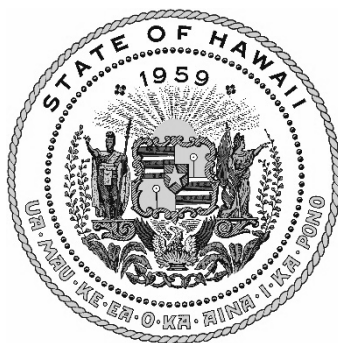


REPORT TO THE THIRTY-FIRST LEGISLATURE
STATE OF HAWAII
REGULAR SESSION OF 2022

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 Sections 6 and 7 of Act 100,
Session Laws of Hawaii 1999

December 2021

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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 (Department).

APPROACH

The approach taken by the Department 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 the Department.

Department of Land and Natural Resources
Division of Aquatic Resources
Act 100, Session Laws of Hawaii 1999
Report to the 2022 Legislature

I. GOALS:

- Protect and restore native aquatic species and their habitats for Hawaii’s people and visitors through active and effective restoration, conservation, and management
- Support and assist in the sustainable use of Hawaii’s aquatic resources for Hawaii’s fishing public, whether commercial or non-commercial in nature, by appropriate regulatory frameworks, licensing, management, outreach, collaboration, and research
- Effectively manage the aquatic resources of each county, recognizing that different moku are unique, and integrating the importance of community input and cultural knowledge into resource management
- Effectively Manage 30% of Hawaii’s nearshore waters by 2030

II. POLICIES, OBJECTIVES AND ESTIMATED TIME FRAME:

Policy A: Protect and restore native aquatic species and their habitats for Hawaii’s people and their visitors through active and effective restoration, conservation and management

Objectives and Estimated Time Frame:

- A.1. Statutory amendments and additions and administrative rule making (ongoing)
- A.2. Environmental review and impact evaluations, technical guidance (ongoing)
- A.3. Marine management area planning for the 30x30 Marine Initiative (ongoing)
- A.4. Artificial reef development and surveys (ongoing)
- A.5. Investigate and respond to natural and human-caused events, such as fish kills, coral bleaching, vessel groundings, and other environmental disturbances (ongoing)
- A.6. Stream and estuarine surveys (ongoing)
- A.7. Native species biological and habitat investigations (ongoing)
- A.8. Aquatic protected species monitoring and response (ongoing)
- A.9. Mitigate and reduce harmful interactions with aquatic protected species (ongoing)
- A.10. Protect or improve coral and estuarine ecosystems through mitigation of land-based pollution, user education, and habitat restoration (ongoing)
- A.11. Increase capacity for aquatic ecosystem research and management by developing partnerships with academic institutions, federal and State agencies, and non-governmental organizations (ongoing)
- A.12. Invasive species prevention, rapid response, and control (ongoing)

Policy B: Support and assist in the sustainable use of Hawaii's aquatic resources for Hawaii's fishing public, whether commercial or non-commercial in nature, by appropriate regulatory frameworks, licensing, management, outreach, collaboration, and research

Objectives and Estimated Time Frame:

- B.1. Licenses and permits issued (ongoing)
- B.2. Collect and analyze fisheries and market data - catch and dealer reports received and processed (ongoing)
- B.3. Main Hawaiian Islands bottomfish vessel and laynet gear registrations (ongoing)
- B.4. Data dissemination - internal and external data requests (ongoing)
- B.5. Active two-way communication and collaboration with management agencies, NGO's, community groups, fishing groups, and the public (ongoing)
- B.6. Aquatic areas managed (ongoing)
- B.7. Regulations and other measures to manage aquatic species, their habitats, and the trade in such species (ongoing)
- B.8. Fishing community surveys (ongoing)
- B.9. User surveys within fishing areas (ongoing)
- B.10. Marine management area planning for the 30x30 Marine Initiative (ongoing)

Policy C: To effectively manage the aquatic resources of each county, recognizing that different moku are unique, and integrating the importance of community input and cultural knowledge into resource management.

Objectives and Estimated Time Frame:

- C.1. Statutory measures and administrative rule making (ongoing)
- C.2. Environmental review and impact evaluations, technical guidance (ongoing)
- C.4. Marine management area planning for the 30x30 Marine Initiative (ongoing)
- C.5. Artificial reef development and surveys (ongoing)
- C.6. Stream and estuarine surveys (ongoing)
- C.7. Native species biological and habitat investigations (ongoing)
- C.8. Protected species monitoring and assessments (ongoing)
- C.9. Collect and analyze data on regulatory effectiveness (ongoing)
- C.10. Data dissemination - internal and external data requests (ongoing)
- C.11. Conduct meetings and make contacts with other management agencies (ongoing)
- C.12. Conduct meetings and make contacts with community groups, members and organizations (ongoing)
- C.13. Outreach, campaigns, school visits, events (ongoing)
- C.14. Increase community participation in stewardship activities through collaborative research and planning, community-based subsistence fishing area designation, and Makai Watch program implementation (ongoing)

III. MEASURES OF EFFECTIVENESS:

Policy A:

- Number of endangered species in on-going recovery project
- Aquatic managed areas and artificial reefs newly created or enlarged (acres)
- Net changes in aquatic managed areas & artificial reef biomass or biodiversity (thousands of pounds, number of species)
- New or amended internal policies that further manage marine, estuarine & stream species
- Technical guidance provided in permit or statutory-required reviews (number reviewed)
- Number of fishing tournaments and outreach events where barbless circle hooks were distributed and total number of barbless hooks distributed
- Provide coordinated response to monk seal pupping events, unusual haulouts, and injuries on Kauai
- Acres of invasive species controlled
- Number of Marine Managed Areas Designated

Policy B:

- Number of licenses and permits issued
- Fishing reports collected and processed as percentage of total reports due
- Online commercial marine fishing license issued/renew, adoption rate
- Online commercial fish report filing, adoption rate
- Fishing success (fish/trip)
- Number of fishery management areas
- Number of new/amended rules to sustain important species
- Number of fishermen interviewed (thousands)

Policy C:

- Number of communities consulted
- Aquatic managed areas and artificial reefs newly created, enlarged or under improved management (acres)
- Net changes in aquatic managed areas & artificial reef biomass or biodiversity (thousands of pounds, number of species)
- New or amended regulations that further manage marine, estuarine & stream species (number added)

Department of Land and Natural Resources
Division of Boating and Ocean Recreation
Act 100, Session Laws of Hawaii 1999
Report to the 2022 Legislature

I. GOALS:

To strategically plan a transition towards balancing the Division of Boating and Ocean Recreation's (DOBOR) dual mandate of managing recreational boating and ocean recreation, as established by Chapter 200, Hawaii Revised Statutes, by allocating more resources to ocean recreation management in the short and medium terms, while continuing to streamline core boating functions, including harbor management, safety, education, and enforcement.

II. POLICIES, OBJECTIVES, AND ESTIMATED TIME FRAME:

As mandated by Act 100, to produce a report that spans a five-year period (FY2018-FY2022) outlining DOBOR's policies that directly achieves the above stated goal of balancing DOBOR's dual mandate - of managing recreational boating and managing ocean recreation that occurs in State waters. Also, to measure progress towards objectives stated in DOBOR's strategic action plan, measures of outcomes will be gathered in FY2021 - FY2022.

POLICY A: Expand Ocean Recreation (OR) Planning, Oversight, Education, and Enforcement to Equally Allocate Resources to Each of DOBOR's Mandates

Currently, only 5% of DOBOR and Division of Conservation and Resources Enforcement (DOCARE) payroll expenditures are focused on OR, versus almost 80% allocated to management and maintenance of state small boat harbors and boat launching ramps. To better balance resources allocated to each of DOBOR's mandates, DOBOR plans to transition staff and resources to bolster OR management.

Objectives and Estimated Time Frame:

A.1. Re-describe Position Descriptions (PDs) and optimize allocation of staff: DOBOR will re-describe current class specifications to incorporate ocean recreation management responsibilities into job duties. In FY2017, re-descriptions for all 25 Boating and Ocean Recreation Harbor Agents were completed. In FY2018, re-descriptions for all four District Managers were completed. DOBOR will transition district and harbor staff to focus on constructive use of all State waters for monitoring and to minimize user conflicts.

