



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

HYBRID MEETING

THURSDAY, JANUARY 29, 2026, AT 9:30 A.M.

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

Parking: Due to ongoing construction at the Hawaii Convention Center, public parking will not be available on-site. However, parking is available at the Ala Moana Shopping Center. We apologize for the inconvenience.

Meeting will be live-streamed via Zoom

<https://us06web.zoom.us/j/84643503491>

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

Call In: +1 669 444 9171 US
Webinar ID: 846 4350 3491

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

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

AGENDA

1. **Call to Order** *9:30 a.m.*
2. **Roll Call to Announce Name of Participating Board Members and to Identify Who Else is Present with Board Member if Location is Nonpublic**
3. **Opening Protocol**
4. **Approval of Minutes of the December 18, 2025, Advisory Board Meeting**
5. **Report of Permitted Interactions at Informational Meetings or Presentations Not Organized by the Board Under HRS section 92-2.5(e)**
6. **CEO Report** *9:45 a.m.*
7. **Presentation on the Status of the Hawai'i Tourism Authority (HTA) and Hawai'i Convention Center Fiscal Year 2026 Budgets** *10:10 a.m.*
8. **Presentation and Discussion of Current Market Insights, Conditions, and Strategic Brand Marketing Initiatives to Address Evolving Market Dynamics in Hawai'i and Key Major Hawai'i Tourism Markets** *10:20 a.m.*
9. **Reports from the Standing Committees** *10:40 a.m.*
 - a. **Administrative**
 - i. **Discussion and/or Action to Approve Policy #100-03 Code of Conduct Policy**
 - ii. **Discussion and/or Action to Adopt Board Resolution 2026-01 for the Delegation of Authority to Present Policy Positions**
 - iii. **Discussion and/or Action Regarding the Advisory Board's Roles and Responsibilities**
 - iv. **Status on the HTA President and CEO Search**

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| 10. Discussion and/or Action on Revisions to the Standing Committee Charters | 11:05 a.m. |
| 11. Review and Discussion on Current Legislative Bills | 11:15 a.m. |
| 12. Adjournment | 11:40 a.m. |

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

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

If you require an auxiliary aid/service or other accommodation due to a disability, please contact Carole Hagihara-Loo at (808) 973-2289 or carole.m.hagihara@hawaii.gov as soon as possible, preferably at least 3 days prior to the meeting. **Requests made as early as possible have a greater likelihood of being fulfilled.** Upon request, this notice is available in **alternative/accessible** formats.

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

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Approval of Minutes of the December 18, 2025 Advisory Board Meeting



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**ADVISORY BOARD MEETING
HAWAII TOURISM AUTHORITY
Thursday, December 18, 2025, 9:30 a.m.**

Hybrid Meeting

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

MINUTES OF THE ADVISORY BOARD MEETING

MEMBERS PRESENT:

Kimberly Agas (Co Vice Chair), Leah
Belmonte, Mericia Palma Elmore, Joel Guy
(Zoom), Troy Lazaro, Danny Ojiri, Lisa
Paulson, Lāna'i Tabura, Terry Fischer (Zoom)

MEMBER NOT PRESENT:

James McCully (Co-Vice Chair), Chris West,
Linda Wong

HTA STAFF PRESENT:

Caroline Anderson, David Uchiyama, Talon
Kishi, Jill Radke, Milton Lafitaga, Carole
Hagihara, Lindsay Sanborn

GUESTS:

Toni Marie Davis, Allison Schaefer, Kara
Imai, Lei-Ann Field, Teri Orton, Jennifer
Chun, Carmela Resuma, Michael Carr

LEGAL COUNSEL:

John Cole

1. Call to Order

Co-Vice Chair Agas called the meeting to order at 9:33 a.m.

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

Mr. Uchiyama conducted the roll call, and members were in attendance except for McCully, West, and Wong, who were excused.

3. Opening Protocol

Mr. Lafitaga recalled growing up doing tough farm work and learning from his father to recognize “salt of the Earth” people—humble, honest, reliable, hard-working individuals who form the backbone of society. He explained salt’s historical value and symbolism (preserving and protecting), then connect that idea to the Hawai’i Tourism Authority (HTA) staff and the HTA advisory board: each is an important component, and together they can move forward to preserve and protect Hawaii’s culture, people, and resources while strengthening their bond.

4. Approval of Meeting Minutes of the October 30, 2025 Advisory Board Meeting

Member Elmore moved the motion to accept the minutes, and member Paulson seconded it. The motion passed unanimously.

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

There was no input on Permitted Interaction Groups.

6. CEO Report

Ms. Anderson provided a comprehensive CEO report, beginning with an overview of current staff activities and directing the Board to the written CEO report included in the meeting handout. She first highlighted Hawaii’s visitor industry's overall performance and expressed appreciation to Ms. Chun and her team for their continued work in compiling and analyzing visitor statistics.

Ms. Anderson reported that the most recent available visitor data, from October, indicates that visitor spending remains strong. Total visitor spending increased by 5 percent, reaching \$17.8 billion. Per-person, per-day spending also grew by 4 percent to \$253. Additionally, state tax revenue generated by visitor activity is tracking at \$2.5 billion, representing a 5 percent increase.

Despite these positive indicators, Ms. Anderson cautioned that both the visitor industry and the broader economy are approaching a pivotal period. She noted that market conditions are beginning to soften and that Maui continues to experience a long-term recovery. International markets are under additional pressure due to weaker foreign currencies relative to the U.S. dollar and the added strain of imposed tariffs. She further explained that air travel capacity is shrinking as airlines consolidate flight routes both domestically and internationally. Another significant challenge identified was the upcoming closure of the Hawai'i Convention Center in 2026–2027, which is expected to reduce citywide business and convention-related travel.

Ms. Anderson stated that, in light of these challenges, the HTA is actively evaluating how it can respond strategically to mitigate these conditions. She noted that later agenda items, including a presentation from the Hawai'i Visitors and Convention Bureau (HVCB), would outline actions being taken within the U.S. market to address these concerns.

Turning to organizational updates, Ms. Anderson shared that the HTA is currently recruiting for an administrative assistant position to support the finance and procurement team. She expressed appreciation to Mr. Arakawa for his ongoing work in stakeholder engagement, including collaboration with the Legislature and outreach to the visitor industry, as well as his efforts related to community and destination management.

Ms. Anderson emphasized that staff have been actively engaged in community outreach, participating in meetings across the islands to gather input and feedback for the Destination Management Action Plans (DMAPs). She thanked the Board members who attended these community meetings and acknowledged the efforts of Planner Mr. Leong and the destination management team for their dedication to listening to community and industry voices. She underscored the importance of this engagement as the HTA continues developing the DMAPs and expressed appreciation to consultants Ward Research and PPRC for their support in this process.

Regarding the Strategic Plan, Ms. Anderson reported that staff are continuing work on its development. While the goal had been to present the plan this month, additional time is needed, and the plan will instead be brought before the Board in January. Similarly, the timeline for completing the Destination Management Action Plans has been adjusted. Rather than being finalized in March, completion is now anticipated in April to allow more time for thoughtful review and consideration of the extensive community feedback received.

Ms. Anderson also thanked the brand management team for their collaboration with the global marketing team. She emphasized the importance of global marketing efforts to create demand, drive arrivals to the islands, sustain existing air seat capacity, and, where possible, increase capacity, particularly in light of anticipated economic challenges.

In closing her report, Ms. Anderson expressed her deep appreciation to the Board and staff. She noted that the end of the year is a time for reflection on accomplishments, lessons learned, and opportunities for improvement moving forward. She thanked Board members for their commitment and service to the Hawai'i Tourism Authority and acknowledged the staff's hard work during what has been a challenging year. Ms. Anderson concluded by wishing everyone happy holidays.

Co-Vice Chair Agas thanked Ms. Anderson for her report and echoed appreciation for the staff's efforts. She acknowledged that the holiday season is a busy and demanding time and expressed hope that staff would have an opportunity to spend time with their families.

Member Guy wished to express appreciation for the leadership's role, particularly in the DMAP process. He shared that he has been fortunate to participate in the process and has observed firsthand the team's extensive work within communities across the island. Member Guy noted that the team is relatively small yet tasked with managing a significant volume of information and community input. As someone who has contributed to that input, he expressed appreciation for the thoughtful way the team is processing and responding to community feedback and conveyed gratitude on behalf of the community.

No additional questions or comments were received online.

7. Presentation on the Status of the Hawai'i Tourism Authority and Hawai'i Convention Center Fiscal Year 2026 Budgets

Mr. Kishi presented the fiscal minutes and provided an overview of the Hawai'i Tourism Authority's Fiscal Year 2026 financial results covering the period from July 1, 2025, through November 30, 2025.

Mr. Kishi explained that the HTA's budget is organized into two primary components: the HTA operating budget and the Hawai'i Convention Center (HCC) budget. The figures displayed during the presentation reflected the HTA operating budget only.

He noted that the HTA operating budget is composed of six program IDs, which together total approximately \$63 million. Mr. Kishi stated that he would not review each program line item in detail but would instead focus on the overall financial position. He advised Board members that a detailed version of the budget is included in the Board packet and encouraged anyone with questions to contact him or other HTA staff for further clarification.

Mr. Kishi reported that, as of November 30, 2025, total expenditures and commitments under the HTA operating budget amounted to \$29,578,000. He clarified that this figure includes both

actual expenditures paid to vendors and encumbrances. Encumbrances represent funds that have been set aside for executed contracts where formal agreements are already in place, even if payment has not yet been fully disbursed.

