



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

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

**PŌ'AHĀ, 19 KĒKĒMAPA 2024, 9:30 AM  
THURSDAY, DECEMBER 19, 2024 AT 9:30 AM**

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

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

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

Meeting will be live streaming via Zoom.

<https://us06web.zoom.us/j/84750157288>

*E noi 'ia 'oe e kainoa me kou inoa. E 'olu'olu, e ho'okomo i kou inoa piha akā hiki nō iā 'oe ke ho'ohana i ka inoa kapakapa e like me kou makemake. E noi 'ia 'oe e hā'awi mai i kāu helu leka uila. Hiki nō ke ho'opihapiha penei, [\\*\\*\\*\\*@\\*\\*\\*\\*mail.com](mailto:****@****mail.com)*

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

**Kelepona / Call In: 669 444 9171  
Helu Hālāwai / Webinar ID: 847 5015 7288**

*Hiki i ka lehulehu ke hō'ike mana'o ma o ka palapala a i 'ole ma o ka waha. E kau palena 'ia ka hō'ike mana'o waha (ma ke kino a i 'ole ma o ka Zoom) he 'elima minuke ka lō'ihī no kēlā me kēia kumuhana. E kāinoa no ka hō'ike mana'o waha ma ke pākaukau ho'okipa ma ka lumi hālāwai. E kāinoa no ka hō'ike mana'o waha ma o ka Zoom ma o ke pihi "Q&A."*

**Members of the public may provide written or oral testimony on agenda items. Oral testimony (in-person or via Zoom) will be limited to five minutes for each testifier per agenda item. Signup for oral testimony in-person will be at the registration table in the meeting room. Signup for oral testimony via Zoom will be accepted through the Q&A feature on Zoom.**

*E ho'ohui 'ia nā palapala hō'ike mana'o i hiki ma ka pū'olo hālāwai. No nā palapala hō'ike mana'o i hō'ea mai ma hope o ka pa'a o ka pū'olo hālāwai ('elua lā ma mua o ka hālāwai), e kākā'ahi 'ia nā kope i ka papa alaka'i a e mākaukau no ka 'ike 'ia e ke anaina ma ka hālāwai. E leka uila 'ia nā palapala iā Carole Hagihara-Loo ma [carole@gohta.net](mailto:carole@gohta.net), a i 'ole, e lawe kino 'ia i ke ke'ena.*

**Written testimony received ahead of the preparation of the board packet will be included in the board packet. Written testimony received after the issuance of the board packet (two business days prior to the meeting) will be distributed to the board and available for public inspection at the meeting. Email written testimony to Carole Hagihara-Loo at [Carole@gohta.net](mailto:Carole@gohta.net) or hand-deliver or mail to the Hawai'i Tourism Authority office, 1801 Kalākaua Avenue, 1<sup>st</sup> Floor, Honolulu, HI 96815.**

**PAPA KUMUMANA'O**  
**AGENDA**

1. *Ho'omaka*  
**Call to Order**
2. *Kikolā*  
**Roll Call to Announce Name of Participating Board Members and to Identify Who Else is Present with Board Member if Location is Nonpublic**
3. *Wehena*  
**Opening Protocol**
4. *Hō'ike O Nā Hālāwai 'Ae 'Ia*  
**Report of Permitted Interactions at Informational Meetings or Presentations Not Organized by the Board Under HRS section 92-2.5(e)**
5. *'Āpono Mo'olelo Hālāwai*  
**Approval of Meeting Minutes of the November 26, 2024 Regular Board Meeting**
6. *Hō'ike A Ka Luna Ho'okele*  
**CEO Report**
7. *Hō'ike A Ka Luna Ho'omalu*  
**Board Chair Report**
8. *Ho'okuleana I Ke Kōmike Ho'okele & Hō'oiā*  
**Discussion and Action on the Assignment of Board Members to the ADMINISTRATIVE & AUDIT STANDING COMMITTEE**
9. *Hō'ike A Ke Kōmike Ho'okele & Hō'oiā*  
**Report, Update and/or Action by the ADMINISTRATIVE & AUDIT STANDING COMMITTEE of their Meeting Held on December 13, 2024**
  - a. *Ho'okuleana I Ka Luna Ho'omalu Me Ka Hope Luna Ho'omalu Kōmike*  
**Action to Elect Chair and Vice Chair to the ADMINISTRATIVE & AUDIT STANDING COMMITTEE**
10. *Hō'ike A Ka Hui Noi'i Ho'omalu*  
**Report, Update and/or Action by the GOVERNANCE STUDY PERMITTED INTERACTION GROUP (PIG) of their Meeting Held on December 18, 2024**
  - a. *Ho'okuleana I Ka Luna Ho'omalu Me Ka Hope Luna Ho'omalu Hui*  
**Action to Elect Chair and Vice Chair to the GOVERNANCE STUDY PERMITTED INTERACTION GROUP**

11. *Kūkākūkā A Ho'oholo No Ka Ho'okumu I Hui 'Aha'ōlelo 2025*

**Discussion and Action on the Creation of the 2025 LEGISLATIVE PERMITTED INTERACTION GROUP (PIG)**

a. *Kūkākūkā A Ho'oholo No Ka Ho'okuleana Hui 'Aha'ōlelo 2025*

**Discussion and Action on the Assignment of Board Members to the 2025 LEGISLATIVE PERMITTED INTERACTION GROUP and Action to Elect Chair and Vice Chair**

12. *Hō'ike'ike, Kūkā a 'Āpono i ka Papahana LA Rams no ka Makahiki 2025*

**Presentation, Discussion, and Action on the LA Rams 2025 Program**

13. *Hō'ike'ike Noi'i Lawelawe Mokulele*

**Presentation and Discussion of Hawai'i Air Service Overview**

14. *Hō'ike A Ke Kōmike Ho'okahua Hawai'i*

**Report and Update by the HO'OKAHUA HAWAI'I STANDING COMMITTEE of their Meeting Held on December 11, 2024**

a. *Hō'ike'ike a Kūkā no ka Holomua o ka Palapala Hō'ike 'Ōnaehana Ho'opa'a*  
**Presentation and Discussion on the Progress of the Reservation System Report**

b. *Hō'ike'ike a Kūkā no nā Pāhana Ho'olālā*

**Presentation and Discussion on HTA's Planning Projects as they Relate to the Tourism Functional Plan, HTA Strategic Plan, and Destination Management Action Plans**

15. *Hō'ike'ike A Ka Papahana Mālama 'Āina Ho'okipa*

**Presentation on HTA Destination Stewardship Programs**

16. *Hō'ike A Ke Kōmike Alowelo*

**Report and Update by the BRANDING STANDING COMMITTEE of their Meeting Held on December 12, 2024**

a. *Hō'ike'ike, Kūkā a 'Āpono o ka Huaka'i a Hana Hokona ma LA a me ka Huaka'i a Hana Hokona Hou Aku ma ka Makahiki 2025 na HTUSA*

**Presentation, Discussion and/or Action on the Findings from the LA Saturation Activation and Plans for 2025 Market Saturation Activation**

b. *Hō'ike'ike a Kūkā no nā Pāhana Hokona "Powered by the HTA"*

**Presentation and Discussion on a "Powered by the HTA" Campaign and Initiatives**

**17. Hō'ike A Ke Kōmike Mo'ohelu Kālā, 'Oihana Kālā, A Me Ke Kikowaena Hālāwai Report and Update by the BUDGET, FINANCE, AND CONVENTION CENTER STANDING COMMITTEE of their Meeting Held on December 13, 2024**

- a. **Hō'ike'ike, Noi, Hō'ike'ike, Kūkā, A Ho'oholo No Ka Mo'olelo Kālā Presentation, Motion, Discussion, and Action on the HTA's November Financial Report; Recommend Approval**
- b. **Noi, Kūkā A Ho'oholo No Ka Mo'olelo Kālā Kikowaena Hālāwai O Hawai'i Motion, Discussion, and Action on the Hawai'i Convention Center's (HCC's) November 2024 Financial Report and Update on the Hawai'i Convention Center's 6-Year Repair and Maintenance Plan; Recommend Approval**

**18. Hō'ike Holomua A Ka Hui Noi'i 'Imi Luna Ho'okele Progress Update from the Permitted Interaction Group to Assist in the Selection Process for the Position of President and CEO of the Hawai'i Tourism Authority**

**19. Ho'oku'u  
Adjournment**

\*\*\* 'Aha Ho'okō: Ua hiki i ka Papa Alaka'i ke mālama i kekahi hālāwai kūhelu i kū i ka Hawai'i Revised Statutes (HRS) § 92-4. E mālama 'ia kēia hālāwai kūhelu nei ma lalo o ka § 92-5 (a)(4), § 92-5 (a)(8) and §201B-4(a)(2) no ka pono o ko ka Papa Alaka'i kūkā a ho'oholo 'ana i nā nīnūnē a nīnau i pili i ko ka Papa Alaka'i kuleana me ko ka Papa Alaka'i loio. He hālāwai kūhelu kēia i 'ole paulele 'ia ka 'ikepili a i mea ho'i e mālama kūpono ai i ko Hawai'i 'ano, he wahi i kipa mau 'ia e nā malihini.

\*\*\* Executive Session: The Board may conduct an executive session closed to the public pursuant to Hawai'i Revised Statutes (HRS) § 92-4. The executive session will be conducted pursuant to HRS § 92-5 (a) (2), § 92-5 (a)(4), § 92-5 (a)(8) and §201B-4(a)(2) for the purpose of consulting with the board's attorney on questions and issues pertaining to the board's powers, duties, privileges, immunities, and liabilities; to consider hiring and evaluation of officers or employees, where consideration of matters affecting privacy will be involved; and to discuss information that must be kept confidential to protect Hawai'i's competitive advantage as a visitor destination.

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

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

*Inā he lawelawe a mea like paha e pono ai ke kīnānā, e ho'oka'a'ike aku me Carole Hagihara-Loo ma (808)-973-2289 a ma ka leka uila e like me ka wikiwiki i hiki, 'a'ole ho'i a ma 'ō aku o ka 'ekolu lā ma mua o ka hālāwai. Inā 'ike 'ia he noi i ka lā ma mua o ka hālāwai, e ho'ā'o mākou e 'imi i ka lawelawe a mea like paha, 'a'ole na'e ho'i e hiki ke ho'ohiki 'ia ke kō o ua noi lā. Ua noa pū kēia ho'olaha ma nā kino 'oko'a e like me ka mea pono.*

If you need an auxiliary aid/service or other accommodation due to a disability, contact Carole Hagihara-Loo at (808) 973-2289 or [carole@gohta.net](mailto:carole@gohta.net) as soon as possible, preferably no later than 3 days prior to the meeting. **Requests made as early as possible have a greater likelihood of being fulfilled.** Upon request, this notice is available in **alternative/accessible** formats.



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

In accordance with HRS section 92-3.7, the Hawai'i Tourism Authority will not establish a remote viewing area for members of the public and board members to view and participate in meetings held using interactive conference technology (ICT) because there will be an in-person option for members of the public and board member to view and participate in the meeting.

# **5**

## **Approval of Minutes of the November 26, 2024 Regular Board Meeting**



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  
hawaii tourismauthority.org

**REGULAR BOARD MEETING  
HAWAII TOURISM AUTHORITY  
Tuesday, November 26, 2024, 9:30 a.m.**

**Hybrid In-Person & Virtual Meeting**

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

**MINUTES OF THE REGULAR BOARD MEETING**

**MEMBERS PRESENT:**

Mufi Hannemann (Chair), Mahina Paishon (Vice Chair), Kimberly Agas, Todd Apo, David Arakawa, Stephanie Iona, James McCully, Blaine Miyasato, Roy Pfund, James Tokioka (Ex Officio, DBEDT Director), Chris West, Mike White

**HTA STAFF PRESENT:**

Daniel Nāho'opi'i, Kalani Ka'anā'anā, Isaac Choy, Talon Kishi, Caroline Anderson, Jadie Goo, Ilihia Gionson, Iwalani Kūali'i Kaho'ohanohano, Carole Hagihara

**GUESTS:**

Teri Orton, Mari Tait, Daniel Ito, Laci Goshi, Alison Schaefer, Jeffrey Eslinger, Lei-Ann Field, Nathan Kam, Kara Imai, Eric Takahata, Krislyn Hashimoto, Jay Talwar, Ka'i'ini Aranaydo, Carmela Resuma, Noelle Liew, Alvin Legaspi, Kekoa Carvalho, Adrian Tam, M. Jamshidi Kent

**LEGAL COUNSEL:**

John Cole

## **1. Call to Order**

Chair Hannemann called the meeting to order at 9:35 a.m.

## **2. Roll Call to Announce Name of Participating Board Members and to Identify Who Else is Present with Board Member if Location is Nonpublic**

Mr. Gionson did the roll call, and all Board members attended in person.

## **3. Opening Protocol**

Mr. Gionson did the opening cultural protocol and recognized Hawaii's Independence Day Lā Kū'oko'a on November 28, 1843.

## **4. Report of Permitted Interactions at Informational Meetings or Presentations Not Organized by the Board Under HRS section 92-2.5(e)**

There was no input on Permitted Interaction Groups.

## **5. Welcome New Board Member, Todd Apo, to the HTA Board of Directors**

Chair Hannemann introduced Mr. Apo, a Kamehameha Schools graduate who attended Brown University. His resume spanned from the private and the public sector and the non-profit to being a referee of high school and collegiate basketball games across the islands. Mr. Apo appreciated the opportunity to be on the HTA Board.

## **6. Approval of Meeting Minutes of the October 3, 2024 Regular Board Meeting**

Dir. Tokioka made the motion to adopt the minutes, and Mr. Miyasato seconded, and the motion passed unanimously.

## **7. CEO Report**

The Acting CEO, Mr. Nāho'opi'i, informed Board members that their information packet contained a lengthy report on the activities and actions that had taken place during September and October. He gave some highlights on this report.

Regarding recruitment for vacant positions, Mr. Nāho'opi'i stated that ten of the 30 positions approved by the legislature in 2024 were vacant, including three destination managers. The Board was in the process of recruiting a CEO and Chief Brand Officer (CBO). Mr. Nāho'opi'i welcomed Patti Ornellas from Kaua'i and Meagan DeGaia from Maui, two newly recruited destination managers. They had both previously served as destination managers under the

Destination Management Action Plan (DMAP) program and would now transition to fulltime State employees.

Other posts for which recruitment was to take place were a brand manager focusing on sports, a planner position under the planning and evaluation office, and an account clerk 3 to support the finance and fiscal department. Mr. Nāho'opi'i asked Board members for possible recommendations and reminded them to ask interested individuals to consult the HTA website. The hiring of a contract and administration manager was in the process of finalization.

Regarding the Maui Wildfire Recovery, additional funding for three projects was approved at the previous Board meeting. The largest project involved the promotion of Maui and other islands in the U.S. and Canada markets, which can be seen on the gohawaii.com website. The website also featured offers promoting hotels and activities in Hawai'i.

The County of Maui and the University of Hawai'i Athletic Department had supported a basketball game between the Rainbow Warriors and the Silver Swords, with a Board member of the HTA officiating the game. Additional activities were co-sponsored by Outrigger Resorts, Kamehameha Schools, Polynesia Adventures, Lahainaluna High School, and Chaminade University, and they included training activities for youths.

With respect to branding and marketing, follow-ups were underway from the Los Angeles activation and the JATA Expo, along with Brand USA partnership opportunities. These results were to be presented in a report from the Branding Standing Committee.

Regarding destination stewardship, the community tourism collaboratives and foundational technical assistance programs were continuing, and there had been recent announcements about their availability.

In planning and evaluation, the State Auditor had been provided with documents related to strategic planning for 2016 and 2020–2025.

Two students from O'ahu and one from each of the other counties, totaling five recipients, had been awarded the Ho'oilina Scholarship Program in partnership with the University of Hawai'i.

The HTA supported and funded another cohort to the Culinary Institute of the Pacific at Kapi'olani Community College (KCC). The program aimed to train chefs in resorts and restaurants to improve their expertise and increase the global reputation of Hawai'i.

Mr. Nāho'opi'i repeated that detailed information had been provided in the Board information packets.

Chair Hannemann asked whether there were any questions.

Mr. Arakawa asked for clarification about the University of Hawai'i – Chaminade game and whether it had been funded under branding or destination stewardship.

Mr. Nāho'opi'i responded that the October 3 presentation had stated that funding would come from the Tourism Emergency Special fund.

Mr. Arakawa noted that the return on investment (ROIs) was attached to that expenditure and could be reviewed later. Mr. Nāho'opi'i added that for the first game, there had been a small contribution from the HTA, mainly in terms of staff time for coordination, as well as the partnerships that had been mentioned from the Hawai'i Community Foundation, Chaminade University, and the University of Hawai'i.

Mr. Arakawa pointed out that if funding were from branding, the ROIs would examine the number of tourists brought in. However, the community aspect suggested an emphasis on destination stewardship. This could be discussed at subsequent meetings.

Dir. Tokioka recognized the presence at the Board meeting of Representative Adrian Tam. Dir. Tokioka thanked the third-term legislator for his attendance.

Chair Hannemann also welcomed Rep. Tam, and noted that as the area representative for Waikiki, Rep. Tam was present at many events. An official announcement of his appointment was expected soon, and in the meantime, Rep. Tam had already contacted the HTA staff for briefings on tourism issues and such.

## **8. Board Chair Report**

Chair Hannemann commended Mr. Ka'anā'anā for his excellent work with the Kemper Maui Invitational, recognizing his efforts to ensure that the classic was more than just a basketball game. Mr. Ka'anā'anā had worked closely with Mr. Kuhio Lewis, the CEO of the Council for Native Hawaiian Advancement (CNHA). The Chair thanked CNHA for their financial contribution to the event.

The CNHA had organized a Makeke element at the Lahaina Festival, now on its third day at the Royal Lahaina Resort, with the HTA participating in marketing and publicity. In the previous two days, the 60 businesses that were part of the Makeke element, 25 of which were from Maui, made over \$250,000 in sales. Maui Mayor Richard Bissen had been gratified by this welcome revenue for local businesses in West Maui. The sports programs incorporated both marketing and destination stewardship aspects. The games were successful, attracting 7,000 visitors and generating \$24 million in economic impact. The HTA had been congratulated for supporting this

event, which had to be held in O'ahu the previous year due to the wildfires. Residents had reminded the HTA that the festival should remain in Maui from now on.

Chair Hannemann thanked Ms. Anderson for acting as the de facto athletic director for the basketball match between Chaminade and the University of Hawai'i and for ensuring the event's smooth running. This was another way to show support for Maui and provide much-needed support for the community. The Chair extended his thanks to the coaches of the University of Hawai'i male and female basketball teams, and to Chaminade for providing competition. Mr. Apo and the Chair were present, and Mayor Bissen appreciated the support for the Maui community.

Chair Hannemann commended Ms. Anderson's efforts with the Ho'oilina Scholarship, which had grown in support and momentum. It was no longer funded by the HTA but by the Department of Labor, and it awarded full financial support to local public high school students for a four-year course at the University of Hawai'i School of Management, including room and board. This was to be completed by March so that a report could be made to the legislature and the Shidler School, encouraging legislators to continue to provide funding for subsequent years.

Chair Hannemann congratulated the General Manager of the HCC, Ms. Orton, on the new pickleball courts. He pointed out that this was another activity that would incentivize local residents and mainland visitors. Mr. Takahata, the Managing Director of the HTJ hoped to organize a Japan-Hawai'i pickleball tournament that might rival the Honolulu marathon. Mr. Paul Yenamili had worked with Mr. Takahata and Ms. Orton to further this aim. The Chair noted that legislators loved pickleball, and some had played during the inauguration of the pickleball courts. The Star-Advertiser had cited comments from Mr. Nāho'opi'i on the importance of sports tourism, which came within the *kuleana* of the HTA. Ongoing discussions were taking place with Governor Green.

Chair Hannemann and Mr. Arakawa had attended the Food and Wine Festival at the HCC. The Chair appreciated the work of Denise and Roy Yamaguchi in furthering this partnership with the food industry.

Chair Hannemann and Vice Chair Paishon visited the Philippines, where they participated in a community event attended by President Marcos, Governor Manotoc of Ilocos Norte, and a group of 24 leaders from Hawai'i, including some senators. President Marcos expressed his positive feelings for Hawai'i. Many Filipinos in Hawai'i traced their roots to the Ilocos area, and it was suggested that Alaska Airlines might consider reinstating the non-stop service between Hawai'i and the Philippines, which had been discontinued. President Marcos and Governor Manotoc supported revising the air route to include the Ilocos area. Vice Chair Paishon had

taken part in a discussion with these leaders and the Philippine Tourism Secretary. During Governor Manotoc's visit to Hawai'i, he met with the HTA staff and was given information about Philippine travel to and from Hawai'i. Efforts were to be made to increase the Philippine visitor market.

There were no questions from Board members or online participants.

## **9. Presentation on HTA Destination Stewardship Programs**

Mr. Ka'anā'anā introduced Mr. Ka'ini Arnaydo, the Senior Director of Operations at CNHA. Mr. Arnaydo was to make the presentation on behalf of Kilohana because Mr. Tyler Gomes, the Chief Administrator of Kilohana, and the Kilohana staff were participating in the Lahaina Festival, which was taking place at that time. Before coming to CNHA, Mr. Arnaydo was Director of Advancement at the Island Pacific Academy and served as an executive officer of the National Guard. The presentation would focus on topics of particular interest to Board members, about which Mr. Ka'anā'anā had previously canvassed members.

Mr. Arnaydo presented the CNHA organizational chart and explained that the CNHA oversaw eight different pillars, including the Kilohana Collective, a partnership with the HTA. CNHA also included a for-profit arm called Hawaiian Holdings LLC which was responsible for Hawai'i Stage and Lighting, Kilohana Experience, and Nā Lei Aloha. The Kilohana Collective operated on a different basis as a partnership with the HTA.

Mr. Arnaydo explained that he was one of two new team members. The other new team member was Carmela Resuma-Maravilla, the Interim Quality Assurance Program Manager. Ms. Maravilla also holds a master's degree in public administration from NYU.

Mr. Arnaydo presented the organizational chart for Kilohana Collective staff. Mr. Arnaydo reported directly to Chief Administrator Gomes, and the other employees reported directly to Mr. Arnaydo. He worked closely with three directors: the Destination Stewardship Director, Kau'i Arce, the Communications and Marketing Director, Daniel Ikaiki Ito, and the Curator Manager, Ms. Marvilla. Mr. Arnaydo presented the Visitor Education Post Arrival Marketing (VEPAM) key performance indicators (KPI) thermometer and stated that Kilohana was on track to meet all its KPIs by the end of the year.

In light of recent drownings on Kaua'i and Hawai'i Islands and anticipation of the larger winter ocean swells, Kilohana was rolling out the ocean safety VEPAM in airport baggage claim digital displays and social media.



Mr. Arnaydo informed Board members that Travel 808 Maui was already in postproduction and had captured several activities listed in the Board information pack. The co-host was Kumu Cody Pueo Pata. This was to be rolled out from early to late January next year.

The Public Relations Collaboration Manager of the Hawai'i Visitors and Convention Bureau (HVCB), Taryn Pascua, and Chef Isaac Bancaco, were currently working on a community service event for the HTA's Spring Tourism Update.

Mr. Arnaydo stated that the VEPAM account stood at about \$1.3 million. He noted that the Foundational Technical Assistance (FTA) and Community Tourism Collaboratives (CTC) programs were in progress, with nine cohort members selected, program dates scheduled for 9/1/25–12/1/25, and three workshops and site-visits completed. Olena Alec, a CTC member with the Haleakalā Directory, was highlighted. Mr. Arnaydo also mentioned the Hawaiian Civic Club of Wahiawa, for Āina stewardship based at Kūkaniloko, on O'ahu.

The HTA was to provide opportunities for a marketing consultant with new website content funding development for a strategic plan to diversify and create income streams. A stone wall was built by cultural practitioners in the area to protect the stones from destruction.

Mr. Arnaydo presented the cohort spread map for the regenerative experiences and noted that 15 cohort members had been selected after completing three workshops. He also noted that the updating between regenerative experiences and CTC was asynchronous.

Mr. Arnaydo also mentioned the Ancient Leaf Tea organization located on Hawai'i Island. This provided farm-to-table marketing opportunities, with a tasting that included cultural and historical information about wahi pana and 'āina. Resources had been concentrated on marketing the tea tour and fleshing out target marketing and marketing/promotional ideas to reach the market.

Chair Hannemann mentioned the Lahaina Festival and referred to information about it in the presentation. He noted that the festival was wrapping up at the time and had represented a powerful partnership between the HTA, CNHA, and the Hawai'i Community Foundation. Mr. Arnaydo reminded Board members of the Hō'ike scheduled for Tuesday, December 10, between 2 and 4 p.m., at which cohort members of the community stewardship program would share their experiences and immerse attendees into their missions. Information would be given about the best way to support these organizations. Fifteen regenerative experience members had each designed new market-ready experiences to be shared with those attending. Mr. Arnaydo encouraged the Board members to respond to their invitations and attend.

Mr. Ka'anā'anā interjected that invitations had already been directly sent out and added that anyone who had not received an invitation should text him. This event was the capstone for the cohorts of the CTCs and was like a graduation. Board members were encouraged to attend and were reminded that the venue was the Inspiration Museum.

Mr. Arnydo stated that the amount received for FTA/CTC programs was \$529,000. The application deadline for the 'Umeke programs was 4.30 p.m. on 9/20/24. A total of 317 applications were received as follows:

Community enrichment	133
Ho'okipa Malahini initiative	15
Kahu 'Āina	63
Kukulu Ola	75
Signature events	32

After the closing date, the Kilohana team conducted extensive eligibility checks for all 317 applications and found that 176 were eligible. The three main reasons for ineligibility were incomplete or late submission, missing or insufficient required documents, and/or failure to meet RFP requirements. The evaluation phase began with creating an HTA approved list of evaluators followed by orientation coordination, an individual review process by communities, and committee sessions. The final committee meeting was held on October 29, and the committee's decisions were forwarded to the HTA. The Kilohana team was ready for the award process pending approval by the HTA.

Mr. Arnydo informed Board members that Kilohana was on track with award payment schedules for the 2024 recipients. Event and final deliverables were being closely tracked. 2024 closeout forms had been drafted and would be completed as awards were fully disbursed. He presented a snapshot of the 2024 dashboard. Kilohana had partnered with Sassato to update the Gohawaii app. The contract began in mid-September and was due to be completed by December 31, 2024. A list of 91 stakeholders has been received. The interview process was drafted by the HTA and finalized the previous month. The interview schedule had been sent out in mid-October. Kilohana was preparing to complete the final 17 interviews by the end of the year.

Mr. Arnydo informed Board members that Kilohana had partnered with Mitch Bach and TripSchool to develop a tour guide certification program. He added that TripSchool provided award-winning courses and books for tour guides worldwide and online certification programs for tour guides globally and nationwide. TripSchool was acting as an independent consultant.

Mr. Arnydo stated that Kilohana had met with the HVCB, Kupu Alani Community College, the University of Hawai'i TIM School, and other HTA-identified stakeholders. They collaborated with HVCB to create a stakeholder list for the project, which was given to HTA for vetting. The TTC program would revamp the tour guide manual prepared in the early 1990s and would function as an online platform for the baseline curriculum with specialty items and provide asynchronous learning. Mr. Arnydo informed Board members that the current amount billed for 'Umeke was \$9.3 million. He noted that 174 organizations had registered with Qurator, 62 organizations had been certified, and 40 were live on the Qurator website. Leading inbound Japanese operators JalPak, HIS, and JTB had been certified, as announced in a press release in early October. Mr. Arnydo added that the current amount billed for Qurator was about \$200,000.

Board members were invited to ask questions.

Mr. McCully stated that some of his constituents from Hawai'i Island had reached out to him for clarification, having been told that their awards required specific Board approval. He asked whether the Board was to approve specific recipients or whether the approval referred to a lump sum for discretionary disbursement.

Mr. Ka'anā'anā responded that this was not the case. The Board had already approved funds, and Kilohana was waiting for approval from himself to issue award notices. He explained that the HTA allotments had not been received, but he was working with Mr. Kishi to ensure that funds would be available to fulfill commitments. Until he was confident that funds for fiscal 2025 (FY25) would be sufficient, awards would not be given, but the expenditure had already been approved, and no new approval was needed. Mr. McCully responded that the entities had been given to believe that the Board had to approve their awards, and most were vitally concerned with the distribution of resources. He asked for clarification on why these entities had misunderstood. Mr. Ka'anā'anā was unsure how this occurred but promised to clarify the situation to anyone with that impression. He noted that the awards still had some time since the programs were to start work on 1 January and end on 30 June 2025.

Mr. Arakawa asked if Mr. Ka'anā'anā was waiting for information from the finance department. Mr. Ka'anā'anā replied that he and Mr. Kishi had been working since September. The legislature had allocated funds for FY25, but the 10% deduction prescribed by the Department of Budget & Finance had made it more difficult for the HTA to meet anticipated commitments. Mr. Ka'anā'anā noted that the contract had been executed in August 2023 and was to end on May 1, 2026. FY25 funds were insufficient to meet the first six months' commitments of calendar 2025 (CY25). Of the \$5 million required for the Kilohana contract for the first six months, only \$2.8 million was available.

Chair Hannemann asked the HTA Vice President of Finance Isaac Choy for a response. Mr. Choy stated that during the previous two legislative sessions, the HTA's funding had changed from receiving money from the Governor's office to being generally funded, and this entailed different restrictions and encumbrances as separate phases continued. There had been some confusion about whether FY24 money could be carried forward since it was government money. The HTA staff had to manage different funding schemes and were not always certain what funds could be carried over. However, Mr. Choy emphasized that the finance department was clear on what the law stated and would follow it. The HTA might be short of some funding, but it was no one's fault; it was simply due to the way in which the legislature allocated funds. Mr. Choy believed Mr. Ka'anā'anā was doing a great job reconciling these issues with Mr. Kishi.

Mr. Ka'anā'anā responded that this issue had held up the award notices. The available funds were about \$2.8 million, and the awards totaled about the same amount. Disbursing the awards would mean nothing would be available for other needs. Mr. Ka'anā'anā was trying to see if the payment schedule could be structured for the first six months until FY26 money would arrive in September or October 2025. The emphasis was to get through the next nine months. Mr. Arakawa assured the Board that staff were working hard on the issue, but Board members were receiving calls from non-profit organizations and other vendors who hoped to start their projects in January 2025. He suggested developing policies and procedures to improve the process for the following year. Additionally, he proposed developing a timeline to be communicated to all vendors and award recipients, ensuring their awareness of the various stages of the process and allowing them to tailor their operations to the existing timetable.

Mr. Choy indicated that it was a legal issue. Mr. Kishi had been educating the HTA staff on the differences between A and B funds and their mechanisms and encumbrances. Staff had difficulty understanding these concepts, and Mr. Kishi would be asked to repeat the lecture to improve their understanding of these accounting concepts. Mr. Arakawa noted that it appeared that the HTA had awarded money they did not possess. He suggested that they should examine the A and B funds in the future and inform everyone that only a specific guaranteed amount could be awarded, which would avoid the current situation. Clear communication with contractors about available funds would reduce confusion in the future.

Ms. Iona inquired whether the Budget, Finance, and Convention Center (BFCC) Standing Committee had been aware of these issues when they worked on the budget. Mr. Arakawa replied that the budget committee had not considered the details of the awards. Mr. Choy added that the committee understood the nature of a cash flow budget and had worked on the A fund budget. Mr. Arakawa further explained that the budget committee had reviewed the A and B funds and their differences, but they had not considered specific times for releasing funds. They had not accounted for situations where money would be required before cash flow

allowed for its release. Mr. Arakawa requested that the Chair and the Acting CEO ensure that future budget meetings fine-tune these details so that awards would be made only for amounts available at the required time. He added that recipients should be informed if funds would be distributed over time. He reiterated that while the budget committee considered A and B funds, they had not factored in the timing for particular grants. Mr. Arakawa pointed out that this issue should be addressed to avoid confusion and questions to Board members. Mr. Miyasato suggested offering a percentage of the funds immediately, with the full amount to be paid later.

Mr. Ka'anā'anā stated that both he and Mr. Choy would advise against offering a percentage of the funds immediately, recommending that cash flow payments on the contract should be structured to ensure that the cash flow would align with the contract's requirements. He clarified that the awards were within the contract's budget and that the contract had not been exceeded. The contract, signed for 2½ years, comprises about \$17 million for Term 1 (from August 4, 2023, to December 2024) and just over \$10 million for Term 2 (the calendar year 2025), totaling \$27 million. The expected expenditure was already about \$4 million under the \$27 million due to changes made by the staff and efforts to manage cash flow, with Mr. Ka'anā'anā working with Mr. Kishi on structuring. No awards had exceeded the budgeted amount.

Dir. Tokioka and Mr. Choy had made calls to obtain the HTA allotments, but these had arrived in the bank only at the end of November. This was the first year staff had worked under general funding, so they had to adapt to the new methods. Mr. Choy believed this problem was due to this being the first year under the present funding method, and it would not be an ongoing issue.

Mr. Arakawa added that payment of allotments was quarterly, and any possible restrictions were more likely to be applied during the final quarter. Mr. Ka'anā'anā reminded Board members that constituents' questions should be forwarded to him, and the HTA staff would be happy to respond. Kilohana and their team had a robust customer relationship management (CRM) system whereby every call and email from award recipients was logged. He advised Board members to pass inquiries on to the HTA staff. Award applicants seemed to perceive that Kilohana was waiting on the HTA's approval, but the issue was Mr. Ka'anā'anā's ongoing work to obtain funds.

Referring to Ms. Iona's questions, Mr. Miyasato asked about the follow-up on answers, noting that questions about whether previous funds could be rolled over had not been explicitly answered. He acknowledged that Mr. Ka'anā'anā was right in attributing the perceived delays

to the change in funding methods. The staff understood accounting principles, but the rules had changed, resulting in the current situation.

Ms. Iona thanked Mr. Arnydo for his service to the State as an officer and inquired whether he was aware that the award funds would not be received at the expected time. Mr. Arnydo replied that he had not realized this personally, but his team had been aware. When asked how this affected the execution of the contract, Mr. Arnydo explained that as soon as the team realized there would be a delay in the provision of funds, they paused work on the awards and informed all the applicants.

Ms. Iona expressed concerns about an upcoming parade in Kaua'i, scheduled for three weeks, along with a proposed celebration in February. She mentioned that the private sector had to step in to ensure the activities could take place due to the uncertainty about the award of funds, which was unsatisfactory. She pointed out that the HTA had not followed up on their contract agreement with Kilohana. As a member of the request for proposal (RFP) committee, Ms. Iona regarded this as the wrong form of interaction. She stressed the need for whoever was responsible for that segment to provide the financial acumen to the Board, ensuring they understood that the contract was not being adequately fulfilled. Ms. Iona emphasized the importance of preventing this issue and urged Mr. Choy to do his utmost to improve the system. Contracts should not be undertaken without the means to fulfill them, as this resulted in communities not receiving the support they expected after completing their paperwork. While acknowledging the good reports about Kilohana's assistance in awarding applicants, Ms. Iona emphasized that the HTA also had a responsibility to Kilohana.

Dir. Tokioka agreed with everything said by Mr. Choy and Mr. Ka'anā'anā. He pointed out that as soon as Mr. Ka'anā'anā informed him of funding issues, he had made a direct call to the Director of Budget and Finance, and the issue had been resolved the following day. Dir. Tokioka pointed out that the State had a huge \$11 billion operation, and issues could arise with various divisions, especially with the changes in funding of the HTA. Dir. Tokioka clarified that Mr. Luis Salaveria, the State Director of Budget and Finance, was not intentionally causing worry to Kilohana award recipients. However, there was a need for better communication. He had expressed this to the Director of Budget and Finance and the Governor's Chief of Staff. He emphasized the need to be better prepared for the future and not to criticize the changes in the process, which had caught Mr. Ka'anā'anā, Mr. Choy, and Kilohana unprepared. Dir. Tokioka understood the frustrations of the various festivals that had been receiving money for years and stressed the importance of using a better method of allocating money quarter by quarter in the future.

Mr. Ka'anā'anā added that transitioning all contracts to a fiscal year basis would be the key to managing this issue. An RFP had been issued via Kilohana for six months for January to June

programs, ensuring adjustments would be made and synchronized. Another RFP for FY26 will be issued in February. Mr. Ka'anā'anā pointed out that the "window" had not yet been missed, and discussions with Mr. Kishi were ongoing. Kilohana contractors had made significant sacrifices to ensure the operation continued, such as giving \$1.5 million out of the contract to balance the FY24 budget. The HTA staff were still making adjustments and setting priorities for FY25. A situation where awards were made but could not be disbursed was undesirable. Vice Chair Paishon commended the Kilohana team and their sub-consultants for their efforts, given the brief time they had to develop and amplify a regenerative tourism pivot for the State of Hawai'i. She appreciated the metrics that had been presented, which gave the Board an idea of progress and accomplishments. She also appreciated the invitation to the in-person Hō'ike. She believed that the HTA would do their best to strengthen their commitment to Kilohana to serve Hawai'i to the best of their ability.

Ms. Iona ended on a positive note, reflecting on her time as a manager at the Lahaina Festival. She had received many calls praising the festival, including one from a relative who was a reservations manager, and shared their perception that things seemed to be returning to normal, with many people shopping. Ms. Iona thanked Kilohana for their contributions. The community sports and retail values brought by the festival had been unprecedented for Maui, and in the eyes of the community, the festival had been an enormous success.

Chair Hannemann thanked Board members for their contributions and announced that another round of Kilohana awards would start in February. He requested that Mr. Arnyado, Mr. Choy, and Mr. Ka'anā'anā ensure such discussions did not recur subsequently. The Chair noted that Dir. Tokioka commented on the unpredictability of payment schedules due to the State's various obligations. However, he emphasized that this was the HTA's *kuleana* and should be a priority. Subsequently, the HTA must have a solid game plan to prevent award applicants from complaining to Board members. He hoped that applicants who had not been selected this time would apply again during the next round, and he believed that the present discussion would lead to a better process. The Chair was confident that everyone was trying their best, noting that great programs needed funding. He urged the HTA staff to keep Board members informed in a timely manner.

Mr. Nāho'opi'i promised to continue working on resolving the issue. He stated that the new process had been challenging for both the HTA and the Department of Budget and Finance, particularly regarding program IDs and the funding of awards. During subsequent years, the timing of cash flow might differ in relation to larger issues affecting branding and other ongoing projects. Mr. Kishi had been working hard to balance the budget, make funds available for payment of invoices, and notify contractors about delays. Mr. Nāho'opi'i undertook to keep members of the BFCC committee informed about the budget status and processes in place.

Many contracts had been created under a previous funding scheme, causing misalignment between payment timing and the administration of general funds. It might subsequently be necessary to revise the methods of invoicing and paying such contracts.

Chair Hannemann pointed out that while the process was easier said than done, these issues were supposed to be resolved by the BFCC committee before the budget reached the full Board.

Ms. Iona asked if the \$5 million in emergency funds had been received. Mr. Choy responded that since the Board had prioritized this, the HTA's request for reimbursement had been submitted to the Budget and Finance Department immediately, but a response was still awaited. Mr. Nāho'opi'i added that the HTA was following the procedure outlined by the Budget and Finance Department.

Ms. Iona noted that Dir. Salaveria had previously informed the Board that they would automatically receive the funds. Mr. Nāho'opi'i explained that the Departments of Taxation and Budget and Finance had not previously encountered this situation and had to devise a process for replenishing an emergency fund. This had been communicated to the HTA staff, who were in the process of fulfilling the requirements.

Mr. Kishi added that the HTA staff were trying to spend as much as possible on other programs to maximize replenishment, since the Department of Budget and Finance had indicated that replenishment would be a once-year process. Chair Hannemann commented that he had the impression that the \$5 million had already been spent. Mr. Nāho'opi'i explained that most of the funds had indeed been spent, apart from a few remaining projects, including \$130,000 for the second round of expenditure. Over \$4.5 million had been spent, and the HTA staff intended to disburse the remainder before making the replenishment request.

Ms. Anderson asked whether invoices had to be presented to justify expenditure or if encumbrances were included. She pointed out that the \$130,000 was already encumbered. Mr. Kishi replied that invoices were required, and Ms. Anderson recalled that Mr. Kishi had asked contracting organizations to submit invoices. Chair Hannemann asked how quickly this could be done, emphasizing that the Department of Budget and Finance would check if there was still a balance before reimbursing. The Chair reminded the staff that this should be done quickly. Mr. Nāho'opi'i stated that he had informed the staff that submitting the paperwork for the emergency fund was a top priority. Keeping the funds topped up was important because another emergency could arise at any time.

The Chair reminded the meeting that a case could be made that an emergency situation was still ongoing. Mr. Nāho'opi'i agreed that submission of the necessary paperwork and information was a priority. Chair Hannemann noted that it was November 26 and asked if the



request could be completed by the end of the month. Mr. Kishi confirmed that he would submit the request by this deadline. The Chair stressed that the HTA must ensure that their failure to fulfill the requirements was not the cause of their not receiving the reimbursement of the emergency funds.

Ms. Iona asked Mr. Kishi for comments. Mr. Choy directed Board members to refer to page 10 of the financial report, where amounts spent from the emergency special fund were recorded as reported monthly. Ms. Iona doubted whether the process could be completed before November 30 if it had already been reported monthly. Mr. Choy responded that such decisions were outside the HTA's control and that he was not part of the decision-making process. Chair Hannemann reiterated that the vital issue was to ensure that the HTA had submitted every requirement to the next level of approval. Mr. Choy responded that everything the HTA could do had already been done, and the matter was now in the hands of those outside the HTA. Chair Hannemann inquired about the remaining bill payments, and Ms. Anderson assured him that she would work with the contractors to submit their final reports and invoices without further delay.

Mr. McCully reminded Board members that the preceding discussion had stemmed from his initial question relating to a letter about the status of 'Umeke awards. This letter stated, "We are still waiting on the HTA for the final approved list of awardees." He had asked whether the Board had the final approval over the list of awardees. The discussion then diverged into a useful discussion about budgets and fund sourcing. However, Mr. McCully noted that communication and clarity were essential, and he stated that the initial communication to potential awardees had been incorrect. Mr. McCully had found the Kilohana presentation informative. In particular, he had not previously seen the CNHA organizational chart. He noted its complexity and suggested that it would benefit the Board if a more detailed presentation of the organization of the CNHA were given in a subsequent meeting. Mr. McCully indicated a potential perceived overlap between the non-profit Kilohana Collective and the parallel entity Hawaiian Holdings Incorporated LLC, which operated Experience Kilohana. He emphasized the importance of keeping governing bodies and Board members of for-profit and non-profit entities separate to avoid public perception issues. He requested that this topic be placed on the agenda for a subsequent Board meeting.

Asked by Chair Hannemann to respond, Mr. Ka'anā'anā assured the Board that Kuhio Lewis and Tyler Gomes would make such a presentation at a future meeting. Mr. Miyasato suggested that the letter to which Mr. McCully referred might be an issue for the HTA rather than the Board, implying that the delay in award presentations was due to the HTA's actions. Mr. Ka'anā'anā agreed that when the letter mentioned the HTA, it referred to himself. Mr. McCully explained

that since the letter came to him, it implied that Board members were also perceived as the HTA.

## **10. Presentation and Discussion of Current Market Insights and Conditions in Hawai'i and Key Major Hawai'i Tourism Markets**

Mr. Nāho'opi'i explained that Ms. Chun was out sick, and a written report had been submitted.

## **11. Report and Update by the BUDGET, FINANCE, AND CONVENTION CENTER STANDING COMMITTEE**

### **11a. Presentation, Motion, Discussion, and Action on the HTA's September and October 2024 Financial Report; Recommend Approval**

As Chair of the BFCC Standing Committee, Mr. Arakawa proposed a motion to approve the HTA's September and October 2024 Financial Reports. Vice Chair Paishon seconded the motion.

The Vice President of Finance, Mr. Isaac Choy, stated that there had been an emergency the previous month, so the report could not be approved at the Board level and had to be submitted at the present meeting. Mr. Choy was conscious of the importance of the discussions during the previous agenda point, and he believed that the finance report contained a lot of detailed financial information. The HTA finance staff worked hard to compile this report.

Mr. Choy referred to page 17 of the report, which was the result of hard work from Mr. Kishi in response to a Senate request for a detailed line-by-line budget report. This report provided every single budget line item in detail, including cash paid to date, remaining encumbrance, budget restrictions of 10%, FY25 budget, and budget versus actual. Mr. Choy contended that this report should answer many of the questions raised during earlier discussions. He encouraged Board members to review these figures in detail.

Mr. Choy noted that the HTA finance staff had been reviewing these accounts since June 30, when a large table in this format had been distributed for the previous fiscal year. This was public information upon which Mr. Kishi would give a brief presentation. Mr. Choy suggested that this could be termed the budget line item (BLI) report. The staff had been compiling this very comprehensive report since June, and Mr. Choy believed that it was unlikely to be matched by any other department of the State in terms of detailed financial summaries.

Mr. Kishi then presented a slide summarizing the financial statements mentioned by Mr. Choy and Mr. Nāho'opi'i. The October 31 finance summary showed budget versus actual

expenditure, summarizing what had been disbursed to date, what had been encumbered, and the \$6.3 million budget restriction. After deducting these three items, the report showed \$18.1 million spent to date, with a remaining budget balance of \$44.8 million as of October 31, 2024.

Mr. Kishi presented a pie chart representing the FY25 budget with major categories of expenditure as follows:

Branding and marketing	62%
Sports and signature events	12%
Destination stewardship and community	12%
Regenerative tourism	6%
Workforce development	2%
Administration and governance	6%.

Mr. Kishi also provided a bar chart comparing the FY25 budget with the FY24 operating budget, noting that the latter was not necessarily categorized in the same way.

Mr. Kishi explained that \$7.16 million had been spent to date for FY25 on the FY24 Tourism General Fund, excluding prior year expenses, with a remaining balance of \$7.078 million. The Tourism Special Fund, which sunset in 2022, comprised a year-to-date cash balance of \$8.348 million and an encumbrance balance of \$852,000. Mr. Kishi explained that only the remaining encumbrance balance was available for spending, and the HTA staff hoped to disburse it before it was returned to the State.

Mr. Arakawa reminded Board members that the Tourism Special Fund had previously had a cash balance of \$8.3 million with encumbrances of \$852,000. He asked Board members to calculate the amount that had been lost since this fund had been eliminated.

Mr. Kishi stated that the year-to-date expenditure for the Tourism Emergency Special Fund was \$105,319, with \$282,749 remaining from the Maui Disaster Response Plan #1 and \$130,000 remaining from the Maui Disaster Response Plan #2 to be spent down.

The EDA-ARPA State Tourism Grant had year-to-date expenditures of \$2,780,000, a fund balance of \$8,776,717, and an encumbrance balance of \$5,720,345.

The amount remaining from the HCC General Fund for FY24 was \$2.078 million. Year-to-date revenues for the Convention Center Enterprise Special Fund stood at \$11.4 million, including \$11 million in TAT allocations received earlier in the year, some monthly interest income, and some HCC operations net income. The cash balance in the Special Fund was \$59.2 million, with

\$34 million reserved for FY25 operations and another \$11 million to be transferred to the Budget and Finance Department in FY26. This amount had been provided during the previous year for FY24 operations and was to be repaid.

Regarding the roof repair project, \$50 million had been appropriate for the rooftop terrace deck, with year-to-date spending of \$149,000 and \$14.4 million remaining in funds. The encumbrance balance was also \$14.4 million. The \$64 million appropriation provided last year was still pending release by the Governor.

Mr. Arakawa asked Mr. Choy whether the rooftop repair project was on time and budget. Mr. Choy identified himself as the project manager and acknowledged that the project was slightly delayed while awaiting the allotment from the Governor's office. However, he expected the project to be on schedule once the allotment was received. He informed Board members that all drawings and construction documents (800 pages) were complete, and that the next step would be to ask for bids from contractors. Otherwise, the project was on budget and on time.

Mr. Nāho'opi'i referred to the Convention Center Enterprise Fund, noting that a \$20 million allowance had been awarded during the 2024 legislative session, giving a total repair and maintenance allocation of \$34 million. The annual allowance was only \$14 million plus \$20 million for the present year. This was intended to allow for the HCC's repair and maintenance program, addressing items such as the escalator that needed urgent repair.

Mr. Miyasato asked about the closure of the HCC for the execution of the rooftop project. Mr. Choy explained that the HCC would be shut down from January 1 to October 31, 2026, to focus on roof repair. Mr. Choy informed Board members that the cost of keeping the HCC open during this major construction project was estimated at \$8 million. Closing the center during this period was a sound business decision since a revenue of \$8 million was unlikely to be generated during that time.

Mr. Apo asked if YTD meant Fiscal Year to Date, and Mr. Kishi confirmed this. Mr. Apo also inquired how the actual July–October expenditures compared to the expected expenditure and whether there was a month-by-month expectation. Mr. Kishi acknowledged that spending had been slightly behind schedule due to allotment issues, but the HTA staff had not prepared a cash flow projection versus actual expenditure. Mr. Apo urged that significant variances should always be reported.

Vice Chair Paishon asked for the identities of the committee members who reviewed and approved contracts related to the Convention Center. Mr. Choy replied that he was the program manager and cost estimates were prepared by professionals. An evaluation committee including subject matter experts, some from the State Public Works Department, was to review

bids from contractors. However, Mr. Nāho'opi'i cautioned that the identity of evaluation committee members was confidential.

Mr. Choy apologized for inadvertently releasing part of this confidential information.

Mr. Nāho'opi'i stated that the RFP process was bound by State procurement statute 103D.

Mr. Arakawa explained that the committee referred to was the first evaluation committee. He explained that no one knew the members of the final evaluation committee, but it would be formed pursuant to procurement law. In response to a question from Ms. Iona, Mr. Choy confirmed that contractors were aware of this procedure.

There were no questions from online participants.

In response to a question about budget concerns that the Board should address, Mr. Arakawa asked the same question of Mr. Choy and Mr. Kishi. Mr. Choy responded that there were no pressing issues at that time. However, he assured Board members that if overages in expenses were to occur later in the fiscal year, he would bring it to their attention. He emphasized that the fiscal year was still at an early stage.

Mr. Arakawa called for a vote on the motion. Mr. Gionson conducted the roll call vote, and the motion was passed unanimously.

**11b. Motion, Discussion, and Action on the Hawai'i Convention Center's (HCC's) August 2024, September 2024, and October 2024 Financial Reports and Update on the Hawai'i Convention Center's 6-Year Repair and Maintenance Plan Recommend Approval**

Mr. Arakawa proposed a motion to approve the Hawai'i Convention Center's (HCC) August 2024, September 2024, and October 2024 Financial Reports and update on the 6-Year repair and maintenance plan, which was seconded by Mr. White.

Mr. Arakawa asked Ms. Orton, the General Manager, and Ms. Tait, the Director of Operations, to present their reports on the HCC.

Ms. Orton reviewed the latest financials, noting that October had ended well. Twenty-four licensed events had been budgeted, but only 21 were held, including three citywide events, an unusual number for one month. These events included the Electrochemical Society, the International Society of Pediatric Oncology, and the Armed Forces Communication and Electronics Association (AFCEA). Two of these were first-time citywide events. Although AFCEA was to relocate in 2026, they would stay on the island and relocate to headquarters hotels, having signed with HCC for several future years.

Ms. Orton added that these citywide events had enabled the HCC to outperform their revenue target for the month, with total facility revenue for October reaching \$2.7 million, \$275,000 more than budgeted. This resulted in a net income of almost \$500,000, exceeding the budgeted amount.

Ms. Orton informed Board members that the FY25 reforecast showed significant improvement. The fiscal year was projected to end with a net loss of \$2.1 million, \$1 million better than budgeted. A further 11 citywide events would be hosted during the remainder of the fiscal year.

Ms. Orton noted that many citywide and local businesses had spent more on F&B than anticipated. She added that the HCC showed a return on investment (ROI) to the State of \$16.67 for every dollar spent. The 18 citywide bookings for the fiscal year were projected to generate revenue to the State of \$380 million in economic impact and about \$44 million in total taxes. Ms. Orton anticipated that numerous citywide events would make FY24 and FY25 financially strong.

Recent events hosted by the HCC included PRIME (repeat business), SIOP, and AFCEA (two of the three citywide events). The local repeat event, Hawai'i Food and Wine Festival, had used the HCC exhibit halls for the first time rather than the rooftop or the fourth-floor ballroom. This change had been appreciated, and the decorations, including wall-to-wall carpet, were well received.

Upcoming events included the Honolulu Marathon in the first week of December, the Aloha Regional Christmas Festival Volleyball Tournament in mid-December, and the TransPacific Volleyball event (repeat business) in early January. The next three months would see several local and citywide events, with January typically being slower, allowing for repair, maintenance, and capital improvement projects.

Ms. Orton reminded Board members that 45 indoor pickleball courts had recently been purchased and inaugurated. She added that many calls had been received from local organizations hoping to host tournaments. The next official tournament was planned for April 2025 and would use all three exhibit halls and all 45 courts.

