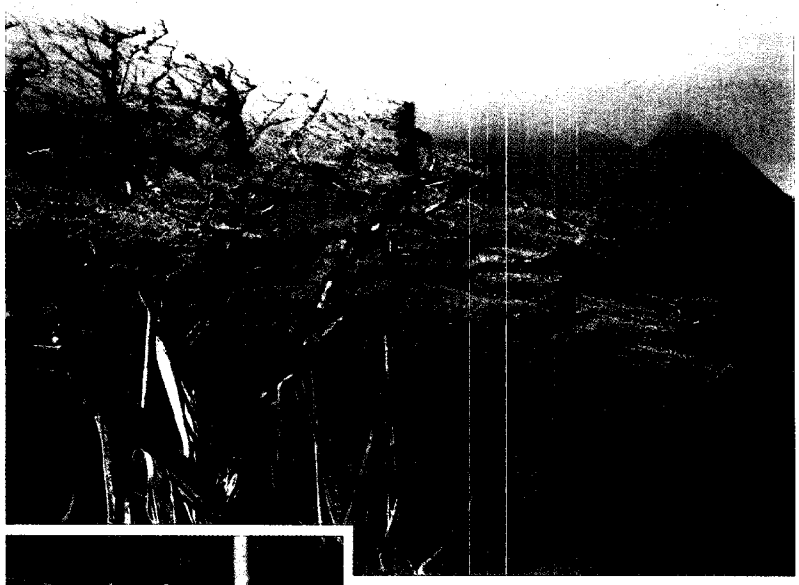
Tourism Task Force

Report to the Governor



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5 - YEAR TOURISM ACTION PLAN

October, 1994

Tourism Task Force

Report to the Governor

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5 - YEAR
TOURISM ACTION PLAN

October, 1994

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PART 1 - EXECUTIVE SUMMARY

PART 2 - BACKGROUND

PART 3 - ACTION PLAN

PART 4 - APPENDICES/ BIBLIOGRAPHY

TABLE OF CONTENTS

PART 1 EXECUTIVE SUMMARY

The Executive Summary is contained in a separate bound volume

PART 2 BACKGROUND

PREFACE ii

Authority ii
The Tourism Task Force ii
Acknowledgements iii

INTRODUCTION 1

Purpose of the Action Plan 1
The Plan in Perspective 1
Guiding Principles 2
Methodology 4

OVERVIEW 6

Problem Statement 6
Historic Perspective 6
Current Status of the Industry 8
Problem Areas 9
Opportunities 14

GOALS 16

Primary Goals 16
General Goals 16
Immediate Goals 16

SETTING PRIORITIES 17

Critical Problem Areas 17
Determining Priority Objectives 17

PRIORITY OBJECTIVES 19

Tourism Task Force

Report to the Governor

PART 1

EXECUTIVE SUMMARY

(THE EXECUTIVE SUMMARY IS A SEPARATE BOUND VOLUME)

PART 3 ACTION PLAN

PHILOSOPHY OF THE TOURISM ACTION PLAN iii

STRUCTURE OF THE TOURISM ACTION PLAN iv

ELEMENT 1 (Establish Visitors Bureau to Implement Action Plan) 1-1

ELEMENT 2 (Sell the Rainmaker Hotel) 2-1

ELEMENT 3 (Offer Incentives for Tourism Business Development) 3-1

ELEMENT 4 (Adopt Funding and Financing Package) 4-1

ELEMENT 5 (Develop Tourism-Related Facilities) 5-1

ELEMENT 6 (Design and Implement Targeted Marketing Program) 6-1

ELEMENT 7 (Implement Environmental Clean-Up Program) 7-1

ELEMENT 8 (Improve Tourism Information and Public Awareness) 8-1

ELEMENT 9 (Adopt Measures to Increase Air Service Levels) 9-1

ELEMENT 10 (Establish Regional Linkages) 10-1

ELEMENT 11 (Improve Tourism Data Collection and Analysis) 11-1

ELEMENT 12 (Expenditures and Budget) 12-1

PART 4 APPENDICES AND BIBLIOGRAPHY

APPENDIX A - Inventory of Accommodations A-1

APPENDIX B - Inventory of Attractions B-1

APPENDIX C - Inventory of Transportation C-1

APPENDIX D - Inventory of Primary Regional Organizations D-1

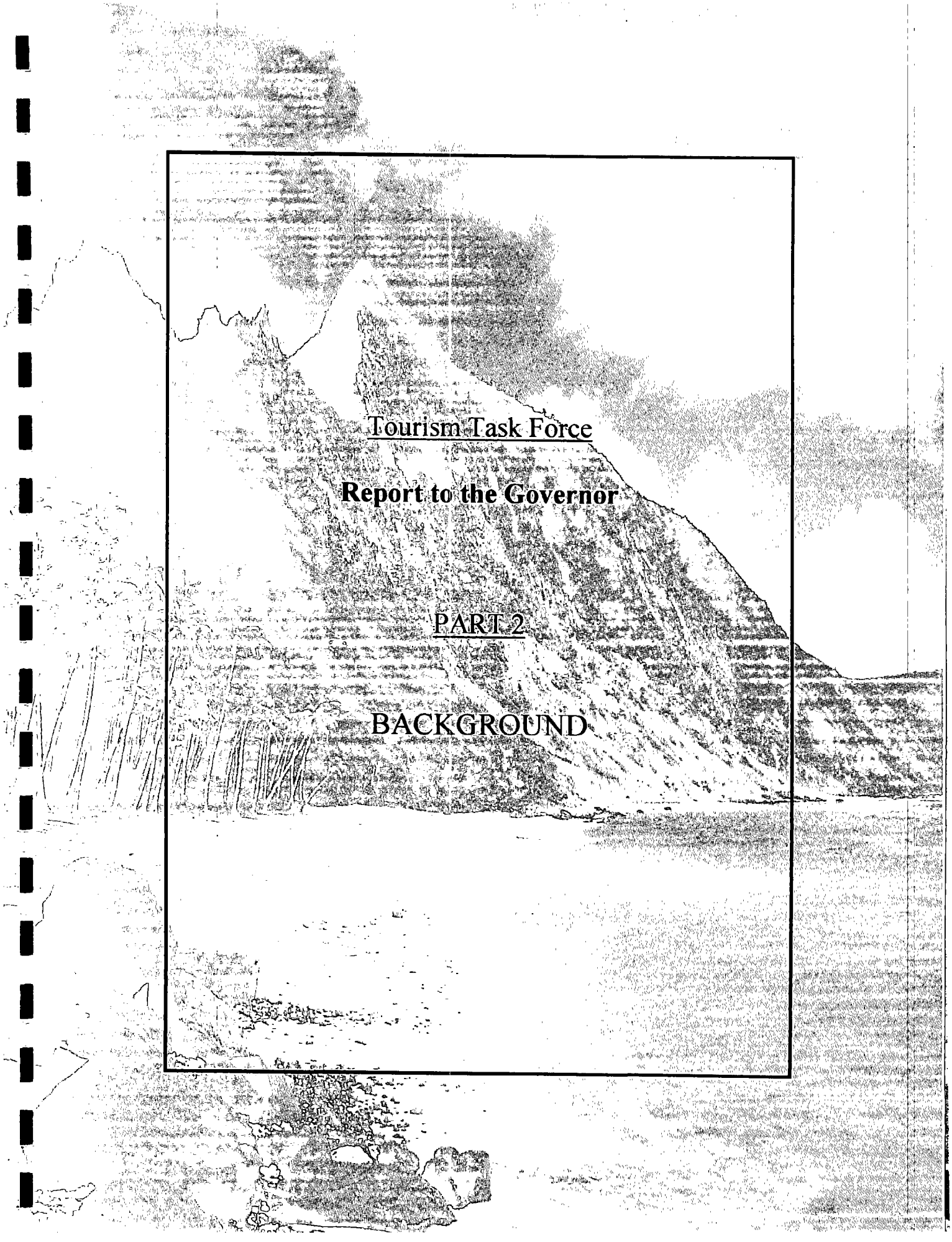
APPENDIX E - Tourism Statistics E-1

APPENDIX F - Summaries of Tourism Forums F-1

APPENDIX G - Bibliography G-1

PART 2

BACKGROUND



Tourism Task Force

Report to the Governor

PART 2

BACKGROUND

PREFACE

· AUTHORITY

The Governor's Tourism Task Force was created by Governor's General Memorandum No. 117-1993, which was issued on December 23, 1993. The General Memorandum charged the Task Force with formulating an Action Plan which included a statement of general goals and objectives, a determination of tourism development priorities, identification of funding sources, recommended activities and projects with an implementation strategy, timelines, and a mechanism for monitoring progress.

· THE TOURISM TASK FORCE

General Memorandum 117-1993 reflects Governor Lutali's belief that private sector involvement in the development of tourism must be maximized. It was the Governor's desire that the Tourism Task Force be heavily influenced by private sector (rather than government) interests, and should be "industry driven".

The Tourism Task Force consists of the following members:

Mata'utia Amos Galea'i, *Chairman*
Manager, Royal Samoa Tours & Travel

James L. McGuire, *Vice Chairman*
Vice President, Blue Pacific Management Corporation

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ACKNOWLEDGMENTS

The Tourism Task Force wishes to express its sincere appreciation to Governor Lutali for his confidence in us and his patience with delays in the planning process which occurred from time to time.

We would also like to acknowledge the many individuals and organizations who provided information and assistance to the Tourism Task Force. They include:

- Chris Wong, Director of Tourism, and Staff, Cook Island Tourism Authority
- Jeanne K. Schultz, Deputy Director, Hawaii State Department of Business, Economic Development, and Tourism
- Western Samoa Visitors Bureau
- Va'asilifiti Moelagi Jackson, Safua Hotel, Western Samoa
- Charles Ala'ilima, Manono Village Tours, Western Samoa
- William Brown, Outrigger Hotels, Hawaii
- John Wasko
- Aitofele Sunia
- Frank Pritchard
- Pacific Basin Development Council
- Hawaiian Airlines
- Samoa Aviation
- Polynesian Airlines
- Blue Pacific Management
- Department of Local Government (Samoan Affairs)
- Tupua Le'iato , Eastern District Governor
- A.U. Fuimaono, Western District Governor
- Tufele Li'amatua, Manu'a District Governor
- Rainmaker Hotel/ASDC Board of Directors
- Department of Education
- Pacific Business Center, U.H.
- KZVK
- WVUV
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- Office of Tourism

DATA SOURCES USED IN THE PREPARATION OF THIS REPORT

Population and demographic data used in the preparation of this report were derived from U.S. Census reports and subsequent up-dates prepared by EDPO. Economic and financial data was derived from official government sources including Immigration and Customs reports, DBAS and ASDC records, business license records, and various economic surveys conducted by EDPO and other ASG agencies. Tourism data were collected from a variety of world and regional sources, and historical information was obtained from various government archives, Department of the Interior reports, and personal interviews.

INTRODUCTION

• PURPOSE OF THE TOURISM ACTION PLAN

The 5-Year Tourism Action Plan is meant to serve as a tool for use by government and the private sector in their efforts to revive the tourism industry and increase its contribution to the local economy. The purpose of the Plan is threefold:

First, to determine the most significant problems and/or obstacles which presently hinder tourism development. These problems may be physical, environmental, cultural, or organizational. In addition, to identify exploitable opportunities for tourism improvement.

Second, to identify general and specific goals for tourism development in the territory. These goals will provide broad guidance for determining what kind of tourism we want to promote, as well as identify and target those aspects of the industry that are most important to the overall growth and development of tourism.

Third, to recommend specific objectives and actions to address the most important problems. In addition, to organize these recommendations into a comprehensive plan of action.

• THE PLAN IN PERSPECTIVE

The 5-Year Tourism Action Plan must be considered in perspective if it is to be fully appreciated. How this plan fits into broader strategies for economic development, as well as its practical limitations are important to understand if the tool is to be used most effectively.

General Economic Policy:

The overall goal of any Economic Development Plan is to create jobs and infuse money into the economy. Our economy is heavily dependent on one dominant industry, so a major goal in any overall economic development strategy for American Samoa must be *diversification* of the economy. This will make it less fragile and less vulnerable to fluctuations or permanent reduction in the dominant industry, and will provide greater security and opportunities for American Samoans.

The recent closure of the Starkist can plant, should serve to remind us that the future of the tuna canning industry is unpredictable given the current worldwide dynamics of the tuna industry. Sooner or later, one or both canneries will leave the territory, and when they do the economy will be severely impacted. How well we weather that storm when it comes may ultimately depend on what we do about the tourism industry today. Tusi, Ofa, and Val taught us valuable lessons about preparedness--lessons we should now apply to our economy.

Why Develop Tourism?

American Samoa has limited land area, few exploitable natural resources, and is located far from major markets. These factors drastically reduce practical options for economic diversification and development. Development of the tourism industry, therefore, represents one of the only realistic options for economic development, and must undoubtedly play a major role in any future overall economic development strategy.

Tourism is a "clean" industry, which makes it an attractive alternative for economic development in American Samoa. Our island environment is fragile, and has already been seriously degraded by industrial development and growth associated with the canneries. On the other hand, the success of the tourism industry depends in large part on maintaining the health and beauty of the natural environment. As we work to clean up

and protect our island environment, we improve the quality of life for ourselves and our children. At the same time, we make our island more attractive to visitors.

In addition to the natural environment, any successful approach to tourism development in American Samoa will involve the marketing of perhaps our greatest asset-- our culture and people. We are all concerned with maintaining the integrity of our culture and preserving our traditional ways. Again, by doing so, we also preserve one of our greatest tourist attractions.

Another reason for developing tourism is that it is the kind of industry that lends itself to entrepreneurial enterprise and village-based small business development. Creating opportunities for American Samoans to own and operate their own small businesses must be a central objective of any economic development strategy aimed at diversifying and strengthening the local economy. Development of tourism must be supported by a wide variety of services and products, most of which can be supplied by small business enterprises.

Clearly, our desires to protect our environment, to preserve our culture, and increase opportunities for indigenous small business are compatible with the development of tourism. With the tourism industry, our desires for a better quality of life and our goals for economic development go hand in hand, and in fact, re-enforce one another.

Limitations of the Plan

The 5-Year Tourism Action Plan is a short-term plan, intended to "kick-start" a moribund tourism industry. The Plan is not a cure all, and cannot be considered a final solution to the tourism problem. If implemented over the next 5 years as proposed, however, the Plan should result in significant and measurable *improvement* in most of the major tourism problem areas. Such improvement, however, will represent a beginning of our development effort, not an end.

The Task Force had neither the resources or the desire to formulate a 10 to 20 year tourism plan, although we realize that ultimately such a plan should be developed as part of a long-term comprehensive economic development strategy. Given the fact that we will be starting with an industry that is virtually defunct, there is no way to project with reasonable certainty what the status of tourism development in the territory will be 5 years from now, much less 10 or 20. Even if this plan is substantially implemented, its impact on the industry is difficult to predict with certainty. It will be important, therefore, to re-assess our position towards the end of the planning period, and adjust our strategy and our action plans accordingly.

We did what we could with what we had, and have endeavored to construct a plan that offers a chance for real improvement in what will certainly become a critical sector of our economy. If the will can be found within our leaders and ourselves to take the steps outlined in this 5-Year Plan, we will have taken an important first step on the road to greater economic self-sufficiency.

GUIDING PRINCIPLES

In approaching our assignment, the Task Force decided early on that, above all, the plan we designed should be practical. To keep ourselves on this track, we were guided by a few basic principles.

1) Don't Try to be Something You're Not

In order to fashion a realistic plan, we have to be realistic about who we are, and what we have to offer. While we can certainly learn from the experience of our neighbors in the Pacific, simply trying to mimic a Hawaii or a Saipan, or a Cook Islands will not bring us success. We must find our own path using our own unique

resources if we are to develop a visitor industry that can be sustained.

It is unlikely that American Samoa will ever become a single destination for tourists. Rather, our future depends on becoming a successful participant in the growing regional tourism industry. To do this we must market our own unique blend of American and Samoan culture and hospitality, and promote our wholly unique attractions like the National Park.

2) Concentrate on solutions over which you have some control.

As the Task Force examined options for improving the tourism industry, we tried to concentrate on solutions that could be accomplished through our own decisions and actions. For instance, the appalling litter and stray dog problem is entirely within the hands of the government and people of American Samoa to correct. All that is needed is a commitment and the will to carry it out. On the other hand, increasing the Essential Air Service levels for the territory can only be accomplished through official action the U.S. Department of Transportation. Some options, such as forging cooperative marketing arrangements with other islands in the South Pacific, require both internal and external action.

Of course, some solutions (such as increasing the EAS limits) are so critical to the overall improvement of the tourism industry that they must be included, even if our capacity to accomplish them is limited. In such cases, we can only identify ways in which we can facilitate or support the needed action.

3) Favor low cost solutions over high

Given the depressed state of the tourism industry in American Samoa, and the general lack of financial resources, it is important to focus on low-cost options wherever possible. Again, those things that we can do for ourselves using our own resources are most desirable. Many options included in the plan involve organizational or administrative changes only. Some options can be accomplished through the development of modest support facilities at low cost. Some options are expensive, but critical to the overall development of tourism. Where possible, high cost solutions have been avoided.

4) Keep major capital improvements costs to a minimum

Related to the desire of the Task Force to favor low-cost solutions, is the idea of keeping large capital improvement costs to a minimum. These "big-ticket" items, such as harbor construction or airport improvements, are not strictly tourism development projects. While they are necessary to support tourism development, they are related to broader strategies for economic and public facilities development, and should be considered in those broader terms.

Capital improvements will be necessary to support tourism development but, wherever possible, they will be restricted to low to moderate cost facilities. In addition, the Task Force is inclined to look to the private sector to provide many of these facilities (such as yacht support facilities) through individual business development or private/public partnerships.

5) Don't include actions where no funding has been identified.

Finding ways to fund the recommendations contained in this plan may be the most difficult part of the planning process. While in many cases specific funding sources are difficult to identify, the Task Force has attempted to at least identify a possible funding option.

Some of the funding options involve new sources of funding for tourism development. Where this is the case, the funding measures and projected amounts of funding are included in the Plan. Actions for which no funding alternative can be identified have been generally excluded from the Plan.

METHODOLOGY

The Task Force sought to use a systematic approach in studying the tourism situation in American Samoa. Tourism can be likened to a puzzle with many interlocking pieces. In our approach to solving the tourism puzzle we first decided to examine the pieces, or problem areas, individually, and look for ways to improve the fit of each. We began meeting in January, 1994 with a discussion of general goals. These goals provided rough guidelines which we used to focus our discussions.

Due to time constraints of our predominantly private sector membership, it soon became obvious that our work would have to be conducted primarily outside regular business hours. A work plan was designed whereby every week or two, staff from EDPO researched and compiled summaries of information about a single problem area (transportation, for instance). The Task Force then met each Saturday for focused discussion on one of the major topics, using the material developed by staff as background to those discussions. During these sessions we attempted to refine our goals and objectives, explore major policy issues, and assess possible options.

The Task Force made one fact-finding trip to the Cook Islands. That experience was quite enlightening and helped us a great deal in making realistic assessments of our own situation in American Samoa. Our experience in the Cooks also persuaded us that we needed to solicit comment from the entire community before reaching final conclusions or offering recommendations.

We spent many hours around tables discussing what could or should be done about tourism. We spent at least as much time listening. Whenever we could, we sought out the views and the suggestions of tourism professionals from throughout the Pacific. But more importantly, we tried hard to listen to our friends and neighbors in the community and, of course, our own common sense.

Our workplan included the following:

Identification of General Goals

The identification of general goals resulted from our initial discussions regarding different forms of tourism development. These goals reflected our desire to maximize the beneficial effects of tourism, while minimizing possible detrimental impacts to our culture and environment.

Identification of Problem Areas

Consistent with our desire to look at the tourism puzzle in a systematic way, we identified nine (9) major areas for study. This allowed us to better organize our discussions and more easily recognize the linkages between these problem areas.

Examination of Constraints and Opportunities by Problem Area

We sought to identify and assess existing constraints and barriers as they related to each of the problem areas. We also looked at opportunities for improvement of each problem area, especially where we felt that American Samoa had some kind of comparative advantage.

Identification of Options for Action and Assessment of Policy Questions

Once we assessed the constraints and opportunities, we began looking at various actions that might be implemented to improve the situation. In discussing the merits of these actions, we also explored broader policy issues related to their possible implementation.

Gathering Information About Tourism Development Programs in the Region

The Task Force was not inclined to "re-invent the wheel" when it came to structuring a tourism development strategy. We decided to gather as much information as we could regarding how

our neighbors in the Pacific approached the development of tourism, especially those who are succeeding. We did not try to copy anyone's program, but we did use good ideas when we found them. Our budget precluded extensive fact-finding trips, but we did spend a week off-island with representatives of the Cook Islands Tourism Authority, one of the real success stories in the Pacific.

Solicit Public Opinion and Comment

We were convinced early on that for the Plan to be adopted, it would have to have broad community support. We therefore decided to host several community meetings to solicit comment and opinions. These Tourism Forums, were designed to allow us to interact with not only the general public, but traditional leaders as well.

There were two kinds of community meetings. With the help of the District Governors we organized forums with traditional leaders and faipule in the Eastern, Western, and Manu'a Districts. After meeting with the traditional leaders, we hosted a three-day General Forum for the public at the Rainmaker Hotel.

We benefited greatly from the collective wisdom of our traditional leaders, and although the General Forum was not as well attended as we had hoped, there were several valuable discussions and many good ideas offered. Questionnaires were distributed at the General Forum as they were at the District Forums. This provided an additional opportunity for comment from persons who could not otherwise participate.

Finalizing Goals and Objectives

The views expressed in the public meetings were not at all dissimilar to those of the Task Force members, so the general goals we discussed early in our planning process required little adjustment. Ultimately, we decided that the immediate goal of the plan would be ***significant and measurable improvement in each of the problem areas***. This provided a practical focus for establishing our priority objectives and plan of action. With our information gathering essentially complete and goals clarified, we lastly finalized the major objectives within each problem area and the specific actions required to reach the objectives.

Determine Appropriate Criteria and Set Priorities for Action

Unfortunately, there are many more good ideas for improving the tourism industry than there are resources to carry them out. It was understood from the beginning that we would not be able to include everything that we might want to in the Plan.

Before finally deciding upon our priority objectives and action plan, we considered the options in light of our previously mentioned guiding principles. We also established additional criteria to further evaluate the feasibility of each option.

Construct Action Plan

In order to study the tourism puzzle we had to pull the pieces apart and examine them. We realized, however, that the pieces function as an integrated whole, and many problems have common solutions. The structure of the Action Plan reflects this fact.

We designed the Plan to address all of the goals and priority objectives, and included specific actions to accomplish them. The Plan is constructed of 12 elements, consisting of single actions or groups of actions. For every action recommended we have attempted to identify the specific tasks, responsible parties, estimated costs, and time required for implementation.

The Executive Summary, which accompanies this report, was prepared to condense and simplify this report for quick review and general consumption. Graphical timelines are included to visually represent major elements of the implementation plan.

OVERVIEW

· PROBLEM STATEMENT

The tourism industry in American Samoa has nearly disappeared. As one of our only possible options for economic diversification and growth, it is in the best interests of the people of American Samoa to revive the industry if we can. To do this we must look at the tourism industry in perspective, honestly assess its current status and dynamics, and try to understand the true nature of the problems confronting it.

We are hampered by a lack of resources, a government in serious financial difficulty, a rapidly growing and generally apathetic populace, and a less than flattering reputation. Nevertheless, we believe it is possible to stop the decline in the industry, turn it around, and provide a foundation for future sustainable growth. The problem facing the Task Force and the community is how to accomplish this in spite of the obstacles facing us.

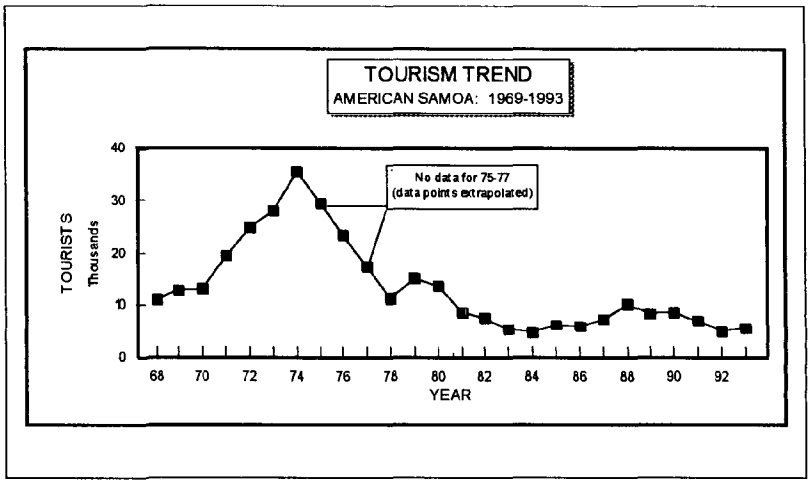
· HISTORIC PERSPECTIVE

Tourism has not always been the lackluster industry that it is today, but it has been this way for so long, many probably do not realize it. When one steps back and looks at the industry in historical context, it becomes clear that we are at the bottom of a steady downward slide that began about two decades ago.

20 Years Ago and Today

Today in 1994 it is difficult to find anyone who does not have a disparaging word to offer about tourism in American Samoa. This is understandable, given the many years that the industry has been in decline. Talk to people about how it was in 1974 or earlier, however, and a completely different picture emerges.

In 1974, by all accounts, tourism was a flourishing industry, and had been on an upward trend for several years. The Rainmaker Hotel (then called the Americana) was a small but



"first class" establishment. Air service was good, with about six flights a week serving the territory. Cruise ships arrived at a rate of almost two a month, and when they arrived they were routinely greeted with flowers, and singing and dancing, and other forms of cultural entertainment. The ride on the aerial tramway was widely considered to be one of the wonders of the South Pacific, and the sightseeing was not as often marred by scenes of garbage on the beaches or in the villages.

In 1969, the American Samoa Economic Development Plan said, "Tourism is American Samoa's major potential growth industry; per dollar of investment and unit of [ASG] effort, it will do more to accelerate economic growth than any other endeavor. It can be the largest source of new employment and income and a

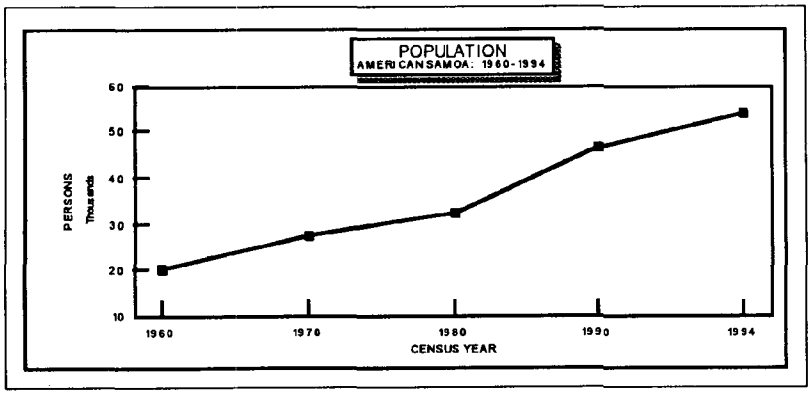
powerful generator of [ASG] revenues." Although growth did not occur quite as rapidly as anticipated, clearly, in 1974, tourism was going good and the prospect for growth looked excellent.

What Went Wrong? And Why?

Today, the tourism industry plays an insignificant role in the local economy. Since 1974, airline flights have decreased by two-thirds and quality of service is only fair to poor. The Hotel is now "second rate", the tramway has been out of service for years, the roadways and beaches are strewn with dog-ravaged trash, and only a handful of cruise ships make their way to Pago Pago each year.

Between 1974 and 1994 many things happened to hasten the decline of the tourism industry in American Samoa, including:

Population Explosion: The population of the territory almost doubled over the last 20 years. Growth during this period resulted primarily from heavy in-migration and an unusually high birth rate (including alien mothers coming to American Samoa solely to give birth). A relatively minor, but significant contributor was residents returning from abroad. Most of the population explosion can be linked to aliens seeking better jobs and wages, a liberal immigration policy, and a seriously deficient immigration control system. The dangerously high growth rate has overtaxed our social and physical infrastructure, and rendering us less than capable of controlling the impacts of growth, such as pollution, crowding, and crime.



Decline in Air Service: More locations in the South Pacific built large airports, and there was a shift to larger passenger jets, so it was not as necessary to transit through Pago Pago to reach destinations like the U.S., Australia, New Zealand, Tahiti, etc. Beginning in the mid-70's, flights decreased significantly, from 6 per week to 2 per week, in part due to the worldwide oil crisis. Pan American Airlines, who served the territory in the early 1970's, not only provided air service but operated the Hotel as well.

Deterioration of the Hotel: The Pago Pago Intercontinental Hotel opened in the mid-60's under the management of the Intercontinental Hotel chain and Pan American Airlines who also provided air service to the territory. In the early 70's American Airlines became the territory's major air carrier, took over management of the (renamed) Americana Hotel as their predecessor had done. During these times, the hotel was well operated and maintained. These were beneficial arrangements while they lasted, but they placed the two largest tourism eggs in one basket. The government took over management of the hotel in 1976. Since that time operation the Rainmaker has steadily deteriorated; both physically and organizationally. Over the years, political interference, abuse of privilege, and government-like hiring practices have combined to discourage efficiency and preclude sound management strategies.

Competition: In the last two decades, many more destinations in the Pacific became accessible to tourists worldwide. Many islands embarked on serious tourism development programs, including aggressive overseas marketing. While the success of these programs has varied, it is nevertheless clear that most of

our neighbors currently have more to offer than we do. While our neighbors cultivated their public images to suggest quality and value, we neglected our own to the point where we have gained a reputation for mediocrity that will require effort to overcome.

Poor Tourism Development Administration and Lack of Funding: While most of our neighbors made the commitment of effort and resources and forged ahead with tourism development, our attempts were (and continue to be) meager and largely ineffective. As with the hotel, the administration of tourism development programs by the government has been hampered by too much political influence, wasteful management and not enough real commitment and support.

CURRENT STATUS OF THE INDUSTRY

The tourism industry in American Samoa has dwindled to the point of near extinction, largely through complacency, neglect, and lack of public interest and support.

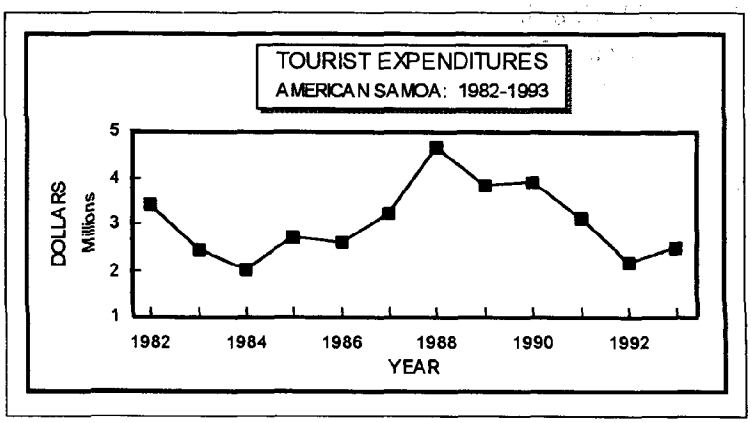
Number of Tourists/ Length of Stay

Last year, less than 5,000 tourists traveled to American Samoa. Together with around 5,000 cruise ship passengers, the total tourists amounted to less than 1/5 of the number in 1974.

The average length of stay for a tourist in the territory is about 4 days. This statistic has not changed much since the early 1970's, and reflects the fact that American Samoa has been and still is primarily a transit location. This dynamic is not likely to change significantly in the future, and therefore our tourism development strategy must be designed with this reality in mind. The small number of cruise ships that visit Pago Pago each year rarely stay longer than 8 hours. This typical length of stay for cruise ships is a statistic that could be lengthened significantly if there was more to offer disembarking passengers in the way of activities, entertainment, and shopping opportunities.

Tourist Expenditures

With a relatively short length of stay, it is logical that tourist expenditures would also be relatively low. Currently it is estimated that each tourist spends on average about $100 per day. Total tourism expenditures are therefore estimated at $2.0 million per year. Improving the availability and quality of goods and services offered would help somewhat (many tourists complain of the lack of activities, entertainment, and traditional goods), but the real key to increasing tourism expenditures is increasing the number of tourists and their length of stay.



Contribution to Local Economy

In 1974, the population and economy were smaller than today, and the tourism industry was larger. The contribution of the tourism industry to the overall economy, therefore, was significantly greater 20 years ago than it is today. While these numbers represent a significant decline, they do not tell the whole story of the effect on our economy.

With the decline in tourism, the structure of our economy has changed as well, and that impact may be the most significant of all. Clearly, in the

last 20 years, our economy has become less stable and less healthy as it has become more and more dominated by the canneries. The dwindling contribution of the tourism industry (which represents one of our only realistic economic options) is alarming because as it declines each year so does the diversity in our economy. This puts us all at risk as it makes our economy more fragile and dangerously vulnerable to the vagaries of the tuna industry.

Regional Comparisons

Most of the island nations in the Pacific are experiencing growth in the tourism industry. World wide, the tourism industry is on a healthy upward trend, and the Pacific (especially the South Pacific) is the fastest growing sector of the world-wide industry. Along with New Caledonia and Tuvalu, American Samoa is the only island that is on a downward trend instead of an upward one.

The two major destinations in the South Pacific are French Polynesia and Fiji. Making good progress in tourism growth were the Cook Islands, Vanuatu, Papua New Guinea, and Western Samoa.

PROBLEM AREAS

In trying to assess the dimensions and complexities of the problems facing the development of tourism, we decided to identify and then examine major problem areas one by one. By taking the tourism puzzle apart and looking at each piece separately, we felt it would be easier to finds ways to improve each.

Accommodations

The most serious constraint to tourism development is the lack of adequate accommodations, most notably the lack of a quality major hotel. Immediate improvement of the Rainmaker Hotel to internationally accepted standards of excellence is vital to the success of tourism in the territory. Failure to effectively address this issue will undermine virtually any other tourism development initiative that might be proposed.

The poor performance of the government in running the hotel must also be acknowledged as a leading contributor to the decline of our hotel facilities and its continued poor performance. If ever it could be said that American Samoa spoke with one voice, it was on this issue, for by far the most universally held sentiment we encountered was "GET THE GOVERNMENT OUT OF THE HOTEL BUSINESS".

Essential to the development of village-based tourism is the building of alternate accommodations such as motels, bed&breakfast, condominiums, and various forms of traditional housing. These alternate accommodations will augment the mainstream tourism market and support the growing eco-tourism market.

Transportation

Like the first, this topic area is dominated by a single problem-- air transportation service. Flights from the mainland and Hawaii are too infrequent and costly, and the quality of service has been inconsistent. The current EAS limits have not been adjusted for 10 years and are currently inadequate. Even so, Hawaiian airline routinely fails to meet the current levels of service. An increase in overall weekly seats and the addition of at least one additional flight per week, together with adequate mail and cargo service, is essential to provide even modestly convenient passenger service .

