into the program design, allowing the development of a curriculum for all three programs. At present, the programs are in the design phase. Program execution was to begin in June 2024, with the disbursement of funds during the next six months up to the end of December 2024.

The objective of the **Foundational Technical Assistance Program** was to provide tools and resources to enable Hawai'i businesses and organizations to work with and within the visitor industry throughout Hawai'i. The sign of success of the program would be for Hawai'i businesses and non-profit organizations to increase their knowledge and their ability to access resources within the visitor industry. They would be provided with a network of individuals, partners, and stakeholders, enabling them to operate better and

connect to the visitor industry throughout Hawai'i. The program was designed for businesses and organizations already operating or hoping to operate in the visitor industry. These might be enterprises that were seeking ways either to grow or to connect to others in the industry or to make their supply chain more regenerative by connecting with other sectors in the industry. Other target enterprises might be those seeking to talk with people from different sectors or to talk to people marketing Hawai'i within the visitor industry.

The team examined the needs identified by the needs assessment survey and asked businesses and organizations about the assistance they hoped to receive. The program was designed to address these issues. The program would consist of eight in-person and virtual community workshops, which would be open to any and all Hawai'i businesses and organizations. Every workshop would be in-person in each County, and there would be multiple workshops in some Counties. All workshops would also be virtual for those who were unable to attend.

The structure of each workshop would include a curriculum workshop featuring an expert in the topic in focus, followed by a resource fair of experts from throughout the industry, such as community partners or industry stakeholders, all of whom would be able to help businesses and non-profit organizations to connect with resources which the industry could offer them. The resource fair would be in line with the topic being covered that day or based on related areas. Participants would be provided with follow-up content and tools from the workshop.

The needs assessment survey identified a list of barriers for which support was needed and several high priorities for tourism training. The Foundational Technical Assistance Program aimed to provide the exact support the visitor industry needs. Out of the eight workshops to be organized, some had been designed to address the needs assessment survey results directly. The highest priorities were building and sharing marketing and connecting to and within the visitor industry.

A sample timeline for the program was presented, showing multiple island venues and sites and covering different months to facilitate the participation of as many people as possible.

The objective of the **Community Tourism Collaborative for Stewardship** was to provide capacity building and professional consultation for non-profit organizations that were already stewarding DMAP-identified hotspots throughout Hawai'i. The sign of a successful program would be for individual stewardship organizations to develop their

internal capacity and receive tangible assets enabling them to further impact and protect their goals. Grassroots organizations were allowed to apply for multiple areas and could apply for funding to further their stewardship work.

The needs assessment survey identified the support these organizations needed to remain viable and increase their impact in the community. The highest priorities were for training, and almost all the requested topics were to be addressed in the training. Community stewardship organizations could apply for assistance in one or more possible areas. A competitive application process would occur during which a team of evaluators would select organizations to receive assistance in the areas for which they had applied. These organizations would receive tangible assets and capacity building to enable their internal teams to utilize these assets in the future and the strategies recommended by the experts.

Organizations could also apply for funding to support the program's operation regarding regenerative practices or stewardship needs, for instance. Organizations to receive such funding would be selected by the team of evaluators.

Ms. Takitani-Puahi cited an example from marketing and social media content and strategy. An organization might have received tangible assets such as a marketing and social media strategy plan and content and social media templates created by a marketing expert. The marketing firm would teach the organization's internal team how to use the assets they had been given, and how to implement the social media advertisements and the rest of the strategic plan. The organization would also receive tips on creating future campaigns using the templates provided.

Funding criteria for non-profit organizations included participation in current work with a DMAP-identified tourism hotspot. Approval by the evaluation committee would require the submission of a plan for the funding to be used. The presentation contained details of funding disbursement methods. Funds were to be spent before November 22, 2024, with the last installment of the funding to be disbursed once the final report was submitted.

The **Community Tourism Collaborative for Regenerative Experiences** aimed to provide planning, capacity building and marketing support for new and existing local businesses and non-profit organizations throughout the islands. The sign of success would be for these businesses and organizations either to have increased their capacity to grow their offerings or their visibility throughout the industry.

