



Ke'ena Kuleana Ho'okipa O Hawai'i
Hawai'i Convention Center
1801 Kalākaua Avenue, Honolulu, HI 96815
kelepona tel (808) 973-2255
kelepa'i fax (808) 973-2253
kahua pa'a web hawaiiitourismauthority.org

Josh Green, M.D.
Kia'aina Governor

John De Fries
Pelekikena & Luna Ho'okele
President & Chief Executive Officer

HĀLĀWAI PAPA ALAKA'I KŪMAU O KE KE'ENA KULEANA HO'OKIPA O HAWAII' REGULAR BOARD MEETING OF THE HAWAII' TOURISM AUTHORITY

HĀLĀWAI HŌ'EA KINO A KELEKA'A'IKE HYBRID IN-PERSON & VIRTUAL MEETING

PŌ'AHĀ, 13 IULAI 2023, 9:30 AM
THURSDAY, JULY 13, 2023 AT 9:30 AM

Kikowaena Hālāwai O Hawai'i
Papahale Ho'okū Ka'a | Lumi Nui A
1801 Alaākea Kalākaua
Honolulu, Hawai'i 96815

Hawai'i Convention Center
Parking Level | Executive Boardroom A
1801 Kalākaua Avenue
Honolulu, Hawai'i 96815

E ho'olele 'iwa'ia ka hālāwai ma o ka Zoom.

Meeting will be live streaming via Zoom.

<https://us06web.zoom.us/j/83411730189>

*E noi 'ia 'oe e kainoa me kou inoa. 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. E noi 'ia 'oe e hā'awi mai i kāu helu leka uila. Hiki nō ke ho'opihapiha penei, ****@****mail.com*

You may be asked to enter your name. The Board requests that you enter your full name, but you may use a pseudonym or other identifier if you wish to remain anonymous. You may also be asked for an email address. You may fill in this field with any entry in an email format, e.g., ****@****mail.com.

E Kelepona Mai: (669) 444-9171 | KELEKA'A'IKE: 834 1173 0189

Call In: (669) 444-9171 | Webinar ID: 834 1173 0189

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 in-person will be at the registration table in the meeting room. 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. 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 ka papa alaka'i a e mākaukau no ka 'ike 'ia e ke anaina ma ka 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.

Written testimony received ahead of the preparation of the board packet will be included in the board packet. Written testimony received after the issuance of the board packet (48 hours ahead of the meeting) will be distributed to the board and available for public inspection at the meeting. Email written testimony to Carole Hagihara-Loo at carole@gohta.net or hand-delivered to the HTA office.

Papa Kumumana'o
AGENDA

1. *Ho'omaka*
Call to Order
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. *Wehena*
Opening Cultural Protocol
4. *Mahalo I Nā Lālā Papa Alaka'i E Ha'alele Ana*
Mahalo to HTA's Outgoing Board Members: George Kam and Keone Downing for their Service to the Hawai'i Tourism Authority
5. *Welina I Nā Lālā Papa Alaka'i Hou*
Welcome to HTA's New Board Members: Blaine Jay Miyasato for a Term Ending June 30, 2026 and James Kunane Tokioka, Ex Officio Voting Member
6. *Hō'ike O Nā Alu Like 'Ae 'Ia Ma Ka Hālāwai 'Ikepili A I 'Ole He Hō'ike I Ho'onohonoho 'Ole 'Ia E Ka Papa Alaka'i Ma Lalo O Ka HRS Māhele 92-2.5(C)*
Report of Permitted Interactions at Informational Meetings or Presentations Not Organized by the Board Under HRS section 92-2.5(c)
7. *Nūhou Ho'oholomua Papahana DMAP No Ka Mokupuni 'O Hawai'i*
Update on the Destination Management Action Plan Implementation for Hawai'i Island
8. *Hō'ike No Ke Noi E 'Imi Noi'i I Ka Nohona Kuleana*
Presentation on the Governance Study Proposal
9. *Hō'ike, Kūkākūkā A Ho'oholo No Ka Palapala Nā'ana Hana Me Ka Pāhana Ho'oholo Hana A Me Nā Ka'ina Hana*
Presentation, Discussion and/or Action on the Adoption of Quality Assurance Policy and Quality Control Program and Procedures
10. *Hō'ike, Kūkākūkā A Ho'oholo No Ke Noi Ho'one'e Kālā No FY 2023-2024*
Presentation, Discussion and/or Action on the Reallocation of Fiscal Year 2023-2024 Funding Request
11. *Hō'ike, Kūkākūkā A Ho'oholo No Ka Ho'ololi 'Ana O Nā Pāhana EDA*
Presentation, Discussion & Action on Adjustment of EDA Projects
12. *Kūkākūkā A Ho'oholo No Ka Huliau****
Discussion and/or Action Regarding Transition and Reorganization Update***

13. 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; to 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.*

Ma lalo o ka māhele 531.5 o ka Budgetary Control Accounting Manual, Moku'āina 'o Hawai'i, he māhele ka 'aina awakea o ka hālāwai. E mau ana ka hālāwai ma loko nō o ka 'ai 'ana, 'a'ole ho'i ia he wā ho'omalolo.

Pursuant to Section 531.5, of the Budgetary Control Accounting Manual, State of Hawai'i, lunch is served as an integral part of the meeting, while the meeting continues in session, and not during a break.

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 carole@gohta.net 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 la'a ke kope pa'i nui, Braille, a kope uila pū ma ke noi.

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 3 days prior to the meeting. If a response is received the day before the meeting, we will try to obtain the auxiliary aid/service or accommodation, but we cannot guarantee that the request will be fulfilled. Upon request, this notice is available in alternative formats such as large print, Braille, or electronic copy.

