

DEPARTMENT OF BUSINESS, ECONOMIC DEVELOPMENT & TOURISM (DBEDT)
MINUTES OF THE COMMISSION ON THE 13TH FESTIVAL OF
PACIFIC ARTS & CULTURE (FestPAC) MEETING

TUESDAY, SEPTEMBER 22, 2020 AT 9:00 AM

VIA VIRTUAL APPLICATION ZOOM: VIDEO / AUDIO CONFERENCE

Commission Members Present were:

J. Kalani English, Chair	-	Senate President's Designee
Snowbird Bento	-	Community Member At-Large
Kalani Ka'anā'anā	-	Hawai'i Tourism Authority (HTA) Designee
Māpuana de Silva	-	Community Member At-Large
Misty Kela'i	-	City and County of Honolulu Designee
Mehana Hind	-	Office of Hawaiian Affairs (OHA) Designee (arrived at 1:07pm)
Monte McComber	-	Governor's Designee
Richard Onishi	-	House Speaker's Designee
Jamie Lum	-	Department of Business, Economic Development and Tourism (DBEDT)

Guests:

Jacob Aki	-	Senator English's Office
Jackie Burke	-	Kahookole Art
Honey Maltin-Wisot	-	Strategies 360
Donalyn Dela Cruz	-	Strategies 360
Kanoe Takitani-Puahi	-	Mayor's Office of Culture and Arts (MOCA)
Lynn Martin Graton	-	--
Maka Casson-Fisher	-	Hawai'i Tourism Authority
Malia Sanders	-	Native Hawaiian Hospitality Association
T. Ilihia Gionson	-	Native Hawaiian Hospitality Association
'Aukahi Austin Seabury	-	Facilitator
Mahina Paishon-Duarte	-	Facilitator
Dede Howa	-	Hawai'i Tourism Authority
Vilsoni Hereniko	-	--
Caroline Yacoe	-	--

Staff:

Margaret Ahn	-	Attorney General
Marlene Hiraoka	-	DBEDT
Selma Malcolm	-	DBEDT
Timothy Tiu	-	DBEDT

CALL TO ORDER

Call to order: The meeting was called to order by Chair English at 9:09 a.m., who welcomed everyone present via Zoom and Facebook.

Chair English called upon Mr. Ka'anā'anā to open with an 'oli.

PUBLIC TESTIMONY ON AGENDA ITEMS

Chair English invited members of the public to testify on the agenda items. Hearing none, he turned the meeting over to the facilitators.

Facilitators: Mahina Paishon-Duarte & 'Aukahi Austin Seabury

Purpose and Intent of today's gathering

Hopeful Outcomes

By 3:30pm today we envision completing the following:

- Complete a draft organizational chart for FestPAC 2024
- Complete a draft roles and responsibilities document for the Commission and Contractors
- Articulate next steps in securing the administrative and implementation support needed by the Commission for the Festival.

Key Objectives

- Participants will practice holding and generating productive discussion.
- Participants will discuss and agree upon how the Commission will function to produce a successful FestPAC 2024.
- Participants will produce a draft organizational chart and roles and responsibilities.

Grounding Etiquette

- **Maintain confidentiality:** Do not share conversations, issues, or stories with others, unless permission is sought out and granted
- **Hear from others (share the oxygen):** Look to see who hasn't spoken and please keep your mic muted unless speaking
- **Mālama yourself:** Stretch and stand as you need to so that you may be fully present
- **Challenge and support each other:** Actively exchange feedback, ideas, patience (even when it is awkward or inconvenient). Please keep your video cameras on so that we may create shared space and connection.

GROUPING

Hui (Group) A:

Senator English

Kalani Ka'anā'anā

Kumu Mehanaokalā Hind

Dennis Ling

Monte McComber

Members of the Public

Facilitator: Mahina Paishon-Duarte

Note-taker: Maka Casson-Fisher

Hui O:

Kumu Māpuana de Silva

Misty Kela'i

Rep. Onishi

Kumu Snowbird Bento

Members of the Public

Facilitator: Aukahi Austin Seabury

Note-taker: Dede Howa

NOTES FROM THE DAY

#9-10 Draft Mission, Vision, & Theme (Discussion & Vote)

Ms. de Silva and Ms. Kela'i raised concern that focus for some is only with this one festival not everything that council is engaged with. Is it redundant to have the name in both or can they stand independent of one another? See slide 10 for requested edits.

Vision: Chair English requested the draft and revised vision and mission statements be shown side by side. Mr. Gionson revised Slide 10 with side by side view. Subtleties of words added allows it to stand alone as items as well as part of the whole body of what we are doing. Rep. Onishi: Is the festival only about sharing traditional practices (regarding Draft Mission)? Ms. de Silva's response: no it is not only but it is founded on the basis of traditional practices. It does not exclude what evolves from traditional but the foundation is based in traditional. Request elimination of "Traditional" so it encompasses everything. Sen. Kalani agrees he is ok with taking it out. Ms. Bento is also agreeable to taking it out.

Mission: Adds that "learn and grow" insinuates and points back to innovation and application, it is so relevant to us in 2020 to innovate and is absolutely necessary. These words support one another. Chair English we have to innovate in order to survive too. He feels "innovate" should stay. Indigenous "techies" see themselves in this statement. They are not excluded.

Theme: Chair English agreeable to Draft Theme feels it affirms mission and vision well.

Vision

We envision Oceania united by the 13th Festival of Pacific Arts & Culture, grounded in traditional practices, and guided by our ancestral values as we continue to innovate and rise to the challenges of an ever-changing world.

Mission

Through hosting the 13th Festival of Pacific Arts & Culture, we will strengthen the physical and cultural resilience of our peoples and communities by cultivating connections throughout Oceania to share culture and practices, to learn and grow, to adapt to a changing climate, and to elevate our peoples together.

Theme

Ho‘oulu Lāhui: Regenerating Oceania

Ms. de Silva made a motion to adopt the vision statement, mission statement and theme. The motion was seconded by Mr. Ka‘anā‘anā.

A roll call vote was taken with the following Commissioners approving the motion: Chair English, Rep. Onishi, Ms. de Silva, Mr. McComber, Ms. Bento, Ms. Kela‘i, Ms. Lum and Mr. Ka‘anā‘anā. None opposed.

#11 Group Harvest from Breakout #1 (additional concerns/questions/comments) See JamBoard PDF notes attached.

Hui A: Chair English:

1. Clear expectations - specific goals, and timelines. Starting from the same set of values. Alignment of values, good working relationships, active participation. Clear and frequent communication. Cost items laid out early. Clarity in the contract.
2. Clear Goals - develop a system to outline and capture expected goals. Figure out what the timeline looks like and what the deliverables might be. Create a clear picture of total cost and timeline. Do your due diligence and conduct reference and background checks. Ensure the experience of contractors are applicable to the task.

Reactions or Clarifying Questions Hui A: None

Hui O: Ms. Bento:

1. Keep it professional not personal. When it gets personal the work relationship makes it difficult to set expectations that can be met. We want to be respectful and resourceful and be flexible. Redirect if it is needed to move towards a common goal. Timely information and trust those who specialize in this work.
2. Clear relationships between the governing body to keep it professional. When things that are difficult to talk through get put on the table it doesn't become a personal attack. Stay in your own lanes, don't micromanage.
3. Accountability for all. Part of it is also have to learn to listen to each other, don't listen to react. From there make decisions. Trust, clear goals and outcomes, clear timeline and respect for one another.

Reactions or Clarifying Questions Hui O: Mr. McComber appreciates when contractors push the envelope to introduce new things to cause me to look at things in new ways. Ms. Kela'i shared if you are frustrated by perspectives that may be different, breathe and let it in if you have asked for another perspective.

Both Hui Discussion: Clear and Clarity come up in both Hui discussion. Give clearly and receive clearly. Exact timelines. Unifying expectations.

#15- #17 Individual Reflection- Debrief

Mr. McComber: Identify volunteers, contributors - where can folks direct contributions? Individual contributions can reduce costs.

