Ke'ena Kuleana Ho'opipa O Hawai'i
1801 Kalākaua Avenue
Honolulu, Hawai'i 96815
kelepona tel 808 973 2255
kelepa'i fax 808 973 2253
hawaiitourismauthority.org

**HOʻOKAHUA HAWAIʻI STANDING COMMITTEE MEETING**
**HAWAIʻI TOURISM AUTHORITY**
**Thursday, March 20, 2025, at 11:00 a.m.**
**VIRTUAL MEETING**

**MINUTES OF HOʻOKAHUA HAWAIʻI STANDING COMMITTEE MEETING**

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| **MEMBERS PRESENT:** | Mahina Paishon (Chair), Chris West (Vice Chair), Kimberly Agas, Todd Apo, Mufi Hannemann, Stephanie Iona, Lisa Paulson |
| **HTA STAFF PRESENT:** | Daniel Nāhoʻopiʻi, Kalani Kaʻanāʻanā, Caroline Anderson, Kendrick Leong, Lindsay Sanborn |
| **GUEST:** | Milton Lafitaga |
| **LEGAL COUNSEL:** | John Cole |

1. **Call to Order and Opening Protocol**

   Chair Paishon called the meeting to order at 11:04 a.m. Mr. Kaʻanāʻanā opened the meeting with a 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**

   Ms. Sanborn conducted the roll call. Members in attendance were alone.

3. **Approval of Minutes of the December 11, 2024, Hoʻokahua Hawaiʻi Standing Committee Meeting**

   Vice Chair West proposed a motion to approve the minutes, and Ms. Agas seconded it. The motion was carried unanimously.

4. **Discussion and Action to Update the Hoʻokahua Hawaiʻi Standing Committee Description**

   Mr. Kaʻanāʻanā stated that at the Administrative and Audit Standing Committee (AASC) meeting in February 2025, standing committees were asked to update their descriptions in the bylaws. The HTA staff had consulted the relevant statutes and proposed some revisions.

A slide was displayed comparing the existing and revised descriptions.

The existing committee description stated that:

> “There is established a Hoʻokahua Hawaiʻi Standing Committee for the purpose of developing, reviewing, evaluating, monitoring, reporting, and providing recommendations on issues relating to natural resources, Hawaiian culture, and community.”

The suggested revision was as follows:

> “There is established a Hoʻokahua Hawaiʻi Standing Committee to develop, review, evaluate, monitor, report, and provide recommendations on matters related to natural resource stewardship, the perpetuation of Hawaiian Culture, and community well-being, in alignment with Hawaiʻi Revised Statutes (HRS) 201B-3(a)(7), (9) and (14), and other relevant sections, the Hawaiʻi Tourism Authority’s (HTA) 2020–2025 Strategic Plan, and Destination Management Action Plans (DMAPs). The Committee shall uphold Hawaiian cultural values by supporting the ʻŌlelo Hawaiʻi (Hawaiian language), traditional practices, and respectful visitor engagement, promote sustainable stewardship by advising on policies that protect Hawaiʻi’s land and ocean resources, and foster community engagement by ensuring that tourism benefits residents and aligns with local priorities.
> “Additionally, the Committee will monitor tourism’s social and economic impacts, ensure compliance with the HTA’s strategic pillars of Natural Resources, Hawaiian Culture, Community, and Branding, and recommend policy improvements to enhance sustainable and regenerative tourism.”

Chair Paishon asked Mr. Kaʻanāʻanā to restate why the revision was required.

Mr. Kaʻanāʻanā stated that during the February 2025 meeting of the AASC, the committees were requested to revise their charters to ensure their alignment with statutes and provide additional details. It was noted that the existing description of the Hoʻokahua Hawaiʻi Standing Committee was inadequate and required further elaboration.

Chair Paishon stated that Ms. Anderson was momentarily expected to join the meeting and asked Mr. Kaʻanāʻanā to clarify the reasons behind the specific language recommended by the HTA staff.

