



MEMORANDUM

From: John De Fries, President & CEO
To: Board of Directors, Hawai'i Tourism Authority
Date: June 24, 2021
Subject: Realignment & Reorganization of HTA

With the HTA Board of Directors' adoption of Resolution 2020-2-1 during the May 27, 2021 board meeting, we find ourselves in a critical time of *huliau* or awakening, where change is necessary in order for tourism to support the revitalization of Hawai'i's economy and community in a more meaningful and sustainable way. HTA was already on this path prior to my arrival, and the COVID-19 pandemic has accelerated the timeline in which we needed to pivot in a new direction.

This change prioritizes HTA's proposed *Papahana Ho'okele Huliau*, which is key to the success of **Mālama Ku'u Home** (caring for my beloved home) through regenerative tourism. This approach rightfully positions our community first and gives residents a voice in tourism, enhances our environment, perpetuates our culture, and supports our economy. As Hawai'i's largest economic engine, HTA fully understands and embraces its *kuleana* to lead the industry and address tourism's impacts throughout the state. This is the path forward to a better and more sustainable future for all of Hawai'i.

Distillation of HTA's 2020-2025 Strategic Plan

Following the June 11, 2021 special board meeting, our leadership team worked to distill the HTA 2020-2025 Strategic Plan into an infographic which visually highlights the Plan's core elements, and clarifies HTA's vision, mission and purpose for existence. It also guides our actions forward for the reorganization of HTA, focusing on the needs of the various Drivers (or Stakeholders) which have been defined as Community, Government, Industries and Visitors.

As you review the Strategic Plan infographic, you will see how each section informs and connects to the next. The Drivers are followed by the Enablers, or the job functions that HTA's staff will prioritize, and the Core Areas outline the organizations operational focus. The Deliverables indicate accountability toward the measures of success, or key performance indicators. The Objectives, which are HTA's four interacting pillars, are the priorities that drive the Deliverables toward the ultimate goal of **Mālama Ku'u Home**.



New HTA Structure and Change Management Implementation Plan

In order to support our strategic plan, HTA staff will be realigned into a new organizational structure which is provided in the second attached titled “Change Management Implementation Plan.” One significant change we are making is reorganizing staff into cross-functional teams and providing professional development training to strengthen skillsets in needed areas, with a focus on being more agile, adaptable and effective while rapidly responding to the needs of our stakeholders. It also provides each HTA team member a path for career growth, which is important for staff in any organization.

The Change Management Implementation Plan is a five-year implementation plan which provides a high-level overview of HTA’s organizational functions and key milestones for each fiscal year. This provides us a detailed plan of action in the areas of Strategic Planning, Operations, Research, Stewardship and Standards Setting (“Brand Management”), Community Convening, and Funding and Resource Development.

Strategic Communications Plan

The final attachment titled “Strategic Communications Plan,” is HTA’s communications plan for the next 12 months beginning July 1, 2021. It provides proactive delivery of strategic messages to the key stakeholders outlined in the infographic, to properly educate each segment about HTA and continually keep them informed on a steady basis about HTA’s work toward fulfilling its vision and mission for the people of Hawai’i. Some of this work is already underway and will continue in the next fiscal year and with refinements to the plan in subsequent years in support of HTA’s overall strategic plan.

We are fully committed and engaged to achieve the objectives of our 2020-2025 Strategic Plan within the context of our post-pandemic economic recovery, informed by the voices of our community. There is much work to be done in the days, weeks, months, and years ahead. The time is now for all of us to take the learnings we have gathered from the community through our listening sessions and Destination Management Action Plan process, discussions with government officials and the industry, as well as the recent Resident Sentiment Survey, and expedite these plans into meaningful and impactful action. Should you have any questions, please do not hesitate to contact me directly.