

# 3.0 IMPLEMENTATION, MONITORING & EVALUATION

## 3.1 IMPLEMENTING THE PLAN

The General Plan is the foundation for planning in Kaua'i County and functions within a system established by State and County law. While the Plan sets the vision (direction) and overall policy (guidance), actual implementation is a complex and lengthy process which occurs through a broad range of actions and decisions. For example, all future development and planning approvals must be consistent with the General Plan. Other planning instruments include ordinances, community plans, and capital programs, which are also designed to be consistent with and support the realization of the vision, goals and policies set forth by the General Plan.

Throughout the public process, many raised comments concerning the island's current state compared to the visions and goals set forth in the 2000 General Plan. Further, those intimately familiar with the last general plan commented on its inability to allow for robust monitoring, evaluation and feedback as a means of implementing recommendations. Many shortcomings raised by community members arose largely in the context of questioning why good elements laid out in the previous general plan were never fulfilled.

### *Building a Strong Foundation for the General Plan*

In order to address some of the weaknesses in the 2000 General Plan, this plan seeks to strengthen the very **foundation** of the plan. This new foundation provides a clear compass for directing inevitable growth on Kauai, while ensuring a **sustainable and resilient future**, along with the quality of life factors so important to the residents of Kaua'i. This model of "*sustainability and resilience*" is articulated through the **vision, goals and policies** set forth in the General Plan.

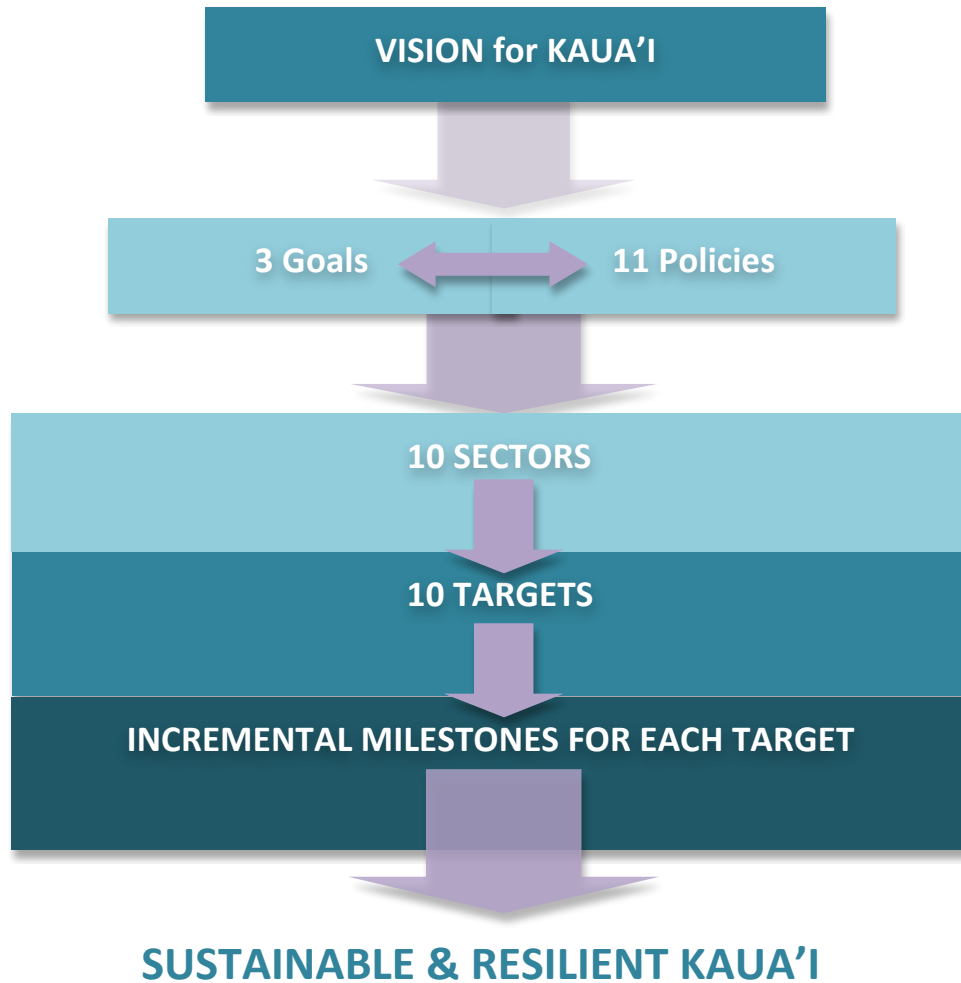
The **body** of the General Plan is structured around **ten sectors**, or priority areas to be addressed that pertain to civil society and the shared trust responsibilities of the County of Kauai, the community, the State of Hawaii and the Federal Government. The **activities** laid out under each of the ten sectors are the **tools** used to affect change for each of the ten sectors and move Kaua'i in the direction of a *sustainable and resilient* future.

