



Hawaii Forest Industry Association (HFIA)

DRAFT 5-Year Strategic Plan for Years 2022-2026



10 year old koa (*Acacia koa*) planted under 'Ōhi'a (*Metrosideros polymorpha*) windward Mauna Kea. Photo: Dr. J.B. Friday.

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Introduction

This document provides a guideline for developing a strategic plan for HFIA. This strategic plan is based on a 5-year vision and intended to serve as a roadmap on how the organization would achieve its *strategic objectives*. Strategic objectives are goals which address key challenges the organization face from a long-term perspective. Working on these strategic objectives allows the organization to develop a path of sustainable advantage for successful operation. It is recommended that it be reviewed on a regular basis.

Planning Guideline

This document has the following key components that are used as a guideline to develop a strategic plan.

Step 1: Purpose, Vision, Mission, Who We Serve;

Step 2: Current State Analysis- Internal and External;

Step 3: Goals, timeline and leader to overcome key challenges; and

Step 4: Follow-up: Review accomplishments, goals and objectives updates/revisions.

1. Purpose, Mission, Vision, Who We Serve

Identify the HFIA's Purpose Vision Mission and Who We Serve. Vision establishes what the ideal future looks like. Mission provides little more clarity on areas of impact, who the vision is for, and how it is broadly implemented.

Purpose: HFIA's purpose is to assist forest landowners sustainably manage their lands for the purposes of restoring, conserving and perpetuating healthy forest ecosystems, facilitating productive utilization of these forests, and supporting Hawaii's forest products industry.

Vision: The vision of HFIA is to have healthy and productive forests; a productive forest industry with a balance of forest land uses; and sound management practices for all of Hawai'i's forests. A thriving forest products industry which fully utilizes the forest resources devoted to commerce and provides significant numbers of family wage jobs.

Mission: This sets out why the HFIA exists, its purpose and who it is doing it for.

The mission of the Hawai'i Forest Industry Association (HFIA) is to promote healthy and productive forests and a sustainable forest industry through forest management, education, planning, information exchange, and advocacy.

Who We Serve?: HFIA serves those who are interested in the appreciation and care of Hawaii's forested landscapes from commercial forests to pristine native forests; those who work in forestry related businesses; forest landowners and managers; and other forestry professionals. HFIA indirectly serves all Hawaii's residents and visitors who benefit from forest recreation, ample clean water, land-based and cultural educational opportunities, and enjoyment of visiting natural places.

2. Current State Analysis

Internal Factors

Summary of Accomplishments from Previous 5 Year Plans

Activities that had significant progress and/or were completed, are not carried forward into the current strategic plan. Activities that were not completed in the last planning horizon have been incorporated into the current strategic plan if still relevant.

“SWOT” Analysis-

In performing this analysis, think of all the factors that are within HFIA’s control, or outside HFIA’s control (like political, environmental, social factors).

Strengths – Identify what HFIA is consistently good at, key factors that enable it to be successful. Strengths could be people, activities, brand, anything that helps HFIA create value in line with the mission.

1. Forest management: Agreements with landowners KS-Kaupulehu and DHHL-Laiopua to manage/restore the sites and supplement with grants.
2. Live and virtual outreach and education at Kaupulehu, Honolulu Zoo Children’s Discovery Forest (HZCDF), Panaewa Zoo Discovery Forest (PZDF) and Keauhou Bird Conservation Center (KBCC) Discovery Forest.
3. Hawaii’s Woodshow showcases Hawaii’s woodworkers, features educational displays and demonstrations, and provides an opportunity for residents and visitors to network with forestry professionals, tree lovers and wood artists. A good volunteer committee and coordinator ensures the Woodshow is a success.
4. Success in forming diverse partnerships.
5. Good track record, history of integrity, and projects that demonstrate respect for the host culture
6. Dedicated, passionate and knowledgeable core groups in each project is a good model as it creates more engaged members as project leaders.
7. Directors and members have a wealth of expertise in forestry, conservation, woodworking, milling, sawmilling, plant growing, forest management, etc.
8. Being recognized as the experts and spokesperson for the forest products industry by the public and maintaining a solid reputation for integrity and for expertise within public and academic institutions who are concerned about forestry.