Mr. Ka‘anā‘anā explained that, in addition to the statutes supporting the committee's three pillars, there were further details regarding policies. He noted that the language was directly derived from the statutes and the Strategic Plans (HTA Strategic Plan and DMAPs), which integrate the charter into the Board's role as a policy-making body.

Chair Paishon expressed gratitude to Mr. Ka‘anā‘anā and remarked that several members of the AASC were present, including herself. She elaborated on Mr. Ka‘anā‘anā’s explanation, stating that the AASC was revising and refreshing the HTA bylaws to ensure compliance with statutory changes introduced during the previous legislative session and alignment with the current strategic direction. She emphasized the importance of carefully examining each section of the bylaws in relation to specific committees. The Chair requested contributions within a ten-minute timeframe.

Ms. Iona recalled receiving a presentation from the Ho‘okahua committee at the time when she first became a Board member. This presentation included an explanation of the committee's pillars from the Department of Land and Natural Resources (DLNR). Mr. Dylan Ching highlighted the values that defined this committee as part of the HTA. Ms. Iona stated that the amended wording reflected the original purpose of the committee and expressed approval of the revision. She commended the staff for their excellent work.

AG Cole asked for confirmation that the references, 201B-(3)(a)(7), (9), and (14) cited the correct statute subsections. He noted that subsections (7) and (9) pertained respectively to the CEO’s appointment of officers and the allocation of space.

Mr. Ka‘anā‘anā indicated that he would verify the statute references during the ongoing discussion.

Chair Paishon thanked AG Cole.

Mr. Apo expressed his opinion that reference to specific HRS sections ought not to be included in the charter of this committee. He argued that the charter should define the committee's mission but remain sufficiently general to accommodate future needs. He suggested that a general statement regarding alignment with the requirements of the HRS on the HTA would be preferable. Furthermore, he believed that referring to the years of the Strategic Plan created an unnecessary timeframe. He proposed instead that the charter simply state "alignment with the Strategic Plan." Mr. Apo advocated for generalizations that would provide flexibility within the bylaws of the authority.

Mr. Apo also believed that using language such as "shall” and "requirements" did not allow sufficient flexibility. Although it was important to acknowledge direction and priorities, Mr. Apo contended that mandate-type language was not appropriate for a committee charter within an organizational bylaw.

Chair Paishon thanked Mr. Apo for this input.

Mr. Kaʻanāʻanā acknowledged that he had used an older version of the statutes prior to their renumbering and apologized for this oversight.

AG Cole remarked that Mr. Apo had made a valid point, emphasizing that it was preferable not to cite specific statutes, as changes could impact the charter.

Chair Paishon asked members to discuss this point further, and Mr. Kaʻanāʻanā presented the proposed revision again. The Chair invited Mr. Apo to provide additional details.

Mr. Apo suggested that the language should state “in alignment with the Hawaiʻi Revised Statutes relevant to the HTA” rather than listing specific sections. He further recommended the removal of references to the years of the Strategic Plan and proposed including references to “any DMAPs.” Mr. Apo also advised substituting “shall prioritize” for “shall uphold.” He noted that this specified the committee's focus without creating a scenario where one item from the subsequent list could be identified as not having been implemented.

Mr. Apo also expressed reservations about the phrase “the committee will monitor,” asserting that monitoring was the staff's responsibility, who would present their findings to the committee for consideration.

Both Chair Paishon and Vice Chair West concurred with the suggestion to remove specific HRS citations. Chair Paishon inquired whether members had any objections to Mr. Apo’s recommendations.

Chair Paishon agreed that instead of referring to the “2020–2025 Strategic Plan,” the revision should simply state “strategic plans.” She noted that while the name DMAP might change, its intent was unlikely to be altered.

Mr. Apo expressed confidence that the name could remain, as DMAP had become an integral part of the organization’s framework and was unlikely to change.