E like nō me ka 'ōlelo o ke Kānāwai Hawai'i i ho'oholo 'ia māhele 92-32.7, 'a'ole e mālama ana ke Ke'ena Kuleana Ho'okipa o Hawai'i i kekahi wahi ka'awale no ka lehulehu a lālā papa alaka'i e nānā a e komo ai i ka hālāwai ma ka ho'ohana i ka 'enehana komo hālāwai, no ka mea, hiki nō i ka po'e o ka lehulehu a lālā papa alaka'i ke nānā a komo pū ma ka hālāwai hō'ea kino.

In accordance with HRS section 92-3.7, the Hawai'i Tourism Authority will not 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) because there will be an in-person option for members of the public and board member to view and participate in the meeting.

7

Update on the Destination Management Action Plan Implementation for Hawai'i Island



Island of Hawai'i Destination Management Action Plan

Our journey to regenerative tourism.

He aloha Moku o Keawe, Hawai'i 2023 *"Our beloved Hawai'i"*

Hawai'i's journey to regenerative tourism and destination management.



STEERING COMMITTEE

[Home](#) / [What We Do](#) / [Destination Management](#) / [Island of Hawai'i](#) / [Steering Committee](#)

Steering Committee

The Steering Committee members are comprised of residents of the Island of Hawaii. They represent not only the communities that they live in, but also the visitor industry, different business sectors, community and non profit organizations. They will guide and develop suggested actions for Hawaii's Destination Management Action Plan.

ISLAND OF HAWAII STEERING COMMITTEE MEMBERS FOR KAUAI DESTINATION MANAGEMENT ACTION PLAN

Micah Alameda*
HTA Board Member
Na Leo TV

Craig Anderson
Island of Hawaii Chapter Chairperson
Hawaii Lodging and Tourism Association

Ross Birch*
Executive Director
Island of Hawaii Visitors Bureau

Kaulani Blankenfeld
Director of Hawaiian Culture
Fairmont Orchid

Ulu Ching
Senior Program Manager
Conservation International

Tane Datta
Owner
Adaptations Inc.

Jessica Ferracane
Public Affairs Specialist
Hawaii Volcanoes National Park

Cheryl Kauhane Lupenui
President and CEO
The Kohala Center

Kaiu Kimura
Executive Director
Imiloa Astronomy Center

Kuuipo Kumukahi*
HTA Board Member
Hyatt Regency Waikiki

Wendy Laros
Executive Director
Kona Kohala Chamber of Commerce

Bob Masuda**
First Deputy Director
State of Hawaii - Department of Land & Natural Resources

Margo Mau Bunnell
General Manager
Roberts Hawaii

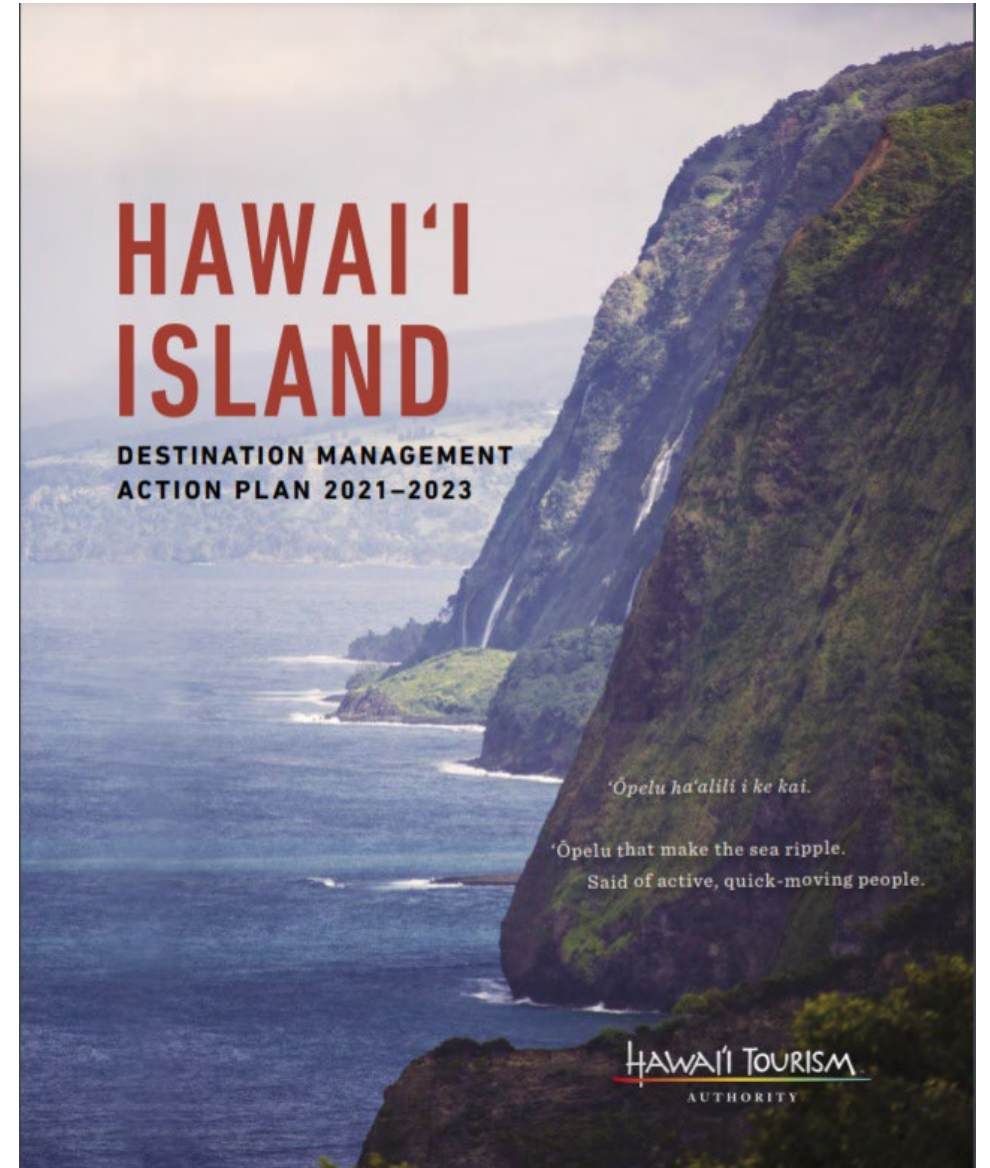
James McCully***
HTA Board Member
McCully Works

