



**REGULAR BOARD MEETING  
OF THE  
HAWAII TOURISM AUTHORITY**

**HYBRID IN-PERSON & VIRTUAL MEETING**

**WEDNESDAY, MAY 28, 2025 AT 9:30 AM**

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

Meeting will be live streaming via Zoom.

**<https://us06web.zoom.us/j/82788706621>**

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

**Call In: +1 719 359 4580 US  
Webinar ID: 827 8870 6621**

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

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

**AGENDA**

1. **Call to Order** *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**
3. **Opening Protocol**
4. **Report of Permitted Interactions at Informational Meetings or Presentations Not Organized by the Board Under HRS section 92-2.5(e)**
5. **Approval of Minutes of the April 15, 2025 Regular Board Meeting and May 1, 2025 Regular Board Meeting**
6. **CEO Report**
7. **Board Chair Report**
8. **Report and Update on SB 1571 and its Implementation** *10:00 a.m.*
9. **Report and Update by the BUDGET, FINANCE, AND CONVENTION CENTER STANDING COMMITTEE** *10:30 a.m.*
  - a. **Report and Action on the Hawai'i Tourism Authority's (HTA) April 2025 Financial Reports**
  - b. **Report and Action on the Hawai'i Convention Center's (HCC) April 2025 Financial Report and Update on the HCC's 6-Year Repair and Maintenance Plan**
10. **Discussion and Action on HTA's Audits** *10:45 a.m.*
  - a. **Financial Audit**
  - b. **Performance Audit**
11. **Discussion and Action on Proposed FY 2026 Budget\*\*\*** *11:00 a.m.*
12. **Discussion and/or Action on Personnel Issues \*\*\*** *12:00 p.m.*
13. **Adjournment** *12:30 p.m.*

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

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

If you need an auxiliary aid/service or other accommodation due to a disability, contact Carole Hagihara-Loo at (808) 973-2289 or [carole@gohta.net](mailto:carole@gohta.net) as soon as possible, preferably no later than 5 days prior to the meeting. **Requests made as early as possible have a greater likelihood of being fulfilled.** Upon request, this notice is available in **alternative/accessible** formats.

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

# **5**

**Approval of Minutes of the  
April 15, 2025 Regular Board Meeting  
and  
May 1, 2025 Regular Board Meeting**



**REGULAR BOARD MEETING  
HAWAII TOURISM AUTHORITY  
Tuesday, April 15, 2025, 12:30 p.m.**

**Virtual Meeting**

**MINUTES OF THE REGULAR BOARD MEETING**

**MEMBERS PRESENT:**

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

**MEMBER NOT PRESENT:**

Chris West

**HTA STAFF PRESENT:**

Caroline Anderson, Kalani Ka'anā'anā, Isaac Choy, Jadie Goo, Amalia Kartika

**LEGAL COUNSEL:**

John Cole

**1. Call to Order**

Chair Apo called the meeting to order at 12:35 p.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**

Chair Apo congratulated Ms. Paulson and Mr. West whose senate floor confirmation votes had taken place on that day.

Ms. Kartika conducted the roll call, and members were in attendance except for Mr. West, who was excused. Members who attended via Zoom were by themselves.

**3. Opening Protocol**

Mr. Ka'anā'anā conducted the opening cultural protocol.

#### **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 at informational meetings or presentations not organized by the Board under HRS section 92-2.5(e).

#### **5. Report and/or Action by the Legislative Permitted Interaction Group**

##### **a. Discussion and/or Action on Current Legislative Policy, including HTA FY 26-27 Budget**

Chair Apo presented a brief update on the Legislative Permitted Interaction Group (PIG), noting that the legislature was moving into the Conference Committee for the final three weeks of the session. The Chair reminded members of the following three items that were the main focus of the HTA:

- 1. The HTA Budget.** This was contained in House Bill 300, which provided a \$63 million base budget for the HTA in its current form. The Chair added that, after last-minute hearings in the Ways & Means Committee, a \$17 million appropriation for the HTA had been inserted into House Bill 504 dealing with the Transient Accommodations Tax (TAT). The condition for this appropriation was that the HTA be included in the list of groups required to reach certain benchmarks during the coming years. For the HTA, the first milestone would be in 2030 concerning buying local products and ensuring that their vendors, with particular reference to Hawai'i Convention Center (HCC) and its food service, purchase food products locally.  
Chair Apo noted that the Board had approved an \$80 million budget, but the budget submitted to the legislature was \$70 million. He commented that if the \$63 million and the \$17 million appropriations were approved, this would be consistent with the Board's position on an \$80 million budget.
- 2. House Bill 1571.** Chair Apo explained that the HTA hoped for amendments to this bill in the conference. Input by the Finance Committee had proposed making the HTA Board an advisory board and had also proposed that the Governor would appoint the HTA CEO with Senate consent. The Chair explained that the language of this bill changed the appointment from "subject to section" to "subject to HRS," thus impacting the powers and authorities of the Board. The HTA hoped for amendments to this bill in the conference committee.
- 3. The HTA CEO's Compensation Package.** The Chair explained that the effective date

had to be corrected, having been entered as the year 3000. He hoped that there would be an amendment in the conference.

Chair Apo added that the HTA had been asked by the Congress to participate in several advisory groups dealing with issues related to the impact of tourism and destination management. The Chair explained that the requirements of these groups were being examined to ensure that they would be consistent with previous Board decisions and policies.

Chair Apo requested additional input from PIG members or questions from Board members.

Mr. Arakawa asked how the HTA would react if the budget were returned at less than \$80 million. He pondered whether all items would be reduced by the same percentage or whether budget priorities would be completely revised. He was aware that this would be an issue for the Budget, Finance, and Convention Center Standing Committee (BFCSC).

Chair Apo responded that if the budget approval were less than \$80 million, it would be necessary to understand which Project ID codes had been included and whether funds were specifically assigned to particular line items within the Project IDs. He reminded Board members that the HTA hoped for, and would continue to advocate for, fewer Project IDs than they currently have. He commented that decisions on the Fiscal Year 2026 (FY26) budget would only be possible in light of the parameters placed on the budget by the legislature.

Ms. Anderson reminded the Chair that the HTA was following a bill regarding naming rights and had testified that the HTA understood and recognized the sensitivity of public signage but argued that the sale of naming rights could result in additional revenue to the HCC. The HTA would continue to monitor that bill.

There was no public testimony on this agenda item.

## **6. Discussion and/or Action on the Assignment of Board Members to Committees**

Chair Apo stated that no action on this issue was planned at present, but he requested any Board member with a particular desire to serve on, or to be removed from, a committee or a PIG to inform Ms. Anderson so that necessary changes could be made.

Mr. Arakawa pointed out that the original members of each PIG were locked in, but if members wished to change, a different PIG could be formed. He asked for input from AG Cole.

AG Cole responded that the membership of the investigative PIGs was locked in, but the membership of the legislative PIGs could be changed.

Chair Apo thanked AG Cole for this clarification, which implied that if a member of an investigative PIG wanted to change, the PIG must complete the work it had done so far, and a

new PIG must be created.

The Chair added that when the legislative PIG had been created in November 2024, the intention had been for it to be dissolved after the end of the legislative session. The PIG was to submit its report and be dissolved in May or June 2025. The authority and responsibility for the HTA policy was the purview of the Administrative and Audit Standing Committee (AASC), which would take over from the legislative PIG. A new legislative PIG could be created for the following legislative session.

Mr. McCully suggested that the legislative PIG should submit its report in July 2025. He also asked for a reminder of which members of the legislative PIG were still extant so that a future PIG could include new members. His suggestion of July 2025 for the reporting date was related to the Governor's veto date, which might have some impact on the report.

Chair Apo agreed that it was important to consider the Governor's veto questions and the possibility of a special session, including the possibility of a special legislative session in September 2025 based on events at the federal level. The Chair assured Board members that these issues would all be taken into consideration.

There was no public testimony in this agenda item.

### **7. Discussion and/or Action on HTA Leadership Positions\*\*\***

Chair Apo introduced Agenda Item 7, and pointed out that because it concerned personnel issues, he would request a motion for the Board to move into executive session accompanied only by AG Cole.

Mr. McCully proposed the motion for the Board to enter the executive session. Ms. Paulson seconded the motion.

Chair Apo asked AG Cole to enunciate the reasons for entering the executive session.

AG Cole stated that the Board was meeting under HRS§92-5(a)(2) to consider the hire of officers or employees or consideration of matters affecting privacy and to consult with the Board's attorneys on issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities.

Chair Apo asked for any discussions or questions on the motion. Hearing none, he called for the roll-call vote.

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

The regular BOD meeting entered the executive session at 12:53 p.m.

Chair Apo reported that during the executive session, the Board had voted to approve Ms. Anderson as the Interim CEO for the HTA; the Board had approved and recommended that the Interim CEO name Mr. Choy as the Chief Administrative Officer while remaining in his current role as the VP of Finance; the Board had approved and recommended that the Interim CEO name Ms. Goo as the Chief Branding Officer.

Chair Apo commented that the language used in the last two motions emphasized that the Interim CEO, not the Board, was to appoint the two leadership positions.

## **8. Adjournment**

The meeting adjourned at 1:38 p.m.

Respectfully submitted,



---

Sheillane Reyes  
Recorder



**REGULAR BOARD MEETING  
HAWAII TOURISM AUTHORITY  
Thursday, May 1, 2025, 9:30 a.m.**

**Hybrid In-Person & Virtual Meeting**

**Hawaii Convention Center**  
Parking Level | Executive Boardroom A  
1801 Kalākaua Avenue  
Honolulu, Hawaii 96815

**MINUTES OF THE REGULAR BOARD MEETING**

**MEMBERS PRESENT:**

Todd Apo (Chair), Mahina Paishon (Vice-Chair) (Zoom), David Arakawa, Stephanie Iona, Mufi Hannemann, James McCully, Lisa Paulson (Zoom), Roy Pfund, James Tokioka (Ex Officio, DBEDT Director), Chris West (Zoom), Mike White

**MEMBER NOT PRESENT:**

Kimberly Agas

**HTA STAFF PRESENT:**

Caroline Anderson, Kalani Ka'anā'anā, Isaac Choy, Talon Kishi, Carole Hagihara, Amalia Kartika, Lindsay Sanborn

**GUESTS:**

Jeffrey Eslinger, Lynn Whitehead, Laci Goshi, Aaron Salā, Ka'ini Aranaydo, Carmela Resuma, Darlene Morikawa, Tyler Gomes, Teri Orton

**LEGAL COUNSEL:**

John Cole

**1. Call to Order**

Chair Apo called the meeting to order at 9:31 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**

Ms. Sanborn conducted the roll call, and members were in attendance apart from Ms. Agas, who had been excused. Members who attended via Zoom were by themselves.

**3. Opening Protocol**

Mr. Ka'anā'anā conducted the opening cultural protocol and acknowledged that it was May Day in Hawai'i. He also announced he would depart from HTA after nine years.

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

**5. Approval of Meeting Minutes of the March 25, 2025, Special Board Meeting and March 27, 2025, Regular Board Meeting**

Mr. McCully proposed the motion to accept the minutes, and it was seconded by a Board member. The motion passed unanimously.

**6. CEO Report**

Ms. Anderson acknowledged Mr. Ka'anā'anā's nearly ten years of service to the Hawai'i Tourism Authority (HTA) and the people of Hawai'i. She recognized his significant contributions to the organization, expressed appreciation for their friendship and his leadership, and affirmed that he would always be welcome at the HTA.

Mr. Ka'anā'anā responded by acknowledging the individuals who had built the visitor industry. He reflected on his initial unfamiliarity with the depth of Aloha fostered by the tourism industry among colleagues, the community, and visitors. He expressed gratitude for the accomplishments of those who had come before him, citing Ms. Keli Wilson, who had shaped the Director of Hawaiian Cultural Affairs role, and noting that he had stood on her shoulders to achieve what had been accomplished to date. He extended his thanks to the staff of the HTA, emphasizing that their work had been indispensable, and stating that the community recognized and appreciated their endeavors, even though they were not thanked as often as they deserved. He also highlighted the valuable feedback from community partners and industry stakeholders, which helped the HTA improve.

When presenting the CEO report for March 2025, Ms. Anderson noted that both the HTA planner and the Hawai'i Island destination manager had commenced their roles during that period. She stated that the HTA was now almost fully staffed and expressed gratitude for the presence of these new team members.

Regarding Brand Marketing, Ms. Anderson reported that efforts had been made to create a dedicated SharePoint site for sharing resources and tools with various markets, stakeholders, and partners. She emphasized the importance of providing resources that the team could interactively utilize.

In the area of planning, she explained that work had focused on drafting requests for proposals (RFPs) for facilitation services to develop the strategic plan, the destination management action plans (DMAPs), and an update to the tourism functional plan. Additional efforts had been directed toward preparing RFPs to develop these plans.

Ms. Anderson observed numerous changes and challenges since becoming Interim CEO. She had been asked to define the organization's forward strategy. In response, she presented a 90-day action plan, which she shared with the Lieutenant Governor, the House Speaker, and Senators DeCoite, Dela Cruz, and Fevella. Ms. Anderson explained that this plan, developed in collaboration with Chair Apo and the HTA leadership team, aimed to address the pressing issues facing the organization with the following seven key goals:

1. Continuing to create and build a collaborative and cohesive team that would communicate and coordinate to work together efficiently;
2. Reducing overdue invoices by 100% by May 15, 2025;
3. Identifying contractor issues by May 15, 2025;
4. Ensuring that HTA staff would review, upload, and follow all policies and procedures by the end of July, 2025;
5. Improving Board work and efficiency;
6. Ensuring effective tourism policy development by setting clear directions while empowering staff to implement the annual strategic tourism management plan under the budget;
7. Filling the following open positions by July 1, 2025:
  - Public Affairs Officer
  - Brand Manager for the Stewardship team
  - Chief Stewardship Officer

Ms. Anderson added that the three major areas of focus in implementing the above seven objectives during the next 90 days, with both the Board and staff, were to be as follows:

1. Stabilization of leadership and organizational structure

- Developing structures, roles/duties, and expectations within the interim period;
- Evaluating and resetting team structure;
- Evaluating workloads and resetting assignments, developing clear deadlines, and monitoring processes and responsibilities;
- Identifying any missing roles/skills, such as creation of contract management standards and processes;
- Setting intra-team dynamics – trust, communication, collaboration, common goals – the only way to achieve aims and to show the industry and the community that they exist to serve them and have great programs that are well-executed;
- Strengthening individual team member goal setting, performance evaluation, and workplace environment.

In reply to Mr. Arakawa's question, Ms. Anderson stated that her presentation would be distributed to Board members later.

### 2. Strengthening of strategic communications;

- Identifying and communicating economic and community benefits of the work of the HTA and the State's financial support of the HTA;
- Establishing a specific plan for communication with the legislature and the Governor's office;
- Creating a broader understanding of the role, goals, and operations of the HTA.

### 3. Improving the Board and working with Board leadership;

- Resetting Board member roles, duties, and expectations;
- Establishing intra-Board relations;
- Establishing Board/staff relations, including communication expectations;
- Considering consolidation and efficiencies of Board committees and identifying committee/Board meeting efficiencies;
- Identifying necessary and/or beneficial Board training.

Ms. Anderson concluded the CEO report, and Chair Apo requested questions or comments from Board members.

Mr. Arakawa congratulated Ms. Anderson on the presentation graphics and inquired whether the recommendations were already finalized or if they would be sent to the Administrative and Audit Standing Committee (AASC) for review and subsequent recommendation to the Board.

Ms. Anderson responded that, having been asked by a senator about her action plan for the agency, she had developed the plan in collaboration with the HTA leadership team and the Board Chair.

Mr. Arakawa asked whether the senator had asked Ms. Anderson to refrain from discussing the plan with the Board. Ms. Anderson replied that the senator had inquired about her plan, which she had provided as her response.

As Ms. Anderson mentioned, the Chair confirmed that copies of the plan would be distributed to all Board members. He explained that the AASC was welcome to review either the entire plan or specific sections, make recommendations, or discuss key portions with Ms. Anderson. He pointed out that this plan was not an action item for the Board.

Mr. Arakawa expressed his agreement with the plan, stating that he considered it crucial for the future of the HTA and emphasizing the importance of effective communication.

Chair Apo remarked that he would expect any individual serving in the CEO position, whether interim or permanent, to establish a strategic plan. He acknowledged the significance of Ms. Anderson's efforts in developing and presenting the plan to the Board while ensuring that the AASC had the opportunity to deliberate on pertinent issues. He characterized this as an appropriate initial step and assured Board members that any necessary discussions or refinements would be conducted transparently.

Mr. Arakawa appreciated Chair Apo's perspective regarding potential future actions associated with the presentation.

Chair Apo invited additional questions and extended his thanks to Ms. Anderson.

## **7. Board Chair Report**

Chair Apo pointed out he had annotated agenda items with proposed times as part of an initiative to enhance efficiency. He clarified that these were not rigid time constraints but guidelines for Board members, which were developed in collaboration with Ms. Anderson and staff during the agenda development. Estimated time allocations had been suggested based on the content to be presented and the types of questions that might arise. The Chair encouraged committee chairs to adopt a similar approach by consulting with staff and setting provisional timeframes. He repeated that these were not definitive deadlines.

Chair Apo added that he had engaged in discussions with HTA staff and external partners, contractors, and stakeholders to explore ways to improve the efficiency of Board and Committee meetings. His first observation had been that contractors often had to deliver a presentation to several committees before making the same presentation to the Board. The Chair emphasized the importance of attributing substance to committee meetings and hoped to develop a method by which contractors could make a single presentation while ensuring that all Board members would have access to a presentation recording.

Chair Apo proposed that the issue could subsequently be introduced to the Board once a presentation had been delivered to a committee. Board members would be responsible for viewing the recording before the Board meeting to prevent unnecessary repetition at the Board level. However, the contractor would still be present at the meeting to answer questions, provide supplemental information, and discuss any developments following the committee discussion. The Chair hoped that progress on these issues could begin immediately, acknowledging that this approach might require Board members to complete some preliminary work by watching recorded presentations. Nonetheless, he believed that, ultimately, this process would save time for both the Board and the contractors involved.

Chair Apo invited feedback about implementing these changes and noted that while he aimed to improve efficiency, he was concerned that information should not be lost in the process and cautioned against any shortcuts that might diminish interactions.

Secondly, the Chair proposed an efficiency initiative regarding the Board information packet, which often consisted of 150 pages or more, making it challenging to review. He expressed his intention to work with Ms. Anderson and staff to structure the Board packet to contain ten essential pages summarizing key information, followed by 100 pages of appendix materials. This arrangement would ensure that additional details remained available to those who wished to delve deeper, allowing Board members to review the primary content quickly. He acknowledged that expecting Board members to read more than 150 pages each month thoroughly might not be the most efficient or effective approach.

Thirdly, Chair Apo expressed gratitude to Mr. Hannemann for carrying the responsibility of representing the HTA within the community and asked whether any Board members were interested in such representation at community events. The Chair mentioned that he had delivered a brief presentation at Climb-HAI's LEI program on O'ahu and in Hilo, while staff had conducted presentations in Kona and Kaua'i. He encouraged Board members to notify him or Ms. Anderson if they wished to participate in such opportunities.

Additionally, the Chair noted that the HTA might contact Board members residing on neighbor islands regarding events scheduled in their respective locations, even if they had not proactively

volunteered. Board members would have the option to collaborate with HTA staff or to assume representation responsibilities independently.

He added that similar considerations applied to other events where the HTA's presence was beneficial. He reiterated Ms. Anderson's emphasis on the importance of effective communication and that Board members should understand how best to present themselves as representatives of the HTA, noting that active participation in events was one way to achieve this objective.

Finally, Chair Apo addressed the issue of Senate Bill 1571, acknowledging that all members were familiar with it. He stated that its implementation remained uncertain until it had passed the final vote and received approval from the Governor's office to become law. In the meantime, efforts were underway to analyze the bill's implications for the HTA and to assess the impact of the resulting changes. He expressed appreciation for Dir. Tokioka's initiative in instituting formal communication with AG Cole and the office of the Attorney General to obtain their perspective on how the bill would affect HTA operations.

Chair Apo outlined plans to draft several foundational and situational questions before the next Board meeting on May 29, 2025, to facilitate Board discussions on the matter. This process would also identify additional questions that Board and staff members wished to pose, allowing for a second round of inquiries to the Attorney General's office to refine certain details. He noted that discussions would also occur with the Governor's office, particularly since this office would now direct the CEO selection process, and the CEO would report directly to the Governor. Furthermore, efforts would be made to obtain a clear understanding of the bill's intent from members of the legislature.

Chair Apo concluded by explaining that his purpose in providing this information was to ensure transparency regarding ongoing efforts, rather than to present immediate answers. He assured members that the Board would have further opportunities for discussion.

Mr. Hannemann expressed his appreciation for the report. He noted that while efforts to identify efficiencies were ongoing, it was important to recognize that the HTA remained significantly understaffed, and this might result in greater efficiency taking longer than expected to achieve, particularly following the departure of Mr. Ka'anā'anā. Mr. Hanneman conveyed his appreciation for Chair Apo's remarks about upcoming legislation, stating that it was always valuable to examine legislative intent in depth, while remaining conscious of the administration's prerogative to refuse to implement measures approved by the legislature.

Mr. Hannemann emphasized the necessity of close monitoring and attempting to understand the HTA's future expectations, while recognizing the great advantage of a \$63 million recurrent

base budget. While seeking additional funding, the HTA had been affected by developments surrounding SB§1571. Mr. Hannemann noted that a review of the Attorney General's opinion would give a clearer picture, along with an assessment of the Governor's intentions, while collaborating with the legislature, and considering their perspective on the HTA.

Referring to the earlier discussion regarding the 150-page Board information packet, Mr. Choy asked whether the material could be provided in digital format rather than printed to reduce expenses and processing time.

Chair Apo agreed that such a change would result in savings on both fronts.

Dir. Tokioka referred to the legislature's practice of some representatives and senators preferring hard copies. He stated that while Mr. Choy's proposal was commendable, certain Board members might also prefer physical copies, and thus, a hybrid approach might be more appropriate.

Chair Apo proposed that the default assumption would be to provide the information digitally, but members who preferred hard copies could request printed versions, provided they gave staff sufficient notice.

In reference to efficiency efforts, Mr. Arakawa mentioned that the Budget, Finance, and Contracts Committee (BFCC) sometimes prepared a half-page summary that could be incorporated into the ten-page document. He suggested including such summaries would enable Board members to review key information more effectively.

Chair Apo expressed his hope that Board members would refrain from referring to him as "Chair," explaining that he found titles unnecessary and preferred to be addressed as Todd. He stated that his recommendations were intended to foster collaboration among Board members, staff, and contractors. He added that he had asked some contractors not to use his formal title and proposed that, unless anyone objected, all members should refer to one another by their first names.

Mr. McCully thanked Chair Apo and referred to Mr. Choy's cost-saving suggestion, humorously remarking that individuals of Scottish heritage shared the Chinese emphasis on frugality. He then asked whether the proposal implied that full paper copies would no longer be distributed in the future, and whether those opting to use laptops would no longer receive printed versions.

Chair Apo confirmed this approach, stating that unless objections were raised, staff would distribute the electronic version by default at the next Board meeting, while those who preferred hard copies could request them.

Mr. McCully preferred to maintain printed copies as the default option unless Board members specifically opted out.

Chair Apo agreed, stating that when staff distributed the agenda, members who did not wish to receive a hard copy could notify staff accordingly, allowing an assessment of the effectiveness of this arrangement.

Dir. Tokioka acknowledged Chair Apo's humility but noted that, within the City Council and the legislature, formal titles were an institutional standard and reflected respect for the institution. While he understood Chair Apo's perspective, he stated that he could not comply with the request.

Chair Apo responded that he understood.

#### **8. Report and/or Action by the LEGISLATIVE PERMITTED INTERACTION GROUP**

Chair Apo noted that final votes were still pending at the Capitol, though their outcomes were anticipated. He acknowledged that the HTA had tracked a number of bills since the beginning of the legislative session and expressed gratitude to those present and others outside the room, who had contributed significantly throughout the process. He commended the extensive efforts made by numerous individuals, recognizing that many discussions had taken place regarding legislative measures related to the HTA, both from an administrative and a budgetary perspective.

Chair Apo stated that four of the bills that they had been tracking were expected to pass:

- **SP583**—This bill would allow for a certain level of naming rights, and the HTA welcomed it because it would present an opportunity to generate additional revenue for the Hawai'i Convention Center (HCC). However, there were issues relating to the implementation of exterior signage.
- **SP1396** – This legislation proposed a three-quarter percent increase in the Transient Accommodations Tax (TAT), specifying three areas for which the funds would be allocated. The Governor would be required to submit a budget detailing the use of these funds. One of these areas would be a focus for the HTA since it pertained to visitor industry-related infrastructure. Chair Apo noted that the HTA was to collaborate with the Governor's office to gain insight into the decision-making process and explore ways for both the HTA and the visitor industry to provide input.
- **SP1536** – This bill concerned the HTA's compensation structure and was expected to pass. Chair Apo explained that its enactment would enable the HTA to finalize

compensation packages for a permanent CEO and proceed with the CEO recruitment process.

- **SP1571** – Since this bill had been discussed briefly, Chair Apo did not elaborate further.

Chair Apo invited questions or comments from HTA staff and Board members.

Mr. Hannemann commended Ms. Anderson for stepping into a challenging situation on short notice, praising her for drafting the proposed 90-day plan and noting that members of both legislative chambers had inquired about this plan. He emphasized that while the Board retained the ability to amend or revise portions of the plan, it provided a foundation they could build.

Board members or online participants raised no further questions or comments.

