



Introduction to Action Plans

This management plan is constructed around a set of functionally-based action plans that outline how the Sanctuary will be managed for the next five years. Each action plan outlines what, who, why, when, and how different strategies will be conducted and presents the costs that might be incurred for each strategy.

Development of Action Plans

As the goals and objectives of the original management plan were reexamined, Sanctuary staff and members of the Sanctuary Advisory Council also worked together to identify the issues that the Sanctuary faced and the outcomes that should be sought for each issue. Strategies were developed to determine how to reach those outcomes. The strategies were then organized into the following set of thematic action plans:

- **Natural Resource Protection:** encompasses contingency planning, damage assessment, emergency response, permitting, enforcement, and development of a process to evaluate resources for possible inclusion in the Sanctuary.
- **Education and Outreach:** incorporates education, outreach, and interpretive projects, and the development of a volunteer plan.
- **Research and Monitoring:** includes research and monitoring projects, as well as steps to enhance the administration of research projects and communications among researchers, decision-makers, and the public.
- **Cultural Resource Enhancement:** encompasses projects pertaining to Native Hawaiian uses and traditions.
- **Administration:** comprised of projects associated with interagency coordination, Sanctuary Advisory Council operations, staffing, and facilities.

Each strategy is broken into activities and is discussed in detail in the action plan.

Assessment of Management Effectiveness

Each action plan contains a brief discussion of the outcomes expected, and the performance indicators that will be used to measure progress toward the outcome. This type of effort is being undertaken to measure the Sanctuary's management effectiveness (i.e., the achievement of a planned effort or action). Assessing management effectiveness is governed by the following principles:

- Assessment criteria should be developed by the Sanctuary's staff and their SAC/partners;
- Effectiveness should be measured in "progressive" terms (consistently moving toward a fixed point or percentage) rather than absolute terms (measured only at a fixed point or percentage);
- Assessments should as much as possible reflect the goals and objectives of the Sanctuary; and
- Results should be written in clear, concise language that is easy to understand and easy to communicate to stakeholders and the public.

It should also be recognized that much of the Sanctuary's day-to-day management includes actions that are goal-related and objective-driven, but non-measurable, non-quantifiable, and not related to a specific strategy, or activity. Such actions might include impromptu communications with constituents or other Federal or State partners; unplanned meetings with industry, the media, other government



officials, or the general public; emergency response situations; and assorted administrative duties. Although such actions may not be designated as specific parts of a particular strategy, they should be recognized as an integral part of day-to-day management of the Sanctuary.

Estimated Costs of Strategies and Activities

Each action plan contains a table showing the estimated initial and annual costs for conducting the activities and strategies contained in this revised management plan (also summarized in Table 3A and B). These budget numbers represent the Sanctuary's best estimate of what it will cost to conduct the programs and projects described over a five-year period; however, each year the Sanctuary will prepare an Annual Operating Plan that will determine that year's priorities and costs in the context of not only the overall revised management plan, but current problems facing the site and general national priorities as well. Therefore, costs as estimated in this revised management plan may be somewhat different as determined by the Annual Operating Plan each year. These estimates are also subject to a number of other caveats:

- the Sanctuary's base budget is available each year from appropriated funds;
- there is both availability of and opportunity to receive additional funding from appropriated funds;
- the estimates do not take into account increasing personnel costs each year or inflation; and
- the estimates do not take into account unexpected events or emergencies or unforeseen projects.

