



HĀLĀWAI KŪMAU O KE KŌMIKE HO'OKAHUA HAWAI'I
KE'ENA KULEANA HO'OKIPA O HAWAI'I

**HO'OKAHUA HAWAI'I STANDING COMMITTEE MEETING
HAWAI'I TOURISM AUTHORITY**

Pō'aluā, 15 Peleluali 2022, 3:00 p.m.
Tuesday, February 15, 2022 at 3:00 p.m.

**HĀLĀWAI KIKOHO'E
VIRTUAL MEETING**

Hiki i ka lehulehu ke hālāwai pū ma o ka ZOOM.
Webinar will be live streaming via ZOOM.

E kāinoa mua no kēia hālāwai:
Register in advance for this webinar:

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Ma hope o ke kāinoa 'ana, e ho'ouna 'ia ka leka uila hō'ōia iā 'oe me ka 'ikepili ho'oku'i hālāwai.
After registering, you will receive a confirmation email containing information about joining the webinar.

Papa Kumumana'o
AGENDA

1. *Ho'omaka A Pule*
Call to Order and Pule
2. *Ke 'Āpono 'Ana I Ka Mo'ō'ōlelo Hālāwai O Kekemapa 13, 2021*
Approval of Minutes of the December 13, 2021 Meeting
3. *Ka Nū Hou Mai Nā Māhele Ke'ena O Nā Mokupuni 'Ehā A Me Nā Manakia O Kahi E Hele Ai, E Pili Pū Ana I Nā Pāhana/Nā Hana No Ka Makahiki 2022*
Updates from the Four Island Chapters and its Destination Managers on Key Projects/Activities for 2022



4. *Ka Nā'ana, Ke Kūkākūkā, A Me Ka Hāpai Mana'o No Ka Papa Hana Ho'ōla Hou I Ka 'Oihana Ho'okipa Malihini A Me Mā Hana Hokona No Ka Makahiki Waihona Kālā 'O 2022*

Review, Discussion, and Recommendation on the Tourism Recovery and Marketing Plan for FY 2022

5. *Ke Ala Holomua A Me Ka Hālāwai Kōmike Ho'okahua Kūmau*
Next Steps and Next Ho'okahua Standing Committee Meeting

6. *Ho'oku'u*
Adjournment

**** 'Aha Ho'okō: Ua hiki i ka Papa Alaka'i ke mālama i kekahi hālāwai kūhelu i kū i ka Hawaii'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 ko Hawaii'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 Hawaii'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 Hawaii'i's competitive advantage as a visitor destination.

Kono 'ia ka lehulehu e nānā mai i ka hālāwai a ho'ouna mai i ka 'ōlelo hō'ike kākau 'ia no kēlā me kēia kumuhana i helu 'ia ma ka papa kumumana'o. Hiki ke ho'ouna mai i nā 'ōlelo hō'ike kākau 'ia ma mua o ka hālāwai iā carole@gohta.net a i 'ole ho'ouna i ka leka i Ke'ena Kuleana Ho'okipa O Hawaii'i, 1801 Kalakaua Avenue, Honolulu, HI 96815 - Attn: Carole Hagihara-Loo. Inā pono ke kōkua ma muli o kekahi kīnānā, e ho'omaopopo aku iā Carole Hagihara-Loo (808-973-2289 a i 'ole carole@gohta.net), he 'ekolu lā ma mua o ka hālāwai ka lohi loa.

Members of the public are invited to view the public meeting and provide written testimony on any agenda item. Written testimony may be submitted prior to the meeting to the HTA by email to carole@gohta.net or by postal mail to the Hawaii'i Tourism Authority, 1801 Kalākaua Avenue, Honolulu, HI 96815 - Attn: Carole Hagihara-Loo. Any person requiring an auxiliary aid/service or other accommodation due to a disability, please contact Carole Hagihara-Loo (808-973-2289 or carole@gohta.net) no later than 3 days prior to the meeting so arrangements can be made.



HAWAII TOURISM
AUTHORITY

Hawaii Convention Center
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David Y. Ige
Governor

John De Fries
President and Chief Executive Officer

E like nō me ka 'ōlelo a ke Kānāwai 220, e mālama ana ke Ke'ena Kuleana Ho'okipa o Hawai'i i kekahi wahi e hiki ai ka po'e o ka lehulehu ke noho a komo pū ma nā hālāwai ma o ka ho'ohana 'ana i ka 'enehana pāpaho (ICT). Aia ana kēia 'enehana pāpaho ma ka papahale mua o ka lumi ho'okipa i mua o ke Ke'ena Kuleana Ho'okipa o Hawai'i ma ka Hale 'Aha. 'O 1801 Kalakaua Avenue, Honolulu, Hawaii, 96815 ka helu wahi.

In accordance with Act 220, the Hawaii Tourism Authority will 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). The ICT audiovisual connection will be located on the 1st Floor in the Lobby area fronting the Hawaii Tourism Authority at the Hawaii Convention Center at 1801 Kalakaua Avenue, Honolulu, Hawaii, 96815.

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Approval of Minutes of the December 13, 2021
Committee Meeting



Hawai'i Convention Center
1801 Kalākaua Avenue, Honolulu, Hawai'i 96815
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**HO'OKAHUA HAWAI'I STANDING COMMITTEE MEETING
HAWAI'I TOURISM AUTHORITY
Monday, December 13, 2021, at 2:30 p.m.**

Virtual Meeting

MINUTES OF HO'OKAHUA HAWAI'I STANDING COMMITTEE MEETING

MEMBERS PRESENT:

Kimi Yuen (Chair), Keone Downing (1st Vice Chair), Dylan Ching, Daniel Chun, George Kam, Sig Zane

MEMBER NOT PRESENT:

HTA STAFF PRESENT:

John De Fries, Keith Regan, Maka Casson-Fisher, Caroline Anderson, Maile Carvalho, Minh Chun, Carole Hagihara

GUESTS:

David Arakawa, Ross Birch, Maile Brown, Coby Chock, Karishma Chowfin, Gina Chun, Jennifer Chun, Jeffrey Eslinger, Lei-Ann Field, Jadie Goo, Laci Goshi, Debbie Hogan, Dede Howa, Ayako Ishiwari, Sue Kanohe, Lani Kauai, Donna Kimura, Kyoko Kimura, Yvonne Lam, Sunnie Lasconia, Sherry Menor-McNamara, John Monahan, Darlene Morikawa, Karen Nakaoka, Barbara Okamoto, Richard Onishi, Catherine Orleans, Teri Orton, Joseph Patoskie, John Reyes, Michele Shiowaki, Jay Talwar, Pris Texeira, Todd Toguchi, Donna Mae Valenciano, Mitsue Varley, Ross Willkom, Sun Wong, Kurt Yaross

LEGAL COUNSEL:

Gregg Kinkley

1. Call to Order and Pule

Chair Yuen called the meeting to order at 2:32 p.m. Mr. Casson-Fisher opened the meeting with a pule. He provided instructions to the general public with regards to submitting testimony. Mr. Casson-Fisher mentioned the purpose of the committee is to develop review, evaluate, monitor, report, and provide recommendations on issues relating to natural resources, Hawaiian culture and community. Mr. Casson-Fisher confirmed the attendance of the Committee members by roll call.

2. Overview of HTA Staff Roles and Responsibilities related to Destination Management Action Plans (DMAP)

Chair Yuen commended the great planning efforts by Ms. Anderson, Mr. Ka'anā'anā and the team. She stated that in order for everyone to understand the budget requests she asked the staff to give their ideas of their various roles and responsibilities. She mentioned they are trying to pivot the largest industry, and how it fits into their visitor industry. She said that from HTA's perspective, it is a huge shift, so it will be helpful for everyone to understand what Mr. De Fries and his team are doing and what the board members should be aware of.

Mr. De Fries suggested that Mr. Regan introduce Ms. Anderson to take it forward.

Mr. Regan mentioned that the destination management action plan process has been a long process, but it's been led by some very key and important people on the team and two of them were in the meeting – Ms. Anderson, director of planning and Mr. Ka'anā'anā, chief brand officer. He stated that Ms. Anderson has been leading the effort as it relates to the planning portion and she shifted into the implementation side of the house in terms of the responsibilities of overseeing that process, collecting information, reporting back to the Chair, as well as others, on the committee and to the full board and public. He mentioned that Ms. Anderson has been taking a lead in the effort and suggested to Chair Yuen, Mr. De Fries and Mr. Ka'anā'anā that Ms. Anderson share some of the processes involved. He also mentioned that as his role as the chief administrative officer, he does manage and supervise Ms. Anderson, and they work very closely together, making sure Ms. Anderson has the resources needed to get her job done. He reiterated the importance of the destination management action plans, the actions and the sub-actions that were developed by the communities. He commended the great team led by Ms. Anderson. He turned the floor over to Ms. Anderson.

Ms. Anderson shared her screen to show the team a slideshow called the DMAP implementation responsibility chart. She reiterated that she reports directly to Mr. Regan and that she is working with the island chapters, HVCB, and their island chapters. She mentioned that each island chapter has a destination manager which they are funding through their fiscal year 21 budget. She mentioned all the destination managers, namely Kaua'i has Patty Ornellas, O'ahu has Catherine Orlans, Maui Nui has Meagan DeGaia, and Hawai'i Island has Rachel Kaiama. She said they are go-getters and very passionate about their islands. She said she is extremely happy to be working with them as well as the executive directors for each of the island chapters and moving the DMAPs forward. She mentioned that they have recently received their work plans and budgets, and they're still going through it. She mentioned that they are formulating their work plans for the DMAPs, for the funding. She will be working with Mr. Ka'anā'anā and his team to implement DMAP actions as well, through their various projects and programs that they're working on. Her role is to oversee the island chapters destination managers, and also to coordinate with Mr. Ka'anā'anā and his team. She mentioned that they shared out the summer progress reports at the end of August to the board and public and they are now finalizing the fall progress report and its actions up until mid-November. She said she will be presenting this next week at the board meeting.

Chair Yuen asked Ms. Anderson to clarify if these positions were funded out of last year's fiscal 21 budget and asked how they are funded for next year.

Ms. Anderson mentioned that their positions are currently funded through midyear 2023 based on the funding they gave.

Chair Yuen opened up the floor to the other board members or audience for questions. Mr. Casson-Fisher said there were no questions from the audience.

3. Update on DMAP-related Budget Items

Chair Yuen moved to the current budget that had been tentatively approved at the last meeting. She asked that Ms. Anderson elaborate on what some of those items will be going towards. She asked the board if they had any questions.

Ms. Anderson shared her screen and enlarged the planning section from the HTA budget so that everyone could see it clearly. She reiterated that she wanted to go over each of the line items to make sure everyone had an understanding of how the funds would be used. She mentioned the first one, hotspot mitigation, and that the request is for \$500,000. She said

that with the funding they want to mitigate some of the hotspots on that list. She mentioned that there were questions with regards to whether DLNR should be doing this, but some of the hotspots aren't state owned, and it's not DLNR's responsibility, and some of it is county. Some are other state agencies. She mentioned that with these funds, they will firstly, work in coordination with the island chapters as well as county, to ensure they're identifying the priority hotspots that need mitigation and prioritize from there to see what needs to be addressed. She mentioned an example on Hawai'i island, Green Sand Beach where discussions were had.

Chair Yuen asked Ms. Anderson if that amount is for all the islands and Ms. Anderson confirmed yes.

Mr. Ching asked what they, or HTA will be doing with the DMAPs versus Hawaiian homelands as stakeholder.

Ms. Anderson mentioned that the Department of Hawaiian Home Lands (DHHL) came out with a community action plan for the Ka Lae area and they developed a plan back in 2016. She mentioned that nothing has moved on the plan because their priorities are about getting their beneficiaries on land, but through the DMAPs and that Green Sand Beach is publicly identified as an area of concern, a hotspot, making sure that this place is safe for visitors as well as residents. She mentioned they want to work together with DHHL on the action plan to help make the place safer for visitors and residents, through things like signage or messaging, for example.

Chair Yuen mentioned they have been cautioned many times not to be funding things that are recurring costs, like maintenance. She said the idea is to be able to provide funding where they can do one-time implementation. She mentioned that where the visitor industry intersects is in their local communities that are having impacts to the local residents, as it's not DHHL's concern to be managing visitors. She mentioned they should be providing housing for native Hawaiians. She said sometimes the purpose of the committee also overlaps with other sister agencies, but that they must focus on the intersection with their visitors and that should be the top priority in Ms. Anderson's budget funding.

Mr. Zane asked if the signage is educational or safety signage.

Ms. Anderson mentioned that it would be both as the people need to be educated about the area and to inform them about safety issues. Their plan is to work with DHHL, to bring together the community of the area to do a hands-on grass roots meetings with them to hear about what they want to share with visitors about their stories. She reiterated that it is

a community driven effort, and that the people in the area are guiding the information that goes on the signage.

Mr. Zane mentioned that it would be a good idea to include the identification of the rare plants to ensure they are not damaged by people walking or driving over them.

Mr. Downing asked if the monies is per island or statewide and Ms. Anderson said it is statewide.

Mr. Downing asked how much they are looking at for hotspot mitigation.

Ms. Anderson said she has not received all the costs yet, but as of now \$500,000 statewide is a sufficient amount of funds to help with the addressing issues and mitigating various hotspots. Ms. Anderson also reiterated that she hasn't got an exact amount yet as they have not issued out the RFP to create the signage yet. She mentioned that community meetings will take some cost to bring everyone together, so they're still identifying projects, and she reiterated that Green Sand Beach is one that needs to be addressed with the funds.

Chair Yuen stated that because all this is new, the budget has just been set out recently, but nothing is confirmed yet. She asked Ms. Anderson if she is planning to do it like the other grant program with different communities responding to this RFP or if it would be specific.

Ms. Anderson mentioned that she wanted to work with each of the island chapters and the counties because they are the two main partners with the DMAP as it was being developed. She mentioned that is their core DMAP group, as well as HTA staff to really prioritize all of the hotspots for each DMAP and then go from there.

Mr. Downing mentioned the reason for him asking this is because they have a limited amount of resources as far as dollars are concerned, and they will have to go to each island, and ask for prioritization of what hotspots they have, and then figure out how much money to allocate. He asked Ms. Anderson if they are planning to allocate everybody's top hotspot first or how the allocating will take place, and whether there will be enough for everyone. He asked if she would address it with the board showing the list of hotspots with the amount needed. He said that although she would not know this yet, going forward the board needs to know so they can put the money to where they can accomplish something and, and not just give them all a little bit and nothing gets done.

Chair Yuen agreed that this is the intention, that as Ms. Anderson starts to develop the DMAP action implementation, hotspots, they're going to have to start having budgets so that they will be able to come to the board with those requests, but she also mentioned that in this initial first cut, Ms. Anderson's best guess was to try to put a budget to addressing

some of the top hotspots, and then to work with the teams to get through it. She mentioned that she thought it was a little conservative at first as this was new, and there were no budgets in hand yet. She said that all the DMAP staff on all the islands are working on it, and they had to get through the first cut. She said that hopefully for next year's budget request they'll have more hard numbers and they'll be per island. Ms. Anderson agreed.

Chair Yuen mentioned that they're in transition, where they're trying to put money towards these types of mitigation actions. She hopes that the budget moving forward will be bigger, but, in this first round and since they have to encumber by the end of June, she said that Ms. Anderson wanted to make sure it was manageable given the time that they have left. She mentioned that the contract work has to be kept in mind too for this. She reiterated that Ms. Anderson did something that is manageable as this is new for HTA and that even contracting is a lot more cumbersome than it used to be, so they can't be as efficient in executing contracts and the like. She mentioned that now that the island DMAP coordinators have been hired, there will be a definite pattern and process that'll be more efficient, and they'll be able to bring true budgets to them each year.

Mr. Chun followed up on Mr. Downing's question asking if there is historical data to look at. He questioned whether they were estimating how many hotspots they can hit this year with that amount, or what the goal or target is that they're looking at. He reiterated the importance of having targets or goals to work towards to make everyone more comfortable.

