APPENDIX A | COLLABORATION FRAMEWORK

CONNECTING TO THE ONE WATER PLAN

This Appendix provides additional detailed information that correlates to the following sections and figures.

CORRELATING SECTIONS AND INFORMATION		
2 Collaboration Process	**2.3 Foundation for Collaboration**	**App. A.1** contains the full Foundation for Collaboration document which is summarized in Plan Section 2.3
	2.4 Collaboration for Program and Project Implementation	**App. A.2** elaborates on the One Water program state and needs to evolve, and provides a full list of recommended governance strategies and actions.
	Figure 2.4	**App. A Figures A-2 and A-3** contain the full detailed processes for Program-Level and Project-Level Collaboration.

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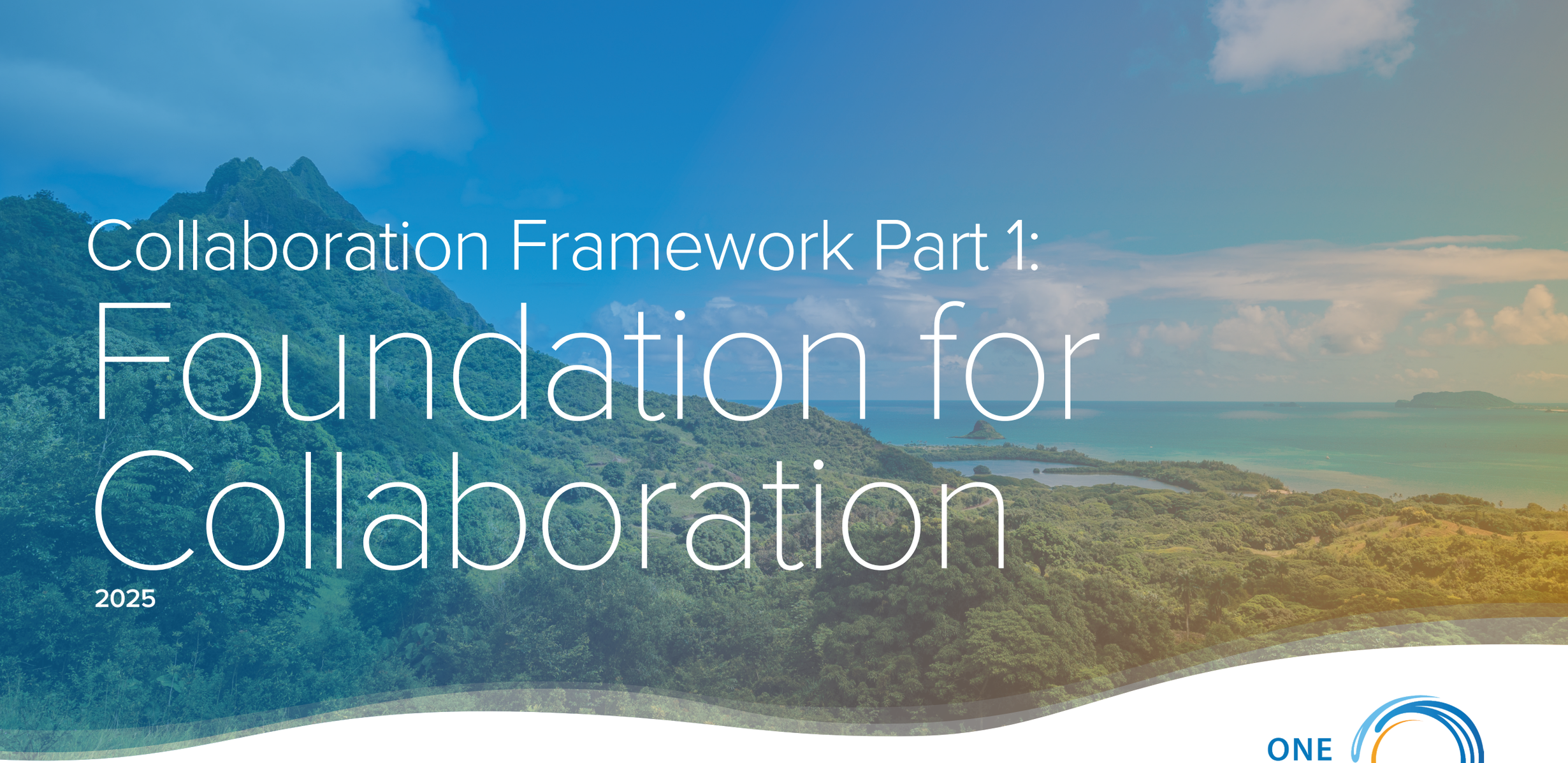
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SECTION A.1: FOUNDATION FOR COLLABORATION

The Collaboration Framework was developed in two parts to align with the dynamic nature of Plan development and parallel efforts. Part 1: Foundation for Collaboration sets the foundation for clear, effective, and easy to follow collaboration. It establishes collaboration guidelines, identifies stakeholders, provides documentation of institutional and structural barriers, and recommends actions related to establishing structures and mechanisms, and adopting new or updated policies to support collaboration.

The Foundation for Collaboration was developed as a standalone document but is included in this Appendix starting on the next page.

Part 2: Collaboration for Project Implementation and Beyond is covered in Sections A.2 through A.4 (starting on Page A-46). It provides recommended governance strategies, actions, and process to formalize who is engaged, when, and how participation occurs. Part 2 proposes processes build on the traditional stages for project or programs (planning, adoption, implementation, and operation/enforcement) by identifying required or anticipated key decision points and aligning these decisions with internal and external stakeholder engagement.



Collaboration Framework Part 1:

Foundation for Collaboration

2025

ONE WATER HONOLULU

contents

1 One Water Honolulu

Understanding Our Collaborative Strategy Towards Resilience

Our Guiding Compass
Understanding Context
A Variety of Benefits
Existing Efforts
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Building on Foundational Collaboration (Part 1)

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One Water Honolulu

Understanding our collaborative strategy towards resilience



One Water Honolulu:

Our Guiding Compass

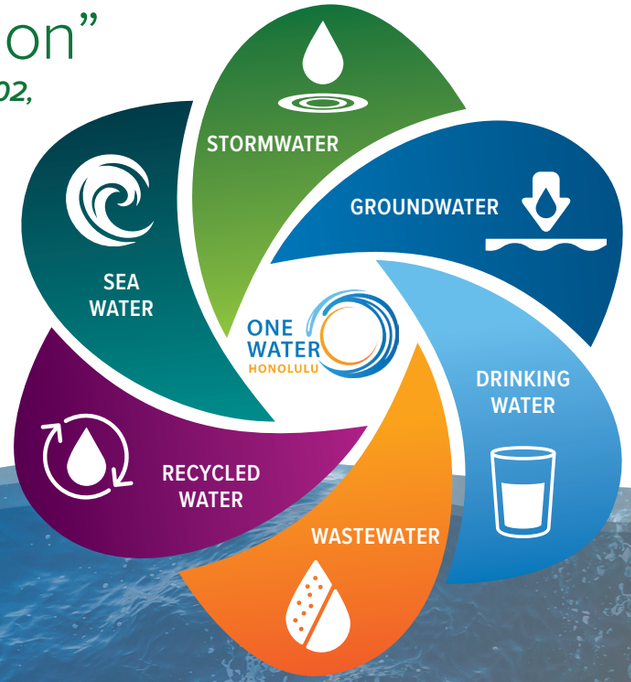
Hoʻomoe wai kāhi ke kāoʻo

"Let us travel together like water flowing in one direction"

— Mary Kawena Pukui's ***ʻŌlelo Noʻeau (ʻŌlelo Noʻeau no. 1102, Pukui 1983) Hawaiian Proverbs and Poetical Sayings***

The One Water approach focuses on collaboration strategies for an integrated system of storm water, groundwater, wastewater, recycled water, and drinking water that supports the community and environment.

One Water Honolulu integrates responsibilities across a broad range of partners to tackle climate change impacts collaboratively.



Vision

Collaborating for a thriving and climate resilient Oʻahu

Mission

One Water Honolulu champions cost-effective and climate resilient infrastructure services and natural systems for the people, culture, and sustainability of Oʻahu through integration and innovation in planning, implementation, and maintenance.

One Water Honolulu:

Understanding Context

Climate Challenges

Taking proactive action regarding climate impacts

Climate hazards are not new to our island, but the intensity and frequency at which we experience them are expected to increase. From mauka to makai, One Water Honolulu is a shared effort to implement actionable steps to adapt, modernize, and maintain infrastructure, and to safeguard natural systems to enable our communities to withstand increasing climate-related impacts now and into the future.



WILDFIRES

Drought and higher temperatures increase the likelihood of wildfire that impacts power delivery and harms families, businesses, farmland, and recreational areas



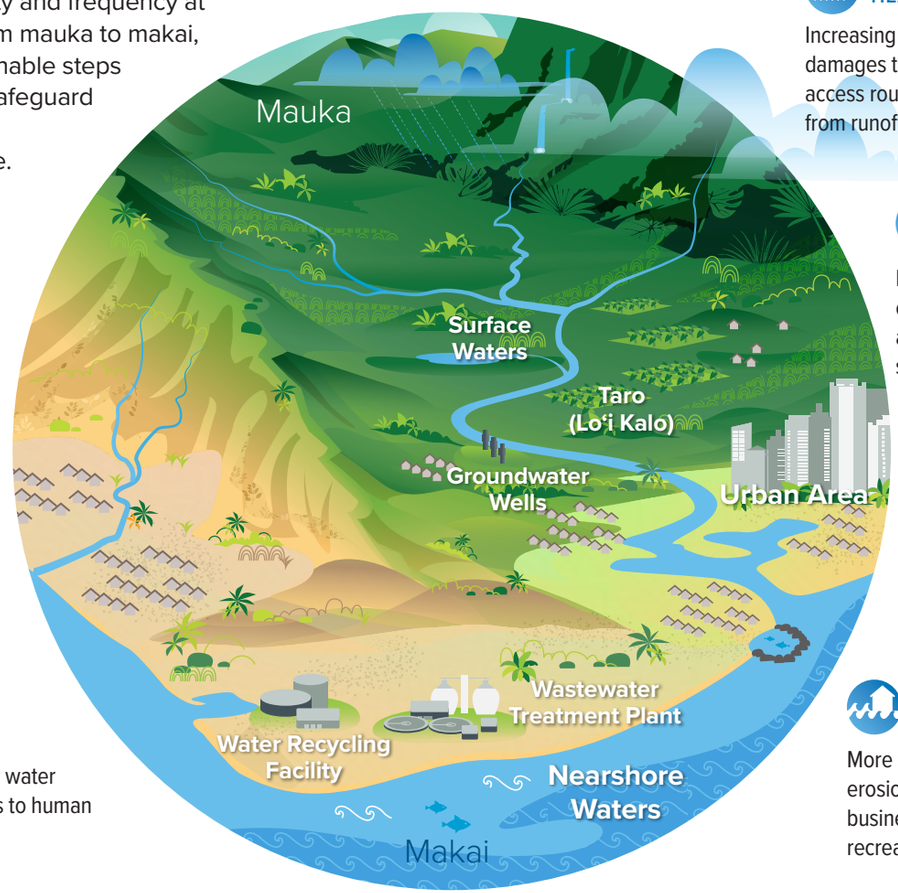
DROUGHT

More frequent and longer dry periods reduce streams and aquifer levels and availability of water for drinking, agriculture, recreation, tourism, and other activities



EXTREME HEAT

Higher temperatures increase water demand and negative impacts to human health and natural resources



HEAVY RAIN

Increasing risks of hazards such as flash floods damages to homes, infrastructure, and critical access routes for communities and impacts from runoff on reef ecosystems



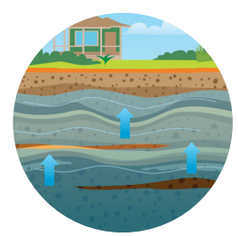
HURRICANE, INCLUDING STORM SURGE

Impacts from severe storms and hurricanes can lead to damaged infrastructure, homes, and impacts to public safety, community services, and businesses



GROUNDWATER INUNDATION [SEA LEVEL RISE (SLR)]

Increasing dangers to people and property and sudden disruption and damage to infrastructure (drainage, transportation, communications, water, power, etc.)



MARINE FLOODING AND COASTAL EROSION [SEA LEVEL RISE]

More extreme coastal flooding and erosion can lead to destruction of homes, businesses, infrastructure, ecosystems, recreation areas, and precious beaches



One Water Honolulu: **Understanding Context**

Living Practices

Building from traditional Hawaiian water stewardship

The concept of ahupua‘a reflects a traditional Hawaiian system of land and water management that extends from mountain to sea, emphasizing balance, sustainability, and collective responsibility.

Kuleana is the Hawaiian concept of responsibility/rights. Kuleana reflects the deep personal commitment to care for **‘āina** (land) and community. The stewardship of ‘āina involves **kākou** (collective action) to sustainably manage resources and ensure availability for future generations.