A.2. Policy and regulatory development for commercial ocean activities: Develop sound management policies and a regulatory framework based on the best available information and with input from the general public for commercial ocean activities. In FY2018, DOBOR identified these areas of activity, and began or implemented public processes. In FY2019 and FY2020, DOBOR evaluated other areas to regulate similar activity. In FY2021, DOBOR implemented vessel titling with accompanying amendments to the vessel registration system and made clarifying amendments to commercial operation regulations for Kāneʻohe Bay on Oʻahu.

DOBOR will expand facilities and staff duties to include all State waters for purposes of regulating recreational and commercial use of state ocean waters. In FY2021, DOBOR issued/reissued more than 300 commercial use permits to authorize commercial use of state small boat harbors and state ocean waters and monitored state waters for use by commercial entities to improve compliance. Despite having operations limited by COVID-19 and related restrictions in CY2020, commercial operators were able to return to normal operations during CY2021. In FY2022 DOBOR plans to continue regular monitoring for compliance.

- A.3. Create new administrative rules and clarify existing administrative rules for ocean recreation activities:** DOBOR plans conduct rulemaking in FY2022 to clarify the intent of various rules that govern activities on state waters and in state small boat harbors, such as Kahalu‘u Bay surfing school instruction on Hawai‘i, manta ray viewing night dives on Hawai‘i, and clarifying amendments to the Ocean Recreation Management Areas rules.

- A.4. Seek community input for rulemaking:** DOBOR will provide the OR community with new mechanisms and forums to address OR user conflicts and related issues to facilitate O.R. rulemaking. In FY2017, DOBOR formed the Maunalua Bay Recreation Advisory Committee (MRAC). MRAC has submitted their recommendations on rules for Maunalua Bay and DOBOR is currently reviewing the proposals to determine if and what amendments to the Hawaii Administrative Rules are necessary. In FY2019, DOBOR formed the Kailua Bay working group to facilitate discussion on user conflicts and proposed solutions through rules. DOBOR has been in contact with stakeholders in FY2021 to develop draft rule amendments for surfing school and area-specific commercial activity regulations. In FY2021, DOBOR formed the Honokōhau Working Group to provide input on developing underutilized land at the Honokōhau Small Boat Harbor. In early FY2022 (July 2021), DOBOR formed the Ala Wai Small Boat Harbor Working Group to provide input regarding a public private partnership management model for the Ala Wai Small Boat Harbor. DOBOR plans to continue these interactions in FY2022 to ensure stakeholders are able to provide input to rule amendments.

- A.5. Partner on outreach, education, and cleanup tasks for marine debris removal:** DOBOR regularly partners with community groups, such as Hawai‘i Ocean Safety Team (HOST), U.S. Coast Guard Auxiliary, U.S. Power Squadrons in Hawai‘i, and Windward Community College for outreach and education programs relating to OR issues. DOBOR plans to continue these productive partnerships indefinitely for the foreseeable future.

Since being transferred from the Department of Transportation to the Department of Land and Natural Resources, DOBOR has been responsible for and facilitated marine debris removal and removal coordination. DOBOR believes a dedicated Marine Waterways Abatement Fund, similar to what is being done in California, would greatly support marine debris cleanup efforts. DOBOR partners with, and will continue to partner with, federal, state, and county agencies to remove marine debris and non-natural hazards to navigation in all State waters. Because prevalence of marine debris is not seasonal or predictable, a dedicated funding source will ensure that agencies can respond quickly and appropriately when marine debris arrives to the State.

- A.6. Provide alternative dispute resolution for effective management of resources:** DOBOR is developing a Civil Penalty Schedule that will decriminalize certain violations currently resulting in criminal misdemeanor charges. Boaters and ocean users that commit minor offenses, such as having an expired vessel registration or ramp use sticker, will be able to resolve violations by sending a check in the mail, rather than having to appear in court and potentially having a criminal violation on their record for a violation that should be handled entirely administratively.

POLICY B: Streamline Harbor Operations and Improve Boating Infrastructure and Safety to Provide Expanded Services to the Public and Optimize Revenue to the State.

To carry out its dual mandate more effectively, DOBOR needs to streamline and optimize all harbor operations, including management, repair, safety, and enforcement.

Objectives and Estimated Time Frame:

- B.1. Monetize underutilized assets:** In FY2017, two additional parking plans were finalized – one in each of the Lahaina and Ma‘alaea small boat harbors. In FY2020, DOBOR formulated parking plans to optimize its parking areas in all appropriate small boat harbors, building upon the successful plan at Ala Wai small boat harbor which now generates an average of \$700,000 per year. Due to the COVID-19 pandemic, DOBOR's original plans to revisit parking plans in FY2021 were delayed. Therefore, DOBOR will revisit and possibly revise these parking plans in FY2022.
- B.2. Optimize small boat harbor and boating facility fees:** DOBOR finished a statewide appraisal in FY2018, and implemented comprehensive fee increases for small boat harbors and boating facilities in FY2020. The anticipated increased revenue will be used for repairs and maintenance to small boat harbor and boating facility infrastructure.
- B.3. Streamline harbor operations and increase efficiency:** DOBOR plans to contract harbor administrative tasks to third parties, in addition to the current concessions, such as parking control. To streamline operations, DOBOR has contracted with a vendor to automate some harbor functions and expects to complete such automation in FY2022.

DOBOR is investigating innovative management and financing through the Public-Private Partnership (PPP) model, which would allow staff to transition to more OR functions as well as ensure regular monitoring and enforcement at small boat harbors. Only regularly navigated vessels that are in good operating condition may moor in small

boat harbors. When vessels fall into disrepair, they can break apart, sink, or damage other vessels nearby. Having adequate staffing, supported by a private partner's employees, would allow for faster responses to derelict vessels, thereby improving public safety and the overall condition of small boat harbors.

- B.4. Seek capital funding for infrastructure projects:** DOBOR plans to seek, analyze, and prioritize capital improvement projects (CIP) for appropriations from the Legislature. In FY2018, \$68 million was requested, and \$4 million (+\$23 million add-on) was appropriated. In FY2019, \$72 million was requested, and \$4.65 million was appropriated. In FY2020, \$60 million was requested, and \$7.3 million was appropriated. In FY2021, \$4.8 million was requested, and \$10.35 million was appropriated. In FY2022, DOBOR plans to request \$54 million in CIP funds from the Legislature.

Implementation of a PPP could also potentially provide funding to address the CIP shortfall through the private partner expending its own funds to develop and improve small boat harbors.

- B.5. Develop, streamline, and make databases accessible to support enforcement:** In FY2022, DOBOR will continue to streamline its stolen vessel database and provide easier access for DOCARE and partner law enforcement agencies in the field where real time data is essential. DOBOR will continue to gather information for a registry of certified vessel operators to allow enforcement personnel to query and verify an individual's certification status at any time via a secure connection over the internet.

- B.6. Innovate and support boating safety education:** DOBOR continues to innovate in increasing accessibility to boating safety courses, to support vessel mandatory programs, and host training by national level programs. In FY2017 and FY2018, DOBOR was engaged in a program to provide course materials to its boating safety partners that resulted in more affordable and accessible classes. In FY2019 through FY2021, DOBOR continued to offer telephone proctored boating certification tests for individuals living in remote areas and hired interpreters for the hearing impaired to facilitate learning. By the end of FY2022, DOBOR hopes to provide foreign language boating safety courses.

