



Division of Conservation and Resources Enforcement

Strategic Plan 2009 – 2014



Table of Contents

Letter from Laura Thielen, Chairperson, Department of Land and Natural Resources	1
Executive Summary	3
Strategic Plan 2009-2014	
Mission	5
Guiding Principles	5
Goal	6
Objectives	6
Appendices	
<u>Appendix 1</u>	
Preliminary Action Plan: Moving to Implementation	7
<u>Appendix 2</u>	
Key Stakeholder Interviews: Summary	23
<u>Appendix 3</u>	
On-line Stakeholder Survey Results: Summary	29
<u>Appendix 4</u>	
Strategic Planning Sessions Attendees	35

E Mālama Pono Iā Hawai‘i

*“To Preserve Hawai‘i in
Righteousness”*

Laura Thielen,
Chairperson,
Department of Land and
Natural Resources

The Division of Conservation and Resources Enforcement (DOCARE) has one of the most challenging missions in the state. They are tasked with enforcing all of the state laws that protect Hawaii’s natural, cultural and historic resources and all the rules and regulations of nine other divisions within the Department of Land and Natural Resources (DLNR). Their jurisdiction ranges from the tip of the mountains to three miles out to sea for the eight main Hawaiian islands and the Papahānoumokuākea Northwestern Hawaiian Islands.

While DOCARE’s origins were fish and game wardens back in the day when the department was smaller and more narrowly focused, over time the department has been charged with additional responsibilities. As a result, DOCARE now enforces broader laws, has more area to patrol and more routine police work in small boat harbors, parks and public lands. Consequently, attention to core resource enforcement has suffered at

the same time as our population and visitor count has risen and stresses on the resources are multiplying.

One of the highlights of my tenure as Chairperson of DLNR will always be the second day of the DOCARE strategic planning session. Thirty-five DOCARE officers struggled over how to reconcile their professional responsibility to enforce all the laws of the state and their federal joint enforcement agreements with the need to focus on the resources first and foremost. In the end, they chose to place the highest priority on resource enforcement and to seek the support of the divisions within DLNR and other partners to restructure their operations.

This restructuring will not be simple or fast. DOCARE recognized the need to work with multiple partners including the other divisions within DLNR, and has developed this five-year action plan for a smooth and effective transition.

DLNR will work diligently over the next five years to fully implement this strategic plan. However, successfully protecting, preserving and enhancing Hawaii’s vast and fragile resources is a far larger effort than a single department can accomplish. The role of policy makers, nongovernmental organizations and, most importantly, the general public, is critical to the overall success of this effort.

Unfortunately, in today's world too many people have little respect for resources and public property, as vandalism, resource theft and intentional damage proliferate. Increasing drug use and acrimonious conflicts between users over scarce resources escalate dangers for DOCARE officers. People commonly complain about the "lack of enforcement," implying the officers are the root of the problem, rather than lack of compliance and the irresponsible or illegal behavior of individuals.

While the state needs DOCARE to focus on natural, cultural and historic resource enforcement, DOCARE needs the strong support of the state to achieve this mission. The best outcome of this strategic plan will be a renewal of support for the restructured DOCARE, a heightened awareness of the shared responsibility for conservation enforcement, and a statewide sense of pride in "our" resources and the officers who are charged with enforcing the laws that protect them.

Executive Summary

The Division of Conservation and Resources Enforcement completed its strategic planning efforts in the fall of 2008. This planning process successfully resulted in a long term vision for a restructured division with a clearly focused mission and six prioritized objectives to be addressed over the next five years. In addition, the Division developed a preliminary action plan (see Appendix 1) with leadership assignments and result targets that will assure the division implements its plan.

An early indicator of the value and impact of DOCARE's strategic plan is the support the Division has received from outside funding sources. The Division's renewed mission focus and clear objectives enabled Chairperson Laura Thielen and DOCARE leaders to talk with key partners and invite their support for several priorities, including specific efforts addressing staffing to improve the Division's efficiency, effectiveness, accountability and officer safety. This level of collaboration and support is a direct result of the clarity of purpose and future direction reflected in the Division's strategic plan.

While the end product of the strategic plan – the mission, guiding values, goal and objectives – can be summarized on two pages, the process

leading up to the final plan engaged many stakeholders. The leadership team that convened and guided the planning processes included Laura Thielen, DLNR Chairperson, Gary Moniz, Division Administrator, David Gaud, Deputy Administrator, and Branch Managers - Randy Awo, Maui, Tarey Low, Kaua'i, Lawrence Terlep, Sr., Hawai'i Island, and Guy Chang, O'ahu.

The leadership team sought input and guidance from stakeholders through several means. First, key stakeholder interviews were conducted with 15 individuals identified by the planning team members. (See Appendix 2 for a summary of the interviews).

The results of the interviews were used to help create an on-line survey distributed to nearly 200 stakeholders within DLNR, including all DOCARE staff, and externally to other constituents in government and in the community. The survey had a 66 percent response rate. (See Appendix 3 for a summary of the survey).