### *Developing Results-based Targets for Each Sector (Measures of Success)*

In order to ensure effective and results-based implementation of the General Plan, measureable (quantifiable or qualitative) targets of what is intended to be achieved by 2035 for each of the sectors, and accompanying incremental milestones, will be established in the General Plan. While targets provide specific, measurable outcomes

for each of the sectors, they must also be consistent with the vision, goals and policies. Additionally, the sum total of the targets, across all sectors, should reflect the vision of where we want to be by 2035, therefore the targets should complement one another.

Figure 3.1 Foundation of General Plan



Targets, by nature, establish an ideal state. The development of a target is informed by a characterization of the sector, based on best available information and taking into account an inevitable range of variables and corresponding assumptions that will occur over the lifespan of a twenty year plan. Milestones represent incremental progress made towards meeting a target, plotted against a timeline. For example in the area of agriculture, some raised whether the plan should require a fixed percentage of food, such as 30% be grown and consumed on island by 2035. If this is the target, milestones are used calibrate whether sufficient progress is being made, and indicate a clear trend or movement towards meeting the target by 2035. Depending on a specific sector, and

understood factors impacting the rate of change, milestones may be plotted in anywhere from one year to five year increments.

Figure 3.2 Example of Target and Milestones for a Single Sector

Sector:	Milestone:	Milestone:	Milestone:	TARGET:
SUSTAINABLE AGRICULTURE	Volume of produce sold at farmer's markets increased by 15% by 2020	average household consumption of local food increased by 20% by 2025	70% of agricultural land under food cultivation by 2030	<b>30% OF FOOD IS GROWN &amp; CONSUMED ON KAUAI BY 2035</b>

### *Approach for Establishing Targets and Milestones*

Targets and milestones are best developed through a multi-stakeholder-based working group, bringing together technical experts, sector-related practitioners, community representatives and relevant jurisdictional authorities. Collectively, the working group will make a determination, based on best available information, local knowledge and the realities of the social, political, economic and cultural setting. Although targets establish an ideal state, with so many variables over a twenty-year time frame, periodic adjustments to the target may have to be made. Milestones offer an opportune time to assess the status and trends of a sector – are they moving Kaua’i in the direction of a sustainable and resilient future or not?. They also provide an opportunity to understand contributing factors to either the success or failure of the activities laid out on the General Plan that are intended to move the sector towards meeting the 2035 target. If not, then it is time to adapt those activities to ensure each sector is achieving the intended results,

### *Advantages and Challenges of Establishing Targets (Measures of Success)*

The advantage of creating and adopting targets and milestones is four-fold:

- 1) **PRIORITIZATION OF ACTIVITIES IN THE PLAN:** While the plan lays out a large array of activities for each of the ten sectors, given resource constraints (human, financial, technical), not all of these activities can be implemented over the next twenty years. As such, by setting targets, all activities will be prioritized to ensure they directly contribute to meeting each target, and if not, should be eliminated from the plan.
- 2) **ADAPTIVE MANAGEMENT:** This approach allows the Planning Department the opportunity to measure whether the incremental milestones are being met over the life of the General Plan and make adjustments to activities identified in the plan to ensure progress is being made and results realized in terms of the 2035 target.

3) **PARTNERSHIP BUILDING:** Since agencies may neither have the resources nor the method to easily glean the information necessary to accurately monitor a prescribed milestone, collectively established and agreed upon (stakeholder agreed upon) targets provide an opportunity for a broader spectrum of partnerships to collectively working towards measuring and meeting milestones and targets.