- B.7. Enhance boating safety through administrative rule changes:** Through rule changes, DOBOR will continue to support development and refinement of classroom, online, and home-study boating safety courses that are economical, accessible, and satisfy State requirements. In FY2019, DOBOR repealed its rule requiring boating and thrill craft certification classes to be offered through an institute of higher education (a college), and now allows for third party internet and classroom courses to be developed and approved for use in Hawai'i by DOBOR. The availability of thrill craft certification classes is expected to rapidly multiply, leading to a corresponding decrease in cost, which would provide access to a larger portion of the boating public. In FY2022, DOBOR plans to make rule amendments to address emerging boating and ocean recreation technologies, such as electric hydrofoils, other electric watercraft, and lower powered watercraft that would not be categorized as boats.

POLICY C: Optimize Revenue From Fast Lands to Support Division Priorities, Keeping Within the Public Trust Management and Resource Sustainability Mission of DLNR.

Optimization of fast lands revenue will allow DOBOR to support its priorities in boating and ocean recreation management.

Objectives and Time Frame:

- C.1. Plan and establish priorities for fast lands:** To optimize revenue from fast lands, DOBOR hired three new Property Managers in FY2018 to help set and execute planning priorities for FY2019. As mandated by the Board of Land and Natural Resources, these priorities include: converting the disposition of as many properties as possible from short-term Revocable Permits (RPs) to long-term disposition, such as leases; and redeveloping the Ala Wai small boat harbor. The conversion of fast land dispositions from RPs to leases has the potential to provide DOBOR with a revenue stream that can support its dual mandate of managing boating and ocean recreation management.
- C.2. Streamline procedures:** DOBOR's procedures for lease of state lands were streamlined in FY2017. These procedures were made more transparent by displaying application forms and awards on DOBOR's website. To assist in making these procedures more efficient, in FY2019, DOBOR Property Managers compiled a working manual of procedures and forms, both in hardcopy and more importantly, electronically.
- C.3. Automate billing and collection:** A significant portion of DOBOR's resources are spent on billing and collection of fees. To optimize utility billing and collection from all properties, in FY2017, DOBOR contracted with a vendor to automate all billing and collection. In FY2018, the vendor began detailing the scope of work, and the system went live in FY2021.

III. MEASURES OF EFFECTIVENESS:

The measures below provide indicators that DOBOR believes will quantitatively show progress towards its stated goal.

Policy A: Expand Ocean Recreation planning, oversight, education and enforcement to more accurately reflect DOBOR's dual mandate.

- i. Re-describing all PDs, and identifying all tasks for staff
- ii. Accurately tracking the number of commercial permits issued for state waters
- iii. Implementing priority rulemaking packages
- iv. Increased participation in various community and outreach events

Policy B: Streamline harbor operations and improve boating infrastructure and safety to provide expanded services to the public and optimize revenue to the State.

- i. Optimizing revenue-generating assets
- ii. Ensuring regular monitoring of vessels in small boat harbors and ensuring that only regularly navigated vessels in good condition are allowed to continue to moor in small boat harbors for public safety
- iii. Entering into public-private partnerships for harbor administration management
- iv. Improving and increasing the number of boating safety education classes and boater certifications

Policy C: Optimize revenue from fast lands to support Division priorities, keeping within the public trust and resource sustainability mission of the DLNR.

- i. Converting RPs to long-term leases
- ii. Providing online access to applications for fast land disposition
- iii. Utilizing and improving DOBOR's automated billing process

Department of Land and Natural Resources
Bureau of Conveyances
Act 100, Session Laws of Hawaii 2009
Report to the 2022 Legislature

I. GOALS:

- To deliver valuable and reliable public services through the timely and accurate recording, certification and archiving of documents while increasing digital access to this information.
- Continuation of technology and operational improvements including digitization, modernized Land Records Management System, cloud-based services, secure web accessibility and business continuity that elevate data integrity, customer service and staff productivity.
- Expand the use of web-based services such as “e-recording” (electronic filing), especially for volume clients such as the title/escrow companies and public document ordering.

II. POLICIES AND OBJECTIVES AND ESTIMATED TIMEFRAME:

Policy A: Continually improve on service to the public.

Objectives and Timeframe:

- A.1. Work with industry representatives (Bar Association, Hawaii Land Title Association, Realtors and Lenders) to improve and facilitate Judiciary Land Court and Bureau of Conveyances processes. (ongoing)
- A.2. Drive increasing public use of improved and new electronic services such as document search/order, bulk digital downloads and e-recording while maintaining appropriate security and confidentiality. (ongoing)
- A.3. Continue training program for all staff to improve knowledge of Hawaii Revised Statutes and Hawaii Administrative Rules pertinent to the Bureau of Conveyances (Bureau) as well as latest Legislative bills impacting the Bureau. (ongoing)

Policy B: Continue technology and operational migration that support new or improved services to the public and additional support for the Bureau staff.

Objectives and Timeframe:

- B.1. Continue the additional phases of digitization to ensure the complete collection of documents, certificates and maps in the Bureau is digitized and indexed to become the building blocks for the secure Land Records Management System (LRMS) and integrated website to provide reliable and secure access to archived content and a back-up data source for business continuity needs. (ongoing)
- B.2. Continue to improve LRMS functionality along with new services. (ongoing)

Policy C: Expand and enhance current electronic filing functionality and usage.

Objective and Timeframe:

- C.1 Continue to improve customer and staff understanding and usage of new capabilities offered by the new LRMS's electronic filing system. (ongoing)
- C.2 Continue customer exposure to electronic filings to increase acceptance and use of this method along with staff training to improve e-filing productivity. (ongoing)
- C.3 Continue to work with vendor WCI on enhancements to the new LRMS to reduce errors and further automate functionality of electronic filing. (ongoing)

III. MEASURES OF EFFECTIVENESS:

Policy A:

- Continue working plans to accelerate the elimination of the backlog of Transfer Certificate of Title (TCT) certification by Land Court Assistant Registrars and other resources.
- Track increase in unit volumes or revenues related to various electronic services utilized by the public.
- Continue to assess suggestions offered by various departments and industry groups regarding Bureau operations and to make these changes where appropriate.

Policy B:

- Continue total technology strategy which include updating of personal computer, network hardware and other software to improve document processing workflow, faster access to data and images, improved reliability of current systems and services and a practical business continuity plan. Progress to Phase IV of the multi-phase digitization project to continue to digitize the entire Bureau collection of books, documents, microfilm and maps that will allow increased public access to Bureau information online.

Policy C:

- Continue improving functionality of electronic recordings to increase the volume of local and mainland documents recorded in this manner.
- Continue to highlight electronic services on the Bureau website as well as "advertising" electronic filing in all industry and association presentations to potential users.
- Work with the land records management system vendor to continue developing expanded "e-filing" services to increase user base.

**Department of Land and Natural Resources
Office of Conservation and Coastal Lands
Act 100, Session Laws of Hawaii 1999
Report to the 2022 Legislature**

I. GOALS:

- To protect and conserve Conservation District lands and beaches within the State of Hawai‘i for the benefit of present and future generations, pursuant to Article XI, Section 1, of the Hawai‘i 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, innovative program financing, and promotion of climate resiliency.
- To improve the State’s resiliency to climate change by reducing greenhouse gas emissions and implementing climate change adaptation measures to reduce the State’s exposure to climate change impacts and to promote ambitious, climate neutral, culturally responsive strategies for climate change adaptation and mitigation in a manner that is clean, equitable, and resilient.

II. POLICES, OBJECTIVES AND ESTIMATED TIME FRAME (not in order of priority):

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

Objectives and Estimated Time Frame:

- A.1. Continue internal/external employee training efforts (ongoing).
- A.2. Continue to promote understanding of case issues and natural resources and require site inspections where feasible on all major applications (ongoing).
- A.3. Promote public participation and transparency in regulatory process (ongoing).
- A.4. Continue to provide efficient/effective public service.
- A.5. Partner with other state, federal and county agencies to improve resource management and reduce regulatory redundancy (ongoing).
- A.6. Continue to integrate cultural and environmental considerations into the review of Conservation District Use (CDU) applications and decisions.
- A.7. Continue to streamline regulatory processes for cultural and ecological restoration work such as Hawaiian fishpond restoration and small-scale beach restoration projects. (Completed Fishpond restoration, and working on small-scale beach restoration, 2 years).
- A.9. Continue to review status of all approvals for temporary sandbag structures issued by the Department of Land and Natural Resources’ Office of Conservation and Coastal Lands (OCCL) and determine proper disposition (on-going).