All the information generated from these efforts provided a starting point for the 60 individuals from DLNR, including 35 DOCARE representatives, who gathered on September 8, 2008 to focus on DOCARE's core strengths and guide its future priorities.

Over the last several years the mission for DOCARE has broadened in scope and application and, as with many organizations, this has resulted in challenges in communications, priority setting, resource distribution, and intradepartmental collaboration.

The DOCARE representatives continued to work on September 9, 2008, keeping in mind the perspectives provided by the larger group from the preceding day. They reached agreements on the following elements of their strategic plan:

1. The core values that drive DOCARE's mission priority of natural, cultural and historic resource protection,
2. Preliminary concepts for revising the mission of DOCARE,
3. An overarching goal to restructure the Division to align with its mission, and
4. Six specific objectives for restructuring the division and its work.

The DOCARE representatives reconvened for an additional two days, October 22-23, 2008, to finalize their redrafted mission statement, guiding values, goal and six objectives. They also developed preliminary action plans for the six objectives. The action plan can be found in Appendix 1 of this document.

The leadership team will continue to oversee the implementation of the action plan, evaluating the Division's progress and modifying actions as necessary, to assure outstanding results. The action plan is a working document that expresses the Division's short-term operational plans for transformation. Revisions to the action plan are expected to occur based on the work accomplished and the lessons learned. Changes to the action plan are an indication of successful implementation.

Many individuals contributed significantly to the formation of DOCARE's strategic plan. (See Appendix 4 for the list of participants in the planning sessions).

DOCARE Strategic Plan 2009-2014

The strategic plan for DOCARE encompasses its revised mission statement, guiding principles, overarching goal and six prioritized objectives with designated leaders.

Mission Statement

The Division of Conservation and Resources Enforcement effectively upholds the laws that serve to protect, conserve and manage Hawai‘i’s unique and limited natural, cultural and historic resources held in public trust for current and future generations of visitors and the people of Hawai‘i nei.

Guiding Principles

We are committed to excellence through:

Kuleana:

We dedicate ourselves to the enhancement, perpetuation and protection of Hawai‘i’s natural, cultural and historic resources by recognizing our *kuleana* to serve Hawai‘i, the general public and our local communities with a profound sense of responsibility and in the spirit of Aloha.

Integrity and Professionalism:

We adhere to the highest ethical and moral standards in serving Hawai‘i and maintaining the public trust in the performance of our duties.

Health and Safety:

We acknowledge that our citizens have a right to utilize the resources that define Hawai‘i’s uniqueness in an atmosphere that promotes safety. Therefore, we will endeavor to enforce laws established to provide for public health and safety.

Service:

We recognize that sustaining our quality of life is connected to the integrity of Hawai‘i’s natural and cultural environment and is a shared responsibility of all citizens, government agencies and private organizations.

We commit ourselves to unite our communities, public agencies and private organizations to assist DOCARE in attaining its mission through education, outreach and the establishment of meaningful partnerships that promote the principles of *mālama ‘āina* through increased awareness and collaboration.

E Mālama Pono Iā Hawai‘i

***“To Preserve Hawai‘i in
Righteousness”***

DOCARE Strategic Plan 2009-2014 (continued)

Goal:

Restructure DOCARE to reflect its priority for natural, cultural and historical resource protection.

Objective 1: 1st Priority

Develop and implement staffing structure to improve efficiency, effectiveness, accountability and officer safety.

Champion: Hawai'i Island

Objective 2: 2nd Priority

Identify, develop and initiate a plan for operational infrastructure to improve efficiency, effectiveness, accountability and officer safety.

Champion: Maui

Objective 3: 4th Priority

Improve recruitment and retention by creating incentive standards and providing continuing education for officer professional development.

Champion: Kaua'i

Objective 4: 1st Priority

Formally redefine relationships with all partners to rationalize DOCARE's responsibilities in these jurisdictions.

Champion: Maui

Objective 5: 5th Priority

Identify, develop and initiate successful data collection model for use by DLNR for effective resource protection and management.

Champion: Gary Moniz,
Hawai'i Island and O'ahu

Objective 6: 3rd Priority

Engage, educate and empower local communities to share in the responsibility, with DOCARE, of protecting Hawai'i's natural, cultural and historic resources.

Champion: O'ahu

Appendix 1

Preliminary Action Plan: Moving to Implementation

Preliminary Action Plan

The action plan is a working document that expresses the Division's short-term operational plans for transformation. Revisions to the action plan are expected to occur based on the work accomplished and the lessons learned. Changes to the action plan are an indication of successful implementation.

The leadership team will continue to oversee the implementation of the action plan, evaluating the Division's progress and modifying actions as necessary to assure outstanding results.

