



July 21, 2020

**ADDENDUM 1 TO RFP 21-07
FOR
DESTINATION MANAGEMENT ACTION PLAN FOR O'AHU**

RFP 21-07 and all the associated forms are available at <https://www.hawaii tourismauthority.org/rfps/>

This Addendum includes:

- Changes and/or Additions to the RFP
- Answers to specific RFP questions submitting in writing prior to the question deadline.
- Answers to more general questions about DMAP.

Note: This addendum will only answer unique questions that were not already addressed in the RFP. If your question does not appear here, it may be for one of the following reasons:

- The question was already addressed in the RFP.
- The question asks the HTA to provide answers to the items being requested in the RFP (such as the budget), or for information about the market or destination that a successful applicant would be expected to know.
- The question is too general and doesn't focus on the RFP requirements or on the specific services requested in this RFP.

Note: A new version of the RFP is not forthcoming. All changes are documented in the Addendum(s). Applicants must refer to the Addendum(s) to know of the changes.

CHANGES AND/OR ADDITIONS

1. HTA is adding a missing paragraph to the RFP. Paragraph **2.04 Compensation and Payment Schedule** reads as follows:
 - 2.04 Compensation and Payment Schedule**
 1. Awardee will sign a firm-fixed-price contract.
 2. Payment Schedule is negotiable.
2. RFP 21-07 for the O'AHU DMAP. **Paragraph 2.03(B)(3)**, tentative dates.
 - The O'ahu DMAP calendar has been changed. We are postponing O'ahu's DMAP process to accommodate the newly elected administration.
3. RFP 21-07. Cover page and Timetable (1.02).
 - Deadline for O'AHU RFP PROPOSAL changed to Monday, August 10 at 4:30 p.m.
 - Deadline for the Maui RFP Proposal will remain the same.

4. RFP 21-07. Section 2.03(B)(3),(4),(7),(8),(9),(10) has been edited. Changes to the original text are noted by the underlined portion:

2.03(B)(3) Participate in all of the O’ahu Steering Committee and public meetings. It is anticipated that there will not be more than 6 virtual meetings. Meetings will last approximately 3 hours each and take place in the months of January through June 2021. This is subject to change. Below are tentative dates:

- a. January 20
- b. February 3
- c. February 24
- d. March 17 (public meeting)
- e. May 19
- f. Early June (public meeting to share final plan)

2.03(B)(4) Compile results from all resources including but not limited to feedback from the O’ahu Steering Committee to draft the vision, objectives strategies and actions to prioritize in preparing for the March 17 public meeting where this will be shared.

2.03(B)(7) Draft 1 of plan shall be provided to HTA no later than March 23, 2021 in a PDF file that is also ADA compliant. HTA will post the draft plan on its website for public comment/feedback via a webform created by HTA.

2.03(B)(8) Prepare draft 2 considering the HTA and the O’ahu Steering Committee’s review and comments, and the public comments for review by the Steering Committee. Send to Steering Committee on or about May 5, 2021. Steering Committee will meet on May 19 (tentative) for approval.

2.03(B)(9) Once final DMAP is approved by HTA’s board at the end of May, design and layout the plan.

2.03(B)(10) Provide the DMAP to HTA in a PDF file format in addition to being ADA compliant no later than June 18, 2021.

QUESTIONS TO RFP CONTENT AND SCOPE OF WORK

1. 1.02. Once the final DMAP is approved by the HTA board in December, will there be an opportunity for an extension of contract to help administer or manage the plan?
 - No. The purpose of this RFP is to get assistance in writing the DMAP. Contractor will not be involved in the administration or management of the plan.
2. 2.03. Please provide the composition, duration, activities, and powers of the steering committee.
 - The steering committee will be comprised of no more than 20 members representing visitor industry sectors, Hawaiian Culture, Natural Resources, community and other sectors. The purpose of the Committee will help guide and shape the plan with the county, respective island visitors bureau, and HTA. The Committee will approve the DMAP before it goes to

the HTA Board of Directors for final approval. The Committee is not making decisions regarding dispersal of funds or approval of projects.