Chair Paishon inquired about Vice Chair West’s stance, and Vice Chair West expressed agreement. Chair Paishon asked whether members held any opposing views. She recommended retaining the phrase “the committee shall” but substituting “prioritize” for “uphold.” She emphasized the importance of this language, as it reflected the committee’s role in collaboration with other committees. She invited comments on the matter.

Mr. Apo agreed that “shall prioritize” was appropriate language. He expressed concern that the phrase “promote sustainable stewardship” might not fit within the sentence and suggested placing it in a separate sentence. Chair Paishon sought clarification from Mr. Kaʻanāʻanā and Ms. Anderson regarding this reference.

Mr. Kaʻanāʻanā responded that the clause referred to the Hawaiian Culture pillar of the HTA mission. He explained that this section of the statute related to the “shall” clauses, which addressed normalizing and revitalizing the Hawaiian language, and that the paragraph represented a hybridization of the statute and the current Strategic Plan.

Mr. Apo suggested that the term “engagement” should be followed by a comma, stating “and shall promote sustainable…”

Chair Paishon remarked that Mr. Apo, as the Chair of the Permitted Interaction Group (PIG), along with other members, should ensure that the phrase “and shall promote sustainable stewardship by advising” was implemented in conjunction with other committees such as the PIG and the AASC, while acknowledging that committees might change.

Mr. Apo expressed the belief that, based on discussions within the PIG and the AASC, policy-making remained the responsibility of the AASC, as the PIG was not a formal committee. He emphasized that the AASC needed to collaborate with the Hoʻokahua Committee on these matters, but ultimate policy decisions would rest with the AASC, while the Hoʻokahua committee would provide advice, and the PIG would implement decisions through the legislative session.

Chair Paishon invited additional comments and inquired whether Mr. Kaʻanāʻanā and Ms. Anderson had suggestions regarding the relationship between Hoʻokahua and other committees.

Mr. Kaʻanāʻanā presented a proposed revision that included the phrase “working in conjunction with other committees of the Board.”

Chair Paishon sought Mr. Apo’s input, and Mr. Apo agreed. Vice Chair West also indicated agreement.

Ms. Anderson commented on references to the HTA’s strategic pillars, noting that an update of the HTA Strategic Plan was to be implemented in which the term “pillar” might no longer be used. She observed that previous strategic plans had been organized around initiatives and suggested replacing the term “pillars.” Chair Paishon proposed alternative terms such as “intent,” “purpose,” “approach,” or “framework.”

Mr. Apo recommended revising the language to state, “Additionally, the committee will focus” rather than “monitor” and to refer to the HTA’s “strategic priorities.”

Mr. Kaʻanāʻanā requested a return to the earlier discussion, asking for confirmation that “monitor and report” was the staff's responsibility and proposing removing the phrase “monitor and report.”

Chair Paishon expressed gratitude and sought Ms. Anderson’s opinion. Ms. Anderson agreed, stating that staff would always provide reports to the Board.

Mr. Apo apologized for any confusion caused. Although he was dissatisfied with the phrase “the committee is established to have oversight on matters related to natural resource stewardship,” he believed that it could remain, allowing the committee to determine its actions within this scope. He was dubious about the necessity of a detailed list of activities and emphasized that the language should convey the committee’s function to the Board.

Chair Paishon proposed revising the language to state, “the committee is established to provide and ensure oversight on matters…” She invited final comments from members.

AG Cole noted that the phrase “in alignment with Hawaiʻi Revised Statutes and other relevant sections” had been mentioned and suggested removing “and other relevant sections.”

Chair Paishon asked about his reasoning, and AG Cole replied that the reference to the HRS alone was sufficient. The additional phrase was a remnant from the previous version, which had cited specific sections.