Mr. Kam agreed that they all want to invest in those things but that they're still a bit uncomfortable on all these big amounts without understanding exactly where they are allocated to with a breakdown. He mentioned that they must also be careful with duplication. He mentioned that Mr. Ka'anā'anā has a signage program too, and that it's important to make sure they're coordinating and listening to the community and having the community prioritized. He asked if Ms. Anderson has a baseline for how much they've invested in because of all the different budgets from 2020, 21, 22, so that they can get an idea off where they're at, so they know where to put more resources towards. He reiterated the importance of hotspots but also the importance of doing good things for the community at large and making sure they're addressing the natural resources and the Hawaiian culture as well.

Chair Yuen mentioned that she asked Ms. Anderson and Mr. Ka'anā'anā to start tracking DMAP budget items as that will be critical moving forward, as they'll have to go to the legislature for their funding, to be able to track it.

Mr. Downing mentioned he'd like to understand the program evaluation and the planning tool assessments.

Ms. Anderson said the program evaluation is at 500,000 and that 300,000 of that is for contracting with UGOV, for festivals and events evaluation. She mentioned that HTA investing in festivals and events is one of the programs that really connect their residents and visitors together. She mentioned that through the contractor, UGOV, they send out people to be at the festival interviewing attendees, and through these surveys they are able to get attendance regarding how many were residents versus out of state visitors. She mentioned they are also able to get economic impact data from the surveys and also satisfaction of the event, and that with all the information, they are able to assess how well their dollars are going to supporting these various festivals and events. She reiterated there have been festivals and events evaluation for a number of years, so it's not anything new, but just a continuation of a previous program that they did through their tourism research branch. She mentioned it is under their budget now.

Mr. Downing asked how many festivals and events they are evaluating with the group.

Ms. Chun mentioned it was more than 30 and the cost is about \$10,000 – \$11,000 per event depending on how big the event is.

Ms. Anderson mentioned the other remaining funds are to be used for setting up an evaluation system, to get the data from their team to track programs, and then put it on a dashboard, to make it available on their website so that all is transparent as a community engagement item ensuring the HTA is in the community. She mentioned there are at least two in-person community meetings per island and some islands will have more than two per year.

She then mentioned the community tourism collaborative which is \$400,000. She said this is taking the DMAP one step forward with the community to work with them on the creation of either a stewardship plan to help them manage an area or a site that they really feel the community has to get involved and they want to make it a better place. Or it could be community coming together to work on developing a tourism product or experience. She said it is community-based working with community.

Chair Yuen asked if it is training for capacity building.

Ms. Anderson said it's more technical assistance, providing community with resources, like planning resources, or resources to help them come up with the idea and turn it into a stewardship program, then come up with an action plan to help them to understand how

they are going to steward this place, or if it's a tourism experience and help them create that product. Ms. Anderson said people will be applying to take part in the collaborative, but it's not necessarily a grant program because they're providing them the technical assistance or capacity to help them to develop these products. She mentioned it is similar to a cohort program.

Ms. Anderson mentioned that last item called planning tools and assessment for \$400,000. She said there are a couple of components looking at the planning tools. She mentioned destination assessment and said the last time they did a destination assessment was in 2019 when they were developing their tourism strategic plan. She said the destination assessment shows them how they are doing as a visitor destination and also compares them to other destinations, and from this assessment, they would be able to further build out programs, but that it's really a tool to help them in further developing programs. The other assessment or study would be a collaboration between HTA, DBEDT and Department of Agriculture. She said this would be to address the DMAP actions.

She mentioned that in almost all of the DMAPs, there was talk about making sure that their visitor industry, the hotels and restaurants are buying local from their agriculture industry. She said the study will show how much their visitor industry is buying local ag products, as right now there is no information out there showing this. She mentioned that they want to form a partnership with them to collect the data. This would help to further build out programs to help connect their visitor industry and agriculture together. She mentioned another component, planning tools, communication tools, or for example, infographics to help share in an easily digestible manner, how they are progressing in either the DMAPs or in other programs and also to show outcomes in an infographic manner because she thinks it will help people better to understand what they're doing as well as communicating information to them in a graphical manner.

Chair Yuen reiterated the importance of integrating communication, the data they're collecting, program evaluation, etc., so that the messaging goes out. She asked if anyone on the branding committee needs Ms. Anderson to start monitoring or measuring. She said it's important know what is being measured, how it is presented and how Ms. Anderson is collecting it and presenting so that it makes sense. She mentioned it's a lot more efficient in terms of how they're communicating out the information about what HTA does. She says it's always been a problem as nobody knows about all this great work that is happening.

Mr. Chun asked about the integration or interfacing of the rebranding work, which was approved through the branding budget, as well as the destination assessment and whether it is envisioned that the two will be working together or if there is some connection.

Ms. Anderson said the destination assessment is under research for the strategic planning.

Ms. Chun mentioned that because they're not doing the full destination assessment with all the community meetings, it's a lower cost than the strategic plan.

Chair Yuen asked if everyone will be working together with all of the studies to ensure there is no overlap and Ms. Anderson confirmed that she is working with Mr. Ka'anā'anā and his team to develop programs to be implemented, whether it's branding or other community programs.

Mr. De Fries asked Mr. Ka'anā'anā to weigh in on that GMT element as they had just completed a whole cycle through all GMTs last week.

Mr. Ka'anā'anā mentioned that for the DMAPs, they've made them a part of each of the brand management and marketing plans, and so each of them have elements that they've identified for them in conjunction with Ms. Anderson, which DMAP actions they can work towards, and they've included them, so they can stay close with Ms. Anderson on the DMAP side. Mr. Ka'anā'anā mentioned that all gets reported to Ms. Anderson to ensure no overlapping and that they will be in Ms. Anderson's reports.

Mr. Chun mentioned the community tourism collaborative and asked if they are envisioning running it in-house or whether it will be contracted out and run statewide.

Ms. Anderson said they'll issue an RFP for trainers, to conduct the workshops, and as far as funding projects, they were awarded EDA ARPA funds, so some of the funds will be used for implementation of the projects, to help them first and foremost, with the training, planning of either stewardship, capacity building etc.

Chair Yuen asked if there were questions from the board.

Mr. De Fries mentioned the Strat plan and DMAP as offspring to that Strat plan and that the board needs to be commended for making the investment as there is now a solid framework of priorities, actions, sub actions, but more importantly, on every island, they have a steering committee that more often than not is taking ownership of the DMAP of their island, and they've seen this over and over. He mentioned that although funds are important, trust and dignity is more important. He mentioned that it's important to understand that DMAPs is a decentralized operation and HTA is providing a centralized facilitation of it so that when they go before the legislature, it's actually the communities on each island that are asking for the funding, that are asking for those priorities to be funded and HTA becomes the conduit through which that request is put forward, but there's going to need to be a lot of work done on each of the islands with each of their senators, with each of their representatives so that

they too will take ownership of that hotspot mitigation or of that community initiative. So that when they make the legislative decision the idea is to bring this together in a cohesive effort. He also mentioned that he would like to see the community start thinking that HTA owned DMAPs because the minute that becomes centralized an out of Honolulu, out of Waikiki initiative by perception, it'll weaken it. He gave credit to Ms. Anderson, Mr. Ka'anā'anā, Mr. Casson-Fisher and to Mr. Regan who have been able to keep that level of ownership where it belongs in the community as they've come a long way with it.

Chair Yuen mentioned that it's important to have the dedicated staff on each island as they will be the thread that connects through. She said she is glad the funding goes to 2023, as they need to make sure that it is also consistent exactly to the point that Mr. De Fries was saying, that the reason why a lot of the island chapters are so successful is because those people have been there for years and they know they're accountable and they have a tight relationship with HTA and there's always somebody to go back to make sure that things happen.

Mr. Chun agreed with Mr. De Fries. He asked that if it's not too much trouble that a worthwhile exercise is to have a roles and responsibilities chart showing in terms of what is HTA's role, island chapters role, destination managers role, etc. He also said to expand to show all of the different entities, whether it be county agencies and who is connected to each DMAP per county.

Mr. De Fries agreed with Mr. Chun as he said one missing is a formalized advisory committee. He mentioned the road to Hana being a hotspot, and that there is so much community angst about it that the department of transportation looked at what it would take to privatize that road and put a toll fee on it for visitors. He said the problem is that they've got to walk away from all the federal funding, all of bridge repairs, all of the road repairs, and it doesn't pencil out, but they've got to go down that road anyway, to make that determination. He mentioned that their ability to work with the various agencies to help get through this is the key thing about hotspots as it's directly related to resident sentiments. He stated that they can't do all this other work if they don't start solving the hotspots resident sentiments. He said it has to be done cooperatively with state agencies and county agencies that are identified in the DMAP and that building stronger collaborative effort is going to be essential going forward.

Mr. Downing agreed with Mr. De Fries and Mr. Chun that if they do not have the funding to help the communities that put in all the legwork to do their hotspots, they will get tired of them because they'll be looking at themselves as putting so much effort and it will seem that HTA can't help. He stated that they have to be very careful in all the planning. He mentioned

that if they're going to pick the hotspots from the islands that they've got to be able to back them up, and if they're of importance, they've got to let the state and communities know which ones are the most important that with the funding they have, they're going to help solve the issue. He mentioned that if they want those community groups to be strong, to be leaders, they're going to need action themselves because their community's going to be watching them.

Mr. Chun reiterated that because they don't have an unlimited budget, they need to move the needle on this and help set targets and manage expectations as this is phase one.

Chair Yuen reiterated that Ms. Anderson has a great relationship with all of their sister state agencies, and this is going to be critical in coordinating a lot of this. She said that hopefully they can all be strategic too, working together with sister agencies that are encountering a lot of the same issues. She reiterated what Mr. De Fries said about continuity and that Ms. Anderson has been with HTA for 20 years, so she has a wealth of knowledge.

4. Overview of committee members thoughts and ideas, dreams and hopes for the committee

Chair Yuen asked each of the board members to go around and give their hopes and thoughts, or any ideas that they've thinking about.

Mr. Downing mentioned that as a board they should be looking at things that do not fall under DMAPs, for example, restrooms at beach parks, things that impact tourists, and also impact the local resident. He said he is not sure if there are enough facilities to take care of all the tourists when they go to these areas. He said it's a collaboration with the city and county. He mentioned beaches as another example and ensuring that the beaches are looked after for tourists, visitors and locals. He mentioned that when they take care of their beaches, or when they take care of their restrooms, the resident understands where the money's coming from and when it's not coming from them, they look at the tourists a little differently. He also mentioned Mr. Zane's comment about the plastic flowers in the airport and that they're not native flowers.

Chair Yuen mentioned that this committee is not only about DMAP, and it was just a starting point given where they were in the budget.

Mr. Ching mentioned that he is fairly new and is trying to listen more and learn before he talks. He said that is where he is and then he can find out how he can help enhance things. He mentioned that the community needs tangible wins that they can feel, touch and see,

and even if that's just in one community or one island, that they can all rally around in the short term, he thinks that will give them an opportunity to get more funding when they have to get more funding in a different way. He said it will get more positive vibes going versus negative vibes.

Mr. Chun mentioned that he is excited about this committee. He said they represent three of the four pillars. He agreed with Mr. Ching that incredible work has been done by this agency, with regards to each of those three pillars that they just really need to lift up and focus on, and elevate and, and having the committee, to talk about each of those three pillars and the great work that's being done, DMAPs included, is only going to benefit the agency, but also benefit the state of Hawai'i. He reiterated the importance of managing tourism in a better way. He mentioned that his heart and passion lie in tourism but 100% agrees that branding is important, but mentioned that what they are building is the foundation for that.

Mr. Kam mentioned that the three pillars are branding, and he is glad Mr. Ka'anā'anā and Mr. Chun are both on the branding committee. He agreed with Mr. De Fries that trust is critical, and what comes to mind is the steering committee, because those are people from the community. He mentioned that as Mr. Downing said, it's important to listen to them, as they encourage healthy descent in different points of view for healthy dynamics. He mentioned that they are the facilitator and catalyst to help champion the needs of the community and the steering committee. He said it's important to make sure that they live up to the promises and commitments they made and to always care. He said everything they do from the HTA level is there to support all those things. He said they have a good visual of really what their role is. He mentioned destination stewardship and said he thought it was much more than just management, it's almost like three generations for a long way. He said the key pillar to this is Hawaiian culture, natural resources and community, and all of that is part of the Hawai'i brand, which is important. He said he is so fortunate that they were put on this committee because he thinks this foundational committee really is the vehicle as Hawai'i and HTA set sails on this voyage, and he mentioned they need to be honest with themselves that they're not going to be perfect, but they're going to get there and always listen to the community. He said he likes to find solutions that might not be easy, but they'll work towards. He said if funding is important, they will find it if it's the right thing, whether it's public, private, partnership outside. He reiterated that credibility is very important, and you can only lose it once. He said to him it's important that everything they do is credible and honest.

Chair Yuen said that stewardship is the right word. She shared feedback that they received during the initial DMAP meetings. She said they're not really managing the destination but tourism, and tourism should be supporting and stewarding the destination.

Mr. Zane reiterated the issue with the plastic flowers in the airports and that he didn't see any of their natural environment on display. He said this is one of the greatest assets that they have. He also mentioned that the plastic flowers were not native and suggested other loulou palms or native palms. He would like to see, moving forward in 2022, a change with the plastic plants. He also mentioned a product that they can be growing at HTA is their community of leaders. He said a lot of their residents, or their community don't have enough opportunity to grow and educate themselves in things of the culture. He said it's important to nurture their youth to grow into leaders. He reiterated the importance in raising strong cultural leaders and he said that is his dream. He also said it's important to have some kind of educational program so that they can raise the bar. He mentioned that they give grants to certain kinds of programs but questioned whether they have a program to grade it or a committee to look at what they're doing, and really say they are doing a good job, and recognize what they are doing. He said it's important to educate the tourists, but it's more important to start with their own people, educate their own people, because they are the ambassadors. He said they will teach the tourists.

Chair Yuen mentioned that maybe there is something to connect a lot of Mr. Zane's ideas like working with airports, to grade the vendors that are at the airport, if they are providing native made products or that sort of thing, and maybe that could be part of evaluation programs too.

Mr. De Fries said he is relieved to have this committee. He said he believes that this particular committee will help calibrate the direction that they need to take. He said it's important, whether being a cultural practitioner or having motivation to see three generations from now, to see a sustainable and regenerative model evolve. He said they need to get better at how they weave that story into a cohesive vision so that the practitioner and the capital investor can share a common understanding of what the future might look like. He also agreed to get rid of the plastic at the airport.

Mr. Casson Fisher confirmed there were no comments from the public.

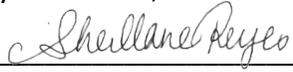
Chair Yuen asked Mr. Casson-Fisher to close and thanked everyone for joining, for all their thoughts and wisdom. She said she is looking forward to working with everyone.

Mr. Casson-Fisher thanked everyone for joining.

5. Adjournment

The meeting was adjourned at 4:04 pm.

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

4

Review, Discussion, and Recommendation on the
Tourism Recovery and Marketing Plan for FY 2022



Tourism Recovery and Marketing Plan FY 2022 Budget

2/11/2022

*Information in this document, which is relative to our market activities, is **PROPRIETARY** and should be treated in a **CONFIDENTIAL** manner to protect Hawai'i's competitive advantage as a visitor destination.*

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1 HAWAII TOURISM AUTHORITY

Who We Are, What We Do

The Hawai'i Tourism Authority (HTA) is the state's tourism agency responsible for setting tourism policy and direction; developing and implementing the state's tourism management strategy and Tourism Recovery and Marketing Plan; supporting programs and activities to sustain a healthy tourism economy, including programs that address the long-term sustainability of the destination; ensuring sufficient air and cruise access; the global promotion of leisure and business travel; the management of the Hawai'i Convention Center; and coordinating tourism-related research, planning, promotional, experiential and outreach activities across the state. The agency serves as a critical bridge linking government and private sectors, the visitor industry, and visitor and island communities. The HTA aims to contribute successfully to a quality visitor experience and enhanced quality of life for residents through tourism.

