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**REGULAR BOARD MEETING
HAWAII TOURISM AUTHORITY
Thursday, December 19, 2024, 9:30 a.m.**

Hybrid In-Person & Virtual Meeting

Hawai'i 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) (Zoom), Kimberly Agas (Zoom), Todd Apo, David Arakawa, Stephanie Iona, James McCully, Blaine Miyasato (Zoom), 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, Amalia Kartika

GUESTS:

Jennifer Chun, Laci Goshi, Alison Schaefer, Jeffrey Eslinger, Lei-Ann Field, Nathan Kam, Kara Imai, Krislyn Hashimoto, Jay Talwar, Ka'i'ini Aranaydo, Carmela Resuma, Kūhiō Lewis, Tyler Gomes, Aaron Salā, Jessica Lani Rich, Nick Carroll, Kekoa Carvalho, Adrian Tam, M. Jamshidi Kent

LEGAL COUNSEL:

John Cole

1. Call to Order

Chair Hannemann called the meeting to order at 9:30 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, except for Vice Chair Paison, Ms. Agas, and Mr. Blaine Miyasato, who attended via Zoom and were by themselves.

3. Opening Protocol

Chair Hannemann asked to take a moment of silence for the passing of two young pilots in a recent airplane crash.

Chair Hannemann also announced Mr. Kalani Ka'anā'anā's birthday today. Mr. Gionson did the opening cultural protocol and shared the meaning of ola, and the life and vitality of the Hawaiian language.

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. Approval of Meeting Minutes of the November 26, 2024 Regular Board Meeting

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

6. CEO Report

Mr. Nāho'opi'i said the meeting packet has the full CEO report with details on each of the activities and the work progress they have been doing for November. They are still working on their objectives and goals and have set them in a five-year timeline. The first step in this fiscal year, leading into the rest of the calendar year, is to stabilize the important markets. Recovering demand from the domestic markets, the U.S. and Canada were particularly affected by the Maui wildfires while continuing to rebuild their international markets - Japan, Oceania, Korea, and working into China, and recently Europe. They plan to optimize Within the next two or three years. The legislature appropriated the five additional destination managers they had

requested. The Board approved a restructuring plan focusing more on island-based destination management and island-based decision-making from the governance study 2023. Within the next two years, they would have that worked out, hired all the positions, and worked out the system in the planning process. They will lessen the impacts but increase the positive impacts by creating tourism products that benefit the communities and provide economic development at the community and island-based levels.

He highlighted the CEO report for the month. They have the report on the Marketing Maui Recovery Plan 3. So, the U.S. Plan 3 approved a couple of months ago was to continue enhancing and featuring Maui Island in the U.S. market. They also have the value-added accommodations, attractions, and activities featured on the GoHawaii site. They completed the promotion of those value-added offers. This will drive quick response and encourage visitors to book travel to Maui.

The Lahaina Festival is a follow-up from the original Maui Recovery plan that they had a PIG created a report that stated that one of the issues on Maui was not having enough retail options for visitors and residents to supplant what was destroyed during Lahaina. So, there is no structure where local Maui businesses could sell their products to visitors, particularly on the west side, because many retail outlets were in Lahaina. The HTA's funding went towards marketing the Lahaina Festival. However, the CNHA and many of the partners there on Maui put together a week-long festival that promoted locally made products. It was tied into the Maui Invitational basketball tournaments at the same time.

On the international side, they presented this to the Brand Market Brand Standing Committee. They invoked a campaign with Expedia and Brand USA with matching funds from both of those as well as the GMTs in Japan, Canada, and Oceania, similar to what they are doing in the U.S. They worked with Expedia to identify offers from industry partners, including both accommodations, but also attractions and activities. As was noted in previous research, one of the ways to draw people back to Hawai'i is to show what the new features are since the pandemic and the great new attractions in Hawai'i to encourage them that the destination has a lot more value than other destinations. For the Expedia campaign, they worked with the partners for a 20% or more discount or other value-added offers. As reported the previous month, they were successful in just the first few weeks. It runs through March.

The two-year plan - they will stabilize the island-based management. Ms. Anderson would speak about that later. He thanked the director for reorganizing the HTA to be more island-focused and focus on destination stewardship and management. That side of the house was officially approved. All the agencies, including the unions, approved the plan, which will move things forward for the HTA. He mentioned the two destination managers that were hired. They

continue to recruit for the additional three positions. They are in the pipeline for two more offers and will have one more. He said if anyone is still interested, the open positions are posted on the hawaiiitourismauthority.org website.

To realize their five-year goal to change to a more regenerative tourism reputation and brand for Hawai'i, the Hawaiian Islands, they have finalized the tour guide certification curriculum and a cultural practitioner database. They are pushing it out to international and U.S. marketing contractors. This was a need that they had been asking for. For the community tourism collaboratives they celebrated the graduation of two sets of cohorts.

On the U.S. side, they have been working closely with Tourism Cares, a well-known international organization looking at the regenerative tourism relationship between mindful, responsible travelers and how they can find the options. Many people are out there but need to know where to go and which destinations have activities, attractions, and accommodations. They wanted to celebrate the Hawaiian Islands being put on the Tourism Cares meaningful travel map. Tourism Cares has been promoting it widely internationally. Tourism Cares came for a FAM to get more familiar with the various products in Hawai'i that align with their brand and value system.

Mr. Arakawa thanked Mr. Nāho'opi'i for the financial report. He said that they would go through the status of some of the contracts in the next budget meeting. Some contracts expire at the end of December, and they may lose money. He said perhaps his staff and the finance and procurement staff can prepare a list of those contracts so the Board members can see which contracts are expiring and whether they will extend them. He spoke about the legislative audit. They had run out of time in the BFCC and said they would cover that in the next meeting. He suggested that the next time, Mr. Nāho'opi'i can speak about his procurement and finance staff who prepared a contract dashboard, where the status of every HTA contract can be seen every day by every employee. He said no other State Department has that kind of transparency. He spoke about the status of the budget request to the governor, which was not on the agenda. At the proper time, he would request that the agenda be amended to add that to agenda item number 17.

Mr. McCully asked Mr. Arakawa about the lapsing of items between now and the end of the year. He wondered if he would cover that in the BFCC. Mr. Arakawa said they would cover that in the BFCC. He said perhaps the CEO and VP of Finance could look to get that report out sooner rather than later to the Board members so the Board members will know before the end of the year.

Mr. McCully asked if there is anything substantive that can be done about lapses. Mr. Nāho'opi'i said he is not aware of any critical lapses. He said they are coming to the end of the contract activities, and some unspent funds may need to be returned or re-encumbered. There are some they have decided not to continue to pursue going forward, and he would do a report on that and send it out.

7. Board Chair Report

Chair Hannemann commended Dr. James Barahal for utilizing the maximum capacity of the grant, which the Board approved for the Honolulu Marathon. There were record numbers of runners, 36,000 plus. He increased participation from the continent by up by 30%. Local participation was up 40%. They were also able to give a bump to Japan for that very important event. He also acknowledged Mr. Pfund for attending one of their events on HTA's behalf. He acknowledged the Honolulu Marathon and the folks there. They appreciated the HTA's support for the prestigious event held annually in December. He also wanted to acknowledge Ms. Iona. The Polynesian Football Hall of Fame clinics had begun part of the regenerative tourism outreach. This year, they were able to have a clinic in every county. For the first time, Leilehua High School in central O'ahu on the North Shore had a clinic. This is all a precursor to the big Polynesian Football Hall of Fame game.

He wanted to acknowledge Phil Hetu and Kevin Kaplan for heeding their requests to ensure that as many young people are impacted by what they do. He thanked Sen. DeCoite, who happened to be on Kaua'i then, Sen. Kidani, who went to the clinic at Leilehua High School, and members of Sen. Dela Cruz's staff. He spoke about the Sony Open, another event that the HTA funds. The staff has already been in discussions with them. They would like to see more of a regenerative tourism aspect to the Sony Open. It is a very worthwhile investment.

Chair Hannemann acknowledged the Outrigger Hotel and Resorts, the Cirque du Soleil 'Auana. He attended the VIP reception. They had pointed out the importance of their native Hawaiian language and culture in full display in Waikiki. He asked AG Cole if he could speak about some of the issues that they have been discussing, especially with respect to the HTA and the relationship with other state agencies.

AG Cole reminded them that on May 30, the previous year, the Attorney General was there explaining a guidance question that she had given to the chair when he had asked about a Senate Bill that took away some of the exceptions that the HTA had regarding the administrative supervision of boards. They had all been sent a copy of that letter and the minutes from that executive session, during which there was a lot of back-and-forth between the AG and Board members. The outcome was that the HTA's statutes gave the Board and the

CEO specific powers. If there is conflict or tension between the two provisions, then the more specific or the HTA one would take precedence. At the last Board meeting, they swapped some Administrative and Audit committee members. Mr. White was the chair and was replaced by Mr. McCully, but the Board did not assign who a new chair would be. Questions arose when the committee with a new membership wanted to hold a meeting. They wanted to know about electing their chair. He had looked at the bylaws, which said the Board may create committees and appoint chairs for them. Since the chair had not done so, a committee could vote for the chair of the committee. Ultimately, it would be the Board's decision whether or not to revisit that. In relation to that, he went back to some of the things AG Anne Lopez had discussed. One is the HTA's bylaws and how they should be reviewed and updated regularly. A major purpose of the bylaws is to define delegations that the Board wants to give. Part of that could be delegations to the president and CEO or committees. If they are not well-defined, they can be reviewed and updated.

The other part of the bylaws that would be important is how decisions are made, whether through committees or otherwise, with personnel. There are some delegations in the current bylaws, but they are high-level. If the Board wants to, they can always be more specific or change them to something else. He brought up a few more points that she made. One of them is that the Board is part of the executive branch of government under the DBEDT department. Top-of-mind decisions are to have the state's best interest in making the policy and fiduciary decisions. Once a Board votes on a matter, that is the Board's position. Once a decision is made, it should speak with one voice.

Mr. McCully asked AG Cole about the new law that was passed, which has a statutory provision. 201B3 uses permissive language, not mandatory language. It says that the Board may delegate the authority to represent the Board to the legislature or the executive, federal, or local policies. It does not mandate that they delegate that power, which would then be reserved to the Board as a whole. He asked if the Board as a whole has this power precedent over this more recent language. AG Cole said it would be the Board as a whole because the statute is specific to the HTA, whereas the provision for administrative supervision of Boards and commissions is general. It applies to all Boards and commissions.

Mr. McCully said that historically, they passed a resolution in the fall of the year in which they specifically delegated that power to the CEO or any other entity. Previously, the resolutions delegated it only to the CEO. He said that moving into the 2025 legislative session, the Board has the power to represent the Board to government entities. AG Cole confirmed that as correct.

Chair Hannemann said that for clarification, the passed resolution designates Mr. Nāho'opi'i as a representative before the legislature goes through the calendar year 2024. 2025 would be the appropriate time to ask for the reauthorization again, whichever that might be that the Board decides. He asked if that could be discussed in that legislative PIG committee and then brought forward before the Board. They would then need to vote on creating a legislative PIG and then assign Board members to be on the legislative PIG.

AG Cole clarified that the typical PIG, like The Governance Committee and others, are investigative PIGs, where they take one issue or a set of issues, gather information, and report back, and then they are dissolved. The legislative PIG is a different PIG, so it is not necessarily dissolved. It can continue. So, it is not the same as an investigative PIG.

Mr. McCully said it would have been nice to know when he gave his report in August because when he gave it, he stated that it brought the PIG to its close, and he had not heard any objection. Mr. Arakawa said technically, under Chair Hanneman's interpretation of the law, that PIG would still exist if it were in 2024. So that PIG could still meet and come up with something, and they would not have to appoint a new PIG. He had the same interpretation as Mr. McCully. He suggested talking about that offline.

Chair Hannemann said the purpose of the 2024 legislative PIG is clear - to develop policy, position, and legislative for the 2024 legislative session. They are heading into the 2025 legislative session. In addition, they have members on that legislative PIG who are no longer members of the HTA or on the Board because their term expired or they have stepped off. So, there is a need for a new legislative PIG in anticipation of the 2025 legislative committee chair.

Mr. McCully said that, as the former chair of that PIG, he does not disagree with that. He read into the record that the charter, the mandate for that PIG, was the legislative session and had come to a close. Hearing that it is still alive five months later is interesting to him just so he can better understand PIGs.

