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January 22, 2026

The Honorable Ronald D. Kouchi
President and Members
of the Senate
Thirty-Third State Legislature
State Capitol, Room 409
Honolulu, Hawaiʻi 96813

The Honorable Nadine K. Nakamura
Speaker and Members of the
House of Representatives
Thirty-Third State Legislature
State Capitol, Room 431
Honolulu, Hawaiʻi 96813

Dear President Kouchi, Speaker Nakamura, and Members of the Legislature:

For your information and consideration, I am transmitting a copy of the Goals, Objectives, Policies, Action Plan, and Performance Measures Report as required by Act 100, SLH 1999.

In accordance with Section 93-16, Hawaiʻi Revised Statutes, I am also informing you that the report may be viewed electronically at: http://dbedt.hawaii.gov/overview/annual-reports-reports-to-the-legislature/.

Sincerely,

James Kunane Tokioka
DBEDT Director

Enclosure

c: Legislative Reference Bureau

STATE OF HAWAI'I • DEPARTMENT OF BUSINESS, ECONOMIC DEVELOPMENT & TOURISM

Report on Goals, Objectives, Action Plans, and Performance Measures

Pursuant to Act 100, SLH 1999

DBEDT OVERVIEW

This report is broken down by DBEDT offices and covers the goals and objectives for Calendar Years 2026 - 2030. Pursuant to Act 100, SLH 1999, DBEDT offices were asked to identify short-term goals (1-2 years) in their respective focus areas, describe objective and policy approaches to work towards achieving these goals, outline a five-year action plan, and identify performance measures as well as other factors that influence the extent to which these goals are achievable.

DBEDT's comprehensive strategic framework for the state's economy is built around the foundational pillars of resilience — reversing the brain drain, building a cradle-to-career talent pipeline, and aligning infrastructure, innovation, and workforce development to create regional hubs for growth.

Anchors of diversification include food systems, renewable energy, creative industries, technology, and healthcare. By strengthening these sectors, Hawai‘i aims to reduce dependence on imports, stabilize energy supply, and foster industries that generate intellectual property and value-added products.

Workforce development is central to DBEDT's strategic framework. Partnerships between the University of Hawai‘i System, Hawai‘i Department of Education, and employers create pathways in business management, advanced manufacturing, energy, agriculture, and cultural arts. This work supports the "Cradle to Career" approach, which maps out talent development from education through employment, ensuring Hawai‘i's workforce is equipped for emerging industries.

Infrastructure and facilities are essential to small businesses and startup growth, helping companies scale and move innovations to market. Assets such as value-added product development centers, food innovation facilities, advanced manufacturing hubs, and creative labs provide shared resources, specialized equipment, and centralized spaces to reduce costs and support commercialization. Public-private partnerships help accelerate innovation and expand Hawai‘i's brand in global markets. Together, these initiatives — anchoring diversification, developing workforce pipelines, modernizing infrastructure, and advancing renewable energy — form a holistic blueprint for a resilient and sustainable economy.

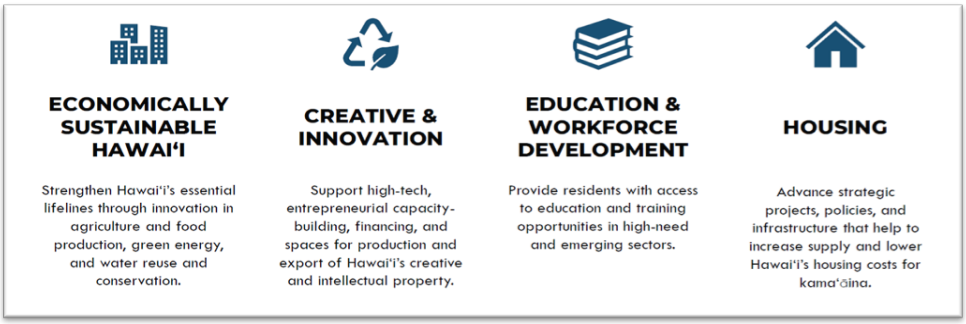


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Business Development and Support Division (BDSD)

Workforce Development Programs

- **Goal 1:** Build a pipeline of culinary leaders who excel in their craft and advance *mālama ʻāina* values and local food sustainability.
    - **Objective / Policy Approach 1:** Increase enrollment to 20 students per culinary course.
- **Goal 2:** Mitigate workforce shortages in food service, hospitality and healthcare.
    - **Objective / Policy Approach 2:** Increase total enrollment in both healthcare workforce programs by at least 10%.
- **Goal 3:** Build a technology-literate and future-ready workforce
    - **Objective / Policy Approach 3:** Promote, support and integrate AI in classrooms at all levels. Partner educational institutions with private industry experts to develop practical projects for educators, administrators and students.

Action Plan

1-Year Actions (2026):

- Culinary: Increase enrollment to 20 students per culinary course.
- Healthcare: Increase enrollment for both programs by at least 10% to mitigate the healthcare workforce shortage.

2-Year Actions (2026-2027):

- Culinary: Extend operations to year-round, beyond the regular school year
- Healthcare: Increase the number of participating public schools by at least 10% to support higher enrollment.

5-Year Actions (2026-2030):

- Seek additional funding to sustain and expand both programs.

Performance Measures (Act 100)

- Number of students trained
- Employment rate – number of students who secured employment

Community- Based Economic Development (CBED) and Enterprise Zones (EZ) Program

- **Goal 1:** Stimulate business activity, job preservation, and create jobs in areas where support is most needed.
    - **Objective/Policy Approach 1:** Engage small businesses and partner with state and county agencies and other business support organizations to extend outreach and awareness for BDSD Business Support Programs.
- **Goal 2:** Expand capacity-building through CBED's small business loan program for qualified Hawai'i small businesses that support community-based economic development.
    - **Objective/Policy Approach 2:** Increase CBED funding by requesting state appropriations and pursuing federal resources, including the EDA funding opportunities.
- **Goal 3:** Strengthen Hawai'i's business ecosystem through technical assistance, training and educational opportunities.
    - **Objective/Policy Approach 3:** Network with other business support organizations to provide technical assistance and training.
- **Goal 4:** Support adoption of AI in day-to-day business operations and increase access for Hawai'i's small businesses
    - **Objective/Policy Approach 4:** Provide practical pathways and education to help the business community apply AI effectively.

Action Plan

1-Year Actions (2026):

- Digital and in-person outreach to increase Enterprise Zone enrollment and improve annual report compliance
- Support Maui County redesignation of the West and Greater Maui Zones (April 2026)
- Submit an appropriation request to the Legislature to increase available funds for the CBED program
- Host an annual AI & Cloud Innovation Summit

2-Year Actions (2026-2027):

- Update EZ Administrative Rules to improve program efficiency and clarify participant requirements.
- Work closely with state, county and community partners to execute the Annual Hawai'i Small Business Fair
- Support education and private industry partnerships focused on practical AI applications for small businesses

5-Year Actions (2026-2030):

- Monitor and propose HRS amendments to modernize the EZ program and expand eligibility for Hawai‘i businesses
- Support Honolulu City & County redesignation of the Waimanalo Zone (March 2028)
- Improve and streamline the EZ annual reporting process
- Identify federal funding opportunities (NOFOs) and submit applications, as appropriate
- Increase the number of CBED loan servicing partners
- Update CBED Administrative Rules and Revolving Loan Plan
- Expand AI education and adoption through ongoing outreach, training and partner-led initiatives

Performance Measures (Act 100)

- Number of companies enrolled in EZ Program
- Number of companies receiving a CBED loan
- Number of jobs maintained or created through EZ and CBED programs
- Number of attendees at the annual AI & Cloud Innovation Summit
- Documented savings and benefits from adopting AI technologies among businesses, including cost savings, time savings, or jobs created or retained

International Relations

- **Goal 1:** Enhance infrastructure that supports international engagement at the East-West Center
    - **Objective / Policy Approach 1:** Complete facility upgrades to improve safety and support for international programs.
- **Goal 2:** Expand exports of Hawai‘i-made and agricultural products to Asia.
- **Goal 3:** Attract foreign investment and technology companies to Hawai‘i.
- **Goal 4:** Strengthen educational and cultural exchanges with China, Taiwan, and Japan.
- **Goal 5:** Position Hawai‘i as a global hub for sustainable agriculture and innovation.
    - **Objective / Policy Approach 2-5:**
        - Promote Hawai‘i-made products through trade shows and marketing.
        - Use coffee as a flagship product to support entry into new markets.
        - Establish business resource centers and partnerships to support exporters.
        - Foster educational exchanges and international student recruitment.
        - Advance cultural diplomacy and renew international agreements.

Action Plan

1-Year Actions (2026):

- Complete East-West Center infrastructure upgrades.
- Promote Hawai‘i products in Asia through trade shows and marketing.
- Launch business resource centers in China and Taiwan.
- Conduct diplomatic, cultural, and educational outreach.

2-Year Actions (2026–2027):

- Expand market presence for priority projects and strengthen academic exchange programs.
- Monitor and report on East-West Center project progress.

5-Year Actions (2026–2030):

- Establish long-term trade and education partnerships.
- Host annual international events in Hawai‘i.
- Maintain and upgrade EWC facilities.

Performance Measures (Act 100)

- Completion of EWC Capital Improvement Project.
- Annual increase of 5–10% in coffee exports to China and Taiwan.
- Increase of 5% in Hawai‘i-made product exports to Asia by year two.
- Annual increase of 3–5% in international student enrollment.
- Number of international partnerships and MOUs executed.

Trade Shows and Hawai‘i-made Products

- **Goal 1:** Increase export sales of Hawai‘i-made and natural products and grow the number of Hawai‘i companies that export
    - **Objective / Policy Approach 1:** Increase export volume and market share through trade shows and export training.
- **Goal 2:** Strengthen international business partnerships.
    - **Objective / Policy Approach 2:** Used themed pavilion design to showcase Hawai‘i culture and products and support relationship-building.
- **Goal 3:** Strengthen Hawai‘i’s brand as a producer of high-quality goods
    - **Objective / Policy Approach 3:** Provide tailored, market-specific support for businesses entering new markets.
- **Goal 4:** Support entrepreneurship and innovation
    - **Objective / Policy Approach 4:** Collaborate with partners, such as Mana Up, HFMA, and the Wahiawā Value-Added Product Development Center, to provide training and expand market access.

Action Plan

1-Year Actions (2026):

- Recruit 10–12 businesses for the 2026 Winter Fancy Food Show
- Participate in major trade shows aligned with priority markets and projects
- Expand export support services, including readiness assessments and technical assistance

2-Year Actions (2026–2027):

- Recruit 12–15 businesses for the 2027 Fancy Food Show
- Launch tailored workshops and buyer matchmaking services to support market entry

5-Year Actions (2026–2030):

- Build long-term partnerships with global distributors and buyers
- Expand into 1–2 new international markets

Performance Measures (Act 100)

- Number of businesses supported through HiSTEP
- Revenue generated from trade show participation
- Number of new international markets entered
- Number of companies participating in the Hawai‘i Pavilion
- Number of export training sessions conducted

Hawai’i Pavillion (HP) Exhibits

- **Goal 1:** Increase Hawai‘i Pavilion exhibitors by 10–20% annually, or 2–5 additional exhibitors, space permitting.
    - **Objective / Policy Approach 1:** Subsidize booth fees to increase participation in major trade shows, including the Made in Hawai‘i Festival.
- **Goal 2:** Increase overall Pavilion sales by 10% annually.
    - **Objective / Policy Approach 2:** Leverage the Hawai‘i Made brand refresh to better reflect local values and increase visibility.
- **Goal 3:** Expand outreach and engagement for the Hawai‘i Made brand refresh.
    - **Objective / Policy Approach 3:** Foster collaboration between small and large manufacturers to support a stronger statewide ecosystem.
- **Goal 4:** Strengthen partnerships with large manufacturers and support organizations, including ‘Āina to Mākeke cohort and Wahiawā Value-Added Product Development Center companies
- **Goal 5:** Promote statewide representation and inclusion in all Hawai‘i Made initiatives.