AHUPUA‘A

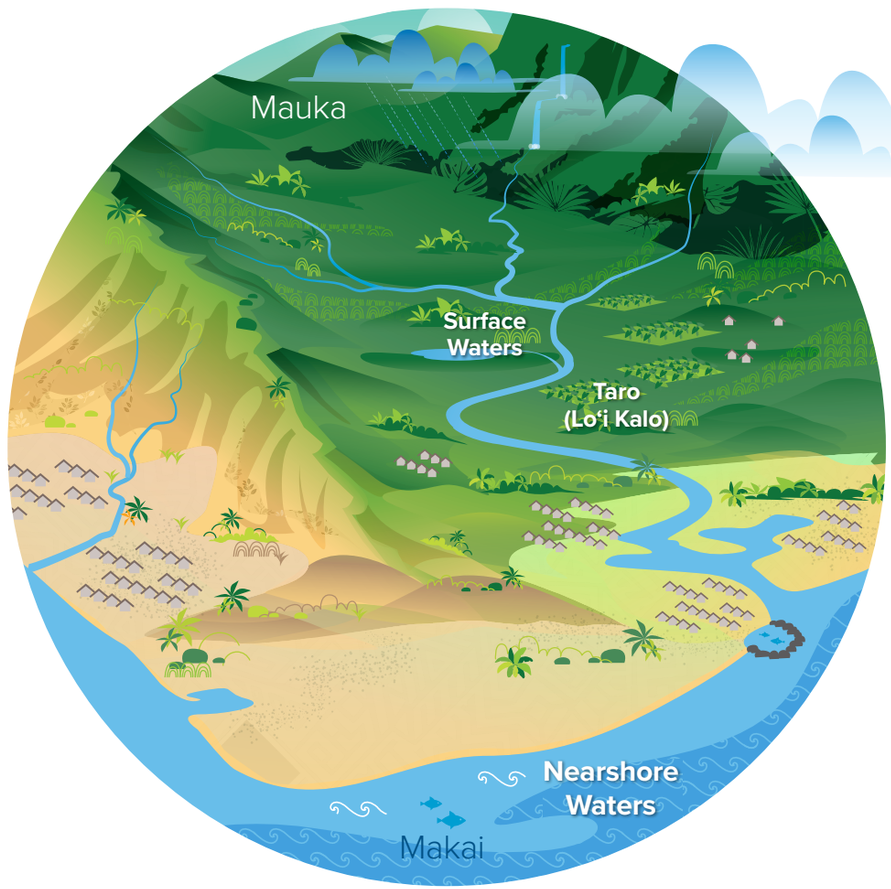
Mountain-to-sea land divisions that follow the natural flow of water combined with actionable stewardship and relationship with the land

KAIĀULU KAHAWAI

Streamside communities support water capture, filtration, and distribution through systems like ‘auwai, sustaining agriculture and ecosystems

KAPU MĀLAMA

Values-based restrictions that guide responsible water use, especially to prevent or respond to scarcity



KAULANA MAHINA / LO‘I KALO

The lunar calendar and seasonal water flow guide the cultivation and management of irrigated taro patches (lo‘i kalo), shaping when and how the fields are used

KAHAWAI SYSTEM

Interconnected lo‘i and wetlands cycle water and nutrients to support native species like ‘ōpae (shrimp) and ‘o‘opu (gobies), creating a living bioremediation system

LOKO I‘A

Coastal fishponds that combine aquaculture with ecosystem care

KAPU KĀNĀWAI

Enforced prohibitions protecting water sources from contamination and misuse

One Water Honolulu: **Understanding Context**

A Resilient One Water Future

Informing modern practices with living practices

One Water Honolulu advances projects to address climate impacts on freshwater, wastewater, and stormwater systems, integrating Indigenous best practices into future adaptation. Grounded in the ahupua'a concept and Hawaiian values, history, and culture, this approach guides sustainable behaviors and water cycle investments to strengthen services for our communities.





WATERSHED MANAGEMENT

Manage watersheds to foster healthy forests, aquifers, streams and nearshore waters, fertile agriculture lands and thriving, resilient communities

LIVING PRACTICE: Ahupua'a



DRAINAGE AND FLOOD MANAGEMENT

Manage storm water runoff to reduce flooding, store water for reuse and recharge aquifers with natural filtration to protect water quality

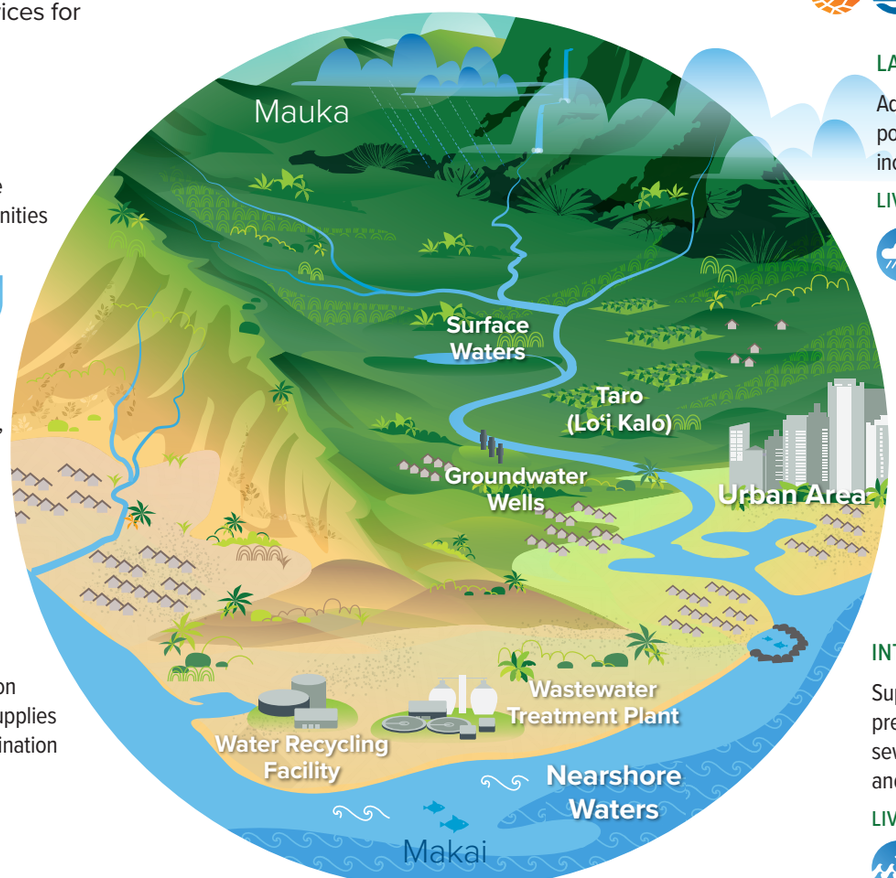
LIVING PRACTICE: Kaiāulu Kahawai



WATER CONSERVATION AND SUPPLY

Promote resource and demand-side conservation practices and advance diverse resilient water supplies from surface and groundwater, reuse and desalination

LIVING PRACTICE: Kapu Mālama



WATER REUSE

Expand reuse and restoration for urban, agriculture and ecosystems through centralized and distributed treatment technology coupled with natural systems and wetlands

LIVING PRACTICE: Kahawai System / Wetlands



LAND USE AND STRATEGIC ADAPTATION

Advance climate-adaptive land use planning, policies, regulations, and resilient infrastructure including elevating streets and buildings

LIVING PRACTICE: Kaulana Mahina / Lo'i Kalo



RIPARIAN AND NEARSHORE MANAGEMENT AND RESTORATION

Safeguard natural systems including streams and springs flowing to lo'i kalo, loko i'a (fishponds), estuaries, and nearshore waters, as well as support restoration where feasible

LIVING PRACTICE: Kapu Kānāwai



INTEGRATED WASTEWATER MANAGEMENT

Support effective wastewater treatment and prevent source contaminants from entering the sewer system to safeguard water quality, public and ecosystem health

LIVING PRACTICE: Kapu Kānāwai

One Water Honolulu:

Objectives

Through unity we gain opportunity

City agencies, businesses, and community partners have a shared kuleana for a climate resilient O‘ahu.

The City has already embraced a One Water approach to water and resilience planning, including the establishment of the One Water Panel. Through collaborative efforts and the strengthening of inter-departmental relationships, the City and its partners have made significant strides in advancing the integration of water-related efforts and improving coordination on projects and policies. Collaboration through One Water Honolulu supports and builds upon Climate Ready O‘ahu.

HONORING COLLECTIVE ACHIEVEMENTS. With everyone working towards the same purpose, there is the potential to make significant and lasting impacts towards resilience. Collaboration is the key to bring all our resources together towards the same key objectives.

BY WORKING TOGETHER WE CAN:

1. **Practice a shared kuleana** for a climate resilient O‘ahu
2. **Enhance coordination** and recognize interconnections to develop and implement projects and strategies
3. **Amplify the voices of O‘ahu’s people** through meaningful stakeholder engagement
4. **Develop a unified roadmap** and decision making process under a One Water approach
5. **Streamline permitting processes** to efficiently advance project implementation
6. **Work together** to leverage resources and enable climate readiness
7. **Collectively advocate** for and pursue funding to support multi-benefit projects



One Water Honolulu: **Objectives**

A deeper look into understanding the importance of each objective

1 **Practice a shared kuleana** for a climate resilient O‘ahu.

Kuleana is the Hawaiian concept of responsibility and rights. For water, it reflects the deep responsibility communities have to steward this essential and sacred resource.

In Hawaiian, wai (water) symbolizes life, prosperity (waiwai), and the health of the land, ecosystems, and people. The stewardship of wai involves sustainable use, collective responsibility, and safeguarding water’s availability for future generations.

A One Water approach enables partners and stakeholders to practice this stewardship and responsibility through collaboration to advance integrated water projects and solutions that benefit land, ecosystems, and people. One Water Honolulu addresses climate impacts to advance the resilience of O‘ahu’s people, ‘āina, and infrastructure for generations to come.

2 **Enhance and sustain coordination** to recognize interconnections and to co-create and implement projects and strategies.

Increased coordination through the One Water Panel, working groups, and other interactions is critical to collaboration.

This integrated approach enables partners to:

- Share information and data to gain awareness and understanding of individual efforts and to recognize interconnections between such efforts
- Organize cross-agency staff level interactions to streamline practices and processes, and to sustain collaboration
- Establish workflows and processes to align Capital Improvement Programs/Plans (CIPs), consider and adapt schedules to meet multiple needs, and co-create multi-beneficial projects
- Advance collaborative decision making on water-related resilience projects, policies, and practices
- Discuss and collaboratively develop project prioritization and performance criteria through a One Water lens
- Discuss funding structures and funding opportunities for integrated multi-benefit projects
- Formalize agreements for O&M and monitoring of project performance
- Document lessons learned to inform and support integration of projects

3 **Amplify the voices of O‘ahu’s people** through meaningful stakeholder engagement.

Data gathering from past efforts will enable the City and partners to develop an engagement strategy that builds on key community themes and considers past communication gaps in tailoring meaningful engagement.

Extensive engagement of community and public stakeholders has occurred through efforts such as the Sustainable Community and Development Plans, Climate Ready O‘ahu, the Resilience Strategy, and many others. Input from past and concurrent efforts has been well documented and serves as a foundation for the One Water Honolulu Plan. The One Water Honolulu Plan will be informed through the compilation of key input from past stakeholder engagement efforts in combination with tailored stakeholder engagement specifically related to One Water efforts.

One Water Honolulu: **Objectives**

4 **Develop a unified roadmap** and decision making process under a One Water approach.

Working together through the One Water Panel, enables partners to increase their awareness of individual efforts and start making connections to combine, integrate, and/or co-create projects that result in social, economic, and environmental benefits and align with multiple partner goals.

To achieve this, the City must establish a transparent and collaborative decision making process that leverages existing project implementation protocols and maximizes City partners and stakeholder engagement.

The foundational components of collaboration are defined in Part 1 of the Collaboration Framework, with a project specific decision making process to be defined in Part 2. Foundational components include addressing institutional barriers, implementing early actions, confirming agency commitments, and improving organizational alignment to address resilience through a One Water approach.

5 **Streamline permitting processes** to efficiently advance project implementation.

A One Water collaboration framework may help break through the complexities of internal and external coordination by further streamlining current processes and policies.

Existing permitting processes may be challenging, and/or time intensive. Opportunities exist to improve data sharing and tracking, streamline internal roles and responsibilities, and foster greater awareness and alignment across agencies and the development community. Identifying processes and actions to address these opportunities is anticipated to yield a more transparent and efficient permitting process.

6 **Work together** to leverage resources and enable climate readiness.

City departments and partner agencies each have differing levels of resources including funding, personnel, data, and access to or awareness of other existing efforts.

Being able to work together to leverage such resources can bring about greater efficiencies, particularly in minimizing or avoiding potential “lost” time spent in duplicative or misaligned efforts, and/or in the ability to be more competitive in seeking funding opportunities. The collaboration framework seeks to streamline and/or establish processes to make the best use of the collective pool of resources currently available.

7 **Collectively advocate** for and pursue funding to support multi-benefit projects.

As part of the One Water Honolulu Plan, a Funding Strategy will be developed in parallel with One Water project identification to explore funding options and opportunities.

One Water Panel collaboration resulted in an early funding win with the dedicated American Rescue Plan Act funding to develop Phase 2 of One Water Honolulu. Multiple integrated One Water project opportunities have been identified over the last few years, and the One Water Honolulu Plan will result in additional project recommendations and an integrated CIP. Achieving the implementation of this integrated CIP will require thoughtful and targeted strategies to augment internal funding by pursuing external funding opportunities.

To support and champion an effective funding strategy, the One Water Panel and other partners need to continue to advocate for One Water projects early and often through the progression of project development and implementation.

As the grant funding landscape and eligible project opportunities continuously evolve, the development of a recurring mechanism that tracks both existing and upcoming funding programs at the local, state, and federal level is critical, as well as the project opportunities from all One Water Panel member agencies. By combining all water related project opportunities in a central system, the external funding opportunities can be prioritized to help decide how to best leverage resources for funding applications and grant management.

One Water Honolulu:

A Variety of Benefits

We love where we live, and we want to protect our island and its people.

One Water Honolulu aligns with and builds from the community-driven strategies outlined in Climate Ready O'ahu to adapt our infrastructure and practices to protect our people and environment.

Harnessing the power of collaboration will not only strengthen O'ahu's climate resilience but also yield a wide range of benefits for our 'āina and future generations.