Dir. Tokioka said that part of this subject started with the chair's report and then morphed into the letter from the Attorney General. He asked if the discussion would be happening here or if it would be agendized. After that letter, he submitted another question. He said the Deputy Attorney General's response was much clearer on the Board regarding responsibilities and the separation of powers for the department head.

AG Cole said his plan was just at a high level to explain what that letter was, and it will go into a deeper discussion. AG Cole said it would merit its own agenda item. Dir. Tokioka asked if AG Cole should have suggested that it be agendized. AG Cole said it could have been a separate

agenda item. Dir. Tokioka said he brought up the questions because many Boards are connected to DBEDT, and he is hearing a lot of different opinions from the different deputy attorneys. They said it should be agendized, and the Board should not be talking about this because it is not on the agenda. He said they could wait for AG Cole's opinion later. He requested that they stop this discussion.

Chair Hannemann clarified that AG Cole is the attorney assigned to the HTA, and no longer to DBEDT. He said they could agendize this in the future, but it was very appropriate for that to be brought up in the meeting because that was a considerable debate and discussion at their last meeting.

Mr. Arakawa said AG Cole does not need to apologize. His opinion on the Audit and Admin Committee is that the word "may" is the operative word. Under those circumstances, he said he made the right call. Common practice and what the Board wants to do might be different. He said AG Cole made the right legal call based on the words in the bylaws. He asked if AG Cole had any part in drafting the Chair's cover memo that came along with the Attorney General's opinion sent to them because it clearly omits one of the most important things about that AG opinion. He said it is misleading to the Board as it omits the most important part relating to DBEDT and the budget, which is the relationship between the HTA and DBEDT regarding the budget. AG Cole said he was unsure what he meant about the cover memo. He said the HTA was never exempt from that provision. Mr. Arakawa said they could take this offline. He suggested that any legal requests from any Board member to the Attorney General should be distributed, and the answer should be distributed to all the Board members. He would propose that to the administrative committee. Chair Hannemann clarified that this was not an opinion but as guidance.

Chair Hannemann called on Mr. Miyasato for an announcement. Mr. Miyasato said his 40-year work with Hawaiian Airlines ended two days ago. He reflected on his opportunity to join the HTA Board about 18 months ago. He was the chair briefly, and seven days later, there was a fire. It was a difficult time, which is why he stepped down. The Board accepted his resignation as the chair, which he appreciated. Shortly thereafter, his mother passed away. Nine months later, the deal between Hawaiian Airlines and Alaska Airlines closed. He has been looking for gainful employment but has not been successful in Hawai'i. He moved to Las Vegas and will look for employment there. He will be stepping down from the Board effective after this BOD. He notified Gov. Green, who was very gracious and understanding. He also notified the chair. He is no longer physically in Hawai'i, so it does not make sense to continue being on the Board. He left them with a thought. When people work for themselves and their agendas, organizations fail. He implored them to focus on the institution that is the HTA. The focus should be on the state of Hawai'i and tourism, not individuals.

Chair Hannemann was deeply disappointed this morning when Mr. Miyasato called and announced his decision. They will miss him; he has made a difference and a big contribution while being part of the Board. He commended him on his strong position and leadership.

Ms. Iona said they had been honored to know him for years and commended him for all he did at the legislature, the community, and the people he served.

Ms. Paishon said it was a great honor and privilege to serve with him as Vice Chair when he took the helm. His legacy and energy still resonate with all of them. She thanked him for all the work he had championed. She recognized his heartfelt leadership.

Mr. White thanked Mr. Miyasato for his leadership at the onset of the fire was much appreciated by Maui. He said Mr. Miyasato will always have a place at the HTA and will always be appreciated for the wisdom he provided through many meetings. He wished Mr. Miyasato the best.

Mr. Pfund said he had only been on the Board briefly, but he will miss Mr. Miyasato's passion on the Branding committee.

Mr. Nāho'opi'i spoke on behalf of the staff. He said Mr. Miyasato, chair of the Branding Standing Committee, gave them the room to dream and explore the available options, and they have seen the changes so far. They have taken a much greater stance on activations where they needed to look at international markets for their potential, not be limited by certain restrictions, and keep looking for solutions going forward. He said Mr. Miyasato had always emphasized that the HTA represents not only the Hawaiian Islands, but the people and the place of Hawai'i and always keeps those values in everything they do.

Mr. McCully said he was always of good spirit and brought that spirit to the table, but he will be sorely missed. Once ill-advisedly, he had referred to melting, and he suggested that anything that melted could be reformed. It is not broken. It just moves on and becomes a new shape and form as he moves forward in Las Vegas. Mr. McCully wished Mr. Miyasato the best.

Dir. Tokioka thanked Mr. Miyasato for his passion on the Board. He said that, at the time, he had been on the Board, and he had made a big impact. They will miss his laugh. He thanked him for his work.

Mr. Miyasato thanked everyone for their comments. The chaos helped them focus on the greater good.

Mr. Arakawa said they are connected by serving together on Hawaiian Airlines and by their blood. He said he is one of the most passionate Board members they have had. He thanked him for all his work and contribution. He would inform Mr. Miyasato about a special Las Vegas club he can join.

Mr. West said he looks forward to having a beer with him and getting to know him. He said it is a shame that someone in Hawai'i could not see the talent they are losing. His story will help to give him motivation, more so to fight even harder for the local families and local brothers to stay in Hawai'i and make a living.

Mr. Apo said his time was very short with him, but he knew him more for his legendary work with Hawaiian Airlines and thanked him for that career and that work. He thanked him for his service and looks forward to the future.

Ms. Agas said she has always been taught that certain things in life are taxes, death, and change. She is excited about Mr. Miyasato's continuing adventure. Las Vegas is lucky to have him. There are still a lot of Hawai'i residents there who will be so lucky to have him there representing them. She said he would be a trailblazer and find something awesome out there.

Mr. Ka'anā'anā thanked Mr. Miyasato for shooting straight and for all his honesty and all he had done. He said they would bring him home one way or another.

8. Discussion and Action on the Assignment of Board Members to the ADMINISTRATIVE & AUDIT STANDING COMMITTEE

Chair Hannemann wanted to step down from the Administrative and Audit Standing Committee. He recommended that Mr. White be appointed back on the Administrative and Audit Standing Committee. He thinks he is the perfect person to replace him. Mr. West seconded the motion. There was no discussion. The motion passed unanimously.

9. Report, Update and/or Action by the ADMINISTRATIVE & AUDIT STANDING COMMITTEE of their Meeting Held on December 13, 2024

a. Action to Elect Chair and Vice Chair to the ADMINISTRATIVE & AUDIT STANDING COMMITTEE

Mr. McCully said they had a limited agenda. There was a motion for himself to be the chair. He asked that Mr. Arakawa be considered for Vice Chair. It was agreed that this would be brought

before the Board. He pointed out that the Administrative and Audit Committee had the deepest and broadest portfolio of all the Standing committees. Dir. Tokioka seconded.

Ms. Paishon said she did not participate in the last Administrative Committee meeting because she was on a trip. Hearing that Mr. White had agreed to come back on as chair, she made a motion for another nomination for Mr. White to serve as a Vice Chair for the Administrative Audit Committee for consideration from the full Board. AG Cole said that was a motion to amend the motion. Ms. Agas seconded. Mr. McCully asked Mr. White if he wanted that, and he said he was happy to serve. Mr. Arakawa said it would suit somebody who had handled the city and county audits for eight years. He said the committee would handle the audit and administrative matters. He said the committee, under the current leadership, hardly ever met. Several times, he asked the Audit Committee to evaluate the CEO and other officers. He said that, with all respect to Mr. White and his experience, he thinks those issues that will come would be better suited to him. The record speaks for itself on what the Audit Committee had done over the past years, how often they met, and what type of issues they covered. They have two ongoing audits right now.

Dir. Tokioka said Mr. White was at the committee meeting last week. He said he voted for the recommendation. He said he had nothing against Mr. White, but it will be Mr. McCully's committee. He said Mr. Arakawa's passion he brings to the Board sometimes gets confused with and frustrated by others, but nobody on the Board works harder than Mr. Arakawa. If Mr. McCully makes that recommendation, he knows that he can work with Mr. Arakawa to get what needs to be caught up on.

Ms. Iona said she has known Mr. McCully for over 30 years with all his experience in management, development, audit experience, etc. Regarding overall expertise management, the number of employees Mr. McCully has had under his management over 40 years, she believes that Mr. White has exceptional qualities.

Ms. Paishon respects the comments made about Mr. Arakawa's skill sets. She agrees with Ms. Iona's comments about Mr. McCully. He has the necessary skill set, track record, and experience to be a Vice Chair. She has a concern about the distribution of power. She said Mr. Arakawa is already chair of a significant committee, the BFCC. He is already Vice Chair of the CEO Selection Committee and serves on the Governance Committee. She said if he were to take on a fourth or fifth committee, she would have concerns about fair distribution versus concentration of power with certain members.

Ms. Agas said she has the benefit of sitting on two committees, one with Mr. Arakawa as Vice Chair for Budget and one with Mr. McCully on the CEO search. They both do a great job on each

of their committees. She said serving with Mr. Arakawa on the BFCC has been amazing. She heard what Ms. Paishon was saying about the various committees, but they could maybe look at all the different committees he is on.

Mr. Apo said nobody has an incorrect statement. He said the committee structure is important. And while the final decisions regarding the committee structure, membership, and leadership come back to the Board, the committee must have the opportunity to strongly recommend where that should be. He would not vote for the amendment right now but would make an amendment that only approves the chair that day and allows the committee to discuss the Vice Chair back to the Board in a month. They can start moving things forward as long as they have a chair.

Mr. McCully thanked them for their comments. He said Mr. Apo made a very important distinction: the role of the Vice Chair. At the Board itself, the Vice Chair is tasked explicitly by the bylaws to fill the role of the chair when the chair is absent and then perform any duties assigned. Every Board member can attend every meeting and should participate in every meeting if their time allows. Both Mr. White and Mr. Arakawa are going to serve on the committee. He said it is somewhat of an embarrassment of riches to have Mr. White back on the committee because of the Board. He respects Mr. White above all because of the relationship they have developed. He has such a wealth and depth of experience. Mr. Arakawa brings his strengths, personality, and work ethic to everything he does. So, it is going to be a very good committee moving forward. Neither one is going to languish as a simple member. He appreciated Mr. Apo's perspective of having the committee agendaize its first meeting. They will discuss it amongst themselves and return to the Board with a recommendation of who wishes to have that nominal Vice Chair.

Chair Hannemann asked if the amended motion would be retracted. AG Cole said it would be a secondary amendment, which Mr. APO mentioned. Mr. Apo moved to amend the currently amended motion to provide that they select Mr. McCully as the chair, recognize the switch of membership from Chair Hanneman to Mr. White. Ms. Paishon seconded the motion. Dir. Tokioka thanked Mr. Apo for the motion. The motion passed unanimously.

10. Report, Update and/or Action by the GOVERNANCE STUDY PERMITTED INTERACTION GROUP (PIG) of their Meeting Held on December 18, 2024
a. Action to Elect Chair and Vice Chair to the GOVERNANCE STUDY PERMITTED INTERACTION GROUP

Mr. McCully asked if they could have a break. Chair Hannemann said some members had to leave by noon.

Ms. Iona said the committee met yesterday and had a very good discussion. They had Kathy Ritter give a consolidated report, which everyone had a copy of. They had a great presentation from the staff that Ms. Anderson would share. They talked about holding off on the objectives until the next meeting. They nominated herself as Chair and Ms. Paishon as Vice Chair. Mr. McCully made a motion, and Ms. Iona seconded. Mr. Gionson did the roll call, and the motion passed unanimously.

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

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

Chair Hannemann spoke in favor of this opportunity. They have to put into motion a 2025 legislative PIG. Discussions are being held. Many are asking what the HTA's position is on this. Many are asking what they anticipate going forward. There is a new leadership now at the House, a new Speaker. They are also asking for meetings for members of the new leadership group with the HTA on several priorities across the board and with the Senate. Chair Hannemann asked the Board if they would support the creation of a 2025 legislative PIG.

Mr. McCully made a motion, and Mr. White seconded. Mr. Apo asked if they need to put any other parameters around the motion for this creation in regard to its term. Chair Hannemann said the purpose of the Investigative Committee would be to develop policy positions and legislation for the 2025 legislative session. AG Cole wanted to strike the word "investigative".

