To: Council on Revenues
From: Marilyn M. Niwao, M.S.P.H., J.D., CPA, CGMA
Date: March 8, 2021
Re: Selected Concerns Regarding Forecasting GF Revenues in the future

I agree that we are observing improvements in economic indicators, including substantial tourist activity on Maui. Maui's count for visitor arrivals for pleasure and vacation are almost equal to the Oahu count, and I have personally observed the increased tourism activity on Maui by driving through the tourist areas of Lahaina and Kihei/Wailea. It appears, however, that future visitor counts will continue to be affected by a significant decrease in international travel due to the pandemic.

In addition, current Hawaii COVID restrictions and regulations limit the amount of activities that the visitor industry and local residents can enjoy, and will curtail Hawaii economic growth in the future. A partial explanation is as follows:

The attached "Honolulu's COVID-19 Recovery Framework" which presents a matrix of allowed and closed businesses and operations at 4 tier levels is both well written and disturbing at the same time. In Honolulu's tier plan, Tier 4 is defined as a situation where the 7 day average case counts are less than 20 cases per day, and the 7 day testing positivity rate is less than 1%. In other words, Tier 4 on Oahu is a condition where COVID is nearly completely beaten into the ground.

If you look at the Tier 4 column of allowed activities, restaurants, tours, social gatherings, and commercial attractions are capped at 25 people, and commercial recreational boating and open trolleys are limited to 50% of capacity. And when bars and nightclubs are opened, there will be special restrictions and requirements.

According to Honolulu City & County personnel, failure to follow the guidelines is subject to a \$5,000 fine, 1 year in jail, and constitutes a misdemeanor. This means that many businesses will be operating well below their breakeven point and will continue to hemorrhage cash, even in the best case scenario where there is no virus infection in the community.

As Tier 4 restrictions are planned now, even if herd immunity is reached and most people are vaccinated, there will be reduced:

- 1) Group Meetings (unless for 1 business or company)
- 2) Conventions
- 3) Incentive Travel
- 4) Weddings and Romance Travel
- 5) Fundraisers for nonprofits (which are subject to GET)

Many of the above events take a year or more to plan.

In my over 40 years of experience working as a CPA in Hawaii, I have observed time and time again that even in the best of times, profit before taxes is usually 1 to roughly 15% of gross revenues. If revenues suddenly decrease by a double digit percentage, the business typically fails. This is because fixed costs cannot be eliminated in the short term. Without the

return of larger commercial group gatherings, I see little hope of a broad-based economic recovery in the future unless changes are made to existing regulations.

# Honolulu's COVID-19 Recovery Framework

The City and County of Honolulu ("City") has a new plan for reducing the spread of COVID-19 in City, with criteria set for loosening and tightening restrictions on businesses and activities to keep the residents of Honolulu healthy ("Honolulu's COVID-19 Recovery Framework"). This document outlines Honolulu's COVID-19 Recovery Framework.

#### Goals

The City's new framework is based on increased knowledge of disease transmission, vulnerability, risk factors, community compliance, and is driven by the following goals:

- To simplify the framework and communicate clear reduced disease transmission benchmarks for the City and its residents to work towards;
- To reduce positive case transmission in the City to mitigate the current burden on our local healthcare delivery system (and the future anticipated burden of influenza and COVID-19 infections in the late fall and winter); and
- To reduce the likelihood of having to impose drastic restrictions (e.g., stay at home / work from home orders) on City residents' activities outside of their homes/dwellings.

#### The framework

The foundation of the framework rests on four tiers. Each tier is based on the level of community spread of COVID-19 within the City, which is determined by two criteria: (1) the number of daily cases reported; and (2) the positivity rate, using 7-day averages for both metrics over two or four week periods, as explained below.

The four tiers are:

**Tier 1** – representing a high level of community spread that is testing the limits of the public health system to test, contact trace, and isolate/quarantine; and puts some strain on the healthcare system.

**Tier 2** – representing a level of community spread that is substantial, but still allows the public health system to adequately test, contact trace, and isolate/quarantine; and does not overburden the healthcare system.

**Tier 3** - representing a moderate level of community spread that allows the public health system to fully test, contact trace, and isolate/quarantine; and does not overburden the healthcare system.

**Tier 4** – representing a low level of community spread that is easily handled by the public health system and healthcare system.