Action Plan

1-Year Actions (2026):

- Increase Hawai‘i Pavilion exhibitors by 10–20%
- Finalize and launch the Hawai‘i Made brand refresh
- Host the 4th Annual Hawai‘i Made Conference

2-Year Actions (2026–2027):

- Increase Hawai‘i Pavilion sales by 10%
- Expand outreach to new stakeholders and partners

5-Year Actions (2026–2030):

- Establish the Hawai‘i Made brand as a nationally recognized mark of quality
- Build long-term partnerships with major retailers and distributors

Performance Measures (Act 100)

- Total sales generated at the Hawai‘i Pavilion
- Average daily sales at the Pavilion
- Number of exhibiting companies
- Number of conference attendees
- Stakeholder engagement in the brand refresh process

Military and Community Relations Office (MACRO)

- **Goal 1:** Expand workforce development statewide by strengthening the Hawai‘i Defense Alliance and enhancing STEM, cyber, and skilled trades programs to build a robust local talent pipeline.
    - **Objective / Policy Approach 1:**
        - Equipping residents with the technical knowledge and hands-on experience aligned with evolving defense and innovation needs.
        - Efforts will support small businesses through certification and capacity-building initiatives, ensuring they are well-positioned to contribute to and benefit from Hawai‘i’s growing role in national security, preparing the next generation of professionals and enterprises for an innovation-driven economy.
        - Leverage $650,000 in legislative funding to implement education and training programs aligned with defense industry needs.
        - Partner with schools, the University of Hawai‘i system, and the private sector to launch competitions, mentorships, and certification pathways.
        - Promote interagency collaboration to align workforce efforts with national security and state economic development priorities.
- **Goal 2:** Improve infrastructure resilience by partnering with the Department of Land and Natural Resources (DLNR), Hawai‘i National Guard, Department of Education, and public and private sector partners to modernize Hawai‘i’s critical infrastructure and strengthen readiness.
    - **Objective / Policy Approach 2:**
        - This coordinated effort supports state and national security objectives, improves military training readiness, and strengthens community resilience to both natural and human-made threats.
        - Prioritize upgrades to facilities and systems vital to mission assurance and disaster response capabilities.
        - Evaluate vulnerabilities and implement mitigation strategies for energy, transportation, and communication systems.
        - Use risk assessments, contingency planning, and joint training exercises to improve readiness and recovery capacity.
        - Strengthen data-sharing and governance frameworks to ensure that infrastructure modernization aligns with community resilience and defense-readiness goals.
        - Modernize public schools serving military-connected students and local families by improving educational facilities, expanding access

to technology, and fostering learning environments that promote academic success, adaptability, and long-term community stability.

- **Goal 3:** Increase capital formation by leveraging federal programs, funding streams, and strategic partnerships through the Department of Defense, Department of the Navy, and other federal agencies to attract sustained investment into Hawai‘i’s defense and dual-use innovation sectors
    - **Objective / Policy Approach 3:**
        - Align local priorities with national security objectives to attract new sources of capital, technology, and expertise that support long-term economic growth.
        - Partner with the DoD and local industry to increase contracting opportunities for Hawai‘i-based firms.
        - Evaluate the feasibility and design of MACRO Advisory and Steering Committees to inform funding priorities, policy recommendations, and state–federal coordination.
        - Encourage capital investment through public-private partnerships that strengthen Hawai‘i’s defense supply chain and align with DBEDT’s economic resilience framework.

Action Plan

1-Year Actions (2026):

- Assess potential framework for MACRO Advisory and Steering Committees and draft preliminary guidance to inform legislative and policy priorities.
- Launch the STEM/Cyber/Trades Workforce Initiative and expand the Hawai‘i Defense Alliance’s small business and Cybersecurity Maturity Model Certification (CMMC) support programs.
- Complete the DoD Lands Mapping and Housing Impact Study to strengthen transparency and policy coordination.

2-Year Actions (2026-2027):

- Implement joint infrastructure resilience projects in partnership with DLNR, HI-EMA, the Hawai‘i National Guard, and Department of Education.
- Deliver annual white papers and policy recommendations to guide state and DoD collaboration.
- Expand MACRO public engagement framework, including statewide town halls, stakeholder surveys, and updated crisis communication protocols.

5-Year Actions (2026-2030):

- Resolve military training land leases throughout the State of Hawai‘i.
- Institutionalize MACRO governance and communication frameworks to support continuity, transparency, and sustained defense and community collaboration.

Performance Measures (Act 100)

- Evaluate and document options for MACRO Advisory and Steering Committees and determine whether to proceed, including rationale if not proceeding, or an implementation plan and timeline if proceeding.
- Train or engage at least 500 students statewide through STEM, Cyber, and Trades programs aligned with defense industry workforce needs.
- Assist 20 Hawai‘i-based small businesses in achieving or progressing toward CMMC compliance.
- Complete statewide infrastructure or resilience assessment in partnership with DLNR, HI-EMA, and the Hawai‘i National Guard, with measurable mitigation actions initiated.
- Achieve 100,000 public engagements annually through podcasts, community forums, surveys, and digital media, demonstrating increased public awareness and participation in MACRO-led initiatives.

Hawai‘i Tourism Authority (HTA)

HTA is responsible for six (6) budget programs – 113, 114, 115, 116, 117, and 118. The FY27 focus is market stabilization through air seat capacity and demand generation, early implementation of destination management action plans, strengthened visitor experience programs, and a stronger visitor industry workforce.

- **Goal 1:** Strengthen Hawai‘i’s destination brand and position Hawai‘i as a leader in regenerative, culturally sensitive, responsible, and sustainable tourism.
- **Goal 2:** Improve resident sentiment and maintain high visitor satisfaction through destination management and visitor experience programs.
- **Goal 3:** Increase visitor demand and spending by stabilizing key markets and supporting air seat capacity through brand marketing and strategic promotions.
- **Goal 4:** Grow visitor expenditures faster than visitor arrivals by strengthening higher-value demand drivers, including sports and signature events, and tourism product development.
- **Goal 5:** Strengthen and sustain a skilled visitor industry workforce through education, training, and career pathway programs.

Brand Marketing (BED-114) – Drive demand in priority markets through brand positioning, targeted marketing, and audience segmentation to support visitor arrivals and visitor spending.

- **One-Year Goal**
    - Ongoing marketing efforts to increase visitor demand and spending in a soft market.
- **Action Plan**
    - Execute each major market area’s tourism marketing plan.
    - Conduct a brand study to evolve The Hawaiian Islands brand and target segments.
- **Performance Measure**
    - Percentage considering Hawai‘i as their next vacation destination (USA and Japan)
    - Number of citywide definite and tentative room nights
    - Economic impact

Sports and Signature Events (115) – Leverage major sporting and signature events to increase exposure for the Hawaiian Islands, drive arrivals, and generate economic impact while supporting community and youth benefits.

- **One-Year Goal**
    - Expand HTA’s sports portfolio with additional partnerships with national and international sports teams.

- **Action Plan**

    - Work with our Sports Committee and other partners to develop sports partnerships
    - Increase exposure of the Hawaiian Islands, drive arrivals, increase tourism revenue, and support Hawai‘i’s communities and youth through professional sporting events
- **Performance Measures**
    - Number of out-of-state attendees per island
    - Number of resident attendees per island
    - Revenue generated from each event
    - Visitors economic impact
    - Marketing value and exposure
- **Recent Results**
    - **Signature Events Program**: $785,000 supported 8 major festivals and cultural events from January – June 2025.

Destination Management (116) – Implement destination management action plans and related initiatives that address priority issues, improve visitor experiences, and support resident quality of life.

- **Action Plan**
    - Implement the first phase of the Destination Management Action Plans.
- **Performance Measures**
    - Resident Sentiment – percentage that agree tourism is overall positive
    - Resident Sentiment – percentage that tourism is positive for you/family
    - Visitor Satisfaction – percentage of overall satisfaction of attendees.
- **Recent Results**
    - **Kahu ‘Āina Program (formerly Aloha ‘Āina)**: $500,000 awarded to 16 programs focused on conserving and revitalizing Hawai‘i’s natural resources
    - **Ho‘okipa Malihini Initiative (formerly Resort Area Hawaiian Culture Initiative)** $195,000 allocated to 5 resort-area projects that support cultural practitioners, artisans, and musicians

Regenerative Tourism (117) – Support community-centered visitor experiences through cultural preservation, environmental stewardship, and capacity building for local organizations.

- **Performance Measures**
    - Resident Sentiment – percentage that agree tourism is overall positive
    - Resident Sentiment – percentage that tourism is positive for you/family
    - Visitor Satisfaction – percentage of overall satisfaction of attendees
    - Number of festivals and events funded; Number of attendees (residents and out-of-state visitors)
    - Number of businesses trained

- **Recent Results**
    - **Kūkulu Ola Program**: $500,000 supported 21 cultural initiatives designed to perpetuate Hawaiian culture through authentic, community-based experiences.
    - **Community Enrichment Program**: Awarded $983,400 to 55 projects statewide, supporting tourism diversification in agriculture, culture, culinary arts, health and wellness, sports, and other areas.

Workforce Development (118) – Build the visitor industry talent pipeline through career awareness, training scholarships, and cultural training for businesses and the workforce.

- **One-Year Goal**
    - Increase participation in the high-school motivational program, HTA's Work Wise program, and Hawai'i Tourism Conference
    - Strengthen collaboration with the UH TIM School, including the Ho'oilina Scholarship Program
    - Enhance Hawaiian culture understanding through continued Hawaiian Cultural Training.
- **Action Plan**
    - To implement HTA's workforce development plan.
- **Performance Measures**
    - High School Program Motivating Students' Interest in Hawai'i's Hospitality Industry
        - Number of schools participating
        - Number of students participating, and number of industry businesses participating.
    - Ho'oilina Scholarship Program
        - Number of students awarded scholarships
        - Number of students graduating
        - Number of students who enter Hawai'i's visitor industry
        - Number of businesses and individuals trained under the Hawaiian Cultural Training Program
    - Number and satisfaction of attendees at the Hawai'i Tourism Conference
- **Recent Results**
    - Supported the LEI (Lead. Inspire. Expose.) Program – More than 45 schools and 1,200 high school and college students participated in the program to learn about careers in the visitor industry. In addition, 129 businesses participated in the LEI Program.
    - HTA Work Wise Program – Showcased career opportunities for 60 students, which led to seasonal and part-time employment opportunities

for 6 high-school students and recent high school graduates.

- Hawai‘i Tourism Ho‘oilina Scholarship Program – Awarded 7 public high school seniors 4-year scholarships to attend the University of Hawai‘i School of Travel Industry Management beginning in Spring 2025.
- Over 600 attendees at the 2025 Hawai‘i Tourism Conference.

Hawai‘i Technology Development Corporation (HTDC)

- **Goal 1:** Strengthen tech workforce pathways to retain local talent and reduce brain drain.
    - **Objective / Policy Approach 1**
        - Develop and expand internship programs, career visibility initiative, and industry-aligned education through HTDC programs
        - Expand internships and apprenticeships to strengthen pathways into local tech careers
        - Incentivize local hiring and workforce training partnerships.
- **Goal 2:** Improve ecosystem alignment through strategic governance by reducing fragmentation and guiding tech sector development through shared data and strategy
    - **Objective / Policy Approach 2**
        - Build coordinated structures, such as the Feedback Group and ecosystem dashboards, to improve coordination and data-driven decision-making across the tech ecosystem
        - Build cross-sector governance groups to align state, industry, and education efforts
        - Build shared dashboards and open data systems to shared metrics and decision-making
- **Goal 3:** Strengthen policy and legislative support for innovation by fostering a more innovation-friendly environment, including removing barriers and expanding funding access
    - **Objective / Policy Approach 3:**
        - Support regulatory reforms and legislative education efforts that foster a more innovation-friendly environment
        - Support legislative reforms, R&D incentives, and procurement policies that enable tech testing and investment
- **Goal 4:** Coordinate and diversify capital formation by expanding access to funding for startups and innovators.
    - **Objective / Policy Approach 4:**
        - Unite public and private sector partners to secure federal and philanthropic funding, enhance local capital access, and attract mission-aligned investors
        - Create co-investment and matching grant programs

- **Goal 5:** Position Hawai‘i as a global innovation hub by elevating its global visibility as a center for innovation
    - **Objective / Policy Approach 5:**
        - Leverage international partnerships, branding, and targeted outreach to attract external investors, tech companies, and sister-city collaborations that align with Hawai‘i’s innovation goals
        - Promote international partnerships, branding, and trade initiatives that attract investment and collaboration

Action Plan

1-Year Actions (2026) Foundational Strategy:

- Establish shared clarity, education, and early coordination groundwork.
- Define relevant, research-informed, community-validated strategies for growth
- Immediate priority to define statewide direction and align partners.
- Create governance structures for high-level stakeholders, building the state’s tech and innovation agenda
- Convene early stakeholder discussions and design governance models.
- Create and disseminate educational materials on tech economic development
- Develop shared understanding and capacity across ecosystem builders and policymakers.
- Educate legislators on information essential to informing policy decisions
- Early awareness-building ensures informed policymaking from the start.
- Mobilize Ecosystem Builders to advocate for pro-tech policies (Phase 1 groundwork)
- Begin preliminary coalition engagement and messaging (full mobilization in Year 2).
- Develop Ocean and Space-specific strategies and policies (Phase 1 scoping)
- Conduct baseline research and stakeholder mapping before deeper strategy development.