Mr. McCully asked if this is from their previous PIG establishment and if that is where that language comes from because each of these PIGs stands on its own versus a standing committee. Mr. Nāho'opī'i said that is the definition from the previous year. Mr. McCully said that, as the previous chair, he would like to suggest that it is an inadequate description of the response, which he thinks should be the portfolio for this PIG. They need to go through the amended bills and drafts and fully understand what is contained in the legislation.

Chair Hannemann said the purpose of the legislative committee is to provide oversight and develop policy positions and legislation for the 2025 legislative session. Mr. White said the longevity of the committee is what he thinks is important because earlier in the year, they had the PIG go through the session, but they did not have one preparing for the next session. He agreed with AG Cole that they do not have to have an end date. He would prefer language that suggested that for the 2025 session and for preparation for the 2026 session. AG Cole said that

would be acceptable. The statute itself says that the legislative PIG is to present, discuss, or negotiate any position the Board has adopted at a meeting regarding legislation. They can look at things coming up, and if the Board okays their policy position, they can discuss it with other people outside of the HTA. Mr. McCully said, in essence, that it can be evergreen. AG Cole said the Board can always look at it at the end of the following year without an end date.

Mr. McCully said one of his concerns is that a PIG has up to six members who can operate independently or as a group. However, the Board does not want to be represented by six voices. It was never in the intent. He does not believe the PIG would be a lobbying force. They intended to assign what they may do to the CEO, chair, or anyone else they nominate. AG Cole said any lobbying would have to be a position adopted by the Board. The Legislative PIG is to provide oversight on legislation and discuss or negotiate positions that the Board has previously adopted, and for the 2025 session to prepare for the following session.

Mr. Gionson made the roll call, and the motion passed unanimously.

Chair Hannemann said he put out a survey. There were responses of 8 from their 12 members. He proposed the following members to be on the six-member Legislative Committee of the PIG: Mr. McCully, Mr. Pfund, Ms. Iona, Ms. Paishon, Mr. Apo, and Chair Hannemann. The Vice Chair is Mr. Apo, and Chair Hannemann is the Chair. Ms. Paishon made a motion, and Mr. White Seconded. Mr. McCully said Chair Hannemann is in a difficult position, and with his HLTA position and chairing the Board, he thinks the committee is fine. However, he thinks it would be wise if Mr. Apo were the chair and Chair Hannemann was a committee member, whether as Vice Chair or not. Dir. Tokioka appreciated the discussion but went back to the makeup of the six members. He said what happened in previous meetings was a transparent process, and he was unsure why they were not using that format as this was solely Chair Hannemann's choice. He said two people were left out. He said he did not hear Mr. Arakawa's name, but he has been lobbying at the Capitol for a long time and was not included. He likes the motion for Mr. Apo, and he has garnered a lot of support in the Capitol.

Mr. McCully asked for clarification from AG Cole. He asked if PIGs do not have open attendance by the Board at large. AG Cole said that was correct. Mr. McCully clarified that this committee is a closed room where only six members can participate.

Chair Hannemann said there is no conflict with the HLTA in his position. If there had been any conflict, it would have been brought up in his confirmation.

Mr. McCully said the HLTA has a specific industry interest and Chair Hannemann represents that industry. That industry conflicts with positions that the HTA has to address. He said it is in

the HTA's best interest to have a representation that shows an open-minded, balanced perspective, hence his amendment to the proposal.

Dir. Tokioka said that at the HTA conference, Chair Hannemann was on the screen as the president of the HLTA, and many of the pieces he was overseeing had conflict. Chair Hannemann said that it was his job, and if there was a problem, he would not have been confirmed. He suggested withdrawing the Chairmanship and Vice Chairmanship, doing what the Administrative Audit Committee did, and taking it back to the PIG. If the six members approve it, they can decide whom to recommend as chair and Vice Chair, but he would like to at least discuss the six members that he put forward because this has always been how these committees have been set up. He made a motion to nominate the six members that he put forward. Mr. McCully wanted to keep his amendment on the floor. He said Chair Hannemann was not appointed to be the chair of the Board, but to be a member. Several industry members on the Board are specifically acknowledged to represent areas of interest. When he got the phone call to serve, he was asked to represent a rather nebulous small business in Hawai'i and agriculture because he is a farmer and a small businessman. He said Chair Hannemann may have been specifically asked to represent an industry group since he was the president/CEO of the HLTA. He said the Board elected Chair Hannemann to be the chair of the Board, but that is not what he was appointed to be. He wanted to make the distinction. He added that if he wanted to withdraw his motion for Vice Chair and Chair, he is not sure that a PIG should be chartered without the Board.

AG Cole asked what the motion was. Mr. McCully said the Board has the power to charter a PIG, and incumbent in that it would be to advise who the chair would be to begin that agenda. Mr. Apo said they can vote on the membership and take a break to see if they can resolve the Chair/Vice Chair position.

Mr. Miyasato said it occurred to him that this PIG would be extremely important not just in terms of funding but also in trying to regain some of the autonomy that the HTA enjoyed for several years with great results. He agreed to Mr. Apo's recommendation to strike the middle ground.

Ms. Agas asked if there was a reason why only six were allowed on the PIG and if eight wanted to join if that was possible. AG Cole said that a PIG has to be less than a quorum because it is not subject to sunshine law. Mr. Apo said they will make a motion to amend the current motion to select the six members listed by Chair Hannemann to the PIG. Mr. White seconded. Mr. Apo said they would take a break and discuss it afterward.

Mr. Gionson did the roll call, and the motion passed with one nay from Mr. McCully.

Chair Hannemann amended the motion. He nominated Ms. Iona as Vice Chair and Mr. Apo as chair. Ms. Paishon seconded. There was no discussion, and Mr. Gionson made the roll call, and the motion passed unanimously.

Mr. Apo said the next step was to designate who represented the HTA at the legislature. The current resolution is the CEO, president, and Board chair. They need to discuss this at a future meeting.

12. Presentation, Discussion, and Action on the L.A. Rams 2025 Program

Mr. Ka'anā'anā said there were minor amendments to the staff report he wanted to call out to the full Board. He noted that they included language in the discussion and budget implications section related to the funding. Looking at the procurement timeline, Mr. Choy noted that they should make the change to start from the BFCC meeting. They also added in the actual facts section language clarifying that the core messages and campaigns, including visual assets of Hawai'i will be leveraged in both the game day entitlement and the year-round digital amplification. Those were the two major changes.

Mr. Arakawa said that the game day entitlement came from the Budget Committee and was discussed in the Branding Committee. As part of this meeting, when they vote to support this, hopefully, they will include the Hawaiian Culture because that is a key message as it is part of their core message.

Mr. Ka'anā'anā added that the Board's approval is the first step, but there is still finance review, state procurement office approvals, and approvals on the RAM side. They need NFL and NFL Players association approvals. There are still several proposals before any of this gets formalized.

Mr. McCully asked what high visibility branding means in terms of seconds or minutes because promotion and the brand are conceptual, but this is more advertising. He asked what the commitment was. He asked about the one home game.

Mr. Ka'anā'anā said that the game day entitlements and the year-round digital amplification are basically a takeover of the stadium for the game. That is the home game entitlement. So, all media digital boards within the stadium, et cetera, will be featuring the HTA campaigns. The Japan portion of the program would have Yappari as appropriate based on what they discussed with HTJ, JD, and the brand team. In terms of seconds, several assets are provided under the

deal, and he would provide them when he receives them. Mr. McCully said the RAMS are not making the postseason.

Dir. Tokioka wished they had seen this before the previous year's game and the deliverables. He asked how long the advertisements/marketing show lasts and if it is only a one-time thing. Mr. Ka'anā'anā said it is not a one-time display. There is a good frequency within the game day entitlement. They have also negotiated for stuff outside the stadium, like pregame, hula, and music. They have also asked to partner with them on things like the menu for that particular game so they can get the taste and the flavor, in collaboration with many agritourism partners, to be catalytic to their other industries.

Dir. Tokioka compared this to the \$1.5 million and asked how much they spent with the Golden State Warriors because the impact of that game was huge, and the place was sold out. Everyone saw what the HTA did. They have to have an idea of what \$1.5 million is going to pay for. Mr. Ka'anā'anā said some of those negotiations still need to take place in the way of the specific players. The Rams have made it clear to him that before they can announce any partnership, they have to seek approvals from the NFL and NFL Player Association on their side and then from the SPO side. He does not have specific names for the team activities. Dir. Tokioka said that would be the sale to local people.

Mr. Ka'anā'anā highlighted the section on community engagement. They are focused on Maui. They know Maui needs the help. He spoke about the youth-focused activities, including the football camp, the girl's flag football clinic, and the locker room refurbishment, which are important to ensuring that the residents see the community benefits the Board has asked them to make as part of our sports strategy. As a reminder, it is the brand alignment and extension or awareness, the community benefits, and the economic impact. These community engagements are part of it. The other thing they have asked them for is a training session with their trainers and their athletic trainers to ensure that they are focused on player safety and health, given some of the challenges in the sport. They also asked to bring the Vince Lombardi Trophy as part of the trophy tour, again as a community benefit so that the local Kama 'āina can see it and experience it. He said he would ensure they are all aware of every step of the process. Dir. Tokioka asked if they could get more details and then approve it at that time. He asked again how much the Golden State game cost. Mr. Ka'anā'anā said the contract with L.A. Clippers was \$750,000.

Mr. Apo had questions on the playoff cost element. He asked what they are getting for that amount. Mr. Ka'anā'anā said that if the Board so chooses, the post-playoff contingency funds can negotiate them out. Some teams and the Rams have been fairly clear with him in conversations that it is part and parcel of their partnerships for doing a season-long digital

amplification that they are always included. He recognized that they might not be their core source market, but he also thinks that the U.S. represents 80% of their arrivals. The top 10 CBSAs are scattered across the U.S., and he does not know what the schedule will look like or if there will be a direct overlap with the top 10 CBSAs.

Mr. Apo asked if they extend by two weeks to get to the first playoff game and what exposure happens for Hawai'i. Mr. Ka'anā'anā said there is a lot of focus on who and where they are playing. He said if they get to the playoffs, the HTA will extend their exposure in L.A. Rams digital channels for those additional weeks, which is their core audience and a significant benefit. Mr. Apo said it is a good proposal, and the staff may look at what they are getting from the playoff picture and determine the right amount or way to engage in that. Dir. Tokioka said he would feel a lot more comfortable with a thumbs up if there were more details on some of the listed things. Mr. Ka'anā'anā said the procurement had to start by January 15. Dir. Tokioka asked Mr. Ka'anā'anā for updates as they move forward because \$1.5 million is a lot of money that is not already appropriated by the legislature. Mr. Ka'anā'anā said he would provide periodic updates along this path.

Chair Hannemann said Mr. Ka'anā'anā has been working very diligently to take into account all they would like to see as a Board. He reminded them that the playoffs are for the 2025 season and are poised to begin in Spring. The Rams are very interested in continuing this partnership. This is the next best thing to having a continued ongoing presence with the NFL that has had considerable interest from other teams that want to do things with the state of Hawai'i. He said Dir. Tokioka pointed out that the Clippers and Warriors partnership was a wonderful opportunity for them to leverage the goodwill of the Clippers because it was not incumbent upon the Clippers to have the Warriors do all those community engagements there. The HTA is very cognizant that this has to benefit the people, not just the visitors coming to Hawai'i.

Mr. Arakawa said some Board members raised this with the Branding Standing Committee and the BFCC. He asked Mr. Apo if he would put an analysis of what they were getting for their money in motion.

Mr. McCully said he would be voting against this on principle. For 2 to 5% of their budget to go to a sports event, he is unsure if they are making the best use of the scarce money they have available. As an authority, they should hear from the contractors and do an analysis before they continually allocate monies to something enjoyed by a significant amount of people in Hawai'i and have many impressions on people outside of Hawai'i.

Mr. Apo said to check if there were questions from online members. Ms. Agas asked how they measured the exposure. She said that they are exposed to it anytime they do things on

television, even though it costs a lot. They need to ensure they maximize their opportunities to share the right information. Mr. Miyasato echoed that as well. Marketing and branding are not exactly science; they are about leveraging opportunities. He likes to look at things through the lens of opportunity. They have committees to do the vetting and make recommendations for this. Mr. Pfund said that in the bigger picture, \$1.5 million is a lot of money, but it is being split between two different uses.