The whole program was to be divided into two separate programs. The first program would target businesses and organizations that hoped to offer regenerative experiences or voluntourism activities but needed assistance in planning, developing, and marketing these opportunities. These bodies either did not offer regenerative or voluntourism activities or hoped to create new activities.

The second program targeted existing regenerative businesses that intended to expand their offerings, develop their internal capacity, expand into new markets, or manage new influxes with an increase in marketing opportunities. The needs assessment survey outlined the support requirements and training needs for regenerative experiences in Hawai'i communities. The CTC Regenerative Experiences program would have a similar structure and similar funding and program criteria to the CTC stewardship program.

Timelines and structures would be similar for all three programs.

Chair Paishon thanked Ms. Takitani-Puahi for her presentation and commented that this built up the case for codifying destination stewardship management into the HTA statute. The Chair requested members to raise questions or submit comments in the "Chat" feature. She commented that seeing vision and development in a logical and coordinated direction was exciting.

Mr. Ka'anā'anā thanked the team for their efforts over several months to achieve this result. He noted they were behind their intended schedule, but adjustments had to be made given the Maui wildfires and the crisis response. By launching the programs in June, they hope to complete them in December.

8. Presentation, Discussion and/or Action on Destination Stewardship Strategies for Fiscal Year 2025, Fiscal Years 2026-2027

Mr. Ka'anā'anā stated that this committee was to consider broad strategies related to the destination stewardship area. He was grateful to Mr. Hanneman, Mr. Nāho'opi'i, the legislative team, and everyone at the legislature for making this possible. A functional statement was identified, which was to exist within the strategic tourism management plan. This was the new name for the TMP, and the destination stewardship branch would be responsible for implementing destination management and regenerative tourism strategies that would advance the HTA's mission.

Mr. Ka'anā'anā expressed his gratitude to Chair DeCoite, Rep. Quinlan, and other members of the legislature for their advocacy in codifying destination management and destination stewardship into the revised HTA statutes. There was now a clear alignment

and statutory authority for the HTA to conduct these functions, with definitions developed during the legislative session.

Committee members were provided with full definitions of destination management and regenerative tourism. These would become the law of the land as soon as Governor Green had signed them. These definitions would determine the strategies that were to be discussed next.

Mr. Ka'anā'anā thanked Mr. Casson-Fisher and Ms. Howa for their efforts. They had been instrumental in organizing compact strategy statements for what the HTA wanted and what the HTA should be doing. He also thanked Ms. Anderson for her assistance in selecting the correct language and terminology.

The strategies generally followed the strategic plan framework, organized around the four pillars: natural resources, Hawaiian culture, communities, and brand marketing. Like the former and latest programs Kilohana had presented, including Qurator, each strategy would connect two things. Ms. Anderson had already mentioned that the tour guide certification curriculum was to be completed in September 2024, upon which Kilohana was working, as well as the CTC programs and Foundational Technical Assistance.

These strategies were intended for guidance. Currently, staff are seeking feedback on these strategies, and in June, they plan to formulate specific programs to implement them. The HTA staff hoped there would be a recommendation to the full Board.

Chair Paishon thanked Mr. Ka'anā'anā. Referring to the strategy, "Establish monitoring and evaluation mechanisms to track the progress of destination stewardship initiatives and assess their impact on the destination's sustainability and resilience," the Chair asked about the HTA's collaboration with State departments such as DBEDT and DLNR. She also asked how the HTA integrated frameworks and measurement and tracking systems at the county level.

Mr. Ka'anā'anā noted that in every program or project that was implemented, it was important to be sure that monitoring and evaluation mechanisms were built in from the ground up. Assessment should be built into each specific program or initiative from its initial design. The HTA staff would collect the data, which would be entered into the database and tracked by the planning division.

Ms. Anderson asked Chair Paishon to repeat her question. The Chair explained that she appreciated that assessment was integrated between natural resource management,

cultural resource management, workforce development, and crisis management, all tracked by different agencies. She wished to find out how the HTA was integrated with other agencies, departments, and community organizations conducting tracking procedures. Ms. Anderson replied that she worked with the stewardship and brand teams to develop their program assessment measures. She also collaborated with staff to encourage their cooperation with other agencies, community organizations, and businesses in the development of measures and collection of data. Ms. Anderson stated that she did not work directly with the other agencies, so she depended on the collaboration of the HTA staff with other agencies.