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

The Chair of the Budget, Finance, and Convention Center Standing Committee (BFCCSC), Mr. Arakawa, stated that the committee had held detailed discussions on the issues in the present agenda item, and he would provide a summary of each.

### **a. Motion, Presentation, Discussion, and Action on the Hawai'i Tourism Authority's (HTA) February 2025 and March 2025 Financial Reports; Recommend Approval**

Mr. Arakawa proposed a motion to approve the HTA's February 2025 and March 2025 Financial Reports, and Mr. White seconded the motion.

Mr. Arakawa reminded the Board members that the BFCCSC had already vetted both financial statements.

The HTA Budget and Fiscal Officer, Mr. Talon Kishi, introduced himself and stated that he would present the HTA financial situation as of March 31, 2025. As of that date, \$23.256 million had been used from the tourism budget, with an encumbrance balance of \$27.299 million and an unused balance of \$12.443 million. Mr. Kishi added that, after speaking with HTA staff, he believed that the HTA was on course to utilize the entire \$63 million budget before the end of the fiscal year.

Mr. Kishi presented a slide showing the details of each type of sporting event sponsored in the sports and signature events budget category. He also presented a pie chart showing the portion of the budget allocated to each category and bar charts comparing the fiscal year (FY) 24 and 25 budgets.

Mr. Kishi stated that the entire \$34.1 million FY25 budget for the Hawai'i Convention Center (HCC) had been used, and he apologized for the erroneous entry for the

marketing budget in the table, which was to be \$1,603,300 and not the \$28.1 million shown.

Mr. Kishi explained that the FY24 General Funds had a balance of \$341,000. He reminded Board members that the Tourism Special Fund, which had been repealed on January 1, 2022, had a cash balance of \$8.362 million and an encumbrance balance of \$572,000. He added that the difference of approximately \$7 million was to be lapsed and returned to the general fund; he hoped to execute that transfer by the end of the fiscal year.

Mr. Kishi presented a summary of the Maui Response and Recovery Plan funded from the Tourism Emergency Special Fund, pointing out that all outstanding amounts had been paid out, while the encumbrance balance of \$6,000 shown in the tabulation was an issue of timing. He expected that everything would have been paid out by the end of April.

Regarding the EDA-ARPA State Tourism Grants, Mr. Kishi stated that \$5.823 million had been spent to date, with an encumbrance balance of \$5.376 million, leaving a fund balance of \$8.2 million. He reminded Board members that this grant must be executed by May 31, 2027, and all final payments would be completed by September 30, 2027.

Mr. Kishi stated that the HCC FY24 funds had a balance of \$2.078 million while the HCC Enterprise Special Fund had a cash balance of \$30.753 million, \$11 million of which was to be returned to the Department of Budget and Finance (B&F) in FY26. Mr. Kishi also gave details of the funds allocated for the rooftop repair project.

Chair Apo referred to Mr. Kishi's comment that the HTA could spend the entire \$63 million budget and asked how that could be reconciled with the 10% withholding ordered by the Governor.

Mr. Kishi apologized for his error and explained that, for now, the HTA could spend most of the \$63 million since the Governor had released the withheld \$6.3 million. This amount had been originally intended for the Maui Emergency Plan, but the HTA could spend only \$3.9 million for that purpose. Staff had drafted a memorandum to B&F to devise a method of using the remaining \$2.3 million for alternative purposes.

When Chair Apo asked about the HTA's inability to spend the entire \$6.3 million, Mr. Kishi confirmed that the Program IDs were the cause.

Mr. Arakawa expressed his appreciation for Chair Apo's point and explained that the \$2.3 million that could not be used for the Maui plan would have to be spent in the same Program ID for which the funds had originally been allocated.

Mr. Choy asked whether this was an example of a presentation that did not need to be repeated at the Board meeting, but details of which could be provided in the information packet, given that this discussion had already taken place in the BFCCSC meeting, since the entire presentation duplicated that given in the BFCCSC meeting.

Chair Apo responded that if it were possible to ask Board members to consult the video record, from minute X to minute Y, some time could be saved at Board meetings.

Mr. Arakawa invited questions and comments from Board members and online participants, but there were none. He then asked for abstentions or objections from Board members to approve the February and March 2025 reports. Hearing none, he reported to Chair Apo that the report was approved.

**b. Motion, Presentation, Discussion, and Action on the Hawai'i Convention Center's (HCC) February 2025 and March 2025 Financial Report and Update on the HCC's 6-Year Repair and Maintenance Plan; Recommend Approval**

Mr. Arakawa proposed a motion to approve the HCC's February 2025 and March 2025 Financial Report and Update on the HCC's 6-Year Repair and Maintenance Plan. Mr. McCully seconded the motion.

Mr. Arakawa introduced Ms. Teri Orton, the HCC General Manager, and noted that these presentations would be on video in the future.

Mr. McCully asked if Ms. Orton's monthly reports would be limited to a YouTube referral and reminded Mr. Arakawa that the outstanding visuals of these presentations were a high point of the Board meetings.

Mr. Arakawa responded that if this were the case, progress would be slightly slower by popular demand.

Ms. Orton greeted Board members and presented the report for March 2025. She explained that, historically, March had always been a particularly busy month, and this year had not been an exception. The Center hosted 25 events, exceeding the budgeted number by one, and it also hosted the second consecutive annual citywide gathering of the National Defense and Industrial Association (NDIA). Several public events had also returned, including Kawaii Kon, the Honolulu Festival, Hōkūle'a's 50<sup>th</sup> Anniversary Gala Dinner, three sporting events, and numerous local gatherings. Over 67,000 guests had attended events at the Center during March.

The total facility revenue for the month amounted to \$2.5 million, surpassing the budgeted \$519,000, with a posted net income of \$317,200, almost half a million more

than originally anticipated. The improvement was primarily attributed to the NDIA event, and Ms. Orton expressed gratitude to the citywide team for securing it. Food and beverage sales had generated \$200,000 more than expected, marking an increase of \$200,000 compared to the previous year.

Ms. Orton stated that efforts were ongoing to improve the year-end forecast. The HCC anticipated ending the fiscal year with a net loss of \$1.2 million, representing an approximately \$2 million improvement over the budgeted deficit of \$3.2 million. Confidence remained high, with six more citywide events scheduled between April and June, which contributed to a particularly busy period. The Pediatric Society event had just concluded, and Immunology 2025 was set to begin that day. The month of May was expected to bring large groups through the facility, with hopes that revenue would continue to increase and bring the Center closer to the breakeven point, requiring only \$1.2 million to be recovered. Expenses were closely monitored, and strategies were developed to generate additional revenue from the remaining events.

Ms. Orton directed the Board members' attention to the summary of return on investment (ROI), noting that as of March 2025, \$11.36 had been returned to the state for every dollar spent at the HCC. To date in FY25, 12 citywide events have been held.

Mr. Arakawa observed that certain slides had been updated and now differed from those in the information packet. He asked Ms. Orton to ensure that the packet would be updated accordingly.

Ms. Orton reported that the 18 citywide events scheduled for FY25 through the end of June were expected to contribute \$388 million in economic impact, with total tax generation estimated at approximately \$45 million. She reminded members that citywide business constituted offshore revenue for the convention Center.

Ms. Orton highlighted several recent events, including the Entrepreneurs' Organization 2025 Global Leadership Conference, the 22<sup>nd</sup> International Hawai'i Summit on Preventing, Assessing, and Treating Trauma Across the Lifespan (IVAT), and the second Honolulu Open Pickleball Tournament, which had attracted an estimated 1,000 registered players and thousands of spectators, 20% of whom had traveled from out of state.

Ms. Orton reported that the Pediatric Academic Societies Annual Conference had recently concluded, drawing a record-breaking 8,700 participants, including 1,800 international attendees. A post-event meeting had been held between HCC staff and the event's planners, with overwhelmingly positive feedback. She noted that

Immunology 2025 was to commence that day, bringing in approximately 3,300 participants. As soon as that conference ended, the International Society for Magnetic Resonance in Medicine (ISMRM), a repeat group, would hold its Scientific Meeting and Exhibition. Ms. Orton reiterated that May was expected to be an exceptionally busy month, with consecutive citywide meetings interspersed with local events. She acknowledged the commitment of HCC staff in managing the packed schedule.

Ms. Orton presented the following summary of the last three months of the fiscal year:

Month	Number of local events	Number of citywide events
April 2025	26	2
May 2025	23	3
June 2025	15	1

Ms. Orton added that 514 legacy trees had been planted under the HCC carbon offset program, representing a total offset of 496.58 cubic meters of CO<sub>2</sub>.

In response to Chair Apo's question, Ms. Orton explained that the budget forecast was recalculated monthly using updated data.

There were no further questions, and Ms. Orton handed over the floor to Ms. Mari Tait, the HCC Director of Operations.

Ms. Tait greeted Board members and provided updates on ongoing projects. She noted that the largest initiative was the rooftop terrace project and invited Mr. Choy to share further details.

Mr. Choy stated that he could not provide extensive information but confirmed that bids were due May 12, 2025. He informed members that the HCC would operate on a modified schedule during 2026 and 2027. He urged members not to request special exceptions to halt construction during this period, explaining that it would not be feasible to approve some requests while denying others. He emphasized that adhering to the construction schedule was the top priority, as disruptions would be prohibitively costly, and repeated his advice against submitting requests for temporary pauses in construction.

Mr. Choy affirmed that the project remained on schedule but noted that its budget status would only be confirmed once bids were received on May 12, 2025.

Ms. Tait thanked Mr. Choy and presented photos of several ongoing projects. She expressed enthusiasm for the upcoming Papaheenu Exhibit, which would showcase the history of surfing. She reported that 14 custom-made surfboards were being

prepared for the exhibit on the third floor. Ms. Tait highlighted the installation of a new ADA-compliant wheelchair lift to access Theatre 320. She also reported that exterior painting of the building was progressing well, sharing before-and-after images that emphasized significant improvement.

Ms. Tait then presented a list of current projects, confirming that each was an active undertaking, either in progress, in the contracting process, or under procurement.

The subsequent slide provided an overview of major projects, followed by a six-year financial plan outlining priority projects and a list of completed initiatives since 2020.

Board members or online participants raised no questions.

Mr. Arakawa invited objections or abstentions from Board members. Hearing none, the two reports were officially approved.

Chair Apo expressed his thanks to Ms. Orton and Ms. Tait.

## **10. Report and Update by the HO'OKAHUA HAWAI'I STANDING COMMITTEE**

### **a. Update on the L.A. Rams 2025 Program**

As Chair of the Ho'okahua Hawai'i Standing Committee, Vice Chair Paishon explained that no actions were expected, but a formal announcement about the Rams' contract was to be made the following week. She added that Board members and the public would be kept informed.

Vice Chair Paishon thanked Mr. Ka'anā'anā for his tireless efforts and leadership during his nine years at the HTA. She pointed out that Mr. Ka'anā'anā had a vital role in advancing destination stewardship, planning, and management, alongside Ms. Anderson and other team members. Looking forward to further progress and refinements, the Vice Chair expressed her pride in the HTA's progress towards better destination stewardship and management. She thanked Mr. Ka'anā'anā, Ms. Anderson, and all the team members who had bolstered this initiative.

Vice Chair Paishon asked Ms. Anderson to make the presentation for Agenda Item #10b.

### **b. Discussion and/or Action on the Timeline and Objectives for the Hawai'i Tourism Authority's Strategic Tourism Plan**

Ms. Anderson stated that the timeline objectives for the HTA Strategic Tourism Plan had been established as part of HRS§201B-7, which stated that

“The HTA shall be responsible for creating a vision and developing a long-range strategic plan for tourism in Hawai‘i.”

An RFP had been issued for the development of this plan, with bids expected by the end of May 2025. A selection was scheduled for June 2025, and the development of the HTA Strategic Plan was expected to commence at the end of June or the beginning of July 2025.

Ms. Anderson presented a graphic illustrating all the plans to be undertaken throughout the year and noted that the Strategic Plan had been designated as a five-year plan.

In reply to a question from Chair Apo, Ms. Anderson responded that the duration could be modified.

Chair Apo remarked that it was worth considering a change of duration, noting that landscapes evolved over time and that a strategic plan developed for five years might not necessarily remain relevant by the end of that period.

Ms. Anderson stated that the first priority would be to ensure that a collective vision for Hawai‘i tourism guided all plans. She explained that a consultant was to be hired and would act as a facilitator to develop a shared vision upon which all stakeholders could agree as they worked together to advance tourism in Hawai‘i. She emphasized that the collective vision would inform the HTA Strategic Plan, the DMAPs, and the annual Strategic Tourism Management Plan, while also aligning with the State Tourism Functional Plan.

Ms. Anderson set out the following components of the strategic plan:

- Situational analysis to put their mission and values in context with current tourism trends and statistics;
- Identification of goals, objectives, and strategic choices ;
- Data-driven guidance to invest in assets and programs benefiting residents, the local workforce, and visitors;
- Collective vision;
- Identification of key performance indicators;
- Targets and milestones.

Ms. Anderson added that, moving forward, the team would examine:

- The mission of the HTA and its continued relevance;

- The vision for Hawai'i's tourism;
- Progress already made on objectives that further our vision for destination branding, regenerative tourism, and destination management;
- Programmatic actions aligned to our mission and their progress ;
- Partnerships and coordination are needed in the service of the objectives and actions ;
- Consideration of the HTA Governance Study Recommendations ;
- Positioning of the Hawaiian islands in the globally competitive market:
  - Leisure vs meetings, conventions, & incentives;
- Alignment with destination management and regenerative tourism best practices.

Ms. Anderson added that sessions with HTA staff and Board members would be held to seek input and guidance.

In reply to Mr. Arakawa's question about whether this strategic plan would be the same as the previous strategic plans, Ms. Anderson stated that this would depend on the consultant's suggestions. She noted that the RFP had already been issued, but the HTA leadership intended to hold strategic planning meetings with the staff and the Board to obtain input and feedback from industry and community members.

Vice Chair Paishon confirmed that this had been discussed at a tourism meeting in Pres. Kouchi's conference room, in which she believed that Mr. Arakawa and other Board members had taken part. The outline of this plan was to go out to all the DMAP managers, who were also in the room. Clarifying what had been suggested on Tourism Day, the Vice Chair explained that the strategic idea was that discussions would take place at the same time on every island instead of five different meetings dealing with four different plans. The DMAP managers would be in charge of making the presentation, guided by the RFP consultant, with questions to be provided.

Vice Chair Paishon stated that industry leaders such as Mr. Keith Vieira and Mr. Fred Atkins, along with members of the HTA Board, had been part of the discussion. She explained that the intention was to discuss collectively and produce a complete plan that could be presented to the legislature before the next legislative session.

Mr. Hannemann emphasized the importance of workforce development, noting that the Department of Business, Economic Development & Tourism (DBEDT) and the HTA

actively worked on initiatives in this area. He referred to the prioritization of workforce development by the Chamber of Commerce, given that tourism remained the leading industry in Hawai'i and was expected to continue holding that position in the foreseeable future. He stressed the need to prepare a strategic workforce capable of effectively filling key employment positions. He noted that this objective aligned with the State's efforts to strengthen the Tourism Industry Management (TIM) School and restore it to its former status as the world's premier institution for hospitality training.

Ms. Anderson invited comments or questions.

Dir. Tokioka asked about hiring a consultant and inquired whether a specific budget had been allocated for the hire. He cited concerns that government entities such as the HTA often spent excessive amounts on consultants.

Ms. Anderson responded that the RFP amount had been budgeted, though she was unaware of the exact figure.

Dir. Tokioka asked Ms. Anderson to share the amount before the Board's vote, stating that if the cost was particularly high, it might influence his decision. He expressed his belief that this was a reasonable request.

Mr. McCully asked Mr. Kishi if he knew the amount that had been allocated and added that, given the most recent performance audit, a forensic review could lead to an internal analysis and an internal planning process. He pointed out that blueprints from the 2018 and 2024 performance audits were available for reference.

Ms. Anderson stated that neither she nor Mr. Kishi knew the specific budgeted amount for facilitation services. However, she asked the Board to recognize that the company selected for facilitation would play a statewide role in multiple plans and would incorporate feedback from a range of sources and regions. She explained that additional community meetings would be held, and the facilitator would gather more data. Ms. Anderson offered to share the scope of work that had been commissioned.

Vice Chair Paishon requested that Ms. Anderson, Mr. Kishi, or Mr. Choy email the Board with the budgeted amount, and Ms. Anderson agreed to do so, stating that she could provide similar details for all issued RFPs.

Mr. McCully asked Ms. Anderson to append the scope of work for each RFP, regardless of whether it was a draft or the final version. Ms. Anderson sought clarification, asking whether he specifically referred to the facilitator's work scope for the RFP.

Mr. McCully confirmed that he was referring to the scope of work for the facilitator rather than the content of the report itself. Ms. Anderson explained that these were components of the strategic plan.

Mr. McCully elaborated that the consultant was contracted to provide services outlined in the scope of work. He asked whether the provided scope was a draft or the final version.

Ms. Anderson confirmed that the scope was the definitive version of the RFP, which had been issued a few weeks previously.

Mr. Arakawa asked whether the facilitator's services would involve composing the report or merely organizing the meetings.

Ms. Anderson clarified that the facilitation team would not be responsible for drafting the report but would collect information from the meetings. She added that they were also considering conducting a survey. The facilitator would write up notes from the meetings, which would be shared with the teams preparing the DMAPs and the Strategic Tourism Plan. Ms. Anderson added that the consultant's role would be providing facilitation services and documenting discussions from the facilitation meetings.

Mr. Arakawa asked whether the funding for these services was included in the FY25/26 budget, which ends June 30, 2025, or whether it was part of the recently approved FY26 budget. Ms. Anderson confirmed that the funds were allocated within the FY25 budget.

Mr. Arakawa responded that, in that case, the contract should be awarded before June 30, 2025, and Ms. Anderson confirmed that the contract was expected to be awarded before that date.

Chair Apo asked whether this was an action item requiring a vote.

Ms. Anderson responded that the item had been defined as an action item to secure Board approval for the components of the Strategic Plan and the DMAPs.

Dir. Tokioka reiterated that he wished to know the exact amount allocated for the expenditure before casting his vote, and Ms. Anderson asked whether members preferred to go into recess so that she could retrieve the financial information.

Dir. Tokioka suggested moving the item to the end of the agenda to allow time for locating the budgeted amount.

Chair Apo reminded the Board members that there were two distinct issues at hand: the first concerned the Board's approval of the Strategic Plan components, while the second pertained to the cost of the facilitator for this process. He noted that the second issue did not necessarily require Board approval, as it was part of the already approved budget. However, he acknowledged Dir. Tokioka's concern is that Board members should fully understand the consultant's cost before proceeding with the selection process under the RFP.

Dir. Tokioka confirmed that the Chair had accurately stated his position and remarked that State policy for RFPs required that the budgeted amount be disclosed within the proposal so bidders would be aware of the financial scope. He stated that retrieving the figure should not be difficult. While he did not wish to prolong the discussion, he was aware that the public was likely to scrutinize the Board's decisions.

Chair Apo reiterated that the Board needed to address two separate concerns: the approval of the Strategic Plan components and the budget associated with the RFP.

Expanding upon his earlier inquiry regarding the scope of work, Mr. McCully emphasized that the project should be conducted considering the most recent audit findings. Chair Apo reaffirmed this concern, stating that the HTA needed to incorporate lessons from the audit and ensure they were fully integrated into the strategic planning process.

Mr. McCully repeated that the auditors' report was a significant factor in the discussion.

Ms. Anderson explained that the Strategic Plan component had initially been presented to the HHSC in March and was scheduled for Board review during the same month, but this review had been deferred. She reminded Board members that it had already been agreed that targets and milestones needed to be established in the future Strategic Plans. She emphasized that the current approach differed from previous strategic plans, as it aimed to apply lessons learned and focus on actionable improvements.

Dir. Tokioka pointed out that if the plan had already been discussed in HHSC, then Board members should already be familiar with it.

Vice Chair Paishon reminded Board members of the importance of retrieving the requested financial information.

Chair Apo responded that Mr. Choy had located some relevant figures, and Mr. Choy reported that Item 10b was budgeted at \$105,000, while Item 10c was set at \$400,000.

Dir. Tokioka remarked that the total came to approximately half a million dollars.

Chair Apo sought clarification on whether these figures represented the entire project or solely the consultant's fees and proposed moving on to the next item on the agenda.

*Inaudible discussions followed.*

**c. Discussion and/or Action on the Timeline and Objectives for the Hawai'i Tourism Authority's Destination Management Action Plans**

Ms. Anderson reminded the Board members that the DMAPs would be developed in response to legislative requirements. She appreciated the legislature's commitment to destination management, acknowledging their role in incorporating these plans into HRS§201B-6.4 the previous year. She noted that the legislature recognized the importance of implementing DMAPs in collaboration with various State, County, and community agencies.

In discussing the DMAPs, she explained that they would be structured around a collective vision, which would serve as the guiding framework for all subsequent plans.

Ms. Anderson listed the following components of each of the HTA DMAPs:

- Situational analysis in context with current tourism trends, statistics, and destination management issues;
- Identification of goals, objectives, responsible entity(s) and actions;
- Data-driven guidance to invest in assets and projects benefiting residents, the local workforce, community-based organizations, and visitors;
- Identification of key performance indicators;
- Targets and milestones.

In addition, Ms. Anderson noted that the team would assess the following:

- Past DMAP efforts relating to destination management  
Ms. Anderson noted that previous iterations of the DMAPs had been very broad, but both their own and third-party evaluations showed that a focus on specific destination management projects and issues was preferable, so the present version was to be more narrowly focused.
- Current hotspots list;
- Current destination stewardship efforts;
- Inter-agency partnership and coordination needs in service of the objectives and actions;

- Alignment with destination management and regenerative tourism best practices;
- Opportunities for integration of 'Ōlelo Hawai'i support in facilitation and/or other deliverables;

Ms. Anderson asked for questions or comments from Board members.

Chair Apo asked Ms. Anderson and Vice Chair Paishon what they expected from the Board regarding actions regarding Agenda Items #10b and 10c.

Ms. Anderson responded that they sought Board approval of the components of the Strategic Plan and the DMAPs, along with recommendations for additional elements as both plans continued to be developed.

Vice Chair Paishon highlighted the cost-effectiveness of the proposed approach to reconciling data planning efforts, explaining that this method would help mitigate and minimize survey fatigue among stakeholders invited to provide input. By consolidating efforts, stakeholders would not need to repeat the same information across multiple meetings planned with destination stewardship managers, HVCB, CNHA, and other partners. The Vice Chair emphasized that a coordinated approach would reduce costs while ensuring that input informed the three separate plans and identified connections among them. She noted that this was essential for achieving a cohesive overall strategy aligning with the charge and vision of the HTA moving forward. She further acknowledged that Mr. Arakawa and Dir. Tokioka had underscored the importance of adhering to procurement timelines, reiterating her belief that this approach represented a strategic and cost-efficient approach to consolidated planning.

In light of the comments from Board members, particularly regarding the relevance of the performance audit findings to the planning process, Chair Apo proposed that Agenda Items #11b and 11c be temporarily put on hold in favor of moving to Agenda Item #12. He explained that following the discussion on the performance audit, the Board would be better positioned to integrate all relevant input and make a more informed decision regarding approval of the two action items relating to the strategic plan and the DMAPs.

He then called for a recess, noting that testifiers were present online and ready to contribute to Agenda Item #12. He informed Board members that upon returning from recess, they would hear the testimonies before beginning the presentation and Board discussion on the performance audit.

## **12. Discussion on the Audit of the Hawai'i Tourism Authority's Destination Management Action Plans**

Chair Apo called the meeting back to order and proceeded to Agenda Item #12, concerning the performance audit of the DMAPs. He stated that the first testimony was to be received online and reminded Board members that public testimony would be limited to five minutes per agenda item.

**Ms. Sue Kano**ho, Managing Director of Island Chapters at the Hawai'i Visitors and Convention Bureau (HVCB), greeted Board members and extended her wishes for a happy Lei Day. She expressed her gratitude for the opportunity to comment on the DMAPs and acknowledged the importance of dedicated management positions for each island. She reminded Board members that DMAP had been initiated during the COVID-19 pandemic and added that, given the available resources, the team had made the best possible effort despite starting from scratch. She believed their work had been commendable in emphasizing the importance of balancing tourism while engaging with the community to identify effective measures and areas requiring improvement. She recognized that a dedicated individual was now available to address these issues for each island.

Ms. Kano

ho described Kaua'i's efforts to address problems created by the film industry, specifically regarding unauthorized access to sacred sites. A meeting had been convened with the Department of Land and Natural Resources (DLNR) to educate film industry personnel in Hawai'i on practices aligned with cultural values. As a result, illegal activities have been significantly reduced. Similarly, concerns in the wedding industry regarding beach access had been addressed through discussions on culturally appropriate practices, as the situation had become increasingly problematic. Ms. Kanoho noted that it was important to improve the management of tourism hotspots. She reported that a wildlife summit had been conducted to provide valuable guidance to the visitor industry on appropriate interactions with local wildlife. A Makali'i group had also been established to support cultural initiatives in Kaua'i. She expressed special appreciation to Mr. Ka'anā'anā for his contributions as he transitioned to a new role and to Ms. Anderson for her work. She further acknowledged the support of the HTA Board and the State legislature for the DMAP, highlighting its significance for the future of tourism.

Chair Apo invited questions from Board members and thanked Ms. Kano

ho for her contribution.