Weakness – Identify areas HFIA is not good at. These are the factors that prevent HFIA from currently meeting its objectives. Examples could be limited number of employees, no marketing effort etc.

1. Low membership count and participation. We are not effectively utilizing our members and need to recruit more members and younger members.
2. Lack of unrestricted funds for PR/outreach, legislative professional, admin., staff, planning, etc.
3. Need to be the voice of the industry via the legislature and PR efforts.
4. Lack of active participation from all board members.

5. Need to plan for succession.
6. Need to enhance relationships with the Hawaii's conservation and environmental organizations and communities.
7. Need to stimulate director and member actions to support HFIA.
8. Need to determine the optimal size and ensure diversity of director service on HFIA committees; i.e. each director to serve on at least one committee and no director to serve on too many committees.
9. Need to establish protocols for committee chairs to present reports at Board of Director meetings; i.e. written summary reports submitted to Executive Director prior to meetings in order to facilitate distribution in meeting packets, providing adequate review time prior to meetings.

Opportunity – Identify what are the opportunities that HFIA is not currently engaged in, that could help meet its business objectives. Are there new areas of activities, interests that are value to its stakeholders. Are there any teaming opportunities with other non profits that can give HFIA an advantage.

1. Grow membership: Increasing member benefits and outreach to members.
2. Raise unrestricted funds. Items discussed in previous plans include initiate an economic development project; amend the dues structure; establish an endowment fund; host workshops/symposiums; pursue grants; solicit contracts to support projects which serve our members and the association's purposes. Implement a sustainable program of consulting for forest landowners. Work with nurseries to provide plants for people.
3. Be the voice of the industry for Hawaii's forests, the forest industry and our members. We need to build relationships with legislators to help support efforts that will benefit Hawaii's forests and the forest industry. We need a good legislative professional to track bills and provide testimony. Representation at the legislature for forestry issues/protecting forests is a good benefit of membership. An issue with hiring a good legislative person goes back to the availability of unrestricted funds. Relationships with legislators could lead to legislative funding support.
4. As we develop industrial scale enterprises, we can substantially increase our resources and capacities.
5. Outreach to the community beyond the world of woodworking, milling, conservation, etc.
6. Develop a plan to hire a person who could be trained to take over as Executive Director when current ED retires.
7. Teaming opportunities: Become a Kupu host site. A Kupu member, especially if an Americorps Vista member (tend to specialize in behind the scenes tasks such as grant writing, data handling etc.), could assist with both administrative duties and membership recruitment and outreach and community outreach and education opportunities. This could possibly diversify our membership as so many conservation/forestry minded young folks go through Kupu.
8. Be present at conservation, forestry, community fairs and events (such as the earth day fair held at UHH every year) = recruitment opportunity + community education opportunity.

Threats - Identify what are the lurking dangers that pose threat to the operation. Threats could be other non profits that fight for same funding, it could be changes in political landscape.

1. HFIA competes with other nonprofits for funding. The past couple of years, many grantors are supporting organizations affected by COVID, food security is a common priority. It can be hard to compete with heartstring organizations for funding.
2. What should be one of the strongest pillars of our trade association is a vibrant industry that uses Hawaii's appropriate natural resources to create and sustain the 3rd leg of the sustainability stool that has yet to be established. (3 legs-Environment, Social, Economic).

3. Some grantors put HFIA and HFI at risk because their internal approval mechanisms can hold up contracts and payments causing cash flow issues.
4. We are dependent on our executive directors. If the work was spread out there would be less risk.

External Factors- Social, Political, Economic, Environmental, Legal, Technological that are beyond your control that can impact your future strategy/operations.

