TOWARD THE DEVELOPMENT OF AN INTEGRATED PLANNING FRAMEWORK FOR NATURAL AND CULTURAL RESOURCES MANAGEMENT IN HAWAIʻI

Place-, Culture-, and Community-Based Approaches

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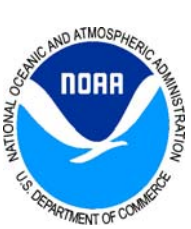

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ACRONYMNS

CZM	Coastal Zone Management
DBEDT	Department of Business, Economic Development, and Tourism
DLNR	Department of Land and Natural Resources
DOH	Department of Health
MACZAC	Marine and Coastal Zone Advocacy Council
MLCD	Marine Life Conservation District
MOU	Memorandum of Understanding
NOAA	National Oceanic and Atmospheric Administration
NPDES	National Polluted Discharge Elimination System
OP	Office of Planning
ORMA	Ocean Recreational Management Area
ORMP	Ocean Resources Management Plan
Project	Place-, Culture-, and Community-Based Approaches to Natural and Cultural Resource Management Project
TMDL	Total Maximum Daily Load
USDA	United States Department of Agriculture

1.0 INTRODUCTION

Native Hawaiian resource management practices and principles acknowledge that land, sea, and air are part of an interconnected system. These practices and principles were founded upon values and behaviors that reinforce awareness and understanding that every individual needs to *mālama ʻāina* — care for and take responsibility for the environment — in order to sustain and ensure survival of present and future generations. Native Hawaiians align their mental, physical, and spiritual practices with their surroundings, effectively managing intimate relationships among people, place, and prosperity. They do not recognize or allow for a separation between culture and nature.

Today, communities throughout Hawaiʻi are exploring ways to manage natural and cultural resources by integrating Native Hawaiian resource management values and practices with Western-based strategies. Committing time, energy, and resources, community stewardship groups and organizations are developing, testing, and participating in a variety of alternative management approaches designed to improve the condition of Hawaii's natural and cultural resources and its communities.

The *Place-, Culture-, and Community-Based Approaches to Natural and Cultural Resource Management Project* (Project) is an initiative of the Hawaiʻi Coastal Zone Management (CZM) Program. This Project solicited input from community stewardship groups and organizations in order to develop an integrated planning framework for natural and cultural resource management in Hawaiʻi. This framework is composed of principles based on the vision of the *Hawaiʻi Ocean Resources Management Plan* (ORMP; Hawaiʻi CZM Program 2006) and implementation options intended to fulfill these guiding principles. Community group input into this process was obtained through an on-line survey and a one-day workshop. The results of these efforts appear in appendices to this document. In addition, the survey generated a directory of community stewardship groups active across the State. The workshop also provided networking opportunities for participating organizations. The results of this Project are intended to enhance stewardship opportunities and to improve collaboration between government agencies and communities to manage natural and cultural resources.

1.1 Background

The need to change our approach to managing natural and cultural resources is the central theme of the ORMP, updated in 2006. The ORMP is a statewide plan mandated by Chapter 205A of the Hawaiʻi Revised Statutes. The Hawaiʻi CZM Program in the State Office of Planning (OP), Department of Business, Economic Development and Tourism (DBEDT), is charged with reviewing and updating the ORMP every five years, as well as coordinating its overall implementation. Developed in collaboration with government agencies—and with input from nongovernmental organizations, the private sector, community groups, and other stakeholders—the ORMP calls for a new course of action through adoption of three perspectives:

- **Perspective 1: Connecting Land and Sea.** Careful and appropriate use of the land is directly linked to the preservation of a diverse array of ecological, social, cultural, and economic benefits we derive from the sea.
- **Perspective 2: Preserving Our Ocean Heritage.** A vibrant and healthy ocean environment is the foundation for the quality of life in Hawaiʻi and the well-being of its people, now and for generations to come.
- **Perspective 3: Promoting Collaboration and Stewardship.** Working together and sharing knowledge, experience, and resources will improve and sustain our efforts to care for the land and sea.

As part of the implementation of the ORMP, the Hawai'i CZM Program is undertaking several initiatives to learn from alternative approaches of community stewardship groups and organizations. Insights and lessons learned from community stewardship groups and organizations are being used to develop an integrated planning framework to guide natural and cultural resource management at the state level.

1.2 Project Overview

This Project's purpose, to develop an integrated planning framework for resource management, has been drawn from the vision of the ORMP, which is embodied in its three perspectives. Staying true to the key concepts of the vision, Hawai'i CZM Program staff and partners developed five principles intended to realize these new approaches. Community stewardship groups and organizations were invited to provide input through an on-line survey and a one-day workshop. Both the survey and the workshop were structured around the following two questions:

- What can the State do to better support community stewardship efforts for natural and cultural resources management?
- What changes should the State adopt to move toward integrated natural and cultural resources management?

The knowledge and experience provided through the survey and workshop helped CZM to refine these principles by providing on-the-ground context and practical solutions. This input constitutes much of the supporting information cited throughout this document. The principles and lists of implementation options, also developed from the survey and the workshop, are presented in Section 4.

The survey was divided into two primary sections. The Organizational Profile focused on details of an organization's size, structure, and mission. These details have been compiled into a directory. In order to focus respondents on accelerants and obstacles encountered during project implementation, the Project Profile section asked participants to answer questions regarding community stewardship efforts related to a specific project. The Project Profile section was divided into the following subsections: Project Background, Improving Effectiveness of Community Efforts, and Improving Government Services.

The survey was designed to provide both structured and unstructured input from respondents. Many questions provided a list of multiple choices, allowing the respondent to choose from a set menu as well as an opportunity to provide input in the respondents' own words. In addition, respondents could choose not to answer particular questions. The workshop was structured to solicit similar information (success factors and challenges) without the structure of predetermined responses. The original survey and the summarized results are in Appendix A[1].

Extensive effort was made to obtain the broadest public input by compiling community group and individual contacts, as well as requesting that these individuals and groups forward the survey announcement to others who may be interested in participating. Community stewardship groups and organizations from all counties participated in the survey. The largest contingent of respondents was from County of Hawai'i (Figure 1). More than 300 people and organizations were invited to participate

[1] The results of the survey are among many sources of information used in this report to illustrate ideas and facilitate discussion. The authors of this report do not regard these results as definitive, but as input of respondents willing to participate in the process described previously.

in the survey. In all, 60 organizations completed the Organizational Profile section and 49 completed or partially completed the Project Profile section.

Because not every survey question was answered by each respondent, the total number of answers (i.e., the "n" value reported with each graph or table in this document), varies from a high of 60 to a low of 30 for the survey questions. The survey was available on-line; however, hard copy versions of the survey were also mailed with self-addressed stamped envelopes to 100 individuals and organizations. While the effort to obtain maximum size and diversity of public input was substantial, we recognize that results of the survey may have been limited by the method employed and the number of available contacts.

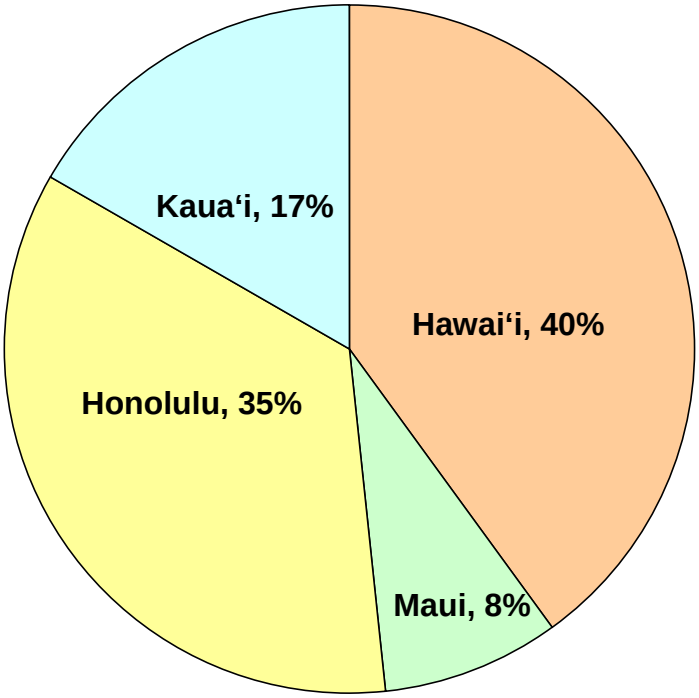

Figure 1. Percentage of Survey Respondents by County (n = 60)

The information obtained through the Organizational Profile section of the survey was compiled into a Community Stewardship Directory, which is intended as a networking tool to help groups share information and reach out to other groups conducting similar activities. The directory will be available on the Hawai'i CZM website (http://hawaii.gov/dbedt/czm/) and will be updated as additional groups request to be included.

Project-related information gathered during the survey provided a snapshot of the types of stewardship activities occurring across the State. This knowledge will also help the State to understand the challenges facing these organizations and the methods they employ in order to achieve their goals and objectives. The survey also asked respondents how the State can improve its services to these groups and enhance overall stewardship efforts and outcomes.

At the one-day workshop, community group representatives and state and federal agency staff discussed the results of the survey and provided input on a preliminary integrated planning framework

for natural and cultural resources management. The workshop consisted primarily of two breakout sessions, with groups reporting key aspects of their discussions back to the entire group. The morning session consisted of a less structured version of the survey, with participants providing input on accelerants and obstacles in stewardship activities. Participants also provided and discussed specific actions that could enhance community efforts. In the afternoon, participants were asked to review and comment on a set of five principles and accompanying example implementation options. Workshop participants recommended many new implementation options intended to catalyze community involvement in natural resource management, build capacity of community groups to implement activities, and improve government support for community stewardship activities that would reflect these principles. A summary of the workshop results is in Appendix B.

The insights gathered from the survey and the workshop are incorporated in this document, which is intended to (1) stimulate future discussions that will lead to improved management by government entities mandated with natural and cultural resource management, and (2) enhance collaboration among government entities and community groups and organizations, likewise improving how we care for our natural and cultural resources.

1.3 Document Organization

This document is organized into five sections, including this introduction and two appendices, as follows:

- Section 1 provides an overview of the Project and describes the larger context, the vision within the ORMP. This vision embodies a shift from the current sector-based approach to natural and cultural resources management to a holistic and integrated approach.

- Section 2 summarizes the results of the survey and workshop, which were designed to seek the input of community stewardship groups and organizations on how to better support stewardship efforts and improve natural and cultural resources management.

- Section 3 provides a brief overview of Native Hawaiian and Western-based management approaches. This section also highlights resource use and management issues that could be addressed by combining these approaches.

- Section 4 defines principles and implementation options based on input from community stewardship groups and organizations that could serve as an integrated planning framework for natural and cultural resources management in Hawai‘i.

- Section 5 identifies the next steps in refining the integrated planning framework and applying the framework to natural and cultural resources management in Hawai‘i.

- Appendix A summarizes the stewardship survey results (discussed in Section 2).

- Appendix B summarizes the workshop results (discussed in Section 2).

2.0 LEARNING FROM COMMUNITY STEWARDSHIP EFFORTS

Community stewardship groups and organizations play a vital role in natural and cultural resource management in Hawai‘i. Their efforts support and enhance the efforts of government agencies, but more importantly, these groups are instrumental in preserving traditional knowledge and practices, encouraging participation, and developing new approaches. This section provides an overview of the input received from community stewardship groups and organizations from the survey and the workshop conducted as part of the Project. This section highlights experiences and lessons learned from these groups applicable to developing an integrated planning framework for natural and cultural resources management.

2.1 Profile of Community Stewardship Groups and Organizations

The Hawai‘i CZM Program invited many community groups to take part in the survey. More than 300 initial invitations were mailed and emailed, and follow-up emails, letters, and phone calls targeted people and organizations showing initial interest. A broad range of community stewardship groups and organizations responded to the survey. These groups can be characterized by organizational type, size, location, and approach. The total number of community groups and organizations active in Hawai‘i is difficult to determine. Some groups are informally organized and do not need or desire legal representation. The organizations that responded to the survey serve as a starting point for identifying the universe of groups conducting community stewardship activities around the State.

Both formally and informally structured groups participated in the survey. Sixty organizations completed the organizational profile portion of the survey. Of these organizations, 63 percent classified themselves as a non-profit organization under 501(c)(3). Another 15 percent classified themselves as a community association. Seven percent of the organizations responded that they were not formally structured. The remaining 13 percent did not classify their organization.

Community organizations and groups of all sizes are conducting stewardship activities related to natural and cultural resources management in Hawai‘i. Organizations that responded to the survey ranged in size from small organizations focused on a single issue to large organizations addressing a variety of issues at state and national levels. Organizations that participated in the survey are active on all of the Main Hawaiian Islands, including Kaho‘olawe and Ni‘ihau (Figure 2).

Volunteerism is considered fundamental to these organizations. Of the 60 organizations completing the organization profile, 40 percent have no paid staff and another 40 percent have between one and four paid staff (Figure 3). Most organizations rely heavily on volunteer activity, with 42 percent reporting volunteer membership between 5 and 25, and another 42 percent reporting more than 25 volunteers.

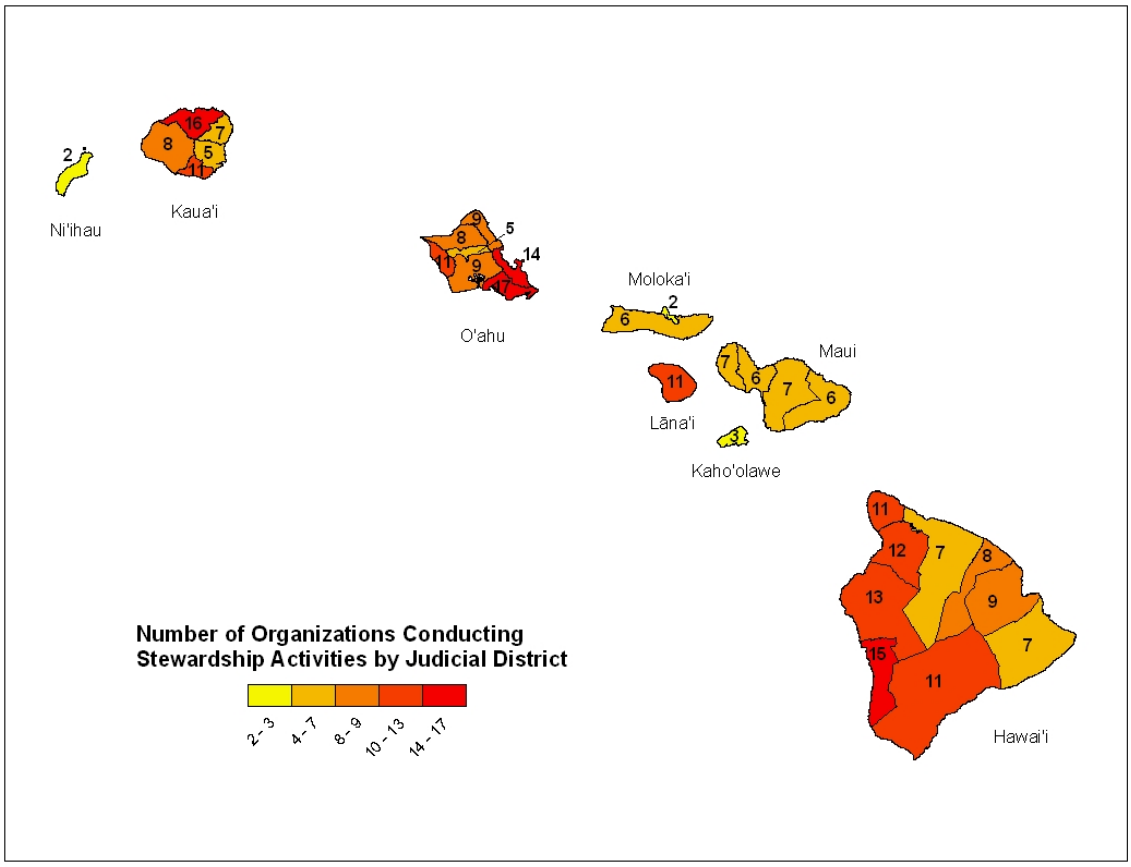

Figure 2. Number of Community Stewardship Groups Active by Judicial District

Organizations completing the survey ranged in age from newly formed to over 100 years old. The majority of organizations have been operating for 15 years or less (Figure 4).

Most community stewardship projects are conducted with a modest amount of funds received through grants from various federal and state agencies and private organizations. Seventy-eight percent of the survey respondents indicated that funding was obtained to conduct stewardship projects and activities, while 13 percent indicated that funding was not required to conduct the project described in the survey. Of the projects receiving funding, most were granted between $25,000 and $100,000 (Figure 5).

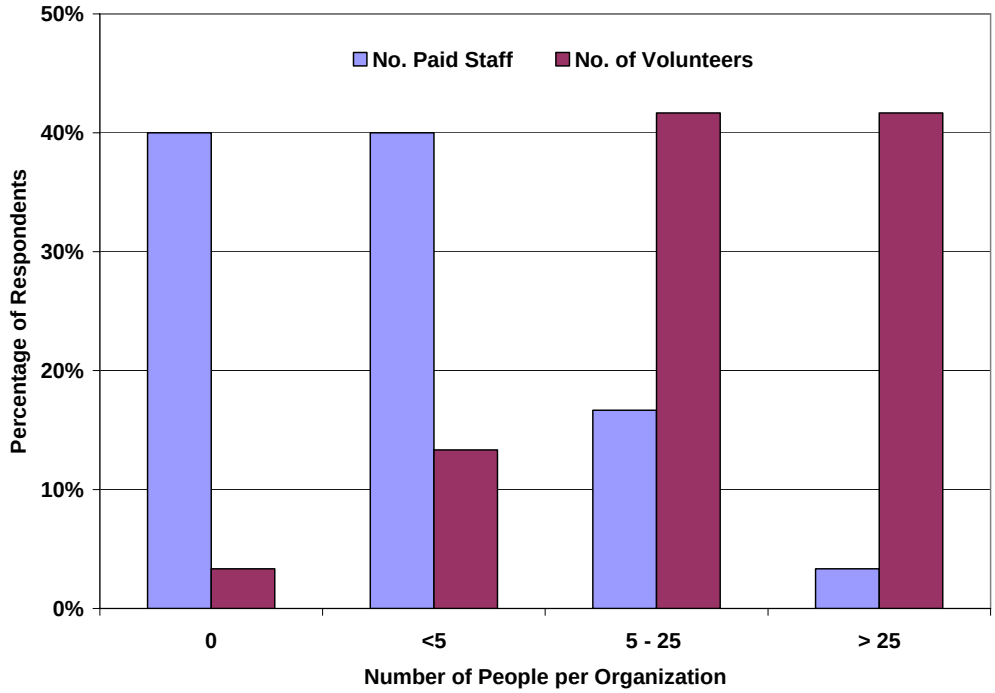

Figure 3. Staff and Volunteers per Organization by Survey Respondent (n = 60)

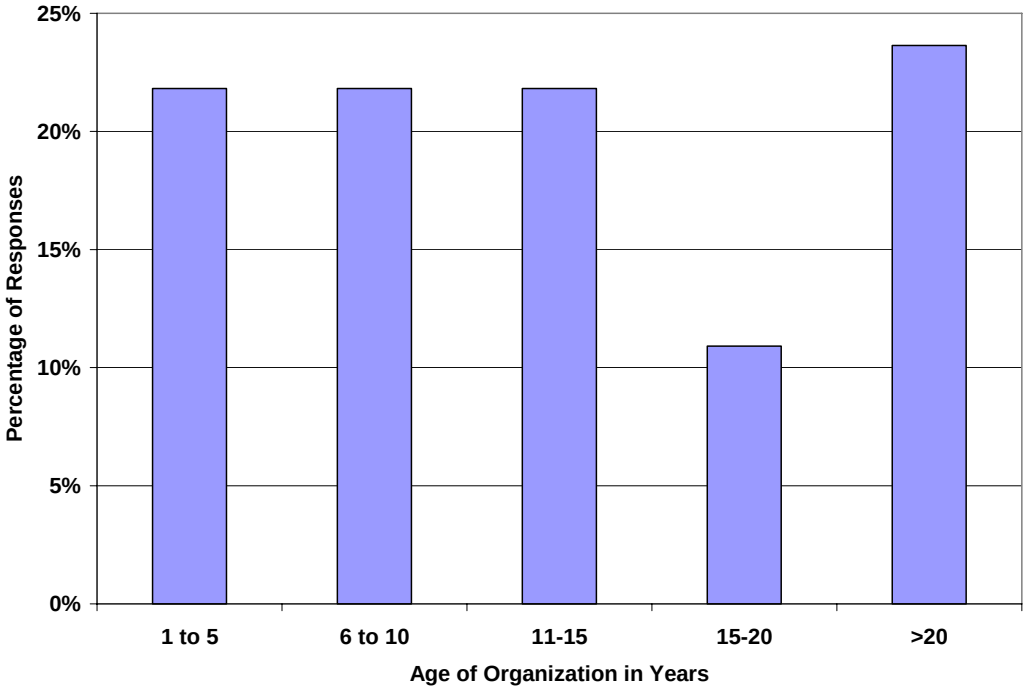

Figure 4. Age of Organizations Completing Survey (n = 55)

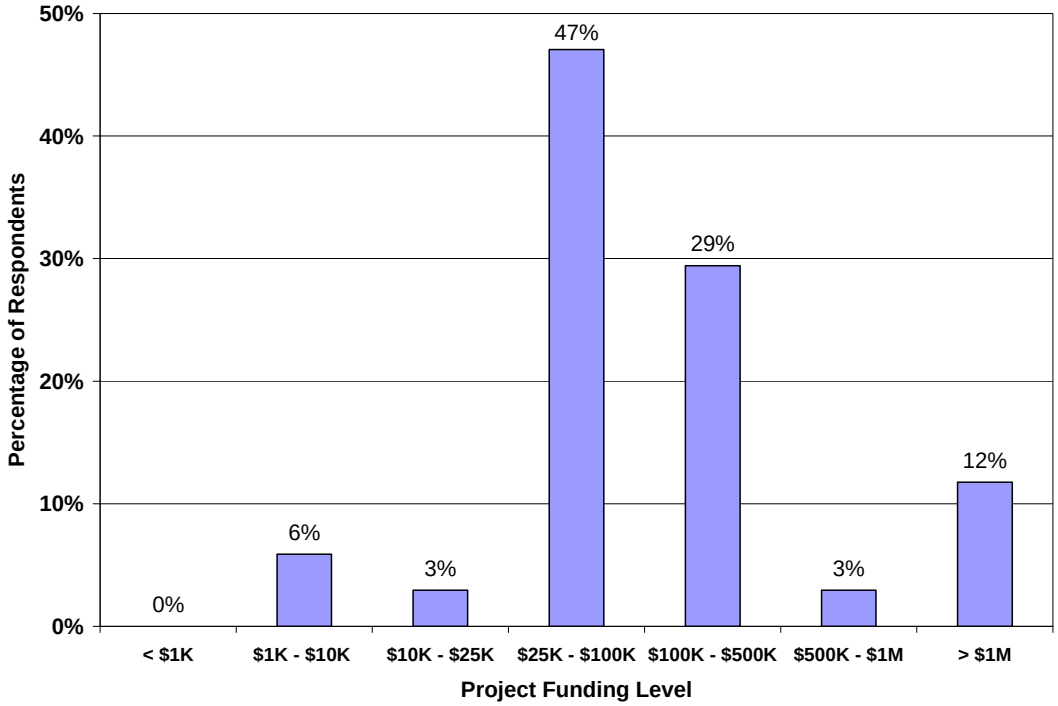

Figure 5. Funding Level of Projects Described by Survey Respondents (n=34)

2.2 Diversity of Approaches and Activities

Community stewardship efforts are taking place throughout Hawai'i under a wide range of human, cultural, socioeconomic, environmental, and natural resource conditions. Consequently, a number of approaches are employed to conduct projects and activities.

Community stewardship groups and organizations are reestablishing Native Hawaiian management systems and exploring Western-based approaches to management of natural and cultural resources. The majority of survey respondents, 72 percent, characterized their organizational philosophy as following a combination of both Native Hawaiian and contemporary approaches (Figure 6). Three percent of the organizations responding to the survey classified their organizational philosophy as following a Native Hawaiian traditional *ahupua'a* management approach only. Eight percent of organizations classified their organizational philosophy as using a contemporary watershed[2] management approach only. A number of organizations cited other approaches, including performing arts and political advocacy.

[2] In this report, watershed and *ahupua'a* are often used in similar context. Watershed management is concerned with the movement of water through a system, from the mountaintop to the shoreline bounded by the ridgelines that delineate the sides of the system. Contemporary watershed management incorporates ecosystem components that surround, impact, and rely on the water. *Ahupua'a* management provides an integrated approach to behavior and natural resource management where communities assess the health and vulnerability of their surrounding environment and formulate best management practices for sustainable, long-term land and natural resource management. Further descriptions of these concepts are included in Section 3.

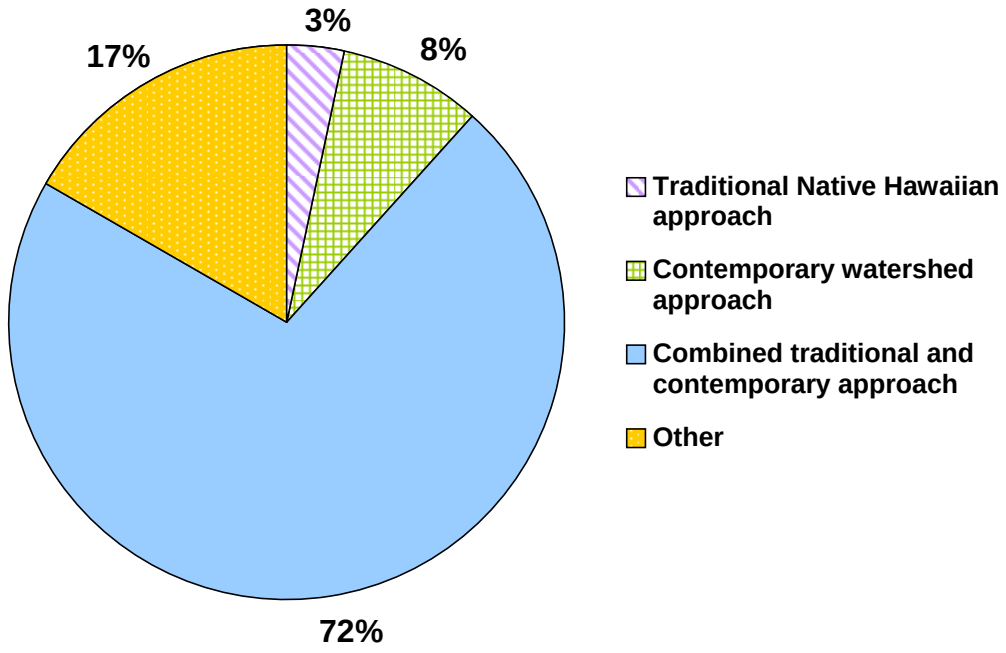

Figure 6. Organizational Philosophy of Community Stewardship Groups and Organizations (n = 60)

Community groups and organizations are providing a diverse array of natural and cultural resource management services through projects and activities. Examples of the types of activities and services highlighted by survey respondents are summarized in Figure 7 and include:

- **Community development and *ahupua'a*/watershed management planning**: Community-based planning efforts, such as the Kaua'i Westside Watershed Master Plan and North Kohala Community Development Plan, are being developed and implemented in collaboration with state and county agencies.

- **Place-based regulations and management measures:** Regulations to manage fisheries and protect coral reefs are being established based on community values and the unique characteristics of an area. Fisheries management is conducted using a blend of traditional ecological knowledge and practices, as well as Western scientific methods. Community stewardship groups and organizations also provide support for establishing and monitoring Marine Life Conservation Districts and special ocean use areas.

- **Natural and cultural resource restoration:** Many restoration activities are being implemented by community stewardship groups and organizations for natural and cultural resources. Cultural resource restoration includes activities in ancient Hawaiian salt ponds, *heiau*, and fish ponds. Natural resource restoration activities are occurring in forests, streams, and wetlands.

- **Education and outreach:** Education and outreach is a regular component of most stewardship activities. Over one-third of all projects depended on education and outreach to achieve successful outcomes. In fact, education and outreach were cited as important factors to success more often than financial or technical assistance, volunteer support, or partnering with other entities.

- **Collaboration and partnerships:** Collaboration and partnerships are essential for sharing resources and conducting priority activities. The establishment of watershed partnerships represents one form of public-private collaboration for managing natural resources among private land owners, the State, and nongovernmental organizations.

- **Volunteerism:** Community-based volunteer efforts are being organized to support beach cleanups, endangered species recovery and emergency response, coral reef monitoring, and surveillance programs such as *Makai Watch*.

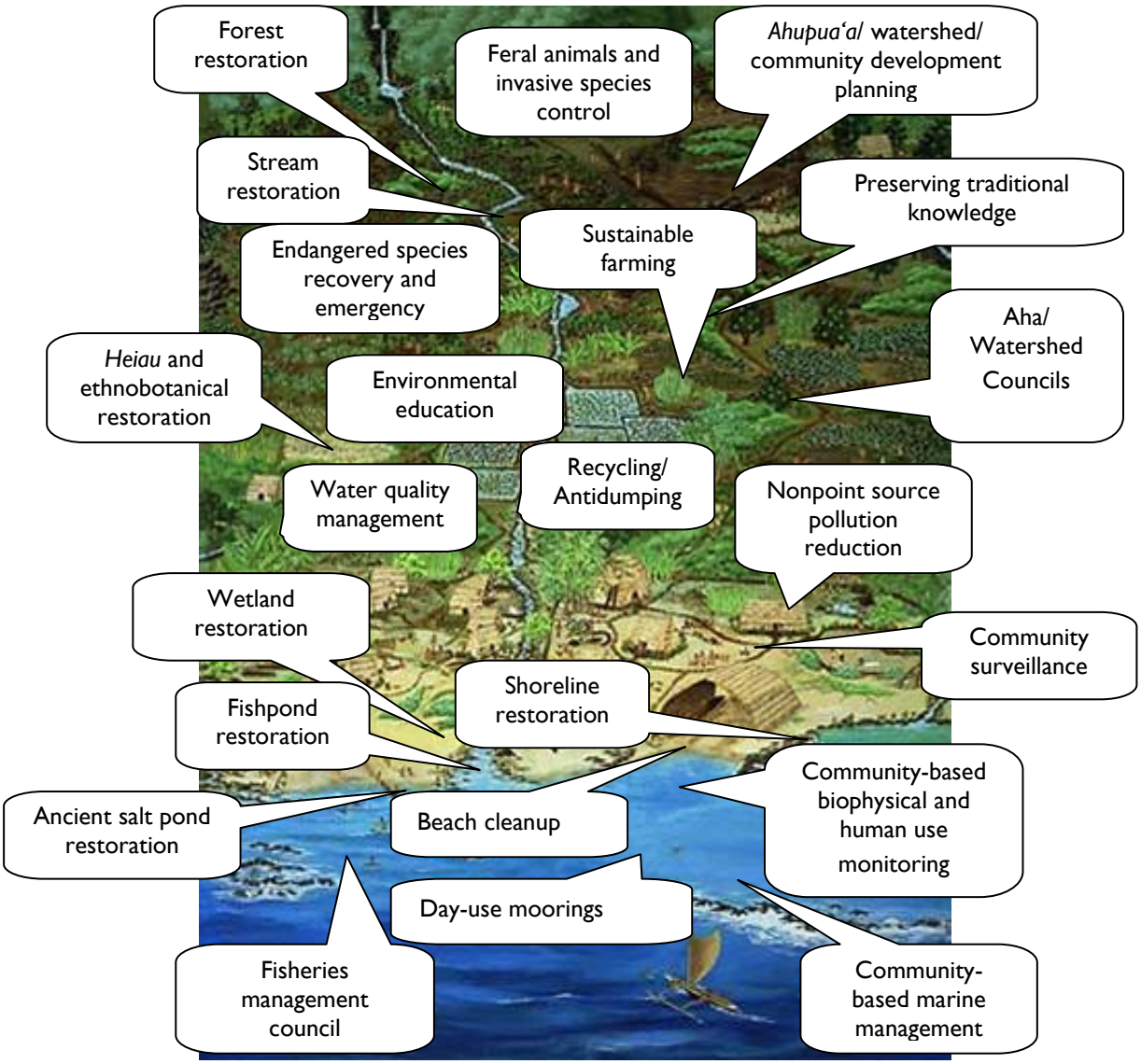

Figure 7. Diversity of Community Stewardship Activities in Hawai'i (adapted from Kamehameha Schools 1994)

2.3 Success Factors and Challenges

Community stewardship groups and organizations identified a number of factors that contributed to success or imposed challenges on their activities. The factors described below are based on the summary of survey results in Appendix A and the summary of workshop results in Appendix B.

A majority of survey respondents specified increased awareness and support from the community as the most important outcomes of a successful project. Education and outreach, financial assistance, and partnerships and collaboration with other entities were also top-ranking factors contributing to successful project outcomes (Table 1).

Table 1. Factors Contributing to Successful Project Outcomes

Factors	Ranked #1 by Respondents (n=47)
Education and outreach activities	36.2%
Financial assistance	25.5%
Partnership and collaboration with other entities	25.5%
Volunteers conducting project activities	12.8%
Technical assistance	0.0%
Total	100%

Survey respondents identified a number of barriers to achieving project goals. Difficulties in recruiting volunteers, working with the government, devoting time, and bringing diverse interests together were ranked as top barriers to success (Table 2).

Table 2. Barriers Inhibiting Progress of Stewardship Efforts

Barriers or Difficulties	Ranked #1 by Respondents (n=46)
Recruiting/retaining volunteers and leaders	17.4%
Working with government agencies	17.4%
Lack of time to organize projects that keep pace with development	17.4%
Bringing together diverse interests in the community	17.4%
Finding solutions that meet both government policies/plans and community's interests	10.9%
Lack of fund-raising capacity (skills and time)	10.9%
Working with other community groups and nongovernmental organizations	4.2%
General lack of organization within the stewardship entity	2.2%
Creating a sense of community identity	2.2%
Total	100%

Resources that would strengthen stewardship efforts were also identified by survey respondents. Networking with other community groups was ranked as the top resource that would strengthen community stewardship efforts - twice as many participants chose this as chose the two next highest-ranking resources (equipment and materials; data and information) (Table 3).

Workshop participants highlighted communication as the most important factor for achieving success, while working to achieve consensus was viewed as the key factor in attaining project goals. Utilizing culturally-appropriate approaches promotes open communication, trust, and greater understanding, which must occur within and among groups on the following levels: adults and children; community members and government; and children and *kupuna*. On Kaua'i, members of Hui o Paakai, an organization dedicated to the preservation, perpetuation and protection of the Hawaiian tradition of salt gathering, go house to house to explain the significance of the salt ponds to younger and older generations alike, building relationships one at a time.

Table 3. Technical Resources Needed to Strengthen Stewardship Efforts*

Technical Resources	Ranked #1 by Respondents (n=47)
Networking with other community groups and organizations	31.1%
Equipment and materials	15.6%
Data and information	15.6%
Technical assistance and training	11.1%
Assistance with permits for community projects	11.1%
Outreach materials and media support	8.8%
Help in coordinating with other agencies	6.7%
Total	100%

*Other than funding

The importance of communication surfaced during discussions on obstacles as well. The circumstance of community members not participating in the process but raising objections during implementation was cited by many as the primary obstacle to success. Changing demographics, which often entails integrating new participants who are unfamiliar with the issues, can slow the process and drain initiative. Educating these newcomers consumes precious time of volunteer-based community organizations and initiatives. In addition, reaching consensus is often difficult and can water-down final actions.

Early and strong support from government is another foundation for success. Seed money and agency support help programs get on the right track. Workshop participants argued for a "targeted watershed" approach among government agencies instead of supporting scattered projects. With limited available funding and human resources, gathering government and community support to focus long-term efforts on specific aims provides a real opportunity to produce measurable successes.

Conversely, government was also considered a primary obstacle to community stewardship activities, as agencies often treat the community as a client rather than a partner. Workshop participants who conveyed their sense of urgency to protect our resources before it is too late do not see that same level

of concern from government agencies. Furthermore, government agencies need to recognize their inability to accomplish all necessary work and become more supportive of community efforts.

Additional obstacles discussed at the workshop included the lack of a cohesive policy among agencies, the persistence of "turf wars" over resource responsibility, the lack of transparency in agency actions, and convoluted policies, including those regarding permitting and DLNR's administrative rules. Participants voiced hesitation for streamlining the permitting process for development and other commercial activities; however, the group explained that the red tape and evasive answers that community initiatives undergo adversely impact community spirit, efforts, and successes. While existing regulations are adequate, a lack of enforcement and inconsistent prosecution of these regulations render them ineffective for protecting Hawaii's natural and cultural resources. The group expressed consensus on the critical need for an increase in on-the-ground enforcement presence and diligent prosecution of law-breakers.

2.4 Enhancing Collaboration and Stewardship

Community stewardship groups and organizations identified a number of changes that would better support community stewardship efforts for natural and cultural resources. Survey respondents ranked the following as top strategies for the State to pursue in support of community stewardship efforts (Figure 8):

- Promote accomplishments and share lessons learned;
- Develop collaborative arrangements among stakeholders; and
- Sustain funding to successful community stewardship efforts on each island.

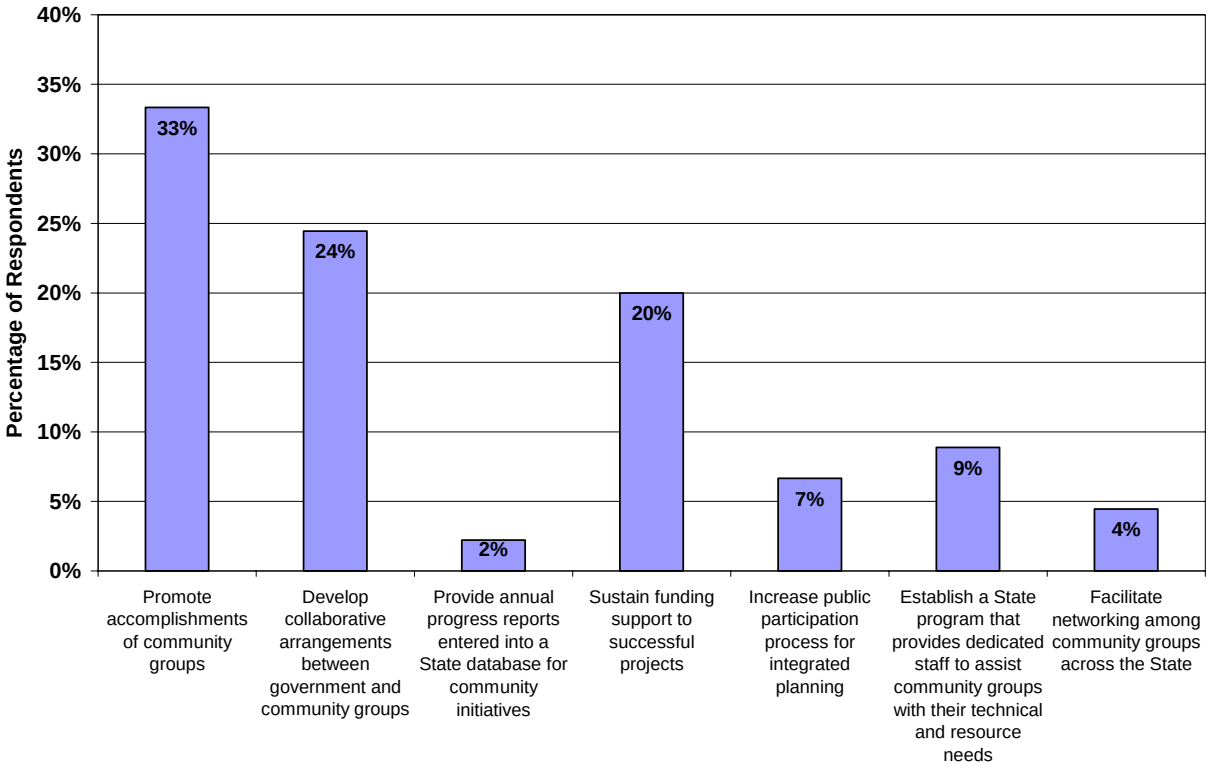

Figure 8. Strategies for the State to Pursue to Enhance Support for Stewardship Groups (based on survey respondents; n = 45)

Survey respondents also expressed that the most valuable assistance that the State could provide is regular funding for community stewardship efforts by *moku* and support for community stewardship programs on each island (Figure 9). When asked for the single most effective way the State could provide technical services to community groups, respondents chose "Assist groups in documenting and sharing traditional and contemporary best practices by island and across the state."

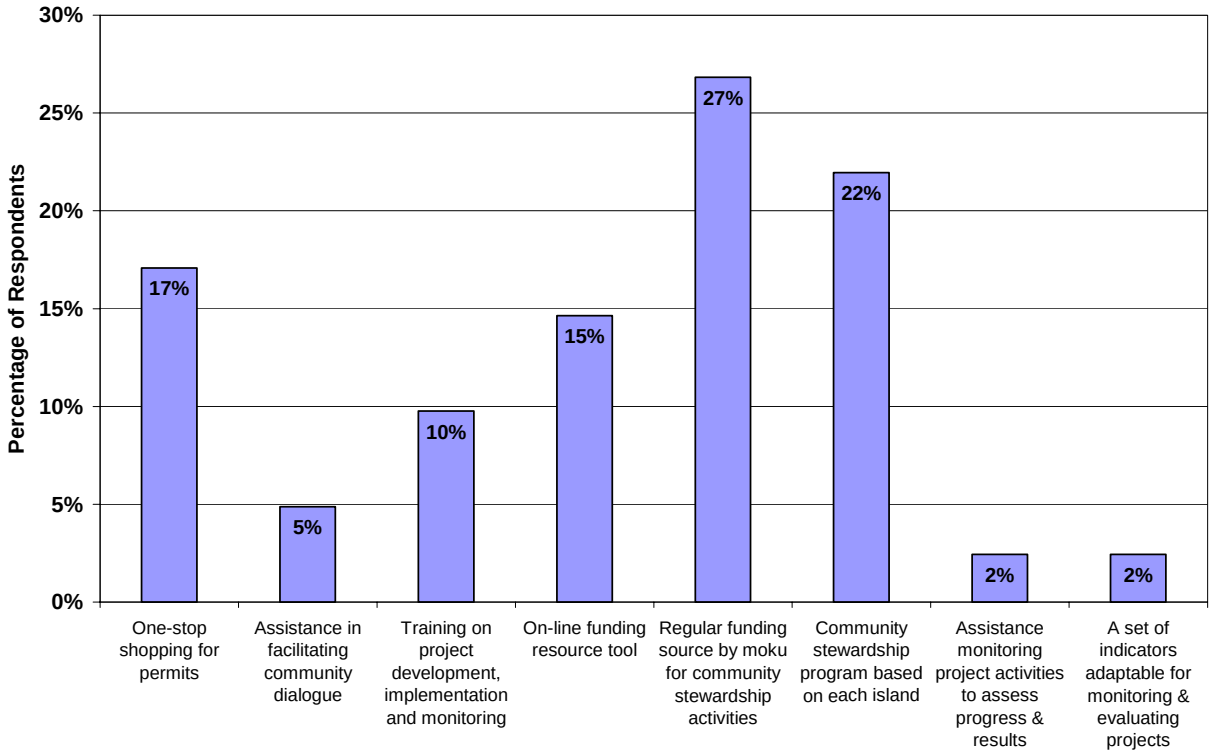

Figure 9. Government Assistance Needed by Community Groups (ranked by survey respondents; n = 41)

The survey also asked participants the extent to which they agree with changing the structure of certain government programs to improve services provided to community organizations in order to enhance the success of their stewardship efforts (Figure 10). The majority of participants agreed with all of the potential changes. Even the choice receiving the lowest percentage of votes, "Form new regulatory bodies with an emphasis on natural and cultural resources management at state, local, ahupua'a, moku levels," was supported by 62 percent of participants. Three of the choices (Need for more provisions to solicit input from the community; Require cultural and natural resource experts on regulatory boards and commissions; and Require that all new developments conduct a cultural resource assessment as part of the permit approval process) received over 88 percent agreement from the survey participants.

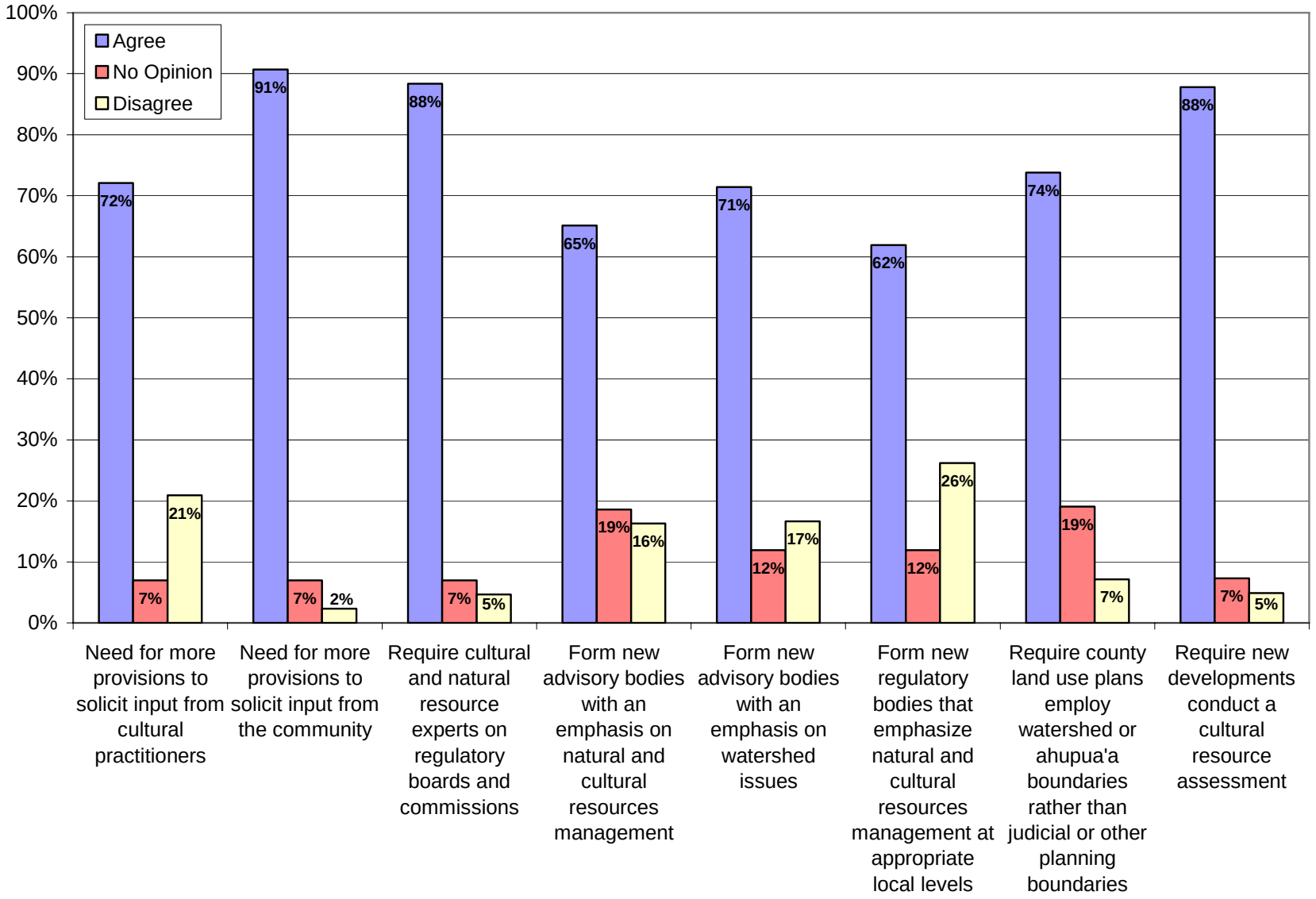

Figure 10. Potential Changes to Organization/Structure of Governmental Programs (n=43)

Recommended changes to support collaboration and stewardship of natural and cultural resources were further discussed during the workshop. Participants were asked, "What specific actions would make the most impact in the success of Hawaii's stewardship activities?" While the group developed 61 recommendations based on a review of the workshop notes (see Appendix B), 24 recommendations were recorded as priorities during the "report-out" at the end of the breakout session. Participants were each allotted four votes to choose among those 24 implementation options, and voters were allowed to spread out their votes or consolidate them into a single choice. The following is a list of the top seven choices in descending order (all options receiving 10 votes or more), which received 73.5 percent of the votes. The numbers in parentheses correspond to the number of votes received and the percentage of total votes, respectively.

- Generate money to support stewardship efforts, possibly through a visitor tax or $1.00 per month added to every water bill (20 votes, 15.2 percent)

- Create an effective conflict resolution process at all levels (government-community; community-community; business-community; etc.) to minimize tensions between community-based organizations and the State (17 votes, 12.9 percent)

- Support enforcement with more money, 'giving teeth' to laws that are adequate as they are currently written (16 votes, 12.1 percent)

- Develop stewardship leaders with the right values (13 votes, 9.8 percent)

- Establish Department of Education programs to instill values and commitment early in youth, including training students to be stewards and hiring resource stewards to be teachers (11 votes, 8.3 percent)

- Stabilize funding sources that provide for long-term funding (10 votes, 7.6 percent)

- Apply a traditional approach to stewardship, with *mauka*-to-*makai ahupua'a* model as the framework in order to acknowledge the importance of connectivity (10 votes, 7.6 percent)

The resurgence of Native Hawaiian approaches and the development of Western-based watershed management techniques in recent years are being applied by communities and in partnership with government agencies. Both of these approaches have similar overarching philosophies, including employing an integrated holistic approach, achieving long-term sustainability, and fostering greater public understanding of, appreciation for, and connection with the natural resources upon which we rely.

In order to address complex environmental and natural resource management problems, government agencies, communities, and the private sector must continue to forge partnerships that solve problems across multiple jurisdictional and geographic boundaries. Government agencies must resolve jurisdictional issues where they inhibit an integrated approach. Statewide policy and planning goals must include communities as equal partners, and locally organized advisory bodies must receive some level of responsibility and funding to improve the condition of the environment in their local areas. All available tools, knowledge, partnerships, and community involvement must be employed and strengthened to accomplish a truly integrated approach.

3.0 OVERVIEW OF NATURAL RESOURCE MANAGEMENT IN HAWAIʻI

Community stewardship and collaborative efforts are paving the way to improve natural and cultural resources management in Hawai'i by integrating and blending traditional Hawaiian *moku (district-level)* and *ahupua'a* practices and principles with Western-based watershed management approaches. As modern *moku* and *ahupua'a* are characterized by a range of human, environmental, and resource use conditions (see Figure 11), contemporary boundaries may need to vary from the physical boundaries and parameters customarily associated with these land areas. Diverse characteristics may require adoption of a place-based and culture-based management approach to address different conditions and values of different areas. Building on Native Hawaiian and Western-based management approaches provides a unique opportunity to improve natural and cultural resource management in Hawai'i. This section compares traditional and cultural practices with Western-based management and describes resource use and management issues that should be addressed.

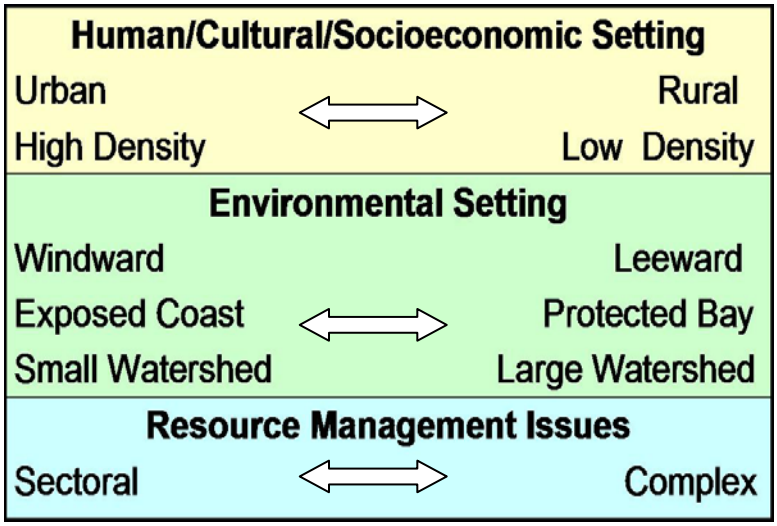

Figure 11. Characteristics of Today's *Ahupua'a*

3.1 Traditional and Cultural Practices

Native Hawaiians acknowledge the intimate relationship of people to place and pose no separation between cultural and natural resources. Earth, sea, and sky are all part of an interconnected system that provides life-giving resources, influences behavior and values, and serves as the source of human physical and spiritual identities. The *ahupua'a* concept provides an integrated approach to behavior and natural resource management where communities assess the health and vulnerability of their surrounding environment and can formulate best management practices for sustainable, long-term land and natural resource management.

Management Units

In most cases, the traditional *ahupuaʻa* was a unit of land that ran from the uppermost reaches of the mountains out into the sea and incorporated a complex assemblage of terrestrial and marine resources needed for survival (Williams 1997). *Ahupuaʻa* of the Waiʻanae *moku* are shown in Figure 12. Forest areas, lowlands, coastal, and marine environments provided fresh water, food, and materials needed for everyday use. The term *ahupuaʻa* derives from the Hawaiian *ahu*, an altar or marker located at the seaward boundary of an area, upon which the head of a *puaʻa* (pig) or a carved likeness was placed at the time of collection of tribute for the god *Lono*. By the 16th century, the native system of land management, which was the basis of historic land and resources management in Hawaiʻi, had been formalized. Within this system, the *mokupuni* (islands) were subdivided into land units of varying sizes. The largest division was the *moku-o-loko* (*moku*, district). *Moku* of Oʻahu are shown in Figure 13. Like the larger land units, the *ahupuaʻa* were divided into smaller, more manageable parcels, and were defined by their natural resources. These small land units, such as the *ʻili, ʻili lele, loʻi kalo, kīhapai, mala, koʻele, moʻo, kuaīwi*, and *loko* were inhabited or managed by the *makaʻāinana* (people of the land, or those who oversaw the production of food and energy) and their extended families.

However, an *ahupuaʻa* is more than just an ancient land division. It is also system of systems which represents an integrated relationship between the people and their spiritual and natural environments. Spiritually connected to the land and sea, Hawaiians relied on the natural resources of both for survival. Consequently and necessarily, the *ahupuaʻa* management system reinforced an extensive set of social norms and religious beliefs to ensure sustainability of the natural resources from overexploitation, pollution, and extinction. In physical terms, an *ahupuaʻa* generally extends from the top of a mountain peak or ridge, includes the air and space above it, all of the land delineated by the boundaries, and extends out into the ocean that fronts the watershed, including the fisheries that exist there. However, an *ahupuaʻa* also includes all of the human activity—physical, mental, and spiritual. It is a behavior management system that embraces a holistic view to include all forms of life—animate and inanimate.

Figure 12. *Ahupuaʻa* in the Waiʻanae *Moku* (note: the Waiʻanae *ahupuaʻa* extends over the mountains to central Oʻahu. Source: http://www.hbws.org/cssweb/display.cfm?sid=1408)

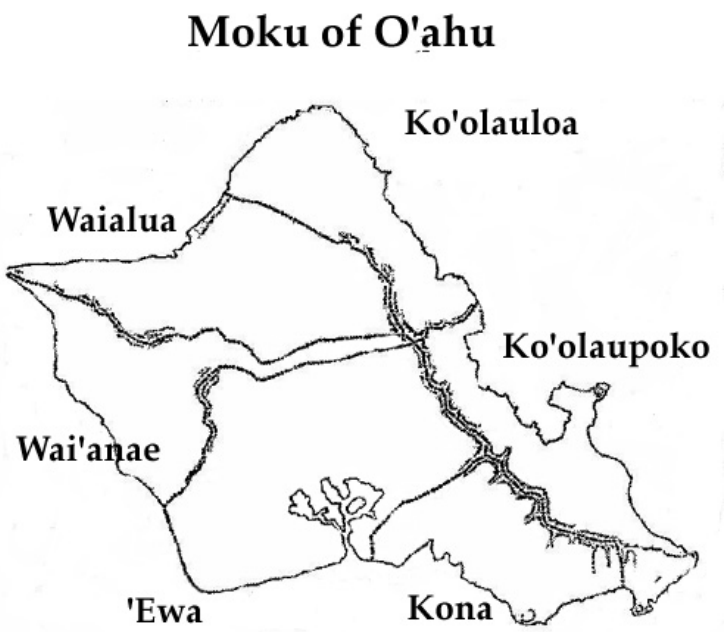

Figure 13. *Moku* of Oʻahu
(Source: http://emedia.leeward.hawaii.edu/millen/ bot130/learning_objectives/lo29/ahupuaa.html)

An underlying philosophy of *ahupuaʻa* management is that every entity in the *ahupuaʻa* has an inherent ability to access its resources in order to live a full life, spiritually, economically, educationally, and physically. This philosophy is tempered by the practical concept of *pono*, which portrays the practice that a person takes only what is appropriate for his or her needs. This philosophy also subscribes to the overarching value and principle of *aloha*, which speaks to the concept of always leaving a person or a place whole, or better than when he or she first encountered it, giving and receiving, and not taking more out than he or she has contributed.

In addition, Hawaiians adopted a system of *kapu,* policies, rules and guidelines establishing conservation practices. The consequences of violating *kapu* were stiff punishments, including death. Best management practices incorporated an extensive knowledge of the natural environment. The moon calendar is perhaps the most widely known, if not currently well understood, tool that directs resource use and management based on seasonal, monthly, and daily changes and rhythms of the marine and terrestrial ecosystems. In brief, the moon calendar emphasizes certain repetitive biological and ecological processes that can be validated by personal observation. From these observations, resource users can determine when to plant taro, when to collect *limu* (algae), which fish to catch, and which to avoid. The seasonal movement of sand in the inshore waters causes some species to move from the reef *pukas* (holes) to offshore locations. The identification of peak spawning periods for important fish species led to closures or *kapu* so as not to disturb the natural rhythms of these species.

While many *ahupuaʻa* were managed for self-sufficiency, providing all basic needs for water, food, and shelter for its residents, sharing certain resources with neighboring *ahupuaʻa* was necessary. Indeed, *ahupuaʻa* management was a complex system of politics, land tenure, spiritual connection, and sharing.

Management Authority

ʻAha councils served as a governing board for each *ahupuaʻa*. The *ʻaha* councils were made up of a multidisciplinary group of practitioners and acknowledged experts in agriculture, fishing, water resources, and cultural skills, who lived within each *ahupuaʻa*. *Kapu* systems of place-based prohibitions for each *ahupuaʻa* were enforced by *Konohiki* (overseers) while day-to-day management of *ahupuaʻa* operations was accomplished through lesser ranking chiefs assisted by *luna* (technical specialists).

Entire *ahupuaʻa*, or portions of them, were generally under the jurisdiction of appointed *konohiki* or lesser chief/landlords, who answered to an *aliʻi-ʻai-ahupuaʻa* (chief who controlled the *ahupuaʻa* resources). The *aliʻi-ʻai- ahupuaʻa* in turn answered to an *aliʻi ʻai moku* (chief who claimed the abundance of the entire district); thus, *ahupuaʻa* resources also supported the royal community of regional and/or island kingdoms. This system of land and resources management was integral to the Native Hawaiian way of life.

Contemporary Adaptations

Today, *ahupuaʻa* management focuses on fostering stewardship of the land and sea, and understanding the interconnectedness of the health of our environment and ourselves. It provides opportunities to promote community-based efforts with localized knowledge and to actively participate in decisions about the use and care of the *ahupuaʻa*.

For example, Native Hawaiian practices are being utilized for community-based management of inshore fisheries at Moʻomomi on Molokaʻi in response to the depletion of fish stocks by commercial fishing in the 1980s. With the State's support, *Hui Mālama o Moʻomomi* developed a plan to manage their own nearshore resources (Poepoe et al. 2005). Objectives of the plan include: (1) establishing a monitoring program that integrates Native Hawaiian and Western methods; (2) fostering consensus of allowable fishing techniques that restore community values and care-taking; and (3) revitalizing a locally sanctioned code-of-fishing conduct. Similar projects are being initiated in Haʻena (Kaʻuai), Miloliʻi (Hawaiʻi), and other rural communities. Other examples in which traditional practices are being applied or adapted to resolve current natural and cultural resource management issues include the following:

- Establishing the *ʻAha Kiole* Advisory Committee by Act 212 to provide recommendations to the State legislature on the development of an *ʻAha Moku* System intended "to create a system of best practices based upon the indigenous resource management practices of moku boundaries, which acknowledges the natural contours of land, the specific resources located in those areas, and the methodology necessary to sustain resources and the community (Act 212, Section 1)";

- Developing more holistic watershed management plans that include marine resources, cultural practices, and other elements considered in traditional *ahupuaʻa* management;

- Preserving and employing traditional ecological knowledge for management of natural and cultural resources; and

- Utilizing Native Hawaiian practices such as *kapu* (prohibitions) to manage natural and cultural resources.

3.2 Contemporary Management

Hawaii's current legal and policy framework for environmental management largely perpetuates a sector-based approach. Federal, state, and county government agencies have jurisdictional authority over specific resources or areas, and management decision-making is solely in the hands of the government. While stakeholder and public consultations occur, management decisions are rarely grounded in the values of the community or specific needs of the area.

Management Units

Hawaii's legal definition of the coastal zone reflects concepts geographically similar to *ahupuaʻa*. Under Hawaiʻi Revised Statute 205a, the coastal zone management area includes "all lands of the State and the area extending seaward from the shoreline to the limit of the State's police power and management authority, including the United States territorial sea."

However, watersheds and subwatersheds are delineated based on hydrogeologic management units ending at the shoreline and do not specifically include the adjacent coastal waters. Watershed units on the Island of Oʻahu are shown in Figure 14. Furthermore, it is important to recognize that watershed boundaries do not always reflect traditional *ahupuaʻa* land management units. As such, watersheds are not equivalent to *ahupuaʻa*, which incorporate cultural resources as well.

Management Authority

Jurisdictional responsibilities for natural resources are held at state and county levels. Hawaii's Revised Statutes provide authority for the management of natural resources and define jurisdictional mandates of state government agencies. The State of Hawaiʻi Department of Land and Natural Resources (DLNR) and the Department of Health (DOH) are the principal state agencies responsible for setting regulations and managing the use of land and water resources and waste management. Regulations generally apply statewide with few place-based modifications. City and county government agencies provide environmental and water resource related services. Table 4 illustrates the various government agencies with watershed-related responsibilities within Hawaiʻi.

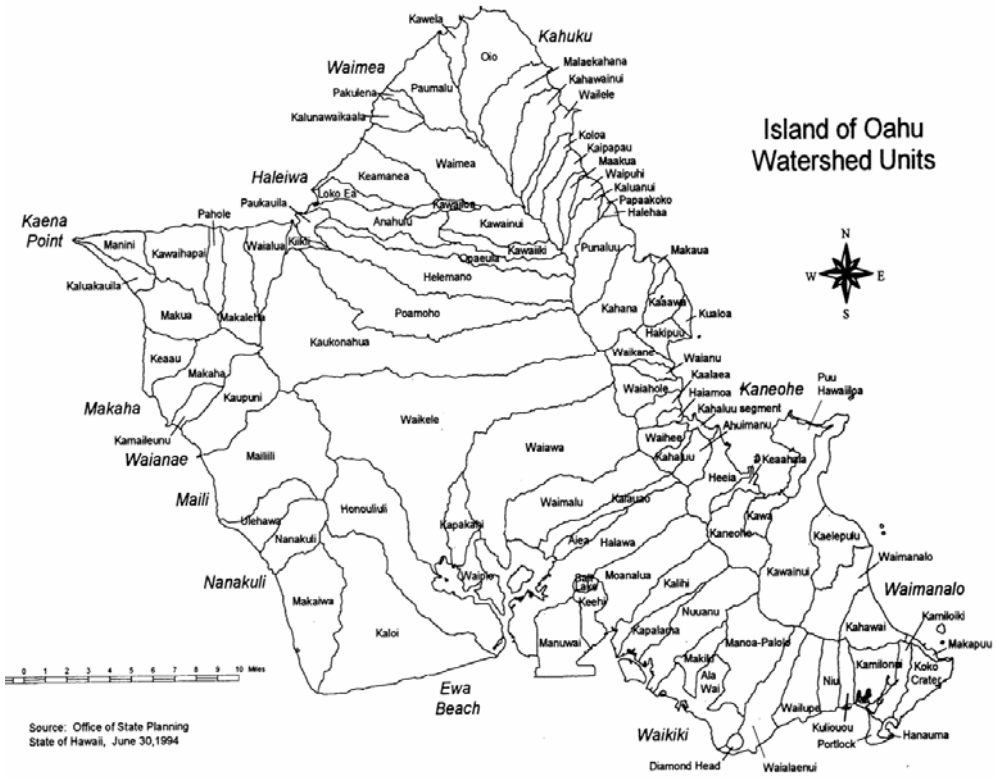

Figure 14. Map showing watershed units on the Island of Oʻahu

Table 4. Government Agencies with Watershed-Related Responsibilities

Government Entity	Areas of Responsibility
County Government Services	▪ Monitors and maintains sewage system, treatment facility, ocean outfall; stormwater conveyance system; solid waste management system ▪ Regulates nonpoint source pollutant runoff through permits for construction, grading, and other development activities ▪ Manages water resource distribution
Hawaiʻi CZM Program, OP, DBEDT	▪ Manages coastal zone management program ▪ Balances economic development and conservation interests ▪ Coordinating agency for implementation and update of the Hawaiʻi Ocean Resources Management Plan (ORMP) ▪ Administers Coastal Nonpoint Pollution Control Program (CNPCP) in collaboration with Department of Health ▪ Implements CZM Program compliance through Special Management Areas (SMA) and Shoreline Setback Areas (SSA) ▪ Ensures federal consistency with CZM Program policies and objectives
Hawaiʻi State Department of Health	▪ Establishes water quality standards for state waters ▪ Monitors water quality, point, and nonpoint source pollutant discharges ▪ Implements and administers CNPCP in collaboration with CZM through Polluted Runoff Control Program (PRCP) ▪ Administers total maximum daily load (TMDL) program ▪ Provides emergency response to community concerns
Hawaiʻi State Department of Land and Natural Resources	▪ Manages natural resources, preservation lands, endangered species, and critical habitats, including wetlands ▪ Administers water resources, public lands, boating, fishing, hunting, and state parks
Hawaiʻi State Department of Agriculture	▪ Monitors water diversions ▪ Provides a wide range of support for the aquaculture industry, including planning, business counseling, marketing, and research
Hawaiʻi State Department of Transportation	▪ Monitors and maintains state highway system by addressing litter, debris, and other nonpoint source discharges ▪ Operates and maintains nine commercial harbors across the State
U.S. Environmental Protection Agency	▪ Regulates point and nonpoint source discharges through National Pollutant Discharge Elimination System (NPDES) ▪ Regulates, cleans up, and responds to releases of hazardous wastes and other contaminants
U.S. Coast Guard	▪ Maintains contingency plan for recovery, dispersal, shoreline cleanup, habitat protection from oil spills as well as protection, rescue, and rehabilitation of fisheries and wildlife in coastal waters ▪ Responds to oil spills ▪ Combats the spread of marine alien species through anti-fouling, aquatic nuisance species, and ballast water management policies
U.S. Fish and Wildlife Service	▪ Identifies and protects endangered species and critical habitats
U.S. Department of Agriculture	▪ Develops best management practices for farm and livestock operations to minimize soil erosion and polluted surface water runoff ▪ Helps agri-businesses to implement best management practices
U.S. Geological Survey	▪ Conducts studies and assessments of hydrologic conditions and water quality

Table 4. Government Agencies with Watershed-Related Responsibilities

Government Entity	Areas of Responsibility
U.S. Army Corps of Engineers	▪ Helps state and local agencies fund and implement projects related to flood control and ecological restoration

Adaptations: Drawing from Native Hawaiian Culture

Recognizing the limitations of Hawaii's existing, sector-based legal and policy framework, government agencies and communities alike are developing alternative approaches for managing natural and cultural resources (Derrickson et al. 2002; DLNR 2006; Poepoe et al. 2005; EPA et al. 2004). Many of these initiatives draw from Native Hawaiian value and knowledge systems, including *ahupuaʻa* management. Examples of these alternative approaches include the following:

- Establishment of area-based regulations to manage ocean recreational use conflicts and protect coral reefs.
  - DLNR's Marine Life Conservation Districts (MLCD) is one example of designating marine protected areas with different resource prohibitions.
  - The designation of ocean recreational management areas (ORMA) has been used to manage competing uses of ocean resources.
- Collaborative public-private partnerships are being undertaken among federal and state government agencies, private landowners, and community stewardship groups and organizations to manage upland forest areas.
  - The East Molokaʻi Watershed Partnership, which is composed of The Nature Conservancy, private landowners, federal and state government agencies, academic institutions, and community groups, is working to eliminate feral pigs and other invasive species, restore native forests, and reduce polluted surface water runoff.
  - The Soil and Water Conservation Districts (under the Natural Resources Conservation Services, NRCS, within the U.S. Department of Agriculture) assist farmers in developing conservation measures to minimize soil erosion and non-point source pollution.
- Community stewardship activities are promoted through volunteer programs for a range of management issues including monitoring, restoration, and cleanup activities.
  - DLNR's Community Guidebook on coastal resources was developed as a practical capacity-building tool for community groups.
  - The Hawaiʻi Chapter of the American Planning Association published *From the Ground Up, A Handbook for Community-Based Land Use Planning*. This guide provides technical assistance and encouragement for people involved in bettering places and building communities.
- Watershed management plans are being developed at watershed and district levels.

- The Honolulu Board of Water Supply is developing watershed management plans with stakeholder involvement. The plans for Waiʻanae and Koʻolauloa have already been developed. These plans are designed to integrate with the county's land use plans and to meet the requirements of preparing a county water use and development plan under the State of Hawaiʻi Water Code and City and County of Honolulu ordinances.

- Public advisory councils are providing advice on a range of natural and cultural resource issues.

  - The Marine and Coastal Zone Advocacy Council (MACZAC), mandated under the Hawaiʻi Coastal Zone Management Act, Section 205A, 3.5, provides advice to the CZM Program regarding marine and coastal zone management.

  - Neighborhood boards, watershed advisory councils, and other bodies are addressing natural and cultural resources in specific areas.

3.3 Resource Use and Management Issues

Hawaii's marine and terrestrial ecosystems are under severe pressure from unsustainable development and associated increases in water and energy demand, land-based pollution, and recreational and other uses of the environment by residents and visitors. Despite the State's recognition of the need for sustainable development and new policies for rural development and renewable energy, efforts to manage natural and cultural resources management remain fragmented and insufficient.

Resource Use Issues

Increasing urbanization is resulting in loss of rural and agricultural potential, increased land-based pollution, and growing energy and water demands. Although land-based pollution from large-scale agriculture is declining, urban stormwater runoff from construction activities and increased impervious surface cover has taken its place. Polluted runoff, combined with an aging sewage system incapable of handling system overloads, is threatening our coastal water quality. Furthermore, as population density increases along shoreline areas, landscape hardening to protect property has become a serious coastal issue. Channelized streambeds for floodwater control exacerbate water quality problems and contribute to stream and estuarine habitat loss. Increased urbanization also often results in the loss of community identity, cohesion, and connection with the natural environment.

Resource use conflicts are increasing among tourism, recreational, subsistence, and commercial uses of marine and terrestrial ecosystems. Residents and visitors are competing for access to beaches and marine areas for recreation, subsistence, culture, and livelihood. While economic growth is vital to Hawaiʻi, it must be properly managed to preserve our natural resources and reduce conflicts among resource users. With Hawaii's mature tourism industry, new visitor designations and products are needed to retain or grow revenues; however, it is essential that these new designations and products are developed in a manner that preserves and incorporates both community values and ecosystem integrity.

In addition, global climate change is predicted to cause an increase in frequency and power of both storm surges and hurricanes. All of these impacts will make our coastal communities more vulnerable, endangering life and property. Existing development and present coastal planning do not sufficiently account for this changing environment. Preventive actions should not wait until a massive natural

catastrophe (such as the Indian Ocean tsunami in 2004 or Hurricane Katrina in 2005) causes widespread destruction of the coastal zone.

Resource Management Issues

Fragmented planning policies and inadequate capacity to monitor and implement existing plans, policies, and regulations are serious resource management issues. Management issues and situations that need to be addressed include the following:

- The existence of a legal and policy framework that perpetuates a sector-based management approach;

- Overlapping jurisdictions in federal, state, and county government agencies involved in natural resource management;

- General lack of day-to-day contact of Hawaii's population with their natural resources and the environment; and

- Most residents of Hawaiʻi today do not have a deep and intrinsic connection to the *ahupua'a* in which they reside. Many of the daily activities and experiences of residents occur in more than one *ahupuaʻa* or *moku*. In addition, much of the current population does not have historical connections with or knowledge of their *ahupuaʻa* or *moku.*

Some jurisdictional mandates have no regulatory provisions for implementation or consequences of inaction. For example, total maximum daily loads (TMDL) established by the DOH to address impaired water bodies are not enforceable. Only recently has the Hawaiʻi State Water Code requirement for the establishment of base stream flow standards begun to be implemented, and this has been largely in response to court mandates. Indeed, there are no explicit legal provisions for interagency cooperation in planning or implementing natural resource management programs. Memoranda of Agreements and non-formal mechanisms are being used to define collaborative institutional arrangements. Unfortunately, these arrangements are usually short-lived because they are often catalyzed by a government agency staff trying to meet specific requirements. These ad hoc mechanisms are adequate when agencies agree that collaboration is necessary for a specific issue, but they also illustrate how the standard operating procedure in government today is to work separately.

An integrated planning approach could provide a mechanism for jurisdictional agencies to address complex and interconnected natural resource problems, such as the effects of diverted stream flow on impaired stream water quality and estuarine health or the effects of polluted runoff on coral reefs in Marine Life Conservation Districts. Integrated planning approaches can address complicated political and socioeconomic issues as well. For example, an integrated planning approach may help agencies to address seemingly conflicting management goals, such as simultaneously defining appropriate land use and development to preserve scenic coastal areas, ensure public access to the shoreline, and restore and enhance coastal resource health. Ideally, developing an integrated approach may also broaden the mindsets of agencies and their staffs from a focus on only their own mandates to those of their partner agencies as well.

4.0 INTEGRATED PLANNING FRAMEWORK FOR NATURAL AND CULTURAL RESOURCES MANAGEMENT IN HAWAIʻI

Declining natural and cultural resource conditions in conjunction with fragmented management have persuaded communities to act. These communities are acting on their own and through partnerships with government and non-governmental organizations to address complex issues that require cross-jurisdictional cooperation to resolve. The experiences of community stewardship groups and organizations provide valuable insights and lessons learned. These insights were applied to the development of an integrated planning framework for managing natural and cultural resources. This framework consists of the vision, a set of principles, and implementation options that will guide the Hawaiʻi CZM Program toward the vision of the ORMP, a place-based, culture-based, and community-based approach to natural and cultural resource management throughout Hawaiʻi.

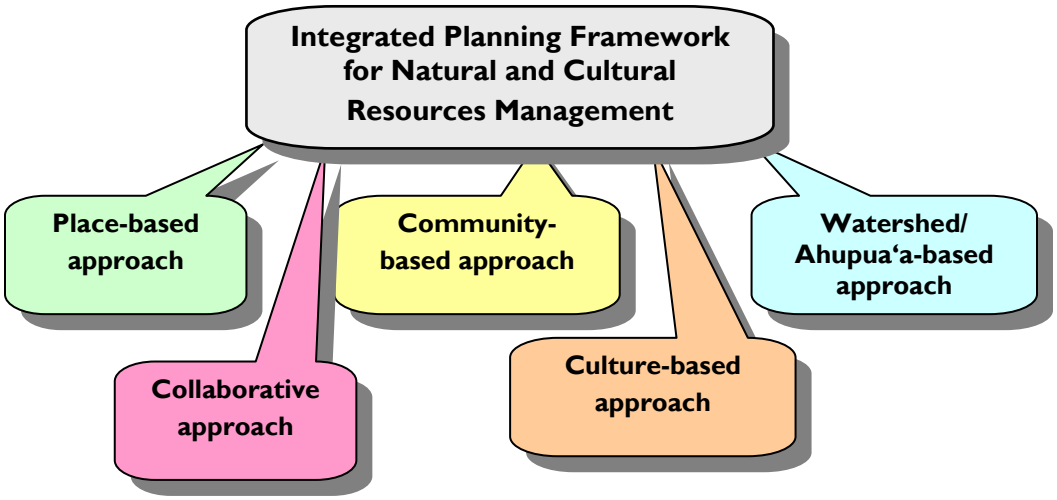

Figure 15. Components of an Integrated Planning Framework for Natural and Cultural Resources Management in Hawaiʻi

Based on the ORMP vision, the Hawaiʻi CZM Program and partners developed principles—guiding statements that define and describe the key concepts of the vision. The key concepts of these five principles are: (1) Community-based; (2) Collaborative; (3) Place-based; (4) Culture-based; and (5) Watershed/ *Ahupuaʻa*-based. The original principles were refined by input provided through this Project. Implementation options, which are recommendations to strategically fulfill the guiding principles, were primarily drawn from community group input received from the survey and workshop process. Intended to cultivate both Native Hawaiian and Western-based management practices, this integrated framework encourages an inclusive array of place-based, collaborative, community-based, culture-based, and watershed/*ahupuaʻa*-based management approaches.

Building on the experiences and lessons learned provided by community groups, this section identifies five principles to serve as an integrated planning framework for natural and cultural resource management in Hawaiʻi. These principles also help to further define and operationalize what is meant by the terms “integrated place-based, culture-based, and community-based approaches” contained in the ORMP. The five principles are:

- **Principle 1.** *(Community-Based)* Support community-based management of natural and cultural resources and build community capacity to engage in stewardship activities and network with other community groups.

- **Principle 2.** *(Collaborative)* Develop long-term collaborative relationships between government and communities to learn from local knowledge to more effectively manage natural and cultural resources.

- **Principle 3.** *(Place-Based)* Design management strategies and programs to consider the unique characteristics (resources, weather, demographics, etc.) of each place and in terms flexible enough for management to quickly adapt to changing conditions.

- **Principle 4.** *(Culture-Based)* Incorporate consideration of the host culture's (Native Hawaiian) traditional practices and knowledge in management strategies and programs.

- **Principle 5.** *(Watershed/Ahupua'a-Based)* Design management strategies and programs to recognize and incorporate the connection of land and sea.

Implementation options for each principle describe actions to realize these principles. Options listed under one principle are not necessarily mutually exclusive of other options under that principle or under the other four principles. Furthermore, the implementation options listed do not represent a checklist which can be considered complete once action has been taken. Indeed, many of the implementation options speak to processes that should be integrated into collaboration with community groups; therefore, many of the implementation options will entail an ongoing nature that will require continuous evaluation and implementation.

It is also important to recognize the contextual nature of the implementation options. Most of the options are broad enough to encompass various differences across the Main Hawaiian Islands, but this does not necessarily mean that all implementation options will be appropriate for all places. The specifics of implementation will likely vary as well, as places will have varied capacity levels, human and natural resources, goals, and values. This framework stresses the importance of these differences as the State attempts to improve the way that it collaborates and assists community stewardship groups and organizations. Ideally, this framework will be utilized to help address specific place-based concerns, issues, goals, and values.

Finally, these implementation options are not to be considered a final list upon which the State is to take action. The Office of Planning is seeking comments on these options that specify whether to eliminate some, add new options, prioritize options, revise, or develop any in the list. Means for public input are described in Section 5.0 *Next Steps*.

Principle 1 (Community-Based)

Support community-based management of natural and cultural resources and build community capacity to engage in stewardship activities and network with other community groups.

The people who live and work in a locale are those with the greatest stake in the preservation and sustainable use of the area's resources. People are tied to their community through history and choice. Native Hawaiians can trace their roots back generations, and the history of their family is interwoven with the history of their place. Indeed, the protection of their place is synonymous with the protection of their family identity. Newcomers often choose to live in a community because they identify with the lifestyle. These individuals can become avid defenders of the natural and cultural resources as well.

Nevertheless, community spirit is not a given, and it requires the cultivation of shared values. The *Hokule'a* is the oft-mentioned analogy of a healthy community, where all individuals in the canoe pull together for a common goal. In this spirit, we recognize that community stewardship efforts are essential to effective management of natural and cultural resources in Hawai'i. Community groups are often the best and most appropriate sources of local knowledge of conditions, resources, and cultural practices that government managers can apply to their efforts.

Furthermore, government lacks all the resources necessary to fully manage natural and cultural resources. Community groups often start with a single individual focusing on a specific issue about which he or she cares deeply. Successful community groups begin when others are drawn to this common cause, provide their unique experiences and efforts, and build a sense of unity. With initial successes, these groups can grow to encompass new issues, draw in more community members, and work towards a shared vision of who they are and where they live. In addition, the process often strengthens community identity.

Implementation options:

- Share lessons and accomplishments of community groups and organizations.
- Provide enforcement support for communities.
- Provide support for building caretakers, possibly through an educational program.
- Develop stewardship leaders with values that echo community values.
- Support groups who are conducting regular workshops to share and evaluate best management practices.
- Support groups who are training the community to implement best management practices.
- Support a community stewardship program based on each island, and establish new ones where needed.

- Staff communities with ombudsmen/liaisons to help communities understand government processes and advocate on their behalf with government agencies.
- Sustain funding over time to support successful projects, including funds for administrative expenses.
- Stabilize funding sources that provide for long-term funding.
- Provide sufficient and regular funding to conduct community stewardship activities in addition to existing grants.
- Provide funding to sustain existing groups that already assist community groups to network with each other and build capacity of communities to engage in stewardship efforts.
- Move to multi-year awards (e.g., 3-year awards). Note: National Oceanic and Atmospheric Administration (NOAA) and other federal entities are moving in this direction.
- Help groups come together as a network to submit group applications for funds (e.g., NOAA coral grant) so they can work together on an island level with an increased program budget.
- Set aside a percentage of development costs for conservation in the area.
- Generate money to support stewardship efforts, possibly through a visitor tax or $1.00 per month on the water bill.
- Develop on-line tools that help communities identify and apply to appropriate funding sources, as well as other administrative and legal assistance.
- Development a "Volunteer Opportunities" website where community groups can advertise need for volunteers by island.
    - Utilize existing websites, such as the *Malama Hawai'i* website, as the foundation of this action. Website could be expanded to support a virtual meeting place, administrative/ operational support, contacts, and on-line database to track projects.
- Establish one-stop shopping for permits.
    - Participants voiced a concern for streamlining the process for development and other commercial activities, but felt that the red tape and runaround experienced by community initiatives adversely impacts community spirit, efforts, and successes.
- Prepare working draft management plan (streamlined, with community and agency plans) that looks at all the issues and outlines the steps to implement the plan. Those steps will form the bases of projects to meet the goals.
- Develop a Memorandum of Understanding (MOU) to clearly define the role of government, describing its roles and responsibilities in the support for community-based projects. Use the MOU to establish shared goals and objectives for the project. This would be nonbinding, but would drive the agencies to help the project.

Principle 2 (Collaborative)

Develop long-term collaborative relationships between government and communities to learn from local knowledge to more effectively manage natural and cultural resources.

Natural and cultural resource issues invariably involve diverse interests and often competing goals. Regulatory agencies can inadvertently pit one user group against another in the process of managing local resources. Indeed, community groups often express frustration with the agencies charged with managing their local resources.

Collaborative arrangements between government, communities, and private land owners have resulted in successful efforts to manage natural and cultural resources. Collaboration allows for sharing different perspectives on the same issue. Among organizations that agree, collaboration allows for sharing resources and allocating responsibilities to those best suited, sparing limited resources, time, and money. Community partnerships with government agencies are enhancing efforts in this same manner. DLNR's Watershed Partnerships and Local Action Strategies and DOH's Watershed Councils are examples of such partnerships.

Whether a group is still grappling with the issues, is ready to take action, or is evaluating efforts for effectiveness, agencies have skills and resources that can enhance community efforts. Building these relationships takes time and a genuine spirit of collaboration to strike an appropriate balance. Groups that have continued to refine their relationships with state and county agencies are successful in accomplishing their goals.

Implementation options:

- Assist community groups by documenting and sharing traditional and contemporary best practices by island and across the State; Develop a common understanding of traditional and contemporary practices.
- Provide champions on each island, determined by each island (preferably by each *moku*), to serve as a liaison between community groups and government agencies (this should not be another layer of bureaucracy).
    - This also needs to be an inclusive process, not just using one person as a "check-off" for development permits.
- Support partnerships among community groups, private sector, and government through grants and other mechanisms to manage natural and cultural resources; Government should operate bottom-up instead of top-down.
- Local knowledge should be accessible to communities with the original source made known to ensure a transparent process.

- Develop a process where local knowledge, such as community mapping, can be treated as trusted data.
- Support community mapping for identifying resources, potentially using county funds and/or university students.
- Develop a clickable resource, using community maps, where agencies can provide information about what activities are happening in the community.
- Create an effective conflict resolution process at all levels (government-community; community-community; business-community) to minimize tensions between community-based organizations and the State.

Principle 3 (Place-Based)

Design management strategies and programs to consider the unique characteristics (resources, weather, demographics, etc.) of each place and in terms flexible enough for management to quickly adapt to changing conditions.

The Hawaiian Islands are isolated in the middle of the Pacific Ocean, separated not only by thousands of miles of water but also by a thousand years of culture developed in relative isolation from the rest of the world. Each of the islands, *mokupuni*, retains characteristically unique features. Districts, or *moku*, reflect specific geologic and climatic characteristics that can differ dramatically within the *mokupuni*. Each *moku* is comprised of many *ahupua'a*, which historically had different roles in supporting needs of the people of Hawai'i. Within each *ahupua'a*, families and communities have their own distinctive histories. Understanding this context is fundamental to appropriate management. Participants in this process have urged the government to "let place self-identify," as understanding place is critical in grounding us and our actions. A deep understanding of Hawaiian place names provides a strong foundation for a culturally and ecologically sensitive way forward.

With this in mind, a range of management strategies and regulations applied at specific locations may be necessary to sustain healthy natural resources and to support community-based management. Place-based management is an approach that provides flexibility to develop and implement site specific strategies and regulations needed to manage natural and cultural resources. The Mo'omomi Fishing Management project is an example of place-based management strategy, accommodating to the unique characteristics of the area including its relative isolation, subsistence use by residents, and past fishing practices in the area.

Implementation options:

- Allow for flexibility in rules and regulations to accommodate "tailor-made" rules and regulations for special areas rather than imposing standardized statewide rules and regulations. Communities must be supported by government in the development and implementation of these rules. Note: The government would need to change its system by providing liaisons to field community calls and support community needs.
- Support a community-led Watershed Summit.
- Employ an ombudsman with expertise in the State's regulatory process on each island to serve as a community advocate to government.
- Develop MOUs between partners.
- Develop and support a mediation process for settling intra-community disputes.
- Support demonstration projects to test place-based management strategies.
- Support existing place-based programs and projects.
- Establish Department of Education programs to instill values and commitment early, including training students to be stewards and hiring stewards as teachers.

Principle 4 (Culture-Based)

Incorporate consideration of the host culture's (Native Hawaiian) traditional practices and knowledge in management strategies and programs.

For Hawaiians, there is no separation of culture and place. Culture flows from those connected to the *'āina* (land), shaped by everyday actions. Every entity in the *ahupua'a* has an inherent ability to access its resources. Native Hawaiian traditional practices incorporate an extensive knowledge of the natural world, gathered over centuries when survival depended on sustaining the bounty of the land and sea for current and future generations. Use or consideration of these practices will help modern stewardship of these resources. The concept of a *kapu* system, in which accessing resources was forbidden at various times and places, has begun to reemerge as an potential method to counter people who wish to use the land only for the moment. This traditional practice is currently being discussed and is beginning to return as a strategy in local resource management.

The Waikalua Fishpond Preservation Society places a great deal of emphasis on training youth and developing educational resources to further its mission of preserving the fishpond and traditional fishpond practices. Taking a long-term approach, they incorporate cultural values, cultural practices and sustainability into a curriculum intended to build future leaders and decision-makers that are mindful and respectful of Hawaii's irreplaceable cultural resources.

The Hawai‘i State Constitution protects Native Hawaiian traditional and cultural practices. As such, petitions for State land use district boundary amendments must identify the traditional and cultural practices that occur on a parcel by preparing cultural assessment reports. Much of the information is collected by interviewing people in the subject area. In this way, a record of these practices is maintained and mitigation measures can be required to protect these practices.

Implementation options:

- Provide for more means to solicit input from cultural practitioners in natural and cultural resources management.
- Require seats for traditional cultural and natural resource experts on regulatory boards and commissions.
- Utilize a transparent process for selecting resource experts to sit on regulatory boards and commissions.
- Require that all new development projects conduct a cultural resource assessment as part of the permit approval process.
- Enhance/support archaeological and cultural staff at the State Historic Preservation Office. Place representatives from each *moku* within the office, or employ a mechanism whereby useful and appropriate collaboration with the Historic Preservation Office can occur.
- Support the Historic Preservation Review process.
- Form new regulatory bodies with an emphasis on natural and cultural resource management at state, local, *ahupua‘a*, and *moku* levels. These bodies must have powers of enforcement.
- Implement a system of grants for cultural site stewardship programs.
- Develop a common understanding of the labels “traditional” and “contemporary” best management practices.
- Apply a traditional approach to stewardship, with a *mauka*-to-*makai ahupua‘a* model as the framework to acknowledge the importance of connectivity.

At the January workshop breakout session on this topic, several participants advocated for the development of an ‘a*ha moku* council system and proposed the following implementation options:

- Provide for more means to solicit input from cultural practitioners in natural and cultural resources management by means of ‘a*ha moku* councils.
- Require traditional cultural and natural resource experts on regulatory boards and commissions, including the ‘a*ha moku* councils.
- Enhance/support archaeological and cultural staff at the State Historic Preservation Office. Place representatives from each *moku* in office, or implement the ‘a*ha moku* council to inform/collaborate with the Historic Preservation Division.
- Adopt the *‘aha kiole/‘aha moku* council system. Activities that could adversely impact resources, such as new developments or activities regarding historic preservation issues, should be conducted through the *‘aha moku* council for each island and incorporated into the state communication system. *‘Aha moku c*ouncils should belong to the communities with the exact structure to be determined by the needs of each island.

Principle 5 (Watershed/Ahupua'a-Based)

Design management strategies and programs to recognize and incorporate the connection of land and sea.

The health of our natural resources is declining. Critical components of many ecosystems have been irreversibly altered. The loss of wetlands across the State, the channelization of streams in populated areas, and the ever-dwindling supply of open space due to development are circumstances not likely to be reversed. The resurgence of Native Hawaiian approaches and the development of Western-based watershed management techniques in recent years are being applied by communities, the State, and a variety of partnerships. Both of these resource management approaches have similar overarching philosophies, including a dedication to employing an integrated holistic approach, to achieving long-term sustainability, and to fostering greater public understanding of, appreciation for, and connection with the natural resources upon which we rely.

The DOH, with the assistance of local watershed management councils, prepares watershed plans that recommend measures to improve water quality (Hawaii CZM Program and Hawaii DOH 2000). These plans constitute an excellent example of the integration of land and water management planning because many of these recommended measures are land-based measures that impact water quality. The Hawai'i CZM Program also has non-point source pollution control responsibilities, in which an integrated watershed management approach is applied.

In order to address complex environmental and natural resource management problems that cross multiple jurisdictions and geographic boundaries, government agencies, communities, and the private sector must continue and expand these partnerships and cooperative agreements. Eliminating jurisdictional barriers where they inhibit an integrated approach will also help. Statewide policy and planning goals must include communities as equal partners so that locally organized watershed advisory bodies receive increased responsibility and funding to improve the condition of watersheds in their local areas. It is also vital to learn from and eagerly support successful examples demonstrating the integration of Native Hawaiian and Western-based approaches for planning, implementation, and evaluation of truly integrated, ecosystem approaches. Employing and strengthening all available tools, knowledge, partnerships, and community involvement will enable us to accomplish an integrated planning approach.

Implementation options:

- Prepare watershed plans for priority watersheds in order to identify measures to improve water quality.
- Develop criteria for the prioritization of watershed/water quality plans.

- Convene a Watershed Summit to bring together key agencies involved in watershed management.
- Pursue use of a memorandum of agreement or executive order to better coordinate watershed management activities at the state level.
- Require the State and counties to develop integrated land use and water use plans with communities at *ahupua'a* and *moku* levels.
- Promote a policy of making watersheds a key priority.
- Establish a "Code of Conduct," or *pono* practices and principles, to which major water users would agree.
- Support enforcement with more money, 'giving teeth' to laws that are adequate as currently written.

5.0 NEXT STEPS

The Hawai‘i CZM Program will continue to solicit input to refine the principles and implementation options of an integrated planning framework for natural and cultural resources management. Additional consultations and sessions will be held on each island to expand the dialogue with and input from community stewardship groups and organizations as well as other stakeholders.

Working with other state and county agencies as part of the implementation of the ORMP, the Hawai‘i CZM Program will undertake the following next steps:

1. Obtain broader, statewide input through a variety of methods on the implementation options;
2. Further prioritize the implementation options;
3. Conduct demonstration projects to test place-, culture-, and community-based approaches; and
4. Review existing statutes, ordinances, administrative rules, and government procedures to identify/summarize provisions that pertain to place-, culture-, and community-based approaches. If applicable, recommend changes to statutes, ordinances, administrative rules, and government procedures to better support an integrated planning approach.

Community members are encouraged to check the Hawai‘i CZM Program website (http://hawaii.gov/dbedt/czm/) periodically for updates on the status of these next steps and additional opportunities to participate.

Throughout this project, participants in the survey and the workshop stressed the urgency for immediate action to reverse the declining conditions of our natural and cultural resources. The abundance of projects undertaken primarily by volunteer efforts within communities across the islands underscores this conviction.

The actions described in this report are intended to integrate agency planning, enhance public-private sector partnerships and community stewardship efforts, and ultimately lead to legal and administrative reforms in management that will improve the condition of Hawaii’s natural and cultural resources.

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Appendix A

Summary Report
for the
Community Stewardship Survey

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Hawaii CZM Program
Coastal Zone Management

Summary Report for the Community Stewardship Survey

Learning from Community Stewardship Activities in Hawai‘i

for the

Place-, Culture-, and Community-Based Approaches to Natural and Cultural Resource Management Project

Hawai‘i Coastal Zone Management Program
Office of Planning
Department of Business, Economic Development and Tourism

State of Hawai‘i

Hawaii CZM Program
Coastal Zone Management

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CONTENTS

INTRODUCTION

As part of our initiative to promote and enhance collaboration and stewardship of natural and cultural resources among the State, community organizations and other entities, the Hawai'i Coastal Zone Management (CZM) Program developed the Community Stewardship Survey as a means to obtain information on two key questions:

1. What can state government do to better support your stewardship efforts for natural and cultural resources?
2. What changes should the State adopt to move toward integrated, place-based natural and cultural resources management?

The Hawai'i CZM Program announced the survey to over 300 organizations and individuals via emails, phone calls and letters prior to opening up the survey on-line. Approximately 100 hard copy surveys were sent to individuals and organizations that either requested this format or for whom email addresses were unavailable. The on-line survey was open from November 4 through December 14, 2007. Additional hard copies of the survey were sent to participants who experienced technical troubles with the survey, and reminders were sent to people who partially completed the survey in attempts to obtain the best possible data.

In all, 60 organizations participated in the Organizational Profile section and 49 completed or partially completed the Project Profile section. Because not every question was answered by each respondent, the total number of answers (i.e., the "n" value reported with each graph or table), varies from a high of 60 to a low of 30 for the survey questions. The Project Profile section was further divided into the subsections Project Background, Improving Effectiveness of Community Efforts, and Improving Government Services. The following is a summary of responses. In addition, a Community Stewardship Directory was developed through this outreach with the information gathered in the Organizational Profile section.

ORGANIZATIONAL PROFILE

Of the 55 organizations that provided "date founded," 24 are less than 10 years old, 18 have been around between 11 and 20 years, and 13 organizations are older than 20 years. The oldest organization was founded in 1907.

Respondents by County (n = 60)

Hawai'i	24 - (40.0%)
Maui	5 - (8.3%)
Honolulu	21 - (35.0%)
Kaua'i	10 - (16.7%)

Respondents by organizational size (n = 60)

	Paid Staff	*Volunteers*
None	24 - (40.0%)	2 - (3.3%)
Less than five	24 - (40.0%)	8 - (13.3%)
Five to 25	10 - (16.7%)	25 - (41.7%)
More than 25	2 - (3.3%)	25 - (41.7%)

Organizational structure (n = 60)

Association	9 - (15.0%)
Trust	0 - (0.0%)
Company limited by guarantee	38 - (63.3%)
Industrial and provident society	1 - (1.7%)
Not formally structured	4 - (6.7%)
Other	8 - (13.3%)

Organizational philosophy for conducting activities (n = 60)

Native Hawaiian traditional approach	2 - (3.3%)
Contemporary watershed management approach	5 - (8.3%)
Combination of Native Hawaiian and contemporary	43 - (71.7%)
Other	10 - (16.7%)

Islands where activities have been conducted

Hawai'i	36 - (60.0%)
Maui	18 - (30.0%)
Lana'i	11 - (18.3%)
Kaho'olawe	3 - (5.0%)
Moloka'i	10 - (16.7%)
O'ahu	31 - (51.7%)
Kaua'i	27 - (45.0%)
Ni'ihau	2 - (3.3%)

Ecological setting of activities

Mauka	32 - (53.3%)
Mawaena	34 - (56.7%)
Makai	57 - (95.0%)

PROJECT BACKGROUND[1]

Project Description

1.7 What are the goals of the project? (multiple answers allowed; n = 49)

A. Sustainable use of resources from natural ecosystems	36 - (73.5%)
B. Preservation of traditional Native Hawaiian culture and practices	35 - (71.4%)
C. Preservation or restoration of native habitats	34 - (69.4%)
D. Protection of specific natural or cultural features	34 - (69.4%)
E. Protection of native or endangered species	32 - (65.3%)
F. Improve stream or coastal water quality	29 - (59.2%)
G. Scientific research	18 - (36.7%)
H. Other (see list below)	21 - (42.9%)

Conservation

- Conservation of Material Culture Resources
- Conservation planning on agricultural lands
- Stop the export of millions of "ornamental" reef fish yearly for the aquarium trade
- Prevention of inappropriate development
- Create an MLCD

Restoration/Land Management

- Erosion and nutrient management agricultural lands
- To address the concerns of Molokai's water quality issues such as sedimentation, flooding, fire suppression and waste management.
- Restoration of cultural and archeological features
- Botanical and cultural restoration
- Restore and sustain coastal resources through community involvement

Education and Outreach

- Raise awareness and foster stewardship ethic in residents of the region
- Educate communities to understand, appreciate and *malama* their own *ahupua'a*
- Education and outreach
- Education and interpretation
- Educate and inform about sound resource management for a sustainable future
- Encourage people to use natural ways versus modern technology
- Cultural education, research, and development
- Cultural education
- Participation in community dialogue about development plans for next 10+ years

Other

- Producing food, fiber and energy
- Provide a scientific baseline of marine resources for communities that manage their nearshore areas
- Partner with hotels and gain commitments to institute energy efficient practices and wise resource management
- Enhancement of recreational qualities

[1] In many cases in this report, responses have been reordered from the original survey to list them in order most often to least often chosen, for ease of interpretation.

1.8 What are the components of the project? (multiple answers allowed; n = 49)

A. Education	44 - (89.8%)
B. Outreach	42 - (85.7%)
C. Resource management	34 - (69.4%)
D. Planning	33 - (67.3%)
E. Restoration	33 - (67.3%)
F. Environmental monitoring	30 - (61.2%)
G. Voluntary compliance and/or human use monitoring	26 - (53.1%)
H. Documenting traditional practices	20 - (40.8%)
I. Other (see list below)	14 - (28.6%)

- Connecting all residents/occupants with their *ahupua'a* resources and their *kuleana* (responsibility) to care for their areas
- Collaborating with the community
- Community Land Trust model to significantly improve housing affordability
- Implementing conservation practices / Best Management Practices
- Conservation planning on agricultural lands
- Extensive mapping of cultural sites (mentioned twice)
- Influence and advise on administrative and legislative actions
- Influence legislation to create an Marine Life Conservation District (MLCD)
- Produce food, fiber and energy
- Grow plants for restoration and have a living collection at the garden
- Community-based coral reef monitoring
- Emergency response

Project Funding

1.9 Was the project funded? (n = 49)

A. Yes	38 - (77.6%)
B. No	11 - (22.4%)

1.9 a. What is the source of the funds or support? (multiple answers allowed; n = 36)

A. State	20 - (55.6%)
B. Foundation	17 - (47.2%)
C. Private Donation	16 - (44.4%)
D. Federal	14 - (38.9%)
E. County	10 - (27.8%)
F. Other	8 - (22.2%)

1.9 b. Please Identify the Source of Funding for this Project: (n = 40)

Federal

- Environmental Protection Agency
- National Oceanic and Atmospheric Association
- U.S. Department of Defense
- USDA Forest Service
- NRCS

State

- Board of Water Supply
- Department of Health 319 funding
- DLNR - Division of State Parks
- DLNR – DOFAW Hawai‘i Forest Stewardship Grant
- Hawai‘i Tourism Authority
- OHA

County

- City and County of Honolulu
- City and County of Honolulu Parks and Recreation
- County of Kaua‘i Office of Economic Development
- County of Hawai‘i

Foundation

- Hawai‘i Community Foundation
- National Fish and Wildlife Foundation
- Harold K. Castle Foundation
- Alexander & Baldwin

Private Donations

- Hawaiian Airlines
- Brookfield Homes
- Capt. Andy's Sailing Adventures & Raft Expeditions (Kaua‘i)
- Snorkel Bob stores in Hawai‘i
- Volunteers, partners and in-kind professional services

1.9 c. What is the approximate level of funding for the project? (n = 34)

A. < $1,000	0 - (0.0%)
B. $1,000 - $10,000	2 - (5.9%)
C. $10,000 - $25,000	1 - (2.9%)
D. $25,000 - $100,000	16 - (47.1%)
E. $100,000 - $500,000	10 - (29.4%)
F. $500,000 - $1,000,000	1 - (2.9%)
G. > $1,000,000	4 - (11.8%)

1.9 d. What project needs were covered by these funds? (multiple answers allowed; n = 34)

A. Supplies	28 - (82.4%)
B. Project management	27 - (79.4%)
C. Technical expertise (e.g., cartography)	26 - (76.5%)
D. Labor	20 - (58.8%)
E. Transportation	20 - (58.8%)
F. Equipment rental	12 - (35.3%)
G. Other (see list below)	11 - (32.4%)

- Education staff and operations
- Awards to participants
- Advertising
- Land Purchase
- Housing for all native practitioners and entertainers

- Purchase of indigenous plants, and rearing them in our nursery
- Community outreach; strategic planning; organization of councils
- Publication of report
- Travel
- Outreach expenses

1.9 e. How difficult was it to secure funds? (n = 34)

A. Easy - funding was secured on the first try	13 - (38.2%)
B. Medium - several attempts were made to secure funding	18 - (52.9%)
C. Hard - many attempts were made to secure funding	3 - (8.8%)

1.9 f. What challenges did you face in securing funding for the project? (multiple answers allowed; n = 33)

A. Funding amounts not sufficient to cover project	15 - (45.5%)
B. Requirement for matching funds	10 - (30.3%)
C. Few funding opportunities	10 - (30.3%)
D. No significant challenges	8 - (24.2%)
E. Capacity to prepare project proposal	8 - (24.2%)
F. Timeline for availability of funds not sufficient	6 - (18.2%)
G. Information needed for the proposal not available	5 - (15.2%)
H. Other (see list below)	0 - (0.0%)

NOTE: Answers provided for other fit within choices A-G, and were added to total tallies ("other" tally removed)

- Requirements for project that could not be met by all partners (some public, some private landowners) (choice B)
- Lack of baseline data (choice G)
- This is a long term goal. $40,000 does not generate significant results (choice A)
- Pew Charitable Trust was on line to fund a statewide campaign but backed out. A broader based campaign with funding of greater magnitude may be a potential. (choice C)
- Long term sustainability (ongoing funding) (choice A and C)
- NFWFs online form was not so user friendly, and they changed requirements for the proposal midway through (for follow-up request last year) (choice E)
- Reports to prove worthiness of projects (choice G)
- No volunteer time to develop proposals nor to organize fundraisers (choice E)

1.9 g. If you did not get funding for the project, how have you been able to conduct the project? (multiple answers allowed; n = 11)

A. Funding not key to project implementation	5 - (45.5%)
B. Recruit additional volunteers	4 - (36.4%)
C. Team with other organization	3 - (27.3%)
D. Team with government	2 - (18.2%)
E. Scale back project scope	0 - (0.0%)
F. Other (see list below)	5 - (45.5%)

- Preparing to seek funding through capacity-building grants
- County holds deed to 75 acre parcel
- One volunteer has dedicated time
- Grass roots effort with volunteer workers

IMPROVING EFFECTIVENESS OF COMMUNITY EFFORTS

2.1 What do you consider successful outcomes or accomplishments of your project to date? (multiple answers allowed; n = 47)

A. Increased awareness of the community	44 - (93.6%)
B. Increased support of the community	40 - (85.1%)
C. Improved condition of natural resources	28 - (59.6%)
D. Preserved cultural resources	18 - (38.3%)
E. Other (see list below)	18 - (38.3%)

Conservation

- Increased preservation of resources
- Preservation and perpetuation of the Hawaiian culture
- Tide pools now protected
- Effective conservation planning

Community Awareness and Participation

- Increased participation of the community in monitoring the resources
- Increased involvement of youth
- Willing volunteers to continue project
- Enhanced community identification with their neighborhoods and valued resources
- Succession - preparing the next generation to lead

Knowledge and Data

- Survey for data- baseline and monitoring
- Increased amount of data available in REEF database
- Determined baseline data of human uses of Honaunau Bay
- Improved understanding of conditions of natural and cultural resources that are privately owned and managed
- Ability to gather and preserve traditional knowledge of practitioners and *kupuna*

Other

- North Kohala Community Development Plan (CDP) Steering Committee considering Community Land Trust model
- Opportunities for local farmers

2.2 Please rank the top three factors that have contributed to these successful outcomes or accomplishments?[2] (n = 47)

	1st choice	2nd choice	3rd choice
Education and outreach activities	36%	19%	21%
Financial assistance	25%	28%	11%
Partnership and collaboration with other entities	25%	13%	32%
Volunteers conducting project activities	13%	21%	19%
Technical assistance	0%	17%	13%

[2] To improve interpretation for the "rank" questions (2.2, 2.3, 2.4, 2.8, 3.1, and 3.2), factors are listed from most to least important based on a weighted average (1st choice is worth twice 2nd choice, which is worth twice 3rd choice).

2.2 a. If the above list does not include a key factor for the success of your project, please specify it here. (n = 11)

- Talented and hard-working team
- Political awareness
- Technical assistance from our partners
- Government support
- Diverse board of directors
- Passion to take care of a specific resource
- Long-term commitment to a worthy cause
- Ability to sustain
- Respect among individuals
- Influence of elders
- Trusted relationships
- Community leadership and organization
- Networking

2.3 Please rank the top three barriers or factors that have inhibited progress or achievement of outcomes? (n = 46)

	1st choice	2nd choice	3rd choice
Bringing together diverse interests in the community	17%	20%	4%
Recruiting volunteers and leaders/ retaining volunteers and leaders	17%	15%	9%
Lack of time to organize projects that keep pace with development	17%	11%	7%
Working with government agencies	17%	7%	11%
Finding solutions that meet both government policies/plans and community's interests	11%	20%	11%
Lack of fund-raising capacity (skills, time)	11%	9%	24%
Working with other community groups and nongovernmental organizations	4%	0%	7%
Creating a sense of community identity	2%	9%	7%
General lack of organization within the stewardship entity	2%	2%	7%

2.3 a. If the above list does not include a critical barrier you faced during the execution of your project, please specify it here. (n = 11)

Funding

- Need for additional paid staff to oversee programs and the time to hire them
- We need to find funding to pay someone to write a botanical restoration plan and to take that plan through the CZM approval process.

Community

- Lack of interest among certain sub-groups
- While we have reached many in the community and now have a very solid volunteer corps, we have had challenges in the human dimension of preventing vandalism and trash dumping.
- Environmentalists who opposed and attempted to undermine the project for reasons of their own
- The willingness of the landowner is the biggest obstacle to achieving desired outcomes
- Sense of powerlessness by community creating apathy

Government

- Government agencies not coordinating well together

- Department of Land and Natural Resources (DLNR)/Division of Aquatic Resources (DAR) together have provided the greatest support AND greatest obstacles to success.
- Change in DLNR Chairperson
- Lack of support in State Historic review process for citizen based initiatives

2.4 Please rank the top three resources (other than funding) that would strengthen stewardship efforts to achieve or sustain the project goals? (n = 47)

	1st choice	2nd choice	3rd choice
Networking with other community groups and organizations	31%	17%	11%
Equipment and materials	15%	17%	9%
Data and information	15%	2%	9%
Technical assistance and training	11%	19%	13%
Outreach materials and media support	9%	21%	17%
Assistance with permits for community projects	11%	4%	13%
Help in coordinating with other agencies	6%	15%	21%

2.4 a. If the above list does not include a key resource need, please specify one here. (n = 6)

- Organizational support and guidance
- Lack of environmental enforcement to reduce runoff
- DLNR needs to release allocated funds without trying to make decisions for the project
- The willingness of the landowner is the biggest obstacle to achieving desired outcomes
- Funding for a monitoring/enforcement position
- Time to meet with partners and implement objectives to accomplish goals

2.5 Where did you obtain guidance on the best approach, technology, or methods used to conduct project activities? (n = 38, respondents answered for only those resources used)

	Accessibility of guidance: 1 = tried unsuccessfully 2 = difficult, but successful 3 = assistance readily available			Usefulness of guidance: 1 = not useful 2 = somewhat useful 3 = very useful		
Rank	**1**	**2**	**3**	**1**	**2**	**3**
University or Non-Governmental Organization	2	16	12	4	11	15
Government Agencies	7	13	13	6	12	15
Within our Organization	0	9	24	2	8	24
Community Stakeholders	4	13	17	4	12	18
Documents and Reports	3	12	12	2	13	12
Websites	1	11	13	2	13	10

2.5 a. If the above list does not include a source of technical guidance which you used, please specify it here. (n = 9)

- Retired individuals with years of experience and expertise
- Private consultants (e.g., archaeological consultants)

2.6 What would be the single most effective way for the State to provide technical services to community groups? (n = 43)

A. Assist groups in documenting and sharing traditional and contemporary best practices by island and across the state	13 - (30.2%)
B. Provide coordinators on each island to serve as a liaison between community groups and government agencies	7 - (16.3%)
C. Provide training on implementing best practices	6 - (14.0%)
D. Conduct regular workshops to share and evaluate best management practices	4 - (9.3%)
E. Maintain an on-line directory of best practice guidance	4 - (9.3%)
F. Other (see list below)	9 - (20.9%)

- *Makai Watch* and water quality monitoring programs need a designated state coordinator
- Occasional training, guidance or directories
- Technical services funding to regional watershed councils
- Enforcement of the water quality standards including non-point source pollution
- Increase DLNR and DAR enforcement of regulations
- Keep politics out
- Provide cultural sensitivity training to entrenched civil servants who oppose change and new approaches to old problems
- Coordination between government agencies themselves and then staff to help community groups and NGOs navigate the governmental systems (including county, state, federal)

2.7 What best practices have you employed in your project that could be adopted in other areas? (n = 30)

Field activities

- Proper methods for day-use mooring buoy installation and maintenance
- Baseline monitoring before management actions so that effects can be documented
- Vegetative barriers to control erosion
- Stream and shoreline restoration
- 1) Maintaining integrity of out-planting with appropriate, region-specific seed sources; 2) Using the Intermediate Species Replacement method for recovering suitable soil conditions; 3) Encouraging koa silviculture as a means of improving and diversifying the rural economy while providing habitat; 4) Educating the public through volunteer trips where participants are empowered to learn and give via hands-on restoration efforts
- The Watershed Action Plan prioritized water quality as an issue. The Hanalei Watershed Hui replaced aging cesspools with modern septic systems to reduce bacterial contributions to river and bay; installed sediment traps in *lo'i* outflow ditches; restored a trail to reduce sediment flow into river; monitored and published water quality testing on a weekly basis; promoted and supported upgrades of county public waste facilities to reduce bacterial contributions to river and bay; provided education to public and students on watershed issues; and advocates for community-based resource management

- In implementing mangrove eradication: currently experimenting to determine best practices using control and test areas for pesticide application products, procedures and dosages. Monitoring includes conducting fish counts.

Collaboration, sharing, and networking

- Sharing of technical resources and collaboration
- Sharing of data and best practices with other similar communities.
- Standardization and availability of materials to other groups that want to use them
- Partnerships with cultural practitioners and visual/performing artists in the community
- We identified key community organizations and entities and created partnerships to instill pride in our community. Through a representative steering committee, we acquired grant funding and carried out a community-wide celebration that involved over three dozen organizations and 50+ activities over 8 months.

Community outreach and consensus-building

- Developing a corps of community volunteers has proven extremely helpful. Reaching out to the community and the *kupuna* in particular has proven extremely effective. Building strong community ties has perhaps been our most important achievement, although the formula used to achieve this can only be replicated in broad strokes, as every community is unique.
- Building trusted relationships with individuals who normally withhold information; good communications and contacts
- Work with community stakeholders; focus actions to meet local needs and benefit local populations
- Consensus-building, stakeholder engagement, youth engagement, community organizing and involvement, community-based monitoring
- Self Determination, Government Partnership, Community Planned Stewardship
- In creating a Marine Life Conservation District (MLCD): Town meetings and mediation with stakeholders
- We have a diverse board of directors and members who often communicate by email, phone and in person.
- Having a paid coordinator
- Partnering with many government agencies and NGOs
- Using a Yahoo group listserve to communicate among our volunteers

Other

- Maka‘i o ke Kai Practices with DOCARE Monitoring Resources. Traditional and cultural approach to resources (*kapu* rather then a Western approach MLCD)
- Expanding the *Makai Watch* Model to include additional monitoring activities - delegation of responsibilities; set up of website: http://www.malamapunaluu.org; seeking specific resources in the community
- *Ahupua‘a* self-sustainability

2.8 Please rank the three most effective methods to reach stakeholders and generate community support for the project? (n = 46)

	1st choice	2nd choice	3rd choice
Word of mouth	28%	13%	11%
Community meetings	22%	11%	15%
Email	13%	43%	15%
Newspaper announcements and articles	17%	7%	17%
Signage at strategic locations	11%	9%	13%
Organization's website	2%	11%	11%
TV	2%	2%	7%
Radio	2%	2%	4%

2.8 a. If the above list does not include an effective method you used for the project, please specify that method here. (n = 9)

- Networking with other organizations/linking with other organizations' websites
- Mailing list of key organizations in the target area(s)
- Mailing list, generated from newspaper announcements
- Telephone trees; personal communication
- Library
- Web-based TV
- Volunteer trips
- Sitting down with *kupuna*, listening to their life stories, and asking appropriate questions
- A physical human presence at a site
- Get strong families involved, including young people

2.9 Describe some challenges or barriers you faced in developing community and stakeholder support. (n = 35)

- There are such diverse elements within the community. Not everyone is attracted to the same sort of publicity or outreach. This means that outreach resources are spread thin rather than being focused on one method that works.
- Lack of education and awareness
- Fear of change
- Personal agendas
- Misinformation about the project being perpetuated by people opposed to the project
- Most challenges stem from limited capacity on our part to respond to the demand.
- Not having a website
- Insufficient paid coordinator hours
- Limited capacity of agencies, especially DLNR-DOCARE. We can generate data and reports but we need more agency staff with capacity to be able to act on them and to otherwise participate actively in our projects.
- Lack of time; outreach is laborious and time-consuming
- Funding did not cover all identified needs
- Insufficient information that is accurate and unbiased

- Few community members come out to meetings
- Lack of a local "clearinghouse" to access traditional network of "old timers"; established cultural, political and interest groups could be extremely helpful if done with the spirit of aloha, generosity toward others, and *kokua kekahi i kekahi.*
- Farmers are not receptive to implement conservation practices that reduce erosion which adds cost to the production cycle and uses land. Therefore, offsets have to be tied with enforcement to get the job done.
- Best management practices (BMPs) can cost money to farmers, limiting their incentive to implement
- Takes time to develop stakeholder support and commitment
- Can be difficult to help identify the "lead" person in the community that can help to make things happen
- Difficult to get one's message out and have it be higher on the priority list with everyone's busy schedule.
- Time to spend with community members; time for community members to attend meetings
- With work crews limited to 15 people at a time, we have more volunteers then we can accommodate during our work season from mid-May to early-September
- Scheduling time during school hours for arts and educational special events and presentations. Teachers realize the importance of the outreach activities but have suffered cutbacks in available time due to focus on "No Child Left Behind" federal mandates.
- Although we showed significant outcomes, successes, and demonstrated collaborative partnering, government agency leaders are reluctant to relinquish management oversight to community organizations
- Legislative politics, as anything worthwhile, will only be considered in terms of political value or lack thereof.
- Generating interest in project and finding people to perform tasks
- Limited grant money in rural areas
- Suspicion and limited opposition from the community as our organization was seen as outsiders, although this has been alleviated due to visible improvements to the resource and a Refuge Steering Committee designed to keep communication open. Being on the land and communicating that everyone who respects the land is welcome goes a long way towards the success of the project.
- Socioeconomic conditions in some communities necessitate that residents have to work more than one job to earn a living thus leaving very little time for community stewardship and other similar activities.
- It seems like support is only in the moment.
- Important people in the communities are all busy. Scheduling has always been a problem when multiple resources have to be coordinated.
- Too many interests all at once; lack of funding for projects and office; inconsistency in attendance; no governmental support
- Disjointed community
- Media not picking up news releases
- Stakeholders who do not take part in the process but raise challenges after-the-fact
- People fall in and out, but strong individuals continue. Many meetings and explanations need to be conducted for the same areas and groups.
- Getting the community to attend meetings regularly

- Organizing various entities; county cooperation
- Outside environmentalists who oppose the project, creating aggravation and distrust within the larger group
- Community outreach takes time. One-on-one conversations are best or very small focus groups. Meetings are the worst way to engage community members. Not everyone in a rural area is email or website literate. Signs and flyers are not community-friendly.
- People's lives are busy; need to use a variety of outreach, not just one approach
- The lack of a current development proposal for Mahaulepu is both a blessing and makes growing large numbers of supporters difficult. Active threats mobilize people.
- Differences of opinion in how to approach resources management; limits on people's time; competition for people's attention with other worthy causes
- Work directly with key local stakeholders and then work out into the general population for support and feedback
- Not everyone has email or reads their email consistently; long distances on this island discourage bringing people together; lack of adequate and free meeting spaces with parking in all districts on this island; developing community leaders (with knowledge and expertise about the resources as well as knowledge and experience in working with and leading diverse people); willingness and capacity of volunteers to lead long-term; and community gossip (rumors, untruths) that create misconceptions of the project or inject politics into the management processes
- Lack of communication between entities

IMPROVING GOVERNMENT SERVICES

Improving the Planning Process

3.1 Please rank the three top strategies you would like the State to pursue to engage and sustain the community in stewardship efforts? (n = 45)

	1st choice	2nd choice	3rd choice
Promote accomplishments of community groups and organizations	33%	9%	16%
Develop collaborative arrangements between government and community groups for stewardship activities	24%	33%	16%
Sustain funding support to successful projects	20%	27%	22%
Establish a State program that provides dedicated staff to assist community groups with their technical and resource needs	9%	20%	13%
Increase public participation process for integrated planning	7%	2%	11%
Facilitate networking among community groups across the State	4%	7%	20%
Provide annual progress reports entered into a State database for community initiatives	2%	0%	0%

3.1 a. If the above list does not include a strategy you would like to see the State pursue, please specify one here. (n = 12)

- Fund positions for a DLNR *Makai Watch* coordinator and a watershed/water quality management coordinator
- Celebrate successes; provide additional help to those groups that need it
- Huge "branding" effort to persuade a large majority that stewardship is wise and the "in" thing to support and do
- On-island staff knowledgeable about the island and its needs; it would greatly help if it was someone from the community who is known in that field
- Funding of BMPs to reduce runoff
- Fund DOCARE! Then get out of the way.
- Provide ongoing sensitivity training for civil servants, especially those from out-of-state
- Support existing collaborations like Community Conservation Network (CCN)
- Backyard habitat certification and tax incentives
- Strategic technical assistance
- Encourage more general public participation in process beyond activists and community organizations through education and advertising the impacts of stewardship programs
- Increase funding, fill open positions, and increase the number of competent archaeologists in the State's Historic Preservation Division. Stewardship and protection of archaeological, cultural, and historic sites are equally important.

3.2 Please rank the three top needs in which government assistance would have benefited the project. (n = 41)

	1st choice	2nd choice	3rd choice
Regular funding source by moku to conduct community stewardship activities	27%	24%	15%
Community stewardship program based on each island	22%	12%	10%
On-line tool that assists communities identify and apply to appropriate funding sources	15%	17%	7%
One-stop shopping for permits	17%	2%	10%
Training on project development, implementation and monitoring	10%	12%	12%
Assistance in facilitating community dialogue	5%	2%	7%
A set of indicators that could be adaptable for monitoring and evaluation of all projects	2%	15%	22%
Assistance in monitoring of project activities to assess progress and results	2%	15%	5%

3.2 a. If the above list does not include your key need for the project, please specify that need here. (n = 5)

- Additional DOCARE officers are needed for the *Makai Watch* program to enhance their capacity to interact with the community and act on data and reports. For watershed/water quality projects, the State needs to participate in planning and improve coordination among agencies.
- Organization development (overhead) funding scarce and always necessary!
- Assist in building capacity so initiative can be taken on own, not because of government
- Respect by top State administrators for traditional practices that translate into Hawaiian science
- Communities don't like anything that smacks of one-size-fits-all, like a set of indicators adaptable to all projects

3.3 What impact did government (State or County) policies and plans have on the project? (n = 42)

A. Supported project goals	25 - (69.5%)
B. Conflicted with project goals	12 - (28.6%)
C. No impact on the project	3 - (7.1%)
D. I don't know how policies or plans impact the project	2 - (4.8%)

3.4 Which policies, practices or plans supported or led to project success? (n = 39)

A. Land use	18 - (46.2%)
B. Water use	13 - (33.3%)
C. Water quality	13 - (33.3%)
D. Tourism	11 - (28.2%)
E. Recreational use	11 - (28.2%)
F. Community development	10 - (25.6%)
G. None	6 - (15.4%)
H. Private development	1 - (2.6%)
I. Other (see list below)	14 - (35.9%)

- Division of Forestry and Wildlife (DOFAW) management plans, policies and practices
- Good County Planning Department CDP process and consultant
- Management of protected coastal and preservation areas
- State Parks policies and staff
- Diversion-rate goals for landfills
- The plan to return Hawai‘i reef fish populations to pre-1980 levels
- U.S. Fish and Wildlife Service Waterbird Recovery Plan
- Endangered Species Act
- Practitioners and *kupuna* who feel overwhelmed by changes in Hawai‘i, and share an urgency to try to perpetuate their traditional knowledge for their children and grandchildren yet unborn
- Kihei-Makena Community Plan supported all of our project goals, but decision makers ignore implementing actions of the community plan
- The DLNR's interest in collaborating on *Makai Watch* in order to help meet their resource management needs
- Willingness of the county to raise and expend funds to buy land from developers

3.5 Which policies, practices or plans conflicted or hindered project success? (n = 40)

A. Private development	14 - (35.0%)
B. None	11 - (27.5%)
C. Land use	10 - (25.0%)
D. Water use	10 - (25.0%)
E. Tourism	9 - (22.5%)
F. Community development	7 - (17.5%)
G. Recreational use	6 - (15.0%)
H. Water quality	4 - (10.0%)
I. Other (see list below)	10 - (25.0%)

- Lack of environmental enforcement in erosion and runoff
- Hawai‘i Revised Ordinance rules protect agriculture under a voluntary conservation plan that serves as a shield to enforcement due to privacy of the conservation plan[3]
- For the botanical restoration we apparently need to apply for a CZM permit. We need help with that. Where's your checklist? What does a successful permit application look like? How is it constructed? Where can I see a sample?
- State plans do not account for zero waste concept of waste/resource management
- Failure of DLNR/DAR to ban aquarium collecting, calling it a fishery
- Funding sources that eliminated other sources of income
- Politics and money

[3] The following is the specific ordinance relating to the comment.
This chapter shall not apply to the following: (d) Land which is being managed in accordance with soil conservation practices acceptable to the applicable soil and water conservation district directors, and that a comprehensive conservation program is being actively pursued for the entire area in the program and that the conservation program with appropriate modification is reviewed and accepted by the soil and water conservation district directors periodically but not less than once every five years and shall be made available to the city and county; provided, however, that no grading which, in the opinion of the chief engineer, endangers abutting properties or which alters the general drainage pattern with respect to abutting properties shall be commenced or performed without a grading permit

- State administrators that see Hawaiian wants and needs as falling outside of the bureaucratic norms and put up barriers to communication and service
- Way too much bureaucracy to sort through, especially between agencies
- Misconceptions of intent and major mistakes in planning, implementation, and public perception of status

Improving Agency Operations and Public Services

3.6 What should government do to improve planning for natural and cultural resources? (n = 36)

Inter-Agency Coordination / Restructure government

- Better communication between Office of Planning and DOFAW
- Agencies need to get better at coordinating/working together. For example, our water quality management efforts have been hindered by the fact that oversight is fragmented, and the responsible state and county agencies seemingly can't play well together.
- Instead of creating more bureaucracy and more layers, aggressively streamline what already exists
- House the agencies dealing with similar resources together
- Decentralize the DLNR

Community Stewardship Activity Support

- Agencies need to enter into more partnerships with community stewardship groups
- Government should promote, support, and facilitate (streamline policies) community-based stewardship of resources. Government agencies that are under-funded or under-staffed should reach out to communities for volunteer assistance and financial support (i.e., purchase of technical equipment)
- More support of community-based projects
- Provide insurance for working on public properties and a definitive position on volunteer liability
- Provide lease agreement to community groups working to improve our natural resources. Government seems to be stuck on the word "MANAGEMENT CONTROL." Community groups are the best stewards for managing our resources, particularly if they have a proven track record already working in this area. Government often times seem to feel threatened and will not provide the necessary permitting process to go forward without delays. Often times communities will abandon their desire to maintain watersheds and forest lands because of this.

New positions/services in government

- More field guidance to meet requirements in a realistic manner
- Provide a website with information on how individuals can make a difference in their specific region - land management, conservation, outreach, volunteer, etc.
- Increase funding at county and state levels to hire competent archaeological and cultural staff to identify, research, and document important places for protection and preservation (before these places are surreptitiously damaged or destroyed by private developers)
- Advise on the most bureaucratic of the agencies, and open doors for community groups
- Provide information and assistance on the process of applying for a CZM permit; include a checklist
- Increase staff of DOCARE

- Expand the four counties open space acquisition program
- Make the Historic Preservation protection process easier to understand and more user-friendly so the public will want to get involved in stewardship activities. While O‘ahu has a good website on historic sites and resources, all islands need this as a resource to educate and inform the public about stewardship opportunities. State Historic Preservation Division website is not user-friendly and leaves folks with little knowledge of how to protect cultural resources
- Create an "environmental ombudsman/ombudsperson" and a "cultural ombudsman" with broad investigative and policing powers to give local communities another avenue to protect local resources and curb zealous developers

Funding

- Fund projects in a sustainable way
- Coordinate sharing of expertise
- Support community-based efforts with funding
- Provide more funding
- Provide more grant opportunities to us in the rural areas, and provide a maximum of support via publicity and recognition for events that are specifically designed to protect and preserve the natural and cultural gems of the State of Hawai‘i.

Improve data collection/address data gaps

- Address the data gaps that communities face in resource management. For example, little data exists for stream hydrology (flow, etc.), erosion, invasive species, stream biology, or water quality in watersheds.
- Compile a database of baseline information on what resources do exist

Information dissemination / outreach

- Make state-produced resources available to community projects
- Include distributions of published Land Use Commission laws and processes at every State public workshop

Community input into process

- Utilize place-based local knowledge
- Simply involving local 501(c)(3) organizations has, and will continue to be, an important dimension of successful community development
- Give communities--at the *ahupua‘a* level--more leverage and authority
- Empower communities to manage physical and cultural resources
- Always involve more of the community, especially those that are directly affected- not only those with the loud voices or "squeaky wheels"
- Engage all stakeholders, not just vocal activists and wealthy developers; need to reach out to all sectors affected and gain participation through knowledge of effects and respect at public interface events
- Always include community input with an implementation policy and notification to all, including the general public on the results

Improving Planning and Follow-through

- Increase response time to issues
- Create a set of State practices for stream/watershed restoration that recognizes the connections between stream health, degraded water quality, stormwater system design, and coral reef/marine resource degradation. New information on these connections and on alternative retrofit/restoration designs to address the problems is available. The State

and counties should be actively involved in disseminating this information and engaging in partnerships to create restoration solutions.

- Decision makers, at the executive and legislative levels and among key government boards and commissions, have to "walk the talk." At this time, there is a continuing failure to support planning and protection of natural and cultural resources, either through funding or through policy decisions. A case in point is the decision to allow the exemption for the Superferry to proceed despite State law requirements for a proper environmental study. This has happened repeatedly over the years. A second case in point is the failure to follow the revised Oʻahu General Plan of 1977, which would have supported growth to occur in certain areas and protected other areas from over-development. A key part of that plan was to locate a second urban center in Ewa, where a hub of various government services and offices would service residents and businesses in the West Oʻahu area. This would have reduced trans-island traffic considerably. Instead, both county and State government have opted to move entire agencies and institutions to West Oʻahu and Ewa, forcing a shift in traffic in that direction and offering no alleviation to the traffic load. In addition, people from East Oʻahu now have to travel twice the distance to work or access certain government services.

Non-point source pollution/polluted runoff issues

- The government should assess all tax map keys that are zoned under agriculture, and rate the taxes by the condition of the land through a standard evaluation tool. If they find pollution or excessive runoff, taxes are increased, while good stewards get agricultural tax breaks.
- The government must combine funding for BMPs and enforcement of runoff and water quality for non-point source pollutants.
- Mandate banning of electronic waste from landfills statewide; provide better/more enforcement of existing illegal dumping rules and regulations; provide incentives to reduce/recycle/reuse resources

Other

- Recover, restore, protect. Stop the free-for-all.
- Support environmentally correct ways of living. Be a role model. Refer to a local public community group to make cultural decisions.
- Establish, fund, and implement legislation that gives precedence for watershed management to the regional watershed councils of each district that includes marine, waters, and coastal zones.
- Assist in the preservation and restoration of cultural stewardship and traditional practices.
- Reclaim "remnant roads" that are unwanted by county or State jurisdictions to be held by a third party/non-profit that manages these historic access ways through a public stewardship program. The roads and trails are the circulation system of our past and often relate to important natural resources. They are vital cultural links that are disappearing through modern real estate transactions. Define broad cultural landscapes that should be protected in every community, especially those on private lands threatened by developments, and open these areas for community-based stewardship planning.
- Provide a mechanism for emergency permitting for crisis situations
- Need baseline standards defining objectives, measures of success, and effects to gain objectives and success.
- Mandate the compliance of existing Environmental Assessment (EA) and Environmental Impact Statement (EIS) and other research and reporting requirements (especially for water quality, SMA compliance, watershed maintenance, aquifer and stream

contamination) with severe penalties for circumventing or by-passing reporting requirements

3.7 Some have suggested changes to the organization/structure of government programs in order to better manage natural and cultural resources along watershed/*ahupua'a*, *moku* management concepts. Please indicate below whether you agree, strongly agree, disagree, strongly disagree or have no opinion that the following changes should be made. (n = 43)

Changes	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
Require that all new developments conduct a cultural resource assessment as part of the permit approval process	29	7	3	2	0
Require cultural and natural resource experts on regulatory boards and commissions	23	15	3	1	1
Need for more provisions to solicit input from the community	20	19	3	1	0
Require that county land use plans be prepared which cover the geographic area of a watershed or *ahupua'a* rather than the present judicial districts or other planning districts	23	8	8	2	1
Form new advisory bodies with an emphasis on watershed issues	20	10	5	4	3
Form new regulatory bodies with an emphasis on natural and cultural resources management at state, local, *ahupua'a*, *moku* levels	20	6	5	6	5
Need for more provisions to solicit input from cultural practitioners in natural and cultural resources management	11	20	3	0	9
Form new advisory bodies with an emphasis on natural and cultural resources management	15	13	8	5	2

3.8 Are there provisions in any of the following government laws or policies which make it difficult for your organization to achieve your mission? (multiple answers allowed; n = 30)

D. Liability laws 16 - (53.3%)
A. Resource management laws 14 - (46.7%)
C. Laws governing nonprofit organizations 3 - (10.0%)
B. Tax laws 1 - (3.3%)
E. Other (see list below) 9 - (30.0%)

- Aerial shooting policies
- Unsure of adequate funding/legislative or administrative support
- Hawai'i Revised Ordinances gives agricultural operations a blanket to hide under a conservation plan that is ultimately voluntary and optional therefore a conservation plan

should be a document eligible for mandatory installation of Best Management Practices in private lands.
- No enforcement over non-point source pollution
- A checklist of requirements to restore the botany of Nualolo Kai State Park
- Controlling invasive species that are protected by federal laws, but make no sense at the state level. An example is the cattle egret, which is protected under the migratory bird treaty act, but do terrible damage to the chicks of endangered Hawaiian waterfowl
- A lack of laws or policies that support conservation
- Expense of liability insurance and uncertainty of laws extent
- When State and county land use classifications are at odds

3.9 If any of the questions in this survey were written so that you could not answer as you would have liked, please provide that input here. (n = 13)

- Regarding county land use plans, it is not a matter of either watershed or districts. There can be a nested system of regions/districts with watersheds delineated within each. The main thing to remember is that that the health of the interlinked stream and reef systems should dictate how management decisions are made. Planning needs to be both regional and watershed-based. By paying attention to the upstream-downstream / *mauka-makai* connections, we can prevent many planning blunders and protect our *ʻāina*, our life support system
- Many private landowners fear lawsuits from community people who enter their lands. There are issues of willful entry, the need for prudence and caution in individual decision-making, and acceptance of personal risk for any activity undertaken (i.e., walking across street, driving car, use of alcohol, hiking in mountains, swimming on shore, etc.) that warrant codification in the law. Make it much harder for fools to sue supposed "deep pockets" for damages; insist that all individuals stand tall, fully responsible for their individual decisions and actions.
- Less regulation and more collaboration is needed from government and community groups
- Advisory boards and Commission appointments must be removed from politics at all cost. Often people who are appointed by politicians aren't qualified or involved in the actual undertaking. Good people aren't always in the lime light looking for media exposure; they are instead in the trenches doing the work. Those are the ones that should be placed in these positions in order to have successful decisions and planning.
- The *ahupuaʻa/moku* approach appears to be compromised with the advent and cash infusion from WESPAC. WESPAC is federal--prohibited by law from any state influence, yet it lobbies aggressively for legislation and power. With WESPAC present--but missing from the questions above--it looks like business as usual in Paradise.
- Regulatory bodies aren't user-friendly. Advisory boards are.
- Funding should accompany projects, instead of supporting committees, commissions, and boards. Advisory groups need teeth in their decisions, as without this power, they are wasting people's time. Meetings should not be used by government to placate the community, leaving no money to support the real work of creating an eco-friendly, culturally-sensitive Hawaiian *nei*.
- Shift the responsibility for cultural sites. Some countries define cultural heritage sites as belonging to the public trust, regardless of property ownership. Hawaiʻi should work towards this system (see Pana Oahu for more discussion of this concept).

- Develop a pilot program to train non-violent inmates in *ahupua'a* management based upon restoration of native forest areas and cultural landscapes. Involve inmates in a certification program that offers post-release career opportunities. Set up a program in one or two areas that offer good management possibilities but don't have current funding to provide management.
- Have a system of simple grants (similar to Ka Ulu Nani program) available to landowners, community groups and individuals for cultural site stewardship programs.
- Require developers to invest in ethno-botanical and paleo-environmental studies in culturally significant areas to learn more about their history and guide better management decisions.
- Fund the purchase of cultural lands outright or by easements through a voluntary $1 per day surcharge on all visitor rooms. Surveys show visitors would support it. Hotels don't want the hassle of collecting it. Come up with a system where it gets charged in a different way.
- Work towards establishment of "living universities" on all islands that showcase an *ahupua'a* managed area as a whole and includes an actual community of residents.
- Change tax structure to keep taxes affordable for family Land Commission Awards as long as they are held by family members (lineal descendents are being taxed off of their lands in many districts).
- We don't need new advisory bodies. We need natural and cultural resource expertise on decision-making bodies.
- We have just completed a Hawaiian Culture Initiative Action Plan which includes 48 actions which came from statewide stakeholders. This document addresses the Hawaiian Culture Initiative of the State Tourism Strategic Plan and includes several recommended actions to protect natural resources and support practices of stewardship.
- Difficult to fit military context of public outreach and environmental stewardship into some of the subjects and questions, but I think it is an important piece of the m*ana'o* given the amount of land managed by the military, funding available for environmental programs by military, and requirements for military to conduct public outreach in synchronization with decision making and planning (often poorly done due to misconceptions by both military and local population).

LIST OF PARTICIPATING ORGANIZATIONS

Aha Kiole Advisory Council
Ahahui Malama i ka Lokahi
Ala Wai Watershed Association
Anahola Homesteaders Council
Association of Hawaiian Civic Clubs
Boy Akana Fisheries
Community Conservation Network
Conservation International
Friends of Hawai‘i Volcanoes Natl. Park
Friends of He‘eia State Park
Hanalei Watershed Hui
Hawai‘i Island Land Trust
Hawai‘i Organic Farmers Assoc
Hawai‘i Wildlife Center
Hilo Bay Watershed Advisory Group
Honolulu Zoo Society
Ho‘ola Aina
Hui o Paakai
Ka ‘Ohana O Kona Hema
Ka‘u Preservation
Kaua‘i Public Land Trust
Kaua‘i Westside Watershed Council
Keep Kahuku Country
Kilauea Neighborhood Association
Ko‘olauloa Neighborhood Board
Ko‘olaupoko Hawaiian Civic Club
Kohala Community Land Trust
Kohala Logistics Team
Kohala Watershed Partnership
Kona Outdoor Circle
Lana‘i Culture & Heritage Center
Leeward Haleakala Watershed Restoration Partnership
LOST FISH Coalition
Makaha Ahupua‘a
Malama Kai Foundation
Malama Maha‘ulepu
Malama Maunalua
Malama O Puna
Maui Coastal Land Trust
Moloka‘i-Lana‘i Soil and Water Conservation District
Na Pali Coast ‘Ohana
National Tropical Botanical Garden
Native Hawaiian Hospitality Association
O‘ahu SWCD / Resource Conservation & Development Council
Ohia Productions
‘Ō‘ōkala Community Forest/ Laupahoehoe Train Museum
Paapono Miloli‘i Inc.
Project S.E.A.-Link
Recycle Hawai‘i
Royal Order of Kamehameha I, Mamala Hoa
Save Our Seas
Surfrider Foundation, Oahu Chapter
The Kohala Center
The Nature Conservancy
The Snorkel Bob Foundation
UH Dept. of Urban & Regional Planning
UH Geography Department
Waialua Community Association
Waikalua Fishpond Preservation Society
Windward Ahupua‘a Alliance

APPENDIX A-1

COMMUNITY STEWARDSHIP SURVEY FORM

<< Return

Print This Page

This page provides a complete list of questions for the entire survey. You may print and review this page before beginning to fill out the online survey. Please note that a red dot next to a questions means that it must be completed before the survey can be submitted. Also note that, as indicated, some questions are asked only when appropriate based on other information collected through the survey.

Organizational Profile

1 What is the name of your organization?

2 How is your organization structured?

- A. Association (e.g., community association)
- B. Trust (e.g., grant-making organization)
- C. Company limited by guarantee (e.g., charitable company - 501(c)(3))
- D. Industrial and provident society (e.g., community business)
- E. Not formally structured
- F. Other (Please specify)

3 Who is the primary contact person for your organization?

4 Title/position

5 Street Address

6 Post Office Box, if applicable

7 City

8 County

- A. Hawaii
- B. Maui
- C. Honolulu
- D. Kauai

9 Zip

10 Organization's primary email address

11 Organization's primary telephone number (no parentheses or dashes)

12 Fax Number, if applicable (no parenthese or dashes)

13 Website Address, if applicable.

14 What year was the organization established?

15 What is the mission statement or purpose of the organization?

16 What is the number of paid full-time or part-time staff?

- A. None
- B. < 5
- C. 5 - 25
- D. > 25

17 What is the number of volunteers?

- A. None
- B. < 5
- C. 5 - 25
- D. > 25

18 How do you characterize your approach in conducting activities?

- A. Native Hawaiian traditional approach
- B. Contemporary watershed management approach
- C. Combination of Native Hawaiian and contemporary
- D. Other, please specify

19 On which islands do you/have you conduct(ed) your activities?

- A. Hawai`i
- B. Maui
- C. Lana`i (moku Lana`i)
- D. Kaho`olawe (moku Makawao)
- E. Moloka`i
- F. O`ahu
- G. Kaua`i
- H. Ni`ihau (moku Waimea)

Your response to the below question is only required if your response to question, 19, is "Hawai`i."

19.A In which judicial district does the organization have ongoing or past projects and initiatives on Big Island? [Click here to view a map.]

- A. North Kohala
- B. South Kohala
- C. Hamakua
- D. North Hilo
- E. South Hilo
- F. Puna
- G. Ka`u
- H. South Kona
- I. North Kona

Your response to the below question is only required if your response to question, 19, is "Maui."

19.B In which judicial district does the organization have ongoing or past projects and initiatives on Maui? [Click here to view a map.]

- ☐ A. Lahaina
- ☐ B. Wailuku
- ☐ C. Makawao
- ☐ D. Hana

Your response to the below question is only required if your response to question, 19, is "Moloka`i."

19.C In which judicial district does the organization have ongoing or past projects and initiatives on Molokai?

- ☐ A. Moloka`i
- ☐ B. Kalawao

Your response to the below question is only required if your response to question, 19, is "O`ahu."

19.D In which judicial district does the organization have ongoing or past projects and initiatives on Oahu? [Click here to view a map.]

- ☐ A. Ko`olauloa
- ☐ B. Ko`olaupoko
- ☐ C. Honolulu
- ☐ D. Ewa
- ☐ E. Wahiawa
- ☐ F. Wai`anae
- ☐ G. Waialua

Your response to the below question is only required if your response to question, 19, is "Kaua`i."

19.E In which judicial district does the organization have ongoing or past projects and initiatives on Kauai? [Click here to view a map.]

- ☐ A. Hanalei
- ☐ B. Kawaihau
- ☐ C. Lihue
- ☐ D. Koloa
- ☐ E. Waimea

20 In which ecological setting does your organization's primary activities occur?

- ☐ A. Mauka (upland)
- ☐ B. Mawaena (central or midlands)
- ☐ C. Makai (seaside)

21 Please provide a short descriptive title of up to three projects or initiatives with which your organization is or has been involved.

Project	Project Title
1	
2	
3	

22 Would you like your organization to be included in a directory of community groups that will be posted on the Hawaii CZM website?

- ○ A. Yes
- ○ B. No

This part of the survey will ask questions about your experiences with community stewardship activities relative to a specific project or initiative that your organization is working. This may be an ongoing project or a project completed within the last 3 years. You or other members of your organization may complete this section of the survey for different projects.

Project Background

Project Description

1.1 What is your name?

1.2 What is your title or position in the organization?

1.3 What is your email address?

1.4 What is the project name?

1.5 Start date (year).

1.6 Completion date (year).

1.7 What are the goals of the project?

- A. Protection of native or endangered species
- B. Preservation or restoration of native habitats
- C. Sustainable use of resources from natural ecosystems
- D. Preservation of traditional Native Hawaiian culture and practices
- E. Protection of specific natural or cultural features
- F. Improve stream or coastal water quality (e.g., sediment load reduction, control runoff)
- G. Scientific research
- H. Other, please specify

1.8 What are the components of the project?

- A. Education
- B. Outreach
- C. Planning
- D. Resource management
- E. Restoration (e.g., beach clean-ups, marine debris removal, alien species removal, etc.)
- F. Environmental monitoring
- G. Voluntary compliance and/or human use monitoring
- H. Documenting traditional practices
- I. Other, please specify

Project Funding

1.9 Was the project funded?

- A. Yes
- B. No

Your response to the below question is only required if your response to question, 1.9, is "Yes."

1.9.A What is the source of the funds or support?

- A. Federal
- B. State
- C. County
- D. Foundation
- E. Private Donation
- F. Other, please specify

Your response to the below question is only required if your response to question, 1.9, is "Yes."

1.9. Please identify the source of funding for this project.
B

Your response to the below question is only required if your response to question, 1.9, is "Yes."

1.9.C What is the approximate level of funding for the project?

- A. < $1,000
- B. $1,000 - $10,000
- C. $10,000 - $25,000
- D. $25,000 - $100,000
- E. $100,000 - $500,000
- F. $500,000 - $1,000,000
- G. > $1,000,000

Your response to the below question is only required if your response to question, 1.9, is "Yes."

1.9.D What project needs were covered by these funds?

- A. Project management
- B. Labor
- C. Technical expertise
- D. Supplies
- E. Equipment rental
- F. Transportation
- G. Other, please specify

Your response to the below question is only required if your response to question, 1.9, is "Yes."

1.9.E How difficult was it to secure funds?

- A. Easy - funding was secured on the first try
- B. Medium - several attempts were made to secure funding
- C. Hard - many attempts were made to secure funding

Your response to the below question is only required if your response to question, 1.9, is "Yes."

1.9.F What challenges did you face in securing funding for the project?

- A. No significant challenges
- B. Capacity to prepare project proposal
- C. Information needed for the proposal not available
- D. Funding amounts not sufficient to cover project
- E. Timeline for availability of funds not sufficient
- F. Requirement for matching funds
- G. Few funding opportunities
- H. Other, please specify

Your response to the below question is only required if your response to question, 1.9, is "No."

1.9.G If you did not get funding for the project, how have you been able to conduct the project?

- A. Scale back project scope
- B. Recruit additional volunteers
- C. Team with government
- D. Team with other organization
- E. Funding not key to project implementation
- F. Other, please specify

Improving Effectiveness of Community Efforts

2.1 What do you consider successful outcomes or accomplishments of your project to date?

- ☐ A. Increased awareness of the community
- ☐ B. Increased support of the community
- ☐ C. Improved condition of natural resources
- ☐ D. Preserved cultural resources
- ☐ E. Other, please specify

2.2 Please rank the top three factors that have contributed to these successful outcomes or accomplishments?

	1	2	3
Education and outreach activities			
Volunteers conducting project activities			
Technical assistance			
Financial assistance			
Partnership and collaboration with other entities			

2.2a If the above list does not include a key factor for the success of your project, please specify it here.

2.3 Please rank the top three barriers or factors that have inhibited progress or achievement of outcomes?

	1	2	3
Recruiting volunteers and leaders/ retaining volunteers and leaders			
Working with other community groups and nongovernmental organizations			
Working with government agencies			
Bringing together diverse interests in the community (business, residential, ethnic diversity)			
Lack of time to organize projects that keep pace with development and current events			
General lack of organization within the stewardship entity			
Finding solutions that meet both the government policies and plans and the community's interests			
Lack of fund-raising capacity (skills, time)			
Creating a sense of community identity			

2.3a If the above list does not include a critical barrier you faced during the execution of your project, please specify it here.

2.4 Please rank the top three resources (other than funding) that would strengthen stewardship efforts to achieve or sustain the project goals?

	1	2	3
Technical assistance and training			
Outreach materials and media support			
Equipment and materials			
Networking with other community groups and organizations			
Help in coordinating with other agencies			
Assistance with permits for community projects			
Data and information			

2.4a If the above list does not include a key resource need, please specify one here.

2.5 Where did you obtain guidance on the best approach, technology, or methods used to conduct project activities? Please rate the following (only rate those resources used in the project):

Accessibility of guidance 1 = tried unsuccessfully, 2 = difficult but obtained guidance, 3 = assistance readily available
Usefulness of guidance: 1 = not useful, 2 = somewhat useful, 3 = very useful

Technical Guidance	Accessibility of Guidance (1 to 3)	Usefulness of Guidance (1 to 3)
University or nongovernmental organization		
Governmental agencies		
Within our organization		
Community stakeholders		
Documents and reports		
Websites		

2.5a If the above list does not include a source of technical guidance which you used, please specify it here.

2.6 What would be the single most effective way for the State to provide technical services to community groups?

- A. Provide coordinators on each island to serve as a liaison between community groups and government agencies
- B. Conduct regular workshops to share and evaluate best management practices
- C. Maintain an on-line directory of best practice guidance
- D. Provide training on implementing best practices
- E. Assist groups in documenting and sharing traditional and contemporary best practices by island and across the state
- F. Other, please specify

2.7 What best practices have you employed in your project that could be adopted in other areas?

2.8 Please rank the three most effective methods to reach stakeholders and generate community support for the project?

	1	2	3
Community meetings			
Newspaper announcements and articles			
Radio			
TV			
Word of mouth			
Email			
Signage at strategic locations			
Organization's website			

2.8a If the above list does not include an effective method you used for the project, please specify that method here.

2.9 Describe some challenges or barriers you faced in developing community and stakeholder support.

Improving Government Services

Improving the Planning Process

3.1 Please rank the three top strategies you would like the State to pursue to engage and sustain the community in stewardship efforts?

	1	2	3
Promote accomplishments of community groups and organizations			
Develop collaborative arrangements between government and community groups for stewardship activities			
Provide annual progress reports entered into a State database for community initiatives			
Sustain funding support to successful projects			
Increase public participation process for integrated planning			
Establish a State program that provides dedicated staff to assist community groups with their technical and resource needs			
Facilitate networking among community groups across the State			

3.1a If the above list does not include a strategy you would like to see the State pursue, please specify one here.

3.2 Please rank the three top needs in which government assistance would have benefited the project.

	1	2	3
One-stop shopping for permits			
Assistance in facilitating community dialogue			
Training on project development, implementation and monitoring			
On-line tool that assists communities identify and apply to appropriate funding sources			
Regular funding source by moku to conduct community stewardship activities			
Community stewardship program based on each island			
Assistance in monitoring of project activities to assess progress and results			
A set of indicators that could be adaptable for monitoring and evaluation of all projects			

3.2a If the above list does not include your key need for the project, please specify that need here.

3.3 What impact did government (State or County) policies and plans have on the project?

- A. No impact on the project
- B. Conflicted with project goals
- C. Supported project goals
- D. I don't know how policies or plans impact the project?

3.4 Which policies, practices or plans supported or led to project success?

- ☐ A. None
- ☐ B. Land use
- ☐ C. Water use
- ☐ D. Tourism
- ☐ E. Recreational use
- ☐ F. Community development
- ☐ G. Private development
- ☐ H. Water quality
- ☐ I. Other, please specify

3.5 Which policies, practices or plans conflicted or hindered project success?

- ☐ A. None
- ☐ B. Land use
- ☐ C. Water use
- ☐ D. Tourism
- ☐ E. Recreational use
- ☐ F. Community development
- ☐ G. Private development
- ☐ H. Water quality
- ☐ I. Other, please specify

Improving agency operations and public services

3.6 What should government do to improve planning for natural and cultural resources?

3.7 Some have suggested changes to the organization/structure of government programs in order to better manage natural and cultural resources along watershed/ahupua'a, moku management concepts. Please indicate below whether you agree, strongly agree, disagree, strongly disagree or have no opinion that the following changes should be made.

	Strongly Agree	Agree	No Optinion	Disagree	Strongly Disagree
Need for more provisions to solicit input from cultural practitioners in natural and cultural resources management					
Need for more provisions to solicit input from the community					
Require cultural and natural resource experts on regulatory boards and commissions					
Form new advisory bodies with an emphasis on natural and cultural resources management					
Form new advisory bodies with an emphasis on watershed issues					
Form new regulatory bodies with an emphasis on natural and cultural resources management at state, local, ahupuaa, moku levels					
Require that county land use plans be prepared which cover the geographic area of a watershed or ahupua rather than the present judicial districts or other planning districts					
Require that all new developments conduct a cultural resource assessment as part of the permit approval process					

3.8 Are there provisions in any of the following government laws or policies which make it difficult for your organization to achieve your mission?

- ☐ A. Resource management laws
- ☐ B. Tax laws
- ☐ C. Laws governing nonprofit organizations
- ☐ D. Liability laws
- ☐ E. Other, please specify

3.9 If any of the questions in this survey were written so that you could not answer as you would have liked, please provide that input here.

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Appendix B

Summary Report
of the
Community Stewardship Workshop

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Hawaii CZM Program
Coastal Zone Management

Workshop Summary Report

Learning from Community Stewardship Activities in Hawai‘i

for the

Place-, Culture-, and Community-Based Approaches to Natural and Cultural Resource Management Project

Hawai‘i Coastal Zone Management Program
Office of Planning
Department of Business, Economic Development and Tourism

State of Hawai‘i

January 23, 2008
Best Western Plaza Hotel
Honolulu, Hawai‘i

Hawaii CZM Program
Coastal Zone Management

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CONTENTS

1.0 BACKGROUND

The Hawai‘i Coastal Zone Management (CZM) Program of the Office of Planning in the Department of Business, Economic Development and Tourism conducted a one-day workshop entitled *Learning from Community Stewardship Activities in Hawai‘i*. The workshop was held on Wednesday, January 23, 2008, from 9:00 a.m. to 3:00 p.m. at the Best Western Plaza Hotel in Honolulu, Hawai‘i (see Appendix B-1, Workshop Agenda). The workshop brought together organizations and agencies from around the State to share experiences, obstacles, and lessons learned in community stewardship of natural and cultural resources in Hawai‘i (see Appendix B-2 for list of participants).

The workshop was conducted as a second phase of the *Place-, Culture-, and Community-Based Approaches to Natural and Cultural Resource Management Project* to gather information on the following questions:

- What can State government do to better support community stewardship efforts for natural and cultural resources?
- What changes should the State adopt to move toward integrated, place-based natural and cultural resources management?

The workshop began with three presentations: a description of the purpose of the workshop and its relationship to the Ocean Resources Management Plan (ORMP); a report of the preliminary results of the Community Stewardship Survey conducted between November 1 and December 18, 2007; and a brief outline of five draft principles aimed at addressing the vision of the ORMP.

The majority of the day was spent in morning and afternoon breakout groups, with each group reporting the key aspects of their discussions back to the entire group. Participants were asked to develop a series of recommendations for (1) catalyzing community involvement in natural resource management, (2) building capacity of community groups to implement activities, and (3) improving government support for community stewardship activities. These recommendations will provide input into potential programmatic changes in how State government partners with communities in order to enhance collaboration in natural and cultural resource management.

The workshop closed with a panel of agency representatives that were asked to briefly describe related programs and grants and to reflect on the recommendations developed in the workshop.

All worksheets and any notes taken during discussions were returned to the meeting facilitator and are the primary resources upon which this report is based. Additional notes taken during the meeting by the facilitator, Office of Planning staff, and the State’s consultant, Tetra Tech EM Inc. (Tetra Tech), were also used for this report.

2.0 PRESENTATIONS

The workshop began with a *pule* delivered by Auntie Pele Hanoa (Ka'u Preservation). The meeting facilitator, Miki Lee then thanked everyone for their attendance and provided a few ground rules for the workshop.

Mary Lou Kobayashi (Office of Planning) began the presentations by describing the purpose of the workshop and providing an overview of the ORMP, focusing on *Perspective Three: Promoting Collaboration and Stewardship.* She briefly described some of the actions undertaken to date to fulfill the overarching vision of the ORMP. A question was asked regarding the alignment between this process and the 2050 Sustainability Plan. It was explained that the Sustainability Plan has a much broader scope, including health care, education, and other issues, whereas the focus in this project was on natural and cultural resources. However, the two projects are complementary and not conflicting.

Kevin Kelly (Tetra Tech) provided a brief review of the results from the Community Stewardship Survey. There was concern that these results would be employed as the rationale for some State actions. It was explained that the survey and the workshop were both intended as information gathering tools. The information gathered will help guide the process into the future. Other participants voiced concerns about the "validity" of the data, which stemmed from issues regarding who was identified to complete the survey and who actually responded. In order to address this concern, the report on the survey will fully explain who was surveyed and the number of responses received.

Ms. Kobayashi ended the presentation section of the workshop with an overview of five principles drawn from the survey results and the ORMP that may guide the State's approach to achieve effective natural and cultural resource management throughout Hawai'i. In brief, the five principles stress that the implementing approach should be (1) community-based, (2) collaborative, (3) place-based, (4) culture-based, and (5) watershed-based.

Each of the principles was described, and example implementation options were provided. Members of the *'aha kiole* advisory committee[1] expressed concern that this process was not taking the *'aha moku* council system into consideration. The response was that this concern could be raised and expressed in the breakout sessions and those concerns would be recorded and reported. Another comment was that the principles could be simplified. For example, many people thought that place-based and watershed-based were the same thing. Others thought that all of the key concepts (community-based, collaborative, place-based, culture-based, and watershed-based) are intertwined and that separating them ignores the heart of traditional resource management.

[1] Act 212 was signed into law on June 27, 2007. This Act established the 'aha kiole advisory committee, consisting of eight members representing each of the eight main Hawaiian Islands, who are charged with gathering perspectives state-wide and developing consensus on how to establish an 'aha moku council system. The purpose of the 'aha moku council system is to: a) provide advisory input to State and county agencies regarding the indigenous resource management practices of each moku; b) aid in the development of a comprehensive set of best practices for natural resource management; c) foster understanding and practical use of Native Hawaiian knowledge; d) ensure the future sustainable use of all natural and cultural resources; e) enhance community education and cultural awareness; and f) participate in the protection and preservation of the State's natural resources. The 'aha kiole advisory committee is charged with submitting a written interim report of its findings and recommendations to the legislature prior to the opening of the 2008 session and a final report of its findings and recommendations to the legislature prior to the 2009 session.

3.0 BREAKOUT SESSION ONE

Following the presentations, participants divided themselves into four working groups. The facilitator requested that each person sit with people they did not already know, and participants were each handed a worksheet with three questions provided to elicit ideas and information. After approximately 90 minutes of discussion, each working group reported its recommendations back to the workshop.

Breakout session one addressed the question: *How can the State better support community stewardship activities?* This was divided into the following three subquestions:

1. What activities are known to contribute to successful stewardship activities?
2. What factors are obstacles to the success of stewardship endeavors?
3. What specific actions would make the most impact in the success of Hawaii's stewardship activities?

Participants' notes and the working group recommendations are summarized below in response to each subquestion.

3.1 What activities are known to contribute to successful stewardship activities?

Communication

Communication needs to occur on multiple levels, including among all members of the community, with and between State agency staff, businesses, and others as appropriate. Providing feedback to grant managers and other funding sources ensures continued financial support. Communication within the community must be multigenerational and multi-ethnic. Furthermore, decision by consensus is usually the most successful mechanism for decision-making within community organizations or among those involved in a common stewardship activity. Sometimes achieving consensus in a subsequent meeting is necessary to ensure that all agree with the proposed action. It is vital to have 100 percent support.

Understanding different audiences and utilizing appropriate cultural approaches to education and outreach efforts also promotes open communication and trust. Indeed, education and knowledge needs to be disseminated across many levels. Education should occur between adults and children, amid community members and government, and among children and *kupuna*. Teaching by doing keeps the knowledge alive rather than teaching a static memory of traditional practices. Nevertheless, many stressed the importance of documenting local practices for future generations, beginning with traditional knowledge.

On Kaua'i, members of Hui o Paakai, an organization dedicated to the preservation, perpetuation and protection of the Hawaiian tradition of salt gathering, go house to house to explain the significance of the salt ponds to younger and older generations alike, building relationships one at a time.

Workshop participants encouraged community groups to foster a closer working relationship among community members and between the community and the State government. Federal partners stressed the need to employ active listening when interacting with community members, which is not always done. This is especially true during public meetings required as a part of certain federal actions.

A successful means to develop government support is by inviting elected officials to project sites to "get their hands dirty." This allows for active understanding of the value of a project as well as the effort and resources needed for success. Overall, such efforts promote official support for the cause. Participants also stressed the importance of remaining involved politically and understanding how the government works, as a real change toward enhanced community stewardship must include the support of the government.

The role of government

Early and strong support from government can be the foundation for success. The USDA Forest Service was integral in helping the Hanalei Watershed Hui by providing funding and supporting the group in its initial years. The result is a very successful program. Seed money from government or elsewhere helps programs get on the right track. Stable funding allows people to address long-term goals, which can produce substantial and often permanent improvements to natural and cultural resources. Consequently, participants encouraged government agencies and partners to employ a "targeted watershed" approach rather than one that supports scattered projects. This would provide a real opportunity to produce measurable successes. Most participants agreed that resource planning should be community-based, with agencies available to provide technical support. People of the area should be afforded real decision-making input and power.

The role of the community

Communities need to develop, promote, and enhance community spirit through active and open discussions about the critical issues they face. It can be difficult to establish community unity in sparsely populated areas, making community initiatives difficult. The point was also made that culture does not always mean host culture, as there are important ethnic groups that are ingrained in Hawaiian culture today. These must be recognized by government and communities alike to achieve success.

The division of labor among a *hui* is important to success. Each member has specific talents that should be utilized appropriately. This limits the burden on "champions" and instills ownership. There is a computer program available that maps the expertise of a group that can be useful in creating a successful community group.

The Waikalua Fishpond Preservation Society places a great deal of emphasis on training and developing educational resources to further its mission of preserving the fishpond and traditional fishpond practices. Taking a long-term approach, they incorporate cultural values, cultural practices and sustainability into a curriculum intended on building future leaders and decision-makers that are mindful and respectful of Hawaii's irreplaceable cultural resources.

The Mo‘omomi case study

Mo‘omomi is an example of managing with *aloha*. The local resource experts use spawning and other natural cycles to determine when, how and how much to harvest. This improves management through a direct understanding of, and respect for, the resources. The community is deeply invested, which leads to success. Also, Mo‘omomi provides an example of the struggles that must be overcome in order to achieve such success. This knowledge provides some understanding for what we all must go through.

3.2 What factors are obstacles to the success of stewardship endeavors?

Language and the definition of 'place'

The importance of language, and misperceptions that occur with certain words, phrases, and ideas, was a repeated issue throughout the day's discussion. There is a need to develop a common terminology for important words and concepts. 'Place' is an important foundation in this discussion. Understanding place is critical in grounding us and our actions. It also teaches us how to honor the history of a specific place in planning. A deep understanding of Hawaiian place names provides much of the guidance. Many participants urged us to "let place self-identify."

Researching and publishing place-based history, including a full understanding of place names, allows for a culturally and ecologically sensitive way forward. Nevertheless, *kupuna* acknowledged that disagreements among practitioners on the history of a place are common. There was also recognition of a lack of agreement and in-fighting among Hawaiians in defining the Hawaiian community. Hawaiian values stem from traditional practices, identity, and connections to place. The struggles surrounding these issues must be resolved and should not be cause for ongoing conflicts within a community.

The scale of 'place' is fluid. Place can refer to the whole archipelago, one island, a *moku*, an *ahupua'a*, or a location within an *ahupua'a*. The context is fundamental to appropriate management. Furthermore, the definition of "*moku* management" used by State agencies is not the same as that for Hawaiian culture and history. Using this Hawaiian term for a Western-based regulatory regime misrepresents its true meaning. This term should only be used when talking in a Hawaiian context.

The word 'stewardship' connotes Judeo-Christian values. We are not stewards; rather, we are inseparable from our resources. One breakout group suggested using '*malama*' instead because it connotes responsibility, connection, love, and respect. Furthermore, many participants did not agree with the division of resource management into five principles. Separating a single concept into five, each with its own set of implementation options, automatically moves the process away from a traditional Hawaiian approach.

Government

State agencies do not recognize the huge value of the community; instead, agencies treat community members as clients rather than partners. Decision-making still resides with the State while the community is treated as an outside advisor, creating tension between community groups and the State. The community needs an equal seat at the table. Government needs to recognize that they cannot accomplish all of the necessary work alone and must become more supportive of community efforts. Unfortunately, government officials are often closed-minded and lack sincere support; officials need to be retrained in order to shift government away from this mentality. Local people often feel disrespected by decision makers and do not want to share their knowledge, but those with local knowledge are critical to understanding the resource and improving the conservation of our natural and cultural resources.

Multiple agencies often develop overlapping initiatives but work separately. This results in wasted effort and an excess of convoluted and disjointed frameworks. The government needs to end agency "turf wars" and consult with the community with one voice and one purpose. Overlapping government efforts also result in community groups experiencing the bureaucratic runaround when trying to obtain answers for community stewardship projects. Agencies need to end the finger-pointing and represent

the community with their needs. Nothing is accomplished when well-meaning plans and documents sit on shelves and do not continue to involve the community after they are written.

Numerous participants stressed the importance of transparency within the government. Transparency encourages community involvement and helps people understand how they can be involved. While there was general endorsement of the ORMP, participants wanted to know what the Office of Planning was doing to execute the plan. As a side note, many thought that because the ORMP is about much more than the ocean, the name should be changed to reflect the complete vision.

Policies that are too convoluted to be understood, such as the Department of Land and Natural Resources (DLNR) administrative rules process and unwieldy permit process, can disenfranchise community members and thwart their involvement in the process. Political ripeness is critical for any movement of many issues. If an issue has not been around long enough and is not ripe for resolution, efforts will likely be in vain.

Participants agreed that there are plenty of good regulations intended to protect our natural and cultural resources, but there is a lack of consistent enforcement and meaningful penalties to minimize abuses. There is a sense that government is allowing uncontrolled development, which causes the irreversible loss of resources, history, quality of life, and community spirit. Government also needs to recognize and plan for global population and environmental trends.

Community issues

Changing demographics, which often results in newcomers who are unfamiliar with the issues, can slow the community stewardship process and drain initiative. Educating newcomers consumes precious time of volunteer-based community organizations and initiatives. Reaching consensus, which most agreed is valuable in achieving success, is often difficult and can weaken final actions.

Western management philosophy

Most agreed that using mainland strategies (i.e., "one size fits all") in the islands does not work. Information used to support marine protection and stewardship comes from the University of Hawai'i and other Western-trained scientists who often have a preconceived notion of resource protection and do not understand the influence of the seasons, tides, and other natural rhythms. Tourists disconnect from Hawaii's culture and natural resources, and the commercialization of cultural resources contributes to this misguided philosophy.

'Aha Moku/'Aha Kiole process

There appears to be a lack of support from DLNR for Act 212 ('a*ha kiole advisory committee and the 'aha moku council system*). The *'aha moku* councils should support community efforts and not become just another requirement in the process as another layer of bureaucracy. The council members should act as liaisons and should support community-based efforts.

Funding

Many organizations constrain themselves by relying solely on the government for funding instead of cultivating the community for small, individual donations. Holding local fundraisers can provide discretionary funding to support an organization and be an effective outreach method to the community. But overall there is a lack of long-term and consistent funding for community efforts.

3.3 What specific actions would make the most impact in the success of Hawaii's stewardship activities?

Twenty-four specific recommendations were developed by the four working groups during this breakout session. Those recommendations are presented below, along with many other recommended actions culled from participants' worksheet notes. The 24 working group recommendations are presented in italics and with clover-shaped bullets, followed by the number of votes each received in the priority voting that followed their presentation (see Section 3.4).

Community liaison/stewardship programs on each island

- ❖ *We are facing an emergency situation for our resources that requires immediate development of stewardship leaders with the right values. (13)*
- Develop an agency ombudsman to ease community frustration when interacting with government.
- Designate a specific person in the enforcement office as a community's point of contact. This will develop a relationship with the community.
- Have the community choose one spokesperson for their *moku*.
- Implement a program that will develop local leaders to champion stewardship causes.
- Don't establish new community stewardship program on each island, just support existing efforts and develop new programs only where needed.
- Develop community consultation process for resource management and development in *moku* or *ahupua'a.* Note: Is this the goal of *'aha moku* councils?
- Create bridges/translations between local/indigenous knowledge of local processes with Western science.

Transparency

- ❖ *Establish agency transparency to show where they are – this will minimize the waste of money through reducing redundancy and increasing efficiency. (1)*
- ❖ *Add stipulation for those receiving research funding to consult with the 'aha kiole council and create authentic, early engagement with the community. (2)*
- To succeed, project must be a benefit to all in the community; self-serving goals will ultimately fail.
- Develop transparent solutions tailored to specific areas.
- Environmental impact statements and assessments are more disclosure documents rather than helping to manage resources for the common good. These are huge documents that communities have to review but often offer no recourse.
- Provide stipulations in the permitting process to stop bad projects before a community has to come out and demonstrate to stop it. County councils (possibly the *'aha moku* Councils) should be part of the consultation process. Talk story events with the right *ahupua'a* elders should occur to address mitigation prior to issuing permit.
- There needs to be an open discussion of the commercialization of cultural resources.

Funding

- ❖ *Provide seed funding to give community groups and community stewardship efforts a good footing to be successful—most grants do not fund start-up or administrative costs but are project-focused. (0)*
- ❖ *Stabilize funding sources that provide for long-term funding. (10)*

- ❖ *Generate money to support stewardship efforts, possibly through a visitor tax or $1.00 per month surcharge on the water bill. (20)*
- Funding agencies need to minimize their control over projects.
- Groups should become entrepreneurial in raising operating funds.
- Coordinate government agencies with the projects they fund. There is a big disconnect among agency initiatives.
- The Coastal Zone Management Program should support community stewardship groups and fund expenses that grants can't fund, such as salaries, office, and utilities, to help groups sustain their efforts.
- Training on topics such as how to write grants, how to write a letter to officials, and how to determine which tools are needed.

<u>Change in government's natural resource management philosophy</u>

- ❖ *Promote a regional focus. (0)*
- ❖ *Move from species protection to ecosystem protection. (4)*
- ❖ *Apply a traditional approach to stewardship, with the mauka-to-makai ahupua'a model as the framework to acknowledge the importance of connectivity. The government should not use these Hawaiian terms as window dressing while continuing to employ a Western approach where the focus is to control resources. (10)*
- ❖ *Train the bureaucrats to look at communities as partners; change the relationship/dynamic between the government and the community. (1)*
- ❖ *Change the objectives of individual departments to add cultural and natural resources component, instilling conservation into agency objectives. (0)*
- ❖ *Need government commitment on a 24/7 basis. (0)*
- ❖ *Positive successful stewardship activities happen at the community level. Be careful about government involvement. Allow communities to drive and implement planning, resource inventories, management, and enforcement with government support. Enforcement needs to be both bottom-up and top-down and working together for success. (0)*
- We live on islands with unique needs and concerns, but must look at global trends as they affect sustainability.
- Employ island paradigms for island issues, not mainland solutions.
- Government should speed up the process of stewardship.
- Encourage agencies to adopt new leadership values.
- Formalize partnerships.
- Develop resource management rules that are island-specific and allow for flexibility to implement traditional knowledge of the rhythms of the ecosystem.
- Mo'omomi is a great example of the fundamental principle of *aloha*.
- The 'systems approach,' which is used in science, should be used as a way to view things. It may not have the soul of the term *ahupua'a*, but it is a similar way to view the world holistically.
- The government needs to deal with big-picture issues, such as sustainability, reduce/recycle, increasing use of solar panels, stopping uncontrolled development, limiting population based on our water and land resources, addressing global warming. Dealing with the big picture will help community stewards implement their on-the-ground projects.

Coordinate Agency Activity

- ❖ *Simplify the permitting process. (3)*
- ❖ *Promote a systems approach, where everyone has different responsibilities but all work together to achieve lokahi, balance, harmony. Hokule'a is the analogy. (5)*
- End the multi-jurisdictional model with many agencies doing the same thing.
- Adopt a holistic management approach with a plan for each *ahupua'a* that every agency helps to implement, with the community playing the key role in plan creation and implementation.
- Leverage resources; make the best use of resources from the agencies.
- There are different plans for different things which need to be aligned.
- *'Aha kiole* is a possible hopeful mechanism, but there needs to be caution so a political agenda doesn't manipulate the process.
- Develop a map that shows all agency jurisdictions with a description of each of their responsibilities.

Mediation

- ❖ *Create an effective conflict resolution process at all levels (government-community; community-community; business-community; etc.) to minimize tensions between community-based organizations and the State. (17)*
- Create a mediation agency to help traditional and contemporary knowledge influence stewardship in a compatible way.
- Overcome Native Hawaiian lack of consensus.

Communication

- ❖ *Make the 'aha kiole directory public – create a directory of resources. (1)*
- Insist that legislative representatives 'walk the walk.' Take them out on projects to get their hands dirty. Then they will understand why the work is necessary and the amount of effort and commitment it takes to get the job done.
- Communities are tired of coming to meetings, providing input, and having that input being ignored.
- Respect the source of knowledge—find a way to make it safe for *kupuna* and other practitioners to contribute their knowledge.

Enforcement

- ❖ *Government needs to support enforcement with more money, 'giving teeth' to laws that are adequate as they are currently written. (16)*
- ❖ *Establish a "Code of Conduct," or pono practices and principles, that major water users would agree with. (6)*
- Community organizations should understand existing regulations and use them to support their cause.

Education and outreach

- ❖ *Establish Department of Education programs to instill values and commitment early, including training students to be stewards and hiring stewards to be teachers. (11)*
- ❖ *Overcome tourists' disconnect with the environment, and teach them how they can contribute to resource protection. (0)*
- ❖ *Find balance between use and supply. (0)*

- ❖ *Reconnect people to resources and increase our dependency on local resources. Eighty percent of our food is imported and we have become a container culture. Increasing our dependency on local resources will increase the urgency to care about the land, and provide incentives for small, local farmers to compete. (6)*
- ❖ *Create urgency in the community; we're dependent on outside resources. (6)*
- Prioritize rights of survival over the rights of commercial uses.
- Statewide education should follow charter schools' lead to empower the next generation in adopting stewardship values through leadership development.
- Education: community-based education and public education. DOE should engage in training to expand the knowledge and skills in young people.
- Educating children and young people to instill a system of values to protect natural and cultural resources is critical. If people are instilled with a value system that respects natural and cultural resources, stewardship organizations would benefit because 1) there would be less degradation of the resources, and 2) there would be more people interested in stewardship.
- Develop a sustainability-based and environmentally-based curriculum to build a generation of stewards.

3.4 Summary of Top Implementation Option Choices

After the working groups presented their recommended actions (presented in italics in section 3.3, above), participants were given four stickers each and allowed to vote for the implementation options with which they most agreed. They were allowed to spread out their votes or consolidate them into a single choice. There were a total of 132 votes tallied. Following are the top seven choices in descending order, with the number of votes each received in parentheses. The list includes all options that received 10 votes or more, consisting of 73.5 percent of all votes cast.

- Generate money to support stewardship efforts, possibly through a visitor tax or $1.00 per month surcharge on the water bill. **(20)**
- Create an effective conflict resolution process at all levels (government-community; community-community; business-community; etc.) to minimize tensions between community-based organizations and the State. **(17)**
- Government needs to support enforcement with more money, 'giving teeth' to laws that are adequate as they are currently written. **(16)**
- We are facing an emergency situation for our resources that requires immediate development of stewardship leaders with the right values. **(13)**
- Establish Department of Education programs to instill values and commitment early, including training students to be stewards and hiring stewards to be teachers. **(11)**
- Stabilize funding sources that provide for long-term funding. **(10)**
- Apply a traditional approach to stewardship, with the *mauka*-to-*makai ahupua'a* model as the framework to acknowledge the importance of connectivity. The government should not use these Hawaiian terms as window dressing while continuing to employ a Western approach where the focus is to control resources. **(10)**

4.0 BREAKOUT SESSION TWO

In the afternoon, participants broke into five groups, with each group focusing on one of the five guiding principles for moving the State toward an integrated planning approach. These principles were open to comment during the session, but the group was asked to focus on potential implementation options of these principles. The key concepts of the overall vision of the ORMP are (1) community-based, (2) collaborative, (3) place-based, (4) culture-based, and (5) watershed-based. A handout was distributed to the participants that included the draft principles, a narrative description of each principle and its context in fulfilling the vision, and example implementation options, which were to be used as a reference and starting point for discussions. Each group provided a brief report of their discussions back to the entire group. The majority of comments were either a rewording of implementation options provided in the handout, or recommendations for new implementation options. The following is a revision of the handout based on the consolidation of comments made during the afternoon session.

Principle 1. Community-Based

Support community-based management of natural and cultural resources and build community capacity to engage in stewardship activities and network with other community groups.

Community support and stewardship is essential to the effective management of natural and cultural resources in Hawai'i. Community groups are often the best and most appropriate sources of local knowledge of conditions, resources, and cultural practices that government managers can apply to their efforts. Furthermore, government lacks the all the resources necessary to fully manage natural and cultural resources.

Example implementation options

- Share lessons and accomplishments of community groups and organizations.
- Sustain funding over time to support successful projects, including funds for administrative expenses.
- Provide sufficient and regular funding to conduct community stewardship activities in addition to existing grants. Note: Agencies, such as Board of Water Supply, can appropriate money outside of the grant process.
- Create a position on each island to fight for core funding for ongoing community stewardship programs and projects.
- Provide funding for core operations to run and administer Community Conservation Network-type operations (assisting communities and their partners in capacity-building).
- Support groups who are conducting regular workshops to share and evaluate best management practices (e.g., Community Conservation Network).
- Support a community stewardship program based on each island, and establish new ones where needed.
- Staff communities with ombudsmen/liaisons to assist communities in understanding government processes and advocate on their behalf with government agencies.
- Develop on-line tools that help communities identify and apply to appropriate funding sources as well as other administrative and legal assistance.
- Help groups come together as a network to submit group applications for funds (e.g., the National Oceanic and Atmospheric Administration [NOAA] coral grant) so they can work together on an island-level with increased program budgets.

- Move to multi-year awards (e.g., 3-year awards). Note: NOAA and other federal entities are moving in this direction.
- Set aside a percentage of development costs for conservation in the area.
- Establish one-stop shopping for permits.
    - Participants voiced a concern for streamlining the process for development and other commercial activities, but felt that the red tape and runaround experienced by community initiatives adversely impacts community spirit, efforts, and successes.
- Support groups who are training the community on implementing best management practices.
- Fund the development of a "Volunteer Opportunities" website where community groups can advertise need for volunteers by island.
    - Employ *Malama Hawai'i* website as the foundation of this action. The website could be expanded to support: (1) a virtual meeting place; (2) administrative/operational support; (3) contacts; and (4) on-line database to track projects.
- Prepare working draft management plan (streamlined, with community and agency plans) that looks at all the issues and outlines the steps to implement the plan. Those steps will manifest themselves into projects to meet the goals.
- Provide support for building caretakers, possibly through an educational program.
- Provide enforcement support for communities.
- Develop a Memorandum of Understanding (MOU) to clearly define the role of government, describing its roles and responsibilities in the support for community-based projects. Use the MOU to establish shared goals and objectives for the project. This is nonbinding, but it encourages agencies to help the project.

Principle 2. Collaborative

Develop long-term collaborative relationships between government and communities to learn from local knowledge to more effectively manage natural and cultural resources.

Collaborative arrangements between government, communities, and private land owners have resulted in successful efforts to manage natural and cultural resources. DLNR's Watershed Partnerships and Local Action Strategies and the Department of Health's (DOH) Watershed Councils are some examples of these partnerships.

Example implementation options:

- Assist community groups by documenting and sharing traditional and contemporary best practices by island and across the state; develop a common understanding of traditional and contemporary practices.
- Provide champions on each island, determined by each island (preferably by each *moku*), to serve as a liaison between community groups and government agencies (this should not be another layer of bureaucracy).
    - This also needs to be an inclusive process, not just using one person as a "check-off" for development permits.
- Support partnerships among community groups, private sector, and government through grants and other mechanisms to manage natural and cultural resources; Government should operate bottom-up instead of top-down.

- Be careful to ensure that community organizations work together collaboratively, otherwise it could lead to conflicts between groups.
- Make local knowledge accessible to the community with the original source included to ensure a transparent process.
- Create community-driven resources, such as mapping projects, which become formal, trusted resources for planning purposes.
- Support community mapping for identifying the resources, potentially using county funds and/or university students.
- Develop a clickable resource, using community maps, where agencies can provide information about what activities are happening in the community.

Principle 3. Place-Based
Management strategies and programs should be designed to consider the unique characteristics (resources, weather, demographics, etc.) of each place and should be flexible so that management can quickly adapt to changing conditions.

A range of management strategies and regulations applied at specific locations may be necessary to sustain healthy natural resources and to support community-based management. Place-based management is an approach that provides flexibility to develop and implement site specific strategies and regulations needed to manage natural and cultural resources. The Moʻomomi Fishing Management project is an example of place-based management strategy. It accommodates for the unique characteristics of the area including its relative isolation, subsistence use by residents, and past fishing practices in the area.

Example implementation options:
- Allow for flexibility in rules and regulations to accommodate for those "tailor-made" for special areas rather than standardized statewide rules and regulations. Government must support communities in the development and implementation of effective and appropriate rules. Note: The government would need to change its system by providing liaisons to field calls from the community and support community needs.
- Support a community-led Watershed Summit.
- Employ an ombudsman with expertise in the State's regulatory process on each island to serve as a community advocate to government.
- Develop MOUs between partners.
- Develop and support a mediation process for settling intra-community disputes.
- Support demonstration projects to test place-based management strategies. Initial small projects should be a learning tool to overcome obstacles, prior to planning large-scale projects.
- Support existing place-based programs and projects such as the Moʻomomi Fisheries Management Project.

Principle 4. Culture-Based
Management strategies and programs should incorporate consideration of the host culture's (Native Hawaiian) traditional practices and knowledge.

The Hawaiʻi State Constitution protects Native Hawaiian traditional and cultural practices. As a result, petitions for state land use district boundary amendments identify the traditional and cultural practices that occur on a parcel by preparing cultural assessment reports. Much of the information is collected by

interviewing people in the subject area. In this way, a record of these practices is maintained, and mitigation measures can be required to protect these practices.

Example implementation options:

- Provide for more means to solicit input from cultural practitioners in natural and cultural resources management.
- Require seats for traditional cultural and natural resource experts on regulatory boards and commissions.
- Utilize a transparent process for selecting resource experts to sit on regulatory boards and commissions.
- Require that all new development projects conduct a cultural resource assessment as part of the permit approval process.
- Enhance/support archaeological and cultural staff at the State Historic Preservation Office. Place representatives from each *moku* within the office, or employ a mechanism whereby useful and appropriate collaboration with the Historic Preservation Office can occur.
- Support the Historic Preservation Review process.
- Form new regulatory bodies with an emphasis on natural and cultural resource management at state, local, *ahupua'a*, and *moku* levels. These bodies must have powers of enforcement.
- Implement a system of grants for cultural site stewardship programs.
- Develop a common understanding of the labels "traditional" and "contemporary" best management practices.
- Apply a traditional approach to stewardship, with a *mauka*-to-*makai ahupua'a* model as the framework to acknowledge the importance of connectivity.

Several participants advocated for the development of an 'a*ha moku* council system and proposed the following implementation options:

- Provide for more means to solicit input from cultural practitioners in natural and cultural resources management by means of 'a*ha moku* councils.
- Require traditional cultural and natural resource experts on regulatory boards and commissions, including the 'a*ha moku* councils.
- Enhance/support archaeological and cultural staff at the State Historic Preservation Office. Place representatives from each *moku* in office, or implement the 'a*ha moku* council to inform/collaborate with the Historic Preservation Office.
- Adopt the 'a*ha kiole/'*a*ha moku* council system. Activities that could adversely impact resources, such as new developments, or activities regarding historic preservation issues, should be conducted through the 'a*ha moku* council for each island and incorporated into the state communication system. 'A*ha moku c*ouncils should belong to the communities with the exact structure determined by the needs of each island.

Principle 5. Watershed/*Ahupua'a*-Based

Management strategies and programs should be designed to recognize and incorporate the connection of land and sea.

The DOH, with the assistance of local watershed management councils, prepares watershed plans that recommend measures to improve water quality. These plans are an excellent example of the integration of land and water management planning since the recommended measures are often land-

based measures that impact water quality. The Hawai‘i CZM Program also has nonpoint source pollution control responsibilities. The following are recommendations and implementation options with respect to collaboration and integration on nonpoint source pollution and watershed planning.

Example implementation options:

- Prepare watershed plans for priority watersheds in order to identify measures to improve water quality.
- Develop criteria for the prioritization of watershed/water quality plans.
- Convene a Watershed Summit to bring together key agencies involved in watershed management.
- Pursue use of a memorandum of agreement or executive order to better coordinate watershed management activities at the state level.
- Require the State and Counties to develop integrated land use and water use plans with communities at *ahupua‘a* and *moku* levels.
- Promote a policy of making watersheds a key priority.
- Establish a “Code of Conduct,” or *pono* practices and principles, upon which major water users would agree.

5.0 COMMENTS FROM AND COMMENTS/QUESTIONS TO PANELISTS

Terrence George (Vice President and Executive Director, Harold K.L. Castle Foundation) listed three words that summarized what he heard at the meeting:

1. **Wisdom** to ground government agencies to take care of the place;
2. **Power** of communities that work so hard to get us back to a *pono* relationship with the land and water;
3. **Inspiration** to inspire other communities not from this area and to provide the connection with the way things used to be.

Harold Castle Foundation is a private family foundation currently run by the third generation of philanthropists. The family developed modern Kailua and Kaneohe, and now provides $7 million per year in grants. Since 2003, "Nearshore Marine Resource Conservation" is one of the three primary focus areas of the foundation. This program has focused on expanding the capacity of communities to meet with each other to share, link, exert their power and voice, and inspire other communities. He stressed that while the foundation supported the ban on gill netting, they fully support traditional and environmentally responsible fishing.

The Foundation's other two focus areas are "Strengthening the Communities of Windward Oʻahu" and "Public Education Redesign and Enhancement." Most of the grants have been funneled through large conservation organizations such as The Nature Conservancy and Community Conservation Network.

Mr. George asked the group, "How should seed funding be provided to help support communities and local stewardship groups without pitting communities against one another?" He wants to see Hawaiʻi develop a critical mass of communities that form a core constituency for marine management. The question was asked whether the foundation could support groups that did not have nonprofit status. He said that money could be funneled through Community Links Hawaiʻi, a nonprofit organization that can serve as a fiscal sponsor for individuals and other groups.

Barry Usagawa (Water Resources Program Administrator, Honolulu Board of Water Supply, BWS) said that the BWS is using a watershed or *ahupuaʻa*-based approach to develop a water plan for the City and County of Honolulu. He acknowledged that water ties land, people, economy, environment and culture together. All of these aspects are put into the Waiʻanae and Koʻolauloa watershed management plans, which are designed to integrate with the city's land use plans. Several watershed projects have been described that need champions and funding to succeed. Implementing and funding projects requires agencies to commit to working with the community. Mr. Usagawa suggested that people interested in championing projects should participate in an active watershed partnership. Specific projects are developed for each area. The BWS is a partner with Koʻolau Mountains Watershed Partnership and others, such as the Punaluʻu Watershed Alliance and the Waiheʻe Ahupuaʻa Initiative. Act 152 Watershed protection requires the State and counties to create a watershed master plan to identify critical watersheds to focus protection projects. These plans can be used as a basis for funding.

Lawana Collier (Public Participation Coordinator of the Polluted Runoff Control Program of the Clean Water Branch, Department of Health, DOH) explained that DOH has had trouble providing grant money to the community in the past. They have revamped their grant applications and requirements to facilitate applications, but the requirement for a grantee to obtain matching funds can be problematic.

Ms. Collier asked for ideas on how money can be leveraged to address issues in addition to nonpoint source pollution.

Grant Arnold (Policy Advocate, Native Rights, Land and Culture, OHA) introduced himself and said that grant money does exist at OHA. Mr. Arnold explained that he is available to work with community groups that propose a project that supports the mission of the Office of Hawaiian Affairs.

Doug Tom (Manager of the Hawai'i Coastal Zone Management Program, Office of Planning) closed the meeting with a brief review of the CZM Program. The Ocean Resources Management Plan (ORMP) is the driving document for the program; therefore, maintaining a focus on its vision is critical to implementing effective changes to agency management as well as enhancing community efforts. Integration among agency plans and activities as well as collaboration with community organizations must occur in order to meet the challenges we now face. Mr. Tom acknowledged that the interpretation of language can be an obstacle, but he hopes that people will remember that the shared vision of our future can motivate action. He thanked everyone for their support so far and invited them to the next part of the process, where the CZM Program will visit each of the islands to gather more information and continue to solicit participation from all interested people to further this effort.

APPENDIX B-1

Workshop Agenda

Learning from Community Stewardship Activities in Hawai'i

Presented by the Hawai'i CZM Program, Office of Planning

Best Western Plaza Hotel

January 23, 2008

9:00 a.m. to 3:00 p.m.

Workshop Outcomes:

- Identify actions State government can take to better support community-based natural and cultural stewardship efforts.
- Identify policy changes the State can adopt to promote, place-based, culturally-based, community-based approaches to natural and cultural resource management.
- Present results of the statewide Community Stewardship Survey.
- Provide networking and information sharing opportunities for organizations and agencies.

Workshop Schedule

- 8:00: Continental breakfast, information sharing and networking
- 9:00: *Pule*, welcome and introductions
- Background, purpose of workshop and overview of the Hawai`i Ocean Resource Management Plan
- Present results of the Community Stewardship Survey
- Present draft principles and implementation options to move toward place-based, culturally-based and community-based approaches to natural and cultural resource management
- Identify what the State can do to better support community stewardship activities
- Lunch
- Identify changes to promote integrated, place-based, culturally-based and community-based natural and cultural resource management
- Government panel
  - What are agencies doing to support community stewardship activities, including grant and community programs
  - Observations and lessons learned from today's session
- Wrap up, closing *pule*

APPENDIX B-2

List of Participants

Name	Organization
Alyssa Miller	Mālama Maunalua
Barry Usagawa	City and County of Honolulu Board of Water Supply
Carolyn Stewart	Mālama Kai Foundation
Charles Kapua	ʻAha Kiole Oahu Representative
Debbie Gowensmith	Community Conservation Network
Doug Tom	Office of Planning, Coastal Zone Management Program
Eric Enos	Kaʻala Farm, Inc.
Gilbert Kahele	Paapono Miloliʻi Inc.
Grant Arnold	Office of Hawaiian Affairs
Hannah Springer	Open Space Commission
Herb Lee	Waikalua Loko Fishpond Preservation Society
Hudson Slay	Department of Health, Polluted Runoff Control
Jalna Keala	Association of Hawaiian Civic Clubs
Jennifer Luck	Kauaʻi Public Land Trust
Jim Spielman	Kaʻu Preservation
John Parks	NOAA, National Ocean Service
Jordan Jokiel	East Maui Watershed Partnership
Judy Edwards	DLNR Natural Area Reserve System
Karen Ah Mai	Ala Wai Watershed Association
Kuulei Santos	Hui o Paakai
Lawana Collier	Department of Health, Clean Water Branch
Lehua Lopez-Mau	Hawaii Island Land Trust
Leimana DaMate	ʻAha Kiole Council
Lida Burney	Makauwahi Cave Reserve
Liz Foote	Project S.E.A.-Link
Makaala Kaaumoana	Hanalei Watershed Hui
Makanani Rhoda Libre	Kauaʻi Westside Watershed Council
Manuel Mejia	The Nature Conservancy
Marnie Meyer	Office of Planning, Coastal Zone Management Program
Marvin Shim	Maui Community Representative
Mary Lou Kobayashi	Office of Planning
Melissa Bos	Seascape Strategy
Melissa Iwamoto	Office of Planning, Coastal Zone Management Program
Milton Place	Mālama Pono o ka Aina
Nat Bacon	Mālama Pono o ka Aina
Noelani Goodyear-Kaʻōpua	UH Mānoa Political Science
Noelani Lee	Ka Honua Momona International
Paul Bartram	Hui Mālama o Moʻomomi
Pele Hanoa	Kaʻu Preservation
Peter Heffron	Hilo Bay Watershed Advisory Group
Petra MacGowan	DLNR, Division of Aquatic Resources
Pua Ishibashi	MACZAC Moku Working Group
Ruby Edwards	Office of Planning, Land Use Division
Scott Derrickson	Office of Planning, Land Use Division
Shannon del Rosario	
Shannon Wood	Windward Ahupuaʻa Alliance
Terry George	Harold Castle Foundation
Vanda Wahinekuipua Hanakahi	ʻAha Kiole Representative
Walter Ritte	MACZAC Moku Working Group