2-Year Actions (2026–2027) Governance, Advocacy, and Niche Strategy

Implementation

Focus: Turning groundwork into coordinated structures and collective action.

- Create governance structures for high-level stakeholders (Full implementation)
- Launch and operationalize councils or advisory coalitions established in Year 1.
- Mobilize Ecosystem Builders to advocate for pro-tech policies (Full activation)
- With strategy and education in place, expand advocacy campaigns and coalition actions.

- Develop Ocean and Space-specific strategies and policies (Full development)
- Implement research findings, engage federal and industry partners (e.g., NOAA, NASA, DoD).

5-Year Actions (2026–2030)

Long-Term Systems, Growth, and Global Partnerships

Focus: Sustained ecosystem growth, funding diversification, and international positioning.

- Establish strategic clarity and foster a shared direction
- Maintain and evolve statewide strategy through periodic reviews and updates.
- Build structures that enable coordinated action
- Institutionalize governance mechanisms and multi-sector partnerships.
- Gather, analyze, and disseminate knowledge and data that drive ecosystem growth
- Expand data systems, ecosystem dashboards, and reporting infrastructure.
- Diversify and coordinate funding streams
- Grow federal, philanthropic, and private funding pipelines for sustainable scaling.
- Advance policies for tech-driven economic growth
- Continue refining and enacting legislation based on demonstrated ecosystem results.
- Attract external partners and investment
- Cultivate long-term global partnerships, attract major corporate and venture capital (VC) investment, and expand Hawai‘i’s international innovation footprint.

Performance Measures (Act 100).

- Number of businesses assisted
- Federal and private dollars leveraged
- Internships and workforce placements
- High-wage job creation
- Startups supported by matching or pilot programs
- Events and workshops hosted or supported
- Economic Zones/Clusters engaged or activated
- Policy engagements or legislative briefings

Stadium Authority (SA)

- **Goal 1:** Complete NASED Project documents execution and launch construction of the new stadium and surrounding mixed-use development.
    - **Objective 1:** Deliver a high-quality, multipurpose stadium that supports UH, scholastic, and community use.
- **Goal 2:** Successfully relocate and sustain Swap Meet operations on-site during stadium construction.
    - **Objective 2:** Implement long-term public-private partnership with limited State funds subsidizing the operation and maintenance of the stadium for initial 30-year term.
- **Goal 3:** Establish operational framework for the Authority's future management and oversight of the NASED Project.
    - **Objective 3:** Maintain continuous economic activity and community benefit through the Swap Meet and event programming.
- **Goal 4:** Plan and construct district infrastructure to facilitate vertical development (housing, retail, and commercial uses).
    - **Objective 4:** Demonstrate transparency, collaboration, and accountability among public agencies and private partners.
- **Goal 5:** Strengthen public engagement and stakeholder trust throughout stadium construction and mixed-use development phases.

Action Plan

1-Year Actions (2026):

- Finalize NASED Project documents and begin stadium dismantling and preparation for the stadium construction.
- Complete Swap Meet relocation to Upper Halawa Lot.
- Relocate Stadium Authority Staff to Lower Halawa Lot temporary office trailers.
- Begin planning for Stadium Authority's future operational model.

2-Year Actions (2026–2027):

- Continue NASED Project construction; implement infrastructure development for surrounding district parcels.
- Continue private developer engagement with the community stakeholders regarding the NASED Project progress.
- Maintain and operate the Aloha Stadium Swap Meet & Marketplace in the Upper Halawa Lot.

5-Year Actions (2026–2030):

- Maintain and operate the Aloha Stadium Swap Meet & Marketplace in the Upper Halawa Lot with the intent to transfer operations to the developer in 2029.
- Complete stadium construction and open new venue in Spring 2029.
- Launch mixed-use development phases to achieve live-work-play-thrive vision.

Performance Measures (Act 100)

- Completion of NASED contract close (2025)
- Percentage of Swap Meet vendor retention post-relocation (>90%)
- Annual event revenue compared to pre-demolition baseline
- Construction jobs created and total wages generated
- Number of community engagement activities and stakeholder partnerships

Small Business Regulatory Review Board (SBRRB)

- **Goal 1:** Governmental outreach to SBRRB partners in the Governor's Office, state departments, and county agencies.
    - **Objective / Policy Approach 1:**
        - Maintain responsive, two-way engagement with the business community and state and county government partners
        - Work closely with the Governor's Office and state departments on matters requiring state government engagement and intervention
        - Review county rules and provide recommendations to county councils or mayors for appropriate action, consistent with the SBRRB's responsibilities
- **Goal 2:** Hold one Board meeting each year on a different neighbor island to expand outreach and increase awareness of potential regulatory impacts
    - **Objective / Policy Approach 2:**
        - Neighbor island meetings support outreach and collaboration on county regulatory impacts affecting small businesses.
- **Goal 3:** Expand small business outreach to Hawai‘i chambers of commerce and trade organizations.
    - **Objective / Policy Approach 3:**
        - Increase small business participation and input to support effective rule development
        - Engage chambers of commerce and trade organizations to gather feedback and improve awareness of SBRRB's role in the regulatory process

Action Plan

1-Year Actions (2026):

- Recruit and maintain full member capacity. The SBRRB is currently short one board member and will lose two more in 2026. Maintaining membership helps avoid quorum concerns at monthly board meetings.

2-Year Actions (2026-2027):

- Maintain open communication with the Governor's Office, state departments and county agencies.

5-Year Actions (2026-2030):

- Participate in trade shows and business events with DBEDT divisions and agencies, including BDSD and HTDC, to educate and promote the SBRRB to Hawai‘i small businesses.

Performance Measures (Act 100)

- Ongoing open communication and cooperation with Governor’s Office and state and county governments.
- Efficient and effective regulatory assistance to Hawai‘i’s small business community.

Foreign Trade Zone (FTZ)

- **Goal 1:** Continue to establish, maintain, and administer the Foreign-Trade Zone program throughout the state.
    - **Objective / Policy Approach 1:**
        - Increase program users and expand the number of active FTZ sites to support job growth and infrastructure investment statewide.
- **Goal 2:** Continue to operate the FTZ program without the use of the state's General Fund.
    - **Objective / Policy Approach 2:**
        - Sustain a self-supporting FTZ program funded through the FTZ Special Fund
        - Conduct ongoing analysis of FTZ revenue streams and expenditures to ensure the FTZ Special Fund remains robust and fully supports program initiatives that strengthen the state's vital trade sector and related job opportunities
- **Goal 3:** Maintain a strong connection to a secure supply chain for the state by continuing to provide exceptional service and facilities at Pier 2.
    - **Objective / Policy Approach 3:**
        - Maintain high-quality services and facilities that meet customer demand and expectations in a changing trade environment
        - Review services against client needs and adjust service delivery to support international trade businesses and companies that support trade, strengthening the state's supply chain and supporting economic goals
- **Goal 4:** Leverage the FTZ Hilo property to expand agricultural innovation and technology, economic development opportunities, and agricultural careers for Hawai‘i Island.
    - **Objective / Policy Approach 4:**
        - Support the state's food resiliency and security initiative through the development of the FTZ's Hilo property.
        - Develop a facility that increases adoption of innovative agricultural technologies among farmers, improves farm profitability through advanced agricultural practices, develops a skilled workforce in modern agricultural techniques, improves market intelligence for Hawai‘i's agricultural sector, increases efficiency and sustainability of the agricultural value chain, and strengthens collaboration among value chain participants.
- **Goal 5:** Continued advocacy of the FTZ program on a national level
    - **Objective / Policy Approach 5:**

- Promote the FTZ program nationally, ensuring nationwide compliance with best practices for a U.S. trade program, and support sufficient funding and training for government partner agencies.
- Maintain national engagement to further promote the program and strengthen relationships with federal stakeholders and partner agencies

Action Plan

1-Year Actions (2026):

- Work collaboratively with sister-state, federal, and county agencies, local business groups, economic development organizations, and Chambers of Commerce to identify companies that can benefit from FTZ procedures and to promote the program to eligible businesses
- Assess client needs through feedback surveys, direct discussions, and industry reviews to refine and improve services.
- Ensure staffing levels, warehouse operations, and safety standards meet client expectations, including efficient, error-free, and damage-free warehousing.
- Maintain clean, well-equipped conference and meeting facilities that support clients, government partners, and the state's economic development initiatives.

2-Year Actions (2026-2027):

- Continue national advocacy through ongoing membership in the National Association of Foreign-Trade Zones and participation on association boards, committees and working groups to support the program and promote the advancement of FTZs.
- Engage with Congress and Hawai‘i's congressional delegation on current trade issues that affect U.S. business and employment growth, and continue advocacy to advance the FTZ program locally and nationally.

5-Year Actions (2026-2030):

- Establish a learning, innovation, and agricultural advancement hub at the FTZ Hilo property to strengthen agricultural capacity across Hawai‘i.
- Develop data-sharing and analysis frameworks and applied learning mechanisms to support evidence-based marketing systems development.
- Provide skills development and in-service training for agricultural extensionists, advisers, and service providers, integrating the latest data and technologies.

- Engage a coalition of research partners, supported by the University of Hawai‘i resources, to involve students in research, innovation, and value chain development to identify and accelerate new business opportunities.
- Support collaborative data collection with students, industry partners, and associations to improve evidence-based market systems development.
- Support the deployment of Artificial Intelligence (AI) tools and services and share research findings through workshops, seminars, and digital platforms to encourage data-driven decision-making and adoption of innovative technologies.
- Develop training programs focused on optimizing agricultural value chains and operate the center as a demonstration site for technologies that improve efficiency and sustainability.
- Align hub activities with industry needs through collaboration with partners and associations to strengthen value chain relationships and create new growth opportunities.

Performance Measures (Act 100)

- **Measure 1:**
  - Number of companies statewide obtaining Foreign-Trade Zone designation
  - Number of active zones statewide
- **Measure 2:**
  - FTZ Special Fund annual growth, target approximately 5% to maintain or expand program operations
  - FTZ Special Fund reserve progress toward fully funding deferred maintenance projects.
- **Measure 3:**
  - Client satisfaction, supported by regular feedback surveys and ongoing customer outreach
  - Program growth, target 10% within five years
  - Expanded opportunities for companies statewide to access FTZ benefits
- **Measure 4:**
  - Create 2,300 new jobs through the FTZ Hilo project
  - Increase income by 10% for small farms and underserved and socially disadvantaged producers in targeted value chains and producers
  - Food imports diverted to local product sales, target 10%
  - Service sales and number of providers, target 20% increase
  - Production levels in targeted value chains, target 20% increase
  - Sales of locally produced value-added agricultural products in targeted value chains, target 20% increase

    - Small farm sales to large institutional buyers in targeted value chains, target 50% increase
    - 12 non-credit skills trainings and 140 participants trained
    - 100 students enrolled in agriculture and adjacent programs
    - 100 credit and non-credit students employed in cluster with a median wage that is $6,400 higher than students who leave the Agriculture, Tropical Ecosystem and Agroforestry Management, and Culinary Arts programs without an associate degree
    - Increased long-term investment ranging from $5 million to $10 million from private investors over the first 36 months in the cluster and for-benefit businesses
    - 6 new industry partners and investors engaged in the coalition by end of the grant period to strengthen industry investment within the sector
    - Increase the number of people trained in equity framework by 25% by the first year, and increase 25% each year
    - Increase the number of Hawai‘i Build Back Better Coalition members with equity assessments and equity framework training from 0 to 8 organizations by the first year and Train 40-plus coalition leaders and partners in the first two years to adopt these evaluation tools and processes.
- **Measure 5:**
    - Advocacy engagement to promote supportive legislation and advance the FTZ program amid global trade disruptions.
    - Engagement with members of Congress and Hawai‘i’s Congressional Delegation
    - Collaborations with partner agencies, including the U.S. Customs and Border Protection Headquarters and the local Port Director’s Office.