Mr. Apo made a motion to approve the staff recommendation for the L.A. Rams partnership subject to staff continuing to report back and update the Board on the items discussed, specifically around financial procurement side KPIs and then the visualization of outcomes in the end. Ms. Agas seconded. He said Maui is a place that needs this more than ever.

Mr. Gionson made the roll call, and the motion passed unanimously.

13. Presentation and Discussion of Hawai'i Air Service Overview

Chair Hannemann announced the discussion of Agenda #13, "Presentation and Discussion of Hawai'i Air Service Overview." Mr. Nāho'opi'i stated that the critical nature of the availability of air services in Hawai'i resulted in a need to focus on airlifts and air services. This was influenced by recent changes, such as Virgin Airlines' movement of equipment to different domestic and international areas.

Mr. Nāho'opi'i introduced Mr. Jeffrey Eslinger, Senior Director for Market Insights and Customer Relationship Management at the HVCB, and explained that Mr. Eslinger worked under the global support services contract to provide research and technical support used by all the global marketing teams (GMTs) across all market areas. He added that Mr. Brad DiFiore from Ailevon Pacific, a global support services contract subcontractor, would present data and answer questions. Mr. Eslinger noted that Mr. DiFiore was familiar with the HTA, having executed significant work under a previous contract. Currently, Mr. DiFiore provides global support services for the HVCB and advises both the HVCB and the HTA team on strategy. Mr. Eslinger explained that Mr. DiFiore's company was highly respected both in the U.S. and internationally, especially in the Asia Pacific region, and Mr. DiFiore's extensive knowledge of the market would provide insights to fuel future discussions about air service.

Mr. DiFiore thanked the Board for the opportunity to be present, noting that he last appeared before the Board in 2018. He explained that Hawai'i air service followed a cyclical pattern. The present lower demand for air travel would cause airlines to reduce capacity. This reduction in capacity would eventually result in lower room occupancy and rates, increasing demand for air

travel and lodging capacity. This increased demand would lead to rising room rates, reduced air travel budgets, and a repeat of the cycle.

Mr. DiFiore noted that the market had been in reduction mode since the pandemic. Many industry factors had been at play, causing the cycle to repeat. The past five years have seen destabilization in the market due to the pandemic's devastating effect on passenger demand and seat supply. Southwest Airlines had driven down fares, but this had not stimulated sufficient traffic to fill the extra capacity. This situation contributed to Hawaiian Airlines' struggle during the pandemic, eventually leading it to merge with Alaska Air Group.

The Maui wildfires had disrupted the State's second-largest air travel market. Another key issue had been the impact of the dollar's strength on international demand. As a result, the market was no longer what it had been before the pandemic. Prior to the pandemic, there had been significant success, but the general public did not feel that efforts to improve airline service were necessary. However, the current situation might require reconsideration of these efforts, particularly in areas where it was possible to achieve results.

Mr. DiFiore began by considering the domestic market and pointed out that as Southwest and Alaska Airlines/Hawaiian Airlines adjusted their Hawai'i operations, he expected capacity to be reduced in all markets except Hilo. He summarized expectations for all Hawai'i airports, noting that Maui was expected to experience a significant reduction. Overall, a 6% reduction in capacity was anticipated by June 2025.

Southwest Airlines, in particular, was rationalizing its capacity to and within the islands. There had been double-digit decreases across all markets except Hilo. Inter-island flying was being cut back to rationalize capacity and improve operating performance. Southwest Airlines' overall capacity had been reduced by almost 19%.

Mr. DiFiore referred to the merger between Alaska Air Group and Hawaiian Airlines and pointed out that Alaska was already the sixth-largest U.S. airline. Alaska Air Group became more competitive with the "big four" U.S. airlines. For example, its presence on the West Coast was significantly larger than that of American Airlines. Alaska Air Group had become a major player in the markets that mattered most to Hawai'i, with more than 40% of the seat share in the Hawai'i to mainland market (US domestic market).

Mr. DiFiore informed Board members that the Alaska investor presentation of the previous week announced the improvement of schedule options in the market. For instance, the Portland-Honolulu market had two flights daily, one operated by Alaska and the other by Hawaiian. The Hawaiian flight, operated by wide-bodied aircraft, was to be replaced with three

flights daily, all on narrow-bodied aircraft operated by Hawaiian in three different time channels, providing better connection opportunities for travelers to and from Hawai'i. The Maui-San Diego market already had two daily flights operated by Hawaiian and Alaska, but both flights were on the same route at the same time of day. These flights were to be retired and operated by Alaska, with one afternoon departure and one redeye, providing better coverage.

Mr. DiFiore stated that the eventual goal, announced the previous week, was for all flights within and to the islands to be operated under the Hawaiian brand. These changes gave the combined carrier more utility, granting them greater access to the Honolulu market. Previously, only 75% of visitor arrivals from the mainland to Honolulu could fly with the Alaska-Hawaiian group airlines; however, this figure is now 92%. The combined carrier was now relevant to about 90% of travelers to Hawai'i.

Alaska and Hawaiian anticipated about 1,500 more daily seats in the market in 2025, which was expected to be reflected in revised schedules. More use was being obtained from the Hawaiian fleet, which previously had much downtime due to the nature of the distances and routes it could travel. Some of this downtime could now be unlocked to fly intra-California and intra-West Coast routes. The combined carrier could also fly beyond California to Seattle and other destinations. This could have been done previously, but it would not have been profitable. It could now be done in a financially feasible manner.

Mr. DiFiore presented graphics showing that in the combined group, Hawaiian would have 18% more daily seats, while Alaska would have 27% fewer, resulting in a small overall increase from a total of 13,200 daily seats in 2024 to 13,300 daily seats in 2025. It was hoped that the Hawaiian brand would eventually take control of the Hawai'i routes.

The combined group had already announced significant network changes. Overall, they exchanged relevant aircraft sizes, but eventually, the flights would be appropriately branded and operated under the Hawaiian brand. This meant that the 737s that Alaska had been flying would likely begin to fly in Hawai'ian livery, and some of Hawaiian's planes would eventually be flying in Alaska livery. The first round of changes had included removal of the Austin-Honolulu market and the addition of the Kona-San Francisco market.

This first round of changes had focused on the two largest core markets, Seattle and Portland. In July, the market had decreased by 6%, but this had been less dramatic than it appeared because the combined carrier was shifting capacity to take advantage of its strongest markets. San Jose (SJC) and Los Angeles (LAX) lost the most seats, while Portland (PDX), Seattle (SEA), and San Diego (SAN) gained seats.

Some Hawaiian Airlines wide-bodied planes were to be reallocated to the Seattle market, while others were to serve Tokyo and Seoul (Incheon), the first two international routes. Hawaiian Airlines had already served these markets. This bold strategy entailed inherent risks, given that the hub was very competitive. Delta had a Seattle hub for transpacific and transatlantic flights, making this a risky move for Alaska. However, it took away aircraft intended for the Hawaiian market.

Hawaiian Airlines had intended to retire most, if not all, of its Airbus wide-bodied fleet and replace them with Boeing 787s. Alaska Airlines decided to keep the Airbuses so that the overall fleet size would grow in the long term without impacting the opportunity to fly wide-bodied aircraft from Honolulu or other Hawaiian airports. This provided the combined carrier with more opportunities beyond just flying from Hawai'i, including long-haul opportunities. Mr. DeFiore added that the next best opportunity from Honolulu, such as reestablishing routes like Hong Kong, would compete with opportunities from Seattle or Portland for aircraft time, making this a risky strategy. Developing increased numbers of long-haul international flights from Hawai'i became a complex decision because Hawai'i was not the only hub for the combined carrier. He believed that the present might not be the best time to consider such opportunities since these were unlikely to be international long-haul additions in the near term. However, it was likely that opportunities would occur over time. A proactive approach would benefit Alaska/Hawaiian Airlines, other international carriers, and U.S. carriers to ensure airlift availability to develop or redevelop markets over the next few years.

Mr. DeFiore presented a detailed graphic showing that international seating had decreased by 29% from pre-pandemic levels, with demand reduced even further by 34%. There were several reasons for the failure of the international market to return to pre-pandemic levels. One of these was the exchange rate, which generally impacted flights into the U.S., not specifically Hawai'i. Some issues were specific to Hawai'i, such as its historic dependence on the Japan market, which had not returned to previous levels. Due to low demand, opportunities for regrowth would not be immediate but would be slow and would require effort.

For Summer 2025, international seats were expected to be 4.1% lower than in 2024. A market-by-market analysis for the Asia Pacific region showed the following information:

- South Korea had been impacted by the merger of Korean Air and Asiana, recently finalized after five years of negotiations, and this was likely to result in changes in capacity. There was also some short-term political instability in South Korea.
- The Japan market had consolidated into primary carriers and the busiest routes, with some carriers exiting since the pandemic.

- China had performed poorly for Hawai'i before the pandemic, and geopolitical issues between the U.S. and China precluded any short-term return of China service. It would be some time before China would be an option for non-stop flights to Hawai'i.
- Taiwan had performed reasonably well, and the Taiwan-US market was quite strong. Three carriers had the potential to reestablish the Taipei-Honolulu route: Eva Air (the largest), China Air (the national carrier), and Starlux Airlines. Mr. DeFiore believed that the Taiwan market had the greatest development potential.
- The inbound visitor market from the Philippines was well-served, acting as a primary connecting point for all of Southeast Asia. This was a robust "visiting friends and relatives" (VFR) market. Mr. DeFiore believed that resuming the historic service via Osaka was not viable under present market conditions.
- Demand from Australia and New Zealand had been impacted by economic conditions, particularly the exchange rate, but opportunities still existed and should be pursued. This aligned well with Alaska Air Group's strategy.

Mr. DeFiore made the following recommendations, noting that these are aimed at being as practical as possible, given the limited funding available.

Near-term (1–2 years):

- Lines of communication with network planning teams should remain open.
- Team members should attend major route development conferences.
- An itemized, prioritized list of real opportunities for air service development (ASD) should be compiled.

Medium-term (2–3 years):

- Markets needing to be reestablished should be identified.
- The possibility of creating incentive programs should be considered. Although Hawai'i had not emphasized airline incentive programs, they had become more critical globally for establishing international air services. Hawai'i might not need the same kinds of incentives as destinations like Indianapolis or Columbus, Ohio, but some services might require incentives to be re-established.
- Network planners in line with air service targets should be hosted in Hawai'i to build relationships and allow them to understand the islands. Mr. DeFiore added that this would not be very costly.

Recommendations for international ASD areas of focus:

- **South Korea:** The combined capacity of Korean Air/Asiana should be maintained. Mr. DeFiore noted that there was a second airline, Air Premia, which had flown to Hawai'i, and this presented an opportunity for growth if Korean Air's capacity were consolidated.
- **Japan:** Pre-existing communication should be maintained in anticipation of opportunities.

- **China:** Opportunities were unlikely to occur in the next two to three years due to geopolitical issues.
- **Taiwan:** This viable market offered the added benefit of mainland China's connectivity.
- **Southeast Asia:** ASD activity was not warranted in this region.
- **South Pacific:** Resources should be directed towards rebuilding capacity, especially in Australia and New Zealand.

Mr. DiFiore invited questions from Board members.

Mr. McCully thanked Mr. DiFiore for the presentation. Mr. McCully recalled that Alaska Air had always confined itself to the Boeing 737 but had now picked up Hawaiian Airlines' wide-bodied aircraft. As a frequent traveler, he was concerned that the wide-bodied planes might disappear over time. He inquired about Mr. DeFiore's insight regarding Alaska Air's approach to hardware. Mr. DeFiore appreciated the timing of this question because Industry Air Current, a very reputable publication, had recently carried out an in-depth piece addressing these questions. Mr. DeFiore did not believe that the wide-bodied Airbus A330s were going anywhere, and he believed that the days of all-Boeing airlines were gone. He explained that Alaska Air was now a multi-fleet airline, too big and too comprehensive to operate a single fleet. The airline had long-haul international and inter-island routes, and the 737 could not fulfill all these functions. The leases on the A330s were to be indefinitely extended, and the wide-bodied planes would not be leaving the airline.

