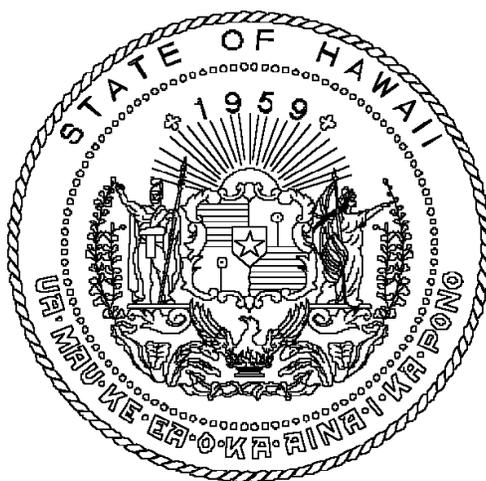


REPORT TO THE TWENTY-SIXTH LEGISLATURE
STATE OF HAWAII
2011 REGULAR SESSION

REQUIRING ALL DEPARTMENTS AND AGENCIES TO IDENTIFY
THEIR GOALS, OBJECTIVES, AND POLICIES, TO PROVIDE A
BASIS FOR DETERMINING PRIORITIES AND ALLOCATING
LIMITED PUBLIC FUNDS AND HUMAN RESOURCES



Prepared by

Department of Land and Natural Resources
State of Hawaii

in response to Act 100 (SECTIONS 6 and 7),
Session Laws of Hawaii 1999

December 2010

REPORT TO THE TWENTY-SIXTH LEGISLATURE
STATE OF HAWAII
2011 REGULAR SESSION

REQUIRING ALL DEPARTMENTS AND AGENCIES TO IDENTIFY
THEIR GOALS, OBJECTIVES, AND POLICIES, TO PROVIDE A
BASIS FOR DETERMINING PRIORITIES AND ALLOCATING
LIMITED PUBLIC FUNDS AND HUMAN RESOURCES

PURPOSE

This annual report has been prepared in compliance with SECTIONS 6 and 7 of Act 100, Session Laws of Hawaii (SLH) 1999. The purpose of this Act is to require all departments and agencies to identify their goals, objectives, and policies, to provide a basis for determining priorities and allocating limited public funds and human resources. Specifically, the Act calls for the submission of an annual report to the Legislature twenty days prior to the start of the Regular Session of 2000 and each Regular Session thereafter addressing the following:

A statement of goals, including what the department or agency hopes to accomplish both short and long term;

Objectives and policies, specifically setting forth how each goal can and will be accomplished;

An action plan with a timetable indicating how the established objectives and policies will be implemented in one, two, and five years; and

The process that the department or agency will use to measure the performance of its programs and services in meeting the stated goals, objectives, and policies.

This annual report addresses the reporting requirements of the Department of Land and Natural Resources (DLNR).

APPROACH

The approach taken by DLNR in responding to the requirements of Act 100, SLH 1999, was to have the goals and objectives against which performance is to be measured over the next one (1), two (2), and five (5) years, established at the division and/or program level. This will produce a more effective tool for measuring performance and assist in helping set departmental priorities. This report serves as the strategic plan for DLNR.

Department of Land and Natural Resources
Division of Aquatic Resources
Act 100, Session Laws of Hawaii 1999
Report to the 2011 Legislature

I. Goals:

- To support and assist in the wise use of and the long-term sustainability of Hawaii's aquatic resources through research, outreach, collaboration, and management, in accordance with constitutional and statutory mandates.
- To effectively communicate with all stakeholders who have an interest in aquatic resources and their associated ecosystems.
- To develop sound management policies, based on the best available science and input from the public, which are scientifically valid, ecologically sustainable, culturally sensitive, and economically viable.
- To preserve and enhance populations of native and indigenous fish and other aquatic species, and their habitats, for Hawaii's people and its visitors through active protection, public information and education, and effective management measures.
- To provide recreational opportunities such as fishing, diving, or nature study via a network of managed freshwater and marine areas.
- To support the State's self sufficiency, food security, and fishery-dependent economy through management of sustainable commercial fisheries within and beyond state waters, in coordination with relevant federal and international bodies.

II. Policies, Objectives and Estimated Time Frame:

Policy A: Evaluate, amend, and update regulatory measures for fisheries management based on sound biological criteria and community concerns.

Objectives and Estimated Time Frame:

- A.1. Propose amendments to current rules pertaining to bag limits, minimum sizes, gear restrictions, and closed seasons for coral reef fishes, based on new biological data, fishing trends, and research results. (1 year)
- A.2. Propose amendments to existing rules governing damage caused to stony coral and live rock by vessel hulls, anchoring, and sediment. (2 years)

Policy B: Expand aquatic education and outreach efforts statewide to raise awareness of fisheries management issues, concerns and opportunities.

Objectives and Estimated Time Frame:

- B.1. Continue current efforts in education and outreach including teacher education and training, presentations to students, fishing clubs, community groups, through the publication of regulations, newsletters, web site and other outreach materials, and participation in public events (3 years)
- B.2. Work with current Makai Watch community programs to support and implement coastal and marine stewardship initiatives statewide (ongoing)

Policy C: Expand the monitoring of coastal marine fish stocks and catch to provide an improved understanding of stock status for these species in an effort to better manage fisheries resources.

Objectives and Estimated Time Frame:

- C.1. Support long-term recreational fish catch surveys statewide via a cooperative arrangement with the federal Marine Recreational Information Program with the focus shifting towards shore-based fishers. (5 years)
- C.2. Monitor coastal areas to assess the effects of the recent ban on the use of lay gill nets in certain sectors. (2 years)
- C.3. Monitor bottomfish restricted fishing areas for their effectiveness in boosting numbers and biomass of important snapper and grouper species via fisheries independent methods. (1 year)
- C.4. Monitor current aquarium fish replenishment areas in West Hawaii to assess their effectiveness in regard to protecting stocks and providing spillover effects to adjacent open harvest areas. (5 years)
- C.5. Monitor status of black coral fishery to determine its long term viability in the face of continued impacts from harvest, and from invasive deep water octacorals. (2 years)
- C.6. Monitor the annual total allowable catch in the main Hawaiian Islands bottomfish fishery to ensure compliance with catch limits set by state and federal fishery management agencies. (4 years)

Policy D: Document relationships between freshwater stream flows and: 1) Re-establishment of native biological stream communities; 2) Maintenance of functional estuaries; and 3) Enhancement of nearshore marine fisheries productivity, through the continued support of an instream flow program in partnership with the Department of Land and Natural Resources' (DLNR) Commission on Water Resource Management (CWRM).

Objectives and Estimated Time Frame:

- D.1. Continue baseline biotic surveys of key estuaries throughout the State. (ongoing)
- D.2. Monitor biological effects of flow releases as proposed by CWRM in selected East Maui streams. (ongoing)
- D.3. Assess the life history of native lower stream and estuarine biota with a focus on their connectivity to the watershed and role as a nursery habitat for marine coastal fish species. (3 years)
- D.4. Continue information and data support for CWRM. (5 years)

Policy E: Expand assessment and monitoring program for impacts of alien species introductions on native ecosystems.

Objectives and Estimated Time Frame:

- E.1. Assess impacts to native reef communities from the introduction and spread of alien algae, so as to ascertain the rates of growth and spread for the various invasive species involved, and institute mitigation measures, including selective protection of native algal-grazing species. (ongoing)
- E.2. Continue experiments to rear native herbivorous species, such as urchins, for use in restoring coral reef habitats dominated by alien invasive species (2 years).

Policy F: Establish a coordinated strategy for improved management of, and site selection for, marine managed areas.

Objectives and Estimated Time Frame:

- F.1. Complete and implement comprehensive research plans for the Northwestern Hawaiian Islands via the co-trustee relationship among the state and federal authorities responsible for management of the Papahānaumokuākea Marine National Monument. (2 years)
- F.2. Complete an update for the Sanctuary Management Plan, main Hawaiian Islands Humpback Whale National Marine Sanctuary. (ongoing)

Policy G: Continue administrative public trust oversight and review responsibilities.

Objectives and Estimated Time Frame:

- G.1. Revise and update the process of review, approval, and issuance of Special Activity Permits. (1 year)
- G.2. Continue ongoing review of environmental assessments (EAs) and environmental impact studies (EISs) to identify and mitigate any potential adverse impacts on aquatic resources. (5 years)

Policy H: Continue the monitoring of commercial fisheries effort and catch to provide documentation of participation and landings upon which commercial fisheries management is based.

Objectives and Estimated Time Frame:

- H.1. Continue the ongoing process of license and permit issuance for commercial fisheries, and collection and assessment of fisheries reports including participation, effort, catch and dealer data. (ongoing)
- H.2. Improve compliance with effort, catch, and dealer reporting requirements under the framework of the Civil Natural Resources Violation System. (2 years)
- H.3. Redesign and implement an aquarium fishery commercial fishing report that includes gathering fishing effort data on a paper and electronic form (1 year)

III. Measures of Effectiveness:

Policy A:

- Completion and adoption of new and amended rules for species and area management.
- Number of public meetings and hearings held.

Policy B:

- Number of pieces of printed material distributed.
- Number of teachers trained.
- Number of visits to the Division web site.
- Number of community groups engaged in coastal and marine stewardship projects is maintained or increased.

Policy C:

- Number of fishers surveyed by surveyors, statewide.
- Number of fishers recruited as volunteers to tag, release, and submit information on their efforts to tag recreationally-important gamefish such as papio and ulua.
- Number of sites sampled and amount of data analyzed.
- Number of bottomfish restricted fishing areas surveyed and number of individual sampling events conducted within each area to determine status of bottomfish stocks.

Policy D:

- Implementation of monitoring procedures geared for Hawaiian streams for biotic responses to stream flow restoration that results in an ability to determine impacts on habitat restoration and connectivity for native stream biota.
- Publication of a Geographic Information System (GIS)-correlated species atlas which includes stream and estuary data linked to nearshore and terrestrial data such as vegetation coverage types, soil types, and terrestrial biota so as to promote holistic watershed management.
- Development of GIS-correlated stream species atlas detailing occurrences of native and introduced freshwater species on a statewide basis.
- Development of a predictive watershed atlas that integrates both hydrological and biological data at the watershed level.
- Initiation of interdivisional instream flow projects that support the mission of DLNR.

Policy E:

- Baseline data and GIS-based mapping of the current location of alien aquatic species, which can be used to track spread of organisms over time.
- Implementation of possible mitigation measures to limit the further spread of targeted alien algae.
- Identification and enhancement of native species that provide “ecological services” for controlling alien invasive species.
- Implementation of approved aquatic invasive species management plan recommendations.

Policy F:

- Regulations at selected marine managed areas that enhance conservation, such as the Kahekili Herbivore Management Area.
- Production of additional management and research planning documents for the new Papahānaumokuākea Marine National Monument.
- Measurable progress on completing the updated Sanctuary Management Plan for the Hawaiian Islands Humpback Whale National Marine Sanctuary.

Policy G:

- Number of permits issued and reviewed for commercial licenses and special activity permits.
- Number of EAs and EISs reviewed annually.
- Number of fishing permits issued.