HTA Strategic Plan

The HTA Strategic Plan (HTASP) is the foundation for all of HTA's initiatives. The purpose of the HTASP is to guide the organization in addressing issues and creating opportunities that will move Hawai'i's visitor industry forward.

Purpose of the Tourism Recovery and Marketing Plan

The HTA's Tourism Recovery and Marketing Plan describes the goals, strategies, actions and evaluation approach that HTA will undertake to achieve the objectives within the HTASP. This document frames our efforts for FY 2022 to address the needs of our industry and improve the continuity or flow of business to maintain our industry's standing as the foundational or initiating economic driver for the state while promoting and practicing destination management through responsible tourism.

According to the Hawai'i Revised Statutes (HRS) §201B-6, there are five (5) statutory requirements that comprise the HTA's Tourism Marketing Plan. According to the statute, the plan shall include:

1. Statewide Hawai'i brand management efforts and programs;
2. Targeted markets;
3. Efforts to enter into Hawai'i brand management projects that make effective use of cooperative programs;
4. Program performance goals and targets that can be monitored as market gauges and used as attributes to evaluate the authority's programs; and
5. The authority's guidance and direction for the development and coordination of promotional and marketing programs that build and promote the Hawai'i brand, which are implemented through contracts and agreements with destination marketing organizations or other qualified organizations, including:
 - a. Target markets and the results being sought;
 - b. Key performance indicators; and
 - c. Private sector collaborative or cooperative efforts that may be required.

To provide additional guidance to the HTA in the development of the Tourism Recovery and Marketing Plan, the statute states that "Hawai'i brand" means "the programs that collectively differentiate the Hawai'i experience from other destinations." The statute further states that "the authority shall develop measures of effectiveness to assess the overall benefits and effectiveness of the marketing plan and include documentation of the progress of the marketing plan towards achieving the authority's strategic plan goals." HTA's Tourism Recovery and Marketing Plan strives to meet these requirements by including detailed execution plans for brand marketing, including the individual Brand Management Plans by major market area, as well as HTA's community enrichment, Hawaiian culture, natural resources, communications, and planning programs.

HTA Functions

One of the HTA's key functions is managing the Hawai'i brand, more specifically, managing the promotion of Hawai'i's brand, supporting and developing airlift to the state, and supporting programs to help deliver on the brand promise. The HTA works with its global contractors, visitor industry partners, travel trade members, and community stakeholders to position the Hawaiian Islands as a unique, world-class destination that is aligned with Hawai'i's distinctive products, activities, natural resources, Hawaiian culture and multi-cultures. In FY 2022, HTA will be organizing and placing more emphasis and investment on programs which focus on the management of the destination.

To better implement its strategies to achieve its goals, HTA programs are organized into four categories as shown in the chart below.

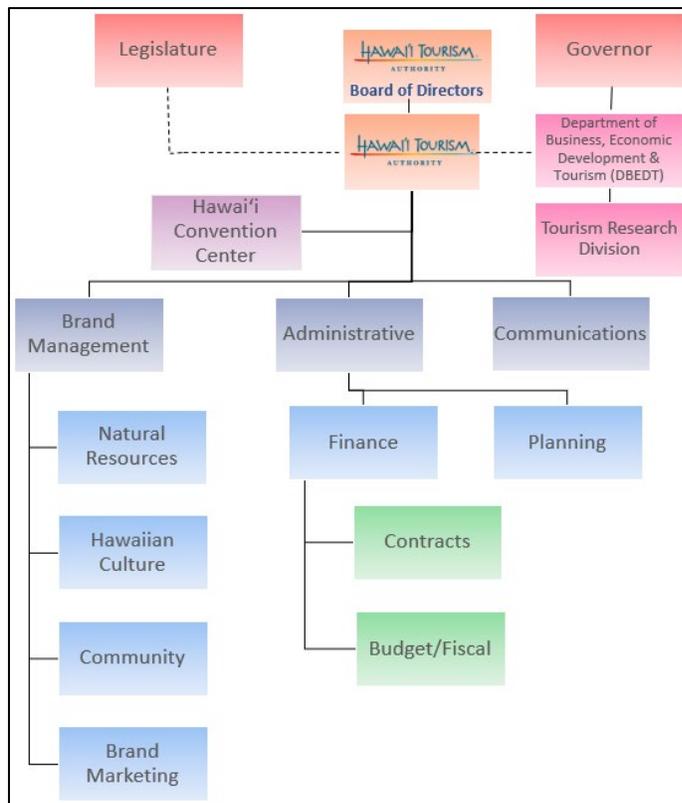


Figure 1: HTA Functional Structure

From Recovery to Stabilization – Market Conditions

Tourism continues to remain the primary economic driver for the Hawai'i economy across all islands. The pandemic has had far-reaching impacts that will require significant resources and focus to return the overall economy of Hawai'i to a more stable position. While tourism has experienced a resurgence since the relaxing of travel restrictions in October 2020, the long-term outlook of travel remains questionable. The pre-pandemic mix of international and domestic travelers is no longer as virtually all travelers to Hawai'i are now originating from domestic markets. Driving this new paradigm are the restrictions on international travel to some of the more traditionally frequented destinations that Hawai'i once competed against for market share. Additionally, domestic travelers have expressed the strong desire to travel after living under the many protective measures that prevented leisure travel in 2020. As such, Hawai'i has become the destination of choice for domestic travelers seeking a vacation in a more tropical setting.

The pent-up demand for travel, while initially strong, has started to wane and is weakening as the season transitions from summer to fall. Traditional international competitor destinations have opened for business and are now providing domestic travelers with choices where, previously, there were few. Additionally, with the surge in COVID-19 Delta Variant cases throughout the United States, travelers are opting to postpone or cancel plans to travel including to Hawai'i. This may begin to erode the perceived recovery and prevent a move to stabilization of the industry.

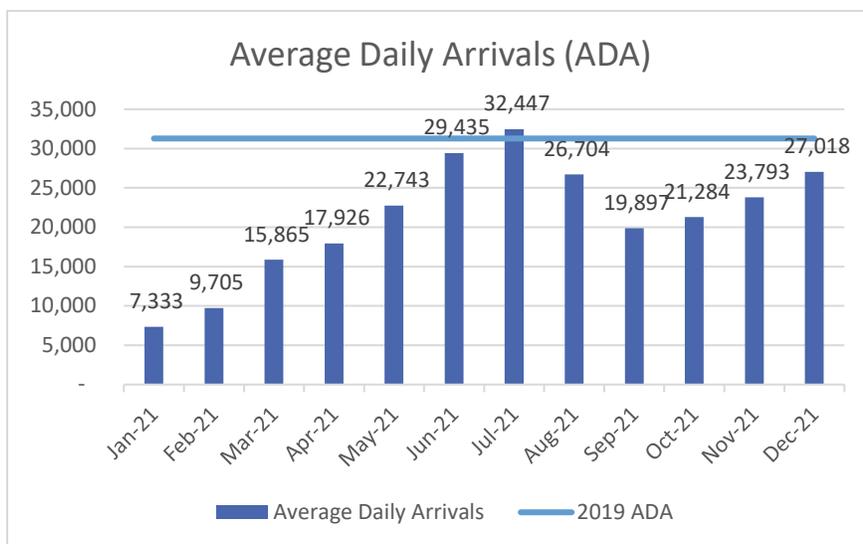


Figure 2: Average Daily Arrivals
Source: DBEDT

Based on historical tracking information, industry recovery began in October 2020 with launch of the State of Hawai'i's Safe Travels program.

While recovery is evident, as reflected in Figure 1, overall arrivals continue to lag when compared to 2019 (Figure 2). We believe that the ever-changing nature of the pandemic due to emerging variants, rising case counts and vaccination efficacy will begin to erode the recovery that Hawai'i has experienced since October 2020.

Stabilization will be a challenge for Hawai'i until such time as COVID-19 case counts decrease, the efficacy of COVID-19 vaccines is improved, and the status of Hawai'i's healthcare system is normalized. Recently, the overtaxing of Hawai'i's healthcare system has become a major concern and is expected to play a role in the instability of Hawai'i's recovery and road to the stabilization of our economy.

As we move forward, achieving the stabilization targets set forth in the plan will require significant resources and support. The HTA will focus its efforts on strategies that will move the visitor industry economy from a somewhat unstable recovery to a more sustainable stabilization future.

The Department of Business, Economic Development & Tourism (DBEDT) projects that Hawai'i's economic growth

rate, as measured by the real gross domestic product (GDP), will increase by 0.7% in 2021, 0.6% in 2022 and 1.1% in 2023. Hawai'i is expected to welcome 6.2 million in 2021, 8.3 million in 2022, and 9.4 million in 2023. Visitor arrivals will not reach the 2019 level until 2025, based on the assumptions. Visitor spending will decline more over the next few years due to decreases in daily spending

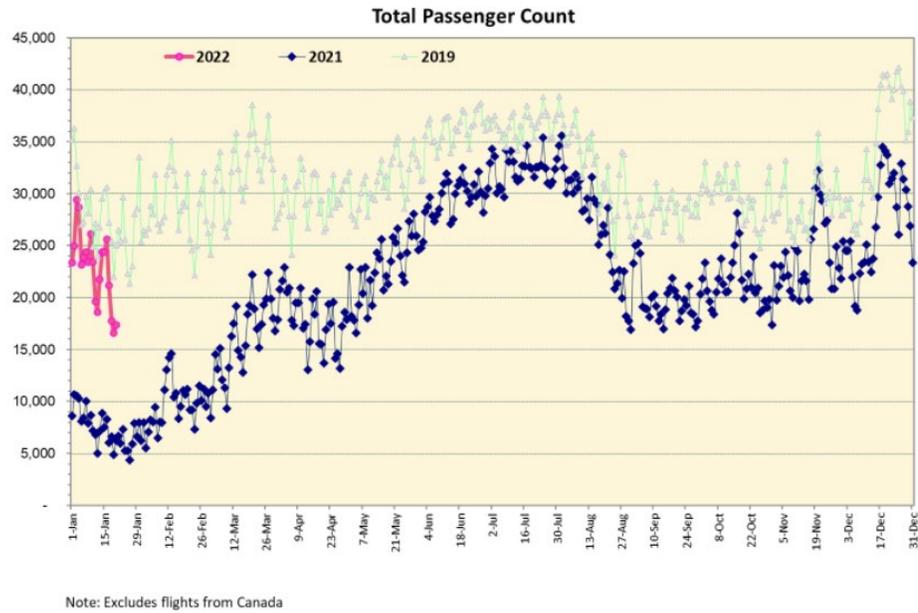


Figure 3: Total Passenger Count
Source: DBEDT

2 TOURISM RECOVERY AND MARKETING PLAN EXECUTION OVERVIEW

Key Priorities for 2022

There are six key priorities that HTA will focus on for 2022 to aid in the recovery of our visitor industry and building stronger and resilient communities.

1. Bring back leisure travel in a safe, sustainable, and regenerative manner.
 - Promote responsible, safe, and respectful travel to drive industry recovery.
 - Accommodations
 - Activities/Attractions
 - Restaurants
 - Ground Transportation
 - Airlift
 - Support of local businesses and other industries, like agriculture.
2. Recapture the meetings, conventions, and incentives (MCI) market to assist this segment with recovery and eventual stabilization to increase visitor spending.
3. Address priority hotspot areas to mitigate direct and indirect impacts.
 - Hotspots, defined as sites/areas that attract visitors due to its popularity, which may result in overcrowding, congestion, degradation of resources, safety hazards, and a negative experience for both residents and visitors, have also been identified.
 - Improve interagency (state, county, federal), visitor industry, and community coordination and collaboration.
4. Improve industry and visitor relationships with the community.
 - Create opportunities for communication, education, engagement, and collaboration between the HTA, community, visitor industry, and other sectors to improve community-industry and community-visitor relations.
5. Invest in targeted regenerative tourism products, services, and activities.
 - Invest in Hawai'i's tourism product and services to provide for regenerative tourism activities and high satisfaction experiences for residents and visitors alike. This includes but is not limited to programs that connect residents and visitors; voluntourism opportunities; tour guide certification and licensure programs; programs that highlight the uniqueness of the Hawaiian Islands, Hawaiian culture, and Hawai'i's multi-ethnic cultures; support for natural resources; and visitor safety programs.
6. Invest in authentic Hawaiian culture and 'ōlelo Hawai'i projects and programs which enhance the visitor experience, including training and education of visitor industry-related businesses.

Evaluation of Programs within the Tourism Recovery and Marketing Plan

The process to develop meaningful measures started with clearly understanding the connection between the current Strategic Plan and Tourism Recovery and Marketing Plan. The Strategic Plan establishes the overarching vision and strategic direction for the organization while the Tourism Recovery and Marketing Plan is the tactical action plan used to achieve the vision with clear actions and a set of measurements. It is incumbent on the HTA to utilize measures of effectiveness that will assist in assessing the overall benefits and effectiveness of its programs. This is identified under each program in

the TRMP. The HTA will communicate the results of its efforts on a regular basis to the HTA Board of Directors, State Legislature, Governor, and the public.

In addition, there are a variety of other measures that HTA will use to gauge the performance of the visitor industry and health of the community. This includes HTA's four overarching top-level measures of success – resident satisfaction, visitor satisfaction average daily spending and total spending.

Metric	2019 Baseline	Source
Intent to Travel	Intent to Travel to Hawai'i	Destination Analysis and Marketing Effectiveness Study DBEDT
Hotel Booking Performance	Hotel booking pace	TravelClick, HVCB
Travel Agency Booking Performance	Travel agency booking pace	HTA Travel Agency Bookings Report
Hotel Performance	Occupancy Rate; Average Daily Room Rate; Revenue Per Available Room	Hawai'i Hotel Performance, DBEDT
Vacation Rental Performance	Occupancy; Average Daily Rate	Vacation Rental Performance, DBEDT
Timeshare Performance	Occupancy	Timeshare Quarterly Report, DBEDT
Brand Perception	Buzz, Recommend, Consideration, Purchase Intent	Hawai'i YouGov Destination Brand Index Trends, DBEDT
Inbound Air Seats and Flights	Number of direct inbound air seats by island by market	Monthly Visitor Statistics, DBEDT
Average Daily Spending	Per-Person-Per-Day Spending	Monthly Visitor Statistics, DBEDT
Total Spending	Total visitor expenditures	Monthly Visitor Statistics, DBEDT
Visitor Arrivals	Number of visitor arrivals by island by market	Monthly Visitor Statistics, DBEDT
Average Daily Census	Average Daily Census by island	Monthly Visitor Statistics, DBEDT
Average Length of Stay	Average Length of Stay by island by market	Monthly Visitor Statistics, DBEDT
Resident satisfaction	Agree tourism brings more benefits than problems, and agree tourism positively affects you/family	Resident Sentiment Survey DBEDT
Visitor Satisfaction	Overall Hawai'i vacation rating if exceeded expectations; likely to recommend Hawai'i likely to revisit in next 5 years	Visitor Satisfaction & Activity Report, DBEDT

In addition, HTA will monitor DBEDT's key performance indicators (KPIs) as identified in its economic recovery plan to monitor the performance of tourism's contribution to the economy:

Metric	Baseline	Source
Business/job retention and creation	149,000 unemployed with 21,000 job openings	DLIR, Research & Statistics Office, April 2020
Tax Revenue	Forecasted reduction of 7% for FY 2020 and 12% for FY 2021	Council on Revenues, May 2020
GDP Growth and Diversification	Projected GDP reduction of 12.4% in 2020 vs 2019	DBEDT, READ, May 2020

3 BRAND MARKETING PILLAR

Pillar Overview

The goal of this pillar is to strengthen tourism’s contributions by taking the lead in protecting and enhancing Hawai’i’s globally competitive brand in a way that is coordinated, authentic, and market-appropriate; is focused on Hawai’i’s unique host and local cultures and natural environment; and supports Hawai’i’s economy through catalytic programs and projects. Our emphasis is on educating and attracting high value visitors.