The matrix of allowed and closed businesses and operations at each tier is attached.

The two determinative metrics for the four tiers are set forth below:

METRICS	TIER 1	TIER 2	TIER 3	TIER 4
First Metric: New cases reported per day in the City (7-day avg.)	More than 100	50 to 100	20 to 49	Less than 20
Second Metric: Percent (%) of positive tests - AKA positivity rate (7-day average)	More than 5%	2.5 to 5%	1 to 2.49%	Less than 1%

• Data from U.S. Surgeon General's surge testing and other broad surveillance testing shall be included.

- In the case of substantial traceable and documented spread within certain business sectors, such sectors may be closed notwithstanding this framework.
- In the case of uncontrollable and rapid spread of COVID-19 that overwhelms hospitals and/or the public health system (as guided by other metrics in the HIPAM dashboard, including hospital capacity), it may become necessary to implement restrictions not contemplated by this framework, including broad stay at home mandates.

**Weekly Assessment:** Data for the two metrics will be disclosed publicly by the Hawai'i State Department of Health (**"DOH"**) daily, and evaluated on a weekly basis for purposes of tier advancement or retreat as outlined below, beginning on September 24, 2020 with the first assessment occurring on October 1, 2020 (each a **"Weekly Assessment"**).

Advancement: In order to advance to the next tier, the City must:

- (1) have been in the current tier for at least four consecutive weeks; AND
- (2) meet the First Metric criteria for that next tier for two consecutive (and most recent) Weekly Assessments; AND
- (3) meet the Second Metric criteria for that next tier for two consecutive (and most recent) Weekly Assessments.

The City may only move forward one (1) tier at a time.

**Retreat:** If, for two consecutive Weekly Assessments, the data for the First Metric indicates the City should be in a lower tier, the City falls back into that tier. The City may move backward more than one (1) tier at a time.

Action to effect tier advancement/retreat: The City will issue a new order within three days of the date that an advancement or a retreat is indicated by the metrics, which either relaxes restrictions and/or reopens additional businesses/operations — in the case of advancement; or adds restrictions and/or closes certain businesses/operations — in the case of retreat.

**Openings of parks/beaches/trails with restrictions:** On September 10, 2020, parks, beaches, and trails (and their respective parking lots) were opened for any lawful <u>individual</u> activity (e.g., exercise, reading, sunbathing, etc.). This was done to provide individuals a low risk outlet to engage in outdoor activities during the extended Second Stay at Home / Work from Home Order, while ensuring that uncontrolled gatherings would not take place by providing straightforward criteria for law enforcement to follow. On September 24, 2020, parks, beaches, trails will be expanded for use by up to five persons for any lawful activity (e.g., exercise, reading, sunbathing, picnics, etc.). However, a permit will be required from the City Department of Parks and Recreation to use any canopy-type structure in City parks. Rules regarding use of canopy-type structures in State parks and on State beaches will be determined by the State in coordination with the City and this framework.

#### Framework applied to current situation

The City implemented a second stay at home / work from home order on August 27, 2020 in the hopes of knocking down the high daily case count swiftly, which has been effective.

Starting on September 24, 2020 (the end date of the Amended Second Stay at Home / Work from Home Order), the City will operate under this new framework. The City will start in Tier 1 and remain there for at least four consecutive weeks <u>and</u> until the City logs at least two consecutive weeks of data satisfying the criteria for advancing to Tier 2. Once this criteria is met, the City will issue a new order within three days that allows Tier 2 activities, businesses, and operations.

#### **Risk criteria**

Activities and designated businesses and operations will be opened (with mitigation measures) under Honolulu's COVID-19 Recovery Framework using the risk-based criteria, as outlined below. Those with lower risk of spreading COVID-19 will be allowed sooner, and those presenting higher risk of spread COVID-19 will be allowed later.