3. 2.03(A). Is there an expectation of interactions with the private sector, managers of sites of natural and cultural significance, and other stakeholders in Hawai'i tourism industry, beyond the stakeholders mentioned in the RFP?
 - If discussion calls for such resources, HTA will organize for the respective agencies/organizations to be present at the stakeholder meetings.
4. 2.03(A)(1) it states, "perform an analysis of current conditions to identify problems and opportunities (SWOT)." Has a product audit been conducted for O'ahu / Maui, Molokai and Lanai recently?
 - HTA conducted a study with DestinationNEXT for a statewide destination assessment in 2019. <https://hawaii tourism authority.org/media/4275/assessment-report-hawaii-statewide.pdf>
5. 2.03(A)(2) and 2.03(B)(2) refer to working with "HTA's facilitators". Who are the HTA facilitators?
 - HTA is currently in negotiation with potential facilitators.
6. 2.03(B). My experience is that with this many stakeholders there will likely need to be more drafts, confirming that only 3 drafts will be required?
 - There are three official drafts that will need to be distributed for review, consideration, and edit. There will likely be working drafts between the official drafts, but we want to limit the number of official drafts in order to simplify the process and move it more swiftly to a conclusion.
7. 2.03(B)(1). Will the consultant have access to key people who were involved in these plans and documents?
 - HTA will do our best to provide you access to key people who were involved.
8. 2.03(B)(2). Is consultant (with help of these "agencies") to design the steering committee and public meetings, or is the consultant only responsible for giving input? (Is there a tangible deliverable here? e.g. document outlining the design of the steering committee and public meetings).
 - Design of the steering committee and public meetings are primarily done by HTA and the facilitators. The consultant is responsible for giving input. No tangible deliverable.
9. 2.03(B)(3)(a). "Participate in all of the Oahu Steering Committee and public meetings." What specifically is meant by "participation". Will the consultant be presenting anything. What level of participation and preparation is required?
 - HTA does not expect the consultant to be an active participant in the discussions. The consultant will need to present the draft actions in one steering committee meeting and final draft of the DMAP in another Steering Committee meeting.

10. 2.03(B)(3)(a) says the contractor will “Participate in all of the Oahu Steering Committee and public meetings.” Will the Steering Committee and public meetings be organized and facilitated by the winning contractor or someone else? If someone else who would that be?

- The meetings will be organized and facilitated by someone else. HTA is currently negotiating with potential facilitators.

11. 2.03(B)(3)(j). Regarding the public meeting to share the final plan, is the consultant expected to present anything at this meeting?

- No, the consultant is not expected to present anything at this meeting. The consultant is there as a resource and so that they can receive recognition for the work on the plan.

12. 2.03(B)(3)(j). If the HTA Board is scheduled to approve the plan(s) at the end of May, what is the purpose of the subsequent “public meeting to share final plan” – purely informational?

- Yes.

13. 2.03(B)(3)(j). Will the consultant be presenting the draft version at the March 17 public meeting?

- HTA does not foresee the consultant presenting this information. The Consultant should be there as a resource.

14. 2.03(B)(5). Is there an expectation that consultant will gather visitor inputs?

- No.

15. 2.03(B)(7) states that “HTA will post the draft plan on its website for public comment/feedback via a webform created by HTA.” Will HTA also be responsible for publicizing that the document is available for review?

- Yes, HTA will be responsible for publicizing for public input.

16. 2.03(B)(7) The target date for Draft 1 makes for a very aggressive schedule. Is that initial plan intended to be a complete and cohesive document, or can portions be tentative or even “To Be Determined”?

- The content in Draft 1 should be complete as of that date. It does not need, at that time, to be formatted for printing with professional graphs or photos.

17. 2.03(B)(7),(10). What does ADA compliant mean for the plan?

- Please visit the following websites regarding ADA compliance.

<https://labor.hawaii.gov/wp-content/uploads/2019/06/Element-Three-Exhibit-H.pdf>

<https://health.hawaii.gov/dcab/ada-coordination/>

- 18.** 2.03(B)(9). The RFP requires the contractor to “design and lay out the plan” in a PDF format. Does HTA wish the final plan to have substantial graphic elements requiring discussion and approval by the various participating agencies/entities (perhaps similar to the latest HTA strategic plan), or can each new DMAP be primarily a simpler written document.
- The DMAP does not need to contain substantial graphic elements. The DMAP should be user-friendly and easy for the general public to read and understand. HTA does foresee some informational graphics and photos.
- 19.** 2.03(B)(9). When HTA funded county tourism strategic plans back in the mid-2000s, they all had a common format and a lot of common language. Will these two DMAPs (or all four DMAPs) need to be stylistically or substantively similar?
- All DMAPs will have the same format/outline. They will differ primarily in content.
- 20.** 3.08. Would it be appropriate to submit contingency budgets – e.g., “price for O’ahu if O’ahu plan only” vs. “price for O’ahu if doing both O’ahu and Maui plans”? If so, is it appropriate to write a combined proposal for both counties, or does HTA wish separate proposals?
- The proposals, and the proposal budgets, should be kept separate and submitted separately.
- 21.** 3.08. Does our budget have to include funds to promote/market/advertise for the public meetings?
- No. Your budget should only include the time for some research, attending steering committee and the public input meetings, and writing of the plan. The HTA will promote the public meetings.
- 22.** 3.08. Does our budget have to include funds for the print publication of the draft plan?
- No. The draft plan is to be provided to HTA in electronic form.
- 23.** 3.08. Does HTA see the writer’s role for the action plan phase as including research and informational support time for which dollars should be budgeted, or can we assume our time for that phase would be limited just to writing up final steering committee decisions?
- The writer’s role will require some research and informational support time to do the SWOT, but majority of the time will be for writing up final steering committee decisions that is used in writing up the DMAP. Please remember that this will be a fixed-price contract. We will not be paying by the hour.
- 24.** Do we have a say as to who is on the steering committee?
- No. The HTA is working with the counties and respective island visitors bureau to select the members for each island’s steering committee.