Enabling Thriving Communities

Community Partnerships

Job Creation



Nature-Based Solutions

Access of & Protection of Public Trust Resources

Climate Resilient Infrastructure

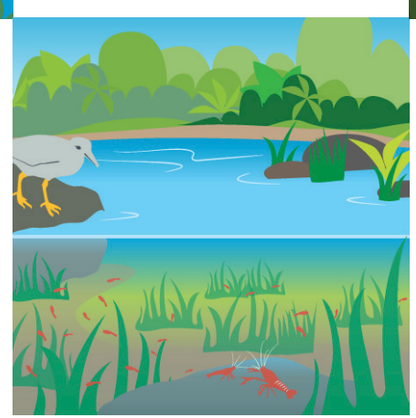
Integrated Land Use & Resilience Planning

Water Supply

Water Quality

Watershed Health

Flood Protection

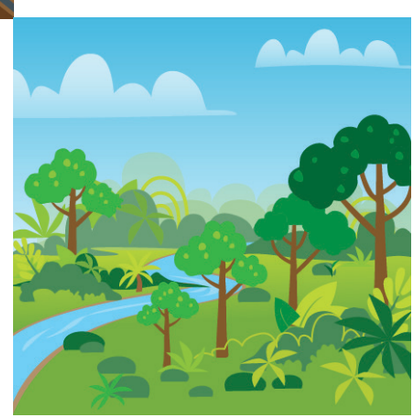


Streamlined Permitting

Cost Efficiencies

Improved Public/Private Infrastructure Coordination

Cross-Sector Collaboration



One Water Honolulu:

Existing Efforts

One Water brings together all forms of water, wastewater, and storm water management across the watershed.

The collaboration between governmental agencies, private sector partners, and the community starts with connecting current efforts to arrive at One Water solutions.

One Water Honolulu is transformative. It will enable O‘ahu’s people to build resilience and adapt to increasing climate-related impacts now and into the future.



One Water Honolulu:

A Path to Success

Growing Support

One Water Honolulu PHASE 1

Climate Change Impacts Researched
The City Office of Climate Change, Sustainability, and Resiliency (OCCSR) researched climate change science and potential impacts on City facilities.

Sustainable and Environmental Policies Identified
The OCCSR supports One Water Honolulu as they integrate sustainable and environmental values into City plans, programs, and policies.

One Water Panel Established
Ordinance 20-47 was adopted in 2020, defining a climate change adaptation One Water policy for the City and establishing an eight-agency One Water Panel to carry out and implement the policy.

One Water Honolulu Program Launched
One Water Honolulu aims to create resource and financial efficiencies in the face of changing natural and urban water cycles. The One Water approach aims at managing storm water, wastewater, groundwater, seawater, freshwater, graywater, and recycled water as one integrated system.

Shared One Water Approach Formalized
The One Water Panel finalized and signed a memorandum of understanding in 2021 establishing collaborative objectives and shared approaches to integrating One Water benefits and climate change resilience into appropriate City projects and programs.

Dedicated Federal Funding Approved
One Water Panel's collaborative efforts resulted in dedicated American Rescue Plan Act State funding to develop Phase 2 of One Water Honolulu, mainly consisting of the preparation of the One Water Honolulu Plan (Plan).

Creating a Path to Success

One Water Honolulu PHASE 2

One Water Honolulu Plan Development
A collaborative adaptation framework that:

- Prioritizes integrated projects and policies to maximize efficiencies across City agencies
- Integrates management and protection of water resources and critical infrastructure
- Builds greater climate resilience to support and advance the O'ahu Resilience Strategy

Tasks to be completed as part of the Plan include:

- **Collaboration Framework:** A process to organize sustained institutional collaboration and stakeholder engagement.
  - **Part 1:** Foundation for Collaboration
  - **Part 2:** Collaboration for Project Implementation
- Data Gathering and Review
- Vulnerabilities Mapping
- One Water Plan
- One Water Project Development
- Funding Strategy

Collaborative Implementation

Implementing the One Water Plan and parallel efforts that support collaboration and require coordination.

Implementation activities include:

- Adjustments and coordination of capital planning
- Stakeholder engagement
- Identification of One Water project champions
- Collaborative funding
- Project planning, design, and implementation

Collaboration Framework Purpose

Establishing clear and effective collaboration processes



Collaboration Framework:

Overview

The Collaboration Framework is an adaptable process for working together to advance a shared vision. It is a process for making good decisions, engaging stakeholders, and working together toward greater climate resilience.

This framework provides guidance to sustain collaboration by aligning actions and decisions. The Collaboration Framework provides a clear and effective process of who should be working together, how, and when. The framework is intended to be flexible and customizable, building resilience into ongoing and planned projects, programs, and policies related to water management and the overall One Water Plan.



One Water Honolulu
Understanding Our Collaborative Strategy Towards Resilience

Framework Purpose
Establishing Clear and Effective Collaboration Processes

Stakeholder Collaboration
Recognizing the Value Each Stakeholder Brings

Guidelines for Decision Making
Making and Implementing Good Decisions

Barriers and Opportunities
Understanding Barriers and Opportunities for Action

Moving Forward
Building on Foundational Collaboration (Part 1)

Purpose

The purpose of the **One Water Honolulu Collaboration Framework** is to provide a clear and effective process of who should be working together and how to build resilience into the ongoing and planned projects, programs, and policies related to water management.

Collaboration Framework:

Part 1 and Part 2

In support of One Water Honolulu, the Collaboration Framework (Part 1 and Part 2) build a clear and effective collaboration process.

PART 1: Foundation for Collaboration

Set the foundation for clear, effective, and easy to follow collaboration processes

Documents institutional and structural barriers, recommends actions related to establishing structures and mechanisms, and/or adopts new or updated policies to support collaboration.

- **Stakeholders:** Recognizing the value each stakeholder brings
- **Guidelines for Decision Making:** Understanding how to collaborate to make and implement good decisions
- **Barriers and Opportunities:** Understanding barriers and opportunities for action
- **Moving Forward:** Providing key recommendations for a path to success



PART 2: Collaboration for Project Implementation and Beyond

Formalize a process to identify who is engaged, and when and how participation occurs

Builds on the traditional stages for project or programs (planning, adoption, implementation, and operation/enforcement) by identifying required or anticipated key decision points and aligning these decisions with internal and external stakeholder engagement.

Collaboration Framework: **Part 1 and Part 2**

Part 1: Foundation for Collaboration

FRAMEWORK CONTENTS	WHAT (ACTION)	WHO LEADS	WHO PARTICIPATES	HOW
Guidelines for Decision Making	Agree to adopt Decision Making Guidelines	One Water Panel and subsequently project leads/champions *(leads TBD)*	Recommended stakeholder groups	Document consensus and use to guide decisions for project development
Barriers and Opportunities	Create and agree on list of barriers Match these to recommended actions	Barriers and Actions Working Group, One Water Panel, and subsequently, action lead/ champions *(leads TBD)*	Recommended stakeholder groups and policy makers	Working Group to develop agreed list of barriers and actions Present to One Water Panel One Water Panel to identify champions
Stakeholders	Create Stakeholder Engagement Plan and identify key milestones	BWS and One Water Panel partners	Recommended stakeholder groups	Conduct workshops for content development and share developed plan on One Water Honolulu website

Part 2: Collaboration for Project Implementation

FRAMEWORK CONTENTS	WHAT (ACTION)	WHO LEADS	WHO PARTICIPATES	HOW
Key Decisions for Project Development and Prioritization	Create and agree on prioritization criteria	Leadership Group One Water Panel partners	TBD/in progress *(potential project lead, contributors, implementors)*	Prioritization Criteria working group to develop criteria Present to Leadership Group and One Water Panel
Project Specific Decisions	Create Guiding Questions to support specific decisions at each project development state	City partners	Project stakeholders	Apply Guiding Questions within project planning and conceptual design phases
Project Specific Stakeholder Engagement	Create project specific plans for stakeholder engagement	Project champion(s)	Project stakeholders	Leverage Stakeholder Engagement Plan and Guiding Questions to map project specific engagement process and tactics

Collaboration Framework: **Part 1 and Part 2**

When to complete Collaboration Framework Actions

	NEAR-TERM	MID-TERM
Part 1: Foundation for Collaboration	Commitment to Decision Making Guidelines	Stakeholder Engagement (Programmatic)
	Barriers and Opportunities for Action	
Part 2: Collaboration for Project Implementation	Key Decisions for Project Development and Prioritization	
	Project Specific Decisions	
	Project Specific Stakeholder Engagement	

Stakeholder Collaboration

Recognizing the value each stakeholder brings

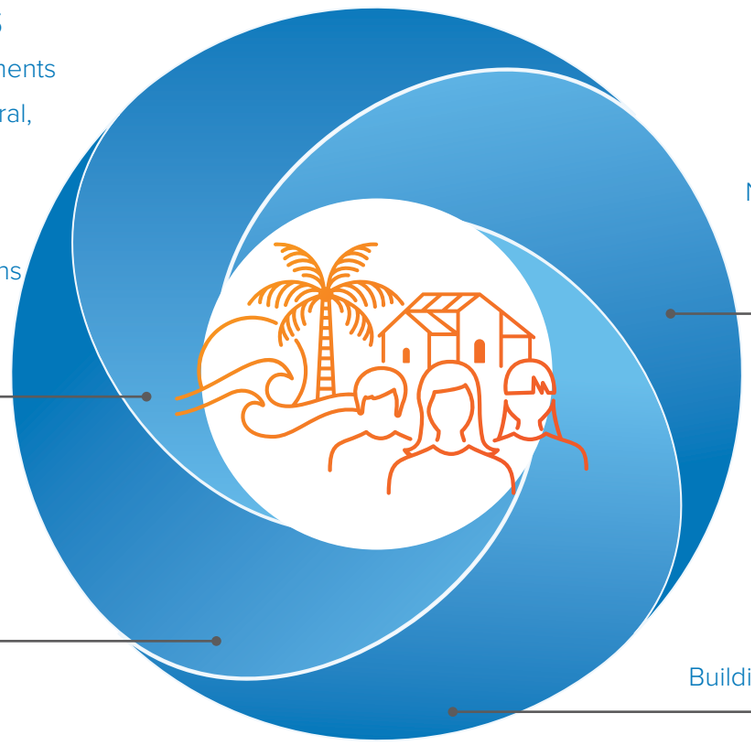


Stakeholder Collaboration:

Overview

Collaboration and engagement support the overall One Water Honolulu Plan, providing guidance for this Collaboration Framework.

The City has cemented its commitment to working together with stakeholders towards a resilient water future.



CORE COLLABORATORS

City and County Departments

External Agencies (Federal, State, and Private)

Environmental Organizations

Labor/Trade Organizations

Elected Leaders

Academia

BUSINESSES SECTOR

Tourism

Farmers/Agriculture

Business Organizations

COMMUNITIES

Frontline Communities

Cultural and Place Based Organizations

Neighborhood Boards and Community Organizations

Individuals

DEVELOPMENT COMMUNITY

Large Landowners

Consultants

Developers

Building Owners and Operators

Stakeholder Collaboration:

Roles and Responsibilities

As the One Water Honolulu program progresses, integration and coordination of efforts will require engagement of other City departments or external agencies.

The City may consider the addition of partners to the One Water Panel or engagement via future coordination structures/groups.

One Water Panel

In 2020, Ordinance 20-47 was adopted, defining a climate change adaptation One Water policy for the City and establishing an eight-agency One Water Panel to carry out and implement the policy. In 2021, the One Water Panel finalized and signed a Memorandum of Understanding, establishing collaborative objectives and shared approaches to integrating One Water benefits and climate change resilience into appropriate City projects and programs. Since the inception of the One Water Panel, interdepartmental collaboration has built the foundational elements to formalize integration of City efforts including the development of a workplan to advance One Water efforts, identification of CIP connections, creation of outreach materials, and formation of Project and Planning working groups, among others.

The One Water Panel includes:

Office of Climate Change, Sustainability, and Resiliency (OCCSR): OCCSR tracks climate change science and potential impacts on City facilities, coordinates actions and policies, develops resilient infrastructure, and integrates sustainable and environmental values into City plans, programs, and policies. OCCSR facilitates the inter-agency One Water Panel.

Board of Water Supply (BWS): BWS serves approximately 145 million gallons per day (mgd) of potable water and 10 mgd of non-potable water to customers on O‘ahu. BWS is a major leader in resilience and innovative practices in water management.

Department of Design and Construction (DDC): The DDC Civil Division plans, designs, and constructs projects related to public infrastructure and other public works structures. DDC is responsible for much of the City’s project planning, engineering studies, alternative analysis, and construction support.

Department of Environmental Services (ENV): ENV wastewater divisions including Collection System Maintenance, Treatment & Disposal, and Environmental Quality protect public health and the environment through responsible management of wastewater.

Department of Facility Maintenance (DFM): DFM administers maintenance programs for City facilities, including streams and flood control systems. The DFM Storm Water Quality Division (SWQ) safeguards the quality of the water that enters the City’s storm water drainage system.

Department of Parks and Recreation (DPR): DPR is responsible for City parks, gardens, and street and park trees island wide. Water is critical for the DPR to manage 402 designated park facilities on nearly 5,000 acres, while also overseeing approximately 1,820 acres of undeveloped lands around O‘ahu and more than 200,000 park and street trees.

Department of Planning and Permitting (DPP): DPP works with other One Water leaders to align long-range planning efforts and infrastructure planning. DPP is responsible for the City’s long-range and community planning efforts and for the administration and enforcement of various permits required for the development and use of land.

Department of Transportation Services (DTS): DTS’s extensive multi-modal transportation system has influence on and is impacted by water. Together with the other One Water leaders, DTS is working to incorporate best practices in design for community access and climate change adaptation.

Stakeholder Collaboration:

Existing Coordination Structures

Many existing groups/committees can be leveraged to advance One Water Honolulu efforts.

These groups all share the common goal of supporting the local community and environment.