Policy H:

- Number of commercial fishing licenses issued
- Number of recreational fishing permits issued
- Number of commercial fishing reports processed
- Number of fish dealer reports processed
- Increase in the timely submission of commercial catch and dealer reports filed.
- Increase coverage of commercial marine dealer reporting and quality of data through continuous improvement to dealer reporting system.
- Percentage of licensees switching to the on line license system
- Percentage of commercial fishermen utilizing the on line reporting system
- Number of aquarium harvesters testing the new form

**Department of Land and Natural Resources
Division of Boating and Ocean Recreation
Act 100, Session Laws of Hawaii 1999
Report to the 2011 Legislature**

I. Goals:

- To enrich the lives of people of all ages, both residents and visitors alike, by providing opportunities and facilities for developing skills and participating in both organized and non-organized ocean-based activities such as boating of all types, surfing, sailboarding, diving, ocean swimming, and other related activities.
- To effectively and expeditiously perform core functions of the State Boating Program as established by laws, regulations, and policy; and to be ever mindful of guidance provided in Section 1, Act 313, Session Laws of Hawaii, 1990, as it relates to commercial and non-commercial recreational opportunities of the State's waters, and expectations related to the public trust responsibilities.
- To develop sound management policies and a regulatory framework based on the best available information and with input from the general public.
- Establish and provide designated anchoring areas (day use moorings) that would protect and preserve the State's fragile underwater eco-system.

II. Policies, Objectives and Estimated Time Frame:

Policy A: Provide a sound financial plan based on the projected revenue stream to accomplish the program mission.

Objectives and Estimated Time Frame:

- A.1. Refine Financial Strategic Plan/Business Plan to meet financial goals over the next 5, 10, and 20 years. (ongoing)
- A.2. Further improve fiscal integrity of the State Boating Program through training, technology application, audits, and sound financial management. (ongoing)
- A.3. Analyze and refine financial data to allow meaningful analysis that facilitates management decision-making. (ongoing)
- A.4. Gain approvals for and establish appropriate user fees to reflect user needs and reflective of the value of services provided. (ongoing)
- A.5. Maximize use of federal fund support available from the Wallop-Breaux Trust Fund (Recreational Boating Safety Act), Aquatic Resources Trust Fund (both the Boat Safety Account and the Sportfish Restoration Account), the Clean Vessel Act, the Clean Water Act, programs of the United States Army Corps of Engineers, and other applicable federal grants that may become available. (ongoing)
- A.6. Pursue additional grant and non-traditional grant sources. (ongoing)
- A.7. Pursue Hawaii Administrative Rule (rule) changes and modify internal policies that would enhance revenue collection from commercial vendors. (ongoing)

Policy B: Increase electronic communication capability within the Department of Land and Natural Resources' (DLNR) Division of Boating and Ocean Recreation (DOBOR).

Objectives and Estimated Time Frame:

- B.1. Update DOBOR's 13-year old Revenue System, which is used for tracking and billing over 2,500 accounts and providing aged receivable and other management reports. (expected completion date, February 2011)
- B.2. Develop an automated harbor management system that will be integrated with the new revenue system. (expected completion in mid 2011)
- B.3. Integrate the on-line vessel registration system, new revenue system, and new harbor management system. (ongoing)
- B.4. Continue transition of miscellaneous services that can be offered online via the Internet. (ongoing)
- B.5. Update DOBOR computer software and hardware to maintain compatibility with partner agencies. (ongoing)
- B.6. Streamline effort to share real-time, up-to-the-minute vessel registration data between DLNR's Division of Aquatic Resources and other law enforcement agencies to enhance catch reports and regional/national security via DOBOR's online vessel registration database. (ongoing)
- B.7. Streamline DOBOR's stolen vessel database and provide access for DLNR's Division of Conservation and Resources Enforcement (DOCARE) and partner law enforcement agencies. (ongoing)

Policy C: Develop and Implement the Board of Land and Natural Resources (BLNR) Ocean Recreation Coastal Policy in the context of DLNR's Recreational Renaissance Plan.

Objectives and Estimated Time Frame:

- C.1. Seek staffing that will establish and implement the BLNR Ocean Recreation Coastal Policy. (on hold due to the economy)
- C.2. Establish carrying capacities, user times, and user groups in areas already experiencing high levels of ongoing user conflicts. (ongoing)
- C.3. Review existing statutes and existing rules to address deficiencies in language and rules that don't adequately cover new and emerging areas of conflict. (ongoing)
- C.4. Incorporate discussions with user and/or advisory groups intended to minimize ocean recreation user conflicts. This may include initiating or amending rules for Ocean Recreation Management Areas (ORMA) as tools to mitigate ocean recreation user conflicts and address capacity issues. (ongoing)
- C.5. Provide staff training to provide improved customer service and reduce user conflict. (ongoing)
- C.6. Seek technical solutions to assist in resource protection, such as day use moorings. (ongoing)
- C.7. Develop signage and Internet web pages and outreach materials to clarify ORMA rules and managed areas for areas such as Kailua Beach, Oahu. (ongoing)
- C.8. Cooperate with various agencies to allow incorporation of DOBOR vessel registration data into new databases to satisfy new fisher registry mandates and the vessel identification system being developed by the Federal Government.

- (ongoing)
- C.9. Develop procedures to track and monitor new mandatory requirements for harbor users. (ongoing)
 - C.10. Pursue legislative support to develop a special reserve of funding for the purpose of removing derelict, grounded and abandoned vessels. (long range)

Policy D: Provide minimum standards for infrastructure services for boating facilities under state jurisdiction.

Objectives and Estimated Time Frame:

- D.1. Review and revise present boating facility classification criteria as necessary to justify needed improvements statewide. (ongoing)
- D.2. After surveying boating facilities for compliance with requirements of the Americans with Disabilities Act of 1990 (ADA), develop local implementation plans and participate in local ADA informational meetings for Department facilities. (implementation started and ongoing)
- D.3. Survey boating facilities for compliance with applicable Best Management Practices (BMP) for marinas and recreational boating as recommended. (ongoing)

Policy E: Provide necessary funding (and strategies) to bring boating facilities up to established minimum standards.

Objectives and Estimated Time Frame:

- E.1. Establish criteria for prioritizing needed compliance actions. (ongoing)
- E.2. Identify appropriate funding source for each required project or activity and link to fiscal projections of revenues and expenditures. (ongoing)
- E.3. Develop planned implementation schedule for each required project or activity according to appropriate level of action, i.e., routine maintenance, special maintenance, or capital improvement. (biennium/supplemental budget; ongoing)
- E.4. Request legislative appropriations through the budgetary process for identified capital improvement projects by appropriate method of financing. (biennium/supplemental budget; ongoing)
- E.5. Supplement the Boating Special Fund with new revenue sources from adjoining state lands. This will include requests for proposals for long-term development of public parking plans for small boat harbors and ramps. These plans will use the recently implemented parking plan at the Ala Wai Small Boat Harbor, Oahu (implemented in February 2010). (ongoing)
- E.6. Modify existing rules to allow for adjustable fee increases that keep pace with inflation as a part of DLNR's Recreational Renaissance Plan. (1 year).
- E.7. As recommended in recent financial and legislative audits, increase fees per existing rules and each year thereafter to the fullest extent allowable. (ongoing)
- E.8. Continue development of DOBOR Dive Teams throughout each of the DOBOR districts to reduce costs and time delays associated with maintaining DOBOR's aids to navigation mandated by United States Coast Guard regulations. (ongoing)

Policy F: Maximize efficient utilization of state boating facilities.

Objectives and Estimated Time Frame:

- F.1. Commercialize functions where advantageous to the public. (ongoing)
- F.2. Establish working relationship with Counties to maximize resources. (ongoing)
- F.3. Seek public, private, state, and county partnerships for the management and/or operations of the harbors both on a daily operational basis and also to collaborate on long range plans for capital improvements and funding sources. (ongoing)
- F.4. Establish priorities for leasing under-utilized areas of boating facilities for development and management by private entities. (ongoing)
- F.5. Expand facilities to encompass all waters of the State for purposes of management, commercial small business opportunity and issuance of commercial use permits. (ongoing)
- F.6. Work with cruise ship industry to plan expected growth of the industry and manage the impact on DOBOR facilities. This would include planning additional ports of call and the cost of compliance with Homeland Security requirements. (ongoing)
- F.7. Pursue administrative rule changes to reduce bureaucracy and streamline operations. (ongoing)

Policy G: Develop strategic planning capability within DOBOR to determine future needs for boating regulatory and facility improvements and development.

Objectives and Estimated Time Frame:

- G.1. Determine availability of strategic planning services through inter-agency cooperative agreements or consultant contract, most notably the Recreational Facilities and Lands Asset Management System being developed by DLNR's Engineering Division in the context of DLNR's Recreational Renaissance Plan. (ongoing)
- G.2. Support hiring of additional staff, as appropriate, through the budgetary process, to provide strategic planning capability for the Boating Program. (ongoing)
- G.3. Develop and implement a regulatory function strategic plan in concert with DOCARE, the Department of the Attorney General and other regulatory stakeholders. (2 years)

Policy H: Provide equal opportunities for access, use and enjoyment of the waters of the State while minimizing user conflicts.

Objectives and Estimated Time Frame:

- H.1. Seek staffing that would enable the constructive use of ORMA's to minimize user conflicts. (on hold due to lack of funding)
- H.2. Review and revise rules governing activities on the waters of the State for ease of access, clarity, and user friendly application by the general public. (ongoing)
- H.3. Invite public discussion of potential controversial uses through continued use of advisory groups selected from facility users and residents of the local area. (ongoing)
- H.4. Utilize alternative dispute resolution techniques in the development of alternatives to resolve perceived user conflicts. (as needed on case-by-case basis, ongoing)
- H.5. Pursue rule changes to reduce bureaucracy and streamline operations. (ongoing)
- H.6. Aid in development of classroom and on-line boating safety education courses designed to enhance on-the-water safety and enjoyment of our ocean resources.

- (ongoing)
- H.7. Pursue administrative rule changes to expedite development of classroom and online boating safety courses that are economical, accessible and satisfy state requirements. (ongoing)
- H.8. Pursue administrative rule changes or legislation to mandate boating safety education for vessel operators. (ongoing)

Policy I: Develop public support and awareness of DOBOR programs and capabilities.

Objectives and Estimated Time Frame:

- I.1. Utilize multi-media presentations for briefing members of the Legislature, community groups, user groups, and other interested parties. (ongoing)
- I.2. Update interactive web pages on the Internet for access by interested parties. (ongoing)
- I.3. Promote and improve boating education and safety courses through boating organizations, home study programs, and classroom and Internet-based courses. (ongoing)
- I.4. Develop plan to actively market what DOBOR does for users, the State, and the environment while conveying a vision of what ought to be. (ongoing)
- I.5. Establish and reinforce partnerships with national and local boating organizations to utilize existing resources and unify efforts in public education campaigns. (ongoing)
- I.6. Pursue development of a public outreach campaign designed to inform Hawaii residents and visitors about mandatory boating education safety requirements (operation of personal watercraft) in the State. (ongoing)

III. Measures of Effectiveness:

Policy A:

- Number of projects funded.
- Number of personnel trained.
- Number of audits of commercial accounts.
- Total funding obtained from all sources.
 - Expenditures providing services/benefits to different user groups identified through cost centers.
- Number of permits/leases in effect compared to previous year.
- Number of grants received.

Policy B:

- Updating or replacement of current accounts receivable database.
- Increase in the number of on-line transactions completed.

Policy C:

- Gaining legislative approval to increase the number of staff that directly addresses the BLNR Ocean Recreation Coastal Policy
- Gaining approval to increase number of legal staff assigned to DOBOR.

- Decreased number of legal actions initiated against DLNR/DOBOR, increased number resolved in favor of the State, and decreased number pending resolution and number resulting in adverse decisions against the State.
- Issue compliance with mandatory insurance requirements for harbor tenants.
- Track compliance with mandatory insurance requirements for harbor tenants.

Policy D:

- Increased number of berths/moorings available in state boating facilities and a reduction in the number of vacancies as compared to prior year.
- Reduced number of applications on file for recreational and/or commercial berths as compared to prior year.
- Increased number of facilities in compliance with ADA standards. Established BMP for marinas and recreational boating.

Policy E:

- Number of Capital Improvement Program projects approved as percentage of those requested.
- Number of advisory groups and scheduled meetings as compared to previous year.
- Development of standards for facilities infrastructure.
- Establishment of schedules for periodic maintenance of facilities.
- Increase in funding received from user fees.

