

April 27, 2023

Presentation on the Monitoring and Measurement of HTA Programs

Program Logic Model



Application to

Natural Resources Pillar



Contribution to Strategic Plan Goal: Respect for our Natural and Cultural Resources. Dedicate resources to programs that enhance & support Hawai'i's natural resources & cultural sites to improve the quality of life for all of Hawai'i's residents and to enhance the visitor experience.

Programs

- **Aloha 'āina Program:** Support for community initiated programs that preserve and protect the 'āina and kai

- **Sustainable Tourism Programs:**
 - Sustainable Tourism Association of Hawai'i
 - Sustainable Tourism Forum
 - Hawai'i Green Business Program

Outputs

- Number of programs supported by island
- Number of on-island and off-island residents
- Number of out-of-state visitors
- Satisfaction levels

- Number of entities certified.
- Number of participants by type of business, by segment, by community of practice.
- Number of visitor industry businesses participating, actions taken by businesses

Outcomes

- **Short Term:**
 - High satisfaction levels of program participants: resident & visitors. High level sense of accomplishment among participants.
 - A sustainable tourism certification program for tour operators is developed
 - Increasing number of visitor-industry businesses are changing operations to conserve energy use, water consumption and GHG emissions
- **Mid Term:**
 - The majority of tour operators and businesses are sustainable tourism companies. Hawai'i's natural & cultural resource benefit from this higher level of awareness and action among tour operators and businesses.
 - Ever-increasing number of visitor-industry businesses are changing operations to conserve energy use, water consumption and GHG emissions.
- **Long Term:**
 - Tourism helps fund the stewardship of Hawai'i's natural resources, parks and cultural sites
 - Visitors rate Hawai'i as environmentally friendly & sustainable. VSAT: Visitor rate Hawai'i high in having volunteer/give back opportunities.
 - Visitor industry businesses report improvements in energy use, water consumption & emissions. Trend improving.
 - Visitor industry stakeholders support and can see the positive change their actions are taking on the environment

Outcome Measures

- **Short Term:**
 - Satisfaction of attendees that the program contributed to a) vibrancy of the environment. b) integrity of the environment c) personal sense of accomplishment.
 - Date program completed and first cohort of tour operators completing the program.
 - # of businesses participating annually, aggregated report of the conservation efforts underway including the conservation of energy use, water consumption & GHG.
- **Mid Term:**
 - Tracking participation relative to total tour operators.
 - Long term upward conservation trend reported by Visitor Industry Stakeholders
- **Long-Term:**
 - Tourism helps fund stewardship of HI's natural resources, parks, and cultural sites
 - Environmental friendly/sustainable
 - Trend in visitor industry conservation efforts
 - Stakeholder rating on support & action for benefitting the environment.




