

HAWAI'I TOURISM AUTHORITY *DRAFT* CHANGE MANAGEMENT IMPLEMENTATION PLAN 2020-2025

ORGANIZATIONAL FUNCTIONS	FY 2020-2021	FY 2021 - 2022	FY 2022-2023	FY 2023-2024	FY 2024-2025
STRATEGIC PLANNING					
	<ul style="list-style-type: none"> Complete DMAPs Realign Strategic Plan in light of Pandemic and related issues Review possibility of aligning TMP, HTA Strategic Plan and DMAPs 	<ul style="list-style-type: none"> Complete Phase I of DMAPs Implement Master Planning Schedule 	<ul style="list-style-type: none"> Complete Phase II of DMAPs Update Master Planning Schedule 	<ul style="list-style-type: none"> Complete Phase III of DMAPs Review results of DMAPs and prepare new DMAPs Update Master Planning Schedule Begin planning for new HTA Strategic Plan (Q1 CY 2024) 	<ul style="list-style-type: none"> Update Master Planning Schedule Approved new HTA Strategic Plan 2025-2030 in Q4 2024.
OPERATIONS					
Corporate Governance	<ul style="list-style-type: none"> Update Bylaws Update Code of Conduct Provide orientation & training for Board members 	<ul style="list-style-type: none"> Provide orientation & training for Board members 	<ul style="list-style-type: none"> Provide orientation & training for Board members 	<ul style="list-style-type: none"> Provide orientation & training for Board members 	<ul style="list-style-type: none"> Provide orientation & training for Board members
Procurement	<ul style="list-style-type: none"> Review and update procurement procedures Provide procurement training for Board, Evaluation committees and Staff 	<ul style="list-style-type: none"> Provide procurement training to Evaluation committees and Staff 	<ul style="list-style-type: none"> Provide procurement training to Evaluation committees and Staff 	<ul style="list-style-type: none"> Provide procurement training to Evaluation committees and Staff 	<ul style="list-style-type: none"> Provide procurement training to Evaluation committees and Staff
Budget	<ul style="list-style-type: none"> Confirm available funds Encumber needed funds Confirm funds available from ARPA Confirm budget process Rebudget 	<ul style="list-style-type: none"> Review budget utilization including encumbrances Confirm available funds Conduct budgetary review in preparation for FY23 Finalize FY23 budget 	<ul style="list-style-type: none"> Review budget utilization including encumbrances Confirm available funds Conduct budgetary review in preparation for FY24. Finalize FY24 budget 	<ul style="list-style-type: none"> Review budget utilization including encumbrances Confirm available funds Conduct budgetary review in preparation for FY25. Finalize FY25 budget 	<ul style="list-style-type: none"> Review budget utilization including encumbrances Confirm available funds Conduct budgetary review in preparation for FY26. Finalize FY26 budget
Org structure (including performance management and training)	<ul style="list-style-type: none"> Review current structure and align with new Strategic Plan Update Job Descriptions to meet new competencies Realign Staff with new org structure and job duties Update employee handbook 	<ul style="list-style-type: none"> Create professional development plans for each employee Create training programs for staff Implement performance management programs Review and update Employee Handbook if needed Develop HR metrics 	<ul style="list-style-type: none"> Train staff Manage performance Review and update Employee Handbook if needed Review HR metrics 	<ul style="list-style-type: none"> Train staff Manage performance Review and update Employee Handbook if needed Review HR metrics 	<ul style="list-style-type: none"> Train staff Manage performance Review and update Employee Handbook if needed Review HR metrics
Safety, Security & Crisis Response	<ul style="list-style-type: none"> Participate in HIEMA & County preparedness exercises Review support for Visitor Assistance Programs 	<ul style="list-style-type: none"> Participate in HIEMA & County preparedness exercises Increase support for Visitor Assistance Programs 	<ul style="list-style-type: none"> Participate in HIEMA & County preparedness exercises Increase support for Visitor Assistance Programs Train and exercise HTA Emergency Operations Plan 	<ul style="list-style-type: none"> Participate in HIEMA & County preparedness exercises Increase support for Visitor Assistance Programs Train and exercise HTA Emergency Operations Plan 	<ul style="list-style-type: none"> Participate in HIEMA & County preparedness exercises Increase support for Visitor Assistance Programs Train and exercise HTA Emergency Operations Plan