Key Strategies

- Manage brand marketing programs so that they are aligned with HTA’s values and objectives.
- Evaluate performance of brand marketing and management programs against identified performance measures and the four HTA KPIs.
- Differentiate Hawai’i from its competition by focusing on our unique Hawaiian culture, authentic activities, natural environment, and attractions, by engaging Native Hawaiian organizations.
- Focus marketing on higher-spending, positive-impact prospects by developing data-driven plans based on a deep understanding of current visitors and the visitor of the future.
- Promote Responsible Tourism via post-arrival programs that promote visitor safety and responsible travel.
- Nurture partnerships with industry partners – especially airlines, wholesalers, hoteliers, cruise lines, MCI corporate end-users, meeting planners, A-list intermediaries, and others in the travel distribution system.
- Align branding and education programs with the responsible transition of Hawai’i’s tourism model to regenerative tourism.
- Use advances in technology to enhance marketing efficiency and effectiveness, reach intended audiences, and promote regenerative tourism.
- Facilitate communication to advance the goals of the various DMAPs and to improve resident sentiment.

Major Market Brand Marketing & Management

Program Overview: The major market brand marketing and management program aims to promote Hawai’i responsibly through market education and coordinated branding. HTA’s ultimate goal is to bring back leisure travel in a safe, sustainable, and regenerative manner.

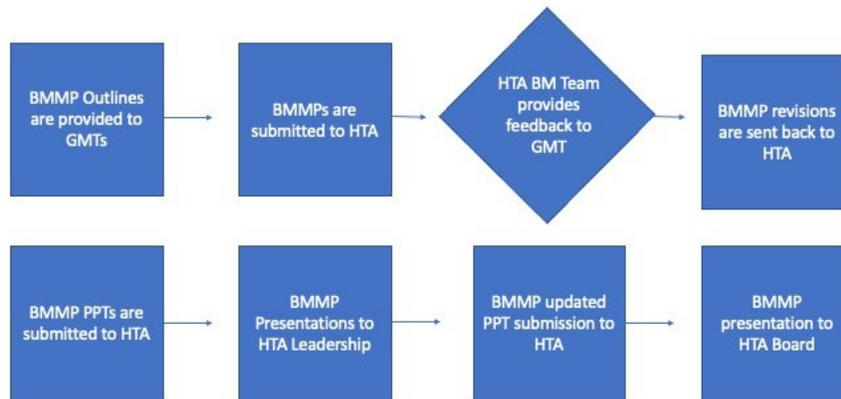
The major markets are selected based on their potential to reach mindful visitors who have the highest propensity to truly engage in all that Hawai’i has to offer. HTA has contracted with six marketing organizations to promote the Hawaiian Islands in the following Major Market Areas (MMAs): United States, Canada, Japan, Korea, Oceania (Australia and New Zealand) and China.

The global marketing contractors were directed to develop Brand Marketing and Management Plans (BMMPs) in a clear and concise format using narrative to explain the strategies and key campaign & programs and worksheets to establish performance measures and budget plans. The ultimate role of the plan is to ensure that the Hawai’i brand story is told across the globe in a way that is consistent, authentic, respectful of the Hawaiian culture, the environment and community, and continues to inspire travelers to want to visit and contribute to Hawai’i and its people.

Key Objectives

- Assist HTA in execution of Destination Management Action Plans and regenerative tourism initiatives.
- Drive destination brand awareness - build the brand of the Hawaiian Islands as well as the specific islands of O‘ahu, Maui, Hawai‘i Island, Kaua‘i, Lāna‘i, and Moloka‘i.
- Take advantage of local resources, as well as market insights and intelligence on trends, distribution dynamics, consumer insights, and competitive analysis. Target both current and next generation of mindful travelers.
- Focus brand marketing to target mindful travelers with emphasis on higher trip expenditures and increasing per person per day expenditures.
- Collaborate with the visitor industry to leverage resources and optimize results.
- Maintain the cultural integrity of the Hawaiian language, customs and practices, music, dance, cultural and historic sites, and imagery in all marketing initiatives while raising awareness and familiarization and appreciation of the diversity of Hawai‘i’s people, place and overall culture.
- Implement a responsible tourism branding communications program to educate visitors both pre-and post-arrival with specific information about safe and respectful/mindful travel.
- Develop airline relationships with the goal of monitoring and improving load factors and to support direct routes as directed
- Focus marketing and enhance tour product development to build a desire to visit during shoulder periods.
- Maintain a balance between travel trade and consumer promotions, backed by research regarding consumer destination travel shopping and buying trends.
- Assist HTA’s Global MCI contractor in securing MCI group business with special focus on the state-owned Hawai‘i Convention Center (HCC) and citywide convention growth.
- Support local businesses and promote Hawai‘i made products.
- Assist HTA and other designated entities in crisis management and communication related to the visitors and/or visitor industry.
- Ensure that initiatives are metrics driven.

Implementation: For 2022 brand marketing and management, only the USA MMA is funded through the FY 2022 budget via an RFP. Canada, Oceania, Japan, Korea, and China MMAs will continue to be funded through the FY 2021 budget via HTA procurement exemption as a result of the transition from the legislative session, veto, and subsequent veto override, as well as extensions and the COVID-19 pandemic. HTA took steps to ensure operations were not impacted by the transition and maintained within reason of environmental situations.



BMMP Approval Process

HTA’s Chief Brand Officer directs and administers the individual MMA annual brand marketing and management plans. The BMMPs are approved by the HTA board of directors annually. Brand Managers work directly with the contractors in their assigned markets to monitor and evaluate the delivery of approved key performance indicators (KPIs) and performance measures against the annual plans. Throughout the year, the following activities take place:

- Constant engagement through email and phone communications, and virtual or in-person meetings with all contractors.
- GMT group meetings held twice a year for planning and collaboration purposes.
- Marketing advisory committee meetings held regularly in Hawai’i for planning and networking purposes with United States and Japan contractors.
- Annual visitation to the major markets by HTA’s Chief Brand Officer and brand managers.
- Monthly, mid-year and year-end detailed reporting.
- HTA performance review covers the following topics:
 - KPIs and Performance Measures - review results against targets.
 - Campaigns and Programs - review the actual campaigns and programs conducted vs. the HTA-approved Brand Marketing and Management Plan.
 - Brand Integrity - review contractor’s ability to maintain the brand integrity and cultural authenticity.
 - Communication - review contractor’s communication with HTA and industry partners.
 - Financial Accountability - Review significant variances of budget vs. actual, if any.

Below is a summary of the current market situation for each of the major markets. Full versions of the 2022 Brand Marketing and Management Plans was submitted to HTA in November 2021 and finalized & approved in December 2021/January 2022. All approved Brand Marketing and Management Plans will be added to this document as Appendix B by January 2022.

3.1.1 United States

(This program is currently funded through FY 2021 funds and HTA staff resources continue to be required to monitor contractor)

- The U.S. West and U.S. East are Hawai'i's two largest source markets for visitors. The U.S. West market includes visitors who travel to the Hawaiian Islands from the 12 U.S. states west of the Rockies, and U.S. East includes all other states.
- Domestic air seats accounted for 70% of total seats to Hawai'i in 2019 with 9.7 million seats. In 2020, the total number of domestic seats were 4.2 million, accounting for 80% of total seats to Hawai'i. For 2021, there are 10.4 million domestic air seats scheduled in total from the U.S. West and U.S. East.
- Of the U.S. visitors that traveled to Hawai'i in 2019, 73.3% were repeat visitors. There was a percentage increase in repeaters for 2020 at 76.2%. An increase in first timers is anticipated for 2021.
- The Congressional Budget Office (CBO) projects that the economy will continue to strengthen during the next five years, with real GDP expanding rapidly over the coming year, reaching its previous peak in mid-2021 and surpassing its potential level in early 2025.
- According to the CBO, labor market conditions will continue to improve as the economy expands, with many people rejoining the civilian labor force who had left it during the pandemic, restoring it to its pre-pandemic size in 2022.
- Inflation, as measured by the price index for personal consumption expenditures, will rise gradually over the next few years and above 2.0 percent after 2023, as the Federal Reserve maintains low interest rates and continues to purchase long-term securities.
- Destination Analysts indicate that the travel outlook is positive with 83.8% of American travelers currently having trip plans, 53.0% traveling at least once in the next three months, and nearly 70% having high degrees of excitement about a potential getaway they had not previously considered, as of November 2021.
- More than 50% of American adults plan to take a domestic vacation before the end of 2022, according to AAA.
- Travel will be used as a means to deeply connect with friends and family, traveling more sustainably and with a greater environmental consciousness, and a greater focus on outdoor activities, according to Destination Analysts.
- Personal safety considerations will continue to play a role in destination choice.

3.1.2 Canada

(This program is currently funded through FY 2021 funds, but HTA staff resources are required to monitor contractor)

- Canada is the second largest international market and fourth largest source market overall for visitors to Hawai'i.

- Direct air service from Canada to Hawai'i in 2019 accounted for over 484,000 seats. In 2020, the number of seats dropped to almost 178,000. For 2021, there are nearly 155,000 air seats scheduled from Canada.
- Of the Canadians that have traveled to Hawai'i in 2020, 71.3 were repeat visitors. For 2021, the percentage of repeaters will likely decrease.
- In September 2021, the Canadian border reopened to fully vaccinated travelers from all countries. Fully vaccinated travelers no longer had to do on-arrival and day eight testing, but they are subject to random testing at the border.
- The Canadian economy will rebound strongly and grow by 6.1% in 2021 and 3.8% in 2022, due to reduced COVID-19 restrictions and increasing external demand.
- The loonie is forecasted to have an average value of USD \$0.83 in 2022, a slight increase over an average USD \$0.82 in 2021 and \$0.79 in 2020.
- As labor markets come back to pre-pandemic strength, slow growth in the size of the working-age population will hamper economic potential after 2023, even with full employment.
- Canada's aging population will continue to be a positive contributor to growth in outbound leisure travel driven by baby boomers (those born between 1946 and 1964).
- Millennials continue as a growing and important market sector.
- Canadian residents are most likely to rely on word of mouth, online search engines, travel review sites, online travel agencies, and destination websites for vacation inspiration; and when it comes to planning and booking, online travel agencies, travel review sites, and online search engines rank among the top and the use of travel agencies will be significantly increased.

3.1.3 Japan

(This program is currently funded through FY 2021 funds, but HTA staff resources are required to monitor contractor)

- Japan is the largest international market for Hawai'i, consisting of approximately 15% of all travelers.
- Through the first nine months of 2021, there were 15,040 visitors from Japan compared to 286,802 visitors (-94.8%) in the first nine months of 2020, versus 1,173,477 visitors (-98.7%) in the first nine months of 2019. Total visitor spending was \$54.6 million, a 96.7 percent drop from \$1.65 billion in the first nine months of 2019. Comparative 2020 spending data was not available.
- For first nine months of 2021, there were 348 scheduled flights with 87,561 seats from Japan. In comparison, there were 1,721 flights with 467,002 seats in the first nine months of 2020, versus 5,836 flights with 1,498,414 seats in the first nine months of 2019.
- New Prime Minister Fumio Kishida formed a Cabinet to meet challenges including recovering an economy affected by the pandemic and prevention of COVID-19 spread. PM Kishida made first speech to transform the Japanese economy by implementing a "new model of capitalism," identifying growth and the distribution of wealth as "mutually necessary."
- With relaxation of COVID-19 regulation, slowly the government plans economic recovery by setting up ¥500 billion fund aimed at supporting firms developing vaccines for infectious diseases and new drugs and expands "university fund" by ¥600 billion to enhance research activities and make Japan a nation of science and technology.

- The number of new COVID-19 cases confirmed each day in Japan is continuing to fall, even after the full lifting of the government's state of emergency at the end of September, according to the health ministry advisory board. As of November 1, 77.6 % are vaccinated once, and 72.5% are fully vaccinated.
- Japan's Vaccine Certificate (VC) program for overseas travelers started from July 26 and as of mid-October, 51 countries/regions have accepted the Japan issued VC. Japan is planning to introduce online COVID-19 vaccination certificates from December.
- The Japan Government announced that as of October 1, self-quarantine for fully vaccinated travelers is reduced from 14 days to 10 days.
- According to Japan National Tourism Organization, Japanese outbound travel for September 2021 was 52,400 passengers, 97.0% down from 2019.

3.1.4 Oceania

(This program is currently funded through FY 2021 funds, but HTA staff resources are required to monitor contractor)

- Through the first nine months of 2021, there were 563 visitors from Australia, compared to 41,238 visitors (-98.6%) in the first nine months of 2020, versus 219,205 visitors (-99.7%) in the first nine months of 2019. Visitors who came in the first nine months of 2021 arrived on domestic flights as direct flights from Australia continued to be suspended.
- Through the first nine months of 2021, there were 1,394 visitors from New Zealand, compared to 9,167 visitors (-84.8%) in the first nine months of 2020, versus 59,325 visitors (-97.7%) in the first nine months of 2019. Visitors who came in the first nine months of 2021 arrived on domestic flights as direct flights from New Zealand remained suspended.
- The market is readying itself for the re-opening of international travel, thanks to high-volume vaccination rates and a relaxing in government restrictions. The HTO office (and the wider industry) has noticed an increase in consumer excitement and inquiries around future travel opportunities.
- With the announcement of reopening plans by the Australian government, attention turned to both Qantas and Hawaiian Airlines around the return of flights to Honolulu. Both carriers have scheduled flights between Sydney and Honolulu commencing in the 2nd half of December. These have been scheduled for some time, but now is the first time they have caught the attention of local media. The next few weeks will provide more clarity and hopefully confirmation around restart details.
- The Australian government has given the greenlight for vaccinated Australians to travel overseas in November (once the 80% threshold has been reached). Qantas has announced the re-start to the key destinations of London and Los Angeles in November which will be the start of a more widespread rollout.
- The outlook has markedly improved with conditions relaxing around international travel along with a market ready to travel and with the propensity to travel. NZ/AUS still have Hawai'i's three key airline partners active in the market (Qantas, Hawaiian and Air NZ) along with a stable exchange rate that is higher than pre-Covid levels.
- After a recent dip, both local currencies have recovered to once again be above pre-Covid levels against the USD (AUD.75cents & NZD.72cents).

3.1.5 Korea

(This program is currently funded through FY 2021 funds, but HTA staff resources are required to monitor contractor)

- Through the first nine months of 2021, there were 5,597 visitors from Korea, compared to 46,540 visitors (-88.0%) in the first nine months of 2020, versus 165,690 visitors (-96.6%) in the first nine months of 2019. Total year to date visitor spending was \$27.1 million (497.9 million in 2019). Comparative 2020 spending data was not available.
- There were 74 scheduled flights and 20,572 seats from Korea during the first nine months of 2021, compared to 234 flights and 71,175 seats in the first nine months of 2020, versus 763 flights and 244,014 seats in the first nine months of 2019.
- Moody's, an international credit rating agency, raised Korea's real GDP growth forecast for this year from 3.5 percent to 4.0 percent. It mentioned that the production growth of Korea has already surpassed the pre-COVID-19 peak due to the strong exports and raised its forecast for 2022 economic growth from 3 percent to 3.2 percent as well.
- Korea's real GDP in the second quarter grew 0.8 percent compared with the previous quarter as consumption, which had been suppressed since the breakout of COVID-19, has recovered. Private and government consumption contributed significantly to GDP growth.
- South Korea's export prices rose in August, marking the ninth straight monthly gain amid a strong recovery in exports marking 35 percent on-year in August on the back of robust demand for chips and automobiles. Outbound shipments came to \$53.2 billion last month.
- As of November 1, 2021, 75.6% of Korean population are fully vaccinated. Koreans can get a Certificate of Immunization from Korea Disease Control and Prevention Agency. The certificate includes personal information (first & last name, gender, address, date of birth), vaccination series, vaccine product name, and date and location of vaccine inoculated. All information will be provided in English for overseas use.
- Korean Air plans to operate 3 weekly flights from Incheon to Honolulu starting November and 5 weekly flights from January 2022. Asiana Airlines is expected to return to service early next year. Hawaiian Airlines is maintaining its weekly 3 flights and planning 4 weekly flights from mid-January during the winter peak season.