A final revision was presented to committee members:

> “There is established a Hoʻokahua Hawaiʻi Standing Committee to provide and ensure oversight on matters related to natural resource stewardship, the perpetuation of Hawaiian culture, and community well-being, in alignment with Hawaiʻi Revised Statutes, the Hawaiʻi Tourism Authority’s (HTA) Strategic Plan, and Destination Management Action Plans (DMAPs). The Committee shall prioritize Hawaiian cultural values by supporting the ʻŌlelo Hawaiʻi (Hawaiian language), traditional practices, and respectful visitor engagement, and shall promote sustainable stewardship by working in conjunction with other committees of the Board to advise on policies that protect Hawaiʻi’s

land and ocean resources and foster community engagement by ensuring that tourism benefits residents and aligns with local priorities. Additionally, the Committee will focus on tourism's social and economic impacts, ensure compliance with HTA's strategic priorities, and recommend policy improvements to enhance sustainable and regenerative tourism."

Chair Paishon asked whether Ms. Anderson and Mr. Kaʻanāʻanā were satisfied with this version, and they both concurred. There was no opposing comment from the Vice Chair or other committee members. The Chair asked for a motion.

Ms. Agas proposed a motion to move forward with the proposed revision that would be brought to the full Board for review and approval. Vice Chair West seconded the motion.

Ms. Sanborn conducted the roll call vote, and the motion was carried unanimously.

**5. Update on the L.A. Rams 2025 Program**

Mr. Kaʻanāʻanā requested Mr. Lafitaga to participate in the discussion, stating his intention to provide an update on progress and explaining that a staff report had been distributed to committee members. He explained that the process was in the contract review stage at present, with the majority of sections already approved by AG Cole. Mr. Kaʻanāʻanā noted that only one section remained for approval, and once finalized, both parties would conduct a final review. He also mentioned that the State procurement exemption had been approved on March 12, 2025.

Mr. Kaʻanāʻanā outlined the budget implications, indicating that the budget had been approved by FINPRO, including the Fiscal Year 2025 (FY25) provision for Payment 1 and FY26 provision for Payment 2. Mr. Kaʻanāʻanā added that if the appropriation were not secured through the House version of HB 300, the HTA would be unable to settle the bill.

Chair Paishon thanked Mr. Kaʻanāʻanā for the presentation and invited input from committee members.

Mr. Apo asked Mr. Kaʻanāʻanā to explain what the HTA would receive in return for the $2 million budget.

Mr. Kaʻanāʻanā explained that the NFL had approved an activation on Maui later in the year but stated that certain details were confidential. Hence, he would limit his comments to publicly available information. He disclosed that the initiative had been approved by the Rams and that a year-round marketing campaign partnership across the L.A. Rams' channels was planned, along with rights to an at-home activation where the HTA would assume control. Additionally, marketing efforts in Japan aim to revitalize the Japan market. Sweepstakes would also be associated with the activations.

Mr. Apo inquired whether the HTA would conduct the Japan marketing in collaboration with the Rams. Mr. Kaʻanāʻanā clarified that the Rams would conduct the Japan marketing via their channels in coordination with Hawaiʻi Tourism Japan (HTJ).

Mr. Apo asked whether the playoffs involved an additional charge and whether participation was optional. Mr. Kaʻanāʻanā confirmed that the HTA had opted into the playoffs, with costs capped at $360,000, which was included in the sole procurement offer.

Mr. Apo asked whether the playoffs would require negotiation if the Rams qualified, and Mr. Kaʻanāʻanā confirmed that the HTA would participate in the playoffs should the Rams qualify.

Mr. Apo sought clarification on the term "opt-in," and Mr. Kaʻanāʻanā provided confirmation.

Ms. Paulson asked whether there was a contingency plan if funding was not secured. Mr. Kaʻanāʻanā assured her that the contract included the clause "subject to availability of funds," which had been verified by AG Cole.

Chair Paishon asked whether there were any further questions or comments, but none was raised.

