



## YEARLY ACTIVITY PLAN (YAP) - FY '09 – FY10

Division/Attached Agency:

Program Name:

Program ID:

### I. PROGRAM PLANNING

**Problem, issue or opportunity statement:** Describe the problem, issue and/or opportunity your program is attempting to respond to.

HTA's mission is to strategically manage Hawai'i tourism in a sustainable manner consistent with our economic goals, cultural values, preservation of natural resources, community desires, and visitor industry needs.

As a state agency dedicated to market, develop and support Hawai'i's visitor industry, HTA is charged with the following:

- Setting tourism policy and direction from a statewide perspective;
- Developing and implementing the state's tourism marketing plan and efforts;
- Administering programs and activities to sustain a healthy visitor industry for the state;
- Developing and monitoring implementation of the *Hawai'i Tourism Strategic Plan: 2005-2015*; and;
- Coordinating tourism-related research, planning, promotional and outreach activities with the public and private sectors.

The *Hawaii Tourism Strategic Plan: 2005-2015's (State TSP)* vision for tourism guides HTA's work in each of the areas listed above. That vision states by 2015, tourism in Hawai'i will:

*Honor Hawai'i's people and heritage;*  
*Value and perpetuate Hawai'i's natural and cultural resources;*  
*Engender mutual respect among all stakeholders;*  
*Support a vital and sustainable economy; and*  
*Provide a unique, memorable and enriching visitor experience.*

It is critical to note that the HTA is one of many stakeholders that need to work toward attainment of that shared vision for tourism. As tourism affects nearly everyone in Hawai'i and is "everyone's business", other stakeholders include, but are not limited to, other state and county agencies, private sector and public sector businesses, community organizations, various non-profit organizations, residents and even visitors to Hawai'i. Therefore, the State TSP is **not** solely a plan for HTA to implement, but serves as a roadmap for all of Hawai'i visitor industry stakeholders to follow and to use, and to help us collectively move toward fulfillment of the shared vision for tourism.

The following Yearly Action Plan attempts to describe how HTA continues to make progress in fulfilling that vision.

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**Need and partners:** Provide quantitative evidence to show the scope and nature of the problem or opportunity you are working on. Identify partners you will be working with to address the problem, issue and/or opportunity. Describe why government should be part of the solution.

The *State TSP* has at its core nine strategic initiatives to help achieve the vision for tourism. Those initiatives are listed below, and serve as the framework for HTA's annual budgets, operations and activities each fiscal year. In all initiatives, HTA serves in either a leading or supporting organization capacity, often with many other visitor industry stakeholders. For more detailed information on other designated partners along with HTA, please refer to the *State TSP* online at [www.hawaiitourismauthority.org](http://www.hawaiitourismauthority.org).

Where HTA plays a lead agency role, these initiatives are included with an asterisk\*. In alphabetical order, the nine strategic initiatives and their goals are as follows:

1. **Access:** To maintain and improve transportation access, infrastructure and services to and facilitate travel to, from and within Hawai'i.
2. **Communications and Outreach\*:** To facilitate interaction among all stakeholders, improve the lines of communication and enhance greater understanding of roles, values and concerns.
3. **Hawaiian Culture:** To honor and perpetuate the Hawaiian culture and community.
4. **Marketing\*:** To develop marketing programs that contributes to sustainable growth.
5. **Natural Resources:** To respect, enhance and perpetuate Hawai'i's natural resources to ensure a high level of satisfaction for residents and visitors.
6. **Research and Planning\*:** To perform collaborative research and planning for use in the development of programs, policies and plans that will positively contribute to the state's economy, benefit the community and sustain Hawai'i's resources.
7. **Safety and Security:** To achieve a safe Hawai'i visitor experience.
8. **Tourism Product Development\*:** To provide a diverse and quality tourism product unique to Hawai'i that enhances the Hawai'i visitor experience and enriches' resident quality of life.
9. **Workforce Development:** To ensure a sufficient and highly qualified workforce that is provided with meaningful careers and advancement opportunities.

When the *State TSP* was being developed during the period of 2003-2004, each of these initiatives had been identified by a variety of visitor industry stakeholders as being critical to achieving the state vision for tourism. ***Therefore, as the state's agency for tourism, HTA is involved, in either a leading or supporting capacity, but not solely responsible, for implementation of each of these nine strategic initiatives.***

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**Desired results (outputs, outcomes and impacts):** What will success look like? Describe what you expect to achieve in the short-term (0-2 years) and long-term (2-6 years).

Success would be progress toward each of the goals for each initiative described on page 2, via the programs that HTA helps to support. Expected short and long-term achievements are described below.

**1. Access:**

- Optimal # of air seats to Hawai'i – short-term want to increase to 2005-2006 levels, and long-term to maintain those levels
- Optimal # of cruise ship passengers – short-term want to increase to 2006-2007 levels, and long-term is to maintain those levels.
- HTA's budget to support 'access' related programs – both and short and long-term, the goal is to maintain and or increase this budget.

**2. Communications and Outreach:**

- A majority of Hawai'i residents support the annual Resident Sentiment Survey statements that "tourism is mostly good for Hawai'i, and that "the benefits of tourism outweigh the downsides of tourism in Hawai'i". The goal is to maintain this high percentage of support in the short and long-term.
- HTA's budget to support communications and outreach programs is maintained and or increased.

