



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

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

**PŌ'AHĀ, 30 MEI 2024, 9:30 AM
THURSDAY, MAY 30, 2024 AT 9:30 AM**

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

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

E ho'olele 'iwa'ia ka hālāwai ma o ka Zoom. Meeting will be live streaming via Zoom.

<https://us06web.zoom.us/j/89717741313>

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

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

**Kelepona / Call In: (669) 900-6833
Helu Hālāwai / Webinar ID: 897 1774 1313**

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

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

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

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

**PAPA KUMUMANA'O
AGENDA**

1. *Ho'omaka*
Call to Order
2. *Kikolā*
Roll Call to Announce Name of Participating Board Members and to Identify Who Else is Present with Board Member if Location is Nonpublic
3. *Wehena*
Opening Protocol
4. *Hō'ike O Nā Hālāwai 'Ae 'Ia*
Report of Permitted Interactions at Informational Meetings or Presentations Not Organized by the Board Under HRS section 92-2.5(e)
5. *'Āpono Mo'olelo Hālāwai*
Approval of Meeting Minutes of the April 25, 2024 Regular Board Meeting
6. *Hō'ike A Ka Luna Ho'okele*
CEO Report
 - a. *Hō'ike Kāko'o Maui*
Update on the Maui Wildfires Recovery
 - b. *Hō'ike 'Aha'olelo*
Legislative Update
7. *Hō'ike A Ka Luna Ho'omalua Papa Alaka'i HTA*
Board Chair Report
8. *Kūkākūkā Me Ka Loio A Ka Papa Alaka'i****
Discussion and Consultation with the Board's Attorney on Questions and Issues Related to the Board's Powers and Duties under HRS §201B-3 and HRS §26-35***
9. *Kūkākūkā No Nā Kumuhana Limahana****
Discussion of HTA Personnel Matters ***
10. *Hō'ike A Ke Kōmike Ho'okele A Hō'ōia****
Report and Update by the ADMINISTRATIVE & AUDIT STANDING COMMITTEE of their Meeting Held on May 28, 2024***
 - a. *Kūkākūkā a Ho'oholo I Ke Ka'ina Hana Hai Pelekikena & Luna Ho'okele****
Discussion and/or Approval on the Establishment of a Selection Process for the Next HTA President and Chief Executive Officer***

- b. *Hō'ike No Ke Noi Hō'ōia A Ka 'Aha'ōlelo****
Update on the HTA Legislative Audit***

11. *Hō'ike A Ke Kōmike Alowelo*

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

- a. *Hō'ike'ike a Kūkā no ka Holomua o "The People, The Place, The Hawaiian Islands" na ka Hawai'i Tourism United States*
Presentation and/or Discussion on an Update of "The People, The Place, The Hawaiian Islands" by Hawai'i Tourism United States

12. *Hō'ike'ike A Kūkā No Nā 'Ike A Kūlana Mākeke O Kēia Wā I Hawai'i A Me Nā Mākeke Ho'okipa Nui I Hawai'i*

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

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

- a. *Kūkākūkā a Ho'oholo No Ka Mo'olelo Kālā*
Discussion and/or Action on HTA's Financial Report for April 2024
- b. *Hō'ike'ike, Kūkākūkā, a Ho'oholo No Ka Ho'omahale Makahiki Kālā 2024*
Presentation, Discussion and/or Action on Fiscal Year 2024 Budget Allocations
- c. *Kūkākūkā a Ho'oholo No Ka Mo'ohelu Makahiki Kālā 2025*
Discussion and/or Action on Fiscal Year 2025 Hawai'i Tourism Authority Operating Budget
- d. *Kūkākūkā a Ho'oholo No Ka Mo'olelo Kikowaena Hālāwai O Hawai'i*
Discussion and/or Action on the Hawai'i Convention Center's April Financial Report and Update on the Hawai'i Convention Center's 6-Year Repair and Maintenance Plan

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

Report and Update by the HO'OKAHUA HAWAI'I STANDING COMMITTEE of their Meeting Held on May 20, 2024

- a. *Hō'ike'ike, Kūkā, a Ho'oholo no ka Ho'oholo Mua 'Ana o nā Pāhana Kumu Waiwai Kaiāulu*
Presentation, Discussion and/or Action on Foundational Technical Assistance & Community Tourism Collaboratives Planning

15. *Ho'oku'u*
Adjournment

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

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

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

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

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

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

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

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

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**Approval of Meeting Minutes of the
April 25, 2024 Regular Board Meeting**



Ke'ena Kuleana Ho'opipa O Hawai'i
1801 Kalākaua Avenue
Honolulu, Hawai'i 96815
kelepona tel 808 973 2255
kelepa'i fax 808 973 2253
hawaiitourismauthority.org

**REGULAR BOARD MEETING
HAWAII TOURISM AUTHORITY
Thursday, April 25, 2024, 9:30 a.m.**

Hybrid In-Person & Virtual Meeting

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

MINUTES OF THE REGULAR BOARD MEETING

MEMBERS PRESENT:

Mufi Hannemann (Chair), Mahina Paishon-Duarte (Vice Chair), Kimberly Agas (Zoom), David Arakawa, Dylan Ching, Stephanie Iona, James McCully, Sherry Menor-McNamara (Zoom), Blaine Miyasato, James Tokioka (Ex Officio, DBEDT Director), Mike White

MEMBER NOT PRESENT:

Sig Zane

HTA STAFF PRESENT:

Daniel Nāho'opi'i, Kalani Ka'anā'anā, Isaac Choy, Talon Kishi, Caroline Anderson, Ilihia Gionson, Iwalani Kaho'ohanohano, Maka Casson-Fisher, Carole Hagihara-Loo, Dede Howa

GUESTS:

Kauilani Arce, Puka Asing, Kylie Butts, Jennifer Chun, Tyler Gomes, Laci Goshi, Mondy Jamshidi-Kent, Nathan Kam, Erin Khan, Noelle Liew, Lawrence Liu, Guillaume Maman, Jessica Lani Rich, Teri Orton, Hose

Inigu Santos, Kainalu Severson, Allison
Schaefers, Mari Tait, Jay Talwar

LEGAL COUNSEL:

John Cole

1. Call to Order

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

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

Mr. Gionson did the roll call, and members were in attendance except for Ms. Menor-McNamara and Mr. Zane, who were excused. Member who attended via Zoom was by herself.

3. Opening Protocol

Mr. Casson-Fisher did 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 Groups.

5. Approval of Meeting Minutes of the March 28, 2024 Regular Board Meeting

Dir. Tokioka made a motion to approve the minutes. Mr. White seconded, and the motion passed unanimously.

6. CEO Report

Mr. Nāho'opi'i spoke about the HTA goal in the fiscal year starting in July 2024: the recovery from issues in Maui, recovering demand for Maui from the U.S. and Canada. To make up for that, the HTA is working to increase international visitations and promote the other islands. In year two, they continue to move towards integrating the DMAPs and the destination managers. The Board had approved the plan back in July to focus more on the island level and respond to what was happening between the islands. There are differences in the needs for tourism and the community. They are looking at strengthening the destination manager's on-

island representation, evaluating plans in the future, and producing new localized plans. The five-year goal is about the regenerative tourism model. They just had a conference at the HCC on local 2030 communities of practice focusing on regenerative tourism on various islands, so there is representation from all the Pacific islands as well as the Caribbean, Indian Ocean, and Europe as well.

Regarding conservation, one cannot just lock the land if looking at natural resources. On an island, the land still has to produce jobs and support the community. They had spoken about island models of regenerative tourism and island models of conservation. In the past, they had followed more global tourism, but they have to work on what works well in Hawai'i and what will sustain them as a community regarding economic development, natural resources, and cultural preservation.

Information about the Maui Wildfires Recovery action is in the full report. Mr. Nāho'opi'i spoke about the Maui marketing recovery program. Additional campaigns and action with travel agents, tour operators, and missions have been developed. To enhance the GoHawaii app, it was mentioned that they need to highlight Maui during travel missions and on the site itself. He spoke about changing the message to what is available and reiterated that Maui is open. The Maui Mākaukau campaign is running into May. The resident-facing campaign resonated well with their B2Bs and travel trade. He said they have been using after-arrival messaging for visitors arriving in Maui, but Maui has changed, and there are different rules and regulations. The HTA put additional money into the system, creating additional messaging advising where visitors can go, what they need to do and avoid, etc., and what they can do that supports the community.

Lahaina was a major venue for businesses to sell their wares, which is now missing. The HTA is working with the county and the CNHA to create a venue for local Maui businesses. He spoke about expanding tourism products in Maui. Many are out of business or might have to change their business model. The HTA has contracts with HTUSA and Kilohana to help them develop new products and understand how to get involved more in the visitor industry and take advantage of that. The HTA also supports Maui businesses on trade missions in the U.S. and abroad.

Mr. Nāho'opi'i spoke about supporting long-term housing for wildfire-impacted households living in visitor-type accommodations. He said the CNHA created communication efforts to encourage residents in visitor accommodations to move to those temporary housing steps out of the hotel system. The HTA is also working on other projects as well such as Lele Aloha, trying to finalize the contract and scope of work on finding semi-permanent placement for displaced families, to get out of short-term housing, which impacts the industry as a whole as it is utilizing resources that could be utilized in the visitor industry.

The HTA is continuing with the governance study. The aim is to have the study done before the end of the fiscal year. The Better Destinations submitted their second internal contract deliverable, including a situational analysis. They also did another set of five ideation sessions and fine-tuned them to what they wanted to see in Hawaii's tourism. The stakeholder survey is complete, and the results are being reported back and for Board members to start interviews. The staff had an ideation session to go over their findings. He spoke about the public affairs list, including ClimbHI, the workforce development for high school students. They recorded stories about various roles in the visitor industry to explain what they could achieve in the future. He spoke about Merrie Monarch Festival interviews and the IPW , which is the largest international trade show selling in the U.S. The HTA has been working on the media marketplace, talking to media, and setting up appointments. He spoke about social media and the metrics. They are hitting 84,000 on Facebook and Instagram regarding engagement, response, etc. For DMAPs, they have pilot programs they have been working on and a trail system. He spoke about the Kahea harbor greetings and said a desk is set up for information on how to visit.

Part of the Kilohana contract is the Quality Assurance program. The best way to ensure a quality experience is to work with industry partners to ensure they know what is considered good quality regarding everything involved with travel. The HTA is also busy finalizing the needs assessment of organizations involved in the tourism industry to ensure they are more integrated and to increase their business demands. It has been three years since the DMAPs were created, and it is time to evaluate before starting on the next set. They hired an evaluator to find out how successful the programs were and the processes involved so they could prepare for another three years of plans.

For Brand and Marketing, they spoke about EDA funding and federal funding, which were integrated into cooperation programs in the U.S. marketing contract. It was a long process as the federal guidelines are stringent. They have added an additional \$750,000 to the contract.

Mr. Nāho'opi'i spoke about the Campaign Effectiveness study to see how successful the U.S. and Japan campaigns were. A China mission is coming up in May, and a trade show, ITB China. They will also take twenty partners to restart the market and meet with government officials to start negotiations to get a non-stop service to China. The draft of the budget bill showed \$63 million in operating budget for the HTA, 30 positions were announced, and a \$34 million increase in expenditure ceiling - \$14 million for operations, R&M another \$20 million to accelerate many major projects. Also announced was the CIP funding for general obligation bonds, which cost \$64 million for roof repair.

Mr. Nāho'opi'i spoke about regenerative tourism at the state level, and said they are all working on that. 2563 is the Smart Destination app, and within that are the HCC naming rights. They are waiting to hear about two Bills. One is related to internships. The other is related to state funding. To address the Maui Wildfire needs, BNF will take \$1.3 million from the Tourism Special Fund, and \$11 million was part of the Convention Center Enterprise Fund that the HTA borrowed from BNF the previous year to pay for the current year. They said they would return the money once the ceiling was open. There were no further questions.

7. Board Chair Report

Chair Hannemann congratulated Mr. Miyasato on being confirmed to the HTA Board. Chair Hannemann said that the HTA made a significant achievement in getting the \$63 million. He thanked everyone for their involvement and input. He said it is important that SB3364 is passed and that they are supportive. He said Destination Management is very important. All the partnerships are very important. He informed everyone that the Smart Destination app and the HCC naming rights are still alive. The hospitality industry is directly related to education. There are workforce shortages in all sectors of the community, and they will do their best to help. He mentioned ClimbHI conference and asked that they include state senators on the island to address the young people; Sen. Kouchi addressed conferees from Kauai, Sen. Dela Cruz for 'Oahu, Sen. DeCoite for Maui, and Sen. Richards for the Hawai'i Island. He mentioned the exciting presentation that the HVCB would preview in their marketing efforts with the Mālama theme. Leading up to that point, he emphasized the importance of the Mākaukau campaign, which has led to positive reinforcement across the board.

Chair Hannemann said the Mākaukau campaign is ending; there are 16,000 plus users visited MākaukauMaui.com with views of over 18,000, which was mentioned in the media. They ran radio campaigns on all fourteen radio stations on Maui, 11 television stations, other programs such as Living 808, Hawaii Now Daily, Island Life Live, and print advertisements. All of this was funded by the Emergency Appropriation they received earlier. He also shared the result of this campaign, also a collaboration with Kilohana to address the housing issues.

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

Ms. Jennifer Chun began her presentation by informing the Board that the latest visitor statistics were not yet available because the airports were changing the format of the airline carrier reports to provide much more information. However, Transportation Security Authority statistics for March showed that Kahului Airport was slightly behind, while Honolulu and Hilo were higher, but Lihue had not changed.

Information about hotel performance had been published the previous week, and that same morning for vacation rentals. Hotels had been 75% occupied for March, slightly lower than in 2023 and much lower than in 2019, but the average daily rate (ADR) was lower for 2024 than for 2023 but significantly higher than for 2019. Vacation rentals were less than 60% occupied, and the ADR was much lower than that of hotels. Hotel demand had been much greater than vacation rental demand.

\$68.9 million had been collected in Transient Accommodation Tax (TAT) for the State during March in respect of February. This was lower than for previous months, but it might be because February was a shorter month. This gave a year-to-date (YTD) total of \$627.2 million TAT, a reduction of 3.6% compared with fiscal 2023. Ms. Chun reminded the Board that information about TAT collected by the Counties was not yet available.

Fewer nonstop airline seats had been available for March 2024 than for March 2023. Domestic seats to Kahului had been lower, domestic seats to Honolulu had been higher, and seats to Kona had been slightly higher, reflecting Canadian traffic. The number of seats for April was similar to those for 2023, with a decrease in domestic seats to Kahului. May was slightly higher overall compared with 2023, with increased domestic and international seats in Honolulu and decreased domestic and international seats in Kahului, Kona, and Lihue. June 2024 was expected to be ahead of June 2023, but this situation might change as time went on.

The Skift Travel Health Index, reflecting global market insights and trends, stood at 107%. Ms. Chun reminded the Board that this index was now calculated on a year-over-year basis rather than in comparison to 2019, as had been the case previously. The index was higher than its value in March 2023 but was on a downward turn. More detailed travel statistics were available in the information packet provided to Board members.

Based on February data, the national outlook showed a decrease in overseas arrivals, but it was expected that international arrivals would exceed pre-pandemic levels in 2024. However, the Asian markets were not reviving, and international arrivals from Europe and South America were more important. It was likely that Hawai'i would still experience a lag in progress.

The Spring 2024 edition of "The Portrait of American Travelers," published on the HTA website, was a quarterly survey by MMTY. It showed that interest in Hawai'i was lower than previously, with a level of 63% for February 2023 and 64% in February 2024. This reflected interest in visiting Hawai'i for the U.S. market only over the next two years. Interest remained higher for the younger population. Data was presented comparing 2023 and 2024 by age and income group. The only income group that showed reduced interest was that of \$100,000 – \$149,000 per household.

The report showed that the major deterrents to travel to Hawai'i had not changed, principally the cost of airfare, hotel accommodation, and the duration of flights. Information had been gathered from people who had considered visiting Hawai'i but then changed their minds. Reducing this number and encouraging visitors to maintain their bookings was important. Data showed that 35% of prospective visitors had changed their minds. 40% of travelers reported that the Maui wildfires had somewhat impacted their plans to visit Hawai'i over the next two years. Some had changed their minds but were still interested in an eventual visit.

The visitor satisfaction and activity report was available on the HTA and DBEDT websites. These values were important key performance indicators (KPIs) for the HTA and showed good market ratings. An analysis of 2016 showed that most data was steady over the period, even though some markets had not been active during the pandemic.

66.3% of Korean visitors had reported that their expectations had been exceeded by their visit to Hawai'i. Most visitors reported that they were likely to recommend Hawai'i to friends and family, although a few visitors from China stated that they were unlikely to do so. There was an upward trend in the likelihood of a return visit during the next five years for visitors from the U.S. West. Those who did not plan a return visit cited reasons such as expense, their intention to visit a new destination, and their perception that it was too soon to plan a return visit. Other concerns were the flight's duration, cost issues, other financial obligations, and concerns about poor health and age. 65% of Japanese travelers felt that travel to Hawai'i was too expensive, which was also mentioned by the majority of Canadian travelers, some of whom also complained about the duration of the flight.

Most visitors considered that Hawai'i offered a variety of different and unique experiences, and they rated it highly as a safe and secure destination with environmentally friendly practices. Travelers from Japan rated Hawai'i lower on sustainability. Volunteer and giving-back activities were highly rated, especially by English-speaking travelers.

Data for the booking pace of air tickets was presented for the six months starting from April. U.S. bookings were low for the summer period, but the shorter booking window trend gave hope that it would improve. Japan was approaching the pre-pandemic booking pace, and Canada looked favorable to the fall. Korea had almost recovered with a good booking pace for July, August, and September.

Having temporarily taken over the Chair, Vice-Chair Paishon gave an opportunity for questions.

Mr. Miyasato thanked Ms. Chun for her report but pointed out that the load factor for air travel would be more meaningful than the availability of air seats. Ms. Chun replied that the overall

load factor was published every month. Mr. Miyasato pointed out that airlines sought profit and would assign seats to routes where this would occur. There was no correlation between available seats and number of seats filled. He had been part of three recent delegations to Japan, and a topic of concern on every trip was increasing travel from the U.S. to Japan, which resulted in greater provision of inbound air seats and Japanese consumers were not traveling because the weakness of the Yen was drawing in visitors. Travel to Japan from Hawai'i was increasing because of the weakness of the Yen. The travel balance from Japan had formerly been outbound, but it had now become mostly inbound.

Ms. Chun commented that a press release from ANA stated that 16,000 tickets to Hawai'i had been booked, but it was difficult to understand this figure because it would correspond to 1.2 times the travel for Golden Week in 2019 and 1.5 times that of 2023. On the other hand, Mr. Takahata of HTJ had reported that he did not believe Golden Week travel would be strong this year. Ms. Chun was still waiting for more details from ANA.

Mr. McCully asked whether it would be possible to compare outgoing satisfaction surveys from competing destinations such as Mexico or the Caribbean. Ms. Chun replied that Hawai'i carried out more frequent visitor satisfaction surveys than other markets, which might do so annually or every few years. She promised to research the answer to the member's question.

Regarding "exceeding expectations," Mr. McCully asked how many respondents were first-time visitors. Ms. Chun responded that in the full report, this data was broken down into first-time versus repeat visitor, lifestyle versus life-stage, children versus no children, and so on, but these details had not been presented to the Board. First-time travelers were hopeful but had no idea what to expect. Ms. Chun sometimes received emails recounting the disappointment of visitors, but their expectations might have been unreal. Surveys did not ask what the visitors expected.

There were no further comments or questions from Board members or members of the public, and Vice-Chair Paishon-Duarte yielded the Chair back to Chair Hannemann.

9. Update on the 13th Festival of Pacific Arts & Culture, June 6 – 16, 2024

Chair Hannemann informed the Board that he had specifically asked for this item to be included on the agenda. He had attended similar events on Pacific islands, including the Pacific Games, and to have this festival in the State of Hawai'i was a great privilege and opportunity.

As Chairman of the Festival Commission, Mr. Ka'anā'anā introduced the Festival Director, Dr. Aaron Sala.

Dr. Sala expressed his pleasure in appearing before the Board in such pleasant circumstances and stated that he was privileged to act as the Director of this 13th Festival of Pacific Arts and Culture (FestPAC).

Dr. Sala informed the Board that the festival's history had begun in 1965 when a group of South Pacific elders, mainly Fijian, met to discuss diminishing cultural practices amongst young people. It took seven years for the festival's first iteration to be inaugurated in Fiji, sponsored by the Fiji Arts Council. In 2024, FestPAC had now grown into a robust multinational, multicultural engagement. It had returned to its initial values, which were the preservation of cultural practices across the region, with exploration of what others were doing and exploration of new ways of practicing traditional culture, along with awareness of trends in indigenous cultural practice across the world beyond the Pacific. In addition, the festival aimed at maintaining, nurturing, establishing, and reestablishing standards of excellence around cultural practice, kindling, and rekindling relationships with mother tongues.

Hawai'i was to have hosted the festival in 2020, but due to the pandemic, the State was allowed a full four-year reprieve to step back, reassess, and prepare for 2024. Hence, the Commission had decided to retheme the engagement to Ho'oulu Lāhui, Regenerating Oceania, a motto of King David Kalākaua.

King Kalākaua came to power in a dynamic but tension-filled period of Hawai'i history. His goal was to replenish the earth with Hawai'i, and he concentrated on what it meant to be a Hawaiian as a member of a nation among nations.

Dr. Sala pointed out that, on the one hand, Hawai'i was a nation among the nations of the Pacific, while, on the other hand, Hawai'i was a state within the United States and acted as such. The festival would provide an opportunity to engage in dynamic discourse, not just about cultural practice and its role in the world, but also involving multilateral meetings amongst the government dignitaries who were to be present.

The tried-and-true programming was to start with the usual cultural practices, performing visual heritage and arts opening ceremonies and protocols, along with a parade of nations, presentation of gifts, an ecumenical service to honor the Sabbath in the Pacific way, a Governors' Round Table, a First Ladies' Round Table, and many other robust and dynamic engagements over the course of the festival.

The Emerging Leaders' Engagement was had been funded by the U.S. Embassy in New Zealand in partnership with the Hawai'i Pacific Foundation. The Young Pacific Leaders' Foundation was building a long-term strategy to enable young leaders to be part of economic driving, governmental leadership, and creative industries. The Protecting Oceania conference was to be

produced through a partnership between the Center for Pacific Island Studies and the Hawai'i nuiākea School for Hawaiian Knowledge at the University of Hawai'i. Dean Jon Osorio deserved kudos for spearheading this work.

An Expo in Marketplace was to be held at the HCC, and Dr. Sala thanked Ms. Orton and her team for their cooperation.

There was also to be 'Aha Moananuiākea, a series of symposia drawing on partnerships across sectors. The largest partnership was to be with Kamehameha Schools, building discussions on how the work of cultural practitioners could be elevated, and how bridges could be built into the economic development and governmental aspects of that work through the engagement of creative industries.

Dr. Sala presented slides showing preparations for the festival. There was to be a wa'a arrival on June 5 at Kualoa, the birthplace of Hōkūle'a. The opening ceremonies would take place on June 6 at Stan Sheriff Center. On Friday, June 7, the festival village would be opened, and a schematic of the village would be presented later. There were to be Sister City signings between the Cook Islands and Honolulu. The Governors' Round Table, the First Ladies' Round Table, and lei draping across the street.

The festival was to be a beautiful ballet in which no one would be allowed to fall. Even though there was much work to be done over the ten days of the festival, the team did their best to curate and choreograph all the activities. Dr. Sala showed slides to give a sense of the integration and collectivity of the programming. Performing Arts was to include a heritage dance, live music, theatre, oratorical arts, and choral performances. Heritage arts consisted of wa'a carving, weaving, kapa making, tatau, mea'ai, and storytelling. Each element was its own festival, and during the post-festival debriefing, the hosts would articulate the challenges they had to overcome. The ultimate aim was to create an endeavor where countries would collaborate and work collectively. This had not been the case in the past, and countries had come together to carry out their own activities. Hawai'i was bringing people to the table together to share how weaving or growing of Harakeke had evolved over the years due to climate change and how this had affected economic development and government policy in the region.