**6. Presentation Discussion and/or Action on the Timeline and Objectives for the Hawaiʻi Tourism Authority's Strategic Tourism Plan**

Ms. Anderson formally introduced Mr. Kendrick Leong, the newest team member, and a newly appointed planner. She described him as analytical and stated that the HTA was fortunate to have him on the team.

Mr. Kaʻanāʻanā reiterated Ms. Anderson's sentiments and extended his gratitude to Mr. Leong for the contributions he had already made.

Mr. Leong stated that it was his second week as the new planner. He explained that he had accumulated five years of experience in research and data analysis, specifically focusing on indicators of household needs. He mentioned that he was born and raised locally before attending college. Mr. Leong outlined his strengths in community data analysis and tracking the progress of goals, emphasizing that his work targeted benefits not only for Hawaiʻi residents but also for visitors.

Chair Paishon welcomed Mr. Leong and thanked him for joining the team.

Ms. Anderson shared a presentation focusing on the HTA Strategic Plan, referring to HRS §201B–7(b)(1), which stated that the HTA was assigned with “creating a vision and developing a long-range Strategic Plan for tourism in Hawaiʻi.” Ms. Anderson indicated that four plans were currently under development.

- The State Tourism Functional Plan which was an overarching inter-agency policy plan for the State as a whole
- The HTA Tourism Strategic Plan, a five-year plan for 2020–2025
- The HTA Destination Management Action Plan (DMAP), a three-year plan focused on destination management
- The HTA Annual Strategic Tourism Management Plan, which could be considered as the operational plan tied to the budget

Ms. Anderson reminded committee members of the importance of a collective vision for Hawaiʻi’s tourism. This would be developed by speaking with the community, the visitor industry, and other sectors.

Ms. Anderson presented a slide showing the components of the HTA Strategic Plan. She noted that over the years, there had been many strategic plans, and the following components had proved to be the most appropriate.

- Situation analysis to put the HTA’s mission and values in context with current tourism trends and statistics
- Identification of goals, objectives, and strategic choices
- Data-driven guidance to invest in assets and programs benefiting both residents and visitors
- Collection of feedback from the visitor industry and other partners
- A collective ambition ensuring that everyone had the same aim in view
- Identification of key performance indicators (KPIs)
- Setting targets and milestones

Ms. Anderson explained that on embarking on the planning process, it was necessary to examine whether the HTA’s mission was still relevant and whether the authority’s vision for Hawaiʻi's tourism should be updated. Ms. Anderson suggested assessing the progress that had already been made on the objectives that furthered the HTA's vision for destination branding, regenerative tourism, and destination management.

Ms. Anderson pointed out that it was important to determine which programmatic actions would align with the HTA's mission and assess what progress had already been made. She mentioned the need for partnership and coordination in service of the objectives and actions.

Ms. Anderson noted that it was necessary to consider the recommendations of the HTA Governance Study. She added that the position of the Hawaiian Islands in the globally competitive market regarding leisure travel versus meetings, conventions, and incentives (MCI) had to be considered. Ms. Anderson pointed out that any strategic plan must align with best practices for destination management and regenerative tourism.

Chair Paishon asked members to focus on any missing elements in the presentation or any feedback that might strengthen the Strategic Plan components.

Ms. Iona responded that the timeline was an important aspect since the HTA had assured the chairs of the legislative tourism committees that they would have a document before the next session.

Ms. Anderson thanked Ms. Iona for the reminder and stated that the aim was to complete a draft strategic plan to be presented to the Board at the November Board meeting. She added that this would be a rapid turnaround, but submitting the document to the legislature was a priority.

Chair Paishon asked about the details of the final plan, and Ms. Anderson responded that the intention was to submit a draft plan to the full Board for approval in November 2025.

Chair Paishon hoped that the draft plan could be reviewed in the committees and by the Board during November and December 2025, followed by a final revision by the HTA staff. The aim was for the Board to vote on the Strategic Plan at the December meeting, with the possibility of a special meeting.