Ms. Orton invited Board members to walk through the Exhibit Hall for "Twas the Light before Christmas" installation, a partnership with the Paquin Group, which had previously brought Monet and Van Gogh immersive experiences to Honolulu. The HCC was to partner with them for their first holiday immersive experience, transforming Exhibit Hall 3 into a Winter Wonderland. The ticket sales target had been 10,000 before the opening, but 13,000 tickets had already been sold.

Ms. Orton announced a new exhibit on the third floor, in partnership with master carver Tom Pohaku Stone. He was carving 14 replicas of original surfboards after conducting research at the Bishop Museum over the past year. This exhibit would provide a historical storyline of surfing from its inception, which was the first of its kind. Professional surfers and Board members will be invited to the official blessing in January 2025, coinciding with a major surfing event.

The carbon offset program had resulted in the planting of 464 trees to date, offsetting 448.12 metric tonnes of CO<sub>2</sub>. Ms. Orton explained that this opt-out program automatically enrolled every event, with each dollar contributing to tree planting at Malai Kahana and Manakea on Hawai'i Island.

Mr. Arakawa inquired about recent partnerships with major events on themed food and beverages, similar to the immersive Monet and Van Gogh exhibits. Ms. Orton cited the partnership with the Okinawan Festival, in which the Okinawan Association had allocated a space to create a beer garden. This had been a tremendous success, with appropriately priced local dishes, including Pupus and local kine grindz, beverages featuring local breweries, and specialty cocktails from the Awamori Garden. Beer sales had exceeded expectations, and the food and beverage profit tripled compared with previous years. This provided a new experience within the Okinawan Festival. Mr. Arakawa added that local residents greatly appreciated the appropriate pricing levels for the beer garden.

Ms. Orton mentioned the involvement of Hawaiian Airlines in the Genki Ball initiative to clean up the Ala Wai Canal, and the HVCB offered a menu of sustainable initiatives that allowed event organizers to participate in regenerative tourism. These initiatives included Genki Balls and the carbon offset program.

Ms. Orton thanked Board members for supporting the HCC, expressed gratitude for their contract renewal, and shared her excitement for the future. She also wished everyone happy holidays.

Ms. Tait provided an update on the repair and maintenance program, with detailed information available in the Board members' handouts. She shared photos from the rooftop terrace, explaining the need to ensure adequate panels for upcoming lighting and electric metering changes. Destructive investigations revealed that the rooftop construction differed from the plans, enabling designers and architects to develop appropriate repair designs.

Ms. Tait informed Board members that the third-floor and exterior planter project was ongoing and focused on the grand staircase. This extensive project involved excavating and rewaterproofing planters and repairing damage to the walls due to water leakage from the planters.

The lighting project in the ballroom was about 75% completed, with guests commenting on how well the new LED lights illuminated rooms and hallways. The project would progressively replace lights throughout the building, although lights in the Makai rooms would not be replaced until after the rooftop project since this would involve removal of the ceilings in those rooms.

Ms. Tait added that the exterior painting project was 25% complete, with work moving down the outside corner. She stated that the kitchen staff were very appreciative of the new flooring. The installation of the new chiller was almost complete. This upgrade was expected to reduce utility bills significantly.

Ms. Tait reminded Board members that capital improvement projects were divided into three categories:

- Improving Guest Experience
- Improving the Building
- Improving Department Efficiency

Ms. Tait stated that kitchen upgrades included a new chemical fire suppression system along with the replacement of hood controls. She reminded Board members that most kitchen equipment was original to the building. This made repairs difficult due to the unavailability of replacement parts, and in most cases, the entire system had to be replaced.

Ms. Tait informed Board members that despite the challenges, all the necessary repairs had been completed before the "Twas the Light Before Christmas" installation.

Plans were underway for a significant solar project which was expected to provide substantial savings. The procurement process was at the stage of receiving proposals and shortlisting companies. The delay in supply was likely to push the installation to the third quarter of 2025.

Ms. Orton added that it had been challenging to schedule events around repair and maintenance work. Mr. Nāho'opi'i explained that a number of repair projects would be scheduled for 2026, taking advantage of the building's partial closure for rooftop repair.

Ms. Tait provided a detailed list of repair and maintenance projects completed by the third-party project management company starting in 2020.

Mr. Arakawa opened the floor for questions from Board members or online participants.



Mr. Miyasato congratulated Ms. Orton and Ms. Tait, and apologized for his misunderstanding of the HCC shutdown timeline, He emphasized the value of events like "Twas the Light Before Christmas" in enhancing the Hawai'i brand and providing local experiences.

There were no additional questions or comments from the Board members or online participants.

Mr. Gionson conducted the roll call vote, and the motion was carried unanimously.

## **12. Report and Update by the BRANDING STANDING COMMITTEE**

### **12a. Presentation and/or Discussion on the Los Angeles Saturation Activation and Other Updates from Hawai'i Tourism United States (HTUSA)**

Mr. Talwar said they had a great Los Angeles Market Activation. The private partners all stepped up. A significant portion of the funding went to mass media in the marketplace. They also partnered with KTLA, the major broadcast network in the Los Angeles market. They had an in-person event in partnership with Mana Up. They researched the programs, and their research helped with the in-person events. Getting people of Hawai'i in front of people in the marketplace makes all the difference.

Paid Digital Media impressions included:

YouTube TV - 18.6M impressions

LG - 14.5M impressions

Trip Advisor - 5.5M impressions

Paid social media included:

The People, The Place, The Hawaiian Islands, with the focus on Maui.

Mana Up Hawai'i partnership:

Heart of Abbot Kinney Boulevard, a neighborhood with excellent foot traffic

57 Hawai'i brands, 11 from Maui

9,328 attendees over three days

31 activations included workshops, demos, and panels

VIP Receptions excited media, influencers, travel advisors, MCI clients

Local coverage on KTLA, ABC, FOX

Generated 36,513,073 impressions across 28 media placements.

They were overwhelmed with interest and participation. It created excitement in the marketplace.

The local businesses were listed on a spreadsheet. Small businesses and well-known businesses took part. Many start-up businesses were getting coverage due to the Aloha marketplace. He played a video that captured some of the spirit of the event.

He said Mr. Miyasato stepped in and brought Hawaiian Airlines to support the event.

They took advantage of a program on KLTA and, through connections, could get to the regular news. It would be great if Mayor Bissen and Gov. Green could make a statement and invite people back to Maui and the State. The invitation went out to them, Sen. DeCoite and Sen. Wakai. They got Mayor Bissen and Gov. Green on air, and they had fantastic coverage on air.

He said they were also involved in a lifestyle show called L.A. Unscripted, which focused on Maui. The half-hour show ran on Prime Time and repeated on the weekend and during the weekdays. There were three airings, and there is potentially another one coming up the following week. The focus was on the invitation to visit Maui and the State. They are looking to get a bonus showing on November 27.

He spoke about more impressions for L.A. Unscripted Maui.

They also worked with Nexstar to have social media work with them. This was in partnership with Marriott. 50% was paid for from the HTA budget, and Marriott paid 50%. Social media did an amazing job with a quarter of a million impressions, a 4.2% engagement rate, and a lot of coverage beyond the show and different interviews and sessions with KPLA.

The PR team met with the New York Times, Los Angeles Times, Smithsonian, etc. They had in-person meetings with seven editors and freelance writers representing the publications. While they were there, each private industry partner said if there were a media inquiry, they would host them on the property to extend the budget and get more coverage for Maui. The PR team was able to work with Taste. Their highest-rated show, From Scratch, will be filmed on Maui in a week. It will air in the first quarter of 2025.

Mr. Talwar said public/private partnership is critical. Partners did extraordinary things. One partner redirected paid media investments to the Los Angeles market for September. Many hosted and educated travel agents and group clients. They conducted media blitzes. They support HTUSA-sponsored media visits with accommodations, meals, resort experiences, and activities. They offered attractive value propositions to stimulate visitor interest, such as complimentary night stays at hotels (3rd, 4th, 5th night free) and 20-25% off tours and transportation. He mentioned the qualitative measures and the great results and success that resulted from activating their business moving forward. For the public/private partnership programs, they also hosted close to 100 offers from all the properties, activities, attractions,

airlines, lodging partners, etc. All provided a minimum of 20% off. The past week, the major hotel brands said they had seen a major change in bookings across the State, in Maui in particular, for the next 60 days and Q1. They are seeing a change in the booking pace and booking window. There is positivity in Q1, but not through the end of the year yet.

He spoke about the public/private partnership programs and looked forward to being able to help with that. They had the travel trade team ensure all travel sellers were educated. They had 20 industry partners working with them and going with them to the trade show for education and training. They kept all the travel sellers updated on the fact that Maui is open for business and the fantastic things that can be done across the island and the State. They hosted those offers on-site, with up to a 30% discount. There were great offers from the private industry side. He thanked the HTA for funding this, allowing them to get into L.A. in September.

He spoke about the latest slideshow that was added, which shows the Maui statistics. They were still down 13.4%, but there is still work to be done, and the trend is changing.

Dir. Tokioka asked if any of the promotions had a promotional code. Mr. Talwar said the salesperson will sell what they have been asked to sell. Previously, there were codes, but they did not get traction because people were selling off to another package. In the past, they could not tell private industry partners how and what to sell.

Dir. Tokioka said some hotels asked him why they were not included in the public/private partnership program. Mr. Talwar said Dir. Tokioka must reach out to him with more details so he can look into it.

Dir. Tokioka asked how much they spent on the blitz. Mr. Talwar said it was \$1.5 million. Dir. Tokioka said exposure is good, but people depend on the money the HTA provides.

Dir. Tokioka asked if the funding came from the emergency fund. Mr. Nāho'opi'i said at the previous BOD that the L.A. activation was part of the base funding for the year 2024 for the HTUSA. There was a request for the budget for FY2026 to cover the cost, so the work would be shifted into 2026. If the funding is not approved, they will have to adjust it at the end of the fiscal year in May or June to change the work. This is all allowed under the contract. These activations are part of the contract's overall work. He said they all agreed that the HTUSA had to pivot to create the activations for short-term relief and demand.

Mr. Nāho'opi'i said they have a contract for the HTUSA. Dir. Tokioka said there are procedures they have to follow, and he would like to see the contract because he does not recall some of the specifics spoken about as a Board member, but he said it was a good promotion. They must align with the procedures and policies. He suggested that, as they go forward, they take the money they appropriated to make it bigger. Mr. Miyasato said the Board approved the

installation of \$1.5 million. Dir. Tokioka said it was without detail. Mr. Miyasato said the CEO is saying that this is all in the purview of the contract and that they can do that as it is not a new contract. Mr. Nāho'opī'i reiterated that it was presented to the Branding Standing Committee and BFCC and Board members multiple times before it was voted on in September's BOD with a lot of detail included. It was driven by staff and stakeholder meetings. Mr. Miyasato added that a requirement to be part of the program was to step up and be part of the solution. The partners are seeing results, and they should focus on this. Dir. Tokioka said some of the partners did not feel like they were included, which is one inquiry he received. There were other concerns as well.

Chair Hannemann said the beauty of the HTA is that it stands as a bridge between government and private industry. He said the private industry had been clamoring for some messaging campaign that would be clear from the highest government officials involved, the governor of the state and the mayor, that Maui was indeed open and ready to start welcoming people back. The industry could not get the governor and the mayor involved in the campaigns that they were running. To their credit, they continued to try to do what they were doing. The mix messaging that was out there was handicapping all the efforts. He said they would have to look at it collectively if some of them weren't involved in that one. They did a big boost and a favor to the industry by having the unequivocal support of the governor of the State and the mayor of Maui on the trip. A major takeaway is that the Los Angeles Rams want to do something with Hawai'i, especially Maui, regularly. He was instructed by the governor to have the HTA start working on those details to see what that might look like. Mayor Bissen was extremely happy that the Rams were looking to go to Maui.

The next target should be the Bay Area, San Francisco, the base market. Looking at Maui, that is where their travelers come from. He said he is sanguine about Maui going forward because 6,000 to 7,000 people from the mainland from eight college basketball teams nationwide are in Maui that week and are very happy with what they see. Small businesses are all saying that it is great. He said the HTA can sit back and let the private sector drive it, but success will be very limited. That is why the HTA exists. He said the Senate Tourism Chair was on the trip and very happy and encouraged the HTA to do something with the Rams. Another member of the Senate Tourism Committee was also on the trip. He, too, was very happy. All the steps were taken, as Mr. Nāho'opī'i had reiterated. They need to see how they can do it better in the future.

Mr. Nāho'opī'i said in the committee meeting that after Mr. Talwar's presentation, they started to discuss the hotel pace reports and other data that was still very soft after the first quarter. They made a point to utilize the success to look at other markets. They made it clear that there is an additional cost that would far exceed their base budget for their current work because they still have to work with the travel trade and their base campaign of the people, the place,

and the Hawaiian Islands. He said they would work on coming up with a new proposal to bring forward to the Board and the Branding committee, as well as figure out the funding they presented in their \$80 million ask. This includes additional funding for those types of initiatives because they knew the base funding was not enough to cover the period of the following year that they would need.

Mr. White asked if Mr. Talwar could quantify the contributions from the partners - the advertising, participation, airfare, and all the costs for the partners to go up and participate. Mr. Talwar said they asked for the information, but not everyone was responsive. They have \$2.25 million so far. Those are the hard costs before the discount. Mr. White asked if the private sector is putting in about double what the HTA is, and Mr. Talwar said that was correct.

Ms. Iona asked for the date of the promotion. Mr. Talwar said it was September 1, with some effort in October. Ms. Iona asked if he had gone to the tourism conference to report on the success of their options. There were other speakers from the United States and all over the world, sharing marketing opportunities and what they needed to do at the conference. She said one interesting thing was that the United States representative who shared who their market was. She said Mr. Talwar did a great job. She said he could have missed the boat on a couple of people, but there is always a residual in hotel industry, but he had provided that information at the tourism conference. She was happy that they had the opportunity.

Ms. Paishon asked Mr. Talwar about the request from Dir. Tokioka about the follow-up in identifying who else they will contact in the future. Mr. Talwar said the CEO had responded to that earlier. They would approach it from a budgeting perspective. From a marketing perspective, it depends on the available funding. If they had funding for two markets, they would extend to San Francisco. They have been looking at the numbers to see the top five markets and where they are shortest in some of those key markets. They look at the travelers from that marketplace as a percentage of the overall population to get a sense of the cost of going to that market. They look at various factors to decide which markets would be appropriate to go to next. Then, they work with the team of staff at the HTA, the Branding Standing Committee, the BNF, and everyone else to understand what assets will be allocated to them so they can take advantage of those opportunities.

Ms. Paishon asked Mr. Nāho'opi'i and Chair Hannemann what their current thinking was after hearing the presentation results. Mr. Nāho'opi'i said he had been presenting that in the current year, their goal is for short-term recovery of both the U.S. Canada markets and rebuilding international. They are moving lower down on the funnel because they know they need to sell rooms and get people to participate in activities now. When they made their presentations to ask for the fiscal year 2026/2027 budget, they indicated that intensive saturation type of

initiatives were required, particularly in the U.S. and Japan. Both of those are two of the largest markets. They put that requested additional funding into their budget. The staff has committed over the next two years to continue doing those projects.

### **12b. Presentation and/or Discussion on the JATA Expo, Japan Mission and Other Updates from Hawai'i Tourism Japan (HTJ)**

Mr. Takahata said the Japan market is trending in the right direction, but not as quickly as they hoped. Looking at arrivals and spending, they are not quite half recovered, but they have increased per person, per day spending, and the length of stay. Because it costs so much for Japanese people to come to Hawai'i, they stay a little longer, which is good.

Looking at the impact of tourism from Japan to the State, and looking at pre-pandemic 2019, there were 1.576 million arrivals, good for about 2.2 billion in spending and about 250 million in tax revenues in 2019 pre-pandemic. The person-per-day average spending from 2019, pre-pandemic, was \$241.6. The forecast they looked for 2024 was \$241.9, an increase. In 2019, the inflation for the entire U.S. was 1.8%, which is currently 4.1%. That is the inflation rate as it relates to the Consumer Price Index (CPI). One of the annoying factors for the Japan market recovery is the high inflation rate of the U.S. and Hawai'i. Currently, the yen is 154 to the dollar. Back in 2019, it was 109. They are 30% down on spending power, facing double-digit U.S. inflation, and the per-person-per-head spending is \$241.9. He added in the spending analysis that those numbers are not reported correctly by DBEDT and the HTA. Those numbers do not reflect anything that a Japanese visitor purchases real estate. Kaka'ako is over 50% Japanese-owned. New timeshare sales reports show \$350 million for 2024. Over time, it has been worth almost a billion dollars of money coming into the State. Timeshares pay property tax and TAT, so they contribute to the direct funding that they receive.

Mr. Takahata spoke about package cost comparison. They have been telling the Board and members that other destinations are outspending on the destination marketing. Looking at the Package Cost Comparison spreadsheet, a four-night vacation to Hawai'i for a Japanese person is about 320,000 yen per person, compared with the price for a long-haul flight from Japan to Australia, Bangkok, Paris, L.A., and Singapore.

Looking at the macroeconomics of what is happening in the destinations, Australia is already back to 2019 numbers for the Japanese market. Airlines are adding back flights to Australia because demand is rising. Australia's inflation is stable. Looking at today's inflation rate on the CPI versus 2019 and the strength of the Australian dollar versus the Japanese yen that stayed in check. Looking at Singapore, it is the same. Bookings to London from Japan are rising, as are bookings to Paris. Looking at the inflation factor for London, it spiked in 2024. It is forecasted

that the numbers for London will go below 2019. The British pound is up on the Japanese yen. Looking at value for money and what you can get for the same amount of money, the Japanese are picking Europe, Singapore, and Australia.

Moving forward to the second month of 2025, the HTJ is working on getting the Japanese back to Hawai'i. He spoke about two macroeconomic factors, inflation, and the unfavorable exchange rate, as hurdles for them to attack and address, as they are holding up the return of the Japanese market. It is really expensive for the Japanese to go to Hawai'i. Coming out of the pandemic, the HTA pivoted from the Malama campaign to Yappari Hawai'i, a more aggressive campaign that draws the consumer in and drives bookings.

Mr. Takahata spoke about PR. Expedia, the online travel agency, was the biggest supplier of Japanese visitors to Hawai'i in 2023. They surveyed them, and the number one destination that Japanese people desired for the summer was Hawai'i. For conversions, they are down at about 7. They want to visit Hawai'i, but it is too expensive, so they choose Australia and Singapore. The good news is that demand is good, but realistically, the yen is too expensive. He said they are addressing the issues and trying to affect the Japanese at the consumer level to change how they think.

Moving forward into the HTJ initiatives, it is to those two issues. They need value add, so they are working with many partners with value add, looking to defray the cost for the Japanese visitor in other ways, through food and beverage, through activities, etc. The second thing is how they defray costs in the light of inflation and that unfavorable exchange rate. Those are the two focuses they are concentrating on in all their efforts in the market.

He spoke about industry partner collaborations and co-ops. For every dollar, the partner has to invest triple that in resources and funds for that co-op. ANA, Hawaiian Airlines, and Japan Airlines have worked well with them. They do not have numbers for ANA yet. Japan Airlines' 70th-year anniversary campaign ended in the summer. That campaign or co-op they entered into with Japan Airlines helped them increase their bookings over the summer by over 10% compared to 2023. The results are being reported by their partners, and it is an overall messaging and initiative to promote Hawai'i and have as many people talking about Hawai'i as possible.

Travel trade co-op is the same thing. HIS and JTB were slow out of the blocks in 2021 and 2022, but in 2023 and 2024, they were up over 30%, directly related to the co-op they did with them in 2023. Group businesses are up around 5% over 2023. They do not have Expedia's numbers, but they are still running through the campaign and will have it in their annual report. It is the same case for Rakuten, Veltra and Media. They are driving the bookings quickly to get the

market back. For Rakuten Travel, you get 5% more points if people choose Hawai'i, and they can use those points for meals, etc. Media Travel trade will continue with Fams. The Japanese will continue to receive education in the industry and organizations in Japan. Media Travel Trade education is still in play. In these seminars, there are 500 people in the audience, and they do a fantastic job of educating them. They want the tools to know how to get an advantage over Singapore, Europe, or Australia. They equip them to do that in the media, travel, trade, and education seminars.

Japan missions are continuing in-market or in-person. The turnout has been great every year. In September, they had the legislative members which was organized by Chair Hannemann. This was important because they had not had a significant number of members from the legislature attend something in person in Japan in a long time. They met key decision makers, as well as the presidents and CEOs of the supplier companies. He mentioned what Dir. Tokioka is doing with the governor in Japan. Dir. Tokioka has been on several missions with the governor, bringing delegations to Japan. The State is trying to drive economic development right from the DBEDT standpoint. They also want to expand on helping to pivot off tourism.

He spoke about the Tourism Expo. It is the most significant travel trade show travel and consumer trade show in Japan. Their budget and resources are stretching longer. The Hawai'i Booth Pavilion won the Grand Prix as the best booth at the Tourism Expo.

He spoke about Made-in-Hawai'i promotion, where they increased their presence, resources, and partners with more and more collaboration. For the romance market, which is very lucrative, the high-spending demographic is back to 50%. They are working with the wedding association in Hawai'i and Japan to further fortify this and get more bookings. They continue to pump the golfing and have had a great response.

Mr. Takahata spoke about 2025 strategies. They will continue what they are doing. Attack inflation, unfavorable exchange rate, and increased booking pace. They need to increase the high-value traveler incentive initiatives right now. The people who can come to Hawai'i right now are very affluent and have the resources to overcome that yen challenge. They will promote the attraction of groups working with Meet Hawai'i, and then the destination education product development will continue. For the mid/long-term strategy, they need to attract first-time visitors again. They have strategies and initiatives for that, but not the budget. They will continue to target the youth market. They must strengthen the brand and uniqueness of each island. Digital marketing content - they want that to be amplified, and further initiatives to attract the hula market, which is something on their radar. They want to focus on Hawai'i as a hub of education.



Mr. Miyasato said it was a great presentation. He said that in the Branding Standing committee, Mr. Takahata had a slide demonstrating improvement. Mr. Takahata said they are forecasting about 720,000 on arrivals, which is not quite half of what they had in 2019. Mr. Miyasato asked if the additional money received in the budget directly correlates to the improvement they are seeing. Mr. Takahata said that was correct. They need to keep the pedal on the metal and not lose market positioning to other destinations.

Mr. Pfund asked about the 11,000 Japanese runners coming to participate in the marathon, which is a huge increase. These are all fit-type travelers. So, the marketing outreach to sports tourism activities is working well. And the second thing is they are seeing small groups coming in. And it's not only on O'ahu, but also neighbor islands. Mr. Takahata said that the groups, organizations, and big companies are doing better because of that phenomenon of exports. Japanese products are sold all over the globe. Daito, a Japanese company, brings about 6,000 people to Hawai'i annually.

Mr. Ka'anā'anā said it is the first year they are supporting the Honolulu marathon financially with an award of \$250,000 from the signature events program. As part of that, they will leverage that investment through partnerships with marathon organizers, HTJ, and community partners. This is the first time they applied for HTA funding and were awarded it. Chair Hannemann echoed that it is a worthwhile investment on their part. He thanked Mr. Takahata for the presentation, for recognizing its importance, and for continuing to come forward with great ideas.

### **12c. Update on the Partnership with Brand USA and other International Marketing Activities**

Mr. Nāho'opi'i said many of the members met during the conference in October. Fred Dixon is the new CEO, and Brand USA is the marketing arm of our federal government. When they did the presentations, they realized they should take advantage of the available funds for destinations such as Hawai'i. Their funding comes from the ESTA fees. So, countries with visa waivers, like Japan and Korea, still have to do an online registration program and pay a fee, which goes towards marketing. They have matching funds available when the HTA is doing programs with them. He spoke about a few other programs they are doing.

Two reasons why they are doing these:

- One - To increase efficiency, they are international programs that run across multiple markets. The HTA must decide what needs to be done to take advantage of the scale of doing it within multiple countries.
- Two - How is the HTA running and managing its marketing aspects? Is it always contracted out, and is the staff making decisions and driving the ship? He said those are

examples of how the HTA drives the ship, makes decisions, and partners with the in-market representation to implement some of the programs.

The first program is with Brand USA and Expedia. It is similar to what they have heard from the U.S. and Japan. They must work right now at the immediate end of year and into next year.

Short-term bookings to Hawai'i - Oceania is still down 17%, Canada is down 15 to 20% and Japan is less than 50%. They are working on a program with Expedia that runs through the end of the year and into the first quarter. Research has determined that this is the best time to be in the market to offer promotions because people are home during the holiday seasons in all of these countries, going online looking for deal specials and determining their planning for the rest of the year. For every dollar that the HTA puts in, Brand USA puts in another 20% or 20 cents. Expedia, because they are contracted by Brand USA, kicks in another 40% in terms of value for the promotion, etc., so they are getting 60% back for the dollar that the HTA puts in. The program they came up with is special offers. For those lodgings, attractions, or activities that want to participate in the program, they have to offer about 20% off the rack rate or something similar to what's happening in the U.S. market, such as an extra night free or 20% off.

What is unique about the program is that this is the first time that Expedia has included attractions and activities. Part of the enticement to add value is what they can do here that they cannot do elsewhere, which will draw them to Hawai'i. They are using the combination of both values and featuring all the different things they can do, which they saw in their advertising awareness campaign effectiveness studies, which is a driver into booking Hawai'i and how it works. Out of the fiscal year 2025 budget, the HTA is not directly contributing funds. Instead, they worked with their in-market partners to contribute a portion of the funding. The HTJ is contributing \$100,000, Oceania is contributing \$20,000, and Canada is contributing \$30,000 from the existing marketing campaigns they had in marketing campaign budgets. Another good thing is that it works on a logical system where people are looking for Hawai'i or competitive destinations.

He spoke about the program of updating the official U.S. website, which they have not updated in a while even though they moved on to their GoHawaii.com. They have aligned with Brand USA. Both sites are developed with the back end through Miles. They have been working with them to update the information on the website through the program. This is the official website that all of their in-market representatives use. Once within the US.com, they will feature what the HTA wants them to see and sell. Then, there is a link back to the GoHawaii site. They must keep it updated and refreshed and stick to the brand guidelines. They are getting a great deal because they have coordinated with Miles and part of the package. It is \$50,000 in total to

update all of the islands and the overall State, and then they have each of the islands promoted on the sites.

He spoke about IPW, the largest international trade show for travel trade and travel media. It will be in Chicago in 2025. An important part of this time is that the funding for IPW will be directly managed through the HTA. It is still within the contract with the Island Business Bureau to run the show, coordinate the layouts, etc. It is slightly different from how they managed it in the recent iterations. It has been very effective. U.S. Travel has done a good job in terms of increasing the number of markets that are represented now. In the past, there was not a lot of representation from China, but that year, a lot of China travel trade showed up. Oceania always has great responses and commitments, and they have heard good things from the industry partners.

The Brand team will be taking on these additional projects and coordinating. For 2025, they are also looking at international travel agent training modules that Brand USA has. Each market does its training modules, but if they work with Brand USA, they can do it in English, and then they will do the automatic translation. They run workshops with travel agents and manage the travel trade with Brand USA. It also allows them to be in markets they are not in, e.g., Latin America, although they do not have the recourse to be there. It's not one of their major markets so they will have some representation there. He spoke about the marketing plan. An important part is that they do the Strategic Plan, the functional plan, and the DMAP. They are collecting all of the data and information, and a major component of the Strategic Plan will be strategic Marketing. The staff is committed to working on a detailed global marketing plan utilizing the data to do a global marketing plan driven by the HTA. They will then work with the partners in terms of implementation and focus on the specific segments that are needed within the markets. Moving into 2026, as they requested in the \$80 million budget approved by the board, a new brand manager was to take on more responsibility for the areas and some of the programs. They also asked for website optimization. The website gohawaii.com needs an uplift, particularly some of the new technologies such as AI and such that have not been integrated into that, as well as making it more efficient as they go across multi languages and multi countries and their own needs. For air route development, they have always been pushing to have a dedicated contract with an air route development specialist. They do it within the GSS content right now, but they do not commit much funding to it. They also want to increase the number of global co-ops across multiple countries.

In fiscal year 2027, another program they will add is global marketing content and assets, creating assets that can be used in multiple countries and driven through the needs of each country. They all have different issues and what they want to promote and have more

coordination with that; they work closely with the HVCB right now and the content they do, so they are trying to get funding to do it globally across all countries.

Mr. Miyasato said they are starting to see branding for the HTA, which is powered by the HTA. It will be a concept from the Branding standing committee perspective. He would like to get full Board buy-in, but the concept is that they are charged with the marketing and branding plans for the State, which include the budget. So, within that context, Kuleana is ensuring that the State, through the HTA, is credited with all of the stuff that is paid for, commissioned, and managed by the organization. That is the idea behind Powered by the HTA. Related to that is a subject that one of their senators, the Tourism Chair, has been very vocal about. That is redundancy and replication, and it's not efficient.

### **13. Motion, Discussion and Action to Create an HTA Governance Study Permitted Interaction Group for the Purpose of Addressing the Issues Outlined in the Governance Study Deliverable Reports and Final Report Recommendations**

The purpose of the PIG will be to address the issues, the final report recommendations of the PIG, and the new PIG to report to the Board before the 2025 legislative session. The action is a recommendation from the Governance study to keep the current four Board members on the new PIG and that additional members may be added. He recommended adding at least one new member, which leaves an opportunity for another member to go on the governance, but to fulfill the desire on behalf of the co-chairs to have a new member. He proposed that in addition to the current members, co-chairs Iona and Paishon, and current members McCully and Arakawa; they add Mr. Pfund as the fifth member of the Governance PIG.

Mr. Paishon said she was in favor and said Mr. Pfund would be a great asset. Ms. Iona agreed. Mr. Pfund said that based on the co-chairs' willingness to have him join the committee, he was willing to participate and work on the governance report.

Chair Hannemann said there was one more opening and asked if anyone was interested in reaching out. Dir. Tokioka asked if they were asking for a vote now. Chair Hannemann said that was correct. Dir. Tokioka said he liked the process from the last time when everyone had a vote and a say. He questioned why they were not following that process, as he was sure other members would want to be on the PIG. Part of his concern is that the newest members do not have a voice. Chair Hannemann said they did put out a survey to present the interests, but it has always been the prerogative of the Chair to present a slate. He said he is presenting it before all nine members for a vote. They have the opportunity to reject it and come up with another plan at the following meeting. Dir. Tokioka said his wording was not clear about his intent.

Mr. Arakawa said there was a spreadsheet where people's preferences were, but there were two glaring omissions in that spreadsheet. He said the chair had not indicated what committees he wanted to serve and asked Ms. Paishon if she was noted on the spreadsheet. He said it would be good to all fill out a spreadsheet so everyone could know what committees they want to serve on and make an informed choice. He had no objection to Mr. Fund serving on the Governance Committee, but if they talk about that premise of making committees, they should update that spreadsheet with everyone's preferences. Ms. Paishon responded to Mr. Arakawa's question and did not recall that she was not listed on the most recent survey. It was not her intent to withhold any information. She was in full support of everyone, indicating their preferences. Chair Hannemann said he wanted the members to give their choices, and he would go last. If there were a need for him to fill a quorum, then he would go on that committee. He had a conversation with Mr. Apo, even though he had not filled out the survey because he was not a member of the Board at that time. Mr. West also had an opportunity to participate in the survey that was put out. He said the boxes were checked.

Mr. Miyasato said that during his one year on the committee, they have done this process in several different ways, and it has not been consistent. Mr. Arakawa asked if Mr. Miyasato was against a matrix where everybody gets to make their first, second, and third choices. Mr. Miyasato said he is not against that. He said they must be transparent about everything.

Dir. Tokioka said Mr. Arakawa's suggestion was good. Mr. Miyasato asked people to put their hands up if they were interested in serving on the committee. Chair Hannemann clarified that they had put down the Governance Study PIG in the survey so people could indicate their interest. Mr. Arakawa thought they were only allowed to serve on three committees, so that process was unclear at that time. Chair Hannemann said that in the survey, they asked for four suggestions for committees they wanted to serve on.

Mr. Choy noted that on behalf of the staff, the chair had said that he wanted this governance study to be reported before the next legislative session. He asked if it was a hard deadline. Chair Hannemann said that came from the Governance Study Committee. He was just reading what they wanted to do. Ms. Iona said it was done that way because everyone was supposed to make that decision in July. Her concern was that they could not do their business because they kept prolonging decisions of who was on what committee. The governance study cost \$300,000 to the taxpayers of Hawai'i. They waited for the changeover but understood that there were missing Board members, but they had business to do. They looked at suggesting Mr. Pfund because he was a new member, and they were trying to accommodate the concern back in July. She said they must do their business as nobody has any issues about anybody on the

committee and who sits on what. She said the governance study is important and wanted to move on.

Chair Hannemann followed up on Mr. Miyasato's comment and asked if anyone was present who wanted to be on the PIG. Ms. Agas said they needed to get moving with the study. Chair Hannemann said putting out another survey did not make sense, so he asked if anyone wanted to step up and be the sixth member. Chair Hannemann said they also need to form a legislative PIG committee to keep that in mind. He deferred that agenda item to the next meeting.

Mr. McCully said he would like to see them come to a vote with the six members. He said everything in the governance study occurred in the past, and there was no new information, so he asked that they move on. Mr. Arakawa made a motion, and Ms. Iona seconded.

Mr. Nāho'opi'i said there was a motion to approve the creation of an HTA governance study PIG group with members Iona, Paishon, Arakawa, McCully, Pfund, and Apo. There was no discussion. Mr. Apo asked if they needed to name the chairs or co-chairs in the motion or if it was selected separately. Chair Hannemann said they do it in a meeting. Mr. Gionson did the roll call. The motion carried unanimously.

#### **14. Motion, Discussion and Action to Adopt a Board Resolution for the Delegation of Authority to Present Policy Positions**

Chair Hannemann deferred this to the next meeting because of a proposed amendment. Traditionally, it has always been the president, the CEO, and the Chair who have been the designated authority to present policy positions before the board and before the administration.

He wanted to form a legislative pig committee because part of that recommendation was that members of the Legislative Pig ought to be part of the authority to present policy positions. And in effect, this present policy position of the president, CEO, and the Chair is in effect all of 2024. They can still act with the same authority. When they form the legislative PIG, he would like it to be discussed within that committee. Everyone agreed.

#### **15. Discussion on the Membership of Standing Committees and Permitted Interaction Groups**

#### **16. Action to Elect Board Members to Standing Committees and Permitted Interaction Groups**

The Board discussed agenda items 15 and 16 at the same time. The proposal was to have Mr. Apo be a member of the Administrative and Audit Standing Committee and the Ho'okahua Hawai'i Standing Committee so that all 12 members are on at least two committees. Mr. West's position was already voted upon when he came on board to be on the Ho'okahua Standing Committee and the Branding Committee. So, in discussions with Mr. Apo, Administrative and Audit came up, as well as membership on Ho'okahua, and it was discussed with him and this is what the two action items need to be for 15 and 16. Ms. Paishon made a motion, and Mr. Arakawa seconded. Mr. McCully said that, as far as Administrative and Audit committees are concerned, he would like to serve on that committee if there is a vacant position. He would prefer this committee to the BFCC. Dir. Tokioka supported this request. Chair Hannemann said there was no vacancy right now, as Mr. Apo was the last Board member. Mr. White said he was happy to swap with Mr. McCully. Chair Hannemann asked for a vote to install Mr. Apo on the two committees. Mr. Gionson did the roll call, and the motion passed unanimously. Mr. McCully made a motion to switch out Mr. White and Mr. McCully from the two committees. Ms. Paishon seconded. The motion passed unanimously.

### **17. Progress Update from the Permitted Interaction Group to Assist in the Selection Process for the Position of President and CEO of the Hawai'i Tourism Authority**

Mr. White gave a brief summary of the activity in the open session. They had 537 applications, many of which were from outside of the State. The publications went far and wide. The search firm was working on further analyzing about 40 to 50 of those to provide some of the finalist candidates.

Chair Hannemann asked to convene into an executive session so that they could discuss some matters relative to the big aspect of this committee in an executive session for items 17 and 18.

Mr. Cole suggested the motion - they will be going into executive session to cover agenda items number 17 and 18 for reasons to consult with the Board's attorneys on questions and issues pertaining to the Board's powers, duties, and privileges to deliberate and make decisions upon matters that required to be confidential as a matter of law and to consider higher evaluation, dismissal or discipline of an officer or employee where consideration of matters affecting privacy that will be involved. Mr. Miyasato made a motion, and Ms. Paishon seconded. Mr. Gionson did the roll call, and the motion carried.

The Board entered into the executive session.

**18. Discussion and/or Action on Personnel Issues\*\*\***

**19. Adjournment**

The meeting adjourned at 4:24 p.m.

Respectfully submitted,



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Sheillane Reyes  
Recorder



# **6**

## **CEO Report**



# HTA CEO REPORT

DECEMBER 2024

## EXECUTIVE SUMMARY

The Hawai'i Tourism Authority (HTA) provides this report as a resource to the Board and the public to better understand the activities and actions taken by the team in the month of November 2024 in support of the organization's overall mission, its strategic plan, and the community-led Destination Management Action Plans.

Office of the President & CEO: Recruitment for vacant positions was ongoing while continuing to process the proposed reorganization plan through DBEDT and DHRD. Of the HTA's 30 approved positions there are currently 10 vacant positions including the CEO and Chief Brand Officer. Seven positions were in the recruitment process.

Destination Stewardship: November was a productive month for the team, with a focus on major events, strategic collaborations, and team growth. Highlights included the LPGA LOTTE Championship, the Big West Women's Volleyball marketing partnership, and various Signature and Community Enrichment events, all of which engaged both residents and visitors. In addition to these events, HTA advanced its work with the Climate Change Mitigation & Adaptation Commission, which adopted its annual report to the legislature this month. The team also collaborated closely with Kilohana to progress key initiatives, including the Community Tourism Collaboratives, the Tour Guide Certification Curriculum, and the Qurator program. Notably, November also marked the announcement of the vacancy for the Sports Brand Manager position, signaling our commitment to strengthening our focus on sports tourism.

Brand and Marketing: In November, the brand team and the global marketing team worked together to prepare for the 4th quarter Hawai'i Industry Partner Meetings, scheduled for December 4th and 5th. These meetings cover several key international markets, including Japan, Europe, Canada, Oceania, Korea, and China, offering an opportunity for in-depth discussions and planning for the upcoming year. For the campaign effectiveness studies for USA and Japan, campaign assets from July through December have been collected for fielding in December with analysis results expected to be available in early 2025.

Planning and Evaluation: The "Bows vs. Silverswords" basketball exhibition games and Keiki clinic took place on November 1 and 2 in collaboration with the County of Maui and the University of Hawai'i at Mānoa Athletic Department. Planning activities focused on development of the Annual Report to the Legislature and preparing for the Tourism Functional Plan, Tourism Strategic Plan and Destination Management Plan updates.

Additionally, in the area of workforce development, there were speaking engagements at the University of Hawai'i School of Travel Industry Management and Kapiolani Community College. Efforts also included preparing materials for the Hawai'i Tourism Ho'oilina Scholarship Program with UH-TIM.

## I. OFFICE OF THE PRESIDENT & CEO

**Functional Statement:** The Office of CEO is responsible for implementing the policies and instructions of HTA's Board of Directors and administering the activities of HTA by planning, organizing, directing, coordinating and reporting its work.

- Leads relationship with Governor, Legislature, Board and state agencies
- Leads relationship with national tourism policy and strategy, Congressional offices, and national and international industry organizations
- Oversees HTA's strategic direction and performance
- Oversees HTA's administration, resource allocation, vision, and culture

### *Duties of the CEO*

- Attended Port Restoration Tabletop Exercise Review
- Lead staff in preparing 2025 Budget Briefing narratives and budget tables for WAM/FIN for DBEDT
- Met with Representative Adrian Tam to discuss HTA Tourism Priorities for the 2025 Legislative Session
- Conducted Board Orientation presentation for Board member Apo
- Interviewed for Smart Destination App project by Kilohana and Assato.
- Phone call follow-up with Hawai'i Island resident regarding state of visitor sites on island, inquiry into the status for Warrior Marker request, and status of marketing in Europe.
- Interviewed by UH Law student on state of regenerative tourism in Hawai'i and its relation to Native Hawaiian values and legal issues.
- Attended ANA 'Aha Mele dinner and discussed with President Inoue regarding our marketing efforts in Japan and the continued relationships with ANA.
- Attended Marriott International Pau Hana event to meet the local sales team from the major Marriott properties. Important discussion given the recent change in Marriott management.

### *Proposed Reorganization*

The HTA organization continued to transition into the structure presented and approved by the HTA Board at its July 2023 meeting. The objectives of this structure were to

strengthen island-based management, increase resources for destination stewardship, and have dedicated leadership for branding and marketing. The Reorganization Plan was made official by the signing of DBEDT Director at the end of November. Of the HTA's 30 approved positions there are currently 10 vacant positions including the CEO and Chief Brand Officer. Eight positions were in the recruitment process (Destination Managers [3], Account Clerk III, Brand Manager [2]– Sports, Contracts and Administrative Manager, and Planner) and the CEO and Chief Brand Officer were not being processed at this point.

### ***Maui Wildfires Recovery***

HTA staff continues to focus on tourism's support for Maui's overall recovery following the August 8, 2023 wildfires. Pursuant to HRS §201B-9, a gubernatorially-declared tourism emergency is in effect until February 4, 2025 by order of the 19th Proclamation Relating to Wildfires.

### ***Kinipōpō Hīna'i ma Pukalani***

In collaboration with the County of Maui and the University of Hawai'i Athletic Department, staff coordinated the Kinipōpō Hīna'i ma Pukalani "Bows vs. Silverswords" basketball exhibition games, reception, and Keiki clinic on November 1 and 2. Other partners included Outrigger Resorts & Hotels, Kamehameha Schools, Polynesian Adventures, Lahainaluna High School, and Chaminade University. These events aimed to bring Maui residents together and promote recovery through sports.

### ***Lahaina Festival***

The inaugural Lahaina Festival showcased Maui's local makers, Hālau, and musicians to a new audience – the Maui Invitational College Basketball attendees. Over three days (November 24-26), thousands of patrons—both local residents and visitors—gathered at the Royal Lahaina Resort to enjoy the Mākeke Marketplace, live music, and hula performances. The Lahaina Festival brought residents and visitors together to enjoy live music, local products, and food. The event created a platform for local vendors, makers, and Hālau to share their talents with a steady stream of patrons, fostering cultural appreciation and economic support for the community. 24 Maui-based vendors participated in person and 3 vendors were from the neighbor islands.

### ***US Marketing Maui Recovery Plan 3***

HTUSA dedicated \$100,000 toward a fall Maui recovery campaign that stimulated travel to Maui while continuing to support local businesses by driving engagement and

bookings to a special offers page through targeted marketing efforts. This campaign started in October with a pause for elections and resumed in mid-November, and continued through Thanksgiving. Some of the offers include accommodation, transportation and activities discounts. One hundred fifty different industry partners participated, representing 171 vetted offers. Of the 150 participants, 43 were from Maui with 49 individual Maui offers.

The targeted audience included those in San Francisco/Bay Area and Seattle/Pacific Northwest. HTUSA estimated 25,868,537 impressions based on industry average and received 31,027,446 impressions. The breakdown was 20,389,604 for San Francisco/Bay Area and 10,637,842 for Seattle/Pacific Northwest.

HTUSA presented findings for all three US Marketing Maui Recovery plans in December's Budget, Finance, and Convention Center Standing Committee meeting and will incorporate highlights in the Full Board presentation related to LA Market Saturation Activation. The contract deliverables have been submitted and HTA staff is working on closing this program through the necessary procurement process.

## ***Public Affairs***

### **News Releases/Reports/Announcements**

- News Release: Partnership With Prestigious Women's Golf Championship Exemplifies Intersection of Strategic Global Marketing and Destination Stewardship (November 9)
- Report: Hawai'i Hotel Performance Report for October 2024 (November 20)
- E-Blast: Foundational Technical Assistance Workshops Support Hawai'i Businesses and Organizations Statewide. Uploaded videos to YouTube. (November 26)
- Report: Hawai'i Hotel Performance Report for November 2024 (November 26)

### **News Bureau**

- Coordinated and/or assisted with the following interviews and statements, including:
  - Megan Moseley, The Maui News: Drafted Daniel Nāho'opi'i (DN) quote on the September visitor statistics. (November 1)

- Jim Byers, JimByersTravel.com: Drafted DN quote on the September visitor statistics. (November 1)
- Lia Kamanā, KITV: DN interview regarding stabilizing the international visitor markets, sports tourism and diplomacy, and MCI group travel. (November 4)
- Media Statement: Ilihia Gionson (IG) issued HTA statement from Board Chair Hannemann regarding the resolution of the Hilton hotel strike. (November 4)
- Ashley DiMella, Fox News: IG responded to digital writer regarding the proposed Green Fee. (November 6)
- Allison Schaefers, Honolulu Star-Advertiser: Drafted DN responses regarding holiday travel, the Honolulu Marathon, and HTA staff recruitment. (November 22)
- Coordinated and/or assisted with the following media relations, including:
  - Audrey McAvoy, Associated Press: IG liaised with reporter on the economic impact of the Maui Invitational. (November 8)
  - John Hisamoto for NHK: Provided HTA images and Barberstock online image library for upcoming documentary featuring an interview with DN. (November 14)
  - Craig Silva, Freelancer (Canada): Connected writer with Hawai'i Tourism Canada for potential visit. (November 22)
  - Jai Cunningham, KITV: IG liaised with reporter regarding an interview with HTA Board Chair Hannemann on the importance of the Maui Invitational. (November 25)

### **Community Initiatives and Public Outreach**

- LOTTE Championship
  - Drafted talking points for HTA Board Chair Hannemann. (November 4)
  - Drafted questions for IG interview with The Golf Channel regarding HTA's partnership and message to travelers. (November 8)
- HTA Community Partnerships for January – June 2025
  - Drafted shell news release. (November 5)
- City and County of Honolulu MOCA
  - IG attended the CCOH press event surrounding the launch of Wahi Pana: Storied Places Public Art Project. (November 18)
- City and County of Honolulu OER
  - Drafted e-blast regarding the Dine, Art, Shop, and Love (DASL) Honolulu Fest. (November 19)

- County of Maui
  - IG drafted media talking points surrounding the Maui Invitational and tourism's benefits to the West Maui community. (November 20)

### **Internal Communications**

- Managed 2024 Communications Calendar on an ongoing basis.
- Conducted weekly communications calls with HTA leadership.

### **Administrative**

- Finalizing updated Public Affairs planning as we prepare to rescope and procure contracted support for Communications & Public Affairs Support Services, HTA Website Services, and production support for the Hawai'i Tourism Conference and Spring Tourism Update in the coming months.

### *Government Affairs*

The Public Affairs Office continues to monitor the impacts of newly enacted legislation from the 2024 Legislative Session, as well as proceedings at our county councils.

## **II. DESTINATION STEWARDSHIP BRANCH**

**Functional Statement:** The Destination Stewardship Branch is responsible for implementing projects and programs that seek to balance and meet the economic, environmental, and social/cultural needs of Hawai'i while working in close partnership with the visitor industry and residents.

### ***Natural Resources Initiative***

**Overview:** Support programs that protect, maintain and enhance Hawai'i's natural resources and cultural sites to improve the quality of life for all of Hawai'i's residents and to enhance the visitor experience in alignment with the Authority's mission to strategically manage Hawai'i tourism in a sustainable manner consistent with economic goals, cultural values, preservation of natural resources, community desires, and visitor industry needs. The [HTA's Five-Year Strategic Plan 2020-2025](#) lays out the Natural Resources Pillar objectives to "encourage and support sustainable and responsible tourism; engage and encourage active natural and cultural resource management strategies in areas frequented by visitors; and to promote visitor industry alignment with the Aloha+ Challenge, Hawai'i's recognized model to achieve the UN's SDGs, especially for energy and water."



The Aloha 'Āina: Ka'ena Point project received \$60,000 to provide local youth with the opportunity to participate in a multi-phase, service-learning conservation project. This project focuses on the removal of invasive species, planting native species, and culture-based conservation work. The YMCA of Honolulu, the project organizer, and its partners are working to preserve the cultural significance and history of Ka'ena Point.

Known in ancient times as "Leina a Ka'uhane" or "leaping place of souls," Ka'ena is a sacred place. It is believed to be where the spirits of the recently departed reunite with their ancestors. Once the site of a harmonious and robust ecosystem of Hawaiian plants and animals, the dunes are now depleted from human overuse and abuse. The conservation work is designed to restore the environment of Ka'ena Point State Park. An average of 160 attendees participates in each weekly session that began in March 2024 and continues through December 2024. The YMCA of Honolulu partners with Roberts Hawai'i to offer voluntourism opportunities by engaging visitors in the restoration work and providing Hawaiian culture education. Utilizing Camp Erdman as a base yard, they were able to provide amenities like restrooms, water and refreshments to attract volunteers.

### ***Hawaiian Culture Initiative***

**Overview:** Support programs that perpetuate and recognize the uniqueness and integrity of the Hawaiian culture and community and their significance in differentiating the Hawaiian Islands through unique and genuine visitor experiences

### ***Ma'ema'e Program***

In the Hawaiian Culture pillar of the current Hawai'i Tourism Authority Strategic Plan, one of the Milestone Measures for Objective 4 calls for the establishment of a system for measuring and reporting the number of lodging industry entities with on-site cultural practice programs and practitioners. On June 4, 2024, HTA executed contract PON 24025, with the Native Hawaiian Hospitality Association (NaHHA) for the professional services of developing a comprehensive database to accurately identify and update contact information for Native Hawaiian Cultural Practitioners, Organizations and Visitor Industry Partners. The database is an internal tool for HTA and HTA contractors to use and is owned and managed by the Hawai'i Tourism Authority with results to be tracked and reported annually. Progress made on this project includes the development of a functional database draft which has been presented to the HTA staff for review and feedback, the development of a comprehensive user guide to accompany the database, and training provided to the HTA staff to use the database. The finalized database is on schedule to be completed by the end of December 2024.

### *Kūkulu Ola Program*

The Hawai'i Tourism Authority's Kūkulu Ola Program, consistent with Chapter 201B-7(a) of the Hawai'i Revised Statutes ("HRS") which allows HTA to "enter into agreements that include product development and diversification issues focused on visitors"; and Chapter 201B-7(5), which gives the HTA responsibility for "perpetuating the uniqueness of the native Hawaiian culture and community, and their importance to the quality of the visitor experience, by ensuring that Hawaiian cultural practitioners and cultural sites that give value to Hawai'i's heritage are supported, nurtured, and engaged in sustaining the visitor industry"; and Chapter 201B-3(a)(20) which states that HTA "may coordinate the development of products with the counties and other persons in the public and private sector, including the development of sports, culture, health and wellness, education, technology, agriculture, and nature tourism. In addition, the HTA Five-Year Strategic Plan 2020-2025 lays out HTA's plan to support Hawaiian Culture as stated above.

Urban Makahiki, presented by The Trust for Public Land, was awarded \$30,000 under the Kūkulu Ola program and is intended to revive 'A'ala Park. The objective is to re-imagine the park as a vibrant, safe, and welcoming space, and restore the rich culture and history of the area. The event reconnects people to the park by honoring Hawaiian traditions in the season of Lono i ka makahiki. Music, games, and storytelling draw a large, diverse crowd that transform the energy of 'A'ala. Partners like Hanafuda Hawaii, Downtown Art Center, Pa'i Foundation, Ho'opili Tribal Council, Waiwai Collective and the Honolulu Board of Water Supply hosted information and demonstration booths. The event was well organized and secure with the help of The Honolulu Police Department.

### *Visitor Experiences Initiative*

**Overview:** The primary objective is to enhance the visitor experience while also preserving and promoting Native Hawaiian culture in addition to Hawai'i's multi-ethnic cultures and communities. This is achieved by fostering genuine, respectful, and accurate visitor activities and programs that connect tourists with the rich heritage of Hawai'i, all while supporting local cultural practitioners, artists, and craftsmen to ensure the preservation and perpetuation of Hawaiian culture and the local culture of Hawai'i.

### *Signature Events Program (SEP)*

The HTA's Signature Events program supports major events that have broad appeal and align with Hawai'i's destination's image and brand. These world-class events help

Hawai'i to remain competitive, generate media exposure for Hawai'i, increase economic benefits and ensure tourism and communities enrich each other. Signature Events aim to attract attendees and participants from outside the state of Hawai'i with extensive national and international marketing and have a significant economic impact as measured by the number of out-of-state participants. The program seeks to support and strengthen existing events and create new events for both residents and visitors.

Event Name	Organization	Island	Award Amount	Summary
Hawai'i Food & Wine Festival	Hawai'i Ag & Culinary Alliance	Statewide	\$190,000.00	The HFWF is Hawai'i's premier culinary event that attracts global participation and showcases Hawai'i's rich food culture and agriculture diversity. This year, Hawaiian Airlines presented <i>Behind the Cellar Door</i> for the 14 <sup>th</sup> Annual Hawai'i Food & Wine Festival. The event provided tastings from 17 chefs, 22 winemakers, and 8 mixologists who uncorked their talents and crafted unforgettable sips and bites.