Linda Nako
President
Hawaii Island Visitors Bureau/Hilo Hawaii

Jesse Potter
President
Pohaha I ka Lani

Rachel Solemsaas
Chancellor
Hawaii Community College

Pomai Weigert
AgBusiness Consultant
GoFarm Hawaii





Pololū Stewards IHVB DMAP Salary-Gap Support – DLNR, HTA, KUPU

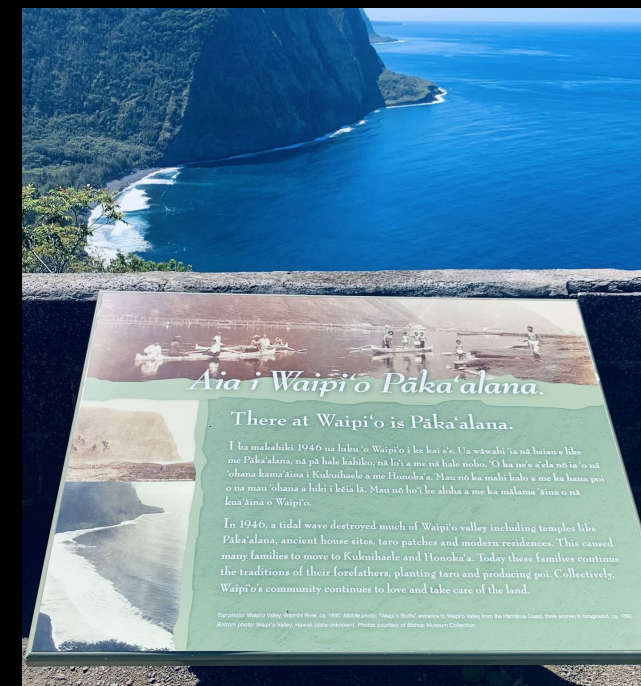
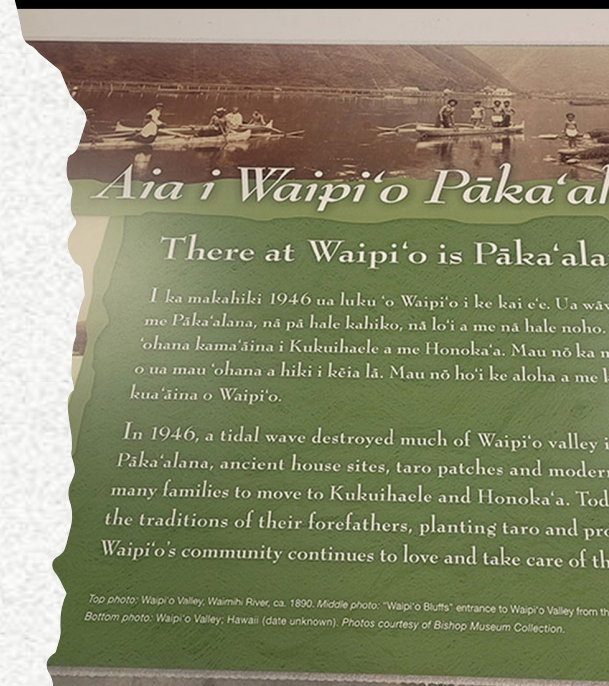
Action A: Protect and preserve culturally significant places and hotspots.

- 4 months salary gap support
- \$23,600 funded
- A/A.3 Protects and preserves culturally significant places and hot spots, increase community-led initiatives to steward and manage HI's culturally significant places including Pololū Valley, Waipio Valley and other hot spot locations.

Waipi'o Valley Interpretative signs

ACTION F (F2). Provide visitors with easy access to messaging, including increasing information pathways and educational materials, related to protecting culture and sense of place

\$5,213 funded



Top photo: Waipi'o Valley, Warmih'i River, ca. 1890. Middle photo: "Waipi'o Bluffs" entrance to Waipi'o Valley from the t... Bottom photo: Waipi'o Valley, Hawaii (date unknown). Photos courtesy of Bishop Museum Collection.

Top photo: Waipi'o Valley, Warmih'i River, ca. 1890. Middle photo: "Waipi'o Bluffs" entrance to Waipi'o Valley from the Hanalei Coast, view southeast to Waipahoehoe, ca. 1900. Bottom photo: Waipi'o Valley, Hawaii (date unknown). Photos courtesy of Bishop Museum Collection.



Photo credits: Island of Hawaii Visitors Bureau (IHVB) / Kirk Lee Aeder

Island of Hawai'i Visitor Bureau Seeks Mini RFP Proposals for Events and Festivals

[Edit article](#) [View stats](#)



Rachel Kaiama
Destination Manager - Hawai'i Island

Supporting Communities

Action G: Invest in community-based programs that enhance quality of life for communities.