He further reported that the remaining unspent balance under the operating budget is \$33,421,000. With the HTA approximately halfway through the fiscal year, Mr. Kishi indicated that spending is on track and that HTA expects to utilize most, if not all, of the Fiscal Year 2026 operating budget by year-end.

Mr. Kishi continued his presentation by reviewing the Hawai'i Convention Center (HCC) budget. He explained that the HCC budget consists of four primary line items: Operations, Repairs and Maintenance, Sales, and Transfer to Budget and Finance.

Mr. Kishi clarified that the "Transfer to Budget and Finance" line item represents a non-recurring appropriation. This transfer is being used to reimburse the Department of Budget and Finance in the amount of \$11 million for Fiscal Year 2024 HCC operations. He emphasized that this is a one-time appropriation and that this line item is not expected to appear in future fiscal years.

He reported that, to date, the HTA is on schedule to fully utilize the HCC budget totaling \$26,977,000. Mr. Kishi also noted that the HCC budget is funded through the Convention Center Special Fund.

Mr. Kishi further reported on the Capital Improvement Projects (CIP) appropriation, which totals \$36,400,000.

Member Guy raised a question regarding the Regenerative Tourism Development budget, noting that the burn rate appeared slow and asking whether the HTA anticipates encumbering the remaining funds within the current fiscal year.

Mr. Kishi responded that he is confident the HTA will encumber at least \$2 million. He explained that the Community Tourism Collaborative line item and the Foundational Technical Assistance line item together total slightly over \$2 million. He stated that staff are currently working on a contract with the Council for Native Hawaiian Advancement (CNHA) to encumber these funds. In addition, Mr. Kishi noted there is an unallocated \$1 million within the budget, and staff are working with the Executive Director to allocate those funds to another budget line item, with the goal of doing so within the next one to two months.

Co-Vice Chair Agas asked a question regarding the Capital Improvement Projects appropriation, stating that while Mr. Kishi indicated the HTA is on target to encumber and utilize the full \$36.4

million, the detailed budget sheet did not reflect specific allocations. She asked for additional detail and emphasized the importance of ensuring that Ms. Orton has sufficient funding to address all necessary repairs at the Convention Center, not limited to the roof. Co-Vice Chair Agas noted the limited remaining time in the fiscal year, with approximately five to six months remaining.

Mr. Kishi responded that CIP funds appropriated in the current fiscal year carry a two-year expenditure window and will not lapse until June 30, 2027. He stated that, at this time, the funds are planned primarily for the Convention Center roof project and that the appropriation is expected to be fully utilized.

Co-Vice Chair Agas asked whether additional funds would be provided once the current CIP appropriation lapses in June 2027.

Mr. Kishi responded that funding beyond the two-year period will depend on the upcoming legislative session. He noted that a request for additional Capital Facility Program (CFP) funds has been submitted.

Member Paulson asked whether there is a specific budget line item for Destination Management Action Plans (DMAPs).

Ms. Anderson responded that within Fiscal Year 2026 funding, there are no funds allocated for DMAP implementation. She stated that the plans are expected to be completed in April and that the completed DMAPs will be submitted to the Legislature as part of the Fiscal Year 2027 funding request for implementation.

There were no online questions.

8. Presentation from the Activities & Attractions Association of Hawai'i (A3H) from their Executive Director Toni Marie Davis

Ms. Davis introduced herself and provided background information, stating that she has served as Executive Director of Activities, Attractions, and Tours Hawai'i (A3H) for the past 28 years. Prior to that role, she was a part-owner of the commercial charter boat Pride of Maui and had previously taught high school physics and math. She shared that she resides in Māka'ua, within the ahupua'a of Hāmākua Poko near Kailua Gulch on the north-facing slopes of Haleakalā and expressed a strong sense of stewardship for the land she considers part of her children's legacy.

Ms. Davis outlined the purpose and structure of her presentation. She explained that the sector she represents is commonly referred to as "in-destination experiences," encompassing

activities, attractions, and tours throughout the state, which she referred to collectively as “Hawai‘i Experiences.” She stated that her presentation would address who A3H is, the role of in-destination experiences globally and locally, the benefits these experiences provide to the visitor industry, the community, and the economy, and the current challenges facing the sector. She noted that a meeting with Dir. Tokioka in early December, helped facilitate the opportunity to present to the Board. Ms. Davis stated that A3H is seeking guidance from the HTA Board and management on the best approach to securing marketing support for resident-owned businesses within this sector.

Ms. Davis explained that A3H is a member-owned nonprofit trade association organized as a 501(c)(6), established in 1989. She stated that A3H represents Hawai‘i-based activity, attraction, and tour operators and focuses on protecting, promoting, and communicating on behalf of its members. She noted that the organization emphasizes direct bookings with pre-arrival visitors, out of respect for on-island desks and local operations. A3H’s board consists of two representatives from each county—Kaua‘i, O‘ahu, Maui, and Hawai‘i Island—and includes leaders from a range of well-established operators, many of which employ more than 50 people.

Ms. Davis described A3H’s role in lobbying for consumer protection related to the sale of activities and attractions and representing member interests at all levels of government. She also explained that A3H facilitates private forums and collective problem-solving among members, including addressing payment issues with agencies in a way that minimizes disruption to the broader industry.

She emphasized the organization’s focus on direct bookings, stating that this approach improves visitor experience, increases accountability for customer service, retains more revenue with resident-owned businesses, and provides better data for destination management. She noted that third-party resellers often retain guest information, limiting operators’ ability to communicate directly with visitors. Ms. Davis stated that influencing the path to purchase toward direct bookings could strengthen local businesses’ stability without increasing visitor volume.

Ms. Davis described Hawai‘i Experiences as hosts, guides, stewards, and educators who play a critical role in shaping visitor perceptions, ensuring safety, reducing resident-visitor friction, and protecting the destination. She noted that these businesses employ residents, retain profits locally, and often serve multigenerational repeat visitors. She emphasized that guided tour experiences help protect resources, elevate visitor experiences, and root tourism benefits within local communities.

Ms. Davis shared concerns raised by A3H members, particularly on O‘ahu and Maui, regarding declining guest counts and revenues. She stated that while overall visitor spending may appear strong, Hawai‘i Experiences serve as an early indicator of underlying issues. Using DBEDT visitor statistics, she explained that while the data does not clearly isolate her sector, she combined categories including entertainment, recreation, dinner shows, cruises, and transportation to estimate that in-destination experiences contribute approximately \$2.5–\$2.6 billion annually in visitor spending (air-only), potentially closer to \$3 billion when including cruise-related activity. She noted that small percentage changes in this sector translate into significant economic impacts.

Ms. Davis reviewed trends across islands, noting that O‘ahu and Maui account for approximately 70 percent of in-destination experience spending. She stated that while Kaua‘i and Hawai‘i Island are currently holding steady, O‘ahu and Maui are experiencing noticeable declines in daily spending and participation in activities. She characterized this as a warning sign for the broader visitor industry.

Ms. Davis identified key challenges facing the sector, including mixed marketing messages, perceived overemphasis on high-end visitors at the expense of the middle market, labor shortages exacerbated by housing affordability, rising visitor costs, and compressed operating margins. She also referenced visitor sentiment, suggesting uncertainty about whether Hawai‘i welcomes visitors, increased “self-guided” travel behavior, and a reduction in the number of activities visitors participate in compared to pre-COVID levels. She noted concerns that Hawai‘i is becoming increasingly transactional and referenced broader policy and regulatory signals that may be contributing to this perception.

Ms. Davis emphasized the importance of education for both visitors and residents and called for greater alignment toward shared outcomes. She warned against a tourism model that eliminates middle-market visitors, citing parallels to challenges faced in other destinations.

Ms. Davis described A3H’s consumer protection and stewardship efforts, including the hawaiiifund.org platform, which lists vetted member businesses that meet licensing, insurance, and permitting requirements. She explained that the platform promotes direct bookings and enforces quality standards. She also described the organization’s Shaka Gold virtual discount card, designed to help address visitor price sensitivity.

In closing, Ms. Davis stated that A3H is seeking opportunities to collaborate more closely with HTA to strengthen marketing support for resident-owned activity, attractions, and tour operators. She noted that A3H has tracking and measurement capabilities and expressed willingness to support data-driven initiatives. Ms. Davis thanked the Board for the opportunity to present, wished everyone happy holidays, and expressed hopes for a prosperous new year.

Member Paulson thanked Ms. Davis for her presentation.

Dir. Tokioka asked for additional information regarding the Shaka Gold Card, specifically how many cards have been sold or how many users are currently active, and whether the card is digital.

Ms. Davis responded that the Shaka Gold Card is valid for one year from the date of purchase and that detailed usage data is available in A3H's database. She stated that she could provide that information upon request. Ms. Davis confirmed that the card is fully digital and noted that it operates with minimal overhead, resulting in strong profit margins.

Member Paulson asked whether the presentation intended to seek a contractual relationship with the Hawai'i Tourism Authority.

Ms. Davis responded that she was not certain and explained that A3H's board had extensive discussions regarding the scope and purpose of the presentation. She noted that hawaiiifund.org is not a new platform but has recently been redesigned to function as a neutral, "Switzerland-style" booking platform that allows direct booking regardless of which reservation system a business uses. She stated that A3H has been working with multiple booking platforms to integrate direct booking links. Ms. Davis indicated that she had previously been told that a contractual relationship was not possible, but expressed openness to any approach the HTA might recommend. She also reiterated concerns about resident-visitor tensions, particularly on Maui, and emphasized the need to move toward a more unified approach.