*Community Enrichment Program (CEP)*

The Community Enrichment Program fosters community-based tourism projects that improve and enrich Hawai'i's product offerings. These projects provide unique, authentic, and highly valued visitor experiences and represent activities developed by our community, for our community, and that the community wants to share with our visitors.

Event Name	Organization	Island	Award Amount	Summary
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53rd Kona Coffee Cultural Festival	Kona Coffee Cultural Festival	Hawaii Island	\$25,000.00	<p>The 53rd Kona Coffee Cultural Festival is a premiere event celebrating Kona's coffee heritage with coffee tastings, educational workshops, and cultural demonstrations supporting the local community and economy. This year's event drew visitors from the U.S., Canada, Australia, Japan and developing coffee trade markets in Asia. Kihohana team was welcomed by Board Members Michelle Sakata-Johnson and Nathan Kurashige who proceeded to identify visitors that return to the festival every year.</p> <p>A European couple alternates yearly visits between the Kona Coffee Festival and the Honolulu Marathon. A couple from the American mid-west attends every year to collect the annual festival pin created and developed by Sakata-Johnson's father. The festival is a well-attended event with significant visitor participation. Based on attendance numbers and visitor stays in the area, the festival's economic impact is considerable.</p>
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Visitor Assistance Program (VAP)

**Overview:** HTA's Visitor Assistance Program (VAP) provides support, resources and guidance to visitors who are victims of crime and other adversities while traveling in Hawaii'i. Services include providing phone cards, transportation, meals, hospital visits and moral support, replacing lost IDs, assisting with hotel and airline bookings, and more. Under HRS 237D-6.5(b)(2), HTA, at a minimum, is required to spend 0.5 percent of the Tourism Special Fund on safety and security initiatives.

**November Stats:**

County	No. of Cases Handled	No. of visitors served	Primary Visitor Market(s) Served	Industry \$\$ Contributions7u8
Hawaii'i	10	25	US East & West, Sweden, Australia	\$250 (cash) \$ 12,017 (In-Kind)
Honolulu	23	51	US East & West Japan, Canada,	\$600.00(cash) \$4,328.00 (In-Kind)

			Oceania, Korea, China	
Kaua'i	8	23	US West & East	\$0 (cash) \$575.00 (In-Kind)
Maui	10	19	US West	\$4,200.00 (In-Kind)

*Ho'okipa Malihini Program*

Ho'okipa malihini means to welcome guests and as its name suggests, this program will enhance the visitor experience and resident-visitor interaction. Programming includes cultural programs and entertainment in various resort and visitor areas statewide that support Hawaiian programs and cultural practitioners, craftsmen, musicians, linguists and/or other artists to help preserve and perpetuate Hawaiian culture in a way that is respectful and accurate, inviting, and educational. The program will directly support the Hawaiian community and cultural practitioners by creating opportunities to involve them in the industry with industry partners and visitors. While some resort/hotel areas have cultural directors this program helps to reinforce our collective kuleana to Mālama Hawai'i.

**Resort Area Hawaiian Cultural Initiative (RAHCI)**

HTA's Resort Area Hawaiian Culture Initiative provides support to cultural practitioners and musicians who present Hawaiian experiences, entertainment, and music in resort areas.

No significant updates for RAHCI/HMI events in November. Most on-going performances were monitored at the beginning of the year.

**Kāhea Greetings Program (Airports And Harbors)**

Programming includes regularly scheduled, free, year-round entertainment to create a Hawaiian sense of place for the millions of visitors entering Hawai'i through our airports and harbors statewide.

Due to lack of FY25 funding, entertainment at the airports has been reduced to special events only. Below is the greeting/entertainment schedule at each airport for November:

Airport	HNL	OGG	KOA	LIH	ITO
<b>Schedule</b>	11/3 & 11/4: Lotte LPGA Championship VIPs	11/29 & 11/30: Thanksgiving entertainment	11/29 & 11/30: Thanksgiving entertainment	11/29 & 11/30: Thanksgiving entertainment	none

	<b>11/21:</b> Inaugural Delta BOS-HNL & Delta HNL-BOS <b>11/29 &amp; 11/30:</b> Thanksgiving entertainment				
<b>Paid Musicians &amp; Cultural Practitioners</b>	18	8	8	8	0

Greetings are provided at harbors as ships arrive. Below is the report on greetings in November:

Harbor/Pier	Hilo	Kona	Nāwiliwili
<b>Ships Greeted</b>	8	6	9
<b>Passengers &amp; Crew Greeted</b>	21,727	16,796	21,209
<b>Visitors Served</b>	10,864	6,376	21,209
<b>Paid Musicians &amp; Cultural Practitioners</b>	3	8	19

### Post-Arrival Messaging

All four channels of Visitor Education and Post-Arrival Marketing—Native Ads, Digital Display, Search Engine, and Social Media—continue to perform well, meeting or exceeding the KPIs established under our Destination Stewardship contract. Social media, in particular, is achieving a higher-than-anticipated click-through rate, signaling strong engagement. Specific KPIs will be reported quarterly. Additionally, HTA staff and Kilohana filmed the initial episodes of Travel 808 on Maui. These updates reflect HTA’s ongoing commitment to fostering responsible and engaging tourism practices while elevating the cultural and environmental awareness of visitors.

### Smart Tourism

HTA staff has asked Kilohana to pause this part of their work while HTA evaluates how to proceed, given the Maui wildfire and other factors. HTA Staff worked with Kilohana to reach an agreement that the contract would be reduced by \$1,200,000 since this work was paused and removed from the scope. Once everything is finalized, a change order and supplemental contract will be made.

In lieu of the RFP, HTA has directed Kilohana to undertake a project to draft a report and conduct up to 100 surveys of key stakeholders and leaders to implement the Legislatively directed statewide reservation system. The finalized report is scheduled to

be completed in mid-January, with a preliminary update at the December HTA Board Meeting.

### **Destination Management**

On October 16, 2024, we welcomed Destination Managers Patti Ornellas (Kaua'i) and Meagan DeGaia (Maui & Lāna'i) to the HTA Destination Stewardship Team. The destination managers continue to meet with community organizations and stakeholders to share the work we have done and plan to move forward. Recruitment for the vacant Destination Manager positions (O'ahu, Hawai'i Island, and Moloka'i) is ongoing.

### **Technical Assistance & Capacity Building**

HTA staff is working with Kilohana on digesting and using the data from the technical needs assessment to inform the development of the content and format for the three community tourism collaboratives. We anticipate they will launch in Q3 2024 and focus on Foundational Technical Assistance, Community Stewardship and Regenerative Experiences. The final Hō'ike will be held on December 10, 2024.

### **Tour Guide Certification Program**

HTA Staff, Kilohana, in collaboration with TripSchool, has finalized an eight-module Tour Guide Certification Curriculum, emphasizing Hawaiian culture, history, customer service, and safety. Additional modules include interpretation skills, geography, sensitivities, and current issues, refined through stakeholder input and the University of Hawai'i's TIM report. The program aims for a tiered certification system to support ongoing skill development and mastery.

#### Key Objectives:

1. Equip tour guides with essential skills in cultural understanding, safety, and professionalism.
2. Ensure adaptability to diverse sectors (e.g., hotels, airlines, restaurants).
3. Promote sustainable tourism and stewardship of Hawaiian resources.

#### Phased Work Plan & Milestones:

1. Curriculum Development (Oct 9–25, 2024):
  - Review TIM report and previous curricula.
  - Collaborate with local stakeholders for content refinement.
  - Choose e-learning platforms.
2. Content Creation (Oct 29–Nov 7, 2024):

- Film course content across islands featuring diverse local experts.
- 3. Promotional Strategy (Nov 15–Dec 15, 2024):
  - Develop marketing and enrollment plans targeting tour companies and community colleges.
- 4. Final Review & Delivery (Dec 15–20, 2024):
  - Present final curriculum with interactive videos, e-books, assessments, and promotional materials.

#### Budget & Metrics:

- Budget: \$99,600
- Metrics:
  - Engagement with 15 cultural practitioners and 4 operators per island.
  - Utilization of data dashboards for real-time progress tracking.

#### Expected Impact:

- Enhanced cultural sensitivity and customer service among guides.
- Increased sustainability and professionalism in Hawai'i's tourism sector.
- Opportunities for guides to grow and diversify their careers.

### Qurator Program

Qurator continued to build upon the momentum of the public launch. Between September 1st and 30th, 14 new users registered on Qurator's website, raising the total number of in-process applicants to 157. The count of official Qurator certified businesses is now 43, and 27 are posted on the website. Qurator continued to receive a steady stream of attention and engagement that further established its reputation as a mark of responsible tourism. The most notable of which was that the three largest Japanese inbound tour operators (HIS, JALPAK and JTB Hawai'i) all joined Qurator. As a result, many of their local partners started their application. To streamline the process by which visitors find Qurator-certified businesses, efforts are ongoing to get them integrated into the GoHawaii website.

### Sports

**Overview:** HTA supports amateur, collegiate, and professional sports programs and events, including planning for the LPGA, Big West Conference, LA Clippers, World Surf League (WSL), and PGA. These tournaments, exhibitions, and activities enhance Hawai'i's brand image while attracting visitors to our islands, who, in turn, stimulate our state and local economies. HTA also ensures that all supported sports events and programs include a robust community engagement and benefit component in their



proposals. These initiatives may feature youth clinics, coaches clinics, and other programs that provide Hawai'i's youth access to unique resources and mentorship opportunities otherwise unavailable, fostering local talent and promoting community well-being.

### III. BRAND BRANCH

**Functional Statement:** The purpose of the Brand Branch is to strengthen tourism's overall contribution to Hawai'i by taking the lead in protecting and enhancing Hawai'i's globally competitive brand in a way that is coordinated, authentic, and market appropriate. This includes the oversight of the implementation of annual brand marketing plans in select major market areas (USA, Japan, Canada, Oceania, Korea, China, and Europe), sales & marketing for single property and city-wide global meetings, conventions and incentives or MCI, Global Support Services which includes management of a digital assets library, social media tools, and the gohawaii.com consumer website, affiliate sites, and application, Island Destination Brand Management & Marketing with representation and expertise provided in each county of Hawai'i, and sports programs.

#### *Major Market Destination Brand Management*

**Overview:** This initiative focuses on destination brand marketing for leisure travel in seven major market areas with pre-arrival communications to educate visitors with information about safe, respectful, and mindful travel within the Hawaiian Islands. Another key emphasis of the initiative is to drive visitor spending into Hawai'i-based businesses to support a healthy economy, including supporting local businesses, purchasing Hawai'i-grown agricultural products, and promoting Hawai'i-made products in-market, in partnership with the state's Department of Business, Economic Development & Tourism (DBEDT) and the private sector.

#### US Major Market Area

- HTA and HVCB partnered with Tourism Cares to launch the Hawai'i Meaningful Travel Map by hosting a Tourism Cares Forum and FAM tour on Maui from December 2-7. The program brought together 18 key industry professionals, including travel advisors from Virtuoso and representatives from major wholesale partners. Participants experienced properties including The Westin Maui Resort & Spa, Sheraton Maui Resort, The Ritz-Carlton Maui, Kapalua, and Grand Wailea Resort & Spa while connecting with local Impact Partners, small, locally led tourism organizations that are making a positive impact within their communities. This initiative resulted in 23 Hawai'i organizations joining the

Meaningful Map, strengthening the connection between the travel industry and community-based tourism initiatives.

- The PR team secured two high-profile television features filmed on Maui in November. NBC's "First Look" filmed a 30-minute episode showcasing West Maui through partnerships with The Ritz-Carlton Kapalua, Westin Maui Resort and Spa, and Troon. The segment highlighted resort amenities, golf experiences, and local businesses including Trilogy Excursions, Maui Chocolate Tours, and Leoda's Kitchen & Pie Shop, with an expected reach of 3.9M viewers when it airs in Q1 2025. Additionally, "Entertainment Tonight" produced a Hawai'i Week special (November 18-21) featuring Wailea Beach Resort Marriott Maui and Wailea Resort Association. The four-day shoot spotlighted Wailea's attractions, including Koholā Brewery and Wailea Golf Course, plus a performance by local musician and The Voice contestant Kamalei Kawa'a, reaching over 4 million nightly viewers.

### Canada Major Market Area

- On November 29 and 30, Hawai'i Tourism Canada participated in an annual Maritime Travel Conference in Halifax Nova Scotia. Maritime Travel is Canada's largest privately Canadian-owned Travel Company and has been a powerhouse since 1949. With 133 retail locations across Canada and as part of the luxury-focused Virtuoso network, they contribute a significant volume of lucrative Hawai'i bookings. As part of the Conference, HTCAN participated in a 3-hour trade show engaging with over 450 Travel Advisors and distributing information postcards. The second day was a Supplier Showcase which allowed for five 30-minute-long breakout sessions featuring educational presentations to over 50 Advisors.
- Additionally in November, HTCAN took part in two Spoiled Agent training events in Canada's eastern provinces. Spoiled Agent is a platform for Travel Advisor education and product knowledge. On November 27<sup>th</sup>, an event in St. John's allowed for training of 50 Advisors, and a second session in Halifax on November 28<sup>th</sup> was attended by 110. Across all the events, Travel Advisors were very engaged, asking great questions and inquiring about sources of additional information. Maui's recovery generated many questions.
- November was the first month of a significant consumer-direct media campaign for Hawai'i Tourism Canada. Timed as a lead-in to a key booking period, the campaign

features a new 15-second video prominently, and utilizes connected tv, online video, display advertising as well as Facebook, Instagram, and X. The campaign activity has been specifically targeted to reach a suitable and more affluent target audience of mindful travelers. Key airline partners WestJet and Air Canada have been incorporated into the video ad, to encourage a more direct link from inspiration to booking. Digital impressions for November significantly exceeded the target by generating over 6 million impressions, and Facebook generating an additional 2.8 million impressions.

- As part of HTCAN's ongoing Social Media activities, November delivered very strong results from Facebook posts. This directly corresponded to the larger consumer-direct ad campaign than anticipated. Continuing with a trend all year, 3 of the top 5 performing posts based on impressions featured food and beverage themes. Instagram also performed well with a variety of inspiring posts including themes highlight the natural beauty of the islands, iconic experiences, and highlighting the idea of escaping the upcoming Canadian winter.

### *Japan Major Market Area*

- In November, HTJ continued its advertising efforts for the Yappari Hawai'i campaign across social, digital, and print, aiming to promote Hawai'i as a premier overseas travel destination. The campaign garnered over 38 million impressions this month, with contributions from social media (3.1mil), YouTube (363,655), Yahoo Web Banner (34mil), and Print (381K). Additionally, Yappari Hawai'i video broadcast was continued on JAL's domestic flights reaching an audience of 1,965,060 individuals, while ANA's international and domestic flights reached 4,150,000 people in November.
- As part of romance travel promotion, HTJ partnered with Mynavi Wedding to launch a dedicated Hawai'i page on the Mynavi Wedding website. This initiative showcases why Hawai'i is ideal destination for the romance segment while providing essential information and directing users to allhawaii.jp. Additionally, Since October, HTJ has released 10 short videos on Instagram and YouTube to promote Couples' Trips to Hawai'i, generating over 63,000 impressions so far.
- HTJ hosted a special FAM from October 31 to November 3, inviting buyers, distributors, branding professionals and department stores representatives from Japan to Made in Maui County Festival. Meetings were arranged with vendors through the Maui Chamber of Commerce. On November 3, participants visited Maui Ku'ia Chocolate factory, Pā'ia town and Makawao town where many local

businesses have their stores. On November 4, a seminar was held for Hawai'i businesses interested in exporting their products to Japan, with approximately 100 people in attendance.

### Oceania Major Market Area

- Hawaiian Airlines has relaunched non-stop service from Auckland to Honolulu and celebrated the return of its seasonal non-stop flights between Auckland and Honolulu on November 16. The service operates three times a week (Tues/Thurs/Sat) until April 30, 2025, on the airline's A330-300 aircraft, featuring 278 seats and complimentary high-speed Starlink Wi-Fi.
  - HTO supported the relaunch including hosting assistance for media on the inaugural flight as well as attendance at a special HA Thanksgiving event
- The Visit USA Regional Roadshows in New Zealand (Tauranga and Christchurch) concluded successfully on November 26th and 27th, bringing together over 25 exhibitors and approximately 200 enthusiastic travel advisors. The events featured a free-flow marketplace, engaging presentations, and fantastic prizes, including a prize to Hawai'i, supported by HA, HTO and McNaughton Hospitality
  - Hawai'i Tourism Oceania is a member of the Visit USA executive committee that organizes these regional events. HTO showcased the Hawaiian Islands via a booth as well as stage presentation.
- From November 12<sup>th</sup>-22<sup>nd</sup>, HTO and Hawaiian Airlines hosted a travel advisor Famil to O'ahu and Kaua'i. Eight travel advisors from Australia and New Zealand participated. The trip showcased the islands' stunning natural beauty, rich cultural experiences, and world-class accommodations, equipping advisors with firsthand insights to craft memorable Hawaiian itineraries.
- Highlights included a sunset dinner cruise aboard The Vida Mia, ATV adventures on O'ahu's North Shore, a visit to the Polynesian Cultural Center, Pearl Harbor, Waimea Canyon, Kaua'i Museum and a magical sunset tour of Allerton Garden. Advisors also enjoyed stays at Sheraton Waikiki Beach Resort and Outrigger Kaua'i Beach Resort & Spa, along with Hawaiian Airlines' award-winning service.

### Korea Major Market Area

- HTK organized a VIP Golf Fam Tour to promote the LPGA Championship in Hawai'i and showcase its appeal as a premium golf destination. This initiative led to the creation of six new golf products for Hawai'i. Furthermore, media coverage of the

LPGA Championship in Korea generated 124 press mentions, resulting in a total media value of US\$1.84 million.

- With the release of *Moana 2* in Korea on November 27, HTK partnered with CGV, the country's largest multiplex chain, to promote Hawai'i. The *Moana Premiere* online event ran from November 22 to December 1 on CGV's official website and mobile app. A total of 1,000 participants were selected to attend a free screening of the movie at eight theaters across Seoul, Gyeonggi-do, and Busan. Prior to the film, the 4-episode series *The People. The Place. The Hawaiian Islands* was shown at these locations.
- HTK has teamed up with Cr8tour, a travel agency specializing in niche markets such as sports, art, and music, to promote the "Run Tour in Honolulu." To boost engagement and encourage participation in the Honolulu Marathon, participants will have the opportunity to receive Made in Hawai'i tumblers as an incentive.

### *China Major Market Area*

- HTC participated in the 2024 U.S. Consulate Roadshow in Wuhan on November 15, which attracted more than 120 industry professionals. During the event, HTC delivered a comprehensive presentation highlighting the unique offerings of the Hawaiian Islands, including a range of activities and attractions for travelers. The presentation also covered essential information about hotel accommodations, catering to diverse preferences, and emphasized responsible travel practices.
- HTC provided PR support for the Free Spirit Exhibit held at the Hawai'i State Library on November 23, which showcased historic pictures and exhibits highlighting the collaboration between the U.S. and the Sun Yat-Sen Museum of China. The exhibit also featured the story of Sen Yet Young, a young American Chinese aviator born in Hawai'i and his connection to Sun Yat-Sen. The event was coordinated in collaboration with Leigh-Wai Doo and Museum of SUN Yat-Sen in Zhongshan, China.
- HTC invited Food-Travel Blogger Chef Wayne and his team to Hawai'i for an influencer filming project focused on multicultural cuisine and the farm to table movement from November 5-11. With a combined social media following of 2.7 million, Chef Wayne's presence brought significant attention to the project. During their visit, Wayne's team hosted a two-hour live stream at the Hawai'i Food and Wine Festival and explored a variety of local eateries and attractions on O'ahu.

Additional videos and photos from the trip will be shared across the chef's social media platforms in the coming weeks.

### Europe Major Market Area

- Targeting affluent, responsible travelers in the UK, Germany, and Switzerland, the Discover Hawai'i digital campaign focuses on building brand awareness and driving engagement and conversions. The second phase of the campaign was launched in September. In November, the campaign generated over 1.8 million impressions and reached 813,281 individuals. Additionally, it drove 71,121 clicks/website visits to Gohawaii and partner tour operator sites.
- On October 14, HTE launched the Mālama Hawai'i campaign in Germany with Hawaii.de, followed by a UK launch on November 1 with Audley Travel. Running through December, the campaign targets affluent, eco-conscious travelers, promoting Mālama experiences that celebrate Hawaiian culture and promote environmental protection. Featuring impactful video content, including "*The People. The Place. The Hawaiian Islands*" series, the campaign emphasizes meaningful travel to Hawai'i. In November, the campaign achieved over 2.5 million impressions with more than 439,000 interactions. To date, the video content has garnered more than 1.15 million views, with a 61% completion rate.
- HTE's co-op campaign with DERTOUR Germany, which ran from August to November, utilized a mix of channels, including social media, podcasts, print mailings, and digital signage to target both B2B and B2C audiences. Digital signage featuring a Hawai'i promotional video in selected travel agency stores for core brands like DERTOUR, DERPART, and DTPS, displayed on 730 screens for 24/7 visibility. In November, two Hawai'i DER Campus podcast episodes were released, reaching 10,000 agencies and consumers across major platforms. The campaign also included a Facebook post and an advertorial on a dedicated landing page.

### Cruise Market

- A Cruise Industry Partners meeting is being held on Monday, December 9. This meeting will include HTA's contractor Access Cruise, Inc. Some of the topics that will be discussed are state of the cruise industry updates, trends, Hawai'i forecast, as well as updates on CLIA, DOT and DLNR, and an HTA stewardship update.



## ***Global Meetings, Conventions & Incentives***

**Overview:** The MCI market can become a critical source of profitable “base” business booked years in advance. This base of business enables a higher yield of shorter-term leisure business. It can also help fill hotel occupancy gaps in future years by capitalizing on off-peak opportunities. To be competitive and thrive in the changing world of business tourism (MCI market), Hawai‘i must capitalize on its strategic mid-Pacific location, which conveniently connects East and West, helping organizations create business events that are international, engaging and memorable experiences. Our location also contributes to a unique experience and the group setting of these meetings, conventions and incentives allows us to further educate our markets about Hawaiian culture and our precious resources by immersing attendees and stakeholders in these activities. Primary focus is on MCI sales and marketing in the United States, Japan, Canada, Oceania, Korea, and other Asia markets as appropriate.

### **Sales & Marketing Efforts:**

- November production continued effort to pull in new opportunities. While the number of leads is lower from a YOY perspective, the amount of room nights represented for those opportunities is higher. Maintaining and growing a pipeline is critical to future success. Citywide was able to close a technology group offering 29M in spending to the state and 5K total room nights.
- Their single property team closed significant groups in Medical and Finance segments which is key business for Hawai‘i.
- **Citywide:**
  - They hosted a citywide fam which brought in 14 clients representing 11 potential pieces of business. Three of these clients represented Corporate clients which is a priority focus for our market mix at HCC, and 7 of these opportunities are short term – 2025, 2027 and 2028. In addition, the team has been able to push momentum on other groups and is working to utilize the EOY to assist in moving new opportunities forward.
  - While the hotel strike concluded, it has delayed progress with headquarter hotel contracts, so this has been a factor as MCI clients must have the entire destination package before a final decision can be moved forward.
- **Single Property:**

- The single property team increased future booking pace for 2025 by 5% and 2026 by 2%. They are projecting to be on target for 2025 booking pace by Q1. From a YOY view, the team was down for contracted groups for November 2024 vs November 2023 but continue to see the funnel for future opportunities grow.
- Activity in the marketplace has been focused on relationships with meeting planners who have the potential to bring in high value conferences to our state. They hosted Destination Hawai'i at Aulani bringing in 35 incentive customers and attended Incentive Research's Leadership Insight Forum which put us in front of 95 key buyers. They also had attendance at the Financial & Insurance Conference Professionals whose attendance brought in buyers from 200+ insurance corporations.
- **List of November Sales Activities:**
  - **Client promotional events**
    - November 8, 2024 – SITE Nor Cal Education Brunch – Oakland, CA
    - November 13, 2024 – PCMA BAMIES Gala – California
    - November 21, 2024 – CalSAE Bay Area Holiday Lunch – Berkeley, CA
  - **Educational events and trade shows**
    - November 6-8, 2024 – Destination Hawai'i Tradeshow – Aulani, HI
    - November 10-13, 2024 – FICP Annual Meeting – Denver, CO
    - November 12, 2024 – Destination Celebration – O'ahu
    - November 13, 2024 – GMC PCMA Bowl-a-thon – Chicago, IL
    - November 13, 2024 – Hilton NSO Lunch – Chicago, IL
    - November 13, 2024 – HVCB Membership Event – Genki Balls – Honolulu, HI
  - **November site visits and familiarization (FAM)**
    - O'ahu - 3

### ***Island Destination Brand Management and Marketing Services***

**Overview:** The Island Destination Brand Management and Marketing Services (IDBMMS) include the support from on-island representatives on behalf of HTA for visitor education, visitor industry engagement, and public relations activities; serving as advisors to HTA on the respective islands and The Hawaiian Islands statewide brand; collaborating with HTA's Global Marketing Team to develop and implement familiarization trips and press trips to areas that are welcoming visitors; providing island-based visitor education support during promotions, trade shows, and missions in major



market areas, and coordinating with city and county government officials and designated organizations during crisis management situations.

- The Island Visitors Bureaus represented the destination and supported the GMT Missions including Aloha Canada and Japan. Island of Hawai'i Visitors Bureau attended and represented all the IVBs during the Korea Mission. All IVBs were part of HTUSA's sales blitz and trade events and supported the Meet Hawai'i team with the citywide FAM and Destination Hawai'i. OVB supported CCOH's Dine, Art, Shop, Love event and its Wahi Pana program as both are visitor opportunities to support community. KVB worked with its county and supported UH Women's Beach Volleyball with teams from UCLA, Cal-Poly for the Kalapaki Beach competition.

### ***Global Support Services for Brand Management & Marketing***

**Overview:** The Hawai'i Tourism Global Support Services for Brand Management and Marketing support HTA's comprehensive pre- and post-arrival visitor education and destination management efforts, as well as HTA's Global Marketing Team throughout the U.S., Canada, Japan, Oceania, Korea, China, and Europe. The support services include providing market insights to boost strategy, management and development of creative and digital assets, social media, website management, including GoHawaii.com, application development and maintenance, and maximizing emerging technology to support the updating of our Ma'ema'e Toolkit and Brand Guidelines. The resources are also shared broadly with the public for the community, visitor industry, businesses, media, travel trade, and meetings, conventions and incentives industry representatives to utilize in their respective areas.

- HTA Airline Seat Capacity Outlook for December 2024-February 2025 was updated on December 4. The forecast for domestic scheduled nonstop air seats to Hawai'i during this period will be up 5.5 percent compared to the same period in 2023/24. This projection is based on flights appearing in Diio Mi. An increase in seats is expected from U.S. West (+4.1%) with a large increase from the U.S. East (+15.9%). The growth in the East is due to the new Delta HNL-BOS flight starting in November and resumption of seasonal Delta service from ATL-OGG, ORD-KOA, ORD-OGG, and additional frequencies to existing markets.
- **Knowledge Bank**  
The GSS team is continuing to process and review assets (still images, b-roll, and drone footage) from the completed three-island shoot that took place in October on

Kaua'i, O'ahu, and the island of Hawai'i. Once assets are finalized, the team will metadata for upload to Knowledge Bank.

- **Gohawaii.com**

The project to add Qurator certification to listings on Gohawaii.com has progressed significantly. Fields have been created in the database by HVCB Membership, who are also verifying existing members' Qurator status using a spreadsheet provided by Kilohana. The integration process continues with collaboration between the HTA GSS team and Kilohana to ensure seamless implementation.

- **BrandUSA Website Hawai'i section**

The GSS team is actively engaged in updating Hawai'i content on Brand USA's website, visittheusa.com. This initiative aims to ensure that each island is accurately and vibrantly represented, highlighting their unique offerings and aligning with current marketing priorities.

- **GMT Social Media**

The GSS team reviewed and provided cultural and brand feedback on social media content calendars for Canada, Korea, and Oceania. Social media assets were shared via Podio and uploaded to the Sprout Social library for global usage. Additionally, the team began contract negotiations for platform tools for 2025.

## IV. PLANNING & EVALUATION BRANCH

**Functional Statement:** The purpose of the Planning & Evaluation Branch is to strategically plan for the near, mid, and long-term health and vitality of our visitor industry and manage destination issues that affect communities and the visitor experience. This includes the development, monitoring, and oversight of various plans for the HTA including but not limited to the Tourism Functional Plan, Strategic Plan, Annual Strategic Tourism Management Plan, the Destination Management Action Plans (DMAPs), and the Tourism Management and Marketing Plan. Other activities include development of policy as it relates to tourism.

### *Planning*

Staff continued to develop the annual report to the legislature, which is due 20 days before the start of the Legislature Session. They also prepared timelines and processes for updating the State Tourism Functional Plan and developing the Tourism Strategic Plan and DMAPs.

## ***Workforce Development Program***

Pursuant to HRS 201B-3(a)(22) HTA will address the industry's evolving needs in workforce training by working with educational institutions to make training available for the industry workforce to help enhance overall skills and quality of service. Sustaining tourism's success also depends on Hawai'i's youth helping to carry the industry forward and becoming the next generation of leaders. Encouraging Hawai'i's high school and college-age students to choose tourism as their career is another important part of HTA's workforce development initiative in ensuring that there are career opportunities in the tourism industry for Hawai'i's own.

## ***Scholarship Programs***

Staff met with University of Hawai'i at Mānoa to prepare the marketing materials for the Ho'oilina Hawai'i Scholarship program. This program will fund five four-year scholarships to public high school students graduates who enroll at the University of Hawai'i at Mānoa and declare a major in Travel Industry Management (TIM).

## ***Product Development***

**Overview:** Develop, lead, assess, and optimize the development of new products and experiences. Leverage data and research to identify opportunities and areas for program development.

## ***EDA's Noncompetitive Travel, Tourism & Outdoor Recreation Grant***

Staff continues to work with DLNR in managing and monitoring their contract for their 7 projects. Below is an update of DLNR's work for 2024:

- Recreational Trails Research Project (Budget of \$1.1 million)
  - 5 in-person workshops to determine project scope, objectives, and trail management actions
  - Statewide soil erosion modeling
  - Collected data for trail vulnerability & economic assessments
  - Weekly virtual planning meetings
  - Project to be completed 12/31/2026
  
- Nā Manu 'Elele Steward Program (Budget: \$3.85 million)
  - There are currently 25 stewards employed statewide on the islands of Hawai'i, O'ahu, and Maui. There has been difficulty hiring on Kaua'i.
  - Impacts include:

- Since May 2024, stewards have collectively engaged with an approximate 160,000 users.
  - Implementation of standardized data collection statewide.
  - Data collection for statewide trail capacity project.
  - Prevention of injuries = Less rescues.
  - Prompt first aid response time.
  - Assisting DOCARE and HPD by reporting infractions.
  - Community engagement.
  - Public education and outreach.
- Nāpu‘u Recreation Plan (Budget: \$400,000)
    - The Nāpu‘u region is composed of the Pu‘uwa‘awa‘a Forest Reserve and Pu‘uanahulu Game Management Area of North Kona.
    - This Plan was just procured, and preliminary research is starting.
  - Equipment and Educational Materials for Division of Conservation and Resource Enforcement (DOCARE) (Budget: \$400,000)
    - New badges and outreach materials have been purchased.
    - Procuring appropriate vendors for the types of equipment and materials that they need has been a challenge.
  - Day Use Mooring Buoy Program (Budget: \$400,000)
    - DLNR contracted with Malama Kai Foundation to conduct an inventory of day-use mooring buoys, update the DLNR DMB Management Plan, and develop a Maui pilot program, including a public-facing website for beta testing ([www.hawaiimoorings.com](http://www.hawaiimoorings.com))
  - O‘ahu Coral Restoration Enhancement Project (Budget: \$750,000)
    - The purpose of this project is to plant 80 - 100 nursery-grown native Hawaiian corals at existing Kewalo and/or Maunalua Bay SCUBA dive sites as educational restoration for visitors and residents
    - Formed the engagement team, identified stakeholders, completed outplant site assessments at Kewalo dive sites, finalizing a stakeholder engagement contractor
    - Started growing 40 coral pyramid modules from coral that would appropriate to outplant at either proposed restoration site.
    - They have been challenged with delays in securing a stakeholder engagement contractor pushed stakeholder meetings to early 2025

One of HTA’s EDA projects include the Urban Trails Program. A meeting was held with City & County of Honolulu and Native Hawaiian Hospitality Association to discuss next steps for the Waikiki Historic Trail enhancement project. EDA funds will be used to refurbish the surfboard markers.

The HTA also submitted a revised Grant Administration Plan to EDA to focus the Community Tourism Collaborative on Agritourism, including implementing a Hawai’i Agritourism Study, a Hawai’i Agritourism Conference, and a Hawai’i Agritourism Plan. This will help inform the creation of the Community Tourism Collaborative and also expand agritourism opportunities in Hawai’i.

## V. FINANCE BRANCH

Contracts List: Pursuant to Hawai’i Revised Statutes §201B-7 (9), please note the below contracts executed during the month of November 2024.

Contract No.	Contractor	Description	Contract Amount	Total Contract Value	Start Date	End Date
†25015	University of Hawai’i	UH Basketball Exhibition Games & Youth Clinic	\$3,400.00	\$3,400.00	11/01/2024	1/31/2025
†25004	Ladies Professional Golf Association	LPGA Lotte Championship Partnership 2024	\$250,000.00	\$250,000.00	11/07/2024	6/30/2025
†25002 S1	University of Hawai’i, Kapiolani Community College	Scholarships for the Culinary Institute of the Pacific (CIP) and the Culinary Institute of America (CIA) Professional Culinary Chef Training Program	\$0.00	\$48,000.00	11/20/2024	12/31/2024
25013	ClimbHI	HTA Visitor Industry Career Motivational and Exposure Programs for Hawai’i’s High School Students	\$150,000.00	\$150,000.00	11/20/2024	9/30/2025
22015 S3	Fisheries Immersed Sciences Hawai’i, Inc.	Infographic Creative Services	\$0.00	\$45,166.47	11/21/2024	12/31/2025
Ø25018	Council for Native Hawaiian Advancement	Lahaina Festivals by CNHA	\$25,000.00	\$25,000.00	11/22/2024	1/31/2025

**REPORT OF THE CEO**

December 19, 2024

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24018 S1	Hawai'i Visitors and Convention Bureau	Hawai'i Tourism Global Support Services	(\$14,757.00)	\$1,460,938.00	11/25/2024	12/31/2025
21038 S6	Hawai'i Visitors and Convention Bureau	CEP & DMAP Implementation and Communications for Kaua'i, O'ahu, Maui Nui & Hawai'i Island	\$0.00	\$12,871,193.00	11/26/2024	12/31/2024
Contract Type:			\$413,643.00			
• Sole Source						
† Procurement Exemption						
⊖ Emergency						

Other activities related to procurement, contracts, Hawai'i Convention Center, and Legislative Audit will be reported in the Budget, Finance, and Convention Center Standing Committee report at the HTA board meeting.

# **12**

## **Presentation, Discussion, and Action on the LA Rams 2025 Program**



## **STAFF REPORT TO THE BOARD**

December 13, 2024

### **REQUEST:**

HTA staff seeks approval for a two-year, \$1.5 million annual base partnership with the LA Rams, commencing in the 2025-26 season. This partnership provides extensive brand exposure, community engagement, and economic benefits aligned with HTA's strategic priorities. The total request over both years is **\$3,865,000**.

Note that for each year of the agreement, HTA staff shall seek SPO approval for a sole source exemption and subject to the availability of funds.

### **FACTS:**

These highlights represent a summary of the proposed partnership, with additional details to be provided upon the conclusion of final negotiations. For the OTAs and Community Engagement initiatives, HTA will maintain oversight and collaborate with the Rams to ensure activities are culturally appropriate, empower local communities, and align with Hawai'i's values. Activities will also include elements accessible to visitors, promoting regenerative tourism and fostering meaningful connections with Hawai'i's unique culture and environment.

#### **• Premium Association:**

- Official designations: "LA Rams at Home in the Hawaiian Islands" and "Official Island Getaway of the LA Rams."
- Use of Rams branding and marks for marketing campaigns across key platforms.

#### **• Organized Team Activities (OTAs):**

- Rams team to host OTAs on Maui, including two public practices and a community day.
- Content creation featuring Maui as the backdrop, distributed across Rams' digital and social platforms.

#### **• Community Engagement:**

- Youth-focused activities: a football camp, girls' flag football clinic, and locker room refurbishment for a Maui high school.
- Authentic brand integration in community events and digital promotion.
- The Rams would also host an athletic trainers session focused on health and player safety

December 13, 2024



- **Gameday Entitlement:**
  - High-visibility branding during one home game annually, including LED displays, social media, and stadium activations.
  - Hawaiian-themed gameday elements such as lei and music, plus pre-game and in-game media inclusion.
  - HTA core messages and campaigns, including visual assets of Hawai‘i, will be leveraged in the Gameday entitlement. For example, “The People, The Place, The Hawaiian Islands,” “Yappari Hawai‘i,” “Beautiful Hawai‘i” or their successor campaigns.
- **Year-Round Digital Amplification:**
  - Sweepstakes and targeted digital campaigns to promote Hawai‘i as a premier travel destination.
  - HTA core messages and campaigns, including visual assets of Hawai‘i, will be leveraged in the year-round digital amplification. For example, “The People, The Place, The Hawaiian Islands,” “Yappari Hawai‘i,” “Beautiful Hawai‘i” or their successor campaigns.
  - Logo inclusion in Rams’ mobile app, website, and other digital content.
- **International Expansion:**
  - Leveraging the Rams’ global presence in Japan to enhance Hawai‘i’s brand recognition through sweepstakes, digital campaigns, and co-branded marketing materials.

## **DISCUSSION:**

### **Value to Hawai‘i**

- **Brand Extension & Awareness:**
  - Strategic alignment with a major NFL team ensures ongoing exposure in domestic and international markets.
  - Amplifies Hawai‘i’s image as a premier travel destination, leveraging the Rams’ global fan base.
- **Community Benefits:**
  - Direct impact through youth sports programs, community day initiatives, and facility improvements in Maui.
  - Promotes regenerative tourism principles through culturally authentic activities and messaging.
- **Economic Impact:**
  - Drives tourism through enhanced destination marketing, which is expected to increase visitor arrivals and spending.
  - Aligns with HTA’s focus on diversifying the tourism market with a sports tourism strategy.

## **BUDGET IMPLICATIONS:**

- **Annual Investment:** \$1.5 million, with a 3% annual escalator.
- **Playoff Costs:** Incremental billing for playoff games, capped at \$360,000 annually, based on participation.

- **Procurement Timeline:** All required documentation for the project will be started by the Stewardship Team to the Finance and Procurement team no later than January 15<sup>th</sup>, 2025.
- **Funding:** Payments are to be made in two equal installments on April 30<sup>th</sup> and September 30<sup>th</sup> each year.

- For 2025-2026 Season:
  - April 30, 2025, Payment 1
    - FY25, Program ID 115, BLI 346: \$955,000
  - September 30, 2025, Payment 2
    - FY26, Program ID 116, BLI 346: \$955,000
- For 2026-2027 Season:
  - April 30, 2026, Payment 1
    - FY26, Program ID 116, BLI TBD: \$977,500
  - September 30, 2026, Payment 2
    - FY27, Program ID 116, BLI TBD: \$977,500

- **Summary Table:**

	<b>2025-2026 Season</b>	<b>2026-2027 Season</b>	<b>Total</b>
<b>Base</b>	\$1,500,000	\$1,545,000	\$3,045,000
<b>Playoff Contingency</b>	\$360,000	\$360,000	\$720,000
<b>Misc Costs</b>	\$50,000	\$50,000	\$100,000
<b>Total</b>	<b>\$1,910,000</b>	<b>\$1,955,000</b>	<b>\$3,865,000</b>

Base: Covers all elements of the attached proposal, excluding the playoff contingency.

Playoff Contingency: Marketing-related expenses if the LA Rams reach the playoffs.

Misc Costs: Expenses incurred by HTA for the oversight and implementation of the program. These may include costs associated with program evaluation, travel, and activations such as photography, leis, musicians, and travel for HTA representatives.

**RECOMMENDATION:**

This partnership represents a strategic investment in sports tourism, delivering significant value to Hawai‘i while aligning with HTA’s mission to promote sustainable and culturally authentic travel experiences. Approval of this proposal is recommended.

# **13**

## **Presentation, Discussion of Hawai'i Air Service Overview**

# Hawai'i Air Service Overview

HTA Board Meeting  
December 2024



# The Hawai'i Air Service Cycle



# The Hawai'i air service market has been destabilized for the past five years

**COVID-19 had a devastating impact on passenger demand and seat supply**

**Southwest drove down fares, but didn't stimulate enough traffic to fill the extra capacity**

**Hawaiian Airlines struggles drove it into the arms of Alaska Air Group**

**Maui wildfires upended the 2<sup>nd</sup> biggest Hawai'i air market**

**The strength of the U.S. dollar is negatively impacting international demand**

**Air Service Development efforts should be focused on achievable results**





# Domestic

# As Southwest and AS/HA adjust Hawai'i operations, expect continued capacity reductions into 2025

LIH	Seat Change
West Coast	-0.8%
Other Domestic	-4.8%
<b>Total Domestic</b>	<b>-3.1%</b>



## ALL CARRIERS

HNL	Seat Change
West Coast	-2.1%
Other Domestic	-6.7%
<b>Total Domestic</b>	<b>-4.8%</b>

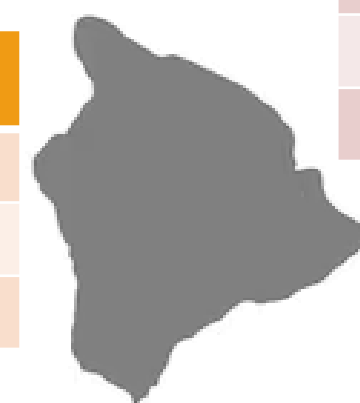


OGG	Seat Change
West Coast	-9.9%
Other Domestic	-10.8%
<b>Total Domestic</b>	<b>-10.4%</b>



All HAWAII	Seat Change
West Coast	-3.8%
Other Domestic	-7.1%
<b>Total Domestic</b>	<b>-5.8%</b>

KOA	Seat Change
West Coast	-2.2%
Other Domestic	-8.7%
<b>Total Domestic</b>	<b>-5.9%</b>



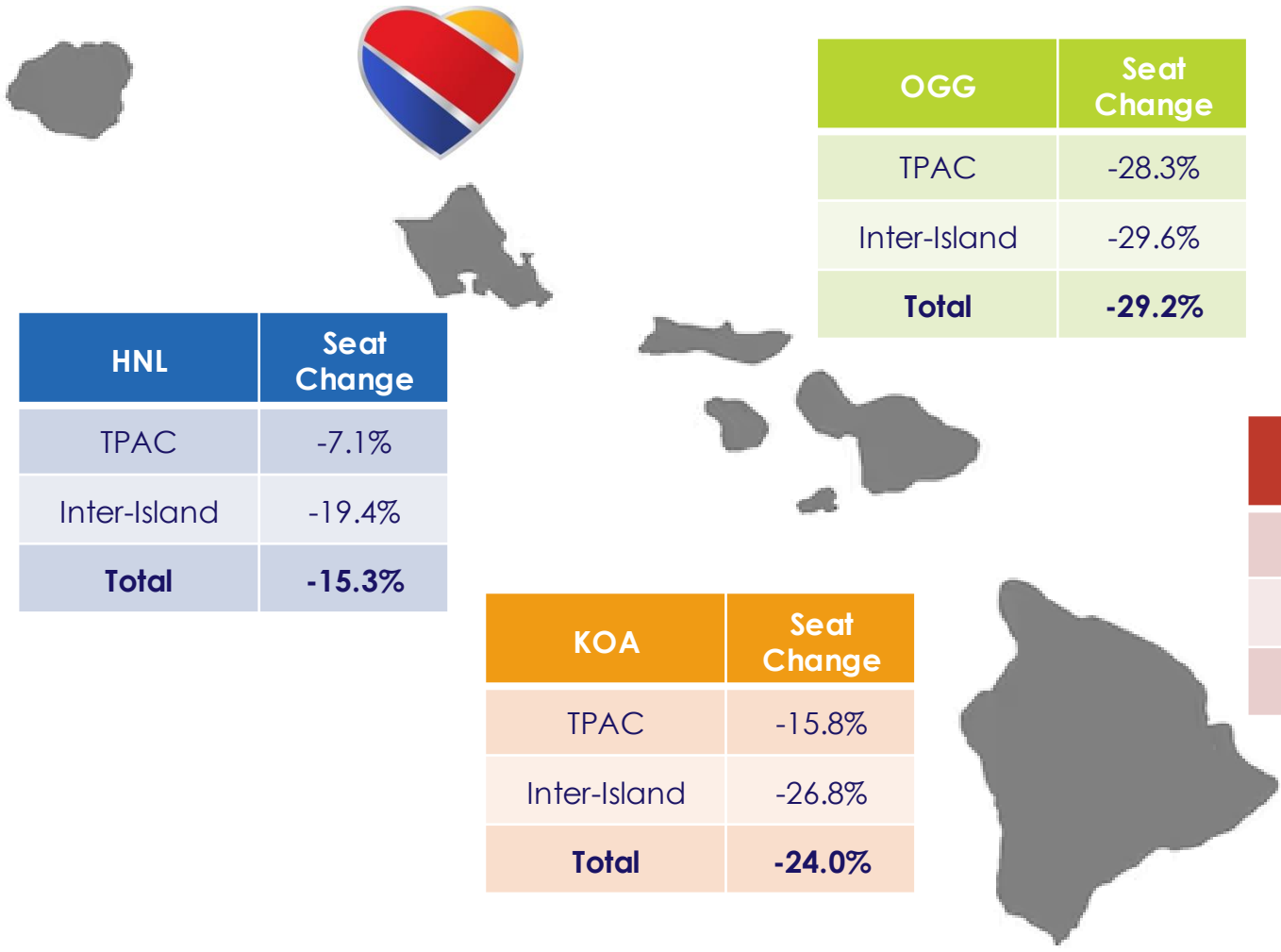
ITO	Seat Change
West Coast	N/A
Other Domestic	Flat
<b>Total Domestic</b>	<b>Flat</b>

Note: West Coast includes airports in California, Oregon and Washington as well as LAS and PHX

Source: Cirium schedule data via Diio Mi, June 2025 vs June 2024 as of December 16, 2024; Ailevon Pacific Aviation Consulting analysis



# Southwest is reducing Hawai'i capacity by 18.8% by June 2025, with OGG and KOA being impacted most



LIH	Seat Change
TPAC	-15.8%
Inter-Island	-16.3%
<b>Total</b>	<b>-16.2%</b>

HNL	Seat Change
TPAC	-7.1%
Inter-Island	-19.4%
<b>Total</b>	<b>-15.3%</b>

OGG	Seat Change
TPAC	-28.3%
Inter-Island	-29.6%
<b>Total</b>	<b>-29.2%</b>

ITO	Seat Change
TPAC	N/A
Inter-Island	Flat
<b>Total</b>	<b>Flat</b>

All HAWAII	Seat Change
TPAC	-14.3%
Inter-Island	-20.7%
<b>Total</b>	<b>-18.8%</b>

KOA	Seat Change
TPAC	-15.8%
Inter-Island	-26.8%
<b>Total</b>	<b>-24.0%</b>

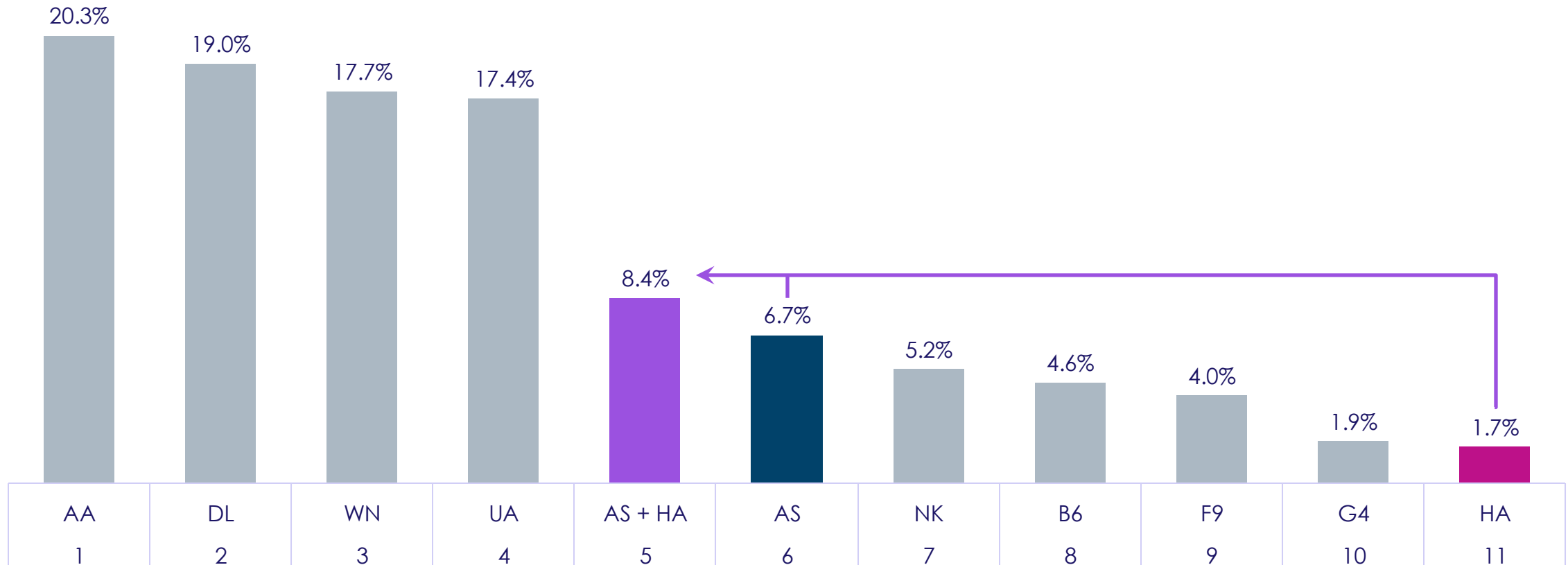
Source: Cirium schedule data via Diio Mi, June 2025 vs June 2024 as of December 11, 2024; Ailevon Pacific Aviation Consulting analysis

# AS/HA Merger

# The combined airline is the 5<sup>th</sup> largest U.S. carrier

## US DOMESTIC MARKET SHARE PRE- AND POST- MERGER

ASM share by carrier; full year 2024

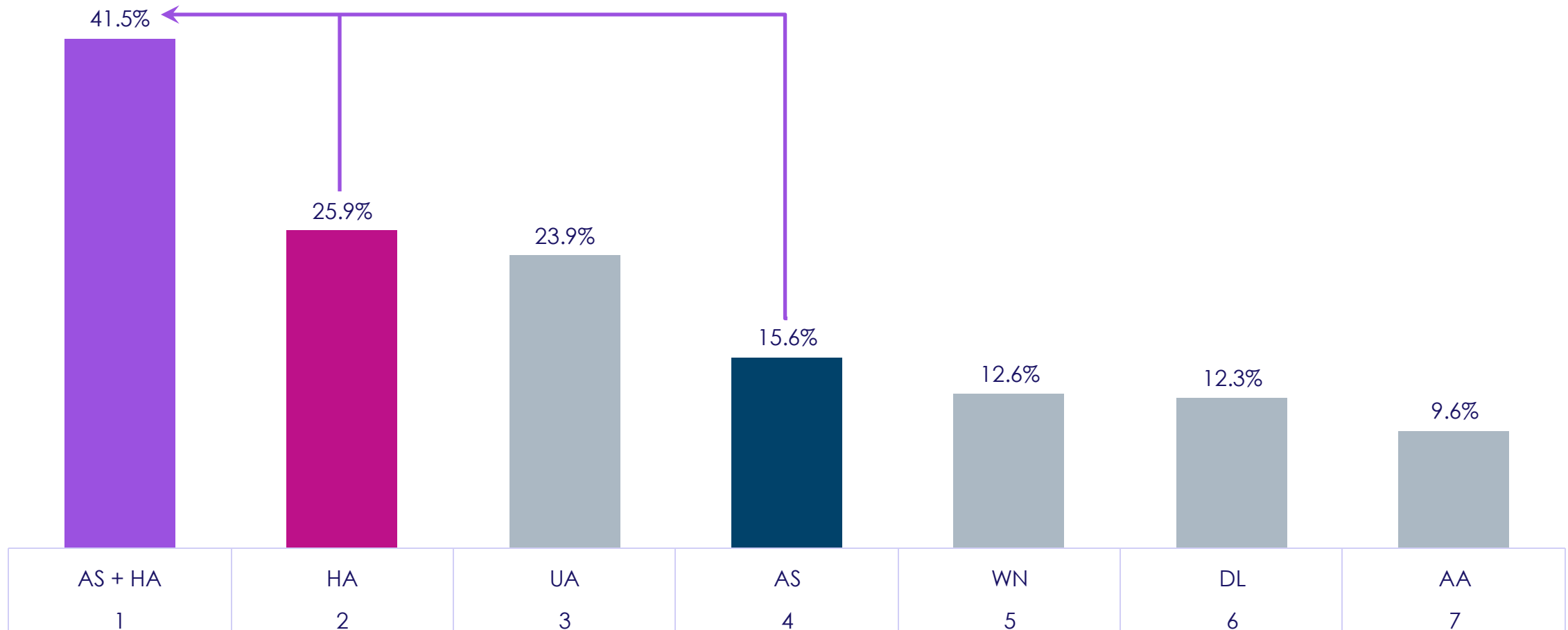


Source: Cirium schedule data via Dio Mi, full year 2024 schedule as of July 22, 2024; Ailevon Pacific Aviation Consulting analysis

# AS + HA has over 40% of Hawai'i-US Mainland seat share

## HAWAI'I-US MAINLAND MARKET SHARE PRE- AND POST- MERGER

Seat share by carrier; full year 2024



Source: Cirium schedule data via Dio Mi, full year 2024 schedule as of August 9, 2024; Ailevon Pacific Aviation Consulting analysis

# AS/HA will reschedule Hawai'i flying to maximize opportunity

## Improved schedule options<sup>1</sup> to and from HI...

### PDX ► HNL

Dept.	Arrv.	Gauge	Dept.	Arrv.	Gauge
08:05	11:00	Narrow	07:45	10:40	Narrow
08:40	11:35	Wide	10:30	13:25	Narrow
			17:45	20:40	Narrow

### OGG ► SAN

Dept.	Arrv.	Gauge	Dept.	Arrv.	Gauge
10:30	18:50	Narrow	15:40	23:50	Narrow
10:40	18:55	Narrow	22:20	06:40	Narrow

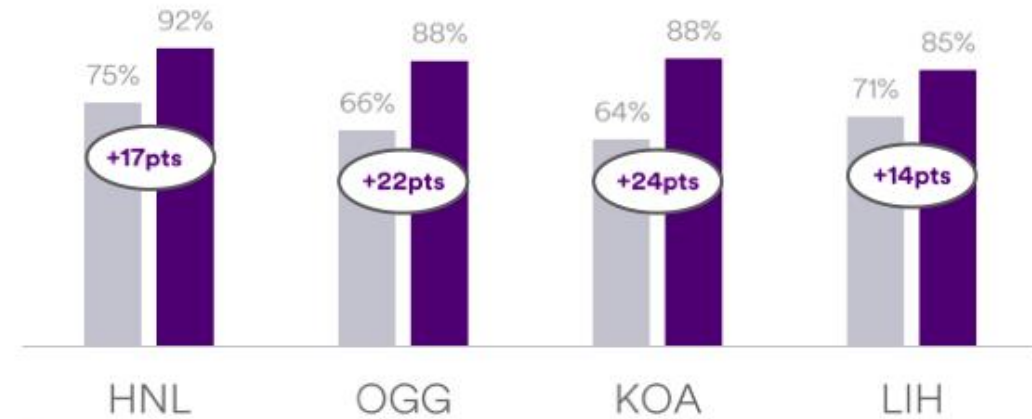
New time channels enable more connectivity

■ AS ■ HA

## ...creates #1 utility to and from HI

North America utility (YE2Q24)<sup>2</sup>

■ HA-only ■ AS+HA



Combined carrier can now serve ~90% of total Hawai'i guests

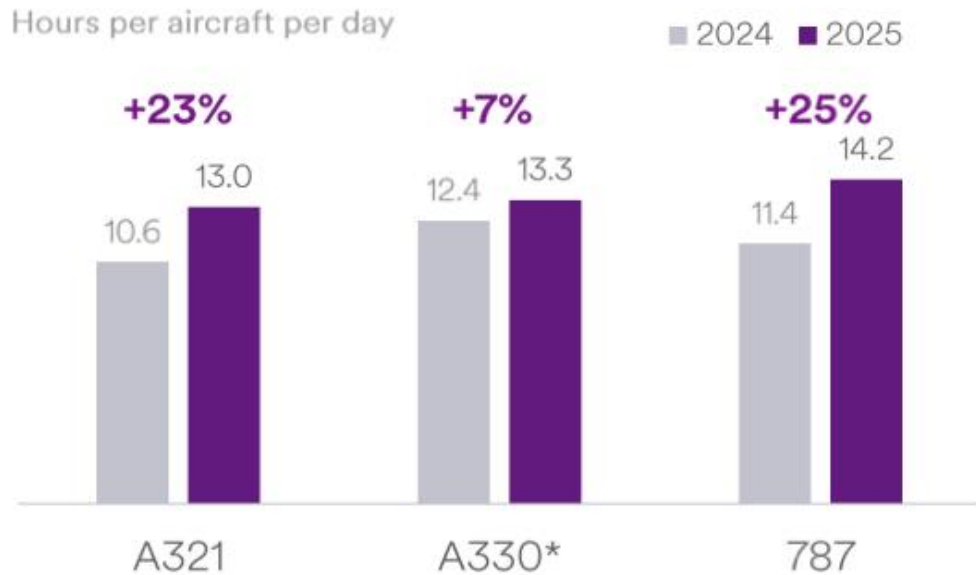
Note: 4 million+ annual guests are total market passengers (bi-directional total) that could travel on a round-trip AS+HA itinerary, based on 7/21/2025 itineraries (representative peak day) as of 11/22/2024 with 40-minute minimum- and 120-minute maximum connect time; increase based on utility growth from HA pre-integration.