3.1.6 China

(This program is currently funded through FY 2021 funds, but HTA staff resources are required to monitor contractor)

- Chinese visitor arrivals in 2019 totaled 92,082 generating over 242million in visitor expenditures with per person per day spending of \$329, the highest amongst all visitors to Hawai'i. In 2020, as China Eastern Airlines ceased its direct services to Honolulu coupled with the spread of COVID-19, visitor arrivals from China declined sharply to 10,736 in 2020 and 9,812 for the first nine months of 2021.
- Direct air service from China to Hawai'i in 2019 accounted for over 90,000 seats. In 2020 and 2021, there are no direct flights scheduled from China.
- Asia Development Bank projects PRC's economic growth to surge by 8.1% in 2021 from 2.3% in 2020, and increase by 5.5% in 2022. Powered by strong exports and gradual recovery in household consumption, the economy continues to come back robustly despite pandemic uncertainty, the

recovery will be driven by improvement in the job market, restored consumer confidence, and the release of pent-up household demand.

- RMB continues to appreciate due to pandemic and economic stimulus packages and the surplus US dollar in market. It indicates booming in the luxury shopping sector both domestic and overseas (cross-border e-commerce) which Chinese market is the driver of luxury goods consumption globally.
- Chinese market is on an upward flight path toward a new normalcy and prosperity, 80 percent of China's population have received the COVID-19 vaccines, with some observers suggesting that China has achieved herd immunity.
- Based on industry insights, Beijing Winter Olympics would be the trigger to open China's inbound cross-border travel which to lift the stringent quarantine restrictions and lead to open both inbound and outbound cross-border travels by the 2022 Labor Day Holiday, May 1. This means Chinese travelers would return to home country without quarantine which is the key indicator for planning oversea trips.
- China's domestic travel market trends indicate that Chinese travelers are gravitating toward outdoor experiences as well as luxury integrated offerings. And how consumers choose these offerings is also changing - social media channels are now key sources of inspiration for travel destinations.

Staff: Kalani Ka'anā'anā, Laci Goshi (USA, Canada), Jadie Goo (Japan, Korea, China), Maka Casson-Fisher (Oceania)

Contract and Contractor Leads

MMA	Contractor	Lead Contact	Contract Start Date	Contract End Date	Option Period
United States	Hawai'i Visitors & Convention Bureau	John Monahan	1/1/2022	6/29/2022	No options
Canada	VoX International	Susan Webb	1/1/2022	12/31/2022	No options
Japan	a.Link	Eric Takahata	1/1/2021	12/31/2022	No options
Oceania	The Walshe Group	Darragh Walshe	1/1/2021	12/31/2023	2, one-year options (2024-2025)
Korea	Aviareps	Irene Lee	1/1/2020	12/31/2022	2, one-year options (2023-2024)
China	ITRAVLOCAL	Dennis Suo	1/1/2021	12/31/2022	No options

Measurements

Measures	Source
Leisure: Consumer/Trade Ad Reach & Impressions; # of Consumer/Trade Shows and Participants; PR Values & Impressions; # of Media/Trade FAMs and Participants; # of Articles Generated from Press Trips; # of Trade Education Sessions & Participants; # of Industry Partner Meetings (include % comparisons) Social Media: Impressions & Interactions Gained; Fan Growth; # of Posts	Contractor
DMAP: No. of DMAP Action Items Supported; No. of Initiatives to Promote Hawai'i Made Products; No. of Hawai'i Festivals & Events Promoted; No. of Volontourism Programs Promoted	Contractor & Survey
<ul style="list-style-type: none"> • Grow Average Daily Visitor Spending over 2021 • Grow Total Visitor Expenditures (prioritizing average daily spend over increasing visitor arrivals) over 2021 • Increase percentage for “visitors recall hearing or seeing information about safe and responsible travel” compared to the most recent study • Improve Hawai'i's ratings for “value” and “unique experiences” compared to the most recent study • Improve score in perceptions of uniqueness of the destination for prospective visitors compared to the most recent study • Increase percentage of consideration for visiting Hawai'i within the next 12 months compared to the most recent study • Increase percentage of visitors that participated in voluntourism activities while in Hawai'i (2022 will be the first year to establish a baseline.) 	Survey/Study

Global Meetings, Conventions and Incentives (MCI)

Program Overview: While Hawai'i's leisure market has typically been strong, when managed strategically, the MCI market can become a critical source of profitable “base” business booked years in advance. This base of business enables a higher yield of shorter-term leisure business. It can also help fill hotel occupancy gaps in future years by capitalizing on off-peak opportunities. Additionally, to be competitive and thrive in the changing world of Business Tourism (MCI market), Hawai'i must capitalize on its strategic mid-Pacific location, which conveniently connects East and West, helping organizations create events that are international, engaging and memorable business event experiences. As mentioned above in our larger brand marketing strategy, our location also contributes to a unique experience and the focus-group setting of these meetings, conventions and incentives allows us to further educate our markets about Hawaiian culture and our precious resources by immersing

attendees and stakeholders in these activities.

Key Objectives

- Primary focus is on MCI sales and marketing in the United States, Japan, Canada, Oceania, Korea, and China. Secondary focus is on additional markets as identified by contractors.
- Assist HTA by engaging in the execution of DMAP and regenerative tourism initiatives.
- Drive destination brand awareness and promote the Hawaiian Islands as a preferred destination for MCI.
- Target appropriate vertical MCI segments with emphasis on high-profile global events that are aligned with Hawai'i's culture, natural resources and community:
 - earth, ocean and atmospheric sciences
 - indigenous knowledge and traditional practices
 - environmental and biodiversity conservation
 - health and wellness
 - conflict resolution, civility, compassion and peace
 - multicultural diversity and cross-cultural exchange
 - technology & engineering
 - finance & insurance
- Target appropriate associations, corporate end-users, third party/meeting planner organizations, and A-list intermediaries in key MMAs that have potential to use the Hawai'i Convention Center.
- Collaborate with the visitor industry both in Hawai'i and globally to leverage resources and optimize results.
- Work in coordination with HTA, HCC, HTA's GMTs, and Hawai'i's MCI tourism stakeholders to ensure effective marketing under the Meet Hawai'i brand.
- Focus marketing and booking business for the higher need periods (Years 2022-2023, and 2026 and beyond for the Hawai'i Convention Center) and traditional shoulder seasons of April, May, October, and November.
- Implement a regenerative tourism communications program to educate meeting planners and MCI groups both pre- and post-arrival with specific information about safe and respectful/mindful travel and encourage CSR opportunities.
- Focus brand marketing to target mindful groups with emphasis on higher trip expenditures and increasing per person per day expenditures.
- Maintain the cultural integrity of the Hawaiian language, customs and practices, music, dance, cultural and historic sites, and imagery in all marketing initiatives.
- Increase awareness, familiarization, and understanding of the diversity of Hawai'i's people, place, and culture.
- Support local businesses and promote Hawai'i-made products.
- Assist HTA and other designated entities in crisis management and communication related to the visitors and/or visitor industry.
- Ensure that initiatives are metrics driven.

Implementation: Legislation passed during the 2019 session now enables HTA to separate the Hawai'i Convention Center's sales and operations efforts from a sole provider. With support from the industry and key customers, HTA has restructured its approach to MCI by offering meeting planners a single point of contact for all of their MCI needs. Whether the meeting is taking place at a single property or at the Hawai'i Convention Center (citywide), a single-island or multi-island bid, or from single or multiple

gateways, this centralized resource under “Meet Hawai‘i” brand will provide a one-stop shop for planners.

HTA is issuing an RFP for a Global MCI contractor for a contract start date of January 1, 2022. Funding for this RFP consists of three budget line items in FY22: MCI Single Property (\$1.9mil), Convention Center Sales & Marketing Citywide (\$2.6mil), and MCI MFF (\$850,000), totaling \$5,350,000. The contractor will be responsible for administering the MFF that were previously committed by HTA for 2022 definite and tentative businesses on the books. In addition, the contractor will be able to request MFF support for new citywide MCI leads developed in 2022 for future years, based on pre-determined criteria, established by HTA. Each MFF request is subject to HTA’s prior approval.

Similar to the Major Market Brand Marketing and Management for Leisure, HTA’s Chief Brand Officer directs and approves the annual MCI marketing and management plan. HTA staff works directly with the contractor to monitor and evaluate the delivery of approved key performance indicators (KPIs) and performance measures against the annual plan. Throughout the year, the following activities take place:

- Constant engagement through email and phone communications, and virtual or in person meetings with contractor.
- MCI stakeholder meetings held regularly in Hawai‘i for planning and networking purposes.
- Participations in major MCI trade events.
- Monthly, mid-year and year-end detailed reporting.
- HTA performance review covers the following topics:
 - KPIs and Performance Measures - review results against targets.
 - Programs and Activities - review the actual programs and activities conducted vs. the HTA-approved MCI Marketing and Management Plan.
 - Brand Integrity - review contractor’s ability to maintain brand integrity and cultural authenticity.
 - Communication - review contractor’s communication with HTA and industry partners.
 - Financial Accountability - review significant variances of budget vs. actual if any.

Staff: Kalani Ka’anā’anā (overall and MCI MMF) and Laci Goshi (Meetings, Convention & Incentives – Single Property, Convention Center Sales & Marketing – City Wide),

Contractor: TBD

Measurements

Measures	Source
# MCI Trade Shows & Appointments; # of MCI FAMs & Participants; # of MCI Education Sessions & Participants; # of MCI Sales Calls; Paid & Earned Media Reach & Impressions (% comparison)	Contractor
DMAP: No. of DMAP Action Items Supported; No. of Initiatives to Promote Hawai‘i Made Products; No. of Hawai‘i Festivals & Events Promoted;	Contractor & Survey

No. of Voluntourism Programs Promoted; No of MCI Groups and Visitors Participated in CSR Opportunities	
Total Citywide MCI Tentative Room Nights; Total Citywide MCI Definite Room Nights; Total Single-Property MCI Tentative Room Nights; Total Single-Property MCI Definite Room Nights	Contractor

Global Support Services (Global Digital Marketing Strategy & Global Market Shared Resources)

Program Overview: The Global Support Services contractor will provide project management development services related to the existing destination website maintenance, a database to connect community organizations and projects with travel and tourism companies, hosting, licensing, budget management, analytics, reporting, search engine optimization (SEO), ADA browser compliance, data protection/privacy, crisis management/communications and special alerts; social media content management, including analytics, reporting, crisis management/communications and special alerts; and intellectual property data bank (digital assets library) software maintenance, licensing, reporting, and consulting (maintaining assets developed by the HTA, Island Chapters and Global Marketing Team). The management of these shared resources will include communication and collaboration across the HTA, Island Chapters, Global Marketing Team, and other contractors.

Global Digital Marketing Strategy: Funds will be used to support the efforts of HTA's Global Marketing Team in digital marketing, including the continuous improvements, maintenance, and management of the Knowledge Bank (the State's global still image and video library) by retaining software licensing and support agreements for editing, processing, maintenance, and hosting. Required licensing (talent and stock photography) will be obtained, globally coordinated, and distributed via the Knowledge Bank. HTA will manage all global creative development through this central resource, while allowing for appropriate market specific adjustments.

Global Market Shared Resources: Staffing for management of online marketing & social media in support of HTA's Global Marketing Team. Funds used to maintain various websites including Sharing Aloha and media websites; renew subscriptions to digital tools including Sprout and Podio. Funds also maintain various websites including Sharing Aloha and media websites and renew subscriptions to digital tools including the Sprout and Podio social media management platforms.

Implementation: HTA is issuing an RFP for a Global Support Services contractor for 2022. Funding for this RFP consists of two budget line items in FY22: Global Digital Marketing Strategy (\$713,000) and Global Market Shared Resources (\$787,000), totaling \$1,500,000.

HTA's Chief Brand Officer directs and approves the annual support services management plan. A Brand Manager will work directly with the contractor to monitor and evaluate the delivery of approved key performance indicators (KPIs) and performance measures against the annual plan. Throughout the year, the following activities will take place:

- Constant engagement through email and phone communications, and virtual or in-person meetings with the contractor
- Monthly, mid-year and year-end detailed reporting
- HTA performance review covers the following topics:
 - KPIs and Performance Measures - review results against targets.
 - Programs and Activities - review the actual programs and activities conducted vs. the HTA-approved Global Support Services Management Plan.
 - Brand Integrity - review contractor's ability to maintain the brand integrity and cultural authenticity.
 - Communication - review contractor's communication with HTA and industry partners.
 - Financial Accountability - review significant variances of budget vs. actual, if any.

Staff: Kalani Ka'anā'anā and Brand Management Team

Contractor: TBD

Measurements

Measures	Source
# of unique users	Contractor
Pages per session	Contractor
# of sessions	Contractor
Average session duration	Contractor
# of page views	Contractor
# of staff assigned to the management of the Knowledge Bank, destination websites & social media platforms	Contractor
# of followers/fans	Contractor
# of impressions/interactions	Contractor
# of posts per channel	Contractor

GoHawaii.com

Project Description: GoHawaii.com is designed to be an advanced story-telling platform, capable of delivering immersive, sensory-rich multimedia content experiences that transcend words and encapsulate the vibrancy of Hawai'i across all types of digital devices. Funds will go towards building a brand-new destination website that is reflective of our Hawai'i brand. This includes the English, Japanese, Chinese, Korean, German, French, and Spanish sites in support of the Global Marketing Team. Funds also pay for hosting, licensing, analytics, SEO, ADA/browser compliance, and event listings support for the new destination website.

Implementation: HTA is issuing an RFP for a GoHawaii website developer for a contract in 2022. Special focus will be given to:

- Constantly evaluate the role of the DMO website in the consumer travel journey, from initial dreaming to sharing, and ensure our user experience and information architecture is getting

prospective travelers the content they need to choose Hawai'i as a destination and plan their trip as responsible travelers.

- Evaluate the role of GoHawaii.com in HTA's and the GMT's owned channel ecosystem, and ensure all channels are seemingly working together, with management by the Global Support Services contractor.

Staff: Kalani Ka'anā'anā, Laci Goshi

Contractor: TBD

Measurements

Measures	Source
# of unique users	Contractor
Pages per session	Contractor
# of sessions	Contractor
Average session duration	Contractor
# of page views	Contractor

Marketing Opportunity Fund

Program Overview: HTA will utilize these funds in markets where there are opportunities to impact short-term needs due to unforeseen changes in market conditions, or to take advantage of new opportunities that create high-value or are advantageous to the State.

Implementation: For cumulative initiative expenditures greater than \$250,000, the HTA Branding Standing Committee and HTA CEO will need to approve funding for the initiative. For cumulative expenditures less than \$250,000, only the HTA CEO will need to approve the funding. Project proposals are required and subject to HTA's approval.

Staff: Kalani Ka'anā'anā and Brand Management Team

Contractor: Contractor will be determined with each project and based on the appropriate procurement for the situation.

Measurements

Measures	Source
All initiatives will have unique trackable measures to determine outcome and impact	HTA and Contractor

Island Chapters Staffing & Administration

(This program is currently funded through FY 2021 funds)

Program Overview: A restored budget amount has been approved by the HTA Board for the Island Chapters' Staffing and Administration for Calendar Year 2022. The Island Chapters provide representation for each of the islands and work closely with HTA, its Global Marketing Team members and the numerous tourism industry partners and community members to bring awareness to each island's unique concerns, accommodations, activities, and tours. The Island Chapters assist by developing approved familiarization trips and press trips, traveling to Major Market Areas to support

approved trade shows and missions, and coordinating with local government officials and organizations for crisis management and environmental impact related to visitors and/or the visitor industry.

Implementation: The Island Chapters work in support of the HTA and its Global Marketing Team for Leisure and MCI marketing assistance with on-island execution and in-market programs and provide oversight of the island brands and quality of life for residents, including the DMAPs The Island Chapters are staffed by Hawai'i Visitors and Convention Bureau (HVCB) employees.