**Ms. Nalani Brun**, Director of the Office of Economic Development for Kaua'i County, greeted the Board members and expressed appreciation for Mr. Ka'anā'anā and Ms. Anderson, whom she described as exemplary partners over many years. She conveyed her gratitude for the

opportunity to speak in response to the recent audit, specifically addressing claims regarding the DMAPs. She explained that there had been a fundamental misunderstanding of the DMAPs' purpose, as these were not conventional government plans created within offices, but rather community-driven frameworks shaped by those most impacted by tourism. The HTA had deliberately stepped back to allow island-specific steering committees to lead, prioritizing local concerns. She argued that this approach reflected trust, cultural respect, and meaningful engagement, rather than weak leadership.

Ms. Brun acknowledged that the HTA could be criticized for lacking strict control over the process or accepting an excessive number of projects. Still, she noted that such criticisms stemmed from a traditional top-down perspective. The HTA's model, she asserted, was distinct and more culturally appropriate, as it recognized the unique priorities of each island rather than imposing a uniform framework. She argued that the HTA should not be penalized for honoring this diversity.

Additionally, Ms. Brun addressed criticisms regarding the HTA's metrics and budget allocations, pointing out that the HTA had shifted its values from focusing solely on visitor numbers to prioritizing resident well-being, cultural integrity, and environmental protection. These objectives, she emphasized, did not necessarily manifest in conventional data spreadsheets but were essential, reflecting longstanding requests from local communities. Ms. Brun conceded that tracking and reporting required improvement but cautioned against allowing this deficiency to overshadow the broader impact of the HTA's work. She underscored the rarity of a state agency willingly sharing power, listening to stakeholders, and attempting to rebalance tourism in alignment with Aloha 'Āina. She refuted the auditors' characterization of the plans as impractical, arguing that such a conclusion dismissed years of dedicated work by residents. Ms. Brun asserted it was necessary to continue to support and refine the DMAPs rather than to abandon them.

Chair Apo invited questions and thanked Ms. Brun for her contribution.

**Mr. Scott Pauli**, Executive Director of the Island of Hawai'i Visitors Bureau, highlighted the DMAPs' achievements, emphasizing their extensive work documentation. He referred to the notable accomplishment of installing signage at the Waieka Valley Lookout. His organization had also provided funding to bridge a salary gap for the Pololū Stewardship Plan. Mr. Pauli commended the stewardship training program facilitated by his organization, which had established criteria for community collaboration in Pololū.

Mr. Pauli referred to various media initiatives, such as videos produced in partnership with Hawai'i News Now and KHOM Media, which successfully conveyed key messages. He

mentioned the development of Food Hub rack cards distributed to hotels and resort condominiums, informing community members and visitors about food hub locations.

Mr. Pauli thanked Mr. Ka'anā'anā for his support and extended best wishes for his future endeavors. He also acknowledged Ms. Anderson's contributions and praised Ms. Rachel Kayama's exceptional work as the DMAP manager. Mr. Pauli expressed optimism about collaborating with Matt Sueda, noting that an initial meeting had already occurred, with weekly meetings planned to continue supporting the DMAP process.

Chair Apo asked if any Board members had questions for Mr. Pauli. As there were none, he thanked the testifier and verified testimony availability from Maui.

**Ms. Antoinette Davis**, Executive Director of the Activities and Attractions Association of Hawai'i, expressed gratitude for speaking with the Board and conveyed her regret upon learning of Mr. Ka'anā'anā's departure. She extended congratulations to Ms. Anderson. Ms. Davis stated that she had held her present position for 28 years and had participated in developing the DMAP for her home island, Maui. Ms. Davis apologized for her rapid review of the performance audit but noted that her experience with DMAP differed significantly from the findings presented in the audit. She observed that the DMAP group was highly diverse and had strong opinions, yet it managed to accomplish much.

Ms. Davis believed that two statements in the audit summary had been inaccurate. One was the claim that the DMAP was "not new," yet she considered the Maui-specific nature of the initiative to be new. Previously, she had served on a tourism committee under the Mayor, where discussions had been challenging. By contrast, she had found the DMAP to be a refreshingly structured and effective approach to addressing action items. She commended Ms. Meagan DeGaia, the organizer and manager, for her outstanding work.

Ms. Davis remarked that after the 2023 Maui fires, priorities had shifted toward housing and assisting residents. However, she noted that tourism faced a public relations issue, as the HTA was well aware. She had observed that activities and attractions throughout the state were often undervalued, with their economic contributions insufficiently recognized. Ms. Davis believed their financial impact was significant, as all revenue remained within the state.

She highlighted several action items, such as installing mineral sunscreen dispensers on beaches, supported by 20 volunteers, to help preserve coral reefs. Unfortunately, funding for the initiative was delayed by MVB and the County. She mentioned that Hāna had become a major tourism hotspot after the COVID-19 pandemic, prompting tour companies to cease visits due to overcrowding. Ms. Davis noted that initial community sentiment had been

overwhelmingly negative regarding the benefits of tourism. Still, efforts implemented under the DMAPs had increased recognition of tourism's advantages from zero to over 80%.

Ms. Davis expressed confusion over the audit's conclusions, noting that she had not been consulted during its preparation. She thanked the Board for allowing her to provide testimony and said she had been pleased to contribute.

Chair Apo invited questions and thanked Ms. Davis for her contribution.

**Ms. Sherry Duong**, Executive Director of the Maui Visitors and Convention Bureau (MVCB), greeted the Board members. She wished Mr. Ka'anā'anā well and expressed her gratitude for the opportunity to collaborate with him. She was a member of the Maui Nui DMAP Steering Committee. She appreciated the opportunity to respond to the recent performance audit of the DMAPs, which had raised concerns regarding the perceived lack of progress in addressing visitor hotspots.

Ms. Duong acknowledged the importance of accountability and the necessity of the audit process. Still, she emphasized the need to present additional context to reflect the substantive work undertaken across the island. As a Steering Committee member and an active participant in the Maui DMAP, she described efforts in Hāna, one of the most frequently visited and culturally significant areas of Maui. In collaboration with community leaders, the MVCB, and local agencies, targeted initiatives had been implemented to mitigate congestion and enhance the safety and well-being of the Hāna community. These measures included visitor education before travel, road signage improvements, coordination with tour operators, and reinforced messaging to promote responsible travel.

Ms. Duong explained that the DMAP had also supported community-driven initiatives to ensure appropriate behavior in sacred and environmentally sensitive areas along the Hāna Highway. While not all efforts involved large-scale infrastructural or immediately measurable outcomes, they contributed to a broader cultural shift toward respectful tourism. These initiatives were deeply rooted in community trust and cultural sensitivity.

Ms. Duong stated that the DMAP had never been intended to produce rapid, transactional outcomes, as its approach relied on long-term commitments, collaboration, and gradual relationship-building. She described the progress in Hāna as evidence that destination management could be effective when led by local organizations with a deep sense of responsibility. She welcomed continued dialogue on refining destination management strategies and strengthening accountability, but urged stakeholders not to overlook the foundational work that had already been accomplished. Community members had labored

diligently, with profound respect and care for Maui. Ms. Duong thanked the Board for their time and consideration.

Chair Apo invited questions from Board members and thanked Ms. Duong.

**Ms. Kathleen Costello**, Director of Marketing and Communications for the Wailea Resort Association, greeted Board members and thanked them for the opportunity to speak, noting that she had served as a Maui DMAP Steering Committee member.

Ms. Costello recounted her disappointment upon reading the press release describing dissatisfaction with the DMAP's accomplishments. She described her participation in the initiative as valuable and constructive, noting that it had fostered meaningful engagement. She stated that she had gained significant insight through the lively discussions, which had provided extensive listening and learning opportunities.

Ms. Costello described a collaborative exercise involving hotel partners, commercial entities, and homeowners, many of whom had previously been unaware of Maui's challenges. Ms. Costello identified Hāna as the most critical focus of the initiative, underscoring the importance of community involvement. The long-standing congestion issue had been addressed through enhanced visitor guidance, promoting using tour companies rather than individual vehicles to minimize traffic disruptions. The results had been highly beneficial.

Ms. Costello cited Haleakalā as another success story, particularly with establishing a reservation system. Visitors had been educated on alternative times to visit beyond sunrise, which had improved traffic conditions in the area while respecting residents' needs. She considered this a prime example of efforts to accommodate resident perspectives.

Ms. Costello thanked the HTA Board members for their contributions. She hoped that Ms. DeGaia and her team would continue to oversee community concerns and secure appropriate budget allocations. She acknowledged the numerous challenges faced by Maui in the aftermath of the fires and viewed the DMAP as an essential opportunity to continue addressing these issues. She expressed appreciation for the opportunity to testify.

Chair Apo invited questions and thanked Ms. Costello for her contribution.

**Mr. Seward Akahi**, General Manager of Hertz Rent-A-Car Hawai'i, stated that he had served on the Maui Nui Steering Committee. He expressed appreciation for Mr. Ka'anā'anā and extended his best wishes. Mr. Akahi had found the performance audit results disheartening, particularly in light of the efforts that had been made. He noted that previous testifiers had already addressed many of the key issues.

Mr. Akahi described the DMAP as a collaborative and dynamic initiative in which community engagement had played a critical role. He recalled that Ms. Brun had referred to existing distrust toward government and emphasized the importance of rebuilding confidence by bringing together diverse and independent voices from the community.

Reflecting on the accomplishments of the DMAP, Mr. Akahi cited the progress in Hāna, where he had been born and raised. He was familiar with the local sentiment and the generally cautious approach of the community. He considered the increase in resident recognition of tourism's benefits from 0% to 80% to be a significant achievement. Mr. Akahi remarked on the persistent traffic congestion along the Hāna Highway, which had often deterred him from visiting the area due to overcrowding caused by tourism. He praised the effectiveness of the steering committees, which had allowed the community to collaborate in addressing these challenges. He also acknowledged the sunscreen initiatives designed to protect the ocean ecosystem.

Drawing from his firsthand interactions with visitors, Mr. Akahi noted that they often appreciated the measures the state had introduced to preserve Hawai'i's natural environment. He regarded this as an achievement of the HTA, emphasizing that destination management played a crucial role in gathering stakeholders to determine priorities. He valued the DMAPs' contribution to restoring trust in the visitor industry.

Mr. Akahi commended Ms. DeGaia for her work as Maui Destination Manager and extended his gratitude to Ms. Duong and Mr. Ka'anā'anā for their efforts. Without the contributions of DMAP participants, he believed that the challenges facing tourism would have been much more difficult to address. He acknowledged that governmental initiatives often took time to be implemented, whereas the DMAP facilitated quicker problem-solving by engaging directly with community members. Mr. Akahi expressed his hope that the testimonies presented would receive widespread attention and thanked Board members for the opportunity to testify.

Chair Apo invited questions and thanked Mr. Akahi for his contribution.

**Mr. Jim Braman**, Board Chair of the Hawai'i Lodging & Tourism Association (HLTA) Kaua'i Chapter, appreciated the opportunity to speak. He stated that many of his remarks aligned with previous testimonies but wished to highlight two specific examples from Kaua'i.

He had been involved in the DMAP process since its inception in 2018 and 2019, during which Kaua'i developed its own plan that later informed similar initiatives statewide. He identified two primary benefits of the DMAP: increasing public awareness of the hospitality and visitor industry's contributions to the community and strengthening cooperation between State and County agencies.

He described several ambitious projects that had emerged from the DMAP, some of which remained ongoing while others had already been completed. Among the successes was the Hanalei Initiatives Program, which had significantly improved transportation in Hanalei, Hanaleʻa, and Princeville. The initiative effectively alleviated congestion in Hanalei and on the roadway to the park. Mr. Braman regarded this program as a valuable addition to Princeville, one of Kauaʻi’s major visitor destinations. He noted that it had inspired the East Side Mobility Hub project, which was nearing completion. He noted that developing shuttles and multimodal transportation options for the East Side aimed to address the island’s most significant traffic bottleneck. He added that residents' attitudes toward the visitor industry had become more favorable as they witnessed infrastructure improvements.

Mr. Braman also noted that the DMAP had encouraged the Princeville community to establish its own Princeville Management Action Plan (PMAP), which greatly improved communication between visitors and residents. Vacation rental properties in Princeville, which had previously operated independently without sharing information with their guests, had now aligned their messaging with hotel and timeshare establishments. As a result, relationships within the community had strengthened considerably. Mr. Braman concluded by thanking Board members for the opportunity to testify.

Chair Apo invited questions and thanked Mr. Braman for his contribution.

**Ms. Amanda Corby Noguchi**, the founder and CEO of “Under My Umbrella,” had provided the following written testimony, which was read to Board members by Ms. Sanborn:

“Community voices are essential to effective destination management, and authentic community engagement is not just good practice, it is fundamental to sustainable tourism management. HTA’s shortcoming was not seeking community input through DMAPs but creating measurable structures that can easily be refined.”

Chair Apo informed Board members that public testimony had now concluded and staff testimony would form part of the staff presentation on this agenda item.

Ms. Meagan DeGaia, Destination Manager for the Maui Visitors and Convention Bureau (MVCB) expressed gratitude for the opportunity to speak about the true impact of the Maui Nui DMAP. She believed the DMAPs had been a historic bridge between the visitor industry and local communities for the first time. She described the process as complex and non-linear, aiming to reconcile inherited legacies.

Ms. DeGaia noted that the performance audit had stated that the DMAP had failed to address tourism hotspots. However, over two years, the Maui Nui DMAP had collaborated closely with

the community in rural East Maui. A local advisory group comprising 25 residents had been assembled to guide the destination management team and the County on preferred approaches for managing the road to Hāna. The advisory group first voted on the five most critical hotspots requiring management and relief, then offered input on how the RFP should be structured. The destination management team had accepted and implemented this guidance, ultimately securing contracts with three East Maui-based organizations to oversee tourism management in those areas. She emphasized that this effort had constituted the largest contiguous community-driven tourism management initiative in the State.

Ms. DeGaia added that the community had worked alongside the County to manage the five identified hotspots. As a result of this collaboration, the Mālama Maui Hikina Pilot Program facilitated over 16,000 direct interactions between visitors and residents. Lineal descendants of the original inhabitants had conveyed community-driven and HTA-approved messaging, and the program had successfully managed parking and traffic flow while preventing injuries that might have occurred due to falls or flash flooding. Visitor compliance with the program had reached 87%, and resident satisfaction had increased from 0% before the program's launch to between 88% and 100%, depending on the four specific measures of resident sentiment being evaluated.

Ms. DeGaia highlighted community-driven messaging efforts that had taken place on Lānaʻi and Molokaʻi, explaining that she had worked closely with resident groups on both islands to develop educational materials tailored to community needs. For example, Lānaʻi residents had desired to attract visitors who could support the local economy. In response, her team had collaborated with them to revise the Expeditions website, develop television spots, and produce commercial campaigns—efforts that had never previously been undertaken and presented a significant opportunity.

Ms. DeGaia expressed her appreciation for the DMAP managers, HTA staff, HVCB staff, County officials, Board members, legislators, and all those who had supported the DMAP initiative. She stated that a solid foundation had been established that could be further developed for future tourism management plans. She looked forward to incorporating the audit's recommendations while continuing to refine the program so that all stakeholders could work together to serve Hawai'i's treasured communities.

Ms. Patti Ornellas, Destination Manager for Kauaʻi, shared her perspective on the DMAP, reflecting on her start with the initiative in 2021, when she was motivated by a desire to contribute to a movement that would foster balance between the visitor industry and local communities. She believed that collaboration among State and County agencies, stakeholders, and residents had encouraged broader participation from community members whose voices

had not previously been heard. She credited the DMAP with providing a platform for those voices to be acknowledged.

Ms. Ornellas remarked that community meetings where the visitor industry's positive and negative aspects had been discussed had proven invaluable. She believed that direct engagement with community members was essential for fostering a deeper understanding of the DMAP's overarching goals. Communications had played a critical role, and public service announcements on the radio had been utilized to increase awareness among residents.

Ms. Ornellas explained that she had consistently reminded communities that destination management was not a singular effort but an ongoing commitment requiring collaboration. She emphasized that everyone played a role in maintaining its success and expressed her hope that the HTA would continue to support the initiative, encouraging stakeholders to remain aligned with their values, their vision for future generations, and the principles of *pono* tourism.

Chair Apo inquired whether additional staff members were online. Ms. Sanborn confirmed their presence but indicated they would not be speaking then.

Mr. Ka'anā'anā affirmed the sentiments expressed by previous testifiers, underscoring a key point that he believed Ms. Anderson would address: "To What End?" He explained that the current strategic plan contained four key performance indicators, the first of which was resident sentiment. Between 2022 and 2024, resident sentiment toward tourism showed a statistically significant increase. One survey question, "I want to encourage tourism on my island," had demonstrated growth for the first time in many years. Awareness among residents who understood the objectives and accomplishments of the DMAP had correlated with stronger support for tourism across the islands.

Mr. Ka'anā'anā acknowledged that many visitor industry members had struggled to determine how resident sentiment could be improved. From his perspective, the audit had omitted critical resident sentiment data. He highlighted several survey questions, including: "Tourism has brought more benefits than problems," "Perceived impact of tourism on you and your family," "Tourism is being better managed on my island," and "Tourism should be actively encouraged on my island." Of these, the two that had shown statistically significant increases were "Tourism is being better managed on my island" and "Tourism should be actively encouraged on my island."

These indicators increased by 5.65% and 5.39%, respectively, between spring 2022 and spring 2024. Mr. Ka'anā'anā stressed the importance of including these data in discussions regarding tourism management. While acknowledging the need for ongoing improvements, he urged stakeholders to recognize the positive shift in resident sentiment toward tourism.

Chair Apo thanked all the testifiers and staff, particularly those who had shared their perspectives with the Board. He acknowledged that the auditors had received a specific set of information. Still, he appreciated the valuable testimony regarding the impact of the DMAPs across various islands, noting that it would be useful in the upcoming discussions.

Ms. Iona referred to those who had testified about Kaua'i. She noted that even developers had begun engaging with and listening to community feedback, to integrate destination management action plans into their property developments in response to guidance provided by councils and destination managers. She acknowledged that Ms. Ornellas and Ms. Kanoho had long advocated for this concern and thanked them for their testimony.

Ms. Paulson stated that she had served on the Maui Nui DMAP and emphasized the widespread support for its community-driven outcomes. She noted that government audits of such programs often overlooked the extensive hours community members had contributed to the process. Ms. Paulson highlighted the collaborative nature of the initiative and its strengthening of relationships among stakeholders.

Ms. Anderson reiterated her gratitude to all the testifiers and expressed her appreciation upon hearing that the HTA's efforts in DMAP had made a difference. Over the years, she had witnessed communities seeking opportunities to voice their perspectives on tourism, and she asserted that the DMAPs had successfully facilitated that engagement. Ms. Anderson described her participation in community meetings as a resonant experience, underscoring the community's desire to be involved despite uncertainty regarding how to participate. She affirmed that the DMAPs had provided a voice for those who had previously felt unheard.

She appreciated current and former destination managers' work with the community, the visitor industry, government agencies, and local stakeholders. She also thanked the auditors for their recommendations and added that staff had met with them to review their findings. She explained that many of the recommendations outlined in the report had already been implemented due to an internal evaluation by staff the previous year. Ms. Anderson emphasized that the HTA staff remained committed to continuous improvement and expressed hope that her prior presentation had demonstrated the introduction of new metrics, milestones, and targets within the DMAPs and as part of the strategic plan.

Ms. Anderson indicated that the HTA staff was working to enhance their reporting processes. She noted that an annual report including key measurements was presented to the legislature. She explained that efforts were underway to improve the CEO's monthly reports to the Board by incorporating more outcome-driven data, rather than waiting until the end of the year. She emphasized the importance of keeping the Board, the legislature, and the public informed

about the results of the HTA's actions, reminding Board members that staff remained focused on complying with the auditors' recommendations.

Chair Apo asked whether there were any questions related to the audit, but reminded members that Agenda Items #10b and #10c relating to the DMAPs and the strategic plan were still pending.

Mr. White reflected on the testimonies and the accounts of the extensive work undertaken through the DMAPs, remarking that auditors lacked an established methodology for measuring community engagement, relationships, and the concept of Aloha. He explained that audits typically focused on quantifiable data and did not assess sentiment. He argued that auditors could not be faulted for producing reports grounded in numerical analysis but suggested that they should work toward a more effective evaluation of intangible outcomes.

Several years earlier, Mr. White recalled receiving a recommendation regarding implementing total quality management (TQM) in his hotel, suggesting that structured processes would allow for measurable results, with staff being trained in standardized procedures. At the time, he had hesitated to adopt TQM, fearing that it would diminish the sense of Aloha among his staff. A decade later, the same individual returned and admitted that Mr. White's concerns were valid. The person had worked for a major mainland consulting firm with clients among the Forbes 500, where managers widely embraced TQM because it generated measurable data that could be presented in reports to shareholders and Boards to justify increased salaries and bonuses. However, over time, the person had realized that such approaches often neglected the human aspects of business, whereas Mr. White's approach had remained attuned to the intangible contributions of employees.

Mr. White likened this insight to the audit report, asserting that the HTA had been excessively focused on measurements and negative assessments, with insufficient recognition of its many positive accomplishments over the years. He hoped the organization could shift toward emphasizing its successes while constructively addressing areas needing improvement.

Mr. Hannemann affirmed Mr. White's observations, noting that four members of the Board had backgrounds in County Council governance. He explained that effective County Council representation required community-based planning, meaning prioritizing engagement with residents during discussions of new projects. He stressed that the focus should not solely be on job creation but should also assess the impact on the quality of life for community members.

Mr. Hannemann believed that the HTA did not receive sufficient credit for its work in destination marketing, destination stewardship, and management, as demonstrated in the current discussions. He echoed Mr. White's sentiment that such contributions could not easily

be quantified in an audit. He emphasized the invaluable achievement of enabling residents to feel that their perspectives were heard and integrated into the State's strategic plan.

Mr. Hannemann acknowledged that constructive criticism and recommendations for improvement were always welcomed, but he underscored the significance of the HTA's efforts in destination management. He remarked that multiple legislators conveyed that destination management was more important than destination marketing. He explained that most constituents were not hotel executives, airline managers, or corporate leaders, but everyday residents impacted by visitor presence in their communities. He emphasized that the DMAP process provided an avenue to achieve balance, ensuring a positive quality of life for visitors and residents.

Mr. Hannemann concluded by expressing his strong support for the DMAP process, describing it as not merely a valuable program but an essential and critical one.

Mr. Pfund shared his experiences as a participant in the Hawai'i Island DMAP process. He noted that the Big Island manager had actively participated in multiple meetings, alongside representatives from the County and various organizations with diverse viewpoints. He emphasized that the discussions yielded valuable outcomes, benefiting the community and visitors. He expressed his full support for the initiative and stated that improvements should be pursued whenever possible.

Chair Apo invited comments from other members.

Dir. Tokioka observed that several of the testifiers, as well as he and Ms. Iona from Kaua'i, had highlighted the Hayana project as an outstanding example of effective destination management. He credited Ms. Kanoho, Ms. Ornellas, and their teams for their contributions and cited Wai'anapanapa as another exemplary case, along with several other efforts across the State. He emphasized the importance of identifying ways to enhance destination management practices and acknowledged that the audit report had provided some useful recommendations. He looked forward to Auditor Kondo addressing any questions regarding his report during future attendance at committee or Board meetings. While Dir. Tokioka agreed with the sentiments expressed in the preceding testimony. He emphasized the need to understand Mr. Kondo's rationale for the audit's findings and to learn from the experience.

Chair Apo referred to Mr. White's comments regarding the challenge of quantifying Aloha and the less tangible aspects of enterprise management. He mentioned that the Hawai'i Executive Collaborative had scheduled a speaker from Bhutan in October to discuss their happiness index, suggesting that this type of measurement might hold value for the visitor industry. He responded to Dir. Tokioka's remarks note that Vice Chair Paishon, chair of the Ho'okahua

Committee, could potentially coordinate a discussion with the Auditor. He also pointed out that Hawai'i Revised Statutes now requires DMAPs by law, reinforcing the necessity of executing them correctly and making continuous improvements. He indicated that the committee could further engage with the Auditor to gather insights.

Chair Apo then returned to items 10b and 10c, stating that the Board first needed to approve the staff's next steps based on Ms. Anderson's presentation outlining the scope of the strategic plan and the DMAPs.

Chair Apo expressed his gratitude to Mr. Choy and Mr. Kishi, who had used the recess to clarify the budget for each contract. The Strategic Plan and the DMAPs were allocated \$105,000 and \$400,000, respectively. The facilitation budget was \$155,000, with the facilitator overseeing the strategic plan and the DMAPs.

Ms. Anderson explained that the facilitation services would gather information to inform the development of the three plans.

Chair Apo reminded the Board members that the DMAPs were required by statute and underscored the necessity of the Strategic Plan, explaining that these budgetary allocations were essential for their implementation.

Mr. White asked whether the facilitators were included in the \$105,000 and \$400,000 budgets, and Ms. Anderson clarified that the facilitators' budget was \$155,000.

Mr. White then asked whether the \$155,000 was included within the other allocations, and Chair Apo explained that the funding was divided into three distinct categories: \$155,000, \$105,000, and \$400,000.

Mr. White asked whether the budgets had been incorporated into the respective request for proposals (RFPs).

Chair Apo asked Vice Chair Paishon to propose a motion to approve the plans.

Ms. Iona proposed the motion for the Board to move forward with the strategic plan and DMAPs as presented by staff earlier in the meeting, and Mr. Hannemann seconded it.

Chair Apo invited further discussion on the motion, and Dir. Tokioka asked for clarification.

Chair Apo explained that the budget had already been approved and that the motion pertained to authorizing the next steps based on the earlier presentation detailing the content of the strategic plan and the DMAPs.

