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To: [DLNR.BLNR.Testimony](#)
Subject: [EXTERNAL] Testimony: November 14, 2025 Board Meeting, Agenda Item D.15, Approval of Development Agreement and Lease Extension, Olomana Golf Links
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Attachments: [olomanaMasterPlan.pdf](#)

Aloha,

My name is Rion Kim, and I am the CEO of Olomana Golf Links. Thank you for working with us over the years as we move on to the next stage of redevelopment for the golf course and its facilities. We appreciate your support, guidance, and understanding as we strive to improve Olomana Golf Links for the people of Hawaii. To that end, I am pleased to state that I am attaching our master plan for the revitalization of Olomana Golf Links, as requested by Board members at the May 26, 2023 meeting.

It is my sincere goal to once again make Olomana Golf Links a key gathering place for residents to experience and be a part of. It will certainly be a place to once again make wonderful memories with family and friends. Yet, more importantly, Olomana Golf Links will be a place that benefits the community and State.

In this master plan, I highlight the current conditions of the facilities and much needed redevelopment at the site. I additionally share our community partnership/outreach efforts. This master plan also entails a roadmap forward and explanation of our resources/evaluation plan.

I thank you once again for your attention to our efforts. We look forward to continue working with the State and residents to make Olomana Golf Links a true asset that belongs to the future generations of Hawaii.

Sincerely,

Rion Kim

CEO Olomana Golf Links



Olomana Golf Links Master Plan

Comprehensive Redevelopment & Community Enhancement Proposal



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1. Introduction



A. Message from Olomana Golf Links

Olomana Golf Links extends its gratitude to the public for allowing us the opportunity to share our vision and master plan for the revitalization of our facilities and golf course. Over the past several years, we have invested significant resources and remain committed to the continued redevelopment of this cherished landmark on the Windward side of O'ahu.

Our long-term objective is to enhance the course and its surroundings for the benefit of both the community and the State of Hawai'i. Through this master plan, we aim to reaffirm our dedication to responsible management and sustainable growth. Olomana Golf Links pledges to steward this property with care and foresight ensuring that it thrives well into the future, as we look ahead to the renewal of our 40-year lease.





1. Introduction



A. Message from Olomana Golf Links

Olomana Golf Course has long been an integral part of everyday life for many residents in this area. Many of our staff live nearby and work in various capacities such as security, landscaping, maintenance, operations, and administration. Their close connection to the course ensures smooth operations and fosters a strong local spirit.

On weekends especially Friday and Saturday evenings, families often gather here for dinners or celebrations like birthdays. Olomana has become a cherished place where the community can meet, relax, and enjoy time together without traveling far from home.

The course also provides young adults, college students, and teenagers with a safe and welcoming space to spend their evenings. It's a local venue where friends and families can gather, helping everyone stay connected and engaged. This sense of belonging brings great joy to families across the area.

In addition, we are dedicating a section of the property to growing taro, which will be used in our restaurant and shared with the local community at no cost. This initiative aims to reconnect with the land through Hawai'i's local food traditions offering something both meaningful and beneficial to nearby families.



2. Executive Summary



A. Executive Summary

Olomana Golf Links Redevelopment Overview

Olomana Golf Links is envisioned as a regional landmark and modern recreational destination. The redevelopment plan aims to upgrade existing facilities and enhance the overall guest experience through:

- Comprehensive renovation of the golf course
- Construction of new facilities, including a restaurant, pro shop, and driving range
- Introduction of state-of-the-art amenities to elevate service quality and visitor satisfaction

Development Agreement & Financial Plan

All improvement items and cost estimates have been clearly categorized and defined.

- Total Project Budget:** USD 2,759,567.45
- Investment Structure:** USD 2,530,200 (equivalent to 30% of the State's appraised value of USD 8,434,000) will be managed through an **Irrevocable Letter of Credit (I/L/C)**.
- This structure ensures transparent, accountable, and verifiable management of project funds.
- A detailed financial breakdown and phased cost allocation will be presented in the Master Plan.