Preliminary Action Plan: Moving to Implementation - Objective 1

Objective 1: Develop and implement staffing structure to improve efficiency, effectiveness, accountability and officer safety. (1st Priority) **Champion:** Hawai'i Island

Actions	Sub-Actions	Who & By When
1. Identify who's going to do the work of restructuring (task force, etc.).		Who: When: November 2008
2. Identify immediate actions.	1. Utilize existing CREO-5 positions for supervisors which would allow promotion for instructors, etc. to CREO-4.	Who: When: June 2009 Evaluation: 3 changes.
3. Look at other models to see how they are structured, e.g., HPD, MPD.	1. Look at other folks who have done this and identify lessons learned and good ideas.	Who: When: March 2009
4. Look at National standards.		Who: When: March 2009
5. Identify gaps in set up.	1. Capture expertise and knowledge of current managers and their thoughts about improvements. 1.1 Ask managers what their needs are and how they would set it up.	Who: When: March 2009
	2. Check with line staff on their thoughts about improvements.	
	3. Determine needs at the branch level based on their own daily realities. 3.1 Designate a "safety officer" for each department who gathers information and brings it back to officers.	
6. Review organizational chart.	1. Identify position that coordinates with other parts of DLNR, e.g., Plans and Training Section.	Who: When: March 2009

Preliminary Action Plan: Objective 1 continued

Objective 1: Develop and implement staffing structure to improve efficiency, effectiveness, accountability and officer safety. (1st Priority) **Champion:** Hawai'i Island

Actions	Sub-Actions	Who & By When
7. Improve existing organizational model.		Who: When:
8. Develop a well-planned reorganization of the Division staffing structure.	1. Improve ratio of rank and file.	Who: When:
	2. Look at how any changes in staffing affect support staff (numbers and make up)	
	3. Determine preferred ratio of men and supervisors – span of control at all levels.	
	4. Have people review options and give input.	
9. Develop blueprint for future improvements as resources become available.		Who: When:
10. Create a formula to share with other parts of DLNR so they can better determine how their decisions impact DOCARE.		Who: When:
11. Manage changes with DHRD.	1. Work with DHRD to change minimum qualifications and class specification for CREO positions.	Who: When:
	2. Revisit working to reclassify collective bargaining classifications.	
	3. Consider using matrix system similar to SHPD (CREO 1-4).	

Preliminary Action Plan: Objective 1 continued

Objective 1: Develop and implement staffing structure to improve efficiency, effectiveness, accountability and officer safety. (1st Priority) **Champion:** Hawai'i Island

Actions	Sub-Actions	Who & By When
11. Manage changes with DHRD. <i>Continued</i>	4. Revisit pre-selection for CREO 1's with DHRD (open to public search). 5. Look at how any changes in staffing affect support staff (numbers and make up) 6. Determine preferred ratio of men and supervisors – span of control at all levels. 7. Have people review options and give input.	
12. Create a Plans and Training Section. (Note: also in the Objective 2 – Operational Infrastructure)	1. Look at existing models to see what would be appropriate for Plans and Training	Who: When:
13. Implement agreed upon Staffing Structure Plan.	1. Determine who is managing implementation. 2. Develop appropriate position descriptions, qualifications, and recruitment. 3. Improve scheduling. 4. Negotiate with other departments about DOCARE staffing requirements.	Who: When:

Preliminary Action Plan: Moving to Implementation - Objective 2

Objective 2: Identify, develop and initiate a plan for operational infrastructure to improve efficiency, effectiveness, accountability and officer safety. (2nd Priority) **Champion:** Maui

Actions	Sub-Actions	Who & By When
1. Identify who's going to do the work of operational infrastructure (task force, etc.)	1. Coordinate with Staff Structure Task Force.	Who: When:
2. Identify immediate actions.		Who: When:
3. Look at other models to see how their operational infrastructure is organized.	1. Look at other folks who have done this and identify lessons learned and good ideas.	Who: When:
4. Look at established State standards for minimums.		Who: When:
5. Assess our needs at the local level.	1. Review facilities that support our operations.	Who: When:
6. Identify standard levels of infrastructure recognized against national norms.		Who: When:
7. Assess and expand inter-operability (communications – voice and data).		Who: When:
8. Determine minimum standards for every branch.		Who: When:
9. Develop a plan to implement to reach minimum standards.	1. Collaborate with DLNR Engineering to determine design and costs.	Who: When:

Preliminary Action Plan: Objective 2 continued

Objective 2: Identify, develop and initiate a plan for operational infrastructure to improve efficiency, effectiveness, accountability and officer safety. (2nd Priority) **Champion:** Maui

Actions	Sub-Actions	Who & By When
9. Develop a plan to implement to reach minimum standards. <i>continued</i>	2. Assess existing DLNR facility and land resources that are currently underutilized.	
	3. Identify cost implications for implementation.	
	4. Prioritize phases to achieve.	
10. Secure resources to implement plan.	1. Identify person to help secure funding, e.g., with NOAA, NIMPHIS, State.	Who: When:
11. Coordinate with other divisions on Capital Improvement Projects, etc.		Who: When:

Preliminary Action Plan: Moving to Implementation – Objective 3

Objective 3: Improve recruitment and retention by creating incentive standards and providing continuing education for officer professional development. (4th Priority) **Champion:** Kaua'i

Actions	Sub-Actions	Who & By When
1. Create new paths to DOCARE.	1. Create an accredited community college-based 2-year course (CREO Cadet program). 2. Revisit having a volunteer program for those who are dedicated, values-aligned, to create a pool of volunteer officers that could potentially become CREO 1s if we and they desire.	Who: When:
2. Establish new recruitment standards.	1. Redefine qualifications for CREO 1 position. <ul style="list-style-type: none"> a. Build into recruitment options the ability to draw on potential recruits that don't have law enforcement backgrounds. b. Revise minimum requirements for new recruits. c. Open up CREO 1 positions (no low enforcement required). Note: this has challenges. d. Recruit based on values rather than primarily on law enforcement background. 	Who: When:
3. Establish a systematic, standardized process for recruitment and interviewing across all branches.		Who: When:
4. Increase flexibility in probationary period.	1. Establish ability to let go someone later in the process.	Who: When:

Preliminary Action Plan: Objective 3 continued

Objective 3: Improve recruitment and retention by creating incentive standards and providing continuing education for officer professional development. (4th Priority) **Champion:** Kaua'i

Actions	Sub-Actions	Who & By When
5. Address changes requiring Legislative support.	1. Recruitment Changes: Consider modifying the current 30-year retirement to a 25-year retirement to incentivize other law enforcement officers to come to DOCARE.	Who: When:
	2. Sponsor a bill to revise retirement and transfer benefits.	
6. Establish continuing education opportunities.	1. Purchase services from “outside” to train DOCARE recruits.	Who: When:
	2. Develop a training program that would allow non-law enforcement people to come aboard and get appropriate training.	
	3. Research and provide our own training and professional development for managerial staff.	
	4. Look at nationwide training options and send officers out to these as appropriate and as money is available.	
7. Create incentives.	1. Make accomplishments and acknowledgements visible on the uniform, e.g., insignia, patches for training or promotion.	Who: When:
	2. Create incentives for taking on additional responsibilities.	
	3. Create a “pay for knowledge” system (money for training) for officers’ professional development using money that comes in as fines.	

Preliminary Action Plan: Moving to Implementation – Objective 4

Objective 4: Formally redefine relationships with all partners to rationalize DOCARE’s responsibilities in these jurisdictions. (1st Priority) **Champion:** Maui

Actions	Sub-Actions	Who & By When
1. Design individual plans for partners.	1. Identify who are the key partners. 1 st tier: DOBOR, State Parks, DAR, NOAA, US Coast Guard 2 nd tier: Land Management, DOFAW, OCCL, Engineering, Water Resources, CWRM, SHPD Other: Police Departments by County, Other State Law Enforcement agencies, Feds, Fish & Wildlife 2. Develop a good game plan for each key partner. a. Identify what DOCARE wants b. Identify who is delivering the message c. Decide how the message is being delivered, e.g., formally or informally d. What’s contained in the message – framing it for their buy-in e. Gather evidence to support our arguments f. Identify existing rules, regulations and who is responsible g. Educate the Judiciary and Prosecutor’s Office on new regulations.	Who: When:
2. Deliver the message and seek partners’ buy in.	1. Communicate new mission and objectives to key partners through an organizational chart and written notification. a. Share benefits of DOCARE’s changes with partners for buy in.	Who: When:

Preliminary Action Plan: Objective 4 continued

Objective 4: Formally redefine relationships with all partners to rationalize DOCARE’s responsibilities in these jurisdictions. (1st Priority) **Champion:** Maui

Actions	Sub-Actions	Who & By When
2. Deliver the message and seek partners’ buy in. <i>continued</i>	2. Solicit partners’ input.	
	3. Gain trust through transparent communications.	
3. Formalize agreements.	1. Arrive at an MOA or MOU.	Who: When:
	2. Identify mission change and implications to constituents.	
	3. Formalize agreements with County Police that secure joint training opportunities.	
4. Establish internal training for DLNR.	1. Department needs to have regular training (in-service) on DLNR rules and regulations for divisions.	Who: When:
	2. Collaborate with Attorney General’s Office to promote better rule-making and amending.	