Dir. Tokioka remarked that his concerns were unrelated to the work undertaken by island chapters and other stakeholders in the field. Rather, he expressed reservations regarding

expenditure on contractors and sought greater clarity on their specific responsibilities. He reflected on past experiences as a Board member, identifying as an area of concern that Board discussions did not always align with the actual execution of projects.

Chair Apo acknowledged that such concerns were normal when undertaking new initiatives. He emphasized that Board members should thoroughly understand the budgets they approved, but once the allocations were finalized, it would be the responsibility of staff to execute the plans accordingly. He assured members that the finer details would be addressed as the contracts progressed.

Dir. Tokioka agreed that this was a reasonable assessment of the situation.

Ms. Anderson stated that she would provide Board members with the RFP and scope documents, as requested, so they could review the specific components involved.

Mr. McCully remarked that the total budget amounted to \$655,000, which represented 1% of HTA's overall budget and constituted approximately 12% of the administrative segment of the budget. The expenditure accounted for over 20% of the total staff payroll. Mr. McCully stressed the importance of contextualizing these figures during cost-benefit discussions. He explained that the expenditure's primary benefit was addressing concerns raised in the audit, adding that the AASC had anticipated these findings even before the audit results were published and recognized that addressing them would be part of their responsibility.

Mr. McCully further noted that since 2024, statutory requirements have mandated HTA's production of DMAPs. While he supported the DMAPs, he voiced reservations about allocating funds for a consultant to improve HTA's administrative efficiency. He questioned whether spending 20% of the total salary budget on a report to guide HTA staff in administering the DMAPs was justified and expressed deep concerns about the proportionality of the expense.

Chair Apo sought clarification from Mr. McCully, who reiterated that HTA's annual salary expenditures totaled approximately \$3.5 million. He suggested that the additional \$500,000 could be redirected toward staff salaries, allowing internal recruitment to manage the work instead of hiring an external consultant. He suggested that such an approach might yield better outcomes.

Chair Apo reminded members that the \$600,000 budget covered the full scope of preparing the plans, rather than just the consultant's fees.

Mr. McCully responded that HTA staff were responsible for executing the plans and that he understood that part of the funding would be allocated for community outreach.

Ms. Anderson emphasized that the facilitation service had been budgeted at \$155,000, and Mr. McCully confirmed his understanding.

Ms. Anderson explained that the \$155,000 budget included costs for venues, not just the facilitator's fee, and the allocation covered statewide efforts. She elaborated that the \$400,000 designated for the six DMAPs amounted to approximately \$65,000 to \$85,000 per island, depending on specific needs, clarifying that these figures reflected a standard range for plan development. Before finalizing the budget, staff reviewed expenditures from similar initiatives and determined that the costs were consistent with past efforts.

Mr. McCully observed that plans had been developed in the past, yet the auditors' 55-page report indicated that the HTA had not fully met its objectives. He cautioned against repeating the same process while expecting different results. He acknowledged that he might have been overly critical in raising concerns about the \$655,000 budget but reiterated that he had sought to make a broader point.

Mr. Arakawa built upon Mr. McCully's remarks, emphasizing that DMAPs were now a permanent fixture of the HTA's operations and a fundamental component of its future responsibilities. He questioned whether it would be preferable for HTA staff to manage the work internally rather than relying on outside consultants. He proposed that the funds be used to recruit permanent staff for each island, ensuring that institutional knowledge would be retained and reducing dependence on external consultants. He recalled prior efforts to train attorneys within the Corporation Counsel's office by pairing internal counsel with external legal advisors, which strengthened internal expertise over time. He agreed that external consultants provided valuable insights, but their expertise was taken elsewhere upon completing their contracts. Given the long-term nature of destination management and stewardship, he suggested that HTA consider transitioning to a staff-driven model rather than continually contracting external experts.

Dir. Tokioka emphasized that his concern was not with destination management but the associated costs. He recalled that he had been in President Kouchi's office when the audit report had been released, when the president had humorously suggested that the HTA adopt Kaua'i's DMAP model, given its success under Ms. Kanoho and Ms. Ornellas. Dir. Tokioka had shared in the humor and had suggested that the HTA consult directly with Ms. Kanoho and Ms. Ornellas regarding best practices for destination management. He expressed uncertainty about whether these managers had been consulted before the current budget was allocated, noting the valuable perspectives other testifiers provided during the meeting.

Dir. Tokioka referred to the concerns about current staffing capacity expressed by Ms. Anderson and others and acknowledged that many who had testified were knowledgeable and

essentially part of the HTA's network, even if not formally employed by HTA. He clarified that he was not arguing against the initiative but urging caution regarding expenditures, since he frequently had to respond to questions about budget allocations.

Ms. Iona pointed out that five managers had already been hired to oversee the DMAPs, a process that had taken time to complete. She affirmed that these managers had been fulfilling their duties effectively, but multiple individuals had pointed out that the auditors had not consulted with them.

Ms. Iona reiterated that the managers and the budget for the DMAPs had been hired with Board approval. She stated that the current discussion focused on providing necessary support to these managers to fulfill their responsibilities, including overseeing advisory groups, producing educational materials, working with the facilitator, and compiling a final plan for submission to the legislature. She recalled that prior concerns had centered on a lack of personnel to execute the DMAPs, which had been addressed by hiring the five managers.

She expressed frustration that the Board did not seem to recall approving the budget and hiring the managers. She argued that the budget committee should have been informed earlier if the \$400,000 allocation was a concern. She stressed that the plan had been developed with HTA staff involvement, and the Board's role was to support its implementation.

Chair Apo affirmed that the organization guidelines specified that the DMAPs would be developed and overseen by HTA staff. He noted that HTA had historically relied on contractors, such as HVCB for brand marketing and Kilohana for destination management, rather than hiring internal teams for execution. He believed that HTA had sufficient staff to oversee, manage, and implement its work, but emphasized the need for resources to move forward. He stated that the \$650,000 budget had been approved, and, in his view, the next step was to proceed with the initiative.

Chair Apo then called for a roll-call vote on the motion and reminded Board members that the motion pertained to approving the DMAPs and strategic plan content, based on staff presentations.

Ms. Sanborn conducted the roll-call vote:

- Members Agas and West were excused.
- Director Tokioka voted "No."
- All other members voted "Aye."

The motion passed with 9 Ayes and 1 No and was formally approved.

Chair Apo reminded members that Vice Chair Paishon would convene a Ho'okahua Committee meeting with the auditors to review their findings and consider the feedback provided during the present discussion.

#### **11. Report and Update by the ADMINISTRATIVE AND AUDIT STANDING COMMITTEE**

Chair Apo reminded the Board members that several requests for documentation had been made. He was working with Ms. Anderson and the HTA staff to consolidate documents to be presented to the committee as one set. This would enable AASC members to review the documents and bring recommendations to the Board.

##### **a. Discussion on Questions Submitted by Board Members to the Administrative and Audit Standing Committee**

Mr. McCully explained that Chair Apo referred to documents relating to questions raised by Vice Chair Paishon about specific items, such as copies of balances. Mr. White's requests for documentation of all unpaid balances had been transmitted to the HTA staff through Chair Apo, and the Chair had just explained the status of this request.

Mr. McCully invited questions or concerns regarding this item.

##### **b. Discussion and/or Action on Scheduling Employee Performance Appraisal (HRD 526A) for All Acting Authority Managers**

Mr. McCully noted that this issue had been raised in both open and executive sessions during the past two months, with the concern that at this point in time, the HTA had a group of acting managers. Mr. McCully recalled that a member had formerly used the term "level-setting" at Board meetings, and he believed it was an operative term here.

Mr. McCully informed Board members that the performance audit noted that the organization chart submitted to the auditor did not include the post of Chief Administrative Officer. Mr. McCully believed that the auditors should be updated that the Chief Administrative Officer position actually existed, even though the present holder of the position was an Acting CAO.

Mr. McCully noted that, according to the bylaws, the Acting Managers did not fall under the kuleana of the AASC. Still, he believed that the issue pertained to the committee. He believes the standard employment form, HRD 526A, should be used for employee appraisal guidelines. In this instance, the Interim CEO, Ms. Anderson, would complete these forms for Mr. Ka'anā'anā, Mr. Choy, and Ms. Goo, while the Board would conduct Ms. Anderson's appraisal. Mr. McCully believed that this should be done during May, and Ms. Anderson should report to the Board by the end of May on the performance of the senior administrative employees.

Mr. McCully opened the floor for discussion, and Chair Apo repeated an invitation for questions and comments.

Mr. Arakawa stated that several items under consideration by the BFCCSC had remained unresolved for over a year. He believed that if employee evaluations and appraisals had been conducted regularly, these and other issues, such as overdue invoices and contract violations, could have been avoided. He emphasized that implementing scheduled evaluations, particularly for managerial staff, would enhance the HTA's efficiency.

Chair Apo summarized the request, explaining that the Interim CEO would be expected to evaluate leadership staff, while the Board would evaluate the CEO.

Mr. McCully confirmed this interpretation and pointed out that both the 2018 and present audits had criticized the Board's oversight of staff. He remarked that instituting these appraisals would be a positive step toward addressing this concern.

Ms. Anderson inquired about the timeframe for conducting evaluations, noting that goal-setting typically preceded assessments to determine whether objectives had been met.

Chair Apo responded that the target timeframe was May. He instructed Ms. Anderson to update the Board at the May 29, 2025 meeting if the evaluations had not been completed, explaining what had been accomplished and how much additional time might be needed. He stressed that, given the prolonged delay, the evaluations needed to be prioritized. He asked Mr. McCully whether this aligned with his expectations.

Mr. McCully quoted Form 526A, which stated that a supervisor should meet with an employee at the beginning of the performance period. He pointed out that the current period was beginning and suggested modifying the document to better align with the start of a new term, whether three months, six months, or one year. He emphasized that the executive's role was to oversee this process and advocated for the swift completion of the appraisals.

Mr. Arakawa asked whether position descriptions were available on the website or SharePoint. Ms. Anderson replied that job descriptions were not currently listed on the website, but she would consult Ms. Hagihara for further clarification.

Mr. Ka'anā'anā noted that, according to Form 526A, goal-setting typically occurred at the start of the fiscal year, followed by evaluations on a fiscal year basis. He addressed Ms. Anderson's concerns, explaining that a key challenge during the past two years of interim leadership had been the absence of goal-setting at the start of the transition period after Mr. De Vries stepped down as CEO. Mr. Ka'anā'anā added that Ms.

Anderson's appointment as Interim CEO, effective April 15, 2025, underscored the importance of setting new goals for the upcoming period. He suggested that May could be dedicated to goal-setting, with the subsequent fiscal year as the evaluation period.

Chair Apo acknowledged the HTA's unique circumstances, noting that the interim period had extended much longer than anyone had anticipated.

Mr. Choy clarified that goals were set at the beginning of an employee's hiring period, not necessarily at the start of the fiscal year. Given the varying statutory levels of oversight, he requested that his executive evaluation be formalized. He shared that he had discussed this matter with Mr. McCully. He expressed interest in establishing an employment contract and compensation schedule to ensure that goals and expectations were clearly defined at the outset, making performance measurable at the end of the term.

Mr. Arakawa asked how frequently Mr. Choy conducted employee evaluations and how the process was structured. Mr. Choy responded that he had prioritized this task from his first day at the HTA, as he wanted his employees to understand his expectations immediately. He emphasized that performance could not be effectively evaluated without setting expectations.

Mr. Arakawa inquired whether evaluations were conducted regularly and properly filed.

Mr. Choy suggested that the appraisals should be conducted as 360-degree evaluations, allowing input from various perspectives.

Chair Apo cautioned that a 360-degree evaluation could not be completed within a month, emphasizing that its cost and time implications must be carefully considered. While acknowledging the long-term value of such evaluations, he proposed that the immediate goal should be to internally complete as much of the process as possible by the end of May.

Mr. McCully explicitly addressed Ms. Anderson, stating that her capacity to fulfill the CEO role would be assessed based on completing the staff appraisals. Additionally, he confirmed that Mr. Ka'anā'anā's evaluation would be structured as an exit interview.

Mr. McCully noted that previous senior staff members had departed without undergoing exit interviews, which he had previously warned Mr. Nāho'opi'i was problematic. Now that Mr. Nāho'opi'i had left, he was uncertain whether an exit interview had occurred. He emphasized that such oversights must not be repeated and insisted that Mr. Ka'anā'anā's departure be properly documented through a formal exit interview as part of his performance evaluation.

Mr. Hannemann stated that Ms. Anderson had been assigned numerous responsibilities and appealed for her to be granted some flexibility. He acknowledged that the AASC had set expectations for completion of appraisals by May 29, 2025, but cautioned that organizational culture could not be changed abruptly. He pointed out that evaluations of the employees reporting to Ms. Anderson had to be properly conducted and submitted through appropriate channels, ensuring they did not bypass Ms. Anderson by approaching others.

Mr. Choy remarked that he had undergone a 360-degree evaluation, and his team had been quite critical of him. However, he pointed out that the process had been completed within a week.

Chair Apo reflected on the nature of a 360-degree evaluation, stating that such assessments involved direct reports and the broader internal and external environment. Observing that Board members had not raised any objections regarding the approach, the Chair confirmed that Ms. Anderson was to proceed with evaluations of the leadership team. At the same time, he would oversee the evaluation of Ms. Anderson herself. However, as Mr. McCully had noted, part of Ms. Anderson's performance review would be contingent upon completing the evaluations for her team.

Mr. McCully suggested that Chair Apo's evaluation of Ms. Anderson should be presented at the June 2025 Board meeting.

Ms. Iona inquired whether exit interviews were conducted by the human resources (HR) department, and asked whether HR DBEDT oversaw such interviews, noting that HTA employees reported to DBEDT. She sought clarification on whether the evaluation process would be an internal HTA report and raised additional questions regarding final paychecks and retirement benefits.

Mr. Ka'anā'anā responded that the final paycheck was processed automatically.

Ms. Iona then asked whether Ms. Anderson would be solely responsible for conducting the performance evaluations, and Mr. McCully confirmed that an established form would be used for the evaluations.

Ms. Iona further inquired whether the Board could provide input regarding evaluations of key leadership figures.

Mr. McCully clarified that while the AASC could adjust the conditions for evaluating the CEO, assessments of employees reporting to the CEO remained under the CEO's discretion.

Ms. Iona posed a hypothetical scenario involving evaluating individuals such as Mr. Ka'anā'anā or Mr. Choy, asking whether Board members could contribute feedback regarding their performance.

Mr. McCully stated that the bylaws and policies did not explicitly authorize such input. However, he noted that Board members had the authority to modify the bylaws should they incorporate such provisions. He explained that administrators such as Mr. Ka'anā'anā, Mr. Choy, and Ms. Goo were responsible for assessing employees who reported to them directly and would utilize the same standardized evaluation form.

Ms. Iona asked whether the input from Board members could be integrated into the evaluation process for specific departments, such as Branding, or Mr. Arakawa's suggestions.

Mr. McCully responded that the current structure did not allow for such input. He explained that the bylaws clearly outlined AASC's responsibilities, which did not currently encompass the type of input she had described. He advised that any proposed changes would fall under the AASC's jurisdiction and need to be formally agendaized for discussion.

Chair Apo explained that he intended to keep Agenda Item #11b open, since the matter involved personnel considerations and would therefore be discussed in executive session.

**c. Discussion on Current Hawai'i Tourism Authority Vacant Positions and Updating Position Descriptions**

Mr. McCully explained that this issue was not specifically mentioned in the bylaws relating to the AASC, but it had been brought up earlier in general Board discussion. He intended to distribute to Board members a summary of the vacant positions in April or May. He pointed out that updating position descriptions would be more relevant after possible changes after SB§1571 came into effect.

Mr. McCully added that the AASC's existence after July 1, 2025, might not be necessary.

**d. Discussion and/or Action Regarding HTA Board Officers, per Bylaws Article III**

Mr. McCully asked for this agenda item deferred and thanked Chair Apo for his forbearance.

**13. Presentation on Proposed FY 2026 Budget\*\*\***

Chair Apo informed members that Agenda Items #13, #14a, and b(i) were to be discussed in executive session.

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

**a. Presentation, Discussion, and/or Action on the 2026 Hawai'i Tourism Brand Marketing Directives\*\*\***

To be discussed in Executive Session

**b. Update on the following projects:**

**i. U.S. Maui Emergency Marketing Campaign\*\*\***

To be discussed in Executive Session

**ii. Japan Affluent Market Study**

The Branding Standing Committee (BSC) Chair, Mr. Pfund, stated that Agenda Item #14(b)(ii) had been discussed in the Branding Committee meeting and related to research into means of increasing the number of affluent Japan visitors to Hawai'i. He understood that the \$300,000 allocated for the study was part of the \$6.3 million released by the Governor, and Mr. Choy confirmed that the amount was available for use. The BSC recommended approval of the survey by the Board.

Mr. Pfund proposed a motion to approve the conduct of the Japan Affluent Market Study at \$300,000. When Mr. Arakawa reminded him that this was an update, Mr. Pfund retracted his motion to request approval.

Chair Apo commented that he believed the \$300,000 expenditure had already been approved as part of the \$6.3 million that had been approved during a previous Board meeting.

**iii. Meetings, Conventions, and Incentives Market Activity and Pace Report**

Mr. Pfund stated that the BSC had discussed critical issues faced and actions being taken regarding the repair and renovation of the HCC in 2026/2027, along with processes for redirecting large citywide meetings and conventions to hotels or other areas to ensure the retention of that business for Hawai'i.

Chair Apo asked for questions on these two items, and hearing none, noted that four items were to be covered in executive session:

- 14(b)(i) regarding the U.S. Maui Emergency Marketing Campaign would be discussed in executive session because of proprietary information and would be attended by Board members, along with the HTA and HVCB staff;

- Agenda Item #13 regarding the 2026 Budget would be discussed in executive session because of proprietary information and would be attended by Ms. Anderson, Mr. Ka'anā'anā, Mr. Choy, and Mr. Kishi;
- Agenda Item #14(a) regarding the 2026 Brand Marketing Directives would be discussed in executive session because of proprietary information and would be attended by Ms. Anderson and Ms. Goo;
- Agenda Item #11(b) regarding employee performance appraisals would be discussed in an executive session attended by Board members only, not staff members.

AG Cole noted that a motion had to be proposed to enter executive session under 92-5(a)(ii) to consider the evaluation of an officer or an employee and HTA statute 201B-4a.2 to keep information confidential that was necessary to protect Hawai'i's competitive advantage in tourism.

Chair Apo proposed a motion to enter executive session for the reasons specified, and Mr. Arakawa seconded the motion. There was no further discussion, and Ms. Sanborn conducted the roll call vote with Vice Chair Paishon, Ms. Agas, and Mr. West excused. The motion passed unanimously.

The Board recessed at 12:41 p.m. and entered the Executive Session afterwards.

## **15. Adjournment**

Board members returned to the public session at 3:15 p.m.

Chair Apo reported that the Board had discussed the U.S. Maui Emergency Marketing Campaign, and no action had been taken, while moving forward as previously approved by the Board. The Board had also been briefed on the proposed FY 2026 Budget, and no action had been taken. The Budget, Finance, and Convention Center Standing Committee would take up this agenda item.

The Board voted on Agenda Item #14a and approved proceeding with the directives with adjustments based on the discussion held in the Executive Session.

The Board also briefly discussed Agenda Item #11b concerning employee performance appraisal and management.

The meeting adjourned at 3:17 p.m.

Respectfully submitted,

A handwritten signature in cursive script that reads "Sheillane Reyes".

---

Sheillane Reyes  
Recorder

# **6**

## **CEO Report**



# REPORT OF THE PRESIDENT & CEO

MAY 2025

HAWAII TOURISM<sup>™</sup>  
AUTHORITY

This May report highlights the Hawai'i Tourism Authority's (HTA) activities and actions taken by the staff in the month of April through May 23, 2025 in support of the organization's overall mission and its strategic plan.

At the time this report was put together, the latest visitor statistics available is March 2025. Our KPIs are total visitor spending and per-person-per-day spending, and each have showed an increase compared to Q1 2024:

- Total Visitor Spending: \$5.61 billion, compared to \$5.27 billion in Q1 2024 (+6.5%).
- Total Per Person Per Day Spending: \$254.9, compared to \$241.6 in Q1 2024 (+5.5%).
- State Tax Revenue (direct, indirect, and induced): \$651.2 million, compared to \$615.3 million in Q1 2024 (+5.8%).

## I. STATUS ON THE HTA 90-DAY ACTION PLAN

The Interim President & CEO worked on executing the 90-Day Action Plan that was presented to the board on May 1, 2025. Below is a summary of action taken as it relates to the goals.

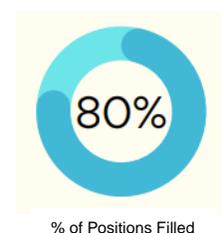
	<b>Goal</b>	<b>Action Taken</b>	<b>Status</b>
1	Achieve a collaborative and cohesive team that communicates and coordinates efforts and works together efficiently.	Staff meetings are now weekly. An internal PR hui has been formed, since there is no PAO and PR contract. Messaging to staff to stay focused on getting the work done, support one another, work towards closing out FY 25, and assess programs, activities to develop the FY 26 budget.	
2	Reduce the overdue invoices by 100% by May 15, 2025.	All overdue invoices are in process or have been paid except for one invoice.	
3	Identify outstanding contractor issues by May 15, 2025	All issues have been identified and addressed.	

4	Ensure all policies and procedures are reviewed, updated and followed by HTA staff by the end of July.	Staff is reviewing policies and procedures.	
5	Improve Board work and efficiencies.		
6	Ensure effective tourism policy development, setting clear direction while empowering staff to implement its annual Strategic Tourism Management Plan.		
7	Fill the following open positions by July 1, 2025: a. Public Affairs Officer  b. Brand Manager (under the Stewardship Division)  c. Chief Stewardship Officer (CSO)	a. Public Affairs Officer will on June 9, 2025  b. Brand Manager position was posted on May 6.  c. CSO Position Description is being reviewed, and internal paperwork (B3 exempt budgeted position) is being prepared	
8	Establish an administrative framework to oversee and manage the Hawai'i Convention Center Roof Repair Project **	Discussions with the Department of Accounting and General Services (DAGS), Hawai'i Community Development Authority and DBEDT Director took place. HTA will work directly with DAGS for this project. Additional discussions to take place.	

\*\*This has been added since the 90-Day Action Plan was presented to the Board on May 1, 2025.

### Staffing

Of HTA's 30 approved positions, six positions are either interim, acting, or vacant. These include the CEO & President (interim), Chief Administrative Officer (acting), and Chief Brand Officer (acting), Chief Stewardship Officer (vacant), brand manager (vacant), and the



Account Clerk III (vacant and will be redescribed once Governor signs SB 1571 CD 1). The Brand Team's Senior Brand Manager will start work on May 27 and the Public Affairs Officer will start on June 9.

### *Office Spaces Update for Neighboring Islands*

Progress continues in securing office spaces for our Destination Managers across the neighboring islands.

- Moloka'i: A space at State Civic Center 2 has been assigned to the HTA. While the space is ready for move-in, formal occupancy is pending the completion of internet and phone installation, which commenced on May 19, 2025.
- Kaua'i: While a space at the Līhu'e State Office Building has been assigned to the HTA, the existing tenant's out-boarding process is taking longer than projected. Therefore, HTA is actively exploring a subletting option at HVCB.
- Maui and the Island of Hawai'i: DAGS has confirmed that no government facilities are currently available. We extended our inquiries to other government entities, but found no availability. Consequently, we are now looking at commercial spaces. On Maui, after reviewing multiple units, a promising 434 square foot commercial office space has been identified. On Hawaii Island, the search for commercial office space has not yet commenced.

## II. PROGRAM UPDATES

### *Destination Stewardship*

The Destination Stewardship team experienced a significant impact with the resignation of its Chief Stewardship Officer, Kalani Ka'anā'anā, in early May. While the administrative team is actively preparing to fill this critical leadership role, the stewardship team has been collaborating closely to maintain momentum. The stewardship team remains focused on critical tasks.

### *Sports*

On April 24<sup>th</sup> through 26<sup>th</sup> HTA presented the 2025 Outrigger Big West UH Men's Volleyball Championship which featured six (6) teams who participated in this event, which was hosted by the University of Hawaii at the Simplifi Arena at Manoa. The three-day event drew an average attendance of 6,800 with the championship match on the final day drawing over 8,500 attendees and fans, which was the largest men's volleyball attendance and the most successful men's volleyball championship in the nation – in

total attendance, the tournament drew over 20,434 over five matches. The UH men's volleyball earned the Big West (BW) Men's Volleyball Championship Title over No. 1 seed and eventual National Champion Long Beach State. During the championship week, @BigWestSports on Twitter generated over 235,000 impressions.

HTA also launched its partnership with the Los Angeles Rams football organization that was announced earlier in May at their new practice facility in Woodland Hills, Ca. Governor Josh Green, and LA Rams President Keven Demoff with a small delegation group from the HTA Board and members of the Hawaii State Legislators attended the joint press conference. The Rams organization reported the successful announcement was posted and reposted on all of their social media channels with over 300 million impressions.

This one-year partnership with the LA Rams also includes a series of community engagement components for the residents of Hawaii, more specifically Maui County. Starting on Tuesday, June 17<sup>th</sup> the Rams organization will be facilitating a private football skills training session for the boys and a first ever flag football clinic for the girls. On Wednesday, June 18<sup>th</sup> the excitement continues with the Rams hosting their Play60 program, for the general public and youth from ages five to twelve years of age, currently the Rams have recorded over 4,500 participants for the public day, all clinics will be held at the Maui War Memorial Stadium in Wailuku. Other components of our LA Rams partnership include a LA Rams "Home Game" in which HTA will be the presenting sponsor during the Rams 2025 season at the SoFi Stadium, and receive advertising, marketing and in-stadium activation opportunities to promote business and leisure travel to the State of Hawaii.