Chair Paishon responded that inter-agency cooperation was often a good approach to solving complex programs. She suggested that as strategic planning by DMAP, Kilohana, and Ward Research continued, the HTA could convene different agencies, departments, and communities and include them in the DMAP process. Chair Paishon explained that she was enthusiastic about measurements and data.

Ms. Anderson stated that she was collaborating with her team to develop program logic and that outcomes and measures would be considered in that process. Measures were to be tracked, and Ms. Anderson understood the importance of working closely with DBEDT to track environmental measures.

Mr. Ka'anā'anā informed the committee that members were free to call him, and he would respond to each concern. Chair Paishon reminded members to use the "Chat" feature.

Mr. Hannemann thanked Mr. Ka'anā'anā and Ms. Anderson and underscored Chair Paishon's comments. He reminded the committee that now that codification for destination management was to be included in the HTA statutes, it was important to ensure exemplary collaboration with State departments and County agencies. Mr. Hannemann hoped that this committee would be able to thoroughly discuss this aspect before it would be brought to the full Board. The next step was to convince legislators that the HTA had taken on the tasks the legislature had authorized. The HTA hoped to work with the legislature so that there would be a speedy resolution of any possible funding issues. The HTA was now taking on a leadership role in destination stewardship and management. This was part of the HTA's mission, and the HTA executed it for and on behalf of the state.

Mr. Ka'anā'anā stated that the HTA staff had requested that agenda items 7c and 8 should be adopted by this committee to be submitted for approval by the full Board. He

thanked Mr. Hannemann for suggesting that this committee should have a further discussion before these items were submitted to the full Board.

Chair Paishon suggested that votes on agenda items 7c and 8 could be postponed to a subsequent committee meeting to allow members to study the presentations in more detail. Mr. Ka'anā'anā agreed and suggested that the next meeting should be in June. Before this meeting, any necessary readjustments in strategies could be made, and staff would present the programs designed to implement each strategy.

Chair Paishon called for a vote on Item 7c, with a commitment to further discussion and possible refinement at a subsequent meeting of this committee in June.

Vice Chair Ching proposed a motion to approve the Action on Foundational Technical Assistance & Community Tourism Collaboration Planning as presented, and Mr. Zane seconded it.

Vice Chair Ching asked for clarification on the measure being recommended for a vote to take place at a subsequent meeting of the full Board.

Mr. Hanneman explained that, even if voting took place during the current committee meeting, he did not intend to include this item in the agenda of the May Board meeting because he understood that agenda items 7c and 8 were to be discussed at the June meeting of this committee. Mr. Ka'anā'anā confirmed that the budget and other measures would be discussed in the June Board meeting to prepare for July 1. Mr. Hannemann stated that, in that case, votes on agenda items 7c and 8 were unnecessary, and adjournment could take place.

Chair Paishon pointed out that a motion was on the floor and was open to discussion. She stated that she favored approving agenda item 7c, to move forward and then to discuss and possibly revise the measure at the June meeting, given that there was unlikely to be substantial reworking. She asked for feedback from committee members. Vice Chair Ching appreciated the feedback from Mr. Hannemann and understood that there would be a full Board vote at the June meeting. No other committee member had further comments or concerns. In reply to a question from Vice Chair Ching, the Chair clarified that the vote to be taken would relate only to Item 7c.

Mr. Casson-Fisher conducted the roll call vote, and the motion was carried unanimously.

Chair Paishon proposed delaying the vote on Item 8, and Mr. Ka'anā'anā pointed out that Mr. Hannemann had already clarified this.

Chair Paishon thanked the committee members for staying for a further 53 minutes. She also thanked all the presenters and the partners who were assisting the HTA to build the capacity and structure for the visitor industry to move forward in ways communities and legislators had recommended.

Vice Chair Ching appreciated the work done on all the presentations and regretted not having enough time for discussion.

There were no further comments from committee members. Mr. Hannemann thanked Chair Paishon, Vice Chair Ching, and the HTA partners and staff for their work. He looked forward to the subsequent meeting when there would be time for additional questions.

9. Adjournment

Chair Paishon thanked the members and the HTA staff and adjourned the meeting at 10:59 a.m.

