



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 KŪIKAWĀ O KE KE'ENA KULEANA HO'OKIPA O HAWAI'I  
SPECIAL BOARD MEETING OF THE HAWAI'I TOURISM AUTHORITY**

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

**PŌ'ALUA, 9 MEI 2023, 9:30 AM  
TUESDAY, MAY 9, 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

*Hiki i ka lehulehu ke hālāwai pū ma o ka ZOOM.*

**Webinar will be live streaming via ZOOM.**

**<https://us06web.zoom.us/j/86073057579>**

*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](mailto:*****@***mail.com).**

*Hiki i ka lehulehu ke hō'ike mana'ō ma o ka palapala a i 'ole ma o ka waha.*

**Members of the public may provide written or oral testimony on agenda items.**

*E kau palena 'ia ka hō'ike mana'ō 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'ō waha ma ke pākaukau ho'okipa ma ka lumi hālāwai. E kāinoa no ka hō'ike mana'ō waha ma o ka Zoom ma o ke pihi "Q&A."*

**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 hō'ike mana'o iā Carole Hagihara-Loo ma [carole@gohta.net](mailto: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](mailto:carole@gohta.net) or hand-delivered to the HTA office.**

*Papa Kumumana'o*  
**AGENDA**

1. *Ho'omaka*  
**Call to Order**
2. *E Mālama 'Ia Ana Ke Kikolā E Kāhea Ai I Nā Lālā Papa Alaka'i Komo A E Hō'oiā Ai I Nā Kānaka 'Ē A'e E Komo Pū Ana Me Ka Lālā Papa Alaka'i Inā Aia Ma Kahi Ka'awale*  
**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. *Hō'ike o Ka Hui Noi'i Launa Aupuni A 'Aha'ōlelo no ke Kau 'Aha'ōlelo 2023*  
**Report of the Legislative Permitted Interaction Group on the 2023 Legislative Session**
5. *Kūkā a Hana no ka Mo'ohelu Ke'ena Kuleana Ho'okipa o Hawai'i no ka MH 2023 a 2024*  
**Discussion and/or Action Regarding the HTA FY 2023 and FY 2024 Budget\*\*\***
6. *Nūhou no ka Ho'okūkū Noi 23-02 Alowelo a Hokona no 'Amelika Hui Pū 'Ia*  
**Update on RFP 23-03 US Brand Management and Marketing\*\*\***
7. *Nūhou no ka Ho'okūkū Noi 23-08 Mālama Wahi Huaka'i*  
**Update on RFP 23-08 Destination Stewardship\*\*\***
8. *Nūhou no nā Ho'okūkū Noi 'Ē A'e o ka MH 2023*  
**Update of Any Other Active or Planned Solicitations in FY 2023\*\*\***

9. *Kūkā a Hana no ka Ho'okumu 'ana i ke Kōmike Ho'okō no ka Noi'i Ho'okele, Ho'onoho Ka'akālai, a Ki'ina Loiloi Pā'oihana*  
**Discussion and Action on the Creation of a Governance Study Permitted Interactive Group for the Purpose of Developing the Governance, Strategic Organization, and Business Review Process Study**

10. *Kūkā a Hana no ka Ho'āmana Lālā o ka Papa Alaka'i I Ka Hui Noi'i Ho'okele.*  
**Discussion and Action on the Assignment of Board Members to the Governance Study Permitted Interactive Group. This Agenda Item is Dependent on the Approval of the Creation of the Governance Study Permitted Interaction Group.**

11. *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](mailto: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](mailto: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 (ICT), 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.

## **9**

Discussion and Action on the Creation of a  
Governance Study Permitted Interactive Group for the  
Purpose of Developing the Governance, Strategic  
Organization, and Business Review Process Study



## **STAFF REPORT**

May 4, 2023

**REQUEST:** Creation of a Governance Study Permitted Interactive Group for the Purpose of Developing the Governance, Strategic Organization, and Business Review Process Study

### **FACTS:**

1. The Hawai'i Tourism Authority has made an intentional advancement to operate fully as a Destination Management Organization. The HTA acknowledges that while our goal is to drive economic impacts by promoting travel to the state, we also strive 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. Both the 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 makes achieve results challenging.

### **DISCUSSION:**

1. The HTA should evaluate the overall governance structure, the highest and best use of resources, the structure of the organization, and internal processes. To support these efforts, the HTA should seek a qualified, independent firm to conduct this evaluation and prepare recommendations.
2. Proposed Deliverables
  - Determine if an alternative tourism governance system is necessary
  - An appropriate organizational structure to support strategic direction (including establishing new branches, sections and positions as necessary)
  - Recommend changes to existing roles and responsibilities. Provide job descriptions
  - Recommend improvements to cross-functional processes, technology solutions and improve process design
  - Based on best practices and organizational needs, propose supervisory ratios
  - Determine key performance indicators and a process for efficiently monitor them
  - Develop a framework for a smooth transition and change management
3. Proposed Methods
  - Review current structure and roles, analyze workflows and cross-functional processes.
  - Perform a business process review
  - Evaluate existing performance and outcomes from the perspective of all stakeholders
  - Conduct interviews and focus groups with key stakeholders. Perform internal staff engagements.

May 4, 2023

4. Proposed Timeframe

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

**BUDGET IMPLICATIONS:** Estimated costs from \$10,000 to \$250,000 depending on scope

**RECOMMENDATION:** HTA staff to move forward with a governance, strategic organizational design, and business process review study, and present a more detailed study plan for discussion and approval at a subsequent board meeting. Approved by full Board at April 27, 2023 Board Meeting.