- A.10. Continue to maintain and update OCCL website.
- A.11. Complete comprehensive amendments to Title 13-5, Hawaii Administrative Rules (2 years).

Policy B: Reduce violations.

Objectives and Estimated Time Frame:

- B.1. Actively implement penalty schedule for Conservation District violations (on-going) and aggressively apply penalty schedule to shoreline vegetation encroachments (Chapters 115/183C, Hawaii Revised Statutes (HRS)).
- B.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).
- B.3. Improve coordination of intradepartmental enforcement efforts – e.g., Division of Conservation and Resources Enforcement, Division of Aquatic Resources, Land Division, etc., by promoting use of Civil Resource Violation (CRV) penalty system (ongoing).
- B.4. Conduct more outreach in order to educate all those parties who handle conservation lands (websites, brochures, videos, meetings, press) (ongoing).
- B.5. Provide for internal/external training needs for staff to enable them to expedite enforcement cases (ongoing).
- B.6. Focus on prevention (ongoing).

Policy C: Reduce beach loss and narrowing.

Objectives and Estimated Time Frame:

- C.1. Continue enforcement on illegal seawalls (ongoing).
- C.2. Recommend actions to fill in resource gaps - e.g., additional erosion hazard data, sand budget analysis, staffing and funding, Regional Sediment Management, legislative initiatives and policies.
- C.3. Establish high risk/erosion prone areas and prioritize beach segments for active management (on-going).
- C.4. Promote and where appropriate, fund beach restoration efforts (on-going).
- C.5. Develop and promote alternatives to shoreline hardening (e.g. beach restoration, beach management plans, relocation, engineered structures such as breakwaters) (5 years).
- C.6. Streamline permitting process for beach restoration projects (2 years).
- C.7. Disseminate planning guidelines for appropriate coastal development, so that new structures are located with enough distance from the shoreline — e.g., Coastal Construction Guidebook (ongoing).
- C.8. 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.9. Develop and disseminate educational materials including a hazards guidebook, brochures, and press (ongoing).
- C.10. Continue to sponsor Regional Sediment Management with United States Army Corps of Engineers (ongoing).

- C.11. Continue Coastal Lands Manager functions (ongoing).
- C.12. Pursue enforcement of unauthorized vegetation along beach corridors (ongoing).
- C.13. Continue to support Sea Level Rise/shoreline change research and beach vulnerability (ongoing).
- C.14. Administer Transient Accommodation Tax (TAT) funds to conduct beach protections projects at Waikīkī, Ka‘anapali, and continue work on sand source investigations and sea level rise.

Policy D: Implement Hawai‘i Climate Change Mitigation and Adaptation Initiative (Act 32, Session Laws of Hawaii 2017).

Objectives and Estimated Time Frame:

- D.1 Seek grant funds for catalytic projects that reinforce the intertwined nature of climate change resilience and economic recovery (ongoing);
- D.2 Assemble a second year of Climate Ready Corps that supports key departments in implementing climate goals. The six-member VISTA AmeriCorps cohort will continue to work on climate “readiness” and equity (Dec 2021-2022);
- D.3 Initiate development of critical climate change policy tools for departments to incorporate into their daily operations (2021-2023);
- D.4 Develop guidance for counties and communities to use in sea level rise adaptation (2020-2021);
- D.5 Strengthen and expand international, regional, national, state and local partnerships to motivate and move forward on climate action (ongoing); and
- D.6 Compile, analyze and disseminate Hawai‘i-relevant climate change information to the local, national and global communities (ongoing).

Policy E: Provide for the re-nourishment of sand at Waikīkī Beach, Ka‘anapali Beach, and Po‘ipū Beach.

Objectives and Estimated Time Frame:

- E.1 Complete Feasibility Study and Environmental Impact Statement for Waikīkī Beach Restoration Project (2 years).
- E.2. Complete environmental impact statement for the restoration of Ka‘anapali Beach (ongoing)
- E.3. Completed construction of the Royal Hawaiian Groin Improvements.

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

Objectives and Estimated Time Frame:

- F.1. Disseminate Hawai‘i Coastal Construction Guidebook (ongoing).
- F.2. Disseminate Conservation District Lands Guidance Manual (ongoing).
- F.3. Disseminate Hawai‘i Real Estate Handbook (ongoing).
- F.4. Disseminate Ho‘āla Loko I‘a Permit Application Guidebook (ongoing).

Policy G: Continue to work with coastal communities to deal with the impact of unauthorized and induced vegetation (Chapter 115, HRS)

Objectives and Estimated Time Frame:

- G.1. Document cases around the State (ongoing).
- G.2. Enforce cases of obvious illegal actions (plantings, irrigation, and fertilization) (ongoing).

III. MEASURES OF EFFECTIVENESS:

Policy A:

- **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.
 - Document number of site visits for CDU Application or enforcement and query whether the experience facilitated the regulatory process and rational decision-making.
 - 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.
 - Consider if the public is satisfied with the level of public service provided by OCCL. A short questionnaire could be posted on website to obtain input.
 - Evaluate how well or to what extent partner agencies are willing to streamline or consolidate permit process.
 - For fishponds, establish benchmarks or milepost for processing the necessary state and federal approvals.
 - Number of CDUPs entered into HIG system. Benchmarks towards release of the new data platform. Ease of use of the public.
 - How many temporary sandbag permits are terminated and removed.
 - Set time frame for rule amendment and use this as a measure of performance.
 - Fine tune contested case hearing process.
 - Success at maintaining an updated website with meeting notices, pending applications, etc.
 - Extent of public outreach, performance on timing of proposed amendments.

Policy B:

- **Reduce Violations**
 - Document number of reductions in the time necessary to process violation cases.
 - Document number of cases processed via annual reporting.
 - Make application process easier in order to encourage landowners to submit to application process.
 - Success rate of stopping illegal shoreline armoring.

Policy C:

- **Reduce beach loss and narrowing.**
 - Training/networking with other agencies should result in a reduction in unauthorized seawalls. Monitor incidence of unauthorized shoreline improvements.

- Document number of meetings, mapping benchmarks, and plan formulation status.
- Plan and implement five beach restoration projects in Hawai‘i 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.
- Document number of Act 160, Session Laws of Hawaii 2010, cases processed.
- Document number of ICAC meetings, attendance and progress towards resolving scientific needs effectiveness of vulnerability analysis and adaptation measures. Monitor performance of UH science team and consultant.
- Document how TAT funds are being utilized for their intended purpose to improve visitor amenities.

Policy D:

- **Implement Hawai‘i Climate Change Mitigation and Adaptation Initiative (Act 32, Session Laws of Hawaii 2017).**
 - Describe a framework for resilience and adaptation
 - Develop a communications strategy for key climate change messages; and expand the web portal to contain information and policy tools for climate change mitigation and adaptation;
 - Initiate discussions on internalizing the costs of greenhouse gas emissions;
 - Initiate work and discussions on climate change induced risk to physical and financial infrastructure
 - Seek funding for pilots and demonstrations that align with Commission priorities;
 - Provide context and input into sub-national, and international forums for climate change;
 - Success in the 2021 Legislature with passage of legislation addressing sea level rise adaption and active transportation priorities.

Policy E:

- **Provide for the re-nourishment of sand at Waikīkī Beach, Ka‘anapali Beach, and Po‘ipū Beach(?).**
 - Meeting benchmarks for environmental impact statement (EIS), permit, and design completion.
 - 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.

- Monitor beach morphology to determine future needs.
- For longer-term improvements, monitor success or failure in the acquisition of state and federal funds.
- How much private/TAT money can be obtained for beach improvements?
- Meeting benchmarks on environmental documents, planning, and design.

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:

- **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 2022 Legislature**

I. GOALS:

- To restructure 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: Expand the enforcement and administrative capacity of the Division by filling all vacant positions, particularly the vacant Conservation and Resources Enforcement Officer entry level positions authorized by the 2021 Legislative Session.