2. Executive Summary



B. Background and Rationale

Established in 1967, Olomana Golf Links has proudly served the community for more than 50 years. However, over time, both the golf course and its supporting facilities have significantly aged and deteriorated, making it increasingly difficult to maintain their original functions and service quality. To prepare for the next 50 years, we are launching the **Olomana Golf Links Improvement Project**. This Master Plan has been developed in alignment with the following key priorities:

- Complete replacement of the aging wastewater treatment plant
- Renovation of the deteriorated Pro Shop main building
- Installation of a roof over the driving range to improve convenience for local residents
- Replacement of the existing cart barn
- Repair and resurfacing of the parking lot
- Renovation and maintenance of the golf course greens and tee boxes



2. Executive Summary



C. Vision and Goal

- Prepare for the next 50 years through a comprehensive redevelopment and modernization of Olomana Golf Links.
- Provide upgraded facilities and enhanced services to deliver an improved and memorable customer experience.
- Implement strategic investments and phased development to ensure long-term sustainability and operational excellence.
- Foster a harmonious, eco-friendly environment that connects the golf course with the surrounding community.
- Introduce new amenities, including:
 - A 120-seat restaurant
 - A 300-person banquet hall (driving range)
 - Glow Golf and enhanced leisure facilities
 - Strengthen Olomana's position as a regional landmark and community hub for the next generation.



3. Current state Analysis and Diagnosis



A. Current Situation Assessment

- Project preparation and documentation are currently in progress.
- To initiate the Irrevocable Letter of Credit (I/L/C), a deposit has been prepared at **Central Pacific Bank**.
- Total Prepared Amount:** USD 2,300,000
- This amount is equivalent to approximately **USD 2,530,000 (≈91%)** and **USD 2,759,667.46 (≈84%)**, depending on the calculation method.
- Coordination with local market partners and contractors is actively underway to align project schedules and secure implementation timelines.

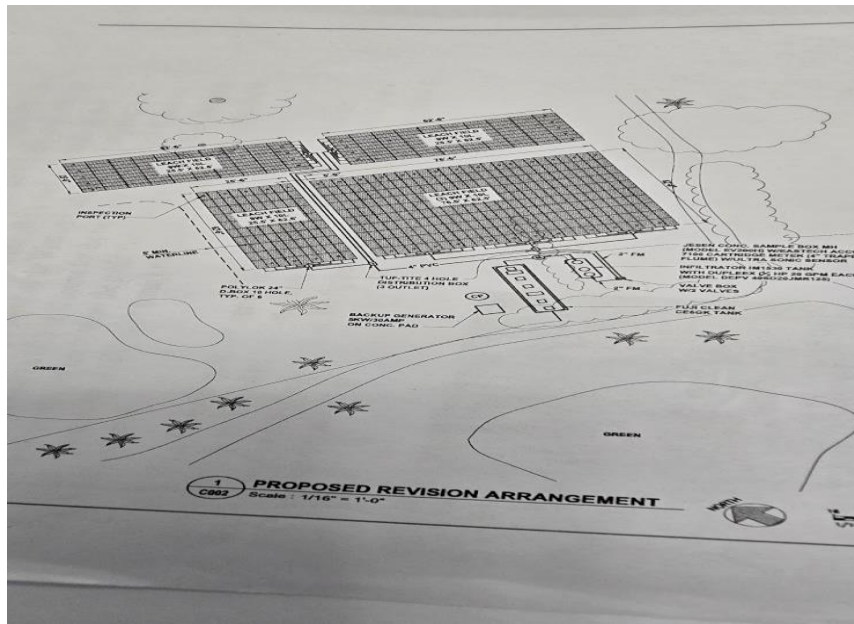




3. Current state Analysis and Diagnosis



B. Enviromental Analysis



Layout for construction of new leach field

- The primary environmental focus of this project is the **expansion and modernization of the wastewater treatment facility**.
- Approximately **70% of the overall work** has been completed, with **full completion targeted for February 2026**.
- To meet **environmental sustainability and compliance standards**, the existing eco-friendly wastewater treatment system will be **reinforced and upgraded**.
- A **portion of the allocated project budget** may be **reallocated** to strengthen this component and ensure long-term operational reliability.
- Consequently, the **project timeline may be extended by several months** to accommodate the additional work scope.