For a variety of reasons, regional transportation linkages are poorly developed, making it inconvenient and costly for regional travelers to visit American Samoa. To participate in the growing regional tourism market, ways must be found to include connections to American Samoa that are comparable to other destinations in terms of price and convenience. Of all the problems facing tourism development, this is probably the one that we have the least capacity

to effect. While we may be able to provide encouragement, regional air carriers will make their decisions based on economic realities, not our needs.

Another component of air service is, of course, the airport itself. The terminal is sorely in need of redevelopment, and the runway needs to be extended by 1,000 feet to accommodate larger, fully-loaded jets on takeoff. The inclusion of the airport under the Port Administration has caused administrative confusion and inefficiency that has contributed to the deterioration of the facility.

Interisland transportation by sea could be greatly improved through the development of adequate harbor and docking facilities. Some of these improvements are underway (in Manu'a), while others (such as the Western Samoa ferry dock) have not yet been addressed.

Ground transportation is adequate, but performance standards are needed to improve the general quality, reliability, and predictability of service.

Attractions

Our most valuable tourism assets are our people, our culture, and the natural beauty of our islands. Unfortunately, opportunities for tourists to experience our culture are few, and the quality of the natural environment has been degraded through decades of growth and neglect.

American Samoa's trash problem is out of control, and seriously jeopardizes any chance we might have to develop tourism. There is trash on the beaches, in the streams, along the roads, and in the villages. Solid waste collection is woefully inadequate, littering is rampant, and there is no enforcement of laws against it. A general clean-up may not be immediately possible, but a way must be found to at least keep high traffic tourist areas free of garbage.

The smell from the canneries is a serious threat to tourism development, and must be eliminated, or at least drastically reduced. The odor is so foul that it has already been declared a public nuisance in court, and it is time that the cannery be made to rectify this problem.

PROBLEM AREAS

Accommodations
Transportation
Attractions
Infrastructure And Support Services
Development Incentives
Funding And Financing
Marketing And Promotion
Regional Cooperation
Implementation And Monitoring

Despite the obstacles, there is real potential for development and improvement of attractions on Tutuila and in Manu'a. However, resources to do so will be limited and therefore must be targeted for greatest benefit. Attractions that are unique to American Samoa (such as the National Park) must be developed and vigorously promoted, as they will be the attractions that provide the impetus to include American Samoa in regional tour packages.

In addition, we must identify and find ways to support a critical "core" of attractions that can be developed and maintained, and then target them in our marketing and promotional campaigns.

Infrastructure and Support Services

Infrastructure and support services are the elements that determine whether a visitor will have a pleasant experience, or a frustrating and disagreeable one. Well maintained basic utilities, convenient immigration procedures, readily available products and services, a variety of leisure activities, and accurate information all

serve to provide a quality experience for visitors. Unfortunately, while basic utilities (except roads) are fairly reliable and well maintained, other problems remain. Entrance procedures can be difficult, or at least uncertain. Products and services are limited and quality is highly variable. Available activities offer inconsistent value and are not well promoted. Information and promotional materials are meager, not readily available, and often simply inaccurate.

As with attractions, we must identify a critical "core" of basic infrastructure, support services, and tourism businesses, and then find ways to improve, support and promote them.

One other important aspect of this problem area is lack of support for tourism by the general public. The residents of American Samoa are generally apathetic to tourism, which is probably understandable given the low level of tourism activity over many years and the growing domination of the economy by the canneries. The Task Force tried hard to provide forums for public discussion of the tourism issue during the planning process. These forums were well publicized including direct invitations to community leaders and groups. While the District Forums with the traditional leaders were well attended, the turnout at the General Forum for the public at large was disappointingly small. It is interesting to note that while the traditional leaders could see potential in tourism and generally supported it, the youth, who would be the direct beneficiaries of this kind of economic growth, did not attend the Forum. This fact should indicate the dimensions of the public awareness campaign that will have to be waged before tourism is supported by the general public.

Development Incentives

Presently, there are no development incentives offered by government targeted specifically at tourism development. There are no special tax benefits, and no special support or assistance for tourism businesses. Access to capital for business start-up or improvement is extremely limited, and no subsidies or special terms are offered for tourism businesses.

If we are going to get this sector of our economy off the ground, we will have to offer support, in the way of incentives, to tourism businesses. These incentives could be tax exemptions or credits, reduced fees, subsidized promotion and advertisement, low-interest loan programs, business technical assistance, or cooperative arrangements for construction, maintenance, and operation of tourism-related facilities.

Of course, one of the most important incentives for tourism development is a clear indication on the part of the government that it will do its part to support the industry. The business community and the general public will be listening to the government's actions, not their words. Considering the general mistrust of the government, those actions will have to be concrete and substantial.

Funding and Financing

Current funding levels for tourism development are grossly inadequate. Based on current budget allocations, it is not difficult to conclude that the ASG views tourism development as a low priority on its overall agenda (hopefully that will change after this plan is adopted). In both actual and constant dollars, funding for tourism development has steadily declined over the last several years. This decline roughly parallels the overall decline in the industry.

Another dynamic effecting the adequacy of funding has to do with the growing imbalance between money spent on development programs and money spent on personnel. As funding levels were declining, the number of tourism personnel almost doubled. This has resulted in a situation where today, tourism development plans and programs cannot be implemented

because the vast majority of the government's tourism development budget goes to personnel.

As personnel has claimed a greater and greater share of the shrinking budgets, the government has been forced to cut back even modest development efforts. These cutbacks have included withdrawing from the major regional tourism organization because we cannot afford the dues, and the virtual elimination of our marketing and promotional efforts.

Given the current level and allocation of funding, the government cannot hope to implement a basic marketing program, offer incentives to tourism-related business, or even arrange for modest tourism-related physical improvements. More importantly, the meager funding levels indicate a serious lack of commitment to tourism development on the part of government.

One fact is undeniable-- funding for tourism development must increase or there will be no tourism development. In business they say it takes money to make money, and that is especially true as it applies to our tourism industry. The government and the people of American Samoa are going to have to decide if it is important to them to diversify and strengthen their economy through tourism development. If so, we are going to have to invest sufficient resources to support the actions that will be necessary to build up the industry.

Capital for tourism business development, or any business development for that matter, is extremely hared to come by in American Samoa. Sources of financing are few, and lending policy is conservative. In order to make more capital available for tourism business development and expansion, a revolving fund should be established using appropriate grant funds and the resources of the Development Bank of American Samoa.

Marketing and Promotion

The problem with marketing and promotion is that there is none to speak of. No comprehensive professional marketing study has been done, and there is no plan for marketing or promotion. There are sporadic promotional efforts by the Office of Tourism, but they are largely ineffective, and may even do more harm than good by raising expectations that are not realized.

One of the problems is that there is very little in American Samoa to market or promote at the present time. We must have something to offer before we can start persuading people to come and visit us. However, as we develop our "core" of attractions and supportive businesses, there will be a greater need to direct resources to a marketing program and promotional campaign.

Marketing and promotion are expensive. The cost of attending trade shows and fairs, conducting familiarization tours for agents and travel trade media, producing displays and other sales tools, advertising in travel trade media, and participating in regional and world-wide travel organizations is staggering. For perspective, consider that Cook Islands currently spend about $1.7 million on marketing and promotion per year, and Western Samoa spends about $1.0 million. Our marketing and promotional efforts are likely to occur in the later part of our 5 year planning period, and our funding strategy will have to reflect that schedule.

Regional Cooperation

American Samoa is doing little to develop tourism in partnership with the rest of the Pacific nations. Again, this is due in large part to a lack of funding and support. In fact, American Samoa was forced to withdraw from perhaps the most valuable regional organization, the Tourism Council of the South Pacific (TCSP), of which we were a founding member. Consequently, there is little contact or communication between American Samoa and

our neighbors in the Pacific, and as a result, we are unprepared to take advantage of cooperative arrangements and opportunities that exist for leveraging resources.

The lack of linkages with other tourist destinations in the South Pacific is crippling. We have said that our future lies in greater participation in the growing regional tourism market, but without regional linkages this will be impossible to achieve. It is therefore critical that we re-establish our membership in the primary regional organizations, such as TCSP, the Pacific Asia Travel Association (PATA), and the World Tourism Organization (WTO), and forge cooperative arrangements with our neighbors for marketing and training.

Implementation and Monitoring

Implementation: As with the issue of the Rainmaker, it was a prevalent opinion that the government has done a poor job of administering and implementing tourism develop programs over the years. The Office of Tourism, while currently employing 12 people, provides little to tourists in the way of information, service, or assistance. Management of the Office has been left to political supporters of each successive Governor, and while the size of the Tourism staff has grown, the professional capabilities of the Office have not.

Implementation of a meaningful tourism development plan will require a business-like approach and professional capabilities. It is unlikely that this will be the case if the government continues to manage tourism development.

We were often told that the private sector should be responsible for tourism development. More than likely, a partnership between public and private sectors will be required with funding coming primarily from the government and management coming primarily from the private sector. Examples of this kind of public/private partnership can be found in both the Cooks Islands and Western Samoa, where they are both achieving some measure of success.

Monitoring: In order to effectively monitor tourism growth, reliable statistics must be readily available. For this to occur, there must be a well designed immigration information form, and an effective system for compiling, distributing, and analyzing the information. In addition, periodic surveys are necessary to assess trends and tendencies in the industry.

Unfortunately, no such statistical system presently exists. The immigration information form is confusing and out of date. The compilation and transfer of the information is manual and unreliable. Visitor surveys are rare, and the analysis of information is only superficial.

This is a short-term plan, and it will be necessary to make adjustments in strategy and funding toward the end of the planning period. By that time, an effective statistical handling system needs to be in place and functioning.

· OPPORTUNITIES

More than once we have been told that our task is hopeless and that we are wasting our time. We are told that tourism faces so many problems it can never succeed, and given the litany of problems just discussed, that would be an easy conclusion to reach. But while the obstacles are certainly formidable, we also see potential, and we believe we have a chance for success. If we are to succeed, we must recognize our opportunities and seize on them.

Regional Tours

American Samoa has the opportunity to become a uniquely interesting and enjoyable stop on many regional tours of the South Pacific. Our opportunity lies in being one of those handful of destinations that travel tour designers will string like pearls on a string to sell to the travelers in the U.S., Australia, New Zealand, Europe, and Asia. If we have a future with tourism, the region is where it lies, and the region is where we must focus our attention and our efforts.

We can learn a lot from our neighbors in the Pacific. While we must find our own formula for success, we also have their years of experience to draw on as needed. We can learn from their mistakes and their successes, and we have the opportunity to forge useful working relationships with established players in the international tourism industry. To take advantage of these opportunities, however, we will have to rejoin the regional organizations, and establish our credibility as a serious partner.

Eco/Ethno Tourism

Eco-tourism and Ethno-tourism are fancy terms used to describe one of the most rapidly growing sectors of the tourism industry. Eco-tourism refers to travelers who seek to experience the natural environment first-hand. Ethno-tourism refers to travelers who wish to experience a foreign culture first-hand. Often, these travelers are seeking a unique or unusual natural environment or cultural experience, and in many case the two interests may coincide.

Because eco-tourists are looking for vacation experiences outside the mainstream, small scale, modest accommodations are usually quite adequate. In fact, there is a growing number of eco-tourists who will pay to sleep in traditional quarters within a village and eat the indigenous food just for the experience. This kind of tourism, therefore, offers many opportunities for small scale, village-based business development.

National Park

Perhaps the greatest opportunity we have is the development of the new National Park. Our National Park is one member of a very exclusive club that includes some of the most famous natural settings in the world. The U.S. National Park system has world-wide prestige, and sees hundreds of thousands of visitors a year. Not only is our new National Park a member of an exclusive club, but it is a unique member of that club. Of all the national parks, ours is the only one that features a tropical rainforest. The rainforest is a unique and endangered biosystem that is vital to the health of the planet, and many will undoubtedly want to come and experience one for themselves.

The National Park, if developed effectively, will serve as a draw for the eco-tourist and mainstream tourist alike. Villages and landowners bordering the Park should have many opportunities to exploit their proximity to the park by providing lodging, food, entertainment, products, and services to park visitors. In order for economic opportunities to be maximized, however, the government will have to participate effectively in the park planning process, which will be headed by the National Park Service.

Manu'a Islands

The most pristine environments in the territory are in the Manu'a Islands, and inevitably, travelers looking for beautiful beaches, clear

water, and a simpler life style will go there. With a major portion of the National Park also located in Manu'a, there may be considerable demand for increased accommodations and supportive services and business in the future. As the airports and harbors of Manu'a are improved, so will the accessibility of the islands, making greater tourist volumes possible. On a cautious note, however, while the potential for tourism in Manu'a appears substantial, its carrying capacity has yet to be explored, and could restrict the pace or extent of tourism development.

Cruise Ships

Only a handful of cruise ship stop here each year, and they rarely stay more than half a day. As we develop our critical core or attractions, support services, and businesses, there may be an opportunity to increase both the number of ships and their length of stay. If the cruise ships eventually find enough here to warrant overnight stays, or multiple day visits, the potential for expenditures on local goods, services, and entertainment greatly increases.

Yachting and Water Sports

Yachting and yachting related services represent an opportunity that has never been exploited. Physically, Pago Pago Bay is the finest harbor in the South Pacific, and could be a major (if not *the* major) yachting center in the region. The existence of the U.S. Post Office, and access to U.S. goods makes Pago Pago an ideal location to provision, and the yacht club provides support to the yachting community. Nevertheless, only a relative handful of yachts cruising the South Pacific visit Pago Pago each year.

What is lacking is a marina, a haul-out facility, shoreside facilities, additional moorings, and friendly entrance/exit procedures. Many sailors select other destinations such as Tonga or Fiji for these reasons. There would appear to be a real opportunity to significantly increase the number of yachts visiting the territory, primarily through private sector initiative.

In addition to yachts, there is great potential to increase the exposure and importance of various water sports, like canoeing, fautasi, sail-boarding, surfing, fishing, and diving. Many of these sports can be accommodated at outlying locations on Tutuila and in Manu'a, with a minimum of facility development, thereby increasing the potential for village-based tourism development.

Golf

Golf is extremely popular worldwide, and many travel tours include golf on their recreational itineraries. Having a golf course in the territory gives us an advantage that can be exploited if properly marketed and promoted. For a variety of visitors, golf can be a tremendous attraction, and we should do everything we can to maintain and improve the facility.

Mini Games

The Mini Games, scheduled to be held in American Samoa in August of 1997, could provide valuable exposure for American Samoa in the Pacific Region. There will certainly be a short-term boon as thousands of athletes and fans visit the territory during that month.

The Mini Games will provide an opportunity to showcase American Samoa. If international quality facilities can be developed for the games, they could serve to host subsequent athletic events in the region.

Visiting Samoans

A great number of Samoans come to the territory each year to visit and attend to family obligations. These may be from Western Samoa, or from the U.S. Mainland. Based strictly on their numbers, they represent an opportunity to broaden the tourism base.

GOALS

We have looked at the recent history of tourism in American Samoa, noted the current state of the industry, and tried to understand something about the dynamics which are shaping it. We have pulled the puzzle apart to examine each of the problem areas, and we have identified some opportunities that might be pursued. We now must decide what to do about it.

The first step in that process is to define our goals. Simply stated, the goals define what we want the Tourism Action Plan to accomplish.

Goals may be general or specific-- it depends on your perspective. In defining our goals we began with primary economic goals and moved to more specific tourism development goals.

• PRIMARY GOALS

The most obvious primary goal is to increase the number of tourists. In addition, primary goals of any economic development plan would be to infuse money into the economy, and create jobs. In our case, an additional primary goal is to diversify the economy.

PRIMARY GOALS

- Increase the Number of Tourists
- Add Dollars to the Economy.
- Create Jobs.
- Diversify the Economy.

• GENERAL GOALS

It is not enough to simply stimulate growth or create jobs in an economy without defining how that growth will occur, who will get the jobs, and what the environmental and social costs will be. The General goals below provide further guidance in determining how we want tourism to occur in American Samoa. The General Goals reflect not only the convictions of the Task Force, but those of the community as well, as evidenced during the community tourism forums.

GENERAL GOALS

- Create Jobs for Local Residents.
- Increase Local Business Opportunities.
- Increase Private Sector Involvement in Managing Tourism Development.
- Decrease Government Involvement in Managing Tourism Development.
- Promote Public/Private Sector Partnerships.
- Improve the Public Image of the Territory
- Clean Up and Protect the Natural Environment.
- Respect Samoan Cultural Traditions.
- Promote Village-Based Tourism Development.

• IMMEDIATE GOALS

Specifically, what do we want to accomplish with the Tourism Action Plan? Given the current state of the industry, and having spent much time examining each of the problem areas, we decided that a meaningful immediate goal over the 5-year planning period would be:

Significant and measurable improvement in each of the problem areas

IMMEDIATE GOALS

- Expand and Improve Tourist Accommodations.
- Improve Number, Quality, and Accessibility of Attractions.
- Improve Transportation Linkages.
- Improve Tourism-Related Infrastructure and Support Services.
- Increase Incentives for Tourism-Related Business Development.
- Increase Funding and Financing for Tourism Development Programs.
- Improve Marketing/Promotional Strategies.
- Improve Regional Linkages and Cooperative Arrangements.
- Provide for Effective Implementation and Monitoring of the Plan.

SETTING PRIORITIES

After establishing our *primary*, *general*, and *immediate* goals, we needed to determine how best to go about meeting them. Before deciding, however, we needed to discuss what factors should influence our choices. It must be understood that some problems are more critical than others, and for each problem there are a multitude of potential solutions. In determining our objectives, we must be sure to give special attention to the most critical problem areas, and insure that our priorities are based on reality, effectiveness, and common sense.

· CRITICAL PROBLEM AREAS

Accommodations
Transportation
Attractions

From the tourist's point of view, three basic conditions must be present for tourism to occur. First, tourists must be able to get here. Once here, they must have a place to stay, and then they must have something to do. Without these essential ingredients, tourism does not exist.

Unfortunately, in our examination of our problems areas we have seen that there are significant deficiencies in each of these critical areas. It will therefore be important that our priority objectives and plan of action effectively address these key problems.

By noting these critical areas, we do not mean to downplay the importance of improving each of the problem areas. From the administrative perspective, solving problems with marketing, funding, or development incentives is equally important.

· DETERMINING PRIORITY OBJECTIVES

Many suggestions for improving tourism were explored by the Task Force. We considered each in terms of our stated goals, and then we asked ourselves the following questions:

1) Overall, how important is the objective to tourism development?

We gave priority to those objectives which would have the greatest beneficial effect on the overall development of tourism. Narrow, "special interest" objectives were generally excluded under this criteria. Likewise, objectives that would result in long-term improvement or growth were given higher priority than those that would result in only short-term benefits.

2) Does meeting the objective require internal or external action?

In keeping with our guiding principles, we sought to identify objectives which our own government and people could meet through our own decisions and actions. These are termed *internal* actions. Many potential solutions require a decision or actions by others. These are termed *external* actions. In setting our priorities we sought to concentrate on those objectives that could be met primarily through internal action.

3) Can the objective be accomplished within the planning period?

As stated, this is a relatively short-term plan, and our immediate goal is the improvement our major problem areas. As such, the plan will have to be assessed toward the end of the 5 year planning period and altered if appropriate. Our objectives must reflect our desire for *improvement* over a fairly short time span, and by definition will not involve solutions that must be carried out over an extended period. However, it must be noted that many of the initiatives and programs identified in the plan

may be extended into the future if they prove successful in the short run.

4) Is funding available, likely, or possible?

There are many potential sources of funding for the 5 Year Plan. Some sources are available at the present time, and others require applications to Federal agencies, or Fono approval. Given the currently inadequate level of funding for tourism development, a substantial amount of money will be required to fully implement the plan. The identification of reasonable sources of funding is an important part of the plan, and without it, the plan is reduced to nothing more than a wish list. We have therefore avoided including solutions for which no funding can be identified.

5) Exceptions to these criteria.

There are instances where objectives are identified that do not meet all of the above criteria. This usually occurs when criteria conflict, and a decision must be made to include or exclude an option. For instance, the need to increase the territory's Essential Air Service limits is critical to the overall growth of tourism, but the decision to increase those limits lies with the FAA, not us. Because of its overall importance, the objective will be included, but the most we can do to accomplish that objective is to make a formal request to the FAA and develop the supporting information to justify our request.

Priority Objectives

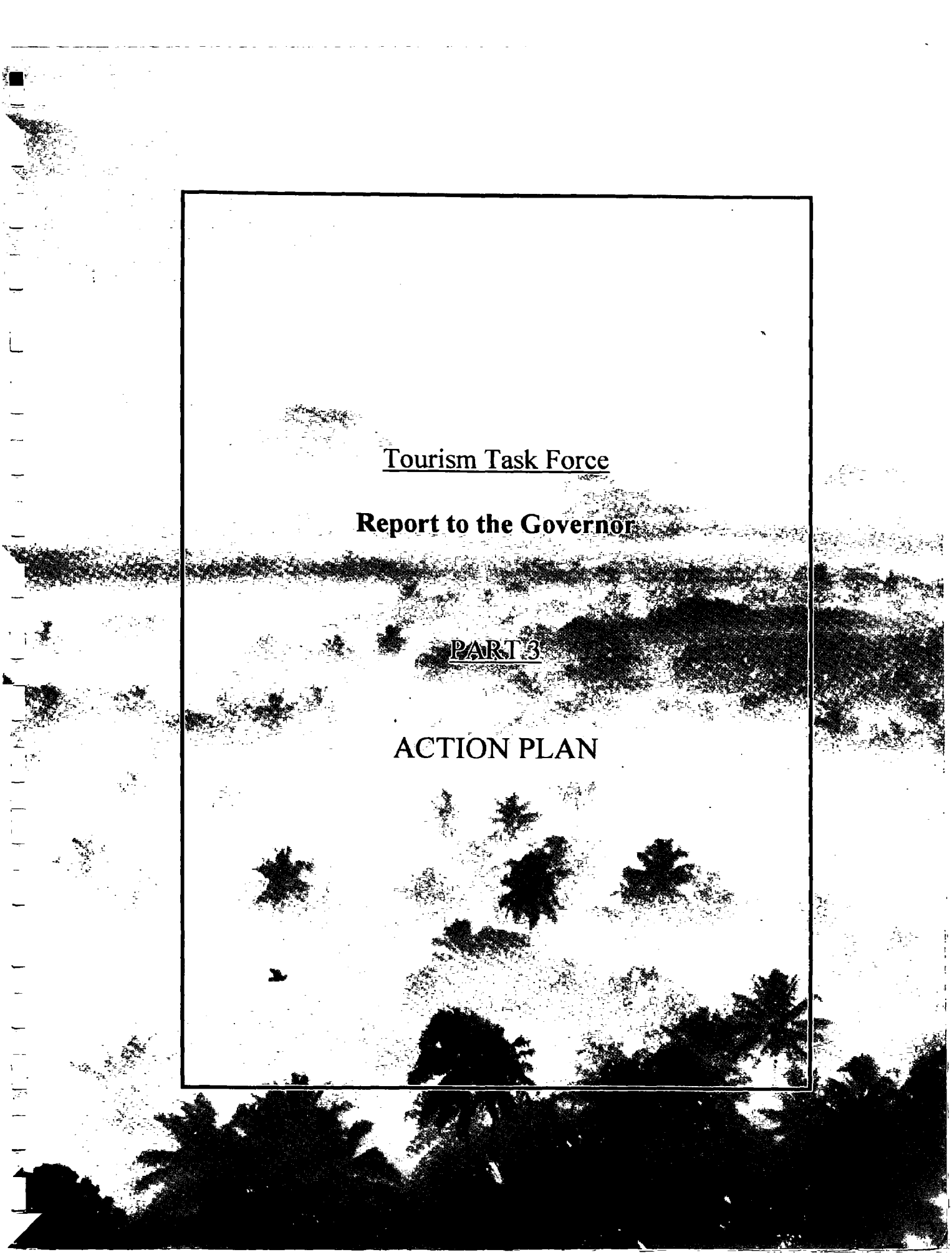
The objectives below, in our opinion, represent the best ways to meet our immediate goals-- the measurable improvement of our major tourism problem areas. The Priority Objectives are presented by problem area, but are numbered consecutively for ease of identification.

The Tourism Action Plan must be structured in such a way as to address each of the 27 Priority Objectives. It is recognized, therefore, that certain actions contained in the Plan may address one or more of the Priority Objectives.

PRIORITY OBJECTIVES

- **Accommodations**
  - 1 -Improve Rainmaker Hotel to generally accepted international standards.
  - 2 -Increase number and quality of alternate tourist accommodations.
- **Attractions**
  - 3 -Identify, develop, and support "core" of quality attractions.
  - 4 -Establish public/private partnerships to develop and maintain attraction sites.
  - 5 -Install basic amenities at attraction sites.
  - 6 -Keep the environment (especially key attractions) clean.
- **Transportation**
  - 7 -Increase Basic Air Service from the United States.
  - 8 -Improve the airport.
  - 9 -Improve regional air service linkages.
  - 10 -Improve docking and passenger handling facilities for interisland ferry.
  - 11 -Increase available parking used by tourists.
  - 12 -Improve quality of taxi/bus service available to tourists.
- **Infrastructure and Support Services**
  - 13 -Identify, develop, and support "core" of tourism-related facilities, services, and products.
  - 14 -Improve information available to tourists.
  - 15 -Improve quality and reliability of products and services
  - 16 -Increase public awareness and support of tourism.
- **Development Incentives**
  - 17 -Provide financial incentives and support for local tourism business development.
  - 18 -Provide technical assistance to local tourism businesses and entrepreneurs.
- **Funding and Financing**
  - 19 -Increase funding levels for tourism development.
  - 20 -Increase available capital for tourism business development.
- **Marketing and Promotion**
  - 21 -Identify appropriate tourism markets for American Samoa.
  - 22 -Develop targeted marketing/promotional plan.
- **Regional Cooperation**
  - 23 -Actively participate in regional tourism organizations.
  - 24 -Include American Samoa in regional tour packages.
  - 25 -Establish regional linkages with neighbor islands for marketing and training.
- **Implementation and Monitoring**
  - 26 -Create capacity for Tourism Plan implementation, and implement the 5-year Plan .
  - 27 -Improve statistical information gathering and analysis to monitor development efforts.

PART 3 ACTION PLAN



Tourism Task Force

Report to the Governor

PART 3

ACTION PLAN

5-Year Tourism Action Plan

We face an enormous challenge in reviving the tourism industry of American Samoa. Some say an impossible one. After immersing ourselves in the subject for the better part of a year, we are keenly aware of the dimensions of the problem, but we cannot agree with those who feel the situation is hopeless.

Meaningful growth can be achieved in the industry, but it will require foresight, planning, and a substantial commitment of resources. It will require dedicated professional management and talented energetic staff. It will require changes in our behavior and it will require public support (or at least tolerance). Most of all, it will require a *general* understanding and acceptance of the fact that the canneries will not be with us forever.

The writing has been on the wall for some time, but we have been reluctant to admit that the dynamics of the tuna industry will eventually cause one or both canneries to seek a more profitable economic environment. The canneries have been slowly squeezed for years by relentless world-wide economic forces. The broader effect of these forces can be seen locally as the people of the Territory are required to provide more and more subsidies to insure cannery profitability. We may be able to delay the process for awhile through greater concessions to the industry, but in the final analysis the result is likely to be the same.

Probably sooner than later our society will be forced to undergo severe economic readjustment. We are overly dependent on the canneries, and it will take strong measures and determination if we are to make it through the economic upheaval that will follow their closure. How painful that period will be depends on how realistically we assess the economic climate of the next few years, and how well we prepare for the inevitable storm. We need to begin that preparation now.

The Tourism Action Plan represents our best assessment of what must be done to revive the tourism industry over the next 5 years and build a foundation for future growth. The plan *assumes* that the traditional and elected leaders of the territory, and the public at large, accept the necessity of strengthening and diversifying the economy, and support a serious commitment to tourism development to achieve those ends.

Half-hearted measures will not succeed, and should not even be attempted. That is why this plan (should the Governor endorse it) will be submitted to the Fono for adoption, together with the funding measures required to implement it. Approval of the Plan and the funding package by the Fono will demonstrate a political consensus and tangible commitment to action that should assure success. Without such support, the Plan will fail. Thankfully, the choice is ours. God-willing, we will find the wisdom and the faith in ourselves to make those difficult, but crucial decisions.

PHILOSOPHY OF THE TOURISM ACTION PLAN

The philosophy of this Action Plan is strongly influenced by the ideas contained in the Guiding Principles of the Task Force (see Part 2 - Background). There are a few points that should be emphasized, however.

Roles of the Private and Public Sectors:

The Tourism Action Plan is strongly oriented toward private-sector interests and heavily dependent on private sector investment. We believe in a business-like approach to tourism development, and we believe the private-sector should have more control over the implementation of tourism plans and management of tourism programs. Conversely, we believe that government's role should be strictly supportive, and that they should leave the day-to-day administration and management of tourism to experienced professionals with a private-sector perspective.

To that end, we have recommended the creation of a quasi-public Visitor's Bureau to replace the ASG Office of Tourism. The purpose of our recommendation is to free the management of tourism from the political influence, burdensome procedures, and wasteful employment practices which generally characterizes the government. The government, as the major conduit of funding, does have a crucial supportive role to fill. It can begin to fulfill that role by adopting the Action Plan, approving adequate funding, providing appropriate development incentives, and re-ordering its internal priorities to address issues important to tourism industry development.

Village-Based Tourism Development:

In the design of the Action Plan, we have endeavored to promote small-scale, village-based tourism development wherever possible. We believe that this kind of tourism growth will provide more meaningful employment opportunities for our people, and we feel that this kind of economic growth is more healthy, and in the long run more sustainable, than other tourism development options.

As we make our villages more attractive to visitors through clean-up efforts, or facilities development, we also make our villages better for ourselves. It is in the development of village-based tourism that we can most clearly see the Win-Win potential of the tourism industry.

Limitations of the Action Plan:

It must be kept in mind that a 5-year plan is a short-term plan. The Tourism Action Plan is designed to provide a solid boost for an industry that is floundering, and to provide a foundation for future growth. In no way can this Plan be considered a final solution. It must be re-evaluated toward the end of the planning period, and ultimately replaced with a more comprehensive long-term tourism development plan. As we have learned from the wisdom of our culture, "TATOU MUA SEU I ALOALO, 'AE MULI 'I MOANA"

STRUCTURE OF THE TOURISM ACTION PLAN

The 5-Year Tourism Action Plan consists of **12 Elements**. Elements 1-11 consist of single Actions or groups of Actions designed to address the Goals and Priority Objectives discussed in Part 2. Element 12 consists of estimates of required expenditures to implement the Plan, and a 5-year basic budget for the proposed Visitors Bureau.

For each Action identified in the Plan, specific Tasks, implementing agencies, timelines, cost estimates, and funding sources are identified. Where appropriate, quantifiable targets have been included for each action. The Elements and their associated Actions include:

Element 1 -Establish Tourism Authority to Implement Action Plan

Actions:

A. Create Tourism Authority
B. Implement Action Plan

Element 2 - Sell the Rainmaker Hotel

Actions:

A. Sell the Rainmaker Hotel

Element 3 - Offer Package of Incentives for Tourism Business Development

Actions:

A. Determine Critical "Core" of Tourism Businesses and Services
B. Implement System for Cooperative Control of Quality Standards
C. Offer Tax Exemption for Eligible Core of Businesses
D. Offer Reductions in Users Fees
E. Offer Business Management Training and Assistance
F. Develop Business Incubator
G. Offer Marketing and Promotional Support
H. Develop Tourism-Related Public Facilities

Element 4 - Adopt Funding and Financing Package to Support Tourism Development

Actions:

A. Adopt Revenue Measures to Implement the 5-Year Tourism Action Plan
B. Establish Low-Interest Loan Program to Finance Tourism Business Development

Element 5 - Develop Tourism-Related Facilities

Actions:

A. Construct Visitor Accommodations
B. Develop the National Park
C. Construct Tourist Support Facilities at Privately-Controlled Key Locations
D. Construct Tourism Support Facilities at Publicly-Controlled Locations
E. Develop Yacht Support Facilities
F. Develop Historical and Cultural Points of Interest
G. Construct Airport Improvements
H. Construct Harbors Improvements
I. Develop Visitor's Bureau Facilities

Element 6 - Design and Implement Targeted Marketing Program

Actions:

A. Identify and Target Appropriate Markets
B. Design Detailed Marketing/Promotional Plan
C. Provide for Public Relations and Promotion
D. Produce Necessary Promotion And Information Materials
E. Establish Regional and Global Linkages/ Cooperative Arrangements.

Element 7 - Implement Environmental Clean-up Program

Actions:

A. Concentrate Trash Pick-Up at High Profile/ High Traffic Locations.
B. Enforce Litter and Anti-Pollution Laws.
C. Implement Stray Dog Eradication Program.
D. Drastically Reduce Cannery Odor.
E. Increase Solid Waste Collection and Disposal
F. Implement Public Awareness/ Education Program

Element 8 - Provide Better Information for Tourists and Promote Public Awareness

Actions:

A. Establish Visitor Assistance Centers.
B. Establish Visitor Informational Hotlines.
C. Establish Visitor "Contacts" at Key Agencies.
D. Design and Produce Informational Brochures.
E. Design and Implement Public Awareness Program.

Element 9 - Adopt Measures to Increase Air Service Levels

Actions:

A. Increase Essential Air Service (EAS) Levels
B. Increase Regional Connections and Flights.

Element 10 - Establish Regional Linkages

Actions:

A. Actively Participate in Appropriate Regional Tourism Organizations
B. Establish Regional Linkages for Marketing and Promotion
C. Establish Regional Linkages for Tourism Training and Education.

Element 11- Implement New System for Tourism Data Collection and Analysis

Actions:

A. Establish General Standards
B. Develop General tourism Statistical Database
C. Collect Visitor Arrival Data
D. Conduct Visitor Expenditure and Satisfactions Exit Surveys
E. Network with Regional Counterparts to Share Tourism Data

Element 12 - Estimated Expenditures and Basic Budget

A. Summary of Expenditures to Implement the 5-Year Action Plan
B. Amerika Samoa Visitor's Bureau Basic 5-Year Budget

ELEMENT 1

Establish Visitors Bureau to Implement Action Plan

OVERVIEW

The community believes that the government is ineffective in administering tourism development programs, and we agree with them. We recommend that the Office of Tourism be replaced by a quasi-independent Visitors Bureau, whose mission will be implementation of the 5-year Tourism Action Plan. Our recommendation is aimed at eliminating the political influence and government-like hiring practices which have hampered the agency for years, and fostering a more business-like approach to tourism management.

We envision the structure of the proposed Visitors Bureau to be along the lines of the Cook Islands Tourism Authority or the Western Samoa Visitors Bureau. The agency would consist of a Board of Directors appointed by the Governor. The Board of Directors would hire a tourism director chosen from candidates with proven tourism development and program management experience. The Tourism Director would select his or her own staff.

As with our neighboring tourism agencies mentioned above, the Amerika Samoa Visitors Bureau would receive most of its funding from the government. Current levels of funding support are clearly inadequate, so additional sources of funding must be developed (see Element 4). We recommend that the Visitors Bureau prepare its own yearly budget, and have its own procurement and hiring authority. The agency should be audited each year.