Hawai'i's robust and mature infrastructure made it possible to set up a platform to transcend the power of culture and examine the power of culture as it would play into all the other sectors. Everyone lived on a bedrock of culture, which was the driver of everything around it.

Mr. Ka'anā'anā added that from the perspective of the Festival Commission, it had been important to bring people together in a cross-pollination of quasi-tribal groups. Another aspect

had been to reintroduce Hawai'i as a nation of the region. Hawai'i had tended to look toward the colonists and the continental U.S. as their primary focus, but there was a broad and robust conversation going on in the Pacific in which it was important for Hawai'i to take part, whether tourism-related businesses like Outrigger, which had properties in the region, or Hawaiian Airlines which flew to destinations in the region or Cook Islands or Samoa. Hawai'i needed to consider how to engage in this conversation.

For the first time in thirty years, there was to be 100% participation of countries in the festival. In addition to the 27 participating nations, including 22 members of the Council for Pacific Arts and Culture along with invited guests, there would be delegations from Taiwan, which has participated since 2012, and the Solomons and Guam. The HCC was to host the Festival Village, the Expo Marketplace, artistic programs, a film festival, a fashion gala, literary arts, strategic programs, the Young Pacific Leaders' Program, and the Indigenous Philosophies Conference. Much hard work would be required from Ms. Orton and her team.

The Convention Center was to be the hub of the festival. This was a departure from the norm because the Festival Village would traditionally be constructed outdoors, open to the elements and the environment. The Festival Commission had decided to take advantage of the Hawai'i infrastructure and celebrate it. The result would be that elders would have no concerns about heat or the distance to facilities. This design brought a sense of evolution to the festival regarding practitioners and delegates coming to Hawai'i.

The carvers and the tatau showcase were to be housed in the Bishop Museum during the festival and would have an 'aha 'āina after church. Observing the Pacific tradition of honoring the Sabbath, there would be a church service at the Stan Sheriff Center on the morning of June 9, followed by a quick lunch. Afterwards delegates, government dignitaries, and traditional leaders would take a traditional mid-afternoon luau meal together in the Bishop Museum, which would be closed to the public that day. In the Pacific tradition, the Sabbath rest would be respected for the rest of the day.

Over the course of the ten days of the festival, there will be heritage artist exchanges. Capitol Modern, the Hawai'i State Art Museum, in partnership with the State Foundation on Culture and the Arts, was to host a 50th Anniversary exhibit of the festival, with a curated exhibit named Our Sea of Islands, in honor of Tongan-Fijian scholar Epeli Hau'ofa. He had been responsible for transforming the perception of the ocean from a separation to a connection between nations. Delegation collaboratives and a performance stage were to be hosted over the course of the festival.

The University of Hawai'i, which was a strong partner of the festival, was to house delegates. Hosting the festival had become expensive in Hawai'i because Pacific rules of hospitality held that while the guests were responsible for making their way to one's home, once they arrived,

it was the host's responsibility to feed, transport, house, and entertain them. Delegates were expected to make their own way to Hawai'i, but once they arrived, Hawai'i, as the host, would pick them up from the airport, take them to their housing, and provide their lodging, transport, and three daily meals for the duration of the festival.

The university was to provide beds for 1,534 delegates, and several hotels across the State had partnered with the festival to house other delegates. Opening and closing ceremonies and the ecumenical service were to take place at the Stan Sheriff Center.

The Board was shown the performance and ancillary venues, with the comment that opportunities had been provided for the visitor industry to engage. Ultimately, the festival was intended to celebrate culture with community engagement opportunities. The presentation showed the Windward Mall, the Royal Hawaiian Center, and SALT at Kaka'ako, all of which were owned by native Hawaiians. The Kamehameha Schools and the Palama settlement housed the largest concentration of Micronesians in the diaspora outside Micronesia. Efforts were made to use the infrastructure of Hawai'i to provide opportunities for cultural workers and to show what a popup is like in a professional setting, such as Bloomingdales or Ala Moana Mall.

Mr. Ka'anā'anā added that he had challenged Dr. Sala and his team to consider regenerative tourism principles and culture's role in hospitality. This concept was not necessarily the norm everywhere in the region. Colleagues in the hospitality industry across the region were encouraged to incorporate regenerative tourism into their practices, and this festival provided an excellent opportunity for them to see what was possible.

The arrival ceremony was to take place on June 5, the day before the festival's official opening. It would not be promoted publicly because the area of Kualoa Regional Park was narrow, and traffic navigation would be difficult. The park side would remain public, but the arrival ceremony would take place in Campground A, the area of Hakipu'u where Hōkūle'a was born and had its initial launch. Wa'a will be staged at Mōkapu and sail across Kaneohe Bay before entering the islet. Dr. Sala was grateful to Bonnie Kahape'a and Kānehūnāmoku Voyaging Academy as representatives of 'Ohana Wa'a and Polynesia Voyaging Society. They were to maintain some 500 people on the water during the festival. The Coast Guard and Indo-PACOM had also cooperated. Dr. Sala was grateful to Mayor Blangiardi and Kēhaulani Pu'u at the Department of Parks and Recreation, Calvin Ho, and his sons, for their assistance in preparing for the Wa'a arrival ceremony.

Mr. Ka'anā'anā reminded the Board that this year the Kānehūnāmoku Polynesian Voyaging Academy had been a recipient of a Kukulu Ola award, one of the HTA funding programs, and the Wa'a arrival ceremony would be the culmination of their curriculum and program.

Due to a request from the funder, the U.S. Embassy in New Zealand, the Young Pacific Leaders Conference was to be rebranded. It was intended to bring together young leaders from 18 to 35

years of age to engage in cultural practices, international diplomacy, and creative industries. The goal was to bring together a dynamic group of thinkers with a Pacific worldview. Hawai'i infrastructure would enable them to introduce innovative technologies or establish a nurturing relationship with innovative technologies, seeking a solutions-oriented future.

There was no interest in a three-, five- or seven-year strategy; the intention was to examine strategies for the next 25, 50, 75, or 100 years and how that reality could begin in the present day. An example was Minister Kofi, now in Tuvalu, who had made stark and strong remarks at COP26 and COP27. He recounted at COP26 how he stood in ankle-deep water on the road where he had played as a child. At COP27, he had spoken about the need for Tuvalu to reinvent and redesign itself into the metaverse because it would no longer exist by the end of his lifetime. The Montevideo doctrine stated that when a state ceased to occupy a certain area of land, it ceased to act as a state. This initiated Tuvalu's need to respond to climate change by using innovative technologies to empower that response. He noted that Tuvalu also owned the domain ".tv," so everything ".tv" paid a royalty to Tuvalu, making an annual income of \$5 to \$8 million. Hawai'i needed to be part of the response to climate change, although it was at an advantage because of its high mountains.

The presence of the Iolani Palace in Hawai'i gave a reason to call for a summit of traditional leaders. In King Kalākaua's own lifetime, the palace had never realized the purpose for which it was built. The festival was partnering with the Kawānanakoa family to bring traditional leaders together and to consider their role in the 21st, 22nd, and 23rd centuries. The Royal Order of the Star of Oceania, Ka Hōkū o Osiania, had been established by King Kalākaua in 1886 and was a "pay-to-play" medal, whereby those who bought into the program were awarded this Royal Order. King Kalākaua had used the funding to send Hawaiians out into the world to learn the powers of the world in order to bring those powers back to Hawai'i. He sent young men to Italy to learn carving and young men and women to China to learn engineering. FestPAC would be an opportunity to fulfil King Kalākaua's goal For Hawai'i to sit as a nation among nations.

Iolani Palace was built and presented to the world in 1882 and would be the venue for the ceremonial protocol and traditional leaders' summit. This summit would convene King Kalākaua's dream. At the end of the summit on the 9th, after church, when everyone went to the Bishop Museum, the traditional leaders would have their final discussions in the Throne Room at the Iolani Palace. It was hoped that in response to G7, a P6 could be established to examine the power of a traditional understanding of the world, and its role in governance and policymaking concerning people and their land.

Previous FestPAC Festival Villages had been constructed outdoors, but the present village is to be situated in the Exhibition Hall of the Convention Center. The schematic of the village was in the form of the Pacific, with the entrance through a mauoa, a double-hulled voyaging canoe, This is an extension of the Wa'a arrival at Kualoa, after which one arrived at the Convention

Center. The canoe pointed to a star compass, allowing participants to move in several directions, such as Micronesia, Melanesia, and Polynesia. The goal was to unite people rather than isolate them in their own subregions. The stage was a Merrie Monarch-sized stage, giving an idea of the gargantuan nature of the hall.

Dr. Sala presented slides showing five parallel lines forming an immersive exhibit, like *Beyond Van Gogh*, to bring the pae 'āina of Hawai'i into this space. There would be footage from Maui, Lanai, Molokai, and Hawai'i, ensuring that close attention would be paid to the Hawai'i identity.

The Board viewed a slide showing the timeline and was informed that funding had been received from the HTA. Dr. Sala thanked the HTA team for their support and appealed to the Board to ensure that the HTA was well-represented throughout the festival. He thanked the Board for their attention.

Chair Hannemann thanked Dr. Sala for his presentation and stated that FestPAC provided an opportunity for the power of diplomacy as well as that of culture and the arts. He noted that China presented a major threat in the Pacific region, and this festival would give an opportunity to demonstrate the affinity of the U.S. for the Pacific Islands, which was transmitted on behalf of the United States through the State of Hawai'i. Chair Hannemann had been encouraging members of the administration in Washington D.C. to learn more about this festival with the hope that either the President or the Vice President would attend this large and infrequent event. Chair Hannemann thanked Mr. Ka'anā'anā for his role as Chair of the Festival Commission and his work hand in hand with Dr. Sala, noting that the latter was beautifully attired in Polynesian wear. He extended the thanks of the Board members for being included in this enterprise.

In response to a question, Mr. Ka'anā'anā stated that the number of bona fide delegates was likely to be about 2,300, and including entourages, it would amount to about 2,500. The festival organizers are expected to be responsible for about 2,200 delegates. There was a lot of interest because the festival had not occurred for eight years and was to be held in Hawai'i. Several high-level government dignitaries were expected to attend, and several Prime Ministers, Heads of State, and Heads of Government had already confirmed their attendance, in addition to the traditional leaders who were to be present. These were to include King Tūheitia from New Zealand. A regret had not yet been received from the King of Tonga, and it was hoped that he would attend. Probably about 100,000 people would be moving through the Festival Village during the festival.

Mr. Nāho'opi'i added that this was a major festival, a signature event, and the global marketing teams promoted it in their markets to encourage visitors to attend. As host of this festival, Hawai'i was different from other hosts, apart from Australia and New Zealand, in that no other

host had had the infrastructure to handle a large volume of incoming visitors. It was unclear how many people would travel purposefully to the festival because it had never been held in a destination with Hawai'i's level of visitor facilities, although it seemed likely that the attendance would be huge.

Ms. Iona asked about the implications for 100,000 visitors, and Ms. Orton stated that about 50,000 or more visitors were expected to pass through the Convention Center, possibly more on the weekend. The staff expected an influx of public visitors in the evenings and weekends.

Ms. Paishon-Duarte thanked Dr. Sala and Mr. Ka'anā'anā for their presentation and their leadership and appreciated the work of the staff who had supported this multiyear planning effort. She informed the Board that her attendance at FestPAC in Tonga had been a life-changing experience and recommended that Board members and the HTA staff to encourage family, colleagues, and friends to attend. Hawai'i had been part of many conferences and stood to benefit from this festival. She thanked the HTA and the State administration for their financial support and asked if other support was needed.

Mr. Ka'anā'anā responded that the Hawai'i legislature had appropriated \$5 million, the Governor and First Lady had appropriated \$5 million from the Governor's discretionary fund, and the Festival Commission had raised about \$7 million over the past four months. The total funds were about \$3 million short of the \$20 million budget the Commission approved. The Commission intended to produce and host a festival that they could afford to produce and host. He expected that the shortfall would be made up before the festival, but if not, a \$17 million festival would be produced. The intention was to host in the Pacific way, with the responsibility for feeding and transporting guests as the most important component of hospitality. Everything else would be done collaboratively, especially by ensuring people were on the ground to help with hosting.

The Native Hawaiian Hospitality Association was a group of institutions that had come together to train volunteers in methods of Pacific and Hawaiian cultural practices. There were expected to be about 300 volunteers in the Convention Center over the course of each day, but this did not include Kualoa or the Bishop Museum, so it was likely that there would be a total of 500 or 600 volunteers every day of the festival. Volunteers from the Polynesian diaspora would be needed. This would be a multilayered service that would be different from the service provided in the hospitality industry. Service and hosting in the Pacific was different, relating to how and when to serve elders, and who sat alongside the elders to ensure they were properly taken care of. Someone had to be available to read the room. Hawai'i had been an effective East-West gateway, but it now had to reestablish its North-South relationship as the nation of Hawai'i and not just a state within the United States.

Hawai'i was the second youngest nation in the Pacific; only New Zealand was younger. In traditional thinking, Hawai'i was considered as heaven, so once one arrived there, they did not leave. Part of the goal of the festival was to remind the other Pacific nations that they had a responsibility to reintegrate Hawai'i into the Pacific family. FestPAC was an opportunity to challenge the other Pacific Island nations to bring Hawai'i back into the fold.

Dir. Tokioka reminded the Board that this festival was a massive effort, starting when Sen. Keohokalole, Rep. Onishi, and Sen. DeCoite had been at the forefront. First Lady Green had also been a great advocate for the festival. Dir. Tokioka thanked members of the DBEDT team for their hard work.

Chair Hanneman underlined the uniqueness of the Pacific way, where the host did everything for their guest. He reminded Dr. Sala and Mr. Ka'anā'anā to be very creative in extending the Hawai'i Aloha financially and ensuring that everyone understood the Pacific way and how Hawai'i could reciprocate it to their guests. It was necessary to be cognizant of the importance of the occasion and how key community members could be brought together to hear and understand the message. He reiterated Dir. Tokioka's comment about First Lady Green informed Board members that she felt this opportunity had to be seized because of her Hawaiian ancestry. Chair Hannemann reminded the Board that everyone had to help in the most effective way possible.

Dir. Tokioka pointed out that DBEDT would send information through the State email system to any staff member who wished to volunteer. This event resembled how everyone wanted to be involved when the Olympic Games came to their city.

Mr. Ka'anā'anā agreed with the Olympic analogy and reminded the Board that the delegates would all be experts in their fields. A country would not send a new weaver who was still learning but would send an 80-year-old woman who had done it for her entire life. It was an honor and a once-in-a-lifetime opportunity to be chosen to represent one's county at FestPAC and to experience Pacific culture. The festival rotated around each subregion every four years and within each subregion. Hawai'i might not have this opportunity again for another 75 years. He extended his gratitude to Dr. Sala, and the Gravitas Pasifika team, the contractor hired via DBEDT on behalf of the Festival Commission.

10. Report and Update by the BUDGET, FINANCE, AND CONVENTION CENTER STANDING COMMITTEE of their Meeting Held on March 22, 2024

Mr. Arakawa introduced this Agenda Item and pointed out that Agenda Items 10a and 10b referred to Financial Reports for March 2024, not April 2024, as the agenda showed. He expressed the hope that in the future, Committee Chairs would be able to review the Agenda of the Board meeting before it was published.

Chair Hannemann pointed out that the information packet submitted to Board members gave the month as March, but the agenda contained a typographical error.

Mr. Arakawa then apologized for including detailed material on the HTA policies and procedures in the information packet supplied to Board members. This material was available online and was not confidential, but it was to have been reviewed by the Budget and Finance Committee. Some confusion had been created by issuing this material to the entire Board. Mr. Arakawa regretted this error.

Chair Hannemann recommended that Committee Chairs collaborate with the CEO in the future rather than go directly to the HTA staff. On his part, the CEO promised to tighten up procedures. The material on policies and procedures was to have been given to Mr. Arakawa, not the entire Board. Any material destined for the full Board had to pass through the CEO.

a. Discussion and/or Action on HTA's Financial Report for March 2024

Mr. Arakawa proposed a motion to approve the HTA's Financial Report for March 2024, and the motion was seconded by Dir. Tokioka. The CEO clarified that a Standing Committee was permitted to make a motion to recommend, after which discussion returned to the Chair to run the business and call for the question.

Mr. Choy informed the Board members that the March financial statements were in their Board packet and that he would not go over the material. The fiscal team had tried to show the adjustments that had been made to the budget for the present fiscal year. He pointed out that as June 30 approached, the entire budget should be rounding up as Mr. Arakawa had requested.

Mr. Choy reminded the Board members that an additional column had been created on the financial statement for "Roof Project," and this would enable them to trace every cent spent on this project. The financial statements had been examined in detail during the Budget, Finance, and Convention Center.

There were no questions or comments from Board members or members of the public.

Dir. Tokioka pointed out, as a follow-up to Robert's Rules, which he conceded were not always followed at Board meetings, that Board members had previously suggested that Board meetings should run at a faster pace. Earlier in the meeting, he had not been aware that there was a timeslot for the presentation about FestPAC. When the Vice-Chair ran the meeting, He wished to ask a question but was informed that the time allowance had expired. He suggested that the Board be informed if time slots were assigned. Chair Hannemann responded that he

had not been aware of the timeslots, but the Vice-Chair had tried to compress the discussion to allow time for all questions.

Mr. Arakawa noted that this point was well taken. There were no further questions from Board members or the public. Mr. Gionson took the roll call vote, and the motion was carried unanimously.

Mr. Arakawa informed the Board that, based on the suggestion by Member Miyasato, the Chair of the Branding Standing Committee, discussions about the budget for the following year would begin during the next meeting.

b. Discussion and/or Action on the Hawai'i Convention Center's March Financial Report

Mr. Arakawa proposed a motion to approve the HCC's March Financial Report and the motion was seconded by Mr. McCully.

Mr. Arakawa informed the Board members that this presentation and report had been thoroughly reviewed and discussed at the Budget, Finance and Convention Center Standing Committee meeting.

Ms. Orton presented the event calendar for the Convention Center for March and noted that it had contained a variety of events. There had been one Citywide event, the NDIA (Pacific Operational Science and Technology) Conference, and many local events, including the Honolulu Festival and the Kawaii Kon, each of which had an attendance of over 24,000. This resulted in a total number of 26 events and total gross revenue for March of more than \$2.1 million, which was \$711,800 more than had been budgeted for the month. The net income for March had been \$91,000.

The reforecast for fiscal year 2024 (FY24) was a surplus of \$923,000, with a gross revenue of \$26 million expected by the year's end. It was likely that the year would end with over a million dollars in net positive income, which would save the State \$6.3 million in subsidies from the \$11 million received annually.

At present, the management team of the center is working with Mr. Choy to plan the rooftop repair project. The HTA had hired a project manager and an architect. The team was studying events that had already been scheduled for 2026 when construction was to start. Center staff were also preparing for the upcoming FestPAC, a huge undertaking. Meal service on the fourth floor was already being planned. Ms. Orton thanked Mr. Ka'anā'anā and the Festival

Commission for their hard work and stated that the Convention Center staff was committed to ensuring that this would be the best FestPAC that could be held in Hawai'i.

Regarding capital investment projects, the team was happy that \$64 million had been approved by the legislature and thanked the Chairs and Vice Chairs of the standing committees for their part in this. The expenditure ceiling of \$20 million would allow the HTA to expedite projects that had been postponed to manage cash flow.

Mr. McCully advised Board members to visit the wall outside Mr. Choy's office to see the details of the roof project that had been posted there. This information was also available in the Finance Committee packet.

There were no questions or comments from the Board or members of the public.

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

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

a. Presentation and/or Discussion on HTA's Messaging and Marketing Insights

Mr. Nāho'opi'i introduced this presentation by pointing out that the HTA's two largest contractors were Hawai'i Tourism USA and Hawai'i Tourism Japan, and questions were always asked about the effectiveness and return on investment of these large advertising campaigns. At the beginning of the last calendar year the HTA had commissioned a study by Strategic Marketing and Research Insights (SMARI). This organization had also carried out similar research on behalf of other destinations. SMARI conducted surveys during each quarter and carried out a wrap-up to recontact people who had seen the advertisements over that time period to find out the outcome. SMARI provided a reaction each quarter for each campaign in the market so that advertising and messaging could be readjusted based on the response to the previous campaign, and this could also be used as a basis for the next campaign.

Mr. Miyasato added that the committee had seen this presentation during their previous meeting, and the fact that it was data-based provided answers to questions about return on investment (ROI) for advertising initiatives. Mr. Miyasato introduced Ms. Alisha Valentine, who would give the presentation on behalf of SMARI.

Ms. Valentine informed the Board that SMARI was one of a handful of research firms specializing in the travel and tourism industry. She had been at the firm since 2006, apart from a break when she was employed as Director of Research for Discover Puerto Rico. She had

often made presentations to similar Board meetings and was impressed by the work being done by the HTA, particularly the planning going into FestPAC. Such events drove leisure travel.

The process she was to report had been designed to evaluate paid marketing efforts for Calendar Year 2023. Previous research by the HTA had included some earned and owned media, but this survey was specifically designed to examine only the paid component. The first quarterly evaluations were carried out in markets where media were being placed, and the first review was on the domestic and the Japan market. This ensured that the market being targeted was specifically addressed. Quarterly evaluation assessed the efficiency of the media buy, how the creative material performed, what kind of lift had been seen, and key performance indicators such as familiarity, perception of the destination, and likelihood to visit. The survey would evaluate the resultant travel, how much visitors spent, and how this translated to a return for the organization about the level of investment. They had showed consumers the actual creative material. They obtained feedback about how the material was performed, enabling the organization to adjust and grasp gaps in perception while planning future advertising to address these issues.

A key component of this research was its methodology. It was clear that even with no advertising, there would still be travel to Hawai'i, as would be the case for any destination, so this base level of travel had to be accounted for in the event of no investment in advertising. Travel above this base could be considered an increment due to advertising, and this was a conservative measure and was the industry standard. SMARI carried out this work for several large state destination management organizations (DMOs) and larger city DMOs, as well as for Brand USA. The same methodology was employed to estimate reach before understanding the actual influence on travel.

A DMO seeks to know what kind of return they get for their advertising expenditure, termed the "Return On Advertising Spending" (ROAS). Combining both domestic and Japan Hawai'i markets, there was an overall return of \$399. The return consisted not only of the money being spent by visitors but also the revenue generated by tax dollars. The General Excise Tax and State and County Transient Accommodations Tax (TAT) returned the money to government coffers because of investment by the HTA and would be evaluated.

In the domestic market, the quarterly reach of each investment was evaluated, including the launch in October 2023 of the Maui-specific campaign. Overall, the fourth quarter had the highest awareness even though its spending was not the highest, reaching more than 6.5 million targeted households. The average cost per targeted household was only \$0.18, while for other DMOs of similar size, the average cost was about \$0.47, so the HTA campaign was considerably more efficient than the average DMO. The research process enabled SMARI to

examine two effects of the creative material: whether it communicated the desired goals and whether it impacted consumers in the desired ways. These two effects were different since it was easier to communicate a message than to influence a consumer to take action.

On a five-point scale, a set of benchmarks were based on the average performance. Only the top 10% of DMOs generated scores of 4.2 and above for the communication goals. All the HTA components met that mark, especially those relating to the natural beauty of Hawai'i. However, the goals of the Hawai'i campaign were different from those of other DMOs, so it was important to ensure that the campaign was communicating that Hawai'i was a place that cared about its people and its culture, that it made them feel good about choosing to visit and specifically about choosing to visit Maui. It was important to ensure that the campaign showed beautiful Hawai'i and gave specific messages for domestic markets.

The benchmarks for impact on consumers were different, and only the top 10% of creative material generated results of 4.0 or more on a five-point scale for all these parameters. Visiting Hawai'i and Maui was especially important for the targeted consumers, and it encouraged them to respect Hawai'i's natural and cultural resources and care for the natural environment. Ms. Valentine reported that the campaign was doing a good job of communicating its goals.

The survey process also enabled an understanding of the product and personality attributes most correlated to interest in visiting. General travel attributes were important for most destinations, but for Hawai'i the highlights were the potential for voluntourism opportunities, the possibility of giving back to a destination, and the sustainability practices of the destination. This verified the direction of the campaign.

