This Tactical Plan brings the KS SP2020 goals and outcomes to life in the context of the KS’ ‘Āina statewide. ‘Āina operational planning will align to this document and enable KS to implement SP2020.
# Table of Contents

**Introduction** ........................................................................................................................................ 1  
**Alignment to Strategic Vision 2040 and SP2020** ........................................................................... 1  
‘Āina Vision in 2040 ................................................................................................................................. 4  
**Current State of ‘Āina Puaʻahi** ......................................................................................................... 7  
**Outcomes, Measures and Targets** ..................................................................................................... 16  
**Measures** .......................................................................................................................................... 20
INTRODUCTION

Kamehameha Schools’ mission is to fulfill Ke Ali‘i Pauahi’s desire to improve the capability and well-being of Native Hawaiians in perpetuity through education. Education has been the foundation of our organization since our inception, however, equally important has been the responsibility to steward our ‘āina.

Over the 130 year history of Kamehameha Schools, we have managed and stewarded Pauahi’s ‘āina for mainly economic returns. Our original endowment of lands at the establishment of the Estate were 440,000 acres of lands across five islands. Today we are stewards of approximately 364,000 acres of lands that continue to support our educational mission. These resources are managed in balance with the economic, educational, cultural and Hawaiian community values also embedded in the land.

The genealogical connection that our organization has had with these landholding has existed from the time of our ali‘i. However, the genealogical connection that our people have had has existed since time immemorial when our people’s interaction with our lands and resources have bonded ‘āina and kanaka through intimate connections.

We continue to look toward balancing our stewardship of ‘āina to reach our educational mission as well as serving Native Hawaiians, our Native Hawaiian communities as well as with broader communities across the State of Hawai‘i.

This plan includes an overview of the current state of ‘Āina Stewardship, establishes a bold 2040 future state, and outlines steps to achieve that future state. Within that long-term context, this plan also presents tactics for the next three years (FY17-20) for ‘Āina Pauahi that aligns to the goals, outcomes, and strategies outlined in SP2020 in the context of our statewide stewardship of ‘āina. This tactical plan identifies core and new stewardship activities to achieve our desired outcomes.

ALIGNMENT TO STRATEGIC VISION 2040 AND SP2020

SP2020 calls to cultivate a strong Native Hawaiian identity to improve the well-being of the Lāhui. A strong identity and well-being are dependent upon healthy, functioning ‘āina. In FY 16-17, KS made it a priority to adopt plans for Pauahi’s lands and resources consistent with cultural principles and regional plans and integrate educational, financial, cultural, community, agricultural and sustainability outcomes, measures and targets. This plan delivers on that priority action item.

Strategic Vision 2040

*Within a generation of twenty-five years, we see a thriving lāhui where our learners achieve postsecondary educational success, enabling good life and career choices. We also envision that our learners will be grounded in Christian and Hawaiian values and will be leaders who contribute to their communities, both locally and globally.*
Goal 3 Native Hawaiian Identity Outcomes

SP2020 Goal 3, Native Hawaiian Identity, strives to cultivate a strong Native Hawaiian identity to instill confidence and resiliency in our learners and to inform decision making and actions within our organization, for the improvement of the well-being of the Lāhui. Specially, Goal 3 seeks outcomes to:

- Cultural knowledge, understanding, and a unified set of cultural principles (which includes values, practices, language, history, oral traditions, etc.) that are integrated in system-wide expectations, professional development opportunities, and outcomes
- Lands and resources that meet or exceed educational, financial, cultural, community, and sustainability targets

SP2020 Goal 3 strategies aligned to the outcomes include:

- Align business practices and stewardship of resources (people, lands, assets) to a unified set of cultural principles.
- Support, cooperate, and collaborate with community members and organizations that share a vision and commitment to the collective well-being of the Lāhui Hawai‘i.
- Manage our resources and lands to enhance prudent and sustainable use, responsible stewardship, and supportive community relationships.

This plan will articulate how KS seeks to meet its goals of SP2020 and in particular the outcomes set forth to meet or exceed educational, financial, cultural, community and sustainability targets.