Criteria used to determine low/medium/high risk activities, businesses, and operations:

- Ability to accommodate wearing face coverings at all times
- Ability to physically distance between individuals from different households
- Ability to limit the number of people per square foot
- Ability to limit duration of exposure
- Ability to limit amount of mixing of people from differing households and communities
- Ability to limit amount of physical interactions of visitors/patrons
- Ability to optimize ventilation (e.g. indoor vs outdoor, air exchange and filtration)
- Ability to limit activities that are known to cause increased spread (e.g. singing, shouting, heavy breathing; loud environs that cause people to raise voice)
- Ability to enforce restrictions and required mitigations measures

#### Schools

Educational institutions — including public and private K-12 schools, colleges, and universities — will be allowed to operate for purposes of facilitating learning, performing critical research, or performing other essential functions, provided that social distancing of six (6)-feet per person and other safety precautions are maintained to the greatest extent possible. COVID-19 responsive operational restrictions shall be determined by each educational institution based on CDC, Hawai'i Department of Health ("**DOH**"), and industry guidance.

#### City efforts to succeed under the new framework

From the start of this COVID-19 pandemic in early 2020, much has been learned from a scientific standpoint, which has informed and will continue to inform the City's response efforts. Moreover, experience has uncovered critical areas for improvement, including testing capacity, contact tracing procedures/capabilities, outreach and support for disproportionately affected communities, and the capacity and ability to quickly isolate/quarantine and support those who cannot reasonably isolate/quarantine at their residence. Prior to and during the period of the Second Stay at Home / Work from Home Order, the City has worked aggressively on its own and jointly with the DOH to significantly improve these areas in a streamlined fashion. For example, the City has:

- Added 130 hotel rooms for temporary quarantine and isolation through December 30, 2020 at a cost of \$1,684,000 (using CARES funds).
- Negotiating the leasing two additional properties/hotels to further increase availability of rooms for temporary quarantine and isolation (as needed).
- Dedicated a City-owned property consisting of office space and 26 residential rooms for use as a temporary quarantine and isolation center (using CARES funds to operate).
- Partnering with all seven (7) of O'ahu's Community Health Centers to provide testing/contact tracing/isolation/quarantine/wrap around services to disproportionately affected and high risk communities.
- Hired a Pacific Islander Liaison to improve services, outreach and ongoing communication with some of the people hardest hit by the COVID-19 virus.
- Contract in place with a survey company for an additional 80 contract tracers, with negotiations underway for similar contracts to hire up to 250 total contact tracers (as needed), in coordination with DOH.
- Hired Dr. Mitchell Rosenfeld (board certified emergency physician, with a public health background) to oversee the City's COVID-19 response and contact tracing efforts.
- Directed \$2,000,000 in CARES funds for COVID-19 public safety multimedia campaign.
- Conducted broad surge testing with the federal government (over 60,000 tests), which revealed a relatively low prevalence of disease among those tested (less than 1% positivity rate), which has helped inform Honolulu's COVID-19 Recovery Framework.
- Increased enforcement by Honolulu Police Department to reduce prohibited social gatherings and other high risk behaviors.

The City believes these improvements, along with public support, will make a difference and allow for a more sustainable, more predictable, more transparent, and better response to the COVID-19 pandemic.

#### Public support is critical

The City has worked with public and private experts to develop this framework that is aimed at protecting the public health first, while allowing the economy to begin a long road to recovery. The City in coordination with the State will do its part to improve government's role in prevention, detection, containment, and healthcare in relation to COVID-19. However, the framework can only succeed with the public's support.

There is no doubt that COVID-19 has forced us to do things against our social norms and social nature, and that is hard. But, these sacrifices are based on science and necessary to protect our most vulnerable, while also starting to rebuild our economy. For this framework to succeed, we must support each other, hold each other accountable, and strictly follow the restrictions and mitigation measures imposed at each tier.

1. ~ KIRK W. CALDWELL

Mayor City and County of Honolulu

**APPROVED:** 

Pantash

PAUL S. AOKI Corporation Counsel Designate City and County of Honolulu

**APPROVED:** 

DAVID Y. I Governor

Metrics	TIER 1	TIER 2	TIER 3	TIER 4
Case Counts (7 day avg for Oahu)	>100	50-100	20-49	<20
Testing Positivity (7 day avg for Oahu)	>5%	2.5 - 5%	1-2.49%	<1%
SECTOR/BUSINESS				
Social Gatherings (not otherwise addressed below)	5	5	10	25
Parks, beaches, trails, Campgrounds	5	5	10	25
Outdoor sports (no permits required)	5	5	10	25
Outdoor organized team sports (permit) excludes sports associated with educational institutions (spectators considered social gatherings)	Closed	Closed	Closed	Allowed
Pools (public & private commercial)	Allowed	Allowed	Allowed	Allowed
Shooting & archery ranges	5	5	Allowed	Allowed
Public/private golf courses	Hawaii Golf Phase 2	Hawaii Golf Phase 2.5	PGA/Hawaii Phase 3	Allowed
Real estate services	Allowed, 5 indoors at a time	Allowed, 5 indoors	Allowed, 10 indoors	Allowed, 25 indoors