It was important to understand the lift in perception provided by advertising. Attributes for which Hawai'i was already known obtained minor or no lift from advertising, firstly because it was not the goal of the campaign to communicate that message, and secondly because these were attributes on which Hawai'i was already performing well. It wasn't easy to influence much improvement.

Opportunities for voluntourism were important for the target market. Ease of access was important for the travel trade. Regarding other key performance indicators (KPIs) such as familiarity, overall perception, and likelihood to visit, it was clear that even consumers who had never visited Hawai'i already had a perception of the destination, so very little change was possible because even unaware consumers already knew a lot about Hawai'i. However, there was a significant change in "interest in visiting" after exposure to advertising. The survey did not ask directly how likely they were to visit, but the recall of either the general or Maui campaigns almost doubled the likelihood of visiting.

Ms. Valentine explained that the research aimed to measure actual travel and place a dollar value on it, even if 25% or 45% of those polled expressed an interest in visiting. In reality, 7.4% of the targeted consumers who did not see the advertising visited Hawai'i, but 16.4% of those who saw the advertising visited, meaning that advertising was responsible for a 9% difference in actual travel. Multiplying this by the 6.5 million consumers reached by the advertising gave an increase in actual travel of 580,000 trips over the calendar year. Average per-party spending of about \$5,800 implied an average expenditure of about \$1,600 per person. This gave a \$407 return on advertising spending in the domestic market, while the average for other DMO's investing over \$5 million was about \$219, and \$407 was almost the maximum. Only one competitor had a ROAS of \$416 during the past calendar year, and this was Hawai'i's biggest competitor, spending six times more than the HTA and with a much broader audience. This DMO was relatively unselective and had experienced challenges since the pandemic.

In summary, for the domestic market, the HTA's advertising had achieved a 9-point increment, influencing 580,000 trips with a return on advertising investment of almost double the average DMO benchmark for their budget level.

The same process had been conducted for the Japan market, with interviews of 1,500 consumers each quarter, totaling more than 6,000 interviews over the calendar year. Not many DMOs were committed to that level of investment in research. The maximum level of recall for the Japan market was 51%, which was seen during the third quarter. This value was used moving forward with the calculation of return on investment. In general, international markets were regarded as less efficient than domestic markets, firstly due to the target population and secondly due to the level of investment, which was lower in Japan than in the domestic market.

The Japan market had been more difficult than the domestic market in terms of creative ratings. However, the communication benchmarks were still above average, not only for "a beautiful place which cares about its culture" but also for "telling me something new about Hawai'i," and "telling me how they want to care for the place." However, these resonated less than in the domestic campaign. During the fourth quarter, there had been a shift in the creative message for the Japan market.

The impact ratings demonstrated the difficulty of motivating consumers in the international market, but visiting Hawai'i was still in the top 25% for potential impact ratings. Impact regarding visits to Maui was not measured in the Japan market because no Maui-specific campaigns had been run. Consumers in Japan were motivated to visit Hawai'i because they were familiar with the product, and there was a high correlation with typical leisure trip activities such as beautiful beaches and luxury accommodations. The creative messaging had shifted during the year to reflect this understanding of consumer motivation.

In the Japan market, lift on the likelihood to visit was similar in aware versus unaware consumers throughout the entire calendar year. The survey evaluated product attributes in terms of product life, and while Hawai'i received good ratings overall, it was seen as a more affordable option for the Japan market.

The increment in travel of aware consumers versus unaware consumers was a 12.6% gain, a significant difference. The Japan market needed the "safe to travel" message. Multiplying the 12.6% lift by the number of aware households gave 75,000 influenced trips to Hawai'i with a return on investment of \$330. Ms. Valentine believed that obtaining these figures of return on investment was transparent and was the typical method used in the travel industry. She suggested that the legislature could review these figures, and other clients had been successful in using similar research to justify budget appropriations.

Chair Hannemann thanked Ms. Valentine for her presentation.

Mr. Miyasato also thanked Ms. Valentine for her educative presentation and commented that the legislature often asked about the return on investment. He thanked Mr. Nāho'opi'i for initiating this research. Mr. Nāho'opi'i thanked the team for their input on research from key performance indicators and also thanked the branding team for their understanding of objectives and goals. Continuing this study could be considered in the budget for the next fiscal year.

Chair Hannemann repeated his thanks to Ms. Valentine. He also informed the Board that thanks were due to Mr. Casson-Fisher for doing much of the detailed work in preparing for FestPAC even though Mr. Ka'anā'anā was the Chair of the Festival Commission.

Mr. Nāho'opi'i announced to Board members that the HTA annual Bake Sale in aid of the Hawai'i Food Bank was in progress in the Convention Center.

b. Presentation and/or Discussion on HTUSA's Advertising and Messaging Campaigns

Chair Hannemann called the meeting to order after the lunch break and wished Ms. Iona a happy birthday. Mr. Nāho'opi'i informed the Board that the birthday cake had been donated and was not purchased with State funds.

Before proceeding with Mr. Talwar's presentation on the new advertising and messaging campaign, Chair Hannemann announced that House Bill 25-63 concerning naming rights for the HCC had moved out of Congress and would be voted on the floor. A portion would be included in the budget, and it would be funded. He noted that meaningful relationships with members of the legislature were continuing.

Mr. Talwar, the Senior Vice President of Marketing for HVCB, was visiting his mother on the East Coast. However, he had made himself available to explain to the Board how messaging was to pivot from the very successful Mālama campaign. All messaging was to be targeted towards the mindful Hawai'i traveler who not only could afford a visit to Hawai'i but would also be mindful of environmental and safety issues, would care about the natural beauty and the culture of the places they visited, and would want to help to perpetuate their unique character.

Mr. Talwar reminded the Board that the Mālama messaging was created at the time of reopening after the pandemic. At that time, the atmosphere was different from the present. The Maui wildfires had created the need for a separate Mālama Maui campaign for which incremental funding had been allocated. After the wildfires, conversations with residents were used to create the Mākaukau campaign, in which residents recounted their experiences and requested visitors to return to provide economic support. The brand definition for Maui had been expanded by highlighting all the fantastic activities available on the island. January 2023 data showed the effectiveness of the Mālama campaign which had increased the "likelihood to visit" from 41% for unaware consumers to 55% for aware consumers, a 14% increase. The Mālama campaign had equally engaged potential visitors and made them more likely to visit.

From October to December 2023, interviews with potential visitors showed an increase from 16% to 32% for "very likely to visit" for unaware versus aware consumers. Those already planning to visit increased from 5% to 13%. The Mālama Hawai'i campaign was effective because it contained components, such as natural beauty and the Aloha spirit of the people, which had been attractive to visitors since the beginning of tourism.

Mr. Talwar pointed out that the global booking pace had reduced, with both Maui and West Maui lower, Hawai'i Island soft, and O'ahu with some uncertainty in fall and spring. Overall, the entire State of Hawai'i from March to December was red. Four consecutive waves of marketplace research had been consistently negative, although April seemed slightly better than March. Mr. Talwar appreciated the funding that the legislature had voted on.

The new campaign was to be based on a different tone and manner. Musicians, culturalists, artists, designers, lei-makers, farmers, fishermen, ranchers, and chefs will all come to life in the latest campaign. Some shots had been taken in the Kaua'i Hanalei small music store to share an experience that would cause visitors to be filled with joy and recommend Hawai'i to their friends. Mr. Talwar told the Board that this small music store became a popup venue for local musicians in the evenings, and both tourists and residents could enjoy the music. Visitors might even meet the musicians on the beach the following day. The campaign would feature a lei-making class, fashion artists and designers, and a food truck on Maui, where Chef Kyle's tip jar

was for the benefit of the people of Maui, not himself and his stall. Mr. Talwar noted that over the past ten years, almost a million dollars have been raised this way.

Mr. Talwar presented some clips from the latest campaign and asked the Board to remember that the music, colors, and titles had not yet been finalized.

Mr. Talwar explained that the Board had just seen two video spots, each finished with the logo of an island name, and the intention was to create one for each County. Maui needed support, and media spending was to be adjusted for each island, reinvigorating each brand. For the island of Hawai'i, they were to feature Kūha'o Zane, an artist whose family has deep cultural ties and a creator of fashion and design. The team was working on material that would allow the visitor to see and understand his background and motivation, giving more of a personal touch to visitors.

Chef Kyle was also featured since the cuisine was the audience's favorite. His story allowed visitors to connect with him and understand his drive to share Aloha. The team planned to develop more assets, which would be shared at the next Board meeting.

Mr. Miyasato thanked Mr. Talwar for the advertising segments. He noted that during the recent meeting of this committee, there had been some concern about pivoting the message. The committee described this change as an evolution rather than a pivot. The foundational message was still Mālama, but it was now evocative of where we would get to. Mr. Miyasato thanked Mr. Talwar for conveying this message without being too literal, particularly for respecting the distinction between invitation and admonition.

Mr. Talwar thanked the HTA team for their assistance.

Chair Hannemann appreciated the focus on Maui but expressed the hope that O'ahu, Kaua'i, and Hawai'i Island would also be part of the campaign. He thanked Mr. Talwar and his team, noting the collaboration of Mr. Miyasato in developing this campaign and hoping that this would not only bring back visitor numbers but also maintain the theme of the mindful, respectful traveler. Images of beautiful Hawai'i were important, but the lei-maker and the food truck were distinctively Hawaiian. Chair Hannemann believed that the new theme was the right choice at present.

Mr. Nāho'opi'i gave a historical reference to Dr. George Kanahale's concept of a sense of place, noting that the theme of "The People, The Place, Hawai'i" would be a natural evolution to the next stage.

Chair Hannemann thanked Mr. Talwar for his presentation.

Mr. McCully pointed out that this was the first year Kilohana had been engaged as a contractor and asked how they were performing about their mileposts and expectations. The Board received monthly reports from more experienced contractors, but this was Kilohana's first year. Chair Hannemann replied that tightening the agenda had been a priority, especially as the HTA was still dealing with the legislature. He promised that in the future, Kilohana would send a report along with a marketing report and a destination stewardship report.

12. Adjournment

Chair Hannemann thanked members for their participation and called for adjournment. The meeting adjourned at 12:52 p.m.

Respectfully submitted,

A handwritten signature in cursive script that reads "Sheillane Reyes". The signature is written in black ink and is positioned above a horizontal line.

Sheillane Reyes
Recorder

06
CEO Report

11

**Report and Update by the
BRANDING STANDING COMMITTEE of their
Meeting Held on May 16, 2024**

11a

**Presentation and/or Discussion on an
Update of "*The People, The Place, The
Hawaiian Islands*"**

by Hawai'i Tourism United States

**The People. The Place. The Hawaiian
Islands.**

May 30, 2024



CORE SEGMENT

**The Mindful
Hawai'i Target Traveler**

SUB-SEGMENTS



The Eco-Conscious



**The Culturally
Curious**



The Service-Minded



**The Unobtrusive
Explorer**



**The People
The Place
The Hawaiian Islands**













Campaign Rollout:

- May 13 – Kyle Kawakami (Maui)
- May 15 – Kūha‘o Zane (Hawai‘i Island)
- May 15 – Meleana Estes (O‘ahu)
- Early June – Kainani Kahaunaele (Kaua‘i)





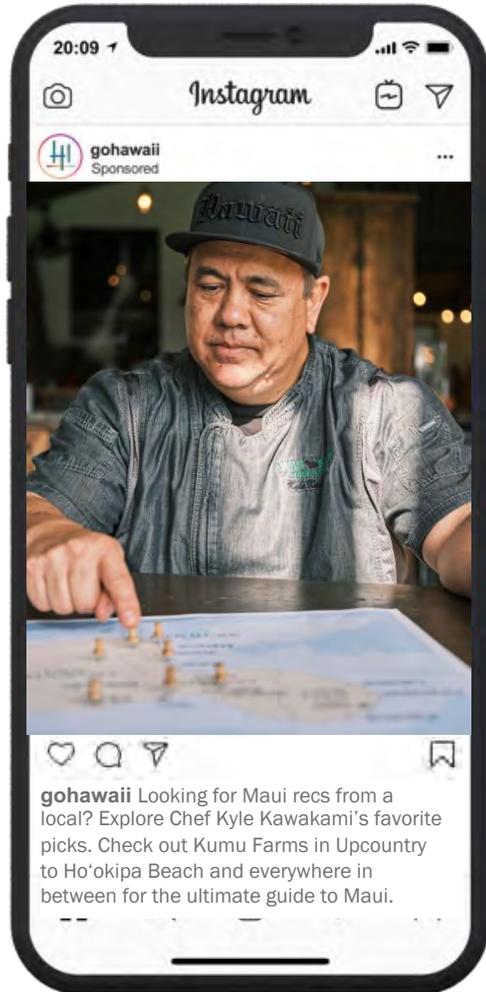
Social Posts - Meleana Estes



Social Posts – Kainani Kahaunaele



Social Posts – Chef Kyle Kawakami

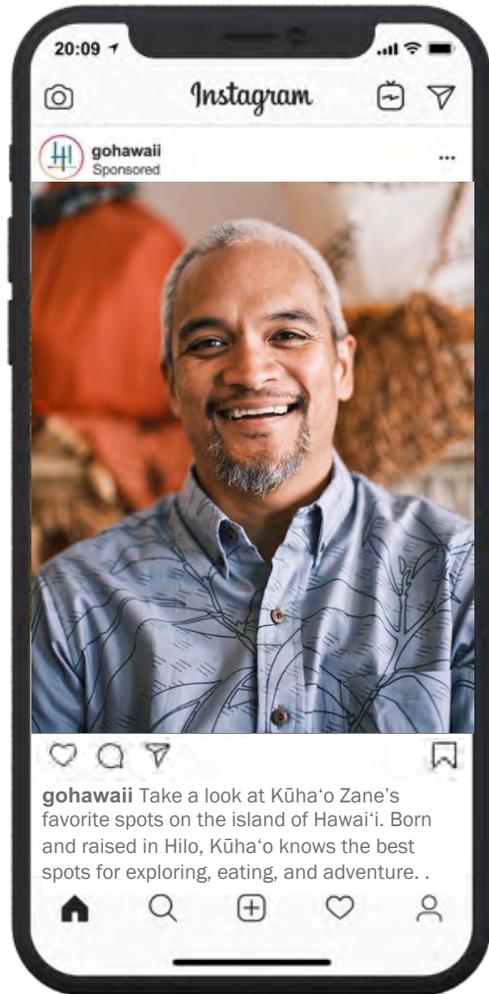


Chef Kyle Kawakami's Maui Recommendations

- Tasaka Guri Guri Shop
- Kumu Farms Country Market
- Kihei Food Truck Park
- ‘Ulupalakua Ranch Store
- Polipoli Spring State Recreation Area
- Ho’okipa Beach



Social Posts – Kūha‘o Zane



gohawaii Take a look at Kūha‘o Zane’s favorite spots on the island of Hawai‘i. Born and raised in Hilo, Kūha‘o knows the best spots for exploring, eating, and adventure. .



Kūha‘o Zane’s island of Hawai‘i Recommendations

- Hilo
- Puka Puka Kitchen
- Sushi Sam
- Kīlauea
- Honomū



Travel Trade

- Training & Education
 - HTUSA Educational Blitz Events (June, August, October)
 - Multi-Island FAM Tours
 - Wholesale, Consortia, Industry Events
 - ASTA Global Convention
 - Virtuoso Travel Week
 - ALG ASCEND
 - Partner Webinars
 - Tourism Cares Meaningful FAM

- Trade Marketing
 - Agent & consumer-facing campaign messaging with partners:
 - Signature Travel Network
 - Travel Leaders Network
 - Virtuoso
 - Trade Paid Media

- Travel Trade Website
 - Refreshing homepage with campaign messaging
 - Featuring campaign videos on Resources Page



The People. The Place. The Hawaiian Islands

Respectful travel to all of the Hawaiian Islands, including Maui, is welcomed and encouraged, now more than ever. The spirit of Maui remains strong and there is plenty for your clients to see and experience throughout the island from Kaunala and Kīpahulu to Wailea and Waialua, as well as Kihikihi, Kula, Makawao, and Pūu. Maui's green-blended mountain slope toward the sparkling sea, waterfalls splash into refreshing pools and deep valleys resonate with history and culture.

Education

Think you know Hawai'i? There's always more to discover.

[Get Started](#)

Interactive Map

Explore the Hawaiian Islands with our interactive tool.

[Explore Now](#)

Resources

Download collateral, get marketing tools and more.

[View Resources](#)

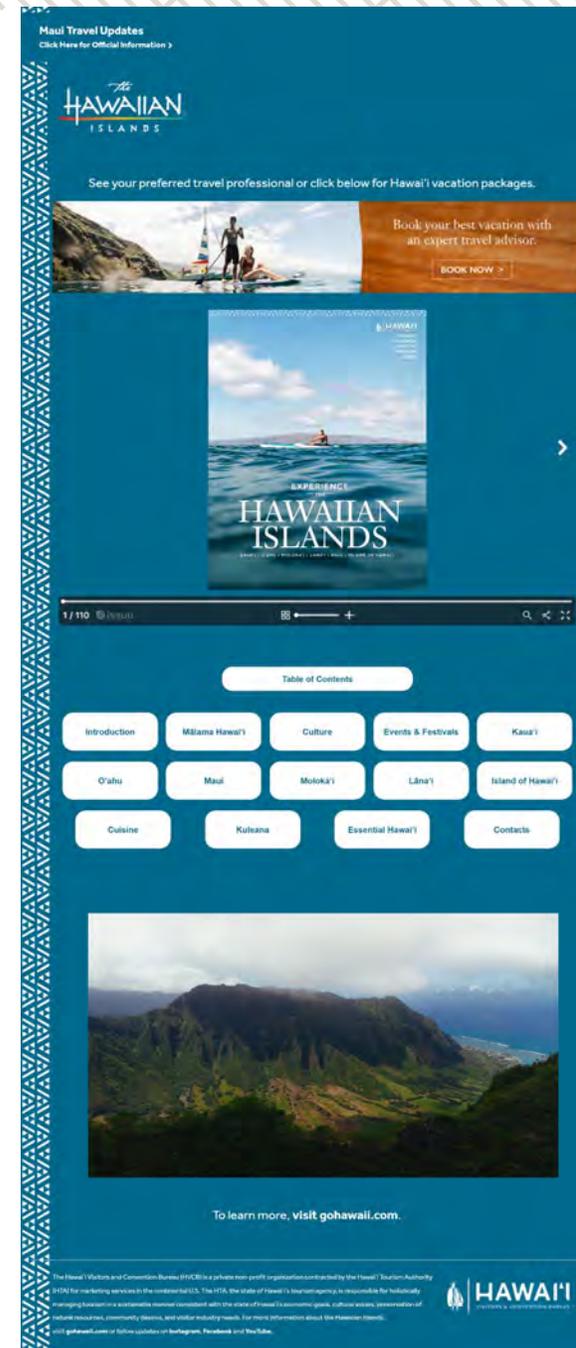
Our Islands

Travel FAQs, festivals and events, accommodations and more.

[Learn More](#)

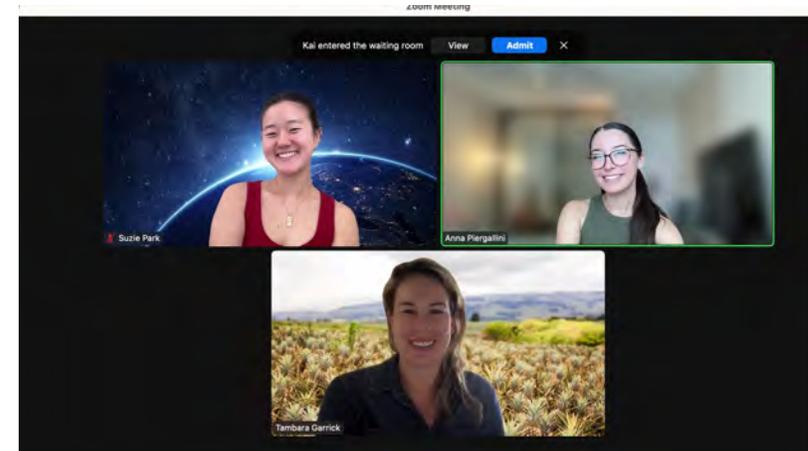
Cooperative Marketing

- Q2 program (Apr-Jun)
- Target the MHTT with brand messaging driving to destination guide content featuring all of the Hawaiian Islands
- Wholesale partner participation on program landing pages



Public Relations

- Statewide Virtual Media Blitz (Aug.)
- Media visits highlighting the people and places that make Hawai‘i special
- Generated coverage, focused on Maui





Generated Editorial Coverage Maui Recovery Jan – May 2024

Digital/Print

Recent Big Hits – HVCB Generated

- "[Finding the Heart of Malama on Maui after the Wildfires](#)" – Virtuoso Magazine, Mar. 4
- "[I Visited Maui After the Devastating Wildfires — Here's How You Can Do It Responsibly](#)" – Travel + Leisure, Mar. 30
- "[How to Get Off the Tourist Trail in Maui](#)" – AFAR, Apr. 29
- "[How to Visit Maui Responsibly and Respectfully in the Wake of Recovery](#)" – Matador Network, Apr. 30

AFAR

How to Get Off the Tourist Trail in Maui

Now, more than ever, Maui needs visitors who tread lightly and compassionately and who support local businesses.

TRAVEL+ LEISURE

I Visited Maui After the Devastating Wildfires — Here's How You Can Do It Responsibly

Locals are reimagining the Hawaiian island's travel industry.

By [Leilani Marie Labong](#) | Published on March 30, 2024



Finding the Heart of *Malama* on Maui after the Wildfires

Joel Centano
March 4, 2024

Arts & Culture Hotels Sustainable Travel

Save This



Digital/Print

Recent Big Hits – HVCB Generated (cont.)

- [“What It’s Like to Visit Maui Right Now”](#) – Travel Pulse, May 1
- [“Eco-friendly hotels to check in to for a sustainable stay”](#) – The Points Guy, May 4
- [“Why There Has Never Been A Better Time To Visit Hawai‘i”](#) – Forbes, May 20
- [“8 Epic Trips to Take This Summer”](#) – Sunset Magazine, May 20

Forbes

Why There Has Never Been A Better Time To Visit Hawaii

DeMarco Williams Contributor

Forbes Travel Guide Contributor Group ©

Follow

Sunset

8 Epic Trips to Take This Summer

An editor-curated list of some of the season’s must-visits from the desert to the beaches and beyond.

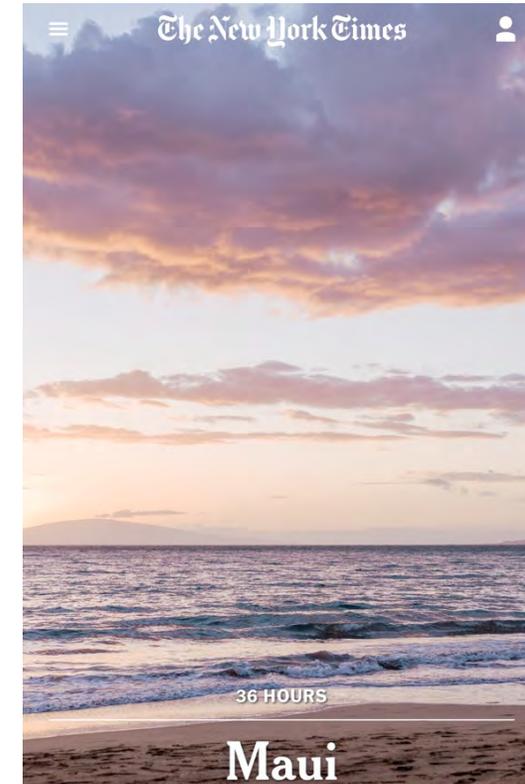
Make a Move on Maui

After the devastating wildfires that ravaged the island of Maui, the island is welcoming guests again. If you’re planning a trip this season, it’s even more important to do so with purpose and intention. Through booking the Return to Maui Package at the [Grand Wailea](#) (pictured above), you’ll donate \$100 directly to survivors of the tragedy through the Hawai‘i Community Foundation Maui Strong Fund. The [Sheraton Maui Resort & Spa](#) has established the Aloha for Sheraton Maui Relief Fund.