**TABLE 1. SP2020 MEASURES & INDICATORS**

<table>
<thead>
<tr>
<th>SP2020 Outcomes</th>
<th>Indicators</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>G3: Lands and resources that meet or exceed educational, financial, cultural, community, and sustainability targets</td>
<td>KS is a responsible steward of its lands and resources</td>
<td>Stewardship composite score for ‘āina: Composite score based on management of natural resources, water, and cultural resources on KS lands.</td>
</tr>
<tr>
<td></td>
<td>KS ‘Āina is healthy and functioning</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The financial return on KS lands and resources is robust</td>
<td>Financial return on KS’ agricultural lands</td>
</tr>
</tbody>
</table>

**KS Organization-wide Cultural Principles**

SP2020 calls for KS to unify under a set of Cultural Principles. This Plan supports these principles in the following ways:

**TABLE 2. KS ORG-WIDE CULTURAL PRINCIPLES**

<table>
<thead>
<tr>
<th>KS Cultural Principles</th>
<th>‘Āina Plan Alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>‘ŌLELO HAWAI‘I – HAWAIIAN LANGUAGE</td>
<td>• Promote use of traditional Hawaiian inoa ‘āina and Hawaiian terms in land management and planning</td>
</tr>
<tr>
<td>LOINA KAMEHAMEHA – SHARED CUSTOMS AND PRACTICES</td>
<td>• Support and promote cultural practices and customs within ‘āina through appropriate access for cultural and spiritual purposes.</td>
</tr>
<tr>
<td>HOʻŌLA LĀHUI – REVITALIZING THE HAWAIIAN PEOPLE</td>
<td>• Interactions with ‘āina facilitate the revitalization of a Hawaiian worldview for KS staff, students and broader community.</td>
</tr>
</tbody>
</table>
| ALOHA ‘ĀINA – LOVE OF HAWAI‘I | • Integrate traditional concepts of aloha ‘āina into land and resources management and stewardship.  
• Learn from past land issues and support efforts towards self-determination through ‘āina connections. |

*Bold = key ‘Āina Plan cultural principles"
Alignment to regional plans and broader system change:

The ‘Āina Plan will unify our agriculture, water, natural resource, cultural resource and rural development activities. The CE&R Tactical Plan states that ‘Āina is a seminal source of Native Hawaiian identity, education, and ‘ohana engagement. The focus of the ‘Āina Plan is to not only look holistically at the stewardship of KS ‘āina to ensure its health and vitality, but also how can KS affect broader system change of ‘āina systems statewide and within our communities.

The alignment of this plan to the nine Regional Action Plans will help KS to look at broadly at systemic change and also allow us to move toward an integrated approach toward holistic management of our ‘āina. ‘Āina plays an important role in the RAPs as it is a critical component to support learners and communities with opportunities for stewardship, ‘āina-based education and community programs on KS ‘āina.

Within the CE&R Group, the ‘Āina Plan is a statewide tactical plan along with the ‘Āina Engagement Tactical Plan and the Kūamahi
Kamehameha Schools' (KS’) history is deeply tied to its Hawai‘i Lands and can directly attribute its current economic, educational, ecological and cultural wealth to the land. The heritage and educational foundation of the Hawaiian people is deeply rooted in the ‘āina.

Our vibrant culture is a product of our ancestral home, and our well-being relies on healthy, intact landscapes and abundant resources. When we extend the cycles of stewardship and kinship with our environment, we maintain our vision of a healthy Native Hawaiian Identity and a thriving lāhui.

As a Native Hawaiian organization, KS will protect, maintain, restore and enhance its Hawai‘i Lands and the Natural, Cultural and Water Resources on them, balancing Educational, Community, Cultural, Economic, and Environmental returns (KS' Five Values), to educate and restore connections to the land and preserve their availability and usefulness for future generations.

‘Āina Vision Statement

The well-being of our lāhui is directly related to the health and condition of our ‘āina. Within one generation, KS will improve the health and vitality of our ‘āina so that it provides abundance for our future generations. As threats continue to impact our native ecosystems, cultural resources, food systems and landscapes, it is imperative that we manage our ‘āina to be resilient so that it continues to provide us the physical, spiritual and cultural connections in perpetuity and continue to strengthen our Native Hawaiian Identity.

