



HAWAI'I CONSERVATION ALLIANCE

A Partnership Dedicated to Environmental Stewardship, Community Engagement, and Conservation Capacity

Strategic Plan 2012-2015 (v 10/3/12)

In the past 200 years, over 1,000 Native Hawaiian species have gone extinct, never to be seen again. The Hawaiian Archipelago is the most remote island chain in the world and the only home in the world to more than 1,001 marine species, 47 freshwater, 6,884 wildlife, and 1,408 plant species. The habitats of Hawai'i, too, have largely been lost or degraded. For instance, only 5 percent of the lowland dry forest remains native dominated, while less than 50 percent of continuously perennial freshwater streams flow unimpeded. Despite its geographic isolation, globalization is putting more and more native species at risk through the introduction of foreign plants and animals that interfere with the delicate balance found here. Better biosecurity measures, and public support, are needed to protect Hawaii's dwindling native marine, freshwater, and terrestrial ecosystems.

Conservation practitioners, decisionmakers, landowners, businesses, and local communities must work together to safeguard our island industries and way of life against threats to our natural resources such as climate change, watershed degradation, and invasive species.

Founded in late 1988, formerly known as the Hawai'i Conservation Biology Initiative and Secretariat for Conservation Biology, the Hawai'i Conservation Alliance aims to:

- Facilitate strategic coordination and knowledge exchange.
- Increase dialogue, participation, and collaboration in Hawaii's critical conservation issues.
- Build capacity for effective conservation and restoration of Hawaii's land and sea.
- Advocate for consistent investment in natural resource management and conservation.

OUR MISSION

The Hawai'i Conservation Alliance (HCA) is a cooperative collaboration of conservation leaders representing twenty governmental, cultural, educational, and non-profit organizations. Collectively, we are responsible for safeguarding the biodiversity of Hawaii's ocean, lands, and streams. Our members live and work in Hawai'i and represent the people and communities who depend on healthy land and water for social, cultural, and agricultural well-being.

The HCA provides unified leadership and advocacy for Hawaii's most critical conservation issues. As a collaborative network of organizations representing federal, state, and non-profit sectors, we work together to perpetuate native ecosystems and ensure that the unique biodiversity of our islands endures.

OUR WORK

The HCA promotes strategic environmental stewardship, stimulates community participation in resource management, and leverages capacity across the Hawaiian Islands.

For two decades, The Alliance has led the coordination of the annual Hawai'i Conservation Conference to create an essential interactive forum for scientists, managers, students, and conservation practitioners to share their best practices and discuss cutting-edge issues across Hawai'i with links beyond.

Our efforts inspired and facilitated a number of statewide collaborations such as Mālama Hawai'i, the Coordinating Group on Alien Pest Species, and the Pacific Islands Climate Change Cooperative.

In cooperation with our members and conservation practitioners, we strongly support the International Union for Conservation of Nature (IUCN) World Conservation Conference 2016 Steering Committee, the Hawai'i Restoration and Conservation Initiative, the Hawai'i Green Growth Initiative, and the State of Hawaii's Department of Land and Natural Resources (DLNR) *Rain Follows the Forest* Initiative.

OUR STRATEGY

E Mālama Kākou

Our strategy connects the past, present, and future to restore, protect and preserve Hawaii's natural resources. Healthy native ecosystems are essential to sustain our collective values and livelihoods. We collaboratively enhance the integrity of native ecosystems by defending them against invasive species. We believe that Native Hawaiian conservation ethics are an integral part of lasting conservation, which is accomplished by communities and across generations, working hand in hand to protect and conserve Hawai'i.

Over the next five years, HCA will measure our strategic impact by progress towards our four main goals:

- 1. Cultural Integration: Integrate Native Hawaiian cultural values and practices into contemporary conservation approaches**

In Hawai'i, the integration of Native Hawaiian practice and knowledge systems with conventional conservation efforts is essential to achieving HCA's vision of sustainable communities. To be effective, our work must be built upon a foundation of Hawaiian values – perpetuating thriving lands and seas through active management and restoration.

- 2. Effective Conservation and Restoration: Increase the area and representation of Hawaii's native terrestrial, freshwater, and marine ecosystems that are under integrated conservation or restoration management.**

Since human arrival in these Hawaiian Islands, there has been no systematic measurement or tracking of our collective impact on the natural environment. This impact is now recognized as profound and largely irreversible. Although substantial conservation efforts have been made across the past three decades to stem the tide of human-caused changes, we now have a mechanism to measure and record the effectiveness of our collective work. This information will be used for strategic planning purposes to strike a balance between human-altered and Hawaiian ecosystems.