3. Current state Analysis and Diagnosis



B. Environmental Analysis

This **\$600,000 wastewater treatment upgrade** represents a critical capacity expansion essential for sustaining and improving Olomana Golf Links' long-term operations. By enhancing wastewater management capacity, this project directly addresses two fundamental issues.

First, the expanded system will support the **full modernization of the currently inadequate public restrooms**, ensuring clean and reliable amenities for guests.

Second, this upgrade provides the **necessary infrastructure** to sustain the **improved golf course restaurant and dining facilities**. By strengthening these two key systems—the restrooms and the dining area—the course can operate more efficiently, reliably, and in compliance with modern environmental and health standards.

In essence, this upgrade safeguards the **long-term quality, safety, and appeal** of Olomana Golf Links. It ensures that the surrounding community can continue to participate in and benefit from a revitalized, sustainable, and environmentally responsible golf experience.



Photo of currently halted work on leach field.



3. Current state Analysis and Diagnosis

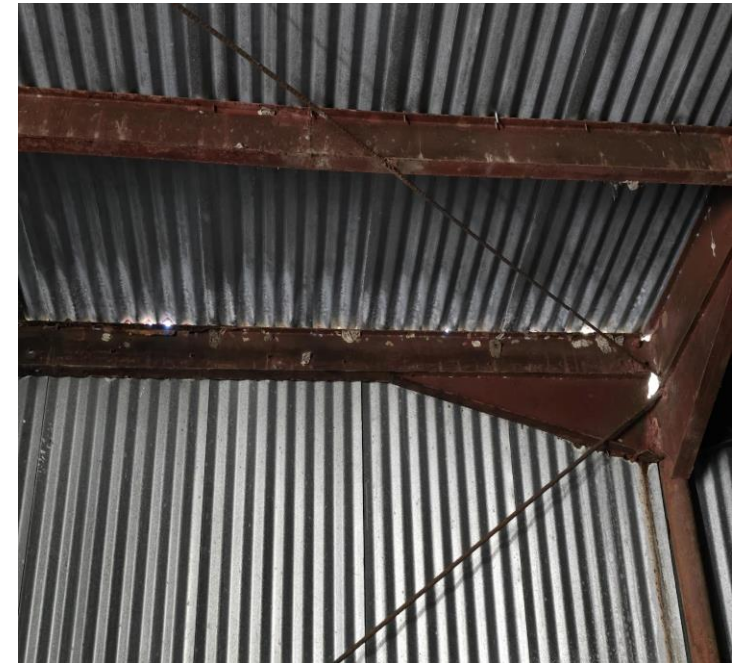
The figures below illustrate facility areas requiring immediate reconstruction and repair



Mechanical room requires new roofing



Chemical room requires new roofing.



Irrigation room in need of repairs



3. Current state Analysis and Diagnosis



The figures below illustrate additional areas requiring immediate reconstruction and safety improvements.



Hole No. 14 Cart Path: Frequently submerged during the rainy season, necessitating elevation and reinforcement of the cart path to improve drainage and ensure user safety.

Hole No. 15 Cart Path: Also subject to flooding during heavy rainfall. Raising and resurfacing are required to prevent future submersion and maintain accessibility standards.





3. Current state Analysis and Diagnosis



The figures below illustrate additional areas requiring immediate reconstruction and safety improvements.



Parking lot area 3. Safety concerns call for repair and repaving



Parking lot area 2. Safety concerns call for repair and repaving



Parking lot area 1. Safety concerns call for repair and repaving



3. Current State Analysis and Diagnosis

The figures below illustrate additional areas requiring immediate reconstruction and safety improvements.



Aged buildings in need of reconstruction: Cart Barn, Mechanic building, Chemical room, irrigation room

Club House “YogurStory Restaurant” Interior Renovation – Before & After



The existing Club House interior was outdated with aged wood finishes and insufficient lighting.

Through the renovation, the space has been transformed into a bright, welcoming environment with modern lighting, warm neutral tones, and a refined bar and seating layout that enhances both function and aesthetics.