\$124k funded



Community and Culture-based Education Curriculum Program for Communities with visitor facing opportunities.

There is a growing need to mitigate the impacts of tourism through the community and through the education and curriculum development of the ‘āina (place) culture (mo’omeheu), history (mo’ōlelo) and people (na kānaka



HAWAII TOURISM
AUTHORITY

Ke‘ena Kuleana Ho‘okipa O Hawai‘i
Hawai‘i Convention Center
1801 Kalakaua Avenue, Honolulu, HI 96815
kelepona tel (808) 973-2255
kelepa‘i fax (808) 973-2253
kahua pa‘a web hawaii tourism authority.org

Josh Green, M.D.
Kia‘āina Governor

John De Fries
Pelekikena & Luna Ho‘okele
President & Chief Executive Officer

For Immediate Release: April 28, 2023
HTA Release (23-19)

Proposals Sought for Keaukaha Community Cultural-Based Education Program on Hawai‘i Island

HAWAII ISLAND – With funding provided by the Hawai‘i Tourism Authority (HTA) and in collaboration with the County of Hawai‘i, the Island of Hawai‘i Visitors Bureau (IHVB) is seeking proposals from non-profit organizations to develop and operate a community cultural-based education program in the Keaukaha area that will help balance the preservation of cultural and natural resources with mindful visitation.

The residential community of Keaukaha has endured increased visitation and overcrowding at Hilo’s most-visited beaches, being minutes from Hilo Harbor and the island’s east-side port for cruise ship passengers, and Hilo International Airport. During HTA’s [Hawai‘i Island Destination Management Action Plan \(DMAP\)](#) process which began in 2020, residents called out this growing need to mitigate visitor impacts to their community through place-based education of ‘āina (place), mo’omeheu (culture), mo’olelo (history) and kānaka (people).

“HTA is working alongside the community to address residents’ concerns and further support cultural and natural resource preservation in Keaukaha,” said HTA’s President and CEO John De Fries. “We are taking the community’s lead in how they envision this cultural-based educational program to be developed and look forward to supporting the important work and stewards of this special place.”

ACTION G/G1: Invest in community-based programs that enhance quality of life for communities.

ACTION B/B5 Increase support and opportunities for cultural practitioners and community members to interact.

ACTION D: Create opportunities for ongoing dialogue, communications, and engagement between the visitor industry, government and communities to improve community-industry relations and better serve the community.



DESTINATION MANAGEMENT ACTION PLAN FOR HAWAII ISLAND »

The community-based plan is a three-year roadmap for redefining tourism on Hawaii Island.

[VIEW HAWAII ISLAND ACTION PLAN](#)

Topics: All Filter by Topic



HAWAII ISLAND

Jun 7, 2023

[Kīlauea Volcano Erupts Within Halema'uma'u »](#)

[Visitor Education](#)



HAWAII ISLAND

May 2, 2023

[Look Out for it this May for National Travel and Tourism Week! »](#)

[Community Programs](#)



HAWAII ISLAND

Apr 28, 2023

[Proposals Sought for Keaukaha Community Cultural-Based Education Program on Hawaii Island »](#)

[Community Programs](#)



HAWAII ISLAND

Apr 28, 2023

[HTA / IHVB Set Up Shop Over Merrie Monarch Week to Share Hawaii Island DMAP and HTA's Community Programs »](#)

[Community Programs](#)



HAWAII ISLAND

Mar 29, 2023

[Hawaii County meets with Lower Puna Coastline Community, HTA, IHVB and DOCARE to talk about Puna's visitor facing challenges »](#)

[Regenerative Tourism](#)



HAWAII ISLAND

Mar 7, 2023

[Mālama in Action: 'Āina Ho'ōla Initiative on HI Now »](#)

[Natural Resources](#)



HAWAII ISLAND

Nov 8, 2022

[Hawaii County runs first KIPA Workshop with Edith Kanaka'ole Foundation »](#)

[Visitor Education](#)



HAWAII ISLAND

Oct 28, 2022

[Hawaii Island DMAP Partners visit Waimea State Tree Nursery and Pololū Valley »](#)

[Natural Resources](#)



Stephanie Beeby
KONA CACAO ASSOCIATION

“ I LOVE HOW WE GET TO IMPACT THE LOCAL CACAO INDUSTRY WITH ECO-TOURISM SUPPORTING THE CROSS-INDUSTRIES LIKE CULINARY, FARM, EDUCATION, AND TOURISM. ”



Robert Efford
ARC OF HILO



“ WE WANT EVERY VISITOR TO HAWAII ISLAND TO EXPERIENCE ALOHA - OUR LOVE AND RESPECT FOR EACH OTHER AND OUR LAND. ”

“What I love most about my work at the Hawai‘i Community College Hospitality and Tourism program is educating youth about the industry and inspiring leadership within them. I like meeting new people, sharing Hawai‘i and its culture and connecting visitors to local communities. With my personal interest and connections to the land, my biggest joy has been connecting people from all walks of life to the ‘āina. For visitors and for kama‘āina, I feel these experiences working or interacting with the ‘āina provide the most authentic and memorable experiences. The more people connect to the ‘āina, the better”!



WEN ECHO YU
HAWAI‘I COMMUNITY COLLEGE



Kekai Edayan
MAUNA KEA RESORT



Ka'iulani Blankenfeld
FAIRMONT ORCHID

“MY INTENTION IS TO TEACH AND SHARE IN A WAY THAT HONORS OUR KŪPUNA AND TO INSPIRE VISITORS TO BE PONO”





Join us at the next Chamber Economic Development Committee Meeting on Thursday, June 8 at 12noon-1pm on ZOOM.