I Hawai‘i No Nā Hawai‘i i Ka ‘Āina
Hawai‘i, its lands and resources, makes us Hawaiian

If the 2040 vision for ‘āina is successful and actions defined in this plan are effective, by 2040 we will see:

- Healthy functioning ecosystems that provide ecosystem services that sustain our lāhui and greater Hawai‘i
- An integrated modern landscape infused with traditional ways of thinking but within a contemporary context incorporating technology, science and our modern thinking
- An integrated knowledge-based decision-making system that sustains the ‘āina and our lāhui

---

1 Stewardship of Hawai‘i Lands and Resources Policy
Our premise for 2040 is to “improve the health and vitality of ‘Āina Pauahi.” This change to the state of ‘āina will not occur without a holistic systems approach to thinking about how our ‘āina can be truly integrated by connecting the various parts of ‘āina management into a cohesive system of management. This system includes the integration of natural, cultural, water, agriculture, residential, commercial, recreational, and social systems that impact the sustainability of our ‘āina.

‘Āina Stewardship Rooted in Hawaiian Values and Thriving in the Global Landscape

The vision for ‘āina stewardship is that Hawaiian ways of thinking, rooted in our traditions, are integrated into our current and future management of ‘āina. This thinking is rooted in our past but innovative and ever evolving in this modern world. Integration of technology and new ways of thinking about our ‘āina stewardship will be evident in our land management and resource management practices and will be cutting-edge landscapes of learning, sustaining, and production for future generations.

Hawai`i is a microcosm of environmental issues and can be a global leader in understanding and addressing the effects of climate change, sea level rise, and the systems that cause these impacts on ‘āina. The global situation for the protection of the environment and the sustainable development of our world is evident by the development of the U.N. Sustainable Development Goals for 2030, the Paris Climate Agreement, and most recently the IUCN Hawai`i Commitments, in which KS is positioned to be a leader in ‘āina sustainability locally and globally. KS can be a leader in ‘āina sustainability and environmental stewardship through its collective impact work in watershed management, conservation partnerships, agricultural leadership, and local sustainability initiatives.

The State of Hawai`i has established ambitious goals for sustainability which set forth concrete measurable targets for both private and public sectors.
‘Āina Systems Mapping:

On global and local scales, various stressors on ‘āina produce the challenges we attempt to address today. In Hawai‘i, some major stressors on ‘āina systems include: climate change, invasive species, urbanization, pollution, water use, and others. Mapping these stressors and systemic elements makes it possible to depict where KS can capitalize on its strengths and look toward strategies and actions to affect systems change to become a local and global leader in ‘āina stewardship.
CURRENT STATE OF ‘ĀINA PAUAHI

Summary of Current Land Holdings

KS’ total current landholdings include 363,250 acres of land. Fifty percent of KS’ ‘āina is classified in the Agricultural land use district, 48% in the Conservation district, and 2% in the Urban district. Although certain lands may be classified into a specific districts, KS strategically manages over 70,9002 acres of agricultural lands for conservation returns including native forests and cultural landscapes.

![Image of land use districts](image1)

![Image of island distribution](image2)

<table>
<thead>
<tr>
<th>BY ISLAND</th>
<th>Hawaii</th>
<th>Kauai</th>
<th>Maui</th>
<th>Molokai</th>
<th>Oahu</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agricultural</td>
<td>161,480</td>
<td>1,217</td>
<td>1,193</td>
<td>3,273</td>
<td>13,871</td>
<td>181,034</td>
</tr>
<tr>
<td>Conservation</td>
<td>132,134</td>
<td>9,641</td>
<td>1,265</td>
<td>1,622</td>
<td>30,425</td>
<td>175,087</td>
</tr>
<tr>
<td>Urban/Rural</td>
<td>2,281</td>
<td>2</td>
<td>173</td>
<td>45</td>
<td>4,582</td>
<td>7,083</td>
</tr>
<tr>
<td>Unclassified</td>
<td>21</td>
<td>14</td>
<td>0</td>
<td>1</td>
<td>10</td>
<td>46</td>
</tr>
<tr>
<td>TOTAL</td>
<td>295,916</td>
<td>10,874</td>
<td>2,631</td>
<td>4,941</td>
<td>48,888</td>
<td>363,250</td>
</tr>
</tbody>
</table>

82% 3% 1% 13% 100%

‘Āina Classification

KS’ stewardship policy mandates that we will protect, maintain, restore and enhance its Hawai‘i Lands and the Natural, Cultural and Water Resources on them, balancing Educational, Community, Cultural, Economic, and Environmental returns (KS’ Five Values), to educate and restore connections to the land and preserve their availability and usefulness for future generations3.