1. Expensive place to produce and export products. Island economy. If there was a bigger forest industry, it could help support HFIA.
2. Hawaii has demonstrated a capacity to be a quagmire for entrepreneurs such as Superferry, Three Mountain Telescope (TMT), and Honua Ola Bioenergy Plant. We may never see the industry that is otherwise feasible.
3. The environmental community, despite their good intentions, may not welcome an organization with an expanded role of support for commercial forestry.
4. Unlocking the potential of Hawaii's forests should include professional and business opportunities that have been suppressed along with our forests' natural resources.
5. Hawaii needs to better manage its forest resources and we have suppressed the development of our forest industry by the State not managing their forests that have economic resources and recirculating the revenues to improve the health and productivity of Hawaii's State Forests.
6. High value, timber utilization opportunities are unable to blossom for lack of consistent supply of timber at fair market prices.
7. Local politics has impacted the growth of the industry by making it hard to start a business in Hawaii.
8. The pandemic has affected many businesses, thus reducing membership renewals.



Hawai'i Wood Utilization Team (HWUT) wood drying short course at Kamuela Hardwoods.

3. Goals, Objectives, Timeline, Lead

Based upon the Purpose, Mission, Vision, Who We Serve, Previous 5 Year Prior Accomplishments and the Current State Analysis, HFIA has determined and defined goals with objectives.

Goal 1: Develop a Board of Directors that supports the strategic plan priorities and increases the impact of HFIA on the members served.

Objective 1	Revisit Board structure, committees, and orientation materials.	Timeline	Lead
	Action Items 1. Evaluate existing Board structure to improve efficiency and effectiveness. 2. Review committee structure-All Directors to serve on at least one committee. 3. Cultivate stronger engagement of board members by utilizing their professional expertise on the appropriate HFIA committee. 4. Ensure the strengths of the members of the board align with the work identified through the strategic plan. 5. Review and improve Board orientation material. 6. Define role for immediate past president. 7. Define succession plan for president. 8. Ensure that all Board members are either active or find better roles for them. 9. Ensure committees are sized to be effective but nimble, i.e. 3-4 members	2022 2022 Ongoing Ongoing 2023 2022 2022 Ongoing	Executive Committee: Don Bryan, Guy Cellier, Wade Lee, Peter Simmons, Nick Koch Lead – Don
Objective 2	Ensure adequate financial resources. Action Items 1. Develop & establish adequate revenues to support mission, priorities, goals 2. Integrate fundraising with HFI. 3. Review operating budget over time. 4. Create 3-year proposed budget.	Ongoing	Executive Committee Lead – Wade Lee
Objective 3	Ensure adequate staffing resources. Action Items 1. Develop executive transition plan. 2. Review staffing resources to ensure HFIA has support needed to accomplish mission, priority and goals.	2022 Ongoing	Executive Committee Lead - TBD
Notes	Nick Koch volunteered to help.		

Goal 2: Develop a plan to grow and retain membership by providing members with opportunities for dialog, education, advancement and improvement in all aspects of Hawaii’s forest industry.

