

Strategic Plan 2009 – 2013

The Mission of the Kaho‘olawe Island Reserve Commission

Our mission is to implement the vision for Kaho‘olawe, in which the kino of Kanaloa is restored, and nā po‘e Hawai‘i care for the land. We pledge to provide for meaningful, safe use of Kaho‘olawe for the purposes of the traditional and cultural practices of the Native Hawaiian people, and to undertake the restoration of the island and its waters.

Vision for Kaho‘olawe

Forests and shrublands of native plants and other biota clothe its slopes and valleys. Pristine ocean waters and healthy reef ecosystems are the foundation that supports and surrounds the island.

Nā po‘e Hawai‘i cares for the land in a manner which recognizes the island and ocean of Kanaloa as a living spiritual entity. Kanaloa is a *pu‘uhonua* and *wahi pana* where Native Hawaiian cultural practices flourish.

The piko of Kanaloa is the crossroads of past and future generations from which the Native Hawaiian lifestyle spreads throughout the islands.

Core Values

KIRC holds these values to be true to its mission and organization:

- In our programs and in the way we operate, we embrace and honor Kaho‘olawe’s significant role in perpetuating the Native Hawaiian culture.
- We recognize Kaho‘olawe as a *pu‘uhonua* and *wahi pana* — a place of refuge and a sacred place.

- In our actions, programs, training, and plans, we live and incorporate the values, practices and protocols of the host culture.
- Our job is to restore the island and its waters, and to increase the culturally appropriate, safe use of the Reserve towards the fulfillment of the vision for Kaho‘olawe.

A Context for the Rebirth of a Sacred Island

In November 2003, the U.S. Navy transferred control of the management of Kaho‘olawe to the State of Hawai‘i. This transfer marked a new beginning in the history of the island and its surrounding waters.

Since 1995, there have been six major planning documents developed for the Reserve:

- ‘Aha Pāwalu, a Cultural Protocol for Kanaloa–Kaho‘olawe
- Palapala Ho‘onohonoho Moku‘aina O Kaho‘olawe, Kaho‘olawe Use Plan
- Hō‘ola Hou I Ke Kino O Kanaloa, Kaho‘olawe Environmental Restoration Plan
- Ola I Ke Kai O Kanaloa, Kaho‘olawe Ocean Management Plan
- Access and Risk Management Plan for the Kaho‘olawe Island Reserve
- Cleanup Plan, UXO Clearance Project, Kaho‘olawe Island Reserve (by Parsons–UXB Joint Venture for the Naval Facilities Engineering Command Pacific Division)

Together, these plans frame the future use and restoration of the Reserve.

Given the enormity of the task, the condition of the island and its surrounding waters, and the limitations of safety and money, what should KIRC’s priorities be over the next five years? This is the question that is pursued in the strategic plan.

Kaho‘olawe faces many opportunities and challenges. In navigating these waters, the strategic plan is a living document that serves as a “compass” in establishing direction, priorities, and actions for *hānau hou he ‘ula ‘o Kaho‘olawe*, the re-birth of a sacred island.

Key Factors

In developing its strategic priorities, the Commission acknowledges the following:

- The primary planning documents previously adopted serve collectively as the foundation for KIRC, especially Palapala Ho‘onohono Moku‘āina O Kaho‘olawe (The Kaho‘olawe Use Plan).
- There is an inherently Native Hawaiian purpose to the Kaho‘olawe Island Reserve, as recognized by history, the public, and in State and Federal laws, including but not limited to the statutory framework for KIRC and the constitutional protection of customary and traditional access.
- The Protect Kaho‘olawe ‘Ohana has a historical and cultural relationship to Kaho‘olawe.
- There are kūpuna and families that have traditional and historical relationships with Kaho‘olawe.
- By State law, the Kaho‘olawe Island Reserve is to be managed in trust until such time and circumstances as a sovereign Native Hawaiian entity is recognized by the federal and state governments.
- The remote geography of Kaho‘olawe presents its own challenges.
- The environment is fragile.
- There are extensive cultural and historical places.
- There are unexploded ordnance and other hazards.

- Monitoring and management of the risk is a State responsibility. By federal law, there is a perpetual federal responsibility for the unexploded ordnance.
- As of January 2008, the Trust Fund has \$20 million, which will be insufficient to fully provide for meaningful, safe use of the Reserve unless additional funds are secured.
- By state law, commercial uses of the Reserve are banned.

Strategic Goals 2009 – 2013

- To increase the size, diversity and sustainability of the trust fund by raising funds through grants, partnerships, contributions from corporations and private individuals, entering into appropriate strategic alignments and operating agreements that generate revenue without commercial activity on-island, and to manage the organization's budget in a manner that protects the trust fund.
- To develop and implement a culturally appropriate five-year plan to access and stabilize cultural sites, archeological sites and burial sites, and provide for appropriate access and cultural practices.
- To develop and maintain a culturally appropriate, environmentally sustainable infrastructure to provide and maintain an appropriate on-island presence for the purposes of managing and protecting the Reserve.
- To systematically restore the natural resources of the Reserve, including the island and its surrounding waters.
- Create a five-year written plan to expand the volunteer base and relationships with individuals and organizations in concert with the Protect Kaho'olawe 'Ohana for the purposes of cultural, natural resource, and marine resource restoration, conservation and other Native Hawaiian traditional and customary practices.
- To develop and implement a measurable education and communication program to deepen understanding for the children

and people of Hawai'i and the world of the natural, cultural, historical and spiritual significance of Kaho'olawe, and to aid in the fund development process.

- Establish a written and measurable enforcement program and network to protect Kaho'olawe and its waters from illegal, inappropriate and unsafe use.
- To prepare for the transition of the Reserve to the future Native Hawaiian sovereign entity.