### *ClimbHI/LEI*

Over three weeks in April, the LEI (Leadership, Exploration, Inspiration) program, a collaborative effort between ClimbHI, the HTA, and various industry partners, aimed to inspire over 1,200 island students to pursue careers in the visitor industry. The program provided essential tools and experiences, including direct engagement with industry leaders, hands-on activities, and insights into various hospitality sectors. Featured at each of the events was an Exposure Fair with "speed-dating" style segments where local businesses presented career opportunities. This initiative is crucial for strengthening Hawaii's vital economic sector by giving students real-world exposure to diverse career paths and offering continuous support through ClimbHI's Exposure Fairs, Exposureships, and the HTA Work Wise program, ultimately empowering them to find

fulfilling careers in the hospitality industry. HTA Board Chair, Todd Apo, offered inspiring opening remarks at several events.

### *VEPAM*

According to Kilohana's preliminary Q1 2025 Airport Ads report, all KPIs are on track. New Kūpono-themed digital ads launched in April, highlighting Hawai'i's 400+ endangered species. The final two Travel 808 episodes will be filmed on Kaua'i and O'ahu's North Shore, featuring professional (surfing, golf, and beach volleyball) athletes. SWAY continued PR efforts for the FY26 'Umeke RFPs, secured media interviews with Kilohana leadership, coordinated a commercial shoot for Qurator, and provided support at HTA board and committee meetings.

### *Maui VAP*

The re-solicitation for the Maui Visitors Assistance Program RFQ, due April 30, closed without receiving any responses. In response, HTA engaged with partners at the Maui Police Department and Maui Memorial Hospital to provide updates and conduct outreach regarding potential future contractors to fill this vacancy. A memo has been drafted to request an exemption for blanket encumbrance of funds, ensuring greater flexibility. Planning is underway to re-issue the RFQ, with adjustments to extend the contract through the entirety of FY26 to increase appeal to prospective vendors.

### *Smart Destination App*

On April 25, 2025, HTA met with the DOT Airports team to continue collaborative discussions on the development of a statewide Smart Destination Mobile Application. This initiative aims to support both visitors and residents with airport wayfinding, streamline the Department of Agriculture's biosecurity form, and integrate a reservation system for state and national parks. A timeline for the path forward has been drafted, and a meeting with Representative Quinlan took place on May 19 to further align on next steps. A memo requesting an exemption for the use of funds in FY26 has also been submitted to support this effort.

### *Brand Marketing*

The brand team is actively preparing for the release of several major market RFPs and the 2026 brand marketing plan outline and templates, all scheduled for early June. Staff are also working on contract execution for the USA Maui Emergency Marketing Campaign, Japan Luxury Market Study, and the GoHawaii website update featuring Waikīkī Historic Trail AR content. In parallel, the team is focused on preparations for

IPW in June and has completed a self-audit of brand marketing contracts to identify deficiencies and recommend improvements.

### *China Mission*

The 2025 China Travel Mission, held from April 22–28 and organized by Hawai'i Tourism China (HTC), focused on strengthening tourism and trade relationships with key Greater China markets. The mission included participation in the 13th Macao International Travel Expo (MITE), resulting in over 200 B2B meetings with buyers from Greater China and Southeast Asia, as well as strategic engagements in Shanghai with major partners such as Trip.com, Spring Airlines, and Little Red Book. Twelve Hawai'i businesses took part, all expressing interest in returning next year, pending budget availability. The mission also featured VIP networking events in both Macao and Shanghai, drawing over 40 top industry executives. HTA's Senior Brand Manager participated in the mission, taking part in media interviews and live-streaming with social influencers to promote Hawai'i's unique cultural and regenerative tourism offerings.

### *Hawai'i Expo*

Hawai'i Tourism Japan, in collaboration with Okinakalani Inc., successfully hosted "Hawai'i Expo 2025 × Ke Au Hou Festival" on May 10-11, 2025, at the Yoyogi National Second Gymnasium in Tokyo, attracting a record 22,512 attendees and 34,065 online viewers via livestream. This year's event featured traditional elements such as stage performances, workshops, and exhibitor booths, along with the first-ever partnership with the Ke Au Hou hula competition, offering an immersive cultural experience. Centered around the theme "Beautiful Hawai'i," the event showcased the islands' natural beauty and cultural heritage through live programming and campaign videos, now available for on-demand viewing. HTA Board Chair attended the two-day event to demonstrate support for Hawai'i's promotional efforts in the Japan market and to reinforce the importance of cultural and tourism partnerships in the region.

### *Qantas Hotels & Holidays Campaign + Inaugural Flight Celebration*

In partnership with Qantas to support the launch of a new Melbourne (MEL) to Honolulu nonstop route that first arrived in HNL on May 1st, passengers received a special lei greeting complete with entertainment and media interviews were conducted with various local outlets. Additionally, HTO had three journalists on-board the inaugural flight to promote their experience and provide additional content after the flight from their stay on islands. Representation from the Australian Consulate-General Hawai'i was also in attendance at the arrival. To promote the new route, HTO partnered with Qantas for a

one-week digital campaign (April 24th-30th) with extensive advertising on the Qantas homepage, loyalty program pages, landing pages for travel deals, social media, email blasts, various google digital ads, and more. Coinciding with the campaign, there was a four-week sale period (April 24th – May 24th) in which Hawai'i hotel offers were also featured via Qantas Hotels. The new Qantas 787 service (3x per week) replaces Jetstar 787 service (2x per week). Qantas targets high-value, eco-conscious travelers.

### *HTA x Major Contractors Q2 Meeting*

On May 14, HTA held its second quarter meeting with all major contractors, including global marketing teams and Kilohana. During the meeting, HTA provided updates on its 90-day action plan, the legislative session, FY26 budget, the 2026 marketing directive, Brand Marketing Plan submission timeline, and the newly created HTA Shared Resource SharePoint. Kilohana and the island visitor bureaus also shared updates focused on new visitor experiences and program developments. Overall feedback was positive, with suggestions to continue holding these meetings regularly and to extend the length to allow for more in-depth discussions.

### *\$ 6 Million USA Maui Emergency Marketing Campaign*

The \$6 million USA Maui Emergency Marketing Campaign contract was executed on May 23, 2025.

### ***Planning***

The Planning section synthesized Yearly Activity Plans (YAPs) from HTA staff to prepare a Strategic Tourism Management Plan for Fiscal Year 2026. YAPs detail current conditions, ongoing activities, and upcoming plans for each of HTA's activities while also providing an initial inventory of key performance indicators (KPIs). An ongoing reorganization of HTA's KPIs across its activities will contribute to a transition to dashboards and indicator aggregation.

This month, we also finalized selection criteria for the Destination Management Action Plan (DMAP) Advisory Groups, and extended invitations to community and industry leaders based on those criteria. These Advisory Groups on each island will meet throughout the summer to advise on hot spots and implementation projects based on a set of identified localized needs. We are working through our Destination Managers to structure the Advisory Group convenings and will instruct a contracted facilitator and planning firm on how to conduct and analyze Advisory Group as well as community stakeholder meetings.

### III. FINANCE BRANCH

#### *Finance*

Please see the April 2025 financial statements for more information on HTA’s monthly and year-to-date financial results.

#### *Procurement*

#### Executed Contracts

Pursuant to Hawai’i Revised Statutes §201B-7 (9), below are contracts executed during the month of April 2025.

Contract No.	Contractor	Description	Contract Amount	Total Contract Value	Start Date	End Date
23008 S4	Council for Native Hawaiian Advancement	Support Services for Destination Stewardship	(\$265,370.00)	\$18,697,635.00	4/3/2025	5/1/2026
25019	The Los Angeles Rams, LLC	LA Rams 2025-2026	\$1,860,000.00	\$1,860,000.00	4/21/2025	3/31/2026
25022	Playfly LLC	HTA Sports Consultant	\$98,243.00	\$98,243.00	4/30/2025	3/31/2026
21019 S8	The Walshe Group Pty Ltd dba Hawaii Tourism Oceania	Hawaii Tourism Inbound Destination Marketing Management Services in the Oceania Major Market Area	\$50,067.00	\$5,266,885.40	4/30/2025	12/31/2025
23003 S4	Hawaii Visitors and Convention Bureau	Hawaii Tourism Destination Brand Management & Marketing Services for US MMA	\$1,500,000.00	\$38,554,500.00	5/6/2025	12/31/2025
22003 S4	Hawaii Visitors and Convention Bureau	Global MCI Marketing Services for the Hawaiian Islands	\$5,698,830.00	\$21,748,830.00	5/8/2025	12/31/2025
Contract Type: • Sole Source † Procurement Exemption ⊖ Emergency			\$1,742,940.00			

#### Current Procurements

HTA regularly issues open solicitations – Requests for Proposals (RFP), Requests for Qualifications (RFQ) and Invitations for Bids (IFB) – to secure professional services

from qualified contractors in support of HTA’s mission on behalf of the State of Hawai‘i. A list of active solicitations is below.

RFP No.	Description	Release Date	Deadline
25-09	Public Relations, Communications, and Outreach Services	4/30/2025	5/30/2025
25-11	Hawaii Convention Center Rooftop Terrace Deck Repairs	4/1/2025	5/30/2025
25-14	Facilitation of Community & Visitor Industry Tourism Plans	4/17/2025	5/19/2025
25-15	Development of HTA Tourism Strategic Plan 2026-2030	4/17/2025	5/19/2025
25-16	Development of Destination Management Action Plans (DMAPs) 2026-2028	4/17/2025	5/21/2025
25-18	HTA Website Support Services	5/2/2025	5/23/2025
25-19	Visitor Industry Workforce Hawaiian Culture Training Program	5/20/2025	6/23/2025

For more information, visit: [www.hawaiitourismauthority.org/rfps](http://www.hawaiitourismauthority.org/rfps).

#### IV. HTA EVENTS/HTA-SUPPORTED EVENTS

Date	Location	Event/Project Name	HTA Program
Throughout May	Oceania	Month of Lei – Various events with 250 agents	Oceania MMA
5/22	O‘ahu	Waikīkī – (15) students visited (5) businesses	Work Wise Program
5/23	Sydney	Lilo and Stitch Screening with 50-60 Trade Partners; Partnership with Hawaiian Airlines	Oceania MMA
5/30-31	O‘ahu	Asia Pacific Dance Festival	Community Enrichment Program
6/1-30	O‘ahu	Ka‘apuni O Waimea	Kūkulu Ola
6/1	O‘ahu	2025 OHCRA Race Production Program	Kūkulu Ola
6/3	Oceania	Webinar with Hawaiian Airlines and NCL	Oceania MMA
6/2; 6/9; 6/16; 6/23; 6/30	Hawai‘i- Hilo	Kūmokuhalī‘i Niaulani	Kahu ‘Āina
6/6	Kaua‘i	Aloha Friday Art Nights	Community Enrichment Program
6/6	Maui	Wailuku First Friday	Community Enrichment Program
6/6-8	Hawai‘i- Kona	Hawai‘i Kuauli Pacific and Asia Cultural Festival	Community Enrichment Program
6/7; 6/14; 6/21; 6/28	O‘ahu	Kuilei Cliffs Restoration	Kahu ‘Āina

**REPORT OF THE PRESIDENT & CEO**

May 2025

Page 10



6/7	Kaua'i	Old Kapa'a Town 1st Saturday Ho'olaulea Multi-Cultural Celebration	Community Enrichment Program
6/8	O'ahu	Mālama Pia Valley-Restoration	Kahu 'Āina
6/11	Hawai'i-Kona	Kohala Kamehameha Day Celebration	Kūkulu Ola
6/13-14	O'ahu	2025 Oahu King Kamehameha Celebration, Lei Draping, Parade, Ho'olaule'a	Signature Events
6/13 & 6/15	O'ahu	2025 42nd Pan-Pacific Festival Ho'olaulea	Signature Events
6/14	Hawai'i- Hilo	Hula Arts at Kīlauea 2025	Kūkulu Ola
6/14	O'ahu	Kūkulu 'Āina and Community at Maunawila Heiau Complex	Kahu 'Āina
6/14	Kaua'i	2025 Kauai Kings Parade and Hō'olaule'a Kū i ka Mana	Community Enrichment Program
6/14	Kaua'i	Down Town Līhu'e Night Markets	Community Enrichment Program
6/14	Maui	Auwahi- Connecting People and 'Āina in Challenging times	Kahu 'Āina
6/14	Maui	Restoring Loko Kalo Ia and Lo'i Kalo at Waihe'e Coastal Dunes and wetlands Refuge	Kūkulu Ola
6/16 - 18	Maui	Los Angeles Rams Football Maui camps	Sports
6/17 & 6/18	O'ahu	Mele Hula Festival	Community Enrichment Program
6/21	O'ahu	The 48th Annual Nā Hōkū Hanohano Awards	Signature Events
6/21	Maui	Na Kamehameha Commemorative Ho'olaulea	Community Enrichment Program
6/21	Moloka'i	Mahua'ola o Moloka'i	Kūkulu Ola
6/22	Maui	Ki-Ho'alu 2025 Hawaiian Slack Key Guitar Festival- Maui Style	Community Enrichment Program
6/23	O'ahu	Mālama Pia Valley-Rock Weaving	Kahu 'Āina
6/27 & 6/28	Kaua'i	Soto Zen Bon Festival	Community Enrichment Program
6/13-6/19	Chicago	IPW	International Marketing
6/26-29	O'ahu	Gastronomy Media FAM	Japan MMA
6/19-26	O'ahu & Maui	Product Manager Post-IPW FAM	Europe MMA
6/4-7	Cancun, MX	Romance Travel Forum	USA MMA
6/4-5	Los Angeles, CA	Signature Travel Network Regional Event	USA MMA
6/8	Las Vegas, NV	TLN Luxury Forum	USA MMA

6/2-10	Sydney, Melbourne & Auckland	Meet Hawai'i Aloha Mission	Meet Hawai'i
--------	------------------------------------	----------------------------	--------------

## V. OTHER KEY EVENTS

Date	Location	Event/Project Name
6/8-11	Washington D.C.	Hawai'i on the Hill

**8**  
**Report and Update**  
**on SB1571 and its Implementation**



## **STAFF REPORT TO THE BOARD**

May 28, 2025

**REQUEST:** Agenda Item 8. To discuss the impact of SB 1571 SD 2 HD3 CD 1 and its implementation.

### **FACTS:**

1. On April 30, 2025, SB 1571 SD 2 HD3 CD 1 passed final reading as amended in CD 1. [https://www.capitol.hawaii.gov/sessions/session2025/bills/SB1571\\_CD1\\_.pdf](https://www.capitol.hawaii.gov/sessions/session2025/bills/SB1571_CD1_.pdf)
2. This measure does the following:
  - a. Exempts all positions filled by the Hawai'i Tourism Authority within the Department of Business, Economic Development, and Tourism from the state civil service law.
  - b. Amends the definition of "convention center facility" for purposes of chapter 201B, HRS, to clarify that the facilities must reflect a Hawai'i sense of place.
  - c. Designates the Hawai'i Tourism Authority Board of Directors (Board) as an advisory board.
  - d. Removes the Director of Business, Economic Development, and Tourism as a member of the Board.
  - e. Requires a member of the Board to represent a tourism-impacted entity.
  - f. Provides that the President of the Senate and Speaker of the House of Representatives each appoint a member of the Board.
  - g. Makes the President and CEO of the Hawai'i Tourism Authority a position appointed by the Board, with the advice and consent of the Senate.
  - h. Requires the President and CEO of the Hawai'i Tourism Authority to report to the Governor. Amends the eligibility requirements to serve on the Board.
  - i. Provides that the President and CEO of the Hawai'i Tourism Authority's term of service shall be set by written contract by the Board.
3. It was enrolled to the Governor on May 2, 2025.

### **DISCUSSION:**

Deputy Attorney General John Cole will discuss the potential impacts of SB 1571 CD 1 on the Hawai'i Tourism Authority.

**BUDGET IMPLICATIONS:** None.

# **9**

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

## **9a**

### **Report and Action on the Hawai'i Tourism Authority's (HTA) April 2025 Financial Reports**

The recording of the HTA Budget, Finance, and Convention Center Standing Committee Meeting held on May 21, 2025, has been uploaded to our website and YouTube channel.

**You can access the recording here:**  
**[Budget, Finance, and Convention Center Standing Committee Meeting, May 21st, 2025](#)**

Here is the start time for this key presentation:

- Talon Kishi's Presentation: 00:04:10



## **STAFF REPORT TO THE BOARD**

May 28, 2025

### **REQUEST:**

- Agenda Item #9a: Report and Action on the Hawai'i Tourism Authority's (HTA) April 2025 Financial Reports

### **FACTS:**

- HTA prepared monthly financial reports. Please refer to the monthly financial reports for more information.

### **DISCUSSION:**

- A presentation was provided by HTA management at the 5/21/25 Budget, Finance and Convention Center (BFCC) Standing Committee Meeting. The BFCC committee passed a motion to recommend approval of HTA's April 2025 financial results.
  - Please start the video at 4:10.

### **BUDGET IMPLICATIONS:**

- None

### **RECOMMENDATION:**

- Motion – Approve the Hawai'i Tourism Authority's (HTA) April 2025 Financial Reports



**The State of Hawai`i**  
**Department of Business, Economic Development, and Tourism**  
**Hawai`i Tourism Authority**  
**April 30, 2025**

These financial statements have been prepared by HTA management (unless otherwise noted) for information purposes only. See notes to the financial statements.

---

Prepared by: Talon Kishi, CPA  
HTA Budget and Fiscal Officer  
HAWAII TOURISMAUTHORITY

**Hawaii Tourism Authority**  
**All Funds**  
**Balance Sheet**  
**As of April 30, 2025**

	<b>Tourism Funds</b>	<b>Convention Center Funds</b>	<b>Roof Repair Project</b>	<b>Tourism Emergency Special Fund</b>	<b>EDA State Tourism Grant</b>	<b>Total</b>
<b>Assets</b>						
<b>General Funds:</b>						
Fiscal Year (FY) 2025 Gen. Funds	25,445,669	-	-	-	-	25,445,669
FY 2024 Gen. Funds	143,600	2,078,262	-	-	-	2,221,862
<b>Subtotal - General Funds</b>	<b>25,589,269</b>	<b>2,078,262</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>27,667,531</b>
<b>Other Funds:</b>						
Special Funds	8,361,782	31,637,377	-	-	-	39,999,159
Federal Grants	-	-	-	-	7,396,877	7,396,877
General Obligation Bonds (GOB)	-	-	61,979,938	-	-	61,979,938
Cash and Cash Equivalents	-	-	-	245,445	-	245,445
<b>Subtotal - Other Funds</b>	<b>8,361,782</b>	<b>31,637,377</b>	<b>61,979,938</b>	<b>245,445</b>	<b>7,396,877</b>	<b>109,621,419</b>
<b>Total Assets</b>	<b>33,951,051</b>	<b>33,715,639</b>	<b>61,979,938</b>	<b>245,445</b>	<b>7,396,877</b>	<b>137,288,950</b>
<b>Liabilities and Fund Balances</b>						
<b>Liabilities:</b>						
Liabilities (Special Funds)						
Transfer due to B&F	-	11,000,000	-	134,000	-	11,134,000
<b>Total Liabilities</b>	<b>-</b>	<b>11,000,000</b>	<b>-</b>	<b>134,000</b>	<b>-</b>	<b>11,134,000</b>
<b>Fund Balances:</b>						
<b>General Funds:</b>						
FY 2025 Encumbered - Gen. Funds	19,226,541	-	-	-	-	19,226,541
FY 2025 Unencumbered - Gen. Funds	6,219,128	-	-	-	-	6,219,128
FY 2024 Encumbered - Gen. Funds	143,600	2,078,262	-	-	-	2,221,862
FY 2024 Unencumbered - Gen. Funds	-	-	-	-	-	-
<b>Subtotal - General Fund Balances</b>	<b>25,589,269</b>	<b>2,078,262</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>27,667,531</b>
<b>Special Funds:</b>						
Encumbered - Special Funds	319,471	2,243,166	-	10,210	5,376,345	7,949,192
Unencumbered - Special Funds	8,042,311	18,394,211	-	101,235	2,020,532	28,558,289
<b>Subtotal - Special Fund Balances</b>	<b>8,361,782</b>	<b>20,637,377</b>	<b>-</b>	<b>111,445</b>	<b>7,396,877</b>	<b>36,507,481</b>
<b>GOB:</b>						
Encumbered - GOB	-	-	4,025,947	-	-	4,025,947
Unencumbered - GOB	-	-	57,953,991	-	-	57,953,991
<b>Subtotal - GOB Fund Balance</b>	<b>-</b>	<b>-</b>	<b>61,979,938</b>	<b>-</b>	<b>-</b>	<b>61,979,938</b>
<b>Total Fund Balances</b>	<b>33,951,051</b>	<b>22,715,639</b>	<b>61,979,938</b>	<b>111,445</b>	<b>7,396,877</b>	<b>126,154,950</b>
<b>Total Liabilities and Fund Balances</b>	<b>33,951,051</b>	<b>33,715,639</b>	<b>61,979,938</b>	<b>245,445</b>	<b>7,396,877</b>	<b>137,288,950</b>

\* Refer to notes of the financial statements for more information.

**Hawaii Tourism Authority**  
**Tourism General Fund - Fiscal Year 2025**  
**Statement of Revenues, Expenditures, Changes in Fund Balances, and Budget vs. Actual**  
**April 30, 2025**

	Month Ended April 30, 2025	Year to Date (YTD)	Encumbrance Balance	YTD + Enc.	FY 25 Budget	Variance
<b>Expenditures</b>						
Administration and Governance	180,795	1,972,551	740,050	2,712,601	3,696,660	984,059
Branding and Marketing	8,862,534	25,420,218	13,332,879	38,753,097	39,249,201	496,104
Sports and Signature Events	903,386	3,746,350	3,417,062	7,163,412	7,318,075	154,663
Dest. Stewardship and Community	1,905,407	2,776,402	905,093	3,681,495	7,923,883	4,242,388
Regenerative Tourism Development	2,394,316	3,309,891	376,217	3,686,108	3,762,181	76,073
Workforce Development	50,911	328,919	455,240	784,159	1,050,000	265,841
<b>Total Expenditures</b>	<b>14,297,349</b>	<b>37,554,331</b>	<b>19,226,541</b>	<b>56,780,872</b>	<b>63,000,000</b>	<b>6,219,128</b>
Changes in Fund Balance	(14,297,349)	(37,554,331)				
<b>Fund Balances</b>						
April 1, 2025 / July 1, 2024	39,743,018	63,000,000				
April 30, 2025	25,445,669	25,445,669				

\* Refer to notes of the financial statements for more information.

**Hawaii Tourism Authority**  
**Tourism General Fund - Fiscal Year 2024**  
**Statement of Revenues, Expenditures, Changes in Fund Balances, and Encumbrances**  
**April 30, 2025**

	<b>Month Ended April 30, 2025</b>	<b>Year to Date</b>	<b>Encumbrance Balance</b>
<b>Expenditures</b>			
Branding	-	2,306,829	85,286
Destination Management	-	5,210,982	10,289
Governance and Org-Wide*	-	147,200	-
Perpetuating Hawaiian Culture	141,738	233,738	6,283
Planning & Evaluation	21,673	48,404	23,492
Resident and Industry Comms	-	87,985	6,250
Workforce Development	-	12,000	12,000
<b>Total Expenditures</b>	<b>163,411</b>	<b>8,047,138</b>	<b>143,600</b>
Lapsed Funds	(34,563)	(1,147,714)	
Changes in Fund Balance	(197,974)	(9,194,852)	
<b>Fund Balances</b>			
April 1, 2025 / July 1, 2024	341,574	9,338,452	
April 30, 2025	143,600	143,600	

\* Refer to notes of the financial statements for more information.

**Hawaii Tourism Authority**  
**Tourism Special Fund - Prior Year Funds**  
**Statement of Revenues, Expenditures, Changes in Fund Balances, and Encumbrances**  
**April 30, 2025**

	<b>Month Ended April 30, 2025</b>	<b>Year to Date</b>	<b>Encumbrance Balance</b>
<b>Revenues</b>			
Interest, Net	21,887	339,232	
<b>Total Revenues</b>	21,887	339,232	
<b>Expenditures</b>			
Administration	-	39,700	12,503
Branding	23,086	323,268	220,968
Resident and Industry Comms	-	22,602	-
Workforce Development	-	-	86,000
<b>Total Expenditures</b>	23,086	385,570	319,471
Changes in Fund Balance	(1,199)	(46,338)	
<b>Fund Balances</b>			
April 1, 2025 / July 1, 2024	8,362,981	8,408,120	
April 30, 2025	8,361,782	8,361,782	

\* Refer to notes of the financial statements for more information.

**Hawaii Tourism Authority**  
**Convention Center General Fund - Fiscal Year 2024**  
**Statement of Revenues, Expenditures, Changes in Fund Balances, and Encumbrances**  
**April 30, 2025**

	Month Ended April 30, 2025	Year to Date	Encumbrance Balance
<b>Expenditures</b>			
HCC Operations	-	-	2,078,262
HCC Repairs and Maintenance	-	-	-
<b>Total Expenditures</b>	<u>-</u>	<u>-</u>	<u>2,078,262</u>
Changes in Fund Balance	<u>-</u>	<u>-</u>	
<b>Fund Balances</b>			
April 1, 2025 / July 1, 2024	<u>2,078,262</u>	<u>2,078,262</u>	
April 30, 2025	<u>2,078,262</u>	<u>2,078,262</u>	

\* Refer to notes of the financial statements for more information.