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& Cultural Resources*

'Āina Aloha Economic Futures Scale

Pillar	Potential Measure of Success	Measures				
		Moves away from 'āina Aloha (1)	No movement (2)	Moving toward 'āina Aloha (3)	Practicing 'āina Aloha (4)	Leading 'āina Aloha (5)
Natural Resources	Supports the vibrancy and integrity of Hawai'i environments (land, water, ocean, sky, and native flora and fauna)	Produces environmental damage	Has no impact, or a net neutral impact, on Hawai'i's environments	Contributes in a demonstrable manner to the vibrancy and integrity of Hawai'i environments as a secondary or indirect focus of activities	Focuses on improving the fertility or integrity of the environment as a core activity	Focuses on improving the fertility or integrity of the environment as a core activity and supports others to engage in similar efforts
Hawaiian Culture	Supports Hawaiian cultural vitality and the application of 'ike kūpuna including the use of 'ōlelo Hawai'i and symbiotic, ancestral relationships to 'āina	Diminishes Hawaiian cultural vitality, limits the use of 'ōlelo Hawai'i, constrains relationships to 'āina, fails to recognize the value of 'ike kūpuna, or gives non-cultural practitioners authority to determine the cultural validity of assessments by cultural practitioners	Uses Hawaiian cultural symbols and some 'ōlelo Hawai'i but does not incorporate Hawaiian values, 'ike kūpuna, or the relationships to 'āina	Applies Hawaiian cultural values in its operations, engages in periodic mālama 'āina activities, includes the use of 'ōlelo Hawai'i, and recognizes the value of 'ike kūpuna	Incorporates 'ike kūpuna in strategies and tactics, demonstrates a close relationship to 'āina, and creates opportunities that foster Hawaiian cultural vitality, including the use of 'ōlelo Hawai'i	Incorporates 'ike kūpuna and Hawaiian cultural vitality in its core goals, engages 'ōlelo Hawai'i as a key component of its work, strengthens community-level symbiotic relationships to 'āina, and assists other entities to achieve the same
Community	Positively impacts community well-being, equity, cohesion, capacity, and empowerment	Harms community well-being, creates community disempowerment, or undermines community self-determination	Does not impact, positively or negatively, community well-being	Improves community well-being, especially related to meeting basic needs, and contributes to building community cohesion and the capacity of individuals	Improves community well-being, especially related to meeting basic needs; directly strengthens community cohesion; and builds the capacity of individuals	Demonstrates community self-determination and improves long-term positive change in community conditions, especially related to meeting basic needs
Community	Improves the resilience and diversity of locally owned and resourced small businesses that align with 'Āina Aloha goals	Diminishes the ability of locally owned and resourced small businesses to achieve long-term economic viability, or creates barriers to opening new businesses for Hawai'i entrepreneurs	Maintains conditions resulting in high closer rates of Hawai'i small businesses, engagement in dominant industries and markets, and underrepresentation of various groups in the business sector	Procures a majority of goods and services from locally owned and resourced small businesses that align with 'Āina Aloha goals where those goods and services are available	Coordinates, promotes, or provides support for locally owned and resourced small businesses that align with 'Āina Aloha goals to enhance their long-term resilience	Expands markets for locally owned and resourced small businesses, or stimulates the birth and long-term resilience of locally owned and resourced businesses that align with 'Āina Aloha goals and that diversify the profile of owners and businesses in Hawai'i
Community	Increases hiring, career readiness, and leadership opportunities for target groups (in preferential order: Hawai'i residents, expatriate Native Hawaiians, and Hawai'i-born individuals who wish to return)	Hires non-Hawai'i residents for a majority of open positions or includes a majority of non-Hawai'i residents in the upper leadership of the organization	Does not provide a net gain in employment or career opportunities, or hires individuals in the target group only for lower-end positions but not for management or leadership roles	Hires individuals in the target group for 50% of positions, including some management or leadership positions, but does not provide training opportunities to ensure upward career ladders for its employees	Hires individuals in the target group for 80% of positions, including upper leadership positions, and provides training opportunities to ensure upward career ladders for its employees; or focuses on career readiness training for Hawai'i residents	Ensures that individuals in the target group are hired for 100% of positions, including upper leadership positions, and provides training opportunities to ensure upward career ladders for its employees; or focuses on career readiness training for Hawai'i residents related to land stewardship, food production, energy self-sufficiency, technology, education, or other sectors that would help to diversify Hawai'i's economy
Visitor Experience	Improves the resilience and diversity of locally owned and resourced small businesses that align with 'Āina Aloha goals	Diminishes the ability of locally owned and resourced small businesses to achieve long-term economic viability, or creates barriers to opening new businesses for Hawai'i entrepreneurs	Maintains conditions resulting in high closer rates of Hawai'i small businesses, engagement in dominant industries and markets, and underrepresentation of various groups in the business sector	Procures a majority of goods and services from locally owned and resourced small businesses that align with 'Āina Aloha goals where those goods and services are available	Coordinates, promotes, or provides support for locally owned and resourced small businesses that align with 'Āina Aloha goals to enhance their long-term resilience	Expands markets for locally owned and resourced small businesses, or stimulates the birth and long-term resilience of locally owned and resourced businesses that align with 'Āina Aloha goals and that diversify the profile of owners and businesses in Hawai'i
Visitor Experience	Contributes to building a circular economy to create regenerative outcomes for 'āina, natural resources, and communities	Takes finite natural resources to make products intended to have a limited lifecycle after which the products become waste that must be disposed, or perpetuates reliance on single-use products and imported items	Does not involve the use, creation, demolition, or disposal of items or structures, and does not involve the purchase of single-use items and imported items	Develops or provides alternatives to single-use products, or creates programs to help communities reduce their reliance on single-use products and imported items	Contributes to "return and renew" practices where products or structures can be disassembled at the end of their useful life cycle and reused, refurbished, or recycled, or scales up programs to help communities reduce their reliance on single-use products and imported items	Organizes networks that reuse or recycle each other's "waste" and/or designs products or structures that are long-lasting, easily repaired, and recycled when no longer usable; or creates programs that shift communities' practices toward adopting circular economy principles, including reducing reliance on single-use products and imported items
Branding	Incorporates innovative approaches (involving methods, processes, technologies, relationships, and communications) that improve the well-being of communities and natural environments	Applies approaches that are inefficient, extractive, or that negatively affect the well-being of communities and natural environments	Does not create or apply innovative approaches or applies innovations that have no impact on the well-being of communities or natural environments	Introduces innovations that improve the well-being of communities and natural environments	Introduces innovations that improve the well-being, sustainability, and resilience of communities and natural environments	Introduces innovations that improve the well-being, sustainability, and resilience of communities and natural environments, and assists others to do the same
Branding (TBD)	Economic Impact - how visitor spending impacts tax revenue.	ROI is negative	ROI at rate of inflation	ROI 5 above rate of inflation	ROI 5 - 10	ROI 10+