Preliminary Action Plan: Moving to Implementation – Objective 5

Objective 5: Identify, develop and initiate successful data collection model for use by DLNR for effective resource protection and management. (5th Priority)

Champions: Gary Moniz, Hawai‘i Island and O‘ahu

Actions	Sub-Actions	Who & By When
1. Get electronic tracking and reporting system in place.	1. Actions already ongoing.	Who: Gary When: June 2009 Evaluation: Data collection between all divisions that can “talk” to each other and assist in enforcement
2. Determine desired information.	1. Identify critical gaps in information or unutilized information that could be deleted (stop collecting unnecessary information). <ol style="list-style-type: none"> a. Look at information by geographic areas. b. Get dispositions on cases. 2. Determine how much information and which data to transfer. <ol style="list-style-type: none"> a. Transfer hard copy data to electronic system. 	Who: When:
3. Share information within DLNR.		Who: When:

Preliminary Action Plan: Moving to Implementation – Objective 6

Objective 6: Engage, educate and empower local communities to share in the responsibility, with DOCARE, of protecting Hawai‘i’s natural, cultural and historic resources. (3rd Priority)

Champion: O‘ahu

Actions	Sub-Actions	Who & By When
1. To be determined.	1. To be determined.	Who: TBD When: TBD Evaluation: TBD

Appendix 2

Key Stakeholder Interviews: Summary

Summary: Key Stakeholder Interviews

Fifteen individuals were invited to participate in the key stakeholder interviews. All the interviews were done by phone. The participants included three external stakeholders and twelve colleagues within DLNR. Four participants were from neighbor islands. All interviewees were familiar with DOCARE with the majority, nine people, having more than 10 years of contact with the Division, four individuals had 4-10 years of contact and two individuals had 3 years or less years contact with DOCARE.

Interview Questions

Interview participants were asked the following questions:

1. Describe a time when DOCARE or one of its staff members had an impact on its mission and responsibilities.
2. What do you think contributed to DOCARE having this impact? What came into play for this to occur?
3. If you were prioritizing DOCARE's endeavors, what do you see as its two highest priorities? Why are these two critical priorities? *(Participants were read DOCARE's mission statement and primary areas of responsibility; the interviewer also indicated that they could identify priorities from the list or identify their own priorities.)*
4. If these two endeavors were prioritized by DOCARE, what changes or actions would you expect to see?

5. What would indicate to you that DOCARE had successfully impacted these two areas?
6. As you look to the future, what do you think are the two greatest challenges DOCARE faces and how do you think they should respond?

The interviewer also invited each person to share any additional thoughts or address any additional ideas they wanted to communicate as DOCARE prepares for strategic planning.

Interview Analysis and Reporting

The interviewer analyzed all of the responses to identify similar ideas. These ideas were grouped into themes, labeled and a count of the number of similar responses can be found in parentheses below.

DOCARE's Strengths

Six broad categories of strengths were identified by the stakeholders. They included:

1. **Responsiveness and statewide presence** (11 responses)
2. **Professionalism** (8 responses)
3. **Community-orientation: partnering and outreach** (7 responses)
4. **Leadership and teamwork** (5 responses)
5. **Powers of and background in law enforcement** (5 responses)
6. **Philosophy: mālama Hawai'i and kuleana** (3 responses)

DOCARE’s Challenges

Four categories of challenges were identified by the stakeholders, with two areas having several sub-components associated with them.

1. **Big mandate, limited resources** (11 responses)
 - Manpower (9 responses)
 - Staff morale (2 responses)
 - Funding (4 responses)
 - Equipment (3 responses)
 - Mission creep (3 responses)
2. **Organizational structure**
 - O’ahu-centric (7 responses)
 - Reactive rather than proactive (3 responses)
 - Leadership (3 responses)

- Territoriality (2 responses)
- Management inconsistencies across counties (2 responses)

3. **Legal process of enforcement: citation, prosecution, court, land board** (7 responses)

4. **Community expectations**
 - Demands on resources (3 responses)
 - Right of access (2 responses)

DOCARE’s Priorities Should Be ...

The fifteen interviewees were asked to identify what DOCARE’s top two priorities should be. Below are two different views of the priorities they identified. The first table indicates each area by priority. The second table indicates paired 1st and 2nd priorities.

Area	1 st priority	2 nd priority	3 rd priority (optional)
Resource Protection	9	3	0
Public Safety	4	4	3
Preventative Enforcement	1	7	1
DOCARE Officers	1	0	0
Working cooperatively with others in DLNR	0	3	0

1 st and 2 nd paired priorities	Number selecting pair
Resource Protection / Preventative Enforcement	5
Resource Protection / Public Safety	3
Public Safety / Resource Protection	3
Public Safety / Preventative Enforcement	1
Resource Protection / Working cooperatively with others in DLNR	1
Preventative Enforcement / Working cooperatively with others in DLNR	1
DOCARE Officers / Working cooperatively with others in DLNR	1

Changes and Indicators of Success Given the Priorities

The interviewees identified six broad categories of *changes* they would expect to see resulting from the priorities they had identified. The first two categories have several sub-components associated with them.