Respectfully submitted,



Sheillane Reyes
Recorder

4

Presentation, Discussion and/or Destination
Stewardship Strategies for Fiscal Year 2025,
Fiscal Year 2026-2027



Destination Stewardship Branch Strategy Overview



Functional Statement

The Destination Stewardship Branch is responsible for implementing Destination Management and Regenerative Tourism strategies that advance HTA's mission.

SB 3364: “Destination Management” means a collaborative and coordinated process with public and private stakeholders to manage the various elements of a visitor destination to:

- (1) Create, implement, and monitor strategies that attract targeted visitor markets and improve visitor experiences;
- (2) Improve natural and cultural resources valued by both Hawaii residents and visitors;
- (3) Develop and maintain tourism-related infrastructure to prevent overcrowding and overtaxing sites and resources; and
- (4) Ensure that the provision of services enhances the visitor experience.

SB 3364: "Regenerative Tourism" means a tourism model that:

- (1) Is designed and carefully managed to bring net benefits to local communities and destinations; and
- (2) Implements an innovative and sustainable economic development plan to:
 - (A) Make net positive contributions;
 - (B) Create conditions that allow communities to flourish;
 - (C) Engage in collaborative efforts that provide visitors with genuine and meaningful experiences in Hawaii; and
 - (D) Improve destinations for current and future generations for the well-being of the environment, residents, indigenous communities, and visitors.

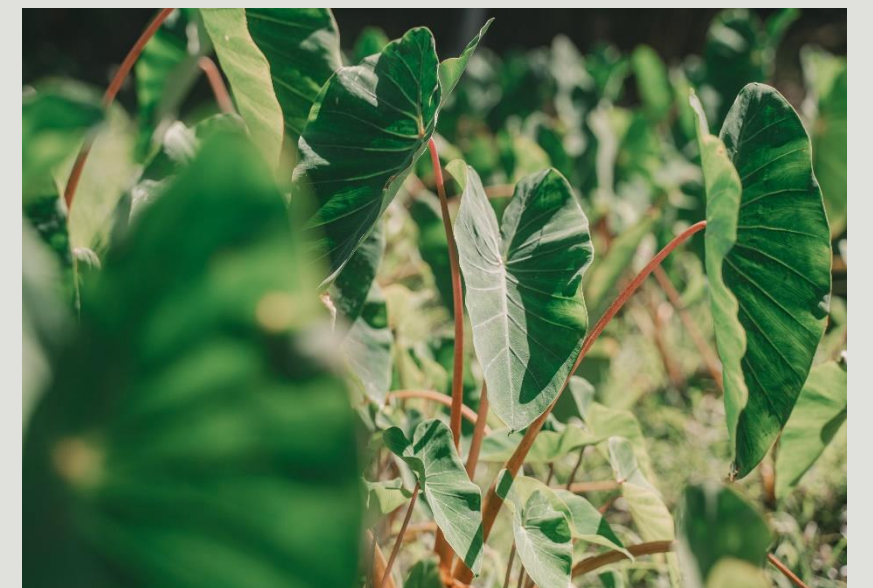
Strategies

- Foster collaboration between local communities, government agencies, and tourism stakeholders to ensure that the voices of residents are heard and respected.
- Implement community-based tourism initiatives that allow local residents to actively participate in and benefit from tourism activities.
- Develop educational programs aimed at increasing awareness among visitors about the destination's natural and cultural heritage, as well as the importance of responsible tourism practices through HTA's Visitor Education Post Arrival Marketing (VEPAM).
- Provide training and resources for tourism industry professionals to enhance their understanding of destination stewardship principles and practices.
- Promote regenerative tourism practices that go beyond sustainability to actively contribute to the restoration and regeneration of natural and cultural resources.



Strategies

- Utilize technology, such as online booking systems and real-time data monitoring, to better manage visitor flows and distribute tourism activities more evenly throughout the destination.
- Develop comprehensive crisis management plans to address emergencies, natural disasters, and other unforeseen events that may affect the destination's sustainability and resilience.
- Continue to support programs that assist visitors in crisis through the Visitor Assistance Programs.
- Provide training and support for tourism businesses and community organizations to effectively respond to crises and minimize their impact on the destination.
- Continue to implement programs that preserve and promote Hawai'i's multi-ethnic cultural heritage through HTA's Visitor Experience products.