HAWAII TOURISM AUTHORITY *DRAFT* CHANGE MANAGEMENT IMPLEMENTATION PLAN 2020-2025

ORGANIZATIONAL FUNCTIONS	FY 2020-2021	FY 2021 - 2022	FY 2022-2023	FY 2023-2024	FY 2024-2025
	<ul style="list-style-type: none"> Development of safety awareness programs that address visitor focused safety concerns. 	<ul style="list-style-type: none"> Refine HTA Emergency Operations plans Explore feasibility for visitor ambassador programs. Implement safety awareness programs that address visitor focused safety concerns. 	<ul style="list-style-type: none"> Implement safety awareness programs that address visitor focused safety concerns. 	<ul style="list-style-type: none"> Implement safety awareness programs that address visitor focused safety concerns. 	<ul style="list-style-type: none"> Implement safety awareness programs that address visitor focused safety concerns.
Communications	<ul style="list-style-type: none"> Continue industry-focused communications. Ramp up visitor-focused communications on expectations and safety. Seek earned media opportunities. 	<ul style="list-style-type: none"> Establish HTA liaisons on each island. Begin attending community and neighborhood board meetings. Seek community speaking engagements. Begin holding regular town hall meetings. Implement government relations team. Overhaul HTA website. Develop a common language and framework for understanding tourism. Refine key messages. 	<ul style="list-style-type: none"> Seek community speaking engagements. Continue to hold town hall meetings. Continue to grow and share common language. Refine key messages. 	<ul style="list-style-type: none"> Seek community speaking engagements. Continue to hold town hall meetings. Continue to grow and share common language. Refine key messages. 	<ul style="list-style-type: none"> Seek community speaking engagements. Continue to hold town hall meetings. Continue to grow and share common language. Refine key messages.
RESEARCH					
Data Collection & Analysis	<ul style="list-style-type: none"> Conduct strategic planning session with Researchers to <ul style="list-style-type: none"> Align research to strategic plans* Identify KPIs that reflect strategic plans Method for gathering and analyzing data Methods for communicating research results in understandable format (i.e. dashboards) Develop metrics to monitor change management efforts 	<ul style="list-style-type: none"> Implement new protocols for analyzing research data, KPIs, change management metrics, and communicating results on regular basis Establish new research systems to measure: <ul style="list-style-type: none"> Daily and weekly data Begin looking at ways to automate data collection, analysis, and dashboards 	<ul style="list-style-type: none"> Incorporate new research systems into existing data collection, analysis, and KPIs Continue communicating research, data analysis, and KPIs on regular basis Establish new research systems to monitor future trends and extrapolate impact on State 	<ul style="list-style-type: none"> Communicate information on future trends and possible impact on State to stakeholder groups Continue communicating research, data analysis & KPIs on regular basis Survey stakeholders to determine if research, data analysis and KPIs are informative and useful to them; adjust research systems where appropriate 	<ul style="list-style-type: none"> Communicate information on future trends and possible impact on State to stakeholder groups Continue communicating research, data analysis & KPIs on regular basis