Objective 1	Review member demographics and dues’ structure.	Timeline	Lead
	<p>Action Items</p> <ol style="list-style-type: none"> 1. Review membership demographics and identify/organize by categories (i.e. industry, artisans, processors, general community, add honorary/legislative membership) 2. Develop protocols to offer honorary, life-time, student and other classed of membership as appropriate. 3. Review and revise dues’ structure. 	2022	<p>Membership Committee: Ron Wolfe, Chair, Aileen Yeh, Irene Sprecher, Michael Sowards. Aspen Billiet staff support</p>
Objective 2	<p>Enhance the value of membership.</p> <p>Action Items</p> <ol style="list-style-type: none"> 1. Identify what members currently value and what they need or want for the future. 2. Add value to membership (Offer discounts, coupons, tours, gatherings, workshops, etc.) for each membership category. 3. Communicate with members the benefits of HFIA membership 4. Identify legislative districts and members that reside in those districts to facilitate communication regarding legislative efforts in accordance with Strategic Goal 5a 	2022-2026	Membership Committee
Objective 3	<p>Improve and enhance membership communications.</p> <p>Action Item</p> <ol style="list-style-type: none"> 1. Review existing and develop regular communication opportunities: <ol style="list-style-type: none"> a. <u>Existing Communication</u> – phone calls, emails, newsletters, membership spotlights, social media b. <u>New communication</u>: “conversations” series. Short videos speaking with professionals in related fields to spark conversation, a membership message board on the website. 2. Coordinate with HFIA Executive Director, other consultants, staff and directors to coordinate outreach to Hawai’i conservation and environmental community to identify potential members. 	2022-2026	Membership Committee
Objective 4	Develop a recruitment plan and annual work plan.	2022- 2023	Membership Committee
Objective 5	<p>Provide member engagement opportunities.</p> <p>Action Items</p> <ol style="list-style-type: none"> 1. Review membership and contact forest industry reps that are not members. 2. Identify and partner with other forest support industries. 3. Engage HFIA members to participate and contribute to HFIA projects-Communicate to members which goals relate to them and their expertise 	2022- 2026	Membership Committee
Notes	Aspen: Factsheets/brochures/stickers. Be present at Hawaii Conservation Conference.		

Goal 3: Work to improve the health and productivity of Hawaii's forests.

Objective 1	Identify, address, and support mitigation of forest health concerns of the invasive species Strawberry Guava. Action Items	Timeline	Lead
Notes	<ol style="list-style-type: none"> 1. Develop a strategic filter for new projects (Criteria, critical issues). 2. Develop methodology to address Strawberry Guava. 3. Demonstrate methodology to address Strawberry Guava. 4. Disseminate methodology to address Strawberry Guava to landowners. 	<p>2022</p> <p>2022</p> <p>2022</p> <p>2022-2026</p>	<p>Healthy & Productive Forests Committee: Don Bryan, Chair Peter Simmons, Ron Wolfe, Nick Koch, Aileen Yeh, Guy Cellier, J.B. Friday, James Cullison</p>

Goal 4: Be a catalyst to facilitate a strong, prosperous and diverse forest industry. (see addendum)

Objective 1	Facilitate forest access and growth of Hawaii’s forest industry. Action Items <ol style="list-style-type: none"> 1. Identify and mitigate barriers to forest access and wood processing. <ol style="list-style-type: none"> a. Public perception b. Infrastructure and professional capacity c. Economics 2. Address policy and legal issues. <ol style="list-style-type: none"> a. Regulatory constrains b. Advocate for the health of the forest industry. <ol style="list-style-type: none"> a. Economics 	Timeline 2022-2023 2023-2025 2025+	Lead Nick Koch, Chair Irene Sprecher, Wade Lee, Guy Cellier, Don Bryan
Objective 2	Develop a hypothetical economic development model for a healthy industry. Action Items <ol style="list-style-type: none"> 1. Identify and showcase forest industry businesses (i.e. field trips, articles, videos, social media). 2. Product development - show what products could be made. 3. Show potential economic impacts – Update the Groome Report. 	2022-2036 2022 2024-2027 2025	Nick Koch, Chair Irene Sprecher, Wade Lee, Guy Cellier, Don Bryan Aspen
Objective 3	Update Business Directory.	2023	
Objective 4	Provide adult education and training. Action Items <ol style="list-style-type: none"> 1. Provide training for adults – Training for carriers in the forest industry. <ol style="list-style-type: none"> a. “Shadowing/pairing” opportunity for students. b. Guest lectures with UH NREM professors, talks and workshops at HCC. 	2022-2025	Wade Lee, Tai Lake
Notes	Aspen offered to help		

Goal 5: Be recognized and respected as Hawaii’s forest industry experts.