Digital

Recent Big Hits – Generated/Other

- [“36 Hours: Maui”](#) – The New York Times, Apr. 25
- [“Celebrating small businesses in Maui”](#) – Good Morning America, Apr. 27
- ["52 Places to Go in 2024"](#) – The New York Times, Jan. 10
- [“These Are Our Favorite Places to Visit for Spring Break”](#) – AFAR, Feb. 27
- ["The 10 Best Beaches in Maui—and Where to Stay"](#) – AFAR, Mar. 20



LIVING — April 27, 2024

Celebrating small businesses in Maui

GMA welcomes two Maui local business entrepreneurs as part of "Nation Small Business Week" to bring awareness and help small businesses.



Broadcast

Recent Big Hits – HVCB Generated

- "[Maui Rising: The Lahaina fire and recovery](#)" – KSTP-TV (Minneapolis), Jan. 29
- "[Maui Rising: Recovering businesses](#)" – KSTP-TV (Minneapolis), Feb. 1
- "[Maui is on the path to rebuild and heal after the devastating wildfire that took place 7 months ago](#)" – CBS National, Mar. 26
*Ran 634 times across the continent, 3.2M viewers



Connecting With Top-Tier Media | Bay Area Media Blitz

- Shared Maui updates with a strong invitation for mindful visitors to return with respect.
- Gained insights on story ideas and publication priorities while deepening key media relationships.
- CONFIRMED: *Condé Nast Traveler* major feature in June Issue.

TRAVEL+
LEISURE

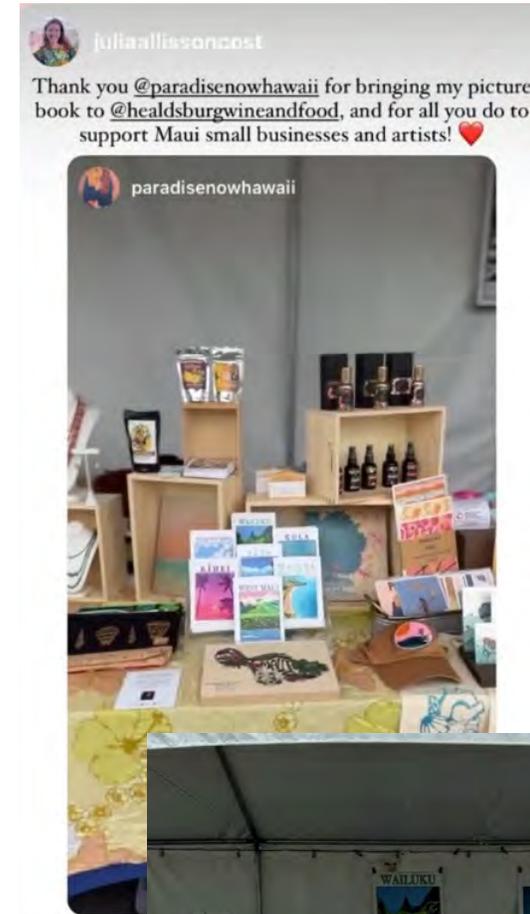
AFAR

Condé Nast
Traveler

THE WALL STREET JOURNAL.

Sharing Aloha for Maui in Healdsburg

- Maui Pavilion at the Healdsburg Wine & Food Experience (May 18)
- 2,200+ high-value attendees who travel several times a year
- 53 media in attendance | 15 national, 38 regional
- 28 Maui brands featured and promoted
- \$75,000+ raised for the Maui Strong Fund



Maui Pavilion at the Healdsburg Wine & Food Experience

- PLACEHOLDER FOR :30 HIGHLIGHT REEL (expected on Tues.)

MARKET RESEARCH

- Market Research will be performed on the messaging
 - Mindful Hawai'i Target Travelers
 - National Sample: 1,200 total plus 20 in-depth interviews
- The findings will provide insight on the overall messaging as well as components of each message
- Research will gauge the emotional reaction to the messaging and how this translates into a desire to visit

A close-up photograph of a green leaf, showing the intricate network of veins. The veins are a vibrant green color, contrasting with the darker green of the leaf's surface. The veins are arranged in a pinnate pattern, with a central midrib and several secondary veins branching off. The texture of the leaf is visible, with small, repeating patterns of veins creating a complex, organic structure. The lighting is soft, highlighting the natural beauty and complexity of the leaf's structure.

Mahala

13

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

13a

**Discussion and/or Action on
HTA's Financial Report for April 2024**



The State of Hawai`i
Department of Business, Economic Development, and Tourism
Hawai`i Tourism Authority
Financial Statements
April 30, 2024

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

Budget and Fiscal Officer

HAWAII TOURISM AUTHORITY

Hawaii Tourism Authority

April 30, 2024

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Hawaii Tourism Authority
Balance Sheet
As of April 30, 2024

	Tourism Funds	Convention Center Funds	Roof Project	Roof Repairs	Tourism Emergency Special Fund	Federal Funds	Total Funds
Assets							
General funds	22,011,637	2,269,375	-	-	-	-	24,281,012
Special funds (restricted)	14,303,957	45,241,157	-	-	-	-	59,545,114
Federal grants	-	-	-	-	-	13,574,717	13,574,717
General obligation bonds	-	-	1,247,639	13,601,000	-	-	14,848,639
Cash and cash equivalents	-	-	-	-	925,238	-	925,238
Investments	-	-	-	-	-	-	-
Accounts Receivable*	225,623	-	-	-	-	-	225,623
Total assets	36,541,217	47,510,532	1,247,639	13,601,000	925,238	13,574,717	113,400,343
Liabilities and Fund Balances							
Fund balances							
Encumbered - GOB	-	-	647,639	-	-	-	647,639
Encumbered - General funds	20,541,703	2,269,374	-	-	-	-	22,811,077
Encumbered - Special funds	6,962,048	525,999	-	-	-	9,250,345	16,738,392
Unencumbered	9,037,466	44,715,159	600,000	13,601,000	925,238	4,324,372	73,203,235
Total fund balances	36,541,217	47,510,532	1,247,639	13,601,000	925,238	13,574,717	113,400,343
Total liabilities and fund balances	36,541,217	47,510,532	1,247,639	13,601,000	925,238	13,574,717	113,400,343

Hawaii Tourism Authority
Statement of Revenues, Expenditures, and Changes in Fund Balances
For the Month Ended April 30, 2024
Ending Fund Balance as of April 30, 2024

	Tourism Funds	Convention Center Funds	Roof Project	Roof Repairs	Tourism Emergency Special Fund	Federal Funds	Total Funds
Revenues							
Change in fair value	-	-	-	-	-	-	-
HCC operations	-	-	-	-	-	-	-
Interest, net	136,604	297,277	-	-	171	-	434,052
TAT	-	-	-	-	-	-	-
Other*	-	12,000	-	-	-	-	12,000
Total revenues	<u>136,604</u>	<u>309,277</u>	<u>-</u>	<u>-</u>	<u>171</u>	<u>-</u>	<u>446,052</u>
Expenditures							
Administrative	1,839	-	-	-	-	-	1,839
Branding	2,236,738	-	-	-	-	-	2,236,738
Communications	31,194	-	-	-	-	-	31,194
Destination management	222,781	-	-	-	-	-	222,781
Governance and org-wide*	93,911	-	-	-	-	-	93,911
HCC marketing	-	656,470	-	-	-	-	656,470
HCC operations	-	3,063,025	-	-	-	-	3,063,025
HCC repairs and maintenance	-	4,827,248	7,520	-	-	-	4,834,768
Natural resources	-	-	-	-	-	-	-
Perpetuating Hawaiian culture	30,000	-	-	-	-	-	30,000
Planning & evaluation	-	-	-	-	57,226	-	57,226
Resident and Industry Communica	-	-	-	-	-	-	-
Safety & Security	35,000	-	-	-	-	-	35,000
Salaries	151,351	-	-	-	-	-	151,351
Sports	1,558,000	-	-	-	-	-	1,558,000
Workforce	-	-	-	-	-	-	-
Total expenditures	<u>4,360,814</u>	<u>8,546,743</u>	<u>7,520</u>	<u>-</u>	<u>57,226</u>	<u>-</u>	<u>12,972,303</u>
Change in fund balances	<u>(4,224,210)</u>	<u>(8,237,466)</u>	<u>(7,520)</u>	<u>-</u>	<u>(57,055)</u>	<u>-</u>	<u>(12,526,251)</u>
Fund balances							
April 1, 2024	40,765,427	55,747,998	1,255,159	13,601,000	982,293	13,574,717	125,926,594
April 30, 2024	<u>36,541,217</u>	<u>47,510,532</u>	<u>1,247,639</u>	<u>13,601,000</u>	<u>925,238</u>	<u>13,574,717</u>	<u>113,400,343</u>

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

Hawaii Tourism Authority
Statement of Revenues, Expenditures, and Changes in Fund Balances
Year to Date April 30, 2024
Ending Fund Balance as of April 30, 2024

	Convention	Tourism Emergency					
	Tourism Funds	Center Funds	Roof Project	Roof Repairs	Special Fund*	Federal Funds	Total Funds
Revenues							
Change in fair value*	-	-	-	-	52,962	-	52,962
General fund appropriation transfe	60,000,000	11,000,000	-	-	-	-	71,000,000
HCC operations	-	1,223,284	-	-	-	-	1,223,284
Interest, net*	561,365	1,016,303	-	-	72,593	-	1,650,261
Other*	225,623	777,444	-	-	-	-	1,003,067
TAT*	-	11,000,000	-	-	-	-	11,000,000
Total revenues	<u>60,786,988</u>	<u>25,017,031</u>	<u>-</u>	<u>-</u>	<u>125,555</u>	<u>-</u>	<u>85,929,574</u>
Expenditures							
Administrative	220,266	-	-	-	83	-	220,349
Branding	21,659,284	-	-	-	3,950,000	-	25,609,284
Destination management	8,775,238	-	-	-	-	449,655	9,224,893
Governance and org-wide*	321,847	-	-	-	-	-	321,847
HCC marketing	2,787,000	1,223,700	-	-	-	-	4,010,700
HCC operations	-	3,989,726	-	-	-	-	3,989,726
HCC repairs and maintenance	-	6,760,598	22,361	-	-	-	6,782,959
Perpetuating Hawaiian culture	834,497	-	-	-	-	-	834,497
Planning & evaluation	543,054	-	-	-	110,284	-	653,338
Resident and Industry Communica	455,728	-	-	-	-	-	455,728
Safety & Security	380,000	-	-	-	250,693	-	630,693
Salaries	1,828,345	-	-	-	-	-	1,828,345
Sports	2,058,000	-	-	-	-	-	2,058,000
Workforce	46,000	-	-	-	-	-	46,000
Total expenditures	<u>39,909,259</u>	<u>11,974,024</u>	<u>22,361</u>	<u>-</u>	<u>4,311,060</u>	<u>449,655</u>	<u>56,666,359</u>
Transfer to B&F*	-	-	-	-	-	36,833,291	36,833,291
Change in fund balances	<u>20,877,729</u>	<u>13,043,007</u>	<u>(22,361)</u>	<u>-</u>	<u>(4,185,505)</u>	<u>(37,282,946)</u>	<u>(7,570,076)</u>
Fund balances							
July 1, 2023	<u>15,663,488</u>	<u>34,467,525</u>	<u>1,270,000</u>	<u>13,601,000</u>	<u>5,110,743</u>	<u>50,857,663</u>	<u>120,970,419</u>
April 30, 2024	<u>36,541,217</u>	<u>47,510,532</u>	<u>1,247,639</u>	<u>13,601,000</u>	<u>925,238</u>	<u>13,574,717</u>	<u>113,400,343</u>

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

Hawaii Tourism Authority
April 30, 2024
Selected Management Disclosures

1. Summary of Significant Accounting Policies

The Hawaii Tourism Authority (HTA or Authority) was established on January 1, 1999, by Act 156, Session Laws of Hawaii 1998. It was placed within the State of Hawaii, Department of Business, Economic Development, and Tourism, for administrative purposes only. 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, including those recommended by the State Legislature. The Governor of the State appoints the 12 voting members.

Funds

The Authority's funds are as follows:

Tourism Funds:

- **Tourism Special Fund (TSF)** –The Tourism Special Fund 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. The TSF's encumbered fund balance includes \$5,948,568 for the Center for Hawaiian Music and Dance.
- **General Funds** – The 2023 State legislature did not provide HTA 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 will lapse on June 30, 2024.

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). Unencumbered funds are unavailable to spend because the 2023 Hawaii State Legislature did not provide the CCESF an expenditure ceiling to fund the operations of the HCC.
- **General Funds (operations)** – The 2023 State legislature did not provide the HCC 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 will lapse on June 30, 2024.
- **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, the Department of Budget and Finance (B&F) transferred HTA's

Hawaii Tourism Authority
April 30, 2024
Selected Management Disclosures

\$64,000,000 operating appropriation to B&F for the Maui wildfires. The Legislature may reappropriate the funds as general obligation bonds for fiscal year 2025.

- **General Obligation Bonds** – Under Act 248, SLH 2022, \$15,000,000 of general obligation bond funds were provided for the temporary repairs of the HCC roof repair and other items. The Governor authorized the release of funds on February 22, 2023. The funds will lapse on June 30, 2024. HTA has encumbered \$670,000 to date. Unused funds will lapse on June 30, 2024.

Tourism Emergency Special Fund:

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

On August 19, 2023, the governor declared a tourism emergency in the sixth emergency proclamation relating to the Maui wildfires. The Governor extended the tourism emergency in the ninth emergency proclamation dated January 5, 2024. The Authority has spent approximately \$4,253,751 on Maui wildfire response efforts. More information can be found in the Other Matters section of these footnotes.

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 ended June 30, 2023, \$59,155,512 and \$10,011,197 was spent on HTA and HCC operations, respectively. The Authority returned \$36,833,291 to the Department of Budget and Finance (B&F) on July 31, 2023.
- **Economic Development Administration (EDA) Tourism Grant** – Official Name: ARPA-EDA Tourism Grant (Non-Competitive ARPA State Tourism Grant for the State of Hawaii) – The Authority was awarded \$14,024,372 on December 8, 2021. Grant rules required the approval of the Grant Administration Plan (GAP) before the commencement of work. EDA approved the Authority’s GAP on March 21, 2023. The Authority will share approximately \$7,200,000 of the grant with the Department of Land and Natural Resources (DLNR) to enhance and develop Hawaii’s outdoor recreational assets. All work must be completed by May 31, 2027, and money spent by September 30, 2027. To date, the Authority has spent \$449,655.

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. The annual \$11,000,000 TAT distribution was completed in December 2023.

Hawaii Tourism Authority
 April 30, 2024
 Selected Management Disclosures

Governance & Org-Wide Expenditures

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

Investments

The Authority’s investments are reported at fair value.

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

Encumbrances

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

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

Use of Estimates

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

2. Equity in Cash and Cash Equivalents and Investments in the Tourism Emergency Special Fund

The following is a summary of changes in the Tourism Emergency Special Fund during the nine-month period ended March 31, 2024:

	Fair Value July 1, 2023	Interest Income	Change in Fair Value	Expenses	Transfers	Fair Value April 30, 2024
BOH Trust Fund	5,110,743	80,840	52,962	(8,247)	(5,000,000)	236,298
BOH Checking	-	-	-	(4,311,060)	5,000,000	688,940
Total TESH	5,110,743	80,840	52,962	(4,319,307)	-	925,238

3. Accrued Vacation Liability

On June 30, 2023, management estimated the accrued vacation liability of approximately \$339,000, with a current liability of approximately \$132,000.

Hawaii Tourism Authority
 April 30, 2024
 Selected Management Disclosures

4. Retirement Benefits

Employees’ Retirement System of the State of Hawaii (ERS)

At June 30, 2023, management reported a net pension liability of approximately \$6,063,000 for its proportionate share of the State’s net pension liability. An actuarial valuation determined the net pension liability as of June 30, 2022.

For the year ended June 30, 2023, the Authority recognized pension expenses of approximately \$335,000. On June 30, 2023, management estimated the deferred outflows and deferred inflows of resources related to pensions of approximately \$576,000 and (\$571,000), respectively.

Hawaii Employer-Union Health Benefits Trust Fund (EUTF)

On June 30, 2023, management estimated the net other post-employment benefits (OPEB) liability of approximately \$4,808,000. An actuarial valuation measured the net OPEB liability as of July 1, 2022.

For the year ended June 30, 2023, the Authority recognized OPEB expenses of approximately \$18,000. On June 30, 2023, management estimated the deferred outflows and deferred inflows of resources related to OPEB of approximately \$227,000 and (\$536,000), respectively.

5. Other Matters

- a. HTA expects to be reimbursed by the Federal Emergency Management Agency (FEMA) for approximately \$225,623 for expenditures related to the immediate response to the Maui wildfires. All funds reimbursed by FEMA will be returned to the State.
- b. The Hawaii Convention Center earned \$777,445 in other revenue in the current fiscal year, consisting of \$723,445 in employee retention tax credits (ERTC) and \$54,000 in distributed antennae service (DAS) income.
- c. Tourism Emergency Special Fund Spending to Date for the Maui Wildfire:

Maui Recovery - Tourism Emergency Special Fund Spending to April 30, 2024

Program	Budget	Paid to Date	Unspent
USA Recovery Marketing #1	2,600,000	2,600,000	-
USA Recovery Marketing #2	1,350,000	1,350,000	-
Maui Resident Communications Campaign	349,307	110,284	239,023
Visitor Education Post-Arrival Marketing	300,000	-	300,000
Immediate Wildfire Response	250,693	250,693	-
Maui Street Market	100,000	-	100,000
Long-term Housing	50,000	-	50,000
Total	5,000,000	4,310,977	689,023

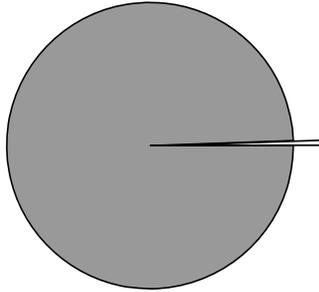
Supplementary Information

Statement Period
Account Number

04/01/2024 through 04/30/2024
135328102
BANK OF HAWAII
AGENT U/A DATED 10/31/2018 FOR
HAWAII TOURISM AUTHORITY -
TOURISM EMERGENCY TRUST FUND

Summary Of Investments

Investment Allocation



0.4%	CASH	1,003.66
99.6%	CASH EQUIVALENTS	235,294.07
100.0%	TOTAL	236,297.73

Investment Summary

	Market Value	%	Estimated Income	Current Yield
CASH	1,003.66	0.42	0	0.00
CASH EQUIVALENTS	235,294.07	99.58	12,188	5.18
Total Fund	236,297.73	100.00	12,188	5.16

Schedule Of Investments

UNITS	DESCRIPTION	BOOK VALUE	MARKET VALUE	% OF CATEGORY
	CASH	1,003.66	1,003.66	100.00
	CASH EQUIVALENTS			
	CASH MANAGEMENT			
235,294.07	DREYFUS TREASURY OBLIGATIONS CASH MANAGEMENT FUND	235,294.07	235,294.07	100.00
	Total Fund	236,297.73*	236,297.73*	100.00*



Statement of Account

Last statement: March 31, 2024
This statement: April 30, 2024
Total days in statement period: 30

Account: 0091-585227
Page 1 of 1
Number of Enclosures: (0)

00003634-TDBSAD11400501039429-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

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Analyzed Business Checking

Table with 4 columns: Account number, Low balance, Average balance, and their corresponding values. Also includes Beginning balance, Total additions, Total subtractions, and Ending balance.

CHECKS

Table with 6 columns: Number, Date, Amount for checks 1013, 1015, and 1016. Includes a note: * Skip in check sequence

DAILY BALANCES

Table with 6 columns: Date, Amount for daily balances on 03-31, 04-01, 04-17, and 04-29.



MEMBER FDIC

EQUAL HOUSING LENDER

00003634-001-001

13b

Presentation, Discussion and/or Action on Fiscal Year 2024 Budget Allocations

Hawaii Tourism Authority
Fiscal Year 2024
Budget Adjustment Summary
Year to Date April 30, 2024
(Draft)

BLI Code	BLI Title	Justification	Board Approved Budget (Approved 11/23)	Proposed Budget Adjustments 4/30/24	Budget After Adjustments
Administration					
901	General and Administrative	Budget reallocations are immaterial.	250,000	7,658	257,658
998	Travel - Admin		50,000	-	50,000
Subtotal	Administration		300,000	7,658	307,658
Branding					
306	Island-Based International Marketing	Branding needs an additional \$958,195 to cover the final payments for the previous USA Major Market Area (MMA) contract. The last contract ended on June 30, 2023. These costs were initially approved in the fiscal year 2022 and 2023 budget funded with American Rescue Plan Act (ARPA) funds, but due to the timing of services and submission of contract deliverables, were not ready for payment as of June 30, 2023.* These costs were not included in the fiscal year 2024 budget. The budget reallocation will help support branding services through June 30, 2024.	670,000	(170,000)	500,000
318	gohawaii.com (formerly Online Website Coordination)		62,000	-	62,000
320	Island Chapters Staffing and Admin		2,400,000	19,074	2,419,074
321	US (formerly North America)		14,125,000	1,081,927	15,206,927
322	Canada		1,858,180	(20,994)	1,837,186
323	Japan		8,370,002	-	8,370,002
324	Korea		1,159,360	-	1,159,360
325	Oceania		1,080,000	41,820	1,121,820
326	Europe		518,180	-	518,180
339	Global Digital Marketing Strategy		20,000	63,150	83,150
350	Global Mkt Shared Resources		1,718,000	(63,150)	1,654,850
380	Marketing Opportunity Fund		74,000	6,368	80,368
398	Travel - Branding		50,000	-	50,000
397	Memberships and Dues - Branding		150,000	-	150,000
Subtotal	Branding		32,254,722	958,195	33,212,917
Destination Management					
014	Pono Travel Education Program	(1) Destination Management needs an additional \$527,569 to cover calendar year 2023 services. These costs were initially approved in the fiscal year 2023 budget funded with ARPA funds, but due to the timing of services and submission of contract deliverables, were not ready for payment as of June 30, 2023.* These costs were not included in the FY 2024 budget approved by the Board. The budget reallocation will pay for Community Enrichment, Destination Management Action Plan, Kukulua Ola, Kahu Aina, and Signature Event calendar year 2023 services. (2) Budget line items (BLI) and encumbrances used at the beginning of the year were placeholders for the Kilohana contract with CNHA. The budget adjustments within the Destination Management program are to realign the budget with actual projects and objectives.	1,100,000	234,513	1,334,513
201	Kukulua Ola		1,200,000	460,000	1,660,000
218	Hawaiian Culture Festivals and Events		600,000	(490,000)	110,000
219	Hookipa Maihini Initiative		1,010,000	(1,010,000)	-
402	Kahu 'āina		1,200,000	460,000	1,660,000
409	Tour Guide Certification Licensure Program		-	99,600	99,600
653	Hotspot Mitigation		1,541,000	(1,400,000)	141,000
655	Community Engagement		160,000	(160,000)	-
656	Community Tourism Collaborative		1,256,500	692,188	1,948,688
657	Tourism Excellence Accreditation		360,000	(86,000)	274,000
700	Signature Events		1,385,000	1,323,634	2,708,634
701	Community Enrichment Program		1,185,000	1,143,634	2,328,634
702	Community Product Capacity Building (formerly Workshops)		450,000	(450,000)	-
705	Community Programs - Unallocated		950,000	(950,000)	-
718	Resort Area Hawaiian Cultural Initiative		250,000	960,000	1,210,000
722	Resort Area Programs		-	-	-
738	Smart Tourism Initiative	-	50,000	50,000	
802	Current Workforce Development (Industry Career Dev)	350,000	(350,000)	-	
Subtotal	Destination Management		12,997,500	527,569	13,525,069
Governance & Org-Wide					
915	Organization-Wide	Budget reallocations are immaterial.	425,000	19,983	444,983
919	Governance - Gen Board/Others		150,000	(80,090)	69,910
Subtotal	Governance & Org-Wide		575,000	(60,107)	514,893
Hawai'i Convention Center Marketing					
317	Convention Center Sales & Marketing - City Wide	HCC Marketing needs an additional \$787,000 to cover calendar year 2023 services. These costs were initially approved in the fiscal year 2023 budget funded with ARPA funds, but due to timing of services and submission of deliverables, were not ready for payment as of June 30, 2023.* These costs were initially not included in the FY 2024 budget approved by the Board. The budget reallocation will help pay for HCC marketing services through June 30, 2024.	1,825,000	244,444	2,069,444
319	MCI MFF		200,000	87,000	287,000
331	Meetings, Convention & Incentives		1,150,000	455,556	1,605,556
Subtotal	Hawai'i Convention Center Marketing		3,175,000	787,000	3,962,000
Perpetuating Hawaiian Culture					
202	Hawaiian Culture Initiative	(1) Hawaiian Culture projects were not identified to utilize the full funding. (2) The unused funds from these projects will be reallocated to Branding, Destination Management, and HCC Marketing.	450,000	(400,000)	50,000
203	Ma'ema'e HTA		25,000	5,020	30,020
204	Market Support		50,000	(29,535)	20,465
206	Kahea Program - Harbor Greetings		191,500	15,830	207,330
207	Kahea Program - Airport Greetings		700,000	-	700,000
214	Legacy Award Program		50,000	-	50,000
216	Olelo Hawaii		425,000	(225,000)	200,000
298	Travel - Hawaiian Culture		10,000	(50)	9,950
374	Surfing		50,000	-	50,000
406	Visitor Impact Program		-	-	-
Subtotal	Perpetuating Hawaiian Culture		1,951,500	(633,735)	1,317,765
Planning and Evaluation					
004	Cruise Infrastructure Improvements and Arrival Experience	(1) Funds for the Governance Study were originally assigned to BLI 509. The study should be reassigned to Governance & Org-Wide. (2) The DMAPs experienced significant delays due to the Maui Wildfire. As such, DMAP planning and implementation was postponed. Instead, an evaluation of each DMAP will be conducted. Evaluation results will be used to determine the extent to which the DMAP actions were accomplished and to plan for the next iteration of the DMAPs. (3) Unused Planning funds will be reallocated to Branding, Destination Management, and HCC Marketing.	100,000	11,000	111,000
005	Route Development Program (PAUSE)		-	-	-
010	HTUS/HTJ Campaign Effectiveness Study		260,000	(47,000)	213,000
506	Infrastructure Research (Accommodations and Air seats)		62,351	-	62,351
509	Tourism Strategic Plan Update		300,000	(200,340)	99,660
652	Planning Tools and Assessments		45,166	1,469	46,635
654	Program Evaluation		162,148	-	162,148
698	Travel - Planning		30,000	-	30,000
731	Community-Based Tourism - Oahu		429,363	(382,688)	46,675
732	Community-Based Tourism - Maui County		268,750	(268,750)	-
733	Community-Based Tourism - Hawaii Island		106,250	(106,250)	-
734	Community-Based Tourism - Kauai		106,250	(106,250)	-
737	Maui Recovery		-	-	-
Subtotal	Planning and Evaluation		1,870,278	(1,098,809)	771,469