Goal To Be Achieved : 'Āina Aloha Outcome Measure: The visitor sector in Hawai'i supports the vibrancy and integrity of Hawai'i environment (land, water, ocean, sky & native flora & fauna)



Potential Measure of Success	Measures				
	Moves away from 'āina Aloha (1)	No movement (2)	Moving toward 'āina Aloha (3)	Practicing 'āina Aloha (4)	Leading 'āina Aloha (5)
Supports the vibrancy and integrity of Hawai'i environments (land, water, ocean, sky, and native flora and fauna)	Produces environmental damage	Has no impact, or a net neutral impact, on Hawai'i's environments	Contributes in a demonstrable manner to the vibrancy and integrity of Hawai'i environments as a secondary or indirect focus of activities 	Focuses on improving the fertility or integrity of the environment as a core activity	Focuses on improving the fertility or integrity of the environment as a core activity and supports others to engage in similar efforts



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Program and Output	2019	2020	2021	2022
<p>a) Aloha `āina Program</p> <ul style="list-style-type: none"> # of programs supported by island 	<p>Hawai'i: 7 Maui: 6 Moloka'i: 1 Lāna'i: 0 O'ahu: 9 Kaua'i: 1 Statewide 4</p>	<p>Hawai'i:6 Maui: 9 Moloka'i: 2 Lāna'i: 0 O'ahu: 9 Kaua'i: 5 Statewide 3</p>	N/A	<p>Hawai'i: 6 Maui: 5 Moloka'i: 2 Lāna'i: 2 O'ahu: 5 Kaua'i: 2 Statewide: 2</p>
<ul style="list-style-type: none"> For each program: # of on-island & off-island residents; # of out-of-state visitors 	N/A	N/A		N/A
<p>b) Sustainable Tourism Association of Hawai'i</p> <ul style="list-style-type: none"> # of entities certified # of participants 	No contract	No certifications due to COVID (35 with existing certifications)	<ul style="list-style-type: none"> 43 certified 	<ul style="list-style-type: none"> 46 certified
<p>c) Hawai'i Green Business Program</p> <ul style="list-style-type: none"> # of entities certified # of participants 	<ul style="list-style-type: none"> 104 entities 170 pax 	No contract	No contract	Currently recruiting 140 entities/businesses



HAWAIIAN CULTURE PILLAR

*Support Native Hawaiian
Culture & Community*



COMMUNITY PILLAR

*Ensure Tourism & Communities
Enrich Each Other*



BRAND MARKETING PILLAR

*Strengthen Tourism's
Contributions*



Visitor Experience



Stakeholder Engagement

Tracking of Measures and Milestones