4) **INTEGRATION OF SECTORS:** The development of milestones concurrently across all sectors, using an island-wide perspective, ensures that the future state the community wishes to attain becomes a reality through collective decision making and collective responsibility for implementation of the General Plan.

While developing targets and milestones, it is important to note the reality of meeting these standards over a twenty-year horizon. For example, Kaua'i, like other counties in Hawai'i, faces mounting fiscal constraints resulting from worldwide economic changes and the continued reduction in Federal funding for infrastructure and other programs like earmarks. Kaua'i's also has a small tax base compared to its land mass, and long distances between communities that make providing public services and infrastructure expensive. However, the expectations for quality public facilities and infrastructure remain high. Although suggested actions for implementation spanned all sectors, their aggregate costs well exceed the ability's community to either directly pay for such implementation or receive external funds as adequate support. These are the realities that each of the working groups developing the targets and milestones will have to grapple with. That is also the value in multi-disciplinary and stakeholder-based working groups, to imagine the possibilities for implementation of the General Plan beyond the constraints of County government, budgets and jurisdictional authority.

This monitoring and evaluation model would allow decision makers and the community the ability to prioritize activities and direct resources towards those activities most likely to support meeting the targets and milestones, consistent with the goals and policies of the plan. Shared responsibility and accountability for implementation are imperative to staying focused and to making measurable progress.

### **3.1.1 TOOLS FOR IMPLEMENTATION**

There are several major vehicles through which the plan will be implemented, following the General Plan's adoption:

1. Code Changes
2. Permit Review and Approval Process
3. Community Plans
4. Functional Plans
5. Capital Improvement Program
6. Departmental Structure and Programs
7. Partner and Developer Contributions

The County regulatory system is the most direct method toward contributing to meeting many of the targets and milestones laid out in the plan. The Comprehensive Zoning Ordinance (CZO), Zoning Maps, and other development codes will require updating following this plan's adoption for consistency and adjustment with the new overall vision for the island. Active development of these amendments is a necessary step toward goal attainment, and should be evaluated in the broader context of the vision while keeping in mind the details necessary to avoid conflicting regulations and loopholes.

#### Permit Review and Approval Process

The other direct approach toward attaining the plan's targets and milestones lay in the approval of permits. The General Plan policies and policy maps provide guidance for evaluating a development proposal for its conformance with the County's vision and desired direction. Deference should be given toward remaining consistent with the big picture envisioned by this document rather than making expedient or convenient decisions based upon areas of gray or conflicting action statements that will inevitably arise over time.

#### Community Plans

The community planning process for each planning district must be carried out in collaboration with community groups and committees on a regular basis. Home rule empowerment is necessary to galvanize community buy-in on this Plan and build upon each district's role in the overall island wide vision.

#### Functional Plans

Functional Plans for infrastructure systems and facilities, parks and housing need updating to guide public investment in support of the General Plan vision and policies.

#### Capital Improvements Program and Appropriations

The County's six-year Capital Improvements Program (CIP) can help aid guide the incremental investment consistent with the goals set forth in this plan. The CIP update process should include a review and incorporation of General Plan actions, particularly those identified as short term priorities, to ensure the County is making progress on its priority actions. Further, appropriations should also be evaluated in the context of what the community sees as the ideal future state.

#### Departmental Structure and Programs

Implementation and monitoring of the plan must be supported by the structure and programs of County agencies. Parties responsible for implementing actions, as well as monitoring, reporting, and updating the plan are clearly identified.

#### Partnerships & Developer Contributions

Public-private partnerships and developer contributions contribute significantly to funding County public facilities and infrastructure improvements. With the exception of standardized water and sewer facility charges, the contributions required of developers

tend to be adopted ad hoc in association with specific zone change applications. The 2000 General Plan called for the County to standardize these transactions, make them more predictable and explore other applications for public-private partnerships. That recommendation is carried forward in this General Plan. Vehicles for such partnerships could also include Transfer of Development Rights (TDR), improvement districts, community facility districts, and impact fees.

