July 8-9, 2010

Joint Ocean Resources Management Plan (ORMP) Policy & Working Group

APPRECIATIVE INQUIRY STRATEGIC PLANNING SESSION

Hawaii CZM Program
Coastal Zone Management

Contents

List of Acronyms

BWS	Honolulu Board of Water Supply
CZM	Coastal Zone Management Program
DLNR	Department of Land & Natural Resources
DOFAW	Department of Land & Natural Resources/Division of Forestry and Wildlife
DOA	Department of Agriculture
DOH	Department of Health
DOT	Department of Transportation
EPA	U.S. Environmental Protection Agency
HIHWNMS	Hawaiian Islands Humpback Whale National Marine Sanctuary
ICAP	UH Center for Island Climate Adaptation & Policy
MACZAC	Marine & Coastal Zone Advocacy Council
NGO	Non-governmental Organization
NOAA	National Oceanic & Atmospheric Administration
NRSC	Natural Resources Conservation Service
OCRM	NOAA Office of Ocean & Coastal Resource Management
OHA	Office of Hawaiian Affairs
OP	Office of Planning
ORMP	Ocean Resources Management Plan
PacOOS	Pacific Ocean Observing System
PSC	NOAA Pacific Services Center
SCD	State Civil Defense
SG	UH Sea Grant College Program
SOEST	UH School of Ocean and Earth Science & Technology
UH	University of Hawaii
USACE	U.S. Army Corps of Engineers

Executive Summary

At the last Ocean Resources Management Plan (ORMP) Policy Group meeting on February 3, 2010, Policy and Working Group members requested the Policy Group to meet more frequently and increase engagement with the Working Group. As a result, the Office of Planning, Coastal Zone Management (CZM) Program, developed a two-day strategic planning meeting for the Policy Group and the Working Group. The result was the Joint ORMP Policy & Working Group Strategic Planning Meeting at the Waikiki Beach Marriott on July 8-9, 2010. This report is the written record of discussions at the meeting.

In our collective efforts to improve the conservation and management of our ocean and coastal resources, it has become evident that streamlining our efforts, resources, and time is crucial for success. The purpose of the joint meeting was to reinvigorate the ORMP Policy & Working Groups (ORMP Group) and refocus members on collaborative governance and stewardship. Alignment of our strengths and goals for the ORMP and the ʻāina (that which sustains us) is essential, especially as we prepare for the upcoming transition in the State administration. An objective of the joint meeting was to develop an action plan to achieve our collective goals.

The method employed for this meeting was the Appreciative Inquiry (AI) approach. Rather than focusing on problems and gaps, which can inadvertently create more problems, AI searches for what is *working* in order to help the group achieve success and generate new possibilities from a foundation of priorities articulated through a process of collective agreement. AI has been used to facilitate extraordinary changes in thousands of groups and organizations in more than 100 countries around the world. Donna R. Ching, Ph.D., from the University of Hawaiʻi's College of Tropical Agriculture & Human Resources, led the ORMP Group through the AI strategic planning process.

After learning about the AI model and agreeing to the process, participants conducted appreciative interviews of each other to discover the positive core of the ORMP Group. Keeping in mind the common high points, visions for the future, and changes needed, the group was able to identify the root causes of success. Ultimately, they were able to prioritize critical strategic actions to move the ORMP forward in the next 3-5 years and develop action plans to assure the achievement of their goals. Some of the key highlights from the discussions held over the two-day session are summarized here.

APPRECIATIVE INTERVIEWS: Discovering the Resources in our Community
The common themes that were identified when the larger group assembled are listed below:

Visions of the Future (what the ORMP Group wants to see in the future)
- *Collaboration* – Collaboration among agencies, organizations, local communities, and all stakeholders
- *Education* – Education and awareness to develop ownership and affect behavior change
- *Sustainability* – Awareness and balance in natural resource management

Changes or Transformations (necessary to achieve the vision)
- *Education* – Education of stakeholders, as well as research and monitoring
- *Buy In* – Increased buy in means more leadership, political will, and money directed to key values/priorities
- *Political Will* – Political will at all levels for achieving positive vision that sees environmental issues as equal to other issues

Root Causes of Success
- *Communication* – Good communication/outreach to identify benefits and motivate action
- *Resources* – People, money, and information
- *Leadership* – Strong leadership is vital for a successful planning and implementation process

MISSION
Participants identified the values that influence the work that they do, as well as which values are most important for the ORMP Group as a whole.

Core Values
- *Stewardship; Mālama* – Stewardship and mālama in the way we plan, advocate for and protect those who have no voice, including the resources and future generations *Collaboration/Cooperation* – An open and truly collaborative process
- *Leadership* – Strong leadership is a reoccurring core value and priority among the ORMP Group
- *Lōkahi* – This includes balance, pragmatism and viability, integrated into all levels of planning, as well as the health and safety of Hawai'i's residents.

Mission Statement
Building from the common visions for the future, core values, and the goals set out in the plan, the ORMP Group developed a draft mission statement for the first time:

> *In support of a healthy and thriving ocean for today and future generations, we are committed to adopting integrated approaches to manage our natural and cultural resources by:*
>
> – *Connecting Land and Sea;*
> – *Preserving our Ocean Heritage; and*
> – *Promoting Collaboration and Stewardship.*

SOAR (Strengths, Opportunities, Aspirations, and Results)
With a draft mission statement in place, the ORMP Group brainstormed and prioritized their strengths, identified and prioritized opportunities, imagined a future to work toward, and developed action plans on how to achieve success.

Strengths
The ORMP Group's identified their most important strengths.
- *Partnerships and Collaboration* – The ORMP Group has broad-based support and momentum. It also coalesces interests around ocean resources. The ORMP group is comprised of committed people who help partners do their own work and share information. The plan was developed with diverse viewpoints from agencies and stakeholders, and it appeals to the general public.
- *Resources* – The institutional knowledge within the ORMP Group and staff is an important strength. Some money has been available for implementation projects. Research support and expertise is also available to the ORMP Group from our external partners.
- *Framework/Plan Itself* – The ORMP itself is a strong document, with good visibility and strength in the quality of the vision of the ORMP. It was developed with the public interest in mind, is forward looking, culturally-grounded, and provides credibility. Furthermore, it identifies "who" should do the work.
- *People Capacity* – ORMP Group members, staff, and our external partners are intelligent, caring, influential, and informed people.

Opportunities
Participants were asked to identify the most important opportunities available to move the ORMP Group forward with implementation of the plan. Priority opportunities included:

- *Ocean Planning and Governance (opportunity for ORMP Policy Group)*
  - Funding for marine spatial planning
  - The opportunity to set clear goals and processes for managing resources and new uses to improve quality of life
  - Framework for business to meet societal needs
  - NOAA's push for regional ocean governance
  - Federal funding becoming available that requires/encourages collaboration, including for work on climate change
  - Use of the ORMP for resource management in general

- *Purposeful Collaboration (opportunity for ORMP Working Group)*
  - Increased credibility and identification of local funding
  - Opportunity to learn and respect mandates of each stakeholder group/agency to facilitate collaboration
  - Enhanced ability of stakeholder and agency groups to create synergy
  - Development of an MOU or MOA to identify specific roles to reduce costs and redundancy
  - Use of the ORMP to streamline multi-agency permitting processes

Aspirations (Group visions for the future in 2020)
Participants imagined the future they want to work toward and visualized the kind of ORMP Group they would like to see evolve. Envisioning the positive changes needed to reach their visions, the group brainstormed the key elements of their vision, their successes, the opportunities they seized, and the challenges they overcame to achieve their vision for the future.

Strategic Issues
Participants identified the most critical issues for the ORMP to address in the next 3-5 years:
- Education and Outreach
- Implementation of the Plan
- Collaboration

Implementation: Action Plans to Achieve Vision (Results)
The beginnings of action plans were developed for the top two prioritized strategic issues identified above: 1) education and outreach; and 2) implementation of the plan.