Goal 5a	Legislative		
Objective 1	<p>Be, and be sought after as, the forest industry experts.</p> <p>Action Items</p> <ol style="list-style-type: none"> 1. Connect with policy makers to provide guidance on forestry issues (Forest Industry Advisory Committee). <ol style="list-style-type: none"> a. Annually identify which legislative districts members are in. Create an easily consumable data set to show legislators who HFIA is as constituents and what our desires are. -Aspen (in progress) b. Invite legislators reception at Woodshow and project sites. 2. Create a HFIA Fact Sheet with Board members resumes to show expertise. 	<p>Timeline</p> <p>2022</p> <p>2022</p>	<p>Lead</p> <p>Legislative Committee: Peter Simmons, Chair Aspen Billiet, Wade Lee, Aileen Yeh, Michael Tam, Bart Potter, Don Bryan, Tai Lake, Nick Koch</p>
Objective 2	<p>Connect with like-minded groups.</p> <p>Action Item</p> <ol style="list-style-type: none"> 1. Identify and collaborate with like-minded groups - Outreach. <ol style="list-style-type: none"> a. Facilitate event with these groups to foster discussion of overlapping areas of interest. 	2022-2036	Peter Simmons Aspen Billiet
Goal 5a Notes	Peter-Hawaii Cattlemen’s Council has organized legislative efforts. Aspen offered to help.		
Goal 5b	Education and Training		
Objective 2	<p>Provide education for school groups.</p> <p>Action Items</p> <ol style="list-style-type: none"> 1. Have HFIA Director or member present at existing educational events such as those already occurring at project sites. 		Wade Lee and Tai Lake
Goal 5b Notes	<p>-Tai: There is a Governors Committee addressing economic development relating to COVID led by Michael McCartney. Potential funds for adult education and training.</p> <p>-Wade: Haloa Aina provides opportunities for training in the field.</p> <ol style="list-style-type: none"> a. Aspen: “Shadowing/pairing” opportunity for students. <p>-Peter: Orlo Steele, HCC Forest Team may serve on Education and Training Committee.</p> <p>-Aspen offered to help</p>		

Goal 6: Support and Promote Hawaii’s Woodworking Artists

Objective 1		Timeline	Lead
	Host Hawaii’s Annual Woodshow <ol style="list-style-type: none"> 1. Contract with Coordinator to work with Woodshow Committee to plan, promote and implement the event. 2. Plan workshops in conjunction with 30th Anniversary Woodshow 2022. 3. Suggested theme for 2022 Woodshow “Pono Woods” 4. Provide Healthy & Productive Forests Initiative educational display. 	Annual 2022 2022	Tai Lake, Chair Tai Lake Peter Simmons Don Bryan
Objective 2	Support Hawaii Wood Guild Master’s Invitational Show – Waimea <ol style="list-style-type: none"> 1. Help promote Hawaii Wood Guild Annual Exhibition 	Annual	
Objective 3	Public Information <ol style="list-style-type: none"> 1. Internet and social media 2. Radio and Television 3. Directory 	Periodic	
Notes			

4. Follow-up: Reviews, Updates/Revisions

Review Plan annually over the next five years, document accomplishments and update/revise as necessary.



Photos: Dr. J.B. Friday.

Board of Directors

Officers

Don Bryan, President
Guy Cellier, Vice President
Peter D. Simmons, Secretary
Wade Lee, Treasurer

Directors

Thomas Calhoun
Jeremy Campbell
Aaron Hammer
Nicholas Koch
Gilles Libbe
Tai Lake
Michael Sowards
Irene Sprecher
Michael Tam
Jorma Winkler
Ron Wolfe
Aileen Yeh

Strategic Plan Contributors

Don Bryan
Guy Cellier
Nicholas Koch
Tai Lake
Wade Lee
Peter Simmons
Irene Sprecher
Ron Wolfe
Aileen Yeh
Aspen Billiet
Heather Simmons
Akhilesh Bapat, Guidance
John Ciambone, Facilitator

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Appendix 1: Goal 2 HFIA Membership Annual Work Plan