Mr. Eslinger responded to Mr. McCully's question, adding that the answer would be different in relation only to Hawai'i. The wide-bodied aircraft would be used for long-haul routes to and from Seattle and points east and west. Hawai'i routes would slowly transition to Boeing 737-8321 Neo service with narrow bodies and single aisles.

Mr. DeFiore explained that most of the A330s were to have been retired as the 737s came in, but the current plan was to retain them. He stated there were opportunities to buy wide-bodied aircraft for mainland and long-haul markets, and he believed Seattle would be a key player.

Mr. DeFiore repeated his previous assertion that successfully breaking into the market for transpacific routes from Seattle would be a major challenge. He emphasized that Hawai'i would still be where the airplanes worked best, and he believed that any market that needed a wide-bodied plane in Hawai'i could obtain one. He expected that more wide-bodied aircraft would be needed than had been anticipated. He noted that Alaska/Hawaiian was a very profitable airline

capable of procuring more wide-bodied planes if necessary, and it would not be an issue in the long term.

In the near term, fewer wide-bodied aircraft would be flying out of Hawai'i since two A330s were to be removed from the Hawai'i service. Mr. DeFiore added that 787s were flying out of Phoenix, but the 787 was not the right airplane for Phoenix, as it was a long-haul global aircraft, and Phoenix was not an appropriate destination.

Mr. DeFiore explained that the Hawaiian had too many wide-bodied planes for the current Hawai'i market because long-haul international flights had been significantly reduced. It made sense for Alaska to move some of the wide-bodied aircraft out of Hawai'i to rationalize capacity with market demands.

Mr. McCully noted that he was the Hawai'i Island representative on the Board and mentioned that he had received complaints from his Hawai'i Island residents about when Hilo would get direct representation.

Mr. DeFiore responded that, as a person who had been highly involved in initiating the previous Hilo-LA service on United, he had personal experience of the challenges in recruiting that service. The service had been installed long ago and lasted for a long time, but it had always been challenging. He believed there was now a new No. 1 carrier in the market with a fleet of appropriate airplanes. Although he did not know the business case for that market, he suggested that some pressure could help.

Mr. McCully replied that he understood the problem was not load but basing. If there was only one flight into and out of a place, overhead costs became a problem. He noted that Hawaiian Airlines did not have that restriction because they had much traffic in and out of Hilo. Mr. DeFiore pointed out that Hawaiian Airlines did not have the right kind of airplane, but Alaska Air had pilot bases all along the West Coast. Mr. McCully stated that the 321 Neo frequently flew into Hilo and that there were many 6-row upfronts.

Mr. DeFiore responded that the 321 was a large airplane, and he felt that the Hilo market had not proven to have a proportionate demand. He suggested that a smaller plane, such as a 737 Max, would be a less risky investment for the Hilo market. He highlighted the advantage that Alaska was a larger and more financially stable airline with a bigger overall investment in the islands and a fleet capable of handling various tasks.

Mr. McCully thanked Mr. DeFiore for his response.

Mr. Apo asked whether the near-term and medium-term recommendations related to domestic or domestic and international flights. Mr. DeFiore responded that these were standard recommendations. He knew that Mr. Eslinger had attended most air route conferences and recommended that he continue to do so. Building relationships was important and could be done in many ways, but bringing route planners to Hawai'i provided more value for money. Young network planners valued such experiences and remembered them later in their careers. Mr. DeFiore recalled visiting Halifax, Nova Scotia, on a familiarization trip as a young network planner. The experience significantly impacted him, and he always ensured that Halifax had the best service.

Mr. DiFiore reminded Board members that the first step was to build relationships and prioritize the most important markets and airlines. There were many different ways to build up relationships. Hawai'i was a market that had undergone many changes without input from Hawai'i, and one of the results had been a lack of air service infrastructure. It was often necessary to deal with issues after they had occurred, but clearly, it was better to have the opportunity to plan.

Chair Hannemann noted that the present situation had often been compared with pre-pandemic times, but he asked whether that was really what should be in planners' minds. He suggested that it would be better to consider where we wanted to be and build towards that rather than looking at the past and comparing everything to 2019.

Mr. DiFiore agreed with this assessment and noted that the pre-pandemic period had often been considered to be Hawai'i's peak period. At that time, air service had been built all around the Pacific Rim, and the economy was doing well. Most people believed that no further effort was needed. The priority issue was to answer questions about what the people of Hawai'i wanted in terms of the type of visitors, where they came from, and their spending levels. It was important to ensure that the target carriers and markets aligned with the wishes of the people of Hawai'i.

Mr. Eslinger referred to Mr. DeFiore's comment about budget constraints, noting that conversations often occurred with major U.S. carriers. He mentioned that most airlines would be present at Routes America in February 2025. Mr. Ka'anā'anā had attended this conference with him a couple of years ago. He suggested that an opportunity should be found to bring the network planners to Hawai'i. Mr. Eslinger attended an airport roundtable hosted by Vancouver Airport when Mr. DeFiore's team and the airlines came together for a hands-on strategic discussion. He believed that Hawai'i would also benefit from a similar exercise.

Mr. DeFiore referred to a time when the HTA had been directly represented, not only at Routes America, which Mr. Eslinger had mentioned but also at Routes Asia and Routes World. Much of

the growth from a decade ago had resulted from relationships formed at these events, attendance at which was not very costly. He recommended that the HTA reestablish a presence at these events to obtain market insights and prepare for future events.

Mr. Ka'anā'anā, the former Chief Brand Officer, knew the HTA had numerous issues and priorities to manage. However, for the benefit of the Board, he underscored the importance of Mr. DeFiore's recommendations. The HTA should be mindful of the red flags raised by the fact that the pipeline to Hawai'i was shrinking. In his ten years as CBO, during the height of the pandemic up to the last year, he had asked the Board for air service development plans, which had been rejected for three consecutive years. Mr. Ka'anā'anā asked the Board to consider Mr. DeFiore's presentation regarding the life cycle chart since Hawai'i was now at the lowest point. Air Routes were important meetings; network planners wanted to see and hear the confidence of the destination authority. He believed it was important for a representative of the HTA to accompany Mr. Eslinger to such meetings. Without the right city pairings, the hub-and-spoke model would play out in a way that would not be beneficial or advantageous to Hawai'i and was likely to undermine efforts to manage the destination by directing services directly to neighbor islands to manage the flow.

Mr. Miyasato stated that wide-bodied aircraft had been good for Hawai'i. He considered that taking a flight was more than transportation; it was the experience. Hawaiian Airlines used to advertise their two aisles up and down the West Coast. Wide-bodied aircraft were important, and the type of plane one flew on mattered. Mr. Miyasato added that when Hawai'i's airline was Hawai'i's airline, the State of Hawai'i had dictated its management in relation to the market's needs. Addressing Mr. Ka'anā'anā's point, Mr. Miyasato believed the importance of an air service to fulfill the needs of Hawai'i's people should not be neglected.

Mr. Miyasato appreciated the presentation but corrected one comment: 787s were in Phoenix because they had a premium cabin supported by the Phoenix market. In addition, the airline had only two 787s, and their maintenance took place in Phoenix, which is a second reason for the cycling of these aircraft through that airport. He felt that there were many nuances to the decisions being made about the air transportation routes in which Hawai'i had a stake.

Mr. Miyasato stated that when there had been an airline that could genuinely call Hawai'i home, the interests of Hawai'i defined the decisions that were made, but that was no longer the case.

Chair Hannemann thanked Mr. DiFiore and noted that the issue concerned both lift and routes; Hawai'i could not afford to lose either one of them.

Dir. Tokioka requested a moment of silence on behalf of the Board for the two pilots who had recently lost their lives. Chair Hannemann pointed out that this had been done earlier in the meeting but thanked Dir. Tokioka, for the reminder.

Chair Hannemann announced that Agenda Item No. 18 would be deferred to the next meeting.

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

a. Presentation and Discussion on the Progress of the Reservation System Report

The presentation was to be led by Mr. Ka'anā'anā, as Ms. Paishon had requested to be excused. She had asked Mr. Ka'anā'anā to provide updates from the committee.

Mr. Ka'anā'anā congratulated the Kilohana and Solutions Pacific team for their work on the Community Tourism Collaboratives (CTC) mentioned in the CEO report, highlighting the success of the initial phase and the challenges that had to be overcome. He commended the team for the Ho'ike on December 10 and expressed gratitude to Dir. Tokioka of the Department of Business, Economic Development and Tourism (DBEDT) is responsible for providing accommodation for the ceremony after a last-minute change of venue.

Mr. Ka'anā'anā gave an update on the HTA destination manager (DM) vacancies, noting that Ms. Sanborn had updated all three standing committees that month. The HTA was about to make two conditional offers for DMs for Hawai'i Island and Moloka'i and had conducted interviews for O'ahu.

Mr. Ka'anā'anā explained that the full report on the progress of the reservation system had been uploaded to the SharePoint site and the HTA website, and the material to be provided to the Board was a condensed version of this full report. Mr. Ka'anā'anā assured Board members that he intended to ensure that due diligence would be performed before procurement. His plan as manager for the project was to conduct a request for information (RFI) followed by a request for proposal (RFP) early in the new year, hoping that execution could be completed before the end of FY25.

Mr. Ka'anā'anā introduced Mr. Ka'i'ini Aranaydo, representing Kilohana, Mr. Dan Wacksman, CEO of Sassato, and Ms. Lisa Menor-Mellor, a senior Sassato staff member. Sassato conducted the feasibility study, and Mr. Ka'anā'anā was pleased to report that the full report had been submitted the previous week.

Mr. Wacksman thanked Chair Hannemann and the Board for allowing him to meet with them in person. He stated that the full feasibility report was too large for SharePoint, comprising over

120 pages with a detailed appendix. Mr. Wacksman intended to cover key aspects during the present session and noted that Board members could obtain additional details from the full report. He anticipated many questions and requested that they be kept until the end of his presentation.

Sassato's remit had been a feasibility study for a smart Hawai'i app. The idea originated from Smart Tourism, which referred to using technology to better manage tourism. In Hawai'i, the concept aligned well with destination management plans whereby technology facilitated destination management. The smart app aimed to deliver existing and future efforts into the user's hands, enabling them to quickly and easily perform necessary tasks.

The reservation systems that helped to better manage hotspots were examples of such an app. Hotspots were areas identified in destination management action plans (DMAPs) as sites attracting high visitor traffic and resulting in overcrowding and environmental and community impacts. Despite some unintended consequences, recent initiatives have been deemed overall successes in the marketplace. Discussions had taken place in the legislature, leading to several bills, none of which had been enacted into law, but funds had been allocated to the HTA to explore this opportunity, raising the initiative's profile further.

Mr. Wacksman stated that the report covered seven areas. As the project progressed, the Sassato team concluded that the app would enable users to make reservations and perform other unspecified tasks.

He explained that Sassato was a local company based in Honolulu that focused on travel, tourism, and hospitality. The project was awarded at short notice and within three months, so Mr. Wacksman assembled a team of some of the best people he knew in the industry. The team had over a hundred years of combined experience in travel technology in the Hawai'i market. They had focused on this study since early September. They concentrated on benchmarking against similar initiatives, speaking to key stakeholders to determine the app's potential features, and evaluating the best approach for development.

The team used a four-step methodology:

- Research and discovery
- Analysis
- Functionality and technology
- Final documentation and presentation

The key assignment during the research and discovery phase had been to speak with stakeholders. The HTA provided a list of stakeholders, which eventually included 102 entities. Stakeholders have been classified into the following fields:

- Tourism
- Government
- Community
- Suppliers
- Technology

Board members were classified under tourism and identified as HTA members. However, during the analysis, the team examined overall responses rather than stakeholders' specific areas. They succeeded in interviewing 73 stakeholders. Approximately 85% of stakeholders had completed a pre-interview survey. Mr. Wacksman reminded Board members that specific questions and answers were included in the full report.

The team focused on six major themes that stood out in the interview responses. There was a significant divergence of views, although there were also areas of agreement, which included the belief of 85% of stakeholders that destination management should consist of crowd management, cultural education, and the protection of natural resources. The most frequently mentioned issues that stakeholders felt could be addressed by the app were congestion, visitor education, and centralized information for emergencies.

67% of the interviewed felt the app should integrate with existing platforms. 67% also supported the app's development, while 32% supported it but had concerns about some issues. Many stakeholders stated there was already a lot of information available, but it was fragmented and often inaccurate. A centralized platform could ensure accurate real-time information and facilitate tasks such as reservations for State, County, and Federal sites and even beyond.