Top Goals for Action Plans
Goals were defined as targets for medium- to long-range accomplishments or a direction to move.

Strategic Issue #1: Education and Outreach
Goal #1: Enhance existing educational and outreach efforts.
Objectives include creating an outreach group; assessing and collecting existing outreach capabilities/materials; partnering with existing initiatives; identifying existing gaps; and to remedy deficiencies identified.

Goal #2: Educate the next generation on the ocean.
The objective of this goal is to influence change in standards-based curriculum.

Strategic Issue #2: Implementation of the Plan
Goal #1: Develop a Succession Strategy/Plan for the upcoming transition in membership within the ORMP Group.
 The objective is to develop a succession strategy for the ORMP Group prior to the upcoming transition in administration at the end of the year. The succession strategy should also be used for an orientation tool as new members join the ORMP Group.

Goal #2: Implement Plan.
The objective is to create a strategy that prioritizes components of the plan so that implementation of the ORMP becomes a priority for the partner agencies.

Meeting participants suggested the dialogue started at this meeting continue in order to enhance ORMP implementation and collaborative stewardship and governance. The ORMP Group agreed that the suggested action plans initiated at the meeting provide a solid next step forward, and the group will continue to work together to further develop the action plans to achieve the intended goals and outcomes.

The following sections I. through VII. include the entire group memory from the two-day planning process.

Meeting Summary: Group Memory

The following sections I. though VII. is the group memory from the 2-day Joint ORMP Group Strategic Planning Meeting.

I. AGREEMENT TO PLAN
   A. APPRECIATIVE INQUIRY AND MODEL EXPLAINED
      1. The rationale for using Appreciative Inquiry was presented. All components of the model and their relationship to each other were explained
      2. The ORMP Group was given an opportunity to ask questions about the strategic planning process.

   B. GROUND RULES
      • Respect others
      • Maintain a positive attitude
      • Be clear and concise
      • Switch seats during breaks
      • Avoid being defensive about your own ideas
      • Listen attentively and avoid interrupting others
      • Resist the temptation to put words into another person's mouth
      • Avoid side conversations while someone else has the floor
      • Turn off cell phones and pagers or put them on vibrate

   C. EXPECTATIONS FOR SUCCESS
      1. What is going to have to happen at the retreat to enable you to feel it was a success?
         • Hearing what everyone has to say- learn how my work fits with the work of others
         • Identifying what role the ORMP working group has between revisions of the ORMP; understanding roles clearly for the working group and policy group
         • Bridge working group/policy group gap to move forward with the plan
         • Looking forward to learning a lot over the next 2 days
         • Look forward to sharing Sea Grant's (SG) perspective with the ORMP; SG's plan is closely associated with the ORMP
         • Have a clearer link with the ORMP, with counties, for example, to better support shared interests
         • Plan implementation creatively, given funding complexities and challenges
         • Learn where other agencies are; and share the State DOH perspective
         • There is a lot to be done; I hope to provide help with the plan to move forward
         • Know how best to assist
         • Seeing how the U.S. Army Corps of Engineers (USACE) programs can assist in planning
         • Like to see a plan and see how we can implement the next steps
         • Hoping to forge plans to map out plans – especially for working group; set up to transition to new administration successfully
         • MACZAC's plan is in line with the ORMP; we want the ORMP to get through "adolescence" and help move it forward

- Learn a lot and provide input
- Further understand the plan and what it means to the outer islands and how we can contribute
- Like the ORMP as a centerpiece for our office and hope it succeeds; Hope ORMP moves forward
- Provide meaningful contribution; have clear understanding of how the various agencies contribute at the State level
- Explore how to improve collaboration among stakeholders
- Physical land use plan- OP Function – reflects goals of ORMP – reflected in positions taken by office- reflect same goals
- Understand how ACE can be better integrated into other efforts; how ORMP can serve as collaboration forum
- DOFAW just finished a terrestrial version of the ORMP; would like to continue the collaboration that has begun by assisting with grant applications for a vulnerability assessment for Hawaiʻi; would like to link the terrestrial plan with the ORMP
- Interested in continuity, possibly participate with working group as a policy group link- strengthen collaboration between working group and policy group efforts; work with environment in mind
- Leave the 2 days with a clear short-term and long-term vision for this group; also would like to see the beginnings of a strategic plan for how to get there
- Get as much information to pass on to the next person who comes in my place
- Meet more in working group, interested in implementation
- Identify opportunities for how NOAA can support the ORMP efforts and where the working group is going next

II. APPRECIATIVE INTERVIEWS
A. ENVIRONMENTAL SCAN
    1. External Environment

       a. TRENDS in your external environment that may affect the ORMP Group:

- Climate change
- Sea level rise
- Shrinking budgets and staff shortages
- Increased reliance on GIS
- Changes occurring faster than collaboration
- Marine spatial planning
- Not in my backyard (NIMBY)
- Population growth
- Sustainability
- Planning for uncertainty
- Policies to reinforce systematic or holistic planning
- Economy
- Risk-informed decision making
- Overfishing

- Coral reefs dying
- Out of sight/out of mind – don't see the ocean
- Disconnected population (from the land and from each other)
- Too much development
- Political gridlock
- Increasing levels of collaborations required by federal agencies
- High land values on coastal zone
- End of cheap oil

b. STAKEHOLDERS in your external environment who: (i) are affected by, (ii) can block implementation of, or (iii) will implement decision made by the ORMP Group:

- Legislators
- My great grandchildren
- Community groups
- Native Hawaiians
- Agency staff
- Developers
- Youth
- Realtors
- Ocean recreational users
- Pacific Island counties who look to us for guidance and leadership
- Counties
- NGOs
- Everybody
- Residents
- Tourists
- Fishermen
- Inhabitants of the ocean that can't be here today
- Businesses in the coastal zone or located near the coastal zone
- Snow birds
- Troops

c. COMPETITORS in your external environment who may have an impact on the ORMP Group:

- Politicians
- Ourselves
- Other States
- Extremist environmental groups and animal rights groups
- Potentially anyone on the stakeholder list
- Other interest groups such as education, health care, schools, etc.

d. COLLABORATORS:
- Everyone in the room
- Universities
- Early collaborators- Hawaiian Civic Clubs
- Federal agencies
- NGOs
- Community stewardship groups
- Again, anyone on the stakeholder list is a potential collaborator as well

B. DISCOVERING THE RESOURCES IN OUR COMMUNITY – High Point Stories
To appreciate and welcome each other and to learn about special experiences, visions, capabilities and resources people bring to the meeting, participants interviewed each other and were then asked to share their partner's high point story i.e., an experience connecting to the ʻāina (that which sustains you – includes land and sea) that stands out for them. Partners got into small groups of 4-6 and found common themes of the high point stories. Then, all small groups got together and determined which themes multiple groups shared.

Group #1: High Points - Common Themes (not ranked, clusters only)
- Feeling of appreciation we have that comes from personal interaction and one that we want to keep
- All hinged on personal interaction with natural environment
- Sharing component – husband, wife, kids
- Each a picture of vision
- It's clear why we do what we do from stories

Group #2: High Points - Common Themes (ranked and clustered)
- (#1) It was, most often, a direct experience with the resources that triggered a deeper concern and commitment to protect and restore them.
- (#2) Action is needed now!
- (A) We need to build a daily culture of awareness of the importance of stewardship of our resources.
- (A) Peer groups should self regulate re: protection of resources. It's OK for us to monitor and/or act as individuals (to protect our resources), but it would be best if visitors and residents all worked to comply with proper management of the resources. Compliance, even if it is to avoid "shame" to our families or communities, is important.
- (B) Effective resource protection and management require an integrated view and approach.
- (B) Deal with resource management in the context of growth by supporting low impact development and changes to shoreline uses, etc. The interests of the economy and the environment need not be oppositional. They can work together.