PAPAHANA HO'OKELE HULIAU
 HAWAI'I TOURISM AUTHORITY *DRAFT* CHANGE MANAGEMENT IMPLEMENTATION PLAN 2020-2025

ORGANIZATIONAL FUNCTIONS	FY 2020-2021	FY 2021 - 2022	FY 2022-2023	FY 2023-2024	FY 2024-2025
	<ul style="list-style-type: none"> ○ Develop procedures to ensure that KPIs and change management metrics are regularly updated (at least once a month) ● Provide research “training” for Board and Staff 				
STEWARDSHIP & STANDARDS SETTING (BRAND MANAGEMENT)					
Community & Cultural History	<ul style="list-style-type: none"> ● Establish criteria to verify accurate portrayals of Hawaiian culture ● Discuss how to introduce other local cultures/communities 	<ul style="list-style-type: none"> ● Strengthen the relationship between the visitor industry and the Hawaiian community ● Create visitor experiences, activities, and marketing programs that are respectful and accurate of the Hawaiian Culture ● Support Hawaiian programs and cultural practitioners to help preserve and perpetuate Hawaiian culture. ● Support the everyday use of ‘Ōlelo Hawai‘i 	<ul style="list-style-type: none"> ● Strengthen the relationship between the visitor industry and the Hawaiian community ● Create visitor experiences, activities, and marketing programs that are respectful and accurate of the Hawaiian Culture ● Support Hawaiian programs and cultural practitioners to help preserve and perpetuate Hawaiian culture. ● Support the everyday use of ‘Ōlelo Hawai‘i 	<ul style="list-style-type: none"> ● Strengthen the relationship between the visitor industry and the Hawaiian community ● Create visitor experiences, activities, and marketing programs that are respectful and accurate of the Hawaiian Culture ● Support Hawaiian programs and cultural practitioners to help preserve and perpetuate Hawaiian culture. ● Support the everyday use of ‘Ōlelo Hawai‘i 	<ul style="list-style-type: none"> ● Strengthen the relationship between the visitor industry and the Hawaiian community ● Create visitor experiences, activities, and marketing programs that are respectful and accurate of the Hawaiian Culture ● Support Hawaiian programs and cultural practitioners to help preserve and perpetuate Hawaiian culture. ● Support the everyday use of ‘Ōlelo Hawai‘i
Certifications & standards development/alignment	<ul style="list-style-type: none"> ● Develop and support certification programs that align with preserving and perpetuating the Hawaiian culture, protecting natural resources, and respecting our precious community ● Ensure a safe and positive visitor experience through the development of effective certifications. ● Review and establish criteria to ensure certifications and standards are relevant and applicable 	<ul style="list-style-type: none"> ● Document standards and develop certification program ● Work with community partners to harmonize standards ● Communicate program to stakeholders ● Begin implementation 	<ul style="list-style-type: none"> ● Increase participation in programs 	<ul style="list-style-type: none"> ● Increase participation in programs 	<ul style="list-style-type: none"> ● Increase participation in programs
Protect the Brand	<ul style="list-style-type: none"> ● Development of “Mālama Hawai‘i” messaging, videos, and campaign 	<ul style="list-style-type: none"> ● Review and enhance the “Mālama Hawai‘i” messaging, videos, and campaign 	<ul style="list-style-type: none"> ● Review and enhance the “Mālama Hawai‘i” messaging, videos, and campaign 	<ul style="list-style-type: none"> ● Review and enhance the “Mālama Hawai‘i” messaging, videos, and campaign 	<ul style="list-style-type: none"> ● Review and enhance the “Mālama Hawai‘i” messaging, videos, and campaign

PAPAHANA HO'OKELE HULIAU
 HAWAII TOURISM AUTHORITY *DRAFT* CHANGE MANAGEMENT IMPLEMENTATION PLAN 2020-2025

ORGANIZATIONAL FUNCTIONS	FY 2020-2021	FY 2021 - 2022	FY 2022-2023	FY 2023-2024	FY 2024-2025
	<ul style="list-style-type: none"> Promotion of and support for "buy local" programs Encouraging purchase of Hawai'i's agriculture products Refresh responsible travel videos Travel trade education Consumer education 	<ul style="list-style-type: none"> Promotion of and support for "buy local" programs Encouraging purchase of Hawai'i's agriculture products Refresh responsible travel videos Travel trade education Consumer education 	<ul style="list-style-type: none"> Promotion of and support for "buy local" programs Encouraging purchase of Hawai'i's agriculture products Refresh responsible travel videos Travel trade education Consumer education 	<ul style="list-style-type: none"> Promotion of and support for "buy local" programs Encouraging purchase of Hawai'i's agriculture products Refresh responsible travel videos Travel trade education Consumer education 	<ul style="list-style-type: none"> Promotion of and support for "buy local" programs Encouraging purchase of Hawai'i's agriculture products Refresh responsible travel videos Travel trade education Consumer education
Address Hot Spots	<ul style="list-style-type: none"> Identifying hotspots Convene meetings with pertinent/relevant agencies for proactive planning and to address issues 	<ul style="list-style-type: none"> Develop and implement program for addressing hotspot issues Convene meetings with pertinent/relevant agencies for proactive planning and to address issues 	<ul style="list-style-type: none"> Review, evaluate, and refine program for addressing hotspot issues Determine extent to which hotspots issues were addressed Convene meetings with pertinent/relevant agencies for proactive planning and to address issues 	<ul style="list-style-type: none"> Review, evaluate, and refine program for addressing hotspot issues Determine extent to which hotspots issues were addressed Convene meetings with pertinent/relevant agencies for proactive planning and to address issues 	<ul style="list-style-type: none"> Review, evaluate, and refine program for addressing hotspot issues Determine extent to which hotspots issues were addressed Convene meetings with pertinent/relevant agencies for proactive planning and to address issues
COMMUNITY CONVENING					
Consumer & community education	<ul style="list-style-type: none"> Identify areas in which stakeholder education is needed Develop education program 	<ul style="list-style-type: none"> Implement stakeholder education program 	<ul style="list-style-type: none"> Continue stakeholder education program 	<ul style="list-style-type: none"> Continue stakeholder education program 	<ul style="list-style-type: none"> Continue stakeholder education program
Industry and community relations/networking & vendor support	<ul style="list-style-type: none"> Consider relaunch of Keep It Hawai'i program for next FY 	<ul style="list-style-type: none"> Review and realign Annual Tourism Conference and consider new semi-annual tourism conferences Develop a new schedule for Conference Hold New Semi-Annual Tourism Conferences Continue to support ongoing Hospitality Industry Updates with each of the four counties to ensure open communication 	<ul style="list-style-type: none"> Conduct New Semi-Annual Tourism Conferences 	<ul style="list-style-type: none"> Conduct New Semi-Annual Tourism Conferences 	<ul style="list-style-type: none"> Conduct New Semi-Annual Tourism Conferences
Gov't coordination (interagency, interisland, inter-branch)	<ul style="list-style-type: none"> Review and revise process for working with government stakeholders <ul style="list-style-type: none"> Revise website so Govt. officials can access KPI information as needed 	<ul style="list-style-type: none"> Support government stakeholders in addressing community/tourism issues <ul style="list-style-type: none"> Provide research and other information when needed 	<ul style="list-style-type: none"> Support government stakeholders in addressing community/tourism issues <ul style="list-style-type: none"> Provide research and other information when needed 	<ul style="list-style-type: none"> Support government stakeholders in addressing community/tourism issues <ul style="list-style-type: none"> Provide research and other information when needed 	<ul style="list-style-type: none"> Support government stakeholders in addressing community/tourism issues <ul style="list-style-type: none"> Provide research and other information when needed