Chair Paishon thanked Ms. Iona for her question. The Chair asked whether Ms. Anderson and Mr. Kaʻanāʻanā were working on a Request for Proposal (RFP) to secure a contracted facilitator and other expertise to assist with this process. Chair Paishon believed that the process would move quickly and hoped that the Hoʻokahua committee would focus in the present meeting on any missing areas or gaps within the outline that Ms. Anderson had presented.

Ms. Anderson clarified that she and Mr. Leong were working on the RFP for the facilitation. The role of the facilitator would be to gather feedback and input from the community, industry stakeholders, and other sectors. The data from that facilitation would help feed all of the plans so that the industry and community would not suffer from meeting fatigue. Ms. Anderson added that she and Mr. Leong were preparing an RFP for a writer for the Strategic Plan and another RFP for another writer for all of the DMAPs.

Mr. Apo expressed approval of the list, noting that he did not observe any omissions. He emphasized the importance of maintaining focus on the ultimate goal of the Strategic Plan during its creation. He remarked that he had witnessed numerous strategic plans become overly involved in detailing actions rather than concentrating on the desired outcomes, often resulting in prolonged and overly complex planning processes. He advised keeping the document narrow and general, as it was intended to be a high-level framework.

Mr. Apo added that his thoughts were prompted by recruiting consultants through RFPs. He stressed the necessity of ensuring that the RFPs incorporated the limitations he had outlined. He also highlighted the importance of overseeing the consultants. Mr. Apo acknowledged that the consultants were intended to alleviate the staff's workload but reiterated that oversight and direction were essential, particularly given the limited timeframe. He noted that he had observed strategic plans that failed to address objectives and ultimately did not justify the effort invested in their development.

Chair Paishon thanked Mr. Apo and remarked that the Board would benefit from his experience and expertise.

Ms. Paulson inquired about an item on the slide labeled "Collection Ambition."

Ms. Anderson clarified that it was a typographical error and should read "collective ambition." She explained that it referred to visitor industry issues that garnered unanimous support and agreement. She noted that such collective ambition had been present in 2015 but absent in 2020, and she emphasized that fostering collective ambition was a good practice.

Ms. Paulson suggested revising the item to read "Collective vision." She also raised a second question regarding whether the plan should reference the DMAP. Ms. Anderson asked whether Ms. Paulson was recommending the inclusion of the DMAP, to which Ms. Paulson assented.

Chair Paishon inquired whether there was a distinction between collective vision and collective ambition. Ms. Anderson opined that the two terms were synonymous, with collective ambition representing a unified agreement among stakeholders and the visitor industry.

Chair Paishon endorsed Ms. Paulson's recommendation to replace "collective ambition" with "collective vision" to ensure consistency with earlier slides. She then addressed Vice Chair West, asking whether workforce development, a focal area of the Hoʻokahua committee, should be incorporated into the components or whether it would be excessive.

Vice Chair West responded that it might be too much at present but suggested that the Board could become more involved in workforce development in the future.

Chair Paishon proposed that Ms. Anderson and Mr. Leong collaborate with the hired facilitator to address specific aspects of workforce development and collect relevant data.

Vice Chair West expressed uncertainty about whether workforce development fell within the committee's purview, and Chair Paishon replied that workforce development had been a focus of the committee for the current calendar year, which is presently structured.

Vice Chair West suggested that workforce development should form part of the committee's discussions, given its significance and the challenges the visitor industry faces. He highlighted the impact of workforce shortages on the performance of hotels and the availability of resources for visitors. He noted that the shortage was exacerbated by a lack of education and the tendency of many graduating seniors, whether from high school or college, to relocate away from the State of Hawaiʻi.

Chair Paishon proposed inserting a reference to the workforce in the third bullet point: "Data-driven guidance to invest in assets and programs benefiting residents, local workforce, and visitors." She added that the committee would gather data and focus its strategies on supporting workforce development. Chair Paishon requested comments from Vice Chair West and other members.