1. Representative schedules: "Wingtip" departures (flights in approximately the same time channel) removed in 10 markets.

2. North America utility YE2Q24 O&D O&D demand. Utility is the demand-weighted amount of all O&D PDEW per airport that AS+HA could serve with nonstop/connecting service.

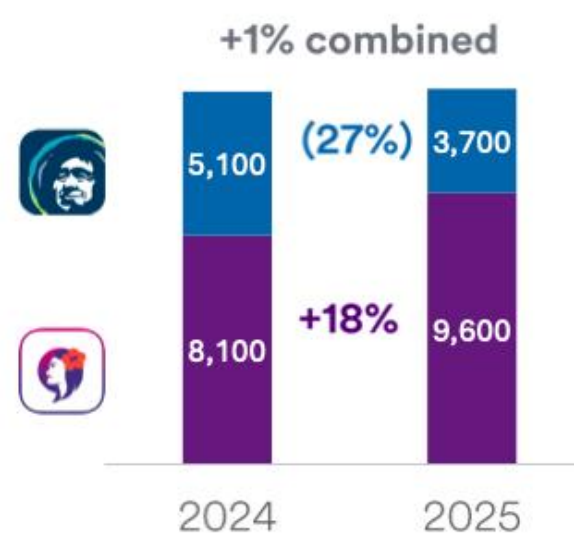
# AS/HA anticipates 1,500 additional daily seats in the Hawai'i market in 2025

Higher Hawaiian utilization unlocks the equivalent flying of ~7 incremental aircraft



...which will be deployed to leverage Hawaiian brand strength in Hawai'i

Daily seats by brand on HI ↔ N. America



**+12%**  
RASM premium<sup>1</sup>  
Hawaiian vs. Alaska

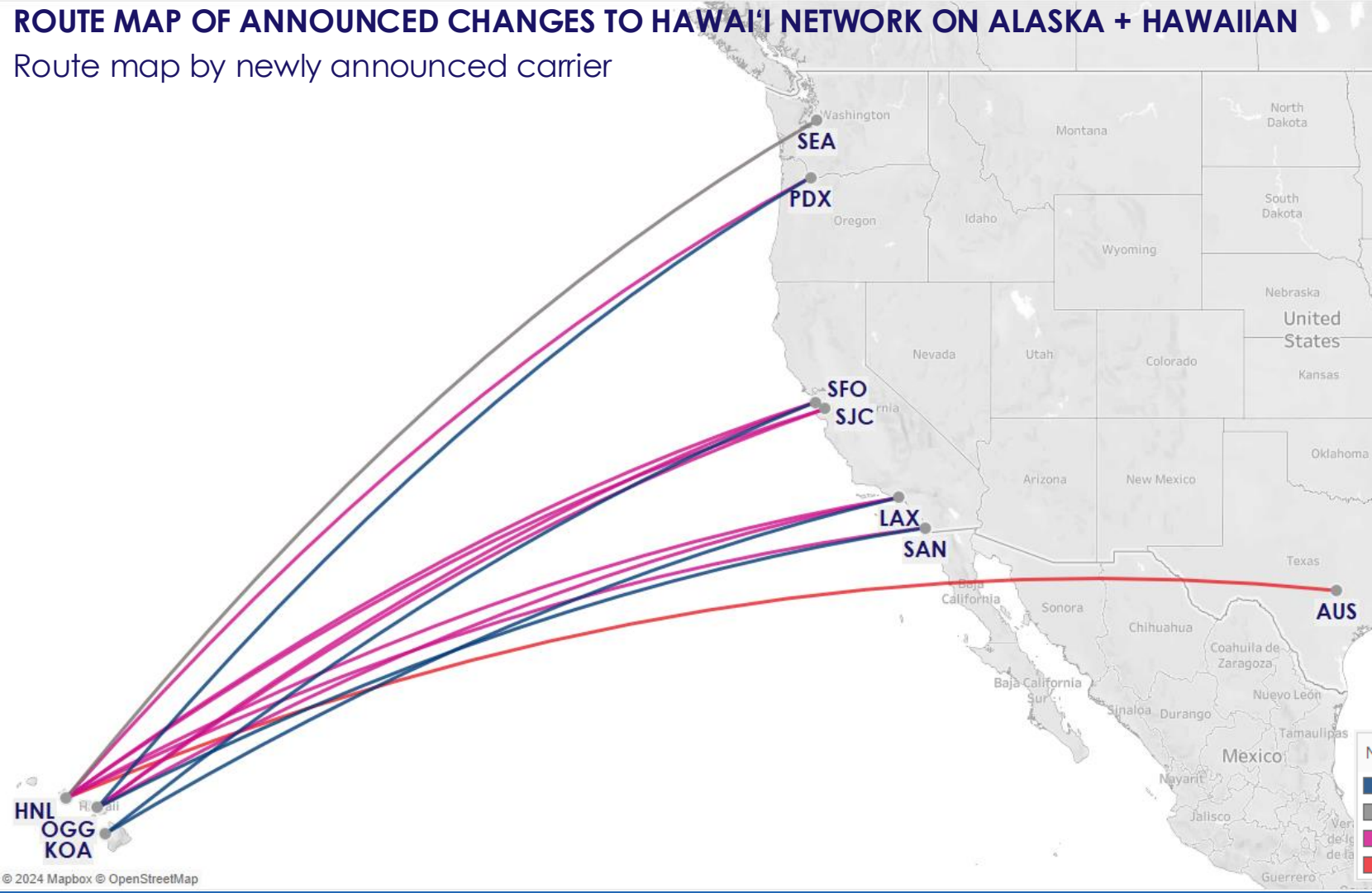
**+1,500**  
Daily roundtrip  
Hawaiian seats

<sup>1</sup> Narrowbody RASM premium HA vs. AS YTD October 2024 for departures scheduled between 6am and 3pm only  
\*A332 utilization includes non-ETOPS ANC-SEA flying; Utilization change based on representative schedule period

# Significant network changes are already occurring

## ROUTE MAP OF ANNOUNCED CHANGES TO HAWAI'I NETWORK ON ALASKA + HAWAIIAN

Route map by newly announced carrier



Market	New Carrier	Carrier Exit
HNL-AUS	MARKET EXIT	HA
HNL-LAX	HA	AS
HNL-PDX	HA	AS
HNL-SAN	HA	AS
HNL-SEA	AS/HA	N/A
HNL-SFO	HA	AS
HNL-SJC	HA	AS
KOA-LAX	AS	HA
KOA-SFO	AS	NEW MARKET
OGG-LAX	HA	AS
OGG-PDX	AS	HA
OGG-SAN	AS	HA
OGG-SFO	HA	AS
OGG-SJC	HA	AS

New Carrier

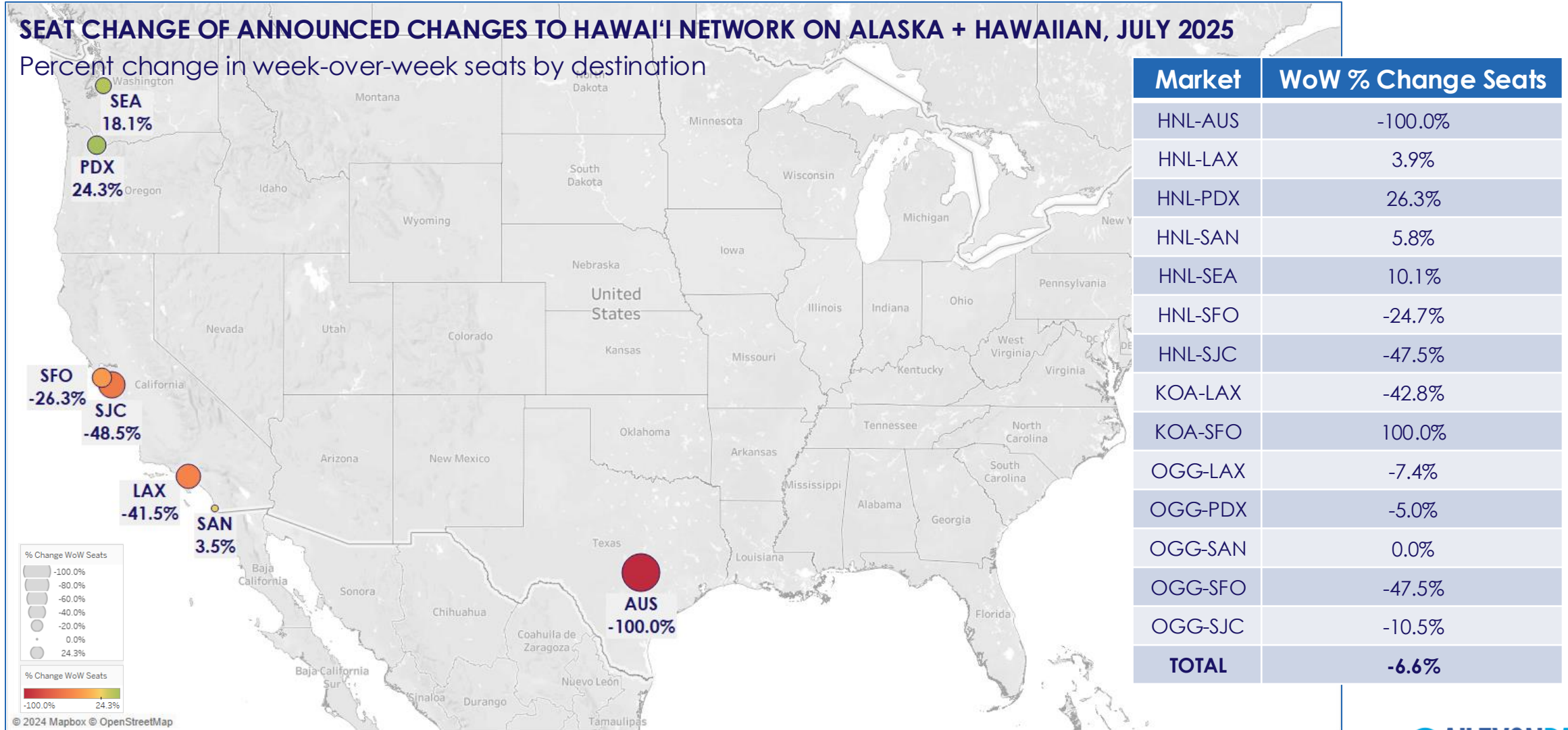
- AS
- AS/HA
- HA
- Market Exit

© 2024 Mapbox © OpenStreetMap

Source: Cirium schedule data via Diao Mi as of December 16, 2024; Ailevon Pacific Aviation Consulting analysis



# SJC and LAX have lost the most seats with PDX, SEA and SAN gaining seats



Source: Cirium schedule data via Dio Mi as of December 16, 2024 for July 2025; Ailevon Pacific Aviation Consulting analysis



# AS intends to reallocate some long-haul HA aircraft to Seattle, but there are risks to this strategy

We are launching SEA international service with two new routes:

Seattle ► Tokyo (Narita)



Beginning May 2025

Seattle ► Seoul (Incheon)



Beginning October 2025

International Gateway by 2030:

**12+**

Destinations around the World

**\$1.5B+**

Intercontinental Revenue Contribution

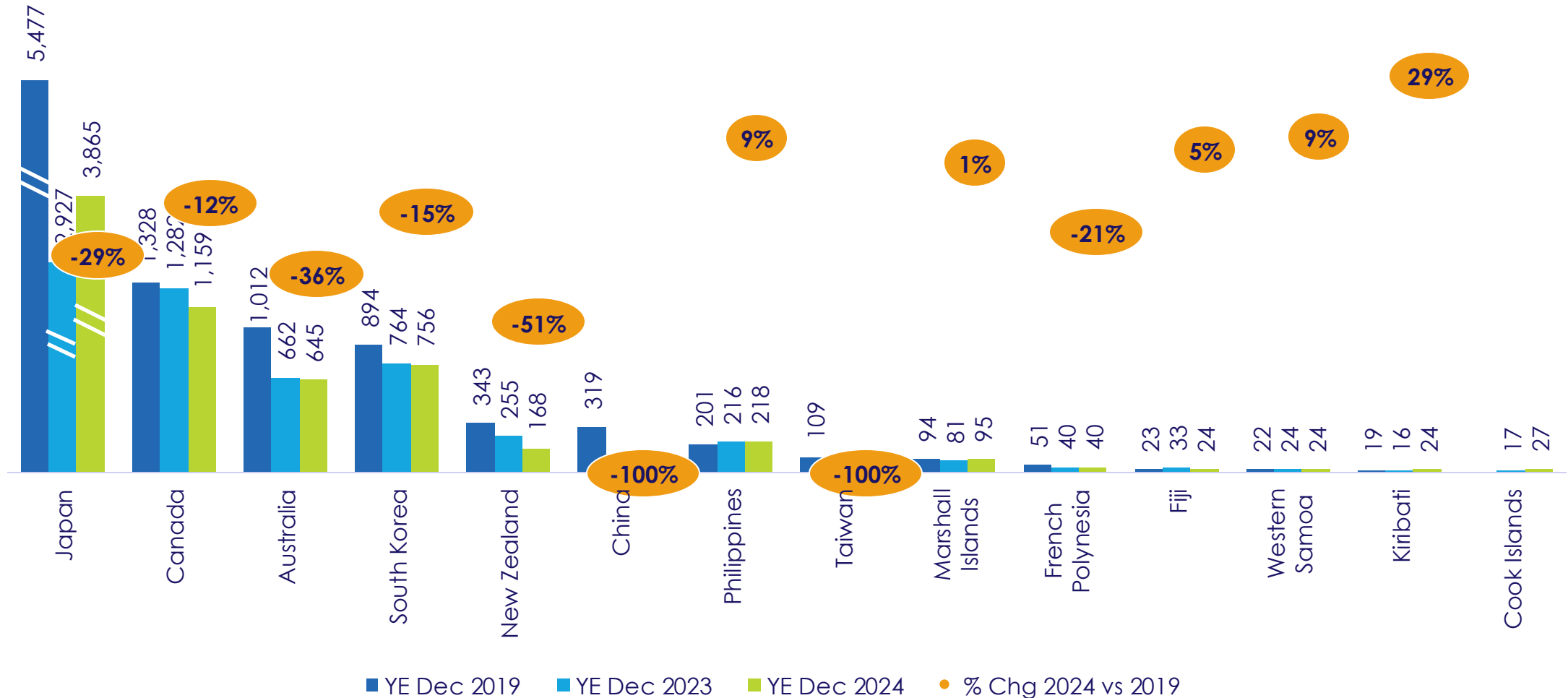
Fully enabled by our oneworld partners

# International

# Hawai'i-international seat capacity is down 29% from pre-pandemic levels

## HAWAI'I-INTERNATIONAL CAPACITY TREND

Daily seats each way (bars), 2024 vs. 2019 percent change (bubbles)

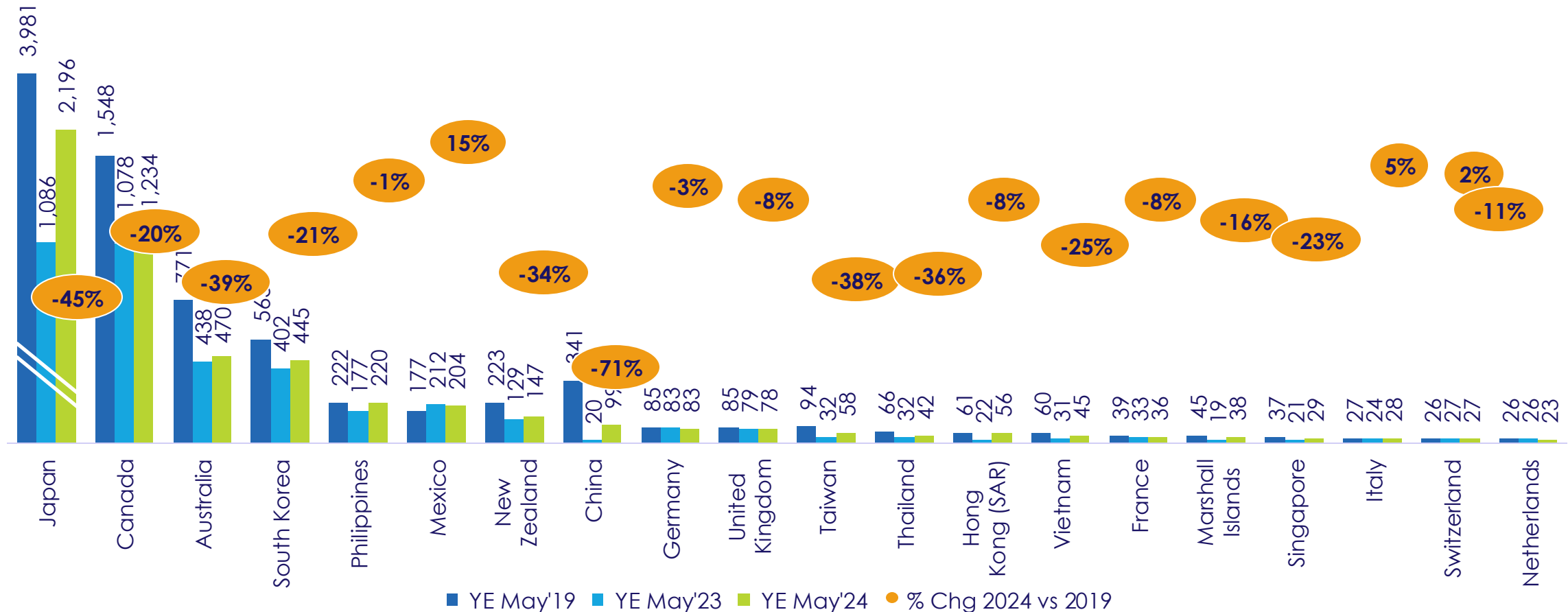


Source: Cirium schedule data via Diio Mi; Ailevon Pacific Aviation Consulting analysis

# But international demand to Hawai'i has dropped even further, 34% from pre-pandemic levels

## HAWAI'I-INTERNATIONAL DEMAND TREND

Daily passengers each way (bars), YE May 24 vs. YE May 2019 percent change (bubbles)

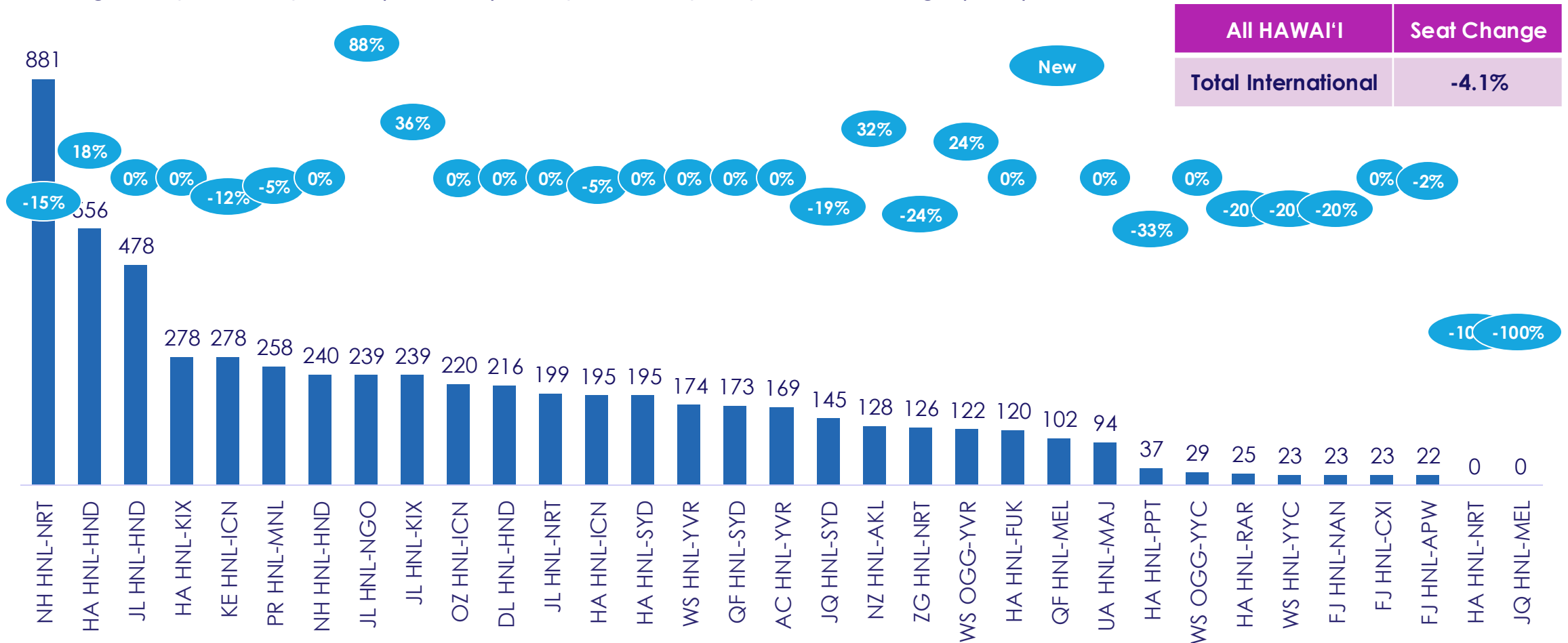


Source: FMTraffic via Diio Mi; Ailevon Pacific Aviation Consulting analysis

# Summer 2025 International seats are expected to be down another 4.1% versus 2024

## HAWAII - INTERNATIONAL DAILY SEATS AND YEAR-OVER-YEAR CHANGE BY CARRIER AND MARKET

Average daily one way seats (columns) and year over year percent change (dots), June 2025



Source: Cirium schedule data via Diio Mi, June 2025 vs June 2024 as of December 16, 2024; Ailevon Pacific Aviation Consulting analysis

# International growth unlikely to return in the near-term



- South Korea impacted by the merger of Korean and Asiana; political instability

- Japan has consolidated to the primary carriers and busiest routes

- China performed poorly before the pandemic; geo-political issues

- Taiwan has three carriers that can potentially reestablish Taipei-Honolulu

- Philippines is a well-served VFR market

- The resumption of Southeast Asia via Osaka is not viable in current conditions

- Economic conditions are impacting demand, but the region still offers opportunity

# Air Service Development Recommendations

## Near-Term (1-2 years)

- Open lines of communication with Network Planning teams
- Attend major route development events
- Airline conversations > prioritized ASD plan

## Medium-Term (2-3 years)

- Develop targeted incentive programs for prioritized opportunities
- Begin hosting network planners in Hawai'i inline with air service targets

## International ASD Areas of Focus

**South Korea:** Maintain Korean/Asiana combined capacity, grow Air Premia

**Japan:** Maintain communication in anticipation of opportunity

**China:** Unlikely to be opportunity over next 2-3 years

**Taiwan:** Reestablishment if TPE service is viable, adds benefit of mainland China connectivity

**Southeast Asia:** ASD activity is currently unwarranted

**South Pacific:** Active ASD efforts should be directed at rebuilding Australia/NZ capacity

# Thank You

Brad DiFiore – [Brad.DiFiore@ailevonpacific.com](mailto:Brad.DiFiore@ailevonpacific.com)



**14**

**Report and Update by the  
HO'OKAHUA HAWAI'I STANDING COMMITTEE  
of their Meeting Held on December 11, 2024**

# **14a**

## **Presentation and Discussion on the Progress of the Reservation System Report**

# Managing Tourism and Enhancing the Visitor Experience

Research and Feasibility Report on the Development of a Hawai'i Smart Tourism App



Sassato Consulting



Date December 19, 2024



CONFIDENTIAL





## Agenda

- 1 Project Background
- 2 Stakeholder Analysis
- 3 Current Landscape Hawai'i Systems
- 4 Benchmarking & Best Practices
- 5 Marketing and User Acquisition
- 6 Requirements, Technology and Operations
- 7 Recommendations and Next Steps





## Section 1

# Project Background



# The concept of "Smart Tourism" emerged around 2010, evolving from "Smart Cities."

*It gained prominence as destinations sought technological solutions to address over tourism and enhance visitor experiences.*

**While there is no single agreed upon definition of Smart Tourism it can be summarized as:**

The use of information and communication technologies to enhance the tourist experience and improve the efficiency of resource management to maximize both destination competitiveness and consumer satisfaction while also demonstrating sustainability.

### Most definitions emphasize:

- The use of advanced technologies (ICT, IoT, AI, etc.)
- Data collection and utilization
- Enhanced tourist experiences
- Improved efficiency and sustainability
- Integration of various stakeholders and resources
- From a Hawai'i perspective, Smart Tourism is a tool to support Destination Management efforts.

### Smart Tourism In Hawai'i






- As one of the leading destinations in the world, Hawai'i has also been aware of and involved in Smart Tourism since its inception.
- In 2020, when looking at post-covid tourism UHERO (University of Hawai'i Economic Research Organization), issued a report titled "[Can Hawai'i Rise from the Ashes of COVID-19 as a Smart Destination?](#)"
- The Hawai'i Tourism Authority's [2020-2025 Strategic Plan](#), while not directly addressing Smart Tourism, called for evaluating and utilizing technology to better manage tourism.
- The Island Destination Management Plans also mention the use of technology in improving destination management.
- The Smart Tourism app actively became a discussion in the legislature in 2023 and 2024 led by Tourism Chair Representative Quinlan, and included discussion of:
  - A facility reservation system on a statewide basis
  - Pre-paid time slots for parking at popular destinations
  - Providing alternative destinations during peak times
  - Safety and cultural guidelines



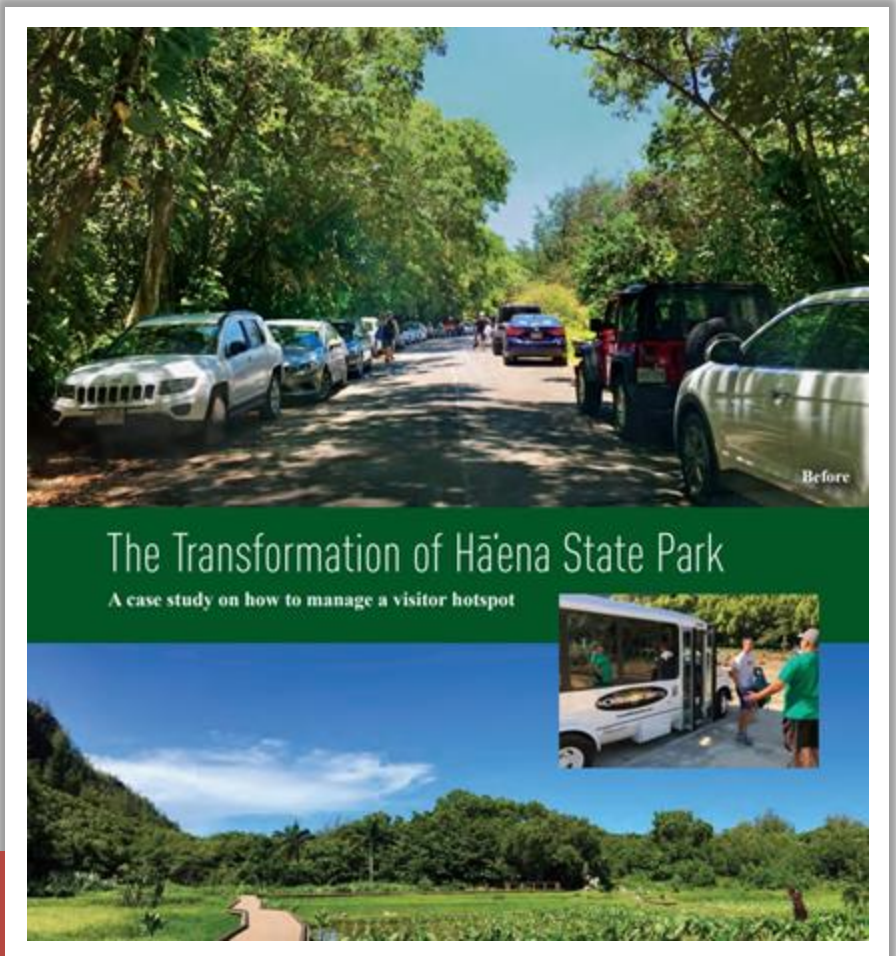


# Several successful Smart Tourism initiatives have proved the feasibility of utilizing technology to better manage the destination, and have led to the discussion of a more integrated and unified approach for Hawai‘i.

## Smart Tourism Success Stories

<b>Hā‘ena State Park, Kaua‘i (2019)</b>	Implemented a reservation system limiting daily visitors to 900 (previously this number was often as high as 3,000 or greater). The system has been credited with "bringing serenity back" to the area and is now considered a model for other parks in Hawai‘i.  ( <a href="https://gohaena.com/">https://gohaena.com/</a> )
<b>Wai‘ānapanapa State Park, Maui (2021)</b>	Introduced an online reservation system for out-of-state visitors and commercial operators, successfully integrating commercial tours into the system and reducing crowding and impacts on the local community.  ( <a href="https://www.gowaiianapanapa.com/">https://www.gowaiianapanapa.com/</a> )
<b>Hanauma Bay Nature Preserve, O‘ahu (2021)</b>	Requires reservations and has successfully reduced daily visitors from 3,000 to 720, allowing the ecosystem to recover.  ( <a href="https://www.honolulu.gov/parks-hbay/home.html">https://www.honolulu.gov/parks-hbay/home.html</a> ).
<b>Diamond Head State Monument, O‘ahu (2022)</b>	Launched an online reservation system for out-of-state visitors, helping to mitigate environmental impacts, reduce vehicle congestion, and improve the overall visitor experience.  ( <a href="https://dlnr.Hawai‘i.gov/dsp/parks/O‘ahu/diamond-head-state-monument/">https://dlnr.Hawai‘i.gov/dsp/parks/O‘ahu/diamond-head-state-monument/</a> )
<b>‘Īao Valley State Monument, Maui (2023)</b>	Implemented an advanced reservation system for out-of-state visitors, aimed at protecting natural and cultural resources while managing visitor capacity within the area.  ( <a href="https://dlnr.Hawai‘i.gov/dsp/parks/maui/iao-valley-state-monument/">https://dlnr.Hawai‘i.gov/dsp/parks/maui/iao-valley-state-monument/</a> ).

This led to the realization by many that a similar approach can be taken with other tourist “hotspots” and that it might be beneficial to integrate these programs on a single, easy-to-use platform.



# Despite numerous discussions and media coverage about a “Smart Tourism App,” no clear legislative language or detailed requirements have been developed. It remains a general concept, highlighting the need for this in-depth review and recommendation.

2024 HTA Budget Includes \$3.5 million earmarked for Smart Tourism destination management app.\*

## Legislative Intent

- HB 2563 was introduced in January 2024 and had some specifics about the app but the language related to this was removed from the bill. It is now focused on naming rights for the convention center. This bill has not been signed into law.
- SB 2659 - Signed into law on June 28, 2024 and includes aspects of regenerative tourism but does not include anything specific related to Smart Tourism, tourism tech or the Smart Tourism app.
- HB 1800 - Signed into law on July 9, 2024, allocates funding for the HTA, within the HTA budget and specific line items for the Smart Tourism app.

The HTA 2023 budget has a few line items related to this, but besides the funding there is no additional detail:

<b>BED 116 Destination Stewardship and Community (DC)</b>			
014	Pono Travel Education Program	Visitor Education Post Arrival Marketing	964,148
402	Kahu 'āina	Kahu 'āina	784,022
601	Visitor Assistance Programs	Visitor Assistance Program O'ahu, Maui, Kaua'i, Hawai'i	650,000
TBD	Destination Management application	Destination Management app	1,500,000
TBD	Destination Management application	Recovery and Stabilization through Smart Tourism – DM app	450,000
718	Resort Area Hawaiian Cultural Initiative	Resort Area Hawaiian Cultural Initiative	784,022
TBD	Community-Based Tourism	Destination Management – DMAP Implementation	500,000
		Destination Management Implementation	122,154
TBD	Destination Management application	Smart Tourism – Destination Management app	1,550,000
TBD	Destination Management and Community Salaries	Salaries for 7 positions – CSO, DM x 5, AA	619,537
<b>BED 116 Destination Stewardship and Community Subtotal</b>			<b>7,923,883</b>



# Recent press coverage and public statements about the smart app have raised the profile of the initiative.



“Green [Josh Green, Governor of Hawai‘i] has had concerns that could be eased by Destination Management, “We’ve been worried for a long time about the impact of our visitors. Overcrowding. Damage to what we think is most precious, which is our land, which we need for our keiki.”

“Sean Quinlan [state House Tourism Chair Rep] has a 5-year-old and sees the Disneyland app as an example of how a state visitor app could redirect tourists from overcrowding areas, “And it’s all right here, you don’t have to carry a paper map. You don’t have to wander around asking people for directions.”

“Tyler Iokepa Gomes [Responsible for CHNA’s HTA Contract ] said that the data and new AI capabilities will make it manage visitors in real-time, “To track where all our visitors are and then perhaps suggestively redirecting them to less occupied spaces... that aren’t currently overloaded.”

# With the desire to potentially develop this app and the lack of clarity around it, Sassato was engaged to look at the current landscape, stakeholder desires and develop an overview and recommendations for next steps.

This project was conducted between September 9th 2024 to December 17, 2024.



## Smart App Concept

*Smart Tourism app concept came out of the concept of Smart Tourism and Destination Management, which utilizes technology to this end.*



## Legislative Direction

The concept received positive feedback from legislators, has been included in draft bills, and secured initial funding through the HTA budget. However, specific requirements are yet to be defined.



## Feasibility Study

Sassato was retained by Kilohana to determine current landscape, technology needs, and stakeholder views on the potential of having this Smart app.



- The Hawai'i Tourism Industry is seeking to enhance its visitor and resident experience through the development of a destination smart app.
- The integration of digital services within the tourism sector is increasingly seen as an opportunity to improve visitor engagement, streamline services, and drive economic benefits.
- Sassato has been retained to assist in evaluating the feasibility and strategic approach, ensuring alignment with strategic goals and stakeholder interests.
- Sassato will deliver a comprehensive written report detailing all findings, analyses, and recommendations.

# The Sassato team brings together seasoned consultants with decades of expertise in travel and tourism, both in Hawai‘i and beyond.



**Dan Wacksman**

*Project Lead*

With over 25 years of experience in travel and hospitality, Dan has expertise in technology, marketing, travel distribution, and business management. He is currently CEO of Sassato, Senior Advisor McKinsey & Co, and previously SVP at Outrigger Resorts & Hotels among other senior industry roles.



**Lisa Menor Miller**

*Stakeholder Analysis*

A CPA with 35+ years of experience in strategy, finance, operations and project management, Lisa specializes in strategies for business growth, expansion, and transitions. She developed Zippy's expansion plan as VP at FCH Corporation and managed \$400MM in transactions and asset sales as COO at HTH.



**Mari Kam**

*Research and Marketing*

Mari brings extensive experience in Hawai'i's hospitality industry, specializing in digital marketing. Her career includes roles leading digital marketing strategy at Waikīkī Marriott properties and Halekulani Corporation. She teaches a Hospitality Tourism course at University of Hawai'i and holds a Masters in Hospitality Management from Cornell.



**Tim Peter**

*Tech and Ops*

An award-winning digital marketing and technology leader, Tim has over 25 years of experience. He founded Tim Peter & Associates and previously led digital strategy for Wyndham Hotel Group and The Leading Hotels of the World. He also teaches digital marketing and strategy at Rutgers Business School.



**John Neeley**

*Business Requirements*

A senior Information Technology executive offering over 35 years of success in executing strategic and tactical strategies to promote organizational growth. He has extensive global leadership experience in Technology, Business Development, and Application Development with Outrigger Enterprises, Hawaiian Telephone, Bank of Hawai'i and Lockheed Martin.

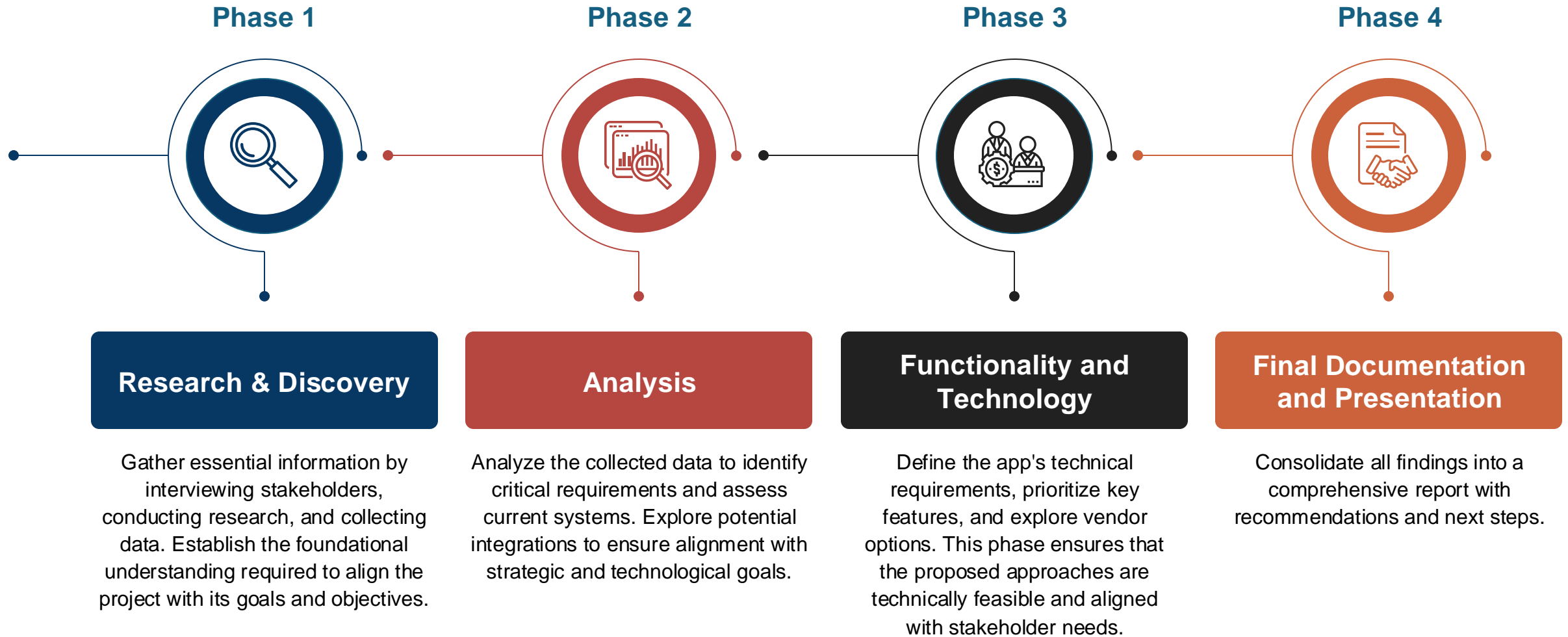


**Dylan Wacksman**

*Project Coordinator & Research*

A project manager at Sassato, Dylan brings experience in hospitality, with roles in social media, marketing, and front-of-house sales. He is a recent graduate of the University of Miami.

# Sassato's four-phase process incorporates stakeholder input, thorough research, detailed analysis, and actionable recommendations.







## Section 2

# Stakeholder Analysis

**A list of 102 individuals was compiled as part of the scope to represent a broad spectrum of stakeholders, categorized into Tourism, Government, Community Suppliers, and Apps & Technology.**

<b>Tourism</b>	<b>25</b>
HTA	15
Tourism Industry	10

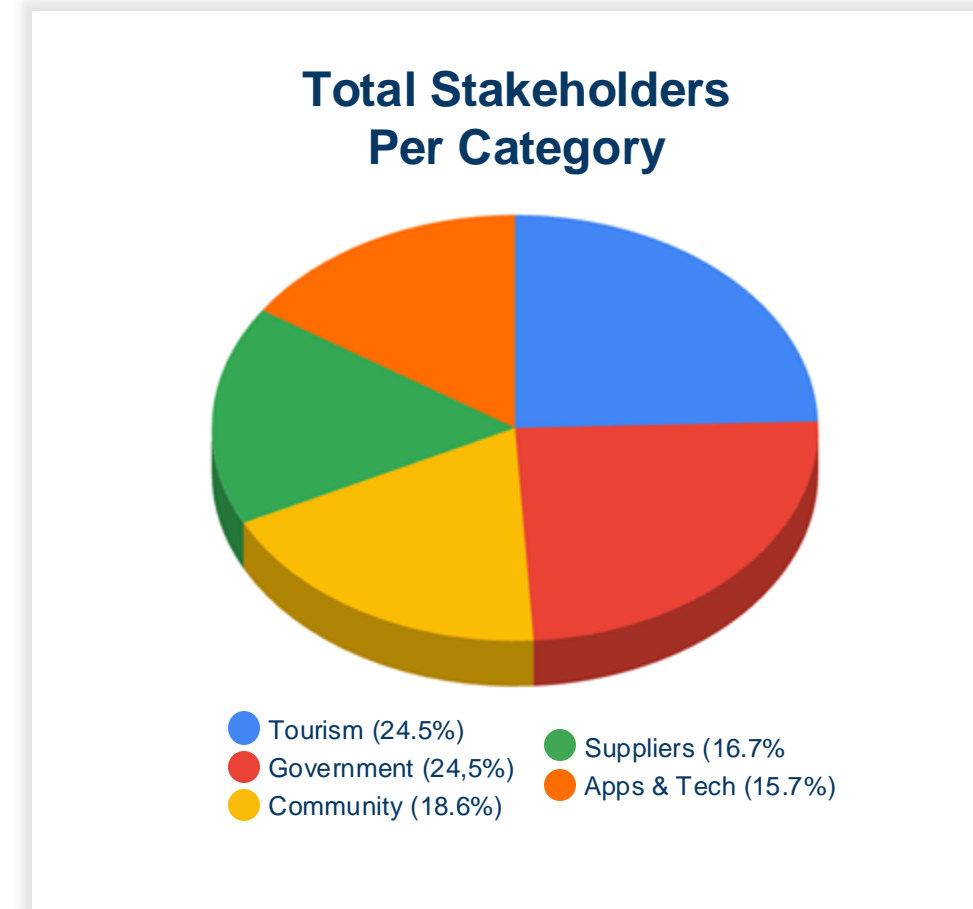
<b>Government</b>	<b>25</b>
Legislature	7
State Agencies/Dept's	8
C&C and Federal	8
Safety	2

<b>Community</b>	<b>19</b>
Community Voices	12
Agritourism	2
Arts	2
Business	3

<b>Suppliers</b>	<b>17</b>
Hotel	4
F&B	3
Retail	2
Cruise	3
Attraction	3
Ground Transport	1
Media	1

<b>Apps &amp; Tech</b>	<b>16</b>
Apps & Tech	16

<b>Total</b>	<b>102</b>
--------------	------------



Of the 102 stakeholders identified by HTA and Kilohana, 72 were interviewed, while the remaining stakeholders did not respond to outreach efforts or were unavailable during the interview period.

	Total Stakeholders Per Category	Completed Interviews by Category	Completed Interview Percentage	Stakeholders that Completed the Survey	Percentage of Stakeholders Were interviewed who also Completed Survey
Tourism	25	17	68.00%	12	70.59%
Government	25	19	76.00%	17	89.47%
Community	19	12	63.16%	11	91.67%
Suppliers	17	13	76.47%	12	92.31%
Apps & Tech	16	11	68.75%	9	81.82%
Total	102	72	70.59%	61	84.72%

Interviews were conducted from October 15, 2024 through December 3, 2024.

- Seventy-two (72) stakeholders were interviewed.
- The outstanding stakeholders who were not interviewed either did not respond to requests or declined to participate.

*Note: The following section contains a summary of the stakeholder insights and results derived from the interviews conducted. Interview questions, full results and data insights are provided in Appendix section 3 and Appendix 1 respectively.*

**The interview results and response analysis naturally evolved into six key categories, highlighting a wide range of perspectives on the app's objectives, features, and target audience.**

### **Interview analysis naturally evolved into six key categories**

---

- 1** Reservation System and Visitor Management
- 2** Real-Time Information and Alerts
- 3** Responsible Tourism and Cultural Awareness
- 4** System Integration, Design and Scalability
- 5** Marketing and User Adoption
- 6** Monetization and Governance





# Highlights: Stakeholder Analysis

**While there were areas of agreement, differences in interview responses made it challenging to align on the Smart Tourism app's core objective and primary purpose.**

*Stakeholder opinions varied widely on defining terms and prioritizing objectives, this was influenced by their roles and specific industry contexts. Across the major categories, many responses regarding app priorities overlapped in category or concept.*



83% of stakeholders shared a common perspective on what constitutes destination management, which included crowd management & flow regulation, cultural education, local benefit through visitor compliance, and protecting natural resources as the key priorities.



Highest on the list of identified problems the app could solve were: 1) visitor congestion (28%); and 2) lack of visitor education and compliance (18%); followed by lack of centralized and accurate information and emergency situations (about 14% each).



Top ranked essential features essential for the app's success were: 1) real-time information and alerts (24%); 2) reservation and crowd management systems (20.4%); and 3) cultural and educational integration (15.4%).



Sixty-seven percent of stakeholders preferred seamless integration with existing platforms for consistency, advocating a hybrid approach, ensuring a unified user experience, while leveraging proven technologies rather than creating new ones.



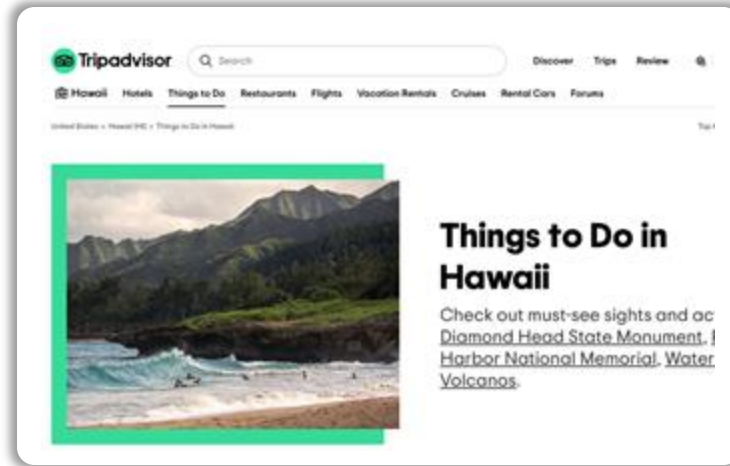
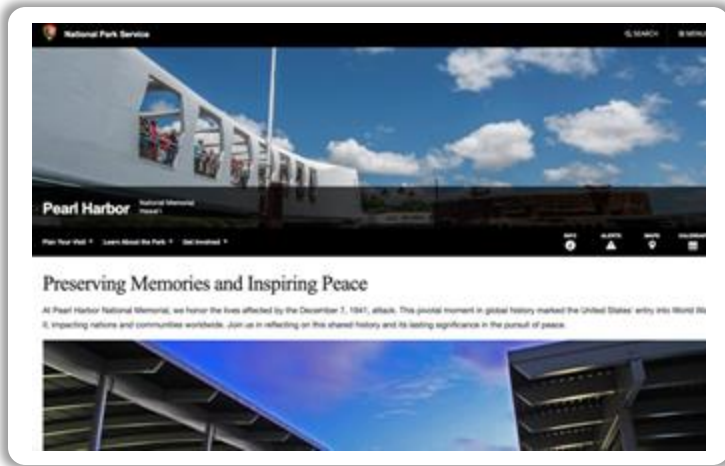
Most stakeholders support the app initiative (67%) and 32% have concerns, conveying cautious optimism, or voicing conditional support.



Cooks in the kitchen—too many. Trying to really understand what is the ultimate objective, and how do we measure success.

