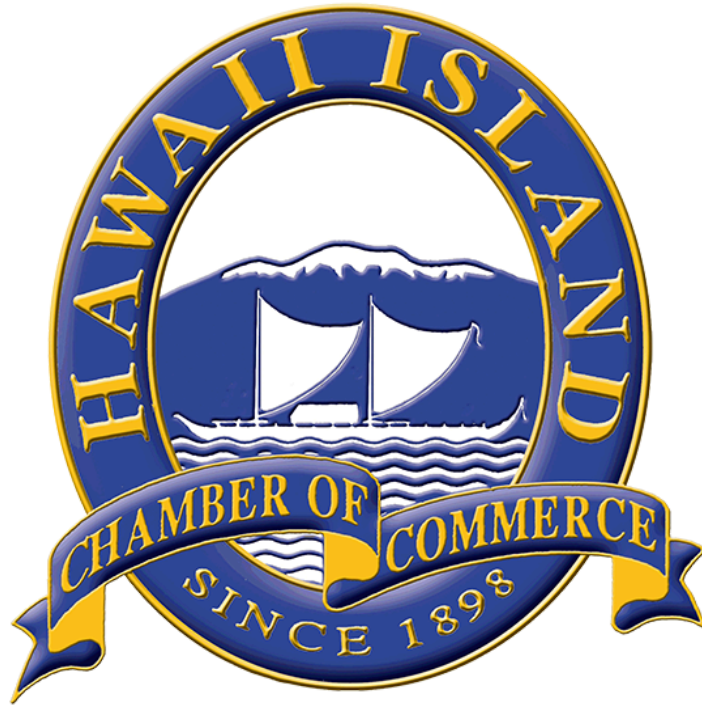


Hawai'i Island Chamber of Commerce 2026-2030 Strategic Plan



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1. Strategic Intent (2026-2030)

1.1 Purpose of This Plan

The Hawai'i Island Chamber of Commerce enters the 2026-2030 period at an important moment of transition and maturity. Over the past several years, HICC has strengthened its role as a trusted convener and connector of East Hawai'i's business community. At the same time, increased expectations around advocacy, workforce challenges, leadership continuity, and organizational capacity have created a need for greater clarity and alignment.

This Strategic Plan establishes a disciplined operating framework for the next five years. It is designed to:

- Clarify HICC's identity and scope
- Focus its efforts on defined Areas of Impact
- Strengthen its advocacy structure and consistency
- Align staffing, governance, and resources with strategic priorities
- Ensure continuity beyond individual leadership terms

This is an internal operating plan. Its purpose is not to expand scope, but to refine and stabilize how HICC fulfills its mission.

1.2 Conditions Prompting This Plan

Through structured interviews, Board reflection, and strategic retreat discussions, several themes emerged:

- Relationship-building remains HICC's strongest and most valued function.
- Advocacy is central to HICC's identity, yet its structure, visibility, and consistency require strengthening.
- Staff and volunteer capacity are finite, requiring disciplined prioritization.
- Governance continuity and committee structure require modernization to ensure long-term effectiveness.
- HICC must balance responsiveness with focus in order to remain credible and impactful.

This plan responds directly to those conditions.

1.3 What will be different in 5 years

By 2030, HICC will operate with:

- Clearly defined impact areas guiding all programming and advocacy
- A structured and predictable advocacy process aligned to member priorities
- Stabilized committee leadership and governance systems that extend beyond annual presidential transitions
- A balanced event model aligned with strategic objectives rather than volume
- Defined capacity thresholds guiding staffing and expansion decisions
- A consistent review rhythm ensuring accountability and course correction

1.4 Planning Horizon

This Strategic Plan covers the period 2026-2030.

To ensure adaptability and continuity:

- The Board will conduct an annual review of progress against this plan.
- A formal midpoint recalibration will occur in Year 3 (2028).
- Year 5 (2030) will include a comprehensive impact and capacity assessment to inform the next planning cycle.

This review schedule ensures that strategy remains active and aligned, rather than static.