---

2 Includes the lands of Keauhou, Kaʻū and Mauka Kona
3 Stewardship of Hawai‘i Lands and Resources Policy
Kamehameha Schools Hawai‘i Lands are classified into two categories by policy:
- Hawai‘i Commercial Real Estate, and
- Stewardship Lands

The Hawai‘i Commercial Real Estate lands are economically-focused and part of the Endowment Fund. These lands are within the Finance Group and managed by the Commercial Real Estate Division. A small portion of the Stewardship lands are part of the Endowment Fund as Total Return Assets including rural mixed use lands and residential lands.

Lands that are non-economically focused are classified as Stewardship Lands. These lands provide returns that support Native Hawaiian Identity through the enhancement of native ecosystems, local food, fuel and fiber, and ‘āina-based educational opportunities. These lands provide a sustainable return which aims to balance revenue and expenses in order to maintain the culturally appropriate level of stewardship of these lands.

<table>
<thead>
<tr>
<th>Hawai‘i Real Estate Lands</th>
<th>Stewardship Asset Class:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Endowment Fund Lands:</td>
<td></td>
</tr>
<tr>
<td>• Commercial Real Estate</td>
<td>• Agricultural Lands</td>
</tr>
<tr>
<td>• Residential (Leased Fee)</td>
<td>• Conservation Lands</td>
</tr>
<tr>
<td>• Rural Mixed Use</td>
<td>• Educational (Trust Spend)</td>
</tr>
<tr>
<td></td>
<td>• Residential Portfolio</td>
</tr>
</tbody>
</table>

‘ĀINA STEWARDSHIP FRAMEWORK:

KS‘ ‘Āina Stewardship framework is grounded in KS’ org-wide cultural principles Aloha ‘Āina, a love for our homeland of Hawai‘i, and Ho‘ōla Lāhui, a revitalized Hawaiian people through connection to ‘āina. The ‘āina stewardship framework is driven by KS’ five values framework and is built upon the work of the Land Assets Division management model, including the Sustainability Asset Class, and stewardship lands classification:

The stewardship of KS’ ‘āina is managed from these four views:

- ‘Āina Waiwai (Mālama ‘Āina, Wahi Kūpuna, Water Resources): Heavy burden to care for our ‘āina and resources. Investment into long-term environmental, cultural, and sustainability goals;
- ‘Āina Momona (Agriculture, Forestry and Renewable Energy): Rich, fertile, productive lands that provide food, fuel and fiber production of our ‘āina;
- ‘Āina Hoʻokele Waiwai (Rural Mixed Use, Residential, and Other Economic Uses): Financial return, other economic benefits, and strategic and opportunistic goals;
- ‘Āina Hoʻonaʻauao (Education, ‘Āina Engagement): Lands focused on learner and community programs and engagement. Link to ‘Āina Engagement and other Regional programs.

FIGURE 5. ‘ĀINA MANAGEMENT FRAMEWORK
ʻĀINA MOMONA

Agriculture:

Of the approximately 363,000 acres in the Community Engagement and Resources (CER) portfolio, 66,279 acres are managed for agricultural uses.

Continuing challenges in Hawai‘i agriculture continue to be (1) availability of young well-trained farmers, (2) agricultural market and its inability to compete with the export market, and (3) infrastructure (irrigation, roads, fencing, and processing facilities).

Current Agricultural Statistics (as of 2015):
- 66,279 acres of actively managed ag leases
- 869 leases in 2015
- ~$9.07 million in revenue in 2015

Significant Projects and Progress:
- Important Agricultural Land (IAL) designations of 10,000 acres on O‘ahu and 190 acres on Kaua‘i
- Amending Kona agricultural leases to reflect community culture and protect long term KS farming interests
- Mahi‘ai Match-Up: successful rounds of the popular agricultural entrepreneurship competition
- Water infrastructure improvements: Punalu‘u irrigation system; North Shore, O‘ahu surface water infrastructure upgrades; preparation for water metering and charging

Energy
Forestry
Div Ag - Non Food
Div Ag
Pasture

$802,086
$1,017,983
$1,605,897
$878,468
$4,766,160

FIGURE 6. REVENUE BY AGRICULTURAL ENTITY IN 2015

FIGURE 7 DISTRIBUTION OF ACTIVE AGRICULTURAL ACRES IN 2015

Pasture
Diversified Ag-Food
Forestry
Diversified Ag-Non Food
Energy

332
1,579
22,349
11,619
30,400

Forestry:

FIGURE 8. PĀHOEHOE AHUPUA‘A, Hilo, HAWAI‘I

FIGURE 9. KAWAILOA AHUPUA‘A, WAIALUA, O‘AHU
KS stake in the forestry sector is concentrated on Hawai‘i Island in Hāmākua and Ka‘ū. Native hardwoods have a long-term rotation cycle that will not be realized until the next generation of asset and resource managers. Furthermore, many of the native hardwood plantations also provide ecosystem services including water recharge and habitat for rare and endangered native species.

Three major elements of a forestry sector in Hawai‘i would include:

1) biomass to energy to process low end biomass, forest thinning, and waste;
2) mid-grade forest products to convert logs to higher value added lumber, plywood, and veneers, and
3) high value sustainable hardwood forest products for cultural uses, specialty items and furniture.

KS has made considerable investments in mid-grade forest products as well as our native hardwoods including koa planting in Ka‘ū.

Native and Non-Native Hardwood Plantings:

<table>
<thead>
<tr>
<th>Existing</th>
<th></th>
<th>In Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kawaiola Wind: 69MW</td>
<td>16,400 acres of eucalyptus plantation in Hāmākua and Pāhala, Ka‘ū</td>
<td>Kawaiola Solar: 50 MW</td>
</tr>
<tr>
<td>Pakini Wind: 21 MW</td>
<td>684 acres of KS educational koa reforestation project plantings in Keauhou, Ka‘ū</td>
<td>Kuia Solar: 2.87 MW</td>
</tr>
<tr>
<td></td>
<td>413 acres of plantation koa in Keauhou, Ka‘ū</td>
<td></td>
</tr>
<tr>
<td></td>
<td>160 acres of plantation koa in Pāhala, Ka‘ū</td>
<td></td>
</tr>
</tbody>
</table>

Energy:

In 2012, KS identified key energy projects in each region to support both our internal KS goals as well as Hawai‘i’s goal of 40% renewable energy production by 2030. Based on this analysis, and within the needs identified by the market/utility (HECO, HELCO, MECO and KIUC), KS developed a plan for increased renewable energy on KS’ lands including solar, wind, hydro-electric, geothermal, bio-energy, and hydrogen opportunities. Currently, KS has 2 notable renewable energy projects operational on our lands, Kawaiola Wind and Pākini Wind (Tawhiri Power). Two new projects are in the process of being completed on KS’ lands. Kuia Solar is in the process of initiating construction by mid-2017, Kawaiola Solar is in the final permitting process and aiming to start construction in mid-2018.
‘ĀINA WAIWAI

Mālama ‘Āina:

Mālama ‘Āina is KS natural resources stewardship initiative to care for native ecosystems across KS landholdings statewide. KS stewards native ecosystems to preserve natural and cultural landscapes and enhance the resource base for traditional practices, inspiration, and identity for our beneficiaries. Stewardship footprint of 138,850 acres of active management

**Key Mālama ‘Āina Statistics:**

- One-fifth of the watershed forests that sustain Hawai‘i’s aquifers are on KS ‘āina
- More than half of Hawai‘i’s endangered species depend on remnant habitats within KS ‘āina.
- Twelve percent of all native Hawaiian ecosystems are on KS ‘āina.

The Mālama ‘Āina initiative has relied, with great success, on a largely collaborative model of stewardship to leverage external support for stewardship efforts. KS is a member of every watershed partnership in which KS has landholdings and works with various conservation organizations to leverage funding that contribute to Mālama ‘Āina overall stewardship footprint.

KS recognizes two goal-oriented stages of management: restoration and protection. **Habitat in Restoration** is a limited management state in which at least one major threat to recruitment of native species is suppressed, and at least one other major threat to recruitment of native species is not. **Protected Habitat** is a fully-managed state in which all threats to recruitment of native species are suppressed or eliminated. Protection is expected to result in no net loss of habitat and no net loss of biodiversity.