– *Supplier Stakeholder*

Many stakeholder interviews reveal a persistent issue: Hawai'i's tourism information is plentiful but fragmented across multiple sources and sometimes incorrect, underscoring the potential need for a cohesive, centralized platform to serve visitors.



“ I think we suffer from the opposite of not enough information. We have way too much information, and it's, sometimes contradictory, sometimes hard to understand. So to have some place where visitors can go, where it's easy to access and understand, is really important.

– Tourism Stakeholder









## Section 3

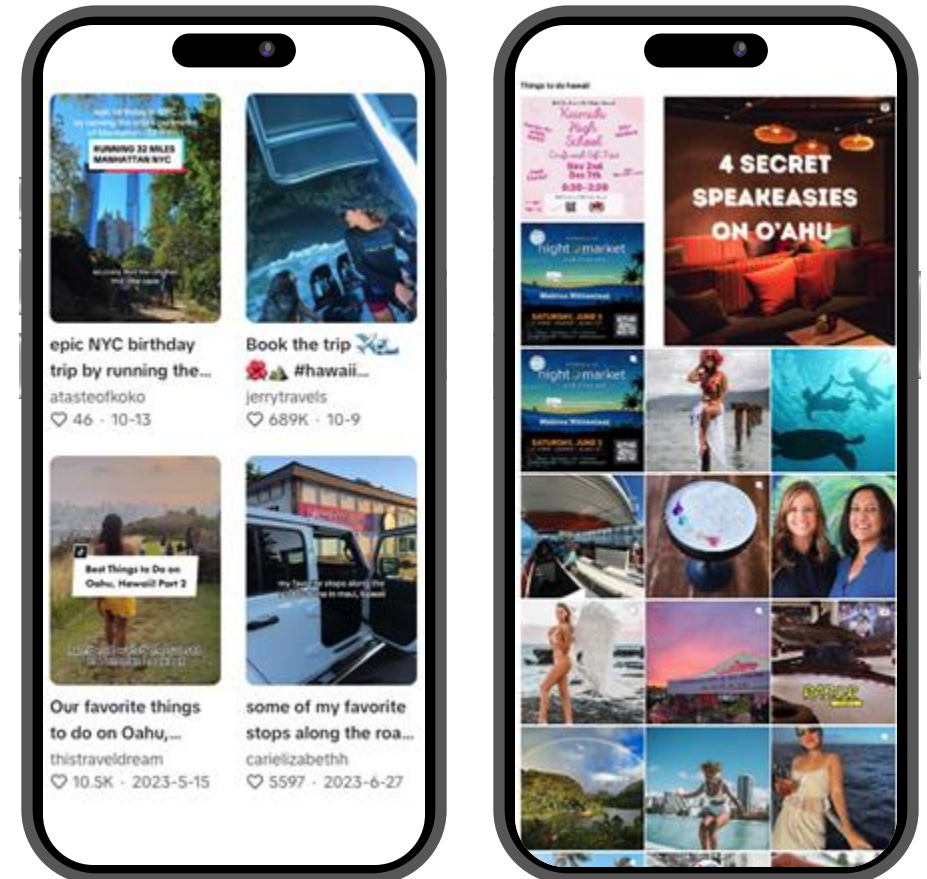
# Current Landscape: Hawai'i Systems

# Centralizing Hawai'i's tourism information into a smart app is complicated by a variety of factors, led by disparate sources of information.

The includes disparate sources, lack of current collaboration among entities and the overwhelming volume of content needed to upkeep a reliable and up-to-date resource.

## Key Challenges

 <b>Disparate Information Sources</b>	No central “source of truth” currently exists, with information scattered across various platforms, making it challenging for visitors to find the most accurate and up-to-date resources.
 <b>Lack of Coordination Among Organizations</b>	Many organizations are working towards similar Smart Tourism goals independently, at different development stages, leading to potential duplication and inefficiencies.
 <b>High Maintenance Needs</b>	With so much information to manage, each organization will need to take responsibility for keeping their content updated, ensuring that a centralized platform remains a trustworthy, go-to resource.
 <b>Reliance on Social Media</b>	Currently, visitors often rely on social media due to the abundance of resources for information, creating an additional risk that they are exposed to outdated, inaccurate, or even unsafe visitor information.

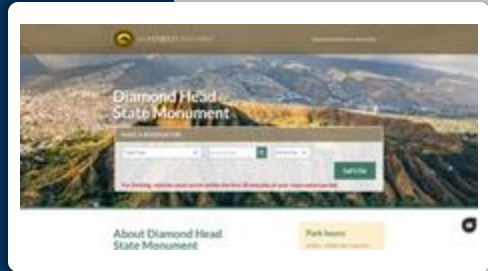




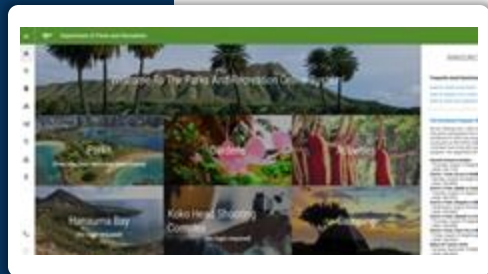
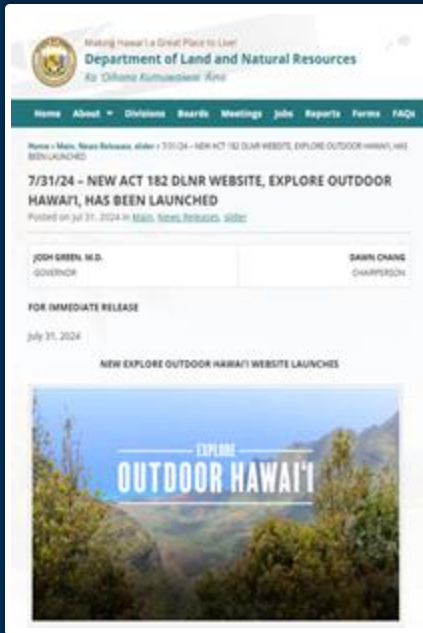
In addition to an abundance of existing information, our research has revealed that there are also a number of “Smart Tourism” initiatives currently in existence or underway, with little or no integration with other efforts.



State



State



C&C



C&C

“ I see a lot of redundant efforts all aiming for the same outcome. My concern is that, instead of streamlining and creating efficiency, we may end up confusing visitors with competing mobile apps serving similar purposes. The biggest issue is the lack of a single coordinating entity to oversee these independent initiatives, all of which ultimately aim to improve visitor industry management.

– Government Stakeholder

# For example, DLNR recently launched its Outdoor Hawai'i website and has plans for a dedicated app.

However, this independent multi-year approach raises questions on how the state can best integrate a new app with broader Smart Tourism initiatives.

<b>DLNR's "Outdoor Hawai'i" Initiative is Just Beginning</b>	<ul style="list-style-type: none"><li>• The Hawai'i Department of Land and Natural Resources (DLNR) has launched phase one of its "Outdoor Hawai'i" initiative with a website providing recreation-related information.</li><li>• This phase includes essential resources but lacks integration with other state tourism or visitor resources.</li></ul>
<b>Already Identified app Development Partners and Platform</b>	<ul style="list-style-type: none"><li>• DLNR has already partnered with <b>Tyler Technologies</b> and selected the <b>OuterSpatial</b> platform to develop a dedicated outdoor recreation app.</li><li>• OuterSpatial offers a feature-rich experience designed for outdoor recreation but is being developed independently of other Hawai'i tourism platforms, raising potential integration challenges.</li></ul>
<b>Challenges in Information Integration</b>	<ul style="list-style-type: none"><li>• The "Outdoor Hawai'i" initiative has potential overlaps with the proposed Smart Tourism app, highlighting the importance of avoiding duplicated information and creating seamless data flow.</li><li>• Ensuring that users can access DLNR permitting and application features through a central Smart Tourism platform could enhance the visitor experience.</li></ul>
<b>Long-Term Multi-year Effort with Unique Permitting Goals</b>	<ul style="list-style-type: none"><li>• DLNR's initiative is a multiyear project aimed at streamlining the application and permitting experience, with features like real-time updates, outdoor guides, and permitting tools.</li><li>• For the smart app to succeed, it will need to incorporate these efforts effectively, allowing users a comprehensive experience without navigating multiple platforms.</li></ul>

“ Explore Outdoor Hawai'i is a one-stop user-friendly website designed to help residents, visitors, and commercial operators find and apply for permits, licenses and reservations. The site is a great way to virtually explore the unique and varied cultural and natural resources of Hawai'i, including relevant information about respecting our cultural sites, pono fishing practices, and permits that are required for commercial operations.”  
– DLNR Website

# The Department of Transportation is also currently developing a new airport wayfinding app that aims to improve traveler navigation as they arrive and depart the state.



## Airport Wayfinding app in Development

- The Department of Transportation (DOT) is currently developing an app focused on airport navigation to meet travelers' immediate needs upon arrival and departure.
- This app is envisioned to provide travelers with real-time wayfinding, including proximity indicators, estimated walking times, and clickable options for locating amenities like restaurants and terminals.



## Phased Rollout of Core Features

- The DOT plans to release a basic version of the app, focusing first on core functionality to test the technology, with an initial launch planned for December 2024.
- Current features include map-based wayfinding that shows travelers their location within the airport and helps them navigate key locations like dining options and check-in counters.





Multiple Stakeholders emphasized integrating the Department of Agriculture's visitor form as a way to enhance the smart app's utility and to drive downloads.

**STATE OF HAWAII**  
Department of Agriculture  
**PLANTS AND ANIMALS DECLARATION FORM**  
MANDATORY DECLARATION  
FOR ALL PASSENGERS, OFFICERS, AND CREW MEMBERS

ALoha and Welcome to Hawaii! Many plants and animals from elsewhere in the world can be harmful to our unique environment, agriculture, and communities. Please help to protect Hawaii by not bringing harmful pests into our state.

**YOU ARE REQUIRED BY STATE LAW TO FILL OUT THIS AGRICULTURAL DECLARATION FORM.** Any person who defaces this declaration form, gives false information, or fails to declare, prohibited or restricted articles in their possession, including baggage, or fails to declare these items on cargo manifests is in violation of Chapter 156A, Hawaii Revised Statutes, and may be guilty of a misdemeanor punishable, in certain instances, by a maximum penalty of \$25,000 and/or up to one year imprisonment. Intentionally smuggling a snake or other prohibited or restricted article into Hawaii's, in certain circumstances, a Class C felony punishable by a maximum penalty of \$200,000 and/or up to five years imprisonment.

One adult member of a family may complete this declaration for other family members.

**A. I HAVE THE FOLLOWING ITEMS IN MY POSSESSION AND/OR BAGGAGE:**

Fresh Fruit & Vegetables  Soil, Growing Media, Sand, etc.  
 Cut Flowers & Foliage  Live Seafood (lobsters, clams, oysters, etc.)  
 Rooted Plants & Plant Cuttings, or Algae  Cultures of Bacteria, Fungi, Viruses, or Protozoa  
 Rear or Propagative Seeds or Bulbs  Insects, Live Fishes, Amphibians, etc.

Please submit all of the above-marked items in your possession and/or baggage for inspection to a Hawaii Plant Quarantine Inspector in the baggage claims area. The cargo agent will submit cargo for inspection on your behalf.

**B. I HAVE THE FOLLOWING ITEMS IN MY POSSESSION AND/OR BAGGAGE:**

Dogs  Reptiles (Turtles, Lizards, Snakes, etc.)  
 Cats  Other Animals  
 Birds

If you are traveling with any LIVE ANIMALS, you must NOTIFY A CABIN ATTENDANT PRIOR TO DEPARTING. All live animals must be ferried in to the Honolulu Airport Animal Quarantine Holding Facility by the transportation carrier, not the passenger, upon arrival.

NONE OF THE ABOVE

PLEASE LIST THE SPECIFIC TYPES/NAMES OF THE ITEMS MARKED ABOVE.  
(Items meeting State requirements will be inspected and released.)

1 \_\_\_\_\_ 3 \_\_\_\_\_  
2 \_\_\_\_\_ 4 \_\_\_\_\_

Origin (State or Country) of above items \_\_\_\_\_

Full Name (Print) \_\_\_\_\_  
Home Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
Hawaii (Address or Phone # if using lodging) \_\_\_\_\_  
Hawaii \_\_\_\_\_ Phone No. \_\_\_\_\_ No. in Party \_\_\_\_\_  
Name of Airline/Ship \_\_\_\_\_ Flight No. \_\_\_\_\_ Date of Arrival \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_ 58844

See Reverse Side

**STATE OF HAWAII**  
HAWAII TOURIST ACTIVITY

Thank you for visiting the State of Hawaii! Thank you for visiting. Please take a few moments to complete the questions below. This information helps us ensure that the quality of your Hawaii experience remains the best it can be. Your answers are strictly confidential and are collected for statistical purposes only. We greatly appreciate your assistance. Mahalo!

**TO BE COMPLETE BY:** Returning Hawaii residents, those coming to Hawaii in regular visits to Hawaii and our first time visitors. PLEASE ANSWER BY COMPLETELY FILLING THE APPROPRIATE CIRCLE AND BOXES IN BLUE OR BLACK PEN.

(Fill out one form per party/family)

1. The total number of people (including myself) covered by this form is:  1  2  3  4  5  6  7  8  9  10  11  12  13  14  15  16  17  18  19  20  21  22  23  24  25  26  27  28  29  30  31  32  33  34  35  36  37  38  39  40  41  42  43  44  45  46  47  48  49  50  51  52  53  54  55  56  57  58  59  60  61  62  63  64  65  66  67  68  69  70  71  72  73  74  75  76  77  78  79  80  81  82  83  84  85  86  87  88  89  90  91  92  93  94  95  96  97  98  99  100  More than 100

2. I am a:  Visitor to Hawaii  Intended resident moving to Hawaii  Resident of Hawaii (ANSWER QUESTIONS 11 TO 14 ONLY.)  
 Returning Hawaii resident. Number of nights away from Hawaii: \_\_\_\_\_ NIGHTS (ANSWER QUESTIONS 11 TO 14 ONLY.)

3. On this trip, I am a member of an organized tour group:  Yes  No

4. I am on a pre-paid package trip that includes at least airfare and lodging:  Yes  No

5. Where will you stay while in Hawaii? (mark all that apply)  
 Hotel  Friends or Relatives  
 Condominium  Home  Vacation Home  
 Rental House  Camp Site, Beach  Private Home in Private Home  
 Timeshare Unit  Shared Room/Space in Private Home  
 Bed & Breakfast  Cruise Ship  Other (please specify) \_\_\_\_\_

6. The reason for this trip is: (RECORDS - MARK PURPOSE OF YOUR TRIP) (mark all that apply)  
 Honeymoon  Other Business  
 To Get Married  Visiting Friends or Relatives  
 Pleasure/Vacation  Government or Military Business  
 Convention/Conference  To Attend School  
 Corporate Meeting  Sports Event  
 Wedding Trip  Other (please specify) \_\_\_\_\_

7. What is your age: \_\_\_\_\_

8. What is your gender:  Male  Female

9. Of the people covered by this form (NOT including yourself), how many are:  

Age Group	Male	Female
12 yrs. or under	<input type="checkbox"/>	<input type="checkbox"/>
13 to 17 yrs.	<input type="checkbox"/>	<input type="checkbox"/>
18 to 24 yrs.	<input type="checkbox"/>	<input type="checkbox"/>
25 to 40 yrs.	<input type="checkbox"/>	<input type="checkbox"/>
41 to 50 yrs.	<input type="checkbox"/>	<input type="checkbox"/>
51 to 60 yrs.	<input type="checkbox"/>	<input type="checkbox"/>
61 to 70 yrs.	<input type="checkbox"/>	<input type="checkbox"/>
71 to 80 yrs.	<input type="checkbox"/>	<input type="checkbox"/>
81 to 90 yrs.	<input type="checkbox"/>	<input type="checkbox"/>
91 to 100 yrs.	<input type="checkbox"/>	<input type="checkbox"/>
TOTAL	<input type="checkbox"/>	<input type="checkbox"/>

10. I am a resident of:  
 U.S.A. (provide Zip Code below): \_\_\_\_\_  
 Argentina  Australia  Austria  Brazil  Canada  China  France  Germany  Hong Kong  Italy  Japan  Korea  Mexico  New Zealand  Philippines  Singapore  Switzerland  Taiwan  United Kingdom  Other (please specify) \_\_\_\_\_

11. Are you or any member of your party planning on attending any events at the Hawaii Convention Center?  
 Yes  No

12. Email Address (to participate in a follow-up survey): \_\_\_\_\_

58844

Mahalo (thank you) and Aloha!  
We welcome you to our home and hope you enjoy your stay with us.

However, our research revealed this is already in the process of being piloted with limited airline partners.



**With each interview, we seemed to uncover different ongoing efforts that would potentially overlap or integrate with a smart app initiative.**



**C&C Reservations Website**



**GoHawai'i Website**



**Airport Wayfinding**



**State Reservations Website**



**GoHawai'i App**



**C&C in discussions to create an App**



**Federal Reservation Website**



**DaBus2 App**



**Symphony Dashboard by Azira on HTA Website**



**Outdoor Hawai'i from DLNR**



**Digitization of the Agriculture forms**



**Implementation of HOLO Open Payment and API**



**Trails App from DLNR**



**HNL.INFO App by C&C of Honolulu**



**Vendor engagement: Alqimi, Go Merit Outerspatial, True Omni, and more**

\*Many initiatives were mentioned during interviews, this is not an exhaustive list.

# Existing websites and reservation systems need to be evaluated for integration opportunities to streamline the user experience.

Park/Site/Organization Name	Purpose	Reservation Type	Agency Responsible for Site	Island
City and County of Honolulu Camping Reservations	Permit	Camping permit	City and County of Honolulu	O'ahu
Hanauma Bay Nature Preserve	Reservation	Entry for non-residents	City and County of Honolulu	O'ahu
Nāpali Coast State Wilderness Park	Permit	Camping permit for hiking beyond Hanakāpī'ai Valley	Hawai'i DLNR	Kaua'i
State of Hawai'i Camping Reservations	Permit	Camping permit	Hawai'i DLNR	State of Hawai'i
Explore Outdoor O'ahu	Reservation	Entry for residents and non residents	Hawai'i DLNR	State of Hawai'i
Diamond Head State Monument	Reservation	Entry for non-residents	Hawai'i DLNR	O'ahu
Hā'ena State Park	Reservation	Entry and parking for non-residents	Hawai'i DLNR	Kaua'i
Wai'ānapanapa State Park	Reservation	Entry and parking for non-residents	Hawai'i DLNR	Maui
'āo Valley State Monument	Reservation	Entry and parking for non-residents	Hawai'i DLNR	Maui
Kalaupapa National Historical Park	Permit	No current entries permitted	National Park Service (Federal)	Moloka'i
Ford Island Bus Tour	Reservation	Entry for residents and non residents	National Park Service (Federal)	O'ahu
USS Arizona Memorial Programs	Reservation	Entry for residents and non residents	National Park Service (Federal)	O'ahu
Haleakalā National Park	Reservation	Entry for residents and non residents	National Park Service (Federal)	Maui
Pearl Harbor National Memorial	Reservation	Entry for residents and non residents	National Park Service (Federal)	O'ahu
Kīlauea Point National Wildlife Refuge	Reservation	Entry for residents and non residents	U.S. Fish and Wildlife Service	State of Hawai'i
Lyon Arboretum	Reservation	Entry for residents and non residents	University of Hawai'i	O'ahu
Waikīkī Aquarium	Reservation	Entry for residents and non residents	University of Hawai'i	O'ahu
Queen Emma Summer Palace	Reservation	Entry for residents and non residents	Daughters of Hawai'i - (Non-Profit Organization)	O'ahu
Waimea Valley	Reservation	Entry for residents and non residents	Hi'ipaka LLC - (Non-Profit Organization)	O'ahu
'Iolani Palace	Reservation	Entry for residents and non residents	The Friends of 'Iolani Palace - (Non-Profit Organization)	O'ahu
Kualoa Ranch Private Nature Reserve	Reservation	Entry for residents and non residents	The Morgan Family - (Privately Owned)	O'ahu

# Key Takeaways: Opportunities for Collaborative Smart Tourism

- ✓ **Centralization is Critical:** Stakeholder feedback highlights the need for a cohesive platform to unify fragmented tourism information, improving visitor experience and safety.
- ✓ **Integration with Existing Efforts:** Multiple active projects, such as DLNR's Outdoor Hawai'i website and the Department of Transportation's airport wayfinding app, underscore the importance of aligning with parallel initiatives.
- ✓ **Leveraging Existing Processes:** Incorporating tools like the Department of Agriculture's visitor form presents a valuable opportunity to enhance utility and drive app downloads.
- ✓ **Balancing Complexity and Collaboration:** The sheer volume of content, lack of collaboration among partners, and diverse project timelines pose significant challenges for effective implementation.
- ✓ **Risk of Redundancy:** Without strategic alignment and effective deployment, the app could exacerbate existing confusion, rather than resolving it, with implications for visitor readiness and overall satisfaction.

“

Some operators, especially smaller businesses and those on neighbor islands, may lack the resources, funding, or experience to implement a reservation system. A unified app could address this challenge by offering an accessible reservation solution for those willing to join. This collective approach could also ease the transition for operators hesitant to adopt or expand a reservation system, reducing potential pushback and enabling more effective visitor management.

– *Government Stakeholder*

Section 4

# Benchmarking & Best Practices



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# Sassato conducted a comprehensive analysis of existing tourism related apps and platforms both in and out of the state and focused on analyzing key features, business models, and user engagement metrics.



## Keyword Research

We began by using a set of targeted keywords (e.g., “Hawai‘i tourism app,” “Hawai‘i travel guide”) and adjusted them for neighbor islands. In addition, we employed specific terms relevant to Destination Marketing Organizations (DMOs) to refine our search for official tourism apps.

**DMO Keywords:** Tourism Board, Tourism Authority, Visitor Bureau, Tourism Council, Destination Marketing Office, Travel Bureau, Travel Authority, Tourism Department, Tourist Information Center, Tourism Ministry, Travel Commission.



## Refinement

Due to the large number of for-profit apps, distinguishing between DMO and commercial apps required further analysis.

**Top 200 Travel apps:** To refine the process, we reviewed the top 200 travel apps across the Google Play Store and Apple App Store. This allowed us to focus on apps that had proven success, particularly in user engagement and reviews.

**Key app Sectors:** Our research highlighted two sectors where "super-apps" have shown the most success:

- **Cruise Lines**
- **Amusement Parks**



## Analysis

**1. App Analysis Criteria:** We cataloged each app using specific criteria:

- **App Name and Links** (Google Play, App Store)
- **Purpose of the app**
- **Business Model**
- **Number of Downloads** (Google Play)
- **Number of Reviews** (app Store) and **Star Ratings**
- **App Ownership**
- **Notes on app functionality or standout features**



## Findings

**App Breakdown:** From this research, we identified 221 apps:

1. 143 Government-funded apps
2. 150 DMO apps
3. 3 Cruise ship apps
4. 6 Amusement park apps
5. The remaining apps were non-profits, privately owned city guides, or affiliate-model apps.

# Hawai'i's current app market, spanning both public and private sector options, lacks high-impact solutions capable of meeting visitor expectations for an integrated Hawai'i app.

Research shows that only a few successful tourism apps currently serve Hawai'i, revealing a clear opportunity for an app that better addresses visitor needs.



40 apps available with enough data to be relevant.



The top downloaded on the Google Store is DaBus2 and Hawai'i News Now (@244K)



The highest rated apps, with the most reviews on the Apple Store are:

- Marine Weather Forecast Pro (4.7 stars)
- Shaka Guide (4.9 Stars)
- Hawai'i News Now Weather (4.7 Stars)



Top Three Themes of Positive Feedback:

- User Experience
- Content Quality
- Local Engagement and Promotion



Top Three Themes in Negative Feedback

- Functionality
- User Experience
- Content Quality



# The success of Hawai'i's existing tourism apps, which are predominantly privately owned, lies in providing focused solutions: meeting specific needs in tours & travel guides, weather, and navigation drives high ratings and user satisfaction.



## Marine Weather Forecast Pro

Essential for water activities, this app's popularity provides accurate weather information for Hawai'i visitors and locals.



## Shaka Guide | GPS Audio Tours

Comprehensive audio guide, offering a personalized tour experience across multiple Hawaiian islands.



## Hawai'i News Now Weather

Local weather app's popularity indicates users desire for real-time, location-specific weather updates.



## Road to Hana Maui GyPSy Guide

Specialized app's success shows the high demand for guided experiences on popular scenic routes.



## Shaka Kaua'i Audio Tour Guide

Island-specific audio guide's popularity reflects tourists' interest in detailed, localized information.



## Big Island Hawai'i Tour Guide

Another island-specific guide trending, suggesting a preference for tailored, location-based content.



## O'ahu GPS Audio Tour Guide

Trending status of this app indicates the appeal of GPS-enabled audio tours for exploring O'ahu.



## KHON2 WX - Radar & Forecasts

Local news station's weather app popularity shows reliance on trusted local sources for weather information.



## Maui Happy Hours

Money-saving tips and recommendations, catering to both locals and tourists exploring Maui's dining scene.



## Big Island Now

The app's success demonstrates the value of providing reliable, comprehensive local news and activity planning tools for residents and visitors.

## We identified a total of 32 privately run Hawai'i apps, most with limited adoption, suggesting low potential user uptake.

App Name	Purpose of App	Business Model	*Estimated Number of Downloads (Google Play)	*Estimated Number of Downloads (App Store)	Number of Reviews (Google Play)	Stars (Google Play)	Number of Reviews (App Store)	Stars (App Store)
Hawai'i News Now Weather	Weather & Surf Conditions	Advertising Supported	100,000	144,000	1,090	4.6	5,400	4.7
Marine Weather Forecast Pro	Weather & Surf Conditions	In-App Purchases, Advertising Supported	50,000	72,000	659	4.1	14,000	4.7
Shaka Guide   GPS Audio Tours	Tour	In-App Purchases	10,000	14,400	1,110	4.8	7,400	4.9
Shaka Kaua'i Audio Tour Guide	Tour	In-App Purchases	10,000	14,400	1,040	4.8	4,300	4.8
Big Island Hawai'i Tour Guide	Tour	In-App Purchases	10,000	14,400	878	4.7	3,600	4.8
O'ahu GPS Audio Tour Guide	Tour	In-App Purchases	10,000	14,400	955	4.7	3,500	4.9
KHON2 WX - Radar & Forecasts	Weather & Surf Conditions	Advertising Supported	10,000	14,400	100	4.3	1,600	4.6

*Full list can be found in Appendix section 5.*



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\*Estimated App Store Downloads = Google Play Downloads × 1.44, based on U.S. market shares in 2024 (iOS: ~58.81%, Android: ~40.81%). Actual downloads may vary due to platform differences and user behavior. Base Google numbers are broad ranges 10K is 10-50K, 100K is 100K-500K



**Only six government funded apps were identified. These apps had similar download rates, but generally had lower ratings compared to those in the private sector.**

App Name	Purpose of App	Business Model	Number of Downloads (Google Play)	*Estimated Number of Downloads (App Store)	Number of Reviews (Google Play)	Stars (Google Play)	Number of Reviews (App Store)	Stars (App Store)
DaBus2 - The O'ahu Bus App	Transportation & Navigation	Government Funded	100,000	144,000	881	3.8	294	2.7
HNL Info	News	Government Funded	10,000	14,400	66	3.3	33	2.6
Honolulu 311	News	Government Funded	10,000	14,400	163	2.6	32	2.7
GoHawai'i App**	Travel Guides	Government Funded	10,000	14,400	29	2.7	16	2.6
Maui Bus	Transportation & Navigation	Government Funded	10,000	14,400	74	4	13	3.5
The Kaua'i Bus Tracker	Transportation & Navigation	Government Funded	1,000	1,440	5	2.8	10	2.5

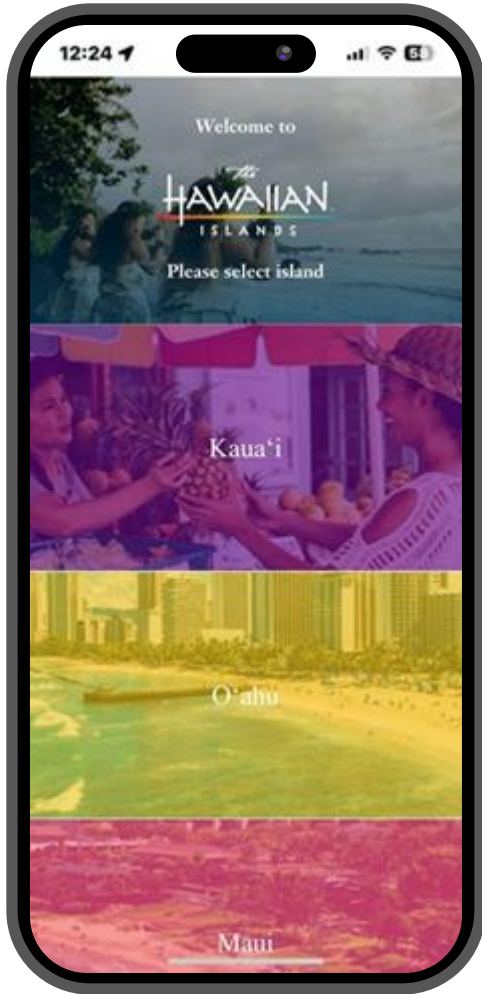
*Full list can be found in Appendix section 5.*



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\*Estimated App Store Downloads = Google Play Downloads × 1.44, based on U.S. market shares in 2024 (iOS: ~58.81%, Android: ~40.81%). Actual downloads may vary due to platform differences and user behavior. Base Google numbers are broad ranges 10K is 10-50K, 100K is 100K-500K  
 \*\*Actual usage: 3,252 average monty users (Jan-Sep 2024)

The GoHawai'i App has links to reservation sites, interactive maps, and other Stakeholder identified features. However, these features may not be fully integrated or as user-friendly as stakeholders envision.



- Existing features and functionality that currently exist in the GoHawai'i App Include:
- Links to Park Reservations
  - Interactive Maps and Geo-Aware Content
  - Itinerary Builder
  - Language Support
  - Transportation Tracking
  - Cultural Awareness Tools
  - Trail and Site Information
  - OpenTable Reservations
  - Sustainability and Stewardship Tools

# GoHawai'i App



<b>App Name</b>	GoHawai'i App
<b>Purpose of App</b>	Travel Guide
<b>Business Model</b>	Government Funded
<b>Google Play Downloads</b>	10,000
<b>*Estimated App Store Downloads</b>	14,400
<b>**Average Monthly App Users</b>	3,252
<b>Stars (Google Play)</b>	2.7 Stars
<b>Stars (App Store)</b>	2.6 Stars
<b>App Owner</b>	Hawai'i Visitors & Convention Bureau

While the purpose of the current app may include much of the functionality that is being considered for the Smart Tourism app, the current version is not highly-rated. With only 2.6 stars out of 5 stars in the app store.

\*\*Source: HVCB (Jan-Sep 2024)

\*Estimated App Store Downloads = Google Play Downloads × 1.44, based on U.S. market shares in 2024 (iOS: ~58.81%, Android: ~40.81%). Actual downloads may vary due to platform differences and user behavior. Base Google numbers are broad ranges 10K is 10-50K, 100K is 100K-500K

**While the current GoHawai'i app faces challenges reflected in its low ratings, it may provide a solid foundation with opportunities to enhance functionality, user experience, and adoption—creating a potentially strong starting point for an improved app.**



### Align on Strategic Vision and Roadmap

- Leverage the existing development team, True Omni technical capabilities to create a feature-rich, user-friendly app.
- Establish a unified roadmap to prioritize key features and deliver a cohesive experience.



### Enhance User Experience and Functionality

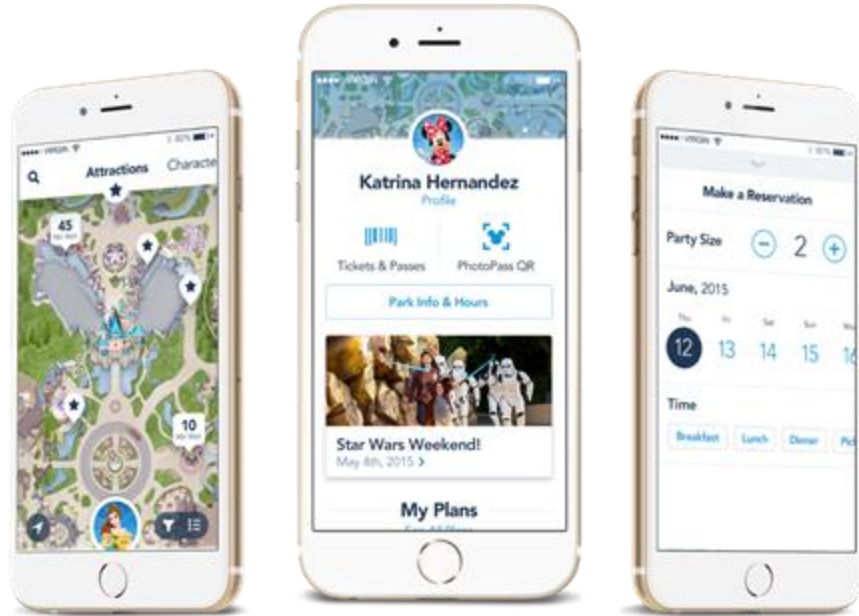
- Integrate reservation systems and ticketing functionality to streamline the visitor experience.
- Expand features to deliver a more comprehensive and seamless journey for users.



### Drive Adoption with a Clear Value Proposition

- Develop a robust marketing and adoption strategy to encourage downloads and engagement.
- Highlight unique benefits that make the app indispensable for both visitors and stakeholders.

Thirty percent of stakeholders cited the My Disney Experience app as inspiration, praising its comprehensive, connected experience and effective visitor flow management.



The app plays a crucial role in destination management for Disney theme parks, offering a comprehensive suite of features that enhance visitor experience and operational efficiency. This digital platform serves as a central hub for guests to plan, manage, and enjoy their Disney vacation.



My Disney Experience

“

If I think about an app like Disney's, it doesn't just give you a map or a schedule; it creates an integrated experience.

You can plan your day, check line waits, and even feel like you have agency while Disney guides the flow of people across the park. That's the kind of integration we should aim for—not just for visitors, but also for managing the islands as a system.

- Tourism Stakeholder



# The success of the Disney app lies in its high utility for users. This is operationally feasible because Disney operates in a "closed" environment, where it either controls or has significant influence over all aspects of the park experience.

## Real-Time Crowd Management

The app provides real-time wait times for attractions across the parks, allowing guests to optimize their visit. Disney uses this data to manage crowd flow, incentivizing guests to move to less congested areas through personalized promotions based on individual behavior patterns. This dynamic crowd management system has enabled Disney to increase park capacity by up to 30%

## Integrated Payments

The app integrates with Disney's MagicBand+ system, allowing for seamless payments throughout the resort. This cashless system not only provides convenience for guests but also provides Disney with valuable data on spending patterns and preferences.



## Reservations and Planning

Guests can make dining reservations up to 60 days in advance, book Lightning Lane entries, and manage their entire itinerary through the app. This feature not only enhances guest experience by reducing wait times but also allows Disney to better predict and manage resource allocation.

## Data Collection Methods

Disney employs a sophisticated data collection system that includes:

1. RFID-enabled MagicBands
2. IoT sensors and cameras throughout the resort
3. Mobile app usage data
4. Purchase history

This comprehensive data ecosystem allows Disney to track guest activity with extreme precision, from ride preferences to dining habits.

# While Disney's model is highly effective, replicating it in non-closed environments like a state tourism system would face numerous challenges.



## Data fragmentation

Unlike Disney's controlled ecosystem, a state would need to coordinate data collection across multiple independent businesses and attractions



## Privacy concerns

Collecting comprehensive data on visitors' movements and preferences outside a controlled environment raises significant privacy issues.



## Infrastructure costs

Implementing a similar level of technological integration across an entire state would be prohibitively expensive.



## User adoption

Without the incentive of a unified experience, getting visitors to consistently use a single app across various attractions would be challenging.



## Lack of control

A state cannot control all aspects of a visitor's experience, limiting the effectiveness of predictive analytics and personalized offerings.



## Diverse stakeholders

Coordinating between numerous independent businesses, attractions, and government entities would be complex.



## Open environment

Unlike Disney's controlled space, visitors to Hawai'i move freely between public and private spaces, making comprehensive tracking infeasible.



## Legal restrictions

State and federal laws may limit the extent of data collection and usage possible in a public setting.



## Variable connectivity

Ensuring consistent app functionality across diverse geographical areas, including remote locations, would be challenging.



# The Japan Travel App exemplifies how a destination can simplify travel by combining features such as route planning, real-time schedules, offline maps, JR Pass integration, and booking support, offering accurate data and a user-friendly interface.

## Japan Travel

Discover the best autumn foliage sports

Interactive railway map

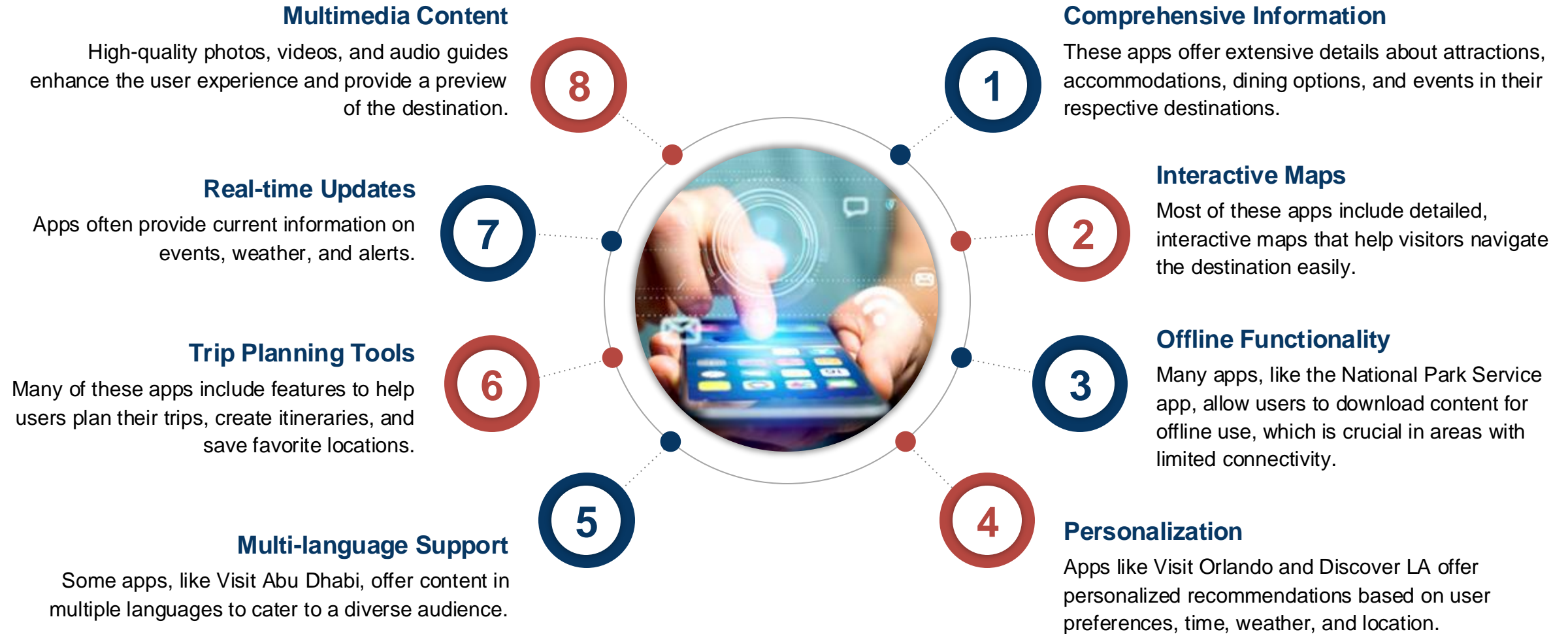
Japan rail pass optimized routes

Navigation based on real-time traffic congestion



<b>App Name</b>	Japan Travel - Route,Map,Guide
<b>Business Model</b>	Freemium and Advertising
<b>Google Play Downloads</b>	1,000,000
<b>*Estimated App Store Downloads</b>	1,440,000
<b>Stars (Google Play)</b>	4.1
<b>Stars (App Store)</b>	4.7
<b>App Owner</b>	NAVITIME JAPAN CO., LTD.

# Key Features of Successful Tourism apps focus on utility to help visitor optimize their vacation experience, but there is a noticeable absence of any real destination management tools.







## Section 5

# Marketing and User Acquisition



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# Ensuring widespread adoption of the smart app and continued engagement will require a well-executed marketing strategy that communicates the app's value, drives usage, and enhances the overall visitor experience.



## Drive Awareness

Ensure potential users are aware of the app through targeted campaigns across key channels, including partnerships with airlines, hotels, and tourism boards.



## Communicate Clear Value

Highlight the app's unique benefits, such as simplifying travel planning, enhancing the visitor experience, and potentially providing exclusive insights and offers.



## Engage Users During their Stay

Leverage in-app notifications, real-time updates, and interactive features to keep users actively engaged while exploring Hawai'i.



## Foster Long-Term Adoption

Implement strategies to encourage continued use after the visit, such as personalized content, future travel planning tools, and loyalty incentives.

“

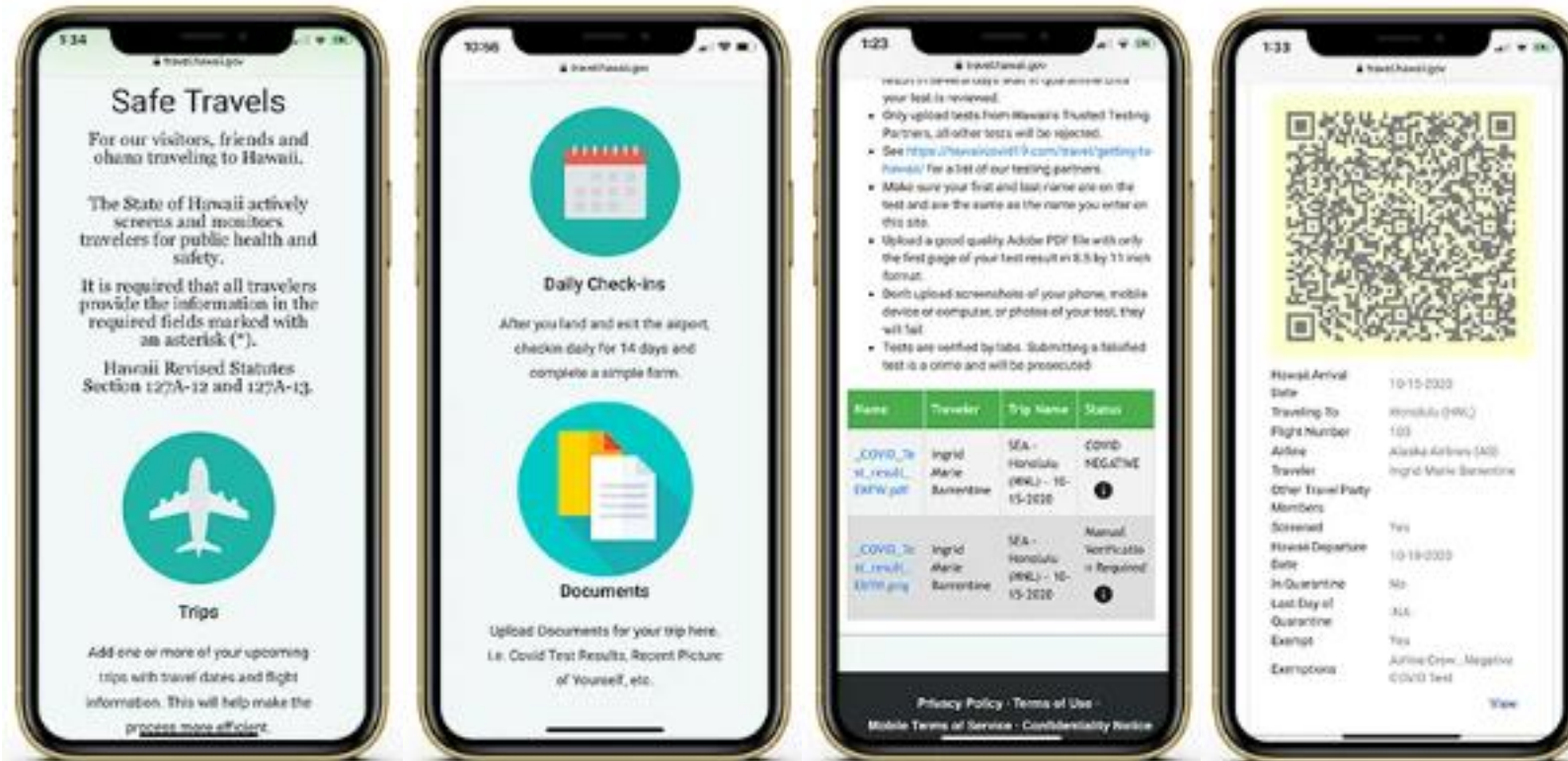
My concern is why someone would choose this app over others like TripAdvisor, Hilton, or JTB. The key question is: what's the value proposition of this app compared to the many options already available? I don't have the answer, but I think it should focus on being less commercial and more informative.

– *Supplier Stakeholder*



# To drive downloads, the app must provide clear and compelling value for the target market.

This value generally aligns with three key factors: addressing an essential need, streamlining tasks, or delivering highly desired benefits.



While safe travels was not an app but a website, it had widespread usage, because it met all three of the goals listed.

## Stakeholder Suggestions



### Essential Services

Features that provide immediate value and safety, such as real-time alerts, navigation and traffic updates, weather and surf conditions.



### Experience and Convenience

Reservation and crowd management systems, trip planning, and public transportation information.



### Cultural Engagement




Cultural and educational content, local business information, dining/shopping options, event information, and gamification for user engagement.

“ To make it work, I really want to have a carrot and the stick approach, where we provide an excellent alternative and iconic experience. – Government Stakeholder

# Partnering with local businesses and organizations can boost app adoption by highlighting its value to visitors. Leverage in-state activities and touchpoints that visitors commonly encounter to promote the app effectively.

## Key Opportunities for During Visit Engagement

 <b>Partner with Local Businesses for QR Code Placement</b>	Collaborate with hotels, restaurants, attractions, and tour operators to display <b>QR codes at check-in desks, menus, or lobby areas</b> . This provides an easy way for visitors to access the app and explore local offerings.
 <b>Feature the app Through Local Business Promotions</b>	Encourage participating businesses to promote the app on their <b>websites, social media, or receipts</b> , positioning it as a valuable tool for visitors to discover and navigate their services.
 <b>Integrate with Popular Local Events and Festivals</b>	Collaborate with event organizers to feature the app in <b>event programs or signage</b> . Having a presence at local festivals, cultural celebrations, or sports events ensures visitors see the app as a trusted local resource.
 <b>Use Digital Screens at Key Tourist Sites and Transit Points</b>	Display app advertisements <b>on digital screens or kiosks at popular sites</b> like Lē'ahi (Diamond Head), Pu'uloa (Pearl Harbor), and beach access points. QR codes can direct users straight to the download page.

 <b>Collaborate with Rental Car and Shuttle Services</b>	Provide app information and download <b>links in vehicles, such as in rental car packets, shuttle vans, or via QR stickers inside vehicles</b> , reaching visitors as they begin to explore.
 <b>Work with Hotels to Feature the app on TV Systems and In-Room Materials</b>	Collaborate to include the app in <b>welcome channels or in-room guides</b> , positioning it as a tool for activities, dining, and planning.
 <b>Involve Local Influencers or Guides for On-the-Ground Promotion</b>	Partner with <b>local tour guides, influencers, and concierges</b> to mention the app during interactions, enhancing credibility and creating a personal recommendation touchpoint for visitors.

# Gaining the trust and support of Hawai'i residents and community partners will not only enhance adoption but more importantly also ensure the app's long-term sustainability and positive impact over time.



## Building Support Through Transparent Communication

- Clear communication about the benefits of Smart Tourism is essential for gaining community buy-in, especially when it comes to how initiatives are funded and how they will positively impact residents.
- Effective communication strategies should highlight the direct advantages to the community, such as traffic reduction and efficient resource allocation.



## Foster Resident Support and Participation

Show residents how the app benefits their daily lives, encouraging adoption and making the app a trusted tool.



## Offer Real-Time Data and Local Insights for Resident Benefit

Present features that aid in congestion relief and share insights relevant to locals, making the app an asset rather than just a tourism tool.



## Create Partnerships for Community-Led Growth

Engage local organizations and influencers to build credibility, strengthen the app's reputation, and promote community buy-in.



# Cost per install (CPI) should be considered when allocating a marketing budget for the app's initial launch and ongoing support.



## Understand and Leverage Cost Per Install (CPI)

- CPI is a critical metric for tracking the cost of acquiring users and measuring campaign effectiveness.
- On average, platform-specific benchmarks are \$4.70 for iOS and \$3.40 for Android in 2024, guide budget allocation and optimization. This means that the marketing cost to acquire one download is between \$3.40 and \$4.70, dependent on the platform.

**Source:** Data sourced here are forecasted values for 2024. Note that data can vary and fluctuate based on app category, region, and specific time periods. CPI benchmarks referenced are based on data from [Business of Apps](#).



## CPI is Crucial to Understanding Effectiveness

Understanding the benchmark CPI can help the state estimate the appropriate budget allocation and optimization for maximum impact as well as to understand the ROI of marketing once the app has been released.



## Reality Check: CPI Math

To acquire 1 million installs: The marketing spend would need to be about \$4.3mm assuming 70% / 30% (IOS/ Android)

This number could be driven down by the potential of utilizing state and partner assets to get the message out.



## Long-Term Sustainability

The marketing budget should support not only app downloads but also strategies to ensure long-term user engagement and retention.

# Download Reality Check: Even with great success, the app is likely to be used by only a portion of visitors.










For example  
assume **10  
million** visitors.

- Average **3 people** per visitor group, that is **3.3 million**.
- Assume we want **50%** of the traveling groups to have at least one person download the app.
- That would be **1.7 million** downloads per year.
- This would be significantly higher than the currently most downloaded Hawai'i app (HNN) which has somewhere between 244K and 1.2mm downloads.
- Using recent CPI metrics indicates generating 1 million downloads through marketing would cost **\$4.3 million**.

Determining what % of downloads and usage is considered success should be determined as part of the business case to proceed.

# Identifying clear success criteria early will ensure the app's performance can be effectively measured, guiding improvements and aligning with user and stakeholder expectations.

## Measurements of Success

01	 <b>Number of Downloads/Users</b>	<ul style="list-style-type: none"><li>• Total number of app downloads and installations</li><li>• Number of Daily active users (DAU)</li></ul>	<ul style="list-style-type: none"><li>• Number of monthly active users (MAU)</li></ul>
02	 <b>User Engagement Metrics</b>	<ul style="list-style-type: none"><li>• Time spent in the app</li><li>• Number of sessions per user</li></ul>	<ul style="list-style-type: none"><li>• Number of screens viewed</li><li>• Relative “stickiness” (DAU/MAU)</li></ul>
03	 <b>Retention Rate</b>	<ul style="list-style-type: none"><li>• Percentage of users who continue using the app over time</li></ul>	<ul style="list-style-type: none"><li>• Often measured 1 day, 7 days, 30 days after install</li></ul>
04	 <b>Conversion Rate</b>	<ul style="list-style-type: none"><li>• Percentage of users who take desired actions (e.g. make a purchase)</li></ul>	
05	 <b>Revenue Metrics</b>	<ul style="list-style-type: none"><li>• Average revenue per user</li><li>• Customer Lifetime Value</li></ul>	<ul style="list-style-type: none"><li>• Return on Investment</li></ul>
06	 <b>App Store Metrics</b>	<ul style="list-style-type: none"><li>• Ratings and reviews</li><li>• App Store ranking</li></ul>	
07	 <b>Destination Management Impact</b>	<ul style="list-style-type: none"><li>• Reduced Traffic</li><li>• Positive Environmental Impact</li></ul>	<ul style="list-style-type: none"><li>• Enhanced Visitor Experience</li><li>• Community Well-Being</li></ul>



## Section 6

# Requirements, Technology and Operations



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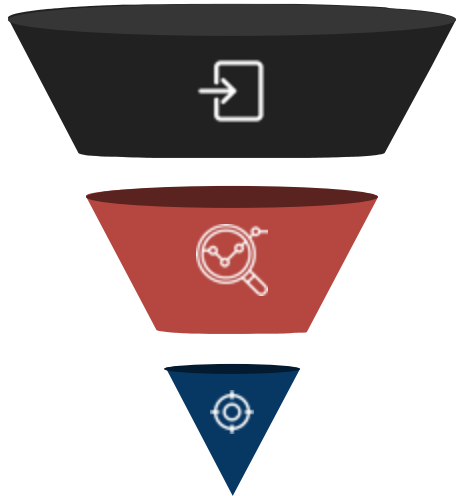
# Diverse stakeholder input drives an overwhelming list of functionality requests, underscoring the need for focus to ensure feasibility and impact.