The Sassato team had examined existing apps, and found that many stakeholders believed tourism information should, if possible, be aggregated, but this was complicated by many factors. The research identified initiatives that were active, underway, or under discussion across various agencies and departments. Many stakeholders recommended that the app should coordinate with initiatives such as the Department of Land and Natural Resources (DLNR) Outdoor Hawai'i website and its plans to develop an app with a company called Agrospatial. The airport was close to launching a WayFinding app. Many stakeholders desired that the app include a digitized version of the Department of Agriculture's visitor form

(AgForm). This would simplify the process and incentivize people to download the app, addressing the major issue of how to encourage user downloads.

With each interview, the Sassato team had uncovered ongoing efforts that would overlap with or integrate with the smart app, and they believed their list was not exhaustive. The key driver for the app was the reservation system, which needed to be streamlined, made easier, and expanded to additional hotspots. Currently, only four or five hot spots were covered by the system.

The report listed current reservation sites, which are mainly public but include some private sites. The appendix detailed the specific reservation systems used by each site, and the 19 agencies or reservation sites utilized 11 different reservation systems. Developing a Smart Tourism app provided an opportunity to integrate these systems but also entailed a challenge due to the disparate existing systems. Integrating the AgForm and collaborating across agencies would provide an opportunity to create a smart app to enhance the visitor experience and better manage the destination. Inherent challenges included coordinating across multiple departments and agencies.

The team eventually examined over 200 apps in Hawai'i and internationally, and their findings were detailed in the appendix to the report. In Hawai'i, there were 40 apps with enough data to be relevant, focusing on utilitarian uses such as the bus, weather, and marine forecasts. Shaka Guide was an example of the last. The team identified the most successful apps for downloads: TikTok had 1 billion, Expedia 100 million, and AllTrails 10 million. However, most of the Hawai'i apps had between 10,000 to 200,000 downloads. With 244,000 downloads, the Hawai'i News Now Weather app was the highest downloaded Hawai'i app.

The team found that most of the public apps had about 10,000 downloads, the most downloaded being the bus app DaBus2. The GoHawaii app had 10,000 downloads; this app was developed in 2016 and re-platformed by the Hawai'i Visitors and Convention Bureau (HVCB) in 2021. The app included several functions, such as reservations, which stakeholders had identified as features needed in the smart app. The GoHawaii app only provided links and was not integrated with the reservation systems. It also included cultural awareness, interactive maps, and tools, but its features, functionality, and user experience were not optimal. Most stakeholders had stated they were familiar with the GoHawaii app but did not understand or see its use. HVCB staff had informed the team that the app effectively operated in maintenance mode due to its limited budget.

Statistics from the GoHawaii app showed that it had about 3,000 app users per month, highlighting its potential and current limited reach. The Sassato team felt the GoHawaii app fell short of what stakeholders envisaged and lacked the technology and other features needed in

the app. However, it contained elements that could be useful in developing a new app, either from a branding perspective or the potential to reuse some technology. However, greater clarity was first needed.

Stakeholders had been asked if they felt any apps outside Hawai'i could be used as a model. About 30% of the respondents referred to the Disney app, noting that it incorporated many aspects of destination management, such as real-time crowd management, reservations, trip planning, and data analytics. However, Mr. Wacksman commented that Disney could do this because they operated in a closed environment, controlling or having heavy input into all aspects of the visitor experience. Disney had a direct relationship with every visitor and could thus promote the app's benefits and ensure that it was downloaded. There would be many challenges to be overcome to replicate this in an open environment such as Hawai'i or any State, with the need for much coordination and collaboration with the 11 operators of reservation systems and other necessary inclusions.

Stakeholders also frequently referred to the Japan travel app. This privately run app operates a free-to-use model but requires a subscription for additional functionality. It was operated by a company that possessed several apps for both domestic and international markets, with 39 million users of all the apps. Mr. Wacksman noted that 12.5% of foreign visitors to Japan downloaded the app, which, based on 2023 numbers, would amount to approximately 3 million users downloading the app out of a visitor base two and a half times the size of Hawai'i's. He added that the report contained much more detail about other apps.

The Sassato team had come to understand that successful apps offered clear and specific reasons to download. "Reason to Believe" was often referred to in marketing, and here, "reason to download" was equally important. The reason to download would be supplemented by additional features that would enhance the visitor experience. The most successful apps examined, including DMO apps, were focused on either visitor experience or a level of e-commerce, not on destination management. This applies to both private and public apps.

Mr. Wacksman repeated that as far as marketing and user acquisition were concerned, there had to be a reason to download. It was not enough to build an app or a website; users would not visit the website or download the app unless they had a reason to do so. Stakeholders had been asked what they thought would be the greatest challenges to the app's success, and many cited awareness of the app and encouraging people to download it. A clear value needed to be communicated, and the customer had to be engaged throughout the travel lifecycle. The full report discussed what could be done to impact these areas.

The reason for downloading mainly revolved around utility and usefulness. Many respondents mentioned the example of the SafeTravels program, which was quickly developed and widely

used because people understood that it made their lives much easier. In developing the smart tourism app, there had to be something similar, a reason that made travelers want to download it. This fell into three areas:

- Streamlining a task
- Delivering some benefit to the traveler
- Addressing an essential need

One person interviewed commented that either a carrot or a stick should be used to make people download the app.

The Sassato team believed that partnering with businesses and organizations could help raise awareness and encourage people to download the app. Many stakeholders noted that Hawai'i was an island environment with the unique advantage that visitors had to come in at specific points of entry—they could not just drive in. The team believed it should be possible to leverage a few touchpoints at points of entry, such as airlines, cruises, hotels, and other areas where incoming visitors could become aware of the app.

One of the questions in the survey had been whether this should be an app solely for visitors or for both visitors and residents. Many respondents stated that the app should be helpful to local residents and visitors. The Sassato team also emphasized that gaining the support and trust of residents and the community was paramount, as nothing was more important than the support and natural usage of the app by residents.

Partnerships with local businesses and communities were called “earned media.” However, the team believed these efforts alone were unlikely to generate sufficient downloads. Paid media campaigns would probably be necessary to drive download numbers. A common metric in the app space was cost per install (CPI), indicating the number of marketing dollars needed to make people download the app. Mr. Wacksman informed Board members that the prevailing rate ranged between \$3 and \$5, depending on the device, with the price per Apple user differing from the price per Google user.

Mr. Wacksman gave a simple download reality check:

- Hawai'i receives about 10 million visitors per year, and with an average group size of three people, this would comprise about 3.3 million groups of people.
- If the goal was that at least one person in 50% of traveling groups would download the app, that would equate to 1.6 million downloads.

He reminded Board members that for Japan, approximately 3 million downloads were generated from 25 million visitors, which would position the smart travel app among the top DMO apps.

- Using average CPI numbers, if the CPI were \$4.3, generating a million downloads would cost \$4.3 million.

Mr. Wacksman pointed out that CPI was just one of six common metrics used to define success in the app world. A less common metric and a broader goal for the Hawai'i travel app would be the impact on destination management.

One of the slides of the presentation listed the more than 100 different features that respondents expected to be included in the app. One of the stakeholders remarked, "Why should we limit what's included in the app? The technology enables it to be limitless." Mr. Wacksman agreed that this was technically true, but he believed it would be inadvisable to include limitless features. Over time, elements could be added, but he thought trying to offer everything at once was a poor strategy.

The team devised a process to condense stakeholders' expectations to a more reasonable number of features, generating nine categories in the report. They used a framework based on Gartner's Magic Quadrant, with the x-axis representing the impact on destination management and the y-axis representing the impact on visitor experience. Each of the nine features was classified based on their impact on each aspect, and in this way, the features were separated into core features and later options.

Mr. Wacksman commented that evaluating both destination management and visitor experience had created a good framework for decision-making, but he admitted that prioritization was inherently subjective. The Sassato team used interviews, research, and their knowledge of tourism. However, others might develop a completely different view. Ultimately, the project's operator would decide which features belonged in the core quadrant.

Mr. Wacksman explained that monetization fell into two types: either the collection of revenue within the app or the creation of third-party partnerships, such as airlines and activities, to offer purchases on the site. He explained that monetization was not among the core priorities, and stakeholder opinions about it varied widely. Some believed the app should be a public service app, avoiding monetization, while others suggested it should be the "Expedia of Hawai'i" that did everything. There was a wide divergence of views, but most stakeholders agreed that monetization should be explored later once the app had proven itself in the core areas.

The Sassato team recommended creating a minimum marketable product (MMP), which was different from a minimum viable product (MVP). MMP was a step further than MVP and

included the features and functions needed to successfully launch the app. An MMP was not a beta product but a fully functional product that was good enough to be put on the marketplace. It might not possess all the ultimately desirable features, but it would have enough features to encourage users to download. The SafeTravels site was an example of this—it had been urgently needed, quickly developed, and proved efficacious.

An important conclusion of the full report was that the app depended on strong alignment and ongoing support. Mr. Wacksman emphasized to the Board that the technology itself was not the solution; all the other aspects were the solution, and technology was just the tool.

The team noted that many different reservation systems were in use in Hawai'i, and the challenge this created could be solved in several ways.

- One way would be to instruct everyone to unify on a single platform, though there would have been many objections. During conversations with system operators, the team realized that most were either satisfied with their systems or distrustful of relinquishing control and potential collection of funds.
- An alternative method would be to create links to the existing reservation systems. This might not provide the best user experience, but it could theoretically put everything in one place.
- Another approach would be a hybrid approach, keeping existing systems in place and linking them by application programming interfaces (APIs), which would pull the existing systems into a front end that appeared unified from a user perspective but was not actually unified at the back end. This was technically feasible, but the team was unsure whether existing reservation systems had the technology to execute this. However, this possibility needed to be considered.

The team had concluded that unifying the reservation system on a single platform offered many advantages, such as scalability and easier integration with new hotspots, but there were likely to be many objections, and much discussion would be needed.

An alternative approach would be to create reservation technology for new hotspots, with the older hotspots gradually becoming part of it over time, leading to eventual alignment. On many occasions, the point had been raised that technology was a tool, not a solution, for reservation systems that were already in place. Expanding to other hotspots was not just about creating a reservation system; it involved developing a robust, on-the-ground implementation. Defining rules, guidelines, and management strategies for each site was essential before developing a reservation system. The Sassato team believed that technology was the easy part in this situation, but the people and processes were the hard part.

However, if the app were developed the end stage would be a reservation system in which new hotspots could enroll when ready. Mr. Wacksman suggested that Board members read the Hā'ena State Park case study, which provided a template that could be applied to future sites. He repeated that having a reservation system would not solve a single hotspot issue; the solution to the problem was the work that preceded the development of the system. A reservation system would provide better delivery and enhance existing platforms, but the demanding work lay in preparation to identify operational issues.

Mr. Wacksman reminded Board members that the cost of the app would depend on its scope. The Sassato team suggested starting small and then building on top of that basis, beginning with the core functions developed either from out-of-the-box technology, from companies with similar technology that could be customized to meet Hawai'i's needs over time, and/or utilizing existing systems. Mr. Wacksman noted that opportunities existed to leverage existing systems, especially those created by DLNR and GoHawaii.

The team had spoken to several vendors, some of whom were currently vendors for various agencies and departments. More details were provided in the report.

Mr. Wacksman pointed out that although Sassato's scope of work had been predicated on an app, this was not the only possibility. The three main methods of touching people digitally were:

- A native app was envisaged, meaning it had to be downloaded from an app store and resided on the user's phone.
- A progressive web app (PWA) is a website built like an app; it might be in the app store, but it is actually a website.
- A responsive website that adapts to whatever device you have and can, for instance, adapt to a cell phone.

Each of these methods had its benefits and drawbacks. As the project moved into the RFI and RFP phases, vendors would be asked for their own recommendations, likely based on their own technology.

Mr. Wacksman explained that the ongoing technology costs of this type of project were typically about 20–35% of the initial cost per year. This did not include CPI marketing, and, depending on the scope of the app, it did not include customer service or other operational areas.

He added that the wild card was the possible effect of artificial intelligence (AI) on app development. No one was sure about the future and whether generative AI would eliminate

apps. Mr. Wacksman thought not, but no one knew. He believed that it would probably be necessary to integrate AI tools into this technology, but ultimately, a flexible and iterative approach was indispensable. Potential vendors would be asked about their attitude to AI and how it could be useful. Some stakeholders had made good suggestions about AI, such as having a Hawai'i GPT, a chatbot trained on all things Hawai'i.