**FIGURE 12. MĀLAMA ‘ĀINA STEWARDSHIP FOOTPRINT**

**FIGURE 13. MĀLAMA ‘ĀINA STEWARDSHIP FOOTPRINT VS. KS ‘ĀINA PORTFOLIO**

Native Ecosystem Restoration at Keauhou, Ka‘ū

<table>
<thead>
<tr>
<th>Year</th>
<th>Stage</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>Pre-out planting, ungulate removal underway</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>4 years post-out planting Ungulate free</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>8 years post-out planting Ungulate free</td>
<td></td>
</tr>
</tbody>
</table>
Water Resources:

KS’ Water Resources provide a source of life for all of ‘Āina Pauahi. KS’ water resources strategy incorporates hydrologic, economic, cultural, community, ecologic, and regulatory facets of water use and management. Among the list of broad goals envisioned are:

- **Healthy Streams**: Streams we can drink from again, teeming with native life and sources of food
- **Robust Ecosystem Services**: These are the benefits people obtain from ecosystems – with water being a primary service. This includes developing biophysical frameworks to quantify these services.
- **A New Era of Agricultural Water Systems**: Taking KS irrigation systems to the next level of productivity and water system efficiency, while simultaneously protecting the ecosystem.
- **Robust Monitoring and Data System**: An organized framework for monitoring of water resources that will inform stewardship for generations to come.

**KS’ Water Resources by-the-numbers:**

- 81+ miles of irrigation ditches
- 10 dams/reservoirs (6 decommissioned)
- 144 streams (634 miles)
- ~200 groundwater sources
- Numerous springs & traditional water system

**Figure 15. HONOKĀNE STREAM, KOHALA**

**Figure 16. ‘O’opu in Stream**

[12]
Wahi Kūpuna:

The Wahi Kūpuna program’s primary responsibility is the ethical, prudent and culturally appropriate stewardship of Wahi Kūpuna (ancestral sites inclusive of all cultural resources and iwi). Stewardship activities include the protection and management of wahi kūpuna, koehana, iwi kūpuna and land legacy information of KS landholdings across Hawai’i. It has documented over 2,146 wahi kūpuna sites under stewardship management (includes sites which have been inventoried, under resources protection, active preservation and restoration). It has baseline ethno-historical knowledge of KS’ land legacy which is used in land use planning and ‘āina-based educational programs.

Since 2000, there have been significant progress in the Wahi Kūpuna Program. Early efforts included historical and archival research and support to asset management and planning and development projects. In 2005, the program shifted toward active cultural site management a stewardship of wahi kūpuna, iwi kūpuna, and koehana on KS’ ‘āina.

Management strategies for Wahi Kūpuna include:

1. Inventory and assessment of wahi kūpuna sites on KS ‘āina
2. Mitigation of threats to the integrity of these resources
3. Active stewardship and management of sites
4. Capacity building and educational programs that support the assessment and stewardship of wahi kūpuna.
‘ĀINA HOʻOKELE WAIWAI

Assets in the ‘Āina Hoʻokele Waiwai category are rural commercial, residential and other mixed uses. These assets provide financial resources for KS while providing employment and revenue generating opportunities for rural communities. The lands designated in this category make up approximately $2.1M in revenue.

The residential portfolio include our leased fee sales program where our inventory is being sold and the revenue is being reinvested back into our Endowment and Stewardship of our ‘āina. Additionally, we do retain a small inventory of residential assets that are used to generate revenue and in a few cases provide opportunities for educational and community uses.

FIGURE 21. RESIDENTIAL SALES PORTFOLIO

FIGURE 22. RURAL MIXED USE & RESIDENTIAL PORTFOLIO (TOTAL RETURN)

FIGURE 23. EARL’S PAʻAUILO STORE, HĀMĀKUA

FIGURE 24. PICTURE OF PUNALUʻU RESIDENTIAL PROPERTY

‘ĀINA HOʻONAʻAUAO

Land designated as ‘Āina Hoʻonaʻauao are lands that primarily have ‘āina-based educational and stewardship programs. Programming occurring on these lands are primarily statewide and regional educational programs with ‘Āina Engagement, Kūamahi, and other regional and campus educational programs. The ‘Āina Engagement will drive outcomes for these mission-driven lands.

FIGURE 25. PAEPAE O HEʻEIA LOKO ʻIʻA

FIGURE 26. WAIPĀ MULTI-PURPOSE BUILDING
Leveraging Stewardship Investment

KS’ has positioned itself as a leader in the conservation sector and our ability to work collectively with conservation partners to leverage investment into our ‘āina is evident in leveraging an average of $0.25 per $1 of KS investment in natural resources management.