### **3.1.2 KEY IMPLEMENTATION AGENCIES**

Adoption of the General Plan is the first step in an implementation process involving multiple partners at both the government and community levels. Although the Planning Department facilitates implementation among agencies and departments, administrative decisions are vested with the Office of the Mayor and legislative authority lies with the County Council. The roles of key officials and government agencies in General Plan implementation are summarized below, while responsibility for specific actions are shown in the Action Matrix (Appendix H):

#### **Mayor**

The Mayor is the chief executive officer of the County and exercises direct supervision over all departments. The Mayor appoints the County's managing director to oversee administrative functioning of the County. The Mayor in his or her leadership role serves as a steward of sustainability and resilience, ensuring that all decisions, priorities and present and future plans are in accord with the framework of the General Plan. The Mayor envisions new avenues, partnerships, funding sources and innovations for making the vision for Kaua'i a reality. The Mayor is a living and breathing example of sustainability.

#### **City Council**

The County Council is the legislative body of the County and is therefore responsible for adoption of the General Plan, including all plan amendments. The Council also adopts the zoning, subdivision, and development plan ordinances which comprise the County's development code. The Council approves the annual Capital Improvement Program budget for each fiscal year. The City Council reinforces and brings to bare the leadership and guidance provided by the Mayor. Through their decisions, the Council reflects the sustainable and resilient foundation of the General Plan, contributing to the realization of the vision, goals and targets.

#### **Planning Commission**

The Planning Commission hears, reviews, and makes recommendations to the County Council on amendments or updates to the General Plan. The Commission also provides recommendations on development and land use approvals, including amendments to the zoning and subdivision ordinances. The Planning Commission will use the General Plan's monitoring and evaluation program to inform and guide them in regards to amendments or updates to the General Plan, and adapt the plan accordingly. Recommendations on land use and developments will be in direct accordance with the policies in the General Plan, and reflect the spirit of the vision and goals of the plan.

### Department of Planning

Specific duties related to Plan implementation include preparing zoning and subdivision ordinance amendments for Planning Commission and County Council approval, reviewing development applications, and making reports and studies on planning issues. The Planning Department will have primary oversight and implementation responsibility for the General Plan. The Department will have primary responsibility for responding to the results from the monitoring, evaluation and reporting on General Plan's progress. The Department also prepares Community Plans to provide detailed direction and standards on land use, urban design, transportation, and other physical planning concerns that is consistent with the vision, goals and policies of the General Plan. The Department also provides administrative support to the Planning Commission, Historic Preservation Commission, and Open Space Commission.

### State Land Use Commission

The Land Use Commission administers the State Land Use Law (Chapter 205, Hawai'i Revised Statutes) in which all lands in Hawai'i are classified into one of four land use districts: Rural, Agriculture, Urban, and Conservation. The Commission has the authority to establish district boundaries and ensures that areas of state concern are addressed and considered in the land use decision-making process and are consistent with the Kaua'i County General Plan.

Other important agencies whose work will be guided by the General Plan Update include:

- ▶ Department of Public Works
- ▶ Department of Parks and Recreation
- ▶ Housing Agency
- ▶ Transportation Agency
- ▶ Office of Economic Development
- ▶ Kaua'i Emergency Management Agency

Key utility service providers include:

- ▶ Department of Water
- ▶ Kaua'i Island Utility Company

Key partners on the State level include:

- ▶ Department of Business, Economic Development and Tourism

State Office of Planning

- ▶ Department of Land and Natural Resources
- ▶ Department of Health
- ▶ Department of Education
- ▶ Department of Transportation
- ▶ Department of Hawaiian Homelands

## 3.2 MONITORING PROGRESS

A comprehensive and transparent effort to monitor and evaluate the implementation and effectiveness of the General Plan will occur no less than every two years for each

sector. In order to develop a comprehensive monitoring and evaluation plan, the following steps will be undertaken:

- 1) Multi-sectoral, multi-stakeholder working groups will establish targets and milestones for each sector;
- 2) working groups will identify indicators (measures of change) for each of the ten sectors;
- 3) a “Kākou Committee” will be established to guide the actual monitoring and evaluation process, evaluate monitoring results and make recommendations on adaptive management (modifying actions) as needed to better meet milestones;
- 4) reporting on performance measures and action implementation will be facilitated through an online dashboard that provides updated information as it becomes available;
- 5) every five years a “condition report” will be published to assess and tell the overall story of success of the General Plan in terms of affecting change, meeting the targets and milestones for each sector, and recommended adaptive responses as needed.