Member Paulson asked whether the topic should be referred to the Branding Committee for further discussion.

Co-Vice Chair Agas stated that she had been discussing the matter with Ms. Anderson and noted that the HTA's global marketing teams already promote certain experiences. She suggested that the Branding Committee may be an appropriate forum for further discussion.

Ms. Anderson stated that she would follow up directly with Ms. Davis after the meeting to explore potential partnership opportunities.

Member Fischer commented that the research data presented was highly valuable and noted that data-driven insights are essential for informed decision-making. He stated that while some of the trends are concerning, the information will be useful as the Board and its committees evaluate initiatives and strategies, particularly in light of post-pandemic conditions and external factors affecting visitor arrivals. He thanked Ms. Davis and encouraged her to continue sharing data.

Ms. Davis thanked Member Fischer and acknowledged Ms. Chun for the visitor statistics, noting the depth of analysis possible with the available data. She expressed concern that the lack of a clear industry classification limits accuracy and suggested that General Excise Tax (GET) data for resident-owned businesses could provide more precise insights into the Hawai'i Experiences sector.

9. Reports from the Standing Committees:

a. Administrative

- i) Discussion and/or Action to Approve Policy #100-03 Code of Conduct Policy**
- ii) Discussion and/or Action to Adopt Board Resolution 2026-01 for the Delegation of Authority to Present Policy Positions**

Member Guy reported on behalf of the Administrative Standing Committee, which met on October 20. He explained that the purpose of the committee was to advance the administrative and governance items necessary to support the Advisory Board's operational role. Two items were advanced from that meeting for consideration by the full Board. The first was Policy No. 103, the Advisory Board Code of Conduct, and the second was the Annual Delegation of Authority Resolution.

Member Guy introduced Policy No. 103 and stated that it establishes clear expectations for ethical conduct, conflicts of interest, and fiduciary responsibilities, consistent with state law and the Board's advisory nature. He noted that the Administrative Standing Committee recommended the policy for approval and that the Code of Conduct is typically reviewed and executed on an annual basis. When the Chair asked if there were any questions or discussion, Co-Vice Chair Agas stated that some Board members, including herself, are required to submit documents of this type to their respective government affairs offices for review before signing. Member Guy asked whether this requirement would prevent those members from voting in support of the Code of Conduct. Co-Vice Chair Agas responded that she could only speak for herself and that she could not vote on the matter at this time until the required review was completed. Mr. West then asked whether the item should be deferred to a future meeting. Mr. Kishi stated that discussion could continue if there were questions, but that approval or a vote could be deferred. Co-Vice Chair Agas added that deferral would also be necessary because she would need to sign the document in her role as Co-Chair.

Member Guy then provided context on the Annual Delegation of Authority Resolution, stating that, in his understanding, the resolution was intended to establish a framework allowing certain Board members to communicate with legislators on behalf of the organization during the legislative session. Co-Vice Chair Agas asked whether not approving the resolution at this time would hinder legislative engagement. AG Cole responded that it could, explaining that due to changes in law regarding the Department's authority and the Advisory Board's role, the

resolution is needed to formally authorize Board members to communicate with the Legislature on behalf of the organization. He clarified that the CEO and Department Director would still be able to communicate with legislators, and that individual Board members could always speak to legislators in a personal capacity, but they would not be able to do so as representatives of the organization until the resolution was adopted. Co-Vice Chair Agas asked whether a January Board meeting was scheduled, and it was confirmed that one was. She suggested that the Board defer action until the January meeting, which would allow members time to review the documents while still aligning with the start of the legislative session.

It was agreed that both the Advisory Board Code of Conduct and the Annual Delegation of Authority Resolution would be deferred to the next Board meeting to allow sufficient time for review and preparation for a vote. Member Guy confirmed that the items would be brought forward for consideration at the January meeting.

A reminder was then issued to all committee chairs regarding committee description materials previously circulated by Ms. Anderson. Members were asked to review the information and send any proposed changes or comments to Mr. McCully and Ms. Anderson, with committee chairs specifically requested to submit their notes as soon as possible.

10. Discussion on Revisions to the Standing Committee Charters

11. Presentation and Discussion on 2026 U.S. Brand Marketing Efforts***

Co-Vice Chair Agas then announced that the Board would enter executive session to discuss U.S. Brand marketing information. AG Cole explained that the executive session was necessary so that the Board could receive and discuss information that must remain confidential to protect Hawaii's competitive advantage as a visitor destination, pursuant to Hawaii Revised Statutes Section 201. AG Cole noted that a motion and a second would be required to enter executive session. It was stated that AG Cole would join the executive session to provide further explanation. Following the executive session, the Board would briefly reconvene to summarize the outcomes and then adjourn the meeting.

Member Elmore motioned to go to the Executive Session, and member Paulson seconded it.

[Executive Session]

12. Adjournment

The Advisory Board members returned to the regular meeting at 11:36 a.m. Co-Vice Chair Agas reported that the HVCB presented its 2026 U.S. brand marketing strategy, and the Advisory Board engaged in robust discussion. She concluded the meeting at 11:37 a.m.

Respectfully submitted,

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

Sheillane Reyes
Recorder

6

CEO Report

PRESIDENT & CEO MONTHLY REPORT

JANUARY 2026

This January report highlights the Hawai'i Tourism Authority's (HTA) activities and actions taken by the staff from December 1, 2025 through January 15, 2026 in support of the organization's overall mission, its 5-year strategic plan, and its annual strategic tourism management plan.

EXECUTIVE SUMMARY

- Global Visitor Campaign Launch of *"Hawai'i Stays With You"* debuted at the Los Angeles Rams game at SoFi Stadium on January 4, marking a major milestone in collaboration of HTA's brand marketing and sports strategies.
- Meetings were held with various state legislators, including briefings with the House and Senate Tourism Committees and House Finance Committee, in preparation for the upcoming 2026 Legislature session. Topics included an update on the Hawai'i Convention Center Roof Top Repair project and HTA's programs.
- HTA has been working closely with the Director's Office and DBEDT's Administrative Services Office to address procurements particularly the major market area, Kilohana, and travel.
- HTA's annual report to the Legislature was issued on December 31, 2024. The annual report reflects activities in FY 2025 (July 1, 2024-June 30, 2025)

At the time this report was prepared, the latest visitor statistics available were for November 2025. Our KPIs are total visitor spending and per-person-per-day spending, and each has shown an increase compared to the first six months:

- Total Visitor Spending: \$19.64 billion, compared to \$18.54 billion in the first 11 months of 2024 (+5.9%).
- Total Per Person Per Day Spending: \$258.4, compared to \$243.2 in year-to-date November 2024 (+6.2%).
- State Tax Revenue (direct, indirect, and induced): \$2.75 billion, compared to \$2.59 billion in the first 11 months of 2024 (+5.9%).

I. OFFICE OF THE CEO

Staffing

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

- HTA is currently recruiting for Administrative Assistant position to assist the Finance and Procurement team.

Stakeholder Outreach and Engagement

Industry Leaders: Caroline and David participated in HVCB Board meeting.

Legislative Outreach: Scheduled briefings with the Tourism Committee for both the Senate and the House to provide an overview of the Convention Center construction project and 2026 projections for the market and airlift seat inventory.

Met with House Finance Committee members to review the Convention Center construction project.

Met with House Speaker Nakamura and Representative Tam regarding the Convention Center construction project and the DMAPs project.

Worked on a budget review with the HTA team in preparation for our meetings with the Senate Ways & Means Committee on January 12 and House Finance on January 16.

Key Operational and Strategic Focus Areas

The CAO is actively involved in the following strategic areas:

- Working with staff to update job descriptions and submit documentation to DBEDT to fill vacant positions.
- Review organizational structure of HTA.
- Review structure of market coverage and contractors.

“Hawai‘i Stays With You” Debuts at Los Angeles Rams Game in SoFi Stadium

Our new global visitor campaign, “Hawai‘i Stays With You,” debuted on January 4 at the Los Angeles Rams’ home game against the Arizona Cardinals at SoFi Stadium in Inglewood, California. The LA Rams partnership is a cornerstone of HTA’s sports marketing strategy, which focuses on high-impact events that reach key markets and

deliver community benefits at home. By integrating Hawai'i branding into live game environments—LED ribbons, the Infinity Screen, in-stadium TV, radio, digital and social content—HTA keeps the islands in front of fans who are already emotionally invested in their team. That repetition helps ensure Hawai'i remains top of mind as fans plan their next trip. *See the sports and brand marketing sections for more.*

The LA Rams partnership provided the ideal opportunity to bring public awareness about HTA activities to strengthen resident sentiment. Studies show resident sentiment is influenced by how Hawai'i is represented in marketing efforts and by transparency in how marketing dollars are invested. This activation provided a timely, concrete example of that work in action—and coverage by Hawai'i's broadcast media helped make that work visible. That intent directly informed our push for Hawai'i media access and coverage opportunities to capture the partnership's reach and value in a way residents rarely get to see.