Club House Exterior Renovation – Before & After



The existing clubhouse exterior appeared outdated with mismatched materials and aged finishes.

The renovated exterior design introduces modern lighting, clean lines, and an enhanced facade with improved transparency and visibility, creating a more inviting and contemporary appearance aligned with Olomana's refreshed identity.

Club House Floor Plan – 1F & 2F



The 1st floor layout (left) primarily consisted of office and storage areas with limited public use.

The renovated 2nd floor plan (right) introduces a modern restaurant, lounge, and event hall with VIP and DJ control zones, transforming the facility into a vibrant community and dining space while improving circulation and accessibility.



3. Current State Analysis and Diagnosis



C. Key Issues and Challenges

- Continuous increases in **raw material costs** and the impact of **import tariffs** are contributing to sustained price inflation.
- Over the past two years, **import prices have risen by approximately 20–30%**, creating significant budgetary pressure.
- Despite ongoing improvement initiatives, **cost stabilization has not yet been achieved**, and the broader market environment remains volatile.
- If the current trend persists, **further cost escalation is anticipated**, resulting in higher financial strain on project implementation.
- Immediate, coordinated, and company-wide measures** are required to effectively manage cost volatility, optimize procurement strategies, and maintain financial viability.



4. Community Partnership and Outreach



- **Olomana Golf Links recognizes that strong cooperation with the local community is essential to the success of this redevelopment initiative.**

This section outlines key areas of civic engagement and community partnership that form the foundation of our long-term outreach strategy.

1. Long-standing Community Presence and Local Employment

Olomana Golf Links has been a valued part of the Windward O'ahu community for decades, serving as both a gathering place and an employer across generations. Many local residents who grew up in the area continue to work here today.

The course remains committed to **employing local residents** from the surrounding community and providing a safe, welcoming environment for recreation, sports, and family activities. Approximately **90% of the staff—over 50 individuals—reside on the Windward side of O'ahu**, contributing to a genuine sense of local connection.

Team members work across essential roles such as **security, landscaping, maintenance, operations, and administration**, helping ensure that daily operations run smoothly while preserving the course's authentic local character.



4. Community Partnership and Outreach



2. Partnership with Job Corps

We are deeply grateful for our long-standing partnership with Job Corps Waimānalo, which provides local youth with valuable hands-on experience. To date, 15–20 Job Corps participants have completed internships across various departments at Olomana Golf Links. We remain committed to expanding this partnership and welcoming more Job Corps candidates to gain professional training and workforce experience in our operations.

3. Support for Waimānalo-Based Organizations

Olomana Golf Links has consistently supported local Waimānalo community organizations through donations, sponsorships, and event participation. From fundraising tournaments to graduation celebrations, we continue to serve as a community gathering place and a supporter of local initiatives that benefit families and youth.

4. Agriculture and Sustainability Initiatives

We are actively pursuing agriculture-related community projects, particularly focusing on taro cultivation within designated areas of our property. Olomana Golf Links is collaborating with Mr. Robert Sylva and community representatives from Waimānalo to promote sustainable agricultural practices and local food culture.

Taro harvested from these efforts will be donated to Kūpuna housing in Waimānalo, reinforcing our commitment to community welfare, sustainability, and shared cultural heritage.



4. Community Partnership and Outreach



5. High School Partnership Program

Over the years, Olomana Golf Links has offered **part-time employment opportunities** to students from neighboring high schools. This program allows young individuals to gain valuable **work experience** while interacting with adult mentors and learning workplace responsibility. Many of our staff members are **retirees from professional fields**, creating a supportive intergenerational environment that encourages learning, discipline, and community engagement. We remain committed to providing these opportunities as a means of nurturing local talent and fostering social growth.

6. Affordable Access for Local Residents

A majority of golfers at Olomana Golf Links are **residents of the Windward area**. To ensure accessibility for all, we offer **discounted rates** for seniors, residents, and military personnel—significantly lower than international golf rates. These efforts reflect our ongoing mission to maintain **reasonable pricing and inclusive recreation** for the local community, reinforcing Olomana's role as a welcoming and affordable public venue.