3. Biosecurity: Provide a policy framework for biosecurity and lines of defense to prevent invasive species introductions to the Hawaiian archipelago.

The term “biosecurity” describes a system of policies, protocols, and preventive measures intended to reduce the risk from the introduction of new organisms into new environments. Hawaii’s evolutionary isolation and diverse physical environment result in an enormous vulnerability to biological invasions. The most damaging invasive species come to Hawai‘i in nearly equal numbers from the U.S. mainland and from foreign countries. Collaboratively, state and federal entities are charged with biosecurity control at Hawaii’s ports of entry. From the standpoint of protecting biodiversity, all of Hawaii’s conservation efforts depend on development of biosecurity control measures. Preventing the establishment and spread of new invasive species will protect native biodiversity as well as local agriculture, human health, and quality of life.

4. Conservation Capacity: Increase the number of residents, leaders, and stakeholders who actively support and participate in conservation of our native ecosystems.

Effective conservation of our native ecosystems depends on active participation at every level, from individual residents and visitors to community groups and political leaders. The HCA’s power to influence change lies in its ability to provide opportunities for education and collaboration across as many sectors as possible. By facilitating knowledge exchange and establishing new partnerships, HCA can both expand community-led conservation efforts and impact policy changes. Importantly, continued success and progress in the future depends on engaging and developing the next generation of conservation professionals.

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I. CULTURAL INTEGRATION				
Goal	Objectives	Actions	Success Indicator	Responsible Party
Integrate Native Hawaiian cultural values and practices into contemporary conservation approaches.	1.1 Before 2014, Develop a cultural Curriculum to build internal and external capacity among agencies and organizations	a. Before 2013 compile existing resource and training materials as content for manual and training curriculum	Resource and training materials compiled	Cultural Subcommittee Executive Committee
		b. Before 2013 create resource manual and training materials to increase cultural knowledge and capacity of trainees	Resource manual and training materials developed	
		c. Before 2014 conduct workshop series and other training opportunities for conservation managers	Six workshops and/or trainings conducted	

II. EFFECTIVE CONSERVATION AND RESTORATION				
Goal	Objectives	Actions	Success Indicator	Responsible Party
Increase the area and representation of Hawaii's native terrestrial, freshwater, and marine ecosystems and their linkages that are under effective and integrated conservation or restoration management.	2.1 Before 2015, Conservation Scorecard Phase III will exhibit statewide investment and ownership in products and ongoing data collection and analysis efforts.	a. Before HCC 2012, Phase III partial funding will be secured for Phase III of the Effective Conservation Snapshot and Web Map and data hosting. Continue fundraising for Phase III	Funding and in-kind resources secured	Effective Conservation Subcommittee
		b. Before 2013, status of at least 2 resource and ecosystem scorecard indicators is assessed using ECP Phase II data.	Two scorecard indicators assessed	
		c. By 2 nd quarter 2013, statewide community engagement process conducted to develop a Watershed Snapshot.	Watershed Snapshot design completed with intensive community input	
		d. Before 2014 statewide resource manager engagement process conducted to develop Web Map tool	Resource Manager Web Map tool designed	
		e. Before 2015 resource manager's Web Map and Community Snapshot released	Web Map & Watershed Snapshot released	
	2.2 By HCC 2014, increase HCA	a. Clarify HCA's role in the ongoing conservation related collaborative initiatives	2012 Leadership Summit for collaboration held	Leadership Summit Planning Group

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effectiveness and relevance to other statewide conservation organizations, networks and initiatives	b. Identify existing work and gaps by reviewing missions and strategic plans of HCA members, and other state-wide conservation networks	Review of HCA member missions/ strategic plans completed and compiled	Dependent on additional resources
	c. At each HCA Annual Retreat, each member organization will provide a snapshot of both its existing and emerging priorities	Held each year- Annual retreat	HCA Steering Committee
	d. Ongoing engagement in Hawai'i Green Growth Initiative (HGGI) goal to reverse the trend of natural resource loss mauka to makai – more water; more reef fish; more healthy forests, streams and coastlines; no new extinctions of Hawaiian species	Participated in HGGI Communications Group and Indicators efforts	Staff
	e. Ongoing participation in Hawai'i Restoration and Conservation Initiative, DLNR Watershed Initiative and other collaborative working groups as needed	Actively participated in HRCI, DLNR initiatives, and others	Staff