Request for Services      Local Ambassador/Service Integration      Resources for disabled visitors      Sustainable/Responsible Tourism Education  
 Webcams of popular spots      Real-Time Updates and Visitor Assistance      Drowning Prevention Tips      Kualoa Ranch Private Nature Reserve  
 Local / Community Event Calendar      Iolani Palace      Features for Local Residents      Emergency Preparedness Information and Response      Fees and Payments System  
 Visitor Satisfaction Surveys      Personalized Trip Planner      Interactive Digital Mapping      I'ao Valley State Monument  
 Visitor Educational and Informational Content      USS Arizona Memorial Programs      Cultural Storytelling (Local Stories)      Pidgin English Translator  
 Kilauea Point National Wildlife Refuge      Hawaiian Language Resources      Ford Island Bus Tour      Hawaiian Word of the Day      Curated Audio Tours      Panic Button  
 Social Media Integration      Local Cuisine and Dining      Diamond Head State Monument      Hawai'i GPT      Integration with Platforms and Government Resources  
 Local Attractions / Lesser-Known Attractions Directory      Geolocation Alerts and Insights      County-Specific Versions      Heat Mapping      Top 10 Attractions  
 Capacity and Congestion Management      Lyon Arboretum      Donation Feature      Geolocation and Navigation      Explore Outdoor O'ahu  
 Locals/Resident-Only Access      Augmented Reality      Nāpali Coast State Wilderness Park      Comprehensive Reservation System      Traffic and Travel Updates  
 Weather Updates and Surf Reports      City and County of Honolulu Camping Reservations      Wayfinding Features      Job Postings  
 Comprehensive Listings      Free Activities Directory      Real-Time Alerts and Notifications      Staycation Promotion      State of Hawai'i Camping Reservations  
 Short-Term Rental Integration      Pearl Harbor National Memorial      Local and Hawaiian-Owned Business Directory      Behavioral Guidelines  
 Destination Information      Location-based Services      Biki Bike Integration      Visitor Guidance / Local Tips      Hawaiian Homestead Information and Education  
 Directory of Local Nonprofits      Queen Emma Summer Palace      Cruise Line Integration      Cultural Education and Resources      Safety Information  
 Digitized Agriculture Forms      Incentive Programs and Gamification      Cultural Experiences      Park Reservation System Integration      Visitor Flow Management  
 Hā'ena State Park      Influencer & User-Generated Content      Parking Availability & Management      Haleakalā National Park  
 Sustainable and Eco-Tourism Experiences      Wai'ānapanapa State Park      Peer-to-Peer Ratings      Vendor/Attraction Directory  
 Waimea Valley      Visitor Tracking      Hanauma Bay Nature Preserve      Private Sector Activity Booking      Waikīkī Aquarium      Local Laws and Regulations  
 Public Transit Integration      Route Suggestions      Dynamic Pricing      Live Support      Volunteer and Community Service Opportunities  
 Exclusive App Events and Programs      Environmental Conservation and Green Initiatives      Ocean Safety Information  
 Retail/Vendor Marketplace      Wellness and Mindfulness      Redirection to Safer Attractions/Alternative Activities



The large list of features and functionality identified by stakeholders was methodically narrowed down to create a more relevant and feasible list focused on features that might have the highest impact on destination management and visitor experience.

## Analyze, Aggregate, Consolidate, and Prioritize



### Input

- Interview process gathered 100+ features and functionality from the stakeholders

### Analysis

- Unique features were analyzed, reviewed, consolidated and simplified into a list of 25

### Focus

- These 25 were then categorized into groups and prioritized using a Prioritization Framework

### Prioritization Framework

Features and Functionality are evaluated based on two key dimensions:

1. **Destination Management:** How well the feature supports effective management of the location.
2. **Visitor Experience:** How much the feature enhances visitor experience.

### Prioritization Approach

- Features scoring high in both areas are identified as **core elements** and prioritized for implementation.
- Other features are assessed based on their specific value to either Destination Management or Visitor Experience.

### Definitions Used



#### Destination Management

Refers to tools that improve the operational and logistical management of a destination, such as congestion control, reservations, and transportation systems.



#### Visitor Experience

Relates to features that enhance the enjoyment, engagement, and satisfaction of visitors, such as curated cultural content, social interaction, and ease of navigation.

**Note:** These determinations can be somewhat subject, and our prioritization is based on our interviews, research and industry expertise. But ultimately there will need to be a steering committee to make the final assessment. the potential for competing interests, differing priorities, and the challenge of balancing diverse stakeholder perspectives to achieve consensus.

# The top features and functionality were grouped into 9 broad categories.

Local and Cultural Experiences	Community and Social Features	Visitor Engagement and Assistance	Reservations and Capacity Management	Real-Time Information and Alerts
Cultural Experiences	Local Ambassador/Service Integration	Destination Information	Park Reservation System Integration	Real-Time Alerts and Notifications
Education	Volunteer and Community Service Opportunities	Visitor Guidance / Local Tips	Comprehensive Reservation System	Weather Updates and Surf Reports
Hawaiian Word of the Day	Directory of Local Nonprofits	Peer-to-Peer Ratings	Capacity and Congestion Management	Traffic and Travel Updates
Hawaiian Language Resources	Features for Local Residents	Live Support	Dynamic Pricing	Geolocation Alerts and Insights
Hawaiian Homestead Information and Education	Local / Community Event Calendar	Personalized Trip Planner	Visitor Tracking	Redirection to Safer Attractions/Alternative Activities
Pidgin English Translator	Locals/Resident-Only Access	Augmented Reality	Visitor Flow Management	Real-Time Updates and Visitor Assistance
Cultural Storytelling (Local Stories)	Incentive Programs and Gamification	Hawai'i GPT	Parking Availability & Management	Panic Button
Sustainable and Eco-Tourism Experiences	Exclusive App Events and Programs	Visitor Satisfaction Surveys	Heat Mapping	Emergency Preparedness Information and Response
Environmental Conservation and Green Initiatives	Social Media Integration	Wellness and Mindfulness		Safety Information
Top 10 Attractions	Influencer & User-Generated Content			Ocean Safety Information
Local Attractions / Lesser-Known Attractions Directory				Behavioral Guidelines
Curated Audio Tours				Webcams of Popular Spots
Events Calendar				
Free Activities Directory				
Comprehensive Listings				
	Retail, Food, and Business Integration	Navigation and Location-Based Services	Travel Purchases	Transportation
	Local Cuisine and Dining	Wayfinding Features	Air Tickets	Public Transit Integration
	Vendor/Attraction Directory	Interactive Digital Mapping	Hotels	Biki Bike Integration
	Local and Hawaiian-Owned Business Directory	Geolocation and Navigation	Car Rental	Rideshare Integration
	Retail/Vendor Marketplace	Route Suggestions	Activities	
	Donation Feature		Vacation Rentals	



**This priority quadrant framework helped us identify priorities and define initial business requirements. The analysis highlights features that score highly in visitor experience and destination management.**



# Monetization and improved functionality through third-party partnerships or direct sales had mixed views, but is generally seen as a future phase priority and fell in the support function of our quadrant framework in the previous page.

## Governance and Strategic Risks

- **Integrity:** Monetization may conflict with cultural and environmental goals.
- **Conflict of Interest:** Risk of favoring certain businesses, alienating smaller players.
- **Revenue Distribution:** Questions about fair sharing of profits with local businesses.
- **Over-commercialization:** Risk of shifting focus from core cultural and environmental missions.

## Operational and Technical Challenges

- **Quality Assurance:** Inconsistent service quality from third-party providers.
- **Integration Complexity:** Technical difficulties with external booking systems.
- **Data Privacy Risks:** Risks of non-compliance and user data misuse by third parties.

## User-Centric Concerns

- **Resistance to Paid Features:** Users may reject paid features without clear value.
- **Fragmented Experience:** Redirecting users to external sites disrupts user journey.
- **Trust and Security:** Users may hesitate to trust third-party vendors.

## Financial and Legal Risks

- **Liability Issues:** Unclear responsibility for issues with third-party services.
- **Monetization Fairness:** Balancing revenue generation with fairness and accessibility.

*"If we focus on making money, we risk sidelining what makes Hawai'i special—its unique cultural heritage." (Tourism Stakeholder)*

*"Visitors already feel like they're spending a lot. Adding paid features could deter them unless the app's benefits are immediately obvious." (Environmental Stakeholder)*

*"How will profits be split? We need to ensure local businesses see tangible benefits." (Business Stakeholder)*

*"The app's reputation will depend on third-party quality, but we can't control them directly." (Tourism Stakeholder)*

*"Who's responsible if a tour booked through the app cancels or fails to meet expectations?" (Legal Stakeholder)*

*"We don't want the app to feel like just another marketplace. It should stay rooted in Hawai'i's identity." (Cultural Stakeholder)*

*"If third parties mishandle user data, the app's credibility will take a hit." (Technology Stakeholder)*



*While most of these concerns and issues can be addressed or mitigated it was mentioned numerous times that this should be a secondary and not primary goal, and initially the focus should be on highest priority areas.*

# With the potential challenges of this project, the recommended approach is to develop in phases with focus on highest priority ones that will enable the launch of a Minimum Marketable Product (MMP).

## Definition: Minimum Marketable Product

Has specific characteristics that distinguish it from other product development stages. These characteristics ensure that the product is not only viable but also ready for the market, with enough value to attract customers and generate feedback.



### Phased Approach

- Ideation and Research (In Progress)
  - Understand market and customer needs
- Concept and Prioritization (In Progress)
  - Define the core features for the MMP
- Development and Design
  - Build the MMP focusing on essentials
- Testing and Quality Assurance
  - Ensure the product is functional and stable
- Launch and Entry
  - Release to early adopters, track performance
- Feedback and Iteration
  - Gather insights and refine
- Scaling and Expansion
  - Grow the product features and markets



### Characteristics

- Version of a product that has enough features to be launched to the market and is valuable enough to generate customer interest and feedback
- It is essentially a product that is not only viable but also has the core features necessary to fulfill customer needs and be marketable
- Balances simplicity, usability, and market readiness to achieve early validation and feedback



### Goals

- Launch a Market-Ready Product
- Validate Market Demand and Fit
- Generate Customer Feedback on Core Features
- Build Brand and Market Presence
- Minimize Risk of Over-Development
- Set the Stage for Future Growth
- Minimize Risk and Uncertainty



I think it needs to be clear. I think it needs to be a phased approach. I think that there need to be very clear expectations for your phase one, your phase two, your phase three.

– *Supplier Stakeholder*

# Ensuring the app's success will be less about technology and more about organizational alignment and long-term support.

As the array of apps and digital tools currently available to Hawai'i visitors demonstrates, many groups have produced tools for their target audiences.

- What is more challenging is building an organizational architecture that supports HTA's long-term vision and the app's continued success. Elements of this architecture include:
  - Aligning stakeholders around the core objectives of this initiative
  - Ensuring all departments buy in to the app's goals and direction
  - Developing the right requirements to meet traveler needs
  - Driving downloads and usage by travelers
  - Establishing governance and ongoing support for this initiative to ensure its long-term success and sustainability
- Failing to address these core foundational issues will likely undermine the app's success long-term

“

It's difficult to maintain relevance for an app over time if there's no ongoing content generation or organizational commitment to keep it alive. Success comes from focusing on the bigger picture and consistent effort.

– Tourism Stakeholder

# Interviews highlight reservations as one of the most important features, but this capability is already available to visitors through various alternative sources.

Hawai'i's current offering represents a scattered user experience across widely disparate platforms, and in some cases a strong desire to maintain independent reservation systems.

To drive downloads and adoption, HTA should aim for a selected solution that improves the visitor experience and doesn't simply compound the existing, highly fragmented environment.

## Potential approaches include:

### Option 1

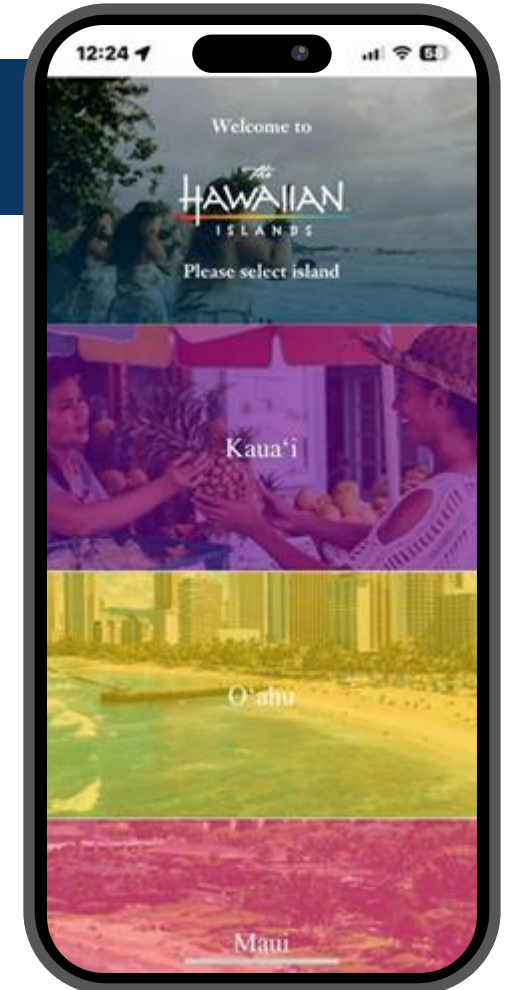
**Unify** reservations experiences and systems into a single, distinct platform (ideally, connecting to disparate systems via APIs while providing visitors with a unified front end).


### Option 2

**Link** to existing reservations experiences from within a single portal application,.

### Option 3

Offer visitors a **hybrid experience**, developing a unified front end for some "coalition of the willing" reservations partners, and linking to others where time-to-market, cost, or other operational challenges make an integrated solution unfeasible.





**Implementing reservations for hotspot, widely cited as a critical way to improve destination management, hinges on strategic planning, community buy-in, and strong execution.**

## **Technology is a tool, not the solution.**

### **Groundwork must be laid\***

- Operational plans must be developed before implementing a reservation system on an app or website.
- A designated leader will be required to guide the development of these operational plans.
- Only after operational plans are finalized should discussions begin about integrating the reservation system with the app.
- Departments have expressed a strong preference to maintain control over existing reservation systems, necessitating a technical solution to link these systems to the app.
- For future sites, offering a centralized reservation system may be considered for those that prefer not to manage their own.
- This appears to be under way, as per Representative Quinlan has been quoted as saying that he has “asked all the counties to come up with three county parks that they would like to convert to a reservation system for the visitors.”
- The heavy lifting will not be the technology but the on the ground decisions of how to manage the site(s).
- The Hā’ena State Park case study highlights the importance of a community-based approach, which can be time-intensive.



# Hā'ena State park is an example of the heavy lifting on-the ground that needs to be done before any technology system can be implemented.

## Technology is a tool, not the solution.

“ As you can see from this Hā'ena State Park case study, this was not an easy journey to undertake... The most important thing is to bring the key stakeholders together. Do not short-cut the process of identifying who needs to be involved. About 15-20 members attended every meeting that we scheduled. Every member contributed to the process and the outcomes.\*

- *Nadine Nakamura, House Speaker, State House of Representatives, District 15*

### Hā'ena State Park Key Learnings\*



#### **Build Trust and Strong Relationships**

Decades of collaboration and trust enabled successful plan implementation.



#### **Fund and Develop Appropriate Plans and Roadmaps**

Clear plans and community buy-in guided effective visitor management.



#### **A Good Planning Process Strengthens Community**

Inclusive, iterative planning builds community cohesion and ensures shared ownership of solutions.



#### **Involve People Who Aren't in It for Recognition or Compensation**

Unrecognized individuals contributed their dedication and resources to drive lasting solutions.



#### **Leadership**

Strong leaders unified stakeholders, resolved conflicts, and ensured successful implementation.



#### **Facilitation**

Effective facilitation, supported by strong logistical commitment, ensured stakeholder engagement over years of planning.



#### **Unintended Consequences**

Agencies must carefully consider the broader, unintended impacts of their decisions and work collaboratively to address them.

- Current hotspot sites that have reservations have chosen different technology as their reservation solutions.
- There is an opportunity to unify under a single technology for economies of scale, and interoperability. But interviews indicated there would likely be resistance to this.
- Going forward, where possible, it is recommended that all new sites that develop an operational plan and are ready to take reservations, use one of the existing platforms or choose platform that will be used by sites going forward.



# The cost and effort involved in this project will clearly depend on the overall scope, but some cost efficient ways exist to create an MMP product potentially by building on top of “out of the box” solutions or utilizing existing vendors/platforms.

Multiple vendors — including some currently working within the Hawai‘i tourism market — offer extant platforms that may address identified product needs including, but not limited to:



It appears likely that HTA has the greatest opportunity for success by focusing on a well-executed application that meets visitor needs and business objectives.

It may best be served by focusing on improving what already exists.

# Despite potential challenges, multiple approaches to build an effective app exist which will allow HTA to reach its goals.

	Build New App		Extend Existing Apps	
	Pros	Cons	Pros	Cons
<b>App provides single source of truth/holistic visitor experience</b>	<ul style="list-style-type: none"> <li>• Puts more wood behind fewer arrows, maximizing HTA efforts</li> <li>• Reduces fragmentation among visitor experiences</li> </ul>	<ul style="list-style-type: none"> <li>• No existing equity among visitors or stakeholders, increasing marketing efforts</li> <li>• Must compete with existing apps in marketplace</li> <li>• Connecting widely disparate stakeholders and visitor experiences make this solution costly and time-consuming to build and maintain</li> <li>• Difficult to manage operational issues (e.g., bad experience at location)</li> </ul>	<ul style="list-style-type: none"> <li>• Benefits from existing app adoption</li> <li>• Leveraging existing features reduces development time and cost</li> </ul>	<ul style="list-style-type: none"> <li>• Connecting widely disparate stakeholders and visitor experiences make this solution costly and time-consuming to build and maintain</li> <li>• Difficult to manage operational issues (e.g., bad experience at location)</li> <li>• Key functionality likely doesn't exist and will still require development time and cost</li> </ul>
<b>Portal (link to existing apps)</b>	<ul style="list-style-type: none"> <li>• Significantly lower cost and development timeline</li> <li>• Operational issues managed by partner locations, reducing operational load on HTA resources</li> </ul>	<ul style="list-style-type: none"> <li>• Likely introduces more limited and divergent visitor experiences</li> <li>• No existing equity among visitors, increasing marketing efforts</li> <li>• Must compete with existing apps in marketplace</li> </ul>	<ul style="list-style-type: none"> <li>• Benefits from existing app adoption</li> <li>• Significantly lower cost and development timeline</li> <li>• Operational issues managed by partner locations, reducing operational load on HTA resources</li> </ul>	<ul style="list-style-type: none"> <li>• Key functionality likely doesn't exist and will still require development time and cost</li> <li>• Likely delivers more limited and divergent visitor experiences</li> </ul>
<b>Hybrid</b>	<ul style="list-style-type: none"> <li>• May offer “best of both worlds” path, connecting deeply with “coalition of the willing” partner experiences for better visitor experience, while simplified development/management efforts for HTA</li> <li>• Reduces, while not entirely eliminating, fragmentation among visitor experiences</li> </ul>	<ul style="list-style-type: none"> <li>• May still be costly and time consuming to build</li> <li>• No existing equity among visitors, increasing marketing efforts</li> <li>• Must compete with existing apps in marketplace</li> </ul>	<ul style="list-style-type: none"> <li>• Benefits from existing app adoption</li> <li>• Again, may offer “best of both worlds” in terms of development time and cost</li> <li>• Reduces, while not entirely eliminating, fragmentation among visitor experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Key functionality likely doesn't exist and will still require development time and cost</li> <li>• Likely delivers some limited/divergent visitor experiences</li> </ul>

# HTA's initial app development budget should be limited and focus on time-to-market to gain early feedback from the target audience.

Open ended projects can rapidly consume significant budget without necessarily delivering against core objectives.

Given the current diverse set of possible requirements, potential development partners offered a wide range of costs from mid six figures to several million dollars.

All advised that any app effort place limits around the budget and timeline to focus on developing a truly minimum marketable product.

- Many stated that it's a mistake to try and provide "all things to all people."

“

If ChatGPT can do it, the app should not.

– *Senior App Developer*

“

No one likes a kitchen sink app. Everyone's talking about a 'super app,' but those don't really work here.

– *Technology Stakeholder*

HTA is likely better served releasing an app solution relatively quickly and inexpensively so it can rapidly learn what's working and what's not, then develop updates specifically targeted at addressing adoption/usage concerns.



“

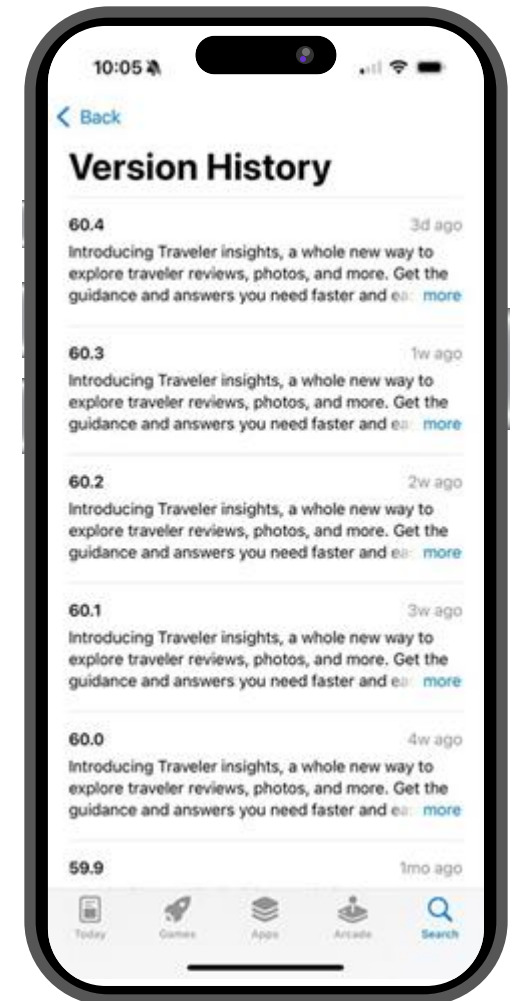
Set a timeline for release to manage budget and meet project objectives.

– *Technology Stakeholder*

# Depending on the selected solution, maintaining HTA’s app will require continual investment, totaling roughly 20%-35% per year of its initial investment.

Launching an app is only part of the solution. HTA must also keep pace with the market and changing visitor expectations.

- “Ongoing maintenance and updates” along with “system integration across stakeholders” and “data standardization/API integration” was the most commonly cited technology challenge among experts surveyed for this report
- The median update period for the Top 200 apps on iOS is 18 days
  - The most popular apps typically **update every 3 to 6 weeks**
- Apps with more regular updates generally gain more downloads and greater retention than those with less regular updates
  - Research shows that apps with frequent updates have greater user satisfaction (75% vs 30%) user satisfaction rating and **4 times the retention of apps** updated less frequently
- Even if HTA managed to deliver a perfect app experience at launch, Apple and Google regularly introduce operating system changes requiring app updates
- HTA must also account for ongoing content creation and translation costs
- Anticipate major upgrades every 3-5 years comparable to initial launch budget



# The Wild Card: Generative AI may reshape the app landscape, enhancing user experiences while potentially reducing reliance on traditional app functionality as users shift toward AI-driven platforms. Integrating AI capabilities can help apps stay relevant and competitive.

## Generative AI is Changing the Landscape

- Dynamic, AI-driven interfaces may replace traditional app functionality.
- Users increasingly interact with platform-independent AI systems (e.g., ChatGPT, virtual assistants).

## The Role of Generative AI in Augmenting Apps

- Enhanced User Experience: AI-driven personalization and real-time content creation.
- Operational Efficiency: Automated workflows, data analysis, and optimization for better app performance.
- Content and Insight Generation: AI can provide customized travel itineraries, recommendations, and insights directly to users.

## Risks of Staying “Traditional”

- Obsolescence Threat: Competitors leveraging AI may offer more dynamic, adaptable solutions.
- Shifting User Expectations: Users may prefer AI-powered interfaces over static apps.

## Strategic Considerations

- Work with vendor partners to understand their AI strategy.
- Design the app with modularity for easy integration of AI features.
- Experiment with AI Augmentation: Start small with features like AI chatbots, itinerary generators, or data-driven recommendations.
- Future-Proof the Technology Stack: Prioritize APIs, scalability, and interoperability with AI systems.
- HTA is currently evaluating various AI platforms and services.

“

With AI engagement, I can just wake up tomorrow and say, 'Hey, Siri, I want to go to the beach, tell me the best beaches to go to today, based on wave pattern, current conditions, etc. ChatGPT can already tell me this. So, is this an app, or is it the next iteration of an innovation network that leverages AI?

*-Tourism Stakeholder*

“

AI could help make visitors smart, ensuring they are educated at the right place and time through curated content. With an app tied to AI, we can offer personalized, location-based recommendations that adapt dynamically as tourists move across the islands."

*-Technology Stakeholder*





Section 7

# Recommendations and Next Steps

**End-user research was outside the scope of this project, but given that this report is heavily stakeholder-driven, conducting such research could provide valuable insights into end-user desires, expectations and potential usage.**



## **Current Insights on User Adoption and Acceptance**

- Stakeholder interviews provided preliminary perspectives on potential user interest and challenges.
- Due to their roles, stakeholder perspectives are inherently biased and may not fully reflect the broader user base or community viewpoints.
- Global DMO app analysis highlights common challenges like driving user adoption and sustaining engagement.



## **Recommendations for Future Study**

- Conduct a user survey, study or focus groups to evaluate interest and identify priority features from end user perspective.
- Assess potential barriers to adoption, such as technology access or willingness to use the app.
- Estimate app usage to support business case development and inform marketing strategies.



# Key Insights



## Key Insights: Process

- ✓ **Diverse Stakeholder Priorities Must Be Navigated**  
Interviewing 72 stakeholders has revealed a lack of consensus, with priorities ranging from visitor management to cultural preservation. This underscores the challenge of aligning such diverse perspectives.
- ✓ **Clear Purpose will be Key to Strategic Focus**  
The app's purpose remains unclear, and Hawaii's unique context requires a tailored approach. Without clear focus, its chances of success diminish.
- ✓ **Defining Success is Imperative**  
Clear definitions of success (e.g., user adoption, behavioral changes, stakeholder satisfaction) and a realistic assessment of feasibility are essential to defining the approach.
- ✓ **Fragmented Efforts Undermine Collaboration and Progress**  
Multiple state and local departments are pursuing independent "Smart Tourism" projects with little collaboration. This fragmentation risks duplicative efforts, inefficiencies, confusion for users, and turf battles.
- ✓ **Clear Governance and Ownership Ensure Accountability and Direction**  
The importance of establishing a clear governance structure, likely a public-private partnership, is highlighted as a critical success factor to manage stakeholder input and operational accountability.

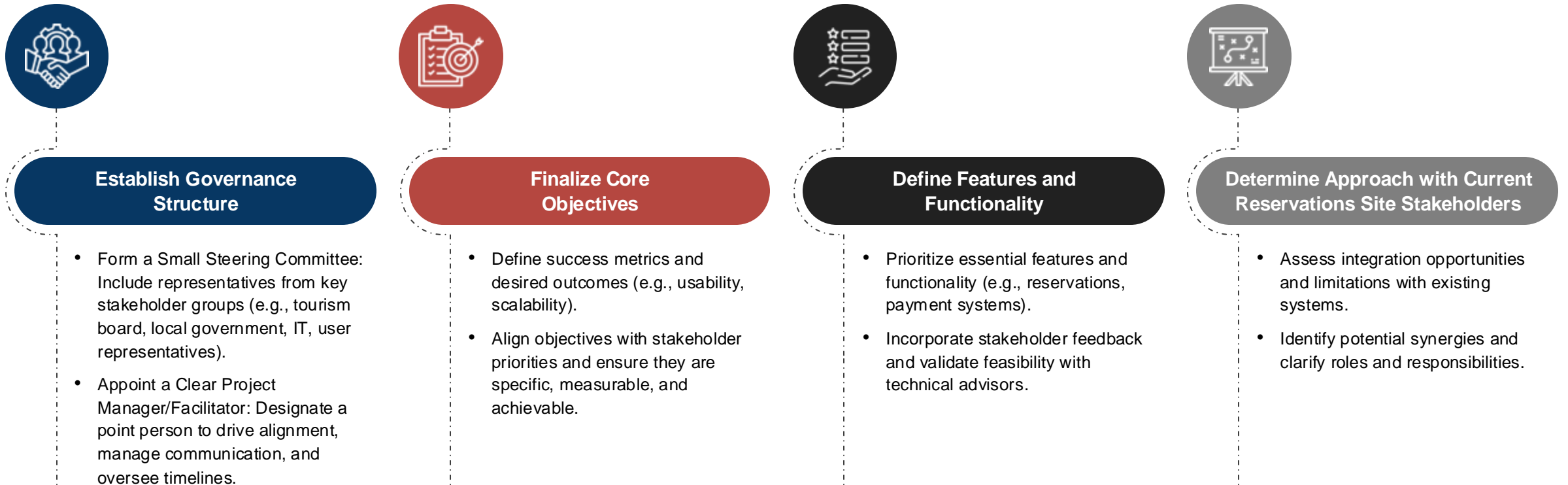


## Key Insights: Build

- ✓ **Successful Apps Solve Specific Problems**  
The benchmarking shows that apps with clear, targeted objectives, like making reservations or providing navigation, tend to be more successful than trying to be all things to all users.
- ✓ **Core Functionality Should be Prioritized**  
The app's initial launch should focus on a small set of most relevant features that support destination management and enhance visitor experiences. A clear focus will drive adoption, and provide a strong foundation for future expansions.
- ✓ **Start Small, Test Iteratively, and Scale Strategically**  
Leveraging existing platforms or proven technology to create a focused Minimum Marketable Product (MMP) is the most viable approach. This phased strategy minimizes risk, optimizes resources, and allows for scalable growth.
- ✓ **Consider Existing Systems and Evaluate Alternatives**  
Existing tech and vendors like the GoHawaii App might be considered as a shortcut. Alternatives such as a progressive web app (PWA) or a responsive website, might be considered as well—depending on budget and customer preference.
- ✓ **High Marketing Costs Demand Focus**  
Successful adoption will require significant investment in marketing and user engagement strategies. Without a clear and compelling value proposition, the app risks low adoption rates.

**Further work is needed before initiating the RFP process, including establishing and appointing a project leader, establishing a small steering committee, finalizing core objectives, defining features and functionality, and determining the approach with current reservations site stakeholders.**

## Key Areas of Focus



# As part of our process, we always ask, 'How would we approach this if it were our project?' While the following steps provide a high-level outline, they should be considered alongside the detailed guidance and insights provided in this report.

<b>Assemble a Core Decision Team</b>	<ul style="list-style-type: none"> <li>• <b>Objective:</b> Create a small, cross-functional team with authority to make rapid decisions. With a clear project manager.</li> <li>• <b>Participants:</b> Key stakeholders (e.g., CEO/leadership, product owner, tech lead, marketing, and finance).</li> </ul>
<b>Define the Core Problem and Goals</b>	<ul style="list-style-type: none"> <li>• <b>Objective:</b> Align on the core problem the app is solving, its primary users, and the success metrics.             <ul style="list-style-type: none"> <li>○ Hold a focused workshop to refine the problem statement (use the findings in this document as the basis).</li> <li>○ Prioritize a limited amount of objectives (e.g., reducing congestion, reservations).</li> <li>○ Set high-level KPIs (e.g., number of active users, app adoption rate).</li> </ul> </li> </ul>
<b>Engage Current Solution Providers</b>	<ul style="list-style-type: none"> <li>• <b>Objective:</b> Collaborate with existing developers of similar technology to gauge interest, ensure alignment, and foster collaboration.             <ul style="list-style-type: none"> <li>○ Meet with key players (e.g., DLNR, Airport, Ag Form teams) and schedule meetings.</li> <li>○ Discuss potential integration opportunities and their appetite to collaborate.</li> <li>○ Address concerns and establish shared goals to create a cohesive approach.</li> <li>○ Outline next steps for incorporating their systems into the project.</li> </ul> </li> </ul>
<b>Define MMP Scope</b>	<ul style="list-style-type: none"> <li>• <b>Objective:</b> Quickly assess feasibility and define the essential features for the MMP.             <ul style="list-style-type: none"> <li>○ Review technical feasibility using existing platforms and tools.</li> <li>○ Identify non-negotiable functionalities (e.g., reservations, alerts, etc)</li> <li>○ Engage key stakeholders for quick input to avoid misalignment.</li> <li>○ Create a BRD and an RFP</li> </ul> </li> </ul>
<b>Leverage Existing Solutions and Potentially Existing Vendor to Build the MMP</b>	<ul style="list-style-type: none"> <li>• <b>Objective:</b> Use off-the-shelf platforms and existing APIs to build the MMP quickly.             <ul style="list-style-type: none"> <li>○ Partner with a tech vendor experienced in app development.</li> <li>○ Focus on core features only—avoid scope creep.</li> <li>○ Ensure the app has a feedback mechanism to collect user insights post-launch.</li> </ul> </li> </ul>
<b>Launch the MMP and Measure Success (Ongoing Post-Launch)</b>	<ul style="list-style-type: none"> <li>• <b>Objective:</b> Release the MMP to the market and track key performance metrics.             <ul style="list-style-type: none"> <li>○ Launch in a limited market (e.g., specific island or user groups).</li> <li>○ Track adoption rates, user feedback, and app performance.</li> <li>○ Use data to plan the next iteration.</li> </ul> </li> </ul>

**A phased approach should be implemented, with clearly defined deliverables, timelines, and assigned owners for each phase.**

### **Phase 1: Alignment and Scope Definition**

- Form Steering Committee.
- Choose Project Leader/Team.
- Workshop with Steering Committee and Project team to finalize approach
- Draft and finalize Business Requirements Document (BRD).
- Submit RFI to potential vendors.

### **Phase 2: Vendor Selection and Contracting**

- Develop and issue RFP based on BRD and RFI.
- Evaluate vendor proposals (technical, operational, and cost criteria).
- Award contract and finalize project plan with selected vendor.

### **Phase 3: App Development and Testing**

- Develop Minimum Marketable Product (MMP) with core features:
  - Reservations
  - Real-time updates
  - Navigation/Location Based Services
- Conduct iterative testing with user and stakeholder feedback.

### **Phase 4: Launch and Scale**

- Launch MMP and monitor performance.
- Collect user feedback to refine features.
- Plan and implement phased feature expansions (e.g., trip planning, gamification, AI).

# Next Steps



**Finalize Core Objectives and Governance**



**Develop and Issue RFI/RFP**



**Leverage Existing Platforms**



**Build a Minimally Marketable Product (MMP)**



**Develop a Robust Marketing Plan**



**Launch and Scale Strategically**

## Closing Statement

Thank you for the opportunity to contribute to this important initiative. We look forward to seeing this project bring lasting benefits to Hawai'i residents, visitors, and the environment.

Team Sassato



# Mahalo Nui Loa



## **14b**

**Presentation and Discussion on  
HTA's Planning Projects as they  
Relate to the Tourism Functional Plan,  
HTA Strategic Plan, and Destination  
Management Action Plans**



# PRESENTATION AND DISCUSSION ON HTA'S PLANNING PROJECTS AS THEY RELATE TO THE TOURISM FUNCTIONAL PLAN, HTA STRATEGIC PLAN, AND DESTINATION MANAGEMENT ACTION PLANS

Presented by  
Caroline Anderson  
Director of Planning  
December 11, 2024

# Plans to be Completed in FY 2025/FY 2026



<h2>Update to State Tourism Functional Plan</h2>	<ul style="list-style-type: none"><li>• HTA designated to prepare and update Plan in coordination with OPSD</li><li>• Incorporates regenerative tourism framework</li><li>• Due 20 days before starts of 2025 Leg Session</li><li>• Act 128</li></ul>
<h2>Tourism Strategic Plan 2026</h2>	<ul style="list-style-type: none"><li>• §201B-7 (a)(9)(b)(1)</li><li>• HTA shall be responsible for “Creating a vision and developing a long-range strategic plan for tourism in Hawai‘i”</li></ul>
<h2>Destination Management Action Plans</h2>	<ul style="list-style-type: none"><li>• Requires HTA to develop DMAPs for each county and perform specific actions in each plan, provided that “execution of each destination management action plan shall be dependent on the cooperation and participation of the applicable state or county agency or an advisory group established pursuant to section 201B-13.”</li><li>• Act 225, SLH 2024</li></ul>

# Proposed DMAPS Development Timeline



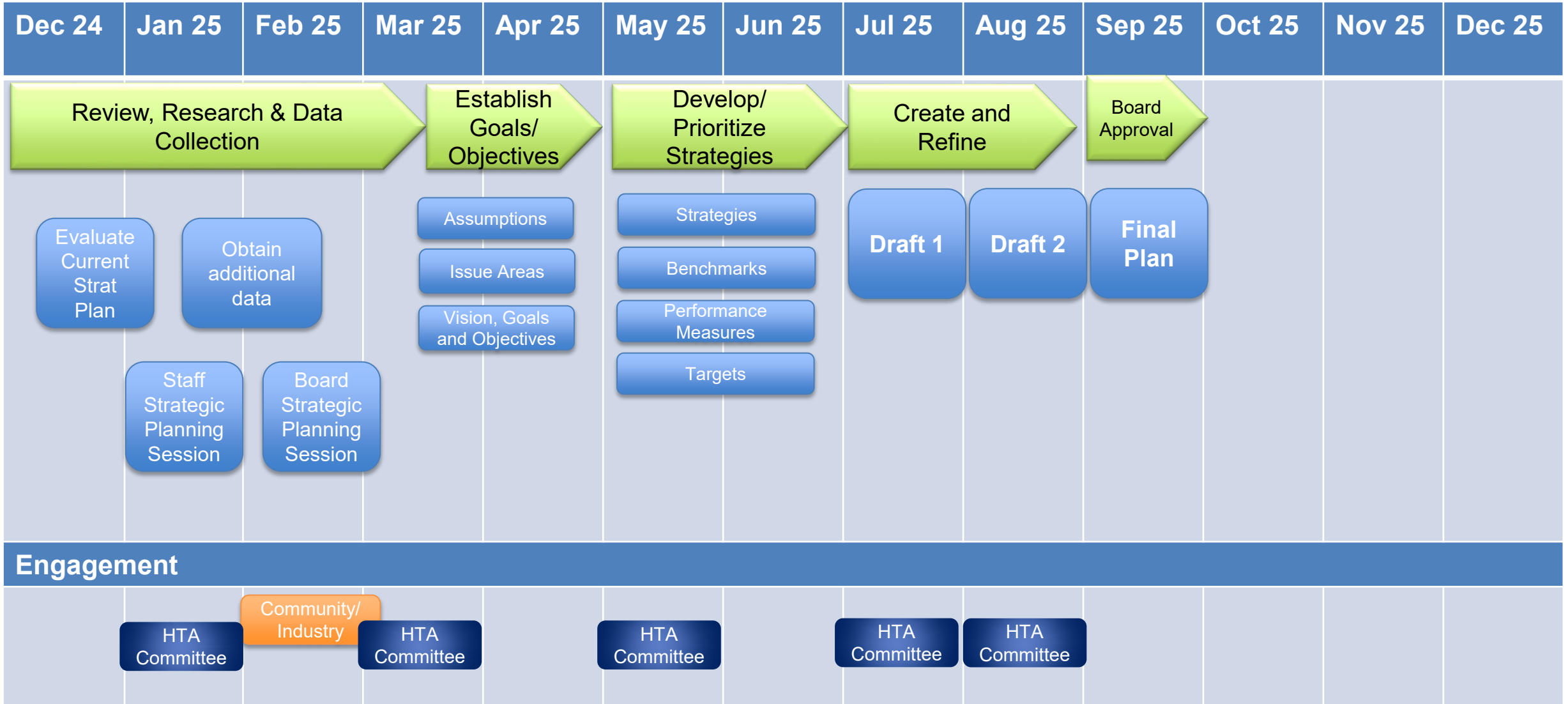
## Engagement



# Proposed Tourism Functional Plan Development Timeline



# Proposed HTA Strategic Plan Development Timeline



**15**  
**Presentation on**  
**HTA Destination Stewardship Programs**



NOVEMBER 2024

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#15

# DESTINATION STEWARDSHIP SUPPORT SERVICES UPDATE

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**KILOHANA**  
COLLECTIVE

**HAWAII TOURISM**  
AUTHORITY



NOVEMBER 2024

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# Table of Contents

- Visitor Education Post Arrival Marketing (VEPAM)
- Foundational Technical Assistance (FTA) + Community Tourism Collaboratives (CTC)
- Qurator
- Tour Guide Certification
- 'Umeke
- Smart Tourism

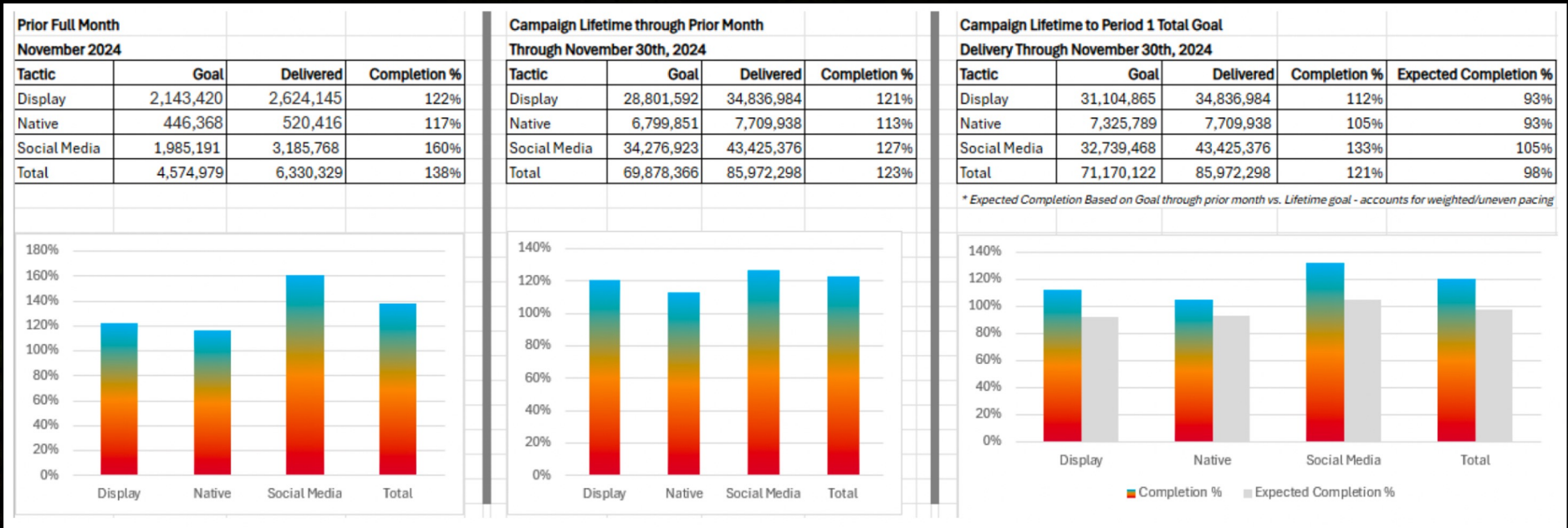
A dark, moody photograph of ferns, likely a forest floor or a garden bed, with the word "VEPAM" overlaid in a white, serif font. The ferns are illuminated from below, creating a strong contrast between the dark background and the bright green leaves. The overall atmosphere is mysterious and natural.

VEPAM



NOVEMBER 2024

# VEPAM KPI Thermometer



<https://nexstardigital.tapclicks.com/client/dist/#/dash/1752>

# Lahaina Festival

- Three-day celebration of music, culture, and community support for Maui
- 24 in-person Maui vendors along with other locally-owned Native Hawaiian businesses
- The Mākeke by CNHA also featured an additional 15 Maui brands





# Lahaina Festival

- Hosted at the Royal Lahaina Resort & Bungalows
- Featured performances by artists Nuff Sedd Trio, Kalani Pe'a, Lawakua, Kulāiwi, and the Maui Divas (Amy Hanaiali'i Gilliom, Raiatea Helm, and Napua Silva)
- Sponsored by Maui County, Karey Kapoi LLC, Hawai'i Tourism Authority, Hawai'i Community Foundation, Royal Lahaina Resort & Bungalows, United Airlines, and the Council for Native Hawaiian Advancement



# Lahaina Festival

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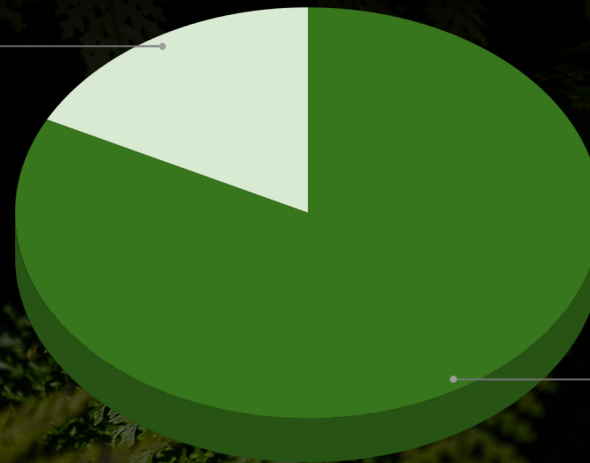
[Lahaina Festival 2024 Recap Video](#)



# Amount Received/Billed VEPAM

\* October 2024

Amount Remaining \$244,595  
17.5%



Amount Received \$1,152,215  
82.5%

**Amount Billed \$1,396,810.00**



A close-up photograph of a fern frond, showing its intricate, feathery structure. The frond is a vibrant green color, contrasting sharply with the deep black background. The lighting highlights the texture and detail of the leaflets.

FTA + CTC

# 2024 HTA - COMMUNITY STEWARDSHIP COHORT

Hui o Laka

North Shore Community Land Trust

Hawaiian Civic Club of  
Wahiawā

Ahupua'a O Hālawā

East Maui Land Restoration

## Community Stewardship at a Glance:

- 9 cohort members selected
- Program Dates: 9/1-12/1
- 4 workshops completed
- Site-visits conducted
- Consultant Meetings completed
- Initial funding disbursed by 12/1/25 (100%)

Haleakalā Conservancy

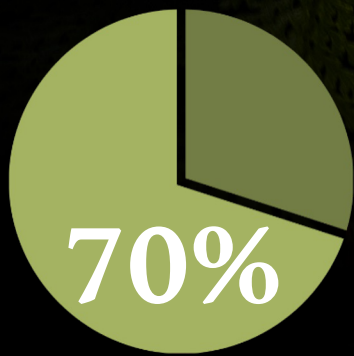
Pōhāhā I Ka Lani

Hui Aloha Kīholo

'Āina Ho'ōla  
Initiative



# 2024 HTA - COMMUNITY STEWARDSHIP COHORT



\$280,000 Funding disbursed to cohort members



Site-visits conducted with all orgs



Initial consultant meetings conducted



Virtual workshops hosted for cohort member orgs - All completed



# 2024 HTA - COMMUNITY STEWARDSHIP SPOTLIGHT



## HUI ALOHA KĪHOLO

‘Āina stewardship Location: Kīholo Bay  
Island: Hawai‘i  
Executive Director Chad Wiggins

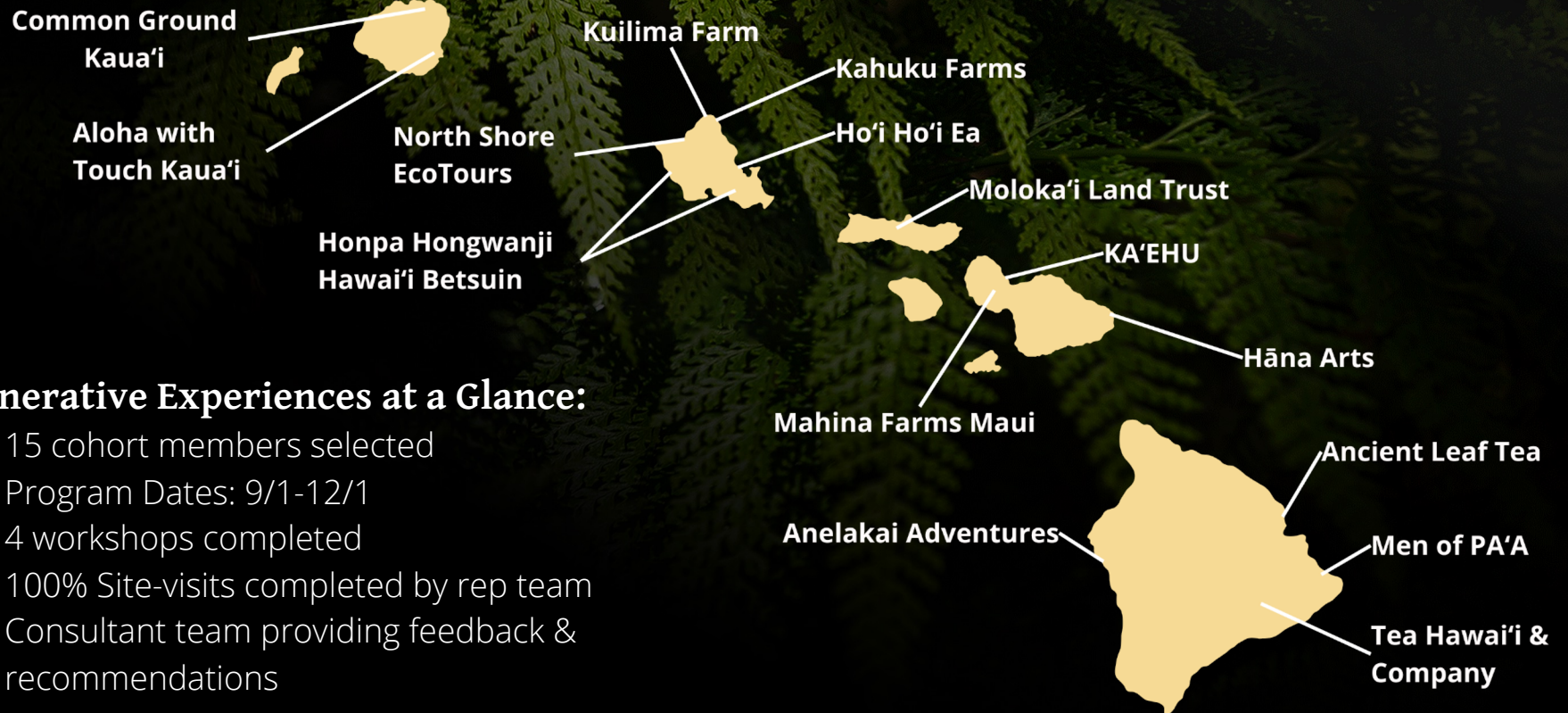
### HTA Return on Investment

- Transformed their website into a more comprehensive, robust community resource that can promote opportunities for involvement
- Developed a more integrated collection and maintenance of data that allows them to continue to build out their important stewardship work





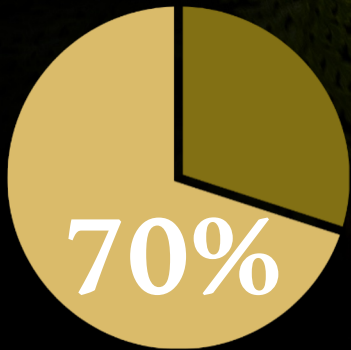
# 2024 HTA - REGENERATIVE EXPERIENCES COHORT SPREAD MAP



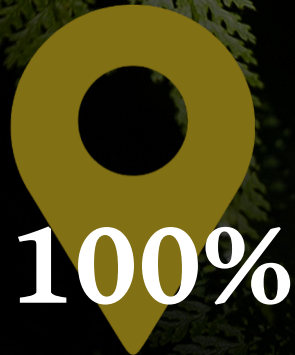
## Regenerative Experiences at a Glance:

- 15 cohort members selected
- Program Dates: 9/1-12/1
- 4 workshops completed
- 100% Site-visits completed by rep team
- Consultant team providing feedback & recommendations

# 2024 HTA - REGENERATIVE EXPERIENCES COHORT



\$280,000 Funding disbursed to cohort members



Site-visits conducted with all orgs



Representatives hosted for the Fall tourism conference



Virtual workshops hosted for cohort member orgs - All completed



# 2024 HTA - COMMUNITY STEWARDSHIP COHORT

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## ANELAKAI ADVENTURES

Island: Hawai'i

Location: Keauhou Bay

Founder & Co-Owner Iko Balanga

### HTA Return on Investment

- Continue to operate as the only non-motorized tour in Keauhou Bay
- Further their commitment to sustainable, regenerative tourism through the development of additional day time tours.
- Able to source lunch tour provisions from Hawai'i Island agriculture to promote a more circular, localized visitor economy.