ONGOING TASKS

- Membership Outreach Calls(Aspen and committee members)
 - Tri-annual
 - Satisfies obj. 2-2, 3-1, 5-3
- Membership Renewal phone calls and emails (Aspen)
 - Monthly
 - Satisfies obj. 4
- Membership Spotlight(Aspen)
 - Monthly
 - Satisfies obj. 3-1
- Newsletters (Heather)
 - Bi-annual
 - Satisfies obj. 3-1
- Social Media Engagement (Aspen)
 - Weekly
 - Satisfies obj. 3-1
- Gather Potential Prospects
 - Weekly
 - Satisfies obj. 5-1

2022 TASKS

- Review Demographics, Categories and Dues Structure
 - Satisfies obj. 1-1
 - Identify which strat. goals align with members' interests/area of expertise
 - *Implement Revised Dues Structure*
 - *Satisfies obj. 1-2*
- Develop a Recruitment Plan
 - Satisfies obj. 4
 - Identify which strat. goals align with prospects interests/area of expertise

FUTURE TASKS

- Develop protocol to identify and confirm honorary members
- Identify and implement possible recruitment efforts that can be made by directors on each island
 - Satisfies obj.4
- Identify and implement another ongoing membership benefit. May need to create new partnership(s) for this.
 - Satisfies obj. 2-1, 5-2
- Decide if we need tangible media such as stickers, brochures. Can members help distribute?
 - Satisfies obj. 5-3
- Decide if we want to implement a membership message board on the website (if possible).
 - Satisfies obj. 2-1, 2-2, 5-3
- Decide if HFIA should/wants to be present at the Hawaii Conservation Conference in the future?
 - Satisfies obj. 5-1, 5-2, 5-3, (goal 5a obj 2-1)

Appendix 2: Goal 4: Barriers to forest industry growth & diversity and Current projects & timeline

Goal 4: Barriers to forest industry growth & diversity

Public perception

- a) General lack of understanding about forestry, especially commercial timber resources
- b) Public opposition due to vocal minority having more voice.
- c) Lack of community support/understanding
- d) Changing demographics, views of industrialization (public perception?)
- e) I believe that HFIA should continue with projects that inform the public about all the benefits that a healthy forest industry would have on peoples live
- f) NIMBY

Infrastructure and professional capacity

- a) Why are the logs shipped out then shipped back? We need to inform people of the benefits to the people and environment in Hawaii to do more than ship out only to ship back and not use the entire tree to sustain needs here in Hawaii
- b) Infrastructure - movement of resources (roads, shipping, etc.) and processing capacity and efficiency (milling, drying, etc.)
- c) Lack of trained professionals in wood utilization or forest production centered forestry

Regulatory constraints

- a) Environmental compliance standards designed for development applied to farming and forestry
 - i) NRCS and SWCD are sort staffed and report that they cannot help until they fill positions. No timeline.
- b) The State Government has finally determined to diversify our economy. We need a clear path to the Conservation R natural resources.
- c) Public lands - access to resources on and affordable/available lands for forestry development
- d) Threatened and endangered species policy issues

Economics

- a) Small scale of industry
- b) Transparency of industry and associated information about the industry (from impact to product values)
- c) Lack of incentives for forestry (compared to other industries)
- d) Money/cost of doing business in Hawaii (labor, land, costly regulatory hurdles)
- e) Connecting resources with processors - how do people find and get connect with each other
- f) Lack of spaces for forestry to coexist with other land uses – urbanization and fragmentation (shared with farmers and ranchers)
- g) Integration into local markets (lumber for construction, waste utilization, product diversification, marketing)

Goal 4: Current projects & timeline

Public perception (2022+)

- Showcase successful commercial forest projects at the Hawaii Conservation Conference every year (2022+)
- Host visit to “working forest” location at least 1 per year (2022+)

Work on Soil and Water Conservation District planning (2022)

- Describe the pathway to obtain a Soil and Water Conservation Plan (2022)
- List the elements that are needed to succeed: Arq review, flora?, maps, ??
- Meet with funding agencies for Districts, district reps, county officials, DOH (2022)

Infrastructure and capacity are limited (2022+)