III. BIOSECURITY				
Goal	Objectives	Actions	Success Indicator	Responsible Party
Provide a framework for biosecurity and lines of defense to prevent invasive species introductions to the Hawaiian Archipelago.	3.1 Before 2015, conduct a biosecurity needs assessment, including exploring possible integration of Hawaii's efforts into existing Micronesia Biosecurity Plan (North Pacific Biosecurity Plan)	a. By March 2013 develop a short position paper	Position paper completed	Biosecurity Subcommittee
		b. Before 2014 produce needs assessment: "Biosecurity, Conservation, and Climate Change" in anticipation of future implementation	Additional funds leveraged for this work, needs assessment completed	
		c. Before 2014 establish information clearinghouse	Information clearinghouse completed and linked or hosted on HCA website	
	3.2 Before 2016, provide a portal or source for biosecurity information	a. Before 2014 identify on-line sources of relevant biosecurity information	List of websites and other readily accessible sources developed; Host entity for the main portal identified and timeline developed	Biosecurity Subcommittee and agencies
		b. Before 2014 obtain resources to support portal construction and start-up		

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IV. CONSERVATION CAPACITY				
Goal	Objectives	Actions	Success Indicator	Responsible Party
Increase the number of Hawaii's residents, leaders, and stakeholders who actively support and participate in the conservation of our native ecosystems.	4.1 Annually the HCA will facilitate knowledge exchange and collaboration within Hawaii and the greater Pacific conservation	a. Annually host coordination of the Hawai'i Conservation Conference (HCC)	Fiscally sustainable conference held annually and evaluated through positive survey results	HCC Subcommittee, EC & Staff
		b. Annually host coordination of Conservation Month prior to HCC	Islandwide calendar of activities coordinated and marketing strategy implemented by Mālama Hawai'i	HCC Subcommittee & Staff
		c. Continue to participate in IUCN WCC 2016 working group	IUCN WCC 2012 proposal spearheaded by HCA HAWP, HISC, KUA, LMMA and TNC proposal accepted and developed	Staff
	4.2 Before 2013, HCA will develop a comprehensive emerging conservation professionals program	a. Secure additional staff capacity and resources to support this objective	Funding secured to meet core staffing needs. Workplan developed.	Next Generation Subcommittee & Staff
		b. Annually coordinate incentives and related symposia for emerging professionals at HCC	Incentives planned through grant resources; symposia conducted	
		c. By 2013, <i>Conservation Connections</i> is developed as a capacity-building tool for sharing intern, volunteer, and research opportunities	Tool designed and funding secured with project partners (UH-NREM, HAWP, PIPES, KUPU, KUA, CI, PIPES, Preserve Hawai'i, Makai Watch)	
		d. Utilize survey results and outcomes from HCC 2012 workshop to guide direction of capacity-building program	Survey tool developed and delivered to HCC Emerging Professional workshop participants. Results of workshop and survey compiled and synthesized into action plan	
		e. Annually coordinate Pacific Exchange Emerging Professionals Program	Number of applicants increased, candidates selected and shared subject of exchange through press releases	
		f. By October 2012, redefine HCA role and identify another organization to lead My Hawai'i project	Program is led by another organization	
	4.3 By 2 nd quarter 2015, develop an engagement strategy that aims to leverage	a. <i>Conservation Connections</i> will identify the locations of community-managed areas alongside federally and state-managed areas, the networks responsible for their management, and will leverage funding to each site	Funding identified by project team (HAWP, HCSN, Makai Watch, Kupu, PIPES, UH-NREM, Preserve Hawai'i)	Project Team & Staff

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human, political, financial and policy support for community-led conservation efforts.	b. Assessed community engagement strategies of HCA members to develop a cooperative engagement strategy focused on watersheds with other community and conservation networks.	Strategy completed, relationship with potential members clarified	Community Subcommittee (ISCs & HAWP)
	c. Target monthly lecture series in priority communities; link with actions above	Ongoing list of presenters/title, # of participants developed and regularly updated	Community Subcommittee & HCA Staff
	d. Identify methods to advocate for community-led conservation	Outreach materials completed for policy makers	Community Subcommittee
	e. Identify potential sources of funding for community-led conservation	Potential Source of funding for community-led conservation made available	HCAF & Community Subcommittee
	4.4 By 2015, HCA will develop a coordinated, integrated strategy to focus key political, community and business leaders on pressing conservation issues, strategies, and solutions	a. By 2014, ECP Snapshot will be released for decisionmakers and general public	ECP Snapshot released, special event held for decisionmakers
	b. Work with HGGI Communications Team to develop outreach activities to educate policymakers, business leaders, and key community members about pressing conservation issues.	Outreach activities completed and provided to list of key people	HCA Members and Staff
	c. Support HGGI in development of documents to reinforce "business" case for conservation		