Objectives and Estimated Time Frame:

- A.1 Establish the positions authorized by the legislature and begin the recruitment process to fill these positions (on-going)
- A.2 Hire and train the employees who fill these positions, provide necessary equipment to outfit these employees (6-8 months)
- A.3 With the fielding of the newly hired and trained Conservation and Resources Enforcement Officers, Initiate increased law enforcement operations on all islands (1 year)

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 that need to be taken in order to begin process. (ongoing)
- B.2 Develop a well-planned reorganization of Division staffing. (1 year)
- B.3 Develop a blueprint for future improvements as resources become more readily available. (1 year)

- B.4 Create a formula to share with other Divisions and offices within the Department 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 the DOCARE's 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: Continue to 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 newly procured CODY Records Management System to replace the legacy 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 (GIS) 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 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 the Division. (ongoing)
- E.4 Develop and implement a statewide employee recognition program. (ongoing)
- E.5 Garner Department 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 the Division. (ongoing)

Policy F: Formally redefine relationships with all partners to rationalize the Division'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 the Division'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 or understanding to maximize return on investment that agreements provide. (ongoing)

Policy G: Engage, educate, and empower local communities to share in the responsibility, with the Division, 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 the Division in line with appropriate conservation and environmental objectives. (ongoing)

II. MEASURES OF EFFECTIVENESS:

Policy A:

- Number of positions filled, and comparison of enforcement statistics in all of the operational areas prior to filling of vacancies and after.

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 all phases of the CODY RMS implementation 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 (memorandums of agreement or memorandums of understand) 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 2022 Legislature

I. GOALS:

- Provide engineering services to other divisions of the Department and other state agencies to execute Capital Improvements Program (CIP) and/or operating, maintenance and repair projects.
- Protect people, property, and natural resources from natural hazards through planning, management, mitigative efforts, and regulatory programs.
- Effective management of geothermal resources and development to protect the health and safety, and to ensure continued viability of the resource for the future.
- 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.

II. POLICIES, OBJECTIVES AND ESTIMATED TIME FRAME:

Policy A: Administer contracts for planning, design or construct of departmental projects; provide engineering services provided to other agencies or departmental divisions.

Objectives and Estimated Time Frame:

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

Policy B: Retain consultants or contractors to assess conditions and/or implement projects to address rockfall hazards and/or flood damage located on or due to departmental lands.

Objectives and Estimated Time Frame:

B.1 Provide engineering services to the Department in addressing post rockfall/landslide incidences. Provide services for known potential rockfall hazards sites that have funds appropriated to address and mitigate those hazards (ongoing).

B.2 Provide engineering services to the Department in addressing drainage and flooding issues (ongoing).

B.3 Provide engineering services through partnerships and task forces to implement projects that address various watershed restoration or flooding issues (ongoing).

B.4 Participate in partnerships with the United States Army Corps of Engineers or other applicable federal agencies and the local counties to facilitate the implementation of watershed flood studies and flood control projects (ongoing).

Policy C: Perform dam inspections; review and/or issue dam permits; develop or implement dam safety projects; prepare dam-related reports or maps; provide dam-related technical assistance; enter dam-related cooperative agreements.

Objectives and Estimated Time Frame:

- C.1 Enforce revised administrative rules effectuated February 20, 2012 (ongoing).
- C.2 Maintain an inventory of dams in the State for compilation into the National Inventory of Dams (ongoing).
- C.3 Develop and oversee a dam inspection program for regulatory dams in the State to ensure compliance with the State's Dam and Reservoir Safety Program regulations (ongoing).
- C.4 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).
- C.5 Develop a dams and reservoirs Geographic Information System (GIS) database for use in managing and regulating dams and reservoirs in the State (ongoing).
- C.6 Assist dam owners in developing and maintaining emergency action response plans for their dams (ongoing).
- C.7 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).
- C.8 Provide technical assistance to dam owners and the public on dam safety issues and concerns (ongoing).
- C.9 Oversee and monitor dam owners' compliance to current dam safety regulations and ongoing maintenance and operations of dam facilities (ongoing).
- C.10 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 D: Review flood control and prevention plans; facilitate the implementation of flood control projects; coordinate flood-related cooperative agreements; provide flood-related technical assistance; perform flood control research; studies or investigations.

Objectives and Estimated Time Frame:

- D.1 Develop an executive order for floodplain management to enable state departments to comply with requirements of the National Flood Insurance Program (NFIP) to ensure availability of flood insurance in the State (ongoing).
- D.2 Administration of NFIP in Hawai'i 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:
 - Conducting community assistance visits/follow-up visits and/or contact with participating communities.
 - Providing technical assistance to the communities as it relates to NFIP.
 - Increasing public awareness and outreach by publishing a quarterly newsletter and conducting informal workshop and seminar.
 - Developing and maintaining a website dedicated to floodplain management.

- Reviewing each community’s local floodplain ordinance for compliance with NFIP regulations.
- Encouraging communities to participate in the Community Rating System (CRS). The objectives set forth in the CAP-SSSE. 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 E: Review and/or issue geothermal permits; monitor geothermal development activities; engage in resource monitoring; provide regulatory oversight to geothermal operations.

Objectives and Estimated Time Frame:

E.1 Perform geothermal resource management functions pursuant to Chapter 183, Hawaii Administrative Rules (continuous).

Policy F: Implement and/or coordinate projects to develop ground or surface water sources in support of state projects.

Objectives and Estimated Time Frame:

F.1 Maintain close coordination with various county water departments to ensure that state agencies’ water needs can be met and, if needed, identify problematic areas for further attention (ongoing).

F.2 Water projects requested for funding must be reviewed for applicability and priority (ongoing).

F.3 State agencies’ water needs must be continually assessed as focus changes due to fiscal constraints, public demands and/or court orders (ongoing).

F.4 Seek water and land development project funding as early as practical, as evidenced by projected demands of state projects (continuous).

III. MEASURES OF EFFECTIVENESS:

Policy A:

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

Policy B:

- Performance is measured by the number projects assisted on and passage of an executive order for floodplain management.

Policy C:

- Performance is measured by the number of permit applications, inspections, and dam safety related inquiries processed, the maintenance of the inventory of dams database, and related dam safety guidelines.

Policy D:

- Performance is measured by completing the tasks outlined in the annual cooperative agreement, which include: community assistance visits, Hawai'i Floodplain Management newsletters, and providing technical assistance as it relates to NFIP. Completion of the required tasks, benefit the State by:
 - 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 E

- Performance is measured by the continued viability of geothermal resources for the future and protection of public health and safety.

Policy F:

- Performance is measured by the identification, coordination, and completion of jointly funded projects involving public and/or private entities.
- 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.
- 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.
- Performance is measured by program's ability to provide water credits to various state agencies when requested, normally at the building permit stage.

Department of Land and Natural Resources
Division of Forestry and Wildlife
Act 100, Session Laws of Hawaii 1999
Report to the 2022 Legislature

I. GOALS:

- Protect and manage Hawaii’s forested watersheds for the production of fresh water.
- Protect and manage Hawaii’s native species and ecosystems by maintaining a system of forest reserves, wildlife sanctuaries, and natural area reserves.
- Manage threatened and endangered species for recovery.
- Protect forests from insects, disease, invasive species, and wildfire.
- Mitigate the impacts of climate change by initiating projects to sequester carbon, and manage natural systems to adapt to new conditions.
- Manage a multi-use forest and outdoor recreation program for the public to include, but not limited to, hiking, mountain biking, hunting and off-road vehicle use.

II. POLICIES, OBJECTIVES, AND ESTIMATED TIME FRAME:

Policy A: Protection and management of Hawaii’s forested watersheds specific to the threats of feral ungulates, fire, insects, diseases, and invasive plants to ensure a sustainable water supply for the islands.