- (B) We would do well to increase our awareness of the big picture vs. focusing on our individual perspectives. We need to become ma'a (savvy) about our interconnections with the natural resource systems.
- (C) Increased emphasis on the use of renewable energy and resources along with conservation could go a long way to reducing our reliance on non renewable fuels. Sustainability is the goal.

Group #3: High Points - Common Themes
- (A) Oneness with nature
- (A) Connection with nature
- (A) Connection between people and land and ocean based on Hawaiian values
- (B) Being at peace in the ocean
- (B) Positive experiences as children perpetuated as adults for future generations
- (C) Sense of family and community

Group #4: High Points - Common Themes (not ranked, clusters only)
- Understanding connections between land and sea; educating youth, awareness of…
- Connecting with ocean and land; connecting with our children; relationships with place
- Wonder and appreciation (natural world)
- Leadership; seeking integrity – doing the right thing

Group #5: High Points - Common Themes
- Collaboration
- Beautiful place at significant moment; "sunset" moment; outdoors; ocean use
- Education
- Legacy

Story High Points: Common Themes (summary of all small groups):

	Votes
Connecting with ocean and land, based in Hawaiian or traditional values	4
Educating children/youth/others of the wonders of the natural world	4
Feeling of appreciation from personal interaction	4
Collaboration	3
Creating daily culture of awareness so peers can help with regulation; take responsibility	2
Integrity in doing the right thing	1
Leadership	1
Sense of family and community	1
Dealing with protection of resources in context of growth and development	1

2. Small groups determined the common themes from the visions participants had for the future. Then, all small groups got together and determined which themes multiple groups shared.

Group #1: Visions of the Future (not ranked, clusters only)
- Sustainability achieved through implementation of innovative practices: smart growth, waste reduction, low impact development/zoning, lower carbon footprint, improved use of water; sustainability; implementation of innovative practice, same or better – doesn't get any worse; smart growth
- Education/awareness, ownership – norm for people to change behavior to support responsibility
- Access and protected areas (coastal parks, protected)

Group #2: Visions of the Future
- (A) We need to take responsibility for our resources individually as well as collectively.
- (B) Compliance arises from education and awareness. As well as improved enforcement. (Peer pressure, "stink eye", "dropping in" analogy referenced as part of social mores).
- (B) Regulatory provisions effectively serve to protect and restore resources.
- (B) Better compliance of what's already on the books + smart development.
- (B) Balance between modernization and resource stewardship is necessary.
- (C) Restoration is important. We have to reclaim what has been lost.

Group #3: Visions of the Future
- (A) Political will for achieving the positive vision
- (A) Political value system that sees environment as equal to other priority issues
- (A/B) Recognizing your role in the community
- (B) Personal responsibility
- (Not rated; stood alone) Healthy Hawai'i is cool

Group #4: Visions of the Future (not ranked, clusters only)
- Clean ocean and streams; more fish; healthy reefs; stream flowing to ocean; become more like Kaua'i
- Public trust in government; ahupua'a – land/water management; conservation districts and licenses, i.e., fishing license, stewardship
- Personal opportunities to connect to natural world; awareness of surroundings/everything; education to make better decisions – public; sustainable/adaptable mindset

Group #5: Visions of the Future
- Collaboration
- Sustainability (local food, clean energy, water, natural resources); stewardship
- Value shift; change in behavior; connection to land and sea
- Spiritual aspect; connection

<u>Visions of the Future: Common Themes (summary of all small groups):</u>

	Votes
• Collaboration	4
• Education and awareness to develop ownership and behavior change	4
• Sustainability; awareness and balance b/n organization & resource protection	3
• Individual, collective responsibility for resources	3
• Clean ocean streams; more fish; more like Kaua'i	3
• Shared vision for Hawai'i's future that embraces the past	3
• Public trust in government	1

3. Small groups determined the common themes from the changes or transformations participants suggested. Then, all small groups got together and determined which themes multiple groups shared.

Group #1: Changes or Transformations (not ranked, clusters only)
- Implementation plan; Maui Island plan – better planning/practice
- Buy-in –Policy, politicians, community thinking beyond itself; money, innovative financing; money, buy-in, leaders; leadership to pull together stakeholders and take action
- People familiar with status quo – give awareness, education and options to move forward; lack of fear, myth busters of change; courage to take action

Group #2: Changes or Transformations
- Education for everybody is a necessary prerequisite to increase engagement and awareness.
- Policy improvements that are science based.
- We need to do a better job taking a collaborative approach to realize our visions. Create a culture of collaboration, including financial collaboration.
- Identify and utilize motivators to get everyone in a resource-aware mind set.

Group #3: Changes or Transformations
- (A) Healthy ocean
- (A) Healthy Hawai'i
- (B) Shared vision for Hawai'i's future
- (B) Positive personal attitudes towards respecting and protecting nature
- (B/C) Vision for future embraces the past
- (Not rated; stood alone) Shared sense of family and community
- (Not rated; stood alone) Connection between healthy economy and healthy environment

Group #4: Changes or Transformations (not ranked, clusters only)
- Education- experiential-field, everyone – all, tourists; research – understanding causes of problems i.e., pollution; monitor how we are improving

- New policies – ahupuaʻa, marine conservation district, land use, fishing licenses; commitment to new policies, resolute to carry out
- Shifting priorities – all levels, reduce, recycle (sewage water) trash, plastic, reuse

Group #5: Changes or Transformations
- Political will; policy change; collaborative government system that is functional; non-partisanship
- Education; educate people
- Mechanisms of government (procurement, accounting, civil service, state administrative process); efficiency; non-paralyzing

Changes or Transformations: Common Themes (summary of all small groups):

	Votes
Education of people; research; monitoring	5
Money; buy-in; leadership; political will	4
Political will for achieving positive vision that sees environmental issues as equal to other issues	2
Policy improvements based on science	2
Personal responsibility and recognize role in community	2
More efficient government mechanisms; better planning	2
More attention to culture of collaboration	2
Shifting priorities (e.g., for 3 R's- reduce, reuse, recycle)	1

High Point Stories – Exemplar Stories Shared From Each Group
Exemplar Story 1: **Kathleen's Story**
For their 10th wedding anniversary, Kathleen and her husband, who were both born and raised in Hawaiʻi, decided to do something they had never done before- watch the sunrise from the top of Haleakala. Kathleen noticed the air was crisp and as the morning turned from darkness to light, they saw all the colors of the sunrise and Mauna Loa and Mauna Kea in the distance. It was a chicken skin moment that really gave them a sense of appreciation for the event. It was a powerful moment for them, filled with appreciation for the natural environment.

Exemplar Story 2: **Dawn's Story**
As Dawn was learning to SCUBA dive, she was very cognizant that she was in an environment that is not natural for humans. She was aware that we humans are predators in the water and how important it is to respect and appreciate the environment. She felt a feeling of reciprocity- that if we take care of the environment, the environment will respect us. Just as she was contemplating this in the water, a pod of dolphins joined her and swam with her. They even let her swim with the keiki. This was a special moment for Dawn with the environment, as she felt a sense of trust and respect for nature.

Exemplar Story 3: **Sue's story**
Sue's story began over 20 years ago, when she was working on a development in Kona, including the Queen Kaʻahumanu Highway. There was a lot of concern for cultural resources

and the environment as the planning for this development progressed and a group of people working closely on the project that are knowledgeable about these natural and cultural resources. They worked to raise awareness about the issues and all took a 5-day hike, with no tents, along the Ala Kahakai Trail. It was a great effort of collaboration among landowners, cultural practitioners, developers, and others that resulted in a balanced approach and a successful project. The trail was established as a National Historic Trail in 2000.