2. Identity & Scope

2.1 Who We Serve

The Hawai‘i Island Chamber of Commerce serves businesses, employers, and economic stakeholders located in and operating within East Hawai‘i. This includes Hilo, Puna, Ka‘ū, and Hāmākua, as well as surrounding communities whose economic activity is rooted in the East Hawai‘i region.

HICC’s primary accountability is to its East Hawai‘i business community. HICC focuses its advocacy, programming, and leadership efforts on issues that directly impact the economic vitality and business climate of this region.

HICC does not function as a statewide chamber and does not assume responsibility for representing business interests outside its defined geographic scope.

2.2 Organizational Purpose

The Hawai‘i Island Chamber of Commerce exists to strengthen the East Hawai‘i business community by convening leaders, connecting resources, and advancing policies that support long-term economic vitality.

HICC serves as a trusted bridge that brings businesses, institutions, and public partners into constructive dialogue and coordinated action. Through relationship-building, education, and structured advocacy, HICC supports a thriving workforce, an open and resilient economy, and a mutually committed business community.

HICC promotes tourism to Hawai‘i Island by providing visitor information and highlighting the services of member businesses. HICC also serves as a resource for individuals and families relocating to or returning to Hawai‘i Island by connecting them with relevant information, services, and community resources.

HICC exists to connect, inform, and advocate in ways that help East Hawai‘i businesses and communities thrive.

2.3 What HICC Does Not Do

To remain effective and focused, HICC maintains clear boundaries around its role.

HICC does not function as a direct service provider delivering workforce programs, housing initiatives, or social services. While HICC supports and advocates for conditions that enable these efforts, it does not implement or administer such programs.

HICC does not operate as a statewide chamber and does not assume responsibility for representing interests beyond its defined East Hawai'i scope.

HICC does not serve as a political action committee or endorse candidates. Its advocacy is issue-based and aligned to defined priority areas established through member input and Board governance.

HICC does not duplicate services already provided by partner agencies, educational institutions, or other chambers. Where expertise or programming exists elsewhere, HICC acts as a connector and amplifier rather than a third provider.

By maintaining these boundaries, HICC preserves its integrity, aligns capacity with mission, and ensures long-term organizational stability.

3. Areas of Impact (2026-2030 Focus)

For the 2026-2030 period, the Hawai‘i Island Chamber of Commerce will focus its efforts on three defined Areas of Impact. These areas reflect recurring themes identified through member interviews, Board discussions, and strategic retreat input. They represent where HICC can most meaningfully contribute to East Hawai‘i’s long-term economic vitality.

These Areas of Impact serve as alignment anchors. All major initiatives, advocacy efforts, education programming, and partnership decisions will be evaluated against them. Activities that do not clearly support at least one defined impact area will not be prioritized during this planning period. HICC advances progress within each Area of Impact through its Core Functions, including convening, education, and structured advocacy. Advocacy may occur at the county, state, or federal level when policies affect the economic vitality of East Hawai‘i.

HICC’s role within each impact area is not to serve as the sole driver of change, but to convene stakeholders, elevate information, strengthen alignment, and engage in disciplined advocacy where appropriate. HICC will operate within its defined scope and capacity while contributing to measurable progress over time.

The three Areas of Impact are:

1. Thriving Workforce
2. Economic Opportunity for East Hawai‘i Residents
3. Interconnected Business Community

3.1. Thriving Workforce

A thriving workforce is essential to the long-term economic vitality of East Hawai‘i. Businesses consistently identify workforce retention, housing affordability, cost of living, and visible career pathways as defining challenges for the region. Employers across sectors report difficulty attracting and retaining talent, particularly among young professionals and skilled workers.

HICC’s role is not to operate workforce programs or deliver housing solutions directly. Instead, HICC contributes by aligning businesses, educational institutions, public agencies, and community partners around shared workforce priorities. Through

education, relationship-building, and disciplined advocacy, HICC supports conditions that enable businesses and workers to succeed together.