GROUP/COMMITTEE/PROGRAM		DESCRIPTION	PARTICIPATING AGENCY/ORG/DEPT	MEETING CADENCE
City and County of Honolulu Inter-Departmental Coordination	One Water Panel	Carries out and implements a climate change adaptation One Water policy; established by Ordinance 20-47.	DPP, DDC, DTS, DFM, ENV, DPR, BWS, OCCSR	Monthly
	Government Public Utilities Task Force		Various agencies including State of Hawai'i Department of Transportation, Public Utilities Commission, multiple City and County of Honolulu departments, and the Governor's Housing Office, among others	Monthly
	Complete Streets Core Team	Various City departments meet to work on issues related to integrated complete streets concepts into upcoming roads CIP projects; coordinated by the DTS Complete Streets Program.	DPP, DTS, DFM, DDC	
Stakeholders	Climate Change Commission	Gathers the latest science and information on climate change impacts to Hawai'i, with a focus on O'ahu. They also provide advice and recommendations to the mayor, City Council, and executive departments as they look to draft policy and engage in planning for future climate scenarios.	Appointed Commissioners	Monthly
	Hawai'i Water Environment Association		ENV, DFM, BWS	Joint Annual PWC
	American Water Works Association		BWS, ENV, DFM	Joint Annual PWC
	Hawai'i Water Works Association		BWS	Annual Conference
	Fresh Water Initiative	Pro-actively address and resolve water supply issues. Hawai'i Community Foundation invited stakeholders from agriculture, private landowners, scientists, and government officials to convene the Fresh Water Council.	BWS, ENV (currently no representative from ENV)	
	Storm water and Wastewater Advisory Group	Provides input on recommendations on the proposed storm water fee and the ENV sewer fee increase as well as general storm water issues. Advisory group members represent O'ahu neighborhoods, local organizations, and interest groups.	DFM, ENV	Variable (Monthly to Quarterly)
	BWS Stakeholder Advisory Group	Provides community feedback on the BWS Water Master Plan, proposed rate study and other important initiatives.	BWS	Quarterly
	Honolulu Planning Commission	Advises the Mayor, County Council, and Planning Director in matters concerning planning programs. Reviews amendments to the General Plan, Development Plans, Zoning Ordinances, and State Land Use District boundaries of 15 acres or less, and after public hearings, transmits findings and recommendations to the County Council for consideration and action. Acts as the authority for the City on State Special Use Permits.	DPP	Every Other Wednesday
	State DOH Cesspool Conversion Working Group	Develops a long-range, comprehensive plan for cesspool conversion statewide for all cesspools by 2050.	ENV	No Longer Meeting

Stakeholder Collaboration:

Proposed Engagement

Intentional and meaningful stakeholder engagement is critical to fostering collaboration and participation through One Water Honolulu efforts.

These stakeholders have important insights, interests, and unique perspectives for a resilient water future. Targeted outreach to each of these groups is a priority in the Collaboration Framework.

RECOMMENDATION ▼
Each of these stakeholder groups should be included in the collaboration process through a targeted engagement strategy

Stakeholder Collaborators

Core Collaborators

- **External Agencies** (federal, state, city, and private)
- **Community Based Organizations:** environmental, cultural (place based), recreational, labor/trade organizations
- **Academia**

Development Communities

- **Large Landowners**
- **Developers**
- **Consultants and Professional Organizations**

Businesses

- **Tourism**
- **Farmers/Agriculture**
- **Business Organizations**

Neighborhoods

- **Neighborhood Boards**
- **Frontline Communities:** community based organizations, religious communities, cultural organizations/Chamber of Commerce, charter schools, Department of Education, equity advocacy groups, labor/trade advocates
- **Others**

Stakeholder Collaboration:

Key Takeaways from the Community

Each stakeholder's unique perspective is critical to collaboration success and establishing deeper trust for a successful path forward.

To understand current viewpoints of stakeholders, the City and County of Honolulu have engaged stakeholders through the Sustainable Community and Development Plans, Climate Ready O'ahu, the Resilience Strategy, and many other outreach efforts.

These viewpoints (summarized in the light blue box to the right) provide context about what the community views as important, and informed this **Part 1: Foundation for Collaboration** document. Additional stakeholder engagement will provide more project specific insights that will support **Part 2: Collaboration for Project Implementation.**

RECOMMENDATION ▼

Leverage these key takeaways from the community as part of One Water Honolulu moving forward

Path to Success: These key takeaways represent what the community wants and help support the City's understanding of how to integrate needs and values into the One Water Honolulu Plan.

Community Engagement and Empowerment

- Inspiring Awareness and Education
- Community Partnerships

Restoring and Protecting Ahupua'a Health

- Preserving Ecological Integrity
- Protecting the Environment
- Embracing Nature-based Solutions

Water Resources Stewardship

- Safeguarding of Natural Water Resources

Adapting to Climate Change

- Building Climate Resilient Infrastructure
- Promoting Forward-Looking Adaptation Strategies

Native Hawaiian Cultural Stewardship

- Protecting Native Hawaiian Rights
- Supporting Sustenance and Subsistence

Responsible Water Use

- Inspiring Conservation and Efficiency

Affordability and Economic Prosperity

- Ensuring Cost Equity
- Creating Cost Efficiencies
- Driving Economic Growth

Thriving Communities

- Promoting Health and Wellbeing
- Championing Water Equity and Access

Collaboration Guidelines for Decision Making

Making and implementing good decisions



Collaboration Guidelines:

Overview

Collaboration Guidelines are a collaborative decision making process tool that provides opportunities for meaningful progress.

Under the leadership from the One Water Panel, every stakeholder has the opportunity to contribute to a Collaboration Framework effectively through the use of Collaboration Guidelines.

These Collaboration Guidelines provide a decision making process by engaging the right participants at the right time while leveraging concurrent and past efforts. Ultimately, providing each participant with opportunities to support the advancement of the One Water Honolulu vision and mission.

RECOMMENDATIONS ▼

- **Commitment to Collaboration Guidelines from the One Water Panel**
- **Commitment to Collaboration Guidelines from project specific leads as defined in Part 2**

How Change is Made, **the Path to Success**

Setting up a Collaborative Decision Making Process

Identify specific decisions to be made and set clear roles and expectations for each applicable stakeholder

PAGE 27

Collaborative Decision Making

Optimize the decision making process through thorough assessment and action planning

PAGE 28

Carrying Decisions Forward

Execute the path to success by implementing and tracking progress on each decision

PAGE 29

Collaboration Guidelines:

Setting up a Collaborative Decision Making Process



Proactively identify major decisions → Understand that participant roles will change as a program, project, or policy progresses → Employ an equity lens → Identify participants with clear and appropriate roles → Clarify decision criteria, process, and timeline → **Identify individual challenges, constraints, and external factors**

STARTING POINTS ▼

- Develop and implement the Collaboration Framework Part 2
- Consistently apply the City's existing Equity Screen
- Develop and implement the One Water Honolulu Plan
- Consider updating the One Water Panel MOU

Collaboration Guidelines:

Collaborative Decision Making



Engage in open, respectful, and constructive debate that enables the group to challenge the status quo

Seek options that advance equity

Evaluate options using the best available data

Focus on balancing analysis and action

Conduct decision-focused meetings

Reach consensus on the best decisions to overcome siloed solutions

STARTING POINTS ▼

One Water Panel Partners should individually consider:

- Align individual partner actions and processes with the One Water vision
- Formalize commitment to these Collaboration Guidelines
- Update 3-Year workplan to reflect One Water Honolulu Plan recommendations
- Organize near-term decision-focused discussions around the revised 3-Year workplan

Collaboration Guidelines:

Carrying Decisions Forward



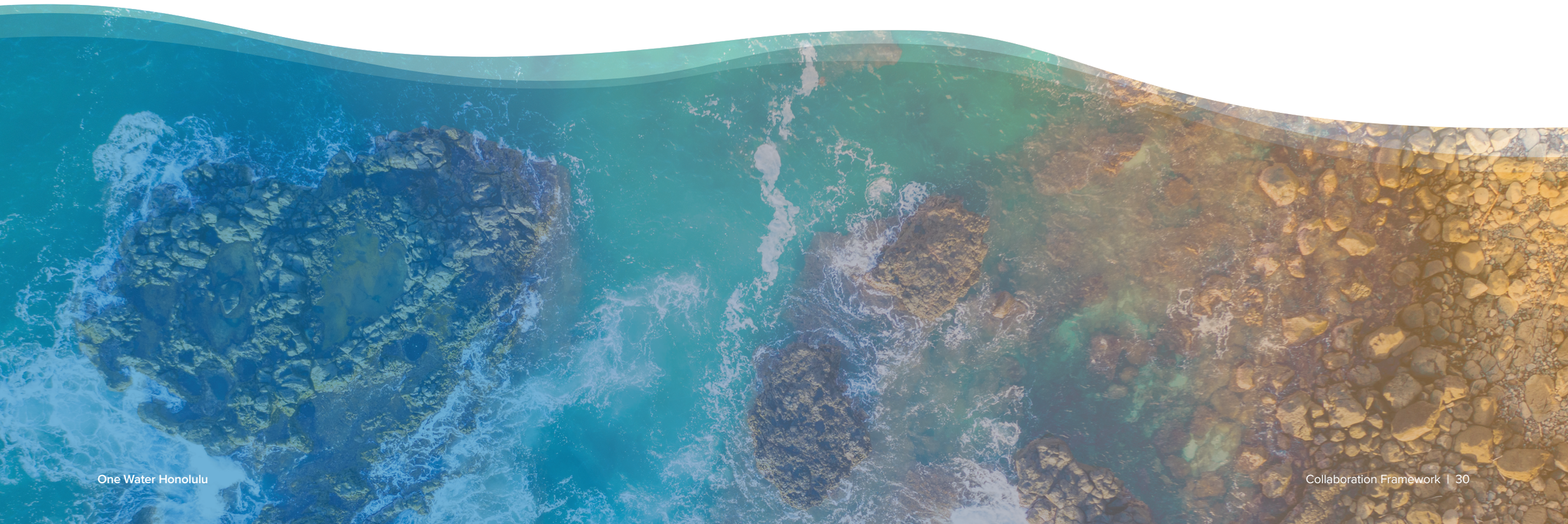
Support decisions once made, regardless of personal viewpoint → Stand by collectively made decisions → Frequently revisit the pool of stakeholder participants → Establish tracking and performance metrics and processes → Proactively communicate the process and outcomes of decisions to all stakeholders → Plan for the execution of decisions individually and collectively → **Track outcomes regularly to learn, adapt, and adjust**

STARTING POINTS ▼

The One Water Panel should collectively consider:

- Consider trigger-based implementation strategy as the 3-Year workplan is updated
- Add collaborator and stakeholder engagement as a standing item to the One Water Panel agendas
- Discuss lessons learned or adjustment opportunities on at least a quarterly basis

Understanding barriers and opportunities for action



Collaboration Guidelines:

Overview

To advance towards achieving the One Water vision and mission, these barriers must be addressed by taking strategic and mindful action, leveraging the concepts and actions outlined in these Collaboration Guidelines.

As the City moves through the development of One Water related projects and policies, existing institutional barriers are obstacles to progress.

The One Water Panel collectively commits to applying the Collaboration Guidelines to address each barrier. The One Water Plan may incorporate projects focused on overcoming these barriers as that will help them create more sustainable change.

EXISTING CATEGORIES OF INSTITUTIONAL BARRIERS, OBSTACLES, AND CHALLENGES

CIP Process: Coordination of individual City department CIP processes

Funding and Resources: Availability and coordination of funding and resource-sharing to advance One Water projects and practices including staff, information, and other non-financial resources

Development Community: Overall coordination with the development community and coordination specific to climate resilience

Equity and Engagement: Consideration and advancement of equity in City projects and practices and overall coordination of stakeholder engagement

Policy and Alignment: Policy or practice gaps related to improving coordination and alignment of department practices to support and advance the One Water Honolulu vision

Collaboration Guidelines:

Institutional Barriers and Actions

CIP Process

BARRIERS	RECOMMENDED ACTIONS
• City-wide inconsistency in CIP development and prioritization processes • Need for a City-wide CIP database • Clarity and consistency are needed to apply "Climate Change, Sustainability and Resiliency" tag to projects in individual department budgeting processes	• Development of a City-wide CIP tracking tool that provides line of sight across City agencies. The intent is to have a simple tool that pulls basic information from all CIPs early in the process as a way to provide Panel partners with line of sight to be able to identify opportunities for integration or for multiple benefits early in the project development.

SUPPORTING OBJECTIVES

1. **Practice a shared kuleana** for a climate resilient O'ahu
2. **Enhance coordination** and recognize interconnections to develop and implement projects and strategies
3. **Amplify the voices of O'ahu's people** through meaningful stakeholder engagement
4. **Develop a unified roadmap** and decision making process under a One Water approach
5. **Streamline permitting processes** to efficiently advance project implementation
6. **Work together** to leverage resources and enable climate readiness
7. **Collectively advocate** for and pursue funding to support multi-benefit projects

Barriers to Collaboration: **Institutional Barriers and Actions**

Funding and Resources

BARRIERS	RECOMMENDED ACTIONS
• Existing mechanisms to co-fund projects may need to be streamlined and standardized for wider use • City-wide lack of sufficient people resources • Need for guidance in departmental budgeting processes to align with One Water Honolulu vision and mission	• Creation of a City-wide funding pot for one water and resilience project • Refinement and standardization of co-funding procedures to align with One Water vision • Appointment of One Water coordinator (Position or Office) • Commitment to Collaboration Guidelines • Consensus on early prioritization criteria aligning with One Water vision • Early engagement of finance/budgeting staff • One Water funding strategy

SUPPORTING OBJECTIVES

1. **Practice a shared kuleana** for a climate resilient O'ahu
2. **Enhance coordination** and recognize interconnections to develop and implement projects and strategies
3. **Amplify the voices of O'ahu's people** through meaningful stakeholder engagement
4. **Develop a unified roadmap** and decision making process under a One Water approach
5. **Streamline permitting processes** to efficiently advance project implementation
6. **Work together** to leverage resources and enable climate readiness
7. **Collectively advocate** for and pursue funding to support multi-benefit projects

Barriers to Collaboration: **Institutional Barriers and Actions**

Development Community

BARRIERS	RECOMMENDED ACTIONS
• Multiple department forums exist for coordination and integration of private sector development with City planned projects or improvements. There may be a need to streamline and/or enhance such mechanisms. • Need for formalized, greater coordination of City and partner agency and development community efforts for climate resilience	• Development of Outreach materials tailored to specific stakeholder groups • Development of private development guidelines for One Water and resilience • Streamlining of mechanisms and groups for coordination with Private Development • Creation of new committee/working group