Exemplar Story 4: **Abbey's Story**
For Abbey, none of his professional successes compare to that of being a father. His story is about when he would go spear fishing with his son on Moloka'i, sharing his knowledge and his relationship with the land with his son. It meant a lot to Abbey for him to be able to share his value for sustenance fishing and the environment with his son.

Exemplar Story 5: **Ian's Story**
Born and raised on Kaua'i, Ian's first ride in a helicopter didn't occur until he was 35 years old, when he was working in the county planning office. That first trip was memorable for him because it really allowed him to get the "big picture" view, to see the connectedness of everything leading to the ocean. It was a moment when all his work and knowledge from growing up in the islands coalesced, and he could see how it all fit together and affected each other, from the little valleys, to the big valleys, to the rivers, to the ocean.

B. DISCOVERING AND ARTICULATING THE "POSITIVE CORE": WHEN *ARE* WE AT OUR BEST AND WHY?
1. Keeping the common themes from previous discussions in mind, participants got into small groups and identified all the factors that cause, create or support success. Then, all small groups got together and determined which themes multiple groups shared

Group #1: Root Causes of Success (not ranked, clusters only)
- Leadership: Key individuals (community) that keep (external) initiatives going; need leadership, collaboration
- Progress, results, assessment (inertia): Organization shows progress-focus on measurable long and short tern task; current plan shows templates – build process of steps – who, what, how, examples/models/pilot
- Process/Forum: "hui" think tank process – venue to share, hear, collaborate, value; organizational commitment
- Resources: Money, funding, resources
- Value: Share value of integration, collaboration

Group #2: Root Causes of Success
- (A) Community and stakeholder engagement/commitment support /buy in.
- (A) There is strong leadership and broad committed stakeholder and community groups and participation to achieve defined attainable goals with provision of necessary resources.
- (A) Diversity of ORMP membership is a good start. Come together for a shared purpose and interests.

- (A) Continued collaboration and joint participation involving working group and policy group. We work together more often.
- (A) There is individual and organizational commitment. People make the meetings and there is continuity of representation from participating organizations.
- (A) Share our successes. Reinforce shared successes. Less ego and more id.
- (B) Strong leadership essential. Direction needs to come from somewhere. This could be shared.
- (B) People within own agencies continue the ORMP work and discussion with the full support of directors (in their home agencies).
- (B) Clearly defined mission that is attainable.
- (B) Flexibility beyond what we've always done. There is a willingness to change.
- (B) Tasks are adequately resourced (human, fiscal, etc.). Money is important, but the flavor* of the money is important too. *Eligible uses support a range of need.

Group #3: Root Causes of Success
- (A) <u>Strong Leadership:</u> strong leadership, strong listening, creating a sense of ownership keeping people engaged, follow-up and follow-thru by leadership, flexibility/adaptability, have a clear, definable, and measurable goal, champions with credibility, transparency, ability to communicate – proper use of tools, shepherds/cheerleaders, build integrity and trustworthiness
- (B) <u>Collective Vision:</u> collective vision, realistic timeframe, clear action plan, have a clear, definable, and measurable goal
- (C) <u>Keeping Momentum Going:</u> keeping momentum thru political and societal changes, identify successes along the way
- (D) <u>Engaging people (doers) in the process</u>: engaging people, implementers that are doers
- (E) <u>Resources:</u> good facts

Group #4: Root Causes of Success
- <u>Implementation</u>: context of success: Having clarity of mission and vision; be agreed common values, collaborative process – stakeholder input; being inclusive – working model with different groups – state, county, public; native Hawaiian values
- <u>Resources:</u> people and money, staff, dedicated people, believe in people
- <u>Leadership:</u> political will; plans, ORMP, CZO, refer to plans – ORMP; balancing – access vs. managing development; Integration plan into county/island regulations; taking ORMP and putting it into other things, middle ground/our overarching plan; day to day permits/prescriptive level
- <u>Relationships:</u> strategy; cooperation
- <u>Training and education</u>

Group #5: Root Causes of Success
- (A) Collaboration: work together well; making sure right people involved; inclusive; include the right people; include more community people; camaraderie; enjoying working with others; food; fun; institutional memory; expertise (know what we're doing; clearly articulate shared interests)
- (B) Resources: need people with time to do stuff/work; specified work task; permission to do the work; direction; funding; need to make it a priority; vertical/horizontal cuts; institutional memory; expertise (know what we're doing)
- (C) Communication and Outreach: good message to communicate; benefits; motivation; ORMP must show benefits, successes, demonstrated outcomes; need people to recognize there is a crisis to motivate people (i.e., water, invasives, endangered species, climate change)
- (D) Leadership: need to sell (plan/idea/program) to next DBEDT Director; "dictator" (is sometimes needed to make things happen)
- (E) Creativity: think outside the box

Factors Causing, Creating or Supporting Success: Common Themes (summary of all small groups):

	Votes
Good communication/outreach to identify benefits and motivate	5
Resources – people, money, and information	5
Strong leadership	5
Clearly defined, attainable mission/vision	3
Measureable results, progress, assessment	3
Collaboration and process	3
Flexibility beyond what we've always done; willingness to change	3
Integration of ORMP into county plans, permitting, and regulations	1

III. MISSION
A. VALUES
1. The values you have drive the work you do. What are your most important ORMP Group-related values? Like items have been clustered together and participants voted to indicate the values of highest priority.

Core Values:

	Votes
Stewardship; Mālama	22
– advocating for and protecting those who have no voice	
– future generations	
– planning	
Collaboration/Cooperation	17
Leadership	16

- Health/Safety   13
  - Lokahi (Balance)
  - pragmatic and viable
  - planning
- Science-based decision making   8
- Productivity   8
- Transparency; Fairness; Equity   5
- Education   4
- Responsibility   3
  - ethical resource manager
- Integration   1
- Diversity   0
- Respect (strengths)   0

2. Discussion of Core Values

- Collaboration – collaborative program
- Education
  - people don't know what we're doing
- Leadership
  - without CZM staff, ORMP wouldn't be here
  - without those in charge, nothing moves
  - leadership is it → the driver
  - leadership provides empowerment
- Lokahi (Balance), pragmatism
  - come up with actionable items or it's all moot
- Productivity
  - we want to get something done
- Respect
  - we need to respect each other in forum and in community; respect differences
- Responsibility
  - we need a reason why we do what we do
  - public agencies need drive to do what we need to do
- Science-based decision making
  - we need facts
- Stewardship/ Mālama
  - wise stewardship
  - future resources, generations
  - without the mindset, we won't get to where we want to go
  - we do what we do because we care
- Transparency
  - we won't be able to move forward collectively if everyone is not on the same page

B. UNDERLYING ASSUMPTIONS
1. Given the values you have, you develop underlying assumptions about how the world operates. These assumptions determine how you behave and how you expect others to behave.

At this point in the process, participants divided into small groups representing each of the priority value clusters and they defined behaviors indicative of that cluster. Each group was told to make sure that the behaviors listed were concrete (i.e., behaviors that can be seen) and that each member of the small group could live with and support each behavior. If a member of the group could not live with one of the behaviors, the group would initially try to wordsmith the statement to make it acceptable. If this effort was not successful, the behavior was struck from the list.