PAPAHANA HO'OKELE HULIAU
 HAWAII TOURISM AUTHORITY *DRAFT* CHANGE MANAGEMENT IMPLEMENTATION PLAN 2020-2025

ORGANIZATIONAL FUNCTIONS	FY 2020-2021	FY 2021 - 2022	FY 2022-2023	FY 2023-2024	FY 2024-2025
	<ul style="list-style-type: none"> ○ Create monthly progress reports on DMAPs & marketing plans ○ Create quarterly report on KPIs for government & industry stakeholders ● Coordinate meetings with elected officials, agency representatives and community representatives to review DMAPs for each island and identify key community/tourism issues ○ Prepare report for elected officials, agencies and community leaders summarizing key community/tourism issues ● Collaborate with government stakeholders to identify community/tourism issues to be addressed by agency, Counties, and/or Legislature during coming year 	<ul style="list-style-type: none"> ○ Facilitate communications with community stakeholders upon request ○ Convene meetings among stakeholders when needed ● Coordinate meetings with elected officials, agency representatives and community representatives to review DMAPs for each island and identify key community/tourism issues for following year ○ Prepare report for elected officials, agencies and community leaders summarizing key community/tourism issues ● Collaborate with government stakeholders to identify community/tourism issues to be addressed by agency, Counties, and/or Legislature during coming year 	<ul style="list-style-type: none"> ○ Facilitate communications with community stakeholders upon request ○ Convene meetings among stakeholders when needed ● Coordinate meetings with elected officials, agency representatives and community representatives to review DMAPs for each island and identify key community/tourism issues for following year ○ Prepare report for elected officials, agencies and community leaders summarizing key community/tourism issues ● Collaborate with government stakeholders to identify community/tourism issues to be addressed by agency, Counties, and/or Legislature during coming year 	<ul style="list-style-type: none"> ○ Facilitate communications with community stakeholders upon request ○ Convene meetings among stakeholders when needed ● Coordinate meetings with elected officials, agency representatives and community representatives to review DMAPs for each island and identify key community/tourism issues for following year ○ Prepare report for elected officials, agencies and community leaders summarizing key community/tourism issues ● Collaborate with government stakeholders to identify community/tourism issues to be addressed by agency, Counties, and/or Legislature during coming year 	<ul style="list-style-type: none"> ○ Facilitate communications with community stakeholders upon request ○ Convene meetings among stakeholders when needed ● Coordinate meetings with elected officials, agency representatives and community representatives to review DMAPs for each island and identify key community/tourism issues for following year ○ Prepare report for elected officials, agencies and community leaders summarizing key community/tourism issues ● Collaborate with government stakeholders to identify community/tourism issues to be addressed by agency, Counties, and/or Legislature during coming year
<p>Workforce development</p>		<ul style="list-style-type: none"> ● Begin gathering data on status of visitor industry workforce ● Review research on workforce issues in the visitor industry ● Work with other government entities to convene industry-educator advisory committee ● Convene communities to discuss workforce development issues in the visitor industry 	<ul style="list-style-type: none"> ● Develop a workforce development action plan to support a competitive visitor industry. ● Implement initiatives from the plan (which HTA is the lead on). 	<ul style="list-style-type: none"> ● Evaluate HTA-supported initiatives completed, and implement initiatives from the plan. 	<ul style="list-style-type: none"> ● Evaluate HTA-supported initiatives completed, and implement initiatives from the plan.