Mr. Wacksman mentioned one key point: they had not interviewed any end users as part of the study; the team had only interviewed stakeholders, vendors, and industry experts, although he conceded that stakeholders could be potential end users. Interviewing end-users could have been valuable in identifying the functions and features that would give end-users a reason to download. They could have been asked whether they would be willing to download another app on their phone and what possible reasons they would do so.

The report gave detailed insights into the process and the build. Mr. Wacksman referred to Mr. Ka'anā'anā's intention to complete the project immediately. On the other hand, the Sassato team believed that further work should be done before entering the RFI/RFP phase.

The Sassato team recommended the following:

- creating a small steering committee that could make quick decisions
- appointing a project leader
- finalizing the core objectives of the app
- defining the features and functionality of the app
- determining the method of approach to the current reservation system

The team believed it was important to identify the willingness of existing reservation systems to integrate with the app. The app should also be capable of integration with alert systems and other existing systems. The Sassato team respected the work that had already been accomplished. They always asked themselves how they would approach the work if asked to participate in the project.

The team saw the development of the app in four phases:

- Alignment of the scope and definition of the project
- Vendor selection and contracting
- App development and testing
- Launch and scale

The team recommended launching with a Minimum Marketable Product (MMP), identifying what worked, conducting necessary modifications (tweaking), and then adding functions and features.

Mr. Wacksman summarized the key points as follows:

- The foundation for the project's success was to appoint a steering committee to make rapid decisions and appoint a project lead who would drive alignment and oversee the initiative while prioritizing features and functionality in the MMP and engaging with departments and agencies to gauge their willingness to participate.

Once the foundation was laid, the rest would follow:

- Creating and issuing the RFP
- Leveraging existing platforms
- Building the MMP
- Developing a robust marketing and user acquisition plan
- Launching and scaling strategically

The Sassato team believed this process would enable the app to be launched fairly quickly and cost-effectively along the timelines mentioned by Mr. Ka'anā'anā, setting the stage to scale the product and the user base.

The full report highlighted the key findings and could be used as a roadmap for the person leading these efforts. The final report had been scheduled for delivery in mid-January, but thanks to Mr. Ka'anā'anā's encouragement, the team had been able to deliver the report a few days before the present Board meeting.

Chair Hannemann opened the floor for questions.

Mr. McCully thanked Mr. Wacksman for the presentation, even though it had contained much more information than could easily be digested, and stated that he looked forward to reviewing the full report. He had not believed that the suggestion from the previous legislative session would become this report. Noting that Mr. Wacksman had not presented future budgets, Mr. McCully asked what portion of the money allocated by the legislature to develop the app was represented by this report.

Mr. Wacksman replied that the budget depended on the scope of the app.

Mr. McCully asked whether Mr. Wacksman was recommending a steering committee, and Mr. Wacksman confirmed he had recommended a small group of decision-makers who could help guide the project.

Chair Hannemann thanked Mr. Wacksman and Ms. Menor-Miller and noted that this report could be a template for use at both State and County levels.

Mr. Wacksman responded that the study included State, County, and Federal systems.

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

Chair Hannemann stated that Agenda Item 14b would be deferred to the next meeting.

Mr. Arakawa, the Budget, Finance, and Convention Center Standing Committee Chair, had also asked for Agenda Items Nos. 17 and 18 to be deferred to the next meeting.

15. Presentation on HTA Destination Stewardship Programs

Mr. Tyler Gomes, the Chief Administrator of Kilohana, stated that Mr. McCully's question during the previous Board meeting had necessitated the presence of Mr. Kūhiō Lewis, CEO of the Council for Native Hawaiian Advancement (CNHA), to clarify the separation between the Kilohana Collective and its support from the HTA, and CNHA's other work which shared the name Kilohana but did not receive any share of the funds from the HTA.

Mr. Lewis explained that the Kilohana Collective operated under contract with the HTA and was a subsidiary of CNHA. A separate entity named Experience Kilohana organized hula shows and other external activities and was funded by CNHA's other resources from various streams. As a financial institution, CNHA charged membership dues and obtained money by fulfilling contracts and performing other services, and these funds were used to support the activities of Experience Kilohana. Mr. Lewis explained that Kilohana had hoped to conduct more interactive activities on behalf of the HTA, but the confines of their contract did not permit this. Thus, the contract was funded by the other activities of CNHA, but it shared the name Kilohana.

Mr. McCully thanked Mr. Lewis for the explanation and admired the elegance of the solution. However, he believed that he had expressed a justifiable concern about the HTA's public money appearing to be used for private interests.

Mr. Lewis appreciated this concern and assured Board members that no HTA money had been used to support the private company. All the external activities had been a long-term vision of CNHA that was aligned with the organization's mission and was under its control. CNHA had accountants, attorneys, and external accountants who oversaw their bookkeeping, so he was confident that funds were not being intermingled.

Mr. McCully referred to his point about public perception, noting that everyone in Hawai'i was very attentive to minor details, so a casual observer might make unwelcome assumptions.

Mr. Lewis acknowledged Mr. McCully's point and explained that Kilohana's purpose was to represent Hawai'i's finest. Kilohana did that from a branding perspective, whether through contracts with the HTA or privately funded work executed through Experience Kilohana. He understood it was a perception issue, but at the end of the day, Kilohana presented a cultural perspective on the Hawai'i brand.

Mr. Arakawa agreed but posed the point that the possible existence of another organization relating to tourism, named HTA, but doing private activities without State money could confuse. Mr. McCully's point had been well taken; Kilohana's programs and ideas were great, but there was an opportunity for confusion.

Mr. Lewis stated that Kilohana and CNHA had never intended to confuse, and he looked forward to an opportunity to conduct more interactive, experiential visitor experiences within the confines of the HTA contract. He hoped they would eventually mount the Kilohana Hula Show, providing free entertainment to represent Hawaiian culture, even though it did not seem possible at the moment.

Chair Hannemann appreciated that Kilohana was often able to conduct activities through the private section of their organization when the HTA was unable to act expeditiously either because of a lack of funds or because approval was awaited. This had occurred with the Maui Classic. The HTA had provided funding for the games, but Kilohana had seen the need to support the Maui Mayor and the Maui business community by taking advantage of the presence of visitors with the Mākeke concept, using their own funds and funds from the Hawai'i Community Foundation. The HTA had participated by tapping into emergency relief funds to conduct marketing. The result was that 60 companies made over \$400,000 in sales.

Mr. Lewis understood that perceptions often led to false assumptions, but CNHA had created the Kilohana division to conduct visitor-related experiences, whether in tourism work or workforce and marketplace development. Currently, CNHA is a complex, large organization with over 100 employees throughout the State, and it is trying to create an internal division with identifiable branding. Kilohana was "doing business as" (DBA) for visitor-related work.

Mr. Arakawa thanked Mr. Lewis and appreciated his explanation but pointed out that they were getting into dangerous territory if they used "the other Kilohana" to execute activities that could not legally be done under the HTA. Mr. Arakawa stated that this would be unacceptable and these issues should be further considered and clarified.

Chair Hannemann understood the issues involved but noted that in the instance of the Maui Classic, CNHA had put together partners, and the HTA contributed to the marketing aspect. CNHA did not necessarily rely on the HTA to conduct activities that benefited the visitor industry. The HTA participated where possible.

Mr. Lewis assured the Board members that CNHA would reconsider its branding methods.

Mr. Pfund suggested that for activities sponsored by the HTA, they should use the HTA logo to differentiate the different activities.

Mr. Gomes responded that this was a requirement of their contracts with the HTA. Kilohana Collective was the DBA for the division of Kilohana working for the HTA; everything else was under the DBA of Experience Kilohana. He directed Board members to note that the Kilohana logo shown on the bottom left of the report was exclusively used for HTA work. The Experience Kilohana logo was completely different.

Chair Hannemann commented that the Kilohana Hula show at Waikīkī, as well as the Hawaiian show at the Hyatt in Waikīkī, was operated strictly by Kilohana.

Mr. Gomes informed Board members that he would give a year-to-date update on the HTA contract. Term 1 of the contract was to conclude on December 31, 2024. He added that the financial information would be updated to October 31, 2024, because the CNHA financial reports had a 60-day delay.

Visitor Education Post-Arrival Marketing (VEPAM) has now exceeded every key performance indicator (KPI) that had been established in the original contract, with records up to November 30, 2024. CNHA was working on metrics to assess their proposed spending and KPIs for the following year. The report showed the amount already spent and remaining in the account.

Mr. Gomes stated that the Lahaina Festival had been an excellent opportunity for collaboration. The contract for Foundational Technical Assistance included a small budget to support Mākekes regionally across the State at \$3,000 per Mākeke. The Lahaina Mākeke had been a recipient of the HTA funds.

Mr. Gomes informed the Board members that the Foundational Technical Assistance and Community Stewardship capacity-building project had concluded the previous week, with nine cohort members across the State and with every County represented. Four workshops had been conducted with the consultants, and 100% of the funds would be distributed by the end of the year. At the time of reporting, the cohorts had received about 70% of the funds, with the complete distribution after verified compliance of the cohorts. The report featured Hui Aloha Kīholo, which used its funds and training resources to build up the data side of its work, improving its resources to engage more visitors and make its resources more available.

The Community Tourism Collaborative for regenerative experiences had fifteen cohorts representing all counties. The cohorts had been supported with funding to take part in four workshops. All the cohorts had sought support to develop some form of new experience, either entirely new or building on an existing product. 70% of the funding had already been distributed, with the balance to be given once cohorts complied with their proposals' terms.

For example, Anelakai Adventures was the only non-motorized tour in Keauhou Bay and had used its funds to build a lunch tour utilizing resources from Hawai'i Island agriculture. The funds also increased their ability to buy daytime tours.

Mr. Gomes informed Board members that all the cohorts had been enthusiastic about the experience and the support they received from experts in the field. Their criticism was that the program had been too short. He pointed out that this was the nature of developing a pilot scheme and expressed the hope that the next iteration would have a duration of at least six months. Overall, the project had been a success, and all the cohorts had been satisfied.

Mr. Ka'anā'anā added a comment in the Ho'okahua Hawai'i Standing Committee by Ms. Paishon, who noted many bright spots with the CTCs, but the compressed timeline was not ideal. The contractors should not expect the compressed timeline to be the norm, and they must think about how to improve.

Mr. Gomes informed Board members that 'Umeke had to be divided into three phases because the contract had originally been written for the calendar year. On adapting it to the fiscal year, a gap had been left from January 2025 to June 2025 to reach FY26.

'Umeke 24 was about to reach completion, with final reports to be submitted by March 2025. The interim 2025 'Umeke period from June to January has just been announced. One hundred five total awards were made, with \$2.8 million awarded, and all projects were required to reach completion by June 30th. If applicants had additional activities extending after June 30, 2025, they could reapply for the next tranche, which would open in the first quarter of 2025. Mr. Gomes noted that this relatively rapid schedule enabled all activities to be placed in the same fiscal period. The plan was to launch in February and begin reviews in March. Mr. Gomes added that the funds allocated for 'Umeke had been almost spent completely.

Mr. Gomes reassured Mr. McCully that none of the money set aside by the legislature for the development of the Smart Tourism app had been used to compile the report presented to the Board. Funds for the preparation of the report had come from the Kilohana budget for smart tourism, and this meant that the entirety of the funds set aside by Rep. Quinlan for the development of the app was still available with the HTA. Mr. Ka'anā'anā confirmed this and stated that the funds were reserved for the eventual RFI and RFP.

Mr. Gomes stated that the definitive version of the curriculum for the Tour Guide certification program was expected to be available the following week. The vendor was TripSchool, an organization that specialized in creating multimedia tourism certification programs. TripSchool had built upon the existing curriculum developed by the University of Hawai'i, adding sections on culture and safety to better reflect the priorities of the DMAPs and the HTA's four pillars. The curriculum emphasized culture and community and would be submitted to Mr. Ka'anā'anā for review the following week.

Mr. Gomes informed Board members that there had been 180 registrations for Qurator, the quality assurance program, of which 64 had been certified, well exceeding the minimum KPI for the year. The minimum for every island had not been achieved, since there appeared to be less motivation for people to proceed with audits during the holiday season due to other priorities. He added that even if the KPI for some islands might be one or two short, there would be time for audits to be completed early next year.