To insure effective implementation of the plan and management of the Bureau, it is recommended that a mechanism be established for independent review of the Visitors Bureau. It might take the form of an independent review committee that would conduct periodic examinations of the Bureau's performance and provide status reports on the implementation of the 5-year plan. The review committee would recommend improvements if necessary.

ACTIONS

- Create Visitors Bureau
- Implement Action Plan

SYNOPSIS

GOALS ADDRESSED:

General Goals:

- Increase private sector involvement in managing tourism development.
- Decrease government involvement in managing tourism development.

Immediate Goals:

- Provide for effective implementation and monitoring of the Plan.

PRIORITY OBJECTIVES ADDRESSED

26 - Create capacity for Tourism Plan implementation, and implement the 5-year Plan .

FUNDING SOURCES

Available:

- Tourism Office operations budget FY95

Likely:

- ASG (comparable to existing TO budget)
- Portion of proceeds from sale of Hotel

Possible:

- Funding package

Yearly Funding:

FY95	FY96	FY97	FY98	FY99
in-house	370,000	320,000	320,000	320,000

GENERAL IMPLEMENTATION SCHEDULE
Tourism Action Plan

No	Element	FY1995	FY1996	FY1997	FY1998	FY1999
1	**Visitors Bureau**					
2	Sell the Rainmaker Hotel					
3	Development Incentives					
4	Funding and Financing					
5	Facilities Development					
6	Marketing and Promotion					
7	Environmental Cleanup					
8	Information and Public Awareness					
9	Air Service					
10	Regional Linkages					
11	Data Collection and Analysis					

IMPLEMENTATION SCHEDULE - Actions and Tasks

ELEMENT 1			Fiscal Year	94	1995				1996				1997				1998				1999			
					QUARTERS				QUARTERS				QUARTERS				QUARTERS				QUARTERS			
				4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
ACTION	1A	**Create Visitors Bureau**																						
Task	1A1	Determine operational structure of the Visitors Bureau																						
Task	1A2	Draft appropriate legislation and submit to Fono for adoption																						
Task	1A3	Select Visitors Bureau Board of Directors																						
ACTION	1B	**Implement Tourism Action Plan**																						
Task	1B1	Hire Visitors Bureau Director																						
Task	1B2	Hire key Visitors Bureau staff																						
Task	1B3	Implement policy on displaced ASG career service employees																						
Task	1B4	Provide for general administration and misc. activities								continue ----														
Task	1B5	Create mechanism to monitor VB's implemention of TAP																						

ACTIONS AND TASKS

ACTION 1A Create Visitors Bureau

In order to establish the Visitors Bureau, legal issues must first be clarified. Legislation creating the Bureau must be drafted and submitted to the Fono for adoption. This legislation would include the necessary funding measures as well.

The Board of Directors of the Visitors Bureau should be selected from candidates who have a real stake in the success of tourism, as well as solid professional qualifications and experience. We believe general criteria should be establish regarding the qualifications of Board members, and we think a mechanism should be established to pre-screen potential candidates. The Governor, with Fono approval, would have the authority to name members of the Board. Regarding the Board of Directors, we recommend that there be nine (9) members, and that they serve staggered 3 year terms. We also recommend that the membership include 1) a representative of the accommodations interests, 2) a representative of the transportation interests, 3) a representative of the recreation/ entertainment interests, 4) a representative of the travel and tour interests, 5) a representative of a territorial tourism organization, 6) the Director of EDPO, 7) the President of the Development Bank, 8) the Secretary of Samoan Affairs, and 9) the Director of the Visitors Bureau.

Target: Create Visitors Bureau by 1/96

Task 1A1: Determine operational structure of the Visitors Bureau
Who: TTF, GOV, FONO
When: 1/95
Cost: In-house
Comment: Includes makeup of Board, CEO criteria, and staffing needs.

Task 1A2: Draft appropriate legislation and submit to Fono for adoption
Who: TTF, AG, DPO, GOV,
When: 2/95 - 4/95 (effective 1/96)
Cost: in-house
Comment: Includes 5-year budget and funding measures

Task 1A3: Select Visitors Bureau Board of Directors
Who: GOV, FONO
When: 1/96
Cost: In-house
Comment:

ACTION 1B Implement Tourism Action Plan

Other issues that must be addressed in establishing the Visitors Bureau include selection of a Director, hiring of key staff, and conversion or displacement of ASG career service employees. The Director and staff of the Visitors Bureau will be the ones who actually carry out the measures outlined in this actions plan, and given the dimensions of the job ahead, they will have their hands full.

We have seen elsewhere that a successful tourism development program does not require a large staff. What is essential is that the Director and staff be highly professional, dedicated, creative, and energetic. In order to attract and keep such people, the compensation package will have to be reasonable and reflective of professional payscales. By paying good salaries to fewer people, we believe the effectiveness of tourism management can be greatly improved while minimizing increases to current tourism personnel costs.

Inevitably, economic and fiscal realities, and our goal to reduce the government's role in tourism management will lead to loss of government jobs. In restructuring the management of the tourism industry, career service workers should be given the first opportunity to fill the new positions offered by the Visitors Bureau Director, if they are qualified. Displaced ASG workers who must make the transition to the private sector should be afforded fair treatment in accordance with established law and regulations.

Target: Document, through yearly review, substantial implementation of all Tourism Plan elements by the end of FY99 (end of 5-year planning period)

Task 1B1: Hire Visitors Bureau Director
Who: VB Board of Directors
When: 1/96
Cost: $50,000 (includes benefits and housing)
Comment: Qualifications criteria should be clearly spelled out and strictly followed.

Task 1B2: Hire key Visitors Bureau staff
Who: VB Director
When: 1/96 - 4/96
Cost: $160,000
Comment: 4-6 positions

Task 1B3: Implement policy on displaced ASG career service employees
Who: VB, GOV, AG, FONO,
When: 2/95 - 4/95
Cost: $50,000 (severance)
Comment: These issues should be resolved at the time legislation is drafted.

Task 1B4:	Provide for general administration and miscellaneous activities
Who:	VB
When:	1/96 - continue
Cost:	$100,000
Comment:	Costs may be higher in first year due to start up costs.

Task 1B5:	Create mechanism to monitor VB performance in implementing TAP
Who:	GOV, AG, FONO
When:	2/95 - 4/95
Cost:	in-house
Comment:	This mechanism may consist of an independent review committee.

ELEMENT 2

Sell the Rainmaker Hotel

OVERVIEW

Along with the rest of the community, we recommend that the government get out of the hotel business and sell the Rainmaker. The government has clearly demonstrated that it is incapable of effectively operating and maintaining the hotel. We think this is unlikely to change in the future, and we think the government should dispose of their interest in the property as soon as possible.

More precisely, we recommend that the Development Bank of American Samoa, which owns 80% of the shares, sell those shares to a private investor. In our view that investor must be an experienced hotel operator (or in partnership with one), with sufficient capital to make the physical improvements needed. That investor must also be able to afford patience, since growth may not reach highly profitable levels for several years.

We understand the widespread desire to keep the ownership of the hotel shares in local hands. We would prefer this also, but above all, the buyer must be experienced and financially capable. We do not think it is critical that the buyer be local, but it is critical that the buyer be qualified. The improvement of the Rainmaker will support growth in the tourism industry throughout the territory, and it is there that most of the economic benefit will accrue in the future. Improvement of the Rainmaker is fundamental to the improvement of the tourism industry, and it cannot be left to amateurs or accomplished on a shoestring budget.

An essential ingredient of any proposal to buy the government shares will be fair treatment for the minority shareholders. These investors have long suffered because of government ineptness in the running of the hotel, and it is imperative that they be given fair and reasonable options for sale or conversion of their shares. We also believe that a major portion of the proceeds from the sale of the hotel should be set aside to fund the Visitors Bureau's implementation of this plan.

ACTIONS

- Sell the Rainmaker Hotel

SYNOPSIS

GOALS ADDRESSED:

General Goals:
- Increase private sector involvement in managing tourism development.
- Decrease government involvement in managing tourism development.

Immediate Goals:

- Expand and improve tourist accommodations
- Increase incentives for tourism development
- Increase funding and financing for tourism development programs.

PRIORITY OBJECTIVES ADDRESSED

1 - Improve Rainmaker Hotel to generally accepted international standards.
15 - Improve quality and reliability of products and services
17 - Provide financial incentives and support for local tourism business development.
19 - Increase funding levels for tourism development.
24 - Include American Samoa in regional tour packages.

FUNDING SOURCE

Available:

- Tourism Office operations budget FY95

Likely:

- N/A

Possible:

- N/A

Yearly Funding:

FY95	FY96	FY97	FY98	FY99
10,000	in-house	0	0	0

GENERAL IMPLEMENTATION SCHEDULE
Tourism Action Plan

No	Element	FY1995	FY1996	FY1997	FY1998	FY1999
1	Visitors Bureau					
2	**Sell the Rainmaker Hotel**					
3	Development Incentives					
4	Funding and Financing					
5	Facilities Development					
6	Marketing and Promotion					
7	Environmental Cleanup					
8	Information and Public Awareness					
9	Air Service					
10	Regional Linkages					
11	Data Collection and Analysis					

IMPLEMENTATION SCHEDULE - Actions and Tasks

Fiscal Year			94	1995				1996				1997				1998				1999			
				QUARTERS				QUARTERS				QUARTERS				QUARTERS				QUARTERS			
ELEMENT 2			4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
ACTION	2A		**Sell the Rainmaker Hotel**																				
Task	2A1		Clarify legal issues and policy regarding sale of hotel shares																				
Task	2A2		Develop Request for Proposals and advertise																				
Task	2A3		Review response and select preferred proposal																				
Task	2A4		Negotiate terms with buyer																				
Task	2A5		Draft appropriate legislation and submit to Fono for Approval																				

ACTIONS AND TASKS

ACTION 2A Sell the Rainmaker Hotel

Several legal and policy issues have to be resolved before any proposal can be seriously considered, including the true number and distribution of shares; the legal rights of the Development Bank, Governor, ASG, and the minority shareholders; buyer qualifications; and lease terms and conditions. A review committee should issue legal and policy guidelines in this regard.

A Request for Proposals (RFP) should be drafted by the same committee. The RFP should include specific development targets, expectations for improvement, and rating criteria (which should include a preference bonus for local applicants). The RFP should also be designed to allow applicants reasonable flexibility in the design of their proposals, and it should be advertised as widely as possible. A fee should be charged to discourage less-serious applicants. When proposals are reviewed attention should be focused on hotel experience and financial capability.

The final sales agreement will involve issues such as lease rates, tax advantages, payment schedules, and other aspects of the transaction. These terms must be resolved before appropriate legislation can be drafted and forwarded to the Fono for adoption. The sale of the hotel will ultimately have to be approved by the Fono. Aspects of the transaction that require Fono approval include the long-term lease and targeting of proceeds from the sale to tourism program development.

Target: 187 rooms to appropriate international standards within 2 years of purchase (represents total number of rooms at the hotel - 134 currently rentable)

Task 2A1: Clarify legal issues and policy regarding sale of hotel shares
Who: VB, AG, DPO, GOV, DBAS
When: 1/95
Cost: In-house
Comment:

Task 2A2: Develop Request For Proposals and advertise
Who: VB, AG, DPO, GOV, DBAS
When: 2/95
Cost: $20,000 (Tourism Office operations budget FY95)
Comment: $10,000 for advertising, possible $20,000 for structural analysis

Task 2A3: Review responses and select preferred proposal
Who: VB, GOV, AG, PROC, DBAS
When: 2/95
Cost: In-house
Comment:

Task 2A4: Negotiate terms with buyer
Who: RFP Review Committee, DBAS, GOV
When: 3/95
Cost: In-house
Comment:

Task 2A5: Draft appropriate legislation and submit to Fono for Approval
Who: AG, GOV, DBAS,
When: 3/95 - 4/95 (effective 1/96)
Cost: In-house
Comment:

ELEMENT 3

Offer Package of Incentives for Tourism Business Development.

OVERVIEW

The government's role in the development of the tourism industry should be supportive, with the management of tourism left to a more private sector oriented entity. Because government resources are limited, supportive efforts must be targeted to a critical "core" of tourism attractions, businesses, and related infrastructure.

The government can offer many forms of tourism development incentives. They may be *financial*, such as tax exemptions, credits, or reduced user fees. They could be in the way of *technical assistance*, such as business management training, financial planning services, information networking, statistical analysis, or business incubator projects. *Marketing support*, and subsidized advertising for tourism businesses could also be offered. In addition, incentives could include formation of public/private partnerships to construct, operate, and maintain tourism-related *public facilities* at key locations.

Since it is our intention to promote modest-scale, village-based tourism as much as possible, most of the incentives need not involve vast sums of money. This fact will make it possible to provide assistance to more entrepreneurs, thereby increasing the opportunity for healthy growth in the industry.

In line with our recommendation to identify and support a critical "core" of tourism attractions, businesses, and infrastructure, we believe that the incentives package must be linked to participation in some sort of cooperative arrangement designed to ensure the maintenance of certain standards of quality and value. In this partnership between government and the private sector, each has a role to play, and each has certain responsibilities. One of the primary responsibilities of the private sector is to offer a quality product and an honest value.

ACTIONS

- Determine Critical "Core" of Tourism Businesses and Services
- Implement System for Cooperative Control of Quality Standards
- Offer Tax Exemption for Eligible Core of Businesses
- Offer Tax Credit Based on Tourism Taxes
- Offer Reductions in Users Fees
- Offer Business Management Training and Assistance
- Develop Business Incubator
- Offer Marketing and Promotional Support
- Develop Tourism-Related Public Facilities

SYNOPSIS

GOALS ADDRESSED:

General Goals:
- Create jobs for local residents
- Increase local business opportunities
- Promote village-based tourism development

Immediate Goals:
- Increase incentives for tourism development
- Expand and improve tourist accommodations
- Improve the number, quality, and accessibility of attractions
- Improve transportation linkages
- Improve quality and reliability of infrastructure systems and support services

PRIORITY OBJECTIVES ADDRESSED

2 - Increase number and quality of alternate tourist accommodations.
3 - Identify, develop, and support "core" of quality attractions.
4 - Establish public/private partnerships to develop and maintain attraction sites.
5 - Install basic amenities at attraction sites.
9 - Improve regional air service linkages
12 - Improve quality of taxi/bus service available to tourists.
13 - Identify, develop, and support "core" of tourism-related facilities, services, and products.
15 - Improve quality and reliability of products and services
17 - Provide financial incentives and support for local tourism business development.
18 - Provide technical assistance to local tourism businesses and entrepreneurs.
22 - Develop targeted marketing/promotional plan.

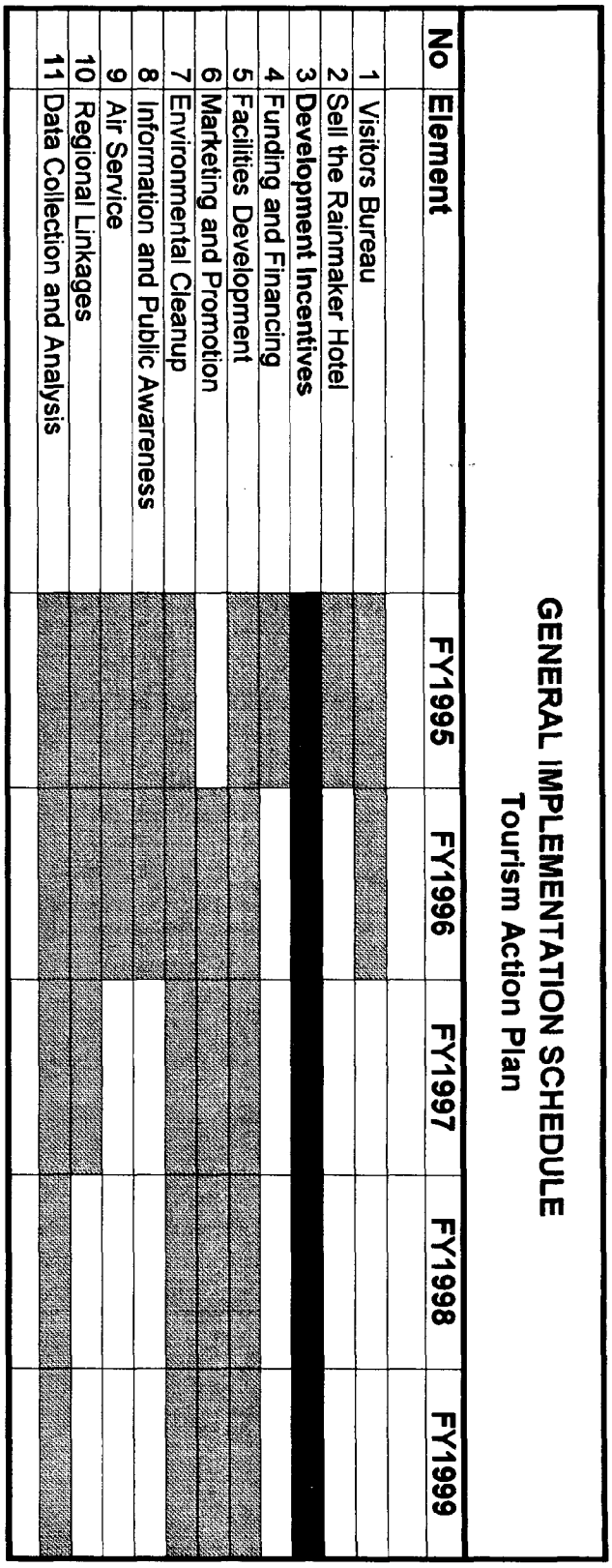
FUNDING SOURCES:

Available:
- In-house (ASG)
- Community Development Block Grant (HUD)
- Community Services Block Grant (HHS)

Likely:
- Economic Development Administration

Possible:
- Revenue Package

	FY95	FY96	FY97	FY98	FY99
Yearly Funding:	1,200,000	17,000	17,000	17,000	17,000


GENERAL IMPLEMENTATION SCHEDULE
Tourism Action Plan
No
Element
FY1995
FY1996
FY1997
FY1998
FY1999
1 Visitors Bureau
2 Sell the Rainmaker Hotel
3 Development Incentives
4 Funding and Financing
5 Facilities Development
6 Marketing and Promotion
7 Environmental Cleanup
8 Information and Public Awareness
9 Air Service
10 Regional Linkages
11 Data Collection and Analysis

IMPLEMENTATION SCHEDULE - Actions and Tasks

		ELEMENT 3	Fiscal Year 94	1995				1996				1997				1998				1999			
				QUARTERS				QUARTERS				QUARTERS				QUARTERS				QUARTERS			
			4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
ACTION	3A	**Determine critical "core" of tourism businesses and services**																					
Task	3A1	Define "core" businesses, services, etc.																					
ACTION	3B	***Implement* System for Cooperative Control of Quality Standards**																					
Task	3B1	Meet with core vendors and key organizations																					
Task	3B2	Form comm. to set cert. standards, and design mon/enf. system.																					
Task	3B3	*Adopt Certification Standard and issue certifications*																					
ACTION	3C	**Offer Tax Exemption for Eligible Core of Businesses**																					
Task	3C1	Develop policies for tourism-related tax exemptions																					
Task	3C2	Draft appropriate legislation and submit for approval																					
Task	3C3	Review applications and grant exemptions							continue---														
ACTION	3D	**Other Reductions in Users Fees**																					
Task	3D1	Develop policies and criteria for reduction in user fees																					
Task	3D2	Draft and submit legislation, *if appropriate*																					
Task	3D3	Offer appropriate reductions							continue ---														
ACTION	3E	**Offer Business Management *Training* and Assistance**																					
Task	3E1	Meet w/ business community to determine tech. assist. needs																					
Task	3E2	Identify existing and potential sources of technical assistance																					
Task	3E3	Provide free basic business services and advice																					
Task	3E4	Provide business statistics and information																					
Task	3E5	Provide specialized training/workshops for tourism-related bus.																					
Task	3E6	Facilitate networking with regional technical assistance providers																					

IMPLEMENTATION SCHEDULE - Actions and Tasks

ELEMENT 3			Fiscal Year	94	1995				1996				1997				1998				1999			
					QUARTERS				QUARTERS				QUARTERS				QUARTERS				QUARTERS			
				4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
ACTION	**3F**		**Develop Business Incubator**																					
Task	3F1		Secure grant from appropriate source																					
Task	3F2		Dev. policies and management structure for incubator operation																					
Task	3F3		Determine appropriate location for incubator																					
Task	3F4		Design and construct incubator, if not leased																					
Task	3F5		Screen and select tenants							continue														
ACTION	**3G**		**Offer Marketing and Promotional Support**																					
Task	3G1		Dev. prom/materials for core bus. - Include in Promo. packages																					
ACTION	**3H**		**Develop Tourism Related Public Facilities**																					
Task	3H1		Determine policy for public facilities assistance																					
Task	3H2		Conduct outreach to determine likely candidates							continue														

ACTIONS AND TASKS

ACTION 3A Determine Critical "Core" of Tourism Businesses and Services

The incentives package and other support and assistance should be targeted to a "core" of essential tourism related businesses and services. The exact make up of the eligible core will be determined by the Visitors Bureau, but would probably include at least the following:

Tourist accommodations	Nightclubs	Rec. equipment rental
Airlines	Yacht support	Cultural entertainment
Travel and tour	Sports diving	Handicrafts sales
Rental cars	Sports fishing	
Restaurants	Other watersport	

Target: Develop definition and specific lists by 2nd quarter of FY95

Task 3A1: Define "core" businesses, services, etc.
Who: VB, in consultation with DPO, PPVA, and CC
When: 1/95 - 2/95
Cost: In-house
Comment:

ACTION 3B Implement System for Cooperative Control of Quality Standards

The package of development incentives, as well as financial aid, marketing assistance and other proactive measures contained in this plan will be targeted to the critical core of tourism businesses. The benefits will be offered with one important string attached-- participation in a cooperative system to monitor and control performance and quality. The importance of setting quality standards and enforcing them cannot be understated. Maintaining consistent standards will be good for tourism businesses overall, and will make the job of marketing and promoting American Samoa far easier.

The structure of this quality control system should be determined by the vendors themselves, as should the standards of quality and performance. The Visitors Bureau will facilitate the process, and implement a certification program that will be linked to the benefits package and highlighted in our promotional strategies.

Target: 80% participation (of eligible tourism core) within 3 years.

Task 3B1: Meet with core vendors and key organizations
Who: VB, DPO, PH, CC, PPVA,
When: 1/96
Cost: In-house
Comment:

Task 3B2: Form committee to set certification standards, and design monitoring and enforcement system
Who: VB, DPO, PH, CC, PPVA,
When: 2/96
Cost: In-house
Comment:

Task 3B3: Adopt Certification Standard and issue certifications
Who: Vendors, VB, PH,
When: 2/96
Cost: $5000 (VB
Comment:

FINANCIAL INCENTIVES

ACTION 3C Offer Tax Incentives for Eligible Core of Businesses

In order to stimulate business development and expansion in the tourism sector, it is recommended that tax incentives be offered for the tourism core. These measures could include tax exemptions, or investment tax credits. It is envisioned that such incentives would be very substantial during the early years, and be diminished or eliminated over time as the tourism industry revives.

Target: Begin granting tax exemptions to qualified tourism businesses by 1/96

Task 3C1: Develop policies for tourism-related tax incentives
Who: TEB, GOV, TR, BUD, DPO, DBAS
When: 2/95
Cost: In-house
Comment:

Task 3C2: Draft appropriate legislation and submit for approval
Who: TEB, GOV, TR, BUD, DPO, DBAS
When: 3/95 - 4/95
Cost: In-house
Comment:

Task 3C3: Review applications and grant incentives
Who: TEB
When: 1/96 - continue
Cost: In-house
Comment:

ACTION 3D Offer Reductions in Users Fees

This action could include, for instance, a reduction in landing fees for airlines that bring tourists to the territory. Although we have little control over the private business decisions of regional air carriers, this kind of action may provide an incentive for the airlines to promote tourist travel to American Samoa. In addition to reductions in landing fees, reductions in Port fees, parking fees, utility fees, or government lease rates could be considered as incentives.

Target: Offer tourism-related fee reductions by 1/96

Task 3D1: Develop policies and criteria for reduction in user fees.
Who: TR, DPO, ASPA, PORT,
When: 2/95
Cost: In-house
Comment:

Task 3D2: Draft and submit legislation, if appropriate
Who: GOV, AG
When: 3/95 - 4/95
Cost: In-house
Comment:

Task 3D3: Offer appropriate reductions
Who: DPO, Attorney General, Governor, Fono
When: 1/96 - continue
Cost: In-house
Comment:

TECHNICAL ASSISTANCE

ACTION 3E Offer Business Management Training and Assistance

Technical assistance to existing or start-up tourism businesses can include free help with business plan and loan application preparation, tax planning, or cost-benefit analysis. It can include providing business statistics and information, or assistance with networking with other technical

assistance providers. Workshops and other forms of specialized tourism-related training can also be offered.

Target: Continue existing services; Expand business assistance services by 3/95

Task 3E1: Meet with business community to determine technical assistance needs
Who: DPO, VB, CC, PPVA,
When: 2/95
Cost: In-house
Comment:

Task 3E2: Identify existing and potential sources of technical assistance
Who: DPO, VB, CC, PPVA
When: 2/95
Cost: In-house
Comment:

Task 3E3: Provide free basic business services and advice
Who: DPO, VB,
When: on-going
Cost: In-house
Comment:

Task 3E4: Provide business statistics and information
Who: DPO, VB,
When: on-going
Cost: In-house
Comment:

Task 3E5: Provide specialized training/workshops for tourism-related business
Who: VB, DPO, ASCC, PBDC, PBC, ASB, BOH, DBAS
When: semi-annual
Cost: $12,000/yr. (VB)
Comment:

Task 3E6: Facilitate networking with regional technical assistance providers
Who: VB, DPO, CCAS, PBDC, PBC
When: on-going
Cost: In-house
Comment:

ACTION 3F Develop Business Incubator

A business incubator is a concept designed to assist fledgling businesses get off the ground. In this case it would involve constructing a building or leasing space with economic development grant funds to provide business space for new business. The incubator allows new businesses to lower costs of operation by reducing rent and sharing business services costs.

Target: Open incubator by 2/96; Provide assistance for minimum of 2 tourism businesses during each 3 year rotation.

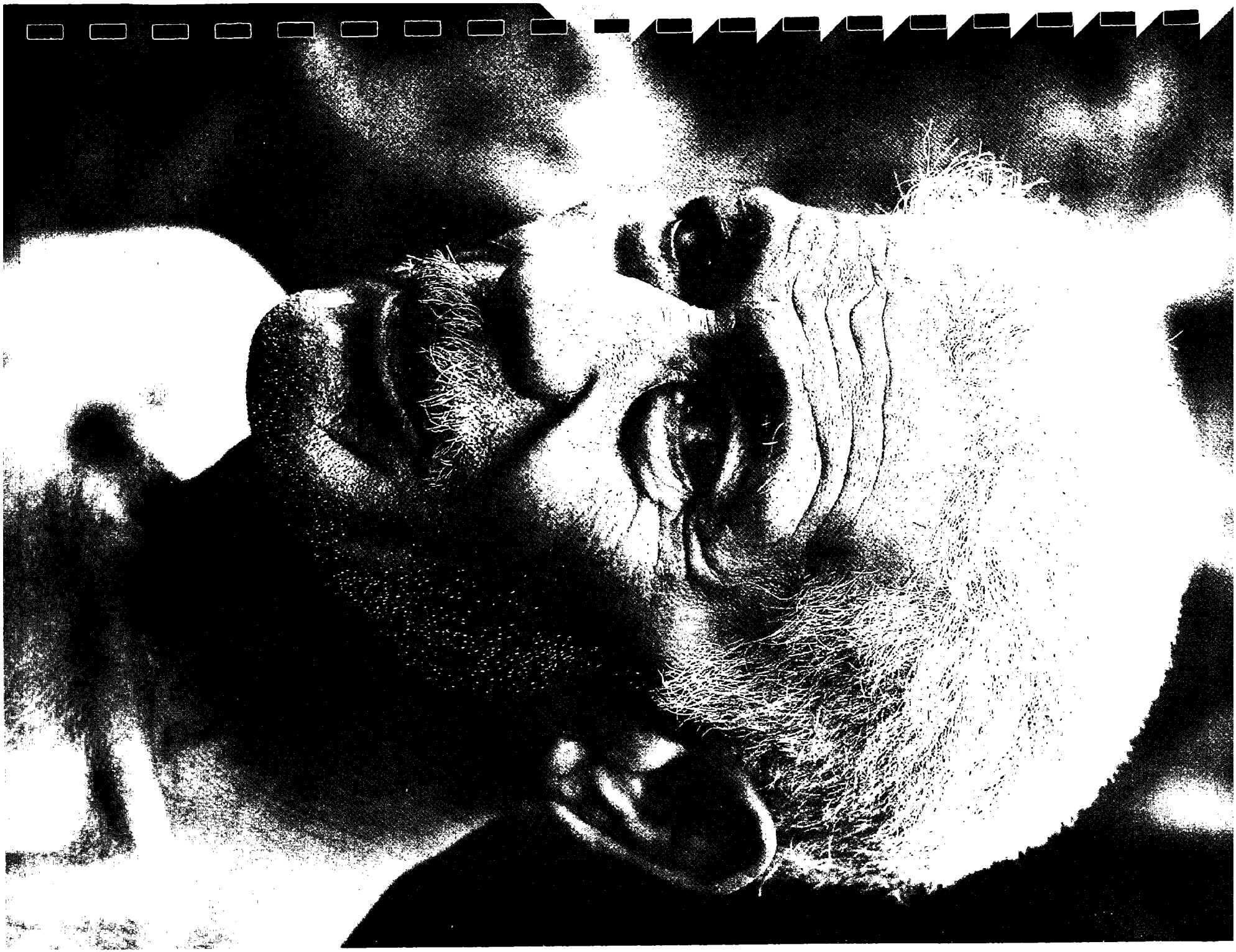
Task 3F1: Secure grant from appropriate source
Who: DPO, ASCC
When: 1/95 - 3/95
Cost: In-house
Comment:

Task 3F2: Develop policies and management structure for incubator operation
Who: DPO, ASCC, ASPA
When: 1/95
Cost: In-house
Comment:

Task 3F3: Determine appropriate location for incubator
Who: DPO, DPW, RPMB
When: 1/95
Cost: In-house
Comment:

Task 3F4: Design and construct incubator, if not leased
Who: DPO, DPW, contract
When: 3/95 - 1/96
Cost: $1.2 million (EDA/ASG)
Comment: $200,000 match required by EDA (other grant, TIP)

Task 3F5: Screen and select tenants
Who: DPO, VB
When: 2/95 - 1/96 - continue
Cost: In-house
Comment:



OTHER INCENTIVES

ACTION 3G Offer Marketing and Promotional Support

The critical core of tourism businesses who also participate in the cooperative quality control system will receive promotional and advertising support through the targeted marketing plan (see Element 6). All promotional materials will feature the quality certification program, and core businesses will be specifically recommended.

Target: Include complete list of "certified" core business in marketing and promotional materials by 2/96 and continue to expand and refine thereafter.

Task 3G1: Catalog and develop promotional information for core businesses to be included in marketing program
Who: VB, DPO, vendors
When: 1/96
Cost: In-house
Comment:

ACTION 3H Develop Tourism-Related Public Facilities

There are many potential attraction and activity sites in the territory under private control. In general, however, they lack basic public amenities such as water, toilets, and shelter. One way to improve these sites is through the combined effort of government and families. In Element 5 we propose that partnerships be formed whereby the government builds or subsidizes the building of public facilities at such sites, and families agree to maintain them. As the sites are made more attractive to tourists, associated business opportunities for the families will undoubtedly increase.

Target: Execute at least 2 "partnership" agreements per year for development of facilities at key locations.

Task 3H1: Determine policy for public facilities assistance
Who: VB, DPO,
When: 1/96
Cost: In-house
Comment:

Task 3H2: Conduct outreach to determine likely candidates
Who: VB, DPO,
When: 1/96 - continue
Cost: In-house
Comment: Additional information covered in Element 5 (facilities)

ELEMENT 4

Adopt Funding and Financing Package to Support Tourism Development

OVERVIEW

There are two aspects to this Element of the Action Plan. The first relates to the funding that is necessary to run the proposed Visitors Bureau and implement the Tourism Action Plan, and the second has to do with providing financing mechanisms and sources of capital for tourism business development.

Even a modest tourism development program, such as proposed in this 5-Year Action Plan, will require considerable amounts of money to implement. The present funding levels for administration of tourism development programs are woefully inadequate, and need to be substantially increased or the Action Plan cannot be implemented. Since it will be the people's money that pays the bills, they must be convinced that it will be wisely and efficiently spent. That is why the Action Plan and the funding measures must be approved as an integrated package.

We propose to obtain the funding for the Visitors Bureau, and for implementation of the Action Plan from several sources. We have tried to structure the funding package in accordance with the desires of the traditional leaders and the general public, as expressed during the Tourism Forums. The proposed funding package includes minimal tax increases. Most of the funding will come from a portion of the proceeds from the sale of the hotel, and a yearly contribution from the ASG comparable to the current Office of Tourism budget. In addition, some actions contained in the Action Plan will be funded through private investment, grants, or users fees.

Investment capital for tourism business development is extremely difficult to come by. Local lending policies are very conservative, and interest rates are high. To address this problem, we believe the Development Bank should take a more active role in providing investment capital for business start-up or expansion, especially in those areas of the economy that are high on the government's economic development agenda. The establishment of a low-interest revolving loan program targeted to key sectors of the economy, including tourism, would greatly improve the potential for sustainable growth in the tourism industry.

ACTIONS

- Adopt Funding Measures to Implement the 5-Year Tourism Action Plan
- Establish Low-Interest Loan Program to Finance Tourism Business Development

SYNOPSIS

GOALS ADDRESSED:

General Goals:
- Increase private sector involvement in managing tourism development.
- Decrease government involvement in managing tourism development.
- Promote public/private sector partnerships.

Immediate Goals:
- Increase funding and financing for tourism development programs.
- Provide for effective implementation and monitoring of the Plan.

PRIORITY OBJECTIVES ADDRESSED

3 - Identify, develop, and support "core" of quality attractions.
13 - Identify, develop, and support "core" of tourism-related facilities, services, and products.
17 - Provide financial incentives and support for local tourism business development.
19 - Increase funding levels for tourism development.
20 - Increase available capital for tourism business development.
23 - Actively participate in regional tourism organizations.
26 - Create capacity for Tourism Plan implementation, and implement the 5-year Plan .