**3. Hawaiian Culture:**

- Total amount of HTA funds supporting programs that help to perpetuate the Hawaiian Culture –, the goals are to maintain the level of funding in 2009, and increase the amount of funding for this program in the long-term.
- Total number of Hawaiian culture related programs that are supported using HTA funds – the goals are to maintain the level of support for the same number of programs in 2009 as in previous years, and to increase the total number in the long-term.
- Completion and approval of the Hawaiian Culture Initiative Plan (by NaHHa) – in the short and long-term, the goals are to assist other plan stakeholders in the implementation of short and long-term objectives described in this plan.
- HTA's budget to support Hawaiian Culture initiative budgets – both short and long-term, the goal is to maintain and or increase this budget.

**4. Marketing:**

- Optimal # of visitors to Hawai'i – short-term is to increase to 2005-2006 levels, and long-term is to maintain those levels.
- Total amount of visitor expenditures continues to increase annually.
- Optimal hotel occupancy percentage – both short and long-term, the goal is to average xx% hotel occupancy.
- HTA's budget to support marketing programs is maintained and or increased.

**5. Natural Resources:**

- Total amount of natural resource projects supported is maintained and or increased.
- HTA's budget to support natural resource projects is maintained and or increased.

**6. Research and Planning:**

- Completion of relevant research and plans: Annual research to be completed: marketing effectiveness survey, resident sentiment survey, visitor statistics (via READ), and other topical research in 2008 including the Hawai'i Cruise Industry Study and the Airline Study. For planning, in 2006, (4) county tourism strategic plans were completed as well as HTA's crisis manual, in 2007, (3) plans – the Hawaiian Culture Initiative, Safety and Security and Workforce Development plans were completed. In 2008, a progress report on the *State TSP*, and work to

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begin an update to that plan, will begin.

**7. Safety and Security:**

- Completion and approval of the Safety and Security Plan in 2007 – short and long-term goals are to implement short and long-term actions assigned to HTA. One program that is on its way is the development and installation of security camera surveillance systems in each county. In spring 2008, HTA successfully entered into memoranda of agreements with each county to do this work through 2009.
- HTA's Crisis Plan is updated, maintained and distributed as necessary.
- HTA's budget to support safety and security programs is maintained and or increased

**8. Tourism Product Development:**

- The # of festivals and events supported by HTA is maintained and or increased.
- HTA's budget to support festivals and events is maintained and or increased.
- Majority of festival and event attendees indicate high satisfaction with participation at events
- Hawai'i's tourism product is appropriately supported by Hawai'i's marketing programs.

**9. Workforce Development:**

- Completion and approval of the Workforce Development Plan in 2008 – short and long-term goals are to implement short and long-term actions assigned to HTA. One program that is on its way is development and implementation of a hospitality training class relating to Korean and Chinese visitors funded by HTA, and organized by KCC.
- HTA's budget to support workforce development programs is maintained and or increased.

**Influential Factors:** List the factors you believe will support or hinder your ability to impact the problem or opportunity.

The overall slowing down of the U.S. economy, the higher cost of fuel affecting everything from travel to goods and services, the resulting downturn in Hawai'i's visitor industry, and the reduction in tax revenues to help support HTA's efforts are just some of the major challenges that could hinder the organization's ability to implement its work. As Hawai'i is a long-haul destination from almost every other destination in the world, we are and will continue to experience tough times in the visitor industry.

On the positive side, Hawai'i remains a unique and highly desired destination. There is no other place in the world like Hawai'i, and people will still want to visit our islands. We just need to endure during this slowdown.

**Strategies:** List the "best practices" that have helped other programs achieve the kind of results your program promises.

Our long-term strategy is to stick to the core of what we do, as best as our budget allows us to do it. This includes continuing to support the programs in each of the nine initiatives to fulfill the *State TSP* vision. In the short-term, HTA must be exceedingly pro-active and flexible, and able to respond to market conditions as warranted.

**Assumptions:** State the assumptions behind *how* and *why* the change strategies you have identified will work. Use "If - then" statements, i.e. "if \_\_\_\_\_ then \_\_\_\_\_ happens."

Hawai'i's vision for tourism was created with collective input from visitor industry stakeholders. This vision incorporates the industry, the communities in which the industry exists, and the industry's sustainability in the long-term. It focuses on Hawai'i's people and place, and making sure Hawai'i remains both a great place to live and visit – and this is how we will ensure Hawai'i's visitor industry remains healthy and is sustainable.

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**II. PROGRAM IMPLEMENTATION (For items II and III below) Each fiscal year, HTA staff completes an annual budget to describe its various program efforts, by initiative, with estimated budget amounts. It should be noted here that as a result of volatile market conditions, and changing tax revenue collections (projected vs. budget), we anticipate that many or all of HTA's planned programs can and will be affected. As a result, HTA's annual budget, which was approved in June 2009, can be made available upon request; but implementation of all listed programs and budget amounts could be subject to change in coming months.**

**Resources:** Describe the resources available to support your program.

**Activities:** Describe each of the activities you plan to conduct within your program.

**Outputs:** For each program activity, identify what outputs you aim to produce.

**Outcomes:** Identify the short-term (0-2 years) and long-term (2-6 years) outcomes you expect to achieve.

**Impact:** Describe the lasting impact you anticipate.

**III. PROGRAM EVALUATION (Same here as above)**

**Indicators:** Describe what SMART ('specific; measurable; action-oriented; realistic; and timed') indicators can be collected that would convey the status of your program.