4. Community Partnership and Outreach



7. Collaboration with Bellows Air Force Station

Olomana Golf Links maintains a **strong working relationship** with the operators of the neighboring **Bellows Air Force Station** and retreat area.

Flooding has historically been a major challenge for the golf course, often resulting in temporary closures and financial strain due to lost income and delayed rental payments to the State.

Under the **current administration**, Olomana Golf Links has successfully **collaborated with Bellows** to clear drainage canals and implement measures to **mitigate flooding** across the shared boundary. As a result, operations have stabilized, rental payments remain current, and overall site management has significantly improved compared to previous years.

This proactive approach demonstrates our commitment to **partnership-based problem solving**, ensuring both operational resilience and environmental stewardship.



4. Community Partnership and Outreach



8. Community Recreation and “Glow Golf” Program

Olomana Golf Links provides young adults, college students, and teenagers with a **safe and engaging space** to spend time in the evenings. Offering a nearby venue where families and friends can gather fosters social connection and community well-being.

In January 2025, we launched “**Glow Golf**”, a nighttime recreational program at our renovated driving range featuring a newly built roof structure. Since its opening, the program has achieved an **average occupancy rate of over 80%** on Friday and Saturday evenings, attracting approximately **350 participants** each week.

To date (as of October), the program has welcomed **over 28,000 players**, averaging **2,800 players per month**. Community feedback has been overwhelmingly positive, with residents frequently using the venue for **private gatherings and special events**.

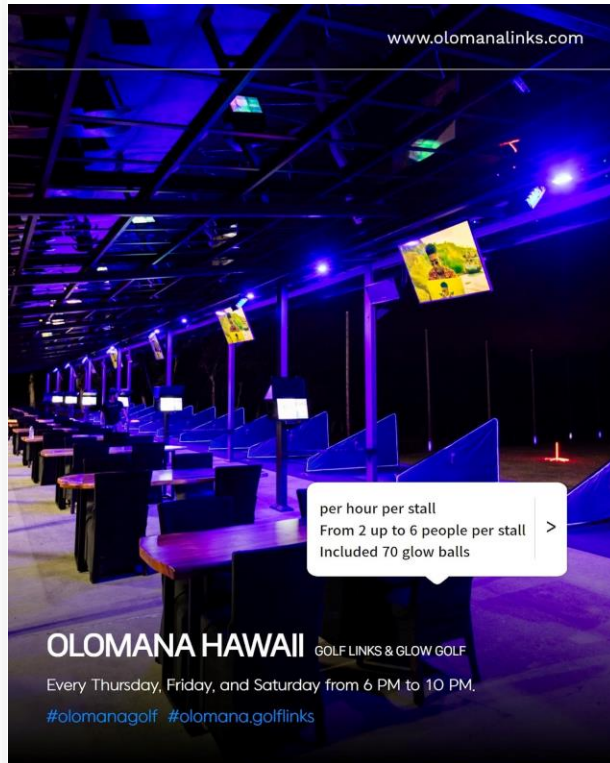
In addition to enhancing local recreation, Glow Golf has generated **new employment opportunities** for cooks, servers, and hosts—adding more than **544 hours of monthly payroll** since its inception.

This initiative reflects Olomana Golf Links’ commitment to creating **inclusive, family-friendly, and sustainable community experiences** for the residents of Hawai’i.