Objectives and Estimated Time Frame:

- A.1 Protect forests from damage from hooved animals through protective fencing in order to reach the goal to have 30 percent of priority watershed forests protected by 2030.
- Control livestock and non-native animal populations in state forest and natural area reserves, wildlife sanctuaries, and other watershed areas at levels that provide for healthy watershed function.
- A.2 Develop forest management plans for lands in the Forest Reserve System to promote effective long-term land management, including watershed and biodiversity protection and sustainable forest product development. (ongoing – 3/year)
- Administer the Hawaii Experimental Tropical Forest program in Laupāhoehoe and Puu Waawaa on Hawaii Island. (ongoing)
- A.3 Lead statewide response to Rapid Ohia Death through research activities, surveys, on-the-ground control work, and outreach. (ongoing)
- Support implementation of the Rapid Ōhia Death Strategic Response Plan that outlines inter-agency research, prevention, outreach, and control efforts. (ongoing)
- A.4 Provide 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.

- Expand funding and logistical support for the network of watershed partnerships statewide.
- Seek federal, state, county, and private funds to support a major water sustainability and watershed restoration initiative to protect Hawaii's source of water and continue ongoing management activities in watershed forests. (ongoing)
- Provide funding under the competitive Watershed Partnerships Program grant to statewide watershed partnership initiatives and increase funding support from non-state sources. (ongoing)
- Administer the Natural Area Partnership Program (NAPP) and Forest Stewardship Program (FSP) to encourage private forest owners to sustainably manage their natural resources and provide funding to continue NAPP and FSP contracts.
 - Monitor NAPP agreements.
 - Coordinate management initiatives within existing watershed partnership areas. (ongoing)

A.5 Maintain a coordinated approach for invasive species management and control through an integrated program of prevention, response, control, and public outreach.

- Provide administrative support to implement the objectives of the Hawaii Invasive Species Council (HISC). (ongoing)
- Expand invasive species management capacity on each island through implementation of the Hawaii Interagency Biosecurity Plan. (1 year)
- Control coqui frog, little fire ant, *Miconia*, as appropriate per island.
- Establish a program to suppress mosquito populations in forest bird habitat areas. (ongoing)
- Prevent establishment of mongooses on Kauai.
- Continue supporting biocontrol efforts for invasive species to control priority weeds and pests. (ongoing)
- Manage a state/federal program to upgrade and enhance Hawaii's biocontrol capacity. (5 years)

A.6 Prevent and suppress wildfires across the State, including forest reserves, wildlife sanctuaries, and natural area reserves. Strategically reduce high-risk fuels and maintain fire response readiness. Cooperate with other fire agencies not within departmental protection areas to the extent needed to provide for public safety and environmental protection. (ongoing)

- Seek federal funding to help communities with wildland urban interface planning and wildfire prevention. (ongoing)
- Collaborate with partners to develop cross-boundary hazardous fuel reduction priorities, maps, and projects statewide through a grant pursuant to Chapter 42F, Hawaii Revised Statutes (HRS). (1 year)

- Collaborate with partners to educate and inform residents about the threat of wildfires in Hawai‘i through risk reduction initiatives, including the annual statewide unified multi-agency *Wildfire LOOKOUT!* campaign, national Wildfire Community Preparedness Day, and *Firewise USA* program. (ongoing)
- Implement strategic fuel reduction for the Puu Waawaa Forest Reserve on Hawaii Island which includes some of Hawaii’s most endangered tropical dry forests. (ongoing)

A.7 Provide administrative support for the Legacy Land Conservation Program (LLCP) to protect watershed forests and other lands having conservation value to the state. (ongoing)

Policy B: Manage habitats to protect, maintain, and enhance the biological integrity of native ecosystems, native species populations, and recover threatened and endangered species. Conduct monitoring and evaluation to guide the development of recovery and management plans and ensure cost effective adaptive management of implementation actions and tasks. Control invasive species posing a threat to native ecosystems. Protect significant cultural and geological features.

Objectives and Estimated Time Frame:

- B.1. Protect native species and increase populations of endangered species by protecting and managing natural habitats via a system of wildlife sanctuaries, forest reserves, natural area reserves, and cooperative management areas.
- Expand habitat restoration efforts and predator and invasive species removal. (ongoing)
 - Develop/update management plans for Natural Area Reserves to maintain and restore, protect and enhance native ecosystems and species’ habitats. (ongoing)
 - Nominate areas to be added to the Natural Area Reserve System to preserve representative samples of Hawaii’s unique ecosystems and geological features. (ongoing)
 - Administer the Hawaii Plant Extinction Prevention Program to protect Hawaii’s rarest plants, in imminent danger of extinction, through management actions to monitor plant health and fruit production.
 - Collect seeds, cuttings, and air layers, cross pollinate between isolated populations.
 - Contain insect outbreaks, establish ungulate exclosures, control rats and slugs, eliminate alien weeds, and outplant individual at-risk plants.
 - Support activities include retrofitting and expanding plant nurseries and seed storage facilities. (ongoing)
 - Continued implementation of an integrated resource management plan at Napuu designed to protect and restore the area’s rare lowland dry forest and endangered plant species. (2 years)

- 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. (ongoing)
 - Continue Lehua rat eradication and ecosystem restoration project. (ongoing)
 - Maintain year-round field camp at Kure Atoll for restoration and management of seabird and Hawaiian monk seal habitat, and near-shore atoll waters/reef protection.
 - Manage offshore island seabird sanctuaries in the main Hawaiian Islands as seabird and Hawaiian monk seal habitat.
 - Maintain a predator-proof fence at Kaena Point Natural Area Reserve (NAR) (Oahu) to protect nesting seabird and plant populations and implement a monitoring project to document the recovery of the flora and fauna. (ongoing)
 - Manage the Alpine seabird sanctuary at Haleakalā for the endangered Hawaiian Petrel. (ongoing)
- Manage the State Wildlife Sanctuary System for waterbirds and wetlands by controlling predators, vegetation management and enforcing wildlife sanctuary rules. (ongoing)
 - Maintain and enhance habitats enhancements in wetlands at the Kawainui, Hamakua, Pouhala, Paiko, Mānā, and Kanaha wildlife sanctuaries. (ongoing)
 - Develop a new series of ponds at the Mānā Plains wildlife sanctuary and wetland habitat complex at (Kauai). (4 years)
 - Design, implement, and maintain a predator-proof fence at Kanahā Pond Wildlife Sanctuary, to protect Maui’s largest wetland from small predators and deer, and enhance native vegetation cover to improve wildlife habitat. (5 years)
 - Design and implement habitat management for a new nēnē sanctuary in Wailua in Kauai. (5 years)
 - Establish and maintain nēnē sanctuaries on Kauai, Maui, Molokai, and Hawaii Island to assure suitable habitat for foraging and breeding while reducing human/nēnē conflicts. (ongoing)
- Continue to support rapid response efforts for brown tree snake and other alien species control, such as mongoose on Kauai, by expanding the network of volunteers working on invasive species programs and updating training and equipment for effective rapid response capacity. (ongoing)

B.2 Conserve native forest birds, many of which are on the brink of extinction due to avian disease, habitat degradation, and introduced predators, through management actions to monitor populations, collect research data on breeding and survival, control rats, mongooses, and feral cats, control alien weeds, and develop solutions to control disease vectors including mosquitos. (ongoing)

- Continue captive rearing and release of rare, threatened and endangered federally protected birds at the Maui Bird Conservation Center (Olinda, Maui), and Keauhou Bird Conservation Center (Volcano, Hawaii Island), (ongoing)
- Continue reintroduction efforts of the endangered Alala (Hawaiian crow). (ongoing)
- Consider adaptive management options for the endangered Palila on Hawai‘i, and the Maui Parrotbill on Maui. (ongoing)
- Consider introduction of Kauai’s critically endangered Akikiki and Akeke`e to Hawaii, due to encroachment of mosquitos carrying lethal avian diseases to the upper elevations of Kauai’s mountain ranges. (3 years)
- Continue restoration projects on Mauna Kea, Hualalai, and Haleakalā to reforest degraded land to expand native forest bird range.
 - Finish construction of a boundary fence on Mauna Kea by 2022, and complete the removal of feral sheep and goats. (1 years)
 - Protect and manage forest bird habitat in Puu Waawaa Forest Bird Sanctuary through removal of feral ungulates. (ongoing)
 - Monitor forest bird populations to gauge management efficacy/impact. (ongoing)
- Continue research and implementation of mosquito control strategies to curb the spread of introduced avian diseases which kill Hawaii’s native forest birds. (4 years)