Staff: Kalani Ka'anā'anā, Laci Goshi

Contractors: Kaua'i Visitors Bureau, O'ahu Visitors Bureau, Maui Visitors & Convention Bureau, Island of Hawai'i Visitors Bureau

Measurements

Measures	Source
# of destination trainings/educational sessions	Contractor
# of staff assigned to Island Chapters administration	Contractor
# of FAM events attended	Contractor
# of huaka'i attended for cultural immersion	Contractor

Cruise Industry Consultant Services (Formerly Known As Cruise Infrastructure Improvements and Arrival Experience)

Program Overview: Cruise business has the potential to bring visitors to the Hawaiian Islands during off-peak seasons and are a good source of first-time visitors. For the local community, there is the additional positive economic impact of most ship supplies being sourced locally. The resumption of cruising in Hawai'i will start in January 2022. The program will include a FAM for cruise line executives.

Implementation: HTA will ensure that Hawai'i continues to foster positive relationships with key cruise lines to maintain this business and steer new interest to strategic ports during off-peak seasons. In addition, HTA continues to monitor arrival protocols implemented by each cruise line, which include safety and respectful travel to the Islands. HTA also works closely with DLNR, Department of Transportation – Harbors Division and the cruise lines to ensure that passengers are greeted with a seamless arrival experience. HTA staff will effectively manage this sector, working in concert with a seasoned cruise specialist contractor.

Staff: Laci Goshi

Contractor: Access Cruise, Inc.

Measurements

Measures	Source
# of cruise line meetings	Contractor
# of events/conferences participated in	Contractor
# of FAM participants	Contractor

# of local vendors benefitting from cruise lines arriving in Hawai'i	Contractor
% increase of cruise visitor spending (if this can indeed be measured)	Contractor

Kuleana Messaging & Pono Travel Tips

Program Overview: The airing of kuleana messaging with pono travel tips at neighbor island airports (OGG, KOA, LIH, ITO) via Baggage Claim Carousel Digital Video Wall Circuits to educate and inform visitors and residents on how to travel responsibly throughout the Hawaiian Islands. Core messaging will include ocean and land safety, natural resources conservation, marine life protection, culture, voluntourism, and more.

Implementation: This contract will be a sole source procurement due to DOT airport's existing agreement with Pacific Media Group.

Staff: Dede Howa

Contractor: Pacific Media Group

Measurements

Measures	Source
# of spots per day per airport	Contractor
# of travelers passing through per airport	Contractor/DBEDT Research

Rebranding of the Hawaiian Islands

Program Overview: Funding to support a full rebranding of the Hawaiian Islands. Inclusive of discovery and research, competitive analysis, brand positioning and key messages, logo and visual identity system update, brand standard guidelines, communications/brand audit, and rollout plan. The goal is to build a stronger brand and positioning for Hawai'i that is better aligned to current market conditions, resident sentiment and HTA's Strategic Plan.

Implementation: HTA will issue an RFP to seek a contractor who can provide expertise and services in destination branding/rebranding. The contractor will work closely with HTA, HTA's PR agency and creative agency, Global Marketing Team, Island Chapters, and other organizations and stakeholders as directed by the HTA in the development of the new brand for Hawai'i.

Staff: Kalani Ka'anā'anā and Brand Management Team

Contractor: TBD

Measurements

Measures	Source
Quality, consistency and timeliness of contract deliverables	Contractor KPIs
Maintain or improve the strength of Hawai'i's brand relative to its competitors via ratings on "value" and "unique experiences"	YouGov

Destination Management Technology Consulting Services

Program Overview: A single strategic consulting service for implementing various technology solutions for Hawai'i as it pertains to providing a seamless and integrated travel experience for visitors- thus enabling better destination management.

Implementation: HTA will issue an RFP for a technology consultant for a CY2022 contract. The contractor will work closely with HTA, HTA's Smart Destination contractor, and other organizations and stakeholders as directed by the HTA in finding innovative and viable technology solutions.

Staff: Kalani Ka'anā'anā

Contractor: TBD

Measurements

Measures	Source
Quality and timeliness of contract deliverables	Contractor
Number of visits to determined online destination(s)/app(s)	Contractor
Identified integrated stakeholder resources	Contractor
Increased ratings for visitor experience	MES/VSAT
Increased ratings for resident sentiment	Resident Sentiment Survey
Comprehensive roadmap and style guide for technology solution	Contractor

Smart Destination

Program Overview: A suite of digital infrastructure to advance Hawai'i as a world-class destination through convenience and effective marketing strategy. Elements include development of a booking engine and related module infrastructure to support Hawai'i and Hawai'i-made products and activities, as well as unique Hawai'i content for the Hawaiian Islands. This new integrated digital eco-system will lead to a stronger brand positioning for Hawai'i, drive spending to Hawai'i-based businesses, which in turn would create a revenue stream to fund HTA and its operations and build up data and a more direct relationship with travelers.

Implementation: HTA will issue an RFP to seek a contractor who is capable of designing and building a forward-thinking and cutting edge digital eco-system for Hawai'i. The contractor will work closely with HTA, HTA's Destination Management Technology consultant, and other organizations and stakeholders as directed by the HTA.

Staff: Kalani Ka'anā'anā

Contractor: TBD

Measurements

Measures	Source
# of traffic to platform(s) and user trends	Contractor
Engagement in activities/businesses through platform	Contractor
Increase in spending at Hawai'i-based businesses	Contractor
Income generated from this platform to support HTA and its operations	Contractor

Creative Agency

Program Overview: A creative agency to support the HTAs efforts in developing creative assets as needed and directed by the HTA. Content will be created and distributed according to HTA's brand to ensure consistency and maintain brand integrity.

Implementation: HTA will issue an RFP for a creative content development contractor for a Calendar Year 2022 contract. Creative assets would include items like collateral and PowerPoint decks for consistent branding throughout our platforms and partners.

Staff: 'Iwalani Kūali'i Kaho'ohanohano

Contractor: TBD

Measurements

Measures	Source
# of creative assets developed	Contractor

HTUSA & HTJ Campaign Effectiveness Study

Program Overview: Studies to evaluate campaign effectiveness for the USA and Japan major market areas, including the incremental trips generated, visitor spending per trip, incremental spending generated, and the taxes generated on spending.

Implementation: HTA will issue an RFP for a research contractor for a Calendar Year 2022 contract. The contractor will work closely with HTA, HTUSA, HTJ, and HTA/DBEDT's Research team in the development and implementation of the studies.

Staff: Kalani Ka'anā'anā, Jadie Goo

Contractor: TBD

Measurements

Measures	Source
Quality and Timeliness of Contract Deliverables	Contractor
# of requests met	Contractor

4 NATURAL RESOURCES PILLAR

Pillar Overview: The goal of this pillar is to remind us of our kuleana to the ‘āina as more than a destination. The reciprocal nature of our relationship to land is that we care for our natural resources and in return the land will care for us. We continue to dedicate resources to programs that enhance and support Hawai‘i’s natural resources and cultural sites to improve the quality of life for all of Hawai‘i’s residents, which also enhance the visitor experience.

Strategies

- Over the next five years, we are focusing more attention toward improving and enhancing visitor-impacted infrastructure and natural resources, such as forests, parks, trails, beaches and reefs- most of which hold cultural significance. Included in this focus is our Destination Management Action Plans (DMAPs), which involve each county and input from community.
- As we invest in the uniqueness and biodiversity of our islands, we are supporting sustainable management, responsible tourism and educational outreach in areas with high visitor traffic.
- Recognizing the impacts of climate change and sea level rise, we will be coordinating and collaborating with qualified organizations to provide direction, support and leadership in areas where tourism can have a positive impact - those organizations and ideas that are aligned with the United Nations Sustainable Development Goals.
- We will also continue to encourage visitors to support local businesses by buying locally made products and/or food grown on the land to reduce dependence on imports and increase local economic activity.

Staff: Brand Management Team

Aloha ‘Āina Program

(This program is currently funded through FY 2021 funds)

Program Description: HTA supports community-based programs that are leading efforts to protect, enhance and maintain Hawai‘i’s unique and fragile environment. Programs are selected through an RFP process administered by the Hawai‘i Community Foundation.

Implementation

- Set the overall direction and criteria to procure the RFP and select and contract with the Aloha ‘Āina awardees via Hawai‘i Community Foundation.
- Provide Aloha ‘Āina informational briefings and contractor workshops to provide capacity-building and support opportunities promoting program sustainability.
- Maintain communications and engagement with Aloha ‘Āina awardees, including site visits and meetings.
- Evaluate Aloha ‘Āina projects through progress and annual reports.
- Maintain an advisory committee of community and knowledge experts to review proposals and provide advice for the program.

Staff: Maka Casson-Fisher

Contractors: Hawai'i Community Foundation

Measurements

Measures	Source
# of programs funded	Contractor
# of islands served	Contractor
% of requests met	Contractor
Success rate	Contractor

Sustainable Tourism Association of Hawai'i (STAH)

Program Description: HTA seeks to support the development of a sustainable tourism certification program for tour operators. Businesses will be evaluated on whether they fit the Global Tourism Sustainable Council's criteria of what makes a sustainable tourism company. This program supports the Natural Resources pillar overall goal, to enhance and respect Hawai'i's natural and cultural resources.

Implementation

- Work with STAH to assure that the certification process meets the environmental initiatives of HTA's Strategic Plan.
- Develop additional video curriculum that can be shared digitally.
- Conduct workshops that increase the skill and proficiency of certified operators in continuing to improve their operations and practices.
- Conduct educational outreach/partnership development.

Staff: Dede Howa

Contractor: Hawai'i Ecotourism Association dba Sustainable Tourism Association of Hawai'i

Measurements

Measures	Source
# of businesses re-certified	STAH
# of businesses newly certified	
# of tour operator trainings	STAH
Expand public awareness of STAH and sustainable tourism initiatives	STAH

Hawai'i Green Business Program (HGBP)

Program Description: HTA seeks to support Hawai'i Green Business Program's efforts that will help to encourage energy and resource efficiency in addition to sustainable and regenerative practices in hotels, businesses, and events. Businesses will be evaluated on whether they fit criteria that would make them a sustainable company. This program supports the Natural Resources pillar overall goal, to enhance and respect Hawai'i's Natural Resources.

Implementation

- Work with Hawai'i Green Business Program to assure that the criteria meet the environmental initiatives of HTA's Strategic Plan.
- Recognize businesses that are committed to implementing energy and resource efficiency practices.

Staff: Dede Howa

Contractor: Hawai'i Green Business Program, Hawai'i State Energy Office

Measurements

Measures	Source
# of hotels, businesses, and events recognized/awarded by HGBP	HGBP
Energy savings: # of kWh	HGBP
Energy cost savings: \$ amount	HGBP
Water savings: # of kGal	HGBP
Water cost savings: \$ amount	HGBP

Hawai'i Green Growth (HGG) Local2030 Hub

Program Description: HTA supports the United Nations 17 Sustainable Development Goals (SDGs), and the UN 2030 Agenda for Sustainable Development. The Aloha+ Challenge is Hawai'i's locally and culturally driven framework to achieve the United Nations' Sustainable Development Goals (SDGs) and is measured on an open-data dashboard to track progress. This unprecedented initiative positioned Hawai'i as a leader on the SDGs regionally and globally and led to the United Nations recognition of the HGG Local2030 Hub to scale Hawai'i's model to address global sustainability challenges. Hawai'i is in the position to be an industry leader with the tourism sector charting a path toward achieving statewide sustainability goals and positioning Hawai'i at the cutting edge.

Implementation

- HGG Hawai'i Local2030 Hub will help address sustainable tourism in three key areas to build a foundation for long-term impact and position Hawai'i globally.
 - (1) Convene industry stakeholders to integrate sustainability across the sector using the shared goals, measures, and actions through the Aloha+ Challenge.
 - (2) Implement and highlight tangible sustainability practices into industry operations and programs across the tourism sector.
 - (3) Attract and host major international meetings and conferences, building on Hawai'i's role as a UN Local2030 Hub for local solutions to global sustainability challenges.
- If HTA is unable to contract with HGG, then HTA will issue an RFP to implement the Natural Resources brand pillar similar in scope to NaHHA and the Hawaiian Culture brand pillar.

Staff: Dede Howa

Contractor: Hawai'i Green Growth Local2030 Hub

Measurements

Measures	Source
# of participating stakeholder groups	HGG
# of sustainability practices implemented in industry operations and programs	HGG
# of meetings and conferences hosted	HGG

Kūlāiwi Series

Program Description: A seven-part video series that will feature programs that HTA supports on Kaua‘i, O‘ahu, Maui, Lāna‘i, Moloka‘i and Hawai‘i Island to connect people (malihini and kama‘āina) to place through those who live into their kuleana of mālama and aloha ‘āina. Each chapter will follow a host in their hometown and while at work as they show our viewers the importance of giving back through voluntourism and supporting local, indirectly showing their mahalo to HTA’s support and leadership in managing tourism. On that note, this series also aims to introduce our ‘ohana HTA to our extended ‘ohana in the community by placing them in their home community, their kūlāiwi - beginning with leadership.

Implementation: HTA will issue an RFP to seek a contractor that can create the video series and supporting assets to share it through multiple media channels. The contractor will work closely with HTA in the development of the series. The intent is to start with our DMAPs or Kūkulu Ola and Aloha ‘Āina programs that mālama our natural resources. Eventually it can highlight certification and training opportunities and even branch off into other areas that fall under other pillars, while maintaining the natural resources foundation and its importance to the masters in these areas.

Staff: ‘Iwalani Kūali‘i Kaho‘ohanohano

Contractor: TBD

Measurements

Measures	Source
Quality and Timeliness of Contract Deliverables	Contractor
# of views (returning and unique)	Website/landing page/Social Media/airline IFEs
Comments	Social Media
# of voluntourism participation through Mālama Hawai‘i program	Mālama Hawai‘i/DMAPs (data from TBD-16 + 17 under Planning)
Impact on participating programs.	Kūkulu Ola/Aloha ‘Āina awardee deliverables/DMAPs (data from TBD-18 under Planning)

Channel Manager (Formerly Universal Reservation System)

(This program is currently funded through FY 2021 funds)

Program Description: HTA has determined that implementing a centralized, statewide channel manager for reservations at various state and county attractions is an important layer to managing Hawai'i's precious natural resources. The online reservations site will focus on the user experience by centralizing reservations for state and county attractions available throughout the state; while also providing educational, cultural, and safety information for visitors and residents. This program supports the Natural Resources pillar overall goal, to enhance and respect Hawai'i's natural and cultural resources.

Implementation:

- No FY 2022 funds are designated for this program. Should funds become available, funds may be re-allocated to this program.
- HTA has contracted with HVCB to support a manager-level position to oversee the market research, procurement, and development of a robust Channel Manager (Universal Reservations System) for statewide leisure activities.

Staff: Dede Howa

Contractor: HVCB

Measurements

Output Measures	Source
Completion of Phase 1- Discovery	Contractor
Completion of Phase 2- RFP Creation	Contractor
Completion of Phase 3- RFP Process	Contractor
Completion of Phase 4- Contracting	Contractor
Completion of Phase 5- System Development	Contractor

Tour Guide Certification and Licensure

(This program is currently funded through FY 2021 funds)

Program Description: In partnership with the Native Hawaiian Hospitality Association (NaHHA) and the University of Hawai'i at Mānoa School of Travel Industry Management (TIM), HTA has contracted these two organizations to complete a comprehensive study to better understand current tour guide certification and licensure programs that exist in Hawai'i, while exploring industry best practices globally for possible implementation throughout the state. This program supports the Natural Resources pillar overall goal, to enhance and respect Hawai'i's natural and cultural resources.

Implementation:

- No FY2022 funds are designated for this program. However, HTA staff resources are required to monitor contractor.