Strategic Pathways (2026-2030)

1. **Strengthen Career Pathway Visibility** - Support collaboration between businesses, schools, Hawai'i Community College, and UH Hilo to increase awareness of local career opportunities and mentorship connections.
2. **Support Workforce Retention Efforts** - Convene conversations around housing, cost of living, and quality of life factors that impact workforce stability, and advocate for policy conditions that support worker retention, keeping local talent in this community.
3. **Integrate Young Professionals into Governance and Leadership** - Formalize pathways connecting the Young Professionals program to HICC leadership roles to strengthen long-term talent retention within East Hawai'i's business community.
4. **Elevate Employer Education** - Provide education on emerging workforce issues including employment law, HR trends, energy, AI, and sector shifts that affect hiring and retention.

Boundaries:

HICC acts as a connector, educator, and advocate aligned to defined priority areas, working in partnership with organizations whose core mission includes program delivery, rather than launching or implementing new direct service programs itself.

3.2. Economic Opportunity for East Hawai'i Residents

An open and resilient economy is one in which businesses can start, grow, and adapt with clarity and confidence. East Hawai'i's long-term prosperity depends on economic diversification, a supportive business climate, and reduced barriers to entry and expansion.

Members consistently identify permitting complexity, cost of doing business, infrastructure challenges, and economic volatility as factors shaping business viability. At the same time, there is an opportunity to position East Hawai'i as a catalytic region for locally led entrepreneurship and innovation.

HICC's role is not to replace economic development agencies or administer business services directly. Instead, HICC contributes by advocating for streamlined regulatory conditions, convening stakeholders around shared economic priorities, and connecting businesses to existing resources that support growth and resilience.

Strategic Pathways (2026-2030)

1. **Advocate for a Competitive Business Climate** - Engage in issue-based advocacy aligned to defined priority areas that support reduced regulatory friction, infrastructure reliability, and long-term economic vitality.
2. **Support Local Entrepreneurship and Diversification** - Highlight and connect locally led businesses and emerging sectors that contribute to economic resilience and higher-value employment opportunities.
3. **Strengthen Small Business Vitality** - Convene discussions and partnerships that support vibrant commercial districts, and small business sustainability in East Hawai'i.
4. **Improve Information Flow Around Economic Conditions** - Provide clear, plain-language education on regulatory changes, economic trends, and policy developments that affect business operations.

Boundaries

HICC does not function as a grant administrator, direct business incubator, or permitting authority. HICC's contribution lies in alignment, advocacy, and connection rather than program delivery.

3.3. Interconnected Business Community

An interconnected business community is foundational to East Hawai'i's economic resilience. Members consistently identify relationship-building, trust, and credibility as HICC's strongest and most tangible value. These connections enable collaboration, problem-solving, and shared progress across sectors and generations.

HICC serves as a structured convener. Through intentional gatherings, education sessions, and leadership engagement, HICC creates environments where businesses can build relationships that translate into opportunity, mentorship, partnership, and collective influence.

Interconnectedness is not limited to social networking. It includes peer-to-peer support, cross-sector collaboration, generational integration, and constructive dialogue between businesses and public partners. HICC's role is to create spaces where these relationships are built with purpose.

Strategic Pathways (2026-2030)

1. **Evolve Relationship-Building Beyond Traditional Networking** - Diversify engagement formats to include small-group convenings, sector-based gatherings, mentorship connections, and peer problem-solving environments.
2. **Strengthen Cross-Sector Collaboration** - Bring businesses, agencies, educational institutions, and community partners into shared conversations to address economic priorities aligned with defined impact areas.
3. **Deepen Member Engagement Across Geography and Industry** - Expand intentional outreach beyond central Hilo and ensure representation across sectors and regions within East Hawai'i.
4. **Align Events to Strategic Objectives** - Design gatherings that support defined impact areas rather than operating solely as recurring social functions.

Boundaries

HICC convenings are aligned to strategic priorities and organizational capacity. All engagement activities should support at least one defined Area of Impact.

4. Core Functions

HICC fulfills its purpose through four Core Functions. These functions guide how HICC fulfills its purpose and operates across all Areas of Impact. They provide structure, guide resource allocation, and ensure continuity beyond individual leadership terms.