Hawai‘i Community Development Authority (HCDA)

- **Goal 1:** Expand Infrastructure to Support Housing and Mixed-Use Development
  - **Objective / Policy Approach 1:** Develop infrastructure
- **Goal 2:** Advance Transit-Oriented Development (TOD)
  - **Objective / Policy Approach 2:** Develop facilities and housing
- **Goal 3:** Improve Climate-Resilient and Sustainable Infrastructure
  - **Objective / Policy Approach 3:** Execute planning studies
- **Goal 4:** Strengthen Infrastructure Financing and Delivery Mechanisms
  - **Objective / Policy Approach 4:** Develop innovative financing strategies

Action Plan

1-Year Actions (2026):

- Repair Roof and Other Improvements at Historic Ala Moana Pump
- Navy Electrical and Station Saratoga Avenue Electrical and Communication Infrastructure Improvements
- UH West O‘ahu On-site Road - Continue design and construction
- ‘Iwilei-Kapālama Electrical Infrastructure Work - Continue design and construction
- Assist with Women’s Community Correctional Center’s New Kitchen
- ACT 97, For Sale Leasehold Pilot Program
- ACT 221, SLH 2024 Relating to Climate Change in Kakaako

2-Year Actions (2026-2027):

- ‘Iwilei-Kapālama Infrastructure Work
- Kaka‘ako Makai Planning and Geotechnical Assessment
- Stabilize Net Cash Flow and Expenses. Explore Opportunities to Transition the Ownership of the Honuakaha Elderly Housing Project to a Private Entity
- Kalaeloa Infrastructure Improvements Study
- Kalaeloa Environmental Impact Statement
- Pūlehunui Planning and Infrastructure Work
- Kalaeloa community development district reserved housing rules
- Digitization and Modernization of Permit Files and Integrated Tracking System

5-Year Actions (2026-2030):

- Phase I of the TOD Zone Planning and Infrastructure Work (East Kapolei)
- Infrastructure Improvement Funding Alternatives
- Target Phase: Commence

- Develop Digital Model(s) Of Districts to Support Planning, Development Tracking, And Land Use Coordination
- Plan for transitioning out of Kaka‘ako
- Plan for Transitioning out of Kalaeloa

Performance Measures (Act 100)

- Completed construction of infrastructure projects
- Completed construction of facilities and housing projects
- Completed planning studies
- Execution of innovative financing strategies

Hawai‘i Housing Finance Development Corporation (HHFDC)

- **Goal 1:** Increase the supply of affordable rental housing
    - **Objective / Policy Approach 1:** Prioritize shovel-ready rental projects, expand LIHTC and bond tools, and establish a mixed-income sub-account in the Rental Housing Revolving Fund.
- **Goal 2:** Increase the homeownership rate
    - **Objective / Policy Approach 2:** Permanently authorize and enhance the Dwelling Unit Revolving Fund Equity Pilot Program and re-establish downpayment and mortgage loan assistance for first-time homebuyers.
- **Goal 3:** Proactively develop housing projects on State and private lands
    - **Objective / Policy Approach 3:** Redevelop underutilized State lands (e.g., Kahului Civic Center, Iwilei, Leiali‘i, UH West O‘ahu, Waikīkī Community Center) and pursue federal transit-oriented development (TOD) grants.
- **Goal 4:** Maximize agency effectiveness through technology and organizational development
    - **Objective / Policy Approach 4:** Increase organizational capacity via AI integration, process standardization, and staff training budget enhancements.
- **Goal 5:** Eliminate barriers to housing and preserve affordable inventory
    - **Objective / Policy Approach 5:** Advance legislative and infrastructure solutions to remove development barriers and prevent loss of affordability restrictions.
- **Goal 6:** Develop new, innovative financing solutions and programs to accelerate the development of affordable housing
    - **Objective / Policy Approach 6:** Complete structuring and launch of private activity bond recycling program, complete structuring and launch of Community Development Financial Institution (CDFI) Capacity Loan Program, restructure and relaunch the RHRF mixed-income project funding program. Create an efficient, repeatable process by partnering with developers to acquire properties to develop for-sale or rent-to-own opportunities for residents.

Action Plan

1-Year Actions (2026):

- Submit legislative proposals for RHRF mixed-income subaccount and DURF Equity Program permanency.
- Reform LIHTC and bond program to enhance efficiency.
- Launch staff training series on leadership and AI tools.
- Advance design and entitlement for State land projects (Kahului, Iwilei, Leialiʻi).

2-Year Actions (2026-2027):

- Launch new downpayment loan and mortgage assistance programs.
- Obtain federal and State funding for TOD and infrastructure projects.
- Operationalize the housing preservation fund for affordable housing projects
- Sustain Maui wildfire housing recovery partnerships.

5-Year Actions (2026-2030):

- Deliver units from State redevelopment projects.
- Exit non-core land management responsibilities (such as, Waiahole Valley and Villages of Kapolei).
- Expand alternative financing mechanisms and leasehold condo models.
- Track key performance indicators to support DBEDT's economic framework.

Performance Measures (Act 100)

- Number of new housing units constructed by target population.
- Number of housing units rehabilitated or preserved.
- Number of homebuyers assisted through DURF and mortgage programs.
- Number of bills passed, and rules amended that promote housing development.
- Number of non-core activities exited, and efficiency gains achieved.

Hawai‘i Green Infrastructure Authority (HGIA)

- **Goal 1 Clean Energy Infrastructure:** Make clean energy investments accessible and affordable to Hawai‘i’s underserved ratepayers.
    - **Objective / Policy Approach 1:** Assist ALICE households and other underserved ratepayers in lowering their energy costs through energy improvements. Through Act 211, SLH 2013, offer accessible, on-bill financing with no upfront costs to expand access to solar, storage, energy efficiency, and water heating technology.
- **Goal 2 Housing Infrastructure:** Expand financing programs to address necessary upgrades and deferred maintenance issues preventing condominium associations from accessing affordable insurance premiums.
    - **Objective / Policy Approach 2:** Condominium associations accessing capital to upgrade facilities to address deferred maintenance issues and access insurance. Through Act 296, SLH 2025, launch the Condominium Loan Program and Loan Loss Reserve Fund to finance deferred maintenance upgrades for condominium associations unable to access conventional financing. Reducing risks for insurers will facilitate more affordable insurance for condo associations.
- **Goal 3 Capital Formation:** Stimulate and attract private investments while leveraging innovative financing tools to mitigate risks and reach new markets. Access private capital to invest in eligible infrastructure for small businesses, nonprofits, and non-residential property owners (including leasehold and agricultural property).
    - **Objective / Policy Approach 3:** Leveraging innovative financing mechanisms and credit enhancements to invite private investments into the capital stack for underserved ratepayers, small businesses, nonprofits, and non-residential property owners. Through Act 211, SLH 2013 and Act 41, SLH 2024, HGIA mitigates risk for private capital through the use of Green Energy Money $aver On-bill repayment mechanism. It also leverages a governmental lien, superior to mortgages and UCC financing statements for C-PACE lenders. Through Act 107, SLH 2021, SSBCI HI-CAP funds are able to take first losses and mitigate risk for participating lenders, facilitating lower cost loans for small businesses and nonprofits.

Action Plan

1-Year Actions (2026):

- Launch the Solar Hui Investment Fund
- Launch the Condominium Loan and Loan Loss Reserve Programs
- Formalize partnerships with governmental and non-governmental organizations to co-deliver and co-promote financing programs for underserved ratepayers.

2-Year Actions (2026-2027):

- Explore the feasibility of designing financing for water re-use and cesspool conversions
- Expand HI C-PACER implementation
- Access the $20.0 million third and final tranche of SSBCI funds from the U.S. Treasury.

5-Year Actions (2026-2030):

- Secure additional capital and legislative authority to expand HGIA's efforts into water infrastructure financing
- Continue leveraging HGIA's financing programs to support Hawai'i's underserved ratepayers.
- Develop and launch a financing program for cesspool conversions and water reuse projects.

As a public financing agency, HGIA has expanded its role from a singular focus on clean energy financing to also meeting financing gaps in the market for small businesses, nonprofits and commercial property owners. Leveraging scarce public funds with private capital and reinvesting those public dollars provides exponentially greater economic development and environmental impacts for Hawai'i.

Performance Measures (Act 100)

- % Financing for Underserved Ratepayers
- Estimated kWh produced or reduced over lifetime
- Estimated barrels of petroleum displaced over lifetime
- Estimated metric tons of greenhouse gas avoided over lifetime
- Number of nonprofits and small businesses with access to capital
- Public and Private capital invested
- Jobs created or retained
- State tax revenue generated

Hawai‘i State Energy Office (HSEO)

- **Goal 1:** Oversee a secure, reliable, affordable, and environmentally sound energy ecosystem, including a broadly acceptable geothermal policy and deployment strategy
- **Goal 2:** Accelerate renewable energy development (EO 25-01) and expedite permitting to maximize rooftop solar and battery storage, and optimize renewable integration and equitable grid services
- **Goal 3:** Secure capital to upgrade a substantial portion of the thermal capacity on O‘ahu, replacing aging infrastructure with high-efficiency fuel-flexible power plants and grid upgrades and employing grid resilience strategies to protect critical infrastructure from climate change events, including blackouts and energy shortfalls
- **Goal 4:** Enable rapid transition from imported oil and petroleum products to inexpensive, renewable, and low-carbon solutions to conserve and protect Hawai‘i’s beauty and natural resources and create a clean air environment for residents and visitors
- **Goal 5:** Reduce energy costs for low-moderate-income households to limit net out-migration and facilitate workforce growth.

- **Objective / Policy Approach 1:** Implement EO 25-01 (January 2025) sub-objectives to realize the state’s 100% RPS. Complete geothermal resource characterization to inform assessments and decision-making and enable long-term energy self-sufficiency. Streamline permitting and regulatory approvals.
    - Sub-Objectives of EO 25-01:
        - Accelerate the timeline for renewable development in neighbor island communities to reach a 100% renewable portfolio by 2035, a decade earlier than statute.
        - Achieve a statewide target of 50,000 distributed renewable energy installations, such as rooftop solar and battery systems, by 2030.
        - Enable faster, more efficient permitting of renewable energy system installations, such as establishing programs for same-day online permit issuance and self-certification permitting under certain circumstances.
        - Encourage state departments to streamline permitting for renewable developments, reducing energy costs and project development times. Engage the assistance of the Hawai‘i Public Utilities Commission and Hawaiian Electric Company in streamlining energy permitting, prioritizing the reduction of energy costs, and ensuring energy stability for Hawai‘i’s residents.

- **Objective / Policy Approach 2:** Lower electricity bills and eliminate oil price volatility. Modernize the grid, replace aging oil-fired thermal generators with fuel-flexible power plants, reduce emissions, and achieve the interim 2030 targets under Hawai‘i’s legislated 100% RPS.
- **Objective / Policy Approach 3:** Harden, diversify, and enhance transmission and distribution systems. Support microgrid development. Introduce technology and grid resilience strategies to protect critical infrastructure, lives, and property from climate change events, including blackouts and energy shortfalls.
- **Objective / Policy Approach 4:** Reduce Energy Demand through End Use Efficiency and Commercial Building Performance Standards and codes for Zero-Energy Ready Homes
- **Objective / Policy Approach 5:** Lead-by-Example with State Zero-Emissions Vehicles, Charging Station Deployment, and Diesel Vehicle Replacement
- **Objective /Policy Approach 6:** Establish and implement keiki to career pathways, skilled trades development, and the realization of meaningful career opportunities arising from the transition from imported foreign fossil fuels to locally generated renewable energy.
- **Objective / Policy Development 7:** Achieve a broadly acceptable geothermal deployment strategy for the state, build capacity for local Community Based Organizations (CBOs), use visualization tools to present power generation challenges and trade-offs, and address the energy burden for low-and moderate-income residents with affordable solutions.