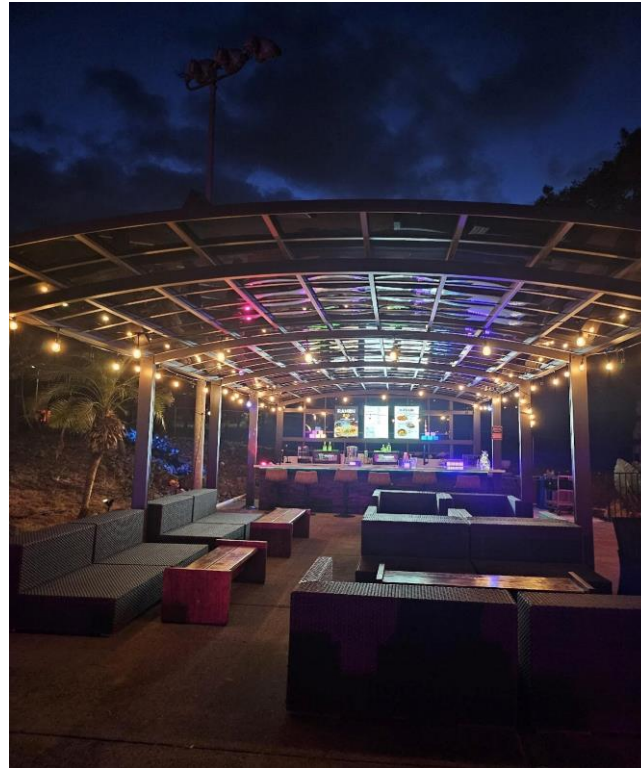


4. Community Partnership and Outreach

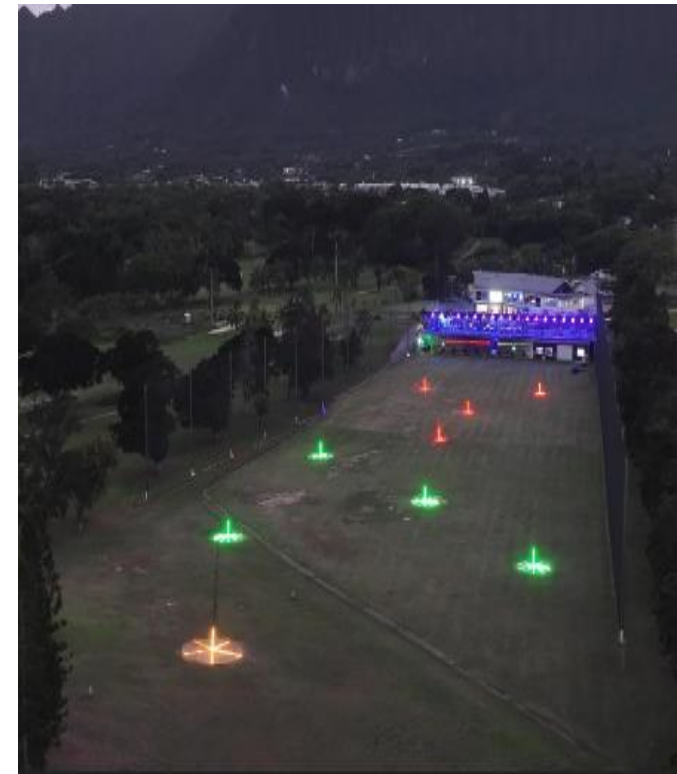
Glow Golf Reference Photographic Materials



Glow Golf night driving range set up



New areas on driving range for the public to enjoy



New glowing targets constructed for Glow Golf



5. Master strategy and Implementation



A. Core Strategy

- Proceed with the Wastewater Treatment Facility construction.
- Continue Golf Course planning and layout design.
- Advance design development for the Cart Barn and Parking Lot.
- Expand and manage the Driving Range Bar upgrade project.
- Enhance the Main Building and Pro Shop design for improved functionality and guest experience.

B. Action Plan

- Main Building Restaurant & Pro Shop Design & Project Management: Karen Kim
- Wastewater Treatment Facility: General Manager: Kenneth Kim
- Golf Course Maintenance Work: General Manager: Kenneth Kim
- Cart Barn & Parking Lot Construction: Engineer Simon Cho
- Course Supervision & Management: Superintendent Clinton Joseph



5. Master strategy and implementation



C. Organization and Roles

Organization and Roles Overview

Overall project coordination is managed by **CEO Rion Kim**, who conducts **bi-weekly coordination meetings** to review progress, identify key issues, and ensure alignment among four departments and their respective project teams.

Project Financial and Regulatory Communication

CEO **Rion Kim** oversees the **execution of the allocated project budget** and maintains regular communication with **DLNR Representative** to report on project progress and ensure compliance with financial and regulatory procedures related to the **Irrevocable Letter of Credit (I/L/C)**.