Hawaii Tourism Authority
 Fiscal Year 2024
 Budget Adjustment Summary
 Year to Date April 30, 2024
 (Draft)

Board Approved Budget (Approved 11/23)	Proposed Budget Adjustments 4/30/24	Budget After Adjustments
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BLI Code	BLI Title	Justification	Board Approved Budget (Approved 11/23)	Proposed Budget Adjustments 4/30/24	Budget After Adjustments
Resident and Industry Communication & Outreach					
101	Community-Industry Outreach & Public Relations Svcs	(1) The Spring Tourism Update was a stream only event. Final costs for the event came under budget.	640,000	(247,779)	392,221
102	Hawai'i Tourism Summit	(2) Communication contracts are being evaluated for greater efficiency and effectiveness.	250,000	(81,484)	168,516
103	hawaiitourismauthority.org (formerly HTA web/Global Social)	(3) The unused funds from Communications will be reallocated to Branding, Destination Management, and HCC Marketing.	150,000	(106,008)	43,992
Subtotal	Resident and Industry Communication & Outreach		1,040,000	(435,271)	604,729
Safety					
601	Visitor Assistance Programs	No budget reallocations.	520,000	-	520,000
Subtotal	Safety & Security		520,000	-	520,000
Salaries					
930	State Employee Salaries - Admin & Branding	No budget reallocations.	2,500,000	-	2,500,000
934	State Employee Salaries - Admin & Branding		-	-	-
Subtotal	Salaries		2,500,000	-	2,500,000
Sports					
312	PGA Tour Contracts	(1) Final costs for the PGA contract came under budget. (2) Unused Sports funds will be reallocated to Branding, Destination Management, and HCC Marketing.	2,000,000	(52,500)	1,947,500
343	LPGA		-	-	-
346	Sport Opportunity Fund		500,000	-	500,000
378	UH Athletics Branding Partnership		166,000	-	166,000
Subtotal	Sports		2,666,000	(52,500)	2,613,500
Workforce Development					
803	Future Workforce Development (LEI)	No budget reallocations.	150,000	-	150,000
Subtotal	Workforce Development		150,000	-	150,000
Total	Tourism Funds		60,000,000	-	60,000,000

* In exchange for a transfer of \$60,000,000 from the Governor's Appropriation in Act 164 SLH 2023, any unspent ARPA funds as of June 30, 2023, were returned to the Department of Budget and Finance. At the time, HTA had numerous active contracts for calendar year 2023 services that were scheduled to be paid with ARPA funds up to December 31, 2023. With B&F clawing back unspent ARPA Funds on July 1, 2023, HTA was forced to reserve a significant portion of the fiscal year 2024 budget for calendar year 2023 services that would've been paid with ARPA funds. Some contracts that should've been included in the fiscal year 2024 budget were excluded. Despite the exclusions, these calendar year 2023 services have since been paid or encumbered from the fiscal year 2024 budget. Funds for these services have been identified above. The respective subject committees will approve the budget reallocations in the coming weeks.

13c

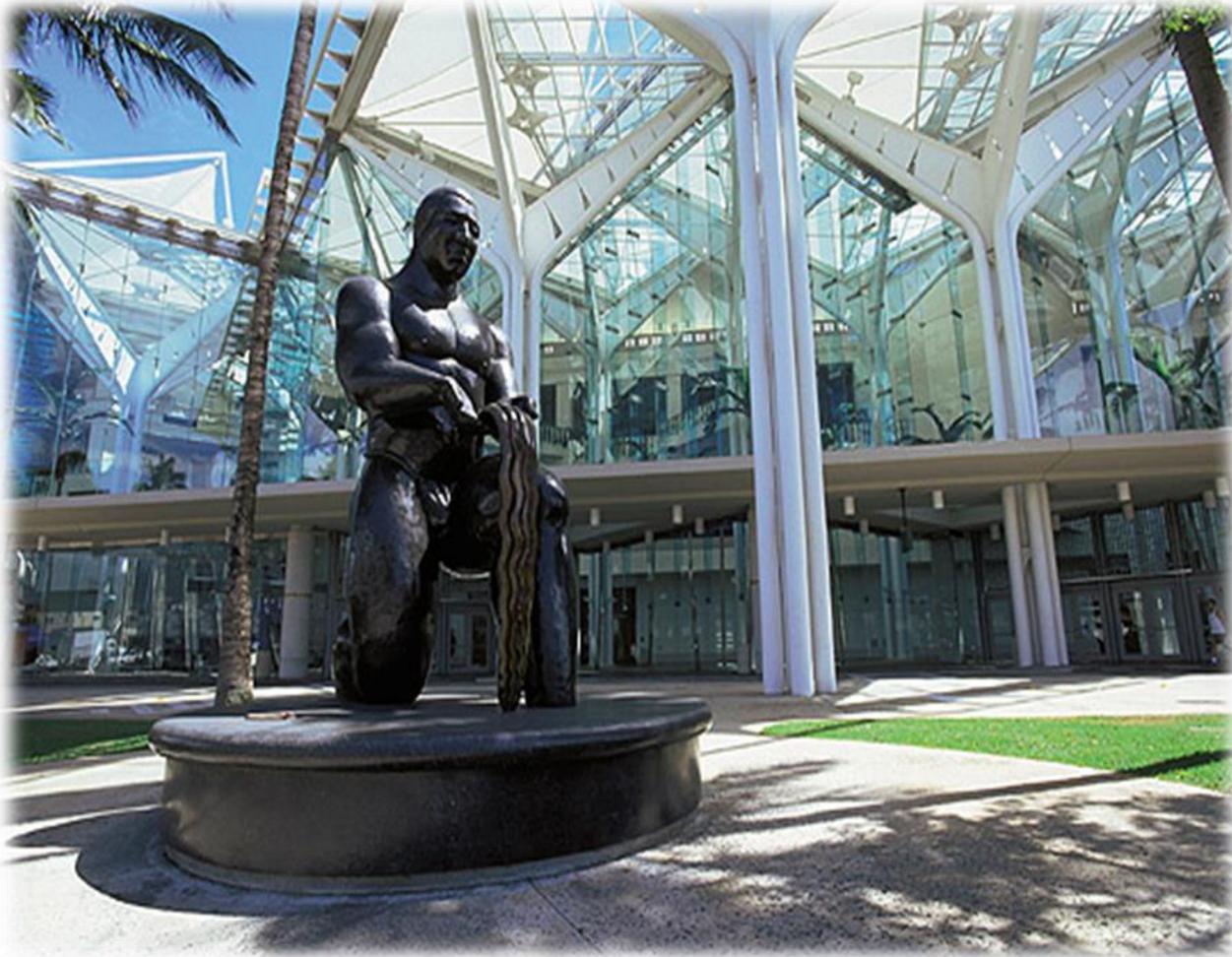
Discussion and/or Action on Fiscal Year 2025 Hawai'i Tourism Authority Operating Budget

BLI	BLI Title	Description	FY 2025 Budget	Staff
BED 113 Administrative & Governance				
004	Cruise Infrastructure Improvements and Arrival Experience	Planning - Hawai'i Cruise Industry Consultant Services	89,000	DN, CA, IG, TK
010	HTUS/HTJ Campaign Effectiveness Study	Planning - Evaluations including Campaign Effectiveness	180,000	
101	Community-Industry Outreach & Public Relations Svcs	Communication & Outreach - Public Relations, Communications, and Outreach Services	250,000	
103	hawaiitourismauthority.org (formerly HTA web/Global Social)	Communication & Outreach - HTA Web Support	25,000	
654	Program Evaluation	Planning - Program Evaluation	90,000	
901	General and Administrative	Overhead costs such as office supplies, membership dues for industry associations and databases, and registration fees for conventions and meetings, etc.	844,278	
915	Organization-Wide	Planning - Tourism Strategic Plan Update	300,000	
915	Organization-Wide	Financial audit services	125,000	
998	Travel - Admin	Travel for all HTA Programs and board members	190,000	
TBD	Administrative Salaries	Salaries for 14 positions - CEO, CAO, VPF, DOP, CCO, EA, BUFO, AS, PM, PS, CM, PS, AA, PL	1,603,382	
BED113 Administrative & Governance Subtotal			3,696,660	
BED 114 Branding & Marketing (BM)				
306	Island-Based International Marketing	Island Destination Brand Management & Marketing	3,200,000	DN
320	Island Chapters Staffing and Admin			
318	gohawaii.com	Global Support Services	1,375,000	
339	Global Digital Marketing Strategy			
350	Global Market Shared Resources			
321	US (formerly North America)	USA MMA	15,204,991	
322	Canada	Canada MMA	1,000,000	
323	Japan	Japan MMA	6,500,000	
324	Korea	Korea MMA	900,000	
325	Oceania	Oceania MMA	1,290,905	
326	Europe	Europe MMA	1,000,000	
380	Marketing Opportunity Fund	Other - FY 2024 Carryover USA, MCI, Other Markets (ie Japan Incremental)	2,696,815	
317, 319, 331	Convention Center Sales & Marketing - City Wide; MCI MFF; Meetings, Convention & Incentives	Global MCI	5,500,000	
TBD	Branding Salaries	Salaries for 5 positions - CBO, BM x3, AA	581,490	
BED114 Branding Subtotal			39,249,201	
BED 115 Sports & Signature Events (SS)				
312	PGA Tour Contracts	PGA	2,038,850	DN& KK
343	LPGA	LPGA	250,000	
346	Sport Opportunity Fund	Sports Opportunities	1,654,525	
TBD	TBD	Opportunity Fund - Sponsorships, Sports & Signature Events	1,500,000	
378	UH Athletics Branding Partnership	Big West Conference	167,000	
700	Signature Events	Signature Events	1,630,766	
TBD	Sports Salaries	Salaries for 1 position - BM	76,934	
BED115 Sports and Signature Events Subtotal			7,318,075	
BED 116 Destination Stewardship and Community (DC)				
014	Pono Travel Education Program	Visitor Education Post Arrival Marketing	964,148	KK
402	Kahu 'āina	Kahu 'āina	784,022	
601	Visitor Assistance Programs	Visitor Assistance Program O'ahu, Maui, Kaua'i, Hawai'i	650,000	
TBD	Destination Management Application	Destination Management App	1,500,000	
TBD	Destination Management Application	Recovery and Stabilization through Smart Tourism - DM App	450,000	
718	Resort Area Hawaiian Cultural Initiative	Resort Area Hawaiian Cultural Initiative	784,022	
TBD	Community-Based Tourism	Destination Management - DMAP Implementation	500,000	
		Destination Management Implementation	122,154	
TBD	Destination Management Application	Smart Tourism - Destination Management App	1,550,000	
TBD	Destination Management and Community Salaries	Salaries for 7 positions - CSO, DM x 5, AA	619,537	
BED116 Destination Stewardship and Community Subtotal			7,923,883	
BED 117 Regenerative Tourism Development (RD)				
201	Kūkulu Ola	Kūkulu Ola	784,022	KK
656	Community Tourism Collaborative	Technical Assistance and Quality Assurance	1,682,603	
701	Community Enrichment Program	Community Enrichment Program	1,066,270	
TBD	Regenerative Tourism Development Salaries	Salaries for 3 positions - BM x3	229,286	
BED117 Regenerative Tourism Development Subtotal			3,762,181	
BED 118 Workforce Development (WD)				
102	Hawai'i Tourism Summit	Tourism Fall Education Conference & Spring Update	300,000	CA
202	Hawaiian Culture Initiative	Hawaiian Culture Initiative Program - Native Hawaiian cultural education and training program for the visitor industry workforce	250,000	
803	Future Workforce Development (LEI)	Future Workforce - Highschool program	150,000	
805	Scholarship Program	Future Workforce — Ho'oilina Scholarship Program and Current Workforce Trainings	350,000	
BED118 Workforce Development Subtotal			1,050,000	
FY 2025 Tourism Budget Total			63,000,000	

13d

**Discussion and/or Action on the Hawai'i
Convention Center's April Financial Report
and Update on the Hawai'i Convention
Center's 6-Year Repair and Maintenance Plan**

Hawai'i Convention Center HTA Board Meeting Update



*Update for
April 2024
For
(May 2024 meeting)*

Financial Update

	Apr-24 Actual	Apr-24 FYTD Actual	FY 2024 Reforecast	FY 2024 Budget	Variance	FY 2023 Actual	FY 2022 Actual
Facility Number of Events	33	228	261	225	36	273	213
Facility Operating Revenue	\$1,915,300	\$20,204,700	\$25,870,000	\$18,354,500	\$7,515,500	\$14,310,800	\$7,178,200
Facility Other Income	\$143,900	\$1,305,000	\$1,579,600	\$125,700	\$1,453,900	\$135,700	\$78,500
Facility Total Revenue	\$2,059,200	\$21,509,700	\$27,449,600	\$18,480,200	\$8,969,400	\$14,446,500	\$7,256,700
Facility Operating Expenses	-\$2,037,900	-\$19,616,300	-\$25,699,200	-\$23,812,600	-\$1,886,600	-\$18,412,200	-\$11,842,500
Facility Net Income/(Subsidy)	\$21,300	\$1,893,400	\$1,750,400	-\$5,332,400	\$7,082,800	-\$3,965,700	-\$4,585,800
Local S&M Operating Expenses	-\$76,400	-\$743,400	-\$1,117,700	-\$1,223,700	\$106,000	-\$959,400	-\$522,600
HCC Net Income/(Subsidy)	-\$55,100	\$1,150,000	\$632,700	-\$6,556,100	\$7,188,800	-\$4,925,100	-\$5,108,400

ROI April 2024 FYTD

HCC Revenue + State Revenue
 +Tax Revenue
 = \$339.0 M

HCC Expense + HVCB MCI
 Expense = \$24.3 M

***ROI = For every dollar spent,
 \$13.97 returned to the State***

	<u>FYTD 2024 ROI</u>	<u>CW's FYTD</u>
	07.23-04.24	\$13.97 (14)
	07.23-02.24	\$13.94 (12)
	07.23-01.24	\$15.33 (11)
	07.23-12.23	\$17.79 (10)
	07.23-11.23	\$20.63 (10)
	07.23-10.23	\$23.16 (8)
	07.23-09.23	\$18.62 (6)
	07.23-08.23	\$25.91 (5)
	07.23	\$30.74 (4)
	<u>FY 2023 ROI</u>	
	07.22-06.23	\$4.19 (7)

FY 2024 (July 2023 – June 2024) Citywide Events

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

Created By: Stancen Abbey

Created On: 05/09/2024

Fiscal Year: Contract Room Block Begin	Total Bookings	Total Contract Rooms	Total Attendees	Total EEI Value	Tax Generation
2024	21	116650	60500	\$390,944,353.03	\$45,740,489.30
2025	16	106551	57850	\$340,839,964.89	\$39,878,275.89
2026	11	125878	46800	\$322,029,359.56	\$37,677,435.07
2027	6	60534	28200	\$205,714,043.53	\$24,068,543.09
2028	4	18122	12700	\$76,611,872.74	\$8,963,589.11
2029	1	3031	3200	\$18,913,205.09	\$2,212,845.00
2030	2	14274	8500	\$59,868,034.80	\$7,004,560.07
2031	3	53585	16500	\$108,550,531.09	\$12,700,412.14
2033	1	19550	6500	\$41,075,194.39	\$4,805,797.74
2036	1	40829	7000	\$53,244,980.15	\$6,229,662.68
Grand Totals	66	559004	247750	\$1,617,791,539.27	\$189,281,610.10

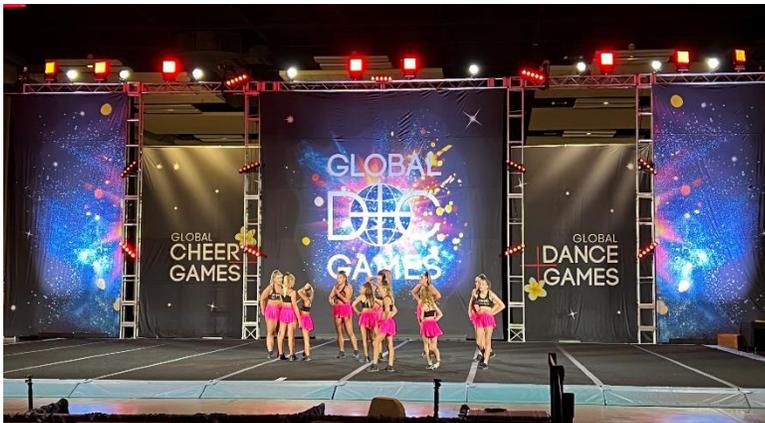
FY 24	
Total Bookings	21
Total Contract Rooms	116,350
Total Attendees	60,500
Total EEI Value	\$390,944,353.05
Total Tax Generation	\$45,740,489.30



Source: May 2024 Meet Hawai'i Pace "Definites on the Books FY" Report

Recent Events @ Hawai'i Convention Center

- 2024 AIL (American Income Life) Annual Convention, April 28-May 5, 3,000 attendees (CW)
- CHI 2024 (Association of Computing Machinery), May 11-17, 2,880 attendees (CW)
- Global Dance & Cheer Games 2024, May 16-19, 2,500 attendees (CW)
- Delta Sigma Theta Sorority, Inc. - Farwest Regional Conference 2024, May 24-26, 1,400 attendees (CW)



Upcoming Local/Citywide Events

- Festival of the Pacific Arts & Culture (FESTPAC), June 6-14, 60,000 attendees
- 2024 ASPB Annual Meeting, June 22-26, 1,600 attendees (CW)
- Indoor Air Institute, July 6-11, 500 attendees (CW)
- Na Hoku Hanohano Awards, Aug 3, 1,000 attendees



Definite Local/CW Bookings for next 3 months

Month	Total # of Local Events	Total # of Citywides
May 2024	21	6
June 2024	5	1
July 2024	17	1



HAWAII
ACTIVE SENIORS™
EXPO



June 21-22, 2024
Hawaii Convention Center



HCC 2024 Mother's Day Brunch & Show



HLTA GENERATIONAL MENTORSHIP PROGRAM

- The **HLTA Generational Mentorship program** pairs some of the best hospitality students in Hawai'i with the top Hospitality leaders in the state.
- The formalized mentoring program allows students to learn a variety of topics around leadership, emotional intelligence, personal branding and leading through change from the general managers whom they are paired with



Belle Poon (mentee of Teri Orton)
Assisting as a volunteer during HCC
Mother's Day Concert 2023

HCC in the news

ALOHA MONDAY 4/22/24 11:56 AM, 52 degrees, 40% humidity

Project proposed to renovate, upgrade Waimea Valley
LOCAL 47

'Bows push Cal Poly to extra innings for the win and take series 2-1'
SPORTS 181

Celtics, Clippers, Bucks and Thunder take 1-0 lead with first-round wins in NBA playoffs
SPORTS 81

Star Advertiser

THE PULSE OF PARADISE • STARADVERTISER.COM
Ranking 207, 206 daily readers Monday-Saturday - HAWAII STRONG

MAUI WILDFIRES

'Gut and replace' bill pending at Legislature

By Andrew Gromes
gromes@staradvertiser.com

State senators are debating a bill that would fund a program to clear wildfire fuels in Maui's forested areas. The bill, which would create a new fund to pay for the work, is expected to be introduced in the Legislature next week.

Sen. Scott Robinson (D-2) introduced the bill, which would create a new fund to pay for the work. The bill would also require the state to "gut and replace" the current fund, which is set to expire in 2025.

Regenerative tourism draws visitors to isles

Attendees are offered several opportunities to protect the state's natural resources.

By Allison Schuchman
schuchman@staradvertiser.com



Members of the American Association of Geographers met in Maui for the 2024 annual meeting. The event featured a variety of activities, including a beach cleanup and a regenerative tourism workshop.

At top, National Conference on Race and Ethnicity is Higher Education Director. Below, Larkia, left, American Association of Geographers Executive Director Gary Langham, Kane Hana'i Executive Director Keanu Kanihiko, and Kane Hana'i Executive Director Keanu Kanihiko. Below, Larkia, left, American Association of Geographers Executive Director Gary Langham, Kane Hana'i Executive Director Keanu Kanihiko, and Kane Hana'i Executive Director Keanu Kanihiko.

Seamless Care, Anywhere

Ask your provider about the convenience of Queen's video visits!

THE QUEEN'S HEALTH SYSTEM
New Patient Center in Health

ALOHA MONDAY 4/22/24 11:56 AM, 52 degrees, 40% humidity

TOURISM

Continued from A1

It's been a long time coming to these final measures — the merger of these talks — directly to our residents and our schools to make sure that we have a plan in place to our Hawaii."

Gov. David Ige's recent State of the State address, which included a call for a "tourism renaissance," was a key moment in the process. Ige said that the state's tourism industry is a vital part of our economy and that we need to take steps to ensure its long-term success.



At top, 'Give for Earth Day' event volunteers removed debris from the Waialeale beach. Below, Larkia, left, American Association of Geographers Executive Director Gary Langham, Kane Hana'i Executive Director Keanu Kanihiko, and Kane Hana'i Executive Director Keanu Kanihiko.

Gov. David Ige's recent State of the State address, which included a call for a "tourism renaissance," was a key moment in the process. Ige said that the state's tourism industry is a vital part of our economy and that we need to take steps to ensure its long-term success.