HAWAII TOURISM AUTHORITY *DRAFT* CHANGE MANAGEMENT IMPLEMENTATION PLAN 2020-2025

ORGANIZATIONAL FUNCTIONS	FY 2020-2021	FY 2021 - 2022	FY 2022-2023	FY 2023-2024	FY 2024-2025
Technical Assistance/Capacity Building/Training		<ul style="list-style-type: none"> Conduct workshops for build organizational capacity and skills in the areas product development; agritourism; festivals and events management; and Hawaiian culture Develop a database to connect community organizations with the visitor industry 	<ul style="list-style-type: none"> Review and evaluation community/organizational/industry needs Conduct workshops for build organizational capacity and skills in the areas product development; agritourism; festivals and events management; and Hawaiian culture 	<ul style="list-style-type: none"> Review and evaluation community/organizational/industry needs. Conduct workshops for build organizational capacity and skills in the areas product development; agritourism; festivals and events management; and Hawaiian culture 	<ul style="list-style-type: none"> Review and evaluation community/organizational/industry needs Conduct workshops for build organizational capacity and skills in the areas product development; agritourism; festivals and events management; and Hawaiian culture
FUNDING & RESOURCE DEVELOPMENT					
Finance (appropriations, grants & contracts)	<ul style="list-style-type: none"> Confirm available state funds Encumber needed state funds Confirm funds available from ARPA & other sources Confirm budget process Rebudget Hunt for alternative revenue sources <ul style="list-style-type: none"> Grants for stakeholders P3 partnering Collaboration with other agencies 	<ul style="list-style-type: none"> Confirm available state funds Encumber needed state funds Confirm funds available from other sources Confirm budget process Rebudget Hunt for alternative revenue sources <ul style="list-style-type: none"> Grants for stakeholders P3 partnering Collaboration with other agencies 	<ul style="list-style-type: none"> Confirm available funds Encumber needed funds Confirm funds available from other sources Confirm budget process Rebudget Hunt for alternative revenue sources <ul style="list-style-type: none"> Grants for stakeholders P3 partnering Collaboration with other agencies 	<ul style="list-style-type: none"> Confirm available funds Encumber needed funds Confirm funds available from other sources Confirm budget process Rebudget Hunt for alternative revenue sources <ul style="list-style-type: none"> Grants for stakeholders P3 partnering Collaboration with other agencies 	<ul style="list-style-type: none"> Confirm available funds Encumber needed funds Confirm funds available from other sources Confirm budget process Rebudget Hunt for alternative revenue sources <ul style="list-style-type: none"> Grants for stakeholders P3 partnering Collaboration with other agencies
Conservation & Resilience (Asset management)	<ul style="list-style-type: none"> Brainstorm all of HTA's and communities assets Review existing asset management programs and solicit additional partners and funds Educate stakeholders on programs 	<ul style="list-style-type: none"> Expand inventory of HTA and community assets Continue to expand programs, partnerships and funding Continue communication & education 	<ul style="list-style-type: none"> Expand inventory of HTA and community assets Continue to expand programs, partnerships and funding Continue communication & education 	<ul style="list-style-type: none"> Expand inventory of HTA and community assets Continue to expand programs, partnerships and funding Continue communication & education 	<ul style="list-style-type: none"> Expand inventory of HTA and community assets Continue to expand programs, partnerships and funding Continue communication & education
Innovation, Technology & Growth	<ul style="list-style-type: none"> Convene thought leaders on technology and impact on the visitor industry; identify topics for presentation at Conference 	<ul style="list-style-type: none"> Conduct Conference on technology and visitor industry 	<ul style="list-style-type: none"> Host working groups to conduct analyze industry trends 	<ul style="list-style-type: none"> Continue analyzing industry trends 	<ul style="list-style-type: none"> Begin incorporating tech issues and solutions into HTA strategic plan

* The above organizational functions describe the types of activities HTA performs as an organization. The Objectives and Milestones identified in the 2020-2025 Strategic Plan may require collaboration across multiple areas