**Hawaii Tourism Authority**  
**Convention Center Enterprise Special Fund**  
**Statement of Revenues, Expenditures, Changes in Fund Balances, and Encumbrances**  
**April 30, 2025**

	Month Ended April 30, 2025	Year to Date	Encumbrance Balance
<b>Revenues</b>			
HCC Operations	1,040,345	3,465,127	
Interest	113,038	1,174,395	
TAT	-	11,000,000	
<b>Total Revenues</b>	1,153,383	15,639,522	
<b>Expenditures</b>			
HCC Marketing	-	1,603,300	-
HCC Operations	269,567	2,034,152	2,243,166
HCC Repairs and Maintenance	-	28,119,382	-
<b>Total Expenditures</b>	269,567	31,756,834	2,243,166
Changes in Fund Balance	883,816	(16,117,312)	
<b>Fund Balances</b>			
April 1, 2025 / July 1, 2024	30,753,561	47,754,689	
April 30, 2025	31,637,377	31,637,377	

\* Refer to notes of the financial statements for more information.

**Hawaii Tourism Authority**  
**Hawaii Convention Center Roof Repair Project**  
**Statement of Revenues, Expenditures, Changes in Fund Balances, and Encumbrances**  
**April 30, 2025**

	Month Ended April 30, 2025	Year to Date	Encumbrance Balance
<b>Revenues</b>			
Appropriation Transfer	-	64,000,000	
<b>Total Revenues</b>	<b>-</b>	<b>64,000,000</b>	
<b>Expenditures</b>			
Construction Services	-	-	-
Professional Services	36,610	2,329,480	4,025,947
<b>Total Expenditures</b>	<b>36,610</b>	<b>2,329,480</b>	<b>4,025,947</b>
Inter-Departmental Transfer*	-	(578,870)	
Lapsed Funds	(923,000)	(13,684,100)	
Changes in Fund Balance	(959,610)	47,407,550	
<b>Fund Balances</b>			
April 1, 2025 / July 1, 2024	62,939,548	14,572,388	
April 30, 2025	61,979,938	61,979,938	

\* The above information is for the current fiscal period only. Refer to footnote 5 in the notes of the financial statements for total project spending to date.

**Hawaii Tourism Authority**  
**Tourism Emergency Special Fund**  
**Statement of Revenues, Expenditures, Changes in Fund Balances, and Encumbrances**  
**April 30, 2025**

	<b>Month Ended April 30, 2025</b>	<b>Year to Date</b>	<b>Encumbrance Balance</b>
<b>Revenues</b>			
Interest, Net	1,648	6,345	
<b>Total Revenues</b>	1,648	6,345	
<b>Expenditures</b>			
Administration	91	269	-
Branding	-	100,000	-
Destination Management	60,000	328,400	-
Planning & Evaluation	-	25,000	-
Resident and Industry Comms	-	79,390	10,210
<b>Total Expenditures</b>	60,091	533,059	10,210
Changes in Fund Balance	(58,443)	(526,714)	
<b>Fund Balances</b>			
April 1, 2025 / July 1, 2024	303,888	772,159	
April 30, 2025	245,445	245,445	

\* The above information is for the current fiscal period only. Refer to footnote 4 in the notes of the financial statements for total spending to date.

**Hawaii Tourism Authority**  
**EDA State Tourism Grant**  
**Statement of Revenues, Expenditures, Changes in Fund Balances, and Encumbrances**  
**April 30, 2025**

	<b>Month Ended April 30, 2025</b>	<b>Year to Date</b>	<b>Encumbrance Balance</b>
<b>Expenditures</b>			
Branding	-	2,500,000	-
Destination Management	803,840	1,659,840	5,376,345
<b>Total Expenditures</b>	803,840	4,159,840	5,376,345
Changes in Fund Balance	(803,840)	(4,159,840)	
<b>Fund Balances</b>			
April 1, 2025 / July 1, 2024	8,200,717	11,556,717	
April 30, 2025	7,396,877	7,396,877	

\* The above information is for the current fiscal period only. Refer to footnote 6 in the notes of the financial statements for total grant spending to date.

**Hawaii Tourism Authority**  
**April 30, 2025**  
**Table of Contents**

**Financial Statements:**

Balance Sheet	3
Tourism General Fund - Fiscal Year 2025	
Statement of Revenues, Expenditures, Changes in Fund Balance, and Budget vs. Actual	4
Tourism General Fund - Fiscal Year 2024	
Statement of Revenues, Expenditures, Changes in Fund Balance, and Encumbrances	5
Tourism Special Fund - Prior Year Funds	
Statement of Revenues, Expenditures, Changes in Fund Balance, and Encumbrances	6
Convention Center General Fund – Fiscal Year 2024	
Statement of Revenues, Expenditures, Changes in Fund Balance, and Encumbrances	7
Convention Center Enterprise Special Fund	
Statement of Revenues, Expenditures, Changes in Fund Balance, and Encumbrances	8
Hawaii Convention Center Roof Repair Project	
Statement of Revenues, Expenditures, Changes in Fund Balance, and Encumbrances	9
Tourism Emergency Special Fund	
Statement of Revenues, Expenditures, Changes in Fund Balance, and Encumbrances	10
EDA-ARPA State Tourism Grant	
Statement of Revenues, Expenditures, Changes in Fund Balance, and Encumbrances	11
Selected Management Disclosures	12-16

**Supplementary Information:**

Budget vs. Actual – Fiscal Year 2025 Funds	18-20
Bank of Hawai'i Statements	21-22

**Hawaii Tourism Authority**  
**April 30, 2025**  
**Selected Management Disclosures**

**1. Summary of Significant Accounting Policies**

The Hawaii Tourism Authority (HTA or Authority) was established on January 1, 1999, by Act 156, Session Laws of Hawaii 1998. It was placed within the State of Hawaii, Department of Business, Economic Development, and Tourism (DBEDT), for administrative purposes only. The Authority is subject to administrative control and supervision of DBEDT under HRS 26-35. The Authority is responsible for developing a strategic tourism marketing plan and developing measures of effectiveness to assess the overall benefits and effectiveness of the marketing plan and progress toward achieving the Authority's strategic plan goals. In addition, effective July 1, 2000, control and management of the Hawaii Convention Center (HCC) were transferred to the Authority from the Convention Center Authority (CCA) by Executive Order No. 3817. Effective July 1, 2002, the Center, by statute, became the responsibility of the Authority. The Center opened to the public in June 1998 and is used for various events, including conventions and trade shows, public shows, and spectator events. The Center offers approximately 350,000 square feet of rentable space, including 51 meeting rooms.

The Authority is governed by a board of directors comprising 12 voting members. All 12 members shall be appointed by the Governor.

**Funds**

The Authority's funds are as follows:

**Tourism Funds:**

- **Tourism Special Fund (TSF)** –The TSF accounted for functions related to developing and promoting the tourism industry. Effective January 1, 2022, pursuant to Act 1 Special Legislative Session 2021, the TSF was sunset and discontinued the ability to expend any new funds. Funds encumbered as of June 30, 2021, can be spent until June 30, 2026.
- **Fiscal Year 2024 General Funds** – The 2023 State legislature did not provide HTA with an operating budget for fiscal year 2024. As such, the Governor approved the transfer of \$60,000,000 in general funds from Section 5 of Act 164, SLH 2023, to HTA on July 1, 2023. Funds lapsed on June 30, 2024.
- **Fiscal Year 2025 General Funds** – Pursuant to Section 3 of Act 230, SLH 2024, the 2024 Legislature appropriated \$63,000,000 of state general funds for HTA's fiscal year 2025 operating budget. The law divided the \$63,000,000 between six programs based on each program's objectives. The six program IDs are Administration and Governance, Branding and Marketing, Destination Stewardship and Community, Regenerative Tourism Development, Sports and Signature Events, and Workforce Development. Per Executive Memorandum 24-04, *FY 25 Budget Execution Policies and Instructions*, HTA's operating budget is subject to a 10% restriction imposed by the Department of Budget and Finance. The HTA staff and board have discussed the matter and have informed all major vendors to adjust plans and budgets accordingly.

On January 24, 2025, the Governor released \$6,300,000 of restricted funds to support additional branding and marketing efforts due to the anticipated downturn in tourism and the continued slump in Maui hotel occupancy. The Authority is developing a plan to utilize the \$6,300,000. Unspent and unencumbered General Funds will lapse on June 30, 2025.

**Hawaii Tourism Authority**  
**April 30, 2025**  
**Selected Management Disclosures**

**Convention Center Funds:**

- **Convention Center Enterprise Special Fund (CCESF)** – Under Section 201B-8, the Convention Center Enterprise Special Fund accounts for functions related to the operation and management of the Hawaii Convention Center (HCC). The 2024 Legislature provided the CCESF with a \$34,000,000 expenditure ceiling in Section 3 of Act 230, SLH 2024. The expenditure ceiling will lapse on June 30, 2025.

The 2023 State Legislature did not provide the CCESF with an expenditure ceiling for fiscal year 2024. As such, the Governor approved the transfer of \$11,000,000 in general funds from Section 5 of Act 164, SLH 2023, for the HCC on July 1, 2023, on the condition that HTA will subsequently transfer \$11,000,000 from the CCESF to B&F. HTA expects to complete the transfer in fiscal year 2026.

- **Fiscal Year 2024 General Funds (operations)** – The 2023 State legislature did not provide the HCC with an operating budget for fiscal year 2024. As such, the Governor approved the transfer of \$11,000,000 in general funds from Section 5 of Act 164, SLH 2023, for the HCC on July 1, 2023. Funds lapsed on June 30, 2024. Funds encumbered as of June 30, 2024, can be spent until June 30, 2029.
- **General Funds (CIP)** - Pursuant to Act 164, SLH 2023, \$64,000,000 of general funds were provided for long-term repairs of the HCC rooftop terrace deck. Per Executive Memorandum 23-08, dated October 30, 2023, B&F transferred HTA’s \$64,000,000 operating appropriation to B&F for the Maui wildfires.
- **General Obligation Bonds** – Under Act 248, SLH 2022, \$15,000,000 of general obligation bond funds were provided for the temporary repairs of the HCC rooftop terrace deck. The Governor authorized the release of funds on February 22, 2023. Unused funds lapsed on June 30, 2024. Subsequently, \$13,684,100 lapsed. See more information at footnote 5.

The 2024 Legislature appropriated \$64,000,000 of General Obligation Bonds for the HCC Roof Repair Project in Section 3 of Act 230, SLH 2024. Funds will lapse on June 30, 2026. See more information at footnote 5.

Per Section 103-8.5, 1% of CIP appropriation classified as the construction cost element for the construction or renovation of State buildings must be transferred to the State Foundation of Culture and Arts Works of Art Special Fund. HTA transferred \$578,870 to the fund in fiscal year 2025.

**Tourism Emergency Special Fund:**

- The Tourism Emergency Special Fund accounts for functions related to maintaining a tourism emergency fund. Per Section 201B-10, revenues prescribed by Section 237D-6.5(b) and all investment earnings are credited to the fund’s assets. Funds are currently held at the Bank of Hawaii. Funds must be exclusively used to respond to a tourism emergency per Section 201B-9.

The governor declared a tourism emergency in the sixth emergency proclamation relating to the Maui wildfires, dated August 19, 2023. The Governor extended the tourism emergency in the twentieth emergency proclamation, dated February 4, 2025. See more information at footnote 4.

**Hawaii Tourism Authority**  
**April 30, 2025**  
**Selected Management Disclosures**

Per Section 36-30, special funds are subject to an assessment for departmental administrative expenses. As of March 31, 2025, management estimates the assessment will cost approximately \$132,362.

**Federal Funds:**

- **American Rescue Plan Act (ARPA)** – Official Name: Coronavirus State Fiscal Recovery Fund (CSFRF) Subaward. The former Governor authorized \$106,000,000 of ARPA funds to support HTA’s and HCC’s fiscal years 2022 and 2023 operations. HTA and HCC received \$95,000,000 and \$11,000,000, respectively. In total, for the two years ending June 30, 2023, \$59,155,512 and \$10,011,197 were spent on HTA and HCC operations, respectively. The Authority returned \$36,833,291 to the Department of Budget and Finance (B&F) on July 31, 2023.
- **Economic Development Administration (EDA) State Tourism Grant** – Official Name: ARPA-EDA Tourism Grant (Non-Competitive ARPA State Tourism Grant for the State of Hawaii) – The Authority was awarded \$14,024,372 on December 8, 2021. Grant rules required the approval of the Grant Administration Plan (GAP) before the commencement of work. EDA approved the Authority’s GAP on March 21, 2023. The Authority will subaward with the Department of Land and Natural Resources (DLNR) for \$7,200,000 to enhance and develop Hawaii’s outdoor recreational assets. All work must be completed by May 31, 2027, and money spent by September 30, 2027. See more information at footnote 6.

**Basis of Accounting**

The Governmental Funds’ financial statements are reported using the modified-accrual basis of accounting.

**Transient Accommodations Tax (TAT)**

Under Section 237D-6.5, \$11,000,000 shall be allocated to the Convention Center Enterprise Special Fund annually.

**Governance & Org-Wide Expenditures**

Governance and organization-wide expenditures include board member inter-island travel, meeting minutes, insurance premiums, audit expenses for the Authority and the HCC, and other board meeting expenses.

**Investments**

The Authority’s investments are reported at fair value.

The TSF and CCESF participate in the State’s investment pool program directed by B&F.

**Encumbrances**

Encumbrances are obligations in the form of purchase orders, contracts, or other commitments that only become liabilities once the performance of the conditions stated in the commitment is completed.

Per HRS 40-90 (b), “All encumbrances for contracts shall become void after five years from the end of the fiscal year of the original encumbrance, provided that the comptroller may grant an exemption from this subsection if the comptroller finds that there is sufficient justification to extend a contract encumbrance.”

**Hawaii Tourism Authority**  
**April 30, 2025**  
**Selected Management Disclosures**

**Use of Estimates**

Preparing these financial statements required management to make estimates and assumptions that affect the amounts reported in the basic financial statements and accompanying notes. Actual results may differ from those estimates.

**2. Accrued Vacation Liability**

On June 30, 2024, management estimated the accrued vacation liability of approximately \$328,000, with a current liability of approximately \$105,000.

**3. Retirement Benefits**

**Employees' Retirement System of the State of Hawaii (ERS)**

At June 30, 2024, management reported a net pension liability of approximately \$6,372,000 for its proportionate share of the State's net pension liability. An actuarial valuation determined the net pension liability as of June 30, 2023.

For the year ended June 30, 2024, the Authority recognized pension expenses of approximately \$428,000. On June 30, 2024, management estimated the deferred outflows and deferred inflows of resources related to pensions of approximately \$221,000 and (\$293,000), respectively.

**Hawaii Employer-Union Health Benefits Trust Fund (EUTF)**

On June 30, 2024, management estimated the net other post-employment benefits (OPEB) liability of approximately \$4,924,000. An actuarial valuation measured the net OPEB liability as of July 1, 2023.

For the year ended June 30, 2024, the Authority recognized OPEB expenses of approximately \$203,000. On June 30, 2024, management estimated the deferred outflows and deferred inflows of resources related to OPEB of approximately \$77,000 and (\$451,000), respectively.

**4. Maui Response and Recovery - Tourism Emergency Special Fund**

Under sections HRS 201B-9 and 201B-10, the Authority prepared a \$5,000,000 Maui response and recovery plan on December 21, 2023, and amended it on October 3, 2024. Upon completion of the plan, the emergency fund will have a cash balance of approximately \$103,000.

The table below summarizes spending to April 30, 2025:

<b>Maui Response and Recovery Total Spending to Date – August 2023 to April 30, 2025</b>			
<b>Program</b>	<b>Paid to Date</b>	<b>Encumbrance Balance</b>	<b>Budget</b>
Immediate Wildfire Response	247,293	-	247,293
Long-term Housing	25,000	-	25,000
Marketing Promotions for Sports Event	3,400	-	3,400
Maui Resident Comms. Campaign	343,129	6,178	349,307
Pop-Up Makeke	25,000	-	25,000
USA Recovery Marketing Program #1	2,600,000	-	2,600,000
USA Recovery Marketing Program #2	1,350,000	-	1,350,000
USA Recovery Marketing Program #3	100,000	-	100,000
VEPAM	240,000	-	300,000
<b>Total</b>	<b>4,993,822</b>	<b>6,178</b>	<b>5,000,000</b>

**Hawaii Tourism Authority  
April 30, 2025  
Selected Management Disclosures**

**5. Roof Repair Project**

<b>Roof Repair Project Total Spending to Date – July 2023 to April 30, 2025</b>				
<b>Program</b>	<b>Paid to Date</b>	<b>Encumbrance Balance</b>	<b>Budget</b>	<b>Available</b>
Construction Services	-	-	57,953,991	57,953,991
Professional Services	2,628,192	4,025,947	6,114,422	-
<b>Total</b>	<b>2,628,192</b>	<b>4,025,947</b>	<b>64,608,130</b>	<b>57,953,991</b>

**6. EDA State Tourism Grant**

<b>EDA State Tourism Grant Total Spending to Date – July 2023 to April 30, 2025</b>			
<b>Program</b>	<b>Paid to Date</b>	<b>Encumbrance Balance</b>	<b>Budget</b>
Statewide Trail Capacity Study	236,495	863,505	1,100,000
DOCARE Equipment and Ed. Materials	92,000	308,000	400,000
Day-Use Mooring Buoy Program	226,000	174,000	400,000
O‘ahu Snorkel Trail	150,000	600,000	750,000
Ala Kahakai Interpretive Plan	164,000	136,000	300,000
Nāpu‘u Recreation Plan	200,000	200,000	400,000
Nā Manu ‘Elele: Land Steward Program	1,559,000	2,291,000	3,850,000
USA MMA Leisure	3,250,000	-	3,250,000
USA MMA Co-op	750,000	-	750,000
Urban Trails	-	-	750,000
Tourism Collabs	-	-	750,000
Overhead	-	-	1,324,372
<b>Total</b>	<b>6,627,495</b>	<b>4,572,505</b>	<b>14,024,372</b>

**Supplementary Information**

**Hawaii Tourism Authority**  
**Supplementary Information**  
**Budget vs. Actual - Fiscal Year 2025 Funds**  
**July 1, 2024 to April 30, 2025**

#	Budget Line Item (BLI)	BLI Code	Year to Date Exp. (YTD)	Enc. Balance	YTD + Enc.	Fiscal Year 2025 Budget	Variance
<b>Tourism</b>							
<b>Admin. and Gov.</b>		<b>BED113</b>					
1	Campaign Effectiveness Study	010	91,776	70,224	162,000	162,000	-
2	Communications & PR Svcs	101	51,532	-	51,532	225,000	173,468
3	Cruise Consultation	004	54,500	25,600	80,100	80,100	-
4	General and Administrative	901	338,807	145,219	484,026	610,011	125,985
5	Governance - Gen Board Others	919	44,170	55,830	100,000	112,500	12,500
6	Hawaiitourismauthority.org	103	-	12,501	12,501	31,398	18,897
7	Professional Services	915	106,523	38,477	145,000	145,000	-
8	Program Evaluation	654	-	419	419	81,000	80,581
9	Salaries	930	1,255,525	-	1,255,525	1,438,985	183,460
10	Tourism Strategic Plan Update	915	-	-	-	270,000	270,000
11	Travel - Admin	998	17,160	8,150	25,310	71,000	45,690
12	Travel - Branding	398	6,749	6,692	13,441	50,000	36,559
13	Travel - Destination Stewardship	898	5,809	7,272	13,081	50,000	36,919
14	Budget Restriction	BR	-	369,666	369,666	369,666	-
<b>Subtotal - Admin. and Gov.</b>		<b>BED113</b>	<b>1,972,551</b>	<b>740,050</b>	<b>2,712,601</b>	<b>3,696,660</b>	<b>984,059</b>
<b>Brand and Marketing</b>		<b>BED114</b>					
15	Canada	322	624,306	275,694	900,000	900,000	-
16	HCC Sales & Marketing	317	3,295,330	2,733,655	6,028,985	6,028,985	-
17	Europe	326	778,091	121,909	900,000	900,000	-
18	Global Support Services	350	1,068,033	107,095	1,175,128	1,217,500	42,372
19	Island-Destination Int. Marketing	306	2,592,000	288,000	2,880,000	2,880,000	-
20	Japan	323	5,434,107	415,893	5,850,000	5,850,000	-
21	Korea	324	691,576	117,700	809,276	810,000	724
22	Oceania	325	720,634	311,013	1,031,647	1,161,815	130,168
23	Salaries	934	210,848	-	210,848	523,981	313,133
25	USA	321	10,005,293	5,037,000	15,042,293	15,052,000	9,707
26	Budget Restriction	BR	-	3,924,920	3,924,920	3,924,920	-
<b>Subtotal - Brand and Marketing</b>		<b>BED114</b>	<b>25,420,218</b>	<b>13,332,879</b>	<b>38,753,097</b>	<b>39,249,201</b>	<b>496,104</b>
<b>Sports and Sig. Events</b>		<b>BED115</b>					
27	Basketball	376	600,000	150,000	750,000	750,000	-
28	Football	384	-	1,487,744	1,487,744	1,487,744	-
29	LPGA	343	175,000	75,000	250,000	250,000	-
30	PGA Tour Contracts	312	1,597,080	399,270	1,996,350	1,996,350	-
31	Signature Events	700	1,151,448	316,241	1,467,689	1,467,689	-
32	Sports RFP or Other Procurement	385	-	-	-	-	-
33	Salaries	937	12,822	-	12,822	69,242	56,420
34	Sports Consultant	375	-	-	-	98,243	98,243
35	Surfing	374	210,000	90,000	300,000	300,000	-
36	UH Athletics Branding Partnership	378	-	167,000	167,000	167,000	-

**Hawaii Tourism Authority**  
**Supplementary Information**  
**Budget vs. Actual - Fiscal Year 2025 Funds**  
**July 1, 2024 to April 30, 2025**

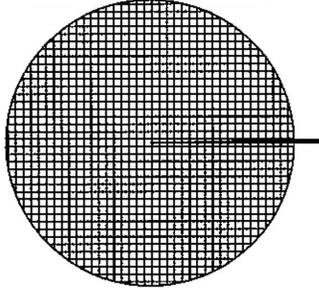
#	Budget Line Item (BLI)	BLI Code	Year to Date Exp. (YTD)	Enc. Balance	YTD + Enc.	Fiscal Year 2025 Budget	Variance
37	Budget Restriction	BR	-	731,807	731,807	731,807	-
	<b>Subtotal - Sports and Sig. Events</b>	<b>BED115</b>	3,746,350	3,417,062	7,163,412	7,318,075	154,663
	<b>Dest. Stew. and Comm.</b>	<b>BED116</b>					
38	Dest. Management - Oahu	731	-	-	-	139,985	139,985
39	Dest. Management - Maui County	732	-	-	-	139,985	139,985
40	Dest. Management - Hawaii Island	733	-	-	-	139,984	139,984
41	Dest. Management - Kauai	734	-	-	-	139,984	139,984
42	Destination Mgmt. Application	740	-	-	-	3,150,000	3,150,000
43	Kahu Aina	402	610,707	-	610,707	674,057	63,350
44	Ho'okipa Malihini Initiative	718	332,547	-	332,547	367,043	34,496
45	Salaries	938	283,663	-	283,663	557,583	273,920
46	Visitor Assistance Programs	601	427,950	78,000	505,950	585,000	79,050
47	Visitor Ed.Post Arrival Marketing	014	1,121,535	34,705	1,156,240	1,237,874	81,634
48	Budget Restriction	BR	-	792,388	792,388	792,388	-
	<b>Subtotal - Dest. Stew. and Comm.</b>	<b>BED116</b>	2,776,402	905,093	3,681,495	7,923,883	4,242,388
	<b>Regen. Tourism Dev.</b>	<b>BED117</b>					
49	Community Enrichment Program	701	465,568	-	465,568	465,568	-
50	Comm. Tourism Collaborative	656	948,836	-	948,836	948,836	-
51	Foundational Technical Assistance	656	415,458	-	415,458	415,458	-
52	Qurator- Quality Assurance	657	597,087	-	597,087	597,087	-
53	Tour Guide Certification	657	78,600	-	78,600	78,600	-
54	Kukulu Ola	201	674,058	-	674,058	674,058	-
55	Salaries	939	130,284	-	130,284	206,357	76,073
56	Budget Restriction	BR	-	376,217	376,217	376,217	-
	<b>Subtotal - Regen. Tourism Dev.</b>	<b>BED117</b>	3,309,891	376,217	3,686,108	3,762,181	76,073
	<b>Workforce Dev.</b>	<b>BED118</b>					
57	Future Workforce Development	803	60,000	90,000	150,000	151,667	1,667
58	Hawaiian Culture Initiative	202	-	-	-	208,333	208,333
59	Hawai'i Tourism Summit	102	207,327	6,832	214,159	270,000	55,841
60	Scholarship Program	805	61,592	253,408	315,000	315,000	-
61	Budget Restriction	BR	-	105,000	105,000	105,000	-
	<b>Subtotal - Workforce Dev.</b>	<b>BED118</b>	328,919	455,240	784,159	1,050,000	265,841
<b>Total - Fiscal Year 25 Tourism Budget</b>			<b>37,554,331</b>	<b>19,226,541</b>	<b>56,780,872</b>	<b>63,000,000</b>	<b>6,219,128</b>

**Hawaii Tourism Authority  
Supplementary Information  
Budget vs. Actual - Fiscal Year 2025 Funds  
July 1, 2024 to April 30, 2025**