BILL

Continued from A1

Gov. David Ige's recent State of the State address, which included a call for a "tourism renaissance," was a key moment in the process. Ige said that the state's tourism industry is a vital part of our economy and that we need to take steps to ensure its long-term success.

Honolulu Star Advertiser AAG x NCORE partnership with Kanu Hawaii's "Pledge to our Keki"

Attendees are offered several opportunities to protect the state's natural resources.

Members of the American Association of Geographers met in Maui for the 2024 annual meeting. The event featured a variety of activities, including a beach cleanup and a regenerative tourism workshop.



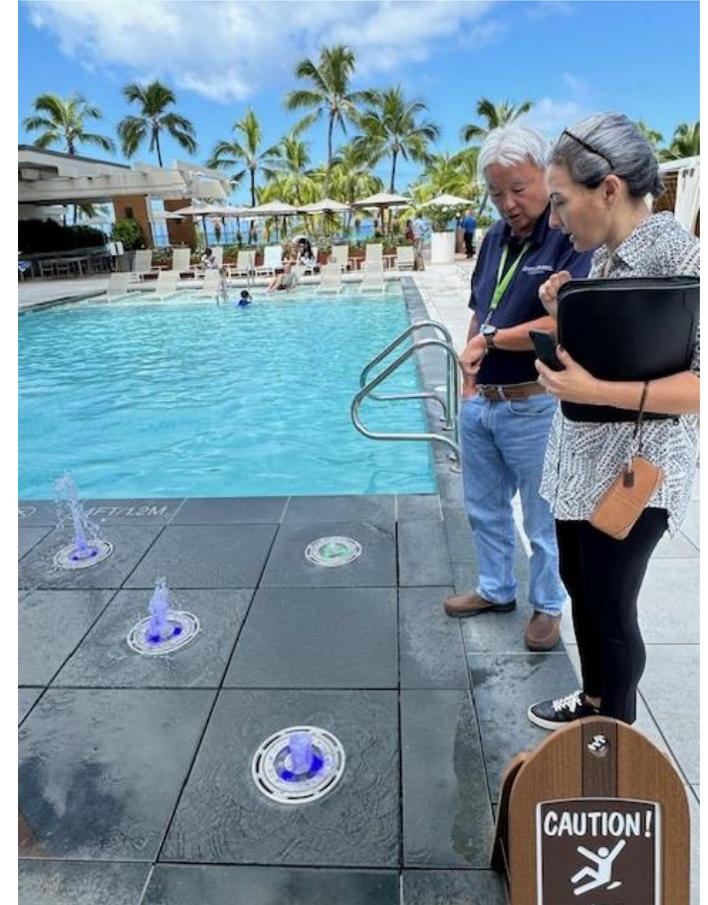
Carbon Offset Program

- This is a first-of-its-kind Carbon Offset Program that provides meeting organizers with the opportunity to offset the carbon footprint of their meeting.
- Participating events include:
 - 2024 Honolulu Festival (17 trees)
 - 2024 Transpacific Volleyball Championship (10 trees)
 - 2024 Sony Open Gala Dinner (9 trees)
 - CHEST 2023 (42 trees)
 - 2023 International Conference on Machine Learning (36 trees)
 - 2023 Okinawan Festival (11 trees)



Repair, Maintenance and Replacement Projects Update

Rooftop Terrace Deck – Site Visit



Inspection of proposed pedestal tile pavers for Rooftop project with PM, Rider Levett Bucknall
At the Waikīkī Marriott pool and event deck

New F&B Equipment



New Main Kitchen Dishwasher, Portable Warmers, Pan Racks and Tabletop Refrigerators

Chiller Repair – 2nd Crane Lift



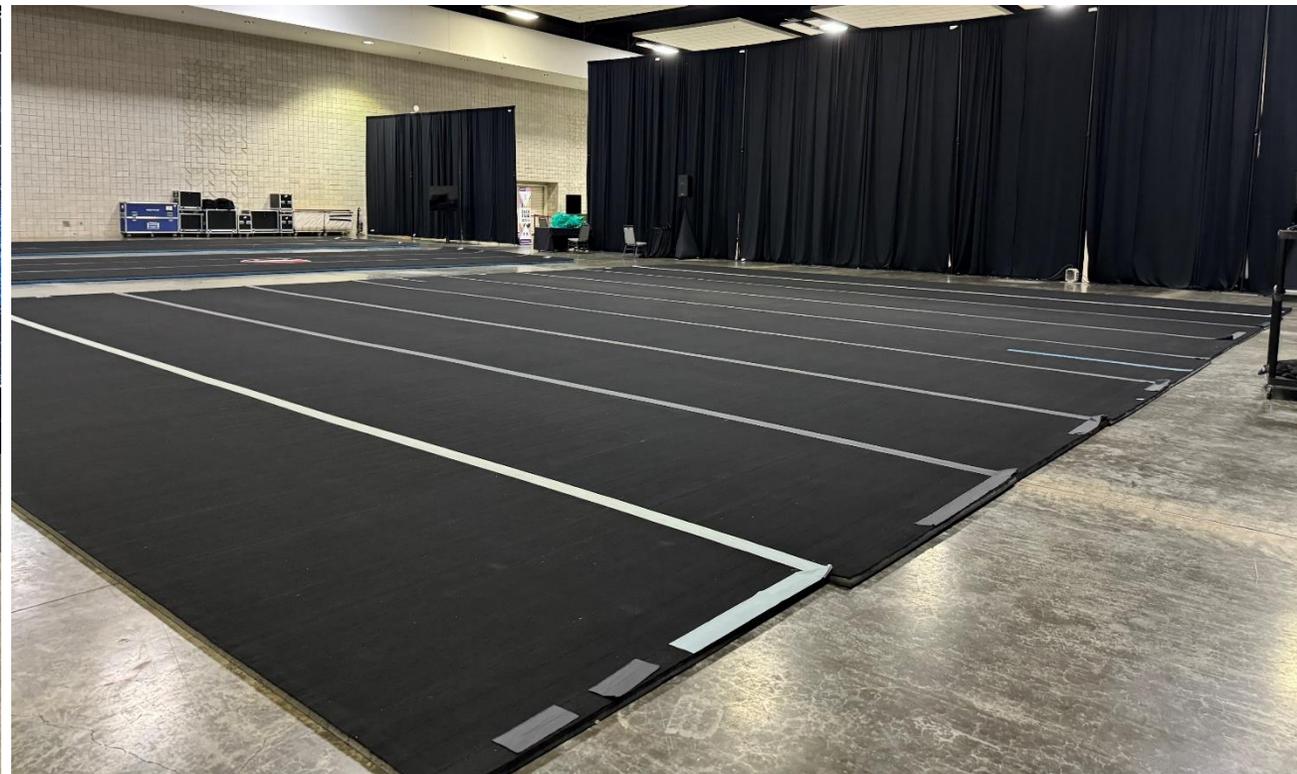
Second crane lift to remove and install remaining two chillers

Chill Water Pipe Reinsulation



Reinsulating chill water pipes throughout building. Breaks in insulation causing leaks in the Intermediate level service corridor, Main Kitchen and Parking level.

New Cheerleading Floors



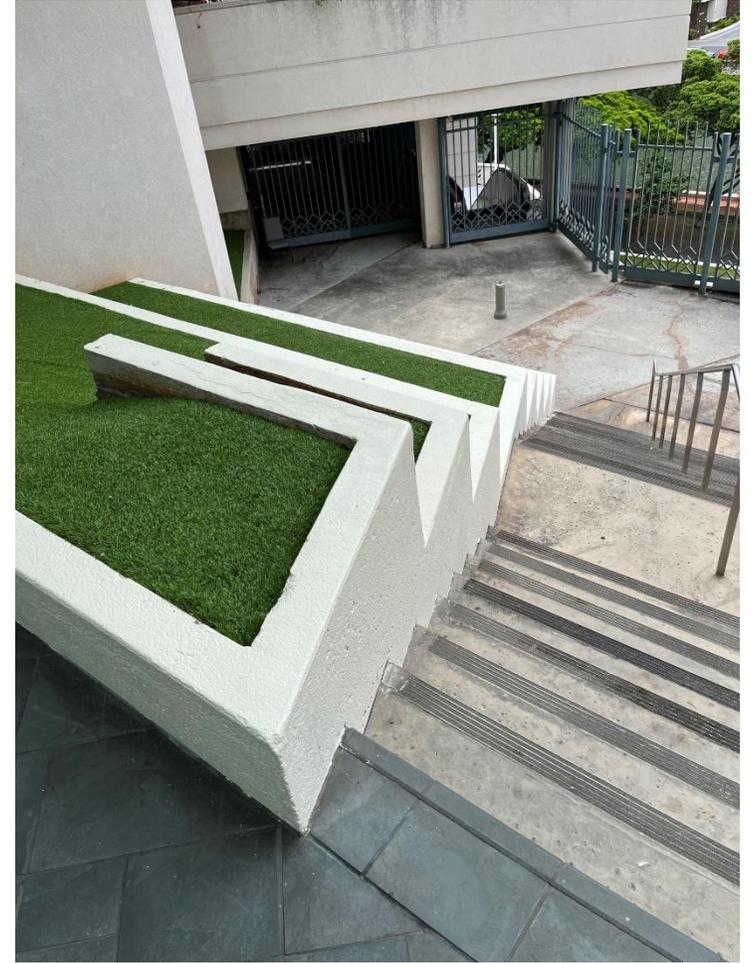
Grand Staircase Planter Painting



Before



After



Parking Helix Cleaning



Before



After



CURRENT PROJECTS

IMPROVE GUEST EXPERIENCE

- New F&B China, Banquet Displays, Service Equipment
- New Speakers and Equipment to upgrade sound in meeting rooms
- Upgrade Screens and add Surround Sound in Theatres
- New Video Wall Screen in Boardroom
- Replace Escalators - start with Esc 1, 2 and 3
- Repair Meeting Room Air Walls
- New Wheelchair Lift in Theatre 320
- New Facilities Equipment

IMPROVE OUR BUILDING

- Paint Entire Building Exterior and Interior
- Repair Leaks
 - Kalākaua Kitchen
 - Ballroom Roof
 - Lobby and Ballroom Foyer Ceiling
 - Planters – 3rd floor, Grand Staircase, Intermediate level
- New Air Conditioning Chillers
- Replace Green Slate Tile – 3rd floor and Ala Wai Patio
- Upgrade all Lighting to LED lights
- Install Solar panels for Energy Savings

IMPROVE DEPARTMENT EFFICIENCY – New Equipment

- New Dishwasher in Main Kitchen
- New Pot Wash and Glass Wash Machines
- New Boilers in Kalākaua Kitchen
- New Parking System and Equipment
- New Housekeeping Scrubber machines

Repair, Maintenance and Replacement Projects

Major Project Update

Rooftop Terrace Deck Repair

- Finalizing schematic design with architect, design team and CM/PM.

Chiller Replacement

- Project on schedule, 50% completed, final two units replaced in May.

LED Lighting Upgrade

- Final fixtures and intensities approved. Working on installation schedule.

Exterior Building Painting:

- Finalizing color selection, target to start after FestPac event, mid-June.

Escalator Modernization

- Working with short list bidders on final questions. Award will be made soon.

Ballroom Roof Repair and Ballroom Gutter, Foyer and Lobby Transom Glass Repair

- Issued RFP's for general contractor.

Repair, Maintenance and Replacement Projects

6-Year Plan (page 1)

Project Number	Project Title	Estimated Project Cost	Priority	Prior Expenses to April '24	FY24	FY25	FY26	FY27	FY28	FY29	Total
001	Rooftop Terrace Deck Full Repair	\$ 64,000,000	1	\$ -	\$ -	\$ 30,000,000	\$ 30,000,000	\$ 4,000,000			\$ 64,000,000
011	Ballroom Gutter, Foyer Transom Glass Roof Repair and Soffit R	\$ 11,002,524	1	\$ 73,479	\$ 220,000	\$ 3,000,000	\$ 7,709,044				\$ 11,002,523
013	Ballroom Roof Repairs	\$ 1,363,143	1	\$ 45,315	\$ 110,812	\$ 1,207,017					\$ 1,363,144
012	Parapet Roof Repairs	\$ 2,374,257	1	\$ 39,748	\$ 63,995	\$ 2,270,514					\$ 2,374,257
003	Kalākaua Kitchen and Atkinson Drywell Renovation	\$ 2,871,047	1	\$ 334,849	\$ 10,000	\$ 1,000,000	\$ 1,526,199				\$ 2,871,048
007	Kitchen Hood Control Panel Replacement	\$ 448,043	1	\$ 162,384	\$ 285,660						\$ 448,044
009	Slate Tile Repair	\$ 712,135	1	\$ 171,242	\$ 36,681	\$ 504,212					\$ 712,135
010	Chiller Replacement	\$ 6,168,875	1	\$ 3,132,937	\$ 564,983	\$ 2,470,955					\$ 6,168,875
014	Lobby Water Feature	\$ 1,086,810	3	\$ 3,932				\$ 1,082,878			\$ 1,086,810
015	House Sound Audio System Upgrade	\$ 5,665,068	1	\$ 63,048	\$ 2,495,613	\$ 3,106,407					\$ 5,665,068
022	Chill Water Pipe Reinsulation	\$ 1,227,894	1	\$ 307,520	\$ 370,374	\$ 550,000					\$ 1,227,894
023	Air Wall Repairs	\$ 282,058	1	\$ 89,061		\$ 192,996					\$ 282,057
024	Roll-up Door Replacement	\$ 225,000	2	\$ 23,656		\$ 201,344					\$ 225,000
026	IT Network Upgrades	\$ 300,000	3	\$ -		\$ 300,000					\$ 300,000
027	Ice Machines Replacement	\$ 500,000	1	\$ -		\$ 500,000					\$ 500,000
028	Theatre 310 and 320 Furnishings Upgrade	\$ 750,000	3	\$ -			\$ 375,000	\$ 375,000			\$ 750,000
029	Theatre 310 and 320 Seating Upgrade	\$ 500,000	3	\$ 155			\$ 249,845	\$ 250,000			\$ 500,000
030	FB China and Equipment Upgrade #2	\$ 6,489,000	1	\$ 3,029,442	\$ 170,558	\$ 3,289,000					\$ 6,489,000
031	Ala Wai Waterfall Repair	\$ 1,081,501	3	\$ 1,985				\$ 1,079,516			\$ 1,081,501
041	Exterior Building Door Replacement	\$ 50,000	1	\$ -		\$ 50,000					\$ 50,000
043	Air Handler Unit 9 and 10 Replacement	\$ 416,382	2	\$ 10,707	\$ -			\$ 405,675			\$ 416,382
044	Fire Sprinkler Line Refurbishment	\$ 353,394	1	\$ 398		\$ 224,602	\$ 128,394				\$ 353,394
045	Escalator Modernization	\$ 11,507,869	1	\$ 34,548	\$ 116	\$ 3,600,000	\$ 2,520,000	\$ 5,353,205			\$ 11,507,869
046	LED Light Upgrade	\$ 6,446,361	1	\$ 95,149	\$ 1,985,947	\$ 4,365,265					\$ 6,446,361
047	Pickleball Courts	\$ 558,697	1	\$ -	\$ 250,000	\$ 308,697					\$ 558,697

Repair, Maintenance and Replacement Projects

6-Year Plan (page 2)

Project Number	Project Title	Estimated Project Cost	Priority	Prior Expenses to April '24	FY24	FY25	FY26	FY27	FY28	FY29	Total
048	Electrical Harmonics Testing	\$ 100,000	3	\$ -				\$ 100,000			\$ 100,000
049	Main Kitchen Dishwasher Replacement	\$ 464,456	1	\$ 445,368	\$ 19,089						\$ 464,457
050	Main Kitchen Flooring Replacement	\$ 648,881	1/3	\$ 128,806	\$ 6,222	\$ 513,853					\$ 648,881
051	Phone System Replacement	\$ 30,000	1	\$ -		\$ 30,000					\$ 30,000
054	Boardroom Upgrade	\$ 1,099,549	3	\$ 113,802	\$ 2,168		\$ 983,579				\$ 1,099,549
055	Elevator #2 Upgrade	\$ 250,000	3	\$ -				\$ 250,000			\$ 250,000
058	Kitchen Hood Fire Suppression System Replacement	\$ 374,430	1	\$ 36,540	\$ 337,891						\$ 374,431
060	Lobby Sail Repair and Maintenance	\$ 179,000	1	\$ 41,196	\$ -	\$ 61,021		\$ 76,783			\$ 179,000
061	ADA Lift (#320) Replacement	\$ 165,000	1	\$ 86,818		\$ 78,182					\$ 165,000
064	FB Equipment #1	\$ 1,412,556	1	\$ 556,402	\$ 856,154						\$ 1,412,556
066	Kalākaua Kitchen Boiler Replacement	\$ 135,602	1	\$ 3,620	\$ 6,380	\$ 125,602					\$ 135,602
068	3rd Floor Planter Repair and Exterior Planter Repair	\$ 12,399,209	1	\$ 57,577	\$ 107,504	\$ 6,000,000	\$ 6,234,128				\$ 12,399,209
069	Parking System Equipment Upgrade / Parking Flooring Sealing	\$ 583,753	1	\$ 37,128	\$ 4,445	\$ 542,180					\$ 583,753
070	Parking Garage Floor Sealing	\$ 2,444,244	1	\$ -	\$ 5,000			\$ 2,439,244			\$ 2,444,244
071	Access Control Upgrade	\$ 2,000,000	3	\$ -				\$ 1,000,000	\$ 1,000,000		\$ 2,000,000
072	Ride-on Scrubber Replacement	\$ 85,959	1	\$ 101		\$ 85,858					\$ 85,959
073	Common Area Furniture Upgrade	\$ 265,000	1	\$ -		\$ 265,000					\$ 265,000
074	Ice Rink and Equipment	\$ 825,000	1	\$ -		\$ 825,000					\$ 825,000
075	Exterior Building Painting	\$ 2,496,056	1	\$ 20,488	\$ 315,940	\$ 1,959,628	\$ 200,000				\$ 2,496,056
077	Interior Building Painting	\$ 5,139,686	1	\$ -	\$ 20,000	\$ 40,000	\$ 1,250,000	\$ 3,829,686			\$ 5,139,686
078	Pot Wash Machine Replacement	\$ 212,670	1	\$ 104,366	\$ 108,304						\$ 212,670
079	Digital Signage Upgrade	\$ 6,150,000	1	\$ 20,390			\$ 3,000,000	\$ 3,129,610			\$ 6,150,000
081	Facility Equipment Replacement	\$ 1,000,000	1	\$ -		\$ 1,000,000					\$ 1,000,000
082	Escalator and Elevator Repairs	\$ 1,000,000	1	\$ 225,873	\$ 81,335	\$ 692,792					\$ 1,000,000

Repair, Maintenance and Replacement Projects

6-Year Plan (page 3)

Project Number	Project Title	Estimated Project Cost	Priority	Prior Expenses to April '24	FY24	FY25	FY26	FY27	FY28	FY29	Total
083	Café 808 Renovation	\$ 3,000,000	2	\$ -			\$ 3,000,000				\$ 3,000,000
084	Frictionlist Concession	\$ 1,500,000	1	\$ -		\$ 1,500,000					\$ 1,500,000
085	1801 Renovation	\$ 1,500,000	1	\$ -		\$ 1,500,000					\$ 1,500,000
086	Water Remediation - Misc Repairs	\$ 500,000	1	\$ 1,758	\$ 248,242	\$ 250,000					\$ 500,000
089	Cabling Infrastructure Upgrade	\$ 850,000	1	\$ -	\$ 400,000	\$ 450,000					\$ 850,000
090	Architect Procurement	\$ 17,801	1	\$ -	\$ 17,801						\$ 17,801
091	Children's Courtyard and 4th Fl Railing Repair	\$ 2,627,471	1	\$ -		\$ 1,000,000	\$ 1,627,471				\$ 2,627,471
092	Sump Pump Replacement	\$ 61,905	1	\$ 9,672	\$ 52,233						\$ 61,905
093	Stairwell 5/6 - Temporary Repair	\$ 500,000	1	\$ -		\$ 500,000					\$ 500,000
094	Solar Panel Installation	\$ 7,088,900	1	\$ 1,775	\$ 8,226	\$ 3,500,000	\$ 3,578,900				\$ 7,088,901
095	Immersive Experience Equipment	\$ 1,000,000	1	\$ -	\$ 500,000	\$ 500,000					\$ 1,000,000
---	Legal Retainer	\$ 251,094		\$ 161,637	\$ 1,547	\$ 87,910					\$ 251,094
GRAND TOTAL		\$120,738,280		\$ 9,672,872	\$ 9,663,220	\$ 48,648,035	\$32,382,560	\$ 19,371,597	\$ 1,000,000	\$ -	

Current project
Cumming-managed project
HCC-managed project
CM/PM - to be assigned

Repair, Maintenance and Replacement Projects

CUMMING GROUP Priority Projects

- *Kitchen Hood Control Panel and Fire Suppression Upgrade*
- *Slate Tile Repair*
- *Chiller Replacement*
- *Ballroom Roof Repairs*
- *House Sound Audio Upgrade*
- *Ballroom Gutter, Foyer Transom Glass and Soffit Repair*
- *3rd floor and Exterior Planters Repair*
- *LED Lighting Upgrade*
- *Main Kitchen Flooring Replacement*
- *Exterior Building Painting*
- *Kalākaua Kitchen Wall Repair and Atkinson Drywell Replacement*
- *Interior Building Painting*
- *Pot Wash Machine Replacement*
- *Glass Wash Machine Replacement*
- *Parking Garage Equipment Upgrade and Floor Sealing*
- *Fire Sprinkler Line Refurbishment*
- *Escalator Modernization*
- *Kalākaua Kitchen Boiler Replacement*
- *Exterior Door Replacement*
- *Solar Panel Installation*

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*

COMPLETED 2022

- *Lobby Glass Replacement; \$25k*
- *New Security Camera, Access Control; \$1.56M*
- *Kitchen AC Compressor Replacement; \$16.5k*

COMPLETED 2023

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

COMPLETED 2024

- *Water Intrusion Remediation; \$400k*
- *Ballroom Wallcovering; \$200k*
- *Exterior Security Camera; \$225k*
- *Transformer Replacement; \$131k*
- *#348 Walk-in Refrigerator Replacement, \$123k*
- *Lobby Glass Repair, Vandalism, \$26k*
- *Ride-on Sweeper Replacement, \$50k*
- *Main Kitchen Dishwasher Replacement, \$425k*



Mahalo Nui Loa

14

**Report and Update by the
HO‘OKAHUA HAWAI‘I STANDING
COMMITTEE of their Meeting
Held on May 20, 2024**

14a

**Presentation, Discussion and/or Action on
Foundational Technical Assistance &
Community Tourism Collaboratives Planning**



TECHNICAL ASSISTANCE & CAPACITY BUILDING

Technical Assistance, Capacity Building, and
Visitor Industry Needs Assessment

TECHNICAL ASSISTANCE & CAPACITY BUILDING PROGRAMS



TACB

**Program Overview
& Information**

#1

**FOUNDATIONAL
Technical Assistance**

#2

**COMMUNITY
STEWARDSHIP**

Community Tourism Collaborative

#3

**REGENERATIVE
EXPERIENCES**

GROWING A MORE REGENERATIVE HAWAII

VISITOR INDUSTRY
NEEDS ASSESSMENT



FOUNDATIONAL
TECHNICAL
ASSISTANCE PROGRAM

COMMUNITY
STEWARDSHIP
TECHNICAL
ASSISTANCE PROGRAM

REGENERATIVE
EXPERIENCE TECHNICAL
ASSISTANCE PROGRAM

**VISITOR
INDUSTRY
NEEDS
ASSESSMENT**

**PROGRAM
DESIGN**
BASED ON FEEDBACK
FROM NEEDS
ASSESSMENT

**PROGRAM
EXECUTION**

**FUNDING
OPPORTUNITIES
DISBURSED
(CTCS)**

TECHNICAL ASSISTANCE & CAPACITY BUILDING PROGRAMS



TACB

**Program Overview
& Information**



#1

**FOUNDATIONAL
Technical Assistance**



#2

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STEWARDSHIP**

Community Tourism Collaborative



#3

**REGENERATIVE
EXPERIENCES**

PROGRAM OBJECTIVE

- **Provide tools and resources to help Hawai'i businesses** reach their goals for working with and within the industry
- **Build relationships to increase connectivity** and provide resources to one another for success

PROGRAM MEASURE

- Engagement of small businesses in the Program on **6 islands and at least 225 participants**
- **85% satisfaction** and reported learning from participants

VISION FOR SUCCESS:

- **Local businesses can better compete**
- Businesses of all sizes have **greater access to local products and regenerative tools**
- **Circular economy** that is driven by the goals of the local community and keeping dollars in Hawai'i

FOUNDATIONAL TECHNICAL ASSISTANCE PROGRAM



WHAT IS THE FOUNDATIONAL TECHNICAL ASSISTANCE PROGRAM?