Mr. Ka'anā'anā.: Commissioners have lots of kuleana outside and many struggle with balance. Down to help and support where can, but that's not going to deliver the festival we want to see. Bring in more people to share the burden. Commission role is oversight utilizing wisdom and experience. Problem below waterline and will sink the wa'a: intervene. Problem above waterline and will not sink the wa'a: communicate and coordinate.

Ms. de Silva: Oversight commission with the option for legwork. Prefer to spend 2020 to set structure, then once-monthly all-days vs. more frequent 2 hours. Accomplish punch list and move forward. Meet more frequently as the festival approaches. Establish a liaison/point of contact role to ensure clear communication with the Pacific Community (SPC).

Chair English: State financial support may not be available. Consider commissioners taking some tasks to control the budget. Farm out what can. Commitment must be strong. Hands on. Watching where we're going. Need to have flexibility with a dynamic region.

Ms. Bento: Successful structures have leadership with clear vision and people that can execute the finer details, understanding best ways to support leaders. Don't mind doing the work - hybrid working/oversight commission. Employer supportive. FestPAC experiences are part of the fiber of life. Willing to do the work because this must be successful for Hawai'i. Must involve many community partnerships early. Humble housing with excellent hospitality is part of the texture of the festival.

Ms. Kela'i: Likes full-day meetings. Commission meetings are awesome. As a Hawaiian who has not attended FestPAC, feeling of wanting to host in appreciation of other nations hosting our people with aloha for so many years. Wary of potential shifting City priorities with shift in administration. Hope next administration will also see the value of the festival for the City, for our souls, and for all of Oceania. City plays a big role with transportation, public safety for a successful festival.

Rep. Onishi: Legislature believes FestPAC is an important, government-sanctioned festival on behalf of all Hawai'i and the US. Cannot express enough appreciation for the commissioners stepping up to ensure FestPAC will be successful. As House rep on the commission, replaceable at any time. The commission should communicate with SPC directly to avoid confusion - have clear avenues. Time available during legislative session will be limited, but otherwise willing to

work. Important to onboard new commissioners with clear expectations and roles.

Ms. Lum: Fill in as a commissioner on behalf of DBEDT, usually one of bosses in seat. Usually serving in an admin role. FestPAC is personally meaningful, and have personal commitment to making it a success. DBEDT another layer in mix with commission and contractor relationship, as well as admin support for commission - important to have clear expectations and clarity on role.

#16-17 (2) Organizational Models

See Jamboard notes PDF attached (pg 48-54)

#21 Group Harvest from Breakout #2 (additional concerns/questions/comments)

“Working Commission”

Pro: Good. Worked well in 2020 fire drill.

Con:

“Advise & Oversee”

Pro: Nice to hand off.

Con: Cost. Concerned with time/energy spent defending expenditures. Hard to walk away and let contractors do their job.

“Hybrid”

Pro: Best of both models. Found the dao. Investment of time & experience makes it difficult to back off completely.

Con: Everyone has to be involved and accountable.

#22 Other Model or Idea

- Love the hybrid, love that we’ll be responsible for stuff, **have to show up to meetings prepared**. Hybrid Model relies on accountability with clear deliverables. Don’t bite off more than you can chew.
- Ask for help **early** if needed.
- Identifying that fundraising has to be an early kuleana, maybe contracted out.
- Community members can join a commissioner in a working sub-committee.
- Preserve existing strong working relationships, borrow knowledge and experience. (Maintain/clarify the current division of work.)
 - Understanding mesh between assignments and critical path sequences.

Chair English called a recess at 11:57 a.m.

LUNCH BREAK: 12pm-1pm

Chair English reconvened the meeting at 1:02 p.m.

#25- Review: Theme, Vision, Mission:

Theme

Ho‘oulu Lāhui: Regenerating Oceania

Vision

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Mission

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#27 & #28: Review Drafts of Org Chart, Roles and Responsibilities

#29-#32 Roles & Responsibilities – Rapid Fire

Commissioner Lead:

- Recruits and on-boards passionate community volunteers and convenes meeting of Area Committee (Monthly?) as appropriate
- Facilitates Area Committee meetings utilizing agreed upon grounding etiquette
- Develops detailed timeline for Area. Works to align timeline with other Areas and overall Festival timeline
- Refine budget and cost estimate for Area in collaboration with finance - identify approval process and thresholds
- Determines priority list for contractors (must haves and nice to haves, with fiscal diet in mind)
- Works with DBEDT (?) to develop requests for proposals (RFPs) and contracts related to their Area to ensure clarity of expectations and goals
- Ensure Area Committee is operating with Commission vision and mission at forefront
- Reports back on progress from Area to Commission at each Commission meeting
- Communicates cross-area with other Commissioner Leads around overlapping work - mindful of Sunshine. Establish permitted interaction groups (PIGs) when necessary. Identify crossover points.
- Troubleshoot “above the waterline” issues in area
- 2 commissioners max in any one committee

Contractor:

- Coordinate Area Committee meetings at the direction of the Commissioner Lead
- Manage timelines with guidance from the Commissioner Lead
- Provide monthly updates and regular communication to Area Committee
- Seeks vendors and provides quotes and estimates for Area as directed by Area Committee
- Proposes options for implementation for consideration by Area Committee
- Executes directives of Area Committee and reports back on progress
- Provide feedback on adequacy of Area Committee plans and sufficiency of community

resources and partners

- Makes recommendations for solving unanticipated problems with implementation
- Adheres to budget and follows Commission standard operating procedures (SOPs)

Administrative Staff - DBEDT:

- Manage budgets and provide timely updates
- Prepare updates for Legislators and Commissioner lead
- Consults with Attorney General as needed and appropriate
- Develop RFPs and contracts based on Commission/Area Committee direction
- Prepare agendas and take minutes for meetings
- Verify quorum for Commission meetings
- DBEDT will need to verify/build capacity to handle scope

Commission:

- Assign Commissioners to serve as Area Leads and members of Area Committees
- Maintain and monitor progress on overall event timeline
- Engage in fundraising activities
- Develop Master Budget and regularly monitor spending
- Develop fiscal policies and commission SOPs
- Maintain grounding etiquette for productive and respectful participation
- Establish lines of communication
 - internal and external stakeholders
 - countries/delegations
 - SPC & Council for Pacific Arts and Culture (CPAC)
- Focus conversations/meetings on advancing and connecting to vision, mission and theme
- Focus on clarity of roles, responsibilities, adaptability and shared accountability
- Take the lead on problem solving as needed and appropriate
- Troubleshoot “below the waterline” issues in all areas
- Ensure meaningful commissioner participation
 - Consistent attendance
 - Preparation: complete assignments between meetings, receive materials early for review
- Show up and have fun

#33 SPC - CPAC - FestPAC Commission Communication

Liaison to SPC - CPAC

- One (or more) commission member designated to communicate commission decisions and updates with SPC
- Suggest keeping existing three liaisons to telegraph stability and preparedness for 2024 (Ms. de Silva, Mr. Ka‘anā‘anā, Mr. McComber)

POC for Delegations

- Role evolves as the festival approaches, eventually breaking into event/content specific POCs
- On-site POCs will be in Head of Delegation Handbook

- Described in Festival Manual
- Mr. Ka'anā'anā: Consider Air Traffic Controller - type role?

Considerations

- Important to have established, consistent flows of information
- Need a consistent point of contact
- The fewer layers between the commission and SPC, the better

Discussion:

Chair English: It should be a commissioner. The 2 or 3 we have now. Sounds familiar & we've had previous discussions that will continue to evolve as we move forward. Hybrid model replaces the Festival Director with the "commissioners".

Ms. de Silva: If we change the people in those roles now, it would reflect our lack of readiness and preparation to host the festival. Asked Mr. McComber to take over my responsibilities on the working group. Any two of us to work together towards. Maintain current model. Need to create handbooks for the delegates; Head of Delegation handbook.