Strategies

- Encourage businesses to adopt environmentally friendly practices, such as reducing waste, conserving water and energy, and supporting local conservation efforts.
- Implement visitor management strategies to prevent overcrowding and minimize the negative impacts of tourism on fragile ecosystems and communities.
- Forge partnerships with other destinations, organizations, and academic institutions to share best practices, research findings, and resources related to destination stewardship.
- Collaborate with international organizations and initiatives focused on sustainable tourism development to leverage their expertise and networks.
- Establish monitoring and evaluation mechanisms to track the progress of destination stewardship initiatives and assess their impact on the destination's sustainability and resilience.
- Collect data on key indicators, such as visitor satisfaction, environmental quality, and community well-being, to inform decision-making and future planning efforts.



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Presentation, Discussion and/or Action on
Fiscal Year 2025 Budget

Hawaii Tourism Authority
FY 2025 Budget
Draft Subject to Change

BLI	BLI Title	Description	A	B	C	A-B-C	Staff
			FY 2025 Budget	Multi-Year Contracts (N1)	B&F 10% Restriction (N2)	Remaining Budget	
BED 113 Administrative & Governance							
004	Cruise Infrastructure Improvements and Arrival Experience	Planning - Hawai'i Cruise Industry Consultant Services	89,000	25,000	8,900	55,100	DN CA IG TK
010	HTUS/HTJ Campaign Effectiveness Study	Planning - Evaluations and Campaign Effectiveness	180,000	-	18,000	162,000	
101	Community-Industry Outreach & Public Relations Svcs	Communication & Outreach - Public Relations, Communications, and Outreach Services	250,000	-	25,000	225,000	
103	hawaiitourismauthority.org	Communication & Outreach - HTA Web Support	25,000	-	2,500	22,500	
654	Program Evaluation	Planning - Program Evaluation	90,000	-	9,000	81,000	
901	General and Administrative	Overhead costs such as office supplies, membership dues for industry associations and databases, and registration fees for conventions and meetings, etc.	844,278	-	84,428	759,850	
915	Organization-Wide	Planning - Tourism Strategic Plan Update	300,000	-	30,000	270,000	
915	Organization-Wide	Financial audit services	125,000	-	12,500	112,500	
998	Travel - Admin	Travel for all HTA Programs and board members	190,000	-	19,000	171,000	
TBD	Administrative Salaries	Salaries for 14 positions - CEO, CAO, VPF, DOP, CCO, EA, BUFO, AS, PM, PS, CM, PS, AA, PL	1,603,382	1,603,382	160,338	(160,338)	
BED113 Administrative & Governance Subtotal			3,696,660	1,628,382	369,666	1,698,612	
BED 114 Branding & Marketing (BM)							
306	Island-Based International Marketing	Island Destination Brand Management & Marketing	3,200,000	-	320,000	2,880,000	DN
320	Island Chapters Staffing and Admin						
318	gohawaii.com	Global Support Services					
339	Global Digital Marketing Strategy						
350	Global Market Shared Resources		1,375,000	725,695	137,500	511,805	
321	US (formerly North America)	USA MMA	15,204,991	15,030,000	1,520,499	(1,345,508)	
322	Canada	Canada MMA	1,000,000	1,000,000	100,000	(100,000)	
323	Japan	Japan MMA	6,500,000	7,650,000	650,000	(1,800,000)	
324	Korea	Korea MMA	900,000	433,640	90,000	376,360	
325	Oceania	Oceania MMA	1,290,905	418,180	129,091	743,635	
326	Europe	Europe MMA	1,000,000	1,000,000	100,000	(100,000)	
380	Marketing Opportunity Fund	Other - FY 2024 Carryover USA, MCI, Other Markets	2,696,815	-	269,682	2,427,134	
317, 319, 331	Convention Center Sales & Marketing - City Wide; MCI MFF; Meetings, Convention & Incentives	Global MCI	5,500,000	4,175,000	550,000	775,000	