Each Core Function includes a defined scope, boundaries, and required organizational systems. Together, they create a balanced operating model that aligns relational strength with disciplined influence.

The four Core Functions are:



4.1. Convening & Relationship-Building

Definition: HICC convenes businesses, institutions, and public partners to strengthen trust, collaboration, and shared problem-solving across East Hawai‘i.

Intended Role: Connector and Convenor

Includes:

- Relationship-building opportunities that strengthen member trust and connection
- Convenings that support collaboration across sectors and regions
- Engagement formats beyond traditional mixers, including small-group gatherings and peer-to-peer connection like drop-in business visits
- Events and convenings aligned to Areas of Impact and strategic priorities

Does Not Include:

- Convenings that are not clearly aligned to Areas of Impact
- Programming that exceeds staff capacity or overly-relies on the same small group in a way that is unsustainable

Relative Effort Allocation: Convening remains a core strength and will continue as a central function. Event volume, format, and staff time allocation will be adjusted to ensure balance across all Core Functions.

Internal Systems Required

- Event planning and production systems
- Clear alignment criteria for convenings
- Member engagement tracking and outreach rhythms
- Feedback loops to improve format, timing, and inclusivity



4.2. Advocacy

Definition: HICC engages in structured, issue-based advocacy to advance policies and conditions that support East Hawai‘i’s long-term economic vitality.

Intended Role: Advocate and Representative

Includes:

- Identifying and defining 3-5 annual priority policy issues aligned to Areas of Impact
- Providing clear, plain-language education on relevant policy matters
- Gathering member input through structured mechanisms
- Determining positions through defined governance processes
- Engaging in testimony, written communication, and direct dialogue with policymakers
- Reporting back to membership on advocacy activity and outcomes

Does Not Include:

- Candidate endorsements or political campaigning
- Reactive engagement on issues outside defined priority areas unless urgent **and** mission-aligned
- Advocacy without member input or governance review
- Acting as a political action committee

Relative Effort Allocation: Advocacy will be aligned to defined annual priorities and adjusted to match available staffing and committee capacity. HICC will prioritize depth and consistency within selected issues rather than broad or reactive engagement.

Internal Systems Required

- Annual advocacy priority-setting process
- Defined advocacy process and timeline
- Governance review structure for position determination
- Communication and reporting mechanisms
- Capacity tracking to ensure alignment with staff bandwidth



4.3. Resource Sharing

Definition: HICC serves as a trusted source of business-relevant information, helping members understand economic trends, regulatory developments, and emerging issues that affect East Hawai'i's business environment.

Intended Role: Educator and Information Curator

Includes:

- Plain-language explanations of legislative, regulatory, and economic developments
- Educational workshops and briefings aligned to Areas of Impact
- Context and information that support informed member input
- Resource-sharing and coordination support that connects members, visitors, prospective residents, and new residents to existing agencies, tools, expertise, and community resources.
- Post-engagement reporting to improve transparency and clarity

Does Not Include:

- Acting as a primary training provider where specialized agencies already exist
- Delivering comprehensive professional certification programs
- Providing legal or regulatory advice beyond general education

Relative Effort Allocation: Education supports and strengthens both advocacy and convening. Effort will be aligned to strategic priorities and integrated into existing programming where possible, rather than operating as a separate or duplicative stream.

Internal Systems Required:

- Clear communication channels and newsletter structure
- Subject-matter partnerships with experts and institutions
- Standardized format for policy explainers and reporting
- Mechanisms for collecting member feedback and questions



4.4. Leadership & Governance Stewardship

Definition: HICC provides leadership within the East Hawai‘i business community while maintaining governance structures that ensure continuity, accountability, and long-term organizational stability.