The launch at SoFi stadium provided clear, visual story elements that helped drive coverage, including the tailgate breakfast featuring Maui chef Joey Macadangdang, the floral activation in American Airlines Plaza with Maui lei maker and campaign ambassador Britney Alejo-Fishell, and the on-field game ball delivery featuring Hawai'i State Senate President Ronald D. Kouchi alongside *Chief of War* actor Brandon Finn and dancers from Hālau 'O Lilinoe, with Hawai'i branding integrated throughout in-stadium signage and video elements.

Lanai Tabura, vice chair of the HTA Sports Committee, played a key role in media outreach, and also served as a spokesperson, VIP host, and helped ensure multiple media outlets reached the right people and moments.

This cross-organizational effort generated numerous trade and visitor exposures and local broadcast stories including:

- Hawaii News Now: Campaign activation illustrates how 'Hawaii Stays With You'
- KITV: Hawaii aloha spirit shines at Rams game with lei and new ad.
- KITV: LA Rams promote Hawaii tourism with aloha at SoFi Stadium
- Hawaiian culture took center stage at So-Fi Stadium as the State partners with the Los Angeles Rams to boost tourism.
- Hawaii News Now: Hawaii Tourism Authority launches new campaign at Rams game in Los Angeles
- ABC 7 LA: Rams Partner with Hawaii Tourism Authority
- Hawaii News Now: Hawaii Culture Shows Up in Los Angeles
- Hawaii News Now: Hawaii-L.A. Connection on Full Display
- Hawaii News Now: Hawaii Launches New Tourism Campaign
- Hawaii News Now: Hawaii Takes Tourism Message to NFL Stage

- Hawaii News Now: Hoteliers Back Hawaii Rams Partnership
- Hawaii News Now: Hawaii promotes tourism with LA Rams
- Hawaii News Now: New Hawaii Tourism Message Debuts in LA
- Maui Now: “Hawai‘i Stays With You” campaign invites travelers to experience transformation beyond vacation
- TravelPulse: Hawaii Unveils New Global Tourism Campaign

Note: In January, the ability to track media impressions will be restored after nearly a year’s hiatus. With that, we will resume reporting these figures in the February 2026 report.

Hawai‘i Convention Center Roof Top Project

One of the key priorities for the HTA in FY 2026 is to perform essential repairs to the rooftop terrace deck of the Hawai‘i Convention Center, aiming for completion by end of 2027. It is crucial to repair the rooftop, as it is severely leaking and has caused significant damage to the building and meeting rooms, rendering them inefficient for use. These repairs are essential to maintain the convention center as a world-class facility.

- The HTA executed a contract with Swinerton Builders for the HCC rooftop terrace deck repair project. The total bid price for this construction repair project is \$87,516,721.00.
- A town hall meeting was held on December 29, 2025, with surrounding neighbors to inform them of the upcoming construction.
- A blessing by Kahu Kekoa Cordell was held on December 30, 2025 for the start of the construction project.
- Progress of the Hawai‘i Convention Center Rooftop Project is posted on HTA’s website: <https://www.hawaii tourism authority.org/what-we-do/hawai%CA%BBi-convention-center-repair-upgrade-projects>
- Onsite construction started on January 2, 2026.

II. PROGRAM UPDATES

Destination Management

Destination Management Action Plans (DMAPs)

The Destination Managers, in coordination with the Planning Team, reviewed the first draft of the Destination Management Action Plans (DMAPs) for all six islands in partnership with its contractor, Ward Research Inc. Each draft was reviewed by the respective Destination Manager and shared with island-based Advisory Groups to gather initial comments and feedback. Internal review continued as Advisory Group input was received and assessed.

Smart Destination App/GoHawaii update

This initiative aims to support both visitors and residents by enhancing the GoHawaii App. The enhancements will streamline the Department of Agriculture's biosecurity form and DBEDT's visitor survey, provide airport wayfinding information, integrate a reservation system for state and county parks, and send out safety and congestion alerts to visitors. Furthermore, a monetization module will be developed to generate revenue that can help offset future costs. HTA is collaborating with the Director of the Department of Business, Economic Development & Tourism (DBEDT), the Lieutenant Governor's Office, the state Department of Transportation, and the Hawai'i Visitors Bureau on this project. The contract with the Hawai'i Visitors & Convention Bureau was executed and the visitor survey is now being implemented on the gohawaii app. This is extremely important for the collection of data that is used by DBEDT's Tourism Research Brand, HTA, and the industry.

Maui Visitor Assistance Program (VAP)

HTA executed a year-long contract with Anchor and Ally Assistance LLC to conduct this program as the new vendor. The contractor is operational, with the initial payment under DAGS review. HTA is supporting early implementation through introductions with key partners such as the Maui Police Department.

Visitor Experiences

Kāhea Airport Greetings Program

HTA partners with DOT-Airports to provide free, year-round Hawaiian entertainment and greetings, fostering a distinctive Hawai'i sense of place for visitors entering and exiting our airports.

Entertainment is currently provided per the following schedule. Additional days were added in December during the holiday travel periods:

Airport	Days	Time	Location
HNL	MWF	9:30am-1:30pm	Terminal 2 Main Lobby
HNL	Tues & Thurs (Dec only)	9:30am-1:30pm	Terminal 1 Mauka
ITO	Mondays + Dec 26 & 31	9:30am-1:30pm	Hold room
OGG	Fridays + Dec 22-31	10:00am- 2:00pm	Baggage Claim stage
LIH	Fridays + Dec 23-31	10:00am- 2:00pm	Main Lobby Stage
KOA	Fridays + Dec 23-31	11:00am- 3:00pm	Terminal 1/2

Entertainment and greetings were provided for the following special events in December:

Airport	Days	Time	Event
HNL	Dec 4 & 5	2:00pm-3:00pm	Arrival of WWII Veterans for Dec 7 th ceremony (HA899)
HNL	Dec 9	7:00am-8:00am	Arrival of Japanese Pro Baseball Charter Softbank Hawks (JL8812 & JL8814)
HNL	Dec 16	7:00am-8:00am	Arrival of Japanese Pro Baseball Charter Hanshin Tigers (JL8812)

HTA Community Programs

HTA's community programs empower local non-profit organizations to share the heart of Hawai'i with the world. By investing in projects created "by the community, for the community," HTA helps preserve the unique character of our islands while offering visitors a truly authentic glimpse into our way of life.

The five (5) HTA community programs include: Signature Events, Community Enrichment Program, Kāhu ‘Āina, Kūkulu Ola, and Ho‘okipa Malihini Initiative. Below is a list of the twenty-seven (27) projects that occurred between December 1, 2025 to January 15, 2026:

	Date	Location	Event/Project Name
Signature	12/14/2025	Oahu	Honolulu Marathon 2025
	12/18/2025 to 12/22/2025	Oahu	2025 Hoops in Hawaii Classic
	12/24/2025	Oahu	The Hawaii Bowl
	1/16/2025 to 1/19/2026	Oahu	8 th Annual TransPacific Volleyball Championships
Community Enrichment	12/1/2025 to 1/31/2026	Oahu	Wahi Pana: Stories Places
	12/5/2025	Maui	Wailuku First Friday
	12/20/2025	Kauai	Waimea Light Parade 2025
	12/20/2025	Oahu	Aloha Mele 2025 “Kalani Pe‘a’s Hawaiian Christmas Show 2025
	1/16/2026 to 1/31/2026	Maui	Celebrating the Visual Arts of Hawaii “Juried Exhibition”
Kahu Aina	12/13/2025 & 1/10/2026	Oahu	Komo I Ka ‘Āina 25-26
	12/13/2025	Hilo	Kipa Waikoloa
	12/18/2025 & 1/15/2026	Maui	Honolulu Hands-on Conservation
	1/10/2026 & 1/14/2026	Hilo	Malama Aina Community Workday
Kūkulu Ola	12/1/2025 to 1/31/2026	Kauai	An Interpretive Plan for Limahu‘liTours (Garden Tours)
	12/12/2025	Oahu	Kuka‘o‘o Heiau and the Ancient Landscape of Oahu with Archaeologist & Historian Ena Sroat
	12/13/2025	Oahu	The Aloha Exchange: Sharing Culture & Building Community “Lauhala Christmas Ornament Workshop with Leialoha”
	12/13/2025 & 12/18/2025	HILO	Pu‘akalehua “Hana No‘eau”
	12/14/2025 & 1/11/2026	Oahu	2025-2026 Kama‘aina Sunday Project at Iolani Palace
	12/14/2025 & 1/10/2026	Kona	Hula Arts at Kilauea
	12/17/2025 & 1/21/2026	Hilo	Holomua Imu Mea Ai/ Imu building workshop
	1/3/2026 to 1/31/2026	Oahu	Explores of Lawai‘a & Kaulana Mahina
	1/17/2026	Kauai	Hihikalahau: Wailua Work Day
Ho‘okipa Malihini Initiative	12/2,12/9,12/16, 12/23,12/30/2025 & 1/13,1/20,1/27/2026	Hilo	Hilo Harbor Pier Greetings Program
	12/2,12/9,12/16, 12/23,12/30/2025 & 1/13,1/20,1/27/2026	Hilo	Hilo Gateway Information & Hawaiian Culture Program
	12/3,12/10,12/17,12/24/2025 & 1/7,1/14,1/21,1/28/2026	Kona	Aloha Greeting & Cultural Program (Kailua-Kona Pier)

	12/2,12/6,12/13,12/16, 12/20,12/27/2025 & 1/3, 1/10,1/17,1/24,1/31/2026	Oahu	2025 Kuhio Beach Hula Show & Torch Lighting
	12/3,12/10,12/17/2025 & 1/7,1/14,1/21,1/28/2026	Oahu	The Return of Kapaemahu Hula Mound Performances

Regenerative Tourism Development

Quality Assurance Program (Qurator)

Launched in June 2024, Qurator is the Hawai'i Tourism Authority's (HTA) official certification program. It is designed to recognize and guide visitors toward local businesses committed to responsible tourism based on six core pillars: environment, cultural support, equity, safety, community, and guest experience. The program's impact was highlighted when it received the Innovative Climate Solution Award at the 2025 Climate Leadership Awards, hosted by Climate Hawai'i.