Rachel Kaiama, Destination Manager- Hawai'i Island for the [Hawai'i Visitors & Convention Bureau](#) will be updating us and sharing about the Hawai'i Island Destination Management Plan. This Community-Based Tourism program supports initiatives that the community, visitor industry, and other sectors deem necessary to move Hawai'i's visitor industry forward.



[Hawai'i Island Destination Management Plan 2021-2023](#)

Email miles.yoshioka@hicc.biz to request the ZOOM link.



Hawai'i Climate Fair

AFOOK-CHINEN CIVIC AUDITORIUM
HILO, HI
JUNE 17TH, 2023
9:00 A.M. - 1:00 P.M.

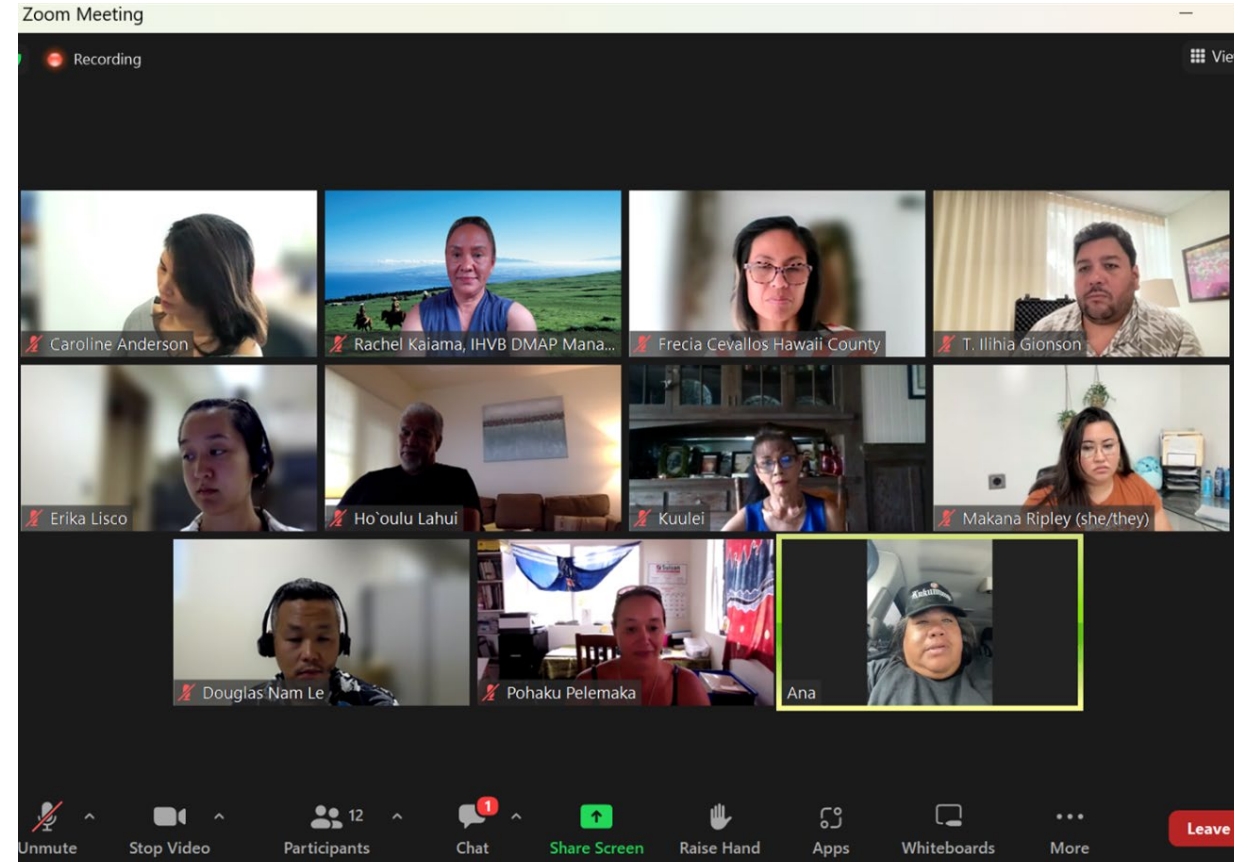
Come connect with local organizations and find ways to be a part of building a resilient and sustainable Hawai'i.

DMAP is reaching out to our Community

- Hawai'i Hilo Chamber of Commerce Economic Development Committee
- First annual Hawai'i Climate Fair
- Hawai'i Island PR Colleague Luncheon
- Kona – Kohala Chamber of Commerce Annual Meeting
- Hawaiian Culture Ambassadors update

Upcoming – Community Driven DMAP Initiatives

- Community Culture-based Education Program Keaukaha (Pilot) Assessment & Evaluation
 - Build capacity for other hotspot communities to develop **Culture-based education** programs - G/G.1 B/B.5
- Community-based Action Stewardship Program RFP (HICASP) – Pohoiki (Pilot).
 - Build capacity for other hotspot **Stewardship programs** – C/C3 also A, B
- Resort and Resident Food Hub Fall Communication Initiative – F also D & G
- Ongoing community outreach: Joint County & HTA Community Meeting, hotspot community meetings, Hawaiian Culture Ambassadors. – D also G





JUNE 2023 RFP - Hawai'i Island
DMAP Community-based Action
Stewardship Program (HICASP)