Policy F:

- Development of a plan for privatization of selected facilities.
- Number of small boat harbor leases executed.
- Increase in revenues needed to offset growing expenditures.

Policy G:

- Establishment of strategic planning committee within DOBOR.
- Establish new boating safety courses and develop materials for use in classrooms and for incorporation into online Internet classes.

Policy H:

- Frequency of meetings with advisory groups to gain input.
- Establish new boating safety courses and develop materials for use in classrooms and for incorporation into online Internet classes.

Policy I:

- Number of requests for publications and referrals for boating courses.
- Total number of customers reached by media campaigns.
- Number of personal contacts and presentations made.

Department of Land and Natural Resources
Bureau of Conveyances
Act 100, Session Laws of Hawaii 2009
Report to the 2011 Legislature

I. GOALS:

- To continue to improve current departmental information system to provide efficient on-line access to recorded data and documents through the internet.
- To enhance customer service.
- To continue to develop, and implement plans for electronic filings through the State of Hawaii website portal.

II. POLICIES AND OBJECTIVES AND ESTIMATED TIMEFRAME:

Policy A: Improve and expand public access and utilization of Bureau of Conveyances (Bureau) services.

Objectives and Timeframe:

- A.1. Upgrade computer software and hardware to enhance review of recorded instruments utilizing scanned images. (Ongoing)
- A.2. Enhance departmental website to provide clear access to information, forms and requirements of recording including the electronic delivery of documents. (1 year)

Policy B: Encourage and promote public service.

Objectives and Timeframe:

- B.1. Revise existing administrative rules to reflect statutory changes for electronic recording and to expedite the recording process under Chapter 502, Hawaii Revised Statutes (HRS), and work with Judiciary Land Court to implement the provisions of Chapter 501, HRS. (1 year)
- B.2. Work with industry representatives (Bar Association, Land Title Association, Realtors and Lenders) to improve and facilitate Judiciary Land Court and Bureau processes. (Ongoing)
- B.3. Promote remote users' access to system to images and indexed data with appropriate security and confidentiality. (1 year)
- B.4. Continue training program for all staff to improve knowledge of HRS and Hawaii Administrative Rules pertinent to the Bureau. (Ongoing)
- B.5. Maintain internal manuals for processes within the Bureau. (Ongoing)

Policy C: Develop and implement system for electronic filings.

Objective and Timeframe:

- C.1 Continue to define the best system for electronic filings. (Ongoing)
- C.2 Continue with staff training and customer exposure for acceptance of electronic filings. (Ongoing)
- C.3 Work with industry representatives to define the capabilities and requirements for the benchmarks for the electronic filing system. (Ongoing)

III. MEASURES OF EFFECTIVENESS:

Policy A:

- Complete upgrade of computer hardware and software to enhance on-screen review of documents, faster access to data and images and improved reliability of system.
- Upgrade website to be clear and understandable to the general public. Include current forms, links to supporting agencies, policies and direct access to documents through electronic delivery.

Policy B:

- Develop a methodology to monitor user feedback relating to Bureau activities.
- Eliminate backlog of processing documents for certification by Land Court Assistant Registrars.
- Determine guidelines to maintain data confidentiality and system integrity for third party users.
- Continue to refine workplace efficiencies through reorganization of division to foster team building.
- Continue to assess feasibility of suggestions offered by various departmental and industry groups offering input for the operations of the Bureau.

Policy C:

- Continue implementation of electronic recording for all filings.
- Continue working with consultant team to define best system for electronic filing.

**Department of Land and Natural Resources
Commission on Water Resource Management
Act 100, Session Laws of Hawaii 1999
Report to the 2011 Legislature**

I. Goals:

- To protect the water resources of the State and provide for the maximum beneficial use of water by present and future generations.
- To develop sound management policies and a regulatory framework that facilitates decisions that are:
 - Proactive and timely,
 - Based on best available information and robust science,
 - Focused on the long-term protection and reasonable and beneficial use of both ground and surface water resources, and
 - Protective of water rights and public trust purposes.
- To develop and implement comprehensive long-range water resource plans, conduct extensive baseline and current data collection for ground and surface water, and achieve statewide compliance with the State Water Code.

II. Policies, Objectives and Estimated Time Frame:

Policy A: Develop the best available information on water resources, including current and future water uses, surface water and ground water quality (i.e., chlorides) and availability, stream flow, stream biota and watershed health, through resource monitoring and data collection, modeling, planning, and other activities in order to make informed decisions about reasonable and beneficial use and protection of the resource.

Objectives and Estimated Time Frame:

- A.1. Compile and consolidate water use and resource data collected by the Commission on Water Resource Management (Commission), other government agencies, community organizations, and other private entities into an integrated database for use in planning and regulatory processes. (1-2 years)
- A.2. Continue to coordinate and facilitate the updating of information in the State Water Projects Plan, Agricultural Water Use and Development Plan, and Water Use and Development Plans, to develop and refine forecasted water demands for State water projects, agricultural lands, municipal water systems, and other water uses within the county. (ongoing)
- A.3. Implementation and assessment of interim instream flow standards (IIFS) in East Maui. (1-2 years)
- A.4. Implementation and assessment of IIFS in Na Wai Eha, Maui (Central). (1-2 years)
- A.5. Develop IIFS for streams in West Maui. (2 years)

- A.6. Conduct statewide field investigations to verify and inventory surface water uses and stream diversions, and update existing surface water information, one of the steps toward establishing IFS. (ongoing).
- A.7. Develop a comprehensive database to manage regulatory permitting and processing, field investigations, complaints, gaging records, water use reports, and other important water-related information in support of establishing IFS and enhancing ground water protection programs. (1-2 years)
- A.8. Identify priority areas for new ground and surface water monitoring. Submit funding requests as needed, for monitoring programs (e.g. deep monitor wells, water level observation wells, chloride analysis, spring flow measurements, rain gage data, fog drip analysis, stream gaging, stream surveys, etc.). (ongoing)
- A.9. Pursue cooperative agreements and partnerships with other departmental divisions, county water supply departments, and the United States Geological Survey (USGS) to increase the collection of statewide hydrologic data. (ongoing)
- A.10. Update:
 - Geographic Information System (GIS) coverage for State:
 - Rainfall
 - Evaporation
 - Recharge (including fog-drip);
 - Data standards for ground and surface water models;
 - Benchmark ground water well network for water elevations;
 - Deep monitor and water level well network.
(on-going)
- A.11 Continue to study and refine hydrologic unit boundaries and estimates of ground water sustainable yields. (ongoing)

Policy B: Provide the regulatory and internal framework, including best use of information technology, for efficient ground and surface water management.

Objectives and Estimated Time Frame:

- B.1. Continue efforts to streamline processing of permit applications and petitions, including Surface Water Use Permits, Stream Channel Alteration Permits, Stream Diversion Works Permits, Well Construction Permits, Pump Installation Permits, Water Use Permits, Petitions To Amend IFS, and Petitions for Water Management Area Designation. (ongoing)
- B.2. Continue efforts to modernize internal processing of permits including development of electronic checklists, merge files for form letters, permits, and GIS services. (ongoing)
- B.3. Establish web-based permit application/ processing and water use reporting. (2-4 years)
 - Water use reporting for all well operators/owners. (1-2 years)
 - Water use reporting for all surface water diversion operators/owners. (2-4 years)
 - Permit application/processing. (4 years)
 - Automated email notification on permit application status and water use reporting compliance (4-6 years)

Policy C: Foster comprehensive resource planning for the development, use, protection, conservation, and augmentation of water resources. Conduct systematic and regular updates of the Hawaii Water Plan (HWP). Use the planning process as a means to identify future conflicts and seek collaborative solutions to avoid crisis management.

Objectives and Estimated Time Frame:

- C.1. Implement provisions of the “Statewide Framework for Updating the Hawaii Water Plan” adopted by the Commission. The Statewide Framework includes but is not limited to:
- State planning goals/objectives, statements of policy, and governing principles;
 - Delineation of state and county responsibilities related to the update of HWP components;
 - Identification of statewide planning considerations and key issues to be addressed and incorporated in HWP update;
 - Specific requirements, guidelines, and evaluation criteria for updating respective components of HWP (County Water Use and Development Plans, State Water Projects Plan, Water Quality Plan, Water Resource Protection Plan, and Agriculture Water Use and Development Plan);
 - An assessment of the current planning cycles for state/county agencies and a recommended schedule for future updates to HWP;
 - Identification of available processes for involving appropriate constituencies and/or stakeholder groups; and
 - Identification of studies/assessments that should be undertaken by the State and/or county in the overall implementation of the Statewide Framework and in future updates of HWP components. (ongoing)
- C.2. Continue to refine and update the Water Resource Protection Plan using a “living document” approach to establish policies related to the protection and management of water resources and to coordinate completion of critical studies and assessments. (ongoing)
- C.3. Conduct inter-agency planning sessions as necessary in each county to provide direction and assistance in the development of the County Water Use Development Plans. Conduct coordination meetings with the Departments of Health, Agriculture, and Land and Natural Resources (Engineering Division) with respect to the updating of the Water Quality Plan, Agriculture Water Use and Development Plan, and State Water Projects Plan, respectively. (ongoing)
- C.4. Provide for public input and educational outreach, including presentations on the status and importance of completing the various inter-agency components of the HWP. (ongoing)
- C.5. Continue implementation of the Hawaii Drought Program, which carries out the provisions of the Hawaii Drought Plan, including:
- Update county-based drought mitigation strategies to coordinate existing resources from government, private industry, and drought impact sector stakeholders; (2 years)
 - Update Hawaii Drought Plan; (2 years) and

- Drought preparedness and mitigation, including coordination of emergency response actions to address drought conditions. (ongoing)
- C.6. Develop and implement a statewide water conservation program, which will provide for coordination of water conservation plans between federal, state, and county agencies, private industry, and non-governmental agencies. (2 years to develop program)
- C.7. Complete the development of the Pearl Harbor Water Shortage Plan for adoption by the Commission. (1 year)
- C.8. Develop water shortage plans for priority water management areas to ensure resources are protected during periods of water shortage through a reasonable and equitable system of water use reductions. (ongoing)
- C.9. Continue studies of resource augmentation options including, but not limited to, wastewater and gray water reuse, storm water reclamation and reuse, aquifer storage and recovery, and desalination. Promote and implement the recommendations identified in previous studies. (ongoing)
- C.10. Investigate the effects of global climate change of Hawaii's water resources. (ongoing)

Policy D: Support community-based management of water resources and engage in collaborative partnerships and public outreach and education to foster a holistic and community-based management approach.

Objectives and Estimated Time Frame:

- D.1. Work with stakeholders and community groups which can assist the Commission address water-related issues, develop educational and monitoring programs about water resource protection and management, and disseminate information. (ongoing)
- D.2. Provide information and support to stakeholders and community groups trying to manage water resources and resolve disputes. Develop and provide timely resource information in an accessible and usable form to the public. (ongoing)
- D.3. Support watershed partnerships and assist in coordination and implementation of watershed area management plans. (ongoing)

Policy E: To enhance and improve current stream protection and ground water protection programs for future generations.