Consistent with Hawai‘i’s obligations under HRS §269-6, it must be a policy objective of the state to use the lowest greenhouse gas-emitting energy source reliably available at the lowest cost.

Action Plan

1-Year Actions (2026):

- Convene JERA Hawai‘i Steering Committee and commence working sessions to facilitate investment of $2+ billion in private sector partnerships to upgrade power plants and modernize the grid.
- Identify near-term and pilot opportunities to diversify fuel mix and stabilize pricing and supply.
- Update grid modeling analysis to determine the optimal generation mix.
- Introduce regulatory reform, including but not limited to, state-directed procurement processes aligned with policy, tariff development, interconnection support and efficient dispatch.
- Establish a competitive financing structure to attract low-cost capital.

- Re-introduce geothermal resource characterization bill, appropriate funds and conduct geothermal resource characterization.
- Activate partnership agreements with community benefit organizations on Kauaʻi, Oʻahu, Maui, Molokaʻi and Hawaiʻi Island and co-create regional energy transition workplans
- Launch five regional projects under the Energy Technology Innovation Partnership Program (ETIPP).
- Deploy updated HAVEN energy visualizations for Oʻahu and launch models for Maui, Hawaiʻi Island and Kauaʻi.
- Secure funding for Clean Energy Wayfinders and CTE Energy Education Pathway and curriculum development
- Conduct scheduled meetings for legislated working groups.
- Participate in SPEED Task Force and with other groups to expedite permitting and reinstate the SBCC.
- Benchmark state facilities and develop energy-efficiency and renewable energy strategies.
- Develop multi-year training and exercise plan for SESF-12/SERT and partner in relevant state, federal, and industry-level training and exercise events.
- Execute programs to develop the Energy Coordination Strategy (ECS), further cybersecurity programs statewide, conduct a Social Vulnerability Analysis, complete the statewide energy system risk assessment and update energy security plan.
- Deploy federal resilience funding to Kauaʻi wildfire mitigation projects and Koʻolaupoko Critical Customer Hubs and continue Kauaʻi grid resilience.
- Initiate four Hazard Mitigation Grant projects: Lahaina Critical Customer Hub, New Energy Management Systems for Maui and Hawaiʻi, Wildfire Risk Assessment on Maui, and Distributed Energy Resources Insights.
- Launch EV planning study to meet demand growth incorporating AMI, registration, VMT, housing, and socio-economic data leveraging Databricks and its AI capabilities.
- Work with HECO and NREL to identify segmented EV charging requirements and continue building out state workplace charging pilot in collaboration with DAGS.
- Administer Diesel Replacement Program in coordination with HDOH.
- Draft an implementation plan in coordination with DAGS to transition the DAGS fleet to EVs as a template for other departments.
- Expand data sharing priorities identified by HSEO and ETS Data/AI Governance Working Group and utilize Databricks and AI capabilities to synthesize and integrate big data sets on HSEO’s Data Portal.
- Complete year 1 projects focused on web-based HAVEN, integration of AMI and vehicle registration data, and utility rate and bill impact analysis.

- Identify and pursue long-term funding for the Data Science Program Manager.

2-Year Actions (2026-2027):

- Introduce a viable pathway for the development of geothermal energy as a public trust.
- Implement a system wide repowering strategy to retire aged and inefficient thermal power generators, introducing modern fuel flexible infrastructure capable of burning RNG, hydrogen, sustainable biofuels, and where appropriate, natural gas.
- Invest in new thermal generation with a focus on five new facilities on Oʻahu.
- Continue integrated grid planning to ensure reliability and safely introduce more renewable energy, leveraging JERA's procurement network to acquire key equipment and mitigate risk.
- Take actions leading to the development of offshore facilities for the safe and efficient receiving, storage and regasification of LNG and onshore infrastructure to safely and efficiently distribute natural gas.
- Present findings of geothermal working group and continue community outreach and resource characterization.
- Refine user interface, add new data layers and launch web-based HAVEN in partnership with Lava Lab.
- Introduce 2024 IECC, Zero Energy Ready Homes and Building Performance Standard (BPS) legislation with county and industry support.
- Place HAVEN units with six community organizations or schools on Kauaʻi, Oʻahu, Maui, Molokaʻi and Hawaiʻi Island, develop HAVEN school curriculum and expand the energy education program to additional schools and programs in STEM and natural resource management.
- Complete technical assistance projects for ETIPP partner communities.
- Convene training workshops to advance SESF12 and cyberthreat training and exercise priorities and develop comprehensive ESF-12 training modules to include on-demand training videos and accompanying materials.
- Convene quarterly Hawaiʻi Energy Task Force meetings.
- Develop GDSS 2.0: a statewide geospatial look at the energy system, critical nodes, risk and exposure to hazards, and critical dependencies collected through an enhanced EIIRP data portal.
- Complete Social Vulnerability Technical Assistance modeling with NREL.
- Launch four Hazard Mitigation projects (Lahaina CCH, New Energy Management Systems for Maui and Hawaiʻi, Wildfire Risk Assessment on Maui, and Distributed Energy Resources Insights.)
- Complete statewide electric vehicle charging capacity study and needs assessment and assess Phase 1 of workplace charging pilot.

- Continue administration of Diesel Replacement Rebate program to achieve 80% deployment of funds.

5-Year Actions (2026-2030):

- Reduce petroleum use in the electricity sector
- Proceed with alternative fuel procurement and terminal operations.
- Increase base investments in firm power by
- Reduce the consumer cost of electricity by $340 annually.
- Support HiDOT Energy Security and Waste Reduction Plan Goals to achieve the legislated 50% reduction in emissions from 2005 levels.
- Convert the state's light-duty fleet of about 3,200 vehicles to EVs.
- Reduce electricity demand by 4,300 gigawatt-hours by 2030 and 6,000 GWh by 2045.
- Adopt the 2024 IECC, BPS and Zero Energy Ready Homes codes and expedited permitting.
- Continue expansion of the Hawai‘i Green Business Program to include small businesses and organizations in rural areas.
- Take actions to establish of an Energy Center of Excellence for the Pacific.
- Fund, administer and market a dynamic cross-sector energy education program to fully capitalize on AI-driven clean energy workforce development, delivering innovative industry and educator partnership and training opportunities.
- Work with HIEMA to populate an integrated HSEO/ESF-12 training management platform and the Hawai‘i Energy Task Force framework to integrate private-sector partners in exercises, training, and emergency event coordination.
- Update the State Energy Security Plan cybersecurity section to fully define HSEO's role in cybersecurity threat mitigation, incident response, and recovery.
- Build out the GDSS 2.0 as the foundation for Common Operating Practice (COP) risk management in partnership with OHS and the water, telecom, broadband, and transportation sectors.
- Maintain a project pipeline for energy resiliency investments in Hawai‘i.
- Identify and access funding to support continuation of the DRR program for MDHD vehicle rebates.
- Identify and deploy the necessary ZEV policies and programs to effectuate an EV charging roadmap informed by regional, customer and market segment analysis
- Report on the state's goals to achieve 100% ZEV light-duty passenger car fleet by 2030 and 100% light duty fleet, including trucks and MPVs by 2035.
- Fully optimize HSEO’s data portal, and energy system tools such as HAVEN, GDSS, and Engage, for holistic data-driven decision making to efficiently achieve Hawai‘i’s energy goals and policies.
- Establish strategies to monetize data analytics per HRS §196-72(c)12.

Performance Measures (Act 100)

- Reduction in consumer utility bills
- Decrease in GHG emissions (electricity sector)
- Number of Solar + BESS installations
- Annual increase in RPS, statewide and by island
- Number of energy stakeholders engaged, community members reached and number of meetings and outreach events
- Number of clean energy sector trainings, mentorships, and job placements
- Number of technical assistance programs deployed and completed
- Number of light-duty passenger vehicles procured for the state's fleet to zero-emission vehicles (ZEVs)
- Number of zero-emission coaches procured for tour and charter operations, as well as electric school buses, forklifts, and tractors
- Number of workplace charging stations installed
- Number of Green Business awardees and related energy and water efficiency metrics achieved
- Amount of federal and matching funds secured

Office of Planning and Sustainable Development (OPSD)

- **Goal 1:** Increase the number of Hele Imua interns across OPSD to expand workforce training opportunities for recent college graduates and undergraduate students
- **Goal 2:** Perform studies to find ways to finance infrastructure in transit-oriented development areas
- **Goal 3:** Research, discuss, and collaborate with agencies to remove obstacles to housing
- **Goal 4:** Establish an integrated planning and implementation system that enhances coordination across DBEDT's economic framework pillars while aligning economic strategies with social and environmental outcomes.

Objectives/Policy Approach (Act 100)

- **Objectives/Policy Approach 1:** Work with the legislature to introduce bills that finance infrastructure, streamline permitting, and ultimately, lead to increased housing production.
- **Objectives/Policy Approach 2:** Strengthen collaboration among DBEDT divisions, attached agencies, and external partners to align planning and implementation activities. Develop shared data systems, performance indicators, and planning tools that link economic, social, and environmental priorities. Establish consistent processes and governance structures for planning, reporting, and cross-pillar decision-making.
- **Objectives/Policy Approach 3:** Leverage the State Planning Act and ongoing update initiative to institutionalize an effective planning and implementation system that advances desired economic outcomes while minimizing administrative burden.

Action Plan

1-Year Actions (2026):

- Create a report on recommendations to streamline permitting
- Investigate ways to preserve housing and increase housing production
- Complete studies that explore infrastructure financing mechanisms
- Pilot inter-division coordination meetings or working groups focused on cross-cutting issues (e.g., workforce housing, energy resilience, infrastructure financing).

- Provide learning resources and opportunities for staff, e.g., self-service tools (how-to videos and documentation) to upskill and encourage employee retention.

2-Year Actions (2026-2027):

- If a mechanism for infrastructure financing is found feasible, OPSD plans to begin establishing this.
- Work with the County of Kauaʻi and Hawaiʻi to start on the Wastewater Treatment Plant improvements
- Develop shared data tools and dashboards to monitor progress toward economic, social, and environmental outcomes.
- Expand learning resources and opportunities, e.g., in-house and third-party instructor-led training courses.

5-Year Actions (2026-2030):

- Completion of infrastructure construction projects
- Establish a mechanism that will be used to finance infrastructure projects
- Successful implementation of bills that streamlines permitting and increases housing production
- Expand intergovernmental collaboration mechanisms to include county, private sector, and community partners in coordinated implementation.
- Continue expanding learning resources and opportunities, e.g., AI assistants trained in internal and vetted resources.

Performance Measures (Act 100)

- Completion of studies and establishment of a financing mechanism
- Policy changes that streamline the building permitting process and increase housing production
- Data tools/dashboards scoped, completed, and used
- Number of training resources and opportunities used; number of unique persons accessing resources

Natural Energy Laboratory of Hawai‘i (NELHA)

- **Goal 1:** Upgrade the HOST Park infrastructure to better support activities that reduce fossil fuels and food imports
    - **Objective / Policy Approach 1:** Proceed with scheduled maintenance as outlined in the master plan (see strategic plan).
    - **Objective / Policy Approach 2:** Secure funds to address deferred maintenance.
    - **Objective / Policy Approach 3:** Evaluate and analyze updated seawater rate system to address long term maintenance and equipment replacement.
- **Goal 2:** Build on existing STEM workforce employment cluster to leverage employment opportunities enabled by innovation.
    - **Objective / Policy Approach 1:** Facilitate an Early Learning Center at the park to serve HOST Park employees and the broader West Hawai‘i community.
    - **Objective / Policy Approach 2:** Partner with the County to develop a zero-emission base yard that also serves as a workforce education center.
    - **Objective / Policy Approach 3:** Provide outreach to local schools and internship programs.
- **Goal 3:** Develop a framework within the regulatory environment to form and attract new companies and organizations. Address site-specific hurdles and plan for resolution.
    - **Objective / Policy Approach 1:** Address water crisis as it relates to park development and West Hawai‘i and work with state and West Hawai‘i partners towards resolution. Assist with defining water policy statewide.
    - **Objective / Policy Approach 2:** Complete master plan and onshore and offshore EIS. Secure support of the West Hawai‘i community.
    - **Objective / Policy Approach 3:** Create and implement a plan to address culturally relevant resources of the park.
    - **Objective / Policy Approach 4:** Continue outreach to the community and work towards community acceptance.
- **Goal 4:** Ensure public safety onshore and offshore of HOST Park and in relation to park activities.
    - **Objective / Policy Approach 1:** Secure funds to remove pipeline hazards to navigation offshore ($10M).
- **Goal 5:** Establish a reserve fund for water system maintenance, replacements, and upgrades. Establish a reserve fund for facility and infrastructure maintenance, replacements, and upgrades.