SUPPORTING OBJECTIVES

1. **Practice a shared kuleana** for a climate resilient O'ahu
2. **Enhance coordination** and recognize interconnections to develop and implement projects and strategies
3. **Amplify the voices of O'ahu's people** through meaningful stakeholder engagement
4. **Develop a unified roadmap** and decision making process under a One Water approach
5. **Streamline permitting processes** to efficiently advance project implementation
6. **Work together** to leverage resources and enable climate readiness
7. **Collectively advocate** for and pursue funding to support multi-benefit projects

Barriers to Collaboration: **Institutional Barriers and Actions**

Equity and Engagement

BARRIERS	RECOMMENDED ACTIONS
• OCCSR has guidance in the form of an equity screen, but this guidance is not yet applied city-wide	• Operationalize requirement to consider and apply equity criteria

SUPPORTING OBJECTIVES

1. **Practice a shared kuleana** for a climate resilient O'ahu
2. **Enhance coordination** and recognize interconnections to develop and implement projects and strategies
3. **Amplify the voices of O'ahu's people** through meaningful stakeholder engagement
4. **Develop a unified roadmap** and decision making process under a One Water approach
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6. **Work together** to leverage resources and enable climate readiness
7. **Collectively advocate** for and pursue funding to support multi-benefit projects

Barriers to Collaboration: **Institutional Barriers and Actions**

Policy and Alignment

BARRIERS	RECOMMENDED ACTIONS
• Need for clarity to translate current SLR guidance and projections to impacts on built environment • Need for integrated modeling of infrastructure to look across a whole site • Need for guidance and staff level planner involvement to decide what the right projects are (to avoid over engineering) • Need to find ways to encourage more participation (not through mandates but motivation or incentives) • Need for improved coordination among agencies and ownership of the vision and projects • Need for consistent communication with private property about one water and climate related priorities • Need for a clear vision of how we intend to address impacts systematically around the island	• Formalized project specific processes related to SLR guidance • Address through One Water Plan and Project Development • Development of special studies or further evaluation • Appointment of One Water coordinator • Consensus on early prioritization criteria aligning with One Water vision • Formalize the enforcement and monitoring of the implementation of the City's CCDG (Mayor's Directive 25-03) • Formalized project specific processes related to SLR guidance • Development of City-wide CIP tracking tool

SUPPORTING OBJECTIVES

1. **Practice a shared kuleana** for a climate resilient O'ahu
2. **Enhance coordination** and recognize interconnections to develop and implement projects and strategies
3. **Amplify the voices of O'ahu's people** through meaningful stakeholder engagement
4. **Develop a unified roadmap** and decision making process under a One Water approach
5. **Streamline permitting processes** to efficiently advance project implementation
6. **Work together** to leverage resources and enable climate readiness
7. **Collectively advocate** for and pursue funding to support multi-benefit projects

Barriers to Collaboration:

Summary

A Mindful Path Forward

While specific steps under each recommended action are unique and specific, these actions support a successful framework for collaboration.

RECOMMENDED ACTIONS TO ADDRESS BARRIERS	CHAMPIONS AND PARTICIPANTS	CHAMPION INDIVIDUAL OR GROUP/DIVISION	STAKEHOLDERS
Consensus on early prioritization criteria aligning with One Water vision	One Water Leadership Team & One Water Panel	Office of Climate Change, Sustainability, and Resiliency (OCCSR), Department of Design and Construction (DDC)-Civil, Board of Water Supply (BWS)-Water Resources Program Administrator (WRPA), Department of Environmental Services (ENV)-CIP, Department of Facility Maintenance (DFM)-Stormwater Quality Division (SWQ)-Road Maintenance Division (Rds), Department of Planning and Permitting (DPP)-LongRange	TBD
Consider a demonstration project meeting agreed upon criteria	Mapunapuna-West Waikiki: OCCSR, DFM, BWS, ENV, DPP	OCCSR, DDC-Civil, BWS-WRPA, ENV-CIP, DFM-SWQ-Rds, DPP-LongRange	Property owners, businesses, and residents in project area
Development of City-wide CIP tracking tool	Department of Information Technology (DIT), DDC-Civil, BWS, ENV, OWOW	DIT, DDC, BWS, ENV, One World One Water (OWOW)	TBD
Formalize the enforcement and monitoring of the implementation of the City's CCDG (Mayor's Directive 25-03)	Managing Director (MD), OCCSR, DDC	OCCSR, DDC-Civil, BWS-WRPA, ENV-CIP, DFM-SWQ-Rds, DPP-LongRange	All City departments, including BWS, Honolulu Authority for Rapid Transit (HART)
Creation of a City-wide funding pot for one water and resilience projects	MD, Department of Budget and Fiscal Services (BFS), OCCSR-Climate fund	MD, One Water Panel, BFS	City Council and potentially voters *(if putting on ballot as question)*
Refinement and standardization of co-funding procedures to align with One Water vision	MD, DDC, OCCSR, BWS, ENV, BFS	MD, One Water Panel, BFS	TBD
Appointment of One Water Coordinator (Position/Office)	OCCSR, Department of Human Resources (DHR)	One Water Panel, OWOW	TBD

Continued on next page >>

A Mindful Path Forward

(continued from previous page)

RECOMMENDED ACTIONS TO ADDRESS BARRIERS	CHAMPIONS AND PARTICIPANTS	CHAMPION INDIVIDUAL OR GROUP/DIVISION	STAKEHOLDERS
Commitment to Collaboration Guidelines	MD, One Water Panel	One Water Panel	City Council, state, large landowners, developers, utilities
Early engagement of finance/budgeting staff	MD, DPP, BFS	Directors	All City departments
One Water funding strategy	One Water Consultants, PM, Leadership and Panel	TBD	TBD
Development of outreach materials tailored to specific stakeholder groups	One Water Consultants, PM, Leadership and Panel	OWOW, One Water Leadership	TBD
Development of Private Development Guidelines for One Water and Resilience	One Water Consultants, PM, Leadership and Panel	DPP, BWS, ENV, DFM, DPR	Large Landowners, Developers
Streamline mechanisms and groups for coordination with private development	DPP, BWS, ENV, DFM, Department of Parks and Recreation (DPR)	DPP, BWS, ENV, DFM, DPR	Large Landowners, Developers
Operationalize requirement to consider and apply equity criteria for CIP projects	One Water Consultants, PM, Leadership	DDC, BWS, ENV, DFM	TBD
Formalized project specific processes related to SLR guidance	One Water Consultants, Leadership and Panel	OCCSR, DDC-Civil, BWS-WRPA, ENV-CIP, DFM-SWQ-Rds, DPP-LongRange	MD, Council, BFS
Development of special studies or further evaluation	One Water Consultants, PM, Leadership	OCCSR, DDC-Civil, BWS-WRPA, ENV-CIP, DFM-SWQ-Rds, DPP-LongRange	University of Hawai‘i (UH), Consultants
Creation of new committees/work groups or modification of existing groups (Resilient Private Development or One Water Public Private Partnerships)	Resilient private development: DPP; One Water public private partnerships: MD, DPP Transit-Oriented Development Division (TOD), One Water Panel	Resilient private development: DPP Codes and Building Permit Sections; One Water public private partnerships: MD, DPP-TOD, One Water Panel, BFS	Resilient private development: community; One Water public private partnerships: large landowners, developers

Additional Recommendations:

Establishing a Culture of Collaboration

Additional Options

In addition to the actions addressing institutional barriers additional recommendations can have a positive impact in supporting successful collaboration.

RECOMMENDED ACTIONS	THEME
Consider the development of a K-12 One Water Curriculum	Public Outreach and Education
Consider the development of internal training to form a Speaker's Bureau for public outreach	
Develop communication materials and outreach strategies for specific CIP projects and conduct project specific stakeholder and community meetings	
Develop and update information on community-level risk mapping and assessments every 5 years to increase community awareness (and acceptance of proposed sea level rise initiatives)	
Convene quarterly meetings with targeted stakeholder groups (such as the Hawai'i Tourism Authority (HTA), Hawai'i Hotel and Lodging Association, Waikiki Improvement Association, and other affected stakeholders within the Waikiki district)	
Research and Monitoring category: • Continue environmental baseline data collection • Refine research on selected areas that will be impacted • Implement site-specific and regional modeling as new data becomes available • Expand and monitor tidal and groundwater well network • Evaluate existing drainage systems for current discharge and storage capacity, pipe elevation inverts, and present points of discharge, etc.	Future Studies
Initiate further studies to establish Sea Level Rise Flood Protection/Resiliency Districts/Zoning to facilitate permitting of sea level rise adaptation projects within projected SLR exposure area	
With respect to shoreline protection, feasibility studies should be undertaken to identify designs that can accommodate a range of future scenarios, and strategies that address a range of uncertainty should be prioritized for implementation	
Identify opportunities to create financial funding incentives and/or tax incentive programs for implementation of sea level rise adaptation measures particularly for existing facilities, as opposed to new developments (e.g., hotels, commercial centers, etc.)	
Update Flood Insurance Rate Maps for sea level rise	
Initiate district area Environmental Impact Statement and long-lead permitting/approvals	
Develop a consolidated environmental and permit review process to streamline implementation of sea level rise adaptation options (e.g., consolidated public hearings, concurrent agency reviews, etc.)	Internal Practices and Data Sharing
Establish regular coordination with the HTA, Hawai'i Lodging and Tourism Association, Waikiki Improvement Association, and others who are actively working with State and City officials to identify and implement mitigation options	

Moving Forward

Building on Foundational Collaboration (Part 1)



One Water Honolulu

Moving Forward:

Roadmap to Success

Path to Success through Meaningful Collaboration

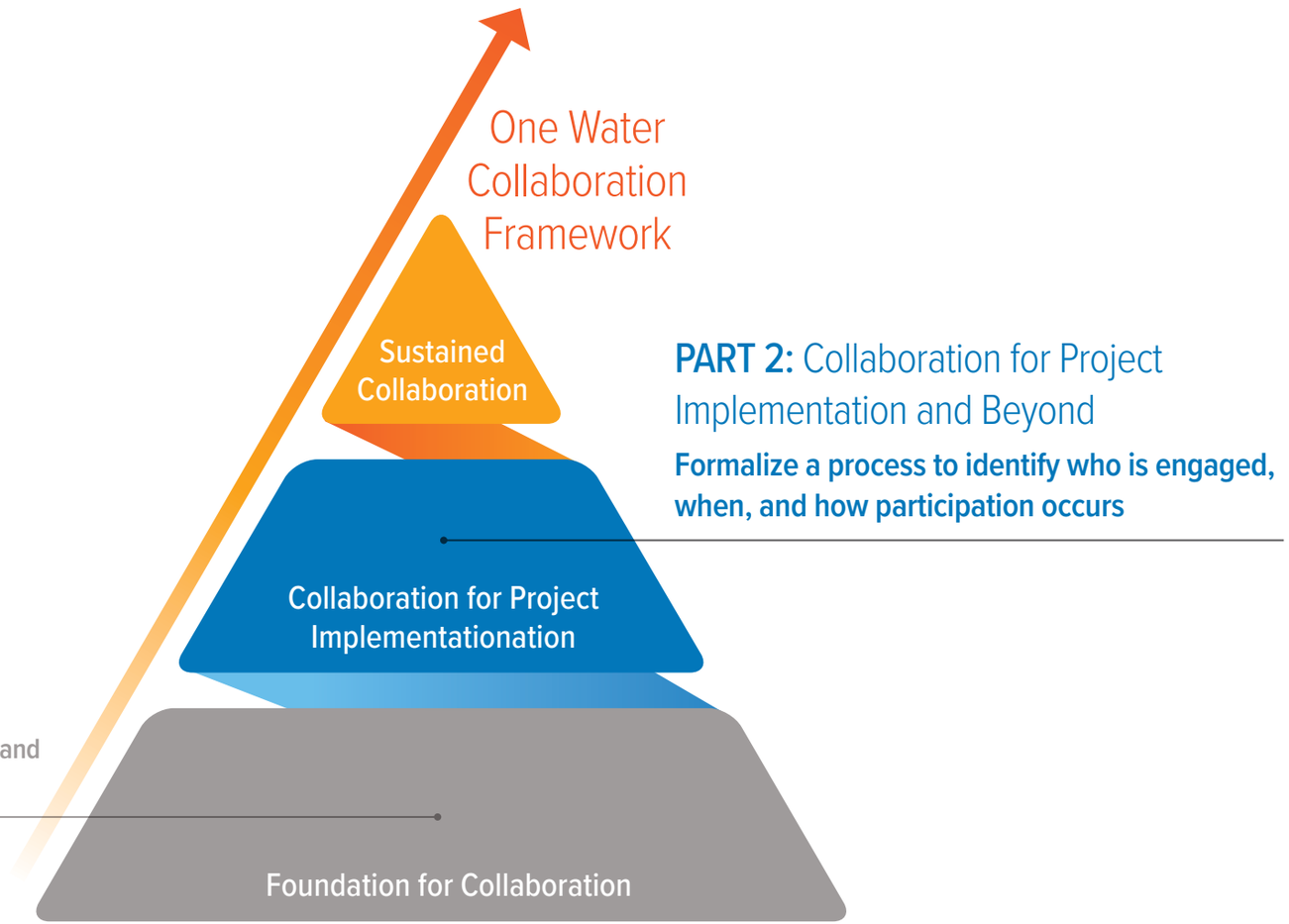
	One Water Honolulu	Framework Purpose	Stakeholder Collaboration	Guidelines for Decision Making	Barriers and Opportunities	Moving Forward
MILESTONES	Understanding Our Collaborative Strategy Towards Resilience	Establishing Clear and Effective Collaboration Processes	Recognizing the Value Each Stakeholder Brings	Making and Implementing Good Decisions	Understanding Barriers and Opportunities for Action	Building on Foundational Collaboration (Part 1)
OUTCOMES	Understanding One Water Honolulu vision and mission Recognizing opportunities to support the path to success through One Water	Understanding each part of the collaboration framework process Working together towards shared objectives	Recognizing stakeholder value and contribution Understanding each stakeholder's role and responsibilities Respecting each unique perspective	Taking ownership to set up a collaborative decision making process Making a commitment to collaborative decision making Remaining dedicated to carrying decisions forward	Understanding key barriers and challenges Asking the right questions to inform a good path forward Taking meaningful action	Developing and implementing Part 2: Collaboration Framework for Project Implementation Implementing the recommended actions in Part 1 Completing the One Water Honolulu Plan Optimizing collaboration to advance One Water Honolulu vision
ANTICIPATED OUTCOMES:			Stakeholder Engagement Plan Further definition of project specific stakeholder participation through Collaboration Framework Part 2	One Water Panel and collective commitment to Collaboration Guidelines Project specific lead commitment to Collaboration Guidelines	One Water Panel consideration of recommended actions to address barriers Consensus on lead groups to advance recommended actions	

RESPONSIBILITY: Every stakeholder takes ownership, collaborates effectively, and shares leadership in striving for improvement.