TBD	Branding Salaries	Salaries for 5 positions - CBO, BM x3, AA	581,490	581,490	58,149	(58,149)	
BED114 Branding Subtotal			39,249,201	31,014,005	3,924,920	4,310,276	
BED 115 Sports & Signature Events (SS)							
312	PGA Tour Contracts	PGA	2,038,850	-	203,885	1,834,965	DN KK
343	LPGA	LPGA	250,000	-	25,000	225,000	
346	Sport Opportunity Fund	Sports Opportunities	1,654,525	-	165,453	1,489,073	
TBD	TBD	Opportunity Fund - Sponsorships, Sports & Signature Events	1,500,000	-	150,000	1,350,000	
378	UH Athletics Branding Partnership	Big West Conference	167,000	167,000	16,700	(16,700)	
700	Signature Events	Signature Events	1,630,766	583,000	163,077	884,689	
TBD	Sports Salaries	Salaries for 1 position - BM	76,934	76,934	7,693	(7,693)	
BED115 Sports and Signature Events Subtotal			7,318,075	826,934	731,808	5,759,334	
BED 116 Destination Stewardship and Community (DC)							
014	Pono Travel Education Program	Visitor Education Post Arrival Marketing	964,148	399,092	96,415	468,641	KK
402	Kahu 'āina	Kahu 'āina	784,022	313,000	78,402	392,620	
601	Visitor Assistance Programs (VAP)	VAP for O'ahu, Maui, Kaua'i, Hawai'i	650,000	90,000	65,000	495,000	
TBD	Destination Management Application	Destination Management App	1,500,000	-	150,000	1,350,000	
TBD	Destination Management Application	Recovery and Stabilization through Smart Tourism - DM App	450,000	-	45,000	405,000	
718	Resort Area Hawaiian Cultural Initiative	Resort Area Hawaiian Cultural Initiative	784,022	313,000	78,402	392,620	
TBD	Community-Based Tourism	Destination Management - DMAP Implementation	500,000	-	50,000	450,000	
TBD	Community-Based Tourism	Destination Management Implementation	122,154	-	12,215	109,939	
TBD	Destination Management Application	Smart Tourism - Destination Management App	1,550,000	-	155,000	1,395,000	
TBD	Destination Management and Community Salaries	Salaries for 7 positions - CSO, DM x 5, AA	619,537	619,537	61,954	(61,954)	
BED116 Destination Stewardship and Community Subtotal			7,923,883	1,734,629	792,388	5,396,866	
BED 117 Regenerative Tourism Development (RD)							
201	Kukulu Ola	Kukulu Ola	784,022	313,000	78,402	392,620	KK
656	Community Tourism Collaborative	Technical Assistance and Quality Assurance	1,682,603	914,449	168,260	599,894	
701	Community Enrichment Program	Community Enrichment Program	1,066,270	63,000	106,627	896,643	
TBD	Regenerative Tourism Development Salaries	Salaries for 3 positions - BM x3	229,286	229,286	22,929	(22,929)	
BED117 Regenerative Tourism Development Subtotal			3,762,181	1,519,735	376,218	1,866,228	
BED 118 Workforce Development (WD)							
102	Hawai'i Tourism Summit	Tourism Fall Education Conference & Spring Update	300,000	-	30,000	270,000	CA
202	Hawaiian Culture Initiative	Hawaiian Culture Initiative Program - Native Hawaiian cultural education and training program for the visitor industry workforce	250,000	-	25,000	225,000	
803	Future Workforce Development (LEI)	Future Workforce - Highschool program	150,000	-	15,000	135,000	
805	Scholarship Program	Future Workforce — Ho'oilina Scholarship Program and Current Workforce Trainings	350,000	-	35,000	315,000	
BED118 Workforce Development Subtotal			1,050,000	-	105,000	945,000	
FY 2025 Tourism Budget Total			63,000,000	36,723,685	6,300,000	19,976,315	

N1 - Identified active multi-year contracts that must use the fiscal year 2025 budget.
N2 - B&F will restrict 10% of HTA's budget at the beginning of FY25 with a 5% hard restriction and a 5% contingency restriction. B&F may cancel the 5% contingency restriction, but finance does not expect B&F to cancel it. Programs should prepare "trigger" plans to spend the 5% if B&F returns the funds to HTA.