Action Plan

1-Year Actions (2026):

- Request and obtain the necessary CIP.
- Request and obtain approval for a new staff person in charge of cultural resources at HOST Park.
- Start master plan and EIS work.
- Engage with CWRM and stakeholders and seek technological solutions within HOST Park to address freshwater issues.

2-Year Actions (2026-2027):

- Complete Master Plan work.
- Continue maintenance upgrades and replacement work as per schedule.
- Complete seawater analysis and adjust rates to provide for set-aside for replacement costs of seawater system.
- Develop, plan and begin implementation of a cultural resources road map.
- Complete planning of desalination/hydrogen zero-emission base yard using Koyo assets and in partnership with the County of Hawai‘i.
- Remove offshore pipeline hazards.
- Establish a reserve fund for maintenance, replacements, and upgrades

5-Year Actions (2026-2030):

- Complete EIS work.
- Complete deferred maintenance work as scheduled.
- Complete construction of zero-emission base yard.

Performance Measures (Act 100)

- Percentage of scheduled maintenance plan completed.
- Seawater system reliability (aim for uptime of 99%)
- Revenue generated (aim for annual increase of 5%).
- Number of cultural actions and impact of these (for example, number of park businesses that work with cultural resource manager and resulting actions -aim for 80% by 2030)
- Park occupancy (aim for 5% annual increase)

Agribusiness Development Corporation (ADC)

Galbraith Area, O‘ahu. Galbraith agricultural lands support diversified agricultural use. Irrigation lines are installed and metered, and small farmers are cultivating portions of the site. A property manager oversees the farm lots. Infrastructure improvements included connecting the 3-million-gallon and 10-million-gallon reservoirs and purchasing the Dole wells and pump facilities. Security upgrades prevent trespassing and illegal dumping and include an exclusion berm, vehicle barriers, fencing, and roving security patrols

- **One-Year Goals:**
    - License vacant land to qualified applicants.
    - Provide resources for all tenants to support Good Agricultural Practices (GAP) and the Food Safety Modernization Act (FSMA).
    - Expand the infrastructure delivering irrigation and storage water to the Galbraith farmlands.
    - Continued work to reclaim treated wastewater.
    - Expand land portfolio to preserve ag lands in production and meet the needs of the farmers on the ADC waiting list for O‘ahu land for food production.
    - Complete the infrastructure needed for expanding agribusinesses in the Whitmore area.
- **Five-Year Goals:**
    - Provide irrigation water to all Galbraith-area farmlands.
    - License all vacant farmland to qualified applicants.
    - Develop methodology to evaluate and improve farmland and farm infrastructure
- **Action Plan:**
    - Educate small farmers in GAP and EPA requirements for pesticide and other chemical applications, and compliance with the FSMA
    - Issue long-term land licenses to qualified applicants for farms ranging in size from 5 to 80 acres
    - Continue to work with design professionals, contractors, and the City and County of Honolulu on groundwater, Lake Wilson water, and recycled irrigation water systems and maintain fallow agricultural lands
    - Continue work to reclaim Wahiawa Wastewater Treatment Facility treated water for use as irrigation water for area farmers
    - Maintain and evaluate the irrigation system, secure a backup pump for the restored Bott well pump and develop and construct irrigation water storage
- **Performance Measures:**

- Number of farmable acres of the Galbraith area farmland that are provided with irrigation water, actively licensed, and operated by tenants informed of GAP and FSMA practices. Report progress based on completion status.

Transition of former plantation land and water systems for diversified agriculture. ADC will increase the state's inventory of agricultural land and irrigation systems by purchasing former agricultural lands from private landowners. It will adapt, upgrade, or install infrastructure needed to bring the land into active farming. And keep it in agricultural use to support the state's food sustainability goals. The work will be carried out with area farmers and contractors to improve the irrigation systems on Kauaʻi in Kekaha and Oʻahu in Kunia, Mililani, and Wahiawa.

- **One-Year Goal:**
  - Fill vacant positions on Oʻahu and Kauaʻi
  - Identify agricultural property and irrigation systems on Oʻahu important for agricultural production.
  - Solicit experienced farmers for tenancy dispositions, issue RPs, licenses, or leases to begin active farming and income-generation and work with new tenants to condition and prepare the soil for cultivation.
  - Complete due diligence and purchase of three Dole wells.
  - Begin bringing the purchased wells and pumps online.
- **Five-Year Goal:**
  - Identify agricultural property and irrigation systems important for agricultural production statewide.
  - Evaluate identified agricultural properties statewide as possible ag-production sustainability lands.
- **Action Plan:**
  - Use available database sources to identify agricultural property statewide and evaluate the lands based on established criteria for important agricultural lands
  - Cooperate with interagency resources to explore alternate revenue streams to support property operations
  - Perform due diligence on available lands
  - Negotiate terms of purchase, including ensuring clear title, fair price, availability of irrigation water, legal accessibility, etc.
  - Clear hazardous trees and invasive vegetation from the acquired lands
  - Acquire and connect 3 deep wells to increase water security for agriculture producers in the region
  - Develop plans and designs for irrigation systems where needed
  - Perform due diligence and evaluate the feasibility of the transfer of

Wahiawa Irrigation System to ADC.

- **Performance Measures:**
    - Progress of funded tasks

Expansion of State involvement in the aquaculture industry. Two aquaculture development projects were pursued. The North Shore aquaculture project will not proceed. Following community concerns about commercial use of the property, negotiations ended, and the property was returned to the Department of Agriculture for further development. A second project will move forward to develop an aquaculture livestock feed mill that converts fish waste into fish food.

- **One-Year Goal:**
    - Continue development of aquaculture feed mill.
    - Understand aquaculture opportunities on ADC property
- **Five-Year Goal:**
    - Continue development of aquaculture feed mill
- **Action Plan:**
    - Negotiate with HDOA to receive a portion of existing improvements in Kalaeloa, Oʻahu and continue researching processes and equipment to convert fish waste into fish food
    - Issue contract to develop an aquaculture feed pilot project in Kalaeloa, Oʻahu, using locally sourced fish waste and products
    - Study aquaculture opportunities on ADC property
- **Performance Measures:**
    - Progress of funded tasks

Waiāhole Water System. The system will be operated and maintained while improving operational efficiency. Accurate, reliable monthly flow data and usage will be provided to the Commission on Water Resource Management (CWRM) in accordance with the groundwater use permit. Project updates will be provided to the commission upon request.

- **One-Year Goals:**
    - Install security fencing and protection to portions of the water delivery system.
    - Develop Plan for additional reservoirs to increase the system's holding capacity
    - Develop plan to implement remote monitoring and control of water delivery system
    - Develop plan to enclose system to improve water quality, safety, and

security of the water delivery system
    - Develop staff training to create a quality and safety culture for system maintenance
- **Five-Year Goals:**
    - Implement remote monitoring and control of water delivery system
    - Implement phased improvements to enclose the system and improve water quality, safety, and security across the water delivery system
    - Improve and protect SCADA system
- **Action Plan:**
    - Work with CWRM to monitor ditch flow and identify areas of excessive system loss
    - Perform necessary repairs or implement corrective actions
    - Repair and rehabilitate broken ditch lining in selected sections of the water system
    - Operate, maintain, or perform minor repairs on Reservoir 155 and Reservoir 225 in accordance with dam safety standards
    - Work with the HDOA's Agricultural Resource Management Division and the U.S. Army Corp. of Engineers to line reservoir 155 and correct related dam safety issues
    - Manage aquatic weed growth in the open ditches, expanding the use of non-chemical methods by blocking complete sunlight from shining into the ditches
    - Utilize the real-time data collected from the installed Supervisory Control and Data Acquisition (SCADA) system at various points along the ditch system to improve operation efficiency
    - Plan, design, and construct a backup well to ensure the system can continue delivering water if the ditch system is inoperable
    - Work with the Kunia Water Cooperative to foster responsible use of the WWS infrastructure and water
    - Maintain the transmission tunnel, intakes, and access to the system on the windward side
    - Remove hazardous fallen trees to improve access
- **Performance Measures:**
    - Progress of funded tasks

Kekaha and Kalepa, Kauaʻi. Manage, operate, and maintain ADC-designated agricultural lands and infrastructure for diversified agricultural activities on Kauaʻi. Manage current permits, licenses, leases, land, and infrastructure, including irrigation ditches, hydroelectric power plants, power lines, transmission poles, drainage ditches and ravines, and roads. Additional lands to be made available for food crops and livestock, processing, and renewable energy generation.

- **One-Year Goals:**
    - Address the impact of the NPDES permit in Kekaha and on all state waterways.
    - License vacant land to qualified applicants.
    - Provide resources for all tenants to support Good Agricultural Practices (GAP), and the Food Safety Modernization Act (FSMA).
    - Expand the infrastructure delivering irrigation water to area farmlands.
    - Hire outside counsel to address the requirements of the draft NPDES Permit and ongoing compliance issues.
    - Hire a Kauaʻi Property Manager to actively recruit new tenants.
    - Take possession of the former Beck's Hybrids building to provide space for Department of Law Enforcement staff supporting agricultural crimes enforcement on 16,000 acres of ADC lands, 19,000 acres of DHHL lands, and 54,000 acres of Gay & Robinson Lands.
    - Expand land holdings to serve the microclimates needed to grow food for the ADC farmland applicants.
    - Acquire kuleana parcels within TMK used to access water and power systems.
    - Expand potable water availability to the area for GAP and FSMA-compliant processing.
- **Five-Year Goals:**
    - Develop a plan to provide irrigation and storage of water to all area farmlands.
    - License all vacant farmland to qualified applicants.
    - Develop methodology to evaluate and improve farmland and farm infrastructure.
    - Increase efficiency of ADC-generated hydro power to offset energy costs for food processing and production.
    - Attract both farmers and value-added ag businesses to the area.
    - Add ag worker housing to the ADC Portfolio to to expand current and future agribusinesses in the area.
    - Create a pipeline for HDOE facilities of local food.
    - Create a plan for opening Port Allen to ship food across the state.

    - Operating an expanded Value-Added Product Facility
- **Action Plan:**
    - Work with contractors to secure a power purchase agreement from the Kaua‘i Island Utilities Cooperative and Public Utilities Commission approval to buy and sell energy at rates that support agricultural activities on ADC’s Kekaha lands
    - Identify and implement best management practices, water quality monitoring, and drainage systems developed in agreement with the DOH
    - Defend legal proceedings filed with the USDA, Secretary of Agriculture by EarthJustice under Title VI of the Civil Rights Act of 1964 for alleged discrimination against Hawaiians based upon pesticide use in the Kekaha community
    - Manage services for and oversee the drainage of water from Mana plain through the pump stations and drainage canals in conjunction with the Pacific Missile Range Facility (PMRF)
    - Work with Dam Safety and CWRM to turn over rehabilitation and management of the Mana Reservoir to the Kaua‘i Island Utility Cooperative for its pumped storage and release energy project, and the restructuring of the Upper ‘A‘ahoaka reservoir in Kalepa
    - Coordinate with the KAA, US Navy, and the Kaua‘i County civil defense office on flood mitigation efforts during severe weather conditions in Kekaha
    - Plan, design, and construct improvements for the Kekaha Bridges and the interior farm road
    - Plan, design, and construct improvements to the Menehune Ditch to increase efficiency and reduce water loss
- **Performance Measures :**
    - Progress of funded tasks

Enhance Papaya Industry. Introduce new varieties of papaya and convert papaya food waste into biofuel, animal feed or plant fertilizer.

