

Exhibit 1

Hawaii's Urban and Community Forestry Program



KAULUNANI

2005—2009 Strategic Plan

Kaulunani is a program of the
DLNR Division of Forestry and Wildlife and the
USDA Forest Service.



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Kaulunani Urban Forestry Council

INTRODUCTION

Kaulunani is an urban and community forestry program of the DLNR Division of Forestry and Wildlife and the USDA Forest Service. Since its inception in 1991, Kaulunani has awarded \$1.7 million in cost-share urban forestry grants for tree planting, technical, educational, and Arbor Day projects to more than 250 community groups across the state. These communities matched the grants with more than \$5.3 million in cash and in-kind contributions.

Kaulunani hosts a state-wide urban forestry conference bi-annually, funds workshops and training programs, supports projects like the Weed Risk Assessment Scoring Process and the Street Tree Analysis project.



Ho'oulu Lahui celebrates Arbor Day

Where is the Urban Forest? Landscapes that include trees—parks, arboretums, botanical gardens, greenbelts, streets, residential areas, school grounds, businesses, hospitals, government buildings, and natural areas are all examples of the urban forest that surrounds us. What makes these “urban and community forests” unique is that people are involved with their management and care.

Trees and forests are important to the well being of communities in our cities and towns across Hawai'i, and every effort should be made to sustain and protect them for benefit of Hawai'i. The purpose of this plan is to identify and clarify both the challenges for the long term success of Hawaii's urban and community forestry program and the goals and opportunities over the next five years.

CHALLENGES

Kaulunani has been in existence for 14 years, funded by federal dollars from the USDA Forest Service. No other funding source has been developed over that time period, and the program survives because grant recipients overly match their awards.

The program now faces funding reductions and in the near future the potential for the elimination of the federal funding. The State of Hawai'i does not have legislation in place to fund the urban forestry program, however, the state has given the not-for-profit *Friends of Hawaii's Urban Forest* the go-ahead to develop other funding sources.

Staff needs to act now to generate new sources of funding to keep the staff, council projects, matching grants, education, and training programs intact.

This plan focuses on funding, communication, urban forestry management, education, and steps the Council needs to take to be more proactive, develop communication strategies, and provide the same high level of services our program has been known for.

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KAULUNANI URBAN AND COMMUNITY FORESTRY PROGRAM

MISSION STATEMENT

"Balance the urban and natural environment by encouraging, empowering and equipping the people of Hawai'i to Malama the trees in our aina".



Waimea Outdoor Circle's Nature Park

PRE-PLANNING

The Council looked to reexamine the overall focus, goals, and strategies of the program to address the revised national reporting accomplishment measurements.

The Council identified changes both internally and within the community that could help the Council rethink the program focus and/or grant strategies. The Council was asked to respond to these concerns: (1) whether the mission statement was still relevant, (2) if the grant categories were reflective of community needs, (3) if the current strategic plan focus areas were still relevant, (4) what new groups or organizations could use our services, (5) should Kaulunani become a 501 (c) (3) organization to expand opportunities and reduce funding challenges, (6) how to measure the council's performance, and (7) what types of marketing materials should be developed for the community, decision makers and industry leaders?

From the pre-planning discussions, four goals emerged as the most important to the Kaulunani Council.



Liholiho Elementary School dedication of planting project.

STRATEGIC GOALS

Funding—stabilize funding sources. National federal funds will be reduced and a long term strategy must be developed to secure future funding for the Kaulunani urban forestry program and activities.

Communications—create marketing materials. Develop a marketing plan to promote the program and to provide information to the industry and community at large.

Education—fund more educational activities. Fund more training classes, support certified arborist training, and develop partnerships with decision makers.

Urban Forestry Management—identify projects important to Hawai'i. Develop a list of larger scale projects deemed necessary for Hawai'i and develop more urban forestry training materials.

GOAL ONE – FUNDING

Be progressive in developing new funding sources and appreciation for the urban forest.

Team: Katie Friday, Sheri Mann, Teresa Trueman-Madriaga

Concern: Hawaii's urban forestry funding is entirely reliant on federal dollars. The State does not have urban forestry legislation in place to provide direct financial support and no other funding source has been developed. The program has been successful because of the tremendous source of matching funds from sub-recipient grant recipients.

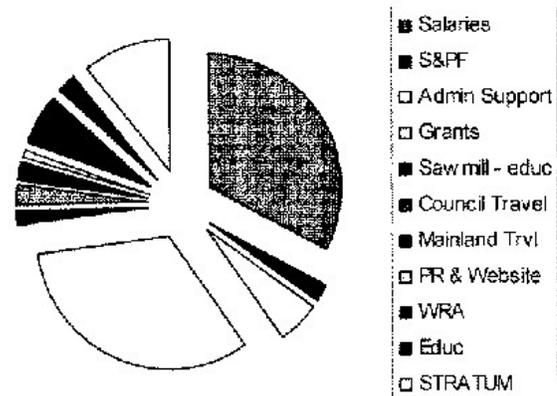
Four goals were identified as imperative to the long term success.