Intended Role: Leader and Steward

Includes:

- Clear governance structures that define board, committee, and staff roles
- Stabilized committee leadership models that extend beyond annual presidential transitions
- Integration of Young Professionals into governance pathways
- Succession planning and institutional knowledge capture

- Regular review of bylaws, policies, and Board expectations

Does Not Include:

- Governance decisions driven solely by personality or short-term priorities
- Committee structures without defined leadership or accountability
- Expansion of initiatives without alignment to capacity and strategic priorities

Relative Effort Allocation: Leadership and governance stewardship operate as a continuous background function that supports all other Core Functions. Effort will focus on maintaining clarity, continuity, and accountability rather than expanding structural complexity.

Internal Systems Required:

- Updated bylaws and governance documents
- Defined committee leadership roles and liaison model
- Annual Board orientation and strategic review process
- Documentation systems that preserve institutional knowledge

5. Organizational Health & Operating Model

5.1. Governance & Continuity

Long-term effectiveness requires governance structures that provide clarity, consistency, and continuity beyond individual leadership terms. HICC recognizes that annual presidential transitions, evolving Board composition, and committee turnover require intentional stabilization to maintain strategic alignment.

HICC will strengthen governance and continuity through the following commitments:

Board Composition and Geographic Representation

As an East Hawai'i organization, HICC will seek balanced geographic representation across Hilo, Puna, Ka'ū, Hāmākua, and other surrounding communities. Board composition will reflect the diversity of industries, business sizes, and regions within its defined service area. Young Professionals representation within committees will be formalized to support generational integration and leadership development. Clear leadership pathways will help ensure that emerging leaders have opportunities to participate in committee work, Board service, and future HICC leadership.

Bylaws and Governance Review

HICC will conduct a structured review of its bylaws and governance documents to ensure alignment with its defined purpose, Core Functions, and Areas of Impact. Updates will focus on clarity, continuity, and role definition rather than structural expansion.

Institutional Knowledge Capture

To prevent loss of momentum during leadership changes, HICC will establish systems for documenting key decisions, advocacy positions, committee progress, and annual priorities. This documentation will support continuity across presidential cycles.

Governance & Continuity Initial Actions (2026-2027)

- Continue to implement the co-chair leadership model with committee chairs and Board liaison roles.
- Conduct a bylaws review to clarify committee structure, leadership roles, and governance expectations.
- Establish geographic representation goals for Board recruitment across Hilo, Puna, Ka'ū, Hāmākua, and surrounding East Hawai'i business communities.
- Develop a Board orientation and leadership transition document and checklist to preserve institutional knowledge across presidential cycles.
- Formalize pathways for Young Professionals participation in committees and leadership development.

5.2. Staffing & Capacity Alignment

HICC's effectiveness depends on aligning expectations with available staff and volunteer capacity. Over time, event volume, reactive advocacy, and administrative demands have created pressure on internal bandwidth. To fulfill its purpose sustainably, HICC will balance workload, prioritize strategically, and align expansion with capacity.

Capacity Calibration

HICC will regularly assess staff time allocation across Core Functions to ensure balance. Convening, advocacy, education, and governance stewardship must operate in proportion to defined priorities rather than historical habits or reactive demands.

Event volume, format, and frequency will be evaluated against strategic alignment and staff capacity. HICC will prioritize quality and impact over quantity. Proposed initiatives should be evaluated for strategic alignment, anticipated impact, and available staff and volunteer capacity before implementation.

Advocacy Capacity Alignment

Advocacy engagement will be limited to defined annual priority areas and supported by a structured process. Efforts will be aligned to ensure consistency and follow-through rather than broad but shallow engagement. Where advocacy workload exceeds sustainable capacity, HICC will evaluate structural adjustments before expanding scope.

Ongoing Staffing Plan Evaluation

Future staffing adjustments will be guided by defined thresholds rather than informal expectations. If advocacy volume, event load, or strategic initiatives exceed sustainable capacity, HICC will evaluate:

- Reallocation of existing duties
- Reduction or redesign of programming
- Targeted staffing expansion aligned with available revenue
- Expansion of initiatives will not occur without corresponding alignment in staffing or financial resources.

Boundaries: Capacity Before Expansion

HICC will not add new major initiatives without identifying what will be deprioritized or restructured. Strategic discipline requires that growth in scope be matched by growth in internal systems and operations.