- **One-Year Goal:**
    - Construct a new facility on ADC’s newly acquired land in W.H. Shipman Business Park in Keaau, Hawai‘i island, to house patented equipment for the "zero waste” project .
- **Five-Year Goal:**
    - Develop and implement the zero-waste facility that will convert papaya waste products into biofuels and scale the operation from pilot phase to a commercial operation

- **Action Plan:**
    - Reassess the impact of recent lava flows from Kīlauea volcano
    - Continue cooperative funding with USDA Agricultural Research Center to research and develop a more competitive, sweet freckle-free papaya
    - Continue feasibility papaya trials in Hilo
    - Obtain additional funding for construction.
- **Performance Measures:**
    - Progress of funded tasks

Wahiawa Value-Added Product Development Center. Restore abandoned processing and warehouse facilities for use bin diversified agriculture. The warehouse at 1001 California Avenue was transferred to UH, Leeward Community College, to support development of the Wahiawā Value-Added Product Development Center. A water meter was installed to irrigate approximately 400 acres of former pineapple lands in Whitmore Village.

- **One-Year Goals:**
    - Work with UH to support and promote the Wahiawā Value-Added Product Development Center and understand the operations to translate learnings to the ADC Whitmore project area.
    - Work closely to ensure success of HPP project moving forward.
- **Five-Year Goal:**
    - Work with UH to support the Wahiawā Value-Added Product Development Center's graduates to larger spaces within Whitmore and understand the operations to translate learnings to the ADC Whitmore project area.
- **Action Plan:**
    - Cooperate with UH regarding updates and progress of construction.
- **Performance Measures:**
    - Progress of funded tasks.

Provide Solution to Issues Facing the Agriculture Industry. Develop and implement cost-effective solutions to support Hawai'i's livestock and other small family farm operations. This will provide cost-sharing assistance to implement a USDA-approved inoculated Dry Litter System for waste management that eliminates the slurry, pests and odor traditionally resulting from hog farming operations.

- **One-Year Goal:**
    - Identify challenges affecting agriculture and prioritize matters that impact ADC properties and project areas and develop potential solutions.
- **Five-Year Goal:**
    - Evaluate challenges and seek partners to implement solutions.
- **Action Plan:**
    - Acquire workforce housing to support agriculture operations.
- **Performance Measures**
    - Progress of funded tasks.

Support the Preservation of Agricultural Land through Participation with County, State and Federal Funding Programs. Under the USDA-NRCS Farm and Ranchland Protection Program, annual inspections will be conducted for the agricultural conservation easement on the Hawai‘i Agriculture Research Center property in Kunia, O‘ahu.

- **One-Year Goals:**
    - Continue to administer conservation easements.
    - Work with the Department of Defense to investigate additional funding opportunities.
- **Five-Year Goal:**
    - Continue to administer conservation easements.
- **Action Plan:**
    - Administer conservation easements on newly acquired ADC lands, placed in exchange for contributions that reduce the state’s purchase costs, to ensure the land remains limited to agricultural uses in perpetuity.
    - Work with organizations participating in the DoD Readiness and Environmental Integration Program (REPI) to support agricultural practices on properties near military installations.
- **Performance Measures:**
    - Progress of funded tasks

Creative Industries Division (CID)

Making Hawai‘i More Competitive under §235-17 HRS

- **One-Year Goal:** To make the State more competitive in attracting film and television productions by
    - Increasing the base tax credit by 5%, raising O‘ahu’s rate from 22 % to 27% and the neighbor islands’ rate from 27% to 32%
    - Increasing the per-production cap from $17 million to $25 million for productions with expenditures of at least $60 million per project; increasing the annual cap from $50 million to $60 million
    - Clarifying and amending the requirement for an independent third-party certification; and including the definition of a “streaming platform.”
- **Five-Year Goal:** Advance Hawai‘i’s film industry centers by attracting larger, high-profile productions and creating sustainable career opportunities for local talent by:
    - Increasing the base tax credit rates by 5%, raising O‘ahu’s rate from 22% to 27% and the neighbor islands' rate from 27% to 32%, making Hawai‘i a more competitive destination for film and television productions.
    - Increasing the per-production cap to $25 million and raise the overall annual cap to $60 million to incentivize larger projects, with a particular focus on securing recurring series that can provide ongoing work for Hawai‘i’s film industry.
- **Action Plan:**
    - Implement targeted incentives for productions to prioritize local talent, both above-the-line (directors, writers, producers, actors) and below-the-line (crew, technicians, designers).
    - Coordinate these incentives with workforce development initiatives and strategic industry and tourism branding partnerships to strengthen Hawai‘i‘s position as a film production hub in the Pacific and support long-term benefits for the local creative economy.
- **Performance Measures:**
    - Offshore Production Activity:
        - Increase in offshore film and television productions, including recurring series
        - Total qualified production expenditures and number of productions supported under the enhanced tax incentives and higher production caps
    - Workforcer Outcomes
        - Growth in local above-the-line and below-the-line jobs for Hawai‘i residents. workforce.
        - Growth in year-round employment, measured by continuity of work

across seasons.
    - Industry Capacity and Small Business Growth:
        - Increase in specialized support services available in Hawai‘i
        - Growth in local production companies and entrepreneurial production activity measured by the number of active firms and contracts supported.
    - Studio Utilization
        - Consistent use of the two new studio facilities, measured by the stage days booked and number of productions hosted.
    - Economic Impact
        - Measureable gains in economic output from production activity, including direct spending and related tax revenues, where available.

Hawai‘i Film and Creative Industries Development Fund. The Hawai‘i Film and Creative Industries Development Fund, was enacted by the Legislature in SLH 2021 and expanded in SLH 2022 to allow the deposits of rental income from DBEDT-managed facilities. The fund provides much-needed capital for productions in film, media, game development and interactive media from early development through completion. By increasing access to local capital resources, HRS 201-113 aims to grow the state's locally originated content industry and support the development of intellectual property (IP) for digital export.

NOTE: Due to the downturn in film production since 2023, annual revenues have been impacted and the program must use existing, non R&M A funds for security costs.

- **One-Year Goal:**
    - Launch the Phase I call for submissions and begin contracting in late December 2025 for $400,000 in annual awards acorss multiple project types, including short films, script development, television or streaming series and micro-budget features.
    - As productions returning from winter 2025 through the end of 2026 and revenues incrase, prepare for Phase II call for submissions focused on micro-dramas, direct-to-consumer projects (VOD) and marketing support , including film festivals, pitch meetings, and marketing and advertising, and related costs.
- **Fund sustainability:**
    - Develop a short-term funding sustainability plan for years 0 to 4 and a long-term plan for years 5 to 10, covering existing and new revenue sources.
    - Increase rental fees for DBEDT-managed media and film production

facilities to net $300,000 per fiscal year.
    - Maintain the Hawai‘i Motion Picture, Digital Media and Film Production 0.2% contribution, which currently provides $60,000 to $70,000 annually, and continue discussions on increasing the percentage to support the long-term fund sustainability for creative content development.
    - Puruse appropriations from the Legislature to support fund sustainability.
- **Five-Year Goal:**
    - Increase fund revenues through existing and new MOFs, including projected annual revenues of $300,000 from DBEDT facilities rentals, increased foundation grants and potential legislative appropriations of $50,000 to $250,000.
    - Adjust award ratios based on funding strategy managed by ACDB and market needs for content creators, with the funding strategy aligned to market trends for licensing and distribution deals.
    - Execute an MOA with regional hubs through partnership awards totaling $400,000 annually
    - Support up to five projects through funding, pitching, distribution and licensing.
- **Action Plan:**
    - Engage a third-party contractor to oversee request for proposals and awarding process.
    - CID/ACBD support for additional community outreach and virtual and in-person talk story sessions to drive and respond to interest.
    - Secure industry grants and set up pitch meetings with foundations and private sources to increase funds
    - Annual report to legislature on fund development, projections, and results.
- **Performance Measures:**
    - Increase market exposure for locally creative media, film and content creator clusters in key U.S. and Asia Pacific regions to drive awareness, business opportunities, acquisition, investment, or distribution.
    - Increased number projects funded or supported, including game design development, related media IP, features, shorts, television series, streaming content programs, national and local commercials, independent locally produced films and other production activities.

Workforce Development: The workforce development framework establishes a statewide, coordinated pathway that connects DOE, UH, UHCC, Good Jobs Hawai‘i, union partners, and industry employers to support job readiness in film, television, digital media, and related creative sectors. This framework aligns training with production needs, expands access to paid work-based learning, and strengthens local hiring capacity as production volume grows.

- **One-Year Goal:**
    - Establish a unified foundation for a statewide creative workforce pipeline, including initial alignment work across DOE, UH, and industry partners.
    - Launch pilot program to support hands-on training, internships, or early-stage apprenticeship pathways tied to productions or regional clusters.
    - Produce baseline tools or reference materials to support planning, career navigation, or skills inventory development.
- **Five-Year Goal:**
    - Fully operational curriculum-to-career pipeline spanning secondary, postsecondary, and industry tiers.
    - Statewide expansion of work-based learning, union-aligned pathways, and placement opportunities, resulting in an increase of residents employed or credentialed in creative sector roles.
    - Integrated system for tracking training outcomes, labor needs, and progression into Above-the-Line, Below-the-Line, and post-production careers.
- **Action Plan:**
    - Coordinate with DOE, UH, UHCC, unions, and industry employers to define shared priorities for creative workforce development.
    - Develop or refine statewide career pathway materials and skills frameworks for film, television, digital media, and related creative roles.
    - Support pilots or demonstrations that connect training programs with real production environments, including internships, on-set experiences, or community-based creative clusters.
    - Facilitate planning sessions, data gathering, and cross-agency collaboration required to align workforce programs with projected industry demand.
- **Performance Measures:**
    - Increased number of residents engaged in creative sector training, internships, apprenticeships, or related work-based learning.
    - Documented alignment between education programs and industry-identified skills or job families.
    - Growth in local hiring capacity for productions, demonstrated through metrics such as training completions, union roster growth, or placement rates.
    - Improved clarity and accessibility of career information for students, educators, and employers.

Studio Development & Infrastructure Expansion: Advance strategic facility development planning by evaluating long-term and short-term options for the **Kalaeloa**

Navy Lease, assessing deferred maintenance needs, and modeling investor interest. Evaluate additional sites, including the **DLNR/HHFDC Liliha Civic Center property** and **Kakaʻako Lot C**. Support commercial expansion through a statewide **Infrastructure Matrix** and update for **Diamond Head Facility** deferred maintenance studies and legislative exemption proposals.

- **One-Year Goal:** Establish a comprehensive, data-driven foundation for statewide studio and creative infrastructure development by evaluating near-term and long-term facility options, deferred maintenance needs, and investor feasibility across priority sites.
- **Five-Year Goal:** Deliver a coordinated, scalable statewide studio and production infrastructure ecosystem that supports sustained production growth, public-private investment, and long-term economic impact across multiple islands.
- **Action Plan:**
    - Conduct short- and long-term feasibility assessments of the Kalaeloa Navy Lease, including deferred maintenance liabilities and investment scenarios.
    - Advance site analysis for alternative or complementary facilities, including the DLNR/HHFDC Liliha Civic Center property and Kakaʻako Lot C.
    - Develop and maintain a statewide **Infrastructure Matrix** identifying facility capacity, readiness, constraints, and expansion opportunities.
    - Complete Diamond Head Facility deferred maintenance studies and draft legislative exemption or financing proposals to support capital improvements.
    - Engage investors, developers, and state partners to model public-private partnership pathways.
- **Performance Measures:**
    - Completion of facility feasibility studies and Infrastructure Matrix within 12 months.
    - Identification of at least two viable short-term and one long-term studio expansion pathway.
    - Legislative or administrative action initiated to address deferred maintenance and facility modernization.
    - Documented investor interest or partnership discussions supported by state-validated data.