SECTOR/BUSINESS	TIER 1	TIER 2	TIER 3	TIER 4
New/used car/truck dealerships	5, Appointment Only test drive w/o sales agent	5, Appointment Only test drive w/o sales agent	Allowed	Allowed
Automated service providers	Allowed	Allowed	Allowed	Allowed
Mobile service providers	Allowed	Allowed	Allowed	Allowed
Retail & service (including essential businesses)	50% capacity	50% capacity	Allowed	Allowed
Indoor malls	Allowed	Allowed	Allowed	Allowed
Spiritual services	Allowed, 50% capacity	Allowed, 50% capacity	Allowed	Allowed
Funerals	10	10	25	25
Restaurants	At City & County of Honolulu's discretion	5	10	25
Zoos, sea life attractions, aquariums, museums, botanical gardens	5, 50% capacity limit for indoor areas	5, 50% capacity limit for indoor areas	10	25
Other commercial attractions: water parks, cultural attractions, go kart, mini golf	5, Outdoor Only	5	10	25

SECTOR/BUSINESS	TIER 1	TIER 2	TIER 3	TIER 4
Arcades	Closed	25% capacity	50% capacity	50% capacity
Bowling	5, 50% capacity limit, no food/beverages	5	10	25
Tours, skydiving	5	5	10	25
Recreational boating (personal)	5	5	10	25
Commercial recreational boating (internal note restaurant & bar rules apply)	25%, no food/beverages in cabin	25%	50%	50%
Helicopter tour	Closed	50% capacity	Allowed	Allowed
Legal short-term rentals	Closed	Allowed	Allowed	Allowed
Transportation for above (non- essential)	50%, open trolley or all windows open, face coverings			
Hair salons & barbershops & nail salons	Allowed	Allowed	Allowed	Allowed

SECTOR/BUSINESS	TIER 1	TIER 2	TIER 3	TIER 4
Personal care services	Outdoor (If outdoor not feasible due to regulatory constraints then remains Closed)	Cloth mask & faceshield for service provider. Appt only, contact info. Client must wear face covering	Cloth mask & faceshield for service provider. Appt only, contact info. Client must wear face covering	Allowed
Pet services	Allowed	Allowed	Allowed	Allowed
Business offices	Encourage remote; CDC guidance	Encourage remote; CDC guidance	Encourage remote; CDC guidance	Encourage remote; CDC guidance
Breakrooms & conference rooms	Spaced out min 6ft or solo. Encourage outdoor break room. Face coverings if not eating/drinking	Spaced out min 6ft or solo. Encourage outdoor break room. Face coverings if not eating/drinking	Spaced out min 6ft or solo. Encourage outdoor break room. Face coverings if not eating/drinking	Spaced out min 6ft or solo. Encourage outdoor break room. Face coverings if not eating/drinking
Movie theater	50% capacity, distancing, no food drink	50% capacity, distancing	50% capacity, distancing	50% capacity, distancing
Group physical activity classes	Outdoor, 5 (including instructor), face coverings or distancing	10 Outdoor w/mask OR distancing, 5 indoors w face coverings AND distancing	10 Outdoor w/mask OR25 Outdoor w/mask ORdistancing, 10 indoors w facedistancing, 25 indoors w facecoverings AND distancingcoverings AND distancing	25 Outdoor w/mask OR distancing, 25 indoors w face coverings AND distancing
Gyms & fitness facilities	Outdoor	25%	50%	50%
Bars	Closed	Closed	Closed	Special Restrictions and Requirements
Nightclubs	Closed	Closed	Closed	Special Restrictions and Requirements
* Each "Allowed" business/operation shall be subject to sector standards to be approved by the City & County of Honolulu ("City")	on shall be subject to sector sta	andards to be approved by the (	City & County of Honolulu ("C	

\*\* City may issue orders targeting sectors/businesses where clusters are identified.