### **3.2.1 PERFORMANCE MEASURES**

The Kaua’i General Plan for the first time introduces the use of performance measurement into the planning system. During the update process, the CAC and other participants expressed the desire for greater accountability for the effective implementation of activities identified in the General Plan. A review of what had happened since the 2000 General Plan was adopted was frustrated by the lack of regular monitoring, evaluating and reporting on results and actions.

To correct this situation, this General Plan sets a framework for measuring results that arise from the General Plan. There are three levels of monitoring and evaluation within the framework..

The monitoring and evaluation of performance measures can be used to track the progress toward achieving sector targets and milestones for each sector, and ultimately the 2035 Vision for Kaua’i.

### **3.2.2 MONITORING AND EVALUATION**

The 2035 General Plan is intended to be both a guidance document and a results-based activities-based plan. In order to build a solid implementation component to the plan, three levels of monitoring and evaluation will take place.

#### *First Level of Monitoring and Evaluation*

The first is in the design of the plan itself which focuses on the ten sectors and land use planning maps. Both of these elements are built on the *Sustainable and Resilient Kauai* growth model including the three goals and eleven policies, collectively the basic framework for the General Plan. The overall model and framework of the General Plan are laid out below and serve as guidance for the development of the ten sectors:

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## MODEL & FRAMEWORK FOR THE GENERAL PLAN

### *Designing and Building our Sustainable and Resilient Kaua`i*

**Preamble:** Our model recognizes that change is inevitable in regard to the future of our island of Kaua`i. However, change does not need to occur in absence of the control or determination by our Kaua`i community. We are a small, isolated island in the middle of the Pacific and with each decision we make (or don't make) our options for making choices for our desirable future may become increasingly limited and costly. We also recognize that although we live in an interconnected and interdependent world, that having Island self-determination and self-sufficiency is the ideal.

***Designing & Building Our Sustainable & Resilient Kaua`i*** has been chosen as a model for framing our new General Plan for Kaua`i to acknowledge the importance of making conscious, well-informed decisions in every aspect of life on our Island. Each decision we make must be made with clarity about the implications of how we have chosen to move forward, for now and for the future generations who will be impacted by our choices. The intention of this model is not only to provide a framework for prioritizing how we make decisions, but to also understand that these decisions and how they are implemented need to be the collective responsibility of not only the Planning Department, but our entire Island-wide Ohana, from individuals and families, to our local communities and local businesses, to our public servants on all levels of government such as Planning Commission, County Council, Mayors office, all County Offices and staff, Hawaii State agencies, and Federal agencies.

The Values and Visions for our Plan are not limited to County jurisdiction, but are intended to influence and inform our State and Federal partners, as well. We must all be held individually and collectively accountable for achieving our goals for our future.

### **VISION: What Our *Sustainable and Resilient Kaua`i* Looks Like**

A naturally functioning mauka to makai island ecosystem provides the means necessary to support an interconnected, self-reliant, sustainable, and resilient island community. We work together toward our collective future in which we all derive livelihood, well-being and sense of fulfillment from living in harmony with the natural ebb and flow of our island environment, where all residents of our Kaua`i Ohana continuously chart our future, make our decisions and conduct our lives towards our collective purpose.

### **GOALS: The Direction We are Choosing for Our “Sustainable and Resilient Future”**

The following goals directly align with our Model and Vision. These goals take the “ideal situation” described in our vision, and start to chart the course by providing 3 focus areas which help to articulate and define how Kauai is going to take action to realize our *Sustainable and Resilient Future*.

## **GOAL 1: ECOLOGICALLY SOUND AND HEALTHY ENVIRONMENT**

*Sustainable and Resilient Kaua`i* means conserving, restoring, enhancing, and protecting Kaua`i's natural beauty and all natural resources including land, water, air, minerals and energy resources from mauka to makai – from the mountain ridges to the coastal margin and nearshore waters, in order to maintain our rural character, quality of life and independence for our island and residents of Kaua`i. Conservation, restoration, enhancement, and protection of the environment provide the foundation for developing sustainable policies for land use, renewable energy, infrastructure, and a healthy society and economy for our Kaua`i Ohana..