The program was placed on pause in July 2025 due to funding constraints. At the time of this pause, 83 businesses have successfully earned certification. As the HTA works to secure the resources needed to resume the program, these 83 businesses will maintain their active certification status.

Workforce Development

Native Hawaiian Cultural Training & Education

In May 2025, the Hawai'i Tourism Authority (HTA) issued a Request for Proposals (RFP) to develop and implement a comprehensive Hawaiian Culture Training program for the visitor industry workforce. This initiative is vital, as it ensures tourism management aligns with Native Hawaiian values to enrich both the workforce and visitor experience—a core pillar of HTA's strategic mission.

Designed for all levels—from frontline staff to senior leadership—the program aims to ensure industry-wide accessibility by offering easy and flexible access to trainings to accommodate vast roles across the islands. Although the initial solicitation was canceled in September 2025 due to bidder concerns, the HTA has since refined the scope of work. A re-solicitation is currently scheduled for release in February 2026.

Sports

This program is designed to strengthen Hawai'i's position as a premier destination for sports tourism and events while fostering community well-being and economic benefits. Through strategic partnerships, branding initiatives, and sustainable funding models, the program aims to deliver long-term value for Hawai'i residents and visitors alike.

Los Angeles Rams

Los Angeles is a key market for Hawai'i, with strong air lift and a high percentage of repeat visitors. The partnership with the LA Rams enhances brand awareness by showcasing Hawai'i in game broadcasts and stadium signage throughout the season. This keeps Hawai'i in front of millions of fans in a context they love: their favorite team and sport.

The LA Rams align strongly with Hawai'i residents and the community. In June 2025, the MauiCamp events with the LA Rams exceeded expectations for positive media mentions. HTA's partnership with Hawai'i News Now alone yielded 1,340,516 Total Media Impressions through traditional and social media platforms.

On January 4, 2026, HTA held its entitlement game at the SoFi Stadium in Inglewood, CA, with the LA Rams playing against the Arizona Cardinals. The game provided the ideal venue for HTA and HVCB to launch the new global campaign, "Hawaii Stays With You," to over 65,000 fans at SoFi Stadium. The entitlement game components included digital marketing, in-stadium LED game board messaging, in-stadium television system, in-stadium wayfinding interactive kiosks, digital pylon messaging, single game suite, post-game conference backdrop, game day activation booth, game ball delivery, television commercial and VIP tailgate experience.

Visitor industry partners invested heavily in the success of the campaign launch, the activation and the game experience. HVCB, Hawaii Hotel Association (HHA) Outrigger Hotels and Resorts, Roberts Hawaii, Hawaii News Now, Pleasant Holidays and Polynesian Adventure Tours contributed thousands of dollars, their time, and talent to make every aspect of the activation unforgettable for the tens of thousands of fans at the game. The activation and activities provided a perfect venue to bring together and personally recognize industry partners fueling our jobs and economy: travel agencies, like Frosch Travel, Travelstore Irvine, Harr Travel, Terra Mar Travel, Altour Entertainment, and Montecito Village Travel which are top-tier travel partners in the California market to participate and thank them for their continued support with travel to Hawai'i.

Brand Marketing

In HTA's global marketing team sharpened its focus on driving short-term conversion in response to a softer booking pace in the first half of 2026. Efforts centered on activating collaborative programs with travel trade to stimulate demand and accelerate booking activity in key markets. In parallel, the team met with partners to review performance and market trends, align on shared priorities, and coordinate campaign timing and messaging to maximize near-term impact.

In early January, HTA launched its latest campaign, "Hawai'i Stays With You." The campaign was filmed across all four counties, and it invites travelers to experience Hawai'i through its unique culture and experiences, encouraging respectful travel that leaves a lasting impression on visitors long after they return home. Campaign assets, including videos and imagery, were distributed to the global marketing team on January 16 for use in their respective markets.

On January 14, the team convened the first major contractors meeting of the new year. To ensure stewardship priorities are reflected in visitor messaging, HTA invited staff from the Department of Land and Natural Resources to this meeting to present the "Year of Our Coastal Kuleana" initiative to the Global Marketing team. The presentation sparked discussion on collaborative strategies to support the initiative, which aims to protect Hawai'i's coastal ecosystems and promote responsible visitor behavior.

Also in early January, HTA updated and distributed the 2026 edition of The Hawai'i Islands Brand Guidelines to all international GMTs across Europe, Asia, Canada, and Oceania. GMTs also received an editable version of the guidelines to support translation into local languages and ensure consistent brand usage in each market. The Brand Guidelines serve as a foundational tool to keep all HTA marketing communications cohesive and consistent across all platforms. The 2026 edition includes updated guidance on brand tone, logo usage, imagery requirements, and other core elements. Key updates included an expanded Travel Trade section and new guidelines for Meetings, Incentives, & Conventions (MCI).

In January, HTA re-entered the Taiwan market after a pause that began in early 2020. Taiwan represents a key strategic hub for Southeast Asia, offering a critical gateway for travelers from the region to access Hawai'i. By re-engaging with this market, HTA aims to strengthen regional connections, stimulate travel demand, and position Hawai'i as a top-of-mind destination for both Taiwanese and broader Southeast Asian travelers. During December and January, staff worked closely with the new marketing contractor to support a smooth onboarding process. This included sharing HTA goals, objectives

and strategic priorities, and providing the necessary resources and tools to ensure the contractor was fully prepared to begin work effectively in the market.

\$ 6 Million USA Maui Emergency Marketing Campaign

The Maui Emergency Marketing Campaign continued to support recovery efforts through the wholesaler co-op program, which ran through December 15. Participating partners included Expedia, Costco Travel, ALG Vacations, Delta Vacations, Pleasant Holidays, and Classic Vacations. Initial year-over-year room night bookings remained strong, with June at 63,435 room nights (106%), July at 66,622 (115%), August at 68,739 (138%), September at 61,5292 (118%), and October at 59,885 (117%). Final results will be delivered in March.

The research study survey launched on December 8, and data collection is now underway. The study will assess the campaign's effectiveness in driving traffic to the landing page and generating bookings, as well as visitor sentiment and intent to travel. Results will be available in March.

Canada Major Market Area

While Canada's overall economy is considered unsteady with tariffs, job reports continue to be favorable despite previous Canadian forecasts. Canadians are still steadily traveling, but to competing destinations (such as Mexico, California, Florida and Nevada) as travel remains reduced to Hawai'i (-22.2% YOY November 2025), and even more significantly reduced to the continental U.S. Gross bookings have dropped sharply with all metrics declining. Air Canada has also been struggling with profitability and as evident in the reported 400 management positions recently being eliminated and overall air capacity decreased YOY (-17.9% seats).

Hawai'i Tourism Canada (HTCAN) hosted their annual signature Aloha Canada sales mission events that took place during the first week of December to engage, educate and inspire Canadian Travel Advisors who have completed the Hawai'i Destination Specialist Program along with those who actively sell Hawai'i. Toronto (100 attendees) kicked off the week with a successful media event including over 20 journalists and content creators. The venue was a unique restaurant that served Hawai'i-inspired treats and beverages. Journalists had the opportunity to engaged with Hawai'i-based hotel and attraction partners along with Visitor Bureau representatives. The media event generated a considerable response with multiple articles published including in Travelweek and PAX Media as well as content shared directly from many of the attendees. The Aloha Canada event roadshow then continued to Edmonton (80 attendees) and Vancouver (90 attendees).

In addition, HTCAN Hawai'i Tourism Canada collaborated with Cirque du Soleil, OUTRIGGER Resorts & Hotels, and Air Canada to create and host an exclusive event at the Cirque de Soleil's international headquarters in Montréal on December 1. Montréal is where Cirque de Soleil originated. This event celebrated the one-year anniversary of 'Auana by sharing some of the show's magic with an evening of live performances, and was featured in the Canadian Travel Press. There were also informative presentations from Hawai'i's Visitors Bureaus and HVCB's Dr. Aaron Sala delivered the keynote speech to this receptive audience of approximately 50 travel executives, product decision makers from a cross-section of Quebec-based travel organizations. As a market with significant growth potential, the Quebec audience was very receptive to learning more about travel to Hawai'i and being inspired by 'Auana.

Oceania Major Market Area

YOY declines in travelers (Australia room nights and gross bookings continue, especially as higher costs and currency pressures remain. Air capacity YOY was also reduced (Australia -23.2% in seats and New Zealand -1.1% in seats November 2025)

Duke's Day 2026 took place in Sydney from January 8 to January 10. The highlight of the day was the HTO-organized visit of Tom Pōhaku Stone to Sydney as the special guest. Tom is a renowned Hawaiian cultural practitioner, educator, master craftsman and former pro surfer who has dedicated his life to reviving traditional Hawaiian surf craft, especially carving and riding papa he'enalu (wooden boards). He was a wonderful storyteller with deep insight into the cultural and spiritual origins of surfing.