#	Budget Line Item (BLI)	BLI Code	Year to Date Exp. (YTD)	Enc. Balance	YTD + Enc.	Fiscal Year 2025 Budget	Variance
<b>Hawai'i Convention Center (HCC):</b>							
<b>Convention Center</b>							
<b>Ent. Special Fund (CCESF)</b>		<b>BED113-XC</b>					
62	HCC Operations	850	2,034,152	2,243,166	4,277,318	4,277,318	-
63	HCC Repairs and Maintenance	860	1,603,300	-	1,603,300	1,603,300	-
64	HCC Sales	870	28,119,382	-	28,119,382	28,119,382	-
<b>Subtotal - CCESF</b>		<b>BED113-XC</b>	<b>31,756,834</b>	<b>2,243,166</b>	<b>34,000,000</b>	<b>34,000,000</b>	<b>-</b>
<b>Construction Funds</b>		<b>BED113-XC</b>					
65	HCC Repairs and Maintenance	860	2,046,009	3,421,130	5,467,139	64,000,000	58,532,861
<b>Subtotal - Construction Funds</b>		<b>BED113-XC</b>	<b>2,046,009</b>	<b>3,421,130</b>	<b>5,467,139</b>	<b>64,000,000</b>	<b>58,532,861</b>
<b>Total - Fiscal Year 25 HCC Budget</b>			<b>33,802,843</b>	<b>5,664,296</b>	<b>39,467,139</b>	<b>98,000,000</b>	<b>58,532,861</b>

## Summary Of Investments

### Investment Allocation



0.3%		CASH	834.84
99.7%		CASH EQUIVALENTS	242,133.81
100.0%		<b>TOTAL</b>	<b>242,968.65</b>

### Investment Summary

	Market Value	%	Estimated Income	Current Yield
CASH	834.84	0.34	0	0.00
CASH EQUIVALENTS	242,133.81	99.66	10,145	4.19
<b>Total Fund</b>	<b>242,968.65</b>	<b>100.00</b>	<b>10,145</b>	<b>4.18</b>

### Schedule Of Investments

UNITS	DESCRIPTION	BOOK VALUE	MARKET VALUE	% OF CATEGORY
	CASH	834.84	834.84	100.00
	CASH EQUIVALENTS			
	CASH MANAGEMENT			
242,133.81	DREYFUS TREASURY OBLIGATIONS CASH MANAGEMENT FUND	242,133.81	242,133.81	100.00
	<b>Total Fund</b>	<b>242,968.65*</b>	<b>242,968.65*</b>	<b>100.00*</b>

TD116081051325158822-00000008-006-006-1-0-0-0-0-00000019-00000



# Bank of Hawaii

## Statement of Account

Last statement: March 31, 2025  
This statement: April 30, 2025  
Total days in statement period: 30

Account:

Page 1 of 1  
Number of Enclosures: (0)



00001513-TDBSAD11400501069671-LETTER02-000000 0  
HAWAII TOURISM AUTHORITY  
TOURISM EMERGENCY SPECIAL FUND  
1801 KALAKAUA AVE 1ST FL  
HONOLULU HI 96815

Direct inquiries to:  
888 643-3888

BANK OF HAWAII  
111 S KING ST  
HONOLULU HI 96813

**Bank of Hawaii**

---

**AVOID THE CLUTTER OF PAPER BY SWITCHING TO ONLINE STATEMENTS. IT'S EASY. JUST SIGN ON TO YOUR ONLINE BANKING ACCOUNT AND GO PAPERLESS TODAY! MEMBER FDIC.**

---

### Analyzed Business Checking

Account number	0091-585227	Beginning balance	\$62,516.64
Low balance	\$2,475.97	Total additions	.00
Average balance	\$22,507.15	Total subtractions	60,040.67
		Ending balance	\$2,475.97

### CHECKS

Number	Date	Amount	Number	Date	Amount
1045	04-11	60,000.00			

### DEBITS

Date	Description	Subtractions
04-24	Account Analysis Fee ANALYSIS ACTIVITY FOR 03/25	40.67

### DAILY BALANCES

Date	Amount	Date	Amount	Date	Amount
03-31	62,516.64	04-11	2,516.64	04-24	2,475.97

MEMBER FDIC

EQUAL HOUSING LENDER

# **9b**

## **Report and Action on the Hawai'i Convention Center's (HCC) April 2025 Financial Report and Update on the HCC's 6- Year Repair and Maintenance Plan**

The recording of the HTA Budget, Finance, and Convention Center Standing Committee Meeting held on May 21, 2025, has been uploaded to our website and YouTube channel.

**You can access the recording here:**  
**[Budget, Finance, and Convention Center Standing Committee Meeting, May 21st, 2025](#)**

Here is the start time for this key presentation:

- Teri Orton's Presentation: 00:37:20



## **STAFF REPORT TO THE BOARD**

May 28, 2025

### **REQUEST:**

- Agenda Item #9b: Report and Action on the Hawai'i Convention Center's (HCC) April 2025 Financial Report and Update on the HCC's 6-Year Repair and Maintenance Plan

### **FACTS:**

- HCC management has prepared a presentation of the HCC's monthly financial results and 6-Year Repair and Maintenance Plan. Please refer to the presentation slide deck for more information.

### **DISCUSSION:**

- A presentation was provided by HCC management at the 5/21/25 Budget, Finance and Convention Center (BFCC) Standing Committee Meeting. The BFCC committee passed a motion to recommend approval of the HCC's April 2025 financial results and 6-Year Repairs and Maintenance Plan.
  - Please start the video at 37:20.

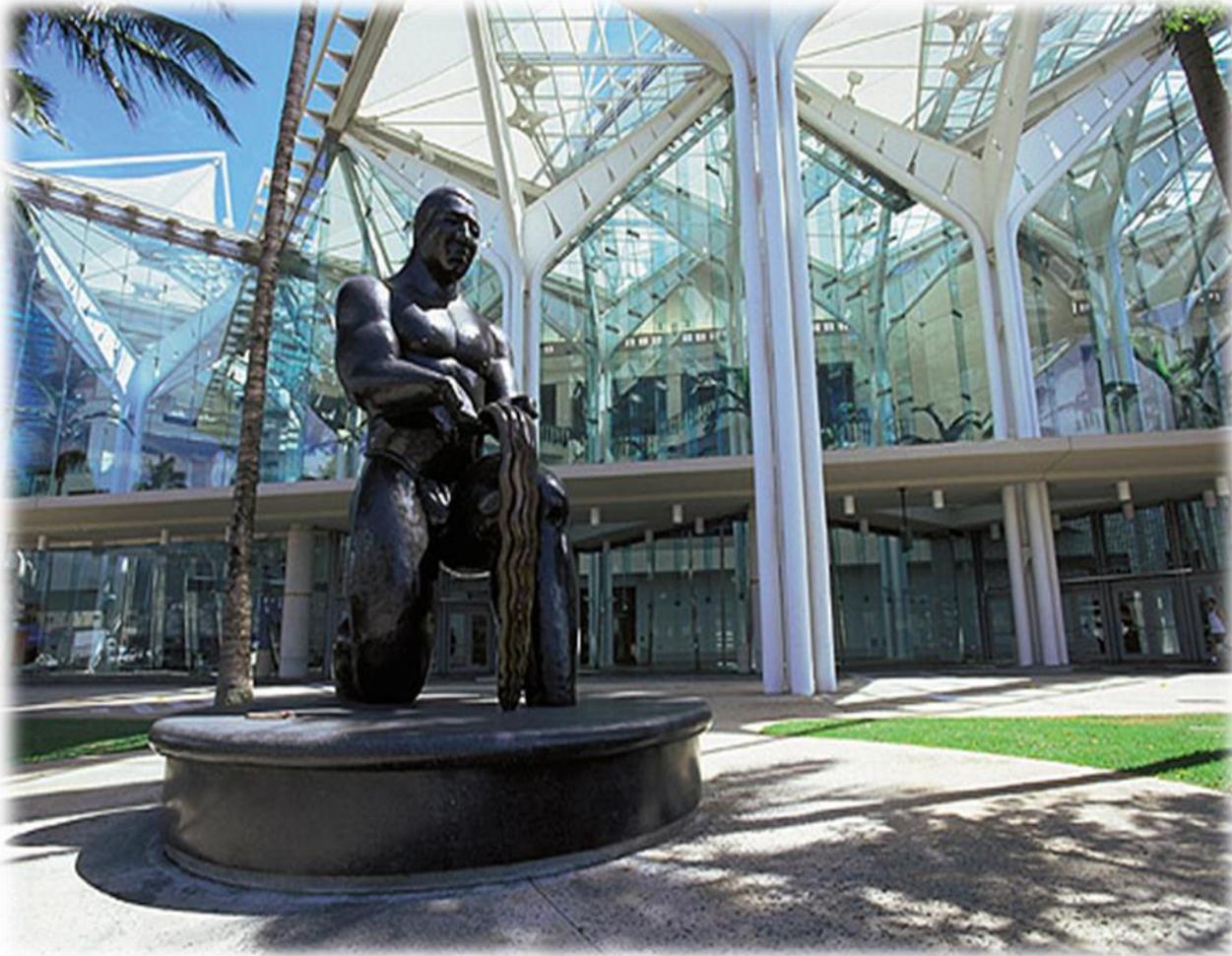
### **BUDGET IMPLICATIONS:**

- Approving the HCC's 6-Year Repair and Maintenance Plan will guide HCC management on utilizing repair and maintenance funds.

### **RECOMMENDATION:**

- Motion Approve the Hawai'i Convention Center's (HCC) April 2025 Financial Report and Update on the HCC's 6-Year Repair and Maintenance Plan.

# *Hawai'i Convention Center HTA Board Meeting Update*



*Update for  
April 2025  
For  
(May 2025 meeting)*

# Financial Update FY25

	Apr-25 Actual	FY 2025 Reforecast	FY 2025 Budget	Variance	FY 2024 Actual	FY 2023 Actual
Facility Number of Events	28	248	237	11	262	273
Facility Operating Revenue	\$2,372,800	\$25,301,800	\$22,619,600	\$2,682,200	\$27,278,800	\$14,310,800
Facility Other Income	\$163,700	\$1,721,300	\$1,548,800	\$172,500	\$1,616,200	\$135,700
Facility Total Revenue	<b>\$2,536,500</b>	<b>\$27,023,100</b>	<b>\$24,168,400</b>	<b>\$2,854,700</b>	<b>\$28,895,000</b>	<b>\$14,446,500</b>
Facility Operating Expenses	-\$2,288,900	-\$28,094,200	-\$27,410,400	-\$683,800	-\$25,495,600	-\$18,412,200
Facility Net Income/(Subsidy)	<b>\$247,600</b>	<b>-\$1,071,100</b>	<b>-\$3,242,000</b>	<b>\$2,170,900</b>	<b>\$3,399,400</b>	<b>-\$3,965,700</b>
Local S&M Operating Expenses	-\$69,900	-\$1,063,300	-\$1,603,300	\$540,000	-\$1,036,600	-\$959,400
HCC Net Income/(Subsidy)	<b>\$177,700</b>	<b>-\$2,134,400</b>	<b>-\$4,845,300</b>	<b>\$2,710,900</b>	<b>\$2,362,800</b>	<b>-\$4,925,100</b>

# ROI April 2025 FYTD

HCC Revenue + State Revenue  
 +Tax Revenue  
 = \$348.9 M

HCC Expense + HVCB MCI  
 Expense = \$28.4 M

***ROI = For every dollar spent,  
 \$12.30 returned to the State***

<u>FYTD 2025</u>	<u>ROI</u>	<u>CW's FYTD</u>
07.24	\$2.36	(1)
08.24	\$17.43	(3)
09.24	\$13.71	(4)
10.24	\$16.67	(7)
11.24	\$13.82	(7)
12.24	\$10.66	(8)
01.25	\$10.33	(9)
02.25	\$11.34	(10)
03.25	\$11.36	(12)
04.25	\$12.30	(14)
<u>FY 2024 ROI</u>		
07.23-06.24	\$14.64	(21)
<u>FY 2023 ROI</u>		
07.22-06.23	\$4.19	(7)

# FY 2025 (July 2024 – June 2025) Citywide Events

REPORT - PACE - CW - DEFINITES ON THE BOOKS - FY

Created By: Test User  
Created On: 04/01/2025

Fiscal Year: Contract Room Block Begin	Total Bookings	Total Contract Rooms	Total Attendees	Total EEI Value	Tax Generation
2025	18	109964	67050	\$388,228,866.23	\$45,422,777.35
2026	11	114021	39050	\$266,386,982.20	\$31,167,276.92
2027	6	76683	42000	\$253,208,186.22	\$29,625,357.79
2028	10	56021	31300	\$187,094,420.37	\$21,890,047.18
2029	4	26594	14370	\$103,562,858.95	\$12,116,854.50
2030	3	18710	11100	\$75,345,457.60	\$8,815,418.54
2031	5	82167	27700	\$171,336,614.82	\$20,046,383.93
2033	1	19550	6500	\$41,075,194.39	\$4,805,797.74
2036	1	40829	7000	\$53,244,980.15	\$6,229,662.68
<b>Grand Totals</b>	<b>59</b>	<b>544539</b>	<b>246070</b>	<b>\$1,539,483,560.93</b>	<b>\$180,119,576.63</b>

<b>FY 25</b>	
<b>Total Bookings</b>	<b>18</b>
<b>Total Contract Rooms</b>	<b>109,964</b>
<b>Total Attendees</b>	<b>67,050</b>
<b>Total EEI Value</b>	<b>\$388,228,866.23</b>
<b>Total Tax Generation</b>	<b>\$45,422,777.35</b>



# Recent Events @ Hawai'i Convention Center

- Honolulu Open 2025 (Pickleball), April 9-13, 2025, 1,216 attendees
- 2025 Pediatric Academic Societies (PAS) Annual Meeting, April 25-30, 8,300 attendees (CW)
- IMMUNOLOGY 2025 TM, May 1-7, 4,200 attendees (CW)
- ISMRM 2025 Scientific Meeting and Exhibition, May 10-15 estimated 4,500 attendees (CW)



ISMRM Welcome Mural by  
Artist: Jodi Trujillo (@paintescapeswithme)

# Upcoming Local/Citywide Events

- James Campbell / Pearl City High School Graduation, May 17, estimated 8000 attendees
- Aiea High School Commencement, May 19, estimated 3,000 attendees
- Global Dance & Cheer, May 24-25, estimated 2,500 attendees (CW)
- Aloha Region Summer Classic, May 24-26, estimated 2,500 attendees (Sports)
- Hawaii Baptist Academy Commencement, May 31, estimated 2,000 attendees (CW)



# Definite Local/CW Bookings for next 3 months

Month	Total # of Local Events	Total # of Citywides
May 2025	18	3
June 2025	21	1
July 2025	14	2



# HCC Internship Program



## YOUR JOURNEY STARTS HERE: HCC INTERNSHIP PROGRAM

The Hawai'i Convention Center's Internship Program, part of ASM Global's University Student Learning Program, offers university students a hands-on, immersive experience in the hospitality and events industry.

- 12-week paid internship
- Mentorship, networking & career development
- Hands-on experience in Sales, F&B, Events, Operations & more
- Gain real-world skills in the hospitality & events industry

*Apply now & jumpstart your career!*



[meethawaii.com/jobs](https://meethawaii.com/jobs)



Carlee Marcello  
Intern



We look forward to welcoming our next intern this summer  
(June – August 2025)



# Carbon Offset Program

- This is a first-of-its-kind Carbon Offset Program that provides meeting organizers with the opportunity to offset the carbon footprint of their meeting.
- Participating events include:
  - 2025 & 2024 Honolulu Festival (20 trees)
  - 2025 Sony Open Gala (11 trees)
  - 2024 Honolulu Marathon (10 trees)
  - 2024 & 2023 Okinawan Festival (11 trees/year)
  - 2024 Pokémon World Championships (51 trees)
  - 2024 Made in Hawaii Festival (17 trees)
  - Indoor Air 2024 (10 trees)
  - CHEST 2023 (42 trees)
  - 2023 International Conference on Machine Learning (36 trees)

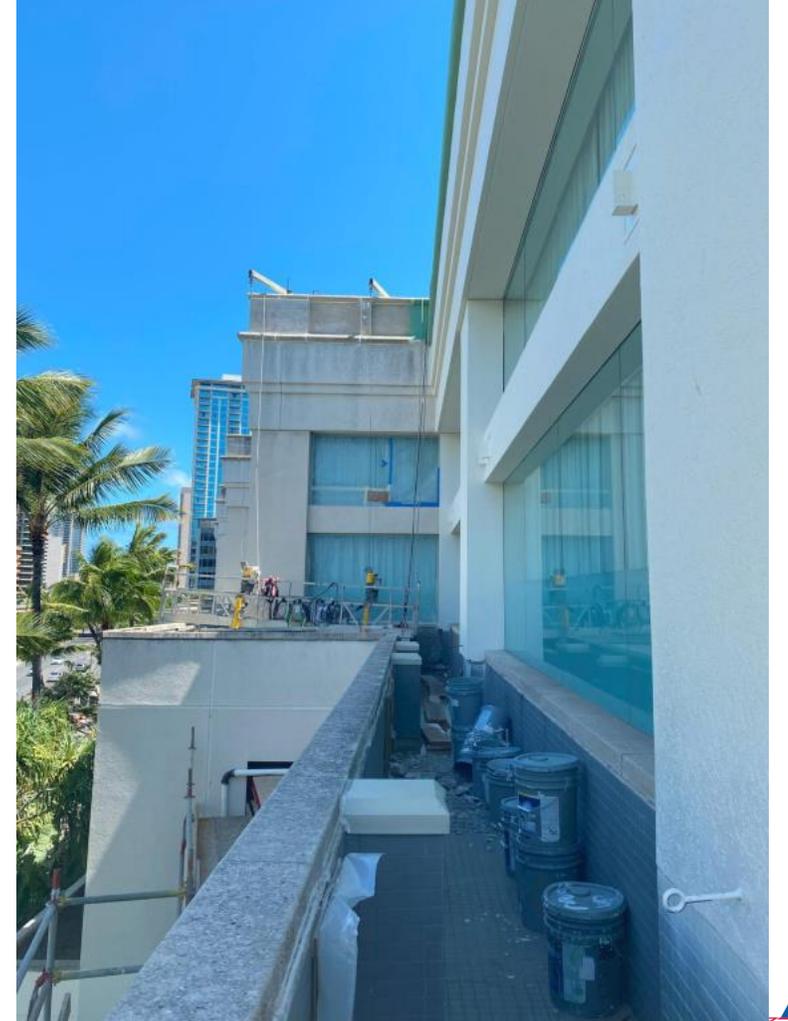


# **Repair, Maintenance and Replacement Projects Update**

# New Papahe'enalu Exhibit

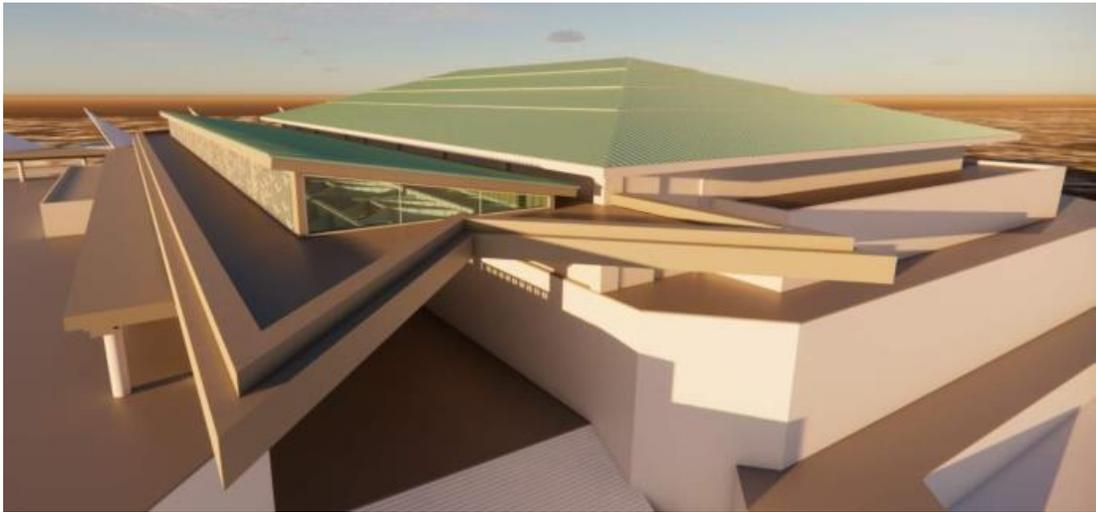
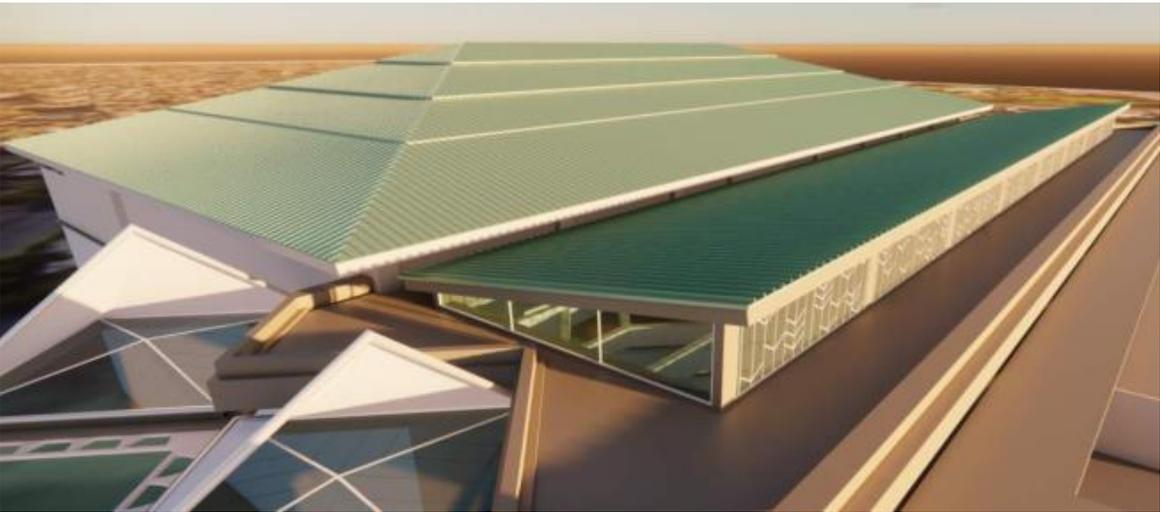


# Exterior Building Painting



Painters working from swing stages and within planters to access the walls on the Kalakaua Ave side of the building.

# Ballroom Gutter and Foyer Glass Repair



# Repair, Maintenance and Replacement Projects

## Update of Major Projects

### **New Equipment Purchases**

- Hussey will provide retractable seating for 1200 seats in multiple configurations to be used for sports events, concerts and other special events in the Exhibit Halls.
- Ice America contracted to provide an 8000 sq ft ice rink and equipment to enhance our Immersive Holiday Experience event and will help HCC to attract new events, visitors and revenue opportunities by providing a unique draw for seasonal activities and recreational use.

### **Ballroom Gutter, Foyer and Lobby Transom Glass and Soffit Repair**

- Architect WCIT finalizing schematic designs for new Ballroom Foyer Roof.
- Standing seam roof will address leaks, bird mitigation, additional ventilation and lighting.
- HCC is planning impact of construction on modified event schedule, especially in Lobby.

### **Slate Tile Repair**

- HCC reviewing proposals for RFP to replace tile in various areas on all levels.
- Replacement tile has been procured and received, awaiting start of project.

### **3rd Floor and Other Exterior Planters**

- Architect LDA working with Diede on destructive investigation to finalize designs for repair of planters.
- Planter repairs include replacing corroded studs, damaged efas and improved waterproofing.