# Hō'ike



**When:** Tuesday, December 10, 2024

2-4PM (Hō'ike)

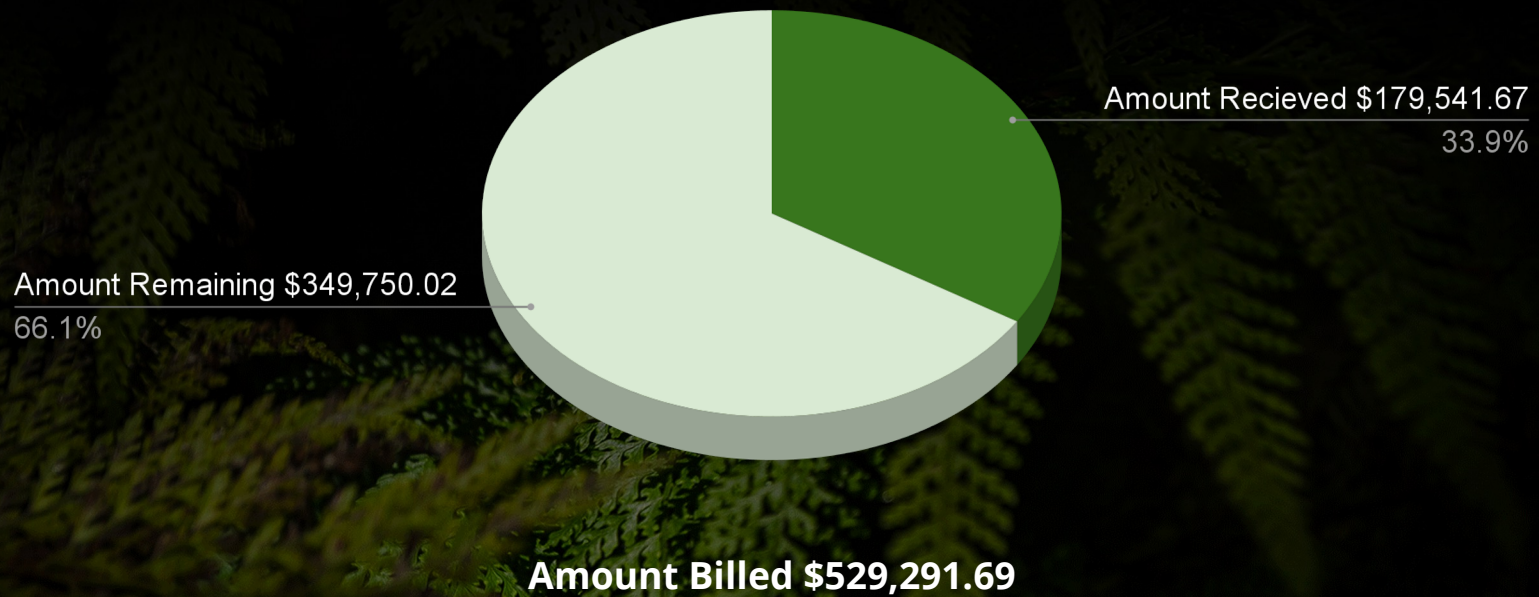
4-7PM (Pau Hana)

**Where:** Entrepreneur Sandbox

900 Richard Street, Honolulu, Hawai'i 96816

# Amount Received/Billed for FTA + CTC

\* October 2024







‘Umeke

# 'UMEKE: 2025 AWARDS ANNOUNCED

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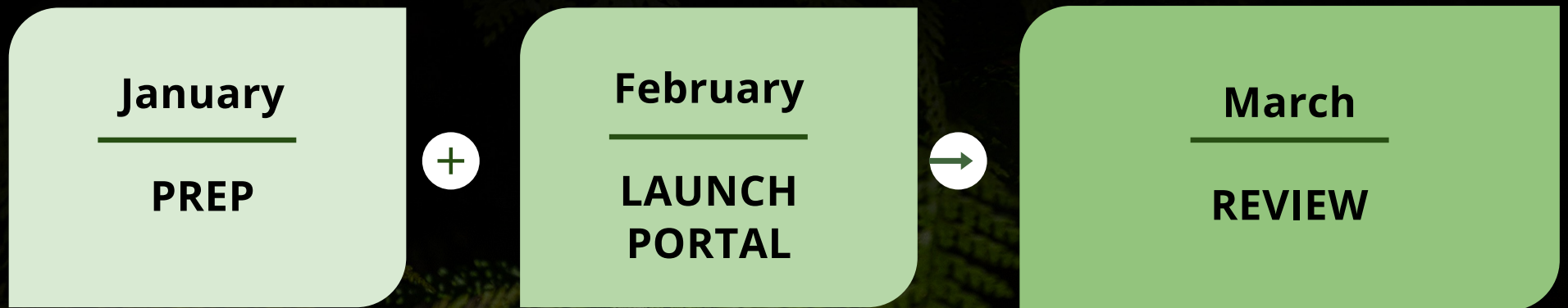
**143  
Ineligible**

**69  
Rejected**

**105  
Awards**

**Awarded \$2,883,400**

# 'UMEKE: FY 26 LAUNCH





# Go Hawai'i app



# Tour Guide Certification

## Phase 1

### **10/9 - 10/29 Tour Guide Certifications Curriculum Development**

Connect with Kapi'olani Community College and other former industry experts in the developing previous 1993 guide training curriculum

Identify & communicate with stakeholders as conversation partners in developing the shape of curriculum

## Phase 2

### **10/30 - 12/15 In-Destination Filming of course content and compile materials**

Collaboration with local stakeholders to film course experts (guides, historians, nature interpreters, tour operators, etc.)

Compile video and course content into final shape

Develop and finalize plan for regular content updates

Stakeholder list sent to HTA 10/30

Approved list received 11/26

## Phase 3

### **Dec 15 - Dec 20 Final Review & Delivery**

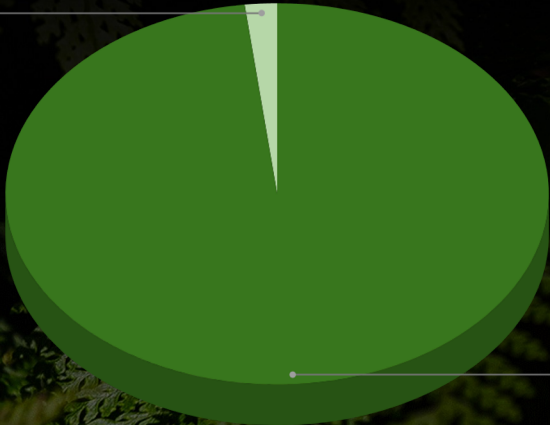
Final product is currently in review for internal testing by stakeholders.

Final product to include: online course, e-book, learning platform, videos, marketing materials and website.

# Amount Received/Billed 'Umeke

\* October 2024

Amount Remaining \$179,117.64  
1.9%



Amount Recieved \$9,175,147.02  
98.1%

Amount Billed Total \$9,354,264.66



A close-up photograph of vibrant green fern fronds against a dark background. The fronds are illuminated from the right, creating a strong contrast and highlighting their intricate, feathery structure. The word "QURATOR" is overlaid in the center in a white, serif font.

QURATOR



**180**

Organizations Registered

**64**

Organizations Certified

**47**

Organizations live on Qurator's website

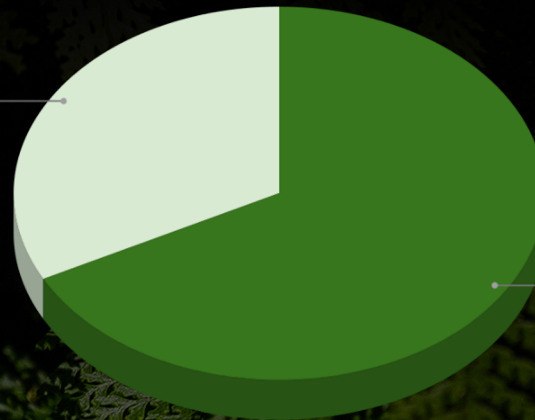
- Organizations that participated in the Community Tourism Collaborative will join Qurator
- Qurator certified businesses will soon be integrated into the Go Hawaii website
- Targeted outreach ongoing to get more businesses Qurator certified



# Amount Received/Billed Qurator

\* Up to October 2024

Qurator Remaining \$70,687.50  
32.6%



Qurator Amount Recieved \$146,125  
67.4%

Amount Billed Total \$216,812.50

A close-up photograph of vibrant green fern fronds against a dark background. The fronds are illuminated from the right, creating a strong contrast and highlighting their intricate, feathery structure. The text "Mahalo Nui Loa" is overlaid in the center in a white, serif font.

**Mahalo Nui Loa**

**16**

**Report and Update by the  
BRANDING STANDING COMMITTEE  
of their Meeting Held on December 12, 2024**

## **16a**

**Presentation, Discussion and/or Action on the  
Findings from the LA Saturation Activation  
and Plans for 2025 Market Saturation  
Activation**



# **Hawai'i Tourism Authority Branding Standing Committee Meeting**

December 12, 2024



# **Agenda**

- **L.A. Activation Timeline**
- **Initial Results**
  - **Paid Media**
  - **Social Media Advertising**
  - **Consumer Activation**
  - **High Impact Messaging Platforms**
  - **Public Relations**
  - **Travel Trade Education & Training**
  - **HVCB Coop/Partner Marketing**
  - **Room Nights**
- **Our Role**





# L.A. Activation Timeline

**September 15, 2023**

HTA Branding Standing Committee Meeting  
HTA requests plan to stimulate demand for travel to Maui

**September 28, 2023**

HTA Board of Directors Meeting  
HTUSA recommends a series of market saturations at the \$10 million budget level

**July 12, 2024**

HTA Industry Partners Meeting  
L.A. Activation Ideas Presented by HTUSA

**July 25, 2024**

HTA Board of Directors Meeting  
HTA approves \$1.67M plan

**August 13, 2024**

HTUSA submits final LA Activation Plan + performance measure targets to HTA

**August 13, 2024**

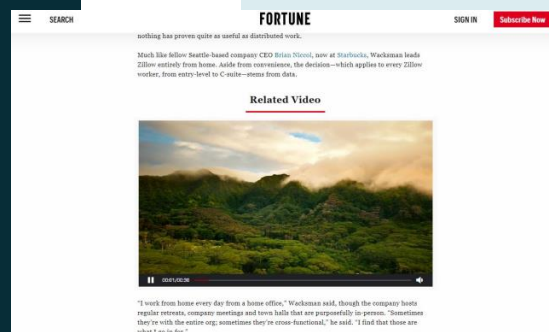
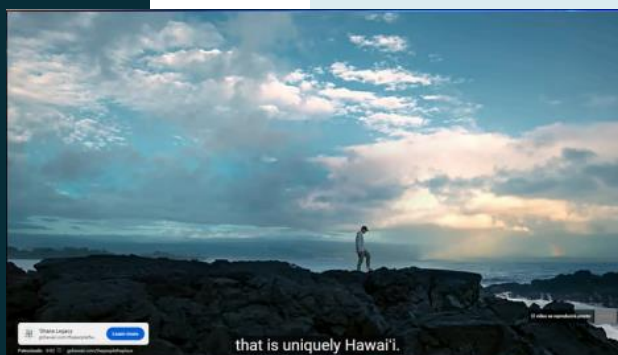
Notification + How to Participate  
Emails sent to 2,760 industry partners

**Month of September**

Advertising  
Consumer Activations  
High Impact Messaging Platforms  
Public Relations  
Travel Trade Education & Training  
HVCB Coop/Partner Marketing

# Paid Digital Media

- YouTube TV: 18.6M imps
- LG: 14.5M imps
- Trip Advisor: 5.5M imps



## Paid Social

- Content promoted in Los Angeles and San Diego on Facebook and Instagram
- Promoted Maui on TikTok in Los Angeles

Facebook: 5.8M impressions

Instagram: 4.9M impressions

TikTok: 4.6M impressions

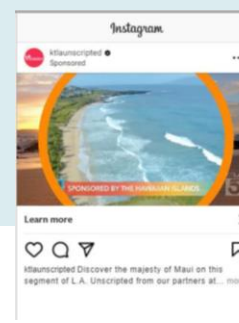
YouTube: 10.5M impressions





# KTLA Maui Promotion: LA Unscripted

- In partnership with Marriott Resorts Hawai'i, interviews included:
  - Mayor Bissen
  - Governor Green
- Three primetime airings reached:
  - 1,018,357 viewers overall
  - 502,766 total social impressions
  - 525,499 total digital impressions





## Consumer Activation Mana Up Hawai'i Partnership

- Heart of Abbot Kinney Boulevard, a buzzy neighborhood with great foot traffic
- 57 Hawai'i brands, 11 from Maui
- 31 activations included workshops, demos and panels
- VIP Receptions excited media, influencers, travel advisors, MCI clients
- Attendance: 9,328
- \$145,000 sales



# Aloha Market Featured Local Businesses

Advance Wildlife Education  
ava + oliver  
AVVA  
Big Island Coffee Roasters  
Bizia  
Bradley & Lily  
Chef Sheldon Simeon  
Coco Moon  
David Shepard  
Farm to Fudge Maui  
Haku Maui (collaboration with Tag Aloha)  
Hanalei  
Hawaii Ulu Coop  
Hawaiian Airlines  
Hawaiian Host  
Hawaiian Pie Co.  
Hawaiian Soda Co.  
HI Spice  
Hobbs Tea

Honolulu Cookie Co.  
Honua Skincare  
Jules + Gem Hawai'i  
Kahala  
Kaua'i Sweet Shoppe  
Keiki Kaukau  
Kō Hana Rum  
King's Hawaiian  
Kris Goto  
Liko Lehua  
Mālama Mushrooms  
Mānoa Chocolate  
Maui Brewing Company  
Maui Chili Manoa Oil  
Maui Crisps  
Maui Kula Estate  
Mauna Loa  
Meli Wraps  
Mohala Eyewear

Nāpili FLO Farm  
Nick Kuchar Art & Design Co.  
NOHO Home  
'Ohana Nui  
Ocean Vodka  
Pawniolo Pets  
Pono Potions  
Sea Salts of Hawai'i  
Shaka Tea  
Tag Aloha Co.  
Tea Chest Hawai'i  
To Be  
ua body  
UBAE  
VitaliTea Hawai'i  
Wai Meli  
Waiākea Hawaiian Volcanic Water  
Waiwaolani  
Western Aloha

# High Impact Messaging Platforms

## Governor Green

- Coordinated two KTLA interviews: L.A. Unscripted and main news segment

## Mayor Bissen

- Coordinated high-profile meetings for Mayor Bissen with L.A. Rams executives, Pleasant Holidays, and KTLA for a major interview

## Rams vs. 49ers NFL Game – September 22 SoFi Stadium, Inglewood

- Governor Green presented the game ball and offered a message of mahalo for the Rams' \$450,000 donation to Maui wildfire recovery efforts, in partnership with American Airlines who provided over \$1 million themselves.
- Covered by ABC7: “Rams join efforts to boost Hawaii’s tourism industry as Maui recovers from devastating wildfire”
- Meeting with L.A. Rams executives was coordinated for Governor Green, Senator DeCoite, and Senator Wakai.



The Rams have certainly made an impact in Hawaiian communities over the years and are working with state officials to bring more "Rams Aloha" to the islands.



### SPORTS

## Rams join efforts to boost Hawaii's tourism industry as Maui recovers from devastating wildfire

By Bob Fukuzaki  
Monday, September 23, 2024



The Rams have certainly made an impact in Hawaiian communities over the years and are working with state officials to bring more "Rams Aloha" to the islands.

LOS ANGELES (KABC) -- It's been 14 months since a wildfire brought sheer devastation to Maui, and leaders from the Hawaiian Islands are thankful for the unwavering support of the Los Angeles Rams in helping them recover and boost tourism.

Hawaii Governor Josh Green led a group of dignitaries Sunday during a visit to SoFi Stadium for the Rams' home opener in an effort to regenerate tourism, especially



## Public Relations

### Media Blitz

- In-person meetings with 7 editors and freelance writers and 20 media outlets

### Results

- Co-hosted 3 media on Maui
- 2 confirmed Maui episodes for Tastemade's "From Scratch" for Q1 2025
- NBC filmed their West Maui segment
- ET featured Wailea for a full week in November

Outside

Los Angeles Times Forbes

The New York Times USA TODAY

Los Angeles MAGAZINE

Fodor's Travel

Smithsonian MAGAZINE

TRAVEL+ LEISURE

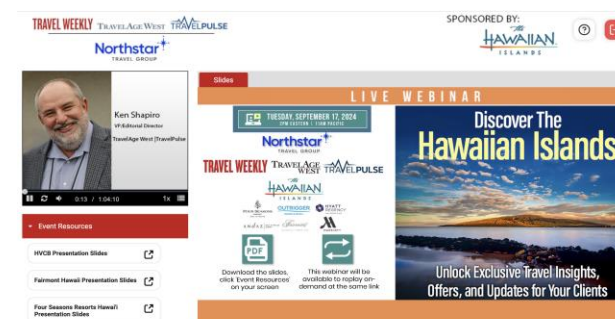
JustLuxe



from scratch.

# Travel Trade Education and Training

- Workshop Seminar: 145 participants
- Evening Program (trade show, networking, dinner): 168 participants
- 20 Hawai'i supplier partners showcased their offerings
- Island Visitors Bureau representatives provided comprehensive destination updates
- Entertainment by Nā Hōkū Hanohano award winner Mailani Makainai and former Miss Hawai'i USA Aureana Tseu





# HVCB Co-op and Partner Marketing

- Promoted via paid digital media, press release, media relations, Aloha Market pop-up as well as an e-newsletter to 70,000 opt-ins in greater L.A.
- Paid Consumer Co-Op Program  
Digital ad campaign targeting L.A. audiences, using Hawai'i data to reach similar consumers and drive traffic to partner websites
- Investment
  - HVCB Private Funds: \$268,500
  - Industry Partner Funds: \$225,000
  - **Total: \$493,500**
- Hawai'i Special Offers Partner Program  
150 vetted offers on destination landing page
- 739,093 Clicks Through To Landing Page  
4x Industry Benchmark for Click Through Rate

The screenshot shows a website interface for 'The HAWAIIAN ISLANDS'. At the top, there is a blue banner with the text 'Special people. Special offers.' and 'The most important time to visit Hawai'i is now.' Below this is a navigation bar with options for 'View: Grid', 'List', 'Sort: Recommended', 'Random', 'Near Me', and 'Show Map'. On the left side, there is a search bar and a filter menu. The filter menu includes 'Islands' (Maui (31) selected, Island of Hawai'i (6), Kaua'i (6), O'ahu (5)) and 'Categories' (Accommodations (23), Activities (4), Transportation (4)). The main content area displays three search results:

- Book 3 Nights and the 4th is on Us - The best things in life are free at The Westin Maui**  
The Westin Maui Resort & Spa, Ka'anapali
- Save up to 30% OFF**  
Wailea Elua Village
- Plan Ahead & Save 25%**  
Maui Seaside Hotel

# Public/Private Partnership Programs

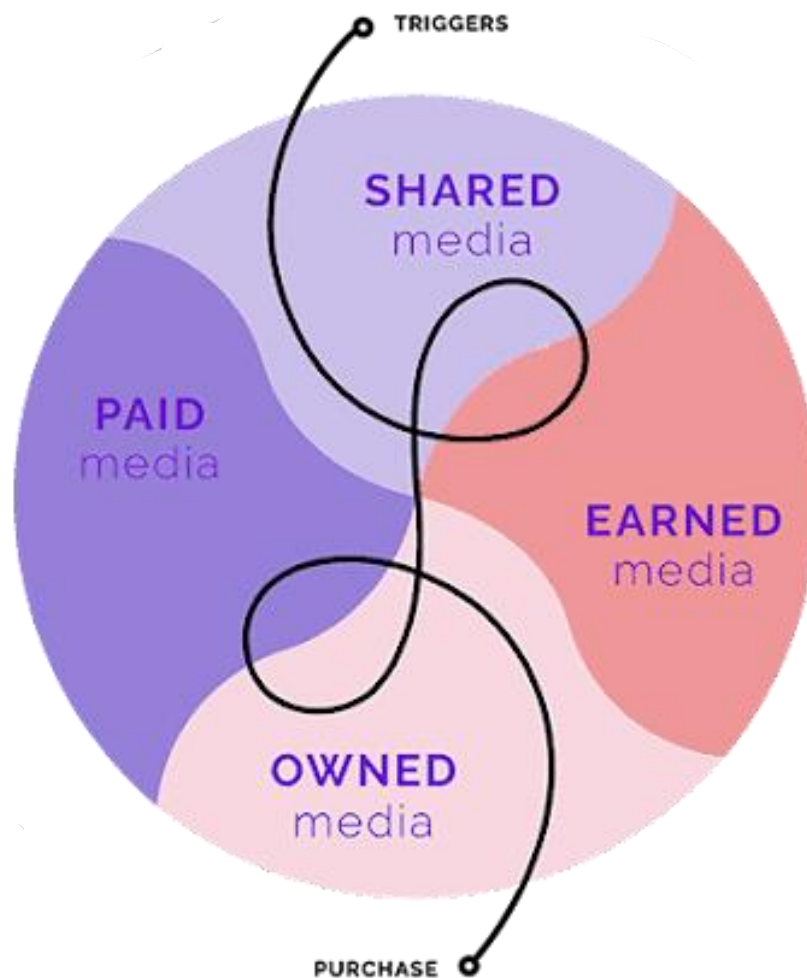
Action Tour Guide  
 Alaska Airlines  
 ALG Vacations  
 'Alohilani Resort Waikiki Beach  
 American Airlines  
 Andaz Maui at Wailea Resort  
 Aqua-ASTON Hospitality  
 Aston Maui Hill  
 Aston Kā'anapali Shores  
 Aston at the Maui Banyan  
 Aston Maui Kā'anapali Villas  
 Aston Mahana at Kā'anapali  
 Aston at Papakea Resort  
 Aston at The Whaler on Kā'anapali Beach  
 Battleship Missouri Memorial  
 Blue Dolphin Charters  
 Blue Hawaiian Helicopters  
 CASTLE Kamaole Sands  
 CASTLE Nāpili Surf Beach Resort  
 Chase 'N Rainbows West Maui Condos  
 CoralTree Residence Collection Hawai'i  
 Courtyard O'ahu North Shore  
 Espacio, The Jewel of Waikīkī  
 Fairmont Hawai'i  
 Fairmont Kea Lani  
 Fairwind Cruises  
 Four Seasons Resorts Hawai'i  
 Four Seasons Resort Maui at Wailea  
 Go City

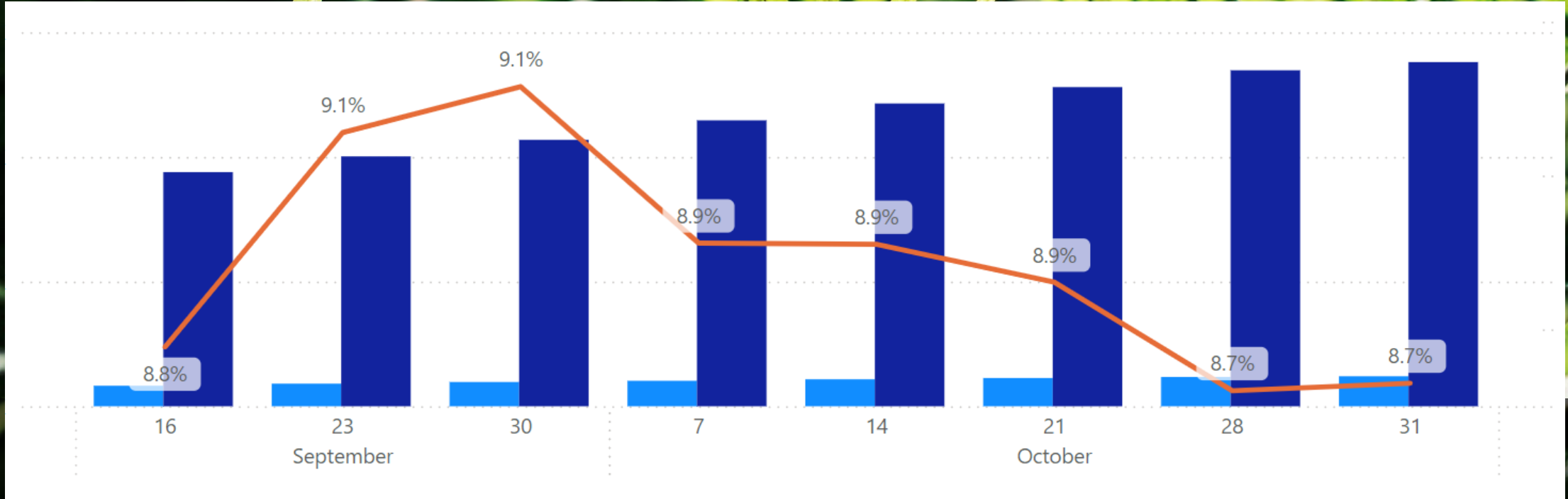
Grand Hyatt Kauai Resort & Spa  
 Grand Wailea  
 Hawai'i Nautical  
 Hawaii Tours  
 Hawaiian Airlines  
 HI Flying Dress Rental  
 Hilton Hotels Hawai'i  
 Hyatt Regency Maui Resort and Spa  
 Hyatt Resorts in Hawai'i  
 Kā'anapali Ali'i  
 Kā'anapali Kai Golf Course  
 Kapalua Villas Maui  
 Kapalua Ziplines  
 Leilani Farm Sanctuary  
 MacNaughton Hospitality  
 Mākena Surf  
 Marriot Resorts Hawai'i  
 Maui Alpaca  
 Maui Chocolate Tour  
 Maui Beach Hotel  
 Maui Coast Hotel  
 Maui Pineapple Tour  
 Maui Seaside Hotel  
 Mauna Kea Resort  
 Montage Kapalua Bay  
 Napili Kai Beach Resort  
 NMG Network  
 Outrigger Kā'anapali Beach

Outrigger Resorts Hawai'i  
 Pleasant Holidays  
 Polo Beach Club  
 Polynesian Adventure Tours  
 Renaissance Honolulu  
 Road to Hāna Tours  
 Romer House Waikiki  
 Romer Waikiki at The Ambassador  
 Royal Lahaina Resort  
 Southwest Airlines  
 Sheraton Maui Resort & Spa  
 SpeediShuttle  
 The Laylow Waikīkī, an Autograph Collection  
 The Ritz-Carlton Maui, Kapalua  
 The Royal Sonesta Kaua'i Resort  
 The Surfjack Hotel & Swim Club  
 The Twin Fin Hotel  
 The Waikīkī Collection, Marriott Resorts Hawai'i  
 The Westin Maui Resort & Spa, Ka'anapali  
 Timbers Kaua'i  
 Wailea Beach Resort  
 Wailea Beach Villas  
 Wailea 'Ekahi Village  
 Wailea 'Ekolu Village  
 Wailea 'Elua Village  
 Wailea Grand Champions Villas  
 Wayfinder Waikiki

# Purchasing Continuum

INSPIRATION / BROWSE / SHOP / BUY





## Initial Results: Promotional Room Nights compared to all Other Room Nights (Maui)



## **What we have heard from partners:**

- **A hotel partner experienced a significant uptick in reservations starting in early October including surprisingly active bookings for January through March.**
- **Another hotel partner has reported exceeding their booking pace for Q1 2025, attributing this success to the campaign and their coordinated follow-up efforts.**
- **Inspired by the HTUSA program, a partner hotel hosted a travel trade educational webinar, attracting over 200 travel agents and achieving exceptional engagement.**
- **Following the HTUSA PR team's efforts, industry partners are now conducting their own media appointments and receiving positive feedback on the activation.**





**Our Role: Keepers of the Brand**





PU'U OHIA  
TRAIL



**Our Role: Attracting Desired Visitors**







# 2025: Specific Source Market Support

## Strategic Shift

- To integrate market activations into the overall plan requires a strategic shift from HTA:
  - Data shows they are effective, and their impact is short-lived
  - Ideally, we would cover each selected market 3x / year
  - The proper investment is in the range of \$3 million / market
  - For Jan – Jun 2025, we could look at 3 activations: SF, LA, SF (\$9 million)

## Market Priorities

- Los Angeles
- San Francisco
- Next tier:
  - Seattle
  - Portland
  - Phoenix
  - New York
  - Dallas
  - Chicago
  - Denver





A close-up photograph of a green leaf, showing a network of veins. The central vein is prominent and runs horizontally across the middle. Smaller veins branch off from it, creating a grid-like pattern. The leaf's surface has a subtle texture, and the lighting highlights the veins, giving them a slightly brighter green appearance than the surrounding leaf tissue.

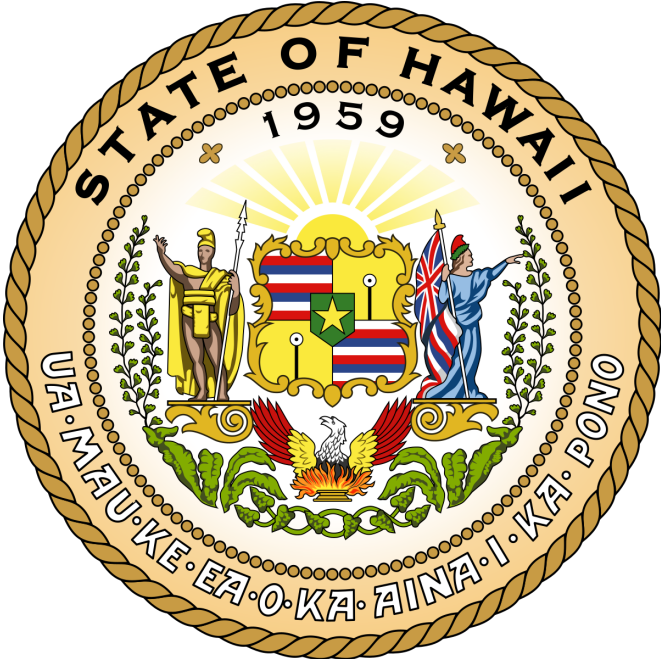
*Mahala*

**17**

**Report and Update by the  
BUDGET, FINANCE, AND CONVENTION CENTER  
STANDING COMMITTEE  
of their Meeting Held on December 13, 2024**

## **17a**

**Presentation, Motion, Discussion, and Action  
on the HTA's November Financial Report;  
Recommend Approval**





# Fiscal Year 2025 Tourism Budget

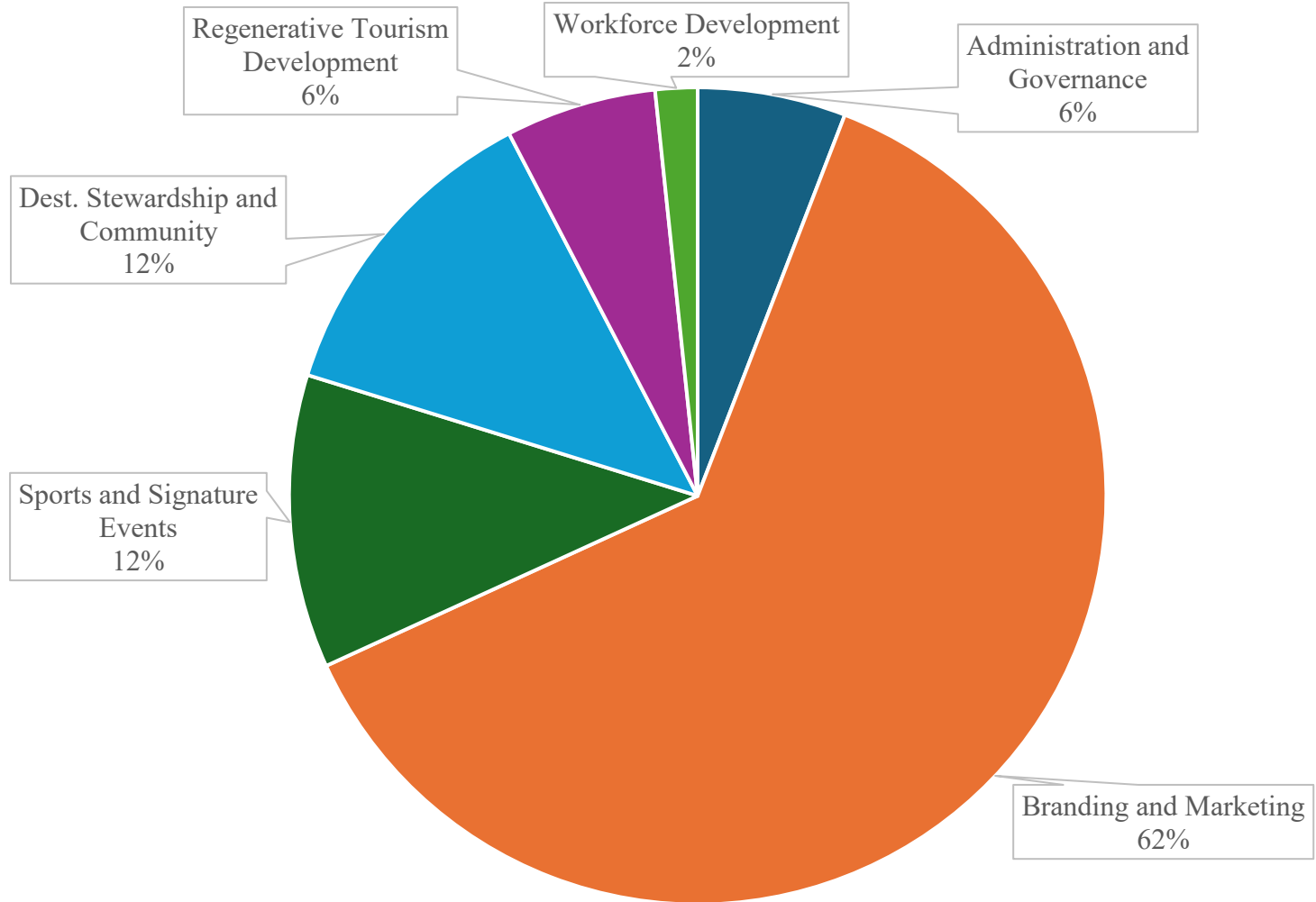
For the Period July 1, 2024 to November 30, 2024

# Fiscal Year 2025 Tourism Budget

## For the Period July 1, 2024 to November 30, 2024

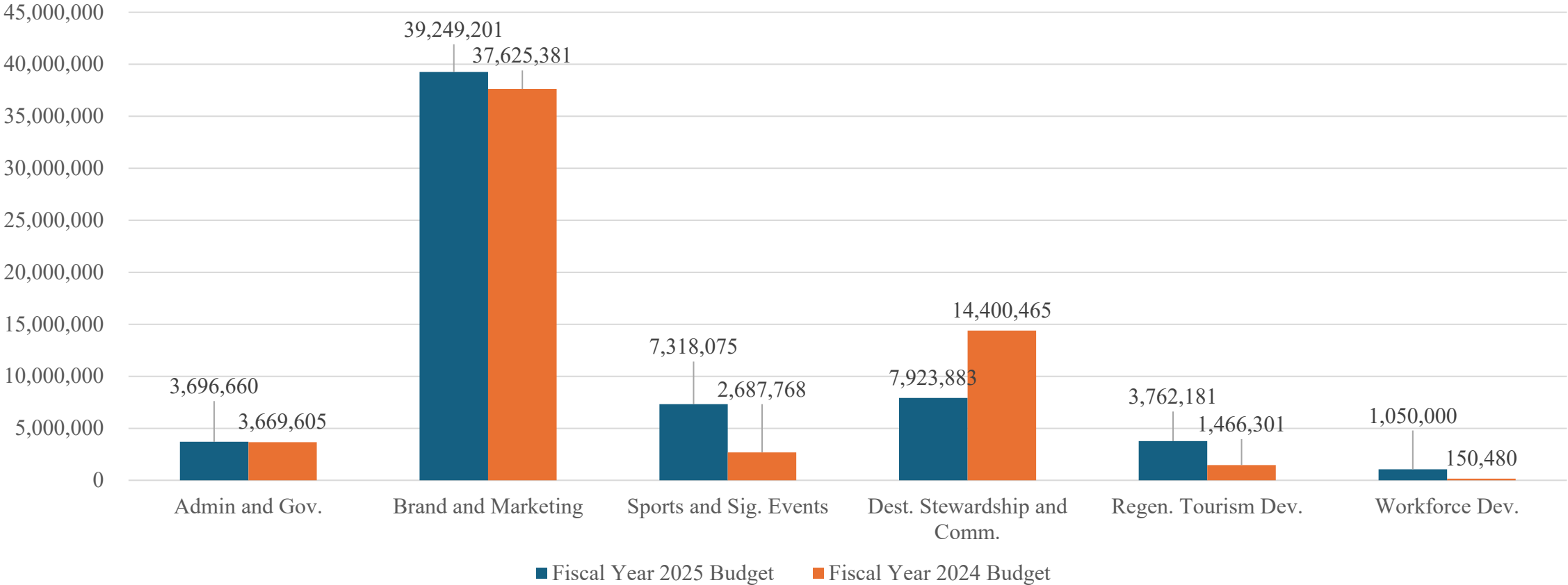
Program Title and ID	Program ID	Paid To Date	Remaining Encumbrance To Date	Budget Restriction	Actual (Paid + Encumbrance + Restriction)	Fiscal Year 2025 Budget	Budget vs. Actual
Administration and Governance	BED113	894,123	302,828	369,666	1,566,617	3,696,660	2,130,043
Branding and Marketing	BED114	6,117,088	10,539,398	3,924,920	20,581,406	39,249,201	18,667,795
Sports and Signature Events	BED115	-	750,000	731,808	1,481,808	7,318,075	5,836,267
Destination Stewardship and Community	BED116	69,531	212,706	792,388	1,074,625	7,923,883	6,849,258
Regenerative Tourism Development	BED117	65,548	794,901	376,218	1,236,667	3,762,181	2,525,514
Workforce Development	BED118	216,827	178,500	105,000	500,327	1,050,000	549,673
<b>Total</b>		<b>7,363,117</b>	<b>12,778,333</b>	<b>6,300,000</b>	<b>26,441,450</b>	<b>63,000,000</b>	<b>36,558,550</b>

# Fiscal Year 2025 Tourism Budget



- Administration and Governance
- Branding and Marketing
- Sports and Signature Events
- Dest. Stewardship and Community
- Regenerative Tourism Development
- Workforce Development

# Fiscal Year 2025 vs. Fiscal Year 2024 HTA Operating Budget





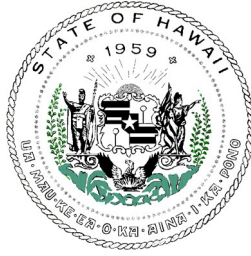
# Other Funds

# Tourism Funds

- Fiscal Year 2024 Tourism General Funds
  - Year to Date Expenditures = \$7,547,556
  - Funds = \$693,248
  - Encumbrances = \$690,301
- Tourism Special Fund
  - Year to Date Expenditures = \$131,299
  - Cash balance = \$8,395,250
  - Encumbrances = \$852,025
- Tourism Emergency Special Fund
  - Year to Date Expenditures = \$195,368
  - \$157,749 of \$5,000,000 remaining from Maui Disaster Response Plan #1
  - \$40,000 of \$130,000 remaining from Maui Disaster Response Plan #2
- EDA-ARPA State Tourism Grant
  - Year to Date Expenditures = \$2,780,000
  - Funds = \$8,776,717
  - Encumbrances = \$5,720,345

# Convention Center Funds

- Fiscal Year 2024 Convention Center General Funds
  - Funds = \$2,078,262
  - Encumbrances = \$2,078,262
- Convention Center Enterprise Special Fund
  - Year to Date Revenue = \$11,666,348
  - Cash balance = \$59,421,037
  - \$34,000,000 reserved for Fiscal Year 2025 operations
  - \$11,000,000 reserved for transfer to B&F (for fiscal year 2024 HCC operations)
- Rooftop Repair Project
  - Act 248, SLH 2022 appropriated \$15,000,000 for the rooftop terrace deck repair project:
    - Year to Expenditures = \$171,944
    - Funds = \$14,400,444
    - Encumbrances = \$716,345
  - \$64,000,000 appropriated by Act 230, SLH 2024.



**The State of Hawai`i**  
**Department of Business, Economic Development, and Tourism**  
**Hawai`i Tourism Authority**  
**Financial Statements**  
**November 30, 2024**

These financial statements have been prepared by HTA management (unless otherwise noted) for information purposes only. See notes to the financial statements.

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Prepared by: Talon Kishi, CPA  
HTA Budget and Fiscal Officer  
HAWAII TOURISM AUTHORITY

Hawaii Tourism Authority  
November 30, 2024  
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**Hawaii Tourism Authority**  
**Balance Sheet**  
**As of November 30, 2024**

	Tourism Funds	Convention Center Funds	Roof Repair Project and Roof Related Repairs	Tourism Emergency Special Fund	EDA-ARPA State Tourism Grant	Total
<b>Assets</b>						
Fiscal Year (FY) 2025 General Funds	55,636,883	-	-	-	-	55,636,883
FY 2024 General Funds	693,248	2,078,262	-	-	-	2,771,510
Special Funds (restricted)	8,395,250	59,421,037	-	-	-	67,816,287
Federal Grants	-	-	-	-	8,776,717	8,776,717
General Obligation Bonds (GOB)	-	-	14,400,444	-	-	14,400,444
Cash and Cash Equivalents	-	-	-	580,800	-	580,800
Total Assets	<u>64,725,381</u>	<u>61,499,299</u>	<u>14,400,444</u>	<u>580,800</u>	<u>8,776,717</u>	<u>149,982,641</u>
<b>Liabilities and Fund Balances</b>						
<b>Liabilities</b>						
Transfer due to B&F	-	11,000,000	-	-	-	11,000,000
Total liabilities	<u>-</u>	<u>11,000,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>11,000,000</u>
<b>Fund Balances</b>						
FY 2025 Encumbered - General Funds	12,778,333	2,078,262	-	-	-	14,856,595
FY 2024 Encumbered - General Funds	690,301	-	-	-	-	690,301
Unencumbered - General Funds	42,861,497	-	-	-	-	42,861,497
Total General Fund Balances	<u>56,330,131</u>	<u>2,078,262</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>58,408,393</u>
Encumbered - Special Funds	852,025	526,000	-	194,149	5,720,345	7,292,519
Unencumbered - Special Funds	7,543,225	47,895,037	-	386,651	3,056,372	58,881,285
Total Special Fund Balances	<u>8,395,250</u>	<u>48,421,037</u>	<u>-</u>	<u>580,800</u>	<u>8,776,717</u>	<u>66,173,804</u>
Encumbered - GOB	-	-	716,345	-	-	716,345
Unencumbered - GOB	-	-	13,684,099	-	-	13,684,099
Total GOB Fund Balance	<u>-</u>	<u>-</u>	<u>14,400,444</u>	<u>-</u>	<u>-</u>	<u>14,400,444</u>
Total Fund Balances	<u>64,725,381</u>	<u>50,499,299</u>	<u>14,400,444</u>	<u>580,800</u>	<u>8,776,717</u>	<u>138,982,641</u>
Total Liabilities and Fund Balances	<u>64,725,381</u>	<u>61,499,299</u>	<u>14,400,444</u>	<u>580,800</u>	<u>8,776,717</u>	<u>149,982,641</u>

\* Refer to notes of the financial statements for more information.

**Hawaii Tourism Authority**  
**Tourism General Fund - Fiscal Year 2025**  
**Statement of Revenues, Expenditures, Changes in Fund Balances, and Budget vs. Actual**  
**November 30, 2024**

	Actual				FY 25 Budget	Budget vs. Actual
	Paid Month Ended November 30, 2024	Paid Year to Date	Remaining Encumbrances	Budget Restriction		Under (Over) Budget
<b>Expenditures</b>						
Administration and Governance	176,678	894,123	302,828	369,666	3,696,660	2,130,043
Branding and Marketing	310,400	6,117,088	10,539,398	3,924,920	39,249,201	18,667,795
Sports and Signature Events	-	-	750,000	731,808	7,318,075	5,836,267
Dest. Stewardship and Community	22,995	69,531	212,706	792,388	7,923,883	6,849,258
Regenerative Tourism Development	18,717	65,548	794,901	376,218	3,762,181	2,525,514
Workforce Development	36,500	216,827	178,500	105,000	1,050,000	549,673
Total	565,290	7,363,117	12,778,333	6,300,000	63,000,000	36,558,550
Change in Fund Balance	(565,290)	(7,363,117)				
<b>Fund Balances</b>						
November 1, 2024 / July 1, 2024	56,202,173	63,000,000				
November 30, 2024	55,636,883	55,636,883				

\* Refer to notes of the financial statements for more information.

**Hawaii Tourism Authority**  
**Fiscal Year 2024 Tourism General Fund**  
**Statement of Revenues, Expenditures, Changes in Fund Balances, and Encumbrances**  
**November 30, 2024**

	<b>Paid</b>	<b>Paid</b>	<b>Remaining</b>
	<b>Month Ended</b>	<b>Year to Date</b>	<b>Encumbrances</b>
	<b>November 30,</b>		
	<b>2024</b>		
<b>Expenditures</b>			
Branding	340,000	2,306,830	85,285
Destination Management	-	4,923,547	310,289
Governance and Org-Wide*	-	147,200	-
Perpetuating Hawaiian Culture	33,053	86,000	118,583
Planning & Evaluation	-	14,366	127,531
Resident and Industry Comms	12,646	62,623	31,613
Workforce Development	-	7,000	17,000
Total	385,699	7,547,566	690,301
Change in Fund Balance	(385,699)	(7,547,566)	
Lapsed Funds*	-	(1,097,638)	
<b>Fund Balances</b>			
November 1, 2024 / July 1, 2024	1,078,947	9,338,452	
November 30, 2024	693,248	693,248	

\* Refer to notes of the financial statements for more information.

**Hawaii Tourism Authority**  
**Tourism Special Fund - Prior Year Funds**  
**Statement of Revenues, Expenditures, Changes in Fund Balances, and Encumbrances**  
**November 30, 2024**

	<b>Paid Month Ended November 30, 2024</b>	<b>Paid Year to Date</b>	<b>Remaining Encumbrances</b>
<b>Revenues</b>			
Interest, Net	70,733	118,429	-
Total	70,733	118,429	-
<b>Expenditures</b>			
Administration	6,183	11,188	65,332
Branding	17,782	119,827	448,375
Destination Management	-	-	230,000
Resident and Industry Comms	-	284	22,318
Workforce Development	-	-	86,000
Total	23,965	131,299	852,025
Change in Fund Balance	46,768	(12,870)	
<b>Fund Balances</b>			
November 1, 2024 / July 1, 2024	8,348,482	8,408,120	
November 30, 2024	8,395,250	8,395,250	

\* Refer to notes of the financial statements for more information.

**Hawaii Tourism Authority**  
**Convention Center General Fund - Fiscal Year 2024**  
**Statement of Revenues, Expenditures, Changes in Fund Balances, and Encumbrances**  
**November 30, 2024**

	<b>Paid</b>	<b>Paid</b>	<b>Remaining</b>
	<b>Month Ended</b>	<b>Year to Date</b>	<b>Encumbrances</b>
	<b>November 30,</b>		
	<b>2024</b>		
<b>Expenditures</b>			
HCC Operations	-	-	2,078,262
HCC Repairs and Maintenance	-	-	-
Total	-	-	2,078,262
Change in Fund Balance	-	-	
<b>Fund Balances</b>			
November 1, 2024 / July 1, 2024	2,078,262	2,078,262	
November 30, 2024	2,078,262	2,078,262	

\* Refer to notes of the financial statements for more information.



**Hawaii Tourism Authority**  
**Convention Center Enterprise Special Fund**  
**Statement of Revenues, Expenditures, Changes in Fund Balances, and Encumbrances**  
**November 30, 2024**

	<b>Paid Month Ended November 30, 2024</b>	<b>Paid Year to Date</b>	<b>Remaining Encumbrances</b>
<b>Revenues</b>			
HCC Operations	-	316,835	-
Interest	211,032	349,513	-
TAT	-	11,000,000	-
Total	211,032	11,666,348	-
<b>Expenditures</b>			
HCC Marketing	-	-	-
HCC Operations	-	-	526,000
HCC Repairs and Maintenance	-	-	-
Total	-	-	526,000
Change in Fund Balance	211,032	11,666,348	
<b>Fund Balances</b>			
November 1, 2024 / July 1, 2024	59,210,005	47,754,689	
November 30, 2024	59,421,037	59,421,037	

\* Refer to notes of the financial statements for more information.

**Hawaii Tourism Authority**  
**Roof Repair Project and Roof Related Repairs**  
**Statement of Revenues, Expenditures, Changes in Fund Balances, and Encumbrances**  
**November 30, 2024**

	<b>Paid</b>	<b>Paid</b>	<b>Remaining</b>
	<b>Month Ended</b>	<b>Year to Date</b>	<b>Encumbrances</b>
	<b>November 30,</b>		
	<b>2024</b>		
<b>Expenditures</b>			
HCC Full Roof Repair	22,190	171,944	716,345
Total	22,190	171,944	716,345
Change in Fund Balance	(22,190)	(171,944)	
<b>Fund Balances</b>			
November 1, 2024 / July 1, 2024	14,422,634	14,572,388	
November 30, 2024	14,400,444	14,400,444	

\* Refer to notes of the financial statements for more information.

**Hawaii Tourism Authority**  
**Tourism Emergency Special Fund**  
**Statement of Revenues, Expenditures, Changes in Fund Balances, and Encumbrances**  
**November 30, 2024**

	<b>Paid</b>	<b>Paid</b>	<b>Remaining</b>
	<b>Month Ended</b>	<b>Year to Date</b>	<b>Encumbrances</b>
	<b>November 30,</b>		
	<b>2024</b>		
<b>Revenues</b>			
Interest, Net	956	4,009	-
Total	956	4,009	-
<b>Expenditures</b>			
Administration	49	2,549	-
Branding	90,000	90,000	10,000
Destination Management	-	-	176,400
Planning & Evaluation	-	25,000	-
Resident and Industry Comms	-	77,819	7,749
Total	90,049	195,368	194,149
Change in Fund Balance	(89,093)	(191,359)	
<b>Fund Balances</b>			
November 1, 2024 / July 1, 2024	669,893	772,159	
November 30, 2024	580,800	580,800	

\* Refer to notes of the financial statements for more information.

**Hawaii Tourism Authority**  
**EDA-ARPA State Tourism Grant**  
**Statement of Revenues, Expenditures, Changes in Fund Balances, and Encumbrances**  
**November 30, 2024**

	<b>Paid</b>	<b>Paid</b>	<b>Remaining</b>
	<b>Month Ended</b>	<b>Year to Date</b>	<b>Encumbrances</b>
	<b>November 30,</b>		
	<b>2024</b>		
<b>Expenditures</b>			
Administration	-	-	-
Branding	-	2,500,000	-
Destination Management	-	280,000	5,720,345
Planning & Evaluation	-	-	-
Salaries and Fringe	-	-	-
Total	-	2,780,000	5,720,345
Change in Fund Balance	-	(2,780,000)	
<b>Fund Balances</b>			
November 1, 2024 / July 1, 2024	8,776,717	11,556,717	
November 30, 2024	8,776,717	8,776,717	

\* Refer to notes of the financial statements for more information.

Hawaii Tourism Authority  
November 30, 2024  
Selected Management Disclosures

**1. Summary of Significant Accounting Policies**

The Hawaii Tourism Authority (HTA or Authority) was established on January 1, 1999, by Act 156, Session Laws of Hawaii 1998. It was placed within the State of Hawaii, Department of Business, Economic Development, and Tourism (DBEDT), for administrative purposes only. The Authority is subject to administrative control and supervision of DBEDT under HRS 26-35. The Authority is responsible for developing a strategic tourism marketing plan and developing measures of effectiveness to assess the overall benefits and effectiveness of the marketing plan and progress toward achieving the Authority's strategic plan goals. In addition, effective July 1, 2000, control and management of the Hawaii Convention Center (HCC) were transferred to the Authority from the Convention Center Authority (CCA) by Executive Order No. 3817. Effective July 1, 2002, the Center, by statute, became the responsibility of the Authority. The Center opened to the public in June 1998 and is used for various events, including conventions and trade shows, public shows, and spectator events. The Center offers approximately 350,000 square feet of rentable space, including 51 meeting rooms.

The Authority is governed by a board of directors comprising 12 voting members. All 12 members shall be appointed by the Governor.

**Funds**

The Authority's funds are as follows:

**Tourism Funds:**

- **Tourism Special Fund (TSF)** –The TSF accounted for functions related to developing and promoting the tourism industry. Effective January 1, 2022, pursuant to Act 1 Special Legislative Session 2021, the TSF was sunset and discontinued the ability to expend any new funds. Funds encumbered as of June 30, 2021, can be spent until June 30, 2026.
- **Fiscal Year 2024 General Funds** – The 2023 State legislature did not provide HTA with an operating budget for fiscal year 2024. As such, the Governor approved the transfer of \$60,000,000 in general funds from Section 5 of Act 164, SLH 2023, to HTA on July 1, 2023. Funds lapsed on June 30, 2024.
- **Fiscal Year 2025 General Funds** – The 2024 Legislature appropriated \$63,000,000 of general funds for HTA's operating budget in Section 3 of Act 230, SLH 2024. The law allocated the \$63,000,000 budget between six program IDs based on each program's objectives. The six program IDs are Administration and Governance, Branding and Marketing, Destination Stewardship and Community, Regenerative Tourism Development, Sports and Signature Events, and Workforce Development. The law provided the funding via General Funds. As such, Budget and Finance's 10% restriction on all General Fund Appropriations applies, including additional adjustments to allotment and restrictions. The HTA staff and board have discussed the matter and have informed all major vendors to adjust plans and budgets accordingly. Unspent and unencumbered General Funds will lapse on June 30, 2025.