Japan Major Market Area – Collaboration with Major Wholesalers

At the end of the year, HTJ visited major wholesale travel agents in Honolulu as a follow-up to the Mahalo Reception held in Japan in November. During these meetings, discussions focused on collaborative promotional efforts for the upcoming season, with particular emphasis on affluent and senior market segments. HTJ aligned its marketing strategy with each company's target approach and exchanged views on concrete initiatives, including the timing of future media exposure and joint budget investments to maximize visibility. Information has already begun to be incorporated into next season's brochures, and collaboration will continue in preparation for the press conference scheduled for April, with the active senior segment positioned as a key driver in stimulating travel demand to Hawai'i.

Korea MMA – Partnership with Asiana Airlines

HTK partnered with Asiana Airlines on the “Your One & Only Premium Promotion” to boost December daily flight sales and build early momentum for Q1 2026 by offering airfare and mileage ticket specials on the Incheon–Honolulu route. Running from November 24 to December 21 and promoted across Asiana Airlines’ web and mobile platforms, homepage banners, Naver Ads, Skyscanner Ads, KakaoTalk messages, and Instagram ads, the Hawai‘i route sales promotion concluded successfully with 1,646 total bookings, including 353 mileage bookings. As a result of the campaign, passenger volume increased by 88% year-over-year, sales revenue rose by 30%, and mileage ticket issuance surged by 221%, highlighting strong conversion driven by rewards-based demand.

Europe MMA Hawai‘i: A Kingdom Crossing Oceans exhibition

Hawai‘i Tourism Europe has been working closely with the British Museum to secure strong media attendance and coverage for the press launch of the *Hawai‘i: A Kingdom Crossing Oceans* exhibition, while representing Hawai‘i at both the press launch and official opening. To further leverage this high-profile cultural partnership, HTE is also developing an exclusive after-hours tour for 20 key press and trade product managers. The exhibition has been praised for its deep sensitivity and authentic honoring of Hawaiian culture, with Hawaiian chanting and mele resonating powerfully within the iconic British setting. Attracting over 800 attendees and an exceptionally warm, enthusiastic response —so strong that entry was temporarily paused due to crowd demand - the launch is expected to significantly elevate awareness and appreciation of Hawaiian culture in the UK and beyond.

China MMA – Planning with Key Partners

In December, HTC conducted a series of strategic calls with key industry partners to align on the 2026 market opportunities. With airlines such as Cathay Pacific, Asiana Airlines, and Korean Air, discussions centered on the 2026 mainland China and Hong Kong markets, with particular emphasis on flight schedules and capacity planning for the 2026 Lunar New Year period. Simultaneously, conversations with major wholesalers, including AITS, Shanghai Zihua Travel, Huacheng Travel, and Spirited Tours, focused on exploring Lunar New Year travel opportunities and identifying ways to enhance future collaboration and support. Additionally, engagement with leading online travel agencies such as Ctrip, Tongcheng, and Fliggy revolved around strategic planning and market initiatives for the 2026 China outbound travel, ensuring alignment across all distribution channels.

Meet Hawai‘i - Sales Production

As of December 2025, Meet Hawai‘i has secured **302,163 definite room nights**. **Citywide bookings reached 44% of the annual goal**, while **Single Property bookings achieved 107%**. A key challenge to conversion remains the Hawai‘i

Convention Center (HCC) construction timeline. Construction beginning on January 2 will establish more clarity for the industry on timelines and planning, and the start of construction is expected to strengthen confidence and support long-range decision making.

The current focus remains the 2028–2032 period, with the objective to steadily rebuild Hawai'i's citywide foundation and bring each year back in line with the pacing of 2025. The Citywide team successfully re-contracted seven groups whose events were impacted by the construction. This represents 30,638 total room nights and approximately \$96 million in estimated economic impact. Overall future outlook remains strong, and 2032 has already been brought back up to booking pace.

Meet Hawai'i continues to pursue short-term opportunities and prioritize Single Property events during the 2026–2027 HCC closure. Strong Single Property performance secured 124 definite bookings, a year-over-year increase of 36 bookings, and 56,864 room nights in December.

With a strong focus on Maui's recovery, Maui recorded the highest number of definite group bookings among all the islands, securing 78,218 room nights and generating an estimated \$107.5 million in economic impact.

Hawai'i Convention Center Events through Meet Hawaii

Date	Event Name	# of Attendees
12/3-5	U.S. Department of Energy/Republic of the Marshall Islands Annual Meeting	30
12/4-1/4	Twas the Light Before Christmas on Ice	20,000
12/5	Healthy Hawai'i Strategy Plan Summit	250
12/5-6	December Voices	45
12/6	Holiday Inn Express Waikiki Holiday Party	100
12/6	Make-A-Wish Hawai'i Jingle Rock Run Packet Pick-up	1,000
12/6	Super Saturday Hawai'i Winter Festival	3,000
12/8	2026 Hawaii Association for Health, Physical Education, Recreation & Dance (HAHPERD) State Conference - S.H.A.K.A. (Support Health & Keep Active)	300
12/9	I Pa'a Ka Huewai Pawehe PE Professional Development	50
12/11-15	2025 Honolulu Marathon Expo	60,000
12/12	Honolulu Board of Realtors General Membership Meeting	600
12/13	Central Pacific Bank Holiday Party	1,000
12/15-20	2025 International Chemical Congress of Pacific Basin Societies (Pacifichem 2025)	14,000
12/27-28	Aloha Region Holiday Classic Tournament 2025	1,500

Cruise Industry in Hawai'i

Taxation Update – Due to Pending Results of Court Appeal

As obtained from the Hawai'i Department of Taxation's website:

- Act 96 - Which imposes the TAT on cruise ship operators' gross rental proceeds derived from cruise fares, prorated by the ratio of days docked in any port in the State to the total number of days of the voyage:
 - The United States Court of Appeals for the Ninth Circuit enjoined enforcement of the portions of Act 96 that relate and apply to cruise ships in an order issued on December 31, 2025 and clarified on January 2, 2026. See *Cruise Lines Int'l Ass'n, Inc. v. Suganuma*, Nos. 25-8057, 25-8058 (9th Cir.).
 - Accordingly, and until further notice, the Department of Taxation (DOTAX) will refrain from enforcing Act 96 as it relates and applies to cruise ships. All other provisions in Act 96, including the increase in the TAT rate from 10.25 percent to 11 percent, shall be effective as of January 1, 2026.
 - County Surcharges - Additionally, Effective January 1, 2026, and until further notice, DOTAX will suspend enforcement of sections 18-237-210-01 and 18-237-210-02, HAR.
 - Section 18-237-210-01, HAR, specifies the amount of gross income derived from cruise fares that shall be apportioned to the State for purposes of the GET in accordance with section 237-21, Hawaii Revised Statutes (HRS). Section 18-237-210-02, HAR, specifies the amount of gross income derived from cruise fares that shall be allocated to each county for purposes of the county surcharge on GET in accordance with section 237-8.6, HRS.

Planning

Destination Management Action Plans

The Destination Management Action Plans are a key way HTA carries out its strategy to manage tourism in a way that supports residents, protects cultural and natural resources, and strengthens the long-term health of each island. This month, the Planning team reviewed the first draft Destination Management Action Plans (DMAPs) for each island and gathered feedback from each island's DMAP Advisory Group. Each draft identifies two to three priority hotspots per island and includes proposed actions for each location.

The drafts are based on community input collected during more than 30 in-person and virtual meetings held across the islands in the second half of 2025. Proposed actions are organized by fiscal year over a three-year period, which helps estimate implementation funding needs.

In-person and virtual community meetings on each island are scheduled for February, when the drafts will be presented for broader community feedback.

Event	Date	Venue
Hilo in-person presentation	Tuesday February 10, 5:30-7pm	UH Hilo Campus Center 301
Kona in-person presentation	Wednesday February 11, 5:30-7pm	NELHA Hale Iako
Hawai'i Island virtual presentation	Thursday February 12, 12-1pm	Virtual
O'ahu virtual presentation	Friday February 13, 12-1pm	Virtual
Kaua'i in-person presentation	Tuesday February 17, 5:30-7pm	Kaua'i War Memorial Convention Hall
Maui virtual presentation	Wednesday February 18, 12-1pm	Virtual
Lāna'i virtual presentation	Wednesday February 18, 5:30-6:30pm	Virtual
Maui in-person presentation	Monday February 23, 5:30-7pm	Lahaina Intermediate School
Moloka'i in-person presentation	Tuesday February 24, 5:30-7pm	Mitchell Pau'ole Center
O'ahu in-person presentation	Wednesday February 25, 5:30-7pm	Hawai'i Convention Center Boardroom A
Maui in-person presentation	Saturday February 28, 9:30-11am	Ke'anae Uka

HTA is working with State and County agency partners and DMAP Advisory Groups to refine the scope, cost, and feasibility of the proposed actions. This work will inform a second draft, expected before February 2026.

Next steps

In February, the second draft will be posted on the HTA website for public comment and we will host in-person and virtual community meetings on each island to gather additional feedback. Together with the Ho'okahua Standing Committee, HTA will use input from these public reviews to finalize the DMAPs, scheduled for completion in April 2026. In parallel we are socializing our approach to the DMAPs and proposed action steps with legislators to support the implementation of these plans.