1. **Priority setting and evaluation**
 - Establish priorities and plans and tie in allocation of resources (10 responses)
 - Measures of success established (5 responses)
 - Clearer rules and regulations, applied in a standard manner (3 responses)
 - Branch autonomy and decentralization (3 responses)
2. **Enforcement methodology** (6 responses)
 - More coverage of territory (4 responses)
 - Improved methods for patrol (3 responses)
 - Community-based model (3 responses)
 - “Conservation Cops” (2 responses)
3. **Support for officers’ effectiveness and efficiency**, including equipment, technology, recruitment and training (12 responses)
4. **Improved working relationships within the division and DLNR** (8 responses)
5. **Cessation of work in non-mission areas**: small boat harbors, drug eradication and homeland security (6 responses)

6. **Increased public education** (5 responses)

Indicators of Success

Identifying indicators of success was challenging given the wide range of variables to be considered. Those generated during the interviews are noted below.

- Sustainability and/or recovery of resources (5 responses)
- Public has a sense of kuleana for resource protection and/or are aware of the rules (5 responses)
- Increased citations (2 responses)
- Decreased citations and court cases (2 responses)
- Visibility (2 responses)
- Fewer complaints from other divisions (2 responses)

Future Trends and Challenges

The stakeholders identified seven *future trends and challenges* facing DOCARE.

1. **Number and quality of officers** (8 responses)
2. **Increasing demand on resources**: population growth, growth in tourism, commercial use (6 responses)
3. **Vision and mission** (4 responses)
4. **Expanding responsibilities without resources** (4 responses)
5. **Equipment modernization** (3 responses)
6. **Changing social realities increase job-related dangers** (2 responses)

7. **Leadership: community-based, elected, organizational**
(2 responses)

The detailed results of the key stakeholder interviews can be found by contacting the DOCARE administrator.

Appendix 3

On-Line Stakeholder Survey Results: Summary

Summary: Stakeholder Survey

Who participated?

The planning team of DOCARE Administrators, Branch Chiefs and the DLNR Chairperson identified several constituent groups to survey, including:

- all DOCARE staff
- DLNR administrators and branch chiefs
- Board of Land and Natural Resources
- state legislators
- other government offices
- community-based nonprofit organizations, and
- community constituents

A total of 198 individuals were invited to participate in the survey. They were sent emails that included a link to the on-line survey. One hundred thirty-one individuals responded for a response rate of 66 percent.

What was asked?

Participants were asked to respond to several broad questions and general demographic information.

- Their level of familiarity with DOCARE, its work and responsibilities.
- How well they think DOCARE fulfills its work and responsibilities.
- Identify the top three areas they recommend as DOCARE priorities in order to achieve its mission.
- DOCARE provides law enforcement for all Divisions that fall under the

umbrella of the DLNR. Identify the top 3 areas they would like to see DOCARE focus on.

- Identify two changes within the DOCARE that would enhance its efficiency and effectiveness.
- Identify two department-wide changes within DLNR that would enhance DOCARE's efficiency and effectiveness.
- Identify their own affiliation that best describes their connection to DOCARE. *(In an effort to maintain anonymity for respondents, the affiliation categories were broad.)*
- Identify which island they live on.

Most of the information is presented in tables below. For the open-ended questions, similar ideas have been grouped, labeled and a count of the number of similar responses can be found in parentheses.

Characteristics of Respondents

Of the 131 respondents to the survey 96.6 percent indicated they were somewhat or very familiar with DOCARE.

The respondents' affiliation by island was as follows:

Island	Percent
Hawai'i Island	22%
Kaua'i	18%
Lāna'i	1%
Maui	14%
Moloka'i	0%
O'ahu	46%

Respondents were asked to identify their affiliation to DOCARE in one of three categories: DLNR, Other Government Agencies, or General Public & Other Organizations. Each category had additional subset options. Only 99 respondents (76%) identified their affiliation. The low response rate is presumed to be due to the respondents' concerns about maintaining their anonymity. Of those who identified their affiliation:

- 63% were affiliated with DLNR
- 10% were affiliated with Other Government Agencies
- 25% were affiliated with the General Public & Other Organizations
- 2% identified their affiliation as Other

How well DOCARE fulfills its work and responsibilities

The respondents were asked to rate how well DOCARE fulfills its work and responsibilities over nine categories determined by the planning team. The nine categories included:

- *Protection of life and property*
- *Providing leadership within DLNR*
- *Networking with various agencies and establishing community partnerships*
- *Enforcement of federal, state and county statutes, rules and ordinances established to protect Hawai'i's cultural and natural resources*
- *Responding to requests for assistance and/or support*
- *Responding to complaints of violations*

- *Providing information, education and outreach in order to deter and prevent violations from occurring*
- *Providing leadership in the community, and*
- *Preserving a legacy for the future*

The respondents gave DOCARE an average rating in all nine categories. "*Protection of life and property*" was rated the highest and "*Providing leadership within DLNR*" received the lowest rating, however the variation in ratings between the nine areas was minimal.

Recommended priorities for DOCARE work and responsibilities

Given the same nine categories of responsibility as in the preceding question, respondents were asked to identify three areas as having highest priority for DOCARE. A high level of agreement among respondents placed *Enforcement of federal, state and county statutes, rules and ordinances* as the highest priority. *Providing information, education and outreach* and *Responding to complaints of violations* were identified by more than 50 percent of the respondents, placing them as second and third priorities in the rankings.