Moving Forward:

Part 2: Collaboration for Project Implementation and Beyond

Part 2 of the Collaboration Framework applies the processes and methods from Part 1 towards successful project execution.



PART 2: Collaboration for Project Implementation and Beyond

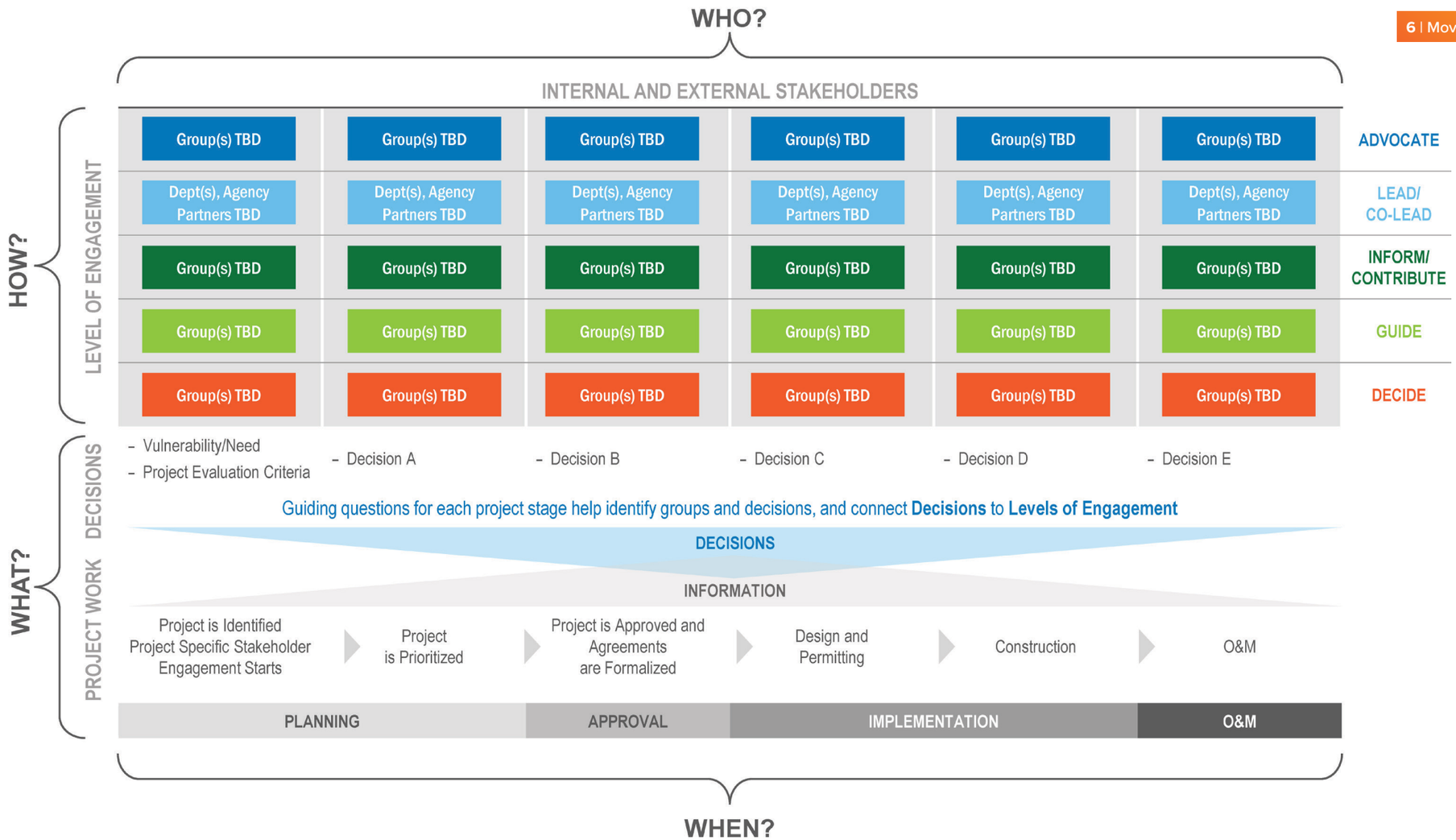
Formalize a process to identify who is engaged, when, and how participation occurs

PART 1: Foundation for Collaboration

Establish clear, effective, and easy to follow processes

Moving Forward: **Part 2: Collaboration for Project Implementation and Beyond**

Part 2 of the Collaboration Framework will explore deeper and more specific roles, responsibilities, and project specific actions.



ONE WATER HONOLULU



SECTION A.2: PROGRAM-LEVEL FRAMEWORK

A.2.1 ONE WATER HONOLULU SELF-ASSESSMENT

The City's One Water Honolulu Program efforts include work done since the inception of the One Water Panel as well as ongoing work within individual partner agencies to support the One Water vision and mission. In addition to the development of the One Water Honolulu Plan, the City will continue One Water Honolulu program efforts to advance collaboration in support of CCSR's Climate Ready O'ahu. As program efforts advance, the City continues to assess and monitor progress through various mechanisms including an Annual Report. The 2025 One Water Honolulu Annual Report included a self-assessment based on the national One Water Cities Self-Assessment developed by the Water Research Foundation (WRF Project #4969). WRF Project #4969 provides a methodology to monitor and evaluate progress toward One Water implementation. The results of the One Water Honolulu self-assessment for 2025 are shown by red boxes in Figure A-1 below. More details can be found in the 2025 Annual Report.



Figure A-1. WRF One Water Self-Assessment Categories

To support progressing to a more mature program, incremental governance related strategies and actions are recommended as well as modified processes. These recommendations are covered in the following section.

A.2.2 PROGRAM-LEVEL COLLABORATION GOVERNANCE STRATEGIES

The following graphics contain the full list of recommended governance strategies. Each of the strategies encompasses a series of supporting actions. For the purposes of governance strategies, the timeframe for implementation of recommended actions is defined as follows:

Present to 3 years 3 - 5 years 5 - 10 years

Recommended governance strategies can support advancing the program within the self-assessment categories listed in Figure A-1, and as such, these categories are also identified for each strategy in the following strategy graphics.

STRATEGY 1:

Implement the One Water Honolulu Plan and advance collaboration and climate change adaptation frameworks.

Supports: One Water Planning

1.1	Expand the One Water Panel MOU to advance Plan implementation.	Present to 3 years
1.2	Develop monitoring metrics for the use of DDC's Climate Change Design Guidelines to ensure continuous application.	Present to 3 years
1.3	Formalize One Water Collaboration Framework and Climate Change Adaptation Framework.	Present to 3 years
1.4	Utilize adaptation pathways for long term planning for critical infrastructure assets.	3 - 5 years
1.5	Update the One Water Honolulu Plan every ten years.	5-10 years

STRATEGY 2:

Enable and support City financing and funding systems and the pursuit of external funding that allow One Water partners to collaborate in developing and implementing integrated solutions.

Supports: Funding focused (Supports all other categories)

2.1	Develop and maintain a OWH Funding and Financing Implementation Roadmap that aligns funding opportunities with project sequencing and implementation priorities.	Ongoing
2.2	Evaluate and pursue Federal and State grants and low interest loans to advance implementation of OWH projects.	Ongoing
2.3	Optimize and standardize procedures for interdepartmental cost-sharing and joint funding of multi-benefit One Water projects.	Present to 3 years
2.4	Develop a dedicated funding mechanism to support stormwater infrastructure projects.	Present to 3 years
2.5	Create a dedicated City-wide One Water and Resilience Fund.	3 - 5 years
2.6	Standardize the way that climate information including risks, costs, and benefits are considered within the budget process.	3 - 5 years

STRATEGY 3:

Champion an inclusive One Water City Organizational Culture from leadership to operations to foster collaborative climate resilient perspectives and problem solving.

Supports: Organizational Culture

3.1	OWH Panel of Directors to identify and commit One Water champions to sustain a diverse and inclusive One Water leadership team.		Present to 3 years
3.2	Develop a One Water Leadership Program to inspire the next generation of collaborative climate resilient leaders within the City.		Present to 3 years
3.3	Encourage, acknowledge, and reward inter-agency collaboration and commit to implementation.		Present to 3 years
3.4	Establish new One Water Coordinator position with roles and responsibilities and recruit or designate an existing position with support from a contract facilitator.		Present to 3 years
3.5	Establish formal mechanisms for facilitated, recurring internal inter-disciplinary collaborations.		3 - 5 years
3.6	Collectively build staff capacity to plan and implement One Water solutions.		3 - 5 years

STRATEGY 4:

Ensure coordinated OWH CIP project implementation among responsible City infrastructure, operational and budgetary agencies.

Supports: Informed Actions

4.1	Collaborate on joint development of multi-benefit OW projects.	Ongoing
4.2	Utilize progressive project delivery approaches, like Public-Private Partnerships, Design-Build, Improvement Districts, redevelopment authorities, and others.	Ongoing
4.3	Develop CIP criteria to prioritize and support collaborative One Water projects.	Present to 3 years
4.4	Develop a City-wide CIP tracking tool that pulls information from all individual CIPs and is accessible to all Panel partners.	Present to 3 years
4.5	Establish climate threat triggers to program projects concurrent with impacts.	Present to 3 years
4.6	Share infrastructure condition and capacity data to support adaptation planning and timely replacement.	Present to 3 years

STRATEGY 5:

Develop indicators, tracking and performance metrics to annually evaluate and report on progress of the One Water Honolulu Program implementation.

Supports: One Water Monitoring

5.1	Conduct an annual One Water leadership team self-assessment on OWH Program strengths, weaknesses, opportunities and threats.	Ongoing
5.2	Develop and track performance indicators and metrics and report on progress.	Present to 3 years
5.3	Develop benchmarking indicators to assess levels of resilience to the 6 climate threats, SLR, Flooding, Drought, Wildfire, Heat and Hurricanes.	3 - 5 years
5.4	Monitor the alignment of City resources (staff, budgets, investments), with implementation actions and how the City adapts to future challenges.	3 - 5 years

STRATEGY 6:

Advance processes for stakeholder collaboration and engagement.

Supports: Stakeholder engagement

6.1	Consider and apply already developed equity criteria in projects and programs.	Present to 3 years
6.2	Promote Private Developer Guidelines to streamline permitting and coordinate resilience features into new development.	Present to 3 years
6.3	Foster collaboration with Native Hawaiian communities to incorporate cultural values, practices, and water rights into modern water management.	Present to 3 years
6.4	Engage communities in climate adaptation efforts to reflect local priorities and knowledge and in outreach to create awareness of climate hazards.	Present to 3 years
6.5	Strengthen collaboration efforts with State and Federal agencies, developers and large landowners.	Present to 3 years
6.6	Promote water resource education in schools and the community to encourage informed collaboration and future stewardship.	Present to 3 years
6.7	Explore opportunities to collaborate with academic institutions on local environmental challenges and potential innovative solutions.	Present to 3 years
6.8	Integrate existing stakeholder engagement forums.	3 - 5 years

In addition to advancing recommended actions, a governance structure that includes formalized coordination roles is an important part of a sustained program. Recommended coordination roles are described in Table A-1. These roles have been identified as needs (at the time of Plan completion). While these roles can potentially be formalized within the existing One Water Honolulu Panel structure and fulfilled by one or more people/groups as an interim step, it is recommended that the Panel collectively advocate for the funding and establishment of one or more permanent dedicated positions as the program advances.

Table A-1. Recommended Coordination Roles

Program level and policy coordination

Panel Facilitator

- Convening and organizing Panel meetings
- Planning discussions and working groups in alignment with program and Plan implementation needs
- Supporting coordination of Panel-wide activities
- Documenting program-level decisions and supporting information

One Water Program Champion(s)

- Program planning in alignment with City-wide strategies and priorities
- Coordinating program-level policy decisions and leading development of formal policy language
- Providing oversight and advocacy for program advancement

Project coordination and implementation

One Water Projects Coordinator

- Advancing and facilitating integration of (agreed-upon) One Water projects into respective partner CIPs
- Aligning One Water projects within individual department budgeting cycles
- Coordinating, tracking, and providing regular updates to the Panel on project implementation
- Coordinating high-level integration or consideration of One Water vision and efforts into in-progress projects

One Water Program monitoring and reporting officer

- Tracking program-level progress based on agreed upon performance metrics
- Monitoring agreed-upon regulatory, financial, and climate hazard triggers in coordination with the One Water Projects Coordinator
- Leading program-level reporting through development of agreed upon progress reports and coordination of report reviews, submittals, and approvals

A.2.3 PROGRAM-LEVEL PROCESS

As summarized in Plan Section 2, there is still progress to be made to reach an recommended future state for One Water Program and Project implementation. This evolution is reflected in a mapped program-level process that includes near, medium, and long-term program milestones, anticipated decisions and documentation, and incorporates enhanced collaboration throughout this process.

Figure A-2 depicts steps in the recommended program-level collaboration process.

Program-Level Collaboration Framework

CITY AND COUNTY OF HONOLULU

User Guide and Considerations

This process flow provides guidance to enhance and sustain institutional and stakeholder collaboration throughout the lifecycle of the One Water Honolulu program. Timing and steps depicted are recommended (not required) and not intended to be to be all-inclusive.