## **GOAL 2: DIVERSE AND THRIVING COMMUNITIES**

*Sustainable and Resilient Kaua`i* is an island rooted in principles of Aloha and Malama Aina which cherish our Hawaiian heritage and values. Additionally, we collectively embrace and support a healthy mix of cultures, generations, origins, and economic opportunities. Kaua`i is an island that provides excellent educational, technical and capacity development opportunities, from keiki to kupuna, that allows each individual a diverse range of possibilities for a prosperous future and the viable choice to maintain intergenerational families residing on Kaua`i.

## **GOAL 3: ECONOMICALLY SELF-RELIANT AND PROSPEROUS**

*Sustainable and Resilient Kaua`i* requires an economy based on increasing self-sufficiency, self-reliance and resilience for all our ohana in regards to food, water, energy, shelter, jobs, economic opportunities, and other resources. This means that the economic and political choices we make first and foremost serve our island-wide community and our ability to become self-sufficient. This also means that each of us takes on the responsibility, or kuleana, to reduce our ecological footprint in our own lifestyle, land use, and interaction with our natural resources.

## **POLICIES: Providing the Criteria for Making Decisions About How We are Going to Achieve Our Sustainable and Resilient Kaua`i**

### **Directives for Applying This Policy:**

#### **A. ADHERENCE TO GENERAL PLAN**

Decisions at all levels of County government will strictly adhere to the following policies, as well as support all actions in the General Plan.

#### **B. CZOs AND LAWS MUST CONFORM TO AND SUPPORT GENERAL PLAN**

Upon approval of the General Plan, the County will start the process of making CZO's and any laws, ordinances, regulations, policies, and procedures a tall levels of County government conform with and support these General Plan policies. Annual evaluation of whether these GP polices are being adhered to will be through an open and transparent public process.

#### **C. GUIDE AND LOBBY STATE AND FEDERAL AGENCIES**

To the extent reasonable and allowed by law, the County will use these policies to direct, inform and influence all State and Federal government actions specifically pertaining to Kaua`i.

#### **D. REQUIRED MONITORING AND ACCOUNTABILITY**

The results-based monitoring schedule must be relevant to the targets and associated indicators of change. The transparent and public process of monitoring of implementation of actions must follow the milestones/timeline schedule. The overall evaluation of both the implementation and results of the plan will include an ongoing updated dashboard on the County's website, a public meeting every 6 months on the progress toward the goals, as well as a complete review of the plan every two years.

#### **POLICIES:**

##### **1. Manage Growth to Preserve Rural Character**

*§Preserve Kaua`i's rural character by limiting developable land to current levels or less.  
§Ensure new development occurs inside urban boundaries and is compact and walkable.  
§All future development and conveyance of properties must provide for access for customary and traditional uses.*

##### **2. Immediately Limit Tourism-related Development:**

*§Limit Tourism-related development so it does not exceed Kaua`i's infrastructure.  
§Tourism should not threaten Kaua`i's rural character, nor degrade residents' quality of life.*

##### **3. Respect Cultural Diversity**

*§Protect public trust resources, cultural sites, and Hawaiian Rights.  
§All properties must provide access for traditional and customary use of shoreline areas, trails, and places for religious and cultural observances, fishing, gathering, and recreational activities.  
§Honor, learn from, integrate and perpetuate the application of traditional knowledge and cultural practices into interactions with the land and sea surrounding Kaua`i, from mauka to makai including the nearshore waters.*

##### **.4. Provide a Range of Housing Opportunities for All Residents:**

*§Increase the amount of affordable housing available for local households by focusing development and infrastructure improvements in town areas. §Provide a diversity of low income housing options to meet the needs of community members.*

##### **5. Make Infrastructure Expenditures for Current Resident Needs**

*§Infrastructure expenditures should be prioritized around meeting the needs of residents.  
§All development project infrastructure costs will be borne by developers by paying for these costs upfront.*

##### **6. Improve the Flow of Traffic & Reduce the Cost of Air Travel**

*§Manage current and potential future chronic congestion conditions particularly in major growth areas through strategic infrastructure improvement and increased multimodal transportation options.*

*§Lobby for and Entice low cost carriers for lower inter-island air fares*

*§Lobby for update of Jones Act to lower cost of living via freight costs*

#### **7. Support Income Diversification:**

*§Support opportunities for developing income generation that moves Kaua`i away from a tourism-based mono-economy and towards a sustainable economy with greater self-sufficiency, resilience, and sustainability.*