Staff: Maka Casson-Fisher

Contractors: Native Hawaiian Hospitality Association (NaHHA) and University of Hawai‘i at Mānoa School of Travel Industry Management (TIM)

Measurements

Output Measures	Source
Survey results of best practices by country	Contractor
Focus group results from industry stakeholders	Contractor
Suggestions for future certification and licensure curriculum/program	Contractor

5 HAWAIIAN CULTURE PILLAR

Pillar Overview

A Hawaiian proverb “Ho’okahi wale nō lā o ka malihini,” or “A guest for only a day,” implies that guests become contributing members of the community with shared kuleana of protecting all that is Hawai’i. This is fulfilled with aloha - feelings of affection, compassion, mercy, sympathy, kindness, grace and charity – a sense of mālama. The goal of this pillar is to ho’oulu (grow) the uniqueness and integrity of Native Hawaiian culture and community through genuine experiences, support for those upholding kuleana and a stronger connection between visitors, residents, and place.

Strategies

- Over the next five years, we are increasing our attention to improving and enhancing the authenticity of Hawai’i by reinforcing the values embedded in its host culture and supporting Hawaiian programs and cultural practitioners, craftsmen, musicians, linguists and artists preserving and perpetuating Hawaiian culture.

Strengthen the relationship and trust between the visitor industry and the Hawaiian community by investing in community, including continued interaction with other Native Hawaiian-serving organizations and support for Native Hawaiian festivals and events and training opportunities that directly and indirectly involve the tourism industry.

Staff: Brand Management

Kūkulu Ola Program

(This program is currently funded through FY 2021 funds)

Program Description: The Kūkulu Ola Program is a community-based initiative that helps to perpetuate the Hawaiian culture and Hawaiian values that are important to our way of life in Hawai’i for the long term. These programs are selected and supported through an RFP process.

Implementation

- Set the overall direction and criteria to procure the RFP; select and contract with the Kūkulu Ola awardees via Hawai’i Community Foundation.
- Provide Kūkulu Ola informational briefings and contractor workshops to provide capacity-building and support opportunities.
- Maintain updates from Kūkulu Ola awardees to ensure ongoing communication and engagement, including site visits and meetings.
- Evaluate Kūkulu Ola projects through progress and final reports.
- Maintain an advisory committee of community and cultural knowledge experts to review proposals and provide advice to the program.
- Preference provided to those programs/events that have not received four years of consecutive funding.

Staff: Maka Casson-Fisher

Contractor: Hawai’i Community Foundation

Measurements

Measures	Source
# of programs funded	Contractor
# of Islands served	Contractor
% of Funding Requests Met	Contractor
Success rate	Contractor

Hawaiian Cultural Initiative – Strategic Partnerships

Program Description: This effort looks at identifying strategic programs and partnerships with organizations and agencies that offer Hawaiian cultural initiatives and resources that can be leveraged to increase the impact of HTA’s programs and in turn, the long-term perpetuation of the Hawaiian culture. These entities include those that can help to bridge the visitor industry and the Hawaiian community through existing and fostered relationships in the field and community.

Implementation

- Identify priority initiatives and participants.
- Develop dialogue and engage with identified organizations.
- Allocate funds to participating organizations to support a common project.
- Continue to engage with the industry and Hawaiian community throughout the year.

Staff: Maka Casson-Fisher

Contractors

- Native Hawaiian Hospitality Association (NaHHA)
- Various sponsorships of Hawaiian community organizations and programs

Measurements

Measures	Source
Community impact with current practice/efforts	Contractor
# of which are based in Hawai’i	Contractor

Center for Hawaiian Music & Dance

Program Description: In accordance with Hawai’i Revised Statute (HRS) 201B, HTA has initiated the planning process for the development of a Center for Hawaiian Music and Dance (CHMD) to promote and market the State of Hawai’i as a visitor destination in a way that highlights its host culture’s rich history. Although planning has taken a pause since 2016 and budget has been reduced due to the COVID-19 pandemic, the CHMD remains a project we explore. What we’ve gained from the pandemic is an audience that is accustomed to virtual spaces. With that, we are now looking to develop a space for

our Hawaiian music, dance, related histories and cultural storytelling online. This would complement a “bricks and mortar” concept as originally envisioned. The physical location and concept is in the planning process as well and will serve as both a museum and a center where practitioners can meet, practice and perform.

Implementation

- Conduct an RFP for the development, construction and management of the center’s virtual and physical spaces
- Allocate funds to initiate the implementation of this program in accordance with the law and legislative commitments, which will include communicating with the Hawai’i State Legislature throughout the year
- Contractor will need to keep community engaged with the center’s existence and services

Staff: Kalani Ka’anā’anā

Contractor: TBD

Measurements

Measures	Source
Published RFP	HTA
Completed concept and timeline for the CHMD	Contractor
Awarding of contract to develop the center	HTA
Proven to be experienced in managing and operating facilities and programs that focus on the preservation and perpetuation of Hawaiian culture and arts with an emphasis on ‘ōlelo Hawai’i, music and hula	Contractor
Proven to be conversant in best and innovative practices in the museum field	Contractor

Ma’ema’e Program

Program Description: With these funds we aim to modernize the Ma’ema’e Program and its supporting toolkit so that it is sustainable, engaging, interactive, useful, and accessible to our markets and those promoting Hawai’i, including Media and travel trade. These resources are used to share Hawai’i accurately, appropriately, and consistently in alignment with our brand identity.

Implementation

- Inclusive of its resources is the Ma’ema’e Toolkit and request for support forms, which will evolve to meet the demand of modern technology – pulling resources together to inform a growing audience on multiple platforms, including those within the Global Support Program.
- Procure services of cultural trainers and organizations for content development/updates
- Evaluate effectiveness and benefits of the training and its platforms/strategies and adjust based on engagement and feedback

Staff: Kalani Ka'anā'anā, 'Iwalani Kūali'i Kaho'ohanohano, Maka Casson-Fisher

Contractor: TBD

Measurements

Measures	Source
# of visits to Ma'ema'e Toolkit landing page/resource	Website Metrics
# of training for each demographic/market	Contractor
# of promotions of training opportunities and resources	Contractor
Positive and constructive feedback from trainees	Contractor

Market Support

Program Description: Provide accurate and appropriate cultural representation and awareness in major markets during trade shows, missions, promotional events and other activities that showcase Hawai'i to returning and prospective visitors. This program is dependent upon travel guidelines and budget availability but is key in our strategy to incorporate authentic Hawaiian culture and cultural practitioners in all that we do. With our new Strategic Plan guiding our collective journey into the future, it is important to ensure that along with Hawaiian culture, the unique values embedded in it, like ho'okipa, is not only shared but truly experienced so that the sense of mālama and kuleana is instilled upon arrival and long after departure.

Implementation

- Identify appropriate vendors based on each market's needs
- Procure services of cultural practitioners for in-market support via RFQ
- Update request process to track impact accurately and efficiently on resources and recipients

Staff: 'Iwalani Kūali'i Kaho'ohanohano

Contractor: HTA Staff and Training Budget with Native Hawaiian Hospitality Association (NaHHA)

Measurements

Measures	Source
# of events supported by this program	Contractor
Comments and constructive feedback for services rendered	Contractor
Positive feedback on updated request process	HTA and GMTs

Hawai'i Tourism Authority Legacy Program

Program Description: The HTA Legacy Program seeks to identify, recognize and honor individuals, organizations, and businesses that have dedicated themselves to the perpetuation of the Hawaiian culture and by doing so, have built a "legacy of aloha". Program honorees will have worked to strengthen the relationship between the visitor industry and Hawai'i's diverse community, while nurturing the Hawaiian culture and creating resident and visitor experiences that are respectful and authentic, setting an example for the rest of us. The awards program has been held annually at the HTA Global Tourism Summit, the last one being held in 2020.

Implementation

- Facilitate the implementation of the planning stage of this program
- Work with community organizations and industry to select awardees to be recognized and how
- Procure items as needed to conduct the Legacy Awards Program

Staff: Kalani Ka'anā'anā and Brand Management Team

Contractors: Native Hawaiian Hospitality Association & TBD

Measurements

Measures	Source
Examples of Hawaiian language and/or culture perpetuation	Contractor
# of awardees to date and their legacy of aloha	Contractor
# of attendees to track impact	Contractor

Hawaiian Culture Opportunity Fund

Program Description: HTA will utilize these funds in markets where there are opportunities to impact short-term needs due to unforeseen changes in market conditions, or to take advantage of new opportunities that create high-value branding. These needs have included educational, economic, and entertaining opportunities, like supporting our Hawaiian designers to attend invite-only events like the New York Fashion Week

Implementation: For cumulative initiative expenditures greater than \$250,000, the HTA Marketing Committee and HTA CEO will need to approve funding for the initiative. For cumulative expenditures less than \$250,000, only the HTA CEO will need to approve the funding. Project proposals are required and subject to HTA's approval.

Staff: Kalani Ka'anā'anā, 'Iwalani Kūali'i Kaho'ohanohano, Maka Casson-Fisher

Contractor: TBD

Measurements

Measures	Source
All initiatives will have trackable measures to determine outcome and impact	HTA and Contractor

‘Ōlelo Hawai‘i – He Aupuni Palapala, Phase II

Program Description: In accordance with Hawai‘i Revised Statute (HRS) 201B, HTA shall be responsible for ensuring that programs that work toward the revitalization and normalization of the Hawaiian Language as a foundation of the Hawaiian culture and that which draws visitors to Hawai‘i are supported. This includes the everyday use of ‘ōlelo Hawai‘i, preservation of Hawaiian language resources (past and present), as well as the encouragement of appropriate and correct use of ‘ōlelo Hawai‘i.

As the largest repository of nūpepa Hawai‘i (Hawaiian language newspapers), Bishop Museum understands the need to safeguard resources that are dangerously close to deterioration. The images of nūpepa Hawai‘i currently accessible online were digitized from images taken nearly four decades ago. Additionally, many of the newspapers were photographed tightly bound, obscuring essential text. The goal of this multi-year project is to digitize all Hawaiian language newspapers (in all repositories and personal collections) for free online access. Under the guidance of trained paper conservators, these bound volumes will be unbound for preservation and imaging. With more than 40 years of technological advances made and the unbinding of the nūpepa, this project will create an entirely new image repository leading to a greater understanding of Hawai‘i.

Implementation:

- Preservation of language resources (past & present)
- Scans of the Hawaiian language newspapers (in all repositories and personal collections) before they disintegrate
- Prioritize nūpepa that were not previously captured via microfilm
- Partner with Awaiaulu to perpetuate the Hawaiian knowledge by illuminating the historical trove of Hawaiian writings and by generating scholars who can comprehend that unique cache as it is rediscovered and reintegrated into the present.
- Encourage appropriate use of ‘ōlelo Hawai‘i inspire stronger inclusion of ‘ōlelo Hawai‘i in the industry and across HTA programs

Staff: Kalani Ka‘anā‘anā, Maka Casson-Fisher

Contractor: Bishop Museum

Measurements

Measures	Source
Community feedback/impact	Community Surveys
Maintained or increased proportion of total budget for HTA cultural programs each year, specifically those focused on 'ōlelo preservation or education	Contractor
# of product outputs	Contractor
# of products used/shared and demographics for reach	Contractor
increased awareness, use and appreciation for Hawaiian language and culture	Contractor

Festival of Pacific Arts & Culture

Program Description: To support the planning for the 2024 Festival of Pacific Arts and Culture (FestPAC), this is inclusive of providing administrative support to the FestPAC Commission meetings; to include planning, execution, and meeting management and support along with website domain costs, web server and other associated costs. FestPAC is the world's largest celebration of indigenous Pacific Islanders. The South Pacific Commission (now The Pacific Community – SPC) launched this dynamic showcase of arts and culture in 1972 to halt the erosion of traditional practices through ongoing cultural exchange. The next FestPAC, the 13th Festival of Pacific Arts and Culture, will convene in Hawai'i in June 2024.

Implementation

- Identify FestPAC needs
- Procure services for FestPAC support
- Evaluate effectiveness and benefits of supporting FestPAC 2024

Staff: Kalani Ka'anā'anā, Maka Casson-Fisher

Contractor: Native Hawaiian Hospitality Association (NaHHA)

Measurements

Measures	Source
Increased awareness and appreciation for the Hawaiian culture	Contractor
Economic impact, including local businesses	Contractor
# of community organizations integrated	Contractor

Kāhea Greetings Program

(This program is currently funded through FY 2021 funds, however, HTA staff resources are required to monitor contractor)

Project Description: The Kāhea Greetings Program showcases Hawai'i's Aloha Spirit and contributes toward ensuring a positive first and last impression of the Hawaiian Islands for visitors arriving by airport and cruise ship. This includes hosting Hawaiian entertainment, cultural demonstrations and other

activities at the major airports and cruise ship ports statewide. This program supports HTA’s overall goal for the Hawaiian Culture pillar, to support Native Hawaiian culture and community through genuine experiences for both visitors and residents.

Implementation

- Contracted through June 2022 to implement greetings at HNL, ITO, KOA, OGG, LIH airports.
- Contracted through December 2022 to implement cruise ship greetings at Hilo pier, Kailua-Kona pier, and Nāwiliwili harbor.

Staff: Dede Howa

Contractors: Department of Transportation, Airports Division; Destination Hilo, Destination Kona Coast, & Kaua’i Office of Economic Development

Measurements

Measures	Source
# of greetings/performances provided per week per location	Contractor
High appreciation for Hawaiian Culture from visitors	Contractor

6 COMMUNITY PILLAR

Pillar Overview

What's good for community is good for tourism. Effective and transparent communication with residents about tourism, its contributions and how it impacts their community is important. The purpose of the Community pillar is to:

- Address safety issues and concerns for residents and visitors
- Address and mitigate community concerns
- Support programs and initiatives that create economic benefits for communities
- Promote opportunities for resident and visitor interaction
- Invest in the development and training of community organizations
- Elevate the communities' awareness and appreciation for the visitor industry
- Support projects that address current and future visitor industry workforce needs

Strategies

In order to enhance the quality of life for Hawai'i's communities, HTA will work to:

- Support projects that are valued by the community and are in alignment with the destination's brand and image
- Strengthen the relationships between communities and the visitor industry
- Improve communication strategies to educate the resident and visitor of the projects HTA invests in
- Develop opportunities for economic development in communities
- Form partnerships to build a strong workforce for the visitor industry

Community-Based Tourism Program

(This program is currently funded through FY 2021 funds, but HTA staff resources are required to monitor contractor)

Project Description: The Community-Based Tourism program is designed to empower communities to define and set the direction for tourism development. Through this community-driven effort, HTA will work with communities statewide that have identified tourism as a primary economic development strategy and are willing to work collaboratively. HTA will help facilitate the process, be the catalyst to bring the community and visitor industry together, expand the communities' knowledge of the intricacies of the visitor industry, and ensure that the appropriate stakeholders (e.g. other community members or organizations, local and state government entities, visitor industry sectors) are brought into the dialogue with the communities as they plan their work.

Implementation

- Destination Management Action Plans for each island.

Staff: Planning Team

Contractors: HVCB and its Island Chapters

Measurements

Measures	Source
Increased partnerships and synergies between tourism and other sectors, like agriculture, entrepreneurs	Contractor and HTA staff
Improvement in resident sentiment study: <ul style="list-style-type: none"> “I feel like I have a voice in my island's tourism development decisions” “Tourism presents Native Hawaiian language and culture in an authentic manner” “Provides opportunities for residents to be involved” “Tourism is consistent with community values on this island” 	Resident Sentiment Study
Number of sub-actions completed according to the timeline	HTA Staff
Increased communication with visitor industry, other sectors	HTA Staff
Number of geographic locations/areas identified for mitigation	HTA Staff

Community Enrichment Program (CEP)

(This program is currently funded through FY 2021 funds, however, HTA staff resources are required to monitor contractor)

Program Description: This initiative fosters community-based tourism projects and resident-visitor interaction in the areas of agritourism, edutourism, culture tourism, culinary, health & wellness, nature tourism, sports, techno tourism, and voluntourism throughout the Hawaiian Islands. Funding to support these projects and events are determined through a RFP process. The CEP program supports HTA’s overall goal for the Community pillar, to ensure tourism and communities enrich each other.

Implementation: Funding to support these projects and events are determined through an RFP process.