Objectives and Estimated Time Frame:

- E.1. Apply for funding, including private and public grants, to help meet program objectives outlined in the policies set forth above. (ongoing)
- E.2. Implement benchmark/milestones approach for managing and monitoring the Pearl Harbor Aquifer Sector adopted as part of the March 2000 revision of Pearl Harbor ground water sustainable yields. New deep monitor well data and other ground water data are being evaluated, and a Pearl Harbor Ground Water Monitoring Group has been formed to enhance current monitoring. Finalize the draft Ground Water Monitoring Phase I (of three) Plan. (on hold)
- E.3. Work with involved federal, state, and county agencies to address reuse issues and ensure safe and appropriate use of reclaimed water. Work with military and other

- users to implement use of recycled water in the Ewa plains and other areas in the State. (ongoing)
- E.4. Develop procedures for timely well abandonment and sealing, and adopt administrative rules to support this program measure. (3-4 years)
 - E.5. Develop a long-term ground water monitoring plan for Kiholo Aquifer System Area to address concerns of the Kaloko National Park Service (3-4 years)
 - E.6. Update the 2004 Hawaii Well Construction and Pump Installation Standards. (on hold)

III. Measures of Effectiveness:

- Complete projects on time.
- Acquire better information for resource decision-making.
- Increase educational/community participation in water forums.
- Amend rules to streamline permitting process and better protect the resource.
- Increase federal and state funding for water resource management (e.g., ground water monitoring, surface water studies, drought mitigation and developing new ground water recharge estimates using GIS models and geospatial technology).
- Improve compliance with statewide water use reporting
- Implement new Structured Query Language (SQL)-based water resource database.
- Leverage SQL-based water resource database to design an integrated resource information system for ground water, surface water, regulation and planning.
- Ensure greater compliance with permit conditions that decrease need for enforcement actions.

**Department of Land and Natural Resources
Office of Conservation and Coastal Lands
Act 100, Session Laws of Hawaii 1999
Report to the 2011 Legislature**

I. Goals:

- To protect and conserve Conservation District lands and beaches within the State of Hawaii for the benefit of present and future generations, pursuant to Article XI, Section 1, of the Hawaii State Constitution. These lands encompass our State's terrestrial and marine environments, with special emphasis on coastal areas and beaches.
- To balance the conservation of the State's unique and fragile natural resources with development of these resources for the good of the State. This will be accomplished through superior management of regulatory functions, efficient use of staff resources and technology, use of science, permit streamlining, development of agency networks (interagency coordination), administrative consistency, and innovative program financing.

II. Policies, Objectives and Estimated Time Frame (not in order of priority):

Policy A: Reduce violations.

Objectives and Estimated Time Frame:

- A.1. Secure Board of Land and Natural Resources (BLNR) approval of new penalty schedule for Conservation District violations (six months).
- A.2. Expedite processing of enforcement cases so that violations can be swiftly resolved. This will allow staff to process more cases, which should deter violators, resulting in a reduction in violations in the long run (ongoing).
- A.3. Improve coordination of intradepartmental enforcement efforts – e.g., Division of Conservation and Resources Enforcement, Division of Aquatic Resources, Land Division, etc., by increasing use of Civil Resource Violation (CRV) penalty system. (ongoing)
- A.4. Streamline permit application process so that it behooves landowners to apply prior rather than after the use is established (1 year).
- A.5. Conduct more outreach in order to educate all those parties who handle conservation lands (websites, brochures, videos, meetings, press) (2 years).
- A.6. Provide for internal/external training needs for staff to enable them to expedite cases (1 year).
- A.7. Support Communications Assistance for Law Enforcement Act certification.
- A.8. Focus on prevention. (ongoing)

Policy B: Conduct amendments to Title 13-5, Hawaii Administrative Rules (HAR).

Objectives and Estimated Time Frame:

- B.1. Submit final rule to BLNR for approval (1 month).
- B.2. Seek Governor's approval of final rule (2 months).

Policy C: Reduce beach loss and narrowing.

Objectives and Estimated Time Frame:

- C.1. Step-up enforcement on illegal seawalls (ongoing).
- C.2. Develop inventory of existing efforts to protect beaches and avoid coastal hazards, and conduct an evaluation of the Coastal Lands Program (CLP) accomplishments and effectiveness (ongoing).
- C.3. Recommend actions to fill in resource gaps - e.g., additional erosion hazard data, sand budget analysis, staffing and funding, legislative initiatives and policies.
- C.4. Establish high risk/erosion prone areas and prioritize beach segments for active management, and complete Kailua Beach Dune and Management Plan (1 year).
- C.5. Complete Waikiki Beach Sand Maintenance Project (1 ½ years.)
- C.6. Promote and where appropriate, fund beach restoration efforts (3 years).
- C.7. Develop and promote alternatives to shoreline hardening (e.g. beach restoration, beach management plans, relocation, engineered structures, such as breakwaters) (5 years).
- C.8. Streamline permitting process for beach restoration projects (ongoing).
- C.9. Disseminate planning guidelines for appropriate coastal development, so that new structures are located with sufficient distance from the shoreline — e.g., Coastal Construction Guidebook (ongoing).
- C.10. Seek cooperation of county agencies to resolve existing erosion problems and establish mutually agreeable guidelines on enforcement, planning, and remedial erosion solutions (2 years).
- C.11. Develop and disseminate educational materials including a hazards guidebook, brochures, and press (ongoing).
- C.12. Continue to sponsor Regional Sediment Management with United States Army Corps of Engineers (ongoing).
- C.13. Continue shoreline locator functions.
- C.14. Pursue enforcement of unauthorized vegetation along beach corridors.

Policy D: Provide for the re-nourishment of sand at Waikiki Beach in the short term and long term.

Objectives and Estimated Time Frame:

- D.1. Complete design to renourish Waikiki Beach (2 months).
- D.2. Issue construction contract and complete project (1 year).
- D.3. Improve all of Waikiki Beach (10 years).

Policy E: Revise the Coastal Erosion Management Plan to integrate beach conservation/hazard mitigation efforts.

Objectives and Estimated Time Frame:

- E.1. Develop scope of work for initial plan elements and also conduct internal

evaluation of CLP success at plan implementation to date, acquisition/creation of additional data sources, identification of resource gaps (6 months).

- E.2. Discuss plan elements and implementation elements with respective county and state agencies (1 year).
- E.3. Develop consensus on plan implementation (1 year).
- E.4. Implement plan (ongoing).

Policy F: Produce educational guidance materials for conservation and/or coastal landowners.

Objectives and Estimated Time Frame:

- F.1. Disseminate Hawaii Coastal Construction Guidebook (ongoing).
- F.2. Complete, publish and disseminate Coastal Erosion Alternatives Manual (1 year).
- F.3. Disseminate Conservation District Lands Guidance Manual (ongoing).
- F.4. Disseminate Hawaii Real Estate Handbook (ongoing).

Policy G: Improve regulation of all Conservation District lands by balancing resource conservation and use.

Objectives and Estimated Time Frame:

- G.1. Continue internal/external employee training efforts (ongoing).
- G.2. Continue to promote understanding of important natural resource issues and require site inspections (ongoing).
- G.3. Promote public participation in regulatory process (ongoing).
- G.4. Partner with other state, federal and county agencies to improve resource management and reduce redundancy (ongoing).

Policy H: Complete subzone change from General to Protective Subzone at Papohaku, West Molokai.

Objectives and Estimated Time Frame:

- H.1. Hold public hearing on Molokai (6 months).
- H.2. Complete amendment (1 year).

Policy I: Continue to work with coastal communities to deal with the impact of unauthorized and induced vegetation.

Objectives and Estimated Time Frame:

- I.1. Document cases around the Islands (ongoing)
- I.2. Enforce of cases of obvious illegal actions (plantings, irrigation, fertilization) (ongoing)
- I.3. Develop guidelines and policies on appropriate shoreline landscaping. (ongoing)

III. Measures of Effectiveness:

Policy A:

- Reduce violations.
 - Document reductions in processing time for cases.
 - Document number of cases processed.

- Make application process as painless as possible so people will not feel threatened. This should result in increase in applications submitted and reduction in violations as application process becomes less of a burden. Seek input of landowners regarding their level of education about Conservation District lands (i.e., did you see a video, news article, or publication?) and the need to respect the process.
- Monitor how well staff is responding to training and whether work is moving more seamlessly.

Policy B:

- Conduct amendments to Title 13-5, HAR.
 - Degree of success in meeting internal and external benchmarks.
 - Degree of acceptance draft rule changes by landowners/public as well as BLNR and the Governor.
 - Once adopted, monitor how well parties respond to new rules. Monitor reduction or increases in contested cases and violations?
 - Monitor quality and quantity and efficiency of work completed by staff. New rules should compliment and improve work processes.

Policy C:

- Reduce beach loss and narrowing,
 - Stepped-up performance should result in a reduction in unauthorized seawalls. Monitor incidence of unauthorized shoreline improvements.
 - Plan and implement five beach restoration projects in Hawaii over the next five years to reduce the need for shoreline hardening.
 - Document implementation of other erosion management solutions to replace seawalls such as beach restoration, shoreline retreat, purchase, and softer erosion management methods.
 - Document increase in the number of privately funded beach restoration efforts due to streamlined permit process.
 - Siting decisions by county and state agencies should begin to reflect avoidance of coastal erosion rather than confrontation.
 - How many counties can the Department of Land and Natural Resources (DLNR) have agreements with to deal with erosion problems cooperatively?
 - Actions by individuals should be affected by outreach and education to result in overall improvement in erosion problems.
 - Continue to promote and fund shoreline erosion change research and data gathering.
 - Measure effectiveness of shoreline locator in identifying the legal shoreline.

Policy D:

- Provide for re-nourishment of sand at Waikiki Beach in the short term and long term.
 - Effectiveness is straightforward. Quantify how much sand was pumped, how long it took, and what issues were raised. Measure sand quality as a function of the existing beach sand. Success will be measured based on quality of sand and how well it combines with existing beach sand.
 - Selection of experiences and competent contractor. Monitor project for several parameters, including sand retention, water quality, water use safety, and public perception.

- For longer-term improvements in Waikiki, monitor success or failure in the acquisition of state and federal funds.

Policy E:

- Revise the Coastal Erosion Management Plan to integrate beach conservation/hazard mitigation efforts.
 - Measures of effectiveness are straightforward – e.g., was scope of work successfully developed on time?
 - Were you able to get access to the appropriate authorities to discuss plans?
 - Who agreed to participate and who did not?
 - Were plans actually implemented?

Policy F:

- Produce educational/guidance materials for conservation and/or coastal landowners
 - Popularity of publications.
 - Total number of landowners reached with some form of education.
 - Number of public presentations given by staff.
 - Number of times a consultant refers to a DLNR publication.
 - Number of times an applicant chooses to do something other than build a seawall due to DLNR education.

Policy G:

- Improve regulation of all Conservation District lands by balancing resource conservation and use.
 - Measure how well staff is responding to training and feedback on their case work utilizing the Performance Appraisal System.
 - Try to obtain feedback from the public and other interest groups on how they are finding out about public meetings on conservation cases. Query the public on how they feel decision-makers are using their input.
 - Set time frame for rule amendment and use this as a measure of performance.
 - Fine tune contested case hearing process.

Policy H:

- Complete subzone change from General to Protective Subzone at Papohaku, West Molokai
 - Measure how well benchmarks were accomplished.
 - Evaluate what processes were used to accomplish objectives.

Policy I:

- Continue to work with coastal communities to deal with the impact of unauthorized and induced vegetation.
 - How many cases can be documented?
 - How many coastal communities can we develop partnerships with?
 - What will be the measurable effect of the effort in terms of areas of induced vegetation cleared from public beaches?

Department of Land and Natural Resources
Division of Conservation and Resources Enforcement
Act 100, Session Laws of Hawaii 1999
Report to the 2011 Legislature

I. Goals:

- To restructure the operations of the Division of Conservation and Resources Enforcement (DOCARE) to reflect its priority for natural, cultural and historic resources protection.
- To actively uphold the laws that serve to protect, conserve, and manage Hawaii's unique and limited natural, cultural, and historic resources.
- To promote the safe and responsible use of Hawaii's natural resources through public education, community outreach, and the establishment of meaningful partnerships.