DESTINATION MANAGEMENT ACTION PLAN – HAWAII ISLAND HOTSPOTS

Priority	Area/site	Access	Capacity	Community Impact	Culturally Sensitive	Environmental Impact	Safety	Traffic	Owner	Activity to Address/What is being done
	Waipi'o Valley	X	X	X	X	X	X	X	County/Bishop Museum/KSBE/Private	Mitigate security/safety/Facilitated Steering Committee meetings/Action Plan via IHVB
	Pololū Valley	X		X	X	X	X		DLNR – Na Ala Hele	Pilot Stewardship program (HTA)
	Kealakekua Bay State Historical Park					X			DLNR	In the process of finalizing their Masterplan. Community Action Plan meetings are occurring with Nature Conservancy.
	Ka'ū – Papakōlea/Green Sands Beach	X					X		DHHL	EDA proposal submitted by a nonprofit organization. Waiting for results.
	South Kona – Ho'okena, Miloli'i	X	X	X	X	X	X	X	County	County Contract with Conservation International. There are paid stewards.
	Kahalū'u Bay	X	X	X	X	X	X	X	County	County has a pilot program with parking fees and park closure. They are also funding an educational program.
	Kumukahi (newest black sand beach)	X							County	County has closed this area off. Planning is on hold.
	Keaukaha	X		X					County	<ul style="list-style-type: none"> County is working on this. HTA to support a Stewardship Pilot Program/County's Resiliency Corp IHVB also working with County. Cruise ships tour operators accessing it, but it is conflicting with residents' use.
	Maunakea	X					X		County	Pending. We need to get past Legislative session.
	Punalu'u					X				<ul style="list-style-type: none"> Need to do more education to protect the honu. The County's Ka'ū Action Committee will be meeting.



Resort-resident and Resident Communication Initiative to promote local food hubs

ACTION F: Promote agritourism, and partner with Hawai'i island's agriculture industry to support local food security



Create High Quality Low Impact program

- In partnership with a nonprofit org and the Waimea Tree Nursery
- Create a seed to tree steward program (targets MICE groups that want to give back)



What we have learned

- Not one solution fits all – what works in Hā'ena or at Lē'ahi (Diamond Head) are not always the approach Hawai'i Island communities want to follow.
- Community First - Work through the communities for a regenerative tourism approach, local and culture understanding, and for 'ike kūpuna.
- Communicate, educate, and inform through an integrated communications approach (video, social media, on-line and articles, press releases, messaging).
- Partner with existing programs, cultural practitioners, and local stewards and State and County agencies.

Embrace and Encourage the Concept of Mālama Ku‘u Home

- *Let's "Live right with the land and the sea"* E ola pono me ka 'āina a me ke kai
- Take and share the Pono Pledge (E1)
- Invite yourself to wahi pana training with NaHHA, learn about our storied places. (B1/B2)
- Say yes to volunteer work with nonprofit organizations and Mālama Hawai'i voluntourism programs. (G2)
- Share mindful travel through your own experiences (social media, press releases, travel trade shows, with clients, friends and family). (E1, E3, E4)
- Call to action – continue to support the travel and tourism industry, share community programs and educate visitors and employees and share positive and uplifting changes in visitor behavior.

8

Presentation on the Governance Study Proposal



STAFF REQUEST TO THE BOARD OF DIRECTORS

July 13, 2023

REQUEST: Presentation on the Governance Study Proposal

FACTS:

1. HTA has made an intentional evolution to operate fully as a Destination Management Organization as directed in the HTA Strategic Plan. The HTA acknowledges that while the goal is to drive economic impact by promoting travel to the state, HTA also strives to improve communities and the visitor experience in safe, respectful, and sustainable ways.
2. The task has not been easy, and the HTA is faced with limitations on authority. The HTA strategic plan and destination management action plans recommend actions that require coordination with other agencies, entities, and organizations. However, limitations on resources and personnel and the lack of a formal system of coordination and enforcement capacities make it difficult to achieve results.

PRESENTATION:

1. The HTA must evaluate the overall governance structure, the highest and best use of its resources, the structure of its organization, and internal processes. To support these efforts, the HTA seeks a qualified, independent firm to conduct this assessment and prepare recommendations.
2. Proposed Deliverables
 - Determine if an alternative tourism governance system is necessary.
 - Identify areas that need reform and propose policy ideas to ensure better governance.
 - Research an appropriate organizational structure to support strategic direction (including board structure, establishing new branches, sections, and positions as necessary).
 - Recommend improvements to cross-functional processes, technology solutions and improve process design.
 - Determine key performance indicators and a process for efficiently monitoring.
 - Develop a framework for a smooth transition and change management.
3. Proposed Methods
 - Analyze policy issues, political institutions and processes, and governance challenges.
 - Review current structure and roles, relationships with governing bodies, analyze workflows and cross-functional processes.
 - Evaluate existing performance and outcomes from the perspective of all stakeholders.
 - Work with the HTA to conduct interviews, advisory meetings, and focus groups with key stakeholders. Perform internal staff engagements.

July 13, 2023

4. Proposed Timeframe

- RFP for contracted services July 2023
- Start data collection and assessments end of July 2023
- Develop draft recommendations by September 2023
- Stakeholders review October 2023
- Final recommendations by end of October 2023
- HTA to provide recommendations to State Legislature, County government, industry, and community stakeholders in November 2023

BUDGET IMPLICATIONS: Not to exceed \$300,000 in Fiscal Year 2023-2024.

RECOMMENDATION: None.

9

Presentation, Discussion and/or Action on the Adoption of Quality Assurance Policy and Quality Control Program and Procedures



STAFF REQUEST TO THE BOARD OF DIRECTORS

July 13, 2023

REQUEST: Presentation, Discussion and/or Action on the Adoption of Quality Assurance Policy and Quality Control Program and Procedures

FACTS:

The Hawaii Tourism Authority (HTA) has been criticized for, among other things, “mismanagement” and the legislative auditor for missteps in internal accounting and procurement procedures. Procedures Manual refers to Quality Assurance in many of its stated procedures.