\*\*\* City may implement necessary restrictions not contemplated by this plan in the event of uncontrollable and rapid spread of COVID-19.

\*\*\*\*Baseline mitigation measures/sector standards apply to all sectors across tiers \*\*\*\*\*Group size includes employee/provider and customers/clients



A monthly update including relevant information on travel industry trends, consumer and meetings market research, competitive intelligence, and Hawai'i's performance as a destination.

# MARKET INSIGHTS UPDATE United States | March 2017

# In This Issue

#### The Current MCI Market

The U.S. Meetings, Conventions, and Incentives (MCI) market is, in a word, changing. After years of market conditions that favored sellers over meeting planners, recent evidence shows the market trending toward an equilibrium. New inventory coming online in cities like Austin, Cleveland, and Pittsburgh is increasing these cities' appeal to event planners. Meanwhile, companies such as Airbnb hope to further disrupt the market by introducing new lodging options to attendees.

All of this could be welcome news to MCI industry professionals, but sentiments are mixed. Though the industry is expected to see at least modest growth throughout the year, a Winter 2017 survey of such professionals found 58.0 percent were optimistic about future business conditions and 45.0 percent held favorable views about the future of their budgets. These sentiments, while still generally positive, are down -9.0 points and -12.0 points respectively from Fall 2016, and are the lowest reported in more than a year.

Hawai'i's MCI market has likewise faced mixed conditions recently. While MCI arrivals were stagnant in 2016, this expected slowdown came after five years of solid growth, and the effect on MCI visitor arrivals was less dramatic than originally anticipated. Moreover, early indicators point to a 2017 rebound. This month's *Market Insights Update* examines these trends in-depth, and the factors underlying them, while also taking a look at what the future holds for this important industry segment. *Continued on PG2* 



#### **Hotel Update**

2016 brought with it higher occupancy, Average Daily Rate, and record-breaking revenue for Hawai'i's hotel industry. Conversely, higher operating costs and increasing visitor demand for alternativelodging options have somewhat tempered these gains.

PG4



# Meetings, Conventions, & Incentives Travel

### Hawaiʻi's Top Single Property MCI Markets

- 1. Pharmaceuticals Share of Market: 19%
- 2. Healthcare Share of Market: 12%

3. Insurance Share of Market: 12%

4. Scientific Endeavors Share of Market: 10%

5. High Tech Share of Market: 10%

6. Trade Associations Share of Market: 10%

Source: HVCB analysis of Meet Hawai'i data, 2013-2016

#### U.S. MCI Trends

While opinions within the MCI community are split as to what the rest of 2017 has in store - some experts anticipate modest growth while others expect the industry will remain level year-over-year – there appears to be a consensus that the industry is cooling off from the rapid growth exhibited in the wake of the Great Recession. Moreover, developments such a shift towards selecting mid-tier cities to host events and the promotion of alternative-lodging as an option for business travel continue to alter the industry landscape. These efforts are intended to offset increasing event costs, but only to limited effect; per-attendee cost is still anticipated to rise +3.0 to +5.0 percent in 2017. Given that budgets are expected to remain largely flat, resources will need to be stretched further than in the recent past. That is not to say the MCI market is in decline; rather, the impression is that businesses and event planners are trying to make their meetings more streamlined and efficient in the face of budget constraints and future economic uncertainty.

Hawaiʻi's MCI Market: Year in Review

2016 was a relatively flat year for Hawai'i's MCI visitor segment. Following an +8.4 percent increase in MCI visitor arrivals in 2015 and a +10.7 percent increase in 2014 – a pace that vastly outstripped growth in total visitor arrivals – MCI visitors were down -1.0 percent in 2016. This decline was seen in the ever-important U.S. market as well (-4.4%), which accounts for over half of all MCI arrivals. To an extent, last year's MCI slowdown had been anticipated even before 2016 began. In fact, U.S. MCI bookings were down -10.6 percent below target levels at the start of 2016, so for the year to close with U.S. MCI visitor arrivals down less than -5.0 percent speaks to the resiliency of the segment

Generally speaking, the Conventions subsegment was the hardest hit in 2016, shrinking -11.8 percent in 2016, while Corporate Meetings arrivals were down -1.6 percent. Incentives travel, conversely, remained a bright spot within the broader MCI market. Visitor arrivals within the Incentives sub-segment grew +14.7 percent in 2016, the fifth double-digit increase in the past seven years. This is encouraging, because with an average daily spend of \$240, Incentives visitor expenditures are +26.3 percent higher per day than the typical visitor.