B.3 Implement conservation and management of invertebrate species in the State with particular emphasis on federally listed endangered species. (ongoing)

- Survey and monitor rare invertebrate species which may require conservation or management action. (ongoing)
- Construct an invertebrate facility in Waimano, Oahu, to create a secure facility for captive propagation. (2 years)
- Establish captive populations of 30 species of rare and endangered terrestrial snails to prevent extinction. (ongoing)
- Construct 10 additional predator-proof fence structures across Oahu, Molokai, Lānai, Maui, and Hawaii to protect wild populations of rare and endangered terrestrial snails from extinction. (ongoing)
- Build a predator-proof fence in the Northern Ko‘olau mountains and one on East Maui to restore endangered snails to their original habitat range. (1 year)
- Continue reintroduction efforts of various endangered tree snail species endemic to Oahu, Maui, Molokai, Lānai, and Hawai‘i. (ongoing)
- Reintroduce the endangered orange-black damselfly, to establish new breeding populations on Oahu. (2 years).
- Reintroduce the state insect, the Kamehameha butterfly, and the mamaki plants on which it depends, to areas it has disappeared from across its native range. (ongoing)

- Restore populations of native yellow-faced bees, ecologically important pollinator species, by creating nest habitat and controlling predators on Oahu, Maui Nui, and Hawaii Island. (2 years)
- B.4 Develop conservation incentives, such as safe harbor agreements and habitat conservation plans to provide regulatory coverage to state and private landowners that reintroduce endangered species, improve habitats for endangered species on their lands, or require incidental take permits for take of listed species while engaged in otherwise legal activities.
- Develop and/or provide technical assistance for new habitat conservation plans throughout the State where take of threatened or endangered species is anticipated.
 - Develop and/or provide technical assistance for new Safe Harbor Agreements throughout the State where public/private partnerships increase the recovery potential for threatened or endangered species.
 - Provide technical assistance for amendments to existing habitat conservation plans and Safe Harbor Agreements throughout the State. (ongoing)
 - Monitor existing habitat conservation plans and safe harbor agreements to assure compliance with minimization, mitigation, monitoring, and adaptive management, as needed. (ongoing)
- B.5 Create administrative rules to improve the implementation of Hawaii's endangered species law, Chapter 195D, HRS. (5 years)

Policy C: Strengthen the State's economy through forest resource management. Promote 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:

- C.1 Encourage new private investment in forest management via commercial forestry and ecosystem services development. (ongoing)
- Provide private landowners and processors of forest products with technical forestry assistance. (ongoing)
 - Continue wood products development program. (ongoing)
 - Administer the Landowner Assistance program to assist landowners in the protection and restoration of private forest lands, management of woodlands and working forests, and the protection and enhancement of native species. (ongoing)
 - Incentivize private and community stewardship of Hawaii's forests
 - Administer state and federal cost sharing programs, including Urban and Community Forestry, Forest Legacy, Forest Stewardship, and Conservation Reserve Enhancement. (ongoing)
 - Engage private landowners to promote sustainable,

environmentally sound development such as sustainable forest management, smart urban forest planning, renewable energy, and opportunities to acquire fee simple title and conservation easements on important forest lands statewide.

- Assist in development of forest product and ecosystem-services markets (biomass, carbon sequestration, water replenishment, clean air, public health) to ensure Hawaii's forests and Hawaiian grown products can participate in new revenue opportunities that support the state and our local communities. (5 years)
- Research potential reforestation project sites to develop carbon offset credits in various areas throughout the State. (ongoing)
- Work with partners on tree improvement and sustainable forestry practices for economically, ecologically, and socially important species, including koa and iliahi. (4 years)
- Update information on the Department's forest products and services including resource inventories, species growth and yield models, carbon sequestration, and water contributions. (4 years)
- Increase the available lands for forest production and management through acquisitions and public/private partnerships. (ongoing).
- Support the development of a biomass-to-energy industry to help Hawaii reach its renewable energy goals. Explore opportunities of wood-based biofuel production in Hawaii by supporting research and local industry networks. (4 years)
- Produce high quality tree and plant seedlings for forest management projects on public and private lands via the State Tree Nursery and district nurseries, statewide. (1 year)
- Develop environmentally responsible standard operating procedures for commercial timber harvesting and salvage activities. (1 year).
- Provide opportunities for commercial forest production in the designated Timber Management Areas (Waiakea Timber Management Area on Hawaii Island, and the East Kauai and Kokee Timber Management Areas on Kauai). (5 years)

C.2 Provide sustainable forest products from State Forest Reserves

- Supply high quality hardwoods and other lumber products to local wood workers through sustainable harvest of trees from state forest reserves, and from salvage trees removed in the urban landscape. (1 year)
- Supply cultural and non-timber forest products from state forest reserves via permitting for sustainable harvest. (5 years)

C.3 Monitor long-term forest trends

- Participate in the U.S. Forest Service Forest Inventory and Analysis program. (2 years)

- C.4 Collaborate with organizations throughout the Pacific Islands to identify, address, and support forest and watershed management, prevent the spread of invasive species, and build capacity in this region. (5 years)
 - Work with the Western Forestry Leadership Coalition/Council of Western State Foresters' Pacific Islands Forestry Committee to build capacity and expertise in the Pacific Islands.

- C.5 Promote outreach and foster partnerships to improve public understanding, responsibility, and participation in forest protection and management. (ongoing)
 - Develop volunteer and information programs that allow meaningful and productive community involvement in the stewardship of natural resources on public lands. (ongoing)
 - Construct facilities and infrastructure to promote experiential learning opportunities. (ongoing)
 - Provide training and employment for youth in natural resource management by administering the Youth Conservation Corps Program.
 - Maintain Hawai'i's involvement in educational development programs, such as Project Learning Tree, to provide training opportunities for educators.

Policy D: Administer an outdoor recreation program to include authorized recreational trail activities and public hunting on state-owned and other lands, utilizing the principles relating to multiple-use, public safety, and sustained yield, in a manner that will sustain environmental and cultural resources.

Objectives and Estimated Time Frame:

- D.1 Inventory and document ownership of historic trails and roads statewide and restore for public use where feasible and appropriate.
 - Protect ancient and historic trails and access routes.
 - Expand historic trails to link adjoining ahupuaa to the Kealahou Bay State Historical Park (Hawaii Island).
 - Work with United States National Park Service staff to develop a plan to restore the Ala Kahakai National Historic Trail (Hawaii Island). (ongoing)
 - Plan and complete legal and environmental requirements to acquire new public land and develop and maintain access agreements and permitting systems to increase public access and recreational opportunities. (ongoing)

- D.2 Provide opportunities for the public to engage in outdoor recreation activities, such as hiking, hunting, horse-back riding, mountain biking, off-highway vehicle (OHV) use, and camping, while also providing access for resource management activities.
 - Maintain and create roads and trails to allow for public recreational use and natural resource management access.
 - Develop new nature trails along the Saddle Road, Kīpuka 21, Kaena Point, Moanalua, and Kawainui. (5 years)