Program Evaluation

We are working on standardizing Destination Stewardship and Brand Marketing data to visualize key performance indicators across our marketing and community programs. These graphs and maps will be available in the next CEO report.

III. FINANCIALS

HTA's financial results for the fiscal year 2026 budget for both HTA and the HCC are included in the board packet for the period July 1, 2025, to December 31, 2025. Please see item 7 in the HTA board packet.

IV. PROCUREMENT

Executed Contracts

Pursuant to Hawai'i Revised Statutes §201B-7 (9), below are contracts executed during the month of November 2025 – January 15, 2026.

Contract No.	Contractor	Description	Contract Amount	Total Contract Value	Start Date	End Date
†26017	Hawaii Visitors & Convention Bureau	Smart Destination Mobile Application	\$3,150,000.00	\$3,150,000.00	01/12/2026	11/23/2027
†26022	Hawaii Visitors & Convention Bureau	Hawaii Tourism Destination Brand Marketing Services for the US Major Market Area	\$9,633,750.00	\$9,633,750.00	01/09/2026	06/30/2026
†26027	Hawaii Visitors & Convention Bureau	Global MCI	\$2,717,681.00	\$2,717,681.00	01/09/2026	06/30/2026
†26028	Hawaii Visitors & Convention Bureau	Hawaii Tourism Global Support Service	\$529,094.00	\$529,094.00	01/09/2026	06/30/2026
26005	The Walshe Group Pty, Ltd.	Hawaii Tourism Destination Brand Marketing Services for the Oceania Major Market Area	\$900,000.00	\$900,000.00	01/07/2026	12/31/2026
†26023	A. LINK LLC	Hawaii Tourism Destination Brand Marketing Services for the Japan Major Market Area	\$2,260,000.00	\$2,260,000.00	01/6/2026	06/30/2026
†26024	AVIAREPS Marketing Garden Holdings Limited	Hawaii Tourism Destination Brand Marketing Services for the Korea Major Market Area	\$697,000.00	\$697,000.00	01/02/2026	06/30/2026
†26026	VoX International, Inc.	Hawaii Tourism Destination Brand Marketing Services for the Canada Major Market Area	\$471,000.00	\$471,000.00	01/01/2026	06/30/2026
†26025	Emotive Travel Marketing Limited	Hawaii Tourism Destination Brand Marketing Services for the Europe Major Market Area	\$232,000.00	\$232,000.00	01/02/2026	06/30/2026
26010	Strategic Communications Solutions LLC	Public Relations, Communications, Outreach Services	\$170,471.14	\$170,471.14	12/08/2025	12/31/2026
26011	Anchor & Ally Assistance LLC	Maui County Visitor Assistance Program	\$84,750.00	\$84,750.00	12/08/2025	12/31/2026

25031 S2	Ward Research	Development of DMAPs 2026-2028	\$322,563.00	\$322,563.00	01/01/2026	03/31/2026
Contract Type: • Sole Source † Procurement Exemption Θ Emergency			\$21,168,309.14			

Current Procurements

HTA regularly issues open solicitations – Requests for Proposals, Requests for Qualifications and Invitations for Bids – to secure professional services from qualified contractors in support of HTA's mission on behalf of the State of Hawai'i. There are no active open solicitations at this time.

IV. UPCOMING HTA EVENTS/HTA-SUPPORTED EVENTS

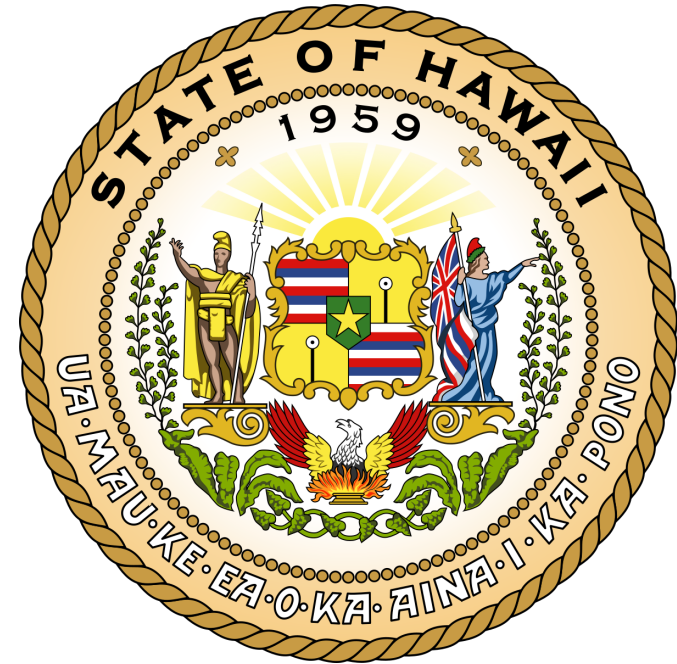
Global Marketing Team

Date	Location	Event/Project Name	HTA Program
1/8-1/11/26	Sydney	Duke's Day	Oceania MMA
1/10-14	Philadelphia, PA	PCMA Convening Leaders	Meet Hawai'i
1/21-22	New York, NY	International Media Marketplace North America	US MMA
1/22-24	Los Angeles, CA	GTM Luxury	US MMA
1/25-28	Baltimore, MD	CESSE CEO Meeting	Meet Hawai'i
1/26-30	O'ahu	HVCB Annual Meeting	US MMA
1/8	Hokkaido & Online	Hokkaido Education Seminar	Japan MMA
1/24	Online	Aloha Program Webinar	Japan MMA
1/29	Online	HIS Mālama Seminar	Japan MMA
Jan - Feb	Korea	Promotion with Myrealtrip	Korea MMA
1/27	Changsha	US Consulate Wuhan Commercial Service Travel and Tourism Roadshow	China MMA
1/12	London, UK	British Museum Launch Press Event	Europe MMA
1/22	London, UK	'Behind the Scenes' Tour Trade & Press Function	Europe MMA

7

Presentation on the Status of the Hawai'i Tourism Authority (HTA) and Hawai'i Convention Center (HCC) Fiscal Year 2026 Budgets

Hawai'i Tourism Authority
Monthly Financial Report
December 31, 2025



Fiscal Year 2026 Budget

For the Period July 1, 2025 to December 31, 2025

Fiscal Year 2026 Tourism Budget

Program	Actual*	Fiscal Year 2026 Budget	Budget vs. Actual
Administration and Governance – BED113	706,779	3,696,660	2,989,881
Branding and Marketing – BED114	21,749,642	39,249,201	17,499,559
Sports and Signature Events – BED115	4,506,928	7,318,075	2,811,147
Destination Stewardship and Community – BED116	5,188,442	7,923,883	2,735,441
Regenerative Tourism Development – BED117	50,268	3,762,181	3,711,913
Workforce Development – BED118	485,440	1,050,000	564,560
Total	32,687,499	63,000,000	30,312,501

*Amount includes Year to Date Expenditures (Paid to Date) and Encumbrance Balance as of the respective date.

Fiscal Year 2026 Convention Center Budget

Convention Center Enterprise Special Fund (CCESF)	Actual*	Fiscal Year 2026 Budget	Budget vs. Actual
HCC Operations	5,790,221	5,790,221	-
HCC Repairs and Maintenance	-	8,606,799	8,606,799
HCC Sales	1,580,000	1,580,000	-
Transfer to Budget & Finance**	11,000,000	11,000,000	-
Total CCESF	18,370,221	26,977,020	8,606,799
Capital Improvement Projects (CIP)	Actual*	Fiscal Year 2026 Budget	Budget vs. Actual
HCC Operations	-	36,400,000	36,400,000
Total CIP	-	36,400,000	36,400,000

*Amount includes Year to Date Expenditures (Paid to Date) and Encumbrance Balance as of the respective date.

**This is a non-recurring appropriation. Funds are being transferred to B&F for FY 2024 operations.

Mahalo!

Hawaii Tourism Authority
Budget vs. Actual - Fiscal Year 2026 Funds
July 1, 2025 to December 31, 2025

	Budget Line Item (BLI)	Actual*	Fiscal Year 2026 Budget	Unused Funds
Tourism				
	BED113 Administration and Governance			
1	Campaign Effectiveness Study	-	250,000	250,000
2	General and Administrative	281,734	487,272	205,538
3	Governance - Gen Board Others	14,436	57,600	43,164
4	Hawaiitourismauthority.org	2,083	25,000	22,917
5	Professional Services	-	68,983	68,983
6	Program Evaluation	-	135,000	135,000
7	Travel - Admin	18,976	33,334	14,358
8	Travel - Branding	3,748	33,333	29,585
9	Travel - Destination Stewardship	21,056	33,333	12,277
10	Salaries	364,746	1,598,872	1,234,126
11	Unallocated Funds	-	604,267	604,267
12	Budget Restriction	-	369,666	369,666
	Subtotal BED113	706,779	3,696,660	2,989,881
	BED114 Branding and Marketing			
13	Baseball	50,000	50,000	-
14	Canada	459,000	900,000	441,000
15	China	499,300	500,000	700
16	Cruise	49,995	50,000	5
17	Europe	468,000	700,000	232,000
18	Global Marketing, Conventions, and Incentives	3,844,845	5,679,170	1,834,325
19	Global Support Services	524,991	1,053,991	529,000
20	Island-Destination Int. Marketing	2,950,000	2,950,000	-
21	Japan	3,460,000	5,600,000	2,140,000
22	Korea	413,000	810,000	397,000
23	Oceania	500,000	900,000	400,000
24	Philippines	-	75,000	75,000
25	Taiwan	500,000	500,000	-
26	USA	7,904,013	14,299,219	6,395,206
27	Salaries	126,498	581,490	454,992
28	Unallocated Funds	-	675,411	675,411
29	Budget Restriction	-	3,924,920	3,924,920
	Subtotal BED114	21,749,642	39,249,201	17,499,559
	BED115 Sports and Signature Events			
30	Baseball	50,000	50,000	-
31	Collegiate Sports	-	167,000	167,000
32	Football	600	548,000	547,400
33	LPGA	250,000	250,000	-
34	PGA Tour Contracts	1,445,590	1,445,590	-
35	Signature Events ('umeke)	2,434,550	2,434,550	-
36	Soccer	-	650,000	650,000
37	Surfing	300,000	300,000	-
38	Salaries	26,188	78,565	52,377
39	Unallocated Funds	-	662,563	662,563
40	Budget Restriction	-	731,807	731,807
	Subtotal BED115	4,506,928	7,318,075	2,811,147

*Amount includes Year to Date Expenditures (Paid to Date) and Encumbrance Balance as of the respective date.