DISCUSSION:

1. The purpose of this policy is to affirm HTA’s commitment to maintain a high standard of quality in the way we work, the services we deliver, and our relationships with stakeholders and to ensure continuous improvement in our operations.
2. This procedure addresses the Hawaii Tourism Authority’s (HTA) responsibilities for its quality control (QC) system for its procurement, contracting, monitoring, evaluation, accounting, and auditing functions. This procedure is to be read in conjunction with all other policies and procedures of HTA.

RECOMMENDATION: To adopt the Quality Assurance Policy and Quality Control Program and Procedures.

July 13, 2023

July 13, 2023

Quality Assurance



Policy Purpose

The purpose of this policy is to affirm HTA's commitment to maintain a high standard of quality in the way we work, the services we deliver, and our relationships with stakeholders and to ensure continuous improvement in our operations.

Policy Provisions

- 1) Definitions. "Quality Assurance" is what the HTA and its stakeholders enjoy if quality control has been effectively applied in the work of the organization. "Quality Control" is the combination of operational techniques, procedures, and objectives that are used to fulfill the requirements of quality.
 - 2) Policy. The HTA's policy is to maintain an effective and efficient quality control process planned and developed in conjunction with all management and staff functions and stakeholders, outlined in Procedure #300-50 which are designed to minimize deficiencies and inaccuracies and to ensure high-quality standards.
 - 3) Application. The assurance of quality is fundamental for all work undertaken by HTA and should be implemented by all staff and contractors in their work. To that effect, the HTA shall:
 - a. Maintain consistency in work methods throughout in accordance with set policies, procedures, regulations, and codes of practice and without significant deviation.
 - b. Ensure that all policies, procedures, relevant regulations, and codes of practice are implemented and systematically reviewed.
 - c. Regularly monitor and measure the quality of its work methods, outputs, and outcomes with a view to ensuring high-quality standards and continuous improvement.
 - 4) The Vice President of Finance shall be responsible for reviewing quality standards, recommending and drafting updates to policies and procedures, training the HTA staff, and reviewing the HTA's operations for proper quality assurance and statutory compliance.
 - 5) Procedures. The Vice President of Finance shall prepare staff procedures, guidelines, and checklists as necessary to implement this policy.
-

Responsibilities

Responsible Officer:

Vice President of Finance

Policy Owner:

Board of Directors

Approvals

Prepared by:

Isaac W. Choy, CPA
Vice President of Finance

Date

Reviewed and Recommended for Approval by:

(For) John De Fries
President & CEO

Date

Policy Approved by:

Mike White
Chairman, HTA Board of Directors

Date

Hawai'i Tourism Authority

Quality Control Program and Procedures



Purpose

This procedure addresses the Hawaii Tourism Authority's (HTA) responsibilities for its quality control (QC) system for its procurement, contracting, monitoring, evaluation, accounting, and auditing functions. This procedure is to be read in conjunction with all other policies and procedures of HTA.

Enabling Policy

HTA's enabling policy for HTA's quality control program is HTA policy #100-23. The Chief Compliance Officer and internal control specialist will be the person in charge of Quality and Internal Control. (currently, the position is vacant, the task will be led by the Vice President of Finance and Chief administrative officer (May 2023))

Objective

The objective of HTA's quality control procedures is to establish and maintain a system of quality control to provide it with reasonable assurance that HTA and its personnel comply with the best standards, applicable, ethical, legal, and regulatory requirements and perform quality work.

Elements of a System of Quality Control

HTA must establish and maintain a system of quality control. The system of quality control should include procedures addressing each of the following elements of quality control:

100 Leadership responsibilities for quality within HTA (the tone at the top)

200 Relevant ethical requirements

300 Acceptance and continuance of client relationships and specific projects

400 Human Resources

500 Project performance

600 Monitoring Policies and procedures established by HTA related to each element of quality control so that they are designed to achieve reasonable assurance concerning the purpose of that element.

100. Leadership Responsibilities for Quality Within HTA Promoting an Internal Culture of Quality

HTA's leadership, and the examples it sets, significantly influences the internal culture of HTA. The promotion of a quality-oriented internal culture depends on clear, consistent, and frequent actions and messages from all levels of HTA's management that emphasize HTA's quality control policies and procedures and the requirement to perform work that complies with the best standards and applicable legal and regulatory requirements.

Such actions and messages encourage a culture that recognizes and rewards quality work. These actions and messages may be communicated by, but are not limited to, training seminars, meetings, formal or informal dialogue, mission statements, newsletters, or briefing memoranda. They may be incorporated in all levels of management and staff appraisal procedures and HTA's internal documentation and training materials, such that they will support and reinforce HTA's view on the importance of quality and how, practically, it is to be achieved.

Of particular importance in promoting an internal culture based on quality is the need for HTA's leadership to recognize that HTA's business strategy is subject to the overarching requirement for HTA to achieve the objectives of the system of quality control in all the work that HTA performs. Promoting such an internal culture includes the following:

- a. Establishment of policies and procedures that address performance evaluation, compensation, and advancement (including incentive systems) about its personnel to demonstrate HTA's overarching commitment to quality.
- b. Assignment of management responsibilities so that outside influences do not override the quality of the work performed.
- c. Provision for sufficient and appropriate resources for the development, documentation, and support of its quality control policies and procedures and assigning operational responsibility for HTA's system of Quality Control.