- Technical assistance program designed to build capacity in locally-owned and operated small businesses in the visitor industry or wanting to operate in the visitor industry throughout Hawai'i



WHO IS THIS PROGRAM DESIGNED FOR?

- Locally-owned businesses already operating in the visitor industry
- Locally-owned businesses wanting to grow their business in the visitor industry
- Locally-owned businesses wanting to operate in the visitor industry



EXAMPLE BUSINESS:

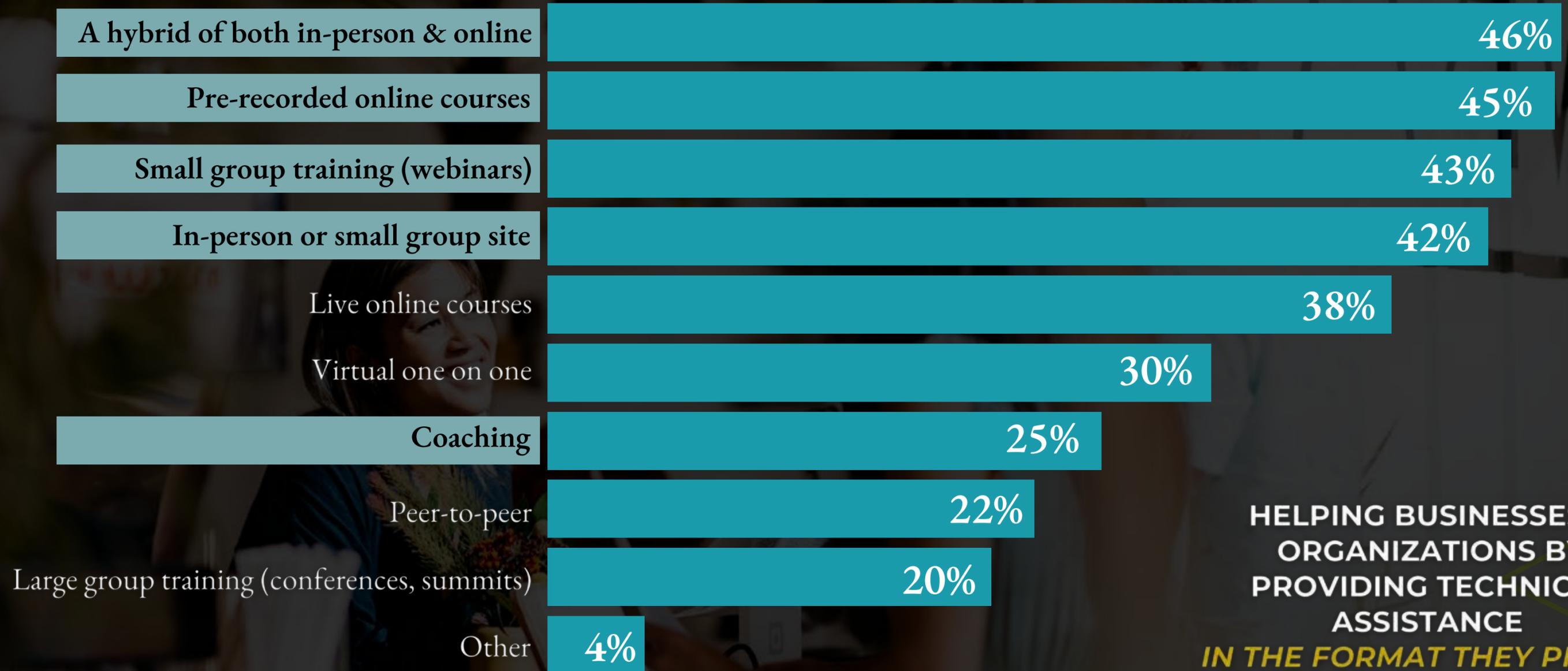
- A Native-Hawaiian, wahine who is a cultural practitioner wants to build her business knowledge, wants to learn from those who have succeeded in the visitor industry, wants to get started selling her lei throughout the visitor industry in Hawai'i, and is possibly interested in learning about wholesale, travel trade, etc.



PROGRAM DETAILS ANNOUNCED IN 2024 Q3

FOUNDATIONAL TECHNICAL ASSISTANCE PROGRAM

HOW WOULD YOU LIKE TO RECEIVE THESE TECHNICAL ASSISTANCE PROGRAMS?



**HELPING BUSINESSES &
ORGANIZATIONS BY
PROVIDING TECHNICAL
ASSISTANCE
IN THE FORMAT THEY PREFER**

FOUNDATIONAL TECHNICAL ASSISTANCE PROGRAM STRUCTURE

- Eight (8) in-person & virtual community workshops focused on providing participant businesses and organizations with universal capital growth education and visitor industry strategies for growth. These workshops are open to ALL businesses and organizations in large-format community meetings. After the initial workshop, participants will be able to visit table resources that are both pertinent to their growth and the topic being discussed in the corresponding curriculum. These recorded workshops will be made available online for future and continued engagement.

COMMUNITY WORKSHOP TENTATIVE STRUCTURE

CURRICULUM WORKSHOP

Subject Matter Experts will teach best practices, tips & tricks, and provide instruction to businesses/orgs on their particular subject. Time will be left at the end of the workshop for questions from participating businesses/orgs

RESOURCE FAIR

Subject Matter Experts, Community Partners, and Industry Stakeholders will be at tables after the workshop to assist businesses/orgs with getting started in the subject matter area or will offer subject adjacent services to participating businesses/orgs

FOLLOW UP

Curated content from the Subject Matter Experts will be sent as a follow up for businesses/orgs to start using the tools that they learned at the workshop in their growth

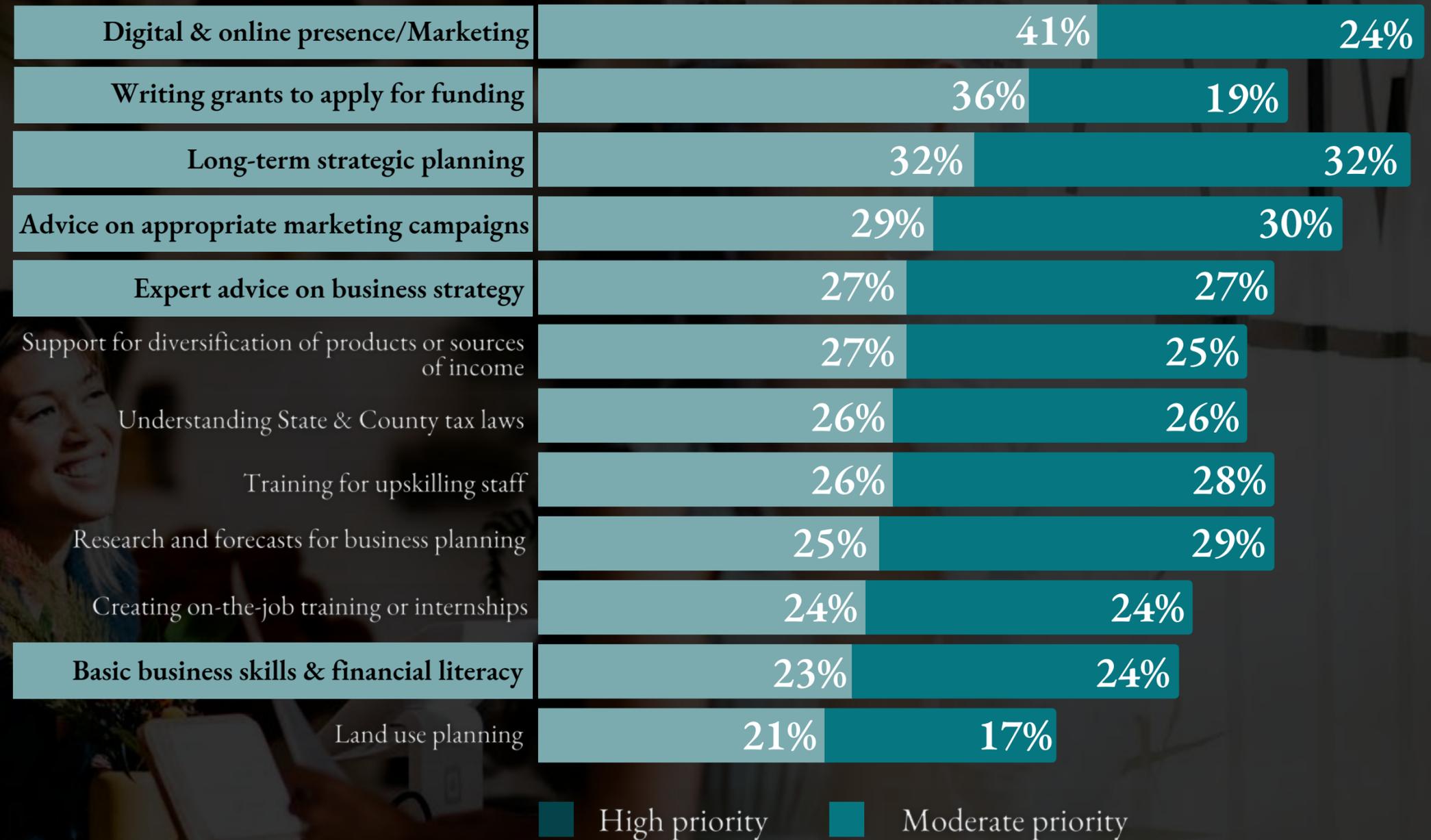
**HELPING
BUSINESSES &
ORGANIZATIONS
ADDRESS THESE
IDENTIFIED
BARRIERS:**

ALL BUSINESSES/ORGANIZATIONS INCREASING SALES TO VISITORS				
IDENTIFIED BARRIERS IN VISITOR INDUSTRY		#	SUPPORT FOR ADDRESSING BARRIERS IN VISITOR INDUSTRY	
Challenges with government agencies or regulations		86	Increased marketing opportunities	
Lack of workers		61	Increased connectivity to visitor industry	
High costs of doing business in Hawai'i (overhead)		50	Addressing legal or regulatory barriers	
People don't know about us/Lack of marketing		49	Being able to add more staff	
Capital/Funding		32	Updated facilities	
Hawai'i less attractive/Low visitor counts		31	Greater communication w/ public agencies	
Infrastructure issues		22	Access to transportation services	
Lack of space to expand/operate		20	Competing w/ economies of scale of competitors	
Competition/Uncooperative vendors		15	Addressing challenges w/ other industry segments	
Tourism Volume/Visitor Behaviors		15	Access to credit	
Comments related to Maui wildfires		13	Addressing supply chain challenges	
Crime/homelessness/unsafe conditions		10	Mentoring from similar businesses	
Shipping costs		4	Reservation system	
No support from HTA		3	Increasing language resources	
Geographic issues/lack of facilities in certain areas		1	Access to inventory	
Other		39	BASE: Those indicating that they face barriers in increasing sales to visitors	
Not directly involved with tourism		18		
Don't Know/Refused/Blank		9		
			341	

**BY PROVIDING
TECHNICAL
ASSISTANCE &
COMMUNITY
WORKSHOPS IN
THESE IDENTIFIED
SUPPORT AREAS**

“HIGH” PRIORITY FOR TOURISM TRAINING/ASSISTANCE

HELPING BUSINESSES & ORGANIZATIONS BY PROVIDING TECHNICAL ASSISTANCE *TO BUILD THEIR CAPACITY IN THEIR HIGHEST PRIORITY AREAS*



POSSIBLE CURRICULUM INCLUSIONS

- 1 MARKETING - BUILDING MO'OLELO**
 - Before you can share your story with the world, engage customers and partners, or turn sales, you have to understand your brand, your brand's story, your uniqueness and how that fits into the visitor industry in Hawai'i.
- 2 MARKETING - SHARING MO'OLELO**
 - Now that you have designed your brand, you need to strategize how to get the word out in the right way and with the right people in the industry throughout Hawai'i. Marketing strategy and support in the industry is key.
- 3 CONNECTING TO THE INDUSTRY**
 - FOR THOSE WANTING TO OPERATE IN THE INDUSTRY:
 - With brand/story and strategy in hand, you are now ready to connect to different people, organizations, agencies, and stakeholders in the industry.
- 4 CONNECTING WITHIN THE INDUSTRY**
 - For those already operating in the industry, this workshop will be designed to share what resources, individuals, and partners exist throughout Hawai'i and beyond that can provide connections to others in the industry.
- 5 BUSINESS STRATEGY IN THE INDUSTRY**
 - Everyone wants to grow. Making sure you take the time to strategize how you would like to grow in the industry and plan out what steps you can take to meet your Hawai'i visitor industry goals is key.
- 6 INDUSTRY FUNDING OPPORTUNITIES**
 - If additional capital is what you need to grow, this workshop will introduce you to some of the funding opportunities available throughout the visitor industry in Hawai'i and some best practices to engage with them.
- 7 REGENERATIVE BEST PRACTICES**
 - With the regenerative tourism model in mind, this workshop will showcase some of the ways that your business or organization can engage better regenerative business practices and share some best practices, as well.
- 8 STAFF CAPACITY - BUILDING THE TEAM**
 - This session will bring in partners working to help build workforce capacity and resources and provide best practices on finding and retaining talent. We will also learn about training and mentorship opportunities available to strengthen your existing team and leadership.

FOUNDATIONAL TECHNICAL ASSISTANCE PROGRAM

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JUNE 2024

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30	MARKETING					

JULY 2024

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PROGRAM IMPLEMENTATION

AUGUST 2024

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*NOTE: DATES ARE NOT EXACT AND ARE REPRESENTATIVE OF OPTIONS TO BE CONSIDERED

SEPTEMBER 2024

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OCTOBER 2024

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NOVEMBER 2024

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DECEMBER 2024

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TECHNICAL ASSISTANCE & CAPACITY BUILDING PROGRAMS



TACB

Program Overview
& Information



#1

FOUNDATIONAL
Technical Assistance



#2

COMMUNITY
STEWARDSHIP

Community Tourism Collaborative



#3

REGENERATIVE
EXPERIENCES

PROGRAM OBJECTIVE

- Provide **professional expertise and funding to nonprofit organizations** who have already begun stewarding a tourist hotspot
- **Build capacity in these community based organizations** to support program operations, regenerative practices, and other management needs

PROGRAM MEASURE

- Targeted funding dispersed to nonprofit projects **stewarding DMAP identified tourist hotspots**
- Budget and funding plan deliverables met by 12/31/2024

VISION FOR SUCCESS:

- **Wahi pana are protected for future generations** through solid community management
- **Greater awareness**, both in the local community and among visitors, **of these stewarding organizations' work, impact, and opportunities to become involved**
- Greater awareness of by all stakeholders of **impact on natural resources**

CTC - COMMUNITY STEWARDSHIP

WHAT IS THE COMMUNITY TOURISM COLLABORATIVE - COMMUNITY STEWARDSHIP PROGRAM?

- This program is designed to build capacity and solve issues for community organizations looking to steward 'āina in their communities - with an emphasis on over-taxed 'āina

WHO IS THIS PROGRAM DESIGNED FOR?

- Community organization(s) (or groups of community organizations who are willing to hui together to accomplish their community's goals) who are willing to steward a piece of 'āina and are in need of kōkua with capacity building, or help in a specifically identified area.

EXAMPLE ORGANIZATION:

- Hui o Mālama 'Āina has been wanting to help mitigate the traffic at Turtle Beach and have been working with other organizations in the area to consolidate resources and build capacity. They haven't been able to determine how to put in a cross-walk. They are also interested in boosting their marketing capacity.

PROGRAM DETAILS ANNOUNCED IN 2024 Q3

**CTC -
COMMUNITY
STEWARDSHIP**

**HELPING
COMMUNITY
STEWARDSHIP
ORGANIZATIONS
ADDRESS THESE
IDENTIFIED
BARRIERS:**

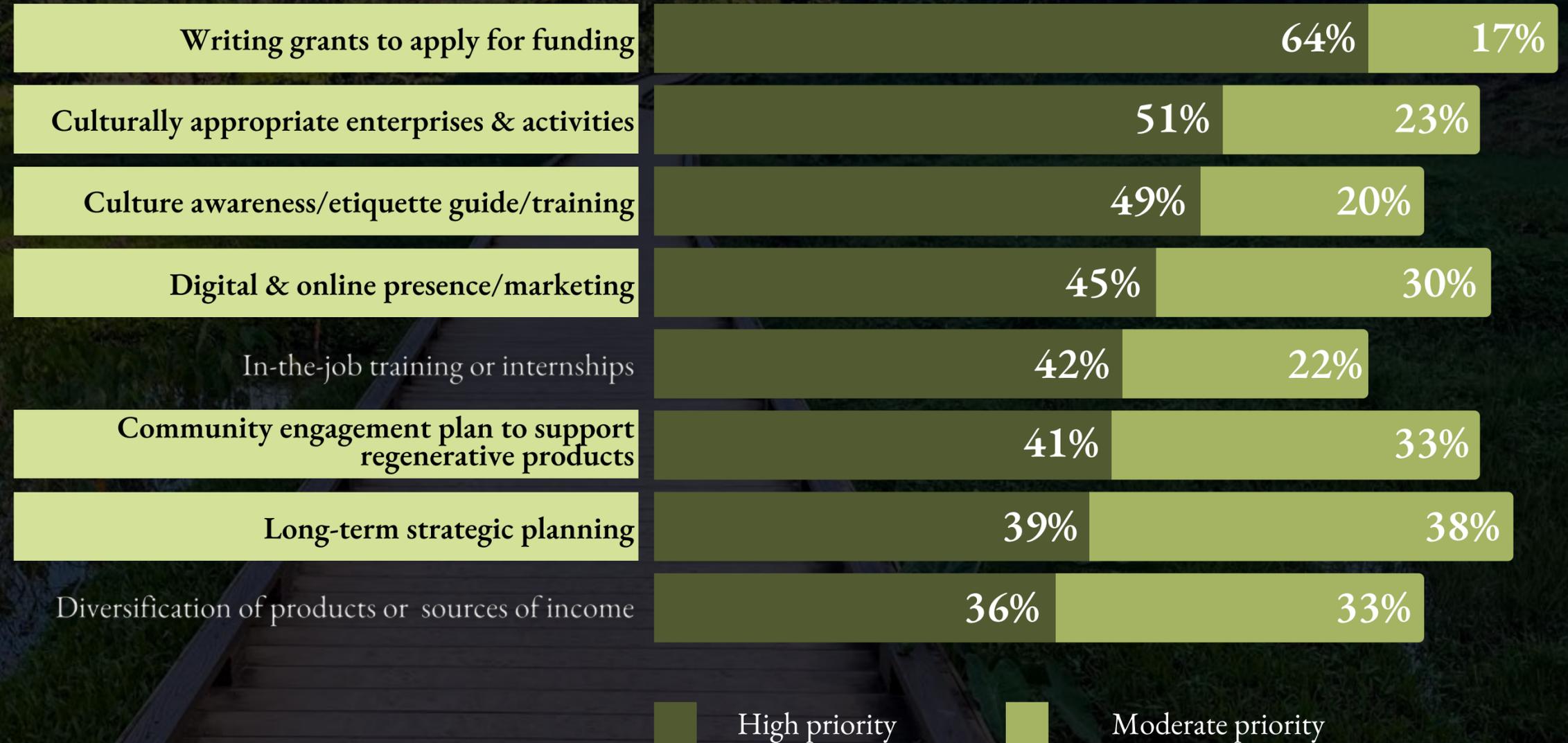
NON-PROFIT ORGS INVOLVED IN STEWARDSHIP INCREASING SALES TO VISITORS

IDENTIFIED BARRIERS IN VISITOR INDUSTRY	%	SUPPORT FOR ADDRESSING BARRIERS IN VISITOR INDUSTRY	%
Lack of marketing	35%	Increased marketing opportunities	13%
Capital/funding	21%	Being able to add more staff	12%
Lack of workers	16%	Increased connectivity to visitor industry	12%
Infrastructure issues	9%	Access to transportation services	9%
Challenges with government agencies or regulations	5%	Updated facilities	9%
High costs of doing business	5%	Greater communication w/ public agencies	8%
Hawai'i less attractive/low visitor counts	5%	Addressing legal or regulatory barriers	6%
Lack of space to expand/operate	5%	Addressing challenges w/ other industry segments	6%
Crime/homelessness/unsafe conditions	5%	Access to credit	5%
Tourism Volume/Visitor Behaviors	2%	Mentoring from similar businesses	5%
Other	16%	Competing w/ economies of scale of competitors	4%
Not directly involved with tourism	7%	Reservation system	4%
BASE: those non-profits involved in stewardship indicating that they face barriers in increasing sales to visitors	43	Addressing supply chain challenges	3%
		Increasing language resources	2%
		Access to inventory	1%

**BY PROVIDING
TECHNICAL
ASSISTANCE &
COMMUNITY
WORKSHOPS IN
THESE IDENTIFIED
SUPPORT AREAS**

NON-PROFIT ORGS IN STEWARDSHIP "HIGH PRIORITY" BUSINESS OR TOURISM TRAINING

HELPING COMMUNITY STEWARDSHIP ORGANIZATIONS BY PROVIDING TECHNICAL ASSISTANCE *TO PROVIDE SUPPORT & BUILD THEIR CAPACITY IN THEIR HIGHEST PRIORITY AREAS*





CTC - COMMUNITY STEWARDSHIP PROGRAM STRUCTURE

- Cohort of Community Stewardship Organizations will receive assistance from industry professionals as consultants in specific areas identified by the Needs Assessment
- Pre-determined assistance will be provided by consultants with key take aways that can be used by the organization in their growth. Community Stewardship Organizations will apply for help in one (or more) of the identified areas
- Organizations will also receive training/mentorship/guidance in the specific area(s) to boost the internal capacity of the organization



POSSIBLE ASSISTANCE AREAS:

- Marketing - Branding & Strategy
- Marketing - Social Media Content & Strategy
- Marketing - Digital & Web Design
- Marketing - Outreach
- Grant Writing
- CRM System - Using tech to help you succeed
- Contract Assistance - Stewardship Agreements
- Strategic Planning
- Connection within the Visitor Industry
 - Destination Management & Transportation Services
 - Partnership Development
- Cultural Consultant



FUNDING WILL BE DISBURSED TO SELECTED ORGANIZATIONS TO SUPPORT PROGRAM OPERATIONS, REGENERATIVE PRACTICES, STEWARDSHIP NEEDS, ETC.



