
HILO BAY WATERSHED ADVISORY GROUP 2007—2012 STRATEGIC PLAN

Following is the HBWAG's 2007—2012 Strategic Plan as adopted in the monthly HBWAG Steering Committee meeting held on March 13, 2007.

I. MISSION

- The purpose/mission of the Hilo Bay Watershed Advisory Group shall be to bring the community together to understand and protect the ecology of the Hilo Bay Watershed.

II. VISION

- Future generations will enjoy a cleaner Hilo Bay, cleaner streams, and a watershed that supports both human activities and the natural ecosystem.
- Stewardship of the Hilo Bay Watershed will be embraced by all members of the community.
- Our community will better understand, protect, nurture, utilize, and enhance the Hilo Bay Watershed through a cooperative effort based on ecosystem processes and the community's needs and cultural values.

III. CUSTOMERS

- The WAG's 'customers' include the Hilo Bay Watershed, community, property owners, governmental and non-governmental agencies...essentially, all the stakeholders who affect and are affected by the watershed.

IV. OVERARCHING STRATEGIES

- The WAG will act as an advocate for the overall sustainability of the Hilo Bay Watershed, serve the community, build partnerships, support scientific studies and monitoring, and promote prevention and mitigation of water pollution. More specifically:

Community Cooperation

- ♦ We will seek partnerships and engage in collaborative problem identification and solutions with all responsible parties.

A Watershed-Based Approach

- ♦ We will promote principles to isolate watershed/water quality problems and propose solutions based on robust information and research.

Build and Increase Capacity

- ♦ We will strive to increase HBWAG membership and the community's participation in efforts to learn about and improve conditions in the Hilo Bay Watershed.
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V. MISSION GOALS, OBJECTIVES AND STRATEGIES

GOAL 1: Improving watershed management (leadership/direction)

Objective: Create a Watershed Management Plan

Strategies:

- Research watershed management methods and plans
- Generate addendum to WRP
- Identify effective Best Management Practices (BMPs)

GOAL 2: The knowledge, attitudes, and practices of most of the Hilo Bay Watershed community are consonant with the restoration and preservation of the Hilo Bay Watershed.

Objective: Educate the Community on Watershed Issues

Strategies:

- Form a subcommittee of interested members who will work collaboratively to produce a comprehensive watershed education plan and execute it
- Distribute educational brochures to community institutions
- Engage agencies and institutions to distribute information

GOAL 3: Ensure the health of the Hilo Bay ecosystem and its tributaries so that these meet appropriate water quality standards. (Physical , measurable improvements.)

Objective: Monitor the water quality of Hilo Bay and its tributaries and determine sources and types of watershed pollution

Strategies:

- Collaborate with DOH, DLNR, and others to verify and validate the classification of impaired streams
 - Collaborate with DOH, University of Hawaii, and others on water quality
 - Monitor the water quality of Hilo Bay and its tributaries (including ground water) to track changes over time
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GOAL 4: Build HBWAG Capacity and Increase Resources

Objective: Decentralize work through greater community volunteerism, implementation of the WAG Bylaws and Roles and Policies, and improved efficiency of WAG activities

Strategies:

- Increase membership
- Form a special committee or task force to study and recommend methods to garner new members
- Foster endorsements
- Solicit positions, opinions, and general consensus on the state of the Hilo watershed and water quality
- Educate HBWAG members (including the SC) on water quality, TMDLs, and associated government/agency processes
- Research water quality and watershed issues
- Develop funding and grant-writing capabilities
- Facilitate and develop partnerships
- Use the Hilobaywaters@gmail.com account as an archive and communications clearinghouse for most SC functions (SC member access only)
- Use an improved WAG website for general WAG events postings/communications, public education distributions, and links to other pertinent sites

This plan will be reviewed and updated on an approximately annual basis (in/about March 2008), and as needed per the judgment of the HBWAG Steering Committee.

Prepared by the HBWAG-SC Strategic Plan Special Committee: Steve Godzsak, Ed McNally, Tom Young, Steve Skipper, and Peter Heffron, and approved by the HBWAG Steering Committee in the monthly SC meeting on March 13, 2007 in Hilo, Hawaii.

Background information is provided on the following pages.

BACKGROUND

The Hilo Bay Watershed Advisory Group Strategic Plan that follows was prepared by the WAG-SC Strategic Plan Special Committee: Steve Godzsak, Ed McNally, Tom Young, Steve Skipper, and Peter Heffron. It is based on:

- Discussions in two special committee meetings in December 2006 and January 2007, respectively
- A draft plan resulting from the above-referred meetings that was shared in January 2007 with each SC member for comment

This version¹ incorporates all comments received by the special committee as of 9 February 2007.

The following points were agreed to by the special committee members and subsequently presented to, and endorsed by, the full WAG-SC in its 9 January 2007 meeting:

1. Just as the HBWAG—like many organizations—need Bylaws and Roles and Policies (instituted in the WAG in 2006), the HBWAG should also benefit by having a basic strategic plan.
2. It is recognized that the WAG-SC does not have the time, resources, etc., to carry out a comprehensive strategic planning process. However the special committee members believe a brief plan (the target was less than 5 pages) is better than no plan, and that the plan can evolve (be updated and refined) as the WAG evolves.
3. The strategic plan special committee suggested that, given its present state, the WAG-SC should focus on WAG and SC viability (see proposed strategic goal#4 below) and ‘doable’ tasks that WAG-SC sub-committees take on in consultation with the SC. Thus, while recognizing the importance of a comprehensive strategic plan, until the WAG and the WAG-SC are on firmer ground, there should be a principally ‘tactical’ or operational imperative—ideally linked to the strategic plan that follows.
4. The HBWAG strategic plan will serve several important purposes: (1) As general guidance for WAG initiatives and priorities and (2) To share with potential donors, partners, and other watershed/water quality stakeholders (many of whom expect to see business plans, strategic plans, or equivalents associated with organizations they might support/collaborate with).
5. Although the present WAG strategic plan is brief and general, it will be the basis for more specific annual plans (referred to variously as detailed implementation plans, annual plans, and so on).

¹ The plan is not “final” in the strict sense of the term, however the WAG-SC concurs (SC meeting on 6 Feb 2007) that it suffices for the present as a general guide for the HBWAG-SC and the WAG. We welcome suggestions for improving the HBWAG-SC Strategic Plan from all quarters and will endeavor to incorporate proposed changes, as appropriate, on a approximately bi-annual basis.

6. The foundation for the strategic plan is:
 - a. The WAG's vision, mission, and goals developed per the public input process in 2003—2004
 - b. A new goal (proposed by the strategic plan special committee) related to the WAG's organizational capacity and ability to generate/attract resources for projects
 - c. The *Watershed Restoration Proposal* (particularly the 9 Elements in the proposal)

END
