

September 3, 2026
Item IV.E

MEMO TO: KIRC Commissioners

FROM: Michael K. Nāho‘opi‘i, Executive Director

SUBJECT: Establish the I Ola Kanaloa Working Group

RECOMMENDED MOTION:

- (1) Establish the I Ola Kanaloa Working Group (IOKWG) by appointing no more than two Commissioners;
- (2) Task the IOKWG to review the I Ola Kanaloa Strategic Plan and make recommendations for an updated strategic plan for Commission approval.

BACKGROUND & SUMMARY:

The Kanaloa 2026 Working Group was established in 2013, recognizing the opportunity to lead the transition from an era of destruction and turmoil resulting from the island’s history of ranching and military use to the current era of recovery and healing. The working group formed a team to plan for the island and consisted of representation from the Kaho‘olawe Island Reserve Commission (KIRC), Protect Kaho‘olawe ‘Ohana (PKO) and the Office of Hawaiian Affairs (OHA).

The working group adopted the mindset of collective impact where the ability to accomplish a collective goal is bigger than one individual organization and requires contributions of the whole. The resultant strategic plan, “I OLA KANALOA!” was a guidance document that outlined the goals, programs and projects through 2026 or the fiftieth anniversary of the first protest landings on Kaho‘olawe.

With the arrival of the 50th anniversary of the first landings on Kaho‘olawe, the KIRC and PKO are proposing to reestablish this working group to evaluate and update this strategic plan. This working group will consist of the KIRC staff led by the KIRC Executive Director, PKO representatives and no more than two Commissioners to prevent any Chapter 92 HRS violations. Other participants can be assigned once the working group has met and established a work plan and timeline.

DISCUSSION:

The following is a recommended work process for the I Ola Kanaloa Working Group

1. Preparing for the Revision Process
 - a. Assembling the team: the Working Group will invite key members to participate and assign specific roles such as subject matter experts, data analysts and leads.
 - b. Gathering relevant data and information: the KIRC and PKO would generate reports and updates relating to I Ola Kanaloa projects. Additionally, they would

collect other data such as past and expected future volunteer numbers, evaluation of their organization's capacity and current and future infrastructure support. They would also summarize external influences such as available funding, public and political support.

- c. Set Objectives and timelines: Establish goals and objectives for the strategic plan revision process and set a timeline for the revision process.
2. Review and Evaluate the Current Strategic Plan
 - a. Assess the plan's effectiveness: Measure organizations' progress on I Ola Kanaloa projects. Identify successes and areas that fell short and analyze the reason behind these outcomes.
 - b. Analyze internal and external factors: Conduct Strengths, Weakness, Opportunity and Threats (SWOT) analysis to assess their organization's internal capabilities and external environment.
 - c. Identify gaps and areas for improvement: Pinpoint areas where the current plan is lacking or needs to be updated. Determine which strategies, objectives, or projects need revision or replacement.
3. Revise and Update Plan
 - a. Refine or redefine the mission, vision and values
 - b. Prioritize the initiatives: Clarify which resources and investments are more critical to growth and cost savings goals.
 - c. Adjust goals and objectives
4. Communicate and Implement the Revised Plan
 - a. Engage stakeholders
 - b. Develop an implementation road map
 - c. Monitor and measure progress

LEGAL AUTHORITY:

§6K-6 Responsibilities and duties of the commissionIn carrying out its duties and responsibilities, the commission:

- ..(1) Shall establish criteria, policies, and controls for permissible uses within the island reserve;