When the larger group reconvened, the lists were shared and members of the larger group were asked to indicate their agreement for all items on each of the lists. As with the small groups, if a member of the large group could not live with one of the behaviors, the group would initially try to wordsmith the statement to make it acceptable. If this effort was not successful, the behavior was struck from the list. The final lists below represent behaviors everyone in the room could live with and support (i.e., this is how they will behave in the future and expect others to do the same). *The list is given in order with the most popular first (a). After lists and behaviors were complete, people were told to underline two phrases they liked the most. If a phase was already underlined, people put a check next to it. The number next to the phrase indicates how many people selected it.*

NOTE: For the following discussion on the underlying assumptions of core values, **when we refer to 'resources,' we mean: human, cultural, natural, fiscal, physical, etc.**

Underlying Assumptions of Core Values:

a. **Stewardship - Mālama**
   - Speak out for beneficiary and future generations (1).
   - Responsibly maintain resources, including prime agricultural land, in use in perpetuity.
   - Take action to protect quality of waters– monitor, permit, enforce (2).
   - Monitor and assess resources (2), including fish population, health of coral, etc.
   - Monitor, then do something about it; act, restore, preserve, maintain resources (5).
   - Educate and inform people about issues (9).
   - Determine how resources are used; individual interest does not trump publically held resources.
   - Do not alienate public resource – act for the greater good.
   - Changing people's behavior; point out in appropriate behavior (e.g., when someone drops trash, call them out on it).

- Have steady, reliable income source (fees, licensing, taxing); have right funding model for operations.
- Positive engagement in environment.
- Conduct successful social marketing.
- Seek and implement legislative policy change (4) – implement fees; incentivize positive behavior, practices; measure mandates.
- Public has to want and demand changes (2).
- People follow rules and regulations; acting within the law (1).
- As stewards, act within the law.

b. **Collaboration/Cooperation**
- Dispute resolution process exists to address impasses in way that enables parties to move forward.
- Taking team approach to working toward a particular outcome.
- Inclusive – creates a process to hear the range of perspectives and options and works to achieve consensus or collective agreement.
- Help each other on ORMP work when needed in addition to doing your own work, as practicable.
- Need to know resources and expertise that partners can bring to the process or to projects.
- Reciprocity occurs among and between project and professional partners (1).
- Generate creative options or solutions that groups are willing to consider and/or implement (1).
- Sharing of information is encouraged, valued, and acknowledged.
- Relationships matter.
- Widespread affinity for Hawaiʻi and its land, culture, resources to contribute to ORMP work and motivation.
- Interactions reflect values and behaviors that influence our work with each other (i.e., honoring commitments; being straightforward and respectful; etc.).
- Egos and personal or secret agendas are secondary to getting the job done.
- Use collaboration to obtain economies of scale (3).

c. **Leadership**
- Being a champion (8) – strong, visionary, advocate
- Take risks and be creative.
- Setting clear expectations and boundaries.
- Being transparent about the process, expectations, and decision-making (both internal and external).
- Strive to insure adequate staff and/or resources (money and other) (2).
- Utilize staff strengths for good of process (empowering).
- Supporting staff recommendations and implementing them (empowering).
- Being responsible for the group's and agencies' missions (responsibility).
- Being a good, active listener.

- Provide timely feedback and constructive criticism.
- <u>Group interest is placed ahead of other interests, such as self-interest or political interest</u> (1).
- Engage stakeholders and be open to answering questions (transparency).
- <u>Ensure there is science-based decision making</u> (3).
- Identify and recognize success stories.
- Setting goals and achieving them (e.g., deliverables).
- Setting realistic timelines.
- Shows fairness and equity to all stakeholders.
- <u>Being respectful and well-respected and credible</u> (1).

   d. Lokahi (balance, pragmatism, planning and viability)
   - <u>Bring as many stakeholders as possible to the table</u> (1). Empower everyone in initial exploration of concerns and hopes.
   - Respect different views by restating accurately.
   - Begin with mediation.
   - Actively seek common ground between different groups.
   - Agree to disagree on some issues in order to find shared values leading to agreement.
   - <u>If everyone gives up something they want to get the most important goal – there is a better chance of finding a solution</u> (1).
   - Recognize that ocean, water, and land give food, energy, and life. Use "wisely."
   - <u>Manage resources wisely by finding ways to put back what is taken; Don't waste</u> (1).
   - Be honest about project impacts to gain credibility with community groups.
   - Share information with transparency with all stakeholders on use of resources.
   - Look for positive as well as negative impacts of proposed resource uses.
   - <u>Balance development with conservation and protection of resources</u> (3).
   - Examples of Balance:
      - Wave energy
      - Board of Water Supply (BWS) Plan
      - Hazard Mitigation Plans
      - Photo-voltaic use on agricultural land (interim use)

C. MISSION STATEMENT
   1. Your values and underlying assumptions discussed above should be reflected in your organization's mission statement. A small group of volunteers (Cindy Barger, Ann Ogata-Deal, Dolan Eversole, Marnie Meyer, Laura Thielen, and Davis Yogi) have proposed the first draft of your mission statement:

In support of a healthy and thriving ocean for today and future generations, we are committed to adopting integrated approaches to manage our ocean's resources by:
 – *Connecting Land and Sea;*
 – *Preserving our Ocean Heritage; and*
 – *Promoting Collaboration and Stewardship.*

IV. SOAR (Strengths, Opportunities, Aspirations and Results)

A. STRENGTHS (Two groups identified and prioritized the ORMP Group's most important strengths.)

- **Group #1: Strengths**
  (NOTE: Group #1 prioritized all 3 categories listed below as equally important; they described it as a 3-legged stool that cannot stand if one leg is missing)

  1. <u>Collaboration</u> – broad-based support; committed people; have inertia; appeal public support; agency and stakeholder support; multi-jurisdictional; diverse viewpoints
  2. <u>Resources</u> – have (some) money; institutional knowledge plus new blood; CZM staff; public, agency, stakeholder, research support; expertise
  3. <u>Framework</u> – strong document; statutory basis; public interest; working group has identified priorities; provides credibility

- **Group #2: Strengths**

  1. People Capacity
     - Participants care
     - Good staff support
     - Membership is intelligent, influential and informed

  2. Partnerships and Collaboration
     - Partnerships – Federal, State, counties
     - Information sharing
     - Coordinated efforts
     - Partnerships and collaboration
     - Helps partners do their own work
     - Coalesces interests around ocean resources

  3. Plan Itself
     - Strength in quality of vision of ORMP
     - ORMP- forward looking
     - Written with input from many stakeholders, inclusive, buy-in
     - Culturally grounded
     - Good visibility
     - Identifies "who" should do the work

4. Funding
   - Leverages funding

B. OPPORTUNITIES (Two groups identified and prioritized the ORMP group's most important opportunities.)

- **Group #1: Opportunities**

1. Ocean Planning and Governance (opportunity for ORMP Policy Group) - included the following individual comments – Funding for marine spatial planning; ORMP Policy & Working groups – opportunity to set clear goals and processes for managing resources and new uses to improve quality of life; framework for business to meet societal needs; NOAA's push for regional ocean governance; federal funding becoming available that requires/encourages collaboration, including climate change; use of ORMP for resource management in general.
2. Purposeful Collaboration (opportunity for ORMP Working Group) - included the following individual comments –Increase credibility and identify local funding; learn and respect mandates of each stakeholder and agencies group to facilitate collaboration; enhance ability of stakeholder and agencies groups to create synergy; develop MOU or MOA to identify specific roles to reduce costs and redundancy; use of ORMP to streamline multi-agency permitting processes.

- **Group #2: Opportunities** (these not prioritized)

1. Climate change is an area where we could create financial incentives that could support ORMP.
2. Program and focus consolidation needed to coordinate like funding resources, research efforts.
3. Create an Ocean Resource Center with "hubs."
4. Include neighbor island and relevant stakeholders to create opportunities to insure collective input.
5. Counties should retain a "county-responsive" focus. State should provide a framework that respects county autonomy, yet uses the same data to develop statewide strategies and consistent guidance. The State would help the counties with securing financial resources.
6. There is an opportunity to include the Department of Defense, State Civil Defense, the Army, Navy, Air Force and Coast Guard.
7. Scope of ORMP should be modified to include crisis management and preparation for disasters. Every good crisis should be an opportunity. Crisis/disaster anticipation, prevention and response would strengthen our efforts. We should create opportunities to practice and implement response plans.
8. Crisis and disaster have the attention of politicos. This is an area for bringing increased attention and support to ORMP. Link these as well as climate change to ORMP. Hook up with PRiMO (Pacific Risk Management Ohana) and SCESC.