**Convention Center Funds:**

- **Convention Center Enterprise Special Fund (CCESF)** – Under Section 201B-8, the Convention Center Enterprise Special Fund accounts for functions related to the operation and management of the Hawaii Convention Center (HCC). The 2024 Legislature provided the CCESF with a \$34,000,000 expenditure ceiling in Section 3 of Act 230, SLH 2024. The expenditure ceiling will lapse on June 30, 2025.



Hawaii Tourism Authority  
November 30, 2024  
Selected Management Disclosures

The Legislature did not provide the CCEF with an expenditure ceiling in fiscal year 2024 for HCC operations. As such, the Department of Budget and Finance (B&F) agreed to provide \$11,000,000 in general funds from Section 5 of Act 164, SLH 2023, to HTA for fiscal year 2024 HCC operations, on the condition that HTA will transfer \$11,000,000 from the CCEF to B&F. HTA expects to complete the transfer in fiscal year 2026.

- **Fiscal Year 2024 General Funds (operations)** – The 2023 State legislature did not provide the HCC with an operating budget for fiscal year 2024. As such, the Governor approved the transfer of \$11,000,000 in general funds from Section 5 of Act 164, SLH 2023, for the HCC on July 1, 2023. Funds lapsed on June 30, 2024. Funds encumbered as of June 30, 2024, can be spent until June 30, 2029.
- **General Funds (CIP)** - Pursuant to Act 164, SLH 2023, \$64,000,000 of general funds were provided for long-term repairs of the HCC rooftop terrace deck. Per Executive Memorandum 23-08, dated October 30, 2023, B&F transferred HTA's \$64,000,000 operating appropriation to B&F for the Maui wildfires.
- **General Obligation Bonds** – Under Act 248, SLH 2022, \$15,000,000 of general obligation bond funds were provided for the temporary repairs of the HCC roof repair and other items. The Governor authorized the release of funds on February 22, 2023. Unused funds will lapse on June 30, 2024.

The 2024 Legislature appropriated \$64,000,000 of General Obligation Bonds for the HCC Roof Repair Project in Section 3 of Act 230, SLH 2024. Funds will lapse on June 30, 2027.

**Tourism Emergency Special Fund:**

- The Tourism Emergency Special Fund accounts for functions related to maintaining a tourism emergency fund. Per Section 201B-10, revenues prescribed by Section 237D-6.5(b) and all investment earnings are credited to the fund's assets. Funds are currently held at the Bank of Hawaii. Funds must be exclusively used to respond to a tourism emergency per Section 201B-9.

On August 19, 2023, the governor declared a tourism emergency in the sixth emergency proclamation relating to the Maui wildfires. The Governor extended the tourism emergency in the eighteenth emergency proclamation dated October 8, 2024.

**Federal Funds:**

- **American Rescue Plan Act (ARPA)** – Official Name: Coronavirus State Fiscal Recovery Fund (CSFRF) Subaward. The former Governor authorized \$106,000,000 of ARPA funds to support HTA's and HCC's fiscal years 2022 and 2023 operations. HTA and HCC received \$95,000,000 and \$11,000,000, respectively. In total, for the two years ending June 30, 2023, \$59,155,512 and \$10,011,197 were spent on HTA and HCC operations, respectively. The Authority returned \$36,833,291 to the Department of Budget and Finance (B&F) on July 31, 2023.
- **Economic Development Administration (EDA) Tourism Grant** – Official Name: ARPA-EDA Tourism Grant (Non-Competitive ARPA State Tourism Grant for the State of Hawaii) – The Authority was awarded \$14,024,372 on December 8, 2021. Grant rules required the approval of the Grant Administration Plan (GAP) before the commencement of work. EDA approved the Authority's GAP on March 21, 2023. The Authority will share approximately \$7,200,000 of the grant with the Department of Land and Natural Resources (DLNR) to enhance and develop

Hawaii Tourism Authority  
November 30, 2024  
Selected Management Disclosures

Hawaii's outdoor recreational assets. All work must be completed by May 31, 2027, and money spent by September 30, 2027.

**Basis of Accounting**

The Governmental Funds' financial statements are reported using the modified-accrual basis of accounting.

**Transient Accommodations Tax (TAT)**

Under Section 237D-6.5, \$11,000,000 shall be allocated to the Convention Center Enterprise Special Fund annually.

**Governance & Org-Wide Expenditures**

Governance and organization-wide expenditures include board member inter-island travel, meeting minutes, insurance premiums, and audit expenses for the Authority and the HCC.

**Investments**

The Authority's investments are reported at fair value.

The TSF and CCESF participate in the State's investment pool program directed by B&F.

**Encumbrances**

Encumbrances are obligations in the form of purchase orders, contracts, or other commitments that only become liabilities once the performance of the conditions stated in the commitment is completed.

Per HRS 40-90 (b), "All encumbrances for contracts shall become void after five years from the end of the fiscal year of the original encumbrance, provided that the comptroller may grant an exemption from this subsection if the comptroller finds that there is sufficient justification to extend a contract encumbrance."

**Use of Estimates**

Preparing these financial statements required management to make estimates and assumptions that affect the amounts reported in the basic financial statements and accompanying notes. Actual results may differ from those estimates.

**2. Accrued Vacation Liability**

On June 30, 2023, management estimated the accrued vacation liability of approximately \$339,000, with a current liability of approximately \$132,000.

**3. Retirement Benefits**

**Employees' Retirement System of the State of Hawaii (ERS)**

At June 30, 2023, management reported a net pension liability of approximately \$6,063,000 for its proportionate share of the State's net pension liability. An actuarial valuation determined the net pension liability as of June 30, 2022.

For the year ended June 30, 2023, the Authority recognized pension expenses of approximately \$335,000. On June 30, 2023, management estimated the deferred outflows and deferred inflows of resources related to pensions of approximately \$576,000 and (\$571,000), respectively.

Hawaii Tourism Authority  
November 30, 2024  
Selected Management Disclosures

**Hawaii Employer-Union Health Benefits Trust Fund (EUTF)**

On June 30, 2023, management estimated the net other post-employment benefits (OPEB) liability of approximately \$4,808,000. An actuarial valuation measured the net OPEB liability as of July 1, 2022.

For the year ended June 30, 2023, the Authority recognized OPEB expenses of approximately \$18,000. On June 30, 2023, management estimated the deferred outflows and deferred inflows of resources related to OPEB of approximately \$227,000 and (\$536,000), respectively.

**4. Maui Response and Recovery - Tourism Emergency Special Fund**

The Authority prepared a \$5,000,000 emergency response plan for the Maui Wildfire, approved by the board on December 21, 2023, with all projects scheduled to end on June 30, 2024. A second plan was approved by the HTA Board for \$130,000 on October 3, 2024. Spending to date is summarized below:

<b>Maui Response and Recovery Plan - \$5,000,000 - Spending to 11/30/24</b>			
<b>Program</b>	<b>Budget</b>	<b>Paid to Date</b>	<b>Unspent</b>
USA Recovery Marketing Program #1	2,600,000	2,600,000	0
USA Recovery Marketing Program #2	1,350,000	1,350,000	0
Maui Resident Communications Campaign	349,307	341,558	7,749
Visitor Education Post-Arrival Marketing	300,000	150,000	150,000
Immediate Wildfire Response	250,693	250,693	0
Maui Street Market (canceled)	100,000	0	0
Long-term Housing (budget reduced to \$25,000)	50,000	25,000	0
<b>Total</b>	<b>5,000,000</b>	<b>4,717,251</b>	<b>157,749</b>

<b>Maui Recovery Plan - \$130,000 - Spending to 11/30/24</b>			
USA Recovery Marketing Program #3	100,000	90,000	10,000
Pop-Up Makeke	23,000	0	23,000
Marketing Promotions for Sports Event	3,400	0	3,400
<b>Total</b>	<b>126,400</b>	<b>90,000</b>	<b>36,400</b>

## **Supplementary Information**

**Hawaii Tourism Authority  
Supplementary Information  
Budget vs. Actual  
Tourism General Funds - Fiscal Year 2025  
July 1, 2024 to November 30, 2024**

Budget Line Item (BLI) Title	BLI Code	Paid to Date	Remaining Encumbrance To Date	Budget Restriction	Actual To Date (Paid + Encumbrance + Restriction)	Fiscal Year 2025 Budget	Budget vs. Actual
<b>Administration and Governance</b>	<b>BED113</b>						
Cruise Infrastructure Imprv. and Arrival Experience	004	22,500	12,800	8,900	44,200	89,000	44,800
HTUS/HTJ Campaign Effectiveness Study	010	45,888	116,112	18,000	180,000	180,000	0
Community-Industry Outreach & PR Svcs	101	0	87,000	25,000	112,000	250,000	138,000
hawaiiitourismauthority.org	103	0	0	2,500	2,500	25,000	22,500
Travel - Branding	398	5,778	0	5,000	10,778	50,000	39,222
Planning Tools and Assessments	652	0	0	0	0	0	0
Program Evaluation	654	0	0	9,000	9,000	90,000	81,000
Travel - Destination Stewardship	898	125	0	5,000	5,125	50,000	44,875
General and Administrative	901	98,011	86,916	81,268	266,195	777,230	511,035
Organization-Wide	915	0	0	46,111	46,111	461,111	415,000
Governance - Gen Board Others	919	21,493	0	3,000	24,493	30,000	5,507
State Employee Salaries - Admin	930	691,408	0	159,887	851,295	1,634,319	783,024
Travel - Admin	998	8,920	0	6,000	14,920	60,000	45,080
<b>Administration and Governance</b>	<b>Total BED113</b>	<b>894,123</b>	<b>302,828</b>	<b>369,666</b>	<b>1,566,617</b>	<b>3,696,660</b>	<b>2,130,043</b>
<b>Branding and Marketing</b>	<b>BED114</b>						
Island-Based International Marketing	306	0	1,440,000	160,000	1,600,000	1,600,000	0
Convention Center Sales & Marketing - City Wide	317	500,000	0	263,388	763,388	2,633,884	1,870,496
gohawaii.com	318	0	49,190	45,833	95,023	458,333	363,310
MCI MFF	319	0	250,000	140,888	390,888	1,408,882	1,017,994
Island Chapters Staffing and Admin	320	0	1,440,000	160,000	1,600,000	1,600,000	0
US (formerly North America)	321	2,565,293	1,300,000	1,672,445	5,537,738	16,724,445	11,186,707
Canada	322	114,545	328,093	100,000	542,638	1,000,000	457,362
Japan	323	1,260,000	4,590,000	650,000	6,500,000	6,500,000	0
Korea	324	214,179	595,097	90,000	899,276	900,000	724
Oceania	325	57,272	244,090	129,091	430,453	1,290,905	860,452
Europe	326	247,090	204,548	100,000	551,638	1,000,000	448,362
Meetings, Convention & Incentives	331	500,000	0	239,520	739,520	2,395,201	1,655,681
Global Digital Marketing Strategy	339	0	49,190	45,833	95,023	458,333	363,310
Global Mkt Shared Resources	350	578,125	49,190	69,702	697,017	697,017	0
Travel - Branding	398	-	-	-	-	-	-
State Employee Salaries - Branding	934	80,584	0	58,220	138,804	582,201	443,397
<b>Branding and Marketing</b>	<b>Total BED114</b>	<b>6,117,088</b>	<b>10,539,398</b>	<b>3,924,920</b>	<b>20,581,406</b>	<b>39,249,201</b>	<b>18,667,795</b>
<b>Sports and Signature Events</b>	<b>BED115</b>						
PGA Tour Contracts	312	0	0	203,885	203,885	2,038,850	1,834,965
LPGA	343	0	0	25,000	25,000	250,000	225,000
Surfing	374	0	0	33,333	33,333	333,333	300,000
Basketball	376	0	750,000	83,333	833,333	833,333	0
UH Athletics Branding Partnership	378	0	0	18,556	18,556	185,556	167,000
Sports RFP or Other Procurement	385	0	0	196,930	196,930	1,969,303	1,772,373
Signature Events	700	0	0	163,077	163,077	1,630,766	1,467,689
State Employee Salaries - Sports and SE	937	0	0	7,694	7,694	76,934	69,240
<b>Sports and Signature Events</b>	<b>Total BED115</b>	<b>0</b>	<b>750,000</b>	<b>731,808</b>	<b>1,481,808</b>	<b>7,318,075</b>	<b>5,836,267</b>
<b>Destination Stewardship and Community</b>	<b>BED116</b>						
Pono Travel Education Program	014	0	122,706	96,415	219,121	964,148	745,027
Aloha Aina (formerly NR and Leg Prov NR)	402	0	0	78,402	78,402	784,022	705,620
Visitor Assistance Programs	601	0	90,000	65,000	155,000	650,000	495,000
Resort Area Hawaiian Cultural Initiative	718	0	0	78,402	78,402	784,022	705,620
Community-Based Tourism - Oahu	731	0	0	15,554	15,554	155,539	139,985
Community-Based Tourism - Maui County	732	0	0	15,554	15,554	155,539	139,985
Community-Based Tourism - Hawaii Island	733	0	0	15,554	15,554	155,538	139,984
Community-Based Tourism - Kauai	734	0	0	15,553	15,553	155,538	139,985
Destination Management Application	740	0	0	350,000	350,000	3,500,000	3,150,000
State Employee Salaries - Destination Stewardship	938	69,531	0	61,954	131,485	619,537	488,052
<b>Destination Stewardship and Community</b>	<b>Total BED116</b>	<b>69,531</b>	<b>212,706</b>	<b>792,388</b>	<b>1,074,625</b>	<b>7,923,883</b>	<b>6,849,258</b>



**Hawaii Tourism Authority  
Supplementary Information  
Budget vs. Actual  
Tourism General Funds - Fiscal Year 2025  
July 1, 2024 to November 30, 2024**

Budget Line Item (BLI) Title	BLI Code	Paid to Date	Remaining Encumbrance To Date	Budget Restriction	Actual To Date (Paid + Encumbrance + Restriction)	Fiscal Year 2025 Budget	Budget vs. Actual
<b>Regenerative Tourism Development</b>	<b>BED117</b>						
Kukulu Ola: Living Hawaiian Cultural Prog	201	0	264,967	78,402	343,369	784,022	440,653
Community Tourism Collaborative	656	0	264,967	168,260	433,227	1,682,603	1,249,376
Community Enrichment Program	701	0	264,967	106,627	371,594	1,066,270	694,676
State Employee Salaries - Regenerative Tourism	939	65,548	0	22,929	88,477	229,286	140,809
<b>Regenerative Tourism Development</b>	<b>Total BED117</b>	<b>65,548</b>	<b>794,901</b>	<b>376,218</b>	<b>1,236,667</b>	<b>3,762,181</b>	<b>2,525,514</b>
<b>Workforce Development</b>	<b>BED118</b>						
Hawai'i Tourism Summit	102	197,327	0	30,000	227,327	300,000	72,673
Hawaiian Culture Initiative	202	0	0	23,333	23,333	233,333	210,000
Future Workforce Development (LEI)	803	0	150,000	16,667	166,667	166,667	0
Scholarship Program	805	19,500	28,500	35,000	83,000	350,000	267,000
<b>Workforce Development</b>	<b>Total BED118</b>	<b>216,827</b>	<b>178,500</b>	<b>105,000</b>	<b>500,327</b>	<b>1,050,000</b>	<b>549,673</b>
<b>Total Fiscal Year 25 Tourism General Funds</b>		<b>7,363,117</b>	<b>12,778,333</b>	<b>6,300,000</b>	<b>26,441,450</b>	<b>63,000,000</b>	<b>36,558,550</b>

Statement Period  
Account Number

10/01/2024 through 10/31/2024  
BANK OF HAWAII  
AGENT U/A DATED 10/31/2018 FOR  
HAWAII TOURISM AUTHORITY -  
TOURISM EMERGENCY TRUST  
FUND

## Balance Sheet

	AS OF 10/01/2024		AS OF 10/31/2024	
	COST VALUE	MARKET VALUE	COST VALUE	MARKET VALUE
<b>A S S E T S</b>				
CASH	974.63	974.63	955.72	955.72
DUE FROM BROKERS	0.00	0.00	0.00	0.00
ACCRUED INCOME	0.00	0.00	0.00	0.00
<b>TOTAL CASH &amp; RECEIVABLES</b>	<b>974.63</b>	<b>974.63</b>	<b>955.72</b>	<b>955.72</b>
CASH EQUIVALENTS				
CASH MANAGEMENT	236,252.84	236,252.84	237,178.25	237,178.25
<b>TOTAL CASH EQUIVALENTS</b>	<b>236,252.84</b>	<b>236,252.84</b>	<b>237,178.25</b>	<b>237,178.25</b>
<b>TOTAL HOLDINGS</b>	<b>236,252.84</b>	<b>236,252.84</b>	<b>237,178.25</b>	<b>237,178.25</b>
<b>TOTAL ASSETS</b>	<b>237,227.47</b>	<b>237,227.47</b>	<b>238,133.97</b>	<b>238,133.97</b>
<b>L I A B I L I T I E S</b>				
DUE TO BROKERS	0.00	0.00	0.00	0.00
<b>TOTAL LIABILITIES</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL NET ACCOUNT VALUE</b>	<b>237,227.47</b>	<b>237,227.47</b>	<b>238,133.97</b>	<b>238,133.97</b>
<b>TOTAL VALUE OF ACCOUNT</b>	<b>237,227.47</b>	<b>237,227.47</b>	<b>238,133.97</b>	<b>238,133.97</b>

Last statement: October 31, 2024  
This statement: November 30, 2024  
Total days in statement period: 30

Page 1 of 1  
Number of Enclosures: (0)

Direct inquiries to:  
888 643-3888



00003005-TDBSAD11401130014618-LETTER02-000000 0  
HAWAII TOURISM AUTHORITY  
TOURISM EMERGENCY SPECIAL FUND  
1801 KALAKAUA AVE 1ST FL  
HONOLULU HI 96815

BANK OF HAWAII  
111 S KING ST  
HONOLULU HI 96813

### Bank of Hawaii

---

**THINK YOU'VE HIT IT BIG? IF IT SOUNDS TOO GOOD TO BE TRUE, THINK AGAIN. IT COULD BE A SCAM. NEVER PAY FOR A FREE PRIZE. THAT INCLUDES PAYING TAXES, SHIPPING AND HANDLING CHARGES OR PROCESSING FEES TO GET YOUR PRIZE. VISIT BOH.COM/SECURITY OR CONTACT ANY OF OUR BRANCHES OR BANKOH BY PHONE FOR ADDITIONAL TIPS TO PROTECT YOURSELF AGAINST FRAUD AND ELECTRONIC THEFT.**

---

### Analyzed Business Checking

Account number	0091-585227	Beginning balance	\$432,665.66
Low balance	\$342,665.66	Total additions	.00
Average balance	\$417,665.66	Total subtractions	90,000.00
		Ending balance	\$342,665.66

### CHECKS

Number	Date	Amount	Number	Date	Amount
1036	11-26	90,000.00			

### DAILY BALANCES

Date	Amount	Date	Amount	Date	Amount
10-31	432,665.66	11-26	342,665.66		

MEMBER FDIC

EQUAL HOUSING LENDER

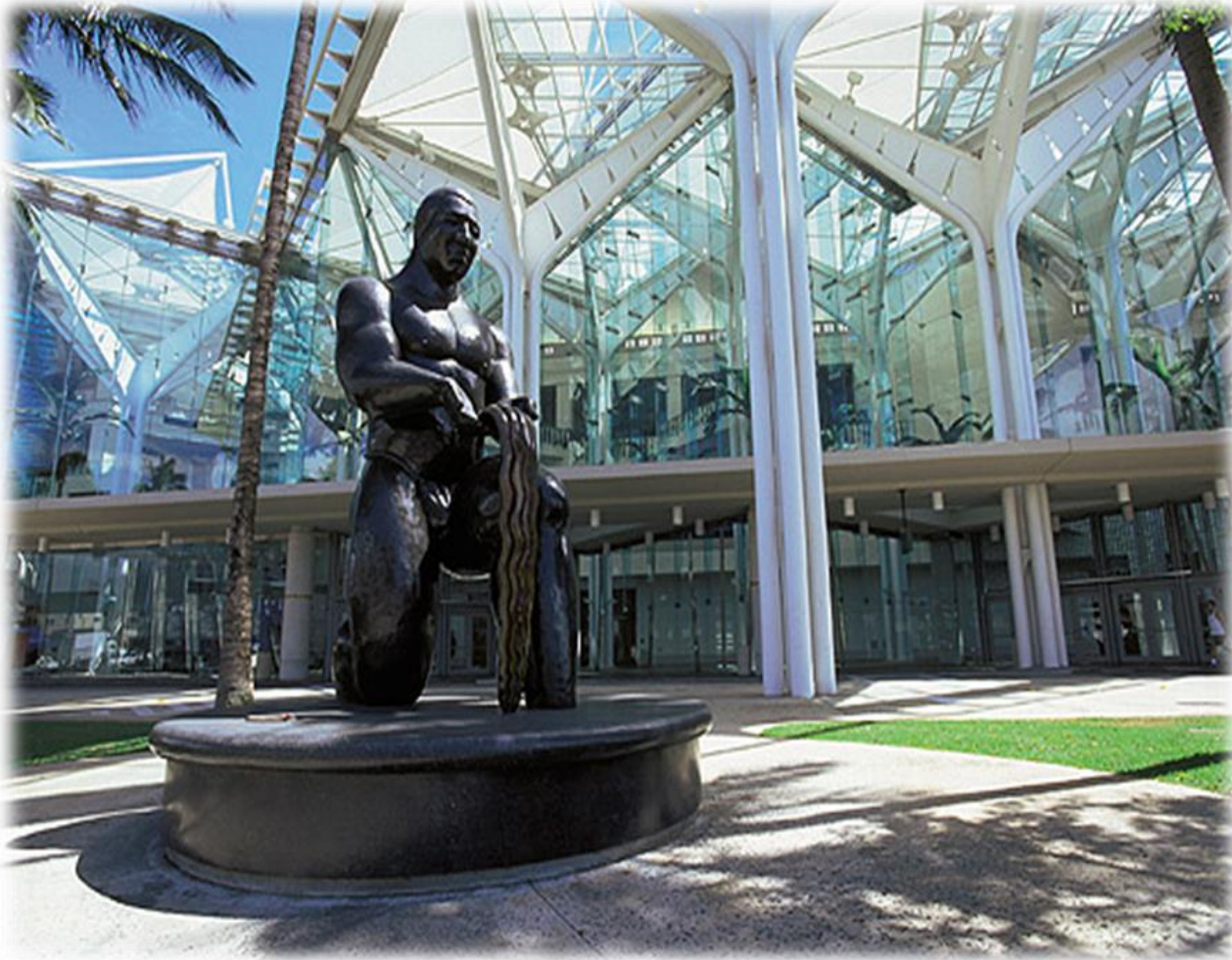
00003005-001-001



## **17b**

**Motion, Discussion, and Action on the Hawai'i  
Convention Center's (HCC's)  
November 2024 Financial Report and Update  
on the Hawai'i Convention Center's 6-Year  
Repair and Maintenance Plan; Recommend  
Approval**

# *Hawai'i Convention Center HTA Board Meeting Update*



*Update for  
November 2024  
For  
(December 2024 meeting)*



# Financial Update FY25

	Nov-24 Actual	FY 2025 Reforecast	FY 2025 Budget	Variance	FY 2024 Actual	FY 2023 Actual
Facility Number of Events	26	236	237	-1	262	273
Facility Operating Revenue	\$1,745,800	\$23,478,700	\$22,619,600	\$859,100	\$27,278,800	\$14,310,800
Facility Other Income	\$153,200	\$1,711,300	\$1,548,800	\$162,500	\$1,616,200	\$135,700
Facility Total Revenue	<b>\$1,899,000</b>	<b>\$25,190,000</b>	<b>\$24,168,400</b>	<b>\$1,021,600</b>	<b>\$28,895,000</b>	<b>\$14,446,500</b>
Facility Operating Expenses	-\$1,982,200	-\$27,677,400	-\$27,410,400	-\$267,000	-\$25,495,600	-\$18,412,200
Facility Net Income/(Subsidy)	<b>-\$83,200</b>	<b>-\$2,487,400</b>	<b>-\$3,242,000</b>	<b>\$754,600</b>	<b>\$3,399,400</b>	<b>-\$3,965,700</b>
Local S&M Operating Expenses	-\$87,400	-\$1,424,800	-\$1,603,300	\$178,500	-\$1,036,600	-\$959,400
HCC Net Income/(Subsidy)	<b>-\$170,600</b>	<b>-\$3,912,200</b>	<b>-\$4,845,300</b>	<b>\$933,100</b>	<b>\$2,362,800</b>	<b>-\$4,925,100</b>

# ROI November 2024 FYTD

HCC Revenue + State Revenue  
+Tax Revenue  
= \$191.0 M

HCC Expense + HVCB MCI  
Expense = \$13.8 M

***ROI = For every dollar spent,  
\$13.82 returned to the State***

<u>FYTD 2025</u>	<u>ROI</u>	<u>CW's FYTD</u>
07.24	\$2.36	(1)
08.24	\$17.43	(3)
09.24	\$13.71	(4)
10.24	\$16.67	(7)
11.24	\$13.82	(7)
<u>FY 2024 ROI</u>		
07.23-06.24	\$14.64	(21)
<u>FY 2023 ROI</u>		
07.22-06.23	\$4.19	(7)

# FY 2025 (July 2024 – June 2025) Citywide Events

REPORT - PACE - CW - DEFINITES ON THE BOOKS - FY

Created By: Test User  
Created On: 11/01/2024

Fiscal Year: Contract Room Block Begin	Total Bookings	Total Contract Rooms	Total Attendees	Total EEI Value	Tax Generation
2024	21	103963	56500	\$390,944,353.03	\$45,740,489.30
2025	18	111434	67050	\$379,574,197.62	\$44,410,181.12
2026	12	124883	47150	\$322,798,109.44	\$37,767,378.80
2027	7	83034	45200	\$272,666,955.16	\$31,902,033.75
2028	6	35246	18900	\$112,014,416.12	\$13,105,686.69
2029	1	3031	3200	\$18,913,205.09	\$2,212,845.00
2030	2	14274	8500	\$59,868,034.80	\$7,004,560.07
2031	4	76585	23000	\$157,992,298.37	\$18,485,098.91
2033	1	19550	6500	\$41,075,194.39	\$4,805,797.74
2036	1	40829	7000	\$53,244,980.15	\$6,229,662.68
<b>Grand Totals</b>	<b>73</b>	<b>612829</b>	<b>283000</b>	<b>\$1,809,091,744.17</b>	<b>\$211,663,734.07</b>

FY 25	
<b>Total Bookings</b>	<b>18</b>
<b>Total Contract Rooms</b>	<b>111,434</b>
<b>Total Attendees</b>	<b>67,050</b>
<b>Total EEI Value</b>	<b>\$379,574,197.62</b>
<b>Total Tax Generation</b>	<b>\$44,410,181.12</b>



Source: November 2024 Meet Hawai'i Pace "Definites on the Books FY" Report



# Recent Events @ Hawai'i Convention Center

- Hawai'i Food & Wine Festival, Nov 8, 1,004 attendees
- 2024 Honolulu Marathon Expo, Dec 5-9, 63,500 attendees
- PRTEC 2024, Dec 15-19, estimated 600 attendees (CW - Asia)



# Upcoming Local/Citywide Events

- Aloha Region Christmas Festival Tournament 2024, Dec 21-22, estimated 1,500 attendees
- TransPacific Volleyball Championships 2025, Jan 18-20, 2025, estimated 15,000 attendees (CW)
- 2025 Tandem Meetings | Transplantation & Cellular Therapy Meetings of ASTCT and CIBMTR, Feb 8-16, estimated 4,500 (CW)





# Definite Local/CW Bookings for next 3 months

Month	Total # of Local Events	Total # of Citywides
December 2024	23	1
January 2025	12	1
February 2025	9	1





# 'Twas the Light Before Christmas





# News Coverage: 'Twas the Light Before Christmas


khon2 WORKING FOR HAWAII

News Watch Weather Sports Wake Up 2day Living808 Local Contact More Search

WAKE UP 2DAY

## Get immersed in the holiday spirit

by: Chris Latronic  
Posted: Nov 21, 2024 / 11:41 AM HST  
Updated: Nov 21, 2024 / 11:41 AM HST



LIVE

TO TAKE A LOOK AT ALL THESE

khon2 69° 5:06

0:27 / 3:05

Sections HNow HI Now Eats Play Family Cares Style Biz Health Home Extra

Play

## 'Twas the Light Before Christmas

Sponsored by The HONOLULU Magazine



LIVE HONOLULU

HNow

ISLANDNEWS NEWS WATCH VIDEO WEATHER SPORTS KĀKOU ISLAND LIFE CONTESTS KIKU® CONTACT

## Snow-filled Christmas display opens at Hawaii Convention Center

By Kimber Collins Nov 22, 2024 Updated Nov 22, 2024



HNN STUDIOS HAWAII CONVENTION CENTER



HAWAII NEWS NOW

## "T'WAS THE LIGHT BEFORE CHRISTMAS"

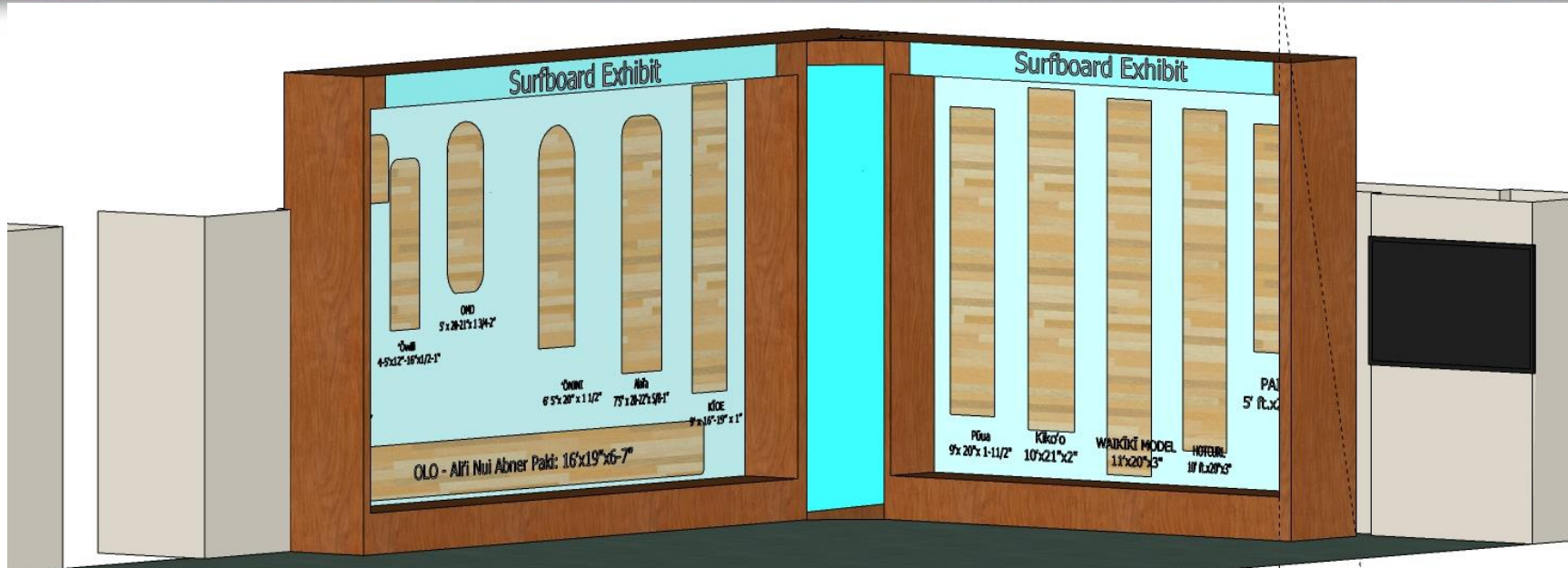
HAWAII NEWS NOW

0:12 / 3:38





# New Art Exhibit in 2025: History of Surfing by Tom Pōhaku Stone





# Carbon Offset Program

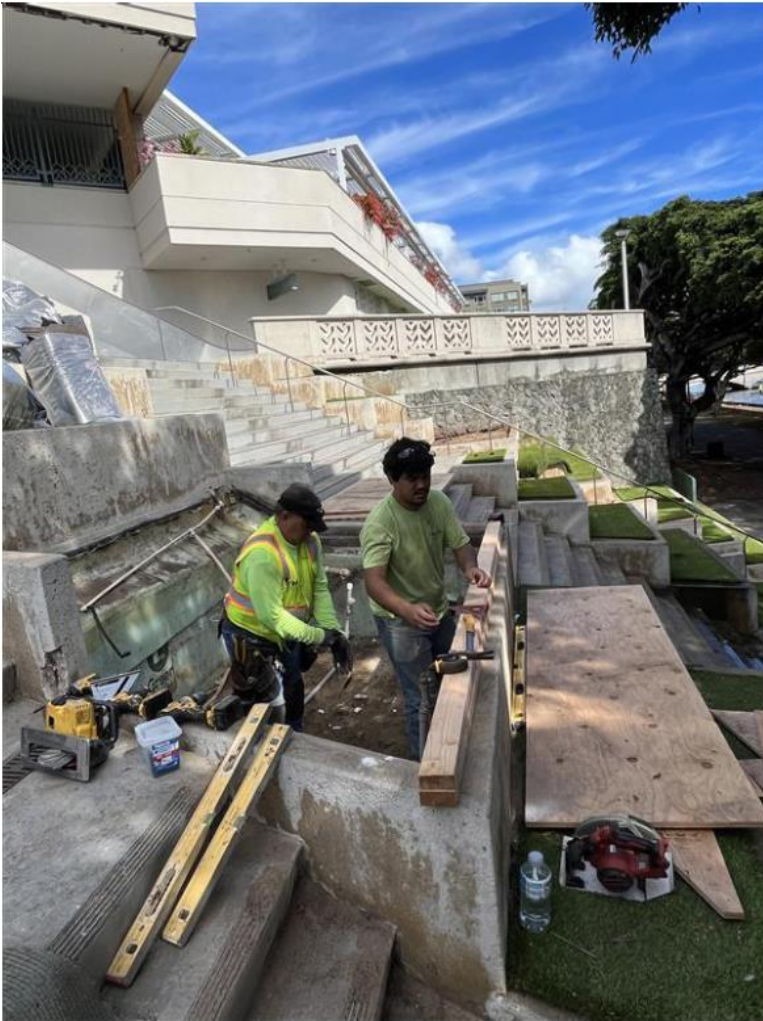
- This is a first-of-its-kind Carbon Offset Program that provides meeting organizers with the opportunity to offset the carbon footprint of their meeting.
- Participating events include:
  - 2024 & 2023 Okinawan Festival (11 trees/year)
  - 2024 Pokémon World Championships (51 trees)
  - 2024 Made in Hawaii Festival (17 trees)
  - Indoor Air 2024 (10 trees)
  - 2024 Honolulu Festival (17 trees)
  - 2024 Sony Open Gala Dinner (9 trees)
  - CHEST 2023 (42 trees)
  - 2023 International Conference on Machine Learning (36 trees)





# **Repair, Maintenance and Replacement Projects Update**

# 3<sup>rd</sup> Fl and Exterior Planter Project



Excavation work is progressing on the Grand Staircase and Ala Wai Patio. Plywood and turf are covering the open planters on the Grand Staircase until the repair is completed.



# LED Lighting Project



Installation and commissioning around our event schedule has been challenging. Contractors work through the night in some locations.



# Exterior Building Painting



Painting continues on the Kalākaua Ave and Kapi'olani Blvd corner of the building. The work-in-progress photos show the difference between the worn and newly painted surfaces.

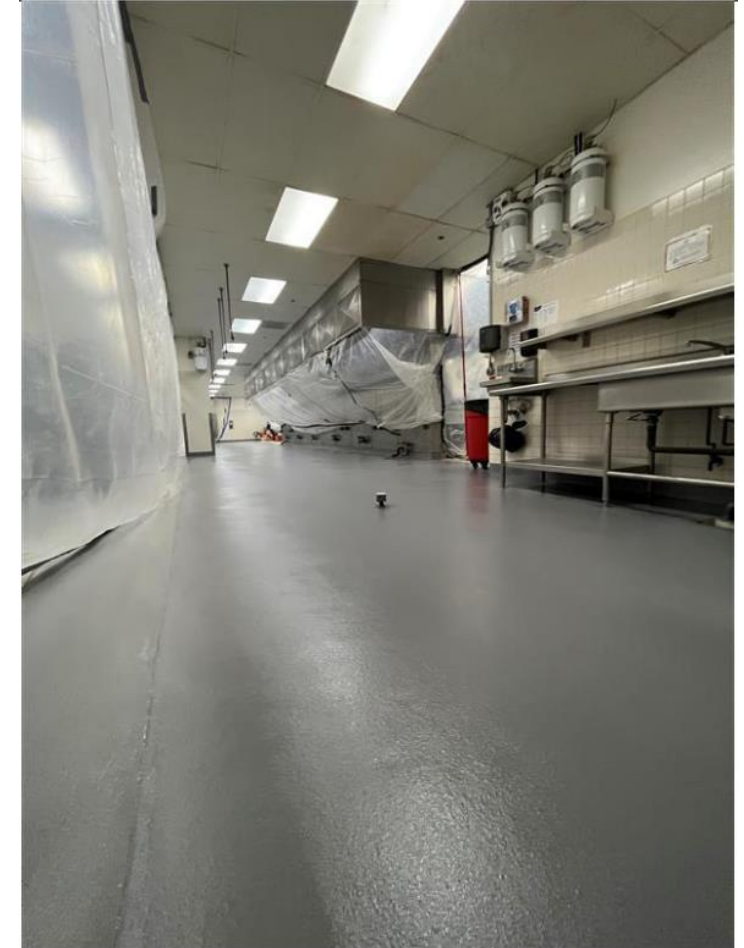
# Main Kitchen Flooring



BEFORE: Old flooring



REMOVAL: Flooring preparation



AFTER: New sealed floor



# Chiller Replacement



New LED lighting enhances the new chiller equipment. HCC hosted Green Business executives attending the National Summit in Honolulu for a site visit of our new sustainable chiller system.

# CURRENT PROJECTS

## ***IMPROVE GUEST EXPERIENCE***

- New Speakers and Equipment to upgrade sound in meeting rooms
- Upgrade Screens and add Surround Sound in Theatres
- Replace Escalators - start with Esc 1, 2 and 3
- Repair Meeting Room Air Walls
- New Wheelchair Lift in Theatre 320
- New Facilities Equipment
- New Retractable Bleacher Seating
- New Carpet for all meeting spaces, including Ballroom
- Address ADA Compliance Issues
- Replace Common Area Furniture Upholstery

## ***IMPROVE OUR BUILDING***

- Paint Entire Building Exterior and Interior
- Repair Leaks
  - Kalākaua Kitchen
  - Ballroom Roof
  - Lobby and Ballroom Foyer Ceiling
  - Planters – 3<sup>rd</sup> floor, Grand Staircase, Intermediate level
- Install new Fire Alarm System
- Replace Green Slate Tile – 3<sup>rd</sup> floor and Ala Wai Patio
- Upgrade all Lighting to LED lights
- Install Solar PV panels for Energy Savings
- Seal Parking Garage floor and repainting
- Replace Exterior Exit Doors that have rusted
- Replace Main Kitchen Flooring

## ***IMPROVE DEPARTMENT EFFICIENCY – New Equipment***

- New Boilers in Kalākaua Kitchen
- New Parking System and Equipment

# Repair, Maintenance and Replacement Projects

## 2024 Project Recap

### Projects Completed in 2024

- 19 Projects
- Total costs \$21M

### Projects Currently being Executed

- 11 Projects
- Total costs \$39M

### Projects in Procurement and Contracting Phase

- 7 Projects
- Total costs \$19M

### New Projects in Planning Phase

- 17 Projects
- Total estimated value \$ 47M



# Repair, Maintenance and Replacement Projects

## 6-Year Plan (page 1)

Project Number	Project Title	Estimated Project Cost	Est Complete	GOB/ CIP/OC	Prior Expenses Nov 2024	FY25	FY26	FY27	FY28	FY29	FY30	Total
003	Kalākaua Kitchen and Atkinson Drywell Renovation	\$ 7,245,452	CY 26	CIP	\$ 341,161	\$ 1,004,010	\$ 4,000,000	\$ 1,900,281				\$ 7,245,452
007	Kitchen Hood Control Panel Replacement	\$ 448,464	11 2024	CIP	\$ 230,611	\$ 217,853						\$ 448,464
009	Slate Tile Repair	\$ 722,691	CY 26	CIP	\$ 213,236	\$ 56,291	\$ 453,165					\$ 722,692
010	Chiller Replacement	\$ 6,154,288	11 2024	CIP	\$ 5,746,664	\$ 407,624						\$ 6,154,288
011	Ballroom Gutter, Foyer Transom Glass Roof Repair and Soffit R	\$ 16,091,748	CY 26	CIP	\$ 207,133	\$ 507,308	\$ 7,805,259	\$ 7,572,048				\$ 16,091,748
012	Parapet Roof Repairs	\$ 2,374,257	Q2 25	CIP	\$ 72,978	\$ 2,301,279						\$ 2,374,257
013	Ballroom Roof Repairs	\$ 1,575,688	Q2 25	CIP	\$ 232,128	\$ 1,343,560						\$ 1,575,688
014	Lobby Water Feature	\$ 1,086,810	FY 28	CIP	\$ 3,932				\$ 1,082,878			\$ 1,086,810
015	House Sound Audio System Upgrade	\$ 5,665,068	CY 26	OC	\$ 89,331	\$ 2,469,330		\$ 3,106,407				\$ 5,665,068
023	Air Wall Repairs	\$ 282,058	Q1 25	CIP	\$ 156,890	\$ 125,167						\$ 282,057
024	Roll-up Door Replacement	\$ 225,000	CY 26	CIP	\$ 23,656		\$ 201,344					\$ 225,000
026	IT Network Upgrades	\$ 300,000	Q2 25	OC	\$ -		\$ 300,000					\$ 300,000
027	Ice Machines Replacement	\$ 500,000	Q2 25	OC	\$ -	\$ 500,000						\$ 500,000
028	Theatre 310 and 320 Furnishings Upgrade	\$ 750,000	FY 28	OC	\$ -				\$ 375,000	\$ 375,000		\$ 750,000
029	Theatre 310 and 320 Seating Upgrade	\$ 500,000	FY 28	CIP	\$ 155				\$ 249,845	\$ 250,000		\$ 500,000
030	FB China and Equipment Upgrade - #2	\$ 6,094,591	12 2024	OC	\$ 4,466,154	\$ 1,628,436						\$ 6,094,590
031	Ala Wai Waterfall Repair	\$ 1,081,501	FY 28	CIP	\$ 1,985				\$ 1,079,516			\$ 1,081,501
041	Exterior Building Door Replacement	\$ 50,000	Q1 25	OC	\$ -	\$ 50,000						\$ 50,000
044	Fire Sprinkler Line Refurbishment	\$ 353,394	Q3 25	CIP	\$ 18,396	\$ 206,604	\$ 128,394					\$ 353,394
045	Escalator Modernization	\$ 7,927,869	CY 26	CIP	\$ 60,410	\$ 3,574,253	\$ 2,520,000	\$ 1,773,205				\$ 7,927,868
046	LED Light Upgrade	\$ 6,510,416	CY 26	CIP	\$ 3,723,121	\$ 393,274		\$ 2,394,020				\$ 6,510,415
048	Electrical Harmonics Testing	\$ 100,000	FY 28	CIP	\$ -				\$ 100,000			\$ 100,000



# Repair, Maintenance and Replacement Projects

## 6-Year Plan (page 2)

Project Number	Project Title	Estimated Project Cost	Est Complete	GOB/ CIP/OC	Prior Expenses Nov 2024	FY25	FY26	FY27	FY28	FY29	FY30	Total
050	Main Kitchen Flooring Replacement	\$ 648,881	Q1 25	CIP	\$ 195,198	\$ 453,683						\$ 648,881
051	Phone System Replacement	\$ 30,000	Q2 25	OC	\$ -	\$ 30,000						\$ 30,000
054	Boardroom Upgrade	\$ 1,099,549	CY 26	OC	\$ 115,802	\$ -	\$ 983,747					\$ 1,099,549
055	Elevator #2 Upgrade	\$ 250,000	FY 28	CIP	\$ -				\$ 250,000			\$ 250,000
058	Kitchen Hood Fire Suppression System Replacement	\$ 374,430	11 2024	CIP	\$ 332,262	\$ 42,169						\$ 374,431
060	Lobby Sail Repair and Maintenance	\$ 179,000	Q3 25	CIP	\$ 41,196		\$ 137,804					\$ 179,000
061	ADA Lift (#320) Replacement	\$ 165,000	Q1 25	CIP	\$ 91,515	\$ 73,485						\$ 165,000
064	F&B Equipment - #1	\$ 1,364,759	12 2024	OC	\$ 1,273,141	\$ 91,618						\$ 1,364,759
066	Kalākaua Kitchen Boiler Replacement	\$ 330,000	Q2 25	OC	\$ 15,822	\$ 314,178						\$ 330,000
068	3rd Floor Planter Repair and Exterior Planter Repair	\$ 12,402,236	Q2 26	CIP	\$ 593,392	\$ 2,571,689	\$ 9,237,155					\$ 12,402,236
069	Parking System Equipment Upgrade	\$ 583,753	Q2 25	CIP	\$ 66,412	\$ 517,341						\$ 583,753
070	Parking Garage Floor Sealing	\$ 5,285,230	Q2 25	CIP	\$ -	\$ 5,285,230						\$ 5,285,230
071	Access Control Upgrade	\$ 2,000,000	Q1 26	CIP	\$ -	\$ 1,000,000	\$ 1,000,000					\$ 2,000,000
073	Common Area Furniture Refirbishment	\$ 133,510	Q1 25	OC	\$ 89	\$ 133,421						\$ 133,510
074	Ice Rink and Equipment	\$ 825,000	Q2 25	CIP	\$ -	\$ 825,000						\$ 825,000
075	Exterior Building Painting	\$ 2,659,418	Q2 26	CIP	\$ 636,253	\$ 167,552	\$ 1,855,613					\$ 2,659,418
077	Interior Building Painting	\$ 3,872,039	CY 26	CIP	\$ 48,641	\$ 2,474,511	\$ 1,348,887					\$ 3,872,039
079	Digital Signage Upgrade	\$ 6,150,000	CY 26	CIP	\$ 20,390	\$ 3,000,000	\$ 3,129,610					\$ 6,150,000
081	Facility Equipment Replacement	\$ 1,000,000	Q2 25	OC	\$ 47,637	\$ 500,000	\$ 452,363					\$ 1,000,000
082	Escalator and Elevator Repairs	\$ 1,000,000	CY 26	CIP	\$ 422,067	\$ 245,703	\$ 332,230					\$ 1,000,000
083	Café 808 Renovation	\$ 3,000,000	Q2 25	CIP	\$ -	\$ 3,000,000						\$ 3,000,000
084	Frictionlist Concession	\$ 1,500,000	Q2 26	CIP	\$ -		\$ 1,500,000					\$ 1,500,000
085	1801 Renovation	\$ 2,000,000	Q2 25	CIP	\$ -	\$ 2,000,000						\$ 2,000,000

# Repair, Maintenance and Replacement Projects

## 6-Year Plan (page 3)

Project Number	Project Title	Estimated Project Cost	Est Complete	GOB/ CIP/OC	Prior Expenses Nov 2024	FY25	FY26	FY27	FY28	FY29	FY30	Total
086	Water Remediation - Misc Repairs/Equipment	\$ 500,000	Q2 26	CIP	\$ 71,203	\$ 178,797	\$ 250,000					\$ 500,000
089	Cabling Infrastructure Upgrade	\$ 850,000	Q2 25	CIP	\$ 218,737	\$ 631,263						\$ 850,000
091	Loading Dock Supply Fans	\$ 225,000	Q2 25	OC	\$ -	\$ 225,000						\$ 225,000
093	ADA Compliance	\$ 1,500,000	Q2 25	CIP	\$ 3,782	\$ 1,496,218						\$ 1,500,000
094	Solar Photovoltaic System	\$ 7,089,400	Q2 26	CIP	\$ 26,182	\$ 3,484,319	\$ 3,578,900					\$ 7,089,401
097	Carpet Replacement	\$ 4,000,000	CY 26	CIP	\$ -		\$ 4,000,000					\$ 4,000,000
098	Sketch-up Revisions	\$ 30,000	12 2024	OC	\$ 14,500	\$ 15,500						\$ 30,000
099	Fire Alarm System	\$ 1,500,000	Q2 25	CIP	\$ -	\$ 1,500,000						\$ 1,500,000
100	Retractable Seating	\$ 1,000,000	Q2 25	CIP	\$ 89	\$ 999,911						\$ 1,000,000
101	Lobby Door Replacement	\$ 500,000	Q3 25	CIP	\$ -	\$ 500,000						\$ 500,000
	Legal Retainer	\$ 251,094	on-going	CIP	\$ 162,337	\$ 20,000	\$ 68,757					\$ 251,094
<b>GRAND TOTAL (not including Rooftop Terrace Deck)</b>		<b>\$130,337,594</b>			<b>\$19,984,588</b>	<b>\$46,561,577</b>	<b>\$ 43,283,228</b>	<b>\$16,745,961</b>	<b>\$ 3,137,239</b>	<b>\$ 625,000</b>	<b>\$ -</b>	
Last updated: December 16, 2024												

- Current project
- Cumming-managed project
- HCC-managed project
- CM/PM - to be assigned

# Repair, Maintenance and Replacement Projects

## CUMMING GROUP Priority Projects

- *Kitchen Hood Control Panel and Fire Suppression Upgrade*
- *Slate Tile Repair*
- *Chiller Replacement*
- *Ballroom Roof Repairs*
- *House Sound Audio Upgrade*
- *Ballroom Gutter, Foyer Transom Glass and Soffit Repair*
- *3<sup>rd</sup> floor and Exterior Planters Repair*
- *LED Lighting Upgrade*
- *Main Kitchen Flooring Replacement*
- *Exterior Building Painting*
- *Kalākaua Kitchen Wall Repair and Atkinson Drywell Replacement*
- *Interior Building Painting*
- *Parking Garage Equipment Upgrade and Floor Sealing*
- *Fire Sprinkler Line Refurbishment*
- *Escalator Modernization*
- *Kalākaua Kitchen Boiler Replacement*
- *Exterior Door Replacement*
- *Solar Photovoltaic System*

# Repair, Maintenance and Replacement Projects Completed (since 2020)

## COMPLETED 2020

- *Gutter Trough, Roof Repairs; \$8.3M*
- *Boiler Replacement; \$585k*
- *Ala Wai Waterfall Repairs; \$185k*
- *Chiller 4 Repairs; \$55k*
- *#320 Roof Repairs; \$1.4M*
- *Banquet Chairs/Tables Upgrade; \$2.25M*

## COMPLETED 2021

- *Cooling Tower Replacement; \$3.2M*
- *Theatre LED Lighting Upgrade; \$77k*
- *Roof Overflow Drain Repairs; \$16k*
- *Jockey Chiller Repairs; \$28k*
- *ADA Lift Replacement; \$71.5k*
- *Emergency Generator Repairs; \$32k*
- *Window Repairs – Vandalism; \$177k*

## COMPLETED 2022

- *Leak Repairs – 12/21-1/22; \$396k*
- *Chiller Repairs; \$69.3k*
- *Trellis Renovation; \$4.7M*
- *Lobby Glass Replacement; \$25k*
- *New Security Camera, Access Control; \$1.56M*
- *Kitchen AC Compressor Replacement; \$16.5k*

## COMPLETED 2023

- *Event Stage ADA Ramp; \$41k*
- *Escalator #1 Handrail Replacement; \$64k*
- *Exterior Sign Refurbishment; \$50k*
- *Leak Repair Remediation; \$168k*
- *Forklift Replacement; \$175k*

## COMPLETED 2024

- *Water Intrusion Remediation; \$400k*
- *Ballroom Wallcovering; \$200k*
- *Exterior Security Camera; \$225k*
- *Transformer Replacement; \$131k*
- *#348 Walk-in Refrigerator Replacement, \$123k*
- *Lobby Glass Repair, Vandalism, \$26k*
- *Ride-on Sweeper Replacement, \$50k*
- *Main Kitchen Dishwasher Replacement, \$425k*
- *Pot Wash and Glass Wash Machine Replacement, \$212k*
- *Chill Water Pipe Reinsulation, \$1.2M*
- *Sump Pump Replacement, \$58k*
- *Ride-on Scrubber Replacement, \$86k*
- *Pickleball Equipment, \$486k*
- *Immersive Experience Equipment, \$926k*
- *Holiday Light Displays, \$616k*





Mahalo Nui Loa