FUNDING SOURCES

Available:
- ASG (Tourism Office FY95 budget)

Likely:
- ASG (Comparable to current TO budget plus 10% increase)
- Economic Development Administration (EDA)
- Community Development Block Grant (HUD)

Possible:
- Community Services Block Grant (HHS)
- Funding Package

Yearly Funding:

FY95	FY96	FY97	FY98	FY99
$1,003,000	0	0	0	0

GENERAL IMPLEMENTATION SCHEDULE
Tourism Action Plan

No	Element	FY1995	FY1996	FY1997	FY1998	FY1999
1	Visitors Bureau					
2	Sell the Rainmaker Hotel					
3	Development Incentives					
4	**Funding and Financing**					
5	Facilities Development					
6	Marketing and Promotion					
7	Environmental Cleanup					
8	Information and Public Awareness					
9	Air Service					
10	Regional Linkages					
11	Data Collection and Analysis					

IMPLEMENTATION SCHEDULE - Actions and Tasks

ELEMENT 4			Fiscal Year	94	1995				1996				1997				1998				1999			
					QUARTERS				QUARTERS				QUARTERS				QUARTERS				QUARTERS			
				4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
ACTION	4A		**Adopt Funding Package & Earmark for Implementation of TAP**																					
Task	4A1		Est. comm. to Review Tourism Task Force Recommendations																					
Task	4A2		Draft appropriate legislation and submit to Fono for adoption																					
ACTION	4B		**Establish Low-Interest Loan Program to Support Tourism Bus.**																					
Task	4B1		Determine funding sources and make appropriate applications																					
Task	4B2		Negotiate with DBAS to establish Revolving Loan Program																					
Task	4B3		Advertise loan program																					
Task	4B4		Accept applications, screen, and make recommendations to DBAS																					
Task	4B5		Monitor business development, job creation, and loan repayment						continue ----------															

ACTIONS AND TASKS

ACTION 4A Adopt Funding Package and Earmark for Implementation of 5-year Tourism Action Plan

The Task Force considered a wide range of possible funding measures that could be used to fund the proposed Visitors Bureau and implement the Tourism Action Plan. We also discussed many of these measures during the Tourism Forums for the traditional leaders and general public. Public opinion favored keeping tax increases to a minimum, and if they were proposed, the public seemed to prefer taxes which would be paid by the tourists themselves, or taxes on non-essential goods such as beer, alcohol, tobacco, and soft drinks. Increasing fees, charges, or taxes on gambling operations to generate needed funding was also clearly supported.

Our largest proposed source of funding over the next 4 to 5 years will be a portion of the proceeds from the sale of the Rainmaker Hotel (see Element 2). After all is said and done, we have estimated that 2 to 3 million dollars could be available for implementation of the Tourism Action Plan. Based on this projection, we propose to use approximately $500,000 per year for 4 to 5 years to help fund the operation of the Visitors Bureau. The other major funding source for the Visitors Bureau would come from the ASG, which presently budgets $350,000 per year for the Office of Tourism.

Since it is estimated that operation of the Visitors Bureau will cost between $1.0 and $1.2 million per year, an additional $150,000 to $350,000 per year will be needed. Our recommendations for how to generate the additional funding are summarized below. The options are presented with the highest priority measures listed first.

FUNDING SOURCE	DESCRIPTION	ESTIMATED AMOUNT
Soft Drink Excise Tax	Increase by $0.01 per 8 oz.	$ 331,000
Bingo Fee	Increase the current fee from $5.00/game to $250.00/game	91,200
Poker Machine Fee	Increase the current fee from $500/machine to $750/machine	67,250
Accommodations Tax	5% of total room charge	134,120
Tobacco/Access. Excise Tax	Increase current rate by an additional 5%	80,000
Beer Excise Tax	Increase current tax rate by an additional 5%	75,000
Alcoholic Bev. Excise Tax	Increase current tax rate by an additional 5%	12,000
Business License Fee	Increase the current fee from $25 to $100	150,000

Obviously, not all the measures will be needed. If the recommended soft drink excise tax were approved, for instance, there would be little need for additional measures to raise the necessary funding. This may not always be the case. Towards the end of the 5-year planning period, the portion of the funding derived from the hotel sale proceeds will begin to run out. At that time it may be necessary to explore new funding options to make up the difference.

Money to run the Visitors Bureau is only part of the funding package. Other aspects of the Plan will be supported by grant funding, other redirected ASG resources, users fees, and, of course, private investment. For example, the proposed low-interest revolving loan program will be capitalized with grant funds, and grants will pay for the development of the National Park, community recreation facilities, and major capital improvements like airports, harbors, and roads (see Element 5). Under this Plan, the ASG will be asked to contribute some additional resources to the recommended environmental clean-up efforts, the canneries will be required to install new equipment to clean up their noxious odors, and the people of the territory will be asked to pay for an expanded and improved solid waste management system through users fees. Most important to the success of tourism, however, is private investment. The sale and improvement of the Rainmaker, development of alternate accommodations, improvement in air service, construction of a marina, and the expansion of tourism businesses will all be accomplished through private initiative and investment.

Target: Adoption of funding measures by 1/96.

Task 4A1: Establish Committee to Review Tourism Task Force Recommendations
Who: GOV, AG, FONO, TR, BUD, DPO, VB
When: 1/95
Cost: In-house
Comment: Specific measures are noted in the narrative above.

Task 4A2: Draft appropriate legislation and submit to Fono for adoption
Who: GOV, AG, DPO,
When: 2/95 - 4/95 (effective 1/96)
Cost: in-house
Comment:

ACTION 4B Establish Revolving Low-Interest Loan Program Targeted to Tourism Business Development

The Development Bank of American Samoa (DBAS), which exists to provide low-interest financing to local residents for homes and businesses, is the ideal mechanism through which to implement the a revolving loan program targeted to high-priority business development. This would include manufacturing (for export or import substitution), and other export businesses (such as tourism). We believe the DBAS should reflect the economic development priorities of the community and the ASG. If this Tourism Action Plan is adopted, it will mean that the

people's representatives and the ASG rank tourism high on the list of economic priorities. At that time, the lending policies of the DBAS should also reflect those priorities.

We recommend that the revolving loan fund be initially capitalized at $1,000,000. It appears that this can be accomplish through matching $500,000 contributions from the DBAS and the U.S. Economic Development Administration. The program should be administered by the DBAS, with input from EDPO and the Visitors Bureau.

Target: Capitalize the Revolving Loan Fund by 3/95

Task 4B1: Determine funding sources and make appropriate applications
Who: DPO, GOV, DBAS
When: 1/95
Cost: in-house
Comment:

Task 4B2: Negotiate with DBAS to establish Revolving Loan Program
Who: DPO, GOV, DBAS
When: 2/95
Cost: in-house
Comment:

Task 4B3: Advertise loan program
Who: DBAS, DPO, GOV
When: 2/95
Cost: $3,000
Comment:

Task 4B4: Accept applications, screen, and make recommendations to DBAS
Who: DPO, DBAS
When: 3/95
Cost: in-house
Comment:

Task 4B5: Monitor business development, job creation, and loan repayment
Who: DPO, DBAS
When: 3/95 - continue
Cost: in-house
Comment:

ELEMENT 5

Develop Tourism-Related Facilities

OVERVIEW

Certain critical facilities must be developed in order to support tourism growth. The hotel and the airport must be improved, and the National Park must be developed in order to support village-based development of alternate tourist accommodations. Basic public facilities (toilets, water, shelter) are needed at potential attraction sites around the islands to provide opportunities for associated small business development. Our public parks must be upgraded and maintained, and our historical and cultural attraction require development and rehabilitation. The inter-island dock needs major repair, harbor improvements in Manu'a must be completed, and yacht support facilities should be constructed.

Some of these facilities will be developed through federal grants. These include the airport and harbor improvements, National Park, business incubator, and other public park improvements. Other facilities, such as the hotel, alternate tourist accommodations, and yacht facilities should be developed by private investors.

The development of most of these facilities should occur relatively early in the 5-yr planning period. The development of the hotel and the National Park are especially important in order to support the kind of tourism growth envisioned in this Plan. We cannot begin to effectively market and promote the territory until these critical facilities are developed, and for that to happen, development must begin as early as possible. The ASG should proceed immediately to sell the hotel so the needed improvements can be completed. The ASG and the Visitor's Bureau must coordinate with the National Park Service and DOI to formulate the Master Plan for the National Park and secure adequate funding to implement the plan.

ACTIONS

- Develop Visitor Accommodations
- Develop the National Park
- Develop Tourist Support Facilities at Privately-Controlled Key Locations
- Construct Tourism Support Facilities at Publicly-Controlled Locations
- Develop Yacht Support Facilities
- Develop Historical and Cultural Points of Interest
- Construct Airport Improvements
- Construct Harbors Improvements
- Develop Visitor Bureau Facilities

SYNOPSIS

GOALS ADDRESSED:

General Goals:
- Create jobs for local residents.
- Increase local business opportunities.
- Increase private sector involvement in tourism development.
- Promote public/private sector partnerships.
- Improve the public image of the Territory
- Promote village-based tourism development.

Immediate Goals:
- Increase number and quality of alternate tourist accommodations.
- Improve number, quality, and accessibility of attractions.
- Improve transportation linkages.
- Improve tourism-related infrastructure and support services.
- Increase incentives for tourism-related business development.

PRIORITY OBJECTIVES ADDRESSED

1 - Improve Rainmaker Hotel to generally accepted international standards
2 - Increase number and quality of alternate tourist accommodations.
3 - Identify, develop, and support "core" of quality attractions.
4 - Establish public/private partnerships to develop and maintain attraction sites.
5 - Install basic amenities at attraction sites.
8 - Improve the airports.
10 - Improve docking and passenger handling facilities for interisland ferry.
11 - Increase available parking used by tourists.
13 - Identify, develop, and support "core" of tourism-related facilities, services, and products.
14 - Improve information available to tourists.
22 - Develop targeted marketing/promotional plan.

FUNDING SOURCES

Available:
- Department of Transportation (airport and road improvements)
- Private financing

Likely:
- DOI (NPS)/ DOI (CIP)
- Community Development Block Grant (public facilities)
- Private financing

Possible:
- Economic Development Administration

Yearly Funding:

FY95	FY96	FY97	FY98	FY99
1,630,000	17,235,000	4,835,000	335,000	335,000

GENERAL IMPLEMENTATION SCHEDULE
Tourism Action Plan

No	Element	FY1995	FY1996	FY1997	FY1998	FY1999
1	Visitors Bureau					
2	Sell the Rainmaker Hotel					
3	Development Incentives					
4	Funding and Financing					
5	**Facilities Development**					
6	Marketing and Promotion					
7	Environmental Cleanup					
8	Information and Public Awareness					
9	Air Service					
10	Regional Linkages					
11	Data Collection and Analysis					

IMPLEMENTATION SCHEDULE - Actions and Tasks

ELEMENT 5			Fiscal Year	94	1995				1996				1997				1998				1999			
					QUARTERS				QUARTERS				QUARTERS				QUARTERS				QUARTERS			
				4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
ACTION	5A	**Visitor Accommodations**																						
Task	5A1	Develop hotel accommodations																						
Task	5A2	Develop alternate accommodations																						
ACTION	5B	**Develop the National Park**																						
Task	5B1	Coordinate with NPS to formulate National Park Master Plan																						
Task	5B2	Determine cost and prepare funding plan with DOI/NPS																						
Task	5B3	Design and develop key Park facilities																						
Task	5B4	Rehabilitate and Improve the aerial tram																						
Task	5B5	Conduct outreach to adj. villages to ID business opportunities.						continue																
ACTION	5C	**Dev. Support Facilities at Privately-Controlled Key Locations**																						
Task	5C1	Designate key privately-controlled locations																						
Task	5C2	Secure joint agreements for maintenance of facilities																						
Task	5C3	Design and construct facilities																						
ACTION	5D	**Dev. Support Facilities at Publicly-Controlled Locations**																						
Task	5D1	Designate priority locations																						
Task	5D2	Identify and Secure funding																						
Task	5D3	Design and construct facilities																						
ACTION	5E	**Develop Yacht Support Facilities**																						
Task	5E1	Designate areas for facility development																						
Task	5E2	Dev. RFP, advertise, and select preferred proposal																						
Task	5E3	Clarify lease terms and secure permits																						
Task	5E4	Construct facilities																						

IMPLEMENTATION SCHEDULE - Actions and Tasks

		ELEMENT 5	Fiscal Year 94	1995 QUARTERS				1996 QUARTERS				1997 QUARTERS				1998 QUARTERS				1999 QUARTERS			
			4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
ACTION	**5F**	**Develop Historical and Cultural Points of Interest**																					
Task	5F1	Designate key Historical/Cultural points of interest																					
Task	5F2	Determine needed improvements and costs																					
Task	5F3	Apply for and secure necessary funding																					
Task	5F4	Make needed improvements as funds become available						if funds become available															
ACTION	**5G**	**Construct Airport Improvements**																					
Task	5G1	Immediate Improvements																					
Task	5G2	Improve the airport terminal complex																					
Task	5G3	Extend runway by 1,000 feet																					
Task	5G4	Improve Manu'a Airports						continue----------															
ACTION	**5H**	**Construct Harbor Improvements**																					
Task	5H1	Repair inter-island ferry dock																					
Task	5H2	Improve Manu'a Harbors																					
ACTION	**5I**	**Develop Visitors Bureau Facilities**																					
Task	5I1	Provide facility for Visitors Bureau																					
Task	5I2	Install Visitor Assistance Centers at key locations																					

ACTIONS AND TASKS

ACTION 5A Visitor Accommodations

The development of tourist accommodations is essential to the success of tourism development. The improvement of the Rainmaker Hotel to internationally accepted standards of quality, is probably the single most critical facilities development need. The Tourism Plan proposes to accomplish that improvement buy selling the hotel to a private investor (see Element 2 - Sell the Rainmaker Hotel). Existing facilities are identified in Appendix A - Inventory of Accommodations.

In addition to improvement of the hotel, existing alternate accommodations need to be improved, and new accommodations need to be developed. These accommodations can range from small motels and bed&breakfast to single homes and traditional quarters (fales). Element 3 includes incentives for tourism businesses that should provide support for development of these alternate accommodations, and Element 4 includes a small-business revolving loan program that can provide development capital. One advantage of developing small scale bed&breakfast and traditional quarters is that they can be developed within an existing house or using existing structures., and if necessary can be operated on a part-time basis. This provides many opportunities for small business creation without the investment of large amounts of capital.

Target: 187 hotel rooms to international standards by 1/98. Improve existing motels/Bed and breakfast (minimum 50 additional rooms by 4/99)

Task 5A1: Develop hotel accommodations
Who: Private investor
When: 1/96 - 1/98
Cost: $5-10 million??
Comment: Link to Element 2 - Sell the Rainmaker Hotel

Task 5A2: Develop alternate accommodations
Who: Private investor
When: 1/96 - 4/99
Cost: $400,000
Comment: Link to Element 3 - Development Incentives

ACTION 5B Develop the National Park

Aside from tourist accommodations, the development of the National Park is probably the most crucial facilities development project identified in this Action Plan. The National Park, if properly developed, can become a major tourist attraction. It can provide a focus for eco-tourism

development, and it can provide a catalyst for the kind of village-based tourism development that we want to promote.
The acceptance of the National Park by the villages and families was based in large part on the prospect for economic development opportunities that would follow development of the Park. This fact must be clearly reflected in the planning for the National Park. The ASG should coordinate with the National Park Service at the earliest possible date to draft the National Park Master Plan, and the ASG should make every effort to assure that the Master Plan includes adequate facilities.

At a minimum, these facilities should include the aerial tram, Mt. Alava access road, secondary Park entry points, Visitor's centers (at least one in the harbor area, one on Mt. Alava, and one in Manu'a), and hiking trails, observation points, shelters, and toilets throughout the Park.. The aerial tram will be especially important to the future of the Park, and it is important that this existing facility be repaired and maintained as a basic part of the infrastructure. As one of the cornerstones of future economic development in the territory, the ASG should make the development of the National Park one of its highest CIP priorities.

Target: Begin installation of basic facilities by 2/96, complete by 4/97

Task 5B1: Coordinate with NPS to formulate National Park Master Plan
Who: VB, DPO, GOV, PR, DPW, SA, others
When: 1/95 - 3/95
Cost: In-house , NPS
Comment: It will be critical that NPS (DOI) fund basic facilities development, including the aerial tram, visitors centers, and rest areas.

Task 5B2: Determine costs and prepare funding plan in consultation with DOI/NPS
Who: DPO, DPW, VB
When: 2/95 - 3/95
Cost: in-house
Comment:

Task 5B3: Design and develop key Park facilities
Who: DPW, DPO, VB, NPS
When: 2/95 - 4/97
Cost: $4,000,000 (DOI/NPS, EDA)
Comment: Facilities should include at a minimum: visitors centers, aerial tram, trail systems, rest areas, parking access roads and fencing

Task 5B4: Rehabilitate and Improve the aerial tram
Who: VB, DPO
When: 4/95 - 3/96
Cost: $500,000
Comment:

Task 5B5: Conduct outreach to identify and promote business opportunities in adjacent villages.
Who: VB, DPO
When: 2/95 - continue
Cost: in-house (VB - funding package)
Comment:

ACTION 5C Develop Tourist Support Facilities at Privately-Controlled Key Locations

Many of the most attractive locations in the territory are under the legal or practical control of families or villages. These sites can become key attractions for tourists, as well as economic opportunities for families and villages, if they can be sensibly managed and provided with basic public facilities. For those who want to attract tourists to their beaches or their villages in order to exploit associated business opportunities, the lack of basic public facilities such as shelter, toilets, and water can be crippling. On the other hand, the presence of these facilities and others such as showers, picnic tables, and BBQs can greatly increase the convenience and the attractiveness of the site.

Often, such facilities are too costly for the individual family or village to construct . Often the government resists installing such facilities because it then has to provide for operation and maintenance of the facilities. We propose overcoming these difficulties by creating "partnerships" between the government and land owners. Simply stated, the government (or VB) would use community development monies to build basic public facilities at appropriate sites, and the families or villages would agree to maintain the facilities. Locations where such partnerships are established would be promoted as key attractions by the Visitor's Bureau. In this way, we develop better facilities for tourists, provide for their future maintenance and operation, and increase village-based economic opportunities .

Target: Execute at least 2 partnership agreements per year for development of tourist-related support facilities (8 total over the planning period).

Task 5C1: Designate key privately-controlled locations
Who: DPO, PR, VB
When: 1/95
Cost: In-house
Comment:

Task 5C2: Secure joint agreements with villages and families for development, maintenance, and operation of tourist support facilities
Who: DPO, GOV, AG, VB
When: 2/95 - 4/95
Cost: in-house
Comment:

Task 5C3: Design and construct facilities
Who: Private (loans), ASG (grants),
When: 1/96 - 1/97
Cost: $100,000/yr (CDBG)
Comment:

ACTION 5D Construct Tourism Support Facilities at Publicly-Controlled Locations

The improvement of our public recreation facilities should focus on the improvement of the community parks. These parks constitute the bulk of our recreational space on the island, and they are also high-traffic tourist areas. All the parks are in need of facilities development, and all are in need of improved maintenance. If the recommendations in Element 7 are implemented, the parks will be targeted for concentrated clean-up efforts, which should help with the maintenance problem. We also propose to utilize community development funds to make facilities improvements and construct new facilities at all the major public parks.

Target: Construct or improve tourist-related support facilities at minimum of 6 locations on Tutuila, and 2 in Manu'a over a 4 year period.

Task 5D1: Designate priority locations
Who: TTF, DPO, VB, others
When: 2/95
Cost: In-house
Comment:

Task 5D2: Identify and Secure funding
Who: DPO, VB, GOV
When: 2/95 - 1/96
Cost: in-house
Comment:

Task 5D3: Design and construct facilities
Who: VB, DPW, DPO, ASPA, contract
When: 1/96 - 1/99
Cost: $400,000 (CDBG over 4 years)
Comment:

ACTION 5E Develop Yacht Support Facilities

When it comes to the yachting sector of the tourism industry we have failed miserably to take advantage of one of the few natural comparative advantages that we have. Namely, Pago Pago Harbor. The harbor offers unparalleled natural shelter and protection for yachts in the South Pacific, but our facilities are practically non-existent, and our policies toward the yachting community are far less than hospitable. On the facilities side of that problem is the lack of a reasonably priced yacht haul out facility, and the lack of an adequate dinghy dock and other shoreside facilities. A marina, with adequate slips and more moorings would greatly enhance the attractiveness of American Samoa as a major provisioning and yacht maintenance location.

We think the best way to develop the needed facilities is for the government to issue a request for proposals and try to attract a private investor/developer. With the government's cooperation in securing appropriate property, and the incentives that would be provided to yacht support services as one of the core businesses under Element 3, a privately operated facility should be feasible.

Target: Develop recommended facilities by 1/97

Task 5E1: Designate areas for facility development
Who: GOV, RPMB, DPO, YC, PORT
When: 2/95
Cost: In-house
Comment:

Task 5E2: Develop Request for Proposal, advertise, and select preferred proposal.
Who: GOV, DPO, AG, RPMB,
When: 2/95 - 3/95
Cost: $10,000 (advertising)
Comment:

Task 5E3: Clarify lease terms, and secure permits.
Who: AG, RPMB, GOV,
When: 4/95 - 1/96
Cost: in-house
Comment:

Task 5E4:	Construct facilities
Who:	Private developer
When:	1/96 - 1/97
Cost:	$2,000,000 ? (Private)
Comment:	Additional mooring at outlying bays should be installed by Port

ACTION 5F Develop Historical and Cultural Points of Interest

The most obvious and immediate improvement in this area is the rehabilitation of the Museum. It is a centrally-located, high-traffic tourist attraction, and constitutes a basic tourism facility that cannot be ignored. Since the facility is existing, it can be improved for a relatively modest amount of money.

As with other historical and cultural attractions, however, the funds to develop or improve them is scarce. Simply stated, the National Park Service designates historic/cultural structures and sites, but they provide no funds to preserve or protect them. This makes inclusion of these facilities in the Action Plan somewhat speculative. It would be wonderful to think that we could rehabilitate the entire U.S. Naval Station, Tutuila Historic District (which includes, the courthouse, the Governor's residence, the police building, the registrar's building, and many others in the Fagatogo/Utulei area), but the funding is just not available. Any funds that are obtained should first be directed to rehabilitation of the Museum.

The development of a small-scale, village-based Samoan Cultural Center would be a key attraction for tourists and should be encouraged. We see such a facility being developed through private investment and initiative, or in partnership with the government through the low-interest loan program, the ASCC, the Arts Council, or TAOA.

Target: Rehabilitate at least the Museum by 1/97

Task 5F1:	Designate key Historical/Cultural points of interest
Who:	SHPO, SA, AC, DPO, VB
When:	1/95
Cost:	In-house
Comment:	

Task 5F2:	Determine needed improvements and costs
Who:	SHPO, DPW, DPO, ASPA
When:	2/95
Cost:	in-house
Comment:	

Task 5F3: Apply for and secure necessary funding
Who: GOV, AC, PR
When: 2/95 - 4/95
Cost: in-house
Comment:

Task 5F4: Make needed improvements as funds become available
Who: PR, DPW, NPS, Contract
When: as funds become available
Cost: to be determined
Comment:

ACTION 5G Construct Airport Improvements

Most of the airport improvements will be completed by the FAA. The Airport Master Plan proposes redevelopment of the main terminal and the construction of an interisland terminal building. The existing facilities are too small and run down, and both of these projects will be needed to support tourism development over the next several years. Immediate repairs that should be made to the existing terminal include (at a minimum) roof and electrical repairs in the leased areas, and rehabilitation or replacement of the public restrooms. The Airport Master Plan does not include the extension of the main runway, but we think that is a mistake and should be rectified. The extension of the runway is necessary to accommodate large, fully-loaded jets on take-off. Without it, we limit our options for expanding our air service connections and flights in the region.

The terminals in Manu'a will be improved within a year or so, and should provide good support for tourism development in Manu'a for the next several years. The airport runways will need short and long term improvement, however, if they are to support increased visitor traffic. The existing runway on Ofu is eroding in places and immediate repairs are needed. The runways on Ofu and Tau are too short, and should be extended to 4,000 feet to accommodate aircraft larger than the Twin Otters currently flying. On Tau, this could be accomplished by paving the unpaved runway extension areas, but on Ofu, extending the runway will be difficult.

Target: Complete immediate improvements by 3/95; Other improvements by 1/97

Task 5G1: Immediate Improvements
Who: PORT, DPW, MO, RPMB
When: 1/95 - 2/95
Cost: $100,000 (ASG lease funding, private)
Comment: Includes roof repair for airport offices, restroom and restaurant remodel.

Task 5G2:	Improve the airport terminal complex
Who:	PORT, FAA, DPW, DPO
When:	1/96 - 3/96
Cost:	$4,000,000? (DOT/FAA)
Comment:	

Task 5G3	Extend runway by 1,000 feet
Who:	PORT, FAA, DPW,
When:	2/96 - 4/96
Cost:	$5,000,000 (DOT/FAA)
Comment:	

Task 5G4:	Improve Manu'a Airports
Who:	FAA, DPW, contract
When:	in-process
Cost:	$1,120,000 (DOT/FAA)
Comment:	

Action 5H Construct Harbors Improvements

Like the airport improvements, the harbor improvements are not strictly tourism development projects, although they certainly support tourism growth through the construction of basic tourism related infrastructure. Harbor improvements are underway in Manu'a, and should provide adequate support for water transportation connections that may develop as tourism develops over the next several years. One basic facility that needs repair is the inter-island ferry dock in Fagatogo. We must keep that facility in working order as long as the current ferry is in use, and we should work with Western Samoa to make sure our harbor improvements and their ferry requirements are compatible.

Funding for the Manu'a harbors projects is being provided by the Army Corps of Engineers, but funding for improvement of the inter-island ferry dock is uncertain at this time. In line with our philosophy, we think one source of funding that should be explored is private funding. There may be an opportunity to privatize the facilities operation, and that should certainly be assessed before expending government funds.

Target: Complete interisland dock repairs by 3/96; Complete Manu'a harbors improvements by 1/96

Task 5H1:	Repair inter-island ferry dock
Who:	PORT, DPW, ACE, contract
When:	4/96 - 1/97
Cost:	$1,000,000? (ACE/Private?)

Comment: Privatization of the inter-island ferry operation on the AS end may be feasible, and the private investor would make needed repairs.

Task 5H2: Improve Manu'a Harbors
Who: ACE
When: in-process
Cost: $?????
Comment:

ACTION 5I Develop Visitor's Bureau Facilities

The Visitor's Bureau will need office space just like any other private business or agency of the government. We believe the ASG should provide this space for free if possible. This is one example of how government can provide support for the Visitor's Bureau. If such space is not available, it could be leased on the open market.

The other facilities that the Visitors Bureau will be responsible for are the Visitor Assistance Centers proposed in Element 8. Some of these may involve the construction of independent, detached, kiosk-like structures. Many will involve only internal modifications to existing structures, such as the airport terminal, the hotel, etc. Construction of the 5 initial facilities can be accomplished at moderate cost. Expansion of the VAC to villages in the future would involve additional funding not reflected in the Plan.

Target: Set up VB office by 2/96; Install VAC's from 2/95 - 3/96

Task 5I1: Provide facility for Visitor's Bureau
Who: VB
When: 1/96
Cost: $ 35,000/yr. (going rate for 2,000 sq.ft. of office space)
Comment: This cost could be subsidized by the government by providing space at lesser rate or gratis.

Task 5I2: Install Visitor Assistance Centers at key locations
Who: VB, contract
When: 1/96 - 3/96
Cost: $150,000 (5 locations)
Comment: Some of this cost can be offset by including these facilities in hotel and airport renovation

ELEMENT 6

Design and Implement Targeted Marketing Program

OVERVIEW

The fact that you must market and promote yourself in order to be successful, and the fact that marketing and promotion is expensive, are two inescapable realities of the tourism industry. As with each of our island neighbors, we will be required to invest a lot of money each year to promote what we have to offer and convince travelers from all over the world to include American Samoa on their South Pacific itineraries. Marketing and promotion will always be an expensive proposition, but we can reduce the costs somewhat by making sure that our marketing program is targeted for greatest effectiveness, and by establishing cooperative marketing and promotional arrangements with others in the region.

Before we can design or implement a successful marketing and promotional program, however, we must first have something to market and promote. If this Action Plan is implemented as proposed, we should have a basic core of attractions, facilities, and programs established or under development that can be marketed and promoted in about two years. That is the point where a serious marketing and promotional program should be implemented. In the meantime we must research our potential markets, establish linkages with our island neighbors, and formulate a professional marketing and promotional plan.

Marketing efforts should be designed to promote the critical core of tourism facilities and businesses. One of the development incentives mentioned in Element 3 would offer "certified" core businesses promotional and advertising support by featuring the businesses in promotional materials that are distributed through the Visitors Bureau marketing and promotional programs.

We will have to work hard to turn around the poor reputation we have earned in the tourism industry. To do that, we must be careful not to make promises we cannot keep. That is why we recommend waiting to begin a serious marketing program until we have something meaningful to market, and that is why we recommend working only with those businesses that agree to certain standards of quality and performance. In the interim, we should be careful to avoid distribution of information and promotional materials that are unrealistic, inaccurate, or out-of-date.

ACTIONS

- Identify and Target Appropriate Markets
- Design Detailed Marketing/Promotional Plan
- Provide for Public Relations and Promotion
- Produce Necessary Promotion And Information Materials
- Establish Regional and Global Linkages/ Cooperative Arrangements.

SYNOPSIS

GOALS ADDRESSED:

General Goals:
- Increase local business opportunities.
- Promote public/private sector partnerships.
- Improve the public image of the Territory

Immediate Goals:
- Increase incentives for tourism-related business development.
- Improve marketing/promotional strategies.
- Improve regional linkages and cooperative arrangements.

PRIORITY OBJECTIVES ADDRESSED:

3 - Identify, develop, and support "core" of quality attractions.
4 - Establish public/private partnerships to develop and maintain attraction sites.
13 - Identify, develop, and support "core" of tourism-related facilities, services, and products.
14 - Improve information available to tourists.
16 - Increase public awareness and support of tourism.
18 - Provide technical assistance to local tourism businesses and entrepreneurs.
21 - Identify appropriate tourism markets for American Samoa.
22 - Develop targeted marketing/promotional plan.
23 - Actively participate in regional tourism organizations.
24 - Include American Samoa in regional tour packages.
25 - Establish regional linkages with neighbor islands for marketing and training.

FUNDING SOURCES

Available:
- Office of Tourism (FY95 - programs)

Likely:
- Community Services Block Grant (HHS)

Possible:
- Funding package

Yearly Funding:

FY95	FY96	FY97	FY98	FY99
0	125,000	270,000	370,000	370,000

GENERAL IMPLEMENTATION SCHEDULE
Tourism Action Plan

No	Element	FY1995	FY1996	FY1997	FY1998	FY1999
1	Visitors Bureau					
2	Sell the Rainmaker Hotel					
3	Development Incentives					
4	Funding and Financing					
5	Facilities Development					
6	**Marketing and Promotion**					
7	Environmental Cleanup					
8	Information and Public Awareness					
9	Air Service					
10	Regional Linkages					
11	Data Collection and Analysis					

IMPLEMENTATION SCHEDULE - Actions and Tasks

		ELEMENT 6	Fiscal Year 94	1995 QUARTERS				1996 QUARTERS				1997 QUARTERS				1998 QUARTERS				1999 QUARTERS			
			4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
ACTION	6A	**Identify and Target Appropriate Markets**																					
Task	6A1	Collect and analyze all available travel statistics																					
Task	6A2	Conduct professional marketing survey																					
ACTION	6B	**Design Detailed Marketing/Promotional Plan**																					
Task	6B1	Prepare Request for Proposals and advertise																					
Task	6B2	Review proposals and award contract																					
Task	6B3	Conduct appropriate research and draft marketing/promo. plan																					
Task	6B4	Adoption of marketing/promotional plan by Visitors Bureau																					
ACTION	6C	**Provide for Promotion and Public Relations**																					
Task	6C1	Attend appropriate tourism trade shows and fairs													continue								
Task	6C2	Host travel agent and travel media familiarization tours													continue								
Task	6C3	Advertise through travel industry and market specific media													continue								
Task	6C4	Establish off-island representation														continue							
ACTION	6D	**Produce Necessary Promotion and Information Materials**																					
Task	6D1	Design/Prod. brochures, displays, etc. for trade fairs and OS Off.																					
Task	6D2	Contribute to travel wholesaler/agent's brochures and manuals											continue										
ACTION	6E	**Establish Regional Marketing/Prom. Cooperative Arrangements**																					
Task	6E1	Establish marketing/promotional relationship with Western Samoa																					
Task	6E2	Establish marketing/promotional relationship with Cook Islands																					
Task	6E3	Establish marketing/promotional relationship with the State of Hawaii																					

ACTIONS AND TASKS

ACTION 6A Identify and Target Appropriate Markets

We can make some obvious assumptions about our potential markets. We are likely to draw a large portion of our tourists from the major markets currently being exploited by our island neighbors. These would include the United States, Australia, New Zealand, and to a lesser extent, Europe, Canada, and Asia. But we will also be targeting the world-wide eco-tourism market, the yachting market, and other specific markets related to our unique circumstances. To fully understand the potential benefits of each of these markets, a professional market survey and technical analysis should be accomplished. The findings of such a study will form the basis for development of a detailed and comprehensive marketing and promotional plan.

Target: Designate minimum of 3 major markets to target

Task 6A1: Collect and analyze all available travel statistics
Who: VB, DPO, PORT, AG
When: 1/95 - 2/96
Cost: In-house
Comment: The more data we organize, the cheaper a marketing survey will be.

Task 6A2: Conduct professional marketing survey
Who: VB, DPO, contract
When: 2/96 - 3/96
Cost: $40,000 (VB)
Comment:

Action 6B Design Detailed Marketing/Promotional Plan

This is another aspect of the Action Plan that should be carried out by a marketing expert in consultation with the Visitors Bureau. In choosing the professional marketing consultant, emphasis should be given to the contractor's proven experience in the region, and their willingness to work in consultation with the Visitors Bureau. If we are able to establish cooperative arrangements with our island neighbors, and are able to utilize appropriate strategies from their plans, we may be able to reduce the cost of developing our own marketing/promotional plan somewhat.

Target: Have detailed marketing/promotional plan ready to implement by 1/97

Task 6B1: Prepare Request for Proposals and advertise
Who: VB
When: 1/96
Cost: $10,000 (VB - Funding package)
Comment:

Task 6B2: Review proposals and award contract
Who: VB
When: 2/96
Cost: $5,000 (VB)
Comment: possible outside participants in review of proposals

Task 6B3: Conduct appropriate research and draft marketing/ promotional plan
Who: VB, contract
When: 3/96 - 4/96
Cost: $40,000 (VB)
Comment: Not necessarily conducted by market survey contractor, but may be if cost savings can be realized.

Task 6B4: Adoption of marketing/ promotional plan by Visitors Bureau
Who: VB
When: 1/97
Cost: in-house VB
Comment:

ACTION 6C Provide for Promotion and Public Relations

Once we are in a position to implement the marketing/promotional plan, providing for public relations and promotion will be one of the single most costly items in the yearly budget of the Visitor's Bureau. Promotion and public relations require a personal presence at trade shows and fairs, as well as extensive advertising abroad. There is also an on-going need to host tours and workshops for travel industry representatives, and ultimately we will want to establish off-island representatives in major market areas. Again, costs may be reduced somewhat through cooperative arrangements with our counterparts in the region.