# CURRENT PROJECTS

## ***IMPROVE GUEST EXPERIENCE***

- New Speakers and Equipment to upgrade sound in meeting rooms
- Upgrade Screens and add Surround Sound in Theatres
- Replace all 12 Escalators
- Repair Meeting Room Air Walls and replace covering
- New Wheelchair Lift in Theatre 320
- New Facilities Equipment – tables, lifts, carts
- New Retractable Bleacher Seating
- New Carpet for all meeting spaces, including Ballroom
- Address ADA Compliance Issues
- Replace Common Area Furniture Upholstery
- IT Network Cabling and Switch Upgrade
- Digital Signage Upgrade

## ***IMPROVE OUR BUILDING***

- Paint Entire Building Exterior and Interior
- Repair Leaks
  - Kalākaua Kitchen
  - Ballroom and other Parapet Roofs
  - Lobby and Ballroom Foyer Ceiling
  - Planters – 3<sup>rd</sup> floor, Grand Staircase, Intermediate level
- Install new Fire Alarm System
- Replace Green Slate Tile – 3<sup>rd</sup> floor and Ala Wai Patio
- Upgrade all Lighting to LED lights
- Install Solar PV panels for Energy Savings
- Seal Parking Garage floor and repainting
- Replace Exterior Exit Doors that have rusted
- Replace Main Kitchen Flooring

## ***IMPROVE DEPARTMENT EFFICIENCY – New Equipment***

- New Boilers in Kalākaua Kitchen
- New Parking System and Equipment
- Internal Phone System Upgrade to VOIP

# Repair, Maintenance and Replacement Projects

## 6-Year Plan (page 1)

Project Number	Project Title	Estimated Project Cost	Est CY Complete	GOB/ CIP/OC	Prior Expenses		FY25	FY26	FY27	FY28	FY29	FY30	Total
					Mar 2025								
003	Kalākaua Kitchen and Atkinson Drywell Renovation	\$ 7,517,494	CY 26-27	CIP	\$ 350,171	\$ 995,755	\$ 4,272,042	\$ 1,899,526					\$ 7,517,494
009	Slate Tile Repair	\$ 722,691	Q4 26	CIP	\$ 235,796	\$ 36,481	\$ 450,414						\$ 722,691
010	Chiller Replacement	\$ 6,460,366	Q2 25	CIP	\$ 6,009,359	\$ 451,007							\$ 6,460,366
011	Ballroom Gutter, Foyer Transom Glass Roof Repair and Soffit R	\$ 21,873,845	CY 26-27	CIP	\$ 250,965	\$ 471,149	\$ 12,403,001	\$ 8,748,730					\$ 21,873,845
012	Parapet Roof Repairs	\$ 2,299,052	Q4 25	CIP	\$ 176,259	\$ 2,122,793							\$ 2,299,052
013	Ballroom Roof Repairs	\$ 1,575,688	Q4 25	CIP	\$ 262,002	\$ 1,313,686							\$ 1,575,688
014	Lobby Water Feature	\$ 1,086,810	FY 28	CIP	\$ 3,932				\$ 1,082,878				\$ 1,086,810
015	House Sound Audio System Upgrade	\$ 5,069,943	CY 26-27	CIP	\$ 98,692		\$ 2,462,758	\$ 2,508,493					\$ 5,069,943
023	Air Wall Repairs	\$ 1,588,308	Q1 26	CIP	\$ 156,890	\$ 1,431,417							\$ 1,588,307
024	Roll-up Door Replacement	\$ 225,000	--	CIP	\$ 23,656		\$ 201,344						\$ 225,000
026	IT Network Upgrades	\$ 300,000	Q2 26	OC	\$ -		\$ 300,000						\$ 300,000
027	Ice Machines Replacement	\$ 500,000	Q4 25	OC	\$ -	\$ -	\$ 500,000						\$ 500,000
028	Theatre 310 and 320 Furnishings Upgrade	\$ 750,000	FY 28	OC	\$ -				\$ 375,000	\$ 375,000			\$ 750,000
029	Theatre 310 and 320 Seating Upgrade	\$ 500,000	FY 28	CIP	\$ 155				\$ 249,845	\$ 250,000			\$ 500,000
030	FB China and Equipment Upgrade - #2	\$ 6,094,591	Q3 25	OC	\$ 5,261,615	\$ 832,976							\$ 6,094,591
031	Ala Wai Waterfall Repair	\$ 1,081,501	FY 28	CIP	\$ 1,985				\$ 1,079,516				\$ 1,081,501
041	Exterior Building Door Replacement	\$ 170,152	Q3 25	OC	\$ -	\$ 170,152							\$ 170,152
044	Fire Sprinkler Line Refurbishment	\$ 183,394	Q4 25	CIP	\$ 33,506	\$ 149,888							\$ 183,394
045	Escalator Modernization	\$ 7,927,869	CY 26-27	CIP	\$ 84,013	\$ 3,555,870	\$ 3,903,793	\$ 384,193					\$ 7,927,869
046	LED Light Upgrade	\$ 6,946,416	CY 26-27	CIP	\$ 5,306,104	\$ 829,637	\$ 5,871	\$ 804,804					\$ 6,946,416
048	Electrical Harmonics Testing	\$ 100,000	FY 28	CIP	\$ -				\$ 100,000				\$ 100,000
050	Main Kitchen Flooring Replacement	\$ 648,881	Q3 25	CIP	\$ 233,368	\$ 415,513							\$ 648,881
051	Phone System Replacement	\$ 30,000	Q3 25	OC	\$ -	\$ 30,000							\$ 30,000
054	Boardroom Upgrade	\$ 1,596,515	CY 27	OC	\$ 122,248	\$ -	\$ 1,474,267						\$ 1,596,515
055	Elevator #2 Upgrade	\$ 250,000	FY 28	CIP	\$ -				\$ 250,000				\$ 250,000
060	Lobby Sail Repair and Maintenance	\$ 179,000	CY 26-27	CIP	\$ 41,196		\$ 137,804						\$ 179,000
061	ADA Lift (#320) Replacement	\$ 165,000	Q2 25	CIP	\$ 91,127	\$ 73,873							\$ 165,000

# Repair, Maintenance and Replacement Projects

## 6-Year Plan (page 2)

Project Number	Project Title	Estimated Project Cost	Est CY Complete	GOB/ CIP/OC	Prior Expenses Mar 2025	FY25	FY26	FY27	FY28	FY29	FY30	Total
066	Kalākaua Kitchen Boiler Replacement	\$ 104,215	Q4 25	OC	\$ 26,844	\$ 42,023	\$ 35,348					\$ 104,215
068	3rd Floor Planter Repair and Exterior Planter Repair	\$ 14,253,591	Q4 26	CIP	\$ 1,965,029	\$ 3,087,191	\$ 9,201,371					\$ 14,253,591
069	Parking System Equipment Upgrade	\$ 1,083,753	Q1 27	CIP	\$ 78,193	\$ 23,004	\$ 982,556					\$ 1,083,753
070	Parking Garage Floor Sealing	\$ 5,285,230	Q4 2027	CIP	\$ 7,202	\$ 1,225	\$ 5,000	\$ 5,271,803				\$ 5,285,230
071	Access Control Upgrade	\$ 2,000,000	Q1 26	CIP	\$ -	\$ 1,000,000	\$ 1,000,000					\$ 2,000,000
073	Common Area Furniture Refirbishment	\$ 133,510	Q3 25	OC	\$ 89	\$ 133,421						\$ 133,510
074	Ice Rink and Equipment	\$ 1,626,834	Q4 25	CIP	\$ 134	\$ -	\$ 1,626,700					\$ 1,626,834
075	Exterior Building Painting	\$ 2,659,418	Q2 26	CIP	\$ 1,264,457	\$ 755,204	\$ 639,757					\$ 2,659,418
077	Interior Building Painting	\$ 3,728,337	Q4 26	CIP	\$ 69,357	\$ 696	\$ 2,000,000	\$ 1,658,284				\$ 3,728,337
079	Digital Signage Upgrade	\$ 6,150,000	Q2 27	CIP	\$ 20,390	\$ 97,000	\$ 1,100,000	\$ 4,932,610				\$ 6,150,000
081	Facility Equipment Replacement	\$ 1,000,000	Q4 25	OC	\$ 47,637	\$ 500,000	\$ 452,363					\$ 1,000,000
082	Escalator and Elevator Repairs	\$ 1,000,000	CY 26	CIP	\$ 581,280	\$ 100,000	\$ 318,720					\$ 1,000,000
083	Café 808 Renovation	\$ 3,000,000	CY 26	CIP	\$ -	\$ 450,000	\$ 2,550,000					\$ 3,000,000
084	Frictionlist Concession	\$ 1,500,000	CY 26	CIP	\$ -	\$ 1,500,000						\$ 1,500,000
085	1801 Renovation	\$ 2,000,000	CY 26	CIP	\$ -	\$ 450,000	\$ 1,550,000					\$ 2,000,000
086	Water Remediation - Misc Repairs/Equipment	\$ 500,000	Q2 26	CIP	\$ 241,300	\$ 8,700	\$ 250,000					\$ 500,000
089	Cabling Infrastructure Upgrade	\$ 850,000	Q4 25	CIP	\$ 218,737		\$ 631,263					\$ 850,000
091	Loading Dock Supply Fans	\$ 225,000	Q4 25	OC	\$ -	\$ -	\$ 225,000					\$ 225,000
093	ADA Compliance	\$ 1,500,000	CY 26	CIP	\$ 8,258	\$ 98,644	\$ 1,393,098					\$ 1,500,000
094	Solar Photovoltaic System	\$ 5,682,200	Q2 26	CIP	\$ 53,973	\$ 2,056,705	\$ 3,571,523					\$ 5,682,201
097	Carpet Replacement	\$ 4,000,000	CY 27	CIP	\$ -	\$ -	\$ 49,400	\$ 3,950,600				\$ 4,000,000
099	Fire Alarm System	\$ 1,500,000	CY 26	CIP	\$ -	\$ 50,000	\$ 1,450,000					\$ 1,500,000
100	Retractable Seating	\$ 1,777,130	Q4 25	CIP	\$ 89	\$ 777,130	\$ 999,911					\$ 1,777,130
101	Lobby Door Replacement	\$ 500,000	Q4 25	CIP	\$ -	\$ 500,000						\$ 500,000
102	Xorel Wall Covering Replacement	\$ 300,000	CY 26	CIP	\$ -	\$ -	\$ 300,000					\$ 300,000
103	Restroom Renovation	\$ 5,000,000	--	CIP	\$ -				\$ 5,000,000			\$ 5,000,000
104	Camera Server Replacement	\$ 105,000	A4 25	OC	\$ -	\$ 105,000						\$ 105,000
	Legal Retainer	\$ 251,094	on-going	CIP	\$ 162,337	\$ 20,000	\$ 68,757					\$ 251,094
<b>GRAND TOTAL (not including Rooftop Terrace Deck)</b>		<b>\$143,557,828</b>			<b>\$23,488,345</b>	<b>\$24,636,140</b>	<b>\$ 56,512,061</b>	<b>\$30,159,043</b>	<b>\$ 8,137,239</b>	<b>\$ 625,000</b>	<b>\$ -</b>	

Key to Color Codes  
 Current project  
 Cumming-managed project  
 HCC-managed project  
 RLB-managed project



# Repair, Maintenance and Replacement Projects Completed (since 2020)

## COMPLETED 2020

- Gutter Trough, Roof Repairs; \$8.3M
- Boiler Replacement; \$585k
- Ala Wai Waterfall Repairs; \$185k
- Chiller 4 Repairs; \$55k
- #320 Roof Repairs; \$1.4M
- Banquet Chairs/Tables Upgrade; \$2.25M

## COMPLETED 2021

- Cooling Tower Replacement; \$3.2M
- Theatre LED Lighting Upgrade; \$77k
- Roof Overflow Drain Repairs; \$16k
- Jockey Chiller Repairs; \$28k
- ADA Lift Replacement; \$71.5k
- Emergency Generator Repairs; \$32k
- Window Repairs – Vandalism; \$177k

## COMPLETED 2022

- Leak Repairs – 12/21-1/22; \$396k
- Chiller Repairs; \$69.3k
- Trellis Renovation; \$4.7M
- Lobby Glass Replacement; \$25k
- New Security Camera, Access Control; \$1.56M
- Kitchen AC Compressor Replacement; \$16.5k

## COMPLETED 2023

- Exterior Sign Refurbishment; \$50k
- Event Stage ADA Ramp; \$41k
- Escalator #1 Handrail Replacement; \$64k
- Leak Repair Remediation; \$168k
- Forklift Replacement; \$175k

## COMPLETED 2024

- Water Intrusion Remediation; \$400k
- Ballroom Wallcovering; \$200k
- Exterior Security Camera; \$225k
- Transformer Replacement; \$131k
- #348 Walk-in Refrigerator Replacement, \$123k
- Lobby Glass Repair, Vandalism, \$26k
- Ride-on Sweeper Replacement, \$50k
- Main Kitchen Dishwasher Replacement, \$425k
- Pot Wash and Glass Wash Machine Replacement, \$212k
- Chill Water Pipe Reinsulation, \$1.2M
- Sump Pump Replacement, \$58k
- Ride-on Scrubber Replacement, \$86k
- Pickleball Equipment, \$486k
- Immersive Experience Equipment, \$926k
- Holiday Light Displays, \$616k
- Kitchen Hood Control Panel Replacement, \$454k
- Kitchen Hood Fire Suppression System Replacement, \$374k
- Food and Beverage Equipment Upgrade #1, \$1.4M



# Mahalo Nui Loa

# **10**

## **Discussion and Action on HTA's Audits**

**10a**  
**Financial Audit**



## **STAFF REPORT TO THE BOARD**

May 28, 2025

### **REQUEST:**

- Agenda Item 10a: Discussion and Action on HTA's Financial Audit

### **FACTS:**

- HTA's FY 2024 financial audit received an unqualified opinion.
- HTA's FY 2024 Single Audit for federal funds received a qualified opinion with two findings from the independent financial auditor:
  - Finding 2024-001: Reporting (Material Weakness) with no questioned costs. Did not complete the *Full Disclosure of Entities Receiving Federal Funding*, of the Federal Funding Accountability and Transparency Act ("FFATA") for a subgrant made in 2024. The report has since been filed, and the finding resolved.
  - Finding 2024-002: Reporting (Material Weakness) with no question costs. According to the auditor, reported expenses on the semi-annual federal financial report for the period ended 3/31/24 were inaccurate, and the goods and services for the expenses were received after the report date. Procedures have been updated to address the finding.
- Concerns over space use at the HCC were discussed during the audit. The issue was included in the *Internal Control and Business Issues Report*.
  - HTA and HCC policies and procedures have been updated to address space use issues at the HCC.

### **DISCUSSION:**

- The independent financial auditors presented the financial and Single Audit results, and a discussion followed on addressing the findings at the 3/25/25 Special Board Meeting.
  - HTA has updated federal reporting procedures to address the findings.
- The State Auditor presented the findings on space use at the HCC, and a discussion followed at the 3/25/25 Special Board Meeting.
  - HTA and HCC policies and procedures have been updated to address space use issues at the Hawaii Convention Center.

### **BUDGET IMPLICATIONS:**

- Agenda Item 10a: A qualified opinion may affect receiving federal funds in the future. Addressing the findings in a timely fashion should alleviate any issues.

### **RECOMMENDATION:**

- No Motion.
- Review and update policies and procedures on federal reporting.

**10b**  
**Financial Audit**



## **STAFF REPORT TO THE BOARD**

May 23, 2025

**REQUEST:** Agenda Item 10b. To Discuss HTA's Actions on the Recommendations in the State Auditor's Audit of the Hawai'i Tourism Authority's Destination Management Action Plans.

### **FACTS:**

1. On Wednesday, April 16, 2025, the Office of the Auditor provided a copy of the draft Audit of the Hawai'i Tourism Authority to the Interim President & CEO.
2. On Wednesday, April 23, 2025, HTA staff met with the Office of the State Auditor to review auditor's findings.
  - a. The Auditor staff included State Auditor, Les Kondo, and his staff (John Hassler, the project supervisor; Sean Hao, the analyst-in-charge; Chuck Narikiyo, and Dave Choo, the editor).
  - b. The HTA staff included Caroline Anderson, Interim President and CEO; Isaac Choy, Chief Administrative Officer; Kalani Kaanaana, Chief Stewardship Officer; Kendrick Leong, Planner; all the Destination Managers (Patti Ornellas, Blane Andrade, Meagan DeGaia, Kui Adolpho, and Matt Sueda); Dede Howa, Brand Manager—stewardship; Milton Lafitaga, Brand Manager—sports; and Talon Kishi, Budget and fiscal Officer.
3. The Office of the State Auditor for the State of Hawai'i released Report No. 25-07, Audit of the Hawai'i Tourism Authority on April 28, 2025.
4. Attached is the Auditor's Summary of the Audit of the Hawai'i Tourism Authority.
5. The Audit provided 15 recommendations in the report.
6. Staff reviewed the findings and recommendations.
7. Staff prepared summary of the Office of the State Auditor's Recommendations from Report No. 25-07 and the actions and a timeline that HTA will take to address them.

### **DISCUSSION:**

1. The Destination Management Action Plans (DMAPs) 2021-2023 set precedent for an island-level approach to identifying issue areas related to tourism; engaging industry, government, and community stakeholders; and assessing implementation opportunities.

May 23, 2025

2. Organizing our efforts through HRS §201B-6(a)(4), HTA took this opportunity from the initial DMAPs to lay the foundations for our leadership in the statewide shift towards destination management.
3. We also recognize the need to strengthen how we report outcomes and clarify their distinction from project outputs, especially in complex areas like destination stewardship where success must be measured in more than just dollars, visitor counts, and sentiment surveys.
4. To that end, the DMAPs 2026-2028 will be a time to build; measurability will be at the core of every data collection, analysis, and implementation effort in our engagements in all four counties, supported by ongoing organizational reforms and reinvigorated staff resources.
5. Seizing this opportunity to utilize this year's DMAPs as a second measurement in an ongoing, longitudinal effort, preparations are already underway to establish feasibility criteria for tourism-related actions on each island, clarify methodologies for Advisory Group composition, and most importantly, clearly communicate the pathways between outcomes anchored to achievable and specific upstream metrics, aligned with ongoing and prospective programs, and their associated downstream effects.
6. Newly resourced staff capacity in dashboarding and data communication, qualitative analysis, and consensus-building is already positioned to narrow the gap between the quantitative program evaluation and tourism metrics we already monitor and the community voices we hold ourselves accountable to.
7. A preliminary data inventory completed in mid-April has identified opportunities to standardize measurements, automate reporting, and aggregate impact aligned to key downstream indicators of resident sentiment and their upstream actionable drivers.
8. The successes from the previous DMAPs include collaboration with stewards at Pololū on natural and cultural interpretation, formalizing community partnerships in East Maui through Mālama Maui Hikina, mitigating surge for hikers at Koko Head Crater, providing informational signage at Waipi'o Valley Lookout, and addressing hotspots at Ka'ū, Punalu'u and Kealahou Bay through Hawai'i Island's Community-Based Action Stewardship Program.
9. These achievements prompt us to reflect on our progress in coordinating across islands with our Destination Managers, State and County government partners, and community and industry stakeholders. Additionally, this is an opportunity to refine how we quantify and

relate project milestones that influence different drivers of resident sentiment and visitor experience on varied time scales.

10. Ongoing consideration of program evaluation frameworks, applicable to government service delivery, public works, or social change, will augment a sharper DMAP process this year, further distinguishing HTA from comparable agencies and organizations by how we measure and communicate first- and second-order fiscal and social impacts.
11. HTA exists not to manage tourists but to steward tourism. We will continue to listen to our local stakeholders, build partnerships, and ensure tourism benefits everyone – both through the metrics we track as well as the improvements communities feel, but above all, by making abundantly clear the connection between the two.
12. For additional information, please see the attached summary of the Office of the State Auditor’s Recommendations from Report No. 25-07, the actions HTA will take to address them, and an expected timeline of actions underway.

**BUDGET IMPLICATIONS:** None

**Summary of Office of the State Auditor’s Recommendations from Report No. 25-07, Audit of the Hawai‘i Tourism Authority on April 28, 2025 and HTA’s Actions/Timeline to Address**

#	Audit Recommendation Summary	HTA Action(s)	Timeline
1	Specific targets in next HTA Strategic Plan	Incorporated in RFP 25-15 for contracting a firm to assist with data gathering and drafting of HTA Strategic Plan 2026-2030.	Done. TBC with selected contractor.
2	Annual assessment and reporting of Strategic Plan goals and objectives	This was done in our 2024 Annual Report to the Legislature. We will continue to communicate assessment metrics on finalization of Strategic Plan 2026-2030.	2025, and annually.
3	Annual assessment and reporting of Strategic Tourism Management Plan (STMP) goals and objectives	STMP FY26 under review. Will implement annual assessment on FY26 goals at drafting of STMP FY27 as well as results in the 2026 Annual Report to the Legislature.	2026, and annually.
4	Brand and marketing KPIs on efforts to attract high-spending, low-impact visitors	Ongoing alignment with per person per day spending downstream indicator.	STMP companion dashboard(s) expected Jun ‘25.
5	KPIs on visitor impacts on Hawai‘i infrastructure	Leverage ongoing partnerships with DOT, DLNR, and other agencies for data on sites identified in the forthcoming 2026-2028 Destination Management Action Plans.	End of 2025.
6	KPIs on visitor impacts on Hawai‘i natural resources	Annual report on 2024 Kahu ‘Āina program forthcoming. Destination management sector stakeholders around the world still coalescing around best practices in measuring downstream impacts <sup>i</sup> . Most feasible opportunities include water consumption and waste generation data from hotels.	Kahu ‘Āina reporting expected May-June 2025. Other data sources forthcoming. Will be reported in CEO report as well as 2025 Annual Report to the Legislature.
7	KPIs on destination stewardship goals and objectives	Ongoing alignment with Resident Sentiment Survey (RSS) downstream indicators <sup>ii</sup> .	To be used in dashboard July ‘25.
8	KPIs on goals and objectives relating to resident concerns about “hotspots”	Ongoing alignment with RSS downstream indicators, including identifying other measures for the 2026-2028 DMAPs.	To be used in dashboard tracking. Will be implemented in 2026.

**Summary of Office of the State Auditor’s Recommendations from Report No. 25-07, Audit of the Hawai‘i Tourism Authority on April 28, 2025 and HTA’s Actions/Timeline to Address**

#	Audit Recommendation Summary	HTA Action(s)	Timeline
9	KPIs on goals and objectives relating to regenerative tourism	Aligning to Destination International’s Wayfinder strategic planning tool across industry-recognized indicators for regenerative tourism.	Expected November 2025.
10	Adjust for inflation spending when used in KPIs	All HTA staff involved with KPIs briefed on the Hawai‘i Tourism Price Index. Awaiting 2025 Tourism Price Index update expected April 2025. HTA is also working with DBEDT’s Tourism Research Branch.	Done.
11	Develop and document policies and procedures related to DMAPs: <ul style="list-style-type: none"> <li>a. Selection process for Advisory Group members</li> <li>b. Process to select actions and sub-actions</li> <li>c. Process to determine amount of funding for DMAP actions and sub-actions</li> <li>d. Process to identify and select “hotspots”</li> </ul>	<ul style="list-style-type: none"> <li>a. Advisory Group member criteria written. Final Advisory Group interest list to be compared against initial criteria.</li> <li>b. Drafting action selection criteria.</li> <li>c. Drafting action funding. TBC with 2026 FY budget, TBD with 2027 and 2028 FY budgets.</li> <li>d. Referencing DBEDT Zartico points of interest (POIs) data<sup>iii</sup>. Qualitative data collected during the DMAP drafting process will be cross-referenced to visitor counts at POIs.</li> </ul>	<ul style="list-style-type: none"> <li>a. TBC with final Advisory Group interest list expected Jun ‘25.</li> <li>b. Jul ‘25</li> <li>c. Aug ‘25</li> <li>d. Jul – Aug ‘25</li> </ul>
12	Outcomes and benchmarks for DMAP actions and sub-actions	Identifying benchmarks and outcomes for DMAP actions will be key parts of the Advisory Group facilitation process from July to October 2025.	TBD on DMAP selected actions expected Nov ‘25
13	Monitor and track implementation status of DMAP actions and sub-actions	HTA now has the staffing capacity (5 destination managers, 1 planner) to track implementation of DMAP actions for this next cycle, starting with expected final draft in Nov 2025.	TBD on DMAP selected actions expected Aug ‘25
14	Document a process to assess the effectiveness or impacts of DMAP actions and sub-actions	Will be implemented in the DMAP action selection process.	TBD on DMAP actions identified exp. Dec ‘25
15	Annual progress reporting of DMAP actions and sub-actions	Will be implemented in annual reporting of DMAPs 2026-2028.	2026, annually through 2028

## Summary of Office of the State Auditor’s Recommendations from Report No. 25-07, Audit of the Hawai‘i Tourism Authority on April 28, 2025 and HTA’s Actions/Timeline to Address

---

<sup>i</sup> See more from the Tourism Innovation Summit, <https://www.tisglobalsummit.com/kpis-tools-measure-tourism-footprint-sustainability/>.

<sup>ii</sup> We are tracking RSS responses to “Tourism has brought more benefits than problems”, “Tourism should be actively encouraged on my island”, and “Tourism is being better managed on my island.” For more information, view our Evaluation & Performance Measures at <https://www.hawaiitourismauthority.org/research/evaluation-performance-measures/>.

<sup>iii</sup> HTA Symphony Dashboards, <https://www.hawaiitourismauthority.org/research/symphony-dashboards/>.

**11**

**Staff Report on  
Discussion and Action on  
Proposed FY2026 Budget\*\*\***



## **STAFF REPORT TO THE BOARD**

May 28, 2025

### **REQUEST:**

- Agenda Item #11: Discussion and Action on Proposed FY 2026 Budget

### **FACTS:**

- The 2025 Legislature passed HB 300 CD1, which provides HTA with a \$63,000,000 operating budget divided into six programs:
  - BED 113 Administration and Governance: \$3,696,666
  - BED 114 Branding and Marketing: \$39,249,201
  - BED 115 Sports and Signature Events: \$7,318,075
  - BED 116 Destination Stewardship and Community: \$7,923,883
  - BED 117 Regenerative Tourism Development: \$3,762,181
  - BED 118 Workforce Development: \$1,050,000
- HB 300 CD1 provides the following for the HCC:
  - A \$15,977,020 expenditure ceiling for the Convention Center Enterprise Special Fund (CCESF) for FY 2026 HCC operations.
  - A \$11,000,000 transfer from the CCESF to the General Fund. This is to repay Budget and Finance for funds borrowed for FY 2024 HCC operations.
  - \$36,400,000 of Capital Improvement Project (CIP) funds for HCC Repairs and Maintenance.

### **DISCUSSION:**

- A discussion was conducted at the 5/21/25 BFCC Standing Committee Meeting. The BFCC committee passed a motion to recommend approval of the HTA's and HCC's FY 2026 budgets.
  - Please start the video at 37:20.

### **BUDGET IMPLICATIONS:**

- Will finalize the budget line items for HTA's and HCC's FY 2026 budgets.

### **RECOMMENDATION:**

- Motion - Approve the FY 2026 HTA and HCC budgets provided in HB300 CD1, passed by the State Legislature:
  1. An operating budget of \$63,000,000 for HTA, funded by the General Fund.
  2. An operating budget of \$15,977,020 for HCC funded by the CCESF.
  3. Transfer \$11,000,000 to the General Fund from the CCESF.
  4. The use of \$36,400,000 for HCC Repairs and Maintenance (R&M) funded CIP funds for projects included in the HCC's 6-Year R&M plan, reviewed and approved by the board.