Summary of Existing Authorities

A number of existing authorities exercise jurisdiction in Hawaiian waters and act as partners with the Sanctuary on projects of mutual interest. These authorities include:

- State of Hawai'i - holds in trust the land and water resources of the State, including submerged lands. Under the Endangered Species Act, the State can also protect threatened and endangered species. Key agencies include the Department of Land and Natural Resources, the Department of Business, Economic Development, and Tourism, and the Department of Health.
- NOAA Fisheries - oversees fisheries management and species protection under the Magnuson-Stevens Act, the Endangered Species Act, and the Marine Mammal Protection Act in the Exclusive Economic Zone and beyond. Under the Marine Mammal Protection Act, NOAA Fisheries is the primary authorized agency to protect marine mammals. Key offices in Hawai'i include the Honolulu Laboratory and the Pacific Islands Area Office. NOAA Fisheries also serves as NOAA's enforcement arm.
- U.S. Coast Guard (USCG), Department of Transportation - responsible for enforcing Federal laws and regulations in the Exclusive Economic Zone.
- U.S. Fish and Wildlife Service (USFWS) - responsible for administration and management of all National Wildlife Refuges. The USFWS is also responsible for protecting endangered species under the Endangered Species Act and migratory birds under the Migratory Bird Treaty Act.



Table 3A: Summary Table of Estimated Annual Costs (in \$1000s)*

Strategy and Activity	Personnel	Travel	Printing	Equipment & Supplies	Contract	Avg. Annual Costs
NRP-1 Assess and clarify the Sanctuary's role in contingency planning						
NRP-1A Coordinate with appropriate parties.	1.1	-	-	-	-	1.1
NRP-1B Ensure Sanctuary addressed in local area plans.	1.1	-	-	-	-	1.1
NRP-1C Have Sanctuary staff trained in protocols.	1.5	-	-	-	-	1.5
NRP-2 Enhance project and permit review procedures						
NRP-2A Analyze existing MOU w/NOAA Fisheries.	-	-	-	-	-	-
NRP-2B Review and finalize existing MOU w/State.	-	-	-	-	-	-
NRP-2C Identify a permit point of contact on staff.	-	-	-	-	-	-
NRP-3 Obtain and share relevant information on Sanctuary uses, use policies, and regulations						
NRP-3A Assess and monitor human uses.	10.5	1.0	-	-	25.0	36.5
NRP-3B Develop outreach materials about human uses.	5.6	0.8	7.5	-	18.8	32.6
NRP-3C Collaborate in promoting compatible uses.	7.5	2.0	-	-	10.0	19.5
NRP-4 Reduce violations of Sanctuary regulations						
NRP-4A Maintain enforcement operations.	21.0	0.5	-	-	-	21.5
NRP-4B Determine baseline level of violations.	-	-	-	-	-	-
NRP-4C Develop strategies to reduce violations.	6.8	0.8	0.8	-	11.3	19.5
NRP-4D Assess effectiveness of State regulations.	2.3	0.4	-	-	7.5	10.1
NRP-4E Continue annual Ocean Users' Workshop	22.5	4.0	5.0	-	25.0	56.5
NRP-5 Develop process to evaluate possible resources for inclusion to the Sanctuary						
NRP-5A Conduct review of resources already identified.	-	-	-	-	-	-
NRP-5B Identify additional resources.	-	-	-	-	-	-
NRP-5C Evaluate all candidate resources.	-	-	-	-	-	-
NRP-5D Conduct review of the findings in Activity C.	-	-	-	-	-	-
NRP-5E Add resources to the Sanctuary.	-	-	-	-	-	-
EO-1 Enhance existing education and outreach programs						
EO-1A Conduct training for educators.	22.5	3.0	3.0	2.0	25.0	55.5
EO-1B Enhance education opportunities for ocean users.	22.5	3.0	3.0	2.0	25.0	55.5
EO-1C Enhance opportunities for public in monitoring.	22.5	6.0	3.0	10.0	35.0	76.5
EO-1D Enhance educational opportunities to the public.	45.0	4.0	5.0	28.0	35.0	117.0
EO-2 Develop and implement new education and outreach programs						
EO-2A Evaluate new education and outreach needs.	11.3	0.8	-	-	26.3	38.3
EO-2B Develop and implement a strategic plan.	11.3	4.0	2.5	-	12.5	30.3
EO-2C Conduct evaluation of new programs.	3.8	0.3	-	-	3.8	7.8
EO-3 Support current activities of the Sanctuary volunteer program						
EO-3A Enhance current opportunities for volunteers.	60.0	1.0	-	2.0	35.0	98.0
EO-3B Complete the volunteer handbook.	-	-	-	-	-	-
EO-4 Provide additional opportunities for volunteer participation in Sanctuary activities						
EO-4A Provide additional opportunities for volunteers.	3.8	1.3	0.3	-	3.8	9.0
EO-4B Develop a plan for volunteers on all islands.	-	-	-	-	-	-
RM-1 Characterize and monitor humpback whales						
RM-1A Continue to monitor humpback whales.	22.5	2.0	-	-	125.0	149.5
RM-1B Continue to examine distribution.	22.5	2.0	-	-	75.0	99.5
RM-1C Continue to examine life cycle and behavior.	22.5	2.0	-	-	75.0	99.5
RM-2 Characterize and monitor the habitat and factors affecting humpback whales						
RM-2A Monitor threats/impacts to humpback whales.	45.0	0.5	-	-	70.0	115.5
RM-2B Maintain a data and information system.	22.5	-	-	-	35.0	57.5
RM-3 Improve administration of research projects						
RM-3A Establish administrative procedures for research.	1.9	-	-	-	-	1.9
RM-3B Determine role of SAC in research planning.	0.8	-	-	-	-	0.8
RM-3C Conduct review to update research priorities.	3.8	-	-	-	5.0	8.8
RM-4 Enhance communication among researchers and the public						
RM-4A Create opportunities for enhancing communication.	10.5	5.0	5.0	-	10.0	30.5