Mr. Ka'anā'anā: Yes, and hold space for who communicates with the delegations. Delegations are going to want very tactical information. Whose kuleana is the tactical responsibilities belong to? Who is the Festival Director that is outlined in the handbook? (Next step item to discuss in future meetings)

#34 Timeline & Next Steps (Admin, RFP, Venue, Program Schedule)

2020:

- Develop fiscal and governance policies, SOPs
- Develop iconic logo & look
- Share vision/missing/theme/logo with Oceania
- Develop fundraising packet, identify targets and partners
- Engage newly elected and appointed officials
- Solidify plan and timeline
- Affirm major venues, especially those affecting program offerings
- Affirm program offerings
- Start working on Visas
- Start working on health and safety

2021:

-

2022:

-

2023:

-

2024:

#35 Draft Review:

2020: Affirm plan. Decide on logo & releasing vision/mission/theme to other countries.

Chair English: Reauthorization of the FestPAC bill.

Ms. Lum: will send previous drafted timeline- attached to notes as FestPAC Timeline and Checklist

#36 Structure Set for FestPAC 2020 - moved to JAM Board
See Jamboard notes PDF attached (pg 55)

Ms. Kela'i: dealing with the kuleana but on the chart its under Rep. Onishi and Chair English
Ms. Bento: prefers to move things around and pass things along to other commissioners as we move through them

Jam Board requested by Ms. de Silva and Mr. Ka'anā'anā

Mr. Ka'anā'anā: Asked are we missing boxes? Lost and found boxes defaulted to Mr. Ka'anā'anā

This list should help stimulate your thoughts. We didn't have clear definitions of what boxes meant Mr. Ka'anā'anā

Ms. Kela'i: State doing medical just for University of Hawai'i (UH) but coordinating all medical. Everything else safety goes to Ms. Kela'i. 911 calls go to Ms. Kela'i.

Mr. McComber: Director of Administration: emails from SPC & Commission, Youth Ambassadors

Ms. Bento: Artistic Director: Venues, panels, delegation performances, Kawa ceremony, welcoming ceremony for wa'a, working with venues on other productions. KS- festival. Mana Ola- fashion show. Mr. Ka'anā'anā & HTA to execute ceremonies. Applications for delegations. Venue management for delegations. Overlap with Ms. Kela'i venue management.

Ms. Bento: Stays the same. Media center & symposium (presentations)

Ms. Hind: accommodations, catering, VIP accommodations (room blocks), transportation

Ms. Kela'i: VIP transportation & accommodations (provided by the heads of state), Medical, Fire, Lifeguards, Venue management, Venue Security, Accreditation (support services), building & grounds, government support services

Mr. Ka'anā'anā: How does this org chart support Procurement? Strength based efficiencies and overlap. What is the Macro level view of this? We are going to hit reef with this model because we need more than 2 commissioners to agree.

Rep. Onishi: Model to follow

Ms. Austin Seabury: Does this still make sense to go with this model? Can we move things around? Can we name the titles once agreed upon?

#39 Creative Ideas & Contributions

Blood Flowing and Stretch Activity - Review Vision, Mission and Theme

As we are looking at this? What kind of ideas haven't you yet shared?

Example: Hybrid Technology for the festival

Mr. McComber: Once logo is set, we can then have a conversation on merchandise and ways to use that will come up. Logo as dynamic? Moving Logo? Podcasts leading up to the festival. FestPAC filter on social media. Work with a credit card company as a promotional discount.

Mr. Ka'anā'anā: Project Management Software anything to build community engagement. Build interaction between delegates and community.

Chair English: Merchandising; bus cards, street banners, signage on buses, indigenous peoples day as suggestion for future meeting

Ms. Bento: Physical program commemorative souvenir and via digital app. Smart devices to share.

#40 Parking Lot/Idea Container

- Further clarify roles and responsibilities of the Area Committees
- Create standard contract language
- DBEDT may need to seek additional administrative support
- Fiscal SOPs
- Decision-making SOPs
- Communication SOPs
- Clearly define the roles of each Area Committee

Slide 41: What's Left?

Chair English: the more we can get in this year and build, the more likely we can put in for a strong case at the legislature. Have 1 more retreat meeting for productive work. Standard operating procedures. New logo.

Mr. Ka'anā'anā: Hash out the roles & responsibilities further.

Suggestions for next meeting: October 13- all day retreat 9am-4pm

#42 Group Evaluation

What worked?

Mr. McComber: Pacing works having Ms. Paishon-Duarte & Ms. Austin Seabury going back and forth. Behind the scenes is so helpful. Chair English: Breakout groups worked.

Mr. Ka'anā'anā: Facilitation keeps us focused and organized. The notion of facilitation is good.

Ms. de Silva: Facilitation until roles are well defined until we are ready to take over.

What can be improved?

Ms. de Silva: Prep in advance if asking for writing/feedback/and reflection

Mr. Ka'anā'anā: Longer lunch break to connect back to regular work and additional time for facilitation and support team to eat/break. (perhaps extra half hour)

Ms. de Silva: Things to think about request to be sent out in advance so we can really think about it in advance of meeting (3-4 days prior).

What did we learn?

Mr. Ka'anā'anā: Got choke stuff that we haven't unpacked.

Opened up can of worms on intricacies of the work

Mr. McComber: Under what conditions does our proposed model work well and not work well?

Ms. Bento: What we want to see is our best practices and what develops generative conversation that can be translated into best practices

Chair English: We need to get these things done early so that we don't experience what happened before. Set up a good timeline.

Ms. de Silva: Getting more confident and excited about working together. Kindness to one another is really important to me but it's great to see everyone working together. Mahalo to all.

ATTACHMENTS:

- 1) 22Sept_Binder(pdf):
 - a) Slide Deck, pg 1-47
 - b) Jamboards, pg 48-54
 - c) Org/Structure, pg 55
 - d) Written Testimony, pg 56-57
 - e) S360 report for the FestPAC Commission, pg 58-59
 - f) FestPAC Roster 09.22.20_attendance, pg 60-61
- 2) FestPAC Timeline-Checklist(xlsx)

PUBLIC TESTIMONY

Jackie Burke: Inject idea after the vision statement, promote intergenerational pass through. Young people come and they are infused with it. Somewhere in your theme if you might consider placing that in the theme.

Vilsoni Hereniko: Enjoyed listening to the process and deliberations so impressed really! Amazing! I am learning so much and hope to talk to the UH commission in charge of racism. Facilitators were the best ever. Thank you so much for allowing me to listen and learn from you.
See submitted testimony PDF attached (pg 56)

NEXT MEETING

The next meeting is scheduled for Tuesday, October 13, 2020, 9:00am – 4:00pm

ADJOURNMENT

The meeting was adjourned at 3:53p.m.

Respectfully Submitted,



Senator J. Kalani English
Chair

10/19/2020

Date

FestPAC Commission Strategic Planning Meeting

September 22, 2020



Pacific
Community
Communauté
du Pacifique

Ka Papa Kumumana‘o – Kakahiaka

Agenda - Morning

- Call to Order/Welcome Remarks/Wehena
- Public Testimony
- Review of Draft Mission and Vision Statements and Theme for FestPAC 2024
- VOTE
- Organizational Chart
- Roles and Responsibilities
- Recess for Lunch until 1:00 p.m.



Ka Papa Kumumana‘o – ‘Auinalā

Agenda - Afternoon

- Reconvene at 1:00 p.m.
- Review Draft Organizational Chart, Roles & Responsibilities
- Support Needs and Next steps
- Process Evaluation
- Closing of Process
- Public Comments



Public Testimony

FestPAC Commission
Strategic Planning Meeting
September 22, 2020



Pacific
Community
Communauté
du Pacifique

Today's Facilitators

A. Aukahi Austin Seabury, Ph.D

Dr. Aukahi Austin Seabury is a Licensed Clinical Psychologist and the Executive Director of I Ola Lāhui. She received her Ph.D. in clinical psychology from the Clinical Studies Program at the University of Hawai`i at Mānoa. She completed a pre-doctoral internship at Tripler Army Medical Center (TAMC) with an emphasis in Community and Health Psychology and a post-doctoral fellowship at the University of Hawai`i at Mānoa Department of Psychology in Child and Adolescent Evidence Based Practice. She is a member of Nā Limahana of Lonopūhā Native Hawaiian Health Consortium and sits on the State of Hawai`i Department of Labor and Industrial Relations Health Workforce Advisory Board. She provides training to behavioral health providers on the use of culturally-minded evidence based practices.