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Subcommittees *(Responsible for Strategic Objectives & Activities, meet monthly/as needed)*

Cultural- Chair: Sam Gon-TNC, Pua Kamaka-NOAA, Kai Markell-OHA, Greg Koob-NRCS, 'Aulani Wilhelm-NOAA, Keoni Kuoha-NOAA, Randy Kennedy-DOFAW, Ulalia Woodside-KS, Namaka Whitehead-KS, Jodi Chew-USFS, Melia Lane-Kamahele-NPS

Effective Conservation- Chair, Jim Jacobi-USGS, Gerry Davis- NOAA, Sam Gon-TNC, Lihla Noori-HCA, Sam Aruch-HCA, Kate Cullison-DAR, Lucas Fortini-PICCC, Christian Giardina-USFS, Steve Miller-USFWS, Dan Polhemus-USFWS, Emma Yuen-DOFAW

Biosecurity- Chair: Mark Fox(TBD)-TNC/HAWP/HISC or Earl Campbell- USFWS (**Chair if Mark Fox unwilling/unable**), Kate Cullison-DAR, Greg Koob-NRCS, Josh Atwood-HISC, Neil Reimers-HDOA, Christy Martin-CGAPS, Jackie Kozak-Thiel-ISC's (*Seek input from NOAA OLE, Coast Guard, US Navy, USAF, DOT*)

Next Generation: Chair: TBD, Marion Ano-HCA, Sharon Ziegler-Chong-UH-Hilo, Barry Stieglitz-FWS/NWRS, Kawika Winter-NTBG, Kim Welch-OANRP, Dr. Christopher Lepczyk-UH-Manoa, Aurora Kagawa- STEM- KCC, Frannie Coopersmith-MCC, Brant Chillingworth-HoML Foundation, Melia Lane-Kamahele-NPS

Community-Chair: Manuel Mejia, TNC, Lihla Noori-HCA, 'Aulani Wilhelm, Momi Musick-Mālama Hawai'i, Kate Cullison, TBD-OHA, Kevin Chang-HCSN, Jason Philibotte-CI

Working Groups *(Task Specific, disband when complete)*

2013 HCC Subcommittees: Various groups

2013 Retreat Planning: Michelle Mansker, Gerry Davis, Sarah Creachbaum, Melia Lane- Kamahele, Loyal Merhoff, Christian Giardina, Chipper Wichman

Strategic Plan: Barry Stieglitz, Michelle Mansker, Jim Beets, 'Aulani Wilhelm, Gordon Tribble, Sarah Creachbaum, Pat Manly, Jodi Chew

Membership: Gordon Tribble, Chipper Wichman, Randy Kennedy, Melia Lane-Kamahele,

Appendix

Program & Products Referred to in HCA Strategic Plan

Hawai'i Green Growth Initiative (HGGI)

http://glispa.org/?page_id=1320 A group of Hawai'i's leaders working together across government, business, academia and civil society to achieve targets in energy, food and eco(system) security for a sustainable, resilient and prosperous future in the Hawaiian islands.

Hawai'i Conservation Conference (HCC)

http://hawaiiconservation.org/activities/hawaii_conservation_conference The annual Hawai'i Conservation Conference (HCC) is the largest gathering of people actively involved in the protection and management of Hawai'i's natural environment. The purpose of the conference is to facilitate information transfer and interaction between natural resource managers and the scientific community.

Watershed Snapshot & Resource Manager Web Map

Two products identified and in the recent Harold K. Castle Foundation grant whose purpose is: *Support to Develop Hawaii's Watershed Snapshot – An Integrated Place-Based Assessment to Catalyze Resilient Ecosystems Across the Hawaiian Islands*. Watershed Snapshot is a communication tool for decision makers and general public to understand the status of our natural resources. Information for this tool will be periodically derived and disseminated from the Manager's Web Map. Designed with input from resource managers and their funders, Resource Managers Web Map is a user friendly online database and data-sharing platform that allows for resource managers to upload and share monitoring data, manipulate the information to facilitate planning, better monitor the health of our natural resources, and inspire programmatic and financial cooperation.