Action Plans: Introduction

Table 3A Continued

Strategy and Activity	Personnel	Travel	Printing	Equipment & Supplies	Contract	Avg. Annual Costs
CRE-1 Facilitate Native Hawaiian events and traditions						
CRE-1A Maintain efforts by Hawaiian Cultural Educator.	54.0	5.0	5.0	-	25.0	89.0
CRE-1B Continue to develop educational tools.	15.0	1.0	5.0	-	25.0	46.0
CRE-1C Continue relationships with Native Hawaiian community	15.0	2.0	1.0	-	10.0	28.0
CRE-2 Nurture increased awareness of Hawaiian values and practices						
CRE-2A Incorporate traditional practices into programs.	10.5	1.0	1.0	-	10.0	22.5
CRE-2B Increase cooperative cultural education programs.	10.5	5.0	3.0	-	10.0	28.5
CRE-2C Encourage the sharing of traditional knowledge.	10.5	6.0	-	-	10.0	26.5
CRE-2D Recruit Hawaiian culture volunteers.	6.0	3.0	-	-	-	9.0
AD-1 Enhance Federal-State co-management of the Sanctuary						
AD-1A Continue cooperative management operations.	15.0	7.0	-	-	-	22.0
AD-1B Continue Federal support of State program.	10.5	12.0	-	-	180.0	202.5
AD-1C Enhance State support of Sanctuary activities.	1.5	1.0	-	-	-	2.5
AD-1D Enhance cooperation between various programs.	10.5	7.0	-	-	15.0	32.5
AD-2 Establish agreements for coordination among agencies and organizations						
AD-2A Finalize & implement MOU's.	1.5	-	-	-	-	1.5
AD-2B Prepare agreements for other partner agencies.	-	-	-	-	-	-
AD-3 Enhance opportunities for SAC participation						
AD-3A Assist in preparing strategic plan.	10.5	6.0	-	-	2.0	18.5
AD-3B Maintain strong body of SAC members.	22.5	0.5	-	-	-	23.0
AD-3C Foster effective communication w/Sanctuary.	7.5	-	-	-	2.0	9.5
AD-3D Ensure effective communication w/ community.	7.5	-	15.0	-	25.0	47.5
AD-4 Enhance the staffing and personnel resources of the Sanctuary						
AD-4A Identify & recruit permanent staffing positions.	-	-	-	-	-	-
AD-4B Develop & implement a training program.	16.9	11.3	-	-	26.3	54.4
AD-5 Augment the physical infrastructure of the Sanctuary						
AD-5A Develop a ten-year facility plan.	-	-	-	-	-	-
AD-5B Identify, prioritize, and fill equipment needs.	10.5	-	-	20.0	-	30.5
TOTAL	670.1	112.4	70.0	64.0	1,024.0 #	1,940.5