200. Relevant Ethical Requirements

HTA should establish policies and procedures designed to provide it with reasonable assurance that HTA and its personnel comply with ethical requirements as stated in Hawaii Revised Statutes Chapter 84 and Procurement Code of Ethics 103D-101 and HAR 3-131.1.02, and other legal and regulatory requirements.

300. Acceptance and Continuance of Client Relationships and Specific Projects.

HTA should establish policies and procedures for the acceptance and continuance of client relationships and specific projects, designed to provide HTA with reasonable assurance that it will undertake or continue relationships and projects only when HTA:

- a. is competent to perform the project and has the capabilities, including time and resources, to do so,
- b. can comply with legal and relevant ethical requirements; and
- c. does not have information that would lead it to conclude that the client or project has a conflict of interests.

Human Resources.

HTA should establish policies and procedures designed to provide it with reasonable assurance that it has sufficient personnel with the competence, capabilities, and commitment to ethical principles necessary to

- a. perform projects by best standards and applicable legal and regulatory requirements and
- b. has the appropriate resources to complete the project.

Assignment of Project Teams, HTA should assign responsibility for each project to a project team member and a project team manager and should establish policies and procedures requiring that:

- a. the identity and role of the project team member are communicated to management and those charged with governance,
- b. the project team member has the appropriate competence, capabilities, and authority to perform the role, and
- c. the responsibilities of the project team member are clearly defined and communicated to that individual. HTA should establish policies and procedures to assign appropriate personnel with the necessary competence and capabilities to perform projects by the best standards and applicable legal and regulatory requirements and enable HTA to issue reports that are appropriate in the circumstances.

HTA's policies and procedures should provide that personnel selected for advancement have the qualifications necessary for the fulfillment of the responsibilities that they will be called on to assume.

500. Project Performance

HTA should establish policies and procedures designed to provide it with reasonable assurance that projects are performed by the best standards and applicable legal and regulatory requirements.

Such policies and procedures should include the following:

- a. Matters relevant to promoting consistency in the quality of project performance.
- b. Supervision responsibilities, and
- c. review responsibilities: HTA's review responsibility policies and procedures should be determined on the basis that suitably experienced project team members, which may include the project manager, review work performed by other project team members.

HTA's project performance procedures can be outlined in the Practice Aid Section of this Quality Control Procedure.

600. Monitoring

Monitoring HTA's Quality Control Policies and Procedures

HTA should establish a monitoring process designed to provide it with reasonable assurance that the policies and procedures relating to the system of quality control are relevant, adequate, and operating effectively. This process should

- a. include an ongoing consideration and evaluation of HTA's system of quality control, including the inspection or a periodic review of project documentation, reports, and clients' comments for a selection of completed projects.
- b. require responsibility for the monitoring process to be assigned to a project manager or member or other persons with sufficient and appropriate experience and authority in HTA to assume that responsibility; and
- c. assign the performance of monitoring HTA's system of quality control to qualified individuals.

Evaluating, communicating, and remedying identified deficiencies in any system of quality control cannot identify all instances of deficiencies in quality control. Deficiencies in individual projects covered by this section do not, in and of themselves, indicate that HTA's system of quality control is sufficient to provide it with absolute assurance that its personnel comply with all the applicable best standards.

HTA should evaluate the effect of deficiencies noted. Some deficiencies are instances of deficiencies that do not necessarily indicate that HTA's system of quality control is insufficient. Instances of deficiencies detected may be isolated and not systemic in nature.

Systemic, repetitive, or other significant deficiencies require prompt corrective action. HTA should communicate with relevant project managers, and other appropriate personnel, deficiencies noted in the monitoring process, and the appropriate recommendations for remedial action.

Recommendations for appropriate remedial actions for deficiencies noted should include one or more of the following:

- a. Taking appropriate remedial action about an individual project member.
- b. Communicate the findings to those responsible for training and best practices development.
- c. Possible changes to the quality control policies and procedures
- d. Disciplinary action against those who fail to comply with the policies and procedures of HTA, especially those who do so repeatedly.

HTA should establish policies and procedures to address cases when the results of the monitoring procedures indicate that a project report may be inappropriate or that procedures were omitted during the performance of the project. Such policies and procedures should require HTA to:

- a. determine what further action is appropriate to comply with relevant best standards and legal and regulatory requirements and
- b. considers whether to obtain legal advice.

HTA should communicate, at least annually, the results of the monitoring of its system of quality control to project managers and other appropriate individuals within HTA, including HTA's leadership. This communication should be sufficient to enable HTA and these individuals to take prompt and appropriate action, when necessary, by their defined roles and responsibilities to provide a basis for them to rely on HTA's system of quality control. Information communicated should include the following:

- a. A description of the monitoring procedures performed, and
- b. the conclusions are drawn from the monitoring procedures and
- c. when relevant, a description of systemic, repetitive, or other significant deficiencies and of the actions taken to resolve or amend those deficiencies.

Definitions

Inspection. A retrospective evaluation of the adequacy of HTA's quality control policies and procedures, its personnel's understanding of those policies and procedures, and the extent of HTA's compliance with them. Inspection includes a review of completed projects.

Monitoring. A process comprising an ongoing consideration and evaluation of HTA's system of quality control, including the inspection or a periodic review of project documentation, reports, and clients' financial statements for a selection of completed projects, designed to provide HTA with reasonable assurance that its system of quality control is designed appropriately and operating effectively.

Retention of Project Documentation

HTA should establish policies and procedures for the retention of project documentation for a period sufficient to meet the needs of HTA, best standards, laws, and regulations.

Documentation of the System of Quality Control

HTA should establish policies and procedures requiring appropriate documentation to provide evidence of the operation of each element of its system of quality control.

PRACTICE AIDS

Related Policies

- 100-23 Quality Assurance