Today's Facilitators

Mahina Paishon-Duarte, MBA

Mahina Paishon-Duarte is co-founder and managing partner of Waiwai Collective, a contemporary Hawaiian space for community, culture and commerce. Mahina is a social entrepreneur who has worked in a number of educational and cultural organizations. Most notably, she is the founding executive director of Paepae o He'eia, served as policy program manager with NOAA Papahānaumokuākea Marine National Monument, and held the position of head of school at Hālau Kū Māna and Kanu o ka 'Āina public charter schools. In addition, she studies and hones her practice as a cultural practitioner with Nā Kālai Wa'a, Hālau O Ke 'A'ali'i Ku Makani and at He'eia fishpond. Mahina holds degrees from the University of Hawai'i at Mānoa, University of Hawai'i at Hilo, and Hawai'i Pacific University. She also serves on the boards of Kahilu Theatre, the O'ahu Economic Development Board, Friends of 'Iolani Palace, and the Trust for Public Land.

What is Our Core Purpose Today?

Hopeful Outcomes

By 3:30pm today we envision completing the following:

- Complete a draft organizational chart for FestPAC 2024
- Complete a draft roles and responsibilities document for the Commission and Contractors
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- **Challenge and support each other:** Actively exchange feedback, ideas, patience. Please keep your video cameras on so that we may create shared space and connection

Clarifying Questions

- Examples of Clarifying Questions:
 - Is this what you said...?
 - What resources were used for the project?
 - Did I hear you say...?
 - Did I understand you when you said...?
 - What criteria did you use to...?
 - Tell me more..

Review of First Draft Mission, Vision statements

Draft Vision

*We envision Oceania united by our arts and culture, **guided by our ancestral values and a heritage of innovation**, rising to the challenges of an ever-changing world.*

Draft Mission

Through hosting the 13th Festival of Pacific Arts & Culture, we will strengthen the physical and cultural resilience of our peoples and communities by forging connections throughout Oceania to share culture and practices, to learn and grow, to adapt to a changing climate, and to elevate our peoples together.

Vision 1st Draft

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Theme

Ho'oulu Lāhui: Regenerating Oceania

Setting Us Up for Success

Think of a time when you had a great and productive relationship with a contractor or business partner.

1. What worked?
2. How could you apply that to this situation?



Let's hui up and "jam"!!!

Hui (Group) A:

Senator English

Kalani Ka'anā'anā

Kumu Mehana Hind

Dennis Ling

Monte McComber

Members of the Public

Facilitator: Mahina Paishon-Duarte

Note-taker: Maka Casson-Fisher

Hui O:

Kumu Māpuana de Silva

Misty Kela'i

Rep. Onishi

Kumu Snowbird Bento

Members of the Public

Facilitator: Aukahi Austin Seabury

Note-taker: Dede Howa

Group Harvest Commission-Contractor Relationship

Hui A: **Clear expectations. Alignment of values**, starting from a common foundation. Active participation. **Clear and frequent communication.** Cost items laid out early. **Clarity** in contract. **Exact timeline. Reference checks and validate qualifications and experience.**

Hui O: Keep it professional, not personal. Be flexible and redirect if needed. **Clear and timely communication** of key information. **Trust sources for the perspective they provide. Clear relationship between governing body and lead on contractor side. Timely schedule.** Stay in your lane: don't micromanage. Keep accountability on all sides. Listen to each other.



[3 Minute Timer](#)

Individual Reflection

1. What **level of involvement** should I expect of myself (or someone in my role) as a Commissioner for FestPAC 2024?
 - Sustainable effort
 - Reasonable sharing of 'ike, experience
 - Enjoyable, enriching, positive experience
2. Given what I've experienced with how the Commission functions and our recent history, what **must be included** in roles, responsibilities, and expectations for the event to be successful?

Individual Reflection - Debrief

MM: Identify volunteers, contributors - where can folks direct contributions? Individual contributions can reduce cost.

KK: Commissioners have lots of kuleana outside and many struggle with balance. Commission alone will not deliver the festival we want to see. Role should be oversight utilizing wisdom and experience. Problem below the waterline and will sink the wa'a: intervene. If problem above waterline and will not sink wa'a: communicate and coordinate.

MdS: Oversight commission with the option for legwork. Prefer to spend 2020 to set structure, then once-monthly all-days vs. more frequent 2 hours. Accomplish and move forward. Meet more frequently as festival approaches. Establish a liaison/single POC role to ensure clear communication with SPC.

JKE: State financial support may not be as available. Consider commissioners taking some tasks to control budget. Farm out what can. Commitment must be strong. Hands on. Watching where we're going. Need to have flexibility with a dynamic region.

Individual Reflection - Debrief

SB: Successful structures have leadership with clear vision and people who can execute details, understanding best way to support leader. Don't mind doing the work - hybrid working/oversight commission. Employer supportive. FestPAC experiences are part of the fiber of life. Willing to do the work because this must be successful for Hawai'i. Must involve many community partnerships early. Humble housing with excellent hospitality is part of the texture of the festival.

MK: Likes full-day meetings. Commission meetings are awesome. As a Hawaiian who has not attended FestPAC, feeling of wanting to host in appreciation of other nations hosting our people with aloha for so many years. Wary of potential for shifting City priorities with change in administration. Hope next administration will also see value of festival for the City, for our souls, and for all of Oceania. City plays big role with transportation, public safety for a successful festival.

RO: Legislature believes FestPAC is an important, government-sanctioned festival on behalf of all Hawai'i and the US. Cannot express enough appreciation for the commissioners stepping up to ensure FestPAC will be successful. As House rep on the commission, replaceable at any time. Commission should communicate with SPC directly to avoid confusion - have clear avenues. Time available during session will be limited, but otherwise willing to work. Important to onboard new commissioners with clean expectations and roles.



Individual Reflection - Debrief

JL: Fill-in commissioner on behalf of DBEDT, usually one of bosses in seat. Usually serving in admin role. FestPAC is personally meaningful, and have personal commitment to making it a success. DBEDT another layer in mix with commission and contractor relationship, as well as admin support for commission - important to have clear expectations and clarity on roles.



Organizational Chart- 2 Models to Consider

	Decision Making	Commission Input	Contractor Role
Model 1 “Working Commission”	Makes decisions about all aspects of planning and implementation	Emphasis on getting the event executed. Involved in implementation. Communication with others on Commission focuses on aligning	Executes plan, brings options waits for direction.
Model 2 “Advise & Oversee”	Sets criteria, makes big decisions, approves overall package, monitors progress, compliance, budget	Emphasis on ‘ike oversight, support & communication. Less contribution of ‘ike implementation (more in early stages). More fundraising to be less involved.	Takes Commission vision, priorities, and shared wisdom and proposes a plan. Makes decisions about implementation once overall plan is approved. Provides updates and gets additional input/approvals according to stated schedule.

Organizational Chart- 2 Models to Consider

	Time and Effort	Creativity and Expertise	Monitoring & Communication
Model 1 “Working Commission”	Regular hours per week outside of Commission meetings that increase up to the event. More Effort = More Control	Commissioners would have more opportunity to participate in the creative and relationship building aspects of the event. Would rely on existing expertise and knowledge within the Commission.	Communication important with Contractors that execute Commission instructions. Less monitoring required due to less Contractor autonomy. SUNSHINE applies.
Model 2 “Advise & Oversee”	Hours and effort largely contained within Commission meetings, some additional time up front to plan and establish relationship and communication with contractor. Less Effort = More Monitoring	Less opportunity to participate directly in creative and relationship building aspects (except as explicitly stated and planned with Contractor). Would rely on expertise and knowledge of selected contractor with guidance from Commission	More of effort focuses on monitoring and responding to Contractor’s questions and solicitations for input in a timely manner. Communication with Contractor is primary contribution to the events success.

Let's Hui Up- Organizational Chart Discussion

- Pros and Cons of the models?
- Tweaks or other models to consider?



Organizational Chart – Group Discussion

“Working Commission” (Pro/Con)

- Pro: Good. Worked well in 2020 fire drill.
- Con:

“Advise & Oversee” (Pro/Con)

- Pro: Nice to hand off.
- Con: Cost. Concerned with time/energy spent defending expenditure. Hard to walk away and let contractor do their job.