Target: Serious efforts begin mid FY97 and continue

Task 6C1: Attend appropriate tourism trade shows and fairs
Who: VB
When: 3/97 - continue
Cost: $30,000/yr. (VB)
Comment: 1 show/fair per quarter, 3 people

Task 6C2:	Host travel agent and travel media familiarization tours
Who:	VB
When:	3/97 - continue
Cost:	$40,000/yr. (VB)
Comment:	one per year/ possible saving by regional piggybacking

Task 6C3:	Advertise through travel industry and market specific media
Who:	VB
When:	3/97 - continue
Cost:	$100,000/yr. (VB)
Comment:	

Task 6C4:	Establish off-island representation
Who:	VB, GOV
When:	1/98
Cost:	$100,000/yr (first two years), increase if appropriate after that (VB)
Comment:	

ACTION 6D Produce Necessary Promotion And Information Materials

In addition to the materials that must be produced for tourists visiting the territory, a wide variety of informational and promotional materials must be produced for distribution at travel trade shows and at contacts points within major market areas. Specialized exhibits and displays must be developed, and specific promotional and informational materials must be made available to travel wholesalers and agents around the world. We recommend that the basic design of these materials be included in the scope of work for the marketing/promotional plan.

Target:

Task 6D1:	Design and produce brochures, displays, and sales tools for trade fairs and overseas offices.
Who:	VB, contract
When:	3/96 - 1/97 - up-date design every 2 years
Cost:	$50,000/yr. (VB)
Comment:	Marketing Plan contractor to do design of materials.

Task 6D2:	Contribute to travel wholesaler and travel agent's brochures and manuals.
Who:	VB
When:	1/97 - continue
Cost:	$50,000/yr.
Comment:	

ACTION 6E Establish Regional Marketing/ Promotional Cooperative Arrangements

We should be able to establish cooperative relationships for marketing and promotion with at least three of our neighbors by the time we begin to seriously implement the marketing and promotional plan. We have already received some indication that such arrangements would be acceptable to our neighbors, provided they are convinced that we are making progress in implementing the Action Plan. If we cannot demonstrate some progress, it is unlikely that our neighbors will want to tie their promotional efforts with ours in any way.

Target: Establish relationships with at least three of our island neighbors by 1/97

Task 6E1: Establish marketing/ promotional relationship with Western Samoa
Who: VB
When: 1/96 - 1/97
Cost: $10,000 (VB)
Comment:

Task 6E2: Establish marketing/ promotional relationship with the Cook Islands
Who: VB, GOV
When: 1/96 - 1/97
Cost: $10,000 (VB)
Comment:

Task 6E3: Establish marketing/ promotional relationship with the State of Hawaii
Who: VB, GOV
When: 1/96 - 1/97
Cost: $10,000 (VB)
Comment:

ELEMENT 7

Implement Environmental Clean-up Program

OVERVIEW

Cleaning up our islands is one of the most important things we can do to promote tourism growth in American Samoa, and luckily it is one of those things we can do for ourselves. Whether we do so or not will be a good indicator of our chances for success in developing a tourism industry. If we cannot find the wisdom and the strength to solve this problem, we will certainly be hard pressed to deal with other more complex problems that face the industry.

One cruise ship passenger told us that Tutuila was "the trashiest island in the South Pacific", and we have heard that yachts approaching our islands start running into our floating garbage 60 or 70 miles out. We clearly have a huge problem to correct, and it will not be an easy job. Even if we made the commitment to implement a territory-wide clean-up program tomorrow, it would take some time for real progress to be seen. In the interim, we recommend that clean-up efforts be concentrated at high traffic, high visibility areas and at high priority attractions around the islands. In the same way we hope to focus our development efforts on a critical core of tourist facilities and businesses, we hope to focus our clean-up efforts at critical areas for tourists. This would, of course, include the downtown area, our public parks, beaches, and roadways.

The environmental cleanup will require a variety of mechanisms to carry out. We need to greatly improve and expand our solid waste management system, and finance it through users fees. We need to establish partnerships with villages and families for maintenance of privately controlled attraction sites (see Element 3 - development incentives), and we need to enlist the support of the traditional village leadership in mobilizing village resources. We need to make the canneries reduce their sickening odors, and we need to round up and destroy the tens of thousands of stray dogs that plague the islands. Most of all we need to enforce the existing laws regarding pollution, dumping, and litter, and couple that enforcement campaign with more public awareness and education programs.

ACTIONS

- Concentrate Trash Pick-Up at High Profile/ High Traffic Locations.
- Enforce Litter and Anti-Pollution Laws.
- Implement Stray Dog Eradication Program.
- Drastically Reduce Cannery Odor.
- Increase Solid Waste Collection and Disposal
- Reduce Trash Generation
- Implement Public Awareness/ Education Program

SYNOPSIS

GOALS ADDRESSED:

General Goals:
- Promote public/private sector partnerships.
- Improve the public image of the Territory
- Clean up and protect the natural environment.
- Respect Samoan cultural traditions.
- Promote village-based tourism development.

Immediate Goals:
- Improve number, quality, and accessibility of attractions.
- Improve tourism-related infrastructure and support services.
- Improve marketing/promotional strategies.

PRIORITY OBJECTIVES ADDRESSED

3 - Identify, develop, and support "core" of quality attractions.
5 - Install basic amenities at attraction sites.
6 - Keep the environment (especially key attractions) clean.
13 - Identify, develop, and support "core" of tourism-related facilities, services, and products.
16 - Increase public awareness and support for tourism.

FUNDING SOURCES

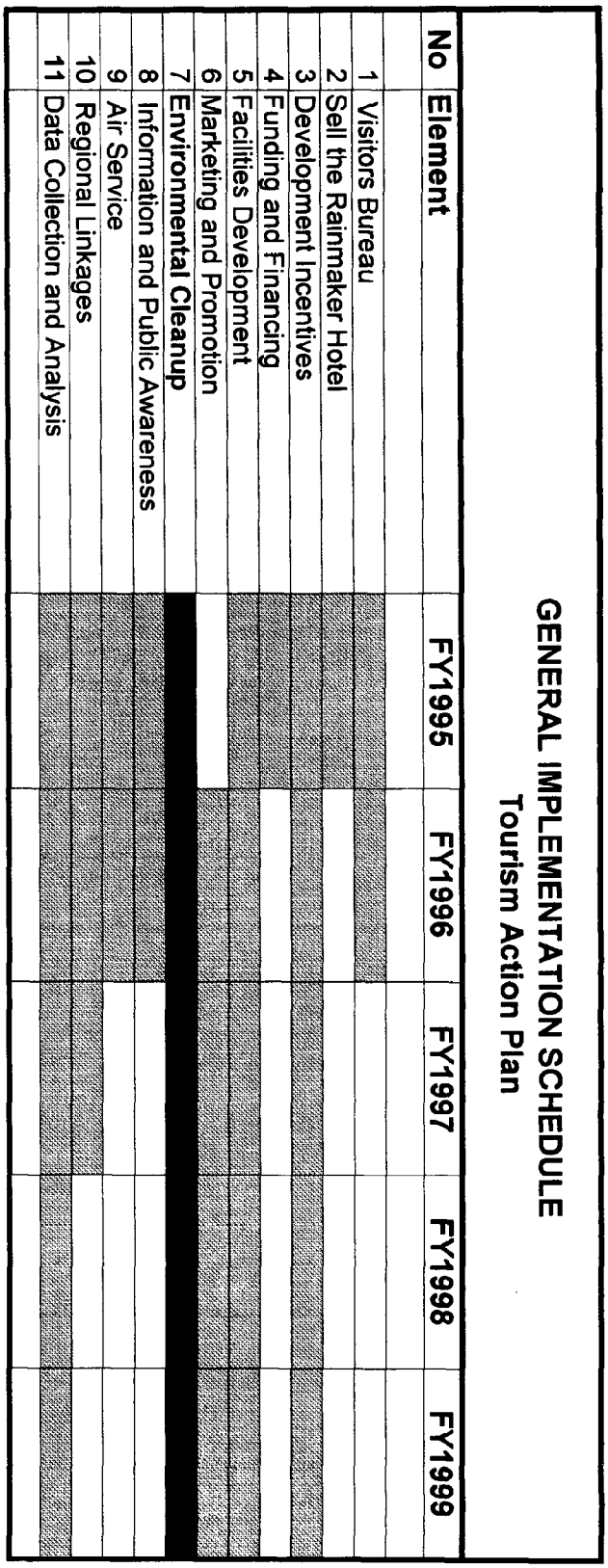
Available:
- ASG (TCF, MO, PR, contract)
- CDBG, ASCMP, ASPA, EPA (transfer stations)

Likely:
- ASG (TCF, MO, PR, contract)
- Fines, public service,
- CDBG, ASCMP, ASPA, EPA

Possible:
- Users fees (utility charge)

Yearly Funding:

FY95	FY96	FY97	FY98	FY99
1,550,000	2,200,000	2,200,000	2,200,000	2,200,000


GENERAL IMPLEMENTATION SCHEDULE
Tourism Action Plan
No
Element
FY1995
FY1996
FY1997
FY1998
FY1999
1 Visitors Bureau
2 Sell the Rainmaker Hotel
3 Development Incentives
4 Funding and Financing
5 Facilities Development
6 Marketing and Promotion
7 Environmental Cleanup
8 Information and Public Awareness
9 Air Service
10 Regional Linkages
11 Data Collection and Analysis

IMPLEMENTATION SCHEDULE - Actions and Tasks

ELEMENT 7			Fiscal Year	94	1995 QUARTERS				1996 QUARTERS				1997 QUARTERS				1998 QUARTERS				1999 QUARTERS			
				4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
ACTION	**7A**	**Concentrate trash pick up at high profile/high traffic locations**																						
Task	7A1	Specify and prioritize key areas and locations																						
Task	7A2	Determine duties, workload, and prepare work shcedule																						
Task	7A3	Meet w/ key agencies, designate crews, and impl. work schedule																						
Task	7A4	Arrange w/ villages/families for maintenance of key facilities								continue----														
ACTION	**7B**	***Enforce litter and anti-pollution laws***																						
Task	7B1	Clarify legal authority and augment if necessary																						
Task	7B2	Est. quotas for those w/ citation auth., & link to job perf. & pay																						
Task	7B3	Issue clear directives that litter and pollution laws will be enforced																						
ACTION	**7C**	**Implement Stray Dog Eradication Program**																						
Task	7C1	Clarify existing authorities, resources, and options																						
Task	7C2	Designate single agency responsible for program																						
Task	7C3	Implement Program						continue----																
ACTION	**7D**	**Drastically Reduce Cannery Odor**																						
Task	7D1	Determine legal options																						
Task	7D2	Negotiate with Star-Kist																						
Task	7D3	Install appropriate equipment to reduce odor																						
ACTION	**7E**	**Increase Solid Waste Collection and Disposal**																						
Task	7E1	Determine specific needs and costs																						
Task	7E2	Adopt user fee to cover expansion of SW management system																						
Task	7E3	Expand the solid waste collection and management system									continue----													

IMPLEMENTATION SCHEDULE - Actions and Tasks

ELEMENT 7		Fiscal Year	94	1995				1996				1997				1998				1999			
			4	QUARTERS 1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	QUARTERS 1	2	3	4
ACTION	7F	**Reduce Trash Generation**																					
Task	7F1	Determine feasibility of deposits for various containers																					
Task	7F2	Provide recycling operations w/ core business support & assist.								continue													
ACTION	7G	**Expand Public Education Campaigns**																					
Task	7G1	Inter. w/agencies invol. in environ. aware. pro., deter. approp. add./sup.																					
Task	7G2	Provide appropriate assistance/support								continue													

ACTIONS AND TASKS

ACTION 7A Concentrate Trash Pick Up at High Profile/High Traffic Locations.

In order to maximize the effectiveness of available manpower and money, we recommend that immediate clean-up efforts be concentrated at those locations most frequented by tourists. These would included the downtown Fagatogo area, Utulei Park, other public spaces in the harbor area, our public parks and key attractions, and our major public roadways. Government agencies currently carrying out general clean-up or beautification projects should coordinate their efforts so that high-profile, high-traffic visitor locations are given highest priority. We recommend that the ASG reorder its priorities somewhat to provide funding for an on-going targeted clean-up program, and we recommend that the government re-assign underutilized personnel throughout the government to the clean-up program. One obvious source of manpower is the Tafuna Correctional Facility. We strongly recommend that the bulk of the inmate population at the TCF be utilized in this on-going clean-up effort.

As mentioned in Element 5 (Facilities), we hope to form partnerships with families and villages to develop and maintain tourist support facilities at key attractions sites under private control. Part of the maintenance responsibilities in such an arrangement would involve keeping the sites clean and free of trash.

Target: Implement targeted clean-up by 1/96

Task7A1: Specify and prioritize key areas and locations
Who: VB, DPO, PR, SA
When: 2/95
Cost: In-house
Comment:

Task 7A2: Determine duties, workload, and prepare work schedule
Who: VB, DPO, PR,
When: 3/95
Cost: in-house
Comment:

Task 7A3: Meet with key agencies, designate crews, and implement work schedule
Who: VB, PR, DPS,DPW, SA, contract?
When: 3/95 - 1/96
Cost: $100,000/yr. ASG in-house
Comment: We recommend that at least 4 four-man workcrews be drawn from the inmate population at TCF

Task 7A4:	Make arrangements with villages/families for maintenance of key facilities
Who:	VB, DPO, PR,
When:	1/96 - continue
Cost:	in-house, VB
Comment:	Agreements for perpetual maintenance of key sites and facilities would be obtained in exchange for grants or low-interst loans to construct basic tourist amenities at the sites (see Element 3 - development incentives, and Element 5 - facilities development).

ACTION 7B Enforce Litter and Anti-Pollution Laws.

Along with public education, there must be enforcement of litter and pollution laws if public attitudes and behavior are to be altered. Littering is out of control in American Samoa, largely because there are no practical consequences for failing to obey the law. There are plenty of laws on the books, but they are deliberately not being enforced. No citations are issued because nobody who has citation authority uses it. Not the police, not the Pulenu'u, not Parks and Recreation, not EPA, and not the Office of Tourism. The mechanisms for enforcement are basically in place, but they sit idle while our islands are turned into garbage dumps.

The obvious conclusion is that the leadership and the people of the territory do not really care about solving the litter problem. One would have to conclude that the Directors of the agencies with citation authority view it as one of their lowest priorities. With no direction from the top, the government has made a joke out of the enforcement process. But littering is no joke. It is a serious impediment to economic development, and it will kill our tourism development efforts, just as surely as a deteriorating hotel, or a lack of adequate air service.

With this in mind, we recommend that the ASG begin treating the problem seriously. We believe the Governor should provide clear direction to responsible directors, and we think that failure to show measurable progress in littering enforcement should be reflected in a director's or an employees performance evaluation. We also believe that the Pulenu'u should begin doing their part as well, and that their pay should be withheld if they fail to participate in the enforcement efforts. Setting quotas for persons with citations authority might be useful in providing the necessary inducements, but all that is really needed is a boss who is willing to say "do it, or else."

Enforcement does not require a system of heavy fines, although fines can be an effective deterrent. We believe that sentencing litterbugs to publicized trash clean-up would be more useful and educational.

Target: 50 enforcement actions 1st year (10 times current rate); 100 2nd year; 200 3rd year; 300 4th year

Task 7B1:	Clarify legal authority and augment if necessary
Who:	AG, GOV, FONO
When:	1/95 -2/95
Cost:	in-house
Comment:	Existing fines are fairly low and should be reconsidered. Public service should be added as a penalty for littering or violating pollution laws.

Task 7B2:	Establish quotas for those with citation authority and link to job performance and pay
Who:	AG, GOV, FONO
When:	2/95
Cost:	in-house
Comment:	We believe Pulenu'u pay should be withheld if the village is not kept neat and clean. We propose periodic inspections by SA/VB to monitor compliance.

Task 7B3:	Issue clear directive to all agencies and publicize, that litter and pollution laws are to be enforced and quotas are to be met.
Who:	GOV, agency directors, SA
When:	3/95
Cost:	in-house
Comment:	

ACTION 7C Implement Stray Dog Eradication Program.

The stray dog problem is a nuisance, and highly offensive to most of our visitors. This is another situation where irresponsible citizens have combined with government neglect and lack of leadership to create a ugly problem that needs a solution. The problem may be ugly, but at least the problem is ours to solve. All that is needed is the will to do so. We believe the ASG should demonstrate the seriousness of its commitment to solving this problem by putting more money, or at least more manpower into it.

It is difficult to determine who has jurisdiction over the dog problem. At present, the Department of Agriculture has been charged with implementing a dog control program, but they lack the manpower to sustain an effective capture program. We would like to see greater ASG support for this program, and we propose that the Visitor's Bureau contribute supplemental funding for a few years to increase the viability of the program. As with the targeted clean-up program, we believe that the inmate population at TCF could provide much needed manpower for this program. We also believe that this program should be part of a larger effort to mandate licensing and promote spaying and neutering.

Target: 2,500 1st year; 3,800 2nd year; 5,000 3rd year

Task 7C1:	Clarify existing authorities, resources, and options
Who:	AG, DPS, PH, ?
When:	2/95
Cost:	In-house
Comment:	

Task 7C2:	Designate single agency responsible for program
Who:	GOV on recommendation from AG
When:	2/95
Cost:	
Comment:	

Task 7C3:	Implement Program
Who:	Designated agency, TCF, contract,
When:	3/95 - continue
Cost:	$50,000/yr (fines, license fees, solid waste users fee)
Comment:	Some of the cost could be reduced by utilizing TCF inmates for trapping and disposal.

Action 7D Drastically Reduce Cannery Odor.

The dreadful odor from the canneries is obviously a serious problem for tourism development. It is also a problem that can be drastically reduced if proper equipment is installed and properly maintained. We believe the canneries should take immediate action to correct this problem, and if they do not, the government should do everything it can to force them to do so. The canneries have operated profitably for many years, but the presence of the canneries has directly or indirectly resulted in serious pollution of our natural environment. Cleaning up our environment will require the participation of our entire community, and cleaning up their mess seems the least that should be expected of our corporate neighbors.

Target: Install necessary equipment by 1/96

Task 7D1:	Determine legal options
Who:	AG
When:	1/95
Cost:	In-house
Comment:	

Task 7D2:	Negotiate with Starkist
Who:	AG, DPO, GOV
When:	2/95
Cost:	in-house

Comment: The ASG should not let these negotiation drag on. The ASG should allow ample time to comply, but compliance should not be negotiable.

Task 7D3: Install appropriate equipment to reduce odor.
Who: Starkist
When: 3/95 - 1/96
Cost: whatever it takes
Comment:

ACTION 7E Increase Solid Waste Collection and Disposal

If we are to solve the territory's trash problem, we will have to improve our seriously deficient solid waste management system. The coverage and frequency of collection is insufficient, containers and transfer points are lacking, and the landfill is currently being operated in violation of several Federal regulations. In order to provide the level of service needed by a population of our size, the system will have to be greatly expanded and improved.

We believe such improvements are crucial, and we believe that solid waste collection and disposal should be paid for by the people through users fees. Collection and disposal of our garbage is as basic a utility as sewer, water, or electricity, and we recommend that it be handled in a similar manner. We think it would be logical to move solid waste collection under ASPA's authority, and then have a charge for it included on our utility bills.

Target: Adopt users fee by 1/96

Task 7E1: Determine specific needs and costs
Who: DPW, ASPA, EPA, PH, DPO
When: 2/95
Cost: In-house
Comment:

Task 7E2: Adopt user fee to cover expansion of the solid waste collection system
Who: GOV, FONO
When: 4/95 (effective 1/96)
Cost: in-house
Comment: It seems most logical to shift the solid waste system to ASPA and have the solid waste collection fee added directly to the utility bill.

Task 7E3: Expand the solid waste collection and management system
Who: ASPA, contract
When: 2/96 - continue as needed
Cost: $2,000,000/yr.
Comment: minimum requirement, more as population increases.

ACTION 7F Reduce Trash Generation

One good way to address the trash collection and disposal problem is to generate less trash. Conservation efforts can provide some benefit, and should be made part of any environmental public awareness programs. We believe that far fewer cans, bottles, plastic wrappers, and paper containers would end up littering the landscape if there were a deposit charged on them. The feasibility of adopting 5 -10 cent deposits on all kinds of containers should be further investigated, and if practical, they should be adopted with the rest of the funding package for the Tourism Plan.

Requiring people to return their glass, metal, plastic, and paper will provide opportunities for recycling businesses at the same time it is cleaning up the environment. We believe that private sector recycling enterprises should receive the same incentives and support as the "core" of tourism businesses noted in Element 3 (Development Incentives). Options for public/private partnerships for recycling, and other associated technologies such as alternate energy generation, should also be seriously considered.

Target: Adopt deposits on bottles and cans by 1/96. Offer incentives and other "core" support by 1/96

Task 7F1: Determine feasibility of glass, metal, plastic, and paper container deposits to encourage return of material for recycling
Who: ASPA, DPW, EPA, DPO, VB
When: 1/96
Cost: in-house
Comment: VB should target resources to support and enhance existing programs.

Task 7F2: Provide recycling operations with "core" business support and assistance to encourage expansion
Who: VB, ASG
When: 2/96
Cost: in-house
Comment:

ACTION 7G Expand Public Education Campaigns

Public awareness and appreciation of the natural environment is one of the most important weapons in the fight to clean-up our islands. Too many of us do not understand how fragile our island environment is, and too few of us place a high priority on the keeping American Samoa clean and beautiful. While we must expand our public education and awareness programs to reach all sectors of the society, we must place special emphasis on environmental education for our children. Changing attitudes is a slow process, and it must begin with the youngest among us, for it is they who will inherit these islands, and it is they who will eventually change American Samoa for better or worse.

Target: Target most effective means of assistance by 1/96. Implement assisted programs by 2/96

Task 7G1: Interface with agencies involved in environmental awareness programs, determine appropriate additions/support
Who: VB
When: 1/96
Cost: VB
Comment: VB should target resources to support and enhance existing programs.

Task 7G2: Provide appropriate assistance/support
Who: VB
When: 2/96
Cost: $50,000/yr. - continue
Comment:

ELEMENT 8

Provide Better Information for Tourists and Promote Public Awareness

OVERVIEW

We found two major information gaps related to the development of the tourism industry in American Samoa. The first has to do with information provided to tourists, and the second has to do with information provided to the public about the tourism industry.

Visitor satisfaction, which is strongly influenced by ones expectations, can be greatly increased if accurate and up-to-date information is made readily available.. Convenient, friendly, and helpful personal assistance is equally important to improving and maintaining good public relations. Unfortunately, there is very little of either currently available for travelers to the territory.

The tourist information problem can be improved through the production of adequate numbers of well designed, high quality brochures, maps, and other informational materials. But most of all, the tourist information problem is a people problem, and it can be best addressed by using our most valuable resource-- ourselves.

With this in mind, we have proposed a relatively inexpensive, people-oriented system of Visitor Assistance Centers, telephone hotlines, and a network of special "visitor contacts" at key agencies and organizations. Together with a substantial increase in the production of good tourist informational materials, this supportive system will do much to increase visitor enjoyment by reducing anxiety. It should also help to restore our somewhat tarnished reputation for hospitality.

The other information gap is the widespread lack of awareness on the part of the general public of the advantages of tourism development. Tourism cannot succeed without public support, and that public support will not be forthcoming unless we initiate an on-going public awareness campaign aimed at educating the public about the benefits and opportunities of tourism development. To convince the public, of course, it must be demonstrated that there is a workable plan of action, and that our leaders support it. Adoption of this Action Plan will provide solid evidence of that commitment, and add credibility to our public awareness programs.

ACTIONS

- Establish Visitor Assistance Centers.
- Establish Visitor Informational Hotlines.
- Establish Visitor "Contacts" at Key Agencies.
- Design and Produce Informational Brochures.
- Design and Implement Public Awareness Program.

SYNOPSIS

GOALS ADDRESSED

General Goals:
- Improve the public image of the Territory
- Clean up and protect the natural environment.
- Respect Samoan cultural traditions.
- Promote village-based tourism development.

Immediate Goals:
- Improve tourism-related infrastructure and support services.

PRIORITY OBJECTIVES ADDRESSED

3 - Identify, develop, and support "core" of quality attractions.
5 - Install basic amenities at attraction sites.
13 - Identify, develop, and support "core" of tourism-related facilities, services, and products.
14 - Improve information available to tourists.
15 - Improve quality and reliability of products and services
16 - Increase public awareness and support for tourism.
18 - Provide technical assistance to local tourism businesses and entrepreneurs.
27 - Improve statistical information gathering and analysis to monitor development efforts.

FUNDING SOURCES

Available:
- ASG (Tourism Office FY95 budget)

Likely:
- ASG (Comparable to current TO budget)

Possible:
- Community Development Block Grant (HUD)
- Visitor's Bureau (Revenue Package)

Yearly Funding:

FY95	FY96	FY97	FY98	FY99
0	180,000	160,000	160,000	160,000

GENERAL IMPLEMENTATION SCHEDULE
Tourism Action Plan

No	Element	FY1995	FY1996	FY1997	FY1998	FY1999
1	Visitors Bureau					
2	Sell the Rainmaker Hotel					
3	Development Incentives					
4	Funding and Financing					
5	Facilities Development					
6	Marketing and Promotion					
7	Environmental Cleanup					
8	**Information and Public Awareness**					
9	Air Service					
10	Regional Linkages					
11	Data Collection and Analysis					

IMPLEMENTATION SCHEDULE - Actions and Tasks

ELEMENT 8			Fiscal Year	94	1995				1996				1997				1998				1999			
					QUARTERS				QUARTERS				QUARTERS				QUARTERS				QUARTERS			
				4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
ACTION	8A	**Establish Vsitor Assistance Centers**																						
Task	8A1	Secure key locations and determine basic information needs																						
Task	8A2	Design VAC facilities																						
Task	8A3	Provide staff training for the VAC's								continue														
ACTION	8B	**Establish Visitor Information Hotlines**																						
Task	8B1	Determine appropriate agencies																						
Task	8B2	Arrangements with Office of Communications to install hotlines																						
Task	8B3	Establish procedures, install, and publicize																						
ACTION	8C	**Establish Visitor Contacts at Key Agencies**																						
Task	8C1	Determine appropriate agencies																						
Task	8C2	Designate tourist contact and provide training																						
ACTION	8D	**Design and Produce Informational Materials**																						
Task	8D1	Determine information needs																						
Task	8D2	*Design appropriate tourist materials packages*																						
Task	8D3	Produce Visitor Assitance Packages										continue												
ACTION	8E	**Design and Implement Public Awareness Program**																						
Task	8E1	Determine most effective promotional strategy																						
Task	8E2	*Design multi-year public education campaign*																						
Task	8E3	Implement public awareness/education program									continue													

ACTIONS AND TASKS

ACTION 8A Establish Visitor Assistance Centers.

The purpose of the Visitor Assistance Centers (VAC) is to provide tourists with convenient locations where they can get their questions answered, and obtain information and personal assistance as needed. The VAC's will serve as the tourist's lifeline for all kinds of emergency services and referrals, and provide the "personal touch" that can greatly increase visitor satisfaction. The VAC's will be designed to be consistent in appearance and highly visible. Construction of the facilities is included under Element 5 (facilities). Some of the VAC's will be established at major tourist contact points like the airport and hotel, and some may be constructed as independent structures located in high-traffic tourist areas such as downtown, the major parks, or key attractions sites. The network of VAC's should be limited to 5 key locations to start with, but may be expanded as far as the village level once the local industry starts to grow.

The VAC's will, above all, be places where visitors are catered to and treated like honored guests. The VAC's will be the places where visitors form their first impressions of our people, and it will be important that the staff of the VAC's be friendly, helpful, informative, and reliable. Each VAC employee should undergo comprehensive hospitality training, and be well versed in local history and culture, current events, and basic information about the critical core of tourism attractions and businesses. In staffing these facilities, we should encourage applications from the elderly and the young. With the VAC's remaining open 12 to 16 hours a day, there will many opportunities for part-time and flexible full-time employment.

Target: Have 5 locations operational by 3/96

Task 8A1: Secure key locations and determine basic information needs
Who: VB, RPMB,
When: 1/96
Cost: In-house
Comment:

Task 8A2: Design VAC facilities
Who: DPO, DPW, VB
When: 2/96
Cost: in-house
Comment:

Task 8A3: Provide staff training for the VAC's
Who: VB, ASCC, TAOA,
When: 1/96 - continue
Cost: $75,000/yr.

Comment: Every effort should be made to recruit and train young people and senior citizens to provide this service. Should be open 12-16 hours/day.

ACTION 8B Establish Visitor Informational Hotlines.

Getting timely assistance is important to a traveler's sense of security and overall satisfaction. In addition to providing personal assistance and informational materials, the VAC's will function as a referral service, when assistance from other agencies or organizations is required to address a traveler's needs. We propose the establishment of several tourist "hotlines" which would quickly connect the visitor with sources of specialized assistance or information. The hotlines could provide information from public safety and health matters to current entertainment. As well as being available via referral through the VAC's, the hotlines would be included in all printed materials distributed to tourists and well publicized, so information and assistance would always be at the visitor's fingertips.

Target: Have basic hotlines ready to use by 1/96

Task 8B1: Determine appropriate agencies
Who: VB, COMM
When: 2/95
Cost: in-house
Comment:

Task 8B2: Arrangements with Office of Communications to install hotlines
Who: VB, GOV, COMM
When: 3/95 - 4/95
Cost: in-house
Comment:

Task 8B3: Establish procedures, install, and publicize
Who: VB, COMM,
When: 1/96
Cost: $10,000 (VB)
Comment: Included in all tourist information packages

ACTION 8C Establish Visitor "Contacts" at Key Agencies.

Many of the visitor hotlines will connect tourist with government agencies or community organizations. To compliment the hotlines, we propose that tourist contact specialists be designated at all key government agencies and appropriate community organizations. They would help callers referred by the VACs, and provide the "personal touch" for walk in tourists. These specialists need not be additional employees. They could be existing employees who are given hospitality training similar to that given the VAC staff. By establishing tourism specialists in the

key agencies, the government can be more responsive to the specific needs of the visitor, and thereby help to improve our public image.

Target: At a minimum, establish tourist contact specialists at the hospital, Police station, ASPA, Communications, airport, Fono, Governor's Office, and Attorney General's Office (Immigration) by 1/96

Task 8C1: Determine appropriate agencies
Who: VB, GOV, agencies
When: 2/95
Cost: In-house
Comment:

Task 8C2: Designate tourist contact and provide training
Who: VB, agencies
When: 3/95 - 1/96
Cost: in-house
Comment:

ACTION 8D Design and Produce Informational Materials.

The design and contents of the materials supplied to tourists while they are here is extremely important (these materials are different than those produced for travel trade shows, or travel wholesalers and agents). If tourist materials are not accurate, not up-to-date, or hard to find, visitor satisfaction will be negatively impacted. There should be a variety of general and specific maps that are easy to read and carry, informative, and up-to-date. There should be information about basic history and culture, current activities and events, essential facts about core tourism businesses, and useful facts about key attractions. The material would include promotion and advertising for core businesses, and of course all the tourist hotlines and other special points of contact. While the basics of this material can be designed locally, it may be advisable to contract with professional designers to produce the final products. Above all, there must be enough materials produced and continuously distributed each year to insure that a tourist never has to look too long or too far for the information they need. The materials should be re-evaluated every two years and revised as needed.

Target: Begin design 1/96 and produce full set of materials by 3/96

Task 8D1: Determine informational needs
Who: VB, DPO,
When: 3/95 - 1/96
Cost: In-house
Comment:

Task 8D2:	Design appropriate tourist materials packages
Who:	VB, contract
When:	1/96 - 2/96
Cost:	in-house, $15,000
Comment:	Parts of this work may be contracted out

Task 8D3:	Produce Visitor Assistance Packages
Who:	VB, contract
When:	3/96 -continue
Cost:	$50,000/yr. (VB)
Comment:	

ACTION 8E Design and Implement Public Awareness Program.

In addition to the public education campaign to increase environmental awareness we need to implement a tourism awareness program and public relations campaign. Public support for tourism development is crucial to its success, and in order to cultivate that support, we will have to educate the public to the benefits of tourism and its importance to our economic future. Using our existing educational resources, we recommend that a comprehensive public awareness strategy and plan be formulated and implemented in conjunction with the implementation of the Action Plan.

Target: Have program designed and ready to implement by 2/96

Task 8E1:	Determine most effective promotional strategy
Who:	VB, DOE, ASCC, SA
When:	2/95 - 3/95
Cost:	In-house
Comment:	Use of previous surveys may be useful in documenting state of public awareness

Task 8E2:	Design multi-year pubic education campaign
Who:	VB, DOE, CCAS, ?
When:	4/95 - 2/96
Cost:	in-house, VB
Comment:	

Task 8E3:	Implement public awareness/education program
Who:	VB, DOE, ASCC
When:	2/96 - continue
Cost:	$30,000/yr.
Comment:	

ELEMENT 9

Adopt Measures to Increase Air Service Levels

OVERVIEW

No one can doubt that improving the territory's air service is critical to the success of tourism in American Samoa. We must have an adequate basic service level from the United States in order to make any future plans at all, and we must improve our connections to other destinations in the South Pacific in order to be included in more regional tour packages. Because air service is so crucial, we have made it one of the twelve Elements of the Action Plan. But unlike many of the other Elements of this Plan, the decisions to be made here are not ours to make.

The airlines will establish new connections and increase flights when the economics of the situation in American Samoa make it attractive for them to do so. We cannot force them to make these business decisions, and we cannot escape the reality that few travelers currently wish to stop in American Samoa on their tours through the region. What we can do is move decisively to implement our Action Plan and proceed with those improvements that are within our power to achieve. To a great extent, we are assuming that if we begin to get our tourism act together, increases in regional air service will naturally follow. To borrow a phrase, "If we build it, they will come."

Even though the ultimate decisions to be made with regard to air service are not ours to make, there are a couple of important things we can do immediately to help ourselves. The first is to request a formal review of the 10 year-old Essential Air Service Agreement, and vigorously support an increase in the current levels of service. The second is to organize and host a series of discussions with regional air carriers to determine the best ways to increase connections and flights to the territory. In these matters we may only be able to act as facilitators, but we should fulfill that role to the best of our ability, for the decisions that will ultimately be made are crucial to the future development of our tourism industry.

Of course, one other way we can help ourselves in this regard is to clearly demonstrate our commitment to getting our tourism act together by adopting the Action Plan. As with many aspects of the Plan, the private sector will be waiting to see if we are really serious about improving the climate for tourism in the territory before they are convinced to invest in it.

ACTIONS

- Increase Essential Air Service (EAS) Levels
- Increase Regional Connections and Flights.

SYNOPSIS

GOALS ADDRESSED:

General Goals:

- Increase local business opportunities.
- Improve the public image of the Territory

Immediate Goals:

- Improve transportation linkages.
- Improve tourism-related infrastructure and support services.
- Increase incentives for tourism-related business development.
- Improve marketing/promotional strategies.
- Improve regional linkages and cooperative arrangements.

PRIORITY OBJECTIVES ADDRESSED

7 - Increase Basic Air Service from the United States.
9 - Improve regional air service linkages.
13 - Identify, develop, and support "core" of tourism-related facilities, services, and products.
15 - Improve quality and reliability of products and services
17 - Provide financial incentives and support for local tourism business development.
21 - Identify appropriate tourism markets for American Samoa.
22 - Develop targeted marketing/promotional plan.
24 - Include American Samoa in regional tour packages.