Leveraged resources added over $5 million from 2005 to 2015. This additional investment is primarily leveraged from our watershed partnerships and other partners that hold long-term conservation license agreements to conduct conservation activities on our lands.

FIGURE 27. KS LEVERAGED STEWARDSHIP INVESTMENT IN KS ‘ĀINA
OUTCOMES, MEASURES AND TARGETS

‘Āina Plan Outcomes

In order to achieve the ‘āina vision set forth by this plan and our SP2020 Outcomes related to the stewardship of Pauahi’s ‘Āina we have set forth outcomes, measures and targets to realize our vision that KS will improve the health and vitality of our ‘āina so that it provides abundance for our future generations.

The outcomes set forth in this plan are aligned to SP2020 Goal 3 Native Hawaiian Identity and set forth actions that will help KS improve the health and vitality of ‘āina and integrate our management of the various sectors impacting ‘āina. **Outcome 1** aims to create healthy, abundant and functioning ‘āina. **Outcome 2** looks toward how KS balances its ‘āina portfolio to create a sustainable portfolio where our investment in our ‘āina is balanced with our ability to generate revenue. **Outcome 3** looks at how we create a sustainable communities through systems change.

![Outcome 1: Healthy, abundant, and functioning ‘āina](image1)

![Outcome 2: Financially sustainable ‘āina portfolio](image2)

![Outcome 3: Sustainable communities and systems change](image3)

**FIGURE 28. ‘ĀINA PLAN OUTCOMES**
OUTCOME 1: HEALTHY, ABUNDANT, AND FUNCTIONING ‘ĀINA

Strategy 1: ‘Āina Momona: Healthy, productive and abundant food systems

Tactics:
1. Manage Agricultural lease to achieves improved outcomes
   a. Increase total acres leased / reduce vacancy
   b. Create Best Management Practices (BMPs) for improved soil health
   c. Require productivity reporting for lessees
2. Healthy, functioning traditional agricultural systems
   a. Increase KS’ footprint in traditional crops (for both native forestry and food production)
   b. Increase knowledge about traditional food cropping systems

Measures:
1. Agricultural lease outcomes:
   a. Total acres leased/reduced vacancy ratio
   b. Best Management Practices for agricultural uses
2. Traditional Ag Measures:
   a. Acres of traditional systems restored
   b. Research, studies, presentations, community events

Strategy 2: ‘Āina Waiwai: Healthy, functioning, abundant natural and cultural landscapes

Tactics:
1. Assess and manage threats to natural and cultural landscapes
   a. Assess and monitor natural and cultural resources
   b. Mitigate threats to our native ecosystems and landscapes
   c. Avoid over diversion of water from streams
2. Restore natural and cultural landscapes into sustainable use
   a. Enhance native biodiversity on all natural and cultural landscapes
   b. Restore wahi kūpuna sites into adaptive reuse integrated traditional knowledge
   c. Increase interactions with natural and cultural landscapes
      i. Facilitate access for community, cultural and educational use
      ii. Gathering of resources for community, cultural and educational use

Measures:
1. Natural Resource Integrity: stewardship footprint, native land cover, biodiversity, interactions with native ecosystems
2. Water Resources Health: water use and allocation, increase of native species in our streams
3. Cultural Resources: sites under stewardship management, interactions with wahi kūpuna
OUTCOME 2: FINANCIALLY SUSTAINABLE ‘ĀINA PORTFOLIO

Strategy 1: Creating value in KS’ stewardship portfolio (agricultural, conservation, residential, rural economic development lands):

Tactics:
1. Meet or exceed financial targets of ‘āina portfolio
2. Managed existing renewable energy opportunities and explore new opportunities
3. Explore and mature native hardwood and forestry opportunities
4. Manage residential and rural mixed use portfolio returns
5. Create new sources of investment into KS lands
   a. Leverage funding opportunities
   b. Mahi‘ai Matchup
   c. Explore conservation mitigation funding opportunities
   d. Carbon credits

Measures:
1. NOI of ‘Āina portfolio (Ag, Stewardship, Total Return)
2. # of renewable energy projects in the pipeline/completed
3. Leveraged dollars ($$) from private and public partners
4. # of MOU/MOA agreements with prospective partners