Vice Chair West acknowledged the workforce issue that the visitor industry was attempting to resolve by various means. The Vice-Chair shared his experience with hotels, where the problem was addressed with contracted workers. In his opinion, this was a short-term solution rather than a long-term remedy, such as engaging new graduates from colleges and high schools and educating them about opportunities to build a career in the visitor industry while staying in Hawaiʻi. He emphasized that this workforce challenge was significant for many hotels.

Chair Paishon thanked Vice Chair West for his perspective and asked Ms. Agas for her opinion on adding the third bullet point. Ms. Agas supported the discussion and agreed with the proposed amendment. Ms. Paulson and Ms. Iona also agreed, emphasizing the need for workforce development across various sectors, including agriculture, to sustain tourism and support local businesses.

Chair Paishon noted that the third bullet point would conclude with “residents, local workforce, and visitors.” She further elaborated that the committee should highlight local workforce development and enhancement, specifying sectors such as agriculture and the food system.

Vice Chair West added that the committee should be aware of representing 16,000 workers statewide, including agriculture workers, as shortages were widespread. He pointed out that while tourism was the primary focus, sectors such as macadamia and coffee farms, which were popular among tourists, deserved emphasis for their significance to the industry.

Chair Paishon called for a vote to bring the Hoʻokahua committee's proposal regarding the timeline and objectives of the HTA Strategic Plan to the full Board for consideration at the March meeting.

Vice Chair West proposed the motion to bring the timeline and objectives of the HTA Strategic Plan before the full Board for consideration during the March meeting. Ms. Agas seconded the motion.

Ms. Sanborn conducted the roll-call vote, and the motion passed unanimously.

Chair Paishon extended her gratitude to Ms. Anderson for her presentation.

## 7. Discussion and/or Action on the Timeline and Objectives for the Hawaiʻi Tourism Authority’s Destination Management Action Plans

Ms. Anderson presented the HTA Destination Management Action Plan and abbreviated the presentation for the sake of time. She explained that the DMAP had been developed in 2020 during the pandemic. She thanked Ms. Paulson for her involvement in the development process. She thanked the County and the Maui Visitors Bureau for their cooperation and the core teams representing each island.

Ms. Anderson stated that the initial iteration of the DMAP had been very broad, encompassing marketing and destination management issues and solutions. She noted that a third-party evaluation and an internal assessment by staff had been conducted, revealing that the plan's scope had been too extensive. Consequently, the next iteration would focus more narrowly on destination management and target specific projects to address key issues such as overcrowding and congestion at popular destinations. She added that the plan would aim to address the strain placed on resources and become more focused moving forward.

Ms. Anderson presented the following HTA DMAP components:

- Situation analysis in context with current tourism trends, statistics, and destination management issues, derived by examining data and hearing from the visitor industry, the community, and other sectors
- Identification of goals, objectives, responsible entities, and actions, noting that DMAP was considered as an inter-agency plan
- Data-driven guidance to invest in assets and projects benefiting both residents and visitors
- Identification of key performance indicators (KPIs)
- Targets and milestones

Ms. Anderson explained that the actions, targets, milestones, and KPIs of the first DMAP were project-based. However, measurement of the success of individual DMAPs had finally proved difficult, and this was why, moving forward, Ms. Anderson would recommend KPIs, targets, and milestones for each DMAP.

The next slide listed the aspects of the DMAP that were to be assessed:

- Past DMAP efforts related to destination management
- Current hotspots list – there was already feedback on other hotspots across the State and on each island
- Current destination stewardship efforts are being conducted in collaboration with DLNR and the counties
- Partnership and coordination are needed in service of the objectives and actions
- Alignment with destination management and regenerative tourism best practices

Mr. Leong informed committee members that the timeline under consideration would make a draft available by November 2025. He noted that this would provide a good opportunity to focus on specific geographical areas and develop evaluation measures that would be responsive to different populations on each island. Mr. Leong cited a verticality that would ensure that the measures for each island would eventually amalgamate into measures for the State. This would potentiate coordination between these two major client efforts, which was one of the main priorities.