*Average annual costs are rough estimates based on anticipated required cost elements. No adjustments have been made for inflation. Some activities may not be conducted during every year of the plan period. Additional start-up costs and costs for activities to be accomplished only once during the plan period are not included in this table (see Table 3B). Training costs are included in the contract costs column.



Table 3B: Summary Table of Estimated One Time Only Costs (in \$1000s)*

Strategy and Activity	Personnel	Travel	Printing	Equipment & Supplies	Contract	One-Time Only Costs
NRP-1 Assess and clarify the Sanctuary's role in contingency planning						
NRP-1A Coordinate with appropriate parties.	1.7	-	-	-	-	1.7
NRP-1B Ensure Sanctuary addressed in local area plans.	1.7	-	-	-	-	1.7
NRP-1C Have Sanctuary staff trained in protocols.	10.0	-	-	-	-	10.0
NRP-2 Enhance project and permit review procedures						
NRP-2A Analyze existing MOU w/NOAA Fisheries.	2.5	3.0	-	-	-	5.5
NRP-2B Review and finalize existing MOU w/State.	0.5	3.0	-	-	-	3.5
NRP-2C Identify a permit point of contact on staff.	0.5	-	-	-	-	0.5
NRP-3 Obtain and share relevant information on Sanctuary uses, use policies, and regulations						
NRP-3A Assess and monitor human uses.	-	-	-	-	-	-
NRP-3B Develop outreach materials about human uses.	8.3	1.3	13.3	-	33.3	56.3
NRP-3C Collaborate in promoting compatible uses.	-	-	-	-	-	-
NRP-4 Reduce violations of Sanctuary regulations						
NRP-4A Maintain enforcement operations.	-	-	-	-	-	-
NRP-4B Determine baseline level of violations.	1.3	-	-	-	-	1.3
NRP-4C Develop strategies to reduce violations.	10.0	1.3	1.3	-	20.0	32.7
NRP-4D Assess effectiveness of State regulations.	3.3	0.7	-	-	13.3	17.3
NRP-4E Continue annual Ocean Users' Workshop	-	-	-	-	-	-
NRP-5 Develop process to evaluate possible resources for inclusion to the Sanctuary						
NRP-5A Conduct review of resources already identified.	3.8	-	-	-	50.0	53.8
NRP-5B Identify additional resources.	37.5	10.0	15.0	-	25.0	87.5
NRP-5C Evaluate all candidate resources.	8.8	-	-	-	25.0	33.8
NRP-5D Conduct review of the findings in Activity C.	7.5	4.0	5.0	-	10.0	26.5
NRP-5E Add resources to the Sanctuary.	5.0	1.0	2.0	-	10.0	18.0
EO-1 Enhance existing education and outreach programs						
EO-1A Conduct training for educators.	-	-	-	-	-	-
EO-1B Enhance education opportunities for ocean users.	-	-	-	-	-	-
EO-1C Enhance opportunities for public in monitoring.	-	-	-	-	-	-
EO-1D Enhance educational opportunities to the public.	-	-	-	-	-	-
EO-2 Develop and implement new education and outreach programs						
EO-2A Evaluate new education and outreach needs.	18.8	1.5	-	-	52.5	72.8
EO-2B Develop and implement a strategic plan.	37.5	16.0	10.0	-	50.0	113.5
EO-2C Conduct evaluation of new programs.	25.0	2.0	-	-	30.0	57.0
EO-3 Support current activities of the Sanctuary volunteer program						
EO-3A Enhance current opportunities for volunteers.	-	-	-	-	-	-
EO-3B Complete the volunteer handbook.	6.3	0.5	1.0	-	-	7.8
EO-4 Provide additional opportunities for volunteer participation in Sanctuary activities						
EO-4A Provide additional opportunities for volunteers.	25.0	10.0	2.0	-	30.0	67.0
EO-4B Develop a plan for volunteers on all islands.	8.8	1.0	1.0	-	15.0	25.8
RM-1 Characterize and monitor humpback whales						
RM-1A Continue to monitor humpback whales.	-	-	-	-	-	-
RM-1B Continue to examine distribution.	-	-	-	-	-	-
RM-1C Continue to examine life cycle and behavior.	-	-	-	-	-	-
RM-2 Characterize and monitor the habitat and factors affecting humpback whales						
RM-2A Monitor threats/impacts to humpback whales.	-	-	-	-	-	-
RM-2B Maintain a data and information system.	-	-	-	-	-	-
RM-3 Improve administration of research projects						
RM-3A Establish administrative procedures for research.	12.5	-	-	-	-	12.5
RM-3B Determine role of SAC in research planning.	5.0	-	-	-	-	5.0
RM-3C Conduct review to update research priorities.	9.4	-	-	-	15.0	24.4
RM-4 Enhance communication among researchers and the public						
RM-4A Create opportunities for enhancing communication.	-	-	5.0	-	-	-
CRE-1 Facilitate Native Hawaiian events and traditions						
CRE-1A Maintain efforts by Hawaiian Cultural Educator.	-	-	5.0	-	-	-
CRE-1B Continue to develop educational tools.	-	-	5.0	-	-	-
CRE-1C Continue relationships with Native Hawaiian community	-	-	1.0	-	-	-