Understanding the Framework

- Timing and steps depicted are recommended (not required) and at the City's discretion.
- **Color-coded dots** represent recommended or suggested stakeholder groups (included but not limited to) to consider in the process.
- **Convenings** denoted by multiple overlapping hexagons represent a series of meetings (as needed).

Stakeholder Categories Legend*

The color-coding represents recommended or suggested stakeholder groups (included but not limited to) to consider in the process.

PROJECT LEAD(S)
- P1 Core Project Team

CITY AND COUNTY OF HONOLULU
- H1 One Water Panel
- H2 Additional Departments (Department Name)
- H3 Elected Officials
- H4 One Water Coordinator

OTHER AGENCIES
- A1 Local/Regional (Agency Name)
- A2 State Agencies (Agency Name)
- A3 Federal

COMMUNITY
- C1 Community-Based Organizations or Neighborhood Boards
- C2 Cultural Organizations
- C3 Environmental Organizations
- C4 Others

DEVELOPMENT COMMUNITY
- D1 Large Landowners
- D2 Developers or Developer Organizations
- D3 Consultants and Professional Organizations

BUSINESS
- B1 Business Organizations
- B2 Farmers/ Agriculture
- B3 Tourism

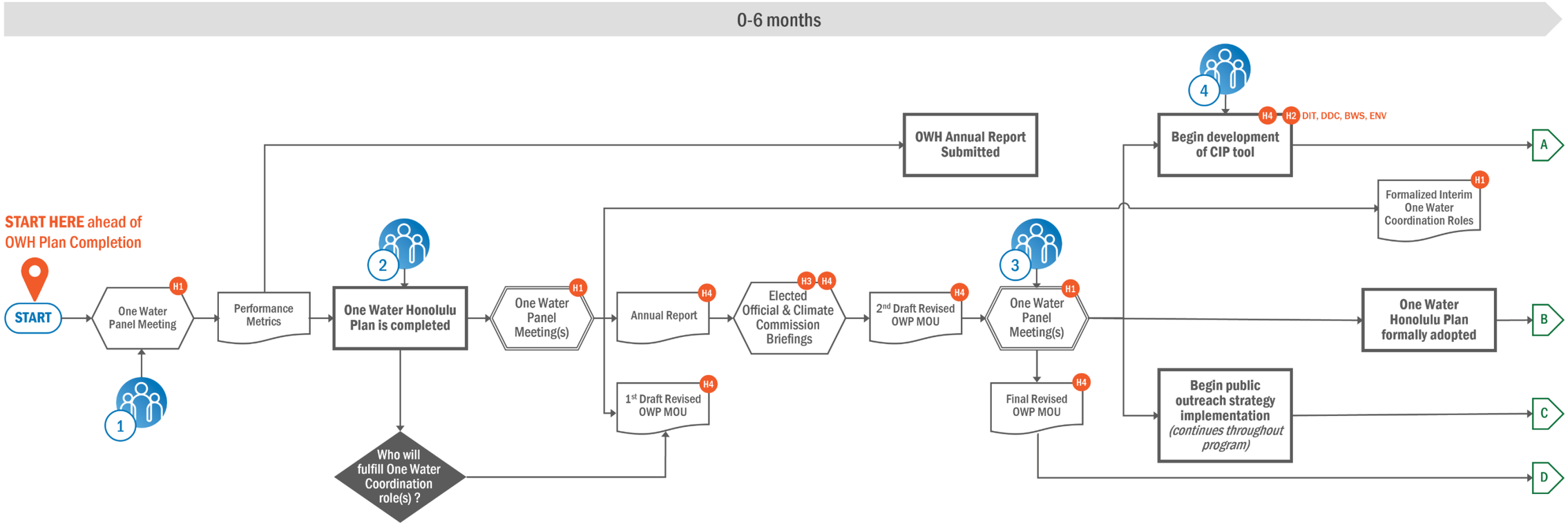
* *Stakeholder categories represent general groupings while more detail about specific groups or individuals per category is available in the OWH Stakeholder Database.*

Process Steps Legend

- Process Milestone
- Collaboration Questions (Subprocess)
- New Document
- Convening
- Multiple Convenings
- Decision
- Existing or External Information

Figure A-2. Recommended program-level process diagram

(Part 1 of 5 – continued on next page)



COLLABORATION QUESTIONS 1

Discuss and agree on performance metrics and reporting cycles; Consider OW Objectives, CIP project timelines, and other CCH related priorities.

Continue discussion on One Water Coordination roles; Consider interim OWP Coordination Roles while continuing to advance longer-term dedicated OW Coordinator position(s).

Consider revisiting frequency of One Water Panel (OWP) meetings for Plan implementation; Recommended to meet monthly or bimonthly with coordinator meetings taking place separately.

Consider engaging BFS through 1-on-1 briefing and inviting them to OWP mtg.

COLLABORATION QUESTIONS 2

Discuss Private Development Guidelines (distribution, promotion and initial coordination)

Discuss OWP MOU Revision; Consider:
- Revised charter focused on
- OW Coordination and Implementation
- Panel partners and OW Coordination roles – (interim and future). Point to specific positions in partner agencies when defining Panel roles.
- For Interim: Establishing a substructure with assigned roles to groups/persons to advance coordination and implementation
- For future: Consider language that advocates for a civil-service dedicated position or group.

Agree on lead/support roles to draft MOU Revision

Discuss development of a tool that collects basic project info from all panel member CIPs (CIP Tool).

Consider frequency of One Water Coordination meetings/interactions for Plan implementation

Consider frequency of One Water Coordination meetings/interactions for Plan implementation

If not yet initiated, consider engaging BFS through 1-on-1 briefing and inviting them to OWP mtg.

COLLABORATION QUESTIONS 3

Consider any input from elected officials and Climate Commission that needs to be addressed before final Plan adoption

Discuss OWP 2ND Draft MOU; consider finalizing content within 2 weeks of Panel Mtg.; agree on process and timeline for adoption

Discuss development of CIP tool and agree on lead(s).

Discuss additional stakeholders to bring in before OW Plan implementation begins; Consider:
- State stakeholders to regularly include in OWP meetings (perhaps every other meeting)
- Regular meetings w/BFS
- Working in presentations from private developers
- Public stakeholder engagement – groups to bring in for implementation; project-specific outreach; Program outreach plan, continuation and update of website; development of outreach materials, etc.

COLLABORATION QUESTIONS 4

Consider the following for development of a CIP "line of sight" Tool:
- In scoping: Consider a simple viewing tool that is automated to pull key/basic information from individual department CIP lists
- How can existing databases/tools be leveraged?
- Who can lead the development?
- Who are key collaborators?
- How can the tool be funded?
- What role can the OWH Coordinator play in development and use?

Figure A-2. Recommended program-level process diagram

(Part 2 of 5 – continued on next page)

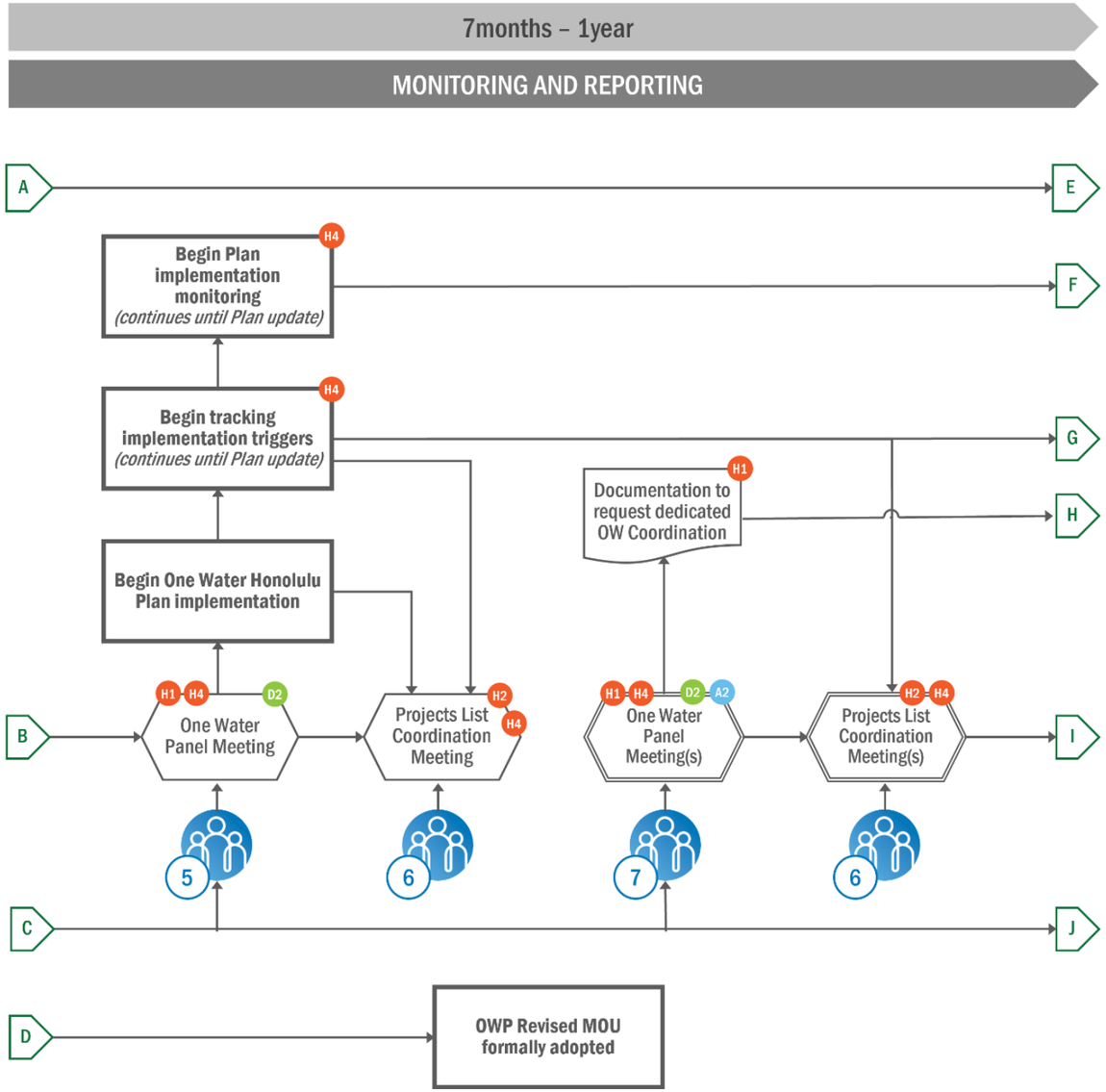


Figure A-2. Recommended program-level process diagram

(Part 3 of 5 – continued on next page)

COLLABORATION QUESTIONS 5

Consider alternating standing agenda items for Near-Term including:
- Governance Strategies Overarching Actions
- Near-term Recommended Policies and actions
- Near-term Projects

Consider permanent standing agenda Items:
- Private development pre-applications and project presentations (as applicable)
- Coordination with the State
- Ongoing public outreach (input and activities)

Discuss and agree upon mechanisms to track Implementation Plan triggers (Suggested lead: One water Coordination Monitoring and Reporting Officer)

Begin discussions on prioritized near-term policies (Suggested lead: One Water Coordination City Champion)

COLLABORATION QUESTIONS 6

Attendees: OW Project Coordinator; individual agency project leads

Discuss OW Projects List – Consider:
- Any major events impacting
- prioritization of projects (triggers or other factors)
- Progress updates from lead agencies for near-term projects
- Funding Considerations: External funding opportunities, timing, packaging of projects; Internal funding alignment;
- Consider any program-level stakeholder input related to specific projects

Discuss project-specific stakeholder engagement and input.

COLLABORATION QUESTIONS 7

In addition to permanent agenda items, consider:
- How funding and financing mechanisms are working (cost-sharing; internal finance mechanisms; external funding, etc.); Consider feasibility of potential dedicated OW funding.
- Development of formal request for a dedicated OW Coordinator based on lessons learned so far

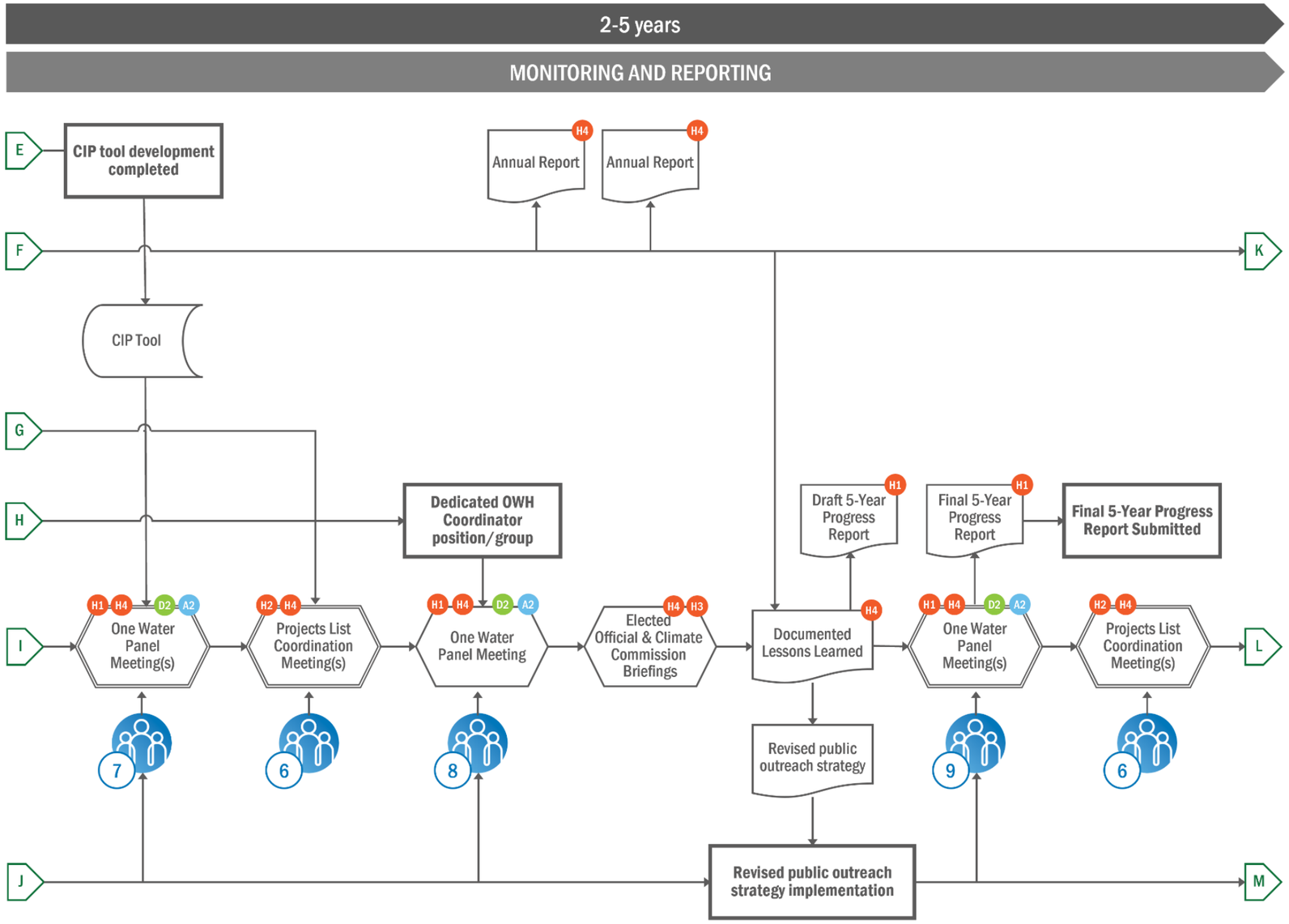


Figure A-2. Recommended program-level process diagram

(Part 4 of 5 – continued on next page)