- Develop an integrated natural resource management area in Kanaio in collaboration with local stakeholders. (ongoing)
- Work with off-highway vehicle clubs to develop and manage off-highway vehicle recreational routes and areas statewide.
 - Continue to maintain the Upper Waiakea Forest Reserve, Mauna Kea Access Roads, and the Kuaokala road system (Oahu) as off-highway 4x4 recreational driving areas.
 - Provide trail management expertise and/or funding to Kahuku Motocross Park and Maui Motocross Track.
 - Identify additional off-highway vehicle opportunities statewide. (ongoing)
- Operate and maintain recreational facilities, such as trail shelters, arboreta, picnic grounds, viewpoints, signs, bridges, and campgrounds. (ongoing)
 - Install signs on departmental trails and recreational areas that identify objective hazards to the public to reduce risk. (ongoing)
 - Develop new partnerships to support user experience and enjoyment at high-use visitor facilities on each island. (ongoing)
 - Develop and improve camping facilities at wilderness campgrounds on Hawaii and Oahu. (5 years)
 - Develop and improve vehicle access and parking at recreational facilities statewide. (5 years)
- Improve trail program website by adding GPS directional tools, mobile-responsiveness, and trail closure message management.
 - Update website content, including providing links to online permits, online incident reporting system, and current weather.
 - Respond to trail hazard reports and post trail closures and weather warnings via social media. (ongoing)
 - Provide hiking safety information and resources to the public.
- Develop mechanisms to manage commercial uses of DOFAW lands, such as encouraging ecotourism in ways that protect and enhance natural resources while providing benefits to the local community.
 - Establish commercial use fees in forest reserves. (ongoing)

D.3 Maintain and enhance a public hunting program to provide a source of food and outdoor recreation for the public, and to provide for animal damage control on public and private lands.

- Administer the public hunting program.
 - Update administrative rules regulating the hunting of wildlife. (2 years)
 - Provide administrative support to the Game Management Advisory Commission. (ongoing)
 - Develop and maintain a user-friendly suite of tools (website, apps) to facilitate public access to hunter education, license application, hunting lotteries, hunting rules, real-time maps, notices, and outreach materials. (ongoing)

- Work with hunting and shooting clubs and the Department's Hunter Education Program to develop and open recreational public shooting ranges on Hawaii and Kauai for hunter safety training and recreation. (ongoing)
- Maintain public hunting areas, survey game birds and mammals, evaluate hunter harvest, and manage public hunts, to provide recreational and subsistence hunting opportunities and minimize negative impacts of game species on native ecosystems and species (ongoing)
 - Improve gamebird populations and habitat by planting food crops, controlling vegetation, conducting predator control, installing and/or maintaining gamebird water units and feeding sites, and restocking game birds where appropriate. (ongoing)
 - Construct and maintain hunter checking stations, and informational, boundary and safety zone signs. (ongoing)
 - Provide additional hunting opportunities by developing new public hunting areas and creating incentive programs to encourage more hunting on private lands.
- Develop hunting and ungulate control plans that integrate with the forest reserve, NARS and watershed partnership plans to facilitate and utilize public hunting in an integrated natural resource management strategy while providing the public with recreational and subsistence opportunities. (ongoing)
 - Investigate and take appropriate action to control wildlife causing a nuisance, risk to human health and safety, or damage to agricultural crops. (ongoing)
 - Pursue and update cooperative game management agreements with state agencies and private partners statewide to increase opportunities for recreational and subsistence hunting, and to reduce environmental degradation of native species and habitats. (ongoing)
 - Support youth initiatives to provide opportunities and experience for young people in outdoor field skills and competency. (ongoing)
 - Complete integrated management plans for Kanaio recreation area and the Lanai cooperative game management area to increase recreational opportunities and assure environmental compliance, sound land management practice, and the protection and restoration of native ecosystems. (2 years)

III. MEASURES OF EFFECTIVENESS:

Policy A:

- Number of projects and number of acres of watershed forests protected and actively managed.
- Number of forest reserve management plans underway and completed, by island.
- Miles of fence constructed and maintained.

- Total number of projects and acres protected by NAPP contracts.
- Number of acres enrolled in watershed partnerships.
- Watershed Partnership Program funding secured and Statewide Watershed Initiative projects implemented.
- Total projects/funding supported by HISC for invasive species prevention, control, outreach, and research projects.
- Rapid Ohia Death Strategic Response Plan accomplishments.
- Biosecurity plan accomplishments.
- Status of biocontrol facility planning/design/construction/operation.
- Number of native trees and shrubs planted.
- Number of acres of invasive plants controlled or monitored.
- Hawaii Tropical Experimental Forest accomplishments.
- Status of *Miconia*, Little fire ant, and Coqui frog, by island.
- Number of acres of hazardous fuels treated.
- Number of miles of firebreak constructed and maintained.
- Number of fires responded to and total acres burned in those incidents.
- Fire and emergency response trainings conducted, and number of DOFAW certified wildland firefighters statewide.
- Acres and number of awards for fee land and conservation easement acquisitions.

Policy B:

- Number/acres of forest reserves, wildlife sanctuaries and natural area reserves managed.
- Population estimates of forest birds (5 year rotation), nēnē (annual), seabirds (annual), and waterbirds (annual).
- Status of landscape-scale mosquito control.
- Annual seabird nesting effort and success.
- Lehua restoration program accomplishments.
- Kure Atoll accomplishments.
- Annual waterbird nesting effort and success by wetland.
- Number of rare or threatened and endangered plant species managed/protected.
- Number of rare plant species in a captive propagation or seed bank facility.
- Number of rare plants reared and out planted.
- Number and acreage of predator-proof fence exclosures planned, constructed, and maintained.
- Invertebrate facility status/capacity.
- Number of species of snails in captive propagation.
- East Maui and Northern Ko‘olau predator-proof fence status.
- Snail predator assessment update.
- Yellow-faced bee status.
- Orange-black damselfly status.
- Number of threatened and endangered species with active recovery implementation programs.

- Status of Mauna Kea fence and associated conservation impacts.
- Napuu program accomplishments.
- Number of species listed, down listed or recovered.
- Number of safe harbor agreements and habitat conservation plans in planning phase, approved, and managed by the division.

Policy C:

- Number of landowners involved in forestry partner programs, and total acreage.
- Wood products development program accomplishments.
- Number of seedlings distributed to agencies, landowners and individuals, and income from such distribution.
- Number of acres/number of trees planted for reforestation.
- Management activity within timber management areas.
- Board-feet of lumber supplied to market, by island.
- Non-timber forest products harvested, by island.
- State funds leveraged as match: total match ratio.
- Forest Inventory and Analysis activity.
- Pacific islands forestry activity, assistance rendered, and accomplishments.
- Acres of lands managed as working forest.
- Revenues from forest products sales on state lands.
- Number of students and interns working on agency projects.
- Number of volunteer service hours in resource management projects by category.
- Number of youths employed as Youth Conservation Corps members, and hours contributed.
- Number of educational outreach events.
- Number of educational training events (e.g., Project Learning Tree trainings).
- Public education facilities/infrastructure by island.
- Number of hits on web page.

Policy D:

- Number of ancient and historic trail abstracts underway/completed by island.
- Recreation land acquisitions proposed/underway/completed.
- Status of trails and access strategic plan update.
- Status of hiking/hunting app; online trail use tracking.
- Number of hiker surveys administered.
- Percentage of trails and access roads maintained annually (includes miles deemed adequate) compared to total mileage.
- Number of recreational facilities maintained annually compared to total.
- Commercial trail use activity by trail by island, and income produced.
- Total number of unique trail users and trail trips, by island.
- Status of Kealekekua Bay historic trails linkage.
- Ala Kahakai National Historic trail accomplishments.
- Status of partnerships with hiking and off-road vehicle clubs.
- Number of active off-road vehicle parks.

- Total number and miles of roads open to off-road vehicle driving, by island.
- Camping facilities by island (planned/existing).
- Status of Kanaio integrated natural resource management plan.
- Acres and number of public hunting areas.
- Hunting success per unit effort – mammals/birds
 - Total number of hunter trips.
 - Total number of game animals harvested (mammals/birds), by species.
- Number of hunting permits, stamps, and tags issued annually, and income from each.
- Gamebirds released by species by island.
- Gamebird water units operational by island.
- Hunter satisfaction (by island).
- Status of hunting rules update.
- Status of Lanai Cooperative Game Management Area plan.
- Number of Game Management Advisory Council meetings and accomplishments.