#### **8. Increase Small-Scale Agriculture**

*§Nurture small-scale farms promoting crop diversity to increase food security and support opportunities for the development of value added products.*

*§Form stronger public-private partnerships with local farmers to enhance food self-sufficiency.*

#### **9. Protect Our Watersheds & Naturally Functioning Ecosystems for Our Health & Survival**

*§Restore and protect our watersheds from mauka to makai.*

*§Make decisions and act with the understanding that our traditional ahupua`a are comprised of living and supporting ecosystems.*

#### **10. Complete Kaua`i's Transition to Clean, Renewable Energy:**

*§Reduce system-wide carbon emissions by at least 70% by 2035.*

*§Reduce energy use from non-sustainable and non-renewable resources by transforming electricity, transportation and infrastructure systems toward the use of sustainable and locally renewable energy and energy independence.*

*§Require all new development (residential and commercial) to integrate energy efficiency and renewable energy for electricity and hot water generation into all structures.*

#### **11. Prepare for Climate Change:**

*§Prepare for impacts to the island economy, food systems and infrastructure that will be caused by climate change.*

*§Reduce Kaua`i's carbon footprint by transforming electricity, transportation and infrastructure systems to the use of clean locally renewable, sustainable energy so that by 2035 Kauai has a "net-zero" carbon footprint.*

This first level serves as the checks and balances for the plan to ensure the plan is built on a solid framework, including the sectors, land use planning and all related activities. This model also applies to any new sector challenges and associated activities, or land

use developments that occur over the life span of the General Plan. This first level of monitoring and evaluation should take place before the General Plan is finalized.

### *Second Level of Monitoring and Evaluation*

The second level of the monitoring and evaluation framework addresses whether the activities laid out under each of the sectors are actually being implemented or not. In order to make this determination, the General Plan needs to designate a responsible party for implementation oversight (although the actual implementer may be a different party), and an anticipated timeline for when implementation should begin, and as appropriate, an end date. Progress will be reported every six months through a system of self-reporting by the responsible parties, and provided to the “Kākou Committee” (see below in section 3.2.2 for details) for evaluation. The reporting of the results can be made into a dashboard with the addition of baseline, targets and timeframes.

### *Third Level of Monitoring and Evaluation*

The third type of monitoring and evaluation is based on outcome measures, which address the question of whether the right changes are occurring in civil society and the environment of Kaua’i – are we achieving the anticipated results (targets and milestones). Neither the planning process nor the outcome performance measures are exhaustive.. Rather, they are representative measures that are readily accessible (that is, already being collected). They can be made into a dashboard with the addition of baseline, targets and timeframes. Outcome measures will be reported on every two years (dashboard and report), with a more comprehensive condition report evaluation every five years, synchronizing the outcomes between each of the sectors.

## **3.2.3 TRACKING AND REPORTING PERFORMANCE MEASURES AND ACTION IMPLEMENTATION**

To monitor General Plan implementation, the Planning Department will report on completed actions using the Action Matrix (Appendix H). To monitor progress toward the vision and assess trend conformance with the policies, targets and milestones, the Planning Department will review and report progress on the General Plan’s policy performance measures at least every two (2) years. The target-oriented performance measures may be tracked and reported upon more frequently. To ensure transparency and community participation in the implementation and monitoring of progress toward the vision, the Planning Department intends to establish a “Kākou Committee” appointed by the Mayor’s office. Such a committee would include both public and private partners, and technical experts that have a stake in implementing the General Plan.

Review of the three levels of performance measures will be accomplished through facilitated meetings of the Kākou Committee, as well as interviews with each County

agency or other entity responsible for implementation. For the second level of monitoring and evaluation the Planning Department Staff will prepare a checklist of actions that each agency or entity is responsible for and indicate whether or not the action is completed, whether it is still applicable, and note any changes. For the third level of monitoring and evaluation, the Kākou Committee will provide guidance and oversight. Final reports for all three levels of evaluation will be presented to the Planning Commission and made available to the public online. It may also be presented to the Mayor’s cabinet and forwarded to the County Council. The release of the reports will be accompanied by community outreach and an open house to keep the public informed and engaged in the Plan’s implementation.