Goal One	Maintain federal dollar levels for Hawaii's urban and community forestry grant.
Goal Two	Encourage/empower and equip counties and communities to seek alternative funding.
Goal Three	Facilitate and increase funding through the "Friends" 501 (c) (3) organization.
Goal Four	Establish a state recognized urban and communities forestry program.

Goal One - Maintain federal dollars for Hawaii's urban and community forestry grant.

- Engage the Division of Forestry and Wildlife
 - Work more closely with the Division on projects that are of interest.
 - Meet one-on-one with DOFAW staff to learn more about their programs and look for ways Kaulunani can overlap efforts.
- Comply with new federal performance measurements .
 - Request a copy of most recent standards.
- Include performance measurements in the strategic plan.
 - Compete for additional grants such as the National Urban and Community Forestry Challenge Cost Share Grants.

Kaulunani Budget FY 2006



Funding Goal

Goal Two - Encourage/empower and equip counties and communities to seek funding.

Direct communities to funding sources to meet the matching grant requirement. Reverse relationships with Hawai'i Community Foundation – instead of Kaulunani being listed on their calendar, ask that we list the Foundation as resource.

Goal Three – Increase urban forestry directed funding by working with the "Friends" non-profit organization.

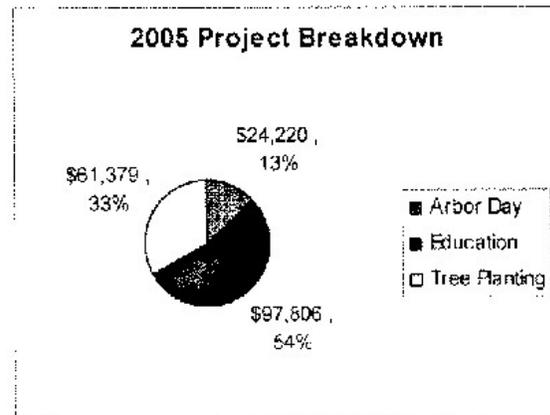
- Define the purpose and goals of raising additional funds.
 - Set realistic goals and objectives.
 - Research the number and types of funding opportunities available locally and nationally.
- Identify funding agencies.
- Tap into other potential resources, such as
 - Hawai'i Visitors and Convention Bureau
 - Hawaiian Electric Company
 - Hawai'i Community Foundation
 - White Water to Blue Water
 - EPA
 - Grading Fines
- Implement fund raising strategies.
- Prepare proposals.
- Determine success.

Goal Four – Establish a state urban and community state funded program.

Look at various program delivery models from across the country that work well.

Specifically investigate:

- Funding for coordinator positions
- Grant delivery process
- Legislation models from other states
- Develop partners internally and externally to promote legislation.



Deliverable	Timeline	Who, How
Maintain federal dollar levels	2005-2009	Staff
Encourage/empower counties and communities to seek funding.	2005-2009	Staff and Council
Facilitate and increase funding	2006-2009	Staff/hire person
Establish state recognized program	2 Years	Council, Staff and Volunteers
PSA's	1.5 years	Media Company
Monthly Press Releases	7 months	Staff
Paid Ads	2 years	Hire media company

GOAL TWO – COMMUNICATIONS

Be opportunistic as well as consistent about the message of the organization.

Team: Mary Steiner, David Sakoda, Jackie Ralya

Concern: Kaulunani needs to be noticed. The right type of exposure for Kaulunani could send messages that the program is important to the State and communities. The right type of teachable moments, windows of opportunities and strategies could make a tremendous impact on our ability to be effective communicators. The communication plan consists of six goals leading to more accessibility, visibility and branding.

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| Goal One | Be accessible to the community. Provide outreach to various cultural groups, community organizations, and decision makers. |
| Goal Two | Present a professional face to the public. |
| Goal Three | Seek out windows of opportunities. Be flexible in taking advantage of windows of opportunities, teachable moments. |
| Goal Four | Develop a Kaulunani Brand. Branding is everything you remember about a company through interaction, what other people say about your organization, through advertising, and by others using the products and services. |
| Goal Five | Develop outreach to cultural groups, community organizations and decision makers. |
| Goal Six | Use words wisely. Think about what you mean to say, and try to convey that in word, image, and deed.
Be consistent the message and the resulting perception will align with what is intended to be communicated. |

Lt. Governor Aiona with
Aloha Arborist Association
Members Kevin Eckert,
Gregory Severino, and
Carol Kwan.



Communications Goal

Deliverable	Timeline	Who, How
Branding	2005-2006	Committee/Hire person
Educational Brochures Program/Topics	One Year	Staff and hire person
Website redesign and continued main- tenance	1-2 Years	Staff/hire person
Speaker Bureau	2 Years	Council, Staff and Volunteers
PSA's	1.5 years	Media Company
Monthly Press Releases	7 months	Staff
Paid Ads	2 years	Hire media company

100th Anniversary of Arbor Day Celebration at the Princess Victoria Ka'ulani Elementary School.



Happy customer at the Arbor Day Tree Give Away.