Staff: Dede Howa

Contractors: TBD – Various

Measurements

Output Measures	Source
# of out-of-state visitors participating	Contractor
# of residents participating	Contractor
Attendee satisfaction of at least 85%	Contractor
# of new projects funded	Contractor
# of projects/events funded by island	Contractor

Community Product Capacity Building

Program Description: A training and capacity building program with an immediate focus on organizations and individuals in the areas of agritourism and voluntourism activities and products, market/tourism readiness, and festivals and events management. The program will invest in new and enhanced products and outcomes that align with our Strategic Plan for tourism in Hawai'i, namely capacity building and training opportunities that address for the DMAPs and continue to grow our Mālama Hawai'i efforts.

Implementation: The HTA will procure service providers for training and capacity building opportunities based on the needs of the types of programs being supported. Training will focus on successfully building exiting and new agriculture and volunteer opportunities in our tourism industry. One example is our 2020 Agritourism Summer Webinar, which hosted 300 participants. However, the success of these programs does not solely lie in the outward facing opportunities that would engage visitors. To ensure that these programs become self-sustaining, there is also a need to continue to provide training opportunities for back-of-house operations. This kind of support has proven its value in past events like the webinars we held for nonprofits with Hawai'i Alliance for Nonprofit Organizations that covered the topics of fundraising and fiscal management for 250 participants.

Staff: 'Iwalani Kūali'i Kaho'ohanohano

Contractors: TBD – Various

Measurements

Measures	Source
# of trainings/capacity building workshops	Contractor
# of sustainable programs coming out of these trainings	Contractor
# of participants these programs host in each agritourism and voluntourism	Contractor
DMAP action items addressed	Contractor

Workforce Development Program

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

A needs assessment will be conducted in Q1 of 2022 (utilizing FY 2020 funds) with the visitor industry to assess the type of training and job skills they are looking for in their current and future employees.

6.1.1 Current Workforce Development

Program Description: HTA works with training providers to provide information and training to enhance the visitor industry’s knowledge, skills and service level to deliver Hawaiian hospitality. HTA also supports HOST Sector Partnership efforts and engage in an open dialogue with industry stakeholders and educational institutions to address workforce development needs.

Implementation: Based on the needs assessment findings, HTA will develop partnerships with organizations and institutions through an RFP process to provide workshops and trainings to further develop and enhance Hawai’i’s visitor industry workforce.

Staff: Jadie Goo

Contractor: TBD

Measurements

Measures	Source
# of workshops/training programs	Contractor
# of participants	Contractor
Comprehensive update on trends, needs and solutions	Contractor

6.1.2 Future Workforce Development

Program Description: HTA supports ClimbHI’s LEI (Leadership, Exploration, Inspiration) Program targeted at high school students. This program provides Hawai’i youth with learning and networking opportunities, and partners with educational organizations and industry businesses to attract and inspire high school students to pursue a future career in hospitality and tourism.

Implementation: HTA staff will work closely with ClimbHI to plan, develop, and execute a 2022 LEI program. In addition, HTA staff serves on school/program boards, conducts guest lectures/presentations, connects schools/students with industry partners for projects, and assists with site visits.

Staff: Irina De La Torre, Brand Manager

Contractor: ClimbHI

Measurements

Measures	Source
# of schools participated	Contractor
# of students participated	Contractor
# of industry businesses participated	Contractor

Public Affairs Program

Overall Goals:

- Inform residents, lawmakers, community and visitors about the actions underway by HTA and its strategic partners to manage tourism and its impacts in Hawai'i.
- Ensure timely communication of important information related to COVID-19 and other emergency and disaster situations.
- Improve resident understanding of the positive impact of tourism on Hawai'i's communities.

Key Objectives:

- Improve HTA's Resident Sentiment Survey measures on "Tourism is good for me and my family." and "Tourism brings more benefits than problems."
- Communicate updates from state and county leadership regarding COVID-19 measures and other emergency and disaster situations.
- Encourage kama'āina to engage in HTA and community efforts to manage tourism through initiatives in the Destination Management Action Plans and others.

Staff Lead: T. Ilihia Gionson, Public Affairs Officer

Target Audiences:

- Hawai'i residents
- Hawai'i state legislators, other elected leaders and government officials

Core Messages:

- HTA works closely with communities to ensure the balance of tourism's economic benefits with community and environmental well-being.
- HTA works alongside its partners in the legislature, as well as the visitor industry, to ensure the agency's mission is being fulfilled with the state's best interests in mind.

Key Measures of Success:

- Improved resident sentiment toward tourism as measured by HTA's Resident Sentiment Survey.
- Increased engagement on HTA's Facebook and Instagram pages.
- Increased traffic to HTA's website.

Focus #1: Perpetuation Of Hawaiian Culture

HTA will communicate how it helps to perpetuate Hawaiian culture through partnerships, social media, public relations and communication support for funding recipients of its Kūkulu Ola programs.

Social Media

- Utilize HTA's Facebook, Instagram and Twitter accounts to share information about the Kūkulu Ola programs being funded by HTA.
- Use #HawaiiTourism and @HawaiiHTA on HTA's posts and encourage organizers and participants of Kūkulu Ola programs to do the same and share HTA's posts.

Public Relations

- Pitch stories about select HTA-sponsored Kūkulu Ola programs to local print, online and broadcast media.

Communications Support

- Encourage funding recipients to share the message of how HTA supports their programs and strengthens the perpetuation and understanding of the Hawaiian culture.

Focus #2: Preservation Of Natural Resources

HTA will communicate how it helps to preserve Hawai'i's natural resources and protect wildlife through partnerships, social media, public relations and communication support for funding recipients of its Aloha 'Āina programs.

Social Media

- Utilize HTA's Facebook, Instagram and Twitter accounts to share information about the purpose and results of the Aloha 'Āina programs being funded by HTA.
- Use #HawaiiTourism and @HawaiiHTA on HTA's posts and encourage organizers and participants of Aloha 'Āina programs to do the same and share HTA's posts.

Public Relations

- Pitch stories about select HTA-sponsored Aloha 'Āina programs to local print, online and broadcast media.
- Collaborate with partners, such as DLNR, to convey the value of tourism to the target audiences through earned media coverage.

Communications Support

- Encourage funding recipients to share the message of how HTA supports their programs and improves the quality and sustainability of Hawai'i's environment.

Focus #3: Community

HTA will engage with residents, lawmakers, visitor industry stakeholders and the media about its Destination Management Action Plans and the resultant partnerships and actions.

Partnerships

- Collaborate with the counties to communicate with residents and get their input regarding what they feel is important as Hawai'i rebuilds tourism.

Outreach

- Utilize HTA's social media, website and email distribution lists to engage the public and share updates regarding HTA's community-based tourism program.
- Communicate updates with local print, online and broadcast media.

Focus #4: Branding/Industry Relations

HTA will communicate to visitor industry stakeholders, the media and the general public the breadth and depth of tourism's benefits to communities across the state.

Communications Outreach

- Distribute HTA’s research findings, including monthly visitor statistics results, monthly hotel performance reports, quarterly timeshare reports, and annual resident sentiment survey results to visitor industry stakeholders and the media.
- Incorporate core messages, when appropriate, in press releases, media opportunities and speaking points, along with how the visitor industry helps to generate tax revenues that fund community-based programs.
- Ensure that HTA’s website, HawaiiTourismAuthority.org, continues to serve as the leading resource for information about Hawai’i’s visitor industry.

Safety & Security Program

Program Overview: HTA is committed to assisting lead agencies and organizations responsible for ensuring that Hawai’i continues to be a safe and secure visitor destination. Under HRS 237D-6.5 (b)(2), HTA, at a minimum, is required to spend 0.5 percent of the Tourism Special Fund on safety and security initiatives.

Strategies: In order to maintain and enhance Hawai’i’s brand as a safe and desirable destination, HTA will implement the following strategies:

- Support programs that assist visitors in need and demonstrate our aloha spirit.
- Support preventative-focused projects and programs designed to inform and educate visitors.
- Serve as one of the lead agencies to Hawai’i’s visitor industry during times of crisis.

Staff: Ross Wilson, Brand Manager

6.1.3 Visitor Assistance Program

Project Description: HTA’s Visitor Assistance Program (VAP) provides support, resources and guidance to visitors who are victims of crime and other adversities while traveling in Hawai’i. Services include providing phone cards, transportation, meals, hospital visits and moral support, replacing lost IDs, assisting with hotel and airline bookings, and more.

Implementation

- Actively support and fund Visitor Assistance Programs throughout the State of Hawai’i that provide crisis services to Hawai’i’s visitors.
- Engage VAP providers to continuously improve program delivery, effectiveness and efficiency.
- Promote and encourage greater support for VAPs from the industry and local communities.

Contracts and Contractor Leads

- VASH – O’ahu, Jessica Lani Rich
- VASH – Maui, Janet Kuwahara
- VASH – Kaua’i, Daphne Therese
- VASH – Hawai’i Island, Rachelle Hennings

Measurements

Output Measures	Performance Measures
# of visitors aided per year (per VASH Office)	Contractor

Visitors rate Hawai'i as safe and secure	Contractor
Amount of cash and in-kind support from the industry and local communities	Contractor

Sports Program

Program Overview: HTA is committed to developing its support for collegiate and professional sporting teams seeking to hold tournaments, exhibitions, and other activities in Hawai'i, which can attract visitors to our islands and support our local economy. As part of this program, HTA requires all its sporting events to include a community engagement component as part of their proposal. Community engagement may involve activities, such as youth clinics, coaches' clinics and other activities designed to provide Hawai'i's youth with access to resources and guidance not normally available to them.

Strategies

- Support programs that provide an economic and community benefit to our community throughout the State of Hawai'i.
- Support programs that are meaningful and are aligned with Hawai'i's brand.

Implementation: Aside from PGA Tour events, which has been identified for funding utilizing FY22 budget, there will be an RFP to seek sporting events that meet HTA's sports marketing criteria. All proposals received will be thoroughly evaluated by HTA and HTA's strategic partners – the Hawai'i Lodging and Tourism Association (HLTA) and the Hawai'i Visitors and Convention Bureau (HVCB) – to determine the economic and community benefit prior to receiving HTA's support.

Staff: Ross Willkom, Brand Manager

Contractor: Various

Measurements

Measures	Source
Event attendance	Contractor
Community involvement, impact & charitable donations	Contractor
Marketing Value	Contractor
Economic impact	Contractor
Tax Revenue generated by visitor spending	Contractor

7 PLANNING SECTION

Overview: The purpose of the Planning Section is to strategically plan for the near, mid and long-term health and vitality of our visitor industry and manage destination issues that affect communities and the visitor experience. This includes the development, monitoring and oversight of various plans for the HTA including but not limited to the Strategic Plan, the Destination Management Action Plans (DMAPs), and the Tourism Recovery and Marketing Plan. The planning section will also engage with community and other government agencies to address hotspot issues as identified in the DMAPs.

Objectives

- Improve processes to be forward-looking and action-oriented.
- Increase understanding of programs' performance and impact.
- Provide meaningful information to decision makers and the public to reach informative decisions.
- Empower community organizations to plan and manage impacts from tourism.
- Provide resources to communities to design visitor experiences/tourism products in their communities.
- Drive development of tourism policy.

Strategies

- Strengthen HTA's community relations by monitoring and strategically responding to communities' needs and core issues related to tourism.
- Secure the latest tourism industry trends and information affecting Hawai'i as a visitor destination.
- Convene and collaborate with stakeholders for input and to address issues and create new tourism products/visitor experiences.
- Expand research and resources that will help analyze and determine short, mid- and long-term travel trends.
- Institute an ongoing program monitoring and evaluation system for all programs to include measures of effectiveness of the Tourism Marketing Plan and progress of achieving strategic plan goals and fulfillment of DMAPs' actions.

Staff: Caroline Anderson, Director of Planning; Michele Shiowaki, Administrative Assistant

Hotspot Mitigation

Project Description: Planning, facilitation, and mitigation of hotspots/issues as identified in the DMAPs.

Implementation: Review DMAP hotspots with respective County, Island Chapter, and other state government agencies and prioritize top 1-3 hotspots by island that need HTA support and appropriate action. Issue RFPs accordingly.

Contractors: TBD

Measurements

Measures	Source
No. of hotspots to be worked on by island	HTA Staff
No. of hotspot resolutions	HTA Staff

Community Engagement

Project Description: Engagement meetings/forums focused on tourism development decisions, including industry and community input and feedback on identified topics. Includes development of materials to communicate information.

Implementation: Through an RFP, hire facilitation services to assist HTA with the community meetings/forums. Depending on the COVID-19 mandates, seeking to do in-person meetings, especially on the smaller, rural islands like Moloka'i and Lāna'i. The meetings/forums will take place in first half 2022 for all islands.

Contractors: TBD

Measurements

Measures	Source
No. of community engagement meetings/forums per island	HTA Staff
Participant satisfaction	Meeting/Forum Evaluation Survey
Participants strongly rate these statements: <ul style="list-style-type: none"> “I feel like I have a voice in my island's tourism development decisions” “Provides opportunities for residents to be involved” “Tourism is consistent with community values on this island” 	Meeting/Forum Evaluation Survey

Program Evaluation

Project Description: The Program Evaluation consists of various data collection and research projects that support the effective management of HTA programs. This includes events evaluation, development of measures, dashboards and key performance indicators tracking of HTA's programs outcomes and results.

Implementation

- Establish a long-term program that will support measurement monitoring process through an integrated management system at the HTA program level to sharing it out on HTA's website via dashboards.

Contractors: TBD

Measurements

Measures	Source
No. of DMAP Progress Reports created by island	HTA Staff
No. of events evaluated	Contractor

One Annual Report to the Legislature	HTA Staff
Increased staff capacity in tracking KPIs/measures	HTA Staff

Planning Tools & Assessments

Project Description: Destination assessment to aid in destination analysis relative to other competitive destinations. Funds will also be used for tools and resources, such as infographics to easily communicate information for the public. The program also includes studies that assess Hawai'i's visitor industry contribution to other industries (i.e., Agriculture) to demonstrate the visitor industry's support for helping in diversification of Hawai'i's economy and further build programs and activities.

Implementation: Seeking to partner with DNext for destination analysis and resilience studies. Also anticipating to partner with DBEDT-READ and Dept. of Agriculture to work on a study to determine visitor industry (hotel and restaurant) contribution in purchasing of locally grown agriculture, which will require an RFP for this study. Will also seek quotes for a company to develop infographics.

Contractors: DNext and other contractors

Measurements

Measures	Source
No. of studies conducted	HTA Staff
No. of projects/activities created from the studies	HTA staff

Community Tourism Collaborative

Project Description: A planning collaborative with community organizations who are interested and committed to improving a specific site or want to create/enhance the visitor experience. HTA will provide planning assistance, training, and resources to help communities create a shared vision and a prioritized action plan for destination management or a tourism product.

Implementation: Issue an RFP or small purchase to hire trainers and facilitators to lead the workshops. Issue press release, social media posts and conduct community outreach to share out the Community Tourism Collaborative and seek participation. Conduct workshops in latter part of 2nd quarter 2022 which may run through 3rd quarter 2022. Creation of community action steward plans and new/enhanced visitor experiences thereafter.

Contractors: TBD

Measurements

Measures	Source
No. of projects identified for implementation	HTA Staff
No. of community action steward plans developed	HTA Staff
No. of participants by island	HTA Staff
No. of jobs created	Contractor(s)
Participants strongly rate these statements: <ul style="list-style-type: none"> "I feel like I have a voice in my island's tourism development decisions" 	Evaluation survey conducted either by Contractor or Staff

<ul style="list-style-type: none">• “Tourism presents Native Hawaiian language and culture in an authentic manner”• “Provides opportunities for residents to be involved”• “Tourism is consistent with community values on this island”	
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Accommodations – Infrastructure Research

Project Overview: Infrastructure Research includes information on industries that support the visitor experience, which include accommodations.

Implementation

- Monitor hotel performance statistics, including occupancy and revenue by contracting with the leading company in hotel performance data.

Contractor: STR (Smith Travel Research)