9. Collaborative partnerships should include stakeholders associated with all resources. They should also include communities, agencies, etc.
10. Expand ORMP beyond the ocean to reflect terrestrial too. Connect ocean activities and resources to terrestrial resources.
11. A coordinating body for the broader view of all resources could be a new entity (that does what DLNR should do).
12. Create a secretariat or body (addresses all hazards and all resources) of individuals that are dedicated full time to ORMP implementation (across all islands and representing major partners like NOAA, etc.)
13. Coordinate efforts to implement collectively determined priorities. Coordinate budget, people, utilize authorities of existing program.
14. Bigger Office of Planning – linked to the secretariat.

V. ASPIRATIONS or Visions for the Future
Vision 2020 (Small groups developed a vision for the ORMP Group in 2020. They also indicated opportunities they took to achieve the vision and challenges they had to overcome.)

A. Group #1: Aspirations or Visions of the Future

1. Key Elements of Your Vision
   - There are commonly agreed upon goals and projects with people working together to achieve them
   - Supported DLNR's goal for fewer seawalls and wider setbacks
   - Strong relationship between and across policy and working groups
   - Folks within the groups work seamlessly
   - County, state, federal entities work well together
   - There is good communication between/among ORMP, the public, and elected officials
   - Policy reflects needs and challenges facing the environment
   - There is a clear implementation plan that meets goals, and objectives of ORMP. The plan prioritizes our actions, sets timelines/costs and identifies leaders/champions
   - Adequate funding exists to implement the plan
   - Native Hawaiian Governing Entity (NHGE) is a full partner in implementing goals
   - Restore healthy, self-sustaining ecosystem where people are connected to the environment
   - There is reporting and an ability to quantify successes listed in the ORMP
   - We honor ORMP document; ORMP implementation has become a living document
   - Natural resources are understood to be cultural resources as well
   - All members of ORMP work together efficiently based on trust

2. Successes/Opportunities
   - Sustainability analysis to include sustainability of culture along with natural resources
   - In culturally intact community, natural resources are cultural resources; well integrated with each other (water, forest, ocean)
   - Community can resume historic practices like fishing, gathering for food, medicinal, ceremonial purposes
   - People understand and accept that they have responsibility to take care of resources
   - There is integration between ocean and land and natural resources affected by land, e.g. runoff, erosion
   - Take care of the land; take care of the people
   - Every culture has connection of land to people; rural or urban has same connections
   - Have an authentic implementation plan
   - Government leader in adopting practices in how state and county government will behave
   - All agencies work as a team; cut out competition, leveraging negative energy defeats the purpose

3. Barriers/Challenges
   - Conflicting goals and mandates
   - Selfish, self-centered people
   - Private property rights/movements
   - Politics
   - Legal conflicts
   - Resource limitations
   - Urbanization tends to disconnect from where understanding the balance of resources
   - Educate immigrants on caring about resources (renewing, sustaining, protecting and preserving the resources)
   - Cycle of population growth exploits resources. Use exceeds capacity.
   - Maintaining economic elements in pursuit of happiness (materialism)
   - Money (lack of)
   - Energy (personal)
   - Resistance to change and risk taking
   - Tendency to deal with immediate concerns and not planning/prioritization
   - Miscommunication and disinformation
   - Do with less

B. Group #2: Aspirations or Visions of the Future

1. Key Elements of Your Vision
   - Plan that is accessible, clear, used, implementable, with clear deliverables

- Middle and high school curriculum dealing with ocean resources, including higher education with degree opportunities in the field
    - Heavy emphasis on experiential opportunities re: natural resources (e.g. water monitoring)
    - Emphasize consequences resulting from actions and policies associated with natural resources
- Established shared metrics and data for assessing, monitoring and analyzing condition of resources
- Robust coordination and consultation amongst stakeholders that is supported, prioritized, and responsive to aligned outcomes
- Accountability based on laws that ensure performance of responsible entities
- Creation of a more comprehensive official entity with ocean focus (in government)
- Improvements in technology make possible accessing of data (ORACLE database) and by cell phones
- Use of technology enables real-time monitoring of resource states and conditions to inform decision making that leads to efficiencies (stream flow data affects irrigation activities to more efficiently respond to demands for resources)
- Physical clearinghouse to house ORMP that is accessible to community and government. Center can support search for financial resources. Fully staffed and resourced

2. Successes/Opportunities
   - Clean, healthy environment
   - Everybody takes responsibility for their actions
   - Population of practitioners who model ideal environmentally aware behaviors
   - Business can meet society's needs responsibly
   - Affordable and environmentally-friendly options and solutions (affordable tech products; recycling)
   - Legislative policies that reflect environmental impacts and costs (ex. Impact fees)
   - Public trust in government arising from consultation with community, transparency, etc.
   - Credible and accepted data that speaks to resource status and carrying capacity

3. Barriers/Challenges
   - Government fiscal policies result in (deficit spending). Dramatic reductions in fed and state funds to underwrite ORMP and ORMP-related endeavors force the collapse of research, university, and local government federal-dependent functions
   - Absence of buy-in
   - Failure to enforce existing laws and imposition of established entities and consequences

- Too late to reverse resource deterioration because of insufficient resources. Reactive stance continues to put us behind our goals and objectives instead of ahead of them
- Recognition of problems occur after passing the tipping point (out of sight, out of mind)
- Solution worse than problem – we learn that new technologies precipitate unexpected impacts and consequences

C. Group #3: Aspirations or Visions of the Future

1. Key Elements of Your Vision
   - Educated, informed populace
   - Policy group to replace membership of Board of Land and Natural Resources
   - Policy group to become ocean governance group for the State
   - City & County of Honolulu on board
   - Open effective, frequent communication between policy group and working group
   - Honolulu 'Bulletizer' and other media co-opted to support the cause
   - Healthy ocean
   - Development in balance with ecosystem restoration and preservation
   - Available funding for everything other than planning i.e. "implementation"
   - National/State Ocean Service: forecasting state of the ocean
   - Focus on two-way communication between scientists and managers. e.g. Products that demonstrate advance science and policy in tandem (needs to be symbiotic)
   - Ocean science and monitoring is well-funded and sustained by a stable funding mechanism
   - Clean Water Act and other statues related to the ocean are strengthened
   - More efficient management and better stewardship
   - Climate change planning incorporated into everything
   - Integrated ocean education into everything (school curriculum)
     - o Expand marine options program to high school
     - o Resurrect blue water marine lab statewide (Windward Community College model)
   - Highlight successes/benefits from projects implemented
   - Established more marine protected areas
   - Re-use waste water and not dump in the ocean
   - Evolved hominids

2. Successes/Opportunities
   - ORMP has a central advisory role
   - Key steps for achieving aspirations
     - o Successful implementation of climate change strategic plan/strategy
     - o Coastal plan informs land use planning and regulation
   - Ensure elected politicians are 'ocean friendly' and have a science background

3. Barriers/Challenges
   - Stovepipe governance
   - Limited resources
   - Not a top priority with other competing priorities
   - Uneducated/uninformed policy makers
   - Societal lack of acceptance of climate change
   - Lack of political will
   - Apathy
   - Economy
   - People's behavior/reluctance to change
   - Risk aversion
   - Personal agendas
   - Lack of personal responsibility
   - Tragedy of the commons
   - Increasing population
   - Natural disasters

VI. Strategic Issues

A. Strategic Issues Identified. Participants were each given two sheets of paper and they were asked to identify two of the most critical issues for the ORMP to address in the next 3-5 years. Like items were clustered together below and a title was provided for each cluster.