Figure 3.3 Monitoring and Evaluation Schedule (2<sup>nd</sup> and 3<sup>rd</sup> Levels of Evaluation)

6 MONTH INCREMENTS	Monitor success on implementation of activities	Assess contributing factors to lack of implementation	Report progress on dashboard	
2 YEAR INCREMENTS	Monitor progress on meeting milestones and targets	Evaluate which activities are contributing or not to targets	Report progress on dashboard and full report on sectors	Recommend adaptation of activities as need
5 YEAR INCREMENTS	Synergize progress on targets across all sectors	Evaluate which activities are contributing or not to targets	Condition report on and across sectors	Recommend adaptation of activities as need
20 YEARS	Full assessment on 20 year achievements	Evaluate which activities are contributing or not to targets	Full assessment of challenges and achievements of plan, lessons learned	Recommend framework for moving forward

### 3.2.4 COMMUNITY EDUCATION & CAPACITY BUILDING

Kaua'i’s planning system is complex. From the State Land Use Districts to County zoning, it is difficult for many to understand the terminology and potential impact of community planning. Education, especially focused at youth, has the potential to increase the quality of input and level of discussion on complex issues where tradeoffs are involved. During the General Plan process, many community members expressed a desire to be more educated about land use planning. The Planning Department is already working with some schools on youth planning curriculum, and is considering offering “Planning 101” seminars to coincide with the General Plan monitoring cycle.

### **3.2.5 UPDATING THE GENERAL PLAN**

The Kaua'i County Code requires the County Planning Department to conduct a comprehensive review and update of the General Plan Update every ten (10) years. In practice, that does not always happen, and even if it did, ten years is a long time when information and conditions are constantly changing. This plan aspires to be adaptable and responsive by building a series of levels of reviews, evaluation and reporting process that allows the County to take stock and keep a record of its progress, evaluate what's working and what's not, and consider how to change course or incorporate the best available information. The policies, actions, and land use map may be updated in response to unexpected trends or new information. In this way, this General Plan can be a "living document".

### **3.2.6 ADAPTIVE MANAGEMENT**

Adaptive management is a concept that arose in the literature in the early 1970s and over time has become an integral part general, strategic and management planning. In many ways, adaptive management has been thought of as a "common sense" approach to planning. However, when adaptive management, that is when effectiveness monitoring, is integrated into the planning process, it in fact becomes a tool to tell us whether our activities in the General Plan are meeting our anticipated outcomes (targets), and why or why not.

Adaptive management involves several specific steps:

- Establish a clear and common purpose
- Design an explicit model of your system
- Develop a general plan and activities that maximizes results and learning
- Implement your general plan and associated monitoring and evaluation plan
- Analyze data and communicate results
- Use results to adapt and learn

#### ***Testing Assumptions***

Adaptive management is about systematically testing assumptions. This should not be a trial-and-error process, but rather a set of General Plan activities based on identification of priority targets, the threats or challenges associated with these targets, understanding the root cause of the threats or challenges, and selecting activities that address the root cause. This then becomes the model, or assumptions that you have based your choice of General Plan activities on. Once these activities are implemented, and the actual results should be monitored to see how they compare with the assumptions (aka how they meet the targets). The monitoring and evaluation program should help to develop an understanding of what General Plan activities are working, and what is not – and, also why.

#### ***The Role of Adaptive Management***

Adaptive management is about responding to the results of the monitoring and evaluation program. If the General Plan activities did not achieve their intended results it is because:

- The assumptions were wrong;
- the General Plan activities were poorly executed;
- the conditions on Kaua'i have changed;
- the monitoring was faulty;
- or a combination of the above.

Adaptive management then means that either the County reviews and changes its assumptions, and/or changes the General Plan activities to respond to the results obtained through the monitoring and evaluation program.

### *Communicating Results*

Whether the General Plan activities have been effective or not, it is important to communicate the results to the Planning Dept. and staff, Planning Commissioners, County Council members, the community, other government agencies and implementing partners.

Documenting the results of your General Plan activities will inform the Planning Dept. on selecting more effective General Plan activities to meet the established outcomes (targets), and not repeat the mistakes of the past. It will also enable the County to learn from its mistakes and benefit from these experiences. It also allows the community to evaluate progress, while understanding that the Planning Dept. is taking proactive measures to find better solutions.