“Hybrid” (Pro/Con)

- Pro: Best of both models. Found the dao. Investment of time & experience makes it difficult to back off completely. Commission to act as general contractor, engaging topic area subs.
- Con:

Other Model or Idea

- Love the hybrid, love that we'll be responsible for stuff, **gotta show up to meetings prepared**. Hybrid model relies on accountability with clear expectations of deliverables. Don't bite off more than you can chew.
- Ask for help **early** if needed.
- Fundraising has to be an early kuleana, maybe contracted out.
- Community members can join a commissioner in a working subcommittee.
- Preserve existing strong working relationships, borrow knowledge and experience. (Maintain/clarify the current division of work)
 - Understand mesh between assignments and critical path sequences
-

Roles and Responsibilities- Rapid Fire

- Timeline
- Decision-Making
- Communication/Responsiveness
- Compliance
- Soliciting Input



FestPAC Commission Strategic Planning Meeting

***He ho'i mai koe – we will
reconvene at 1:00 p.m.***



Pacific
Community
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Ho‘oulu Lāhui: Regenerating Oceania

Vision

We envision Oceania united by the 13th Festival of Pacific Arts & Culture, grounded in traditional practices, and guided by our ancestral values as we continue to innovate and rise to the challenges of an ever-changing world.

Mission

Through hosting the 13th Festival of Pacific Arts & Culture, we will strengthen the physical and cultural resilience of our peoples and communities by cultivating connections throughout Oceania to share culture and practices, to learn and grow, to adapt to a changing climate, and to elevate our peoples together.

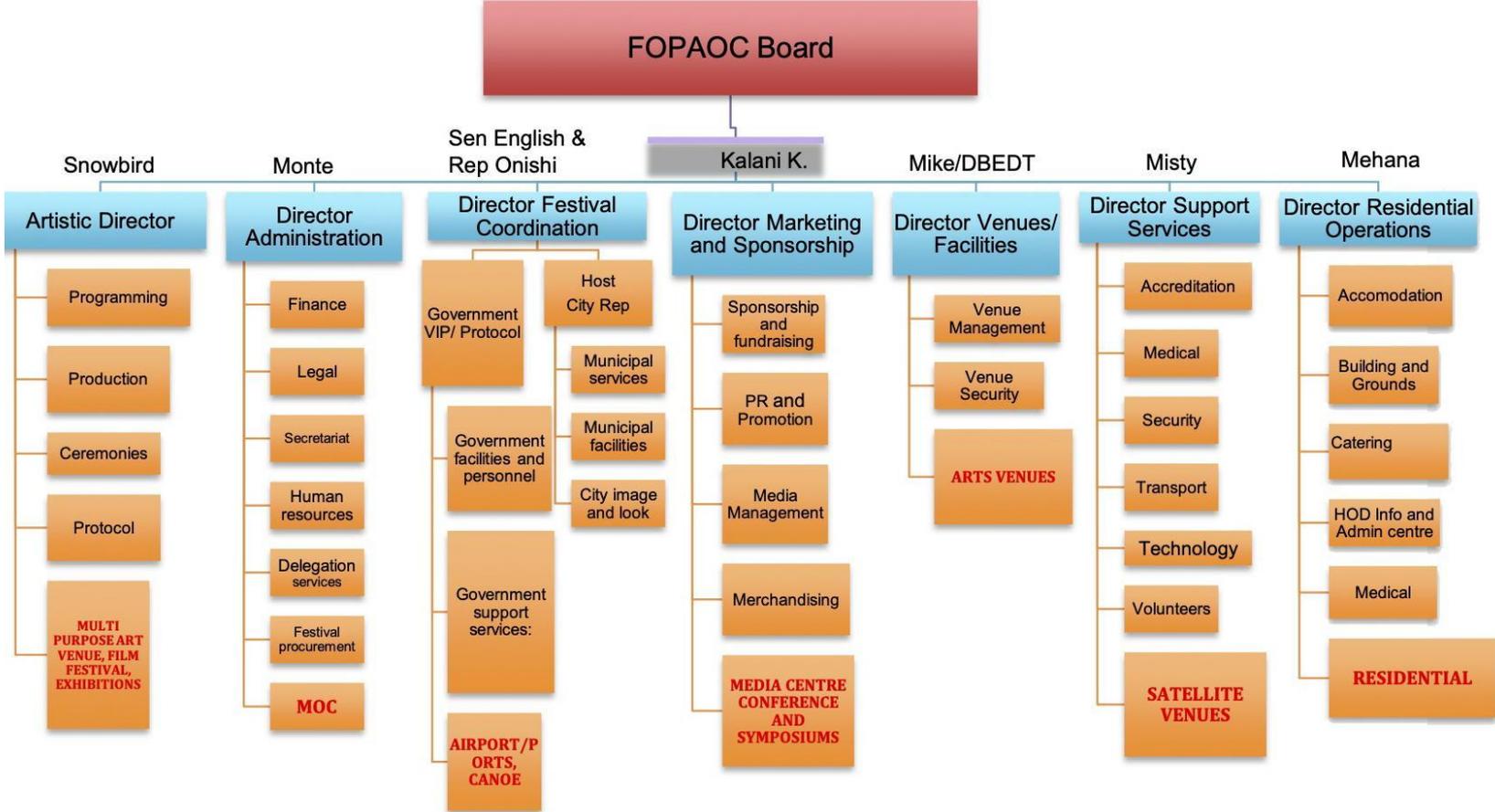
Ka Papa Kumumana‘o – ‘Auinalā

Agenda - Afternoon

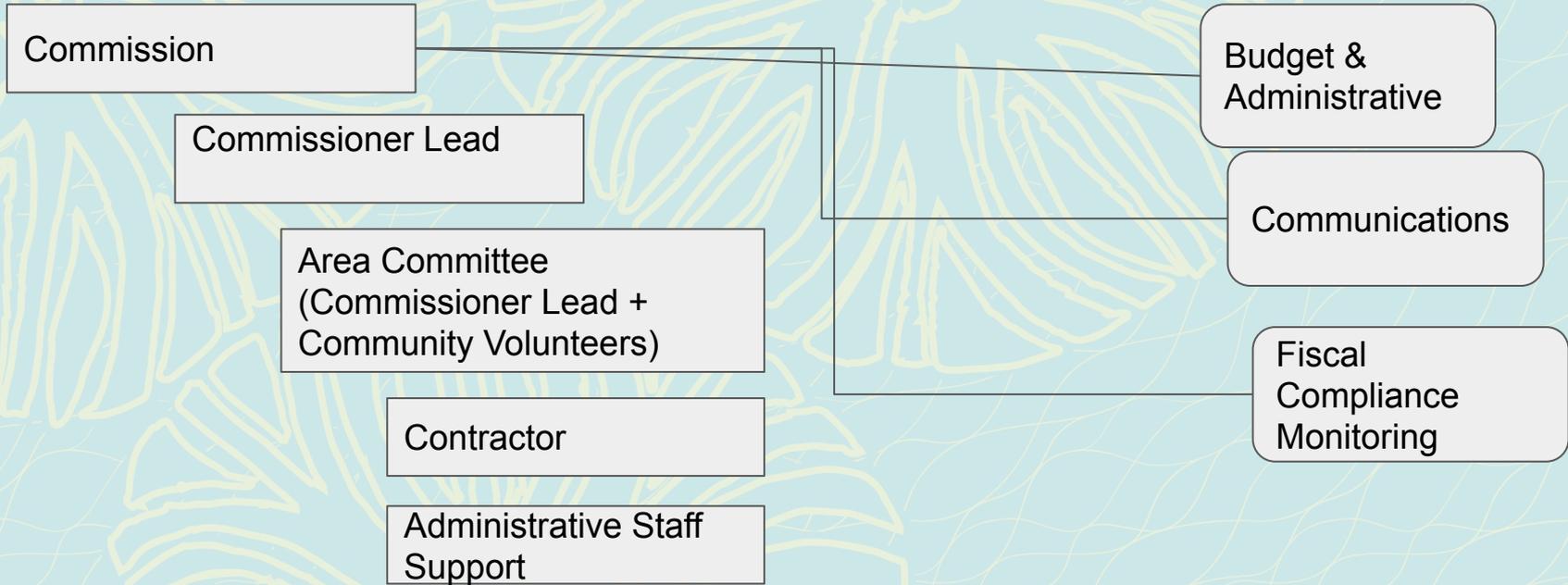
- **Reconvene at 1:00 p.m.**
- Review Draft Organizational Chart, Roles & Responsibilities
- Support Needs & Next Steps
- Public Testimony



Proposed Structure Set for FestPAC 2020



Draft Roles & Responsibilities



Roles and Responsibilities

Commissioner Lead

- Recruits and on-boards passionate community volunteers and convenes meeting of Area Committee (Monthly?) as appropriate
- Facilitates Area Committee meetings utilizing agreed upon grounding etiquette
- Develops detailed timeline for Area. Works to align timeline with other Areas and overall Festival timeline
- Refine budget and cost estimate for Area in collaboration with finance - *identify approval process and thresholds*
- Determines priority list for contractors (must haves and nice to haves, with fiscal diet in mind)
- Works with DBEDT (?) to develop RFPs and contracts related to their Area to ensure clarity of expectations and goals
- Ensure Area Committee is operating with Commission vision and mission at forefront
- Reports back on progress from Area to Commission at each Commission meeting
- Communicates cross-area with other Commissioner Leads around overlapping work - *mindful of Sunshine. Establish PIGs when necessary. Identify crossover points.*
- Troubleshoot “above the waterline” issues in area
- *2 commissioners max in any one committee*



Roles and Responsibilities

Contractor

- Coordinate Area Committee meetings at the direction of the Commissioner Lead
- Manage timelines with guidance from the Commissioner Lead
- Provide monthly updates and regular communication to Area Committee
- Seeks vendors and provides quotes and estimates for Area as directed by Area Committee
- Proposes options for implementation for consideration by Area Committee
- Executes directives of Area Committee and reports back on progress
- Provide feedback on adequacy of Area Committee plans and sufficiency of community resources and partners
- Makes recommendations for solving unanticipated problems with implementation
- Adheres to budget and follows Commission SOPs



Roles and Responsibilities

Administrative Staff - DBEDT

- Manage budgets and provide timely updates
 - Prepare updates for Legislators and Commissioner lead
 - Consults with Attorney General as needed and appropriate
 - Develop RFPs and contracts based on Commission/Area Committee direction
 - Prepare agendas and take minutes for meetings
 - Verify quorum for Commission meetings
-
- *DBEDT will need to verify/build capacity to handle scope*



Roles and Responsibilities

Commission

- Assign Commissioners to serve as Area Leads and members of Area Committees
- Maintain and monitor progress on overall event timeline
- Engage in fundraising activities
- Develop Master Budget and regularly monitor spending
- Develop fiscal policies and commission SOPs
- Maintain grounding etiquette for productive and respectful participation
- Establish lines of communication
 - internal and external stakeholders
 - countries/delegations
 - SPC & CPAC
- Focus conversations/meetings on advancing and connecting to vision, mission and theme
- Focus on clarity of roles, responsibilities, adaptability and shared accountability
- Take the lead on problem solving as needed and appropriate
- Troubleshoot “below the waterline” issues in all areas
- Ensure meaningful commissioner participation
 - Consistent attendance at meetings
 - Preparation: complete assignments between meetings, receive thoughtful agendas and materials early for review
- Show up and have fun



SPC - CPAC - FestPAC Commission Communication

Liaison to SPC - CPAC

- One (or more) commission member designated to communicate commission decisions and updates with SPC
- Suggest keeping existing three liaisons to telegraph stability and preparedness for 2024: MdS, KK, MM

Considerations

- Important to have established, consistent flows of information
- Need a consistent point of contact
- The fewer layers between the commission and SPC, the better

POC for Delegations

- Role evolves as the festival approaches, eventually breaking into event/content specific POCs
- On-site POCs will be in Head of Delegation Handbook
- Described in Festival Manual
- KK: Consider Air Traffic Controller-type role?



Timeline (Broad Strokes)



Draft Review

- Do they represent what we've discussed?
- What's missing? Do you see any holes or possible challenges?
- Can you picture this working well toward a successful event?
- **How will we know it's working?**



Draft Review- Group Discussion

-

*FestPAC Commission
Strategic Planning Meeting
September 22, 2020*



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Needs & Supports

- What additional needs and supports are required to make this successful?
 - Commission Fiscal Policy
 - Administrative
 - Support of the Commission
 - Festival
 - SPC, CPAC
 - Fundraising
 - PR and Communications

Timeline & Next Steps

- Admin support
- RFP
- Venue
- Program Schedule



CREATIVE Ideas & Contributions!!

- Merch ideas after a logo design
- Moving logo
- Podcasts leading up to Fest
- FestPAC filter for various social media
- Commissioner tattoos
- Work with a credit card company to develop a discount
- Bus cards in HNL
- Street banners
- Signage on public trans
- Building community engagement
- Physical program booklet / digital program-app



Parking Lot/Idea Container

- Further clarify roles and responsibilities of the Area Committees
- Create standard contract language
- DBEDT may need to seek additional administrative support
- Fiscal SOP's
- Decision-making SOP's
- Communication SOP's
- Clearly define the roles of each Area Committee



Recap of Our Work - What did we accomplish?

- Participants practiced holding and generative discussion
- Participants discussed and agreed upon how the Commission, administrative staff and contractors will function to produce a successful FestPAC 2024
- Participants produced a draft organizational chart and roles and responsibilities; timeline and next steps

What's left...??

Group Evaluation

What worked?

- Pacing
- Facilitation - Aukahi/Mahina Back & Forth
- Behind The Scenes
- Breakouts

What can be improved?

- Prep in advance if asking for writing/feedback/reflecting
- Longer lunch to check-in on the regular work (:30 min longer)
- Reaction items, need slides/info earlier.
Would appreciate last meeting's slides/materials 3-4 days prior to help commissioners recall.

What did we learn?

- What conditions do the proposed models work/not
- Generative conversationsconversations that can be translated to best practices for Planning & implementation of festival
- We need to tackle these things upfront & early
- Don't want to repeat what happened last go-around. Set out good timeline.
- Meetings are good opportunity for commissioners to learn from and about each other

He mahalo

Mahalo nui no kēia hui ‘ana o kākou a me kāu hana nui e paipai i nēia papahana, e ola ai ka ‘ike, ka ‘ōlelo, nā lōina a me ka meheu o nā ‘ōiwi a puni ko Moananuiākea.

Please share **one word** that describes how you would like participants to feel about FestPAC 2024.

JM: Chicken Skin

KK: changed

MDS: sad (that they're leaving)