Strategic Issues:

1. Education and Outreach (12)
   - Ocean education
   - Early education
   - Educate and inform
   - Create sustainable outreach program
   - Overall education (agencies, public, etc.)
   - Education and outreach
   - Increased awareness, education, etc. (including experiential learning)
   - Raising ORMP awareness
   - Educate and inform people about issues
   - Education- formal (schools); informal (video on planes, park signage, whale sanctuary, etc.)
   - Social consciousness
   - Communication and outreach (communication between ORMP, public and stakeholders, and elected officials about the need to address crises and disasters in environment and human communities, and the benefits of the ORMP and its collaborative approach)

2. Implement/Plan (9)
   - Implementation
   - Responsibility and commitment of individuals and agencies

- Collective implementation of the shared vision
- Nimble and trained government staff capable of responding to change, growth, and technology advances while maintaining vision of ORMP
- Do implementation plan with specifics
- Prioritize budgeted implementation plan
- Emphasize work on connection between land and ocean, water quality and resource protection
- Enforced regulations
- Lack of dedicated resources to implement ORMP

3. Collaboration (8)
   - Purposeful and organized collaboration
   - Trust
   - Good communication
   - Meaningful collaboration
   - More collaboration between public and agencies
   - Lack of cooperation/collaboration
   - Collaborate with other sectors to leverage resources and inform policy (collaborate and draw in/cooperate with diverse sectors to leverage resources and inform elected officials and policy)
   - Identify 'opposition' stakeholders and involve them

4. Political Will (6)
   - Political will
   - Political will
   - Move ORMP implementation up on state's priority list
   - Political will to work on issues such as climate change, funding for research and education
   - Increased public support
   - Leadership, political will and support to develop, implement, and evaluate ORMP strategic plans (e.g., climate change task force)

5. Leadership (5)
   - Provide leadership and empower
   - External (high) leadership tasks state and county government to adopt ORMP
   - Champion leadership
   - Leadership must all commit to appropriate resources (within their power) to further the common goals of the ORMP
   - Ensure/ validate that everyone agrees with the ORMP vision

6. Monitor (3)
   - Ocean observation
   - Monitor and maintain (coastal) ocean
   - Measure progress and publish report card

7. Resources (2)
   - Actual value/ economics of our decisions
   - Obtain adequate resources- political, fiscal, staff

8. Reorganize (2)
   - Empower ORMP policy group with legislated management and regulatory authority
   - State agencies re-org into a Dept. of Planning and Sustainability (with ORMP policy group playing a <u>critical </u>role, including DLNR, DOH, OP, etc.)

9. Science-Based Decision Making (1)
   - Ensure science-based decision making

B. Top 2 Strategic Issues Analyzed. Participants selected one of two small groups to analyze the two most important strategic issues.

*NOTE: In the following section, phrases that are <u>underlined</u> = potential future activity; **bold** = potential partner.*

1. **Strategic Issue: Education and Outreach**

   - **Best Case (what success looks like)**

     - <u>TV commercials</u> (e.g., ocean observing, **Malama Maunalua** has experience creating these for their website)
     - <u>PSAs</u> – e.g., "Don't Mess with Texas;" "Live Aloha;" natural resource focus; short; succinct message
     - Multi-generational messages
     - Multi-modal
     - <u>Community-based social marking approach</u>; identify good behavior and barriers to why not happening (Dr. MacKenzie-Mohr); identify incentives
     - Neighborhood watches in watershed (everywhere); spotting opportunities in community
     - "<u>Crowd-sourcing</u>;" web-based moderated discussion; tool for problem solving/collecting advice from community
     - Target specific, market specific messages and audiences
     - Creating or meeting current standards for <u>curriculum that focuses on resource protection, management</u>, etc.
     - **Navigating Change**; resource and education experts; broaden to include resource management; statewide
     - <u>In-reach</u>; how to take external sentiments and make a part of plan; bring community feedback/ input into process
     - Need to <u>engage social scientists and educators</u> to create into common platform
     - <u>Develop curriculum</u> at all levels (K-12) that builds on natural resource issues

- Hazard mitigation workshops have experts prepare and conduct <u>workshops for teachers</u> - model to use for ORMP
- **Polynesian Voyaging Society (PVO) -** publicity on their activities; craft messages together to tie in; piggy back on messages
- Facilitate and <u>expand on existing outreach efforts</u>
- Greater collaboration with **HTA;** HTA can help with <u>education of visitors</u> from airplane to hotel
- <u>Giving out foil cigarette butt containers</u>, especially on beaches
- **DOD** – <u>educate/orientation to new DOD residents</u> for new arrivals
- Develop <u>simple, portable educational materials</u>
- Provide <u>orientation</u>/ education materials to new arrivals, transient population
- **Public Affairs Officers (PAO)** for DOD – **SOEST** already feeding them outreach materials
- <u>Orientation to decision makers</u>

- **Opportunities**
  - Not enough pre-packaged materials
  - **UHM Sea Grant (SG)** could help to <u>develop new materials</u> and <u>better use existing materials</u> –
  - **SG Center for marine Science Education** is developing curriculum for high schools statewide; standards-based; training teachers; partnering with **Pacific Services Center (PSC)** and **DOE**
  - **Navigating Change** hook-up possible through **SOEST**
  - Election season; good opportunity to brief candidates (pre-election); <u>request resolutions and proclamations</u>
  - **NOAA** has **Pacific Regional Outreach Group;** meets monthly; permanent display; use their material; SG nominated CZM to participate in group
  - Get existing decision makers to commit to actions before end of tenure

- **Barriers**
  - Lack of funds
  - Lack of well-trained people to do outreach that makes message successful
  - People have less information than we think; scale/translate message to fit target audience; accessible and useable information (downloadable)
  - Outreach is not currently a priority
  - ORMP working group is not composed of outreach people
  - ORMP can facilitate outreach working group' seek skill sets with potential external partners; or find participating agencies that have expertise in-house; engage as a sub-group
  - Hard to evaluate success; difficult to measure change
  - How to gauge success; need to set metrics; what will be judged to simplify impact measurements after
  - Measures drive the projects; consider or address disconnect between metrics and actual intent; make metrics more relevant to what is done on the ground

2. **Strategic Issue: Implement/Plan** (listed by clusters, ranked by number)

NOTE: This group did not systematically cluster items by priority 1 and 2, but instead identified the general categories/clusters of their identified strategic issue and listed the number of votes for each one.

- Prioritize actions identified in plan, include budgeting awareness (7 votes)
- Succession Strategy (6 votes)
- Reorganization (3 votes)
- Marketing Plan (3 votes)
- Success Stories (1 vote)
- Funding (mandate priority in government to make happen) (1 vote)
- Coordination Chart
- Succession Chart
- Use law to coordinate implementation

- **Best Case (what success looks like)**
  - Plan is actually implemented in sustained, valuable way; getting funding actually happening; seen as a priority, given funding, political will

    o Brainstorming (group brainstormed ideas on how to achieve best case)
      - Build upon- prioritize actions
      - Loose now- some action by agencies, but not much structure – need priorities, who does what, costs
      - To implement- need implementation plan
      - How do you know plan's not implemented
      - Haven't quantified- do not have benchmarks
      - Need to capture success stories- documentation of baseline of what's happening (ORMP legislative reports do include success stories)
      - Progress, but not identified as such
      - Identify clear leadership structure
      - Do have working protocol, but for some reason, no one uses
      - Take a step further- kind of mandate agreements- "play" together
      - Have talked about Ex. Order at state level- format negotiation of agreements
      - Is this actually the flaw? Sometimes need to identify actual problem- What works, what doesn't, fatal flaw and solutions
      - Mandated by law, need to put parts or all into law, use law as teeth to implement
      - Law related to 5 year updates
      - Success- required to implement
      - All about marketing success stories = successfully marketed
      - Everybody knows priorities, who does what, what resources allocated, timeframe
      - Succession plan- new people know exactly where you fit in- organizational structure for continuity