COLLABORATION QUESTIONS 6

Attendees: OW Project Coordinator; individual agency project leads

Discuss OW Projects List – Consider:
- Any major events impacting
- prioritization of projects (triggers or other factors)
- Progress updates from lead agencies for near-term projects
- Funding Considerations: External funding opportunities, timing, packaging of projects; Internal funding alignment;
- Consider any program-level stakeholder input related to specific projects

Discuss project-specific stakeholder engagement and input.

COLLABORATION QUESTIONS 7

In addition to permanent agenda items, consider:
- How funding and financing mechanisms are working (cost-sharing; internal finance mechanisms; external funding, etc.); Consider feasibility of potential dedicated OW funding.
- Development of formal request for a dedicated OW Coordinator based on lessons learned so far

COLLABORATION QUESTIONS 8

In addition to standing agenda items, and in light of dedicated OW Coordinator, consider:
- OWP meeting cadence
- Panel structure and composition (moving from Interim to permanent needs)
- Discuss lessons learned from implementation so far
- Discuss workplan towards OWH Plan 5-Year Progress Report.

COLLABORATION QUESTIONS 9

Continue permanent standing agenda Items

Consider adding standing agenda items for Mid- to Long-Term including:
- Mid- and long-term Recommended Policies and actions
- Mid- and long-term Projects

Discuss lessons learned from first few years of implementation; Consider:
- Modifications needed to procedures or policy
- Any new information or tools related to climate hazards and adaptation
- Any new funding opportunities
- Themes from public outreach

Discuss final draft of 5-Year Report

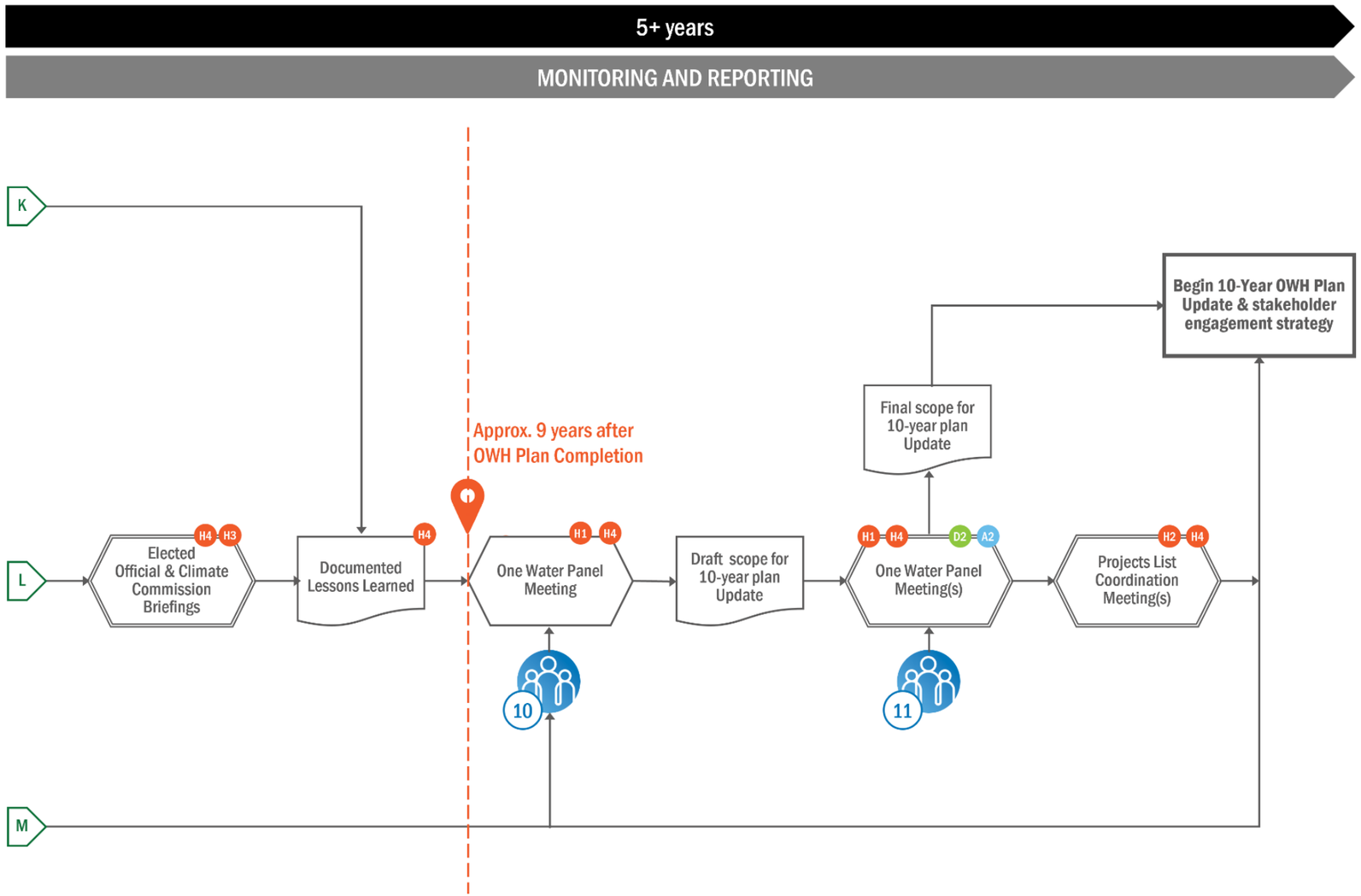


Figure A-2. Recommended program-level process diagram

(Part 5 of 5)

COLLABORATION QUESTIONS 10

In addition to permanent agenda items, consider:

- Discuss lessons learned from implementation so far

Begin discussions and scoping for 10 Year Plan Update; Consider:

- OWH Plan repeatable processes:
  - Climate Vulnerability Mapping
  - Hotspot identification and prioritization
  - Project identification and prioritization
- New information and data gaps
- Stakeholder engagement strategy
- Updates to Private Development Guidelines
- CCH & OWP roles (Who can lead?; Who can cost-share?)
- Panel composition (any new partners needed?)

COLLABORATION QUESTIONS 11

In addition to standing Collaboration Questions #6, consider:

- Lessons learned from project implementation (Are there process or policy changes needed to maintain urgency and prioritization of OW projects; how will new 10 Year Update projects be integrated into the existing list)
- New information and data gaps

A.2.4 CONSIDERATIONS FOR PROGRAM-LEVEL COLLABORATION WITH STATE AGENCIES

A.2.4.1 RELEVANT STATE EFFORTS

State of Hawai‘i climate change adaptation related planning efforts:

1. Hawai‘i 2050 Sustainability Plan – State’s climate and sustainability strategic action plan pursuant to Hawai‘i Revised Statutes §226-65.
2. Hawai‘i Ocean Resources Management Plan (ORMP) - Statewide plan that seeks to address coastal problems and issues not adequately addressed by existing laws and rules. The ORMP is required under Hawai‘i Revised Statutes §205A-62(1) and a main component of the Coastal Zone Management (CZM) Program. The ORMP implementation is collaborative through the CZM Network, which includes Federal, State, County, and community representation. The three focus areas of the ORMP are: Development and Coastal Hazards, Land-Based Pollution, and Marine Ecosystems.
3. Hawai‘i Sea Level Rise Vulnerability and Adaptation Report – Prepared by the State of Hawai‘i Department of Land and Natural Resources, Office of Conservation and Coastal Lands in response to Act 32, of the Regular Session of 2017. Through the initial 2017 report, the Legislature aimed to address climate threats and recognize that sea level rise (SLR) is an inevitable hazard that will continue far into the future. The 2022 document serves as the five-year update to the 2017 Report and the Commission’s report on recent SLR adaptation initiatives across State and County government.

Hawai‘i Department of Transportation (HDOT) Highways Division planning efforts:

1. Hawai‘i Statewide Coastal Highway Program Report - Coastline road assessment through the Coastal Road Erosion Susceptibility Index (CRESI) resulted in a list of the top 20 most vulnerable coastal road segments. This report identifies and prioritizes State roads in need of immediate and short-term erosion control/shoreline remediation measures, as well as sites that should be monitored.
2. Hawai‘i Highways Climate Adaptation Action Plan - A roadmap for HDOT’s Highways Division to make the highway system more climate resilient. The Action Plan presents an exposure assessment of climate hazards to the State’s highways based on historical and future climate condition research and data. It prioritizes recommendations in a multi-year Implementation Plan that encompasses all aspects of HDOT’s core functions and programs: funding, planning, designing, constructing, operating, maintaining, and protecting highway assets. This document is one of two resources that outlines the potential threats from climate change to Hawai‘i highways. The second resource is the online mapping platform maintained on HDOT’s

website to enable the review of climate threats. That site is located at: https://hidot.hawaii.gov/

3. HDOT Long-Range Land Transportation Plan (LRLTP) (also known as the Statewide Federal-Aid Highways Transportation Plan and the Regional Long-Range Land Transportation Plans) - Provide a basis for making informed land transportation decisions through 2045. They embrace the values of the people of Hawai‘i and identify existing and future needs for the movement of people and goods utilizing all modes of land based transportation.
4. HDOT Mid-Range Transportation Plan (MRTP) – A 10-year program developed to work towards the 20-year LRLTP. The MRTP helps determine the Hawai‘i Statewide Transportation Improvement Program (described below), Capital Improvement Program, or Special Maintenance Program.
5. Hawai‘i Statewide Transportation Improvement Program (STIP) - A multi-year listing of the State and County projects and identifies those projects slated for federal funding. It is a multi-modal transportation improvement program that is developed utilizing existing transportation plans and policies, and current highway, transit and transportation programming processes.

Relevant HDOT Projects:

1. Mākaha Bridge – Installation of a prefabricated bridge rather than a traditional concrete bridge because that area will be inundated in the future. The prefabricated bridge can be easily moved elsewhere. The purpose of the project is to improve the structural integrity, hydraulic openings, and stream channel improvements of Mākaha Bridge No. 3 & No. 3A. The placement of the bridges will ensure that the structures will not preclude future realignment of Farrington Highway and will consider long term effects of climate change and SLR.
2. Minor Road Realignment at Laniākea – The realignment will occur within the State's existing right-of-way, and the bike/pedestrian pathway is located on the makai side as an adaptive strategy.
3. Ka‘a‘awa Revetment Overview Project – Led by HDOT, in partnership with Kiewit, to address severe shoreline erosion along Kamehameha Highway near Ka‘a‘awa. There was a Draft Environmental Assessment (EA) released in May 2025 that looked at different kinds of revetment options along the coastline. There is no Final EA as of August 2026. There is also a revetment project that was recently completed in the area.

Other relevant planning efforts:

1. O‘ahu Metropolitan Planning Organization (O‘ahu MPO) Transportation Improvement Program (TIP) - A short-term program that lists all surface transportation projects on O‘ahu that are eligible for Federal funding or that are regionally significant. It covers a period of four years

and is updated every three years and revised at least twice a year. The TIP is incorporated, without change, as the Oʻahu portion of the Hawaiʻi STIP (described above).

2. Kamehameha Highway Long Range Coastal Resilience Plan - A sea level rise vulnerability assessment of a traffic corridor was completed, as well as a land use assessment, and development of a menu of recommendations per highway segment. Recommendations include hardening, minor realignment, and elevation.
3. Transportation Asset Risk and Resilience Program - This national-level (AASHTO) program will establish a series of individual research projects to support the development of a Highway Resilience Manual. This is a long-term research program that will result in an industry "standard" for all-hazards risk and resilience analysis for use in design, maintenance, and planning decision-making. Additionally, the resulting program of projects will address required data sources and work to field test the Highway Risk and Resilience Manual with a range of agencies.

A.2.4.2 CONSIDERATIONS FOR STATE AND CITY COORDINATION SPECIFIC TO ROAD RAISING

1. Given the amount of coordination already happening for TOD plans, TOD areas can present a good opportunity to pilot road raising in coordination with the State.
2. Consider looking at areas where State or City buildings are located next to roadways that will be modified. These can be pilot areas where City and State agencies can coordinate the elevation of roadways, sidewalks, and utilities to create a vibrant pedestrian streetscape.
3. Consider evaluating current or past projects where the City and State have shared costs to identify the best mechanisms going forward for sustained coordination and joint funding opportunities. Consider that for HDOT Highways, there are Federal Highway 23 CFR regulations that have wording about cost sