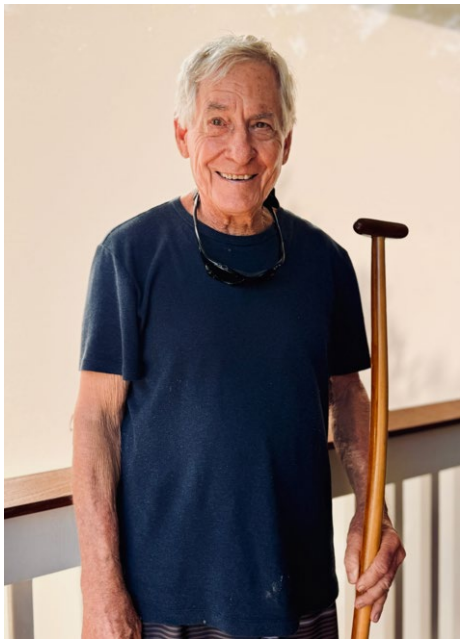


Tom Bartlett
PHCA Candidate Introduction

I am a long-time Hawaii resident with 4+ decades of living and working in Princeville. My connection to the community began with my first visit in 1974 followed by purchasing a lot in Unit 2 in 1976. In 1980 I opened the Cliffs at Princeville helping establish one of the area's signature resort properties.

I am a seasoned board member first elected to the PHCA Board in 1982 and have served on several nonprofit boards including the Kauai YMCA and Kauai Hawaii Visitors Bureau.

My hospitality career included leadership roles with Sheraton Hotels, Embassy Suites, and ASTON Hotels & Resorts where I oversaw sales for more than 20 properties statewide. I also served as Director of Sales at Hanalei Bay Resort.

I purchased my current Princeville home in 2000 and was elected to the PHCA Board in 2002, serving as Treasurer. Princeville remains home for our large Kauai based family.

2026 PHCA Election Candidate Questions:

1. Why do you want to serve on the PHCA Board of Directors, and what motivates you to dedicate your time and energy to the Princeville community?

   With my diverse experience I can provide a more balanced perspective. Having spent nearly 5 decades as first a visitor, property manager and property owner, I volunteer my time to help guide PHCA in a positive direction. This is my home for the rest of my life so I plan to contribute to it's continuing success.

2. Describe your approach to leadership in a group or community setting. How have you brought people together to work through differences or resolve issues in the past.

The best approach is to listen to the issues being presented and share opinions to form a decision. Being on a variety of Boards and management positions, we work together to share everyone's input and form a consensus that benefits the organization or event.

3. Please share any prior volunteer, community involvement, or leadership experiences (e.g. other boards, committees, nonprofits, events, or activities inside or outside Princeville). How would these help you serve PHCA effectively.

In addition to my past PHCA participation, I have been on the Kauai YMCA, Kauai Habitat Hanalei Hawaiian Civic Club(Hanalei canoe club) , Kauai Hawaii Visitors Bureau, other canoe club boards. Organized a few community events working closely with volunteers. Have experience working with a variety of people to bring about results.

4. How much time are you realistically able and willing to commit to board service each month (e.g. attending meetings, reviewing materials, responding to owner concerns)? What steps will you take to ensure you can meet that commitment consistently?

I plan to commit the proper amount of time necessary as I have no other professional or community commitments presently. While not strong in tech, this is a good opportunity to improve my skills and update my devices. Will seriously refresh my knowledge of the PHCA governing documents.

5. How would you approach balancing the diverse interests of PHCA's membership (e.g. full-time residents, second-home owners, vacation rental operators, timeshare/hotel representatives) on issues like tourism impacts, community amenities, or development proposals? Provide an example from your experience if possible.

We want to listen to the various members needs and consider how our decisions can best serve the PHCA community. While on the 2002-2005 Board, we had a day long meeting with a facilitator and prioritized the quality of the living/ visiting Princeville experience v. focusing on infrastructure etc.

6. What experience or perspective do you bring regarding property maintenance, infrastructure, or sustainability challenges in a coastal community like Princeville (e.g. erosion control, open space preservation, capital projects)? How would you prioritize long-term planning?

In managing condos, one always looks 20 years out to identify the physical needs and expenses in order to create a proper budget and the appropriate reserve funds. The community has experienced hurricanes, historical floods and landslides which highlights the attention we need to plan for regarding those issues. My position is to limit any new projects while focusing on what we've all enjoyed since Princeville began in last 50 years. Open space is one of the most critical issues as most of the PHCA members invested in Princeville because of the ambiance open space provides, whether it's their backyard or the spectacular views we enjoy, members and visitors alike. If the open space governing rules change, what prevents Starwood or another future owner of the golf course from developing the more valuable Ocean and Lakes for courses. (Starwood hasn't presented a conceptual plan for the Woods course to my knowledge). Long term planning is vital to control costs and provide for an enduring premiere community.

7. How important is it to incorporate Hawaiian traditions and cultural values (e.g. aloha 'āina, respect for ancestral lands, or cultural stewardship) into PHCA's decisions and governance? How would you promote this on the board?

Princeville is an important part of the North Shore community. We should work closely with the Hanalei Initiative who is a terrific example of the people working with government to create workable solutions that benefit everyone. Additional development taxes Princeville and surrounding community infrastructure by way of increased traffic, and related uses.

8. Describe your familiarity with financial oversight, budgeting, risk management, or compliance (e.g. HRS 421J, PHCA governing documents). If your experience is limited, how would you approach learning and contributing in these areas?

In my professional career I have been responsible for creating a variety of budgets, managing variances. Acting as Treasurer during my 2002-25 PHCA board term, I worked with the budget committee and general manager to create the annual budgets.

9. How would you handle a situation where the board or community is divided on a contentious issue (e.g. open space/development or environmental concerns)? Walk us through your process for reaching fair, collaborative decisions.

While we have our own priorities, we as a Board must listen openly to the various issues presented and form a consensus that serves the members best, within the framework of the vary PHCA governing documents.

10. What is your vision for the future of Princeville over the next 5–10 years? What key changes or improvements would you like to see, and how would you work to achieve them while protecting our community's unique character, open spaces, and quality of life?

Keep Princeville the wonderful community it is. Quality of life is terrific and overall the members appreciate what they have. We must be diligent in maintaining the common areas and continuing to enforce Cc&Rs and bylaws (can be a hassle at times) which is the reason why living in Princeville is a wonderful enviable experience. My family and I have loved Princeville for 50 years and I don't want to see big changes.