FUNDING SOURCES

Available:
- ASG (in-house)

Likely:
- **N/A**

Possible:
- **N/A**

Yearly Funding:

FY95	FY96	FY97	FY98	FY99
0	10,000	10,000	0	0

GENERAL IMPLEMENTATION SCHEDULE
Tourism Action Plan

No	Element	FY1995	FY1996	FY1997	FY1998	FY1999
1	Visitors Bureau					
2	Sell the Rainmaker Hotel					
3	Development Incentives					
4	Funding and Financing					
5	Facilities Development					
6	Marketing and Promotion					
7	Environmental Cleanup					
8	Information and Public Awareness					
9	**Air Service**					
10	Regional Linkages					
11	Data Collection and Analysis					

IMPLEMENTATION SCHEDULE - Actions and Tasks

ELEMENT 9			Fiscal Year	94	1995				1996				1997				1998				1999			
			QUARTERS	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
ACTION	9A	**Increase Essential Air Service (EAS) Levels**																						
Task	9A1	Dev. prelim.data, submit petition to DOT to review current EAS																						
Task	9A2	Develop data supporting increases/complete DOT questionnaire																						
Task	9A3	Particiapte in negotiations, hearings, etc, with DOT, airlines, etc.																						
Task	9A4	Monitor compliance and enforcement of new levels if approved							continue----															
ACTION	9B	**Increase Regional Connections and Flights**																						
Task	9B1	Host discussions w/regional carriers to improve connections to AS.																						
Task	9B2	Provide appropriate economic/operational incentives								continue----														

ACTIONS AND TASKS

ACTION 9A Increase Essential Air Service (EAS) Levels

From our perspective here in American Samoa, the existing major air service from the United States is less than adequate in terms of frequency, number of seats, luggage transfer, air cargo capacity, and mail delivery. The existing level of service was set by the Department of Transportation in the Essential Air Services (EAS) Agreement. The service levels contained in the agreement have remained unchanged for the last ten years, while the population of the territory has increased by 50%. We need to increase the current levels of service, and we need to monitor performance to insure that those minimum levels are complied with.

The process to increase the service levels begins with an official petition to the Department of Transportation asking for a formal review of the EAS agreement. This has just been accomplished. The next step is to develop supporting data and documentation to justify the requested increase in service levels. That process is currently being undertaken by the ASG. Hearing will be held to review the question, and if all goes well, FAA/DOT should execute a new EAS agreement more favorable to our interests.

Target: Minimum 1118 seats/3 flights per week, + adequate mail/cargo

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Task 9A1: Develop preliminary data, draft petition requesting formal review of current EAS agreement, and submit to FAA for consideration.
Who: GOV, PORT, DPO, AG, PBDC,
When: 4/94
Cost: In-house
Comment: Done

Task 9A2: Develop data supporting increases and complete DOT questionnaire
Who: GOV, PORT, DPO, PBDC, others
When: 1/95
Cost: in-house
Comment: in-process

Task 9A3: Participate in negotiations, hearings, etc. with DOT, airlines, etc.
Who: GOV, PORT, DPO, PBDC, others
When: 1/95 - 3/95
Cost: in-house
Comment:

Task 9A4: Monitor compliance and enforcement of new levels if approved.
Who: PORT, DPO, VB, airlines
When: 4/95 - continue
Cost: in-house
Comment:

ACTION 9B Increase Regional Connections and Flights

About all we can do to increase the number of regional air service connections and flights is to act as a facilitator in bringing the parties together to discuss the problems and potential solutions. We can also offer certain incentives to regional air carriers aimed at increasing tourism connections to American Samoa (see Element 3 - incentives). Even one additional major regional air carrier establishing connections to the territory would greatly increase the options for designing regional tour packages that would include American Samoa. Again, as we move to implement the measures contained in this Action Plan, regional air carriers will have more and more reason to establish the linkages that will support growth in our tourism industry. To coin a phrase, " if we build it, they will come."

Target: One additional major regional air carrier by 1/98; more compatible scheduling between Polynesian Airlines and Samoa Air by 1/96.

Task 9B1: Host discussions and negotiate with regional air carriers to improve connections to AS
Who: VB, GOV, PORT, DPO, others
When: 1/96 - 1/98
Cost: $10,000/yr. (VB)
Comment:

Task 9B2: Provide appropriate economic/ operational incentives.
Who: ASG, VB,
When: 1/96 - continue
Cost:
Comment: Such incentives might include a reduction in landing fees, a reduction in government lease rates, tax incentives, or investment tax credits. (see Element 3- Development Incentives).

ELEMENT 10

Establish Regional Linkages

OVERVIEW

Establishing linkages with our neighbors in the region is one of the best ways to develop our tourism image and maximize our resources. Since we are not a single tourist destination, our future lies in being a participant in the regional tourism industry. In order to become a meaningful participant, we must be active members in appropriate regional tourism organizations and participate in their programs. By developing working relationships with our island neighbors, we can better coordinate our marketing and promotional efforts, and maximize our funding through cooperative arrangements for tourism training and education.

We are fortunate that there are so many opportunities for useful regional linkages. The growth of tourism in the South Pacific region over the past two decades has seen the establishment of several large tourism industry organizations, and many of our island neighbors now have several years of successful tourism development under their belts. As active regional tourism partners, we will be able to draw on the resources and experience of these islands and organizations, thereby reducing our costs and our mistakes.

One of the greatest advantages of establishing regional linkages will be in the area of marketing and promotion. In time, we should be able to leverage our funding for marketing and promotion by "piggy-backing" on the existing programs of others in the region. We will certainly be able to save money on our marketing studies and statistical analysis, since much of this work is currently being done by others. Marketing and promotion are probably the most expensive part of tourism development, and this Action Plan *assumes* that we will be able to reduce our costs in this regard through cooperative working relationships with our island neighbors.

Another need that can be substantially filled through the establishment of regional linkages is the need for tourism training and education. Whether it be hospitality training, specific vocational training, or tourism management education, they can be provided through joint programs and cooperative arrangements with our regional counterparts.

ACTIONS

- Actively Participate in Appropriate Regional Tourism Organizations
- Establish Regional Linkages for Marketing and Promotion
- Establish Regional Linkages for Tourism Training and Education.

SYNOPSIS

GOALS ADDRESSED:

General Goals:
- Create jobs for local residents.
- Increase local business opportunities.
- Promote public/private sector partnerships.
- Improve the public image of the Territory

Immediate Goals:
- Improve tourism-related infrastructure and support services.
- Increase incentives for tourism-related business development.
- Increase funding and financing for tourism development programs.
- Improve marketing/promotional strategies.
- Improve regional linkages and cooperative arrangements.

PRIORITY OBJECTIVES ADDRESSED

9 - Improve regional air service linkages.
13 - Identify, develop, and support "core" of tourism-related facilities, services, and products.
14 - Improve information available to tourists.
15 - Improve quality and reliability of products and services
16 - Increase public awareness and support of tourism.
18 - Provide technical assistance to local tourism businesses and entrepreneurs.
19 - Increase funding levels for tourism development.
21 - Identify appropriate tourism markets for American Samoa.
22 - Develop targeted marketing/promotional plan.
23 - Actively participate in regional tourism organizations.
24 - Include American Samoa in regional tour packages.
25 - Establish regional linkages with neighbor islands for marketing and training.
27 - Improve statistical information gathering and analysis to monitor development efforts.

FUNDING SOURCES

Available:
- Office of Tourism (Operations Budget FY95)

Likely:
- ASG (Comparable to Office of Tourism current level).

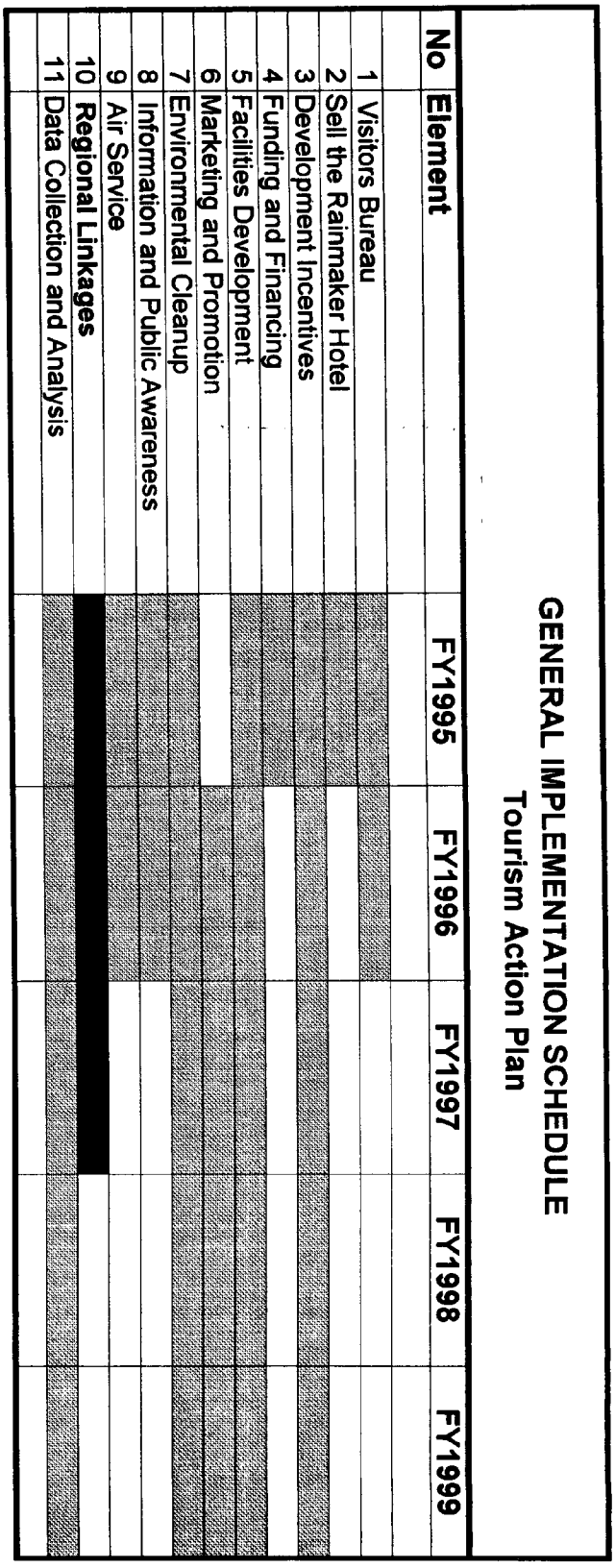
Possible:

VB -(Revenue package)

Yearly Funding:

FY95	FY96	FY97	FY98	FY99
0	50,000	80,000	100,000	100,000

GENERAL IMPLEMENTATION SCHEDULE
Tourism Action Plan



IMPLEMENTATION SCHEDULE - Actions and Tasks

ELEMENT 10			Fiscal Year	94	1995				1996				1997				1998				1999			
					QUARTERS				QUARTERS				QUARTERS				QUARTERS				QUARTERS			
				4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
ACTION	10A	**Participate in Appropriate Regional Tourism Organizations**																						
Task	10A1	Determine relative costs/benefits of regional tourism organizations																						
Task	10A2	Join appropriate organizations and attend major functions																						
ACTION	10B	**Establish Regional Linkages for Marketing and Promotion**																						
Task	10B1	Est. cooperative marketing/prom. arrangements w/ regional TO																						
Task	10B2	Facilitate joint promo. efforts among regional tourism businesses								continue----														
ACTION	10C	**Establish Regional Linkages for Tourism Training/Education**																						
Task	10C1	Est. reg. links for professional, vocational, hospitality training/ed.										continue----												
Task	10C2	Est. reg. links to assist in the dev. of pub. educ./awareness prog.										continue----												
Task	10C3	Est. reg.l links to provide business management tech. assist.				continue----																		

ACTIONS AND TASKS

ACTION 10A Actively Participate in Appropriate Regional Tourism Organizations

Our neighbors in the region have established several tourism industry organizations in order to promote the region as a world-wide tourist destination, and to combine resources to increase effectiveness and lower costs. We need to take advantage of these resources by establishing active memberships with the most appropriate organizations.

One of the first organizations we should consider joining (or re-joining) is the Tourism Council of the South Pacific (TCSP), of which we were a founding member. We have been inactive for the past few years because we have not been able to pay the membership dues. The TCSP provides coordinated marketing and promotional assistance and a wide range of tourism related technical assistance. Other organizations that we should consider include the Pacific Asia Travel Association (PATA), and the World Tourism Organization (WTO), who provide tourism data and analysis, research, product and human resources development, training, and coordination of regional-wide tourism programs of various kinds.

Target: Join TCSP, and at least one additional organization by 2/96

Task 10A1: Determine relative costs/benefits of regional tourism organizations.
Who: VB, DPO, GOV, others
When: 2/95
Cost: In-house
Comment:

Task 10A2: Join appropriate organizations and attend major functions
Who: VB, GOV
When: 1/96 - 3/96
Cost: $50,000 1st/year, additional with more memberships
Comment:

ACTION 10B Establish Regional Linkages for Marketing and Promotion

In additional to the marketing and promotional support that will be available through our memberships in tourism industry organizations, we can establish direct relationships with our neighbors in the region to reinforce our individual marketing efforts. At least some of our neighbors have already indicated to us that they would welcome such arrangements, with the proviso that we get our tourism act together. In other words, nobody is going to want to associate their tourism programs or their public image with ours as long as we put such a low

priority on tourism development and offer so little to the regional traveler. In short, we will have to earn the respect of our neighbors through our actions, not our words.

Target: Establish VB arrangements with at least Cook Islands, Western Samoa, and Hawaii by 1/97.

Task 10B1: Establish cooperative marketing/promotional arrangements with regional tourism organizations
Who: VB, GOV
When: 1/96 - 4/96
Cost: in-house
Comment: (See Element 6 - Marketing and Promotion)

Task 10B2: Facilitate joint promotional efforts among regional tourism businesses.
Who: VB, CC, PPVA, PBC, PBDC, others
When: 1/96 - continue
Cost: in-house
Comment:

ACTION 10C Establish Regional Linkages for Tourism Training and Education.

Once we make the commitment to action and move forward with the tourism development program, many opportunities will be available to link with governments, businesses, and schools to provide tourism related training and education. This could include a wide variety of options, from hospitality basics, to hotel operations, to tourism business management. In that regard, the recent effort to link with Outrigger Hotels of Hawaii to provide hotel operations training is a step in the right direction. Once established, the Visitor's Bureau should act as a facilitator to expand the number and variety of tourism training and education opportunities.

Target: Establish links with at least Cook Islands, Western Samoa, and Hawaii by 1/97. Establish at least major business link to proved visitor accommodations training by 1/96.

Task 10C1: Establish regional linkages for professional, vocational, and hospitality training and education
Who: VB, ASCC, DOE, PBC, UH, PBDC, others
When: 1/96 - 3/96 - continue
Cost: in-house
Comment: linked to Element 3 - Development Incentives

Task 10C2:	Establish regional linkages to assist in the development of public education and awareness programs
Who:	VB, ASCC, DOE
When:	3/96 - continue
Cost:	in-house
Comment:	

Task 10C3:	Establish regional linkages to provide tourism business management technical assistance.
Who:	VB, DPO, ASCC, others
When:	1/95 - continue
Cost:	in-house
Comment:	on-going

ELEMENT 11

Implement New System for Tourism Data Collection and Analysis

OVERVIEW

The collection and analysis of tourism statistical data is necessary in order to determine what kind of visitors are coming to American Samoa, and how they spend their time and their money. Analysis of this information, and that gathered by others in the region, can provide us with valuable insights which can be used in fashioning a targeted marketing program, or adjusting it as time goes on. Tourism data analysis can also be used to monitor progress in the implementation of the Action Plan, and to evaluate the relative costs and benefits of different tourism development strategies.

Some tourism data is currently being collected, but it is extremely limited, and there is almost no analysis done at all. Entry data is collected, but it is incomplete and sometimes confusing. The reliability of the data is often questionable because the handling, compiling, and transfer of this information is still done manually, and there are few if any controls on the system.

We need to develop standard definitions for various classifications of travelers, and we need to determine what kinds of information will be most useful to us in terms of market analysis and performance monitoring. We need to revise our entry information forms accordingly, and we need to replace the archaic manual system with a computerized system for collection, storage, distribution, and manipulation of the data. We also need to begin conducting exit surveys to monitor visitor satisfaction and expenditures.

We need not spend vast sums of money to put a system in place that will meet our needs. The basic collection system and computer linkages can be accomplished at moderate cost, as can periodic surveys and analysis. The Visitor's Bureau will have the advantage of being able to draw on the experience of others in the region, and through cooperative arrangements with appropriate government agencies, the cost of maintaining up-to-date and reliable tourism statistics can be kept to a minimum.

ACTIONS

- Establish General Standards
- Develop General tourism Statistical Database
- Collect Visitor Arrival Data
- Conduct Visitor Expenditure and Satisfactions Exit Surveys
- Network with Regional Counterparts to Share Tourism Data

SYNOPSIS

GOALS ADDRESSED:

General Goals:
- Promote public/private sector partnerships.

Immediate Goals:
- Improve quality and reliability of infrastructure systems and support services.
- Improve marketing/promotional strategies.
- Improve regional linkages and cooperative arrangements.
- Provide for effective implementation and monitoring of the Plan.

PRIORITY OBJECTIVES ADDRESSED

13 - Identify, develop, and support "core" of tourism-related facilities, services, and products.
14 - Improve information available to tourists.
18 - Provide technical assistance to local tourism businesses and entrepreneurs.
21 - Identify appropriate tourism markets for American Samoa.
22 - Develop targeted marketing/promotional plan.
25 - Establish regional linkages with neighbor islands for marketing and training.
26 - Create capacity for Tourism Plan implementation, and implement the 5-year Plan .
27 - Improve statistical information gathering and analysis to monitor development efforts.

FUNDING SOURCES

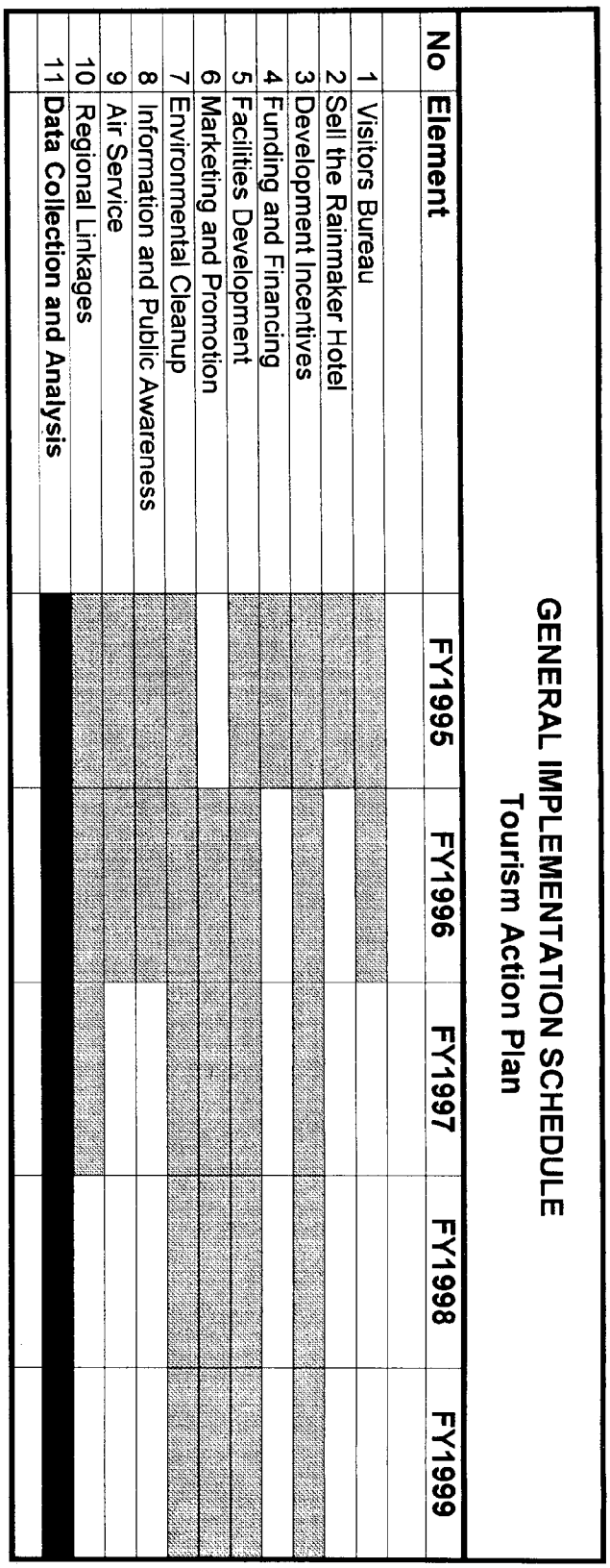
Available:
- ASG (portion of EDPO local appropriation)
- Community Services Block Grant (EDPO)
- Community Development Block Grant (EDPO)
- Industrial Park Enterprise Fund

Likely:
- Community Services Block Grant (EDPO) - (future)
- Community Development Block Grant (EDPO) - (future)
- DOI (OTIA) ??

Possible:
- Economic Development Administration (EDPO) - (future)
- Visitor's Bureau (revenue package)

Yearly Funding:

FY95	FY96	FY97	FY98	FY99
50,000	45,000	5,000	45,000	5,000


GENERAL IMPLEMENTATION SCHEDULE
Tourism Action Plan
No Element
FY1995
FY1996
FY1997
FY1998
FY1999
1 Visitors Bureau
2 Sell the Rainmaker Hotel
3 Development Incentives
4 Funding and Financing
5 Facilities Development
6 Marketing and Promotion
7 Environmental Cleanup
8 Information and Public Awareness
9 Air Service
10 Regional Linkages
11 Data Collection and Analysis

IMPLEMENTATION SCHEDULE - Actions and Tasks

ELEMENT 11			Fiscal Year 94	1995				1996				1997				1998				1999			
				QUARTERS				QUARTERS				QUARTERS				QUARTERS				QUARTERS			
			4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
ACTION	11A	**Establish General Standards**																					
Task	11A1	Establish definitions and statistical stds. to be used in analysis																					
Task	11A2	Develop criteria and targets for monitoring system																					
ACTION	11B	**Develop Computerized General Tourism Statistical Database**																					
Task	11B1	Design Database																					
Task	11B2	Maintain Database								continue													
ACTION	11C	**Collect Visitor Arrival Data**																					
Task	11C1	Revise Immigration Entry Form																					
Task	11C2	Adopt New Immigration Entry Form																					
Task	11C3	Print and Distribute New Immigration Entry Forms																					
Task	11C4	Set up computer links and provide system training																					
Task	11C5	Process Immigration data				continue																	
ACTION	11D	**Conduct Visitor Expenditure and Satisfaction Exit Survey**																					
Task	11D1	Design survey instrument																					
Task	11D2	Conduct bi-annual surveys																					
Task	11D3	Process and analyze results of surveys																					
ACTION	11E	**Monitor Regional Tourism Statistics/Share Statistical Info.**																					
Task	11E1	Collect and Review Regional Statistics			continue																		
Task	11E2	Establish links with regional and global tourism information sources			continue																		

ACTIONS AND TASKS

ACTION 11A Establish General Standards

In order to have real confidence in tourism statistical data, or to make comparisons with other countries, standard definitions must be utilized. Part of the improvement of our collection and analysis of tourism statistics will involve an assessment of current definitions to insure that they are compatible with regional and worldwide counterparts, and to revise them if appropriate.

We also need to clarify what kind of information we want to gather, and what we want to use it for. As in many of our tasks, much of the work has already been done by others. In the case of statistical collection and analysis, many of the standards, instruments, and analytical tools are already well established and readily available. We believe that the basics of a tourism data system can be implemented by the Research and Statistics Division of EDPO.

Target: Complete before establishment of VB

Task 11A1: Establish definitions and statistical standards to be utilized in analysis
Who: DPO, VB
When: by 2/95
Cost: In-house
Comment:

Task 11A2: Determine analytical needs and minimum data requirements
Who: DPO, VB
When: 3/95
Cost: in-house
Comment:

ACTION 11B Develop Computerized General Tourism Statistical Database

The current system for collection, distribution, manipulation, and storage of tourism data is a manual one, which makes it highly prone to error and difficult to rely on. One of the first things the Visitor's Bureau should do after it is established is work with DPO, Immigration, and others to design a computerized data base for all tourism-related statistical information. The creation of this data base will make it possible to manipulate the data in a variety of ways and use the data to make projections and assess the relative benefits and costs of our marketing and development strategies.

The database should be PC/Windows based, and not require highly technical programming skills to operate. It should be jointly administered and maintained by the EDPO Research and Statistics Division and the Visitor's Bureau.

Target: Create database by 2/96

Task 11B1: Design Database
Who: DPO, VB, AG, others
When: 1/96
Cost: in-house
Comment:

Task 11B1: Maintain Database
Who: DPO, VB, others
When: 2/96 - continue
Cost: In-house
Comment:

ACTION 11C Collect Visitor Arrival Data

Visitor arrival data is collected by means of the Immigration Entry Form. The existing form is confusing, and out-of-date, and should be immediately replaced. In this regard, EDPO and this Task Force have designed a new Immigration Entry Form which has been submitted to the Attorney General's Office for review and adoption. Once adopted, new forms should be printed and in use as soon as possible.

At the same time the new form goes into use, a new computerized data handling system should go into effect. This system can be a moderately priced, PC/Windows based system that links the major data collecting and handling agencies with the tourism data base and the Visitor's Bureau. It is likely that data entry and system training can be provided at minimal cost through the use of in-house personnel. Most of the analysis of the data collected would be accomplished by the Visitor's Bureau and the Research and Statistics Division of EDPO.

Target: New system in place by 2/96

Task11C1: Revise Immigration Entry Form
Who: DPO, TTF, AG,
When: 1/95
Cost: in-house
Comment:

Task 11C2: Adopt New Immigration Entry Form
Who: GOV, AG
When: 1/95
Cost: in-house
Comment:

Task 11C3: Print and Distribute New Immigration Entry Forms
Who: AG, AS
When: 2/95
Cost: $28,000 (ASG - AG immigration)
Comment:

Task 11C4: Set up computer links and provide system training
Who: AG, DPO, VB
When: 2/95
Cost: $22,000 (ASG - AG/DPO)
Comment:

Task 11C5: Process Immigration Data
Who: AG, DPO, VB
When: 2/95 - continue
Cost: in-house, VB
Comment:

ACTION 11D Conduct Visitor Expenditure and Satisfaction Exit Surveys

While we do collect some visitor entry data, we collect practically no exit data. Because of this, we cannot monitor visitor satisfaction levels, and we can only guess about visitor expenditures. Appropriate surveys must be designed and conducted on a periodic basis. Here again, we should be able to build on work already being done by others in the region. In order to detect progress, or lack of progress in our tourism development plans, we recommend conducting surveys every two years through the planning period. The surveys should be designed and conducted by the Visitor's Bureau in consultation with the Research and Statistics Division of EDPO, and appropriate professional contractors.

Target: Begin conducting bi-annual surveys 2/96

Task 11D1: Design Survey Instrument
Who: VB, DPO, TCSP
When: 1/96
Cost: in-house, VB
Comment: Use of existing instruments in the region may be possible to reduce costs.

Task 11D3: Conduct bi-annual surveys
Who: VB, DPO
When: 2/96- 2/98 - 2/00
Cost: $20,000 (VB)
Comment: Includes printing of questionnaires, etc.

Task 11D4: Process and analyze results of surveys
Who: VB, DPO
When: 3/96 - 3/98 - 3/00
Cost: $20,000 (VB)
Comment:

ACTION 11E Monitor Regional Tourism Statistics and Share Statistical Information

We will need to monitor the tourism statistics of the region, and even the world, in order to gauge the dynamics of the industry and forecast regional short and long term trends. Part of this work will involve establishing links with our statistical counterparts in the region to share data and results of analysis. Such linkages could be established through the Visitor's Bureau, or appropriate government agencies like EDPO.

Target: Expand data sources and improve data storage and organization by 1/96

Task 11E1: Collect and Review Regional Statistics
Who: VB, DPO
When: 1/95 - continue
Cost: $3,000 (VB)
Comment:

Task 11E2: Establish links with regional and global tourism information sources
Who: VB, DPO
When: 1/95 - continue
Cost: $2,000 (VB)
Comment:

ELEMENT 12

Estimates of Expenditures and Basic Budget for Visitors Bureau

OVERVIEW

In order to determine how much funding would be required to implement the 5-Year Plan, it was necessary to make estimates of the individual expenditures associated with specific actions and tasks identified in the Elements 1 - 11. In making estimates of the costs involved, we used a variety of information, some of it more reliable than others. In some cases we looked at actual expenditures for similar activities currently being conducted by our neighbors in the region. In other cases, we consulted with appropriate technical experts, or made projections based on available statistics, or used our best judgment and offered a guess. We have not attempted to provide precise costs, since they are hard to come by, and since "ballpark" estimates are sufficient for basic planning purposes. In all cases we have attempted to use the best information available, and figures in which we have a reasonable level of confidence. Murphy's Law, however, probably dictates that we have underestimated some of the costs involved.

The estimated expenditures on Pages 2 - 4 are presented by Element of the Action Plan and cover the time period FY-95 through FY-99. These expenditures are also identified by general category such as Visitors Bureau, ASG, Grants, Users Fees, and Private Investment. The table and chart on Pages 5 and 6 summarize these expenditures over time.

Obviously, grants play an enormous role in providing for tourism development. These amounts are so high because they include funding for major capital improvement projects such as airport and harbor improvements, and the National Park. These funds also help capitalize the recommended revolving loan fund.

Private investment also plays a large role in the development picture, and includes such major investments as the purchase and improvement of the Rainmaker, and the development of a yacht marina and support facilities. It should be noted that the bulk of the expenditures should occur within the first 2-3 years of the Plan. The users fee for solid waste management system improvement, the Visitors Bureau funding, and additional ASG contributions provide moderate but sustained support throughout the planning period.