MK: respect

RO: our aloha

MH: 'ohana

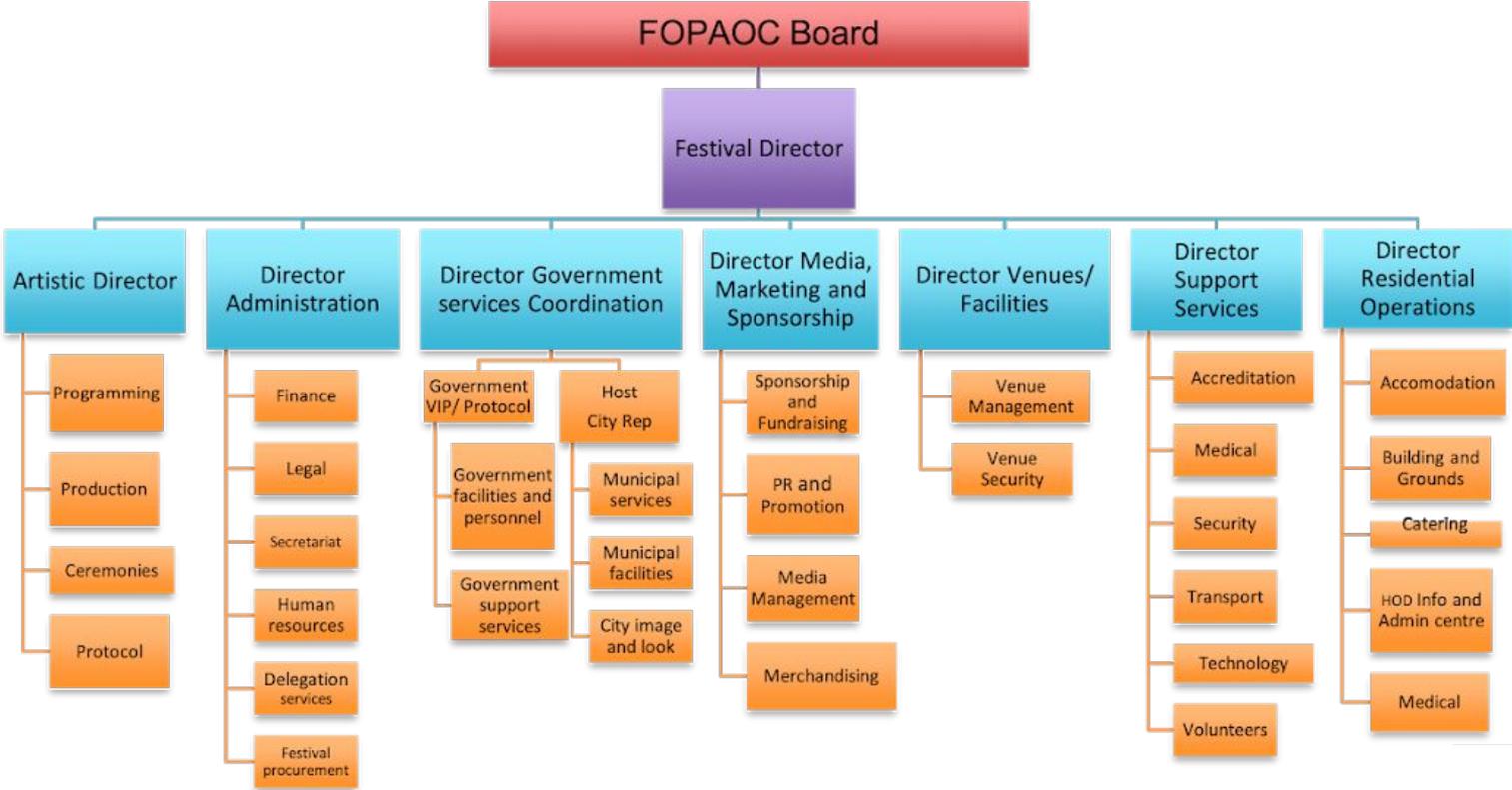
Public Testimony

*FestPAC Commission
Strategic Planning Meeting
September 8, 2020*

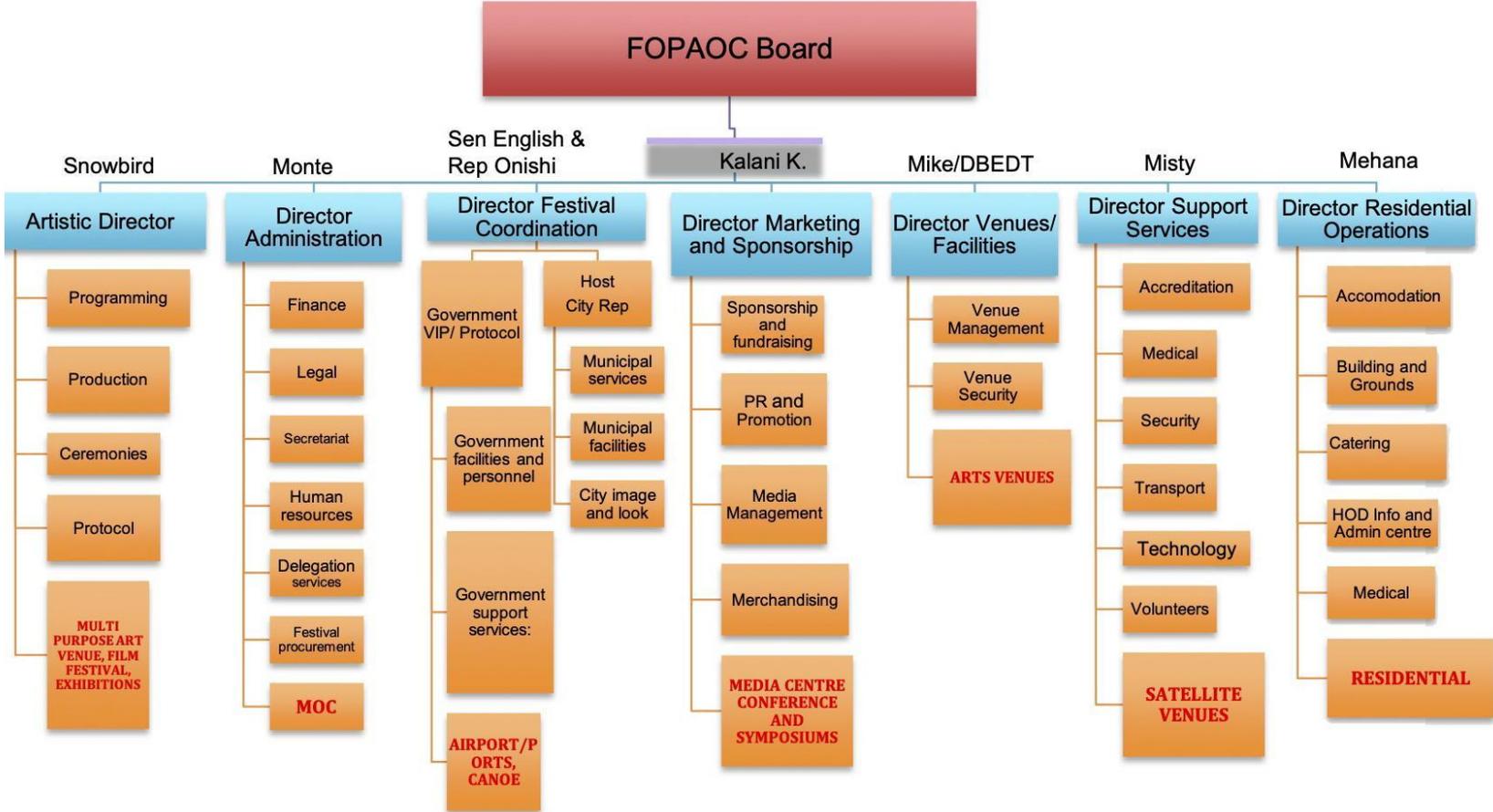


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Structure from the FestPAC Host Country Festival Manual



Structure Set for FestPAC 2020





Council of Pacific Arts and Culture

We, the Indigenous peoples of the Pacific, assert our cultural identity, rights and dignity, and support the recognition of Indigenous and all peoples of the region.

We do so, mindful of our Spiritual and environmental origins, through our dynamic arts forms and rich cultural history and traditions.

We value the wisdom of our elders, the dynamism of our youth, the creativity of all our Peoples, women and men.

We view culture as integral to the continued well being of our peoples and to the social, economic and political development of our region.

Think of a time when you had a great and productive relationship with a contractor or business partner.

1) what worked?

2) how could you apply that to this situation?

Be resourceful & problem solve collectively

Be flexible

We kept it professional not personal

Clear goals & outcomes

Listen to each other

Trust

Establishing a timeline

Redirect if needed

Clear Relationship between governing body & lead on contractor side

Clear communication: expectations & timely communication of key information

Trust your sources for the perspectives they provide

Stay in your own lane. Don't micro-manage.

Accountability

Pro's & Con's of Model 1 vs. Model 2

Model 1= Working Commission

Green for Pro's

Pink for Con's

Pre-step: Fundraising

Organizational Chart- 2 Models to Consider

	Decision Making	Commission Input	Contractor Role
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Fundraising contractor would help significantly

We need legs to do the work

A working model with Commissioners as director of each domain who can hire contractors to execute

Financial stability

Advise & oversee, if funding is available

Still need a person who is fielding everything who has an overarching idea of what the festival is

Hybrid model of several contractors, one for each area. A contractor Director would really rely on them having sufficient prior existing or sufficient knowledge

Pro's & Con's of Model 1 vs. Model 2

Model 2= Advise & Oversee

**Green
for
Pro's**

**Pink
for
Con's**

**Prefer if
right type
of
contractor**

**Pre-step:
Fundraising**

communication

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Think of a time when you had a great and productive relationship with a contractor or business partner.