Strategy 2: Invest in infrastructure and support facilities

Tactics:
1. Agricultural infrastructure investments create opportunities for successful tenants:
   1. Value added agricultural processing facilities
   2. Improve and maintain key infrastructure
   3. Maintain existing ag water delivery systems to ensure efficient delivery of water
   4. Invest in new water delivery systems
   5. Integrated value chain agricultural business plan
2. Conservation infrastructure investments protect and enhance native ecosystems
   • High-priority fences enable restoration of high-value ecosystems
   • Maintain fire prevention and protection
   • Ecosystem monitoring systems ensure efficient use of our resources

Measures:
• # of completed agricultural and conservation infrastructure projects
OUTCOME 3: SUSTAINABLE COMMUNITIES AND SYSTEMS CHANGE

Strategy 1: Increase pathways in ‘āina stewardship careers

Tactics:
1. Support field schools, practicums, and internship programs that increase our stewardship of ‘āina.
2. Advanced ‘Āina-based research opportunities on KS ‘Āina in collaboration with universities, KS Campuses, and the Network of Native Hawaiian Schools
3. Collaborate with public and private entities to increase ‘āina-focused careers
4. Support Green Jobs in sustainability and conservation

Measures:
1. # of programs
2. # of interns
3. # of research opportunities

Strategy 2: Drive Native Hawaiian perspectives within key ‘āina systems (government, industries, businesses, and other sectors)

Tactics:
1. Execute ‘āina-related strategies and actions in KS’ Advocacy Plan
   a. Develop proactive legislation in alignment with SP2020 and SV2040
   b. Support the development of coalitions for advocacy
2. Influence key ‘āina and sustainability systems by sitting on boards etc
   a. Be a member of collective impact organizations around ‘āina
   b. Operationalize shared goals to meet local and global collective goals around ‘āina

Measures:
1. % complete of Advocacy Plan items
2. # of organizations KS is actively involved in leadership or advisory roles
MEASURES

SP2020 calls out that KS will cultivate a strong Native Hawaiian identity to instill confidence and resiliency in our learners and to inform decision-making and actions within our organization, for the improvement of the well-being of the lāhui [Goal 3].

SP2020 Outcome [11]: Lands and resources that meet or exceed educational, financial, cultural, community, and sustainability targets

Goal 3 Strategy: Manage our resources and lands to enhance prudent and sustainable use, responsible stewardship, and supportive community relationships.

Indicators:
- Stewardship - KS ‘āina (lands and resources) are healthy and functioning
- The financial return on KS’ agricultural lands and resources is growing

Measures:
1. Composite score based on management of natural, cultural, water, and agricultural resources on KS lands.
   1) Natural Resource Integrity - increases in native land cover, biodiversity, and sustainable use by lāhui (interactions)
   2) Cultural Resources Integrity – sites identified, sites protected, and sustainable use by lāhui (interactions)
   3) Water Resources Health (hydrology, biology, water quality)
   4) Agricultural Resources Health (agricultural food production, soil health/ organic farmlands, stewardship of ag lands)

2. Established baselines and targets for each of the Agricultural Financial Benchmarks:
   1) Revenue
   2) Net Operating Income (NOI)
   3) Net Income (including G&A)
   4) Rental Income (by segment per leased usable acre)
   5) Vacancy Ratio
   6) Delinquency Rate (sum>60 days as % of annual budgeted revenue)
Appendix A

A Hawaiian Worldview of ‘Āina Stewardship

Our Hawaiian worldview is rooted in our mo‘olelo (traditions), and explain the social-ecological relationship between our people and the ‘āina.

This worldview posits that we exist in a reciprocal relationship with the land—a shared past and common vision – in which each bears the responsibility to care for the other. A key component to this worldview is to create balance between kanaka and ‘āina. This reciprocal relationship defines the culturally appropriate use and practices on our ‘āina.

The continuation of our ‘āina and the environmental and ecological processes that have evolved over generations create a source of our identity that continues to provide us inspiration to thrive into the future.

Components of this worldview include:

- Placing our akua in the environment as a foundation for our stewardship practices.
- Attunement with ‘āina and resources
- Respecting the hierarchy of traditional environmental zones
- Kānāwai dictate kanaka’s behaviors in our environments
- Kapu places certain restriction on resources and ‘āina for continued perpetual use
- Reciprocity passes on this responsibility and burden to ensure the health and vitality of ‘āin