Staffing and Capacity Alignment Initial Actions (2026-2027)

- Conduct a staff workload assessment across Core Functions to understand current capacity distribution.
- Review HICC's event calendar and identify opportunities to consolidate, redesign, or reduce event frequency where appropriate.
- Define internal capacity benchmarks that would trigger evaluation of staffing adjustments.

- Establish an annual planning process that aligns programming, advocacy engagement, and events with available staff capacity.

5.3. Financial Sustainability

Sustained impact requires financial stability. HICC's ability to fulfill its purpose depends on maintaining predictable revenue, prudent reserves, and alignment between strategic ambition and available resources.

HICC's Finance Committee will prioritize financial resilience as a foundational condition for long-term effectiveness.

Revenue Stability and Alignment

HICC will align its programming and advocacy scope with available revenue. Strategic priorities will not expand beyond what current or projected funding can support.

Membership remains a core revenue source. HICC will monitor retention, engagement, and value delivery to ensure financial sustainability aligns with member expectations.

Where new initiatives are considered, financial impact and organizational system requirements will be evaluated before implementation.

Reserve and Liquidity Targets

HICC will maintain defined reserve targets to ensure operational stability during periods of economic volatility or unexpected disruption. Leadership will monitor liquidity on a rolling basis to preserve six-month budget visibility and reduce vulnerability to external shocks.

Shock Planning

HICC recognizes that external events, including economic downturns or policy shifts, can impact revenue and member participation. HICC will incorporate contingency planning into annual budgeting and strategic review processes.

Scope-to-Revenue Alignment Principle

Expansion of staffing, programming, or advocacy scope will occur only when revenue and internal organizational systems support it. HICC will avoid structural growth that creates financial strain or dependency on short-term funding.

Financial Sustainability Initial Actions (2026-2027)

- Establish formal reserve targets and maintain visibility into at least six months of operating expenses.
- Conduct an annual review of membership retention and revenue stability.
- Align annual budgeting processes with Areas of Impact and Core Functions.
- Evaluate opportunities to strengthen revenue stability through membership engagement and aligned partnerships.

5.4. Systems & Processes

Sustainable impact requires consistent systems that support execution, transparency, and continuity. HICC will strengthen the internal systems that support its work to ensure that strategy is implemented through consistent, repeatable processes rather than informal practice.

The following systems will be formalized or refined during the 2026-2030 period:

Advocacy Playbook

HICC will document its advocacy process in a formal playbook outlining:

- Annual priority-setting procedures
- Issue identification and intake
- Member input mechanisms
- Position determination governance steps
- Engagement protocols
- Reporting standards

This playbook will ensure consistency across leadership transitions and provide clarity for Board members, committees, and staff.

Communication Structure and Consolidation

HICC will continue to strengthen communication channels to improve clarity and reduce redundancy. Newsletter formats, advocacy updates, and event communications will follow consistent structures to support readability and transparency.

Clear reporting on advocacy activity and strategic progress will be integrated into regular communications.

Resources and Information

HICC will develop and maintain a resources connecting members to:

- Workforce information
- Regulatory updates
- Partner agencies
- Economic data
- Educational tools

HICC's role will be to curate and connect rather than duplicate existing resources.

Progress Reporting and Data Tracking

HICC will implement a simple performance tracker aligned to goals. Monthly reporting at the Board of Directors meeting will include:

- Advocacy activity summary, to include samples of testimony, recaps of conversions with key legislators/staff, and legislative outcomes
- Member engagement indicators, including number of recurring vs. unique event attendees, qualitative feedback samples from members with different engagement experience types; participation metrics for educational offerings
- Financial health benchmarks including revenue increase/decrease percentages by source type, efficiency and productivity metrics, volunteer hours and other in-kind resource valuations
- Strategic priority progress, including an inventory of action steps, deliverables and milestones achieved in each area of impact

Data tracking will support informed decision-making and annual strategic review.