FUNDING SOURCES

vb - Visitor's Bureau (revenue package)
asg - American Samoa Gov't
gr - Grants
prv - Private Investment
fee - Users Fee (utility charge)

TOURISM ACTION PLAN

Estimated Expenditures FY 95 through FY 99

in Thousands of Dollars

TASKS with Identified Expenditures	FY 95				FY 96				FY 97				FY 98				FY 99				TOTAL
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
ELEMENT 1 (Visitor's Bureau)																					
1B1 Hire Tourism Director					60 vb →			→	60 vb →			→	60 vb →			→	60 vb →			→	240
1B2 Hire Key Staff					160 vb →			→	160 vb →			→	160 vb →			→	160 vb →			→	640
1B3 Provide for Gen. Admin/Activities					100 vb →			→	100 vb →			→	100 vb →			→	100 vb →			→	400
1B4 Career Service Severance					50 vb →			→													50
																					1,330
ELEMENT 2 (Sell Rainmaker)																					
2A2 *Advertise RFP*		10 asg																			10
																					10
ELEMENT 3 (Development Incentives)																					
3B3 Issue Certifications (production)							5 vb →		→		5 vb →		→		5 vb →		→		5 vb →		20
3F5 Tech Asst. Workshops/Training					12 vb →			→	12 vb →			→	12 vb →			→	12 vb →			→	48
3G4 Construct Business Incubator			1,200 gr/asg →																		1,200
																					1,268
ELEMENT 4 (Funding and Finance)																					
4B2 Establish Revolving Loan Fund		1,000 gr/asg																			1,000
4B3 Advertise Loan Program		3 asg																			3
																					1,003
ELEMENT 5 (Facilities Development)																					
5A1 Hotel Accommodations					2,500 prv →			→	2,500 prv →			→									5,000
5A2 Alternate Tourism Accommodations					100 prv →			→	100 prv →			→	100 prv →			→	100 prv →			→	400
5B3 Design and Develop National Park Fac.		400 gr →			2,000 gr →			→	2,000 gr →			→									4,400
5C3 Private Parks Development					100 gr →			→	100 gr →			→	100 gr →			→	100 gr →			→	400
5D3 Public Parks Development					100 gr →			→	100 gr →			→	100 gr →			→	100 gr →			→	400
5E2 Advertise Yacht Facilities RFP			10 asg																		10
5E4 Construct Yacht Facilities					2,000 prv →			→													2,000
5F4 Museum Rehab					250 gr →			→													250
5G1 Airport (immediate repairs)	100 asg →			→																	100
5G2 Airport Terminal					4,000 gr →																4,000
5G3 Runway Extension						5,000 gr →		→													5,000
5G4 Manu'a Airports	1,120 gr →			→																	1,120
5H1 Inter-Island Ferry Rehab.					1,000 gr →			→													1,000

FUNDING SOURCES

vb - Visitor's Bureau (revenue package)
asg - American Samoa Gov't
gr - Grants
prv - Private Investment
fee - Users Fee (utility charge)

TOURISM ACTION PLAN
Estimated Expenditures FY 95 through FY 99
in Thousands of Dollars

TASKS with Identified Expenditures	FY 95				FY 96				FY 97				FY 98				FY 99				TOTAL
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
5H2 Manu'a Harbors	?? gr →																				0
5I1 Visitor's Bureau Facilities					35 vb →				35 vb →				35 vb →				35 vb →				140
5I2 Visitor Assistance Centers					150 vb →																150
																					24,370
ELEMENT 6 (Marketing and Promotion)																					
6A2 Marketing Survey						40 vb →															40
6B1 Advertise RFP					10 vb																10
6B2 Review and Award Contract						5 vb															5
6B3 Prepare Marketing/Promotional Plan							40 vb →														40
6C1 Attend Trade Shows and Fairs											30 vb →		→	30 vb →			→		30 vb →		90
6C2 Host Travel Wholesalers and Agents											40 vb			40 vb					40 vb		120
6C3 Advertise in Travel Media											100 vb			100 vb					100 vb		300
6C4 Establish Off-island Representation													100 vb →				100 vb →				200
6D1 Materials for Trade Fairs, Off-Island Rep.									50 vb →				50 vb →				50 vb →				150
6D2 Materials for WS and Agent Manuals									50 vb →				50 vb →				50 vb →				150
6E1 Establish Coop. Arrangements w/ CI					10 vb →																10
6E2 Establish Coop. Arrangements w/ WS					10 vb →																10
6E3 Establish Coop. Arrangements w/ HI					10 vb →																10
																					1,135
ELEMENT 7 (Environmental Clean-up)																					
7A3 High Profile/Traffic Area Cleanup					100 asg →				100 asg →				100 asg →				100 asg →				400
7C3 Dog Eradication Program			50 asg →				50 asg →				50 asg →				50 asg →				50 asg →		250
7D3 Reduce Cannery Odor			1,500 prv →																		1,500
7E3 Expand Solid Waste System					2,000 fee →				2,000 fee →				2,000 fee →				2,000 fee →				8,000
7F2 Support for Env. Awareness Programs						50 vb →			→	50 vb →			→	50 vb →			→	50 vb →			200
																					10,350
ELEMENT 8 (Tourism Information and PA)																					
8A4 Provide Staffing and Training for VAC's					75 vb →				75 vb →				75 vb →				75 vb →				300
8B3 Establish Tourist Hotlines (advertise)					10 vb →				5 vb →				5 vb →				5 vb →				25
8D2 Design Tourism Information Materials					15 vb →																15
8D3 Produce Tourism Information Mat.							50 vb →		→	→	50 vb →			→	50 vb →			→	50 vb →		200
8E3 Implement Tourism Awareness Program						30 vb →				30 vb →			→	30 vb →			→	30 vb →			120
																					660

FUNDING SOURCES

vb - Visitor's Bureau (revenue package)
asg - American Samoa Gov't
gr - Grants
prv - Private Investment
fee - Users Fee (utility charge)

TOURISM ACTION PLAN

Estimated Expenditures FY 95 through FY 99

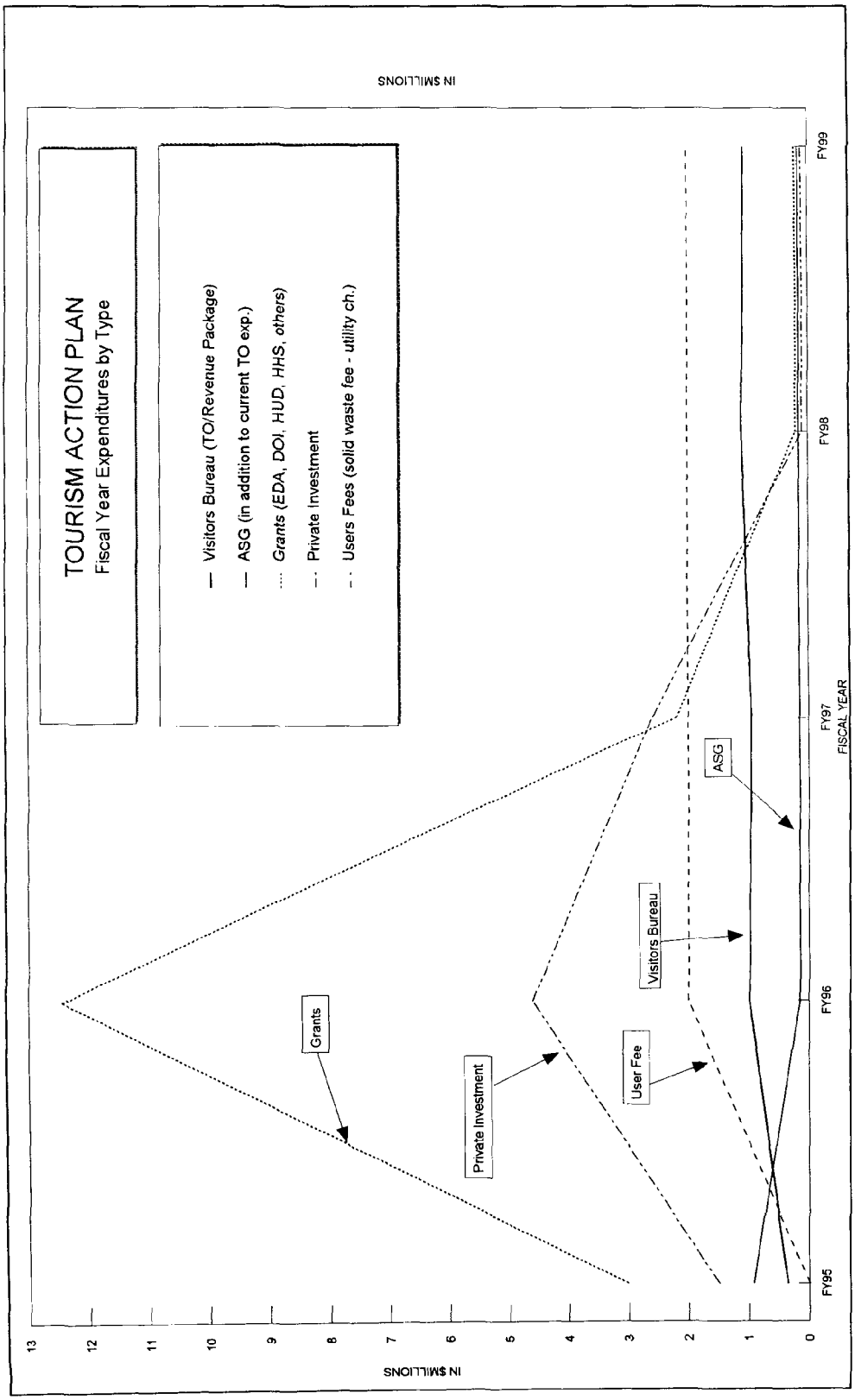
in Thousands of Dollars

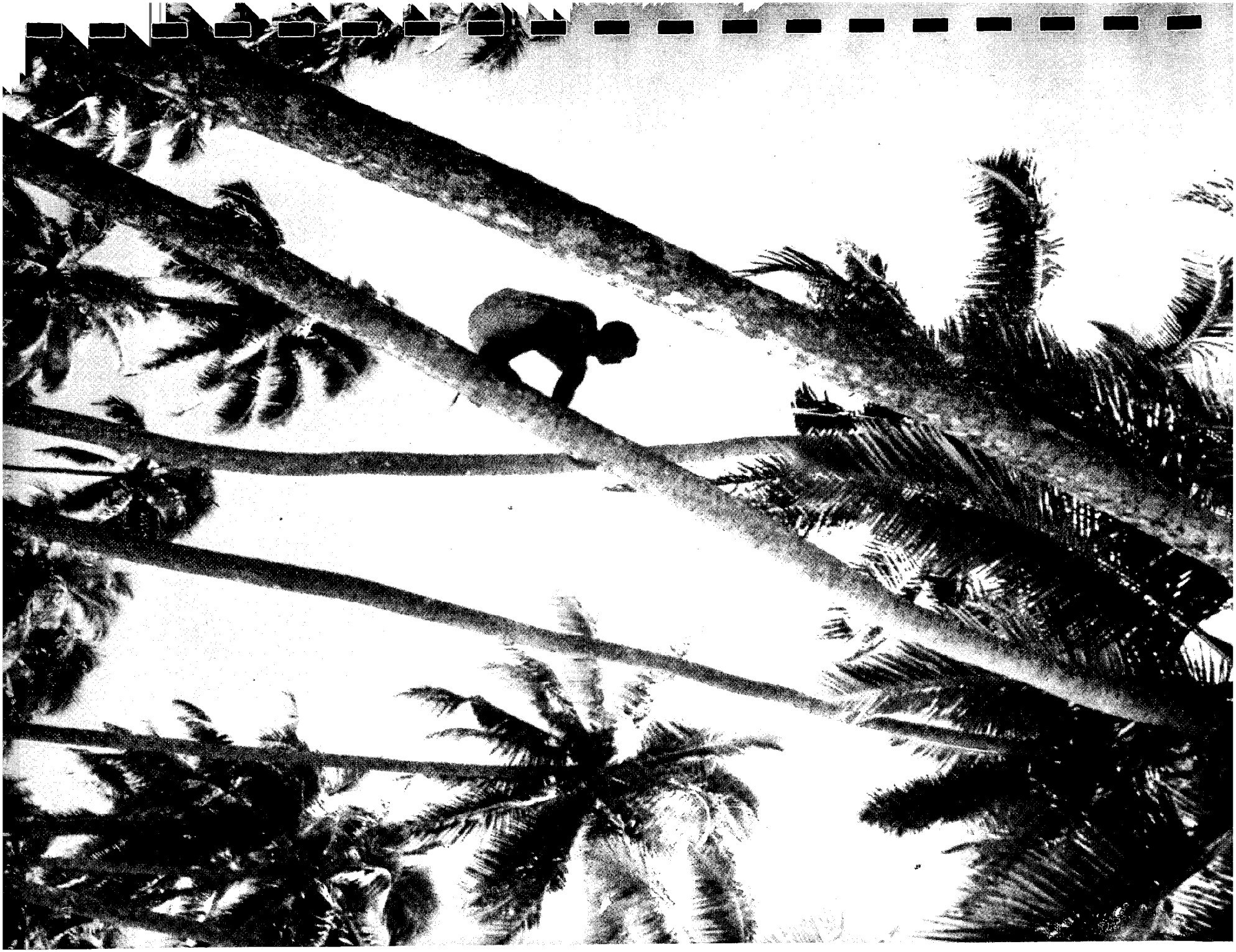
TASKS with Identified Expenditures	FY 95				FY 96				FY 97				FY 98				FY 99				TOTAL
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
ELEMENT 9 (Increase Air Service Levels)																					
9B1 Host Discussion w/Regional Air Carriers					**10** vb →				**10** vb →												20
																					20
ELEMENT 10 (Establish Regional Linkages)																					
10A2 Membership/Attend Reg. Organizations					**50** vb →				**80** vb →				**100** vb →				**100** vb →				330
																					330
ELEMENT 11 (Tourism Data System)																					
11B1 Design Database					**3** vb																3
11B2 Maintain Database					**3** vb →				**3** vb →				**3** vb →				**3** vb →				12
11C3 Produce New Immigration Form		**28** asg																			28
11C5 Set Up Computer Links and Train		**22** asg																			22
11D2 Conduct Bi-annual Satisfaction/Exp. Survey						**20** vb								**20** vb							40
11D3 Analyze Survey Results							**20** vb								**20** vb						40
11E1 Monitor Regional Tourism Statistics					**3** vb →				**3** vb →				**3** vb →				**3** vb →				12
11E2 Establish Links w/ Reg. Stats. Counterparts					**2** vb →				**2** vb →				**2** vb →				**2** vb →				8
																					165
	1,220	1,463	2,760	0	14,928	5,150	160	0	7,545	85	270	0	3,155	105	290	0	3,155	85	270	0	40,641
TOTAL FY EXPENDITURES (x1000)				**5,443**				**20,238**				**7,900**				**3,550**				**3,510**	**40,641**

FISCAL YEAR EXPENDITURES BY TYPE

(x 1000)

EXPENDITURES	YEAR						COMMENTS
	FY95	FY96	FY97	FY98	FY99	TOTAL	
Visitors Bureau (TO/Revenue Package)	350	988	950	1,100	1,060	4,448	admin, mark/promo, VAC
ASG (in addition to current TO exp.)	923	150	150	150	150	1,523	RLF, cleanup
Grants (EDA, DOI, HUD, HHS, others)	3,020	12,450	2,200	200	200	18,070	RLF, NP, attr.fac.
Private Investment	1,500	4,600	2,600	100	100	8,900	hotel, alt.accom., yacht facilities
Users Fees (solid waste fee - utility ch.)	0	2,000	2,000	2,000	2,000	8,000	solid waste system improvement
TOTAL	5,793	20,188	7,900	3,550	3,510	40,000	


TOURISM ACTION PLAN
Fiscal Year Expenditures by Type
— Visitors Bureau (TO/Revenue Package)
— ASG (in addition to current TO exp.)
.... Grants (EDA, DOI, HUD, HHS, others)
–· Private Investment
–· Users Fees (solid waste fee - utility ch.)
IN $MILLIONS
IN $MILLIONS
0
1
2
3
4
5
6
7
8
9
10
11
12
13
FY95
FY96
FY97
FY98
FY99
FISCAL YEAR
Grants
Private Investment
User Fee
Visitors Bureau
ASG



AMERIKA SAMOA VISITORS BUREAU
Estimated Basic Budget for FY-96 through FY-99
(in thousands of $)

	FY96	FY97	FY98	FY99	TOTAL
Personnel	270	320	320	320	1230
General Admin. and Misc. Activities	162	112	99	102	475
Visitor Assistance Centers	225	75	75	75	450
Marketing and Promotion	125	270	370	370	1135
Regional Linkages/ Organizations	50	80	100	100	330
Information/Public Awareness	105	85	85	85	360
Data Collection and Analysis	51	8	51	8	118
TOTAL	988	950	1100	1060	4098

PART 4

APPENDICES/ BIBLIOGRAPHY

Tourism Task Force

Report to the Governor

PART 4

APPENDICES

APPENDIX A

INVENTORY OF ACCOMMODATIONS

Accommodations	Address	Number of Rooms	Rate
Tutuila Accommodations			
Hotels:			
1. Rainmaker Hotel	P.O. Box 996	137	Single/Twin: $60-85/
	Pago Pago, AS 96799		night
			Fale: $80-150/night
Motels:			
1. Apiolefaga Inn	P.O. Box 336	27	Single: $40/night
	Pago Pago, AS 96799		Double: $50/night
			Triple: $65/night
2. Motu O Fiafiaga	P.O. Box 1554	12	Single: $50/night
	Pago Pago, AS 96799		Double: $60/night
3. Herb & Sia's	P.O. Box 430	10	Single: $40/night with
	Pago Pago, AS 96799		private bathroom
			Single: $35/night with
			shared bathroom
			Double: $45/night with
			private bathroom
			Double: $40/night with
			shared bathroom
Bed & Breakfast:			
1. Barry's Bed & Breakfast	P.O. Box 5572		Single: $35/night
	Pago Pago, AS 96799		Double: $40/night
			Additional person:
Manu'a Accommodations			$10/night
Motels			
1. Ta'u Motel	Ta'u , Manu'a	9	Single: $30/night
	Pago Pago, AS 96799		Double: $40/night
2. Don & Ilaisa	P.O. Box 932	6	Single: $20/night
	Pago Pago, AS 96799		Double: $35/night
3. Vaoto Lodge	c/- Vili Malae	10	Single: $35/night
	Ofu, Manu'a , AS 96799		Double: $40/night
4. Fitiuta Lodge	P.O. Box 1858	8	Single: $25/night
	Pago Pago, AS 96799		Double: $30/night

APPENDIX B

INVENTORY OF ATTRACTIONS

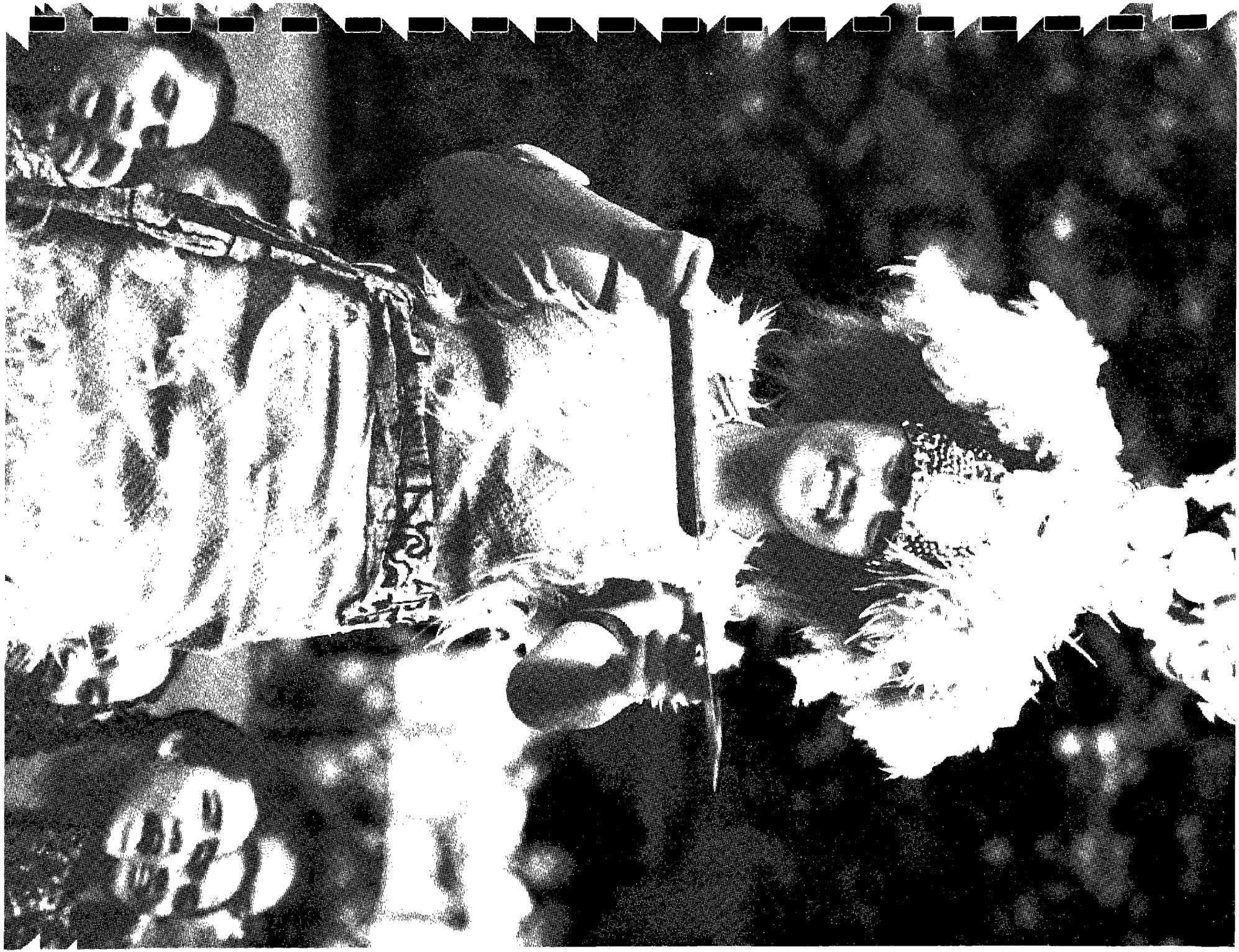
NATURAL ATTRACTIONS

Beaches	***Description***
Auasi Harbor	Beach resort, swimming/diving, scenic appeal, picnic facilities and
	shopping area nearby
Amouli/Aganoa	Picnic facilities, photo appeal, swimming and restroom facilities
Onesosopo	Picnic facilities, swimming and restroom facilities
Utulei	Picnic facilities, public swimming and restroom facilities
Fatumafuti	Picnic facilities and swimming
East Utumea & West Utumea	Picnic facilities and swimming
Amanave	Picnic facilities and swimming
Parks	
National Park of American	The park is in three units of widely separated islands, altogether
Samoa	comprising nearly 9,000 acres, a thousand of which are offshore waters
	out to the outer edge of coral reefs. The park has some of the most
	scenic island shoreline on earth; long, white sand beaches, and sea
	cliffs, sheltered covers, and islets covered with lush green vegetation
	extending all the way to the ocean's edge.
	The park is also comprised primarily of a largely undisturbed and
	uninhabited native climax rainforest. The rainforest provides habitat
	for at least 35 bird species, most of which are native resident breeders
	and two species of native flying foxes. These large, soaring fruit bats
	are important pollinators of rainforest plants, another special feature of
	the National Park.
Tafuna Park/Lion's Park	Located on the western shoreline of the Pala Lagoon in Central Tutuila
	this park contains a children's playground, tennis and basketball courts
	with picnic facilities available. The site is covered with Le'ile'i trees and
	a mangrove forest on the inner lagoon. Lions' park is an unique
	wetland 'with access to the ocean.
Lava Lava Golf Course	The Lava Lava Golf Course offers 18 holes, a fully furnished pro shop,
	club rentals, rent-a-carts, restaurant and opened 7 days a week.
Onesosopo	Access to the ocean, picnic facilities, playground area, park sporting
	events and opened on Sundays

Waterfalls	
Leone	Swimming, camping and photo appeal
Nu'uuli	Swimming, camping and photo appeal

Tropical Reef	
Fagatele Bay Sanctuary	Protected area of .25 sq. nautical miles of an ecosytem typical of the
	Pacific Islands. The smallest and the most remote of all sanctuaries
	this is the only true tropical reef in the National Marine Sanctuary
	Program.

CULTURAL / HISTORICAL ATTRACTIONS	
Location	***Description***
Le'ala	Lava formation, photo appeal, camping and picnic facilities
Massacre Bay	1787 massacre of 12 Frenchmen and 39 Samoans at A'asu, which is
A'asu	the home of the French Tombs. Camping, swimming, snorking, diving
	and hiking available.
Tagata-Matau-Quarry	Located in the village of Leone, the only Basalt quarry site
	recorded from American Samoa lies high on Malaloto ridge,
	northeast of Tutuila. Here Samoans of prehistoric mined
	volcanic rock; from which they manufactured stone tools,
	particularly adzes, which were scraping and grading tools.
Jean P. Haydon Museum	The Jean P. Haydon Museum was named in honor of Governor
	Haydon's wife, during the Governor's term in Samoa from 1970 to 1974.
	Ancient artifacts of the Polynesian way of life will enhance your
	appreciation of the Samoan culture. The museum contains traditional
	and original artifacts used by the Samoan parties to hunt for pigeons.
	Tools, war clubs, bark cloth fine mats, fishing gear such as pearl shell
	hooks and a boniot fishing outrigger canoe are housed
	in the museum.
Blunt's Point	Blunts Point is the location of the six inch naval shore batteries which
	protected the entrance to Pago Pago Harbor during WW II. Pago Pago
	was a strategic refueling and supply deport for the US Navy. Also on
	site are command bunker and lookout site. Along the trail various
	military sites include six anti-craft batteries, ammunition magazines, a
	wood fire steam generator, signal equipment and a rail tram for
	transporting heavy gear from sea level. Excellent hiking conditions and
	scenic view.
The Tramway	Magnificent view from atop, allowing you to look out to the
	Pago Pago Harbor with a fleet of various ships, the main wharf,
	Rainmaker hotel, and the Governor's mansion. Excellent hiking and
	scenic view.
Tiaseu (Starmound)	Hunters tested their skill in capturing the sought after pigeons in lively
	contests around the starmound. Starmounds have been found on
	plateaus and in the lowland forest. They are called starmounds due to
	the extended arms, or ray that appear star shaped from above. Hiking,
	waterfalls and pools are in the mountain streams. The valley is also a
	shelter to several bird nesting and rookeries.



CCCAS Mission Home	First home of missionaries arriving in Samoa
Atauloma School	Historical preservation
Leone On The Reef	Petroglyphs (carved images on the reef of a large turtle)
Faga'itua	Petroglyphs (carved images in stone of a large turtle)
Saua (Manu'a)	Kava stone

WATER SPORTS

Type	*Description*
Fautasi	Historical canoe. The fautasi holds 40 men and is approximately 90 ft long.
Paopao canoe	Cultural artcraft
Outgrigger canoe with an Ama	Regional competitive sport in the International Polynesian Canoe Federation. Races are held every 2 years. The outrigger holds 6 people.
Laser	A 16 ft. long Olympic class monohull racer, which will be used in the 1996 Olympics.
Hobie 14 and Hobie 16	The Hobie is used in the South Pacific Games and may be used in the 1996 Olympics.
Sailboarding/Windsurfing	Olympic sport
Yachts/Yacht Club	The Yacht Club located in Utulei, is a member of the International Yacht Racing Unit and a member of the American Samoa National Olympic Committee.

APPENDIX C

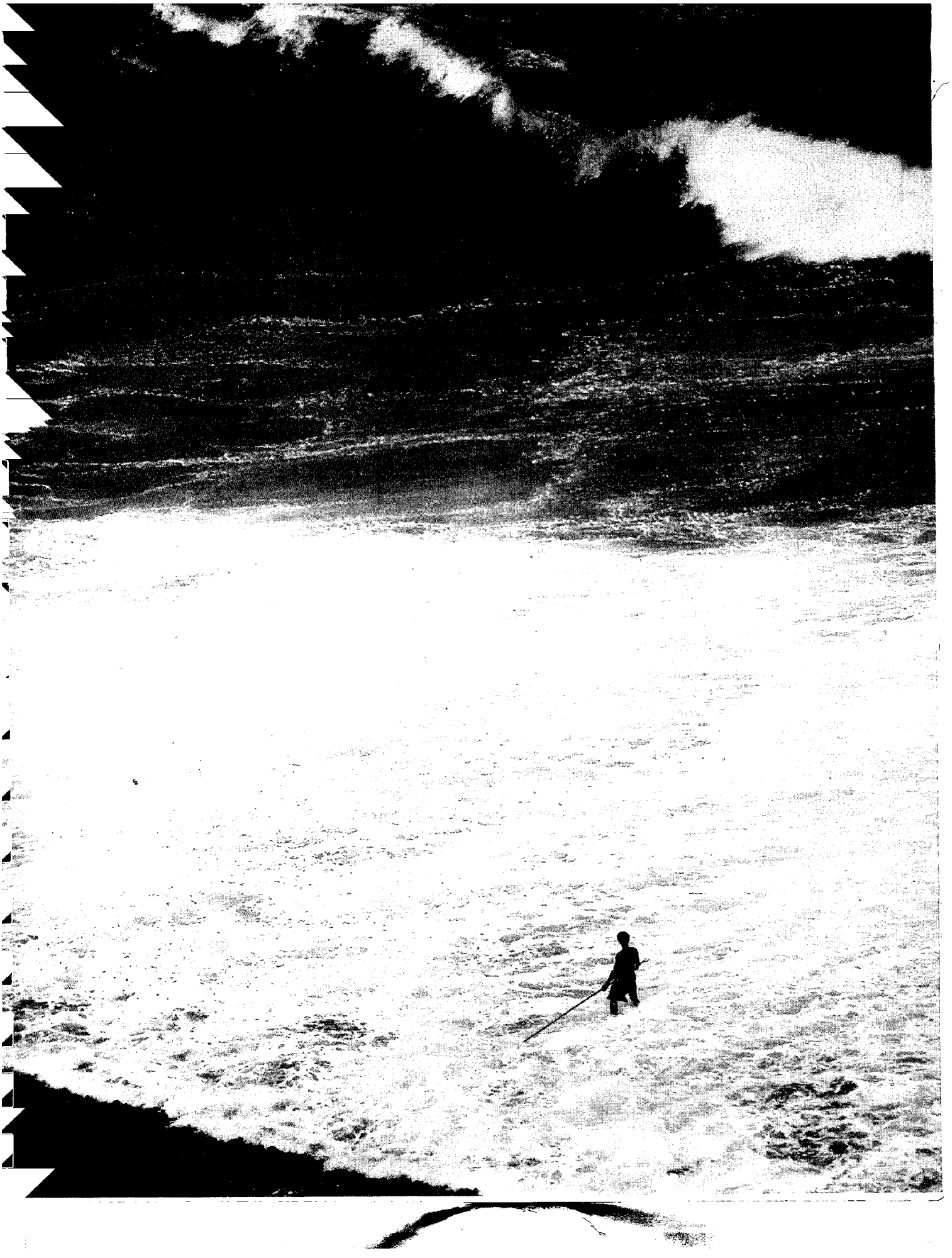
INVENTORY OF TRANSPORTATION

LAND	AIR	WATER
Taxi	**Hawaiian Air**	**Tugboats**
68 registered	(7)- DC 10	Tautua and Tatoso
	seat capacity	**Barges/LCU**
Buses	34 first class	Talimanao (LCU)
191 registered	265 coach	Manu'a Tele - certified
		Crane barge
Car Rentals	**Polynesian Air**	**Ferry**
80 registered	(1) Twin Otter	Queen Salamasina (W.S)
	(1) Britain Norman Island	
Tour Vans	seat capacity- 18 per craft	
1 van		
	Samoan Air	
Tour Guides	(2) Twin Otters	
3 guides	(1) King Air	
	seat capacity- 9 per craft	
Roads		
83.8 paved miles in Tutuila		
Total Vehicles		
339 available		

AIRLINE OPERATIONS IN AMERICAN SAMOA

Airline	Number of Flights
Polynesian Airlines	
To and from Western Samoa	28 flights per week
Samoa Air	
To and from Western Samoa	28 flights per week
	4 per day average
Samoa Air	
To and from Manu'a	14 flights per week
	2 per day average
Samoa Air	
To and from Tonga	2 flights per week
Hawaiian Airlines	
To and from Hawaii	2 flights per week

Source: Polynesian Airlines, Samoa Air and Hawaiian Airlines



APPENDIX D

INVENTORY OF PRIMARY REGIONAL ORGANIZATIONS

- Pacific Asia Travel Association (PATA)

Vice-President- Mr. Ian Kennedy
Phone - 61-332-3599
P.O. Box 645
Pacific Division
Kings Cross, Sydney, Australia 2011

Founded in 1951, PATA's mission is to contribute to the growth, value and quality of travel to and within the Pacific-Asia region. The Association is the recognized authority on Pacific-Asia travel and tourism.

PATA programs are designed to meet the needs of members, allowing each to remain competitive in the world marketplace. PATA provides research information, product development, human resources development, (offering training programs and scholarships in travel/tourism) and high tech data information to members. In addition, the Association provides leadership in coordinating region-wide programs to protect and preserve the area's unique environmental and cultural resources.

- World Tourism Organization (WTO)

Dr. Hari Varma - Asian Regional Representative
Fax - 34 - 1- 571 - 3733

The World Tourism Organization (WTO) is a non profit organization available to all major countries. WTO specializes in monitoring tourism trends, tourism projections, annual reports on statistical data of world wide tourist numbers, publications of the tourist industry world wide events and sponsorships of training programs in conjunction with the South Pacific Education Regional Programs.

- Tourism Council of the South Pacific (TCSP)

Levani Tuinabua, Director
Phone - 679-304-1777 Fax - 679- 301-995
35 Loftus Street
P.O. Box 13119, Suva, Fiji

Tourism Council of the South Pacific (TCSP) concentrates within the South Pacific Region with world wide offices. Majority of the South Pacific Regional countries are members of TCSP. TCSP specializes in business through networking, contacts through the Council for conferences, seminars, forums. Direct marketing, promotional and sales support to national tourism organizations and industry members. The Council enables members the opportunity to reach an audience of thousands of targeted industry professionals.

APPENDIX E

TOURISM STATISTICS

1987					
Visitor Analysis					
		Without			Visit
	All Visitors	VFR	Business	Tourist	Relatives
All Countries	38,430	20,737	13,729	7,008	17,693
North America	7,295	7,295	3,343	3,952	0
Canada	274	274	54	220	0
United States	7,009	7,009	3287	3722	0
Mexico	12	12	2	10	0
Central America	44	44	32	12	0
South America	62	61	44	17	1
Europe	1,065	1,060	291	769	5
France	93	93	35	58	0
Germany	314	312	45	267	2
Sweden	69	69	5	64	0
United Kingdom	237	237	93	144	0
Other Europe	352	349	113	236	3
South Asia	61	61	35	26	0
South East Asia	301	182	131	51	119
East Asia	1,073	770	625	145	303
China	318	227	178	49	91
Japan	120	118	44	74	2
Korea	635	425	403	22	210
Australia	691	677	247	430	14
New Zealand	2,447	2,340	1010	1330	107
Pacific	25,336	8,197	7,959	238	17,139
Fiji	278	271	219	52	7
Tonga	1,099	196	163	33	903
Western Samoa	23,827	7,624	7495	129	16203
Cook Islands	3	3	1	2	0
Other Pacific	129	103	81	22	26
Other Areas	55	50	12	38	5
Major Sources	*Total*	*Percent*			
United States	7,009	35.98%			
Australia	677	3.48%			
New Zealand	2,340	12.01%			
Europe	1,060	5.44%			
East Asia	770	3.95%			
Western Samoa	7,624	39.14%			
Total	19,480				
Expenditure Analysis					
Avg. Daily Expend.			95.5	115	72.5
Avg. Length of Stay			4	4	4
Persons			13,729	7,008	17,693
Est. Expenditures			5,244,478	3,223,680	5,130,970
80% confidence	10,879,302		4,195,582	2,578,944	4,104,776

1988					
Visitor Analysis					
		Without			Visit
	All Visitors	VFR	Business	Tourist	Relatives
All Countries	38,505	21,634	11,512	10,122	16,871
North America	8,800	8,777	2,850	5,927	23
Canada	291	287	48	239	4
United States	8,500	8,481	2799	5682	19
Mexico	9	9	3	6	0
Central America	25	22	18	4	3
South America	31	27	21	6	4
Europe	1,062	1,055	252	803	7
France	96	95	37	58	1
Germany	279	279	21	258	0
Sweden	30	30	0	30	0
United Kingdom	267	265	100	165	2
Other Europe	390	386	94	292	4
South Asia	38	37	15	22	1
South East Asia	257	146	100	46	111
East Asia	750	568	394	174	182
China	261	191	134	57	70
Japan	112	111	57	54	1
Korea	377	266	203	63	111
Australia	1,140	1,131	317	814	9
New Zealand	3,250	3,114	989	2125	136
Pacific	23,099	6,705	6,530	175	16,394
Fiji	280	275	211	64	5
Tonga	897	145	126	19	752
Western Samoa	21,756	6,148	6096	52	15608
Cook Islands	3	3	2	1	0
Other Pacific	163	134	95	39	29
Other Areas	53	52	26	26	1
Major Sources	*Total*	*Percent*			
United States	8,481	41.38%			
Australia	1,131	5.52%			
New Zealand	3,114	15.19%			
Europe	1,055	5.15%			
East Asia	568	2.77%			
Western Samoa	6,148	29.99%			
Total	20,497				
Expenditure Analysis					
A.D.E.			95.5	115	72.5
A.L.S.			4	4	4
Persons			11,512	10,122	16,871
Est. Expenditures			4,397,584	4,656,120	4,892,590
80% confidence	11,157,035		3,518,067	3,724,896	3,914,072

1989					
Visitor Analysis	All	Without			Visit
	Visitors	VFR	Business	Tourist	Relatives
All Countries	36,190	19,658	11,295	8,363	16,532
North America	6,313	6,313	2,637	3,676	0
Canada	166	166	37	129	0
United States	6,132	6,132	2594	3538	0
Mexico	15	15	6	9	0
Central America	19	18	8	10	1
South America	32	31	18	13	1
Europe	1,058	1,056	193	863	2
France	58	58	27	31	0
Germany	319	319	21	298	0
Sweden	61	61	5	56	0
United Kingdom	287	287	75	212	0
Other Europe	333	331	65	266	2
South Asia	46	46	22	24	0
South East Asia	124	124	61	63	0
East Asia	607	502	249	253	105
China	223	183	96	87	40
Japan	118	118	40	78	0
Korea	266	201	113	88	65
Australia	1,294	1,294	291	1003	0
New Zealand	3,320	3,244	988	2256	76
Pacific	23,335	6,988	6,812	176	16,347
Fiji	350	322	220	102	28
Tonga	630	192	171	21	438
Western Samoa	22,207	6,354	6354	0	15853
Cook Islands	1	1	0	1	0
Other Pacific	147	119	67	52	28
Other Areas	42	42	16	26	0
Major Sources	*Total*	*Percent*			
United States	6,132	33.00%			
Australia	1,294	6.96%			
New Zealand	3,244	17.46%			
Europe	1,056	5.68%			
East Asia	502	2.70%			
Western Samoa	6,354	34.19%			
Total	18,582				
Expenditure Analysis					
A.D.E.			95.5	115	72.5
A.L.S.			4	4	4
Persons			11,295	8,363	16,532
Est. Expenditures			4,314,690	3,846,980	4,794,280
80% confidence	10,364,760		3,451,752	3,077,584	3,835,424

