



HOTEL ASSOCIATION OF NEW YORK CITY, INC.

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TO: General Managers, Directors of Human Resources –Member Hotels

FROM: Joseph E. Spinnato, President
Vijay Dandapani, Chairman

DATE: Monday, March 7, 2016

RE: Hotel Association of New York City, Inc., Strategic Plan

After a multi-month process designed and implemented by *InnovationPoint*, <http://www.innovation-point.com/>, that reached out to our members, the community and key thought leaders, I am pleased to announce that the Board of Directors has adopted a new strategic plan for the Association.

Under it, our brand will be:

HANYC
The Voice & Pulse of the NYC Hotel Industry

Our Purpose has been clearly defined as follows:

As the definitive and empowering voice of the New York City hotel industry, HANYC advocates, educates, communicates, and innovates to ensure the industry's long term health and vitality.

Our Core Values are:

1. Continuous focus in defining, re-defining, and delivering value to all members.
2. Proactive openness in communications of activities and strategies.
3. Open and Collaborative relationships with our member hotels (union and non-union) partners and the union.
4. Maintaining the highest level of integrity in what we do and how we do it.
5. Never-ending focus on a diverse workforce and supporting our communities.
6. Driving results through people, planet and profit.

Our Strategic Goals for the near term are to **ADVOCATE EDUCATE COMMUNICATE & INNOVATE** in the following ways:

1. Be the "Go to" recognized advocate for the New York City hotel industry
2. Serve as the premiere source for NYC-specific education & resources
3. Provide the latest resources, information, and news about the NYC hotel industry
4. Create & leverage HANYC Foundation to create solutions that address members' emerging needs & challenges

To do this we will create a scalable, technology-enabled organization, grow revenue via new products, services and partnership, and expand membership of all types across all five boroughs.

I attach a copy of the Strategic Plan and urge all members to read it and assist the Association in this important endeavor.

Thank you.