Project Supervision and Wastewater Treatment System

General Manager **Kenneth Kim** supports CEO Rion Kim in the **overall project supervision**, with a primary focus on the **construction and management of the wastewater treatment system**. He closely monitors construction progress, quality assurance, and adherence to environmental standards.

Greens Renovation and Tee Box Improvement

Since **2024**, GM Kenneth Kim has led the **greens renovation and tee box improvement initiative**, managing these long-term projects through a **structured monthly improvement plan**. The renovation works are scheduled for completion by **2027**, supporting the course's modernization and sustainability goals.



5. Master strategy and implementation



C. Organization and Roles

Cart Barn Improvement Work

Under the direction of **Engineer Simon Cho**, the **Cart Barn Improvement Project** encompasses the installation of an **electric battery charging system** and a **structured power supply network** to support golf cart operations.

Mr. Cho oversees the **replacement and modernization of the cart barn**, including **roof installation, power system design, and electrical layout improvements**, ensuring compliance with safety and energy efficiency standards.

Parking Lot Management and Space Optimization

Superintendent Clinton Joseph is responsible for **parking lot operations**, ensuring safe vehicle circulation and the proper allocation of **ADA-compliant parking spaces**.

In preparation for the **restaurant's reopening**, he has developed a **parking optimization strategy** to repurpose existing areas currently used by staff and service vehicles, expanding availability for public use. This plan includes **layout redesigns and efficiency improvements** to address potential parking shortages and enhance the overall guest experience.



5. Master strategy and implementation



C. Organization and Roles

Driving Range Bar Expansion and Design Upgrade

The **Driving Range Bar Expansion** is being developed under the direction of **Glow Golf Director Alexander Cuevas**, who leads the initiative to transform the existing beer garden into a **modern, stylish, and multifunctional social space**.

The upgraded venue will highlight **local design character** while incorporating **contemporary elements** that enhance usability and comfort. The new design will accommodate a variety of community and private events, including **graduation celebrations, birthdays, and corporate gatherings**.

This expansion is envisioned as both a **functional and aesthetic landmark** for the Windward community — a destination that embodies **Olomana Golf Links' community-oriented spirit**, offering residents and visitors a venue they can take pride in.



6. Resources and Evaluation Plan



A. Budgeting

Project Financial Overview

The total **project budget** is **USD 2,759,567.45**.

To date, **USD 704,584.28** has been expended toward completed work items, representing the initial phase of the project.

Irrevocable Letter of Credit (I/L/C) Requirement

To meet the financial compliance requirement, an **Irrevocable Letter of Credit** in the amount of **USD 2,530,200**—equivalent to **30% of the appraised value of Olomana Golf Course (USD 8,434,000)**—must be secured as part of the approved project financing structure.

Current Financial Status

Of the total required funds, **USD 2,300,000** has been deposited at **Central Pacific Bank** as part of the I/L/C preparation. The remaining balance will be allocated and documented in accordance with the official schedule established during the **DLNR Board Meeting**.



6. Resources and Evaluation Plan



B. KPI and Evaluation

Key Performance Monitoring and Evaluation

Four division leaders conduct **weekly monitoring** of key performance indicators (**KPIs**) across their respective areas of responsibility. The collected data are systematically reviewed and consolidated to ensure **transparency, accountability, and alignment** across all sectors of the project. These evaluations support early identification of potential risks and help maintain consistent progress toward strategic objectives.

Reporting and Coordination

Based on these evaluations, **CEO Rion Kim**, in coordination with **GM Kenneth Kim**, provides **regular progress reports** to a **DLNR Representative**. In the event of any identified issues, the management team promptly coordinates with DLNR to implement **corrective actions** and ensure **uninterrupted project continuity**.

Project Time Schedule

	11/23	1/26	2/ 26	3/26	4/26	5/26	6/26	7/26	8/26	9/26	10/26	11/26	12/26	1/27	4/28
Wastewater treatment plant															
Cart Barn and Mechanic Shop															
Golf Range															
Club House															
Course Management and Flood Prevention															
Parking Lot															

Subject to change due to unforeseen circumstances.

Olomana Golf links

Thank you