- 25.** I am a writer with years of experience and would like to introduce myself and speak with you about the RFP.
- This is a government procurement. As such, we operate under strict guidelines regarding equal access. We will not meet individually with potential applicants.
- 26.** Given the current uncertainty, does HTA seek scenario-based planning and measures of success?
- No, HTA does not seek scenario-based planning.
- 27.** Is the consultant expected to perform business surveys or general public surveys beyond the public meetings?
- No. But we will be seeking consultant's input on the public online feedback form.
- 28.** Is the consultant expected to provide detailed assessments at the individual tourism site (of cultural or natural significance) level?
- HTA is not requesting assessments for individual tourism sites.
- 29.** Is there an expectation that the consultant will gather Native Hawaiian community inputs?
- This will not be the consultant's responsibility. The Steering Committee will be comprised of representatives of the Native Hawaiian community, and the draft plan will be made available for public comment, which we foresee members of the Native Hawaiian community contributing to.

GENERAL QUESTIONS ABOUT THE DMAP

- 30.** Given the O'ahu election turnover, what commitment process is actually possible for the City and County?
- O'ahu's DMAP will now be postponed until after the elections.
- 31.** Will County Councils, State legislators, and HTA Board members have any involvement in the DMAP process?
- The HTA Board members will approve the final plans. 203(b)(9).
- 32.** Which particular county agency will be the key participant in each county?
- HTA is working with the Office of Economic Development for Maui County and City & County of Honolulu's Office of Economic Development, Office of Climate Change, Sustainability and Resiliency, and Office of Economic Revitalization.
- 33.** Key agencies named are HTA, County government, local visitors bureau, and HTA facilitator(s). Understanding that a collaborative approach is intended, will any one of these entities have ultimate decision-making responsibilities if that is needed?

- HTA holds the ultimate decision-making responsibilities when it comes to the plan since HTA is funding the development of the plan. HTA has every intention of collaborating with all identified parties.
- 34.** Are these DMAPs presumed to be the initiation of a new and ongoing system of planning that links HTA and county governments, or will this be a unique event?
- HTA sees this as a new collaboration process between the state and county and its residents to rebuild tourism together.
- 35.** How will DMAP be implemented? Which agency (agencies) will drive implementation?
- The ultimate driver of the DMAP is HTA in partnership with the county as funding of the plan is by HTA. Our desire is to work collaboratively with other state and county agencies as well as the private sector to implement the plan.
- 36.** How are the new DMAPs intended to relate to existing county-level tourism strategic plans? Must they connect, or could they be in effect stand-alone plans that could update or in any ways contradict the existing county tourism plans?
- The HTA and county-level tourism strategic plans are the foundation for the DMAP. They must connect. However, if goals/values/objectives have changed due to COVID-19, then it can and should be reflected in the DMAP.
- 37.** What sort of DMAPs are being done for Kaua'i and Hawai'i counties?
- The tourism strategic plans for the County of Hawai'i and County of Kaua'i's were done very recently, approved in July 2020 and 2018 respectively. The DMAPs for these two counties will be done in house.
- 38.** A potential difficulty with collaborative, multi-agency, multi-stakeholder plans is that no single executive agency usually has ability to force other agencies to comply or follow through. How will this be resolved?
- The HTA recognizes this difficulty and, unfortunately, there is no easy resolution to the accountability/enforcement issue. However, we feel it is important at this time to have a plan which shows the coordination and collaboration of county and state agencies to rebuild tourism together.
- 39.** For activities within the power of counties to complete, will there be any county approval process that will actually commit county agencies to follow through?
- For the DMAP to be a success, it will need commitment of both state and county agencies.
- 40.** The current effort is to be county-focused, but it seems likely that stakeholders will identify activities requiring the cooperation of – and possible funding by – State agencies as well. How is the planning process to incorporate input or commitments by state-level agencies?
- Other county and state agencies will be brought into the conversation as needed based on topic-specific relevance.

41. Have you started soliciting community input?

- No. HTA has not started the process yet.

42. Does HTA plan or hope to fund some specific projects coming out of these DMAPs during the second part of the year or in imminent future years?

- Yes, HTA does plan to fund some projects in the second part of the year.