Chair Paishon thanked Mr. Leong and Ms. Anderson. She expressed her satisfaction with this DMAP development and was happy to acknowledge the effective work that had been done through local governance structures, public/private partnerships, the counties, the State, industry leaders, and the HTA. The Chair believed that much could be done to support and expand upon effective initiatives. She expected the work to become very specific in addressing key areas and obstacles, looking for ways to expand targeted destination management efforts, and supporting local communities to take the lead and responsibility for their resources. The Chair believed Speaker Nakamura and other legislators supported such efforts.

Chair Paishon added that the Hoʻokahua Committee had the *kuleana* to provide guidance and support to the HTA staff to execute these plans. The Chair asked for contributions from members regarding possible omissions in the material presented in the last two slides.

Ms. Paulson responded that she had a financial question that she would table later.

Ms. Iona asked whether the DMAP managers of each island would be engaged in the development of the DMAP.

Ms. Anderson replied that each island destination manager would be part of the process, with herself and Mr. Leong leading the efforts for each island. Ms. Anderson expressed her gratitude to the island destination managers for their constructive input on the planning process to develop the next round of DMAP and noted that some of them attended the present meeting.

Ms. Iona, Mr. Apo, and Vice Chair West all agreed that they were satisfied with the draft that had been presented.

Chair Paishon recommended the same changes in the third bullet point on data-driven guidance made in the previous presentation to refer to benefits for “residents, local workforce and visitors.” She added that she hoped local non-profits could be referred to since they were key to this process.

Ms. Anderson asked whether Chair Paishon meant that input from local non-profits should be included in discussions.

Chair Paishon explained that she hoped that a reference to local non-profits could be included in the third bullet point about data-driven guidance, suggesting that it might read:

> "data-driven guidance to invest in assets and projects benefiting both residents, local workforce, key local non-profits, and visitors."

The Chair mentioned that a reference to partnering with local non-profits might be an alternative phrase.

Chair Paishon asked members for comments and suggestions about the slide beginning "We will assess:" and stated that she had a question about the fourth bullet, which read:

> "Partnership and coordination needs in service of the objectives and actions."

She asked whether this referred to inter-agency efforts and whether there would be recommendations or specific actions that would be incumbent upon DLNR or State Parks for implementation.

Ms. Anderson explained that there would be an advisory group for the DMAP development for each island, similar to the original round of DMAP, during which steering committees had been established. She stated that this time, the groups would be referred to as advisory groups and that other agencies would participate in them, ensuring their involvement from the outset in developing the action plans.

Chair Paishon expressed gratitude to Ms. Anderson and inquired once again whether any items were missing from the list. Receiving no replies, she called for a motion and a second to bring the item to the full Board for consideration at the following week's meeting.

Ms. Iona proposed the motion to present the timeline and objectives for the Hawaiʻi Tourism Authority's Destination Management Action Plans to the full Board for consideration at the subsequent week's meeting. Ms. Paulson seconded the motion. Ms. Sanborn conducted the roll call vote, and the motion was carried unanimously.

Chair Paishon asked Ms. Anderson and Mr. Leong to review the budget, referring to Ms. Paulson's earlier question regarding the facilitation RFP. The Chair suggested that ʻŌlelo Hawaiʻi should be included and raised whether the facilitator should present the draft in both languages or whether it would be more economical to produce only the final draft in both languages. She recommended that both options be considered and discussed further.

Ms. Anderson proposed to present the budget and detailed allocations at the subsequent meeting.

Chair Paishon concluded by thanking everyone for their attendance.

**8. Adjournment**

The meeting was adjourned at 12:22 p.m.

Respectfully submitted,

Sheillane Reyes

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Sheillane Reyes
Recorder