Systems and Processes Initial Actions (2026–2027)

- Develop and document an advocacy playbook outlining priority-setting, issue intake, member input, engagement, and reporting processes.
- Establish standard operating procedures for committees, including meeting schedule, documentation expectations, and reporting structure.

- Implement a quarterly internal dashboard tracking advocacy activity, member engagement, financial indicators, and strategic progress.
-

6. Strategic Discipline Commitments

To ensure clarity, focus, and long-term effectiveness, HICC commits to the following operating principles during the 2026-2030 planning period:

Depth Over Breadth

HICC will prioritize sustained progress within defined Areas of Impact rather than expanding into new issue areas without clear alignment.

Alignment Before Initiative

No major initiative, program, or advocacy effort will be undertaken unless it clearly advances at least one defined Area of Impact.

Process Before Position

Advocacy engagement will follow the defined process. Positions will not be taken without structured review and member input.

Capacity Before Expansion

New initiatives will not be launched without identifying corresponding capacity, whether through reallocation, reduction of existing activity, or revenue-supported expansion.

Structure Before Committee Growth

Committees will operate with defined leadership roles, reporting expectations, and strategic alignment. New committees will not be formed without clear purpose and sustainability.

Strategic Event Design

Convenings and events will be evaluated based on alignment, impact, and staff capacity rather than tradition or frequency.

Collaboration Over Duplication

Where expertise and services exist within partner organizations, HICC will connect and amplify rather than replicate.

7. Phased Implementation



7.1. Phase 1 (2026-2027): Stabilize & Align

The first two years of this planning period will focus on strengthening internal alignment, clarifying processes, and calibrating workload. The objective of Phase 1 is organizational stability and disciplined execution rather than expansion.

Action items during this phase include:

1. Implement the Advocacy Pipeline

Formalize and document the advocacy process, including annual priority-setting, member input mechanisms, governance review procedures, and reporting standards.

2. Evaluate Staffing Thresholds

Assess workload distribution, advocacy volume, and strategic demands against defined capacity benchmarks. Where justified and revenue-aligned, consider targeted staffing adjustments.

3. Balance Event Model

Evaluate event frequency, format, and staff time allocation to ensure alignment with Areas of Impact and Core Functions. Adjust volume as needed to support balanced capacity across advocacy, education, and governance.

4. Integrate Young Professionals into Governance

Formalize pathways connecting the Young Professionals program to Board service, committee participation, and leadership development.

5. Launch Performance Tracker

Continue to report to the Board activity, member engagement, financial health, and strategic priority progress.

6. Conduct Bylaws and Governance Review

Initiate a structured review of governance documents to align roles, expectations, and continuity practices with the strategic framework.

Phase 1 emphasizes internal discipline and structural clarity. Success during this phase will be measured by consistency, transparency, and improved alignment rather than expansion of scope.

7.2. Phase 2 (2028-2029): Deepen & Strengthen

With foundational systems and governance structures stabilized, Phase 2 focuses on deepening impact within defined Areas of Impact and refining organizational capacity.

The objective of this phase is disciplined growth in influence and effectiveness, guided by established processes and data.

Action items during this phase include:

1. Refine and Reaffirm Advocacy Priorities

Evaluate the effectiveness of initial advocacy focus areas and adjust annual priorities as appropriate. Strengthen consistency in engagement and reporting.

2. Strengthen Chamber Coordination

Collaborate and connect with aligned chambers and partner organizations when and where appropriate, and amplify shared priorities.

3. Expand Systems Processes

Refine progress tracking, and communication systems based on lessons from Phase 1. Improve transparency and usability for Board and membership.

4. Strengthen Geographic and Sector Representation

Continue efforts to encourage Board, committee, and engagement structures reflect the diversity of industries and regions within the East Hawai'i business community.

Phase 2 emphasizes sustained progress within established guardrails. Growth during this phase will remain aligned to capacity, financial stability, and defined Areas of Impact.

7.3. Phase 3 (2030): Evaluate & Renew

The final year of this planning period will focus on evaluation, institutional learning, and preparation for the next strategic cycle.