Also encouraging is the mounting evidence that 2016 was a temporary pause in MCI growth, as opposed to the start of a new

#### Historical U.S. MCI Visitors to Hawai'i



Source: HVCB analysis of Hawai'i Tourism Authority data, 2005-2016

negative trend. In January 2017, total MCI visitor arrivals were up a respectable +4.0 percent from 2016 levels. U.S. MCI visitor arrivals increased an impressive +19.6 percent in the same period.

#### Looking Forward: MCI Bookings

MCI arrivals can be somewhat volatile on a month-to-month basis. With that said, Hawai'i Tourism United States and Hawai'i Convention Center data for January and February 2017 reinforce the notion that Hawai'i's U.S. MCI market is rebounding from the 2016 dip. Citywide and single property events are up +8.6 percent in the first two months of 2017, and room nights consumed are up +9.6 percent. Indeed, HTUSA and HCC bookings are looking strong throughout 2017 and beyond. There are already nearly 275,000 confirmed U.S. room nights on the books for this year, up +13.2 percent from the same point in 2016. Looking out across a ten-year horizon, there are more than 400 events and one million confirmed room nights for the U.S. market, with many more potential bookings in the pipeline.

In short, things are looking up for Hawai'i's MCI market. While MCI travel has been slower to recover from the Great Recession, both in Hawai'i and in the U.S. as a whole, Hawai'i's MCI market is poised to resume its upward march in 2017. The arrival of these high-spending visitors will continue to be a significant boon to the visitor industry across the islands.

That is not to say Hawai'i does not face challenges. Indeed, cost and convenience still remain significant barriers, especially when compared to competitor destinations. However, with organizations such as Meet Hawai'i promoting the numerous *positives* of Hawai'i as a meeting destination, MCI visitation will remain an important facet of the broader visitor industry for many years to come.



### U.S. MCI Single Property Room Nights by Island, 2013-2016



Source: HVCB analysis of Meetings Planners International, American Express, ibtm, Skift, Hawai'i Tourism Authority, and Meet Hawai'i data.

For more information regarding this issue of the Market Insights Update, to subscribe to the distribution list or submit topic requests for future issues, please contact insights@hvcb.org.



# Hotel Update

### Sneak Peek at Next Month



The Leisure Travel Funnel



Traveler Sentiment Broadly speaking, 2016 was another successful year for Hawai'i's hotels. Overall hotel revenues increased for the seventh straight year, climbing +5.7 percent to \$5.73 billion. This record-setting take was driven by both higher occupancy and a higher Average Daily Rate (ADR). Statewide occupancy increased +0.5 points to 79.2 percent, while ADR grew +4.1 percent to \$255.

Looking at the individual islands, ADR increased across the board, while occupancy rose on all of the islands except O'ahu. It should be noted that the -0.9 percent decline in occupancy on O'ahu was due more to added supply than lower demand. With that said, though, the strong occupancy growth outside O'ahu can be seen as an indicator that efforts to increase awareness of and visitation to the Neighbor Islands have been successful.

Expectations for Hawai'i's hotel industry remain strong for the rest of 2017. Overall occupancy statewide is forecasted to increase +0.8 percent year-over-year and ADR should grow +3.9 percent to \$255. While hotels benefit from increasing occupancy and ADR, higher operating costs have and will continue to at least partially offset these gains. Likewise, changing consumer tastes continue to alter the accommodations landscape. Since 2000, hotels as a share of total accommodations supply have fallen -15.0 points to, 56.0 percent.

	Occupancy	Points Change from 2015	ADR	% Change from 2015
Oʻahu	84.2%	-0.9 pt(s)	\$228	+3.6%
Maui	75.9%	+1.6 pt(s)	\$332	+4.3%
Kaua'i	72.6%	+1.5 pt(s)	\$254	+4.7%
Hawai'i Island	68.8%	+3.1 pt(s)	\$242	+4.4%
Statewide	79.2%	+0.5 pt(s)	\$255	+4.1%

### Hawai'i Hotel Occupancy and Average Daily Rate, 2016

Source: HVCB analysis of Hospitality Advisors Data, 2015-2016