The table on the next page shows the responses based on respondents' affiliation. While the top priority, *Enforcement*, remains constant regardless of affiliation, some variation in ranking occurred among the other priorities. Variations in ranking of 2 or more from the overall average are highlighted in the table.

Priority Rankings by Respondent Affiliation	All	DLNR Only	Other Gov't Ag.	General Public
Enforcement of federal, state and county statutes, rules and ordinances established to protect Hawai'i's cultural and natural resources	1	1	1	1
Providing information, education and outreach in order to deter and prevent violations from occurring	2	2	6	2
Responding to complaints of violations	3	3	2	3
Protection of life and property	4	4	4	4
Networking with various agencies and establishing community partnerships	5	5	5	6
Responding to requests for assistance and/or support	6	6	3	8
Preserving a legacy for the future	7	8	7	7
Providing leadership within the Dept. of Land and Natural Resources	8	7	8	5
Providing leadership within the community	9	9	9	9

Priority Law Enforcement Areas for DOCARE

DOCARE provides law enforcement for all divisions that fall under the umbrella of DLNR. There are twelve areas for which they have law enforcement responsibilities. The respondents were asked to prioritize these twelve areas.

The table on the next page shows two areas rise to the top priority above the others – *Division of Forestry and Wildlife* and *Division of Aquatic Resources*. Both areas received high priority from more than 75 percent of the 131 respondents.

The *Division of Boating and Ocean Recreation* and the *Division of State Parks*

are the next priorities, both receiving 30-33 percent. Areas receiving less than 10 percent of the priority votes included:

- *Land Division*
- *Civil Defense*
- *Commission on Water Resource Management*
- *Homeland Security*
- *Marijuana Eradication*
- *Kaho‘olawe Island Reserve Commission*

The responses were also analyzed based on respondents’ affiliation. The top two priorities remain constant regardless of affiliation. Consistently rated among the lowest five priorities were:

- *Land Division, Marijuana Eradication*
- *Kaho'olawe Island Reserve Commission.*

The remaining areas have varied prioritization based on the segmented respondent groupings. Variations in ranking of 3 or more from the overall average are highlighted in the table below.

Priority Rankings of Law Enforcement Areas by Respondent Affiliation	All	DLNR Only	Other Gov't Ag.	General Public
Division of Forestry and Wildlife: Manages forest reserves, watersheds, hunting areas and natural area reserves	1	1	2	1
Division of Aquatic Resources: Protects and manages marine life and fresh water organisms; fish management areas; marine life conservation districts	2	2	1	2
Division of Boating and Ocean Recreation: Regulates/manages small boat harbors and facilities; recreational and commercial boating and water activities	3	3	3	5
Division of State Parks	4	4	6	4
Office of Conservation and Coastal Lands: Regulates activities on lands zoned for conservation use, including all shoreline areas	5	5	4	3
State Historic Preservation Division: Protects burials, artifacts and historic sites	6	6	10	7
Land Division: Manages all public lands, including ceded and former crown lands	7	9	8	8
Civil Defense: Assists other agencies in responding to civil disasters such as storms, earthquakes, tsunami, etc.	8	8	5	10
Commission on Water Resource Management: Manages and protects public water resources	9	11	7	6
Homeland Security: Provides cruise ship security; assists in responding to suspected and/or actual terrorist incidents	10	7	12	11
Marijuana Eradication: Assists federal, state and county agencies in the removal of marijuana from public lands	11	10	9	12
Kaho'olawe Island Reserve Commission: Manages and protects Kaho'olawe island and surrounding waters	12	12	11	9

Recommended changes within DOCARE that would enhance its efficiency and effectiveness

In open-ended questions the 131 survey respondents identified a wide range of recommendations for changes within DOCARE that would enhance its efficiency and effectiveness. The researcher identified five broad areas for changes. These five areas included:

- **Mission & Focus**
- **Restructure Division**
- **Staffing Resources & Skill**
- **Resources**
- **Change and/or Improve Leadership**

Other recommended changes, less commonly articulated among the respondents, included: Communications, Benefits & Retirement, Officer Visibility, Establish Standards & Accountability, and Systemic Changes.

Recommended changes within DLNR that would enhance DOCARE's efficiency and effectiveness

In one additional open-ended question the survey respondents' recommendations for DLNR were more widely distributed. Three broad areas for changes within DLNR were most commonly noted. These three areas included:

- **Restructure the Department**
- **Resources**
- **Staffing Resources & Skills**

Other recommended changes included:

- Priority Setting
- Leadership
- Communications
- Changes in Policies/Rules/Regulations
- More Community Education
- Systemic Changes, and
- Increased Accountability

The survey and detailed results can be found by contacting the DOCARE administrator.