Hawai'i Restoration and Conservation Initiative (HRCI)

<http://restorehawaii.net> The HRCI is a diverse partnership that has brought together organizations and individuals committed to Western conservation practices and traditional cultural knowledge. Made up of an initial 25 partner organizations and over 80 individuals, they are visioning a new paradigm for large-scale ecosystem restoration in Hawai'i that is rooted in native Hawaiian cultural beliefs and knowledge.

Department of Lands and Natural Resources Watershed Initiative

<http://hawaii.gov/gov/newsroom/in-the-news/the-rain-follows-the-forest> State of Hawai'i effort to save Hawai'i's forests and protect our water sources.

International Union for the Conservation of Nature World Conservation Congress (IUCN WCC)

<http://www.wcc2016hawaii.com> A steering committee is spearheading active dialogue with the U.S. Department of State in building a compelling case that Hawai'i is capable of being the official host for the 2016 WCC. As such, Hawai'i is preparing a bid and will have substantial presence at the 2012 WCC in Jeju, Korea, September 6-12, 2012.

Locally Marine Managed Area Network (LMMA)

www.lmmanetwork.org Connects over 400 coastal communities across the Indo-Pacific region (primarily in Fiji, the Federated States of Micronesia, Indonesia, Palau, Papua New Guinea, Philippines, and Solomon Islands) that manage and ensure the sustainability of their coastal waters according to locally determined rules and agreements. Members include communities, non-governmental organizations, researchers, government agencies, and supporters.

Kua'āina Ulu 'Auamo: Grass roots growing through shared responsibility (KUA)

<http://www.hcsnetwork.org> Supports a network of grassroots communities across ka pae'āina o Hawai'i who perpetuate Hawaii's culture of mālama 'āina (caring for the land) through traditional cultural practices, knowledge, values and practical science. We are interested in learning, sharing and teaching each other and the rest of our global community.

Kupu

<http://www.kupuhawaii.org> Empowers youth to serve their communities through character-building, service-learning, and environmental stewardship opportunities that encourage integrity (pono) with God, self, and others. Kupu provides a home organization for the Hawai'i Youth Conservation Corps (HYCC aka AmeriCorps Volunteers), Urban Corps (UC), and Rewarding Internships for Sustainable Employment (RISE) Program.

University of Hawai'i-Manoa, Department of Natural Resources Environmental Management (UH-NREM)

<http://www.ctahr.hawaii.edu/nrem/> Housed in the College of Tropical Agriculture and Human Resources (CTAHR), NREM students, faculty, and staff are involved in teaching, research, and extension in the community with emphasis on the science and management of natural resources and their links to environmental quality. Scientific objectivity will be emphasized as evidence in training in the use of decision tools for optimizing natural resource management and ecosystem stewardship.

Pacific Internships Program Exploring Sciences (PIPES)

<http://hilo.hawaii.edu/uhintern/>

University level project-based internship program housed within the Pacific Aquaculture and Coastal Resources Center at the University of Hawai'i-Hilo. The PIPES is committed to increasing the recruitment and retention of local students, especially those of Native Hawaiian ancestry, into fields of study, and ultimately careers, related to the natural resources of Hawai'i and the Pacific region.

Hawaii Association of Watershed Partnerships (HAWP)

<http://www.hawp.org>

Increases the effective management and protection of upper elevation watershed areas by raising the capacity of Watershed Partnerships, facilitating sharing of watershed management expertise, building public support for protecting watershed values, and developing sustainable funding sources.

Hawai 'i Invasive Species Committees (HISC)

<http://www.hawaiiinvasivespecies.org/hisc/>

Established for the special purpose of providing policy level direction, coordination, and planning among state departments, federal agencies, and international and local initiatives for the control and eradication of invasive species throughout the State of Hawai'i and for preventing the introduction of new invasive species.

Makai Watch

<http://www.hawaiicoralreefstrategy.com/index.php/local-action-strategies/makai-watch>

Enhances the management of near-shore marine resources by providing community members opportunities to become directly involved in management.

Preserve Hawai'i

<http://preservehawaii.org> Nonprofit outreach project that shares the volunteering needs of over 100 Hawai'i environmental organizations with residents, visitors, and industry leaders wanting to participate in hands-on conservation. Included publishing of a guidebook, "Preserving Paradise: Opportunities in Volunteering for Hawai'i's Environment", a Website and now continued through social media applications.