1) what worked?

2) how could you apply that to this situation?

exact timeline communicated

reference checks

validate qualifications

shortened learning curve

Clear Expectations

not getting nickel&dimmed

specific goals - clear what "I" wanted/needed & timeline

clear picture of total costs

clear expectations

alignment of values

establish good relationship with contractor

clear & frequent communication

Coming Back To Goal

contractor to come back with proposal/understanding of what was "heard"

experience

active participation

clarity in contract

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Model 1= Working Commission

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Green for Pro's

commission drives the outcome of the festival

simplifies

not get side tracked

\$ goes straight to programs

easier sell for sponsorship & raise monies

less loss in the transmission

putting in the work - in-kind

no wasted time defending decisions

overhead/admin - absorbed by comm

now that we have M,V, T - we can narrowly broadcast to that

less costly

implement what you're thinking

Pink for Con's

afraid of friction/tension - frustration of others not keeping word/commitment

more time from the comms

gotta do it

things will fall through the cracks

hinderances of Sunshine Law, operate within parameters of SL



not conducive to our "talkstory" style

bill to reauthorize the commission - current draft has lang, limited exemptions from SL

Pro's & Con's of Model 1 vs. Model 2

Model 2= Advise & Oversee

Green for Pro's

allows us to follow Sunshine Law

small way to contribute to local economy

becomes the "template"

we practice oversight & can go back to the other work

3rd major international event in HI, this becomes the model

someone else is doing the heavy lifting

job retention/job creation

allows the comm - to focus on the "high level" items

could move slower - waiting for "agendized" mtgs

Pink for Con's

w/in region, the expectation is to speak to the people in charge - power center

expensive

getting lost in "translation"; not having clear communication with the contractor

we are no longer able to have the 1-1 contacts with community members; the commission is more so removed from the fundraising/activities

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each commissioner
has specific area -
good at it -
"oversight"
area/contractor

leaving the
BIG decisions
to the
commission
will be
important

members of the
commission be part
of a working
committee
(sub-committee &
community)

the
commission
prefers a
hybrid model

we've
evolved to
the hybrid

KK had
communications -
creation of
contracts

Commissioner Bento

- Performance/Workshop Venue Management
- Forums/Panels/Symposium
- Delegation Performances
- Ceremonies Protocol
- Film
- Fashion
- Applications for delegations

Commissioner McComber

- SPC Comms
- Commission Comms
- Youth Ambassadors
- venue security

Sen. English Rep. Onishi

- Gov't Related State, Foreign Cvt
- foreign/state affairs
- state facilities
- omiyage package
- general presentations of fundraising packet
- government relations
- Logjam Clearers
- VIP airport/arrival processing
- Gov & other sponsors/orgs to host dignitary dinners
- Motorcade
- UH contracts & others

Commissioner Ka'anā'anā

- Opening/Closing Ceremonies
- Sponsorship & Fundraising
- Merchandizing

Commissioner McCartney

- Budget/Finance
- legal
- Admin support
- procurement of contracts
- Meeting invites
- Unified Procurement

Commissioner Kela'i

- City Facilities
- Safety
- Permits
- Medical
- venue mgmt
- Security
- preliminary paperwork from delegates to create credentials
- gov support svc
- Karaoke Nights!**

Commissioner Hind

- catering
- Accommodations
- VIP & HOD housing
- transportation
- VIP arrivals/Cars?

Tricky

Req clarity on symposium

Media

Gov & other sponsors/orgs to host dignitary dinners

20 September, 2020

To: Commissioners of the 13th FestPac
From: Vilsoni Hereniko
Re: Testimony for meeting on 22 September, 2020

I wish to thank the Commissioners for inviting testimonies from the general public for consideration. Here's one from me:

The arts and cultures of Oceania has been my main interest and I have written about them, including the Festival of Pacific Arts, over my 40 years experience as an educator at the University of the South Pacific (10 years) and the University of Hawai'i (30years). My first festival was in 1972, when Fiji hosted the first. I was still a high school student then, but the experience is etched in my memory. I attended four others, and was a participant in one of them, when my film "The Land Has Eyes" screened at the one held in Palau and I was part of the Fiji delegation. As you can imagine, I am more than pleased that Hawai'i will be hosting the 13th festival in 2024.

After listening to the deliberations at the last meeting, I wanted to bring this idea for your consideration. It is inspired by the pandemic, which has thrown into stark relief the need for the residents of Hawai'i to the past to inform the future, especially in the area of food security.

Imagine that at the 13th Festival, we make **kalo, niu, and ulu** a central focus, from which other aspects of arts and cultures radiate. As well as the old, we encourage the creation of new songs, new choreographies and dances, new plays, new films, new artworks, etc. and we celebrate the importance of these three foods to sustain us now and into the future.

For example, in the case of niu, we encourage carvings from the trunks of niu, the weaving of baskets, fans and hats from its coconut fronds, the making of sennit/cordage, jewelry from the coconut shell, aloha shirt designs, slam poetry etc. inspired by niu, and more. In the case of kalo, we showcase how to make poi and we tell of the origin of taro as an older sibling and how connected Hawaiians were and are to the land, and we hold seminars on the different kinds of taro and their uses, we empower and honor the folks who have maintained our connections to the land, we show films about taro, and so on. We can do the same thing with ulu! We partner with local and non-profit organizations that are promoting the use of these three foods and we get them excited too. We get the different islands to showcase how they prepare these three foods for consumption and we share and eat with each other. We learn from them, and they learn from us too. And we think about how to get the message out to schools (some of this work is being done at the moment) and we get the school children and their teachers excited and involved so they would want to incorporate the festival's activities into their teaching and curriculum. The possibilities are endless.

I am merely planting a "seed" here, and from this seed, I am sure your esteemed commisioners can grow the forest.

I thank all of you esteemed commissioners for your commitment to hosting the 13th Festival of Pacific Arts and Cultures.





September 18, 2020

TO: Dennis Ling, DBEDT
Kalani Ka'anā'anā, Commissioner
FR: S360
RE: FestPAC Hawai'i Website & Social Media

This memo provides a brief overview of work performed from September 5-September 18, 2020. It details the project deliverables and next steps.

OVERVIEW

S360 has continuously maintained and updated the FestPAC website and social media pages as Hawai'i moves ahead with planning for the 2024 festival. We continue to monitor media and website inquiries and post on FestPAC's social media platforms, as approved.

PROJECT DELIVERABLES

- **Website:** Continue to monitor email inquiries and submissions from website email.
- **Social media** posts across all platforms as approved by designated FestPAC Hawai'i commissioner.
 - Facebook continues to be the dominant platform.
 - Facebook now has 2,570 followers.
 - Recent posts
 - 9/18/20: Meeting notification (FB, IG, Twitter)
 - 9/16/20: Virtual First for the Pacific reached 354
 - 9/5/20: Tweet re: Vanuatu quake
 - 9/4/20: Meeting notification post reached 1.2K
- Respond or redirect inquiries via social media, as directed.
- Monitored social media and media for festival-related posts.

ONGOING COMMUNICATION

- Continuing communication with designated FestPAC Hawai'i Commission supervisor.

WEBSITE & SOCIAL MEDIA ANALYTICS

- Festpachawaii.org has had more than 1K pageviews in the last month and website use is up 73%.
- Instagram: FestPAC Hawai'i has 532 followers.

NEXT STEPS

- Ongoing management of website and social media pages.

- In raising the profile of FestPAC, S360 is awaiting content from all commissioners **except:** Kumu Māpuana de Silva, Kumu Snowbird Bento, Kalani Ka‘anā‘anā. This content will be shared on social media with a link to the FestPAC Hawai‘i website.
- Continue scheduled posts on social media, as approved.
- Continue to compile assets for FestPAC Hawai‘i promotion on social media.