II. Policies, Objectives and Estimated Time Frame:

Policy A: To develop a comprehensive, well thought out, uniform set of written directives to further administrative and operational goals and to provide clear direction to personnel in accordance with the standards set by the Commission on Accreditation for Law Enforcement Agencies (CALEA).

Objectives and Estimated Time Frame:

- A.1. Determine the applicability of CALEA standards based on DOCARE's mission and legally mandated responsibilities, as well as the demands of the communities that are served. (ongoing)
- A.2. Prepare for accreditation self-assessment by developing policies that comply with applicable CALEA standards and instituting proofs of compliance necessary for successfully completing a formal CALEA on-site assessment. (2 years)
- A.3. Complete the self-assessment phase and schedule a formal CALEA on-site assessment to determine compliance with all applicable standards necessary for final determination of accreditation status. (3 years)

Policy B: To develop and implement a staffing structure to improve efficiency, effectiveness, accountability, and officer safety.

Objectives and Estimated Time Frame:

- B.1. Identify immediate actions needed to be taken in order to begin the process of staffing structure. (ongoing)
- B.2. Develop reorganization of DOCARE to implement staffing structure. (1 year)
- B.3. Develop a blueprint for future improvements as resources become more readily available. (1 year)
- B.4. Create a methodology to share with other divisions and offices within the Department of Land and Natural Resources so they can better determine how their decisions impact DOCARE. (2 years)

- B.5. Work with the Department of Human Resources Development to implement changes in staffing structure. (3 years)

Policy C: Identify, develop, and initiate a plan for operational infrastructure to improve efficiency, effectiveness, accountability and officer safety.

Objectives and Estimated Time Frame:

- C.1. Identify immediate actions that need to be taken in order to begin the process. (ongoing)
- C.2. Review other models, locally, and nationally, to determine how their operational infrastructure is organized and whether these models might meet DOCARE needs. (ongoing)
- C.3. Assess needs at the local level and determine minimum operational standards for every Branch, working within current and projected budgetary constraints. (1 year)
- C.4. Assess and expand interoperability of voice and data communications. (ongoing)
- C.5. Develop an implementation plan in order to reach identified minimum operational standards. (2 years)
- C.6. Secure the budgetary resources needed to implement the plan. (2 years)

Policy D: Identify, develop and initiate a successful data collection model for use by the Department to improve administrative effectiveness and efficiency and more effective resource protection and management.

Objectives and Estimated Time Frame:

- D.1. Implement the Enforcement Management Information System (EMIS) (ongoing)
- D.2. Identify critical gaps in information or under-utilized information that could be added and/or deleted to aid in the development of an objective workload analysis that measures the demand for service. (1 year)
- D.3. Incorporate Geographic Information System into EMIS to map and analyze data by geographical area. (2 years)
- D.4. Identify and manage workload priorities throughout the State to ensure that employee workload is consistent with needs, available work time, and financial resources. (2 years)

Policy E: Improve recruitment and retention by creating incentive standards and providing standardized training and education for (enforcement) officers' professional development.

Objectives and Estimated Time Frame:

- E.1. Establish a new recruitment and standardized interview process across all Branches. (2 years)
- E.2. Provide a standardized ongoing education and training program that fosters professionalism, employee satisfaction and personal growth. (ongoing)
- E.3. Encourage officers to develop areas of expertise and provide backup resources to allow them to develop these interests and put their special talents to work in areas that benefit DOCARE. (ongoing)
- E.4. Develop and implement a statewide employee recognition program. (ongoing)
- E.5. Garner Administration and legislative support to modify the current 30-year

retirement to a 25-year retirement to help attract the interest of quality law enforcement officers from other agencies to work for DOCARE. (ongoing)

Policy F: Formally redefine relationships with all partners to rationalize DOCARE's responsibilities in these jurisdictions.

Objectives and Estimated Time Frame:

- F.1. Identify key partners, internal and external, and develop a game plan for engagement with each based on what role they play in DOCARE's mission. (ongoing)
- F.2. Exchange relevant information with internal partners to optimize the Department's approach to enforcement and management activities such as rule changes, decriminalization of rules, civil penalties, etc. (ongoing)
- F.3. Formalize agreements with external partners through memorandums of agreement (MOA) or understandings (MOU) to maximize the return on investment that these agreements/understandings provide. (ongoing)

Policy G: Engage, educate, and empower local communities to share in the responsibility, with DOCARE, of protecting Hawaii's natural, cultural, and historic resources.

Objectives and Estimated Time Frame:

- G.1. Establish formal public relations training for all officers to develop basic effective presentation skills. Develop materials and curriculum specifically tailored to reach resource users as well as resource protectors. (ongoing)
- G.2. Through formal solicitation from conservation-based entities, private individuals, and corporate donors, obtain financial support for specific resource protection projects. (ongoing)
- G.3. Research and submit applications for federal grants that support the enforcement needs and goals of DOCARE in line with appropriate conservation and environmental objectives. (ongoing)

III. Measures of Effectiveness:

Policy A:

- Number of CALEA best practices and standards that have been developed and implemented.

Policy B:

- The number of CALEA best practices and standards relating to staffing structure that have been developed and implemented. More in-depth measures of effectiveness will be established once restructuring is complete.

Policy C:

- The number of CALEA best practices and standards relating to operational infrastructure that have been developed and implemented. More in-depth measures of effectiveness will be established once the objectives have been met.

Policy D:

- Completion of both phases of the EMIS project by the projected go-live date. More in-depth measures of effectiveness will be established once the electronic system is fully operational and utilized.

Policy E:

- Number of education and training opportunities offered.
- Number of officers attending educational/training programs.

Policy F:

- Number of plans developed for key partners.
- Number of formal agreements (MOA or MOU) successfully executed.
- Number of coordinated joint operations conducted with key partners

Policy G:

- Number of information and educational presentations provided to target audiences
- Number of funding sources identified
- Number of grant sources identified and applications submitted

Department of Land and Natural Resources
Engineering Division
Act 100, Session Laws of Hawaii 1999
Report to the 2011 Legislature

I. Goals:

- Promote economic development and enhance public welfare by developing water supplies and state lands. Provide support to the programs which are designed to achieve the State's economic, agricultural, environmental, and social goals, with priority given to state-sponsored projects. Investigate and develop traditional and alternative water sources to augment and conserve existing supplies while meeting the increasing demands of state-sponsored projects.
- Provide engineering services to other divisions of the Department of Land and Natural Resources (DLNR) and other state agencies to execute Capital Improvements Program (CIP) and/or operating, maintenance and repair projects.
- Effective management of geothermal resources and its development to protect the health and safety of the public and to ensure the continued viability of the resource for the future.
- Protect people, property, and natural resources from natural hazards through planning, management, mitigative efforts, and regulatory programs.

II. Policies, Objectives and Estimated Time Frame:

Policy A: Promote partnerships and cost sharing in the implementation and development of water and land development projects through master planning, engineering, economic, and feasibility studies to meet the goals of potentially competing agencies.

Objectives and Estimated Time Frame:

A.1 State agencies' water needs must be continually assessed as focus changes due to fiscal constraints, public demands and/or court orders (ongoing).

Policy B: Maintain close contact with the various state departments in order to anticipate their water and land needs and determine further development requirements.

Objectives and Estimated Time Frame:

B.1 State agencies' water and land needs must be continually assessed as focus changes due to fiscal constraints, public demands and/or court orders (ongoing).

Policy C: Due to the multitude of state-sponsored projects and the State's fiscal situation, only a portion of the required projects can be funded and implemented. For this reason, the program works closely with the county water departments and prioritizes project requests.

Objectives and Estimated Time Frame:

- C.1 Maintain close coordination with various county water departments to ensure that state agencies' needs can be met and, if needed, identify problematic areas for further attention (ongoing).
- C.2 Water projects requested for funding must be reviewed for applicability and priority (ongoing).

Policy D: Water source and system development requires a lead time of several years. Thus, it is vital that funding for water projects be steadily sought in order to implement the projects as early as possible.

Objectives and Estimated Time Frame:

- D.1 Seek water and land development project funding as early as practical, as evidenced by projected demands of state projects (ongoing).

Policy E: Provide engineering services for CIP, operating, maintenance and/or repair projects to other division and other state agencies, if applicable.

Objectives and Estimated Time Frame:

- E.1 Increase efficiency of project execution through project management tracking and clearly defined results to be provided by user divisions or agencies (ongoing).

Policy F: Provide engineering services to address various potential natural disaster hazards and for geothermal resource management in partnership with other related private and government agencies.

Objectives and Estimated Time Frame:

- F.1 Provide engineering services to DLNR's divisions in addressing post rockfall/landslide incidences. Also provide services for known potential rockfall hazards sites that have funds appropriated to address and mitigate those hazards (ongoing).
- F.2 Provide engineering services to DLNR's divisions in addressing drainage and flooding issues (ongoing).
- F.3 Provide engineering services through partnerships and task forces committees to implement projects that address various watershed restoration or flooding issues (ongoing).
- F.4 Participate in partnerships with the United States Army Corps of Engineers or other applicable federal agencies and the local counties to implement watershed flood studies and flood control projects (ongoing).
- F.5 Develop an executive order for floodplain management to enable state departments to comply with the requirements of the National Flood Insurance Program (NFIP) to ensure the availability of flood insurance in the State (ongoing).
- F.6 Perform geothermal resource management functions pursuant to Chapters 183 and 184, Hawaii Administrative Rules (ongoing).

Policy G: Administer NFIP to protect the public by incorporating a proactive floodplain management plan.

Objectives and Estimated Time Frame:

Administration of NFIP in Hawaii will be accomplished through the Community Assistance Program - State Support Services Element (CAP-SSSE). Under an annual cooperative agreement with the Federal Emergency Management Agency (FEMA), the State will perform specific tasks as outlined in the CAP-SSSE grant agreement, including but not limited to:

- G.1 Conduct two community assistance visits and/or contact with two of the four participating communities.
Provide technical assistance to the communities as it relates to NFIP.
- G.3 Increase public awareness and outreach by publishing a quarterly newsletter and conducting informal workshop and seminar.
- G.4 Develop and maintain a website dedicated to floodplain management.
- G.5 Review each community's local floodplain ordinance for compliance with NFIP regulations.
- G.6 Encourage communities to participate in the Community Rating System (CRS). Objectives set forth in the CAP-SSSE grant agreement are required to be accomplished within one federal fiscal year (October 1-Sept. 30). Funding is renewed each year contingent upon meeting the requirements of the grant agreement (continuous).

Policy H: Administer the State Dam and Reservoir Safety Program to reduce risk for loss of life and property damage caused by dam related failures and incidents.

Objectives and Estimated Time Frame:

- H.1 Maintain an inventory of dams in the State for compilation into the National Inventory of Dams (ongoing).
- H.2 Develop and oversee a dam inspection program for regulatory dams in the State to insure compliance with the State's Dam Safety Program regulations (ongoing).
- H.3 Oversee the issuance of permits for the construction, alteration, and removal of regulatory dams in the State. Develop a program to incorporate the dam permit review into the existing various county permit approval processes (ongoing).
- H.4 Develop a dams and reservoirs Geographic Information System (GIS) database for use in managing and regulating dams in the State (ongoing).
- H.5 Assist dam owners in developing and maintaining emergency action response plans for their dams (ongoing).
- H.6 Develop and/or adopt dam guidelines for use in assisting dam owners and professionals establish minimum guidelines for the proper design, construction and inspection of dams (ongoing).
- H.7 Provide technical assistance to dam owners and the public on dam safety issues and concerns (ongoing).
- H.8 Oversee and monitor dam owners' compliance to current dam safety regulations and ongoing maintenance and operations of dam facilities (ongoing).
- H.9 Provide technical and remedial assistance to the appropriate civil defense agency when a threat or potential threat to a dam(s) is detected (as needed).