Action Plans: Introduction

Table 3B Continued

Strategy and Activity	Personnel	Travel	Printing	Equipment & Supplies	Contract	One-Time Only Costs
CRE-2 Nurture increased awareness of Hawaiian values and practices						
CRE-2A Incorporate traditional practices into programs.	-	-	1.0	-	-	-
CRE-2B Increase cooperative cultural education programs.	-	-	3.0	-	-	-
CRE-2C Encourage the sharing of traditional knowledge.	-	-	-	-	-	-
CRE-2D Recruit Hawaiian culture volunteers.	-	-	-	-	-	-
AD-1 Enhance Federal-State co-management of the Sanctuary						
AD-1A Continue cooperative management operations.	-	-	-	-	-	-
AD-1B Continue Federal support of State program.	-	-	-	-	-	-
AD-1C Enhance State support of Sanctuary activities.	-	-	-	-	-	-
AD-1D Enhance cooperation between various programs.	-	-	-	-	-	-
AD-2 Establish agreements for coordination among agencies and organizations						
AD-2A Finalize & implement MOU's.	3.8	-	-	-	-	3.8
AD-2B Prepare agreements for other partner agencies.	12.5	-	-	-	-	12.5
AD-3 Enhance opportunities for SAC participation						
AD-3A Assist in preparing strategic plan.	-	-	-	-	-	-
AD-3B Maintain strong body of SAC members.	-	-	-	-	-	-
AD-3C Foster effective communication w/Sanctuary.	-	-	-	-	-	-
AD-3D Ensure effective communication w/ community.	-	-	15.0	-	-	-
AD-4 Enhance the staffing and personnel resources of the Sanctuary						
AD-4A Identify & recruit permanent staffing positions.	3.8	6.0	-	-	-	9.8
AD-4B Develop & implement a training program.	25.0	20.0	-	-	46.7	91.6
AD-5 Augment the physical infrastructure of the Sanctuary						
AD-5A Develop a ten-year facility plan.	12.5	-	-	-	50.0	62.5
AD-5B Identify, prioritize, and fill equipment needs.	-	-	-	200.0	-	200.0
TOTAL	307.9	81.3	50.7	200.0	475.8 #	1,115.7

*One time only costs are costs associated with activities that will be accomplished only once during the plan period or costs that are additional start-up costs associated with activities conducted on an annual basis.