Mr. Ka'anā'anā added that partners on Moloka'i and Kaua'i should be encouraged to finish their audits. Many groups had begun the process, but the audit was the final stage for certification. Kilohana would have achieved their island-by-island KPIs if all groups had finished their audits.

Mr. Gomes added that marketing advertising for the Qurator program would ensure that adoption continued to grow. The launch had been surrounded by much excitement, but this had been followed by a reduction in motivation. However, outreach was to continue into the following year.

Kilohana had been asked by the Global Sustainability Tourism Council (GSTC) to help develop their food security criteria based on Qurator. It was to be hoped that global recognition of the program would lead to increased applications for certification.

Chair Hannemann asked for questions from the floor, and hearing none, he thanked Mr. Lewis and Mr. Gomes for their contributions.

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

Chair Hannemann introduced the final item for the day, Agenda Item No. 16: Report and update by the Branding Standing Committee of their meeting held on December 12, 2024, to be presented by Dr. Aaron Salā and Mr. Jay Talwar.

Dr. Salā, President/CEO of the HVCB acknowledged the presence of Mr. Talwar, Mr. Eslinger, Ms. Imai, Darlene Morikawa, and Lei-Ann Field from their team, all of whom had worked on the

L.A. activation. This presentation had now been given several times, so he would do his best to be brief. Dr. Salā acknowledged several questions that had been raised in the Branding and the Budget and Finance committees.

Dr. Salā stated that two important questions had to be answered. The first question,

- “Was the L.A. activation successful?”

led naturally to a second question:

- “Should such activations be conducted in the future?”

He intended to explain why an affirmative response should be given to both questions, but with the caveat that future repetitions of such activations must be coupled with a strategy.

Dr. Salā explained how HVCB, under the auspices of Hawai‘i Tourism USA (HTUSA), had worked in partnership with and on behalf of the HTA. He believed that dialogue might challenge the HTA to think more broadly and strategically about its role.

Dr. Salā outlined the timeline for the L.A. activation:

- September 15, 2023: The Branding Standing Committee met, and the HTA challenged all the global marketing teams (GMTs) to develop plans to stimulate demand for travel to Maui.
- September 28, 2023: HTUSA recommended a series of market saturations at the \$10 million budget level.
- July 12, 2024: The HTA hosted a series of industry partners’ meetings at which HTUSA presented ideas for an L.A. Activation.
- July 25, 2024: The HTA had approved a \$1.67 million plan for an L.A. activation.
- August 13, 2024: HTUSA submitted the final L.A. Activation plans and performance measure targets to the HTA. Starting on that date through October 30, notifications and information on how to participate were sent via nine emails to 2,760 industry partners, resulting in 19,909 distributions to various entities in the visitor industry.
- September: The activation itself took place.

Dr. Salā informed Board members that the activation had delivered the following paid digital media:

- YouTube TV: 18.6 million impressions
- LG: 14.5 million impressions
- TripAdvisor: 5.5 million impressions

The activation had also delivered the following paid social media:

- Facebook: 5.8 million impressions
- Instagram: 4.9 million impressions
- TikTok: 4.6 million impressions
- YouTube: 10.5 million impressions

The key performance indicator (KPI) was the purchase of the desired number of impressions.

For YouTube TV, the target had been 24.5 million impressions, but the delivery was 18.6 million impressions or 76% of the target. This under-delivery was due to the auction-based purchase; the original proposal had been based on a specific price point, but the cost had increased when approval came. Dr. Salā reminded Board members that this highlighted the importance of moving nimbly in such activations.

The second anomaly concerned Facebook and Instagram, where the target had been 10.46 million impressions, but delivery was 5.8 million, or 55% of the target. Paid social media targets had been erroneously based on a national purchase, an error in the planning of the activity so that instead of focusing on the LA/San Diego area, the KPI had been measured on a national purchase rather than a focused target. Dr. Salā also pointed out that the Meta ad platforms, Facebook and Instagram, effectively operated together, leading to delivery variations where the Meta algorithm prioritized the better-performing platform, which in this case was Instagram.

Dr. Salā noted that Chair Hannemann had issued a challenge to engage Governor Green and Mayor Bissen in the activation. This was a key reason for the choice of September 2024 due to the timing of the Rams game and the possibility of Governor Green's presence. In partnership with Marriott Resorts Hawai'i, interviews took place on three prime-time airings, reaching more than a million viewers. There had been 502,000 total social impressions and 525,000 total digital impressions. Dr. Salā stated that L.A. Unscripted KTLA had access to community engagement.

Consumer activation had been through a partnership with Mana Up Hawai'i, with an event located in the heart of Abbot Kinney Boulevard. L.A. Live could have been an alternative location with even greater attendance, but the team believed that Abbot Kinney represented the Hawai'i target traveler. Goals for attendance and sales had been far exceeded. The report gave a detailed list of the partners involved in this event.

Dr. Salā mentioned the work done with high-impact messaging platforms:

- Governor Green had taken part in two KTLA interviews: L.A. Unscripted and the main news segment.

- Mayor Bissen had held high-profile meetings with L.A. Rams executives, Pleasant Holidays, and had also given a major interview for KTLA.

Dr. Salā explained that the goal of the activation had been for the leaders of Maui to inform business leaders in California that Maui was open. While the team used parallels with the 2008/2009 post-recession model to define the KPIs, Maui's recovery represented an evolution in articulating the industry. This was because, at various times, visitors were informed that Maui was closed and were asked not to come to Maui by residents, legislators, and high-level influencers. This made the situation different from the post-recession situation.

Dr. Salā believed that congratulations were due to Mr. Talwar and his team because the activation planning had predated his recruitment to HVCB. Planning by the HVCB team had taken place over an unprecedentedly brief time, and they had brought together partners for positive engagement on many levels.

Dr. Salā stated there had been a public relations media blitz, including in-person meetings with seven editors, freelance writers, and 20 media outlets. The following results had been obtained:

- Three media had been co-hosted on Maui
- Two episodes of Tastemade's "From Scratch" had been filmed in Maui and were to be aired in the first quarter of 2025
- NBC had filmed a West Maui segment
- Entertainment Tonight featured Wailea for an entire week in November

All these events had occurred as a result of creating a buzz.

Travel trade education and training included a workshop seminar with 145 participants and an evening program comprising a trade show, networking, and dinner for 168 participants. Twenty Hawai'i supplier partners had highlighted their offerings, and island visitors' bureau representatives provided comprehensive destination updates, along with entertainment by Nā Hōkū Hanohano award winner Mailani Makainai and former Miss Hawai'i USA Aureana Tseu.

Dr. Salā thanked Mr. Miyasato for coordinating with Hawaiian Airlines, which hosted a lunch and a dinner over the activation. It was praiseworthy that all the industry partners had come together to ensure the success of the activation.

Dr. Salā reminded Board members that HVCB was a private non-profit organization that had contributed \$268,500 to a cooperative incentive venture with industry partners. He noted that this venture had been vetted to ensure appropriate levels of cooperation.

HVCB had taken advantage of the network that Mr. Talwar had developed over the past two decades to seek opportunities for Maui's recovery. The present goal was to find ways to fill hotel rooms to ensure the continued existence of Maui businesses. The goal of HVCB under the auspices of HTUSA was to create the conditions necessary for the target Hawai'i traveler to travel to Hawai'i. Dr. Salā reminded Board members that this required a whole series of actions because it was not a linear process. He added that America was a mature market for Hawai'i, with the advantage that the target audience understood the place.

Dr. Salā presented a graph comparing promotional room nights to all other room nights for Maui, showing an increase in September, which had already begun to decline by October. Hotel partners reported a significant increase in bookings starting in early October, including active bookings for the first quarter of 2025. One hotel partner reported an increase in booking pace for the first quarter of 2025 and attributed this success to the L.A. activation. Inspired by the HTUSA program, a partner hotel hosted a travel trade educational webinar attended by over 200 travel agents. Other industry partners were conducting their own media appointments and receiving positive feedback on the activation. It was clear that the visitor industry had appreciated the L.A. activation.

Moving forward and conscious of the market's maturity, HTUSA intended to maintain the brand, "the people, the place, the Hawaiian islands." They aimed to create the conditions necessary for the interest of the target Hawai'i traveler to be converted into actual travel. Dr. Salā considered that the horizon between the desire to travel and the plan to travel had severely condensed over recent months. As a matter of strategy, it was important to attract the desired traveler, and this was different from the traditional GMT method of creating a trade show to drive conversion. HVCB was thinking about future progress and the effects of the L.A. activation.

Mr. Arakawa asked whether the L.A. activation was a departure from the usual daily activities of HVCB.

Dr. Salā responded that they saw their role under contract with the HTA as looking at national annual branding campaigns. HVCB would function as the branding organization on behalf of the HTA and behalf of the State. Their purpose was to strengthen the long-term equity of the brand.

Dr. Salā stressed the importance of the global consistency of the Hawai'i brand. The GMTs had to speak the customer's language, but the function of HVCB was to ensure that the colors and the attitudes represented the Hawai'i brand.

The Hawai'i brand was representative of the Hawai'i identity and was meant to maintain long-term awareness and trust. The scope and focus of the brand were nationwide and very high-level. The timeline was year-round and brand-driven, with tactics involving advertising, social media, earned media, and travel trade. Market activation was to be tactical, market-specific, responsive, driving towards immediate action, localized, short-term, custom, market-driven, and on-brand. The tactics were to be hard-hitting through consumer activations, advertising, cooperative programs, and earned media.

Dr. Salā considered that the visitor industry could be represented by a well-designed garden where each type of plant was properly cultivated. He noted that if resources were reallocated to neglect the brand and concentrate on market activations, the quality of the entire garden would suffer, and the space would be taken over by others. In tourism terms, neglecting the brand would allow other destinations to invest and take away part of Hawai'i's market share.

Dr. Salā gave two clear conclusions:

1. Market activation and branding were interdependent.
2. Market activation itself had to be part of a strategy.

Dr. Salā believed that the challenge by the HTA Board Chair to conduct an L.A. activation had been successful, but it was important for this activation not to stand alone. Activation needed to be continuous and maintained during this recovery period for Maui. The data showed an opportunity for the HTA to rebuild the market.

Dr. Salā concluded that the September activation had positively affected the booking pace through February 2025, but the Board was advised to continue to be cautious. Although the U.S. market was soft, it was slowly making its way back. As other GMTs started to come back in the same way, there was a risk of over-tourism recurring.

It was necessary to believe in the positive effects of these market saturations, but they must be strategic and targeted, Dr. Salā assured Board members that HVCB would continue to promote the Hawai'i brand under the auspices of HTUSA. He thanked Chair Hannemann for this opportunity to share this with Board members.

Chair Hannemann asked for questions and comments from Board members, and thanked Dr. Salā for his effective presentation. The Chair believed that the collaboration between HVCB and the HTA would produce a good template for the future. The major objective of the L.A. activation was to change the messaging with the help of HTUSA and the participation of the mayor and governor. The Chair thanked HVCB for bringing private partners together.

a. Presentation, Discussion and/or Action on the Findings from the L.A. Saturation Activation and Plans for 2025 Market Saturation Activation

Chair Hannemann called on Mr. Miyasato, who stated that this Agenda Item should also be deferred. The Chair then asked if the outgoing chair of the Branding Standing Committee had any words to share.

Mr. Miyasato expressed his hope that this discussion item could be passed on to the next Chair of the Branding Standing Committee. He emphasized his belief in “powered by the HTA.” He noted his interest in the earlier conversation about Kilohana Collective and Experience Kilohana, highlighting that branding was all about identification.

Mr. Miyasato thanked the HTA Board members for the past 18 months he had spent as part of the Board.

b. Presentation and Discussion on a “Powered by the HTA” Campaign and Initiatives

17. Report and Update by the BUDGET, FINANCE, AND CONVENTION CENTER STANDING COMMITTEE of their Meeting Held on December 13, 2024

a. Presentation, Motion, Discussion, and Action on the HTA’s November Financial Report; Recommend Approval

b. 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

Agenda 17 is deferred to the next meeting.

18. 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

Agenda 18 is deferred to the next meeting.

19. Adjournment

The meeting adjourned at 2:51 p.m.

Respectfully submitted,

Sheillane Reyes

Sheillane Reyes
Recorder