- Find out if a guest lecture is possible at UH to showcase the potential of working in forest industry as part of a natural resources conservation career (2022)
- Find out more about the Kupu program
- Technical training is limited or absent, but the jobs in forest industry are also thin
 - Connect with colleges about industry needs (2022)

Build bridges between conservation and forest industry (2022+)

- Forum or symposia to showcase examples of successful forest businesses that are already benefitting local ecosystems (2022+)
- Hamakua soil erosion – reefs – water quality since planting of trees
- Draw links between forestry and conservation work, complementary forces

Regulatory barriers (2023+)

- Conservation R lands as potential source and also need for forestry work and resources
- Building codes not including local species
- Environmental compliance barriers : SMA, fire code

Appendix 3: Goal 4 Hawaii Forest Industry Forum Abstract

Title: The White Hat of Forestry: Working Forests that Improve the Land

Integrating commercial opportunities in land management can bring both new resources and challenges to managing forests. Facing a sordid history, several of Hawaii's working forests projects have ventured into this space and are finding successes that improving Hawaii's overall environmental and community health. This working forest forum offers examples of several forestry projects that have developed over the last 20 years that use native or introduced species to care for the environment while also providing needed forest products and revenue to care for the land. The forum will include short presentation on these projects followed by a facilitated discussion and open question forum.

- Hāloa 'Aina, Hōkukano, South Kona: Restoring cultural and community connections through the restoration of a 'iliahi native forest
- Keauhou Ranch: 20 years of planting koa at commercial scale for wood production and environmental services
- Siglo Tonewoods, Hōnaunau, South Kona: Selective harvest and restoration of a koa mixed native forest in Hōnaunau
- Hōnua Ola, Hāmākua: The history and future of the eucalyptus plantations in Hāmākua: environmental benefits and silvopasture and renewable energy
-

Potential presenters also include

- *Green Energy, Kauai: Harvesting invasive species to reclaim agricultural lands, planting trees and providing renewable power on Kaua'i.*
- *Kealakekua Mountain Reserve, Kealakekua: Developing a sustainable working forest with 'iliahi and koa*
- *Māmaki tea farm: Native species agroforestry*
- *Haleakala Ranch: Planting koa to replace gorse infestation on Maui*

Appendix 4: Goal 5a Legislative Matrix for Future Consideration

Legislative Committee Chair Peter Simmons

PROACTIVE/OFFENSIVE/ACTIVE	LEVEL OF IMPORTANCE			COMMENTS
STRATEGIC ACTIONS	LOW	MED	HIGH	Low = nice to have High = must have
HFIA/HFI Org capability				BOD resumes : accomplishments
Create a one page HFIA identity				For Legislators and community leaders
Write “White Papers”				Position papers and circulate
Create “Commercial Forest Leg Committee”				Advisory Committee
Committees create questions for politicians				Distribute responses via e-mail to our members with recommendations
Inform and educate our leaders about who we are and what we do				Accomplishments with relevant politicians, legislators and agencies all of our members.
Understand our members political issues				Which members live in which districts and who would call their reps
Support aligned organizations				Hawaii Cattlemens’ Council, Hawaii Island’s Game Management Advisory Council and Hawaiian organizations
Develop a Working Landscape Alliance				Working lands alliance: large landowners, ranches, farm bureau, DOFAW ?
Joint stewardship and education projects				On the ground projects with like-minded groups
Support and oppose leg bills				Mutually aligned interest groups
Support DOFAW				When possible HFIA helps DOFAW
REACTIVE/ DEFENCIVE/PASSIVE				COMMENTS
STRATEGIC ACTIONS	LOW	MED	HIGH	Low = nice to have High = must have
Tracking and monitoring				Logistics of Legislative participation
Write testimony as needed				
Interact with legislators				
Testify against threatening Bills				when time permits or delegate
Limit legislative exposure –				involvement is time consuming
committees to prepare testimony				Committees track prep testimony
Hire a part time lobbyist				