Appendix 4

Strategic Planning Session Participants

Strategic Planning Session 1

Attendees

September 8, 2008, 8:00 am – 5:00 pm

1. Pua Aiu
2. Kief Apo
3. Randy Awo
4. Morris Atta
5. Kenneth Bode
6. Karl Brookins
7. Donovan Caldeira
8. Guy Chang
9. Barry Cheung
10. Milton Ching
11. Mike Coelho
12. John Cumming
13. Michael Ebina
14. Patti Edwards
15. David Gaud
16. Lionel Gonsalves
17. Michael Harken
18. Roger Imoto
19. Eric Kato
20. Ken Kawahara
21. Kevin Kong
22. Alvin Kyono
23. Michael Lapilio
24. Sam Lemmo
25. Tarey Low
26. Nancy McMahon
27. Francis Mission
28. Yumi Miyata
29. Gary Moniz
30. Kevin Moore
31. Wesley Mundy
32. Nancy Murphy
33. Charles Nahale
34. Michael Nahoopii
35. Verl Nakama
36. Robert Nishimoto
37. Thomas Oi
38. Francis Oishi
39. Daniel Ornellas
40. Eric Oroc
41. Phil Ota
42. Orlando Oxiles
43. Dan Polhemus
44. Howard Rodrigues
45. Robert Rushforth
46. David Smith
47. Wayne Souza
48. Meghan Statts
49. Bryan Sugiyama
50. Sandy Sugiyama
51. Brooks Tamaye
52. Thomas Tanaka
53. Lawrence Terlep Jr.
54. Lawrence Terlep Sr.
55. Laura Thielen
56. Steve Thompson
57. Glenn Toguchi
58. Dexter Tom
59. Erik Vuong
60. Clarence Yamamoto

HANO Facilitators:

Lily Bloom Domingo, Jennifer Cornish
Creed, Pat Brandt, Alison Colby, Linda
Ezuka, Marisa Hayase, Lorraine Lunow-
Luke, Jana Wolff

September 9, 2008, 8:00 am – 4:30 pm

1. Kief Apo
2. Randy Awo
3. Kenneth Bode
4. Donovan Caldeira
5. Guy Chang
6. Milton Ching
7. Mike Coelho
8. Patti Edwards
9. David Gaud
10. Lionel Gonsalves
11. Michael Harken
12. Kevin Kong
13. Michael Lapilio
14. Tarey Low
15. Francis Mission
16. Yumi Miyata
17. Gary Moniz
18. Wesley Mundy
19. Charles Nahale
20. Verl Nakama
21. Eric Oroc
22. Orlando Oxiles
23. Howard Rodrigues
24. Robert Rushforth
25. Bryan Sugiyama
26. Sandy Sugiyama
27. Brooks Tamaye
28. Thomas Tanaka
29. Lawrence Terlep Jr.
30. Lawrence Terlep Sr.
31. Laura Thielen
32. Dexter Tom
33. Erik Vuong
34. Clarence Yamamoto

HANO Facilitators:

Lily Bloom Domingo, Jennifer
Cornish Creed, and Pat Brandt

Strategic Planning Session 2 Attendees

October 22, 2008, 7:30 am – 3:30 pm

1. Kief Apo
2. Randy Awo
3. Kenneth Bode
4. Donovan Caldeira
5. Guy Chang
6. Milton Ching
7. Mike Coelho
8. David Gaud
9. Lionel Gonsalves
10. Michael Harken
11. Kevin Kong
12. Michael Lapilio
13. Tarey Low
14. Francis Mission
15. Yumi Miyata
16. Gary Moniz
17. Wesley Mundy
18. Charles Nahale
19. Verl Nakama
20. Eric Oroc
21. Howard Rodrigues
22. Robert Rushforth
23. Sandy Sugiyama
24. Brooks Tamaye
25. Lawrence Terlep Jr.
26. Lawrence Terlep Sr.
27. Laura Thielen
28. John Yamamoto
29. C. Matt Yamamoto

HANO Facilitators: Lily Bloom
Domingo and Jennifer Cornish Creed

October 23, 2008, 7:30 am – 3:30 pm

1. Kief Apo
2. Randy Awo
3. Kenneth Bode
4. Donovan Caldeira
5. Guy Chang
6. Milton Ching
7. Mike Coelho
8. David Gaud
9. Lionel Gonsalves
10. Michael Harken
11. Kevin Kong
12. Michael Lapilio
13. Tarey Low
14. Francis Mission
15. Yumi Miyata
16. Gary Moniz
17. Wesley Mundy
18. Charles Nahale
19. Eric Oroc
20. Howard Rodrigues
21. Robert Rushforth
22. Sandy Sugiyama
23. Brooks Tamaye
24. Lawrence Terlep Jr.
25. Lawrence Terlep Sr.
26. Laura Thielen
27. John Yamamoto
28. C. Matt Yamamoto

HANO Facilitators: Lily Bloom
Domingo and Jennifer Cornish Creed