Policy I: Assist DLNR to development a pilot asset management system to aid in the more effective management of its facilities. Such a system, with the

ultimate goal of expansion to all departmental facilities, will allow for the adoption of model repair and maintenance standards and development of an inventory of land and ocean based assets which could include, but not be limited to structures, infrastructure, staffing and natural and cultural resources. The system would also assess and monitor facility conditions, determine life cycle replacement costs, produce repair and maintenance schedules and budgetary cost estimates to meet these standards.

Objectives and Estimated Time Frame:

- I.1 Work with user divisions to gather and/or develop applicable data for input (ongoing).
- I.2 Generate sample reports (ongoing).
- I.3 Further system development and modification (to follow, dependent on available funding).

III. Measures of Effectiveness:

Policy A:

- Performance is measured by the identification, coordination, and completion of jointly funded projects involving public and/or private entities.

Policy B:

- Performance is measured by the ongoing prioritization and update of water development requirements for the provision of water to state agencies to meet agencies' development schedules.

Policy C:

- Performance is measured by the ongoing prioritization and update of water development requirements for the provision of water to state agencies to meet agencies' development schedules.

Policy D:

- Performance is measured by program's ability to provide water credits to various state agencies when requested, normally at the building permit stage.

Policy E:

- Performance is measured by the completion of authorized funded projects, including non-water projects implemented for other divisions of DLNR and other agencies, and adherence to original project completion schedules.

Policy F:

- Performance is measured by the number projects assisted on and passage of an executive order for floodplain management.
- Performance is measured by the continued viability of geothermal resources for the future and protection of public health and safety.

Policy G:

- Performance is measured by completing the tasks outlined in the annual

cooperative agreement, which include: community assistance visits, Hawaii Floodplain Management newsletters, and providing technical assistance as it relates to NFIP. Completion of the required tasks, benefit the State by:

- Continued funding of the CAP-SSSE grant agreement;
- Availability of low cost flood insurance in Hawaii; and
- Community eligibility to participate in CRS, by which flood insurance premiums are reduced for each participating community's policy holders.

Policy H:

- Performance is measured by the number of permit applications, inspections, and dam safety related inquires processed, the development of a GIS database, an updated inventory of dams database, and related dam safety guidelines.

Policy I:

- Performance is measured by the generation of desired reports and development of costs for applicable facilities.

Department of Land and Natural Resources
Division of Forestry and Wildlife
Act 100, Session Laws of Hawaii 1999
Report to the 2011 Legislature

I. Goals:

- Responsibly manage and protect watersheds, native ecosystems, and cultural resources, and provide outdoor recreation and sustainable forest products opportunities, while facilitating partnerships, community involvement and education. (Malama i ka 'Aina).
- Promote healthy diverse forest ecosystems throughout Hawaii that provide clean air and water, habitat to support healthy populations of native plants and animals, recreational opportunities, and sustainable forest products.
- Use aggressive but careful management to minimize adverse effects on Hawaii's forests from insects, disease, invasive species, and wildfire.
- Promote the use of incentives, the collection and sharing of information, cultural sensitivity, and appropriate regulations to foster a climate for responsible forest stewardship.

II. Policies, Objectives and Estimated Time Frame:

Policy A: To protect, restore, and enhance Hawaii's natural areas, forested watersheds, native ecosystems, unique native plant and animal species, cultural and geological features for their inherent cultural, scientific, educational, and economic values for the enrichment of present and future generations.

Objectives and Estimated Time Frame:

- A.1. Promote, encourage, and advocate for incentives to encourage the maintenance and enhancement of key watersheds on public and private lands and expand participation in public and private watershed partnerships on each island. Provide \$1.475 million in Fiscal Year (FY) 2011(11) under the Natural Area Reserve Fund (NARF) competitive Watershed Partnerships Program grant to statewide watershed partnership initiatives (1 year). Continue \$600,000 in FY 11 funding support under the American Recovery and Reinvestment Act of 2009 (ARRA) Federal Stimulus funding for competitive Watershed Partnerships Program grants to statewide watershed partnerships (1 year).
- A.2. Maintain funding and logistic support for network of 12 watershed partnerships covering every major watershed and mountain top in the State (2 years). Vigorously seek additional federal funds to support management activities and to offset the reductions in state funds (2 years).

- A.3. Control livestock and non-native animal populations in state forest and natural area reserves, sanctuaries and priority watersheds at levels non-damaging for unique native species and ecosystems. Control wild cattle in State Forest Reserve System on Kauai, Oahu, Hawaii, and Maui. (1 year)
- A.4. Support control of coqui frog efforts throughout the State. Support county agencies, communities and Island Invasive Species Committees on Kauai, Oahu, Maui and Hawaii (1 year).
- A.5. Survey and control noxious plants, forest insects, and diseases that can damage watershed integrity and native ecosystems. (5 years)
- A.6. Continue a forest restoration project on Palila mitigation lands on Mauna Kea (Hawaii), to reforest 200 acres of land degraded by prior pasture use and restore fire damaged ecosystems in Palila critical habitat on leeward side of Mauna Kea. (2 years)
- A.7. Implement a joint management agreement with the Office of Hawaiian Affairs (OHA) to complete inventory and surveys of distribution of native vegetation and invasive species in Wao Kele O Puna “OHA” Forest Reserve on Hawaii and draft a management plan. (5 years)
- A.8. Develop or update management plans for two Natural Area Reserves (NAR), one watershed partnership, and ten state forest reserves to maintain and restore watersheds and protect and enhance native species habitats. (5 years)
- A.9. Administer the Natural Area Partnership Program (NAPP) and Forest Stewardship Program (FSP), and award \$900,000 and \$600,000 from NARF to continue NAPP and FSP contracts, respectively. Monitor NAPP agreements and coordinate management initiatives within existing watershed partnership areas (3 years)
- A.10. Implement grant solicitation and award process for \$3.0 million in land acquisitions under the FY 11 Legacy Lands Conservation Program (LLCP). Complete acquisitions of FY 10 approved lands. Coordinate within the Department of Land and Natural Resources (DLNR) and partner agencies to identify and acquire important conservation lands. (1 year)
- A.11. Jointly administer research projects and permitting in the Laupahoehoe and Puuwaawaa Units of the Hawaii Experimental Tropical Forest on Hawaii. Develop lease arrangements with the United States Forest Service for the initial phase of facility development at each site. (1 year)
- A.12. Develop and implement appropriate management of human usage in coastal areas, including Ahihi-Kinau NAR (Maui) and Kaena Point NAR (Oahu), for protection of natural and cultural resources and water quality (2 years).
- A.13. Complete terrestrial stage of the NAR System Enhancement Project, which objectively analyze the biological resources of Hawaii (using the most

comprehensive compilation of scientific data), prioritize and nominate areas to be designated as NARs to preserve representative samples of Hawaiian unique biological ecosystems and geological formations for Hawaii's future generations (2 years).

- A.14. Develop a state invertebrate conservation strategy and expand the Invertebrate Conservation Program to effectively implement conservation and management of invertebrate species in the State, with particular emphasis on federally endangered species (presently numbering 56 species with additional listings imminent) (2 years).

Policy B: Manage habitats to protect, maintain, and enhance the biological integrity of native ecosystems. Reduce the impacts of wildfires on native ecosystems and watersheds. Reduce the impacts of invasive species on native resources. Protect, maintain, and enhance native species populations, and recover threatened and endangered species. Promote outreach and foster partnerships to improve public understanding, responsibility, and participation. Conduct monitoring and evaluation to guide the development of recovery and management plans, and ensure cost effective adaptive management of implementation actions and tasks.

Objectives and Estimated Time Frame:

- B.1. Insure viable populations of native species and increase populations of endangered species by protecting and managing their natural habitats via a system of state-owned and managed sanctuaries, forest reserves and NARs, and cooperative managed areas. Expand habitat restoration efforts and predator and invasive species removal at Hamakua Marsh (Oahu), Kawai Nui Marsh (Oahu) and Pouhala Marsh (Oahu). (1 year)
- B.2. Enter a project partnership agreement with the Army Corps of Engineers for completion of the Kawai Nui Marsh Habitat Restoration Construction Project and begin construction of the Project. (3 years)
- B.3. Prevent and suppress forest and range fires on key watersheds to include forest reserves, public hunting areas, and NARs. Cooperate with established fire control agencies for the protection of other wildlands not within departmental protection areas to the extent needed to provide for public benefits and environmental protection. (1 year)
- B.4. Seek federal funding to help communities in wildland-urban interface planning and prevent wild fires. (1 year)
- B.5. Support efforts for invasive species control by implementing Hawaii Invasive Species Council (HISC) programs and provide \$1.4 million from NARF and \$400,000 from the Land Conservation Fund for HISC directed projects (1 year).
- B.6. Maintain support for a coordinated approach for invasive species management and control through an integrated program of prevention, response and control, and public outreach. Continue support for county invasive species committees

that coordinate, plan and staff county-wide efforts to eradicate or control invasive species populations at non-damaging levels to native species and ecosystems, agriculture and the economy, and continuing research and applied technology projects. (1 year)

- B.7. Conduct an aggressive propagation and re-introduction program for threatened and endangered (T&E) species at the Olinda Bird Rearing Facility (Maui) and at mid-elevation plant nurseries throughout the State. (5 years)
- B.8. Implement the Hawaii Plant Extinction Prevention Program to prevent the disappearance of Hawaii's rarest plant species, now estimated at 182 species that are in danger of extinction within five years through management actions to monitor plant health/fruit production, collect seeds/cuttings/air layers, cross pollination between isolated populations, contain insect outbreaks, established small ungulate exclosures, controlled rats and slugs, eliminated alien weeds, and outplant additional individual at risk plants. (5 years)
- B.9. Develop conservation incentives such as safe harbor agreements and habitat conservation plans to provide regulatory protections to private landowners that re-introduce endangered species or improve habitats for endangered species on their lands. Develop an island-wide habitat conservation plan for endangered seabirds and light attraction on Kauai, and develop a habitat conservation plan for endangered bird collisions with wind generating facilities on Lanai and Oahu. (3 years)
- B.10. Continue to support efforts for brown tree snake and other alien species control by expanding the network of volunteers working on invasive species programs, and updating training and equipment for effective rapid response capacity. (2 years)
- B.11. Manage the State Seabird Sanctuary System and other seabird nesting colonies by controlling predators, enhancing nesting habitat, salvaging and rehabilitating grounded seabirds, and enforcing wildlife sanctuary rules. (1 year)
- B.12. Construct a predator proof fence at Kaena Point NAR, to protect nesting seabird and plant populations. (1 year)
- B.13. Develop a new series of ponds at the wildlife sanctuary and wetland habitat complex at Mana Plains (Kauai). (3 years)
- B.14. Develop projects to implement the Comprehensive Wildlife Conservation Strategy to preserve, protect and restore native and endangered wildlife, plants and their habitats. (5 years)
- B.15. Design, implement, and maintain conservation fencing at Pahole and Kaala NARs (Oahu), Kuia and Hono O Napali NARs (Kauai), Hanawi, West Maui, and Kanaio NARs (Maui), Puu Alii NAR (Molokai), Puu o Umi, Manuka, Kipahoe and Puu Makaala NARs (Hawaii), Alakai Wilderness Preserve (Kauai), Koolau Forest Reserve (Maui), Kahikinui Forest Reserve (Maui), Hilo Forest Reserve (Hawaii)

and Molokai Forest Reserve, for the protection of the full range of Hawaii's biodiversity, including forest birds, native invertebrates and rare plants. (3 years)

Policy C: To provide managed opportunities and facilities for the public to engage in multiple-use outdoor recreation activities (hiking, biking, equestrian riding, off-highway vehicle (OHV) use, hunting, and camping) while also providing access for resource management. To maintain and enhance a public hunting program to provide a source of food and outdoor recreation for the public and as a means to control introduced game animals in watershed areas. To inventory, document ownership and restore specific historic trails and non-vehicular old government roads for public use where it is feasible and culturally appropriate.