1990 *Visitor Analysis*	All Visitors	Without VFR	Business	Tourist	Visit Relatives
All Countries	42,684	24,846	16,347	8,499	17,838
North America	7,486	7,486	3,274	4,212	0
Canada	168	168	30	138	0
United States	7,311	7,311	3,238	4,073	0
Mexico	7	7	6	1	0
Central America	19	19	7	12	0
South America	17	16	7	9	1
Europe	880	879	178	701	1
France	118	118	17	101	0
Germany	224	224	35	189	0
Sweden	99	99	10	89	0
United Kingdom	292	292	71	221	0
Other Europe	147	146	45	101	1
South Asia	30	30	14	16	0
South East Asia	176	115	48	67	61
East Asia	574	485	277	208	89
China	245	193	109	84	52
Japan	154	154	44	110	0
Korea	175	138	124	14	37
Australia	1,260	1,257	273	984	3
New Zealand	3,248	3,169	1,025	2,144	79
Pacific	28,982	11,380	11,241	139	17,602
Fiji	281	239	162	77	42
Tonga	594	131	119	12	463
Western Samoa	27,947	10,900	10,900	0	17,047
Cook Islands	2	2	2	0	0
Other Pacific	158	108	58	50	50
Other Areas	12	10	3	7	2
Major Sources	*Total*	*Percent*			
United States	7,311	30.46%			
Australia	1,257	5.24%			
New Zealand	3,169	13.20%			
Europe	879	3.66%			
East Asia	485	2.02%			
Western Samoa	10,900	45.41%			
Total	24,001				
Expenditure Analysis					
A.D.E.			95.5	115	72.5
A.L.S.			4	4	4
Persons			16,347	8,499	17,838
Est. Expenditures			6,244,554	3,909,540	5,173,020
80% confidence	12,261,691		4,995,643	3,127,632	4,138,416

1991					
Visitor Analysis		Without			Visit
	All Visitors	VFR	Business	Tourist	Relatives
All Countries	36,736	18,848	12,018	6,830	17,888
North America	6,793	6,791	3,331	3,460	2
Canada	130	128	32	96	2
United States	6,653	6,653	3,295	3,358	0
Mexico	10	10	4	6	0
Central America	5	5	2	3	0
South America	8	8	7	1	0
Europe	723	720	147	573	3
France	82	82	33	49	0
Germany	185	183	16	167	2
Sweden	84	84	11	73	0
United Kingdom	203	202	54	148	1
Other Europe	169	169	33	136	0
South Asia	44	42	16	26	2
South East Asia	106	42	29	13	64
East Asia	492	429	230	199	63
China	234	185	133	52	49
Japan	163	163	36	127	0
Korea	95	81	61	20	14
Australia	912	907	242	665	5
New Zealand	2,799	2,718	982	1,736	81
Pacific	24,843	7,175	7,028	147	17,668
Fiji	282	257	166	91	25
Tonga	472	95	92	3	377
Western Samoa	23,870	6,713	6,685	28	17,157
Cook Islands	2	2	2	0	0
Other Pacific	217	108	83	25	109
Other Areas	11	11	4	7	0
Major Sources	*Total*	*Percent*			
United States	6,653	36.68%			
Australia	907	5.00%			
New Zealand	2,718	14.98%			
Europe	720	3.97%			
East Asia	429	2.36%			
Western Samoa	6,713	37.01%			
Total	18,140				
Expenditure Analysis					
A.D.E.			95.5	115	72.5
A.L.S.			4	4	4
Persons			12,018	6,830	17,888
Est. Expenditures			4,590,876	3,141,800	5,187,520
80% confidence	10,336,157		3,672,701	2,513,440	4,150,016

5 YEAR SUMMARY OF VISITOR STATISTICS					
	All Visitors	Without VFR	Business	Tourist	Visit Relatives
All Countries	192,545	105,723	64,901	40,822	86,822
North America	36,687	36,662	15,435	21,227	25
Canada	1,029	1,023	201	822	6
United States	35,605	35,586	15,213	20,373	19
Mexico	53	53	21	32	0
Central America	112	108	67	41	4
South America	150	143	97	46	7
Europe	4,788	4,770	1,061	3,709	18
France	447	446	149	297	1
Germany	1,321	1,317	138	1,179	4
Sweden	343	343	31	312	0
United Kingdom	1,286	1,283	393	890	3
Other Europe	1,391	1,381	350	1,031	10
South Asia	219	216	102	114	3
South East Asia	964	609	369	240	355
East Asia	3,496	2,754	1,775	979	742
China	1,281	979	650	329	302
Japan	667	664	221	443	3
Korea	1,548	1,111	904	207	437
Australia	5,297	5,266	1,370	3,896	31
New Zealand	15,064	14,585	4,994	9,591	479
Pacific	125,595	40,445	39,570	875	85,150
Fiji	1,471	1,364	978	386	107
Tonga	3,692	759	671	88	2,933
Western Samoa	119,607	37,739	37,530	209	81,868
Cook Islands	11	11	7	4	0
Other Pacific	814	572	384	188	242
Other Areas	173	165	61	104	8
Major Sources	*Total*	*Percent*			
United States	35,586	35.34%			
Australia	5,266	5.23%			
New Zealand	14,585	14.48%			
Europe	4,770	4.74%			
East Asia	2,754	2.73%			
Western Samoa	37,739	37.48%			
Total	100,700				
Expenditure Analysis					
A.D.E.			95.5	115	72.5
A.L.S.			4	4	4
Persons			6,402	5,666	21,387
Est. Expenditures			2,445,564	2,606,360	6,202,230
80% confidence	9,003,323		1,956,451	2,085,088	4,961,784

APPENDIX F

SUMMARIES OF TOURISM FORUMS

EASTERN DISTRICT FORUM
June 13 - 14, 1994

ACCOMMODATIONS

- The Rainmaker Hotel is presently located in an undesirable place. (In proximity to the Oil Dock.)
- Remove the government from the Rainmaker Hotel management. Have a businessman run the Hotel.
- Determine the shareholders' inclinations. Let them decide the fate of the Hotel.
- Remove the government from the Rainmaker Hotel management. Hire qualified local managers, perhaps a group of businessmen. Only if there are no qualified individuals on-island, then hire from off-island.
- Mapusaga, with its relatively large land mass as compared to other villages, a possible site for locating a hotel.
- Remove the government from the Rainmaker Hotel management. Have an off-island company run it. Only people profiting now from Hotel are Board of Directors.
- Let the Rainmaker Hotel shareholders decide what should be done about the Hotel. If they wish to sell, sell locally.
- The Rainmaker has been under government management for many years, and has never closed its doors for extended periods of time. If the Hotel is to be sold, maintain an initial 5 year probationary period to ensure prospective buyer is solvent and will be an asset to the Hotel.
- The Hotel has been operated by the government for many years, with no profit to show. Attempt to sell the Rainmaker locally first, then off-island if there are no local buyers. A reminder that 80% of the Rainmaker is still held by the Development Bank to secure the loan on the Hotel
- Condition of the Hotel is a major constraint to Tourism. Lease, don't sell the Hotel - 'Taofiofi le maea alalo'.
- Tafuna may be an alternate site for locating a hotel. Due to the scarcity of land, a multi-story building could be considered.
- We should consider offering a package deal with another hotel, like Tusitala.
- Lower Rainmaker room rates.
- Lease the Hotel.

OTHER ACCOMMODATIONS

- Be more supportive of village developments. Example: Assist in provision of adequate transportation to such places as Aunu'u.
- Consider villages with a strong cultural village structure to protect against vandalism, destruction of property, and trouble-makers.
- Be certain villages (village councils) are informed or notified before tourists flood the villages.

ATTRACTIONS

- Initially, develop attractions that require minimal financial investment.
- Aunu'u has many attractions that have been overlooked, i.e. Vaisuatoto, Pala, etc.
- ASG could work with the villages in determining a location for a structure like the Polynesian Cultural Center in Hawaii, to entice visitor spending.
- Have individual villages or counties determine a package relevant to their own village(s), and provide assistance for those deemed most cost/effective and which would provide the greatest mileage for tourism.
- Provide facilities (stages, restrooms, etc.) at strategic locations like the departure point for Aunu'u, where villages can give performances for cruise ship tourists.
- Money could be given to the pulenu'us to ensure reliable clean-up in commercial areas like town, the Industrial Park, etc. Hard for pulenu'us to get enough volunteers to clean the volume of trash in these locations.
- Pulenu'us already receive checks, and are presently responsible for cleaning up the villages. They should be given no additional funding for the fulfillment of the same responsibility. Keep pulenu'us who work, and let go of those who don't.
- Village laws exist to prevent littering. More support is needed from the Office of Samoan Affairs when cases are referred. More often than not Samoan Affairs refers cases back to the villages for settlement
- Each village should be visited, and its attractions determined.
- The offensive smell from Star Kist and Van Camp is detrimental to tourism development efforts. Air pollution regulations applicable to the canneries should be more rigorously enforced
- If considering the possible closing of the canneries, think of the consequences that could result from mass unemployment.
- Use the inmates from the Tafuna Correctional Facility to clean up, a cost-saving measure.
- Enact a community service requirement (picking up trash) for all litterers.
- American Samoa is too dirty. The trash problem needs to be addressed.
- Does ASG have money to invest in village attractions? Has the amount of money requisite to maintain attractions, like Aunu'u's, been determined?
- We litter, we should clean up. Foster cooperation between ASG and the villages. Encourage more personal responsibility. Have cultural leaders perform as they should:

pulenu'u - ensure clean up of village;
leoleonu'u - enforce litter laws in village;
faipule - enact appropriate litter laws
Samoan Affairs - work cooperatively with cultural village leaders

- Safeguard our culture. There are areas, particularly within the villages, that are not open to visitors on the Sabbath.
- Public Health and village leaders should work cooperatively to ensure clean up and prevent littering in the villages.
- Eradicate stray dogs, and dispose of appropriately. Who is responsible for such?
- Fa'a-Samoa is weaker here, as compared to Western Samoa. We also honor U.S. laws. Task Force could suggest solutions to the trash problem that the cultural leaders can support and help implement.
- When determining attractions, consider points of interest relevant to Samoan history and culture.
- Encourage selling of handicrafts within each village.

TRANSPORTATION

- Resolve transportation constraints before attempting to attract tourists.
- Separate administration of Airport from Port. Coast Guard has some jurisdiction over Port, as FAA does over the Airport.
- Do not impose a departure tax. It would work against tourism development efforts.
- Enact and enforce departure fees and airport parking fees for additional revenue for tourism development efforts.
- Amend existing laws that prevent a 'foreign' carrier like Polynesian from transporting passengers between the Territory and Hawaii. Refer the matter to the Fono and other appropriate entities who can effect changes.
- Do we have the power to change a Federal law, like Cabotage? If so, how? If not, why?
- Have the Fono appropriate monies for the improvement of transportation.
- Build a sufficient dock in Auasi, and provide reliable transport to and from Aunu'u.

SUPPORT SERVICES & INFRASTRUCTURE

- Ensure adequate infrastructure to support tourism related efforts, i.e., drainage for roads and villages to prevent flooding/pooling during and after rainy spells.

DEVELOPMENT INCENTIVES

- Reduce our reliance on the canneries.
- Grant a tax exemption to all businesses who support the Hotel. (Like Rarotonga.) Possibly exempting even airlines.

- Grant tax exemptions to all tourism businesses and support services.
- Legalize gaming.

FUNDING AND FINANCING

- Draft a bill for additional Tourism funding, for the Senate and House endorsement.
- Retain fish not utilized by the canneries, but which the canneries are selling for profit off-island. Determine a means of realizing a profit locally.
- Are there any Federal grants, for tourism development specifically, that the Territory can apply for?

MARKETING AND PROMOTION

- Include representatives of other ethnic groups (i.e, Chinese and Koreans) on a tourism development committee. They can help sell American Samoa in their home countries.
- Place an emphasis on marketing our special holidays, such as Flag Day, White Sunday, etc. as well as the goodness of our people.
- Utilize our sons and daughters who are on scholarship off-island. They can be provided with promotional material to disseminate at appropriate opportunities.
- Increase the overall budget for tourism marketing.
- Market our living culture.
- Target marketing to those types of people who will spend money.

REGIONAL COOPERATION

- Effect all marketing in conjunction with Western Samoa. Promote the 'Samoas'.
- Develop packages with other hotels, airlines, etc.

IMPLEMENTATION/MONITORING

- Formulate and implement ways to ensure tourism is a long-term proposition, that retains continuity through political changes, etc.
- Remove tourism from government management, and give it to the private sector to operate.

OTHER

- Develop Tourism appropriately. Remember to take into account cultural concerns, like honoring the Sabbath, etc.
- Afford educational opportunities (such as scholarships) for our sons and daughters to train off-island in needed tourism related fields.

WESTERN DISTRICT FORUM
June 20 - 21, 1994

ACCOMMODATIONS

Shares:

- ASG retains its Rainmaker Hotel shares.
  1. It was our forefathers' investment.
  2. We are dependent on ASG for many things, including its legal protection. ASG our toomaga.
- Sell ASG shares to local shareholders, and/or other locals.
- ASG sell 40% of its shares to locals; keep 40%.
- ASG duped our elders. ASG has 80% of the Rainmaker shares, how was that accomplished?
- Remove ASG from ownership of the Hotel, remove its political influence.
- Sell the Rainmaker Hotel.

Management:

- Problem not money, but management. Employ qualified management, there are qualified Samoans on-island.
- Give new management at Rainmaker time to implement their plans.
- Politics affects Hotel management too much.
- Remove ASG from management of the Rainmaker Hotel.
- Retain off-island management for the Rainmaker, while Samoans remain as shareholders. Example: Successful Fiji owned, Japanese run hotels.
- Request further funding from the Governor to improve Hotel.
- Have ASG be mediator, to ensure fair rates comparable to the quality of the room.
- Institute low rates for locals during slow periods, some revenue from hotel rooms better than none.

Other Accommodations:

- Do not rely solely on Rainmaker.
- Give districts opportunity to recommend sites for, and develop other accommodations.
- Promote and directly assist traditional accommodations, Samoan/local endeavors.
- Establish a partnership between ASG and the private sector (a county perhaps). ASG finances project, private sector (county) manages it.
- Maintaining existing accommodations, while continuing to establish others are both worthwhile efforts. They should be pursued concurrently.

ATTRACTIONS

- Give tourists Samoa, its culture and traditions.
  1. Samoan lifestyle - living conditions in a fale or laoa; food preparation and eating on the

floor, planting bananas/taro, etc.

- ASG and villages cooperatively clean and maintain cultural attractions. (Ex: Turtle & Shark, Papa Se'ea, etc.) Build access roads.
- Employ a Park Marshall for National Park preservation matters.
- Institute a long term maintenance program for 'permanent' attractions, i.e. beaches, etc.
- Encourage the production and selling of handicrafts, particularly among our elderly.
- Give attractions planning to ASCC. Utilize the students in a 'Forces for Tourism' program.
- Develop Fagalele as a cultural center similar to the Mormon Polynesian Cultural Center in Hawaii. Start small, and expand as funds become available.
- Develop old deserted Aasu village as a functioning exhibition Samoan village for tourists.
- Remove containers from wharf.
- Give the responsibility and funding for trash pickup to the District Governor, fa'alupega and pulenu'us, instead of to a private contractor.
- Return the trash pickup to ASG.
- Utilize the inmates of the Tafuna Correctional Facility for trash pickup.
- When designing a Territory-wide clean up strategy, give special consideration to industrial areas such as the Fagaloa, which require more frequent maintenance.
- Scuttle the stranded Korean longliners on the reef.
- Let the villages determine their own sandmining policies.
- Encourage recycling. Have deposits for bottles, or ban bottled beer.

- Institute public awareness and education to prevent littering. Emphasize tagatanu'u/citizen responsibility, not the 'money first and only' mentality.
- Increase public health awareness. Promote cleanliness, then tourism.
- Pay for garbage pick up services, as we presently do for power and water.

TRANSPORTATION

- Great improvements required before tourists can be accommodated effectively and efficiently.
- Change transportation laws that limit air accessibility by air.
- Separate Airport from Port.
- Create entity for managing Port.
- Improve bus and taxi regulations, health standards, and service.
- Meter taxis.

SUPPORT SERVICES/INFRASTRUCTURE

- Place a high priority on construction and use of a sewer system that compasses all the villages in American Samoa, for waste processing.

DEVELOPMENT INCENTIVES

- Facilitate the securing of tourism development loans by local families. (Consider the success of Aggie Grey's as continued by her family.) Establish a revolving loan fund.
- Offer tax exemptions for all tourism related businesses.
- Inform the public of the technical assistance available to small businesses and entrepeneurs.
- Minimize restrictive regulations for developing small businesses.

FUNDING & FINANCING

- Implement funding schemes with Development Bank, as ASG exerts more control over them than over the other two commercial banking institutions.
- Legalize gaming or develop an ASG lotto. Use percentage of proceeds for tourism development. (Use idle Rainmaker rooms for gaming.)
- Institute parking fees at public facilities like the hospital and market. Utilize percentage of revenue generated for tourism development.
- Require a certain percentage (1/2 to 1 percent) of profit from tax-exempted companies in the community, for tourism development.
- Add 10% to the 150% beer tax, and add 1cent to the soda tax, proceeds for tourism development.
- Increase taxes on beer/cigarettes/soda, earmark percentage for tourism development.
- Discourage an accommodations tax. It would be a disincentive for developing a struggling market.
- Discourage tapping into ASPA monies. Consumers will ultimately bear the brunt, costs of essential infrastructure might increase.
- Determine a method for ASG receiving a percentage from lucrative bingo market profits.
- Increase poker machine license fees, proceeds earmarked for tourism development.
- Earmark % of firearms tax for tourism development.
- Add 1 cent to fuel tax, proceeds for tourism development.
- Assess $1/child/semester for riding school bus, proceeds for tourism development.
- Increase overall budget for tourism development.

MARKETING & PROMOTION

- People are our greatest resource. When promoting, capitalize on the goodness of our people.
- Establish tour centers at strategic locations in each district. Display audio, visual, and written materials to pique tourists interest, and encourage prolonged stays and spending.

- Provide material for commercials on a network like CNN.
- Arrange for A.S. tourism brochures to be carried on different airlines.
- Lower hotel room rates to correspond to the quality of the room

REGIONAL COOPERATION

- Initiate dialogue to debate air regulations and constraints relative to the Territory. Amend laws that hamper air accessibility to American Samoa.
- Apprise the Federal Government, particularly the Transportation Board, of the consequences of Cabotage for American Samoa. Request assistance in changing or amending the law to allow Polynesian to serve American Samoa with flights to Hawaii and the Mainland.
- Enlist the Governor and Fono's aid in dealing with the Federal Government on transportation issues.

IMPLEMENTATION/MONITORING

- **Western District Resolution**: Have the Tourism Task Force serve as the agency that plans and administers tourism matters. Remove tourism from the government. (Proposed by District Governor, Afioga Fuimaono. Seconded by Faiivae. Sustained by the raising of hands.)
- Improve immigration laws and procedures to become more 'visitor friendly'.

OTHER

- Develop tourism from within, do not transplant tourism from outside. Use what fits here.
- Relative to tourism development, ensure laws are effected and enforced to safeguard our culture from negative outside influences that would be detrimental to our youth and society as a whole.
- Have the Task Force, EDPO and the Office of Tourism work cooperatively with villages/counties in determining tourism programs. ASG in serious financial straits, encourage proposals that require no major monetary investment from the government.
- Prevalent attitudes about tourism a disincentive to attracting tourists. Public awareness education suggested.
- Develop sports facilities as a draw for visitors. (Host regional sports events.)
- Zone the Territory in order that development can be planned and located accordingly.
- Seek Fono support for Tourism Plan, and funding of proposed tourism development activities.
- Establish 2 scholarships annually in areas where local tourism expertise is lacking.

MANU'A DISTRICT FORUM
June 30, 1994

Accommodations

- Tutuila 's first point of entry, first impression of the Hotel should be an acceptable one.
- ASG to sell half of its shares; maintain the remainder.
- ASG to sell all its shares, with first preference given to locals.
- ASG to sell all its shares; 50% first preference to existing shareholders, 50% first preference to locals.
- Remove ASG from Hotel management.
- Give Hotel management to entity that will ensure profit for the Rainmaker, profit for the shareholders.
- Concern: If a private business runs the Hotel, what guarantee is there that they will not arbitrarily raise rates to suit themselves?
- Lower Hotel room rates.

Governor Tufele Li'amatua's comments regarding ASG's ownership of 80% of Hotel shares:

'In 1978, the Rainmaker had a 2 million dollar debt. ASG requested 2 million dollars from EDA, received it and used it to bail out the Hotel. Rainmaker now in debt to ASG, Rainmaker unable to repay ASG. ASG now, therefore, controls 80% of Hotel shares.

- Give financial assistance directly to villages to develop village based accommodations. This will benefit more people, as opposed to the development of one hotel.
- Encourage development of village-based fale, fala, & ti (bed & breakfast) programs. Expose tourists to Samoan lifestyle; preparation of food (umu), eating on a mat, Samoan cuisine, etc.

Attractions:

- Determine attractions within each of the Manu'a islands. Have villages develop and maintain their own.
- Develop ecotourism.
- Develop sports options, i.e. fishing, snorkeling, tennis courts, golf course, etc.
- ASG assist Manu'a islands in the determination of suitable dumping sites for trash, sites posing the least hazard to the natural environment. Allocate monies for trash collection and disposal directly to Ta'u, Faleasao, & Fitiuta. (Trash collection presently effected by the M&O division of the Department of Public Works.) Villages have more at stake with regards to beautification and would, therefore, be more conscientious in collection and disposal of trash.

- Charge businesses for trash pickup.
- Institute a 'aso' (day) for different groups in the village to clean up, instead of just Wednesday for the pulenuu, etc. In the course of a week, have a day for all matais to clean up, a day for faletua & tausi (chiefs' wives), for tupulaga (youth), and 3 days for the malosi o le nu'u (aumaga). Establish as a tradition. Provide incentives: pictures in the paper, commercial shots on T.V., public recognition, etc.
- See Historic Commission for a listing of attractions in Manu'a. Determine others in conjunction with the traditional leaders and villages. Roads traversing the islands, and particularly to attractions, will need to be developed.
- Manu'a will, if necessary and desirable, determine a site suitable for the location of a museum for the exhibition and selling of handicrafts. Build a completely new building specifically for the coordination of tourism matters, an information center for brochures and other literature and audio/visual aids.
- Luanu'u is different from the Faletolu. Desirable that every village have one attraction developed specifically for tourism.
- Utilize to'omagas presently in existence under TAOA. Senior citizens there already working on handicrafts daily. Coordinate with TAOA so that a variety of handicrafts can be displayed.
- Take advantage of services/benefits relative to the National Parks, i.e. preservation of flora and fauna, development of trails, park rangers, training opportunities, etc.
- Consider Fagalele as a cultural center/Historic site.

Transportation

- Major constraint to tourism development in the Manu'a islands. Need improvement in air and support surface transportation. Need reliable and consistent service into and out of Manu'a.
- Government still has land left from Fitiuta airport lease, land that can accommodate a lengthier airstrip that will enable bigger aircraft to service the Manu'a islands. (6.8 thousand feet given to ASG; 3.5 thousand presently utilized. Enough left for expansion of airstrip.)
- Add lights to Fitiuta airstrip to facilitate air service at night.
- Remove Port in Tutuila from town.
- Consider development of ports in Manu'a.
- Earmark a percentage of Port monies for tourism development, and otherwise utilize Port monies for Port improvements.
- Commission regulating taxis and buses should more actively enforce cleanliness and other relevant standards. Is there a law prohibiting loud and obscene music in public transportation?
- Meter taxis.
- Amend Cabotage laws that restrict Polynesian's service to the Samoas.

Support Services & Infrastructure

- Improve roads.
- Request $ and assistance from ASG for the improvement of roads, water, & power.
- Facilities should be standardized at all tourist attractions to be promoted.
- Provide hospitality training for Manu'a as well as Tutuila.

Development Incentives

- Grant tax exemptions to all tourism and tourism support service industries.
- Need a long-range plan.
- Give first preference to village wherein anticipated development is located, to provide services & labor, etc.
- Facilitate loans from financial institutions for tourism related businesses OR ASG provide materials and technical assistance to start development.

Funding & Financing

- Increase budget for Office of Tourism/tourism development.
- Requested identification of possible means of funding; governmental and otherwise.
- Look into money available under the Arts Council programs, for the compilation of written legends and other cultural tales.
- Consider National Parks as a source of revenue for tourism development.
- Seek monies from the Bureau of Outdoor Recreation to develop parks in Manu'a. (Moali'itele & Representative Sao Nua)
- Leave ASPA monies alone. We don't want to be the possible cause of higher utility rates for consumers.
- 150% tax on beer/cigarettes/soft drinks already earmarked for other purposes. Add 10% additional tax to 150%.
- Institute a Miscellaneous Fee that will enable ASG to tax profits from caught fish not utilized by the canneries, but which are auctioned off-island by such companies as Kaiko-Maru.
- Canneries do not need tax exemption, but they are getting it. Only $ ASG presently deriving from canneries is from employees' wages. Arrange for a certain percentage of the canneries' profits to be earmarked for tourism development. Even 1% should translate into a sizable amount.
- Enact a 5 cent tax on each case of tuna exported by the canneries. Money earmarked specifically for tourism development. Easier to collect than a 1% on profit. 4 million dollars anticipated if tax collected, considering present volume of canneries' case exports. (Previous proposed bill on exports died, because of stiff cannery opposition and lobbying. Reports from canneries to Fono did not reflect

a great profit, did not seem accurate. Public education and support on issue needed to pass a proposed export tax bill for canneries.)

- Institute an increased fee for poker machines and other forms of gambling for tourism development. Propose a $5,000 fee on poker machines.
- Ensure that ASG receives some $ from entities who solicit money here. (Like Manu Samoa, etc.) Utilize for tourism development.
- Legalize gaming. Have a government sponsored lottery.
- Consider tax on heavy equipment, i.e. trucks and other diesel powered machinery, for road improvement.
- Consider requesting a percentage of funds from the Office of Communications, which seems to be operating profitably, for tourism development.

Marketing & Promotion

- Manu'a will not write its old legends down for unrestricted dissemination, but will accept mention in promotional brochures of certain points of interest in Manu'a. Tourists will be told the actual tales on-site in Manu'a.
- If Manu'a's old tales are to be written down, then they must remain in Manu'a.
- To pique tourist interest, post billboards in appropriate places indicating Tutuila and Manuas" attractions.
- Develop and disseminate colorful and informative brochures for distribution everywhere, by airlines, agencies, ASG travelers, off-island scholarship students, legislators, etc. Distribute widely.
- Tourism development personnel can develop brochure for Manu'a, in conjunction with Manu'a residents and traditional leadership.

Regional Cooperation

- Our islands comprise a relatively tiny land mass, when compared to the rest of the world, it would be to our benefit to cooperate with other Pacific entities in promoting tourism.
- Maintain membership in regional organizations like PATA & TCSP, who can assist in attracting tourists.
- Regional cooperation desirable to cut costs of promoting and attracting tourists, a means of pooling resources.

Implementation & Monitoring

- Remove tourism management from ASG. Establish an entity comparable to Hawaii's Visitor's Bureau to direct and manage tourism affairs. Preferable that entire island participates in tourism development, not just ASG.
- Tourism is a business. Remove it's management from the ASG, and give to the private sector.
- Have a central government tourism council that coordinates with district councils on tourism matters. (1 council each for the Eastern, Western, & Central districts.)

- Cut number of employees in the Office of Tourism. Insist on honesty in the utilization of monies earmarked for tourism development.
- Concern: If tourism is removed from under the government's wing, will there still be Federal and local monies available for tourism development?

Other

- Need a Manu'a commission on Manu'a development/affairs, that will coordinate with ASG on all matters relative to Manu'a. Suggested composition: District Governor, traditional leaders, designated representatives. Rationale: There are some types of funding government has limited access to, but for which groups are more readily accepted. Perhaps Manu'a can request Federal $ on its own for preservation of cultural and historic landmarks, preservation of legends, etc.
- Employ someone in Manu'a to liase with tourism development entity in American Samoa, and to ensure that Manu'a is adequately represented regarding tourism development matters.
- Establish and maintain good communications between those who bring tourists and their Manu'a hosts; between Tutuila/ASG and Manu'a.
- In response to a query from Representative Lua Moliga, Chairman Mata'utia clarified the roles of the Office of Tourism and the Tourism Task Force: OT an ASG agency. Task Force a body composed primarily of private sector individuals appointed by the Governor to determine a 5 Year Plan for the development of tourism in American Samoa, including Manu'a. Representative Moliga further questioned whether the Task Force can implement the recommendations made by Manu'a. Mata'utia responded that the tourism development plan yet to be drafted will take into account the views of the traditional leadership and the general public on implementation and monitoring of such a plan.
- Do not allow outside to dictate what tourism should be for us. Preserve our culture, while reaping tourism dollars.
- Government needs to be behind tourism, if it is to work. Example: Cook Islands who, with solid government support, waited 8 years before seeing their tourism development plans begin to bear fruit.
- Office of Tourism budget probably cut, because there were no apparent results for the money spent. Fono would probably be more supportive of tourism if they understood benefits.
- Offer a diversity of attractions, not just the same song and dance routine year after year.

GENERAL FORUM
Rainmaker Hotel
July 11-13, 1994

ACCOMMODATIONS

- Government should get out of accommodations. Politics has no place in running a Hotel, the latter business-oriented.
- Disband the present Rainmaker Board. Hire qualified and accountable manager. (There are qualified Samoans for the post, on and off-island.)
- Government should sell its shares to local investors to maintain local ownership.

  Concern: Is selling ASG shares to individual shareholders practical? Too many owners may make it difficult to effectively and efficiently manage the Hotel. Perhaps, ASG should sell its shares locally, with a preference for large investors. Another alternative would be to sell to the business sector, so management is not overly diluted.

- For targeted small business loans, assist both existing and proposed new facilities. No handouts.
- Have the Development Bank fund the construction of bungalows, do not place such emphasis on the one big Hotel.
- Provide training to fale, fala, & ti (bed & breakfast) operators.

  Concern: Make village participants aware that these activities should be a supplementary source of income, not the mainstay.

- EDPO & DPW could provide design standards for the development of accommodations, standards that make the maximum use of local materials. Furthermore, a compatible rating system should be implemented.
- Village-based bed & breakfast accommodations need not be ornate, but must necessarily be clean.

ATTRACTIONS

- Culture, people, & environment are our assets. Protect and preserve them. Place emphasis on these assets when seeking our 'niche' in the world market. Stay away from anything that adversely impacts our assets.
- When developing attractions in the villages, avoid disrupting the culture, the latter being one of our greatest assets.
- Effect an education and awareness program that highlights the benefits as well as the existing problems if tourism is developed appropriately.
  .Start at the elementary level as part of the curriculum.

.Field trips for young people to see not just the attractions, but the devastated problem
areas, too, i.e. litter-strewn beaches, etc.
.Include churches and youth groups.

- Government and the private sector should consider effective alternatives to reduce litter generation, such as recycling. (Possible basis for small businesses/jobs.)
- Private sector can work with the villages in cleaning and maintaining attractions. Example: Adopt-a-Beach or Park programs involving organizations like the Rotary or Lions Club, etc.
- Establish a strong network of government agencies, such as Parks & Rec., EDPO, DPW, & ASPA, to work with villages in establishing and sustaining clean-up programs.
- Identify village beaches that can be opened to tourists on Sunday OR Encourage tourists to go to church on the Sabbath.
- Do not discourage villages from charging tourists a minimal fee for beach use.

TRANSPORTATION

- Separate Airport from Port.
- Many complaints about the airport:
  1. Terminal complaints
     .luggage claim areas
     .need to improve passenger processes (ingress/egress)
     .restroom maintenance
- Organize volunteers to improve certain portions of the Airport. Provide public recognition for their efforts. Encourage constructive action, not just criticism.
- A specific and implementable plan is required for improvements.
- Foster airline cooperation to maximize service to American Samoa. Government's role is not to mandate change, but to provide a forum for the airlines to sit down and discuss air service issues.
- Government should require Hawaiian Airlines to increase flights to 3-4 times/week.
- $40 billion recently passed by the U.S. Congress for improvements to domestic airport terminals. (Aviation Trust Fund). How can American Samoa tap into this?
- Improve facilities for yachtees and cruise ship passengers.

INFRASTRUCTURE & SUPPORT SERVICES

- Provide educational and awareness programs for the community regarding litter, tourist related business opportunities in the villages and natural attractions, etc.
- Make ASPA responsible for solid waste collection. Assess a surcharge on electric bills. (Premise: The higher the bill, the more trash you generate.)

- Reinstate village beautification programs. Emphasize cleaning up for its own sake, and not for $. Public acknowledgment of clean litter-free villages, public notice of 'dirty' villages.
- Discourage government entities, such as EPA & ASCMP, from offering monetary compensation/prizes for clean-up.
- Improve water systems in outlying villages.
- Upgrade roads, particularly to attraction areas.
- Situate restrooms in strategic locations throughout the island. Within the villages, the maintenance of the facility should be the responsibility of the villagers.

DEVELOPMENT INCENTIVES

- Provide tax exemption for hotels and directly related tourism businesses.
- Provide tax exemptions based on employment and wage levels/expenditures.
- Provide tax credit to businesses that invest in training.
- Waive customs duties for the import of materials that support tourism industry.
- Provide grants for new and pioneering efforts in tourism development.

> **Concern**: Too much of the incentives are going to the big boys, precluding assistance to small and productive entrepreneurs. There is no comprehensive policy for development incentives, an organized package is needed of what help is available, not fragmented and scattered assistance.

- Limited awareness of such ASG training/employment programs such as JTPA, etc.
- Provide for business training (simple to advanced), management training, and consumer services awareness.

FUNDING & FINANCING

- Finance for local ownership. Discourage expensive ventures that can only be financed and controlled by outside interests.
- Utilize idle land for planting required food/crops; import substitution.
- Effect cost-benefit analysis for every project proposed for funding and assistance.
- Simplify loan criteria requirements. Consider the ownership of suitable sites.

MARKETING & PROMOTION

- Target quality tourists, not mass tourism.
- TCSP (Tourism Council of the South Pacific) a good indicator of markets for tourists, as well as a valuable data base information center.
- Provide tax breaks and other incentives for encouraging industry participation in marketing and promoting Samoa.
- Determine ways and means of marketing ecotourism, our 'grand and splendid natural resources'. According to John Wasco, the full spectrum of flora can be

seen on our island in 2 days. (Marketing study?) Consider what it is we are to sell, how to market and to whom? Hiking, camping, etc.

- 3 essential ingredients for a successful ecotourist visit:
  1. Nondegraded environment
  2. Educational experience (they bring their own guides)
  3. Cultural experience
- Find our 'niche'. (Locally based, financed and operated tourism.) Then seek out relevant marketing specialist from TCSP to assist in development.
- Anticipate short to medium to long term tourists and prepare accordingly.

REGIONAL COOPERATION

- Develop Poly-Core Initiative.
- Consider hotel/accommodations linking/cooperation, for hospitality training.
- Consider membership benefits in regional organizations like PATA, TCSP, TIA, WTO, etc.
- Develop as 'the Samoans', not as American or Western Samoa.

IMPLEMENTATION & MONITORING

- Maintain local control.
- Establish strong Visitor's Association that includes village representation.
- Remove tourism management from the government, give to private sector.

OTHER

- Government should support tourism in general, but get out of the business itself. Encourage NGO (non governmental organizations) participation in tourism development.

APPENDIX G

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