The objective of Phase 3 is to assess progress, readjust where necessary, and ensure leadership continuity beyond 2030.

Action items during this phase include:

1. Conduct Comprehensive Impact Review

Evaluate progress across all Areas of Impact. Assess effectiveness, member engagement trends, and economic influence within East Hawai'i business community.

2. Assess Organizational Capacity and Financial Health

Review staffing alignment, reserve levels, revenue stability, and systems and processes to determine readiness for the next phase of development.

3. Evaluate Governance Continuity

Assess committee stability, Board composition, geographic representation, and succession planning effectiveness. Identify structural refinements as needed.

4. Reaffirm or Refine Strategic Priorities

Based on data and Board input, determine whether to maintain, adjust, or redefine Areas of Impact for the next planning cycle.

5. Prepare for Leadership Transition

Ensure documentation, reporting systems, and governance processes support a smooth transition into the 2031-2035 planning period.

Phase 3 is designed to formalize reflection and renewal. By embedding evaluation into the final year of the plan, HICC ensures that strategy remains active and adaptive rather than static.



8. Metrics & Review Schedule

HICC will measure progress across organizational health, advocacy effectiveness, and member engagement using a defined set of indicators. Metrics are intended to guide informed decision-making and course correction rather than serve as standalone performance targets.

8.1. Organizational Health Metrics

- Board retention and engagement levels
- Committee stability and leadership continuity
- Staff workload distribution across Core Functions
- Financial reserve ratio and liquidity visibility
- Geographic and sector representation across Board and committees

These indicators assess internal sustainability and governance alignment.

8.2. Advocacy Metrics

- Number of defined annual priority issues
- Timeliness and consistency of advocacy reporting
- Member participation in advocacy actions
- Engagement with policymakers across defined priority areas
- Alignment of advocacy activity with Areas of Impact

These indicators measure discipline, consistency, and structured influence rather than volume alone.

8.3. Member Engagement Metrics

- Membership retention rate
- New member onboarding participation
- Event and convening participation diversity
- 1:1 outreach and relationship touchpoints
- Member sentiment gathered through structured surveys or feedback mechanisms

These indicators assess relational strength and perceived value.

8.4. Review Schedule

To ensure strategy remains active and aligned, HICC will adopt the following review rhythm:

- Quarterly progress review by the Board
- Annual strategic progress review and priority reaffirmation
- Formal midpoint recalibration in Year 3 (2028)
- Comprehensive evaluation and renewal process in Year 5 (2030)

This schedule ensures accountability, adaptability, and continuity across leadership transitions.

9. Executive-Level Conversations and Standing Governance Questions

9.1. Standing Governance Questions

To ensure continued alignment with its purpose and strategic framework, HICC will maintain a set of recurring executive-level discussions. These conversations are intended to guide disciplined decision-making and prevent strategic drift.

The following questions will remain standing agenda items for board officers and executive leadership:

Advocacy Risk and Scope

- Are current priorities aligned to Areas of Impact?
- Is HICC following its established process for advocacy and public policy engagement?
- Does our current engagement approach align with the organization's comfort level?

Staffing and Capacity

- Does staff workload align proportionally across Core Functions?
- Have new expectations emerged that require recalibration or reduction elsewhere?
- Do current revenue levels support existing scope and responsibilities?

Financial Sustainability

- Are reserve targets being maintained?
- Is membership retention stable and aligned with value delivery?
- Are any structural financial risks emerging?

Event Model and Engagement

- Are convenings aligned to strategic priorities rather than routine?
- Is participation diverse across geography and industry?
- Is the event model sustainable within current staffing levels?

Geographic and Sector Representation

- Does board and committee composition reflect East Hawai'i business community's full regional and industry diversity?

- Are rural and underrepresented communities being intentionally engaged?

Governance Maturity

- Are governance systems functioning as designed in bylaws?
- Are committee structures stable and accountable?
- Are succession planning and leadership development pathways active?

By maintaining these recurring discussions, HICC ensures that strategic discipline becomes a leadership habit rather than a one-time planning exercise.