Objectives and Estimated Time Frame:

- C.1. Maintain and construct roads and trails to allow managed public use of recreational areas. Work with OHV clubs to develop and manage new OHV recreation areas statewide – Open a portion of Mauna Kea Access Road (Hawaii) and Sand Island State Park (Oahu) as an OHV recreation riding area. Develop a master plan for a new OHV Park at Wahikuli, Maui as part of DLNR's Recreation Renaissance Plan B. Maintain OHV riding area in Upper Waiakea Forest Reserve (Hawaii). (2 years)
- C.2. Protect ancient and historic trails and accesses. Initiate expansion to Kealakekua Bay State Historical Park (Hawaii) and develop a plan to restore the Ala Kahakai National Historic Trail (Hawaii). (3 years)
- C.3. Conduct public hunting seasons, inventory and conduct surveys of game birds and mammals, and evaluate hunter harvest for setting seasons and rules, and manage public hunts – process an amendment of hunting administrative rules to update fees and season changes. (1 year)
- C.4. Operate and maintain forest and wildlife recreational facilities such as trail shelters, arboreta, picnic grounds, viewpoints, signs, bridges and campgrounds. Establish camping fees in forest reserves and for backcountry camping along Na Ala Hele (NAH) trails. (1 year).
- C.5. Improve game wildlife populations and habitat by planting food crops, controlling noxious vegetation, conducting predator control, and restocking game birds where appropriate. (2 years)
- C.6. Construct and maintain hunter checking stations, wildlife water units, game feeding sites and hunter informational boundary and safety zone signs. (1 year)
- C.7. Investigate and take appropriate action to control wildlife causing a nuisance, risk to human health, or damage to agricultural crops. Update community based plans to control wild pigs under control permits adjacent to urban areas statewide. Conduct information meetings with stakeholders on safe use of hiking trails in public hunting areas and use of hunting dogs. (2 years)

- C.8. Provide additional hunting opportunities by developing new public hunting areas and creating incentive programs to encourage more hunting on private lands. Develop and implement a cooperative game management agreement with Pacific West Energy, LLC to continue public hunting opportunities in Department of Hawaiian Home Lands lease lands at Kekaha, Kauai. Monitor and enforce the permit system at Poamoho Access Trail (Oahu), to maintain the cooperative agreement with the private landowner. (2 years)
- C.9. Work with the hunting and shooting clubs and the Department's Hunter Education Program to develop and open recreational public shooting ranges at Puu Anahulu (Hawaii) and Hanahanapuni Crater, Lihue-Koloa Forest Reserve (Kauai) for hunter safety training and recreation. Contract consultant services to survey both sites, and conduct planning, design and environmental compliance for the Puu Anahulu site. (2 years)
- C.10. Develop responsible mechanisms to manage commercial uses such as encouraging eco-tourism in ways that sustain the natural resources and provide benefits to the local community. Establish commercial use fees similar to NAH Program in forest reserves and wildlife sanctuaries where authorized by rule. (1 year)
- C.11. Develop new partnerships and support mechanisms to improve operations and maintenance, access, public safety and user experience, and enjoyment at high-use visitor facilities on each island. (1 year)
- C.12. Complete the location and installation of warning signs on DLNR trails and recreation areas that present hazard to the public to mitigate and reduce the risk to the public and provide DLNR with immunity from unavoidable hazards where appropriate. (2 years)
- C.13. Develop, operate and maintain new nature trails along the Saddle Road (Hawaii) at Kipuka 21 (Hawaii), Kaena Point (Oahu), Moanalua Valley Forest Reserve (Oahu), Kapaloa Falls (Kauai) and improve conditions and signage at 12 popular trails statewide. (5 years)
- C.14. Develop new or improve camping facilities at wilderness camp grounds and cabins on Hawaii (3) and Oahu (1). (5 years)
- C.15. Develop or improve vehicle access and parking at recreation facilities on Kauai (3), Oahu (3), and Hawaii (5). (5 years)

Policy D: Strengthen the State's economic opportunities through forest resource management to improve and assist in the sustainable production of forest products and services from forest reserves and other public and private lands. Promote resource restoration and conservation through outreach and education.

Objectives and Estimated Time Frame:

- D.1. Encourage private investment for commercial forest development. (1 year)
- D.2. Plan and administer commercial forest management activities on state land which includes resource inventory, forest product sale administration, and reforestation of commercial forest resources. Implement the Waiakea (Hawaii) Management Plan and issuance of associated permits and licenses and monitoring licensee performance. (1-5 years)
- D.3. Plan and administer commercial forest activities to address other management needs and reduce costs for activities such as salvage and clearing of hazardous materials, protection of fences, maintenance of utility and road right-of-ways, and public use facilities. (2 years)
- D.4. Provide private landowners and processors of forest products with technical forestry assistance. (1 year)
- D.5. Administer state and federal cost sharing programs such as Urban and Community Forestry, Forest Legacy and Forest Stewardship Programs and conduct an urban forestry regional summit to identify goals and objectives for urban forestry programs in the Pacific. (1 year)
- D.6. Operate the Central Tree Nursery in Kamuela (Hawaii), and branch nurseries on each county for distribution of high quality tree seedlings for reforestation, special use plantings such as windbreaks and propagation of native plants for out planting. (1 year)
- D.7. Coordinate the Hawaii Conservation Reserve Enhancement Program with the United States Department of Agriculture (USDA) Farm Services Agency and implement five-new private landowner projects. (1 year)
- D.8. Implement Year 2 totaling \$2.1 million in ARRA Federal Stimulus project grants in forest health, invasive species control, and wildland fire protection. (1 years)
- D.9. Cooperate and coordinate with the USDA Forest Service Forest Inventory and Analysis (FIA) program as they establish permanent network of FIA field plots on all forested lands in Hawaii. (5 years)

Policy E: Develop volunteer and information programs for natural resource management that allow meaningful and productive community involvement in the stewardship of natural resources on public lands.

Objectives and Estimated Time Frame:

- E.1. Maintain and improve division websites that will give the public easy access to information about DLNR's Division of Forestry and Wildlife (DOFAW), ongoing division projects, and basic conservation information. (1 year)
- E.2. Encourage private citizens to work on natural resource management projects by supporting community volunteer programs. (1 year)

- E.3. Work with the Hawaiian community to develop appropriate protocols for sustainable traditional and cultural gathering. (2 years)
- E.4. Develop information and educational materials on DOFAW's programs such as maps, reports, brochures, teacher's packets, videos, and posters. (1 year)
- E.5. Support young adult natural resource stewardship training programs such as Youth Conservation Corps (YCC) and Americorp to service up to 180 youth and educate a new generation in natural resource conservation. (2 years)
- E.6. Work with local schools and community members to identify and care for the next generation of young koa trees at the Kapapala Koa Canoe Management Area (Hawaii). (5 years)

III. Measures of Effectiveness:

Policy A:

- Number of acres in Natural Area Reserves System (NARS) and watersheds actively controlled for non-native plants
- Number of acres in NARS and watersheds actively protected from feral ungulates
- Number of acres in NARS and watersheds monitored for weeds and ungulates
- Number of acres protected by NAPP contracts
- Number of acres enrolled in watershed partnerships
- Number of threatened and endangered species with active management programs
- Number of research and special use permits issued by NARS Commission

Policy B:

- Number of acres fenced, protected from ungulates, and in active restoration projects.
- Number of miles of firebreak constructed and maintained.
- Percent of fires responded to.
- Number of acres of invasive species controlled.
- Number of invasive species controlled.
- Number of T&E animal species with active recovery implementation programs.
- Number of rare or T&E plant species managed.
- Number of native animal species effectively managed or monitored.
- Number of landowners involved in partner programs.

Policy C:

- Percent of trails and access roads maintained annually compared to total mileage.
- Percent of recreational facilities maintained annually compared to total.
- Number of signs installed and maintained annually.
- Number of game animals harvested annually.
- Number of special hunting tags, permits and applications issued annually.
- Number of new public hunting areas developed annually.
- Number of commercial trail tour patrons guided annually.
- Number of ancient and historic trail abstracts performed annually.

Policy D:

- Percentage of seedlings distributed or sold compared to goal.
- Percentage of acres of tree planting or reforestation compared to goal.
- Percentage board feet of timber harvested compared to goal.
- Percentage of landowners, organizations or communities assisted compared to goal.
- Percentage of funds leveraged compared to goal.
- Percentage of acres acquired or secured for forest reserve or other conservation purposes compared to goal.
- Percentage of departmental lands under commercial timber management compared to goal.
- Number of FIA field plots measured.

Policy E:

- Number of YCC students and interns enrolled
- Number of volunteer service hours in resource management projects
- Number of educational programs presented or disseminated.
- Number of education materials produced and distributed to target audiences.
- Number of volunteers who assist with trail stewardship.
- Number of hits on web page.
- Dollar value of volunteer labor.

**Department of Land and Natural Resources
State Historic Preservation Division
Act 100, Session Laws of Hawaii 1999
Report to the 2011 Legislature**

I. Goals:

- Increase protection and management of Hawaii's historic and cultural resources
- Promote effective land use planning that incorporates historic preservation
- Promote community and economic revitalization through historic preservation
- Increase public knowledge of Hawaii's historic properties and the benefits of historic preservation
- Protect Hawaiian Burials

II. Policies, Objectives and Estimated Time Frame:

Policy A: Provide timely and effective historic preservation reviews conducted in compliance with state and federal laws.

Objectives and Estimated Time Frame:

- A.1. Increase qualified professional and clerical staffing to address workload resulting from development growth in the State. (4 years)
- A.2. Increase qualified professional and clerical staff to address workload resulting from increased federal undertakings. (4 years)
- A.3. Improve facility infrastructure at all satellite offices to support staff and operations. (ongoing)
- A.4. Computerize and update the statewide inventory of historic places. The updated inventory will include traditional cultural places, archaeological sites, architectural sites, and burial sites. The process will include identifying informational needs, integrating existing databases, upgrading capabilities of current databases, and linking all databases to Geographic Information System layers. (ongoing)
- A.5. Establish standards concerning assignment of site numbers and Global Positioning System recording and reporting. (3 years)

Policy B: Support the perpetuation and preservation of sites associated with the Native Hawaiian culture.

Objectives and Estimated Time Frame:

- B.1. Identify all historic properties under the State Historic Preservation Division's (SHPD) management and develop written management plans for these properties. (3 years)
- B.2. Encourage the acquisition, development, and maintenance of historic preserves on public and private lands. (ongoing)
- B.3. Collaborate with and train community and private organizations on the care and management of historic sites. (ongoing)
- B.4. Work with the Island Burial Councils and other Native Hawaiian groups on updating rules and laws regarding the protection of burial sites (5 years)
- B.5. Develop educational plans and programs to encourage Native Hawaiians to participate in burial councils and review boards (5 years).

Policy C: Expand SHPD's funding base.

Objectives and Estimate Time Frame:

- C.1. Apply for appropriate grants and other outside sources of revenues. (ongoing)
- C.2. Better manage and spend all federal funds. (ongoing)
- C.3. Pursue violations of Chapter 6E, Hawaii Revised Statutes (HRS), and deposit fines in the Hawaii Historic Preservation Special Fund to defray costs of oversight and investigations. (ongoing)
- C.4. Examine the current fee schedule for review work to determine whether it is adequate to support program requirements. In the event additional fees or a change in the current fee schedule is warranted, amendments to existing administrative rules will be drafted and subjected to public hearing as provided in Chapter 91, HRS. (2 years)
- C.5. Develop databases and pools of data that can be accessed by private consultant firms on a fee basis. (ongoing)

Policy D: Promote the State's overall economic development through historic preservation.