- Determine project list- <u>prioritize - look for fit</u>- like shopping list
- Cost and time are also factors
- Change this plan to program, becomes law- structurally embedded in state
- Past- had support of cabinet level government person (Marine Affairs Coordinator)
- Impact and products are recognized as valuable
- Desire to have direction now for short term goals- opportunities with transition
- Articulated long term plan with short-term action plans
- Making best of what we have now

- **Opportunities**
  - Reorganization
  - Transition- opportunities at state level create opportunities for increased buy-in
  - Collaborative projects
  - Passionate people
  - Economic situation leads to leveraging and partnerships
  - Opportunities to be redundant
  - Organization chart of players involved- all involved list projects to share who are players- mapping out for people who are visual
  - Chart won't get commitment by some to do what's listed
  - Instead use term coordination chart
  - Document working group and policy group structures
  - Gives transparency- who are we and how do we work

- **Obstacles**
  - Time to do what's needed
  - "How to" process for writing, developing portions of plan due to complexity of areas that need attention
  - Procrastination
  - Competing priorities

VII. RESULTS or Action Plans to Achieve Vision

After the top two most critical issues for the ORMP to address in the next 3-5 years were identified and analyzed, each group developed the beginnings of an action plan to move the issues forward. The guidelines of an action plan are given below.

A. ACTION PLAN - Think about an action plan that has to be developed to assure the achievement of your goals.
   1. What - Objectives (must be measurable)
      a. What specific objectives must be undertaken to achieve each of your highest priority goals (no more than two or three)?
      b. What specific strategies/activities must be accomplished to achieve your objectives?

2. Who Responsible
   a. Identify people who will be responsible for each activity/strategy in your action plan.

3. When - Deadlines
   a. Determine the sequencing of activities and set deadlines for them.

4. Resources Required
   a. Think about the resources you will need for each activity. How can resources be allocated so that goal achievement is possible?

5. Obstacle Consideration
   a. What are some potential obstacles which may prevent you from achieving your goals?
   b. What are contingency plans for dealing with these potential obstacles?

6. Evaluation
   a. What method(s) of evaluation will you utilized to determine the success of your activities and the progress you are making toward the achievement of your goals?
   b. How will you evaluate the success of your action plan(s)?

Action Plan for Strategic Issue #1: Education and Outreach

- Goal #1: Enhance existing educational and outreach efforts
  - Objectives
    A. Create an outreach group
    B. Survey existing outreach capabilities within ORMP group
    C. Partner with existing initiatives (content and venues)
    D. Mine existing agencies for materials
    E. Identify existing gaps (funds, expertise)
    F. Remedy deficiencies identified in gaps

- Goal #2: Educate the next generation on the ocean
  - Objective A: Influence change in standards-based curriculum
    - Activity A: Create dedicated module on ocean resources management for high school level curriculum
    - Who: Kanesa Duncan, UHM SG; UHM College of Education; and other relevant partners (e.g., CZM, DLNR/DAR, CWRM) who can contribute knowledge expertise; Darren (led by SG with in-kind from others)
    - When:
      -Start: September 2010
      -Curriculum development: 2010-11
      -Curriculum review/beta-test; train teachers: 2011-12
      -Roll out: 2012-13

- Resources required: have $1.5 million in funding
- Obstacles: Human and fiscal resources (handled; taken care of); what is proposed- operating within the designated purpose of the funding (cannot veer far from that)
- Evaluation: Formative and summative evaluation already written into project.

Action Plan for Strategic Issue #2: Implement/Plan

- Goal #1: Develop a Succession Strategy/Plan for the upcoming transition in membership within the ORMP Group
    - Objective: Develop a Succession Strategy/Plan
        - Activities:
          1. Orientation Packet
              - Who to Develop: CZM/working group;
              - For: Transitioning policy group members, new working group members, the new Governor and elected officials
              - Timeframe: Ongoing; with emphasis @ transition and for new members
              - To Include: What the ORMP Group is, mission statement, who is involved, success stories, projects, identification of funding sources, etc. Can be summarized in a fact sheet
          2. Organization/Coordinating Chart
              - Who: Drafted by CZM, working group; approved by the policy group
              - Timeframe: deadline of Nov. 1, 2010
          3. Success Stories
              - CZM/Contracted/working group input
              - Developed outreach materials (video, story books, pamphlets, photos)
              - Timeframe: deadline of Dec. 1, 2010
              - Funding Source: CZM outreach funds
          4. Target opportunities to increase support, funding, and authority
              - Who: Policy group and working group
              - Timeframe: deadline of Dec. 1, 2010
              - Brainstorming – translating vision into goals

- Goal #2: Implement Plan *(sample design by Brian prompted the following):*
    - Objective: Create a strategy that prioritizes components of the plan so that implementation of the ORMP becomes a priority for the partner agencies.
        - Activities:
          1. Identify Priority Components
              - Who to Develop: Interactive process between the Policy and Working Groups

2. Conduct assessment of agency alignment and resource availability for priority components
3. Gap analysis
4. Determine how to leverage resources

Meeting Evaluation

Day 1

+ (Liked)	Δ (Could have changed)
• Clear agenda	• Hour presentation on ORMP- give common understanding of operation
• Good food	• What is purpose?
• Well facilitated	• What is outcome of 2 days?
• Strong participation	

Day 2

+ (Liked)	Δ (Could have changed)
• Clear actions	• No interpretive dance
• Mission statement	• Lack of coffee in the afternoons
• Brainstorming/interactions	• Hard to be inside; lack of windows
• New friends/contacts	• No breaks outside
• Entertaining!	• Only 25 left on Day 2
• Collective alignment	
• Increased buy-in	
• Industry representation	

WALL SAFE (none)

List of Participants

Name	Affiliation
Abbey Seth Mayer	Office of Planning
Adam Stein	NOAA Pacific Services Center
Ann Ogata-Deal	Office of Planning, Coastal Zone Management Program
Barry Usagawa	Honolulu Board of Water Supply
Chris Conger	UH Sea Grant College Program
Chris Ostrander	Pacific Ocean Observing System
Cindy Barger	U.S. Army Corps of Engineers
Darren Lerner	UH Sea Grant College Program
Darren Okimoto	UH Sea Grant College Program
Davis Yogi	Department of Transportation
Dawn Johnson	State Civil Defense
Derek Chow	U.S. Army Corps of Engineers
Dolan Eversole	UH Sea Grant College Program
Donna Brown	Marine & Coastal Zone Advocacy Council
Donna Ching	UH College of Tropical Agriculture & Human Resources
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Mary Lou Kobayashi	Office of Planning
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Shirley Nakamura	USDA Natural Resources Conservation Service
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Todd Low	Department of Agriculture, Aquaculture Development Program
Zena Grecni	UH Center for Island Climate Adaptation & Policy

Appreciative Inquiry Strategic Planning Process Model

B. Environmental Scan

II.   Introduction and Agreement
D. Facilitation & Model Explained
E. Ground Rules
F. Expectations

III. Appreciative Interviews

C. Discovering the Resources in Our Community

D. Discovering the Positive Core

IV. Mission
D. Values
E. Underlying Assumptions
F. Mission

IV. SOAR
E. Strengths
F. Opportunities
G. Aspirations
H. Results (Action Plans)

VI. Strategic Issues
A. Listed
B. Prioritized
C. Analyzed

VII. Goals
C. Listed
D. Prioritized

VIII. Implementation
B. Action Plan