Hawaii Tourism Authority
Budget vs. Actual - Fiscal Year 2026 Funds
July 1, 2025 to December 31, 2025

	Budget Line Item (BLI)	Actual*	Fiscal Year 2026 Budget	Unused Funds
	BED116 Destination Stewardship and Community			
41	Community Enrichment Program	1,466,250	1,500,750	34,500
42	Ho'okipa Malihini Initiative	456,550	456,550	-
43	Kahea Greetings - Airports	750,000	750,000	-
44	Kahu Aina	581,670	581,670	-
45	Kukulu Ola	1,127,000	1,127,000	-
46	Visitor Assistance Programs	661,350	661,350	-
47	Visitor Education Post Arrival Marketing	-	764,006	764,006
48	Salaries	145,622	645,487	499,865
49	Unallocated Funds	-	644,682	644,682
50	Budget Restriction	-	792,388	792,388
	Subtotal BED116	5,188,442	7,923,883	2,735,441
	BED117 Regenerative Tourism Development			
51	Comm. Tourism Collaborative	-	1,675,000	1,675,000
52	Foundational Technical Assistance	-	401,800	401,800
53	Salaries	50,268	240,147	189,879
54	Unallocated Funds	-	1,069,016	1,069,016
55	Budget Restriction	-	376,218	376,218
	Subtotal BED117	50,268	3,762,181	3,711,913
	BED118 Workforce Development			
56	Future Workforce Development	-	300,000	300,000
57	Hawaiian Culture Initiative	-	110,000	110,000
58	Hawai'i Tourism Summit	220,440	270,000	49,560
59	Scholarship Program	265,000	265,000	-
60	Budget Restriction	-	105,000	105,000
	Subtotal BED118	485,440	1,050,000	564,560
	Total Fiscal Year 26 Tourism Budget	32,687,499	63,000,000	30,312,501
	Hawai'i Convention Center (HCC)			
	BED113XC Convention Center Enterprise Special Fund (CCESF)			
61	HCC Operations	5,790,221	5,790,221	-
62	HCC Repairs and Maintenance	-	8,606,799	8,606,799
63	HCC Sales	1,580,000	1,580,000	-
64	Transfer to Budget & Finance	11,000,000	11,000,000	-
	Total BED113XC CCESF	18,370,221	26,977,020	8,606,799
	BED113XC Capital Improvement Project Funds (CIP)			
65	HCC Repairs and Maintenance	-	36,400,000	36,400,000
	Total BED113XC CIP	-	36,400,000	36,400,000

*Amount includes Year to Date Expenditures (Paid to Date) and Encumbrance Balance as of the respective date.

9

Report from the Standing Committees

a. Administrative Standing Committee

- i. Discussion and/or Action to Approve Policy
#100-03
Code of Conduct Policy
- ii. Handout
- iii. Discussion and/or Action Regarding the
Advisory Board's Roles and Responsibilities

-

Advisory Board Operations &
Oversight

Code of Conduct Policy



Policy Purpose

The purpose of this policy is to provide standards and expectations by which each of the Authority's Advisory Board members, management, and employees conduct themselves.

Policy Provisions

- 1) An Advisory Board Member shall discharge the Advisory Board's duties:
 - a) In good faith;
 - b) With the care of an ordinarily prudent person in a like position would exercise under similar circumstances; and
 - c) In a manner which an Advisory Board Member, in their advisory capacity, reasonably believes to be in the best interests of the Authority.
- 2) In determining the best interests of the Authority, an Advisory Board Member, in addition to considering the law, mission, rules, and bylaws of the Authority, may, in the Advisory Board Member's discretion, consider any of the following factors:
 - a) The interests of the Authority's employees, customers, suppliers, and creditors;
 - b) The economy of the State, the nation, and the international.
 - c) Community and societal considerations, including, without limitation, the economic, social, and physical impacts of tourism on the State and its natural resources infrastructure; and
 - d) The long-term, as well as short-term, interests of the Authority.
- 3) The Authority is committed to providing a safe and productive work environment for its Advisory Board Members, management, and employees. It recognizes the importance of those who work for the Authority and strives to treat them with fairness and respect.
- 4) It is expected that honesty, objectivity, and integrity govern the conduct of performing and fulfilling the job duties required to achieve the mission and objectives of the Authority.
- 5) The Authority will promote full and strict compliance with all applicable laws and regulatory requirements and expect that all persons covered under this policy will adhere to this standard.
- 6) No Advisory Board Member or employee shall take any official action directly affecting:
 - a) A business or other undertaking in which they have a financial interest; or
 - b) A private undertaking in which they are engaged as legal counsel, advisor, consultant, representative, or in any other agency capacity.
- 7) An Advisory Board Member of the Authority shall immediately stop working on a matter in which the Advisory Board Member has a perceived or actual conflict of interest and immediately report the conflict to the HTA Advisory Board Chair for resolution.
- 8) Employees and Advisory Board Members shall act in good faith to discharge their duties to ensure the fair and equitable treatment of all persons who deal with government procurement.
- 9) All Advisory Board Members and Employees of the Authority shall complete an ethics training course on an annual basis.
- 10) Failure to comply with any provision of this policy will result in the appropriate sanctions as provided for by State law.

Responsibilities

Responsible Officer:
Chief Administrative Officer

Policy Owner:
Advisory Board Members

Approvals

Prepared by:

David H. Uchiyama
Chief Administrative Officer

Date

Reviewed and Recommended for Approval by:

Caroline Anderson
Interim President & CEO

Date

James McCully
Co-Chairman, HTA Advisory Board

Date

Kimberly Agas
Co-Chairman, HTA Advisory Board

Date



Advisory Board Roles and Responsibilities

FACTS:

As written in SB 1571, the Advisory Board is charged with several key responsibilities, including but not limited to:

1. **Hiring the President & CEO of HTA:** The board's primary duty is to recruit, select, and appoint the President & CEO.
2. **Performance Evaluation:** The board evaluates the performance of HTA's President & CEO based on metrics, KPIs, and state tourism goals, including recommending remediation or changes if necessary.
3. **Review and Guidance of HTA Plans:** The board reviews HTA's strategic plan and Destination Management Action Plans.
4. **Review Marketing Projects & Initiatives:** The board may review marketing or tourism product development projects under HTA's domain.
5. **Stakeholder Engagement:** The board may interface with government, community, and industry stakeholders to gain insights to be shared with HTA.
6. **Transparency & Accountability** The board ensures HTA operates with transparency, including reporting requirements and performance audits.
7. **Oversight & Advisory Role:** The board serves in an oversight/advisory capacity to HTA.

PROJECT INTRODUCTION AND REVIEW PROCESS

Advisory Board Role in Identifying and Guiding Tourism Promotion, Marketing, and/or Product Development Projects

Initiated by the Advisory Board

1. Introduction at the Standing Committee Level

- The Advisory Board Member may introduce an inquiry, suggestion, or recommendation at the Standing Committee level.
- The appropriate Standing Committee will vet the item.
- The Committee will determine whether the inquiry/suggestion/recommendations should be elevated to the full Board for a vote.
- The Board will decide whether the item should be acted upon by staff.
- If the Board recommends submitting the item to the HTA staff and DBEDT leadership, those entities will review it and make a determination based on budgetary considerations and potential implementation.

2. Introduction at the Advisory Board Meeting

- The Advisory Board Member may also introduce an inquiry, suggestion, or recommendation directly during a Board Meeting.
- The Board will determine whether to:
 - Refer the item to the appropriate Standing Committee for further vetting, or
 - Direct the item to staff for review and consideration.
- If the Board recommends submitting the item to HTA staff and DBEDT leadership, those entities will review it and make a determination based on budgetary considerations and potential implementation.

Initiated by HTA Staff

1. Introduction at the Standing Committee Level

- HTA staff may introduce new initiatives to the appropriate Standing Committee for vetting and prioritization.
- The Committee will determine whether the initiative should be taken to the full Board for a vote.
- If the Board recommends submitting the initiative to HTA staff and DBEDT leadership, those entities will review it and make a recommendation based on budgetary considerations and potential implementation.

Reporting Requirements

HTA will provide the Advisory Board with the following recurring reports:

1. CEO Report of Staff's Activities
2. Quarterly Financial Reports
3. Quarterly Procurement Status Report
4. Quarterly Market Reports