UHWO ACM / Creative Media Education Partnership. Implements the MOA enabling post-production activation, ICAN pilot programming, and cohort-based workforce training. Establishes a **Campus-to-Industry Film Incubator**, providing development-to-market stage gating, micro-grant and resource access, professional mentorship, and structured performance metrics. Maximizes state-owned creative media facilities for

both education and industry application.

- **One-Year Goal:** Operationalize the UHWO ACM MOA to activate post-production facilities, launch pilot workforce programs, and establish the foundational framework for a Campus-to-Industry Film Incubator.
- **Five-Year Goal:** Create a nationally recognized, Hawai‘i-based creative media education-to-industry pipeline that produces job-ready talent, supports local content creation, and attracts productions seeking integrated workforce and post-production solutions.
- **Action Plan:**
    - Implement MOA deliverables to activate post-production suites and shared facilities for education and industry use.
    - Launch ICAN pilot programming and cohort-based workforce training aligned with industry needs.
    - Establish a **Campus-to-Industry Film Incubator**, including stage-gated development support, micro-grants, professional mentorship, and resource access.
    - Define performance metrics for student outcomes, industry engagement, and project commercialization.
    - Maximize utilization of state-owned creative media facilities for dual education and industry purposes.
- **Performance Measures:**
    - Post-production facilities operational and utilized within the first year.
    - Successful completion of at least one pilot cohort with measurable job placement or project outcomes.
    - Formal launch of the Film Incubator with defined governance, metrics, and funding pathways.
    - Increased utilization rates of state creative media facilities by both students and industry partners.

Creative Industries Sector Partnership (CISP) Good Jobs Hawai‘i no cost extension. Good Jobs Hawai‘i is a U.S. Economic Development Administration (EDA) grant administered through the University of Hawai‘i Community Colleges (UHCC) to strengthen Hawai‘i’s workforce through employer-driven sector partnerships. Launched in 2022 under the national *Good Jobs Challenge* program, funding was originally set to conclude in August 2025 and is now continuing under a **one-year, no-cost extension through August 2026**.

The **Creative Industries Sector Partnership (CISP)** was established in 2023 through collaboration among UHCC, the Chamber of Commerce Hawai‘i, DBEDT’s Creative Industries Division (CID), and industry partners. The CISP convenes educators,

employers, unions, and community organizations to align creative sector training with employment opportunities in film, media, fashion, digital design, and emerging areas such as esports and AI-driven content production. CID provides staff leadership and coordination for the partnership, funded through grant reimbursement.

Under the new extension year, **DBEDT and CID**, in collaboration with the **Chamber of Commerce Hawai‘i**, are supporting the transition toward a sustainable, public–private funding model to maintain the CISP beyond federal support.

- **Classes Offered (FY 2025-26):**
  - Production Assistant Training – Windward CC (noncredit)
  - Production Accounting for Film – Windward CC (noncredit)
  - Esports Certificate Program – UH Mānoa (credit)
  - Fashion Incubator Series – UH Maui College (noncredit)
  - Continuing Digital Art and Film Cohorts – Kapi‘olani CC and Windward CC (credit and noncredit)
  - **Foundational Safety Course – Honolulu CC (noncredit)** – collaboration with **IATSE 665 Winter 2026**

- **Program Metrics (as of September 2025):**
  - **Total participants enrolled:** 147 (49 % of 300 goal)
  - **Total completers:** 78 (30 %)
  - **Total employed or in internships:** 37 (19 %) – includes **7 interns placed on the *Wrecking Crew*** production filmed in Hawai‘i.
  - **Educator engagement:** 19 DOE CTE teachers from 12 schools participated in Career Awareness workshops and externships (including April 2025 event). The convening team has identified **two West O‘ahu and two neighbor island schools** for deeper collaboration with the CISP beginning in 2026.
  - **Employer engagement:** 139 active creative-sector partners.

- **Program Highlights and Successes:**
  - Continued progress toward the **Good Jobs Hawai‘i target of 300 participants** through additional creative-sector training cohorts.
  - **Foundational Safety Course** at **Honolulu Community College** in collaboration with **IATSE 665**, establishing a pre-apprenticeship model for on-set and live-event safety training statewide.
  - Placement of **seven interns on the *Wrecking Crew*** production, resulting in continued local employment opportunities and valuable process insights on how to better connect trainees to employers, navigate production timelines, and manage tax and procurement requirements.

- Ongoing **Career Awareness Action Team** workshops connecting DOE CTE educators with creative-sector employers, supporting stronger classroom-to-career alignment.
- Continued pilots in **AI Literacy** and **Creative Entrepreneurship**, expanding the CISP's scope from short-term job placement to broader creative-sector ecosystem development.

Funding for **Good Jobs Hawai'i**, including tuition for classes and personnel costs associated with CID staff assigned to the program, is covered under the EDA Good Jobs Challenge grant. CID's salary reimbursements continued through FY 2025; no additional CID procurements were funded under this program during the period.

Creative Lab Hawai'i (CLH) Initiatives. Expand skills development in business and talent development, through Creative Lab Hawai'i Accelerator and partner programs to increase jobs and business growth of Hawai'i's creative economy. Focus on high-paying jobs and sectors that were adversely impacted by the pandemic and downturn in tourism, including music, arts, and culture.

- **Key Initiatives:**
  - Launch CLH Export Ready initiative (CLERI) to build capacity in entrepreneurial creative sectors and support micro-business development in film, creative media, television and streaming production. The initiative will integrate with Good Jobs HI employer partners to include location-based television and feature productions to build a pool of talent for television and streaming for writers' rooms and create pathways for career advancement from production assistant to producer and co-producer. Partner organizations include Writers Guild of America (WGA), Producers Guild of America (PGA), Directors Guild of America (DGA).
  - Continue CLH Music Immersive (CLMI), which generated additional licensing fees in calendar 2023 through licensing of original works for film, television, and commercials. License fees for Hawai'i songwriters and composers since the program began total over $600,000.
  - Deliver animation and storytelling programs for middle and high students through the Xperiential Storytelling Partnership with DOE-CTE students and teachers, including the SHOOTS summit and participating schools and partners such as Waianae Seariders, Hawai'i Technical Academy, Campbell High School, and Maui schools and teachers. Provide online training programs with mentors from major animation companies, including Pixar, to prepare students for locally based writing and animation careers and remote work opportunities with major studios.

- **One-Year Goal:**
    - Execute MOAs with DOE and UHCC to provide talent development alongside the educational pipeline through LH and CID programs and expand programs beyond course work-only pathways.
- **Five-Year Goal:**
    - Integrate music, jobs and revenue opportunities from licensing into an ELO embedded in CTE curriculum for the Arts, Culture and Entertainment Industries Pathway.
    - Expand internship and placement opportunities for CTE and DOE graduates in production and recording studios and remote work roles.
    - Increase placement of certified above-the-line talent in local and offshore productions.
- **Action Plan:**
    - MOAs developed to accelerate job placement and entrepreneurial creative economy.
- **Performance Measures:**
    - Business opportunities generated from industry relationships.
    - Private, grant and foundation sector capital raised for section HRS 201-113, Hawai‘i Film and Creative Industries Development Special Fund.
    - Export of IP, including licensing and distribution of films, online series and music.
    - Jobs filled by Hawai‘i residents in emerging industries, including creative sector placements.

Studio Space Local Content Industry Initiative. This initiative will provide co-working and studio space for creative artists in rural areas on the Neighbor Islands and in Leeward O‘ahu. It will support workforce development by offering training, workshops, and certification programs at locations statewide. A robust online portal will extend reach and connectivity, linking Hawai‘i‘s creative workforce with global business development and job opportunities, supporting collaboration with the tech and creative community and advancing export of local IP. Community partnerships, including commercial and nonprofit organizations, will support implementation and program reach.

- **Five-Year Goal:**
    - Develop regional facilities in communities where creatives cluster, with a focus on rural areas on the Neighbor Islands and in Leeward O‘ahu.
    - Conduct workforce development training, workshops, and certification programs at locations statewide
    - Maintain a robust online portal that provides connectivity and outreach, and links Hawai‘i‘s creative workforce with global business development

and job opportunities.

- **Action Plan:**
    - Establish CreativeSpace sites and expand CLH entrepreneurial development on Oʻahu and the neighbor islands in FY27-28 through MOAs with public access stations.
    - Co-lead and co-manage the initiative through ʻŌlelo and Nā Leo partnership for facility use, marketing and community outreach services in each region.
    - House Creative Lab Hawaiʻi programs at these locations and provide wraparound business and marketing support services.
    - Operate facilities as a regional hub for talent development, skills and certifications, and production space for media and music, arts and culture.
- **Performance Measures:**
    - Increased revenues to HRS 201-113 to expand access to capital for local creative projects in film, media, music, and marketing.
    - Increased created and engagement through the online portal, resulting in new remote work opportunities for local creatives.

Digital Transformation of Systems: Film Tax Credits. The DBEDT Tax Credit Hub, Registration System has been completed, and the reporting module has launched. Moving the filing process from paper to web-based submission has improved communication with productions and streamlined application submission and review. It has also expanded internal access to data for research and reporting. Future enhancements will support more detailed data collection, including workforce development tracking.

- **One-Year Goal:**
    - Enhancements to the portal application process will be completed Q2, FY26.
    - Increased efficiencies of real-time data for tracking and reporting.
    - Effective reporting for Administration, Department and Legislature
    - Work continues on building Standard Film Permitting online system.
- **Five-Year Goal:** Online systems increase staff efficiency and improve capacity to work on new projects, supporting the digital transformation of state government services. It also provides real-time reporting abilities for faster decision-making on film permits and tax credits.
    - Meet required timeline for certification letters, improving turnaround time for review/certification in CID and HTDC.
    - Create a template for other state department-related tax credits.
    - Increase staff efficiency through digital modernization.
- **Action Plan:**

- Maintain online portal for DBEDT tax incentive programs management (Film credits, R&D, Energy).
- Procure and engage film industry-specific contractor to build online portal for all county and state film offices to launch online hub for Hawai‘i Film Industry, including standard and open and accessible film permitting systems.
- Provide efficiencies and mitigate delayed data reporting by moving from email and paper-based data entry.

- **Performance Measures:**
  - Expedite review and certification process for DBEDT film and technology tax credits, including collection of more granular workforce development data and metrics
  - Expand DoTAX access to reviewed and certified data to reduce audit turnaround time for the state and filers
  - Improve required data reporting efficiencies through standardized, web-based reporting
  - Improved turnaround time for standard film permits by strengthening shared access and coordination between DBEDT and state department and agencies

External Dependencies and Assumptions

There are many factors that influence the extent that the goals mentioned here are dependent on. The success of these programs long-term will be dependent on the available funds to continue to support workforce development under the assumption that employers are ready to hire a trained workforce because of these programs.

External Dependencies:

- Availability of State, Federal, and private capital to continue to support and expand DBEDT-sponsored programs and services
- Financial investments in and overall accessibility of AI technology
- Economic and currency stability
- Regulatory and tariff environments
- Market demand and political stability
- Vendor responsiveness, paperwork compliance and permit approvals
- Trade show organizer cooperation and availability of convention space
- Airline connectivity (China Airlines, Hainan Airlines)
- Cooperation with State, Federal, Private-Sector, and Community Partners
- Infrastructure coordination with utility companies

Assumptions:

- Small businesses seeking expansion capital and unable to get a commercial loan
- Overall acceptance and public adoption of AI technology
- Continued demand for Hawai‘i products
- Stable international trade relations
- Ongoing support for export development and training
- Continued demand for Hawai‘i products
- Ongoing support for export development and training
- Upgrade facilities to ensure safety and support for international programs
- Households, businesses, and property owners will continue to seek financing for clean energy and infrastructure upgrades, as well as access to capital gaps continue to exist.
- Ability to identify and negotiate with the organizations to maximize the state’s dollars, provide high-value marketing activities and activations, and benefits to Hawai‘i’s communities.
- Ability to partner and work with other state, county, and federal agencies, building opportunities for collaboration with the community and visitor industry, and communicating HTA’s efforts and benefits of tourism.
- Domestic, international, and local economic conditions, staffing, and cooperation from other state, county, and federal agencies