PROGRAM & FUNDING CRITERIA

-  **NON-PROFIT ORGANIZATIONS** are welcome to apply for this capacity building program and funding opportunity
-  Organization must have already started stewarding a **DMAP IDENTIFIED TOURISM HOTSPOT** in Hawai'i
-  Organization must complete and submit an application for the program and be **SELECTED BY AN EVALUATION COMMITTEE** in a competitive process
-  Organization must **PROVIDE A PLAN FOR THE FUNDING** and demonstrate capacity limitations or financial need



FUNDING DISBURSEMENT

-  In competitive process, evaluation committee will select **FUNDING AWARDEES** and offer awards
-  Organizations must provide **BUDGET AND FUNDING PLAN** to receive first payment of **70%** of total funding awarded
-  Organization must complete spending of the total award by **11/22/2024** and will be given 15 days to provide deliverables and a final report to receive remaining **30%** of award
-  Remaining **30%** of total funding awarded will be disbursed upon receipt of final deliverables and final report (on or before **12/31/2024**)

CTC - COMMUNITY STEWARDSHIP

MAY 2024

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JUNE 2024

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30	MARKETING					

JULY 2024

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28	29	30	31	APPLICATIONS OPEN		

AUGUST 2024

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EVALUATION/SELECTION						

SEPTEMBER 2024

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29	30	FUNDING DISBURSEMENT				

OCTOBER 2024

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NOVEMBER 2024

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PROJECT IMPLEMENTATION						

DECEMBER 2024

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29	30	31	FUNDING DISBURSEMENT			

TECHNICAL ASSISTANCE & CAPACITY BUILDING PROGRAMS



TACB

**Program Overview
& Information**



#1

**FOUNDATIONAL
Technical Assistance**



#2

**COMMUNITY
STEWARDSHIP**

Community Tourism Collaborative



#3

**REGENERATIVE
EXPERIENCES**

PROGRAM OBJECTIVE

- Support local businesses and nonprofits to **plan, build capacity** for, and **market regenerative activities** for tourists through professional consultancy and funding
- **Connect** local businesses and nonprofits with others working in the industry, with emphasis on sales and marketing
- Share regenerative **best practices**

PROGRAM MEASURE

- Program on **6 islands**
- Develop **action plans** to help participants move ideas forward
- Funding dispersed for participants that complete their programs by 12/31/2024

VISION FOR SUCCESS:

- Increased local business and nonprofit capacity to provide visitors regenerative experiences and products, including in voluntourism
- Increased visitor access to unique perspectives and cultural experiences

CTC - REGENERATIVE EXPERIENCES

WHAT IS THE COMMUNITY TOURISM COLLABORATIVE - REGENERATIVE EXPERIENCE PROGRAM?

- Capacity building program designed to create more regenerative experiences throughout Hawai'i so that visitors have more regenerative things to do while traveling here

WHO IS THIS PROGRAM DESIGNED FOR?

- Experience hosts, locally-owned businesses, community organizations, farms, etc. who would like to host/create regenerative experiences or create 'āina-based experiences throughout Hawai'i for visitors to consume

EXAMPLE ORGANIZATION:

- 'Āina Aloha Farm has been growing māmaki tea for three generations and are now realizing that their growth has caused them to need more labor than they can accommodate. They are interested in learning how to create a voluntourism and tea tasting experience.

PROGRAM DETAILS ANNOUNCED IN 2024 Q3

**CTC -
REGENERATIVE
EXPERIENCES**

**HELPING
BUSINESSES &
ORGANIZATIONS
INTERESTED IN
OFFERING
REGENERATIVE
EXPERIENCES
ADDRESS THESE
IDENTIFIED
BARRIERS:**

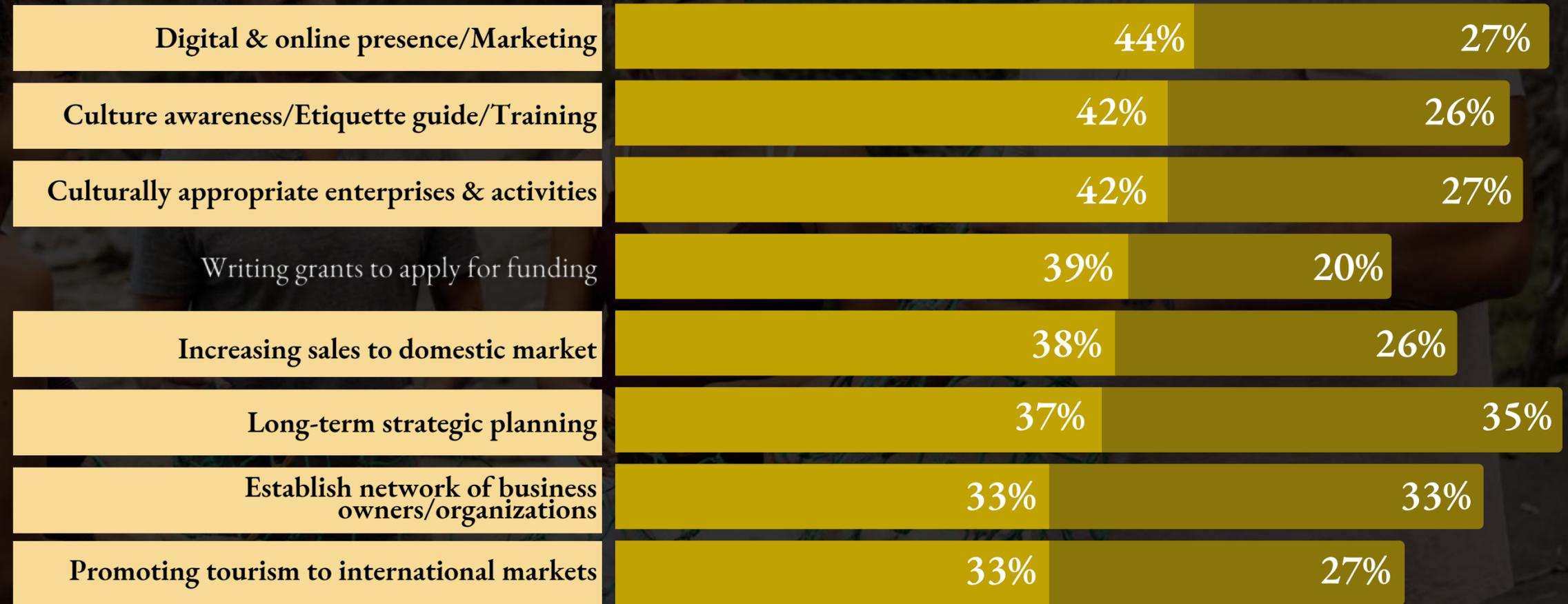
ORGS IN REGENERATIVE WORK OFFERING REGENERATIVE EXPERIENCES

IDENTIFIED BARRIERS IN VISITOR INDUSTRY	#	SUPPORT FOR ADDRESSING BARRIERS IN VISITOR INDUSTRY	#
Challenges with government agencies or regulations	46	More staff capacity	122
Lack of workers	44	Increased connectivity to visitor industry	120
Capital/funding	44	Increased marketing opportunities	115
No time/not practical	21	More interest among visitors	108
Not familiar with what is available	21	Greater communication w/ public agencies	108
Lack of space to expand/operate	21	Addressing legal or regulatory barriers	107
Lack of marketing	19	Updated facilities	94
High costs of doing business	18	Mentoring from similar organizations	83
Infrastructure issues	17	Stronger overall volunteering messaging	83
No market/tourists won't be interested	16	Transportation services connectivity	72
Competition/Uncooperative vendors	8	Addressing challenges w/ other industry segments	71
Tourism volume/Visitor behaviors	6	Reservation system	52
No support from HTA	4	Access to credit	50
Crime/homelessness/unsafe conditions	4	Increasing language resources	42
Hawai'i less attractive/low visitor counts	2	Other	35
Comment related to Maui wildfires	1	BASE: Those organizations focused on regenerative work that indicated they face barriers in offering regenerative experiences	290
Other	21		
Not directly involved with tourism	42		
Don't Know/Refused/Blank	10		

**BY PROVIDING
TECHNICAL
ASSISTANCE &
COMMUNITY
WORKSHOPS IN
THESE IDENTIFIED
SUPPORT AREAS**

HELPING BUSINESSES & ORGANIZATIONS INTERESTED IN OFFERING REGENERATIVE EXPERIENCES BY PROVIDING TECHNICAL ASSISTANCE *TO PROVIDE SUPPORT & BUILD THEIR CAPACITY IN THEIR HIGHEST PRIORITY AREAS*

ORGANIZATIONS FOCUSED ON REGENERATIVE WORK "HIGH PRIORITY" BUSINESS OR TOURISM TRAINING



■ High priority ■ Moderate priority

REGENERATIVE EXPERIENCE TECHNICAL ASSISTANCE PROGRAM STRUCTURE

- Support organizations across the Pae 'Āina
 - 10 companies/organizations per region - Each participant will create a Tour Program Plan ("TPP")
 - Target Organizations:
 - Family owned businesses
 - Organizations managing wahi pana
 - Food related businesses
 - Already existing tour companies
 - Preferences
 - Entities wanting to create voluntourism or agritourism experiences
 - Experiences already operating in the industry wanting to be more regenerative
 - Industry members looking to expand regenerative/local offerings

PROGRAM DESIGN OVERVIEW

- Each participant will host a site visit
- Follow up information gathering and strategy meetings with KūHana consultants
- Curriculum will include the TPP, and they will be written in a way for Kilohana and HTA to assess funding opportunities.
- Participants will provide feedback and final approval of their TPP - KūHana Consultants will work closely with the participants to facilitate, strategize, and write the TPP.
- The TPP will work as a part of their funding application. Funding opportunity will be disbursed to participating cohort members that complete the program
- Each participant will have a regional networking event to meet industry sales and marketing professionals.

PROGRAM & FUNDING CRITERIA



BUSINESSES & NON-PROFIT ORGANIZATIONS are welcome to apply for this capacity building program and funding opportunity



Organization must **CURRENTLY OPERATE IN THE INDUSTRY SECTOR** listed in the program details



Organization must complete and submit an application for the program and be **SELECTED BY AN EVALUATION COMMITTEE** in a competitive process



Organization must **PROVIDE A PLAN FOR THE FUNDING** and demonstrate capacity limitations or financial need

FUNDING DISBURSEMENT

- ✓ In competitive process, evaluation committee will **SELECT FUNDING AWARDEES** and offer awards
- ✓ Organizations must provide **BUDGET AND FUNDING PLAN** to receive first payment of **70%** of total funding awarded
- ✓ Organization must complete spending of the total award by **11/22/2024** and will be given 15 days to provide deliverables and a final report to receive remaining **30%** of award
- ✓ Remaining **30%** of total funding awarded will be disbursed upon receipt of final deliverables and final report (on or before **12/31/2024**)

CTC - REGENERATIVE EXPERIENCES

MAY 2024						
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JUNE 2024						
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MARKETING

JULY 2024						
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APPLICATIONS OPEN

AUGUST 2024						
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EVALUATION/SELECTION

SEPTEMBER 2024						
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FUNDING DISBURSEMENT

OCTOBER 2024						
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IMPLEMENTATION/EVALUATION

NOVEMBER 2024						
SUN	MON	TUE	WED	THU	FRI	SAT
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

PROJECT IMPLEMENTATION

DECEMBER 2024						
SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

FUNDING DISBURSEMENT

MARKETING PLAN >



MARKETING GOAL

- 225+ Locally owned businesses & organizations participate in workshops (being offered to all islands)



EARNED MEDIA/MARKETING OPPORTUNITIES

- Naming concept - working with cultural consultants & stakeholders
- Press Release
- Email blasts & inclusion in newsletters (HTA email list, CNHA, HANO, industry partners, trade associations, needs assessment email lists, etc.)
- Targeted invitations (Maui, community groups, etc.)
- Community Outreach & Information Sessions (virtual)
- News interviews & TV spots
- Social media posts (HTA, Kilohana, partners, etc.)



PAID MEDIA/MARKETING OPPORTUNITIES

- Social Media Posts & Boosted Posts
- Other additional opportunities



Marketing efforts to include photo/video content creation for future iterations of the program, etc.

MARKETING PLAN >



MARKETING GOAL

- 225 Locally owned businesses & organizations participate in workshops & training programs



EARNED MEDIA/MARKETING OPPORTUNITIES

- Naming concept - working with cultural consultants & stakeholders
- Press Release
- Email blasts & inclusion in newsletters (HTA email list, CNHA, HANO, industry partners, trade associations, needs assessment email lists, etc.)
- Targeted invitations (Maui, community groups, etc.)
- Community Outreach & Information Sessions (virtual)
- News interviews & TV spots
- Social media posts (HTA, Kilohana, partners, etc.)



PAID MEDIA/MARKETING OPPORTUNITIES

- Social Media Posts & Boosted Posts
- Other additional opportunities



Marketing efforts to include photo/video content creation for future iterations of the program, etc.

MARKETING PLAN >



MARKETING GOAL

- 225 Locally owned businesses & organizations participate in workshops & training programs



EARNED MEDIA/MARKETING OPPORTUNITIES

- Word of mouth marketing through invitation
- Naming concept - working with cultural consultants & stakeholders
- Press Release
- Email blasts & inclusion in newsletters (HTA email list, CNHA, HANO, industry partners, trade associations, needs assessment email lists)
- Targeted invitations (Maui, community groups, etc.)
- Community Outreach & Information Sessions (virtual)
- News interviews & TV spots
- Social media posts (HTA, Kilohana, partners, etc.)



PAID MEDIA/MARKETING OPPORTUNITIES

- Social Media Posts & Boosted Posts
- Other additional opportunities



Marketing efforts to include photo/video content creation for future iterations of the program, etc.

TECHNICAL ASSISTANCE & CAPACITY BUILDING PROGRAM



TACB

**MO'OLELO
BRANDING
MOOD BOARDS**



#1

**FOUNDATIONAL
Technical Assistance**



#2

**COMMUNITY
STEWARDSHIP**



#3

**REGENERATIVE
EXPERIENCES**

Community Tourism Collaborative

WAI SYSTEM

For generations, acres of lo'i kalo fed the people of Hawai'i. The **regenerative** water system created centuries of successful farming throughout the pae 'āina. The lo'i kalo system borrowed water from streams, nourished acres of kalo fields, and returned the water saturated with nutrients from the fertile ecosystem. The system returned the water in a better condition than it was received. Even if the system ended there, it would have been regenerative. However, the water system's regeneration continued downstream. The nutrient rich water fed 'o'opu, i'a, and limu throughout the streams. Not only were these gathered and eaten, but even further downstream these momona 'o'opu, i'a, and limu fed schools of larger i'a and other seafood in the loko i'a system creating even more opportunities for sustenance and a food security system that fed thousands of families for hundreds of generations.

Much like the water system of old Hawai'i, the Technical Assistance and Capacity Building programs from Kilohana strive to model programs after the regenerative lo'i kalo system in a commitment to growing Hawai'i's communities. We encourage businesses and organizations, both currently operating in the visitor industry and those who would like to operate in the visitor industry, to take advantage of these programs, absorb all of the nutrient rich information that our mentors, trainers, and facilitators have to share, and to return back to the industry and the community to uplift our Hawai'i for a regenerative tomorrow. The three programs: Po'owai, 'Auwai, and Ho'iwai remind us of our role in Hawai'i - to mālama this regenerative system and give back to our communities.

PO'OWAI

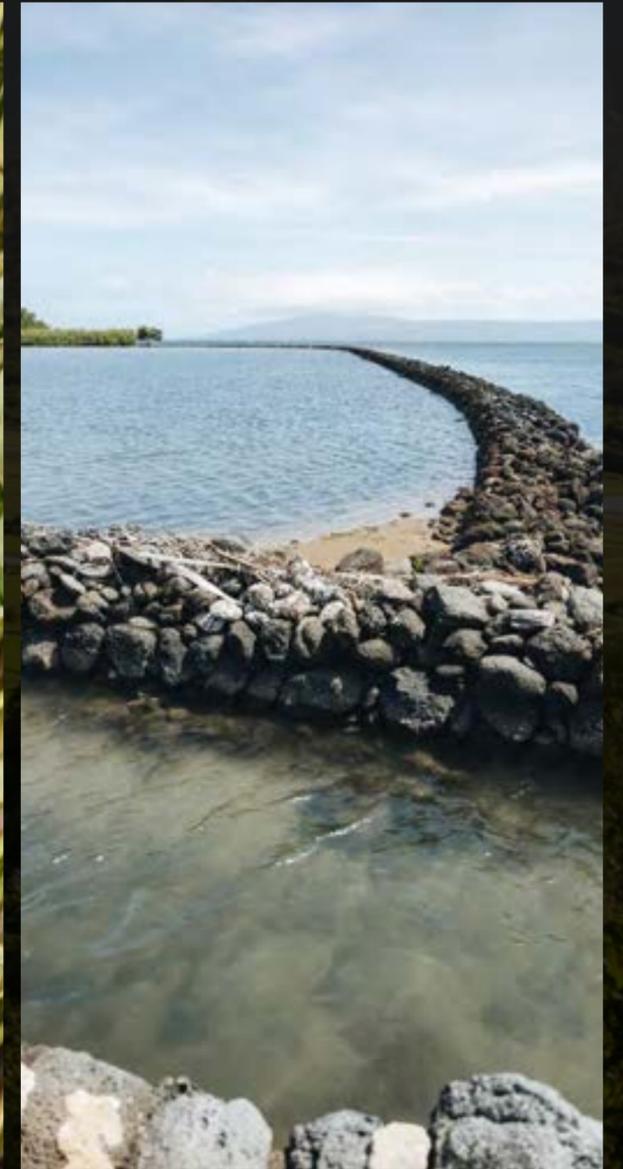
FOUNDATIONAL TECHNICAL
ASSISTANCE PROGRAM

'AUWAI

Community Tourism Collaborative
COMMUNITY STEWARDSHIP

HO'IWAI

Community Tourism Collaborative
REGENERATIVE EXPERIENCE



WAI SYSTEM >

PO'OWAI

FOUNDATIONAL TECHNICAL ASSISTANCE PROGRAM

When water leaves the main stream and enters the lo'i kalo system, it first passes through the PO'OWAI. The PO'OWAI, literally the "head waters," describes the starting point of the entire regenerative water system. Without the PO'OWAI and its ability to direct water through the lo'i kalo system, there is no water system, no regeneration, and no food system.

The PO'OWAI, Foundational Technical Assistance Program, like its role in the water system, is the introductory and foundational capacity building program that will provide businesses and organizations with community workshops that are meant to provide a foundation for growth and expansion both into and within the visitor industry throughout Hawai'i. These programs will allow participants to enter the regenerative structure and bring a plethora of resources to meet businesses where they are and provide universal trainings on the broadest application capital growth and industry strategies. This program will be open to any and all businesses and organizations throughout Hawai'i, both in-person and virtually.



PO'OWAI ➤

'AUWAI

COMMUNITY TOURISM COLLABORATIVE - COMMUNITY STEWARDSHIP

The 'AUWAI, the main artery delivering water from the main stream to the lo'i kalo system, is one of the most important parts of the system - for without the 'AUWAI, you cannot grow kalo and you cannot saturate the water with nutrients. A bottleneck in the 'AUWAI literally stops the entire system. The 'AUWAI, therefore, represents the kuleana embedded in the lo'i system. Without a clean 'AUWAI, you cannot deliver water to the rest of the system and the entire system downstream suffers. We must mālama the 'AUWAI to have a regenerative system.

The 'AUWAI, Community Stewardship Technical Assistance Program, like its role in the water system, recognizes the kuleana of maintaining our places/'āina/wahi pana/hotspots, the literal foundation upon which our community (and visitor industry) is built. In the same way that we need to maintain the 'AUWAI to keep the waters flowing in the water system, so must we mālama our sacred places. This program will infuse community organizations with resources, mentors, education and most importantly provide them the opportunity to build relationships with others in the industry that can help them to solve bottlenecks in their journey to stewarding the 'āina that we call home. Tailored content and facilitators will allow each organization the ability to collaborate, network, and work together to clear their 'AUWAI and work past stewardship issues. This program is open to community organizations already working to steward 'āina throughout Hawai'i, both in-person and virtually.



'AUWAI

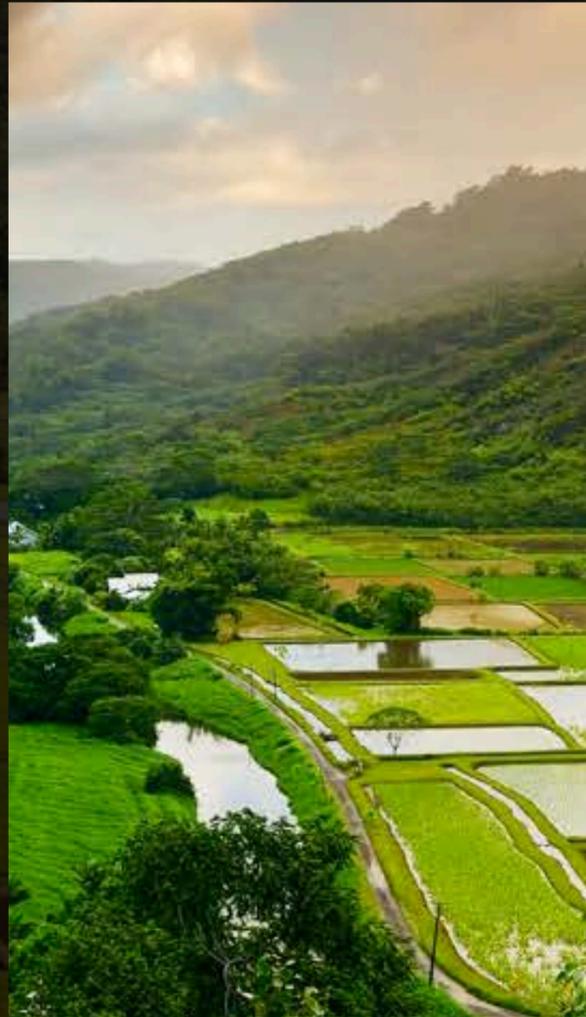
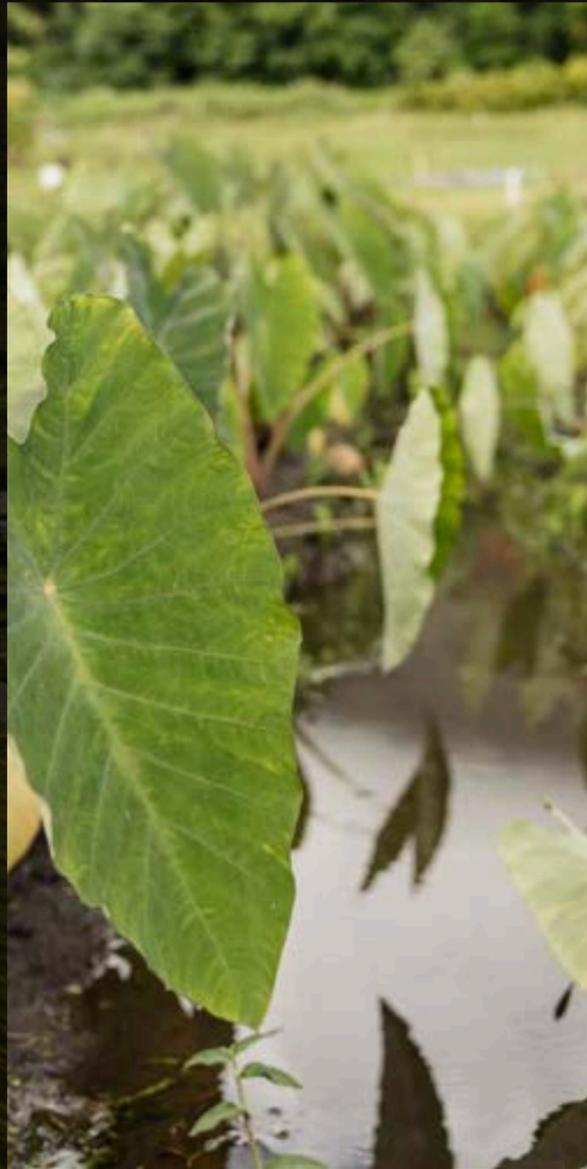


HO'IWAI

COMMUNITY TOURISM COLLABORATIVE - REGENERATIVE EXPERIENCE

The regenerative nature of the water system and lo'i kalo system, in essence, relies upon the fact that water is returned to the main stream. This ensures that life abounds downstream and that nutrients exponentially grow from the nutrient rich water from the lo'i system. The HO'IWAI the mechanism that returns the super saturated water back to the main stream, represents our kuleana for the future of Hawai'i. Investing in the HO'IWAI and our regenerative future allows us to provide a more sustainable future for generations to come.

The HO'IWAI, Regenerative Experience Technical Assistance Program, like its role in the water system, is the program focused on growing the regenerative experiences offered throughout the visitor industry. In order for new experiences in the industry to be regenerative, they must "ho'i i ka wai," or return water to the main flow of sustainability for our communities. This program will provide businesses and organizations with workshops, training, and networking with regenerative operators in different sectors and is meant to increase regenerative experiences throughout the pae 'āina. This program will be open to businesses and organizations throughout Hawai'i, both in-person and virtually.



HO'IWAI ➤