Objectives and Estimated Time Frame:

- D.1. Reestablish the Hawaii Main Street Program as a means of rehabilitating and restoring historic structures and communities. (5 years)
- D.2. Collaborate with the Office of Hawaiian Affairs, the Department of Business, Economic Development, and Tourism, the Hawaii Tourism Authority, the State Foundation on Culture and the Arts, and county preservation commissions to develop a plan that will promote and sustain tourism through historic preservation. (5 years)
- D.3. Collaborate with the Department of Human Services, and the Hawaii Community Development Housing Authority to identify historic sites that may be restored to provide affordable housing to low income residents in Hawaii. Develop and implement pilot restoration project to meet this purpose. (5 years)
- D.4. Develop and disseminate materials to inform visitors of historic properties in Hawaii in coordination with other department divisions, the State Tourism Office and county agencies. (ongoing)
- D.5. Provide information on historic properties open to the public on SHPD's website. (ongoing)
- D.6. Promote ongoing rehabilitation of historic properties through agreements and tax credits to preserve the few remaining plantation settlements (3 years)

Policy E: Encourage local government participation in historic preservation activities.

Objectives and Estimated Time Frame:

- E.1. Work with the National Park Service and other states to identify means of encouraging local participation in the Certified Local Government (CLG) Program. (1 year)
- E.2. Encourage local governments to develop inventory of historic properties from the recent past. (ongoing)
- E.3. Encourage local area groups to develop inventories of historic properties in their area (i.e. Kailua, 3 years)

Policy F: Support the Island Burial Councils and the Hawaii Historic Places Review Board to ensure the protection of historic sites.

Objectives and Estimated Time Frame:

- F.1. Provide basic training and orientation to all new Island Burial Council and Hawaii Historic Places Review Board members that includes their duties/responsibilities as outlined in Chapter 6E, HRS, as well as requirements set forth in the Sunshine and Ethics Laws. (ongoing)
- F.2. Ensure staff support of both the Island Burial Councils and the Hawaii Historic Places Review Board. Include providing report summaries and recommendations.
- F.3. Collaborate with Native Hawaiian organizations and other ethnic groups to identify and prepare cultural nominations for the State and National Registers. (ongoing)

Policy G: Respond to the discovery of burial sites in a timely and sensitive manner that takes into consideration cultural concerns, and promotes timely reburial.

Objectives and Estimated Time Frame:

- G.1. Provide sufficient staffing to respond to inadvertent burial discoveries within required timeframes. (ongoing, dependent on funding)
- G.2. Promote public education to inform the public on the sensitivity of burials and the need to notify SHPD when human skeletal remains are discovered. (ongoing)
- G.3. Identify landowners willing to establish burial preserves and collaborate with these individuals to reinter skeletal remains currently in SHPD's custody. (ongoing)
- G.4. Record burial sites as encumbrances on land with the Department of Land and Natural Resources' (DLNR) Bureau of Conveyances. (ongoing)

Policy H: Increase and improve the enforcement of Chapter 6E, HRS, to encourage compliance with historic preservation laws and ensure the protection of historic properties and burial sites.

Objectives and Estimated Time Frame:

- H.1. Provide training sessions for those responsible for enforcing historic preservation laws. Training to include modules for division staff, DLNR's Division of Conservation and Resources Enforcement, and county police departments. (ongoing)
- H.2. Educate construction community of legal responsibilities under Chapter 6E, HRS. (ongoing)
- H.3. Improve signage at historic sites to raise public awareness of penalties resulting from violations of Chapter 6E, HRS. (ongoing)

III. Measures of Effectiveness:

Policy A:

- All established positions will be filled.
- Eliminate the backlog of architectural and archaeological reviews.
- Respond to 95% of reviews within required timeframes to avoid triggering the automatic approval provision.

- At least 75% of all known historic sites in the State will be listed on the State's inventory database.

Policy B:

- Historic sites managed by SHPD will be appropriately maintained.
- Increase the number of programmatic and covenant agreements.
- Participants in restoration projects will sustain the Hawaiian culture and be capable of ongoing management of project sites.

Policy C:

- Increased Division funding level.
- Increased number of outside grants received.
- Increased revenues for the Hawaii Historic Preservation Special Fund.

Policy D:

- Living historic districts will increase by 5%.
- Economically deprived areas will be rejuvenated.
- The State will experience an increase in visitors seeking a cultural experience.

Policy E:

- Island historic property inventories will be updated.

Policy F:

- 100% of all Island Burial Council and Hawaii Historic Places Review Board staff will be provided with training.
- At least five cultural sites will be nominated for the State and National Registers each year.

Policy G:

- Cultural program staff will respond to 95% of all inadvertent burials within required timeframes.
- 95% of all burials currently in the SHPD's custody will be reinterred.

Policy H:

- The number of historic preservation violations will decrease over time in response to greater enforcement presence.

Department of Land and Natural Resources
Land Division
Act 100, Session Laws of Hawaii 1999
Report to the 2011 Legislature

I. Goals:

- Improve records management (operational)
- Establish and implement policies and procedures (processes/operational)
- Increase staff accountability and skill levels (people)
- Streamline operations and improve internal controls utilizing current technology (technology)
- Obtain self-sufficiency (operational)

II. Policies, and Objectives and Estimated Time Frame:

Policy A: Improve records management

Objectives and Estimated Timeframe:

- A.1. Auditing all public records, and if necessary redacting public records to comply with personal information laws. (Done weekly by Central Processing staff)
- A.2. Scanning executed land documents. (Done weekly by Central Processing staff)

Policy B: Establish and implement policies and procedures

Objectives and Estimated Timeframe:

- B.1. Establish policies in order to ensure fair and consistent treatment (ongoing)

Policy C: Increase accountability and skill levels

Objectives and Estimated Timeframe:

- C.1. Implement Performance Appraisal System (ongoing)
- C.2. Require reporting on status of assignments (ongoing)
- C.3. Conduct training and education (ongoing)

Policy D: Streamline operations and improve internal controls through current technology

Objectives and Estimated Timeframe:

- D.1. Add project and correspondence tracking functions to computer system (Unable to find a system to carry out this task at this time.)

Policy E: Self-sufficiency

Background:

All operational expenses (including, but not limited to payroll and benefits) and land maintenance costs are funded solely by the Special Land and Development Fund. The Special Land and Development Fund also pays for other operational costs of the Department. The Land Division does not receive any general funds, except for capital improvement projects for rockfall mitigation projects or dam maintenance program for 10 dams (statewide) owned by the Department.

Objectives and Estimated Timeframe:

- E.1. Increase revenues for the Special Land and Development Fund (ongoing)
- E.2. Seek out more opportunities for the development and leasing of public lands, including, but not limited to the development and leasing industrial parks (ongoing)
- E.3. Continue to seek out more opportunities to increase revenues to support the Department, including but not limited to the management of lands and submerged lands under the jurisdiction of the Board and Department of Land and Natural Resources.

III. Measures of Effectiveness:

Ongoing monitoring of specific projects to accomplish the objectives will be conducted, including self-reporting requirements and establishment of performance measures, with incorporation into the performance appraisal system where appropriate.

Conduct more public auction of new leases every year.

Department of Land and Natural Resources
Division of State Parks
Act 100, Session Laws of Hawaii 1999
Report To The 2011 Legislature

I. Goals:

- Preserve and protect the natural, cultural, and scenic resources in the State Park System.
- Provide a clean, safe, and enjoyable environment for all park visitors.
- Improve monitoring and management of natural and cultural resources in the State Park System.
- Provide interpretive services in the parks to enhance visitor experience, develop visitor awareness of Hawaii's cultural and natural heritage, and promote resource management by park users.
- Streamline park operations to make the best use of limited staffing and funding.
- Expand sources of revenue to support park programs and special park needs.
- Develop an "identity" for Hawaii's State Parks.
- Develop partnerships/agreements with non-profit organizations, volunteer curator groups, and community groups to increase educational and maintenance opportunities at various State Park sites.

II. Policies, Objectives and Estimated Time Frame:

Policy A: Make park facilities accessible by removing barriers and making improvements as defined by the Department of Justice.

Objectives and Estimated Time Frame:

- A.1. Complete Americans with Disabilities Act of 1990 (ADA) compliant reconstruction/renovation projects at various parks across the State. (5 years)
- A.2. Continue to design and put out to bid projects for compliance with ADA. (5 years)
- A.3. Continue completion of design and bidding for the balance of projects to comply with ADA. (5 years)

Policy B: Construct and maintain park facilities, including structures, landscaping and other park improvement through reconstruction and replacement of deteriorated facilities and infrastructure. Retrofit existing facilities for energy and water use efficiency.

Objectives and Estimated Time Frame:

- B.1. Initiate management system to assess condition of park facilities, establish reconstruction and maintenance priorities, and implement preventive and replacement programs. (2 years)
- B.2. Comply with current environmental and safety requirements and needs. (5 years)
- B.3. Update reconstruction plans and periodic maintenance schedule and related budget requirements. (5 years)

Policy C: Implement new park user fees and study new fee options. Identify expanded opportunities for concessionaires to provide services to park users. Implement concession and development/management agreements through a public process and competitive bidding.

Objectives and Estimated Time Frame:

- C.1. Implement parking or entry fees at a minimum of two parks per island. (1 year)
- C.2. Renew management agreements at Wailua River State Park, Kauai; Malaekahana State Recreation Area (SRA), Oahu; Hapuna Beach SRA, Hawaii; and Kokee/Waimea Canyon State Parks, Kauai. (1 year)

Policy D: Develop and implement interpretive programs in selected parks and promote visitor awareness and understanding of Hawaii's unique natural cultural heritage.

Objectives and Estimated Time Frame:

- D.1. Construct new kiosks and install interpretive signs at Akaka Falls State Park, Hawaii; Lava Tree State Monument, Hawaii; and Makapuu-Ka Iwi State Scenic Shoreline, Oahu. (1 year)
- D.2. Install new park name signs and park feature signs at selected, high visitation parks statewide in compliance with sign design standards. (1 year)
- D.3. Install trailhead kiosks and wayside exhibits signs at Aiea Loop Trail, Oahu; Kekaha Kai State Park, Hawaii; and Kokee and Waimea Canyon State Parks, Kauai. (2 years)

Policy E: Develop and implement resource management programs in State Parks.

Objectives and Estimated Time Frame:

- E.1. Develop a monitoring schedule for sensitive resources. (1 year)
- E.2. Prepare and implement resource management plans for critical forest resources at Kokee and Waimea Canyon State Parks. Develop database of resources and interpretive themes in State Parks. (5 years)
- E.3. Continue to upgrade computerized permit and parks information system to issue permits which went online in 2010, interface with the Department of Land and Natural Resources' fiscal program, and provide information to management, planners, and enforcement personnel. (ongoing)

Policy F: Maintain current and enter into new agreements with private non-profit organizations to further educational and maintenance opportunities at State Parks. Study the development of a volunteer coordinator position to recruit and implement volunteer programs at State Parks.

Objectives and Estimated Time Frame:

- F.1. Enter into agreements with private non-profit organizations to further educational and maintenance opportunities at State. (1 year)
- F.2. Request volunteer coordinator position be authorized and established. (2 years)

III. Measure of Effectiveness:

Policy A:

- Performance in addressing accessibility of park facilities by the number of barriers removed each year.

Policy B:

- Performance in addressing condition of facilities to be measured through number of parks/facilities inventoried, evaluated, budgeted, and improved.

Policy C:

- Measure increase in revenue realized through expanded concession and user fees.

Policy D:

- Park features interpreted as percentage of interpretive places. A total of 60 interpretive places have been identified within the State Park System. At present, 50% of these places have some form of interpretation available, such as interpretive signs and interpretive facilities.

Policy E:

- Completion of database of resources. Implement monitoring program of park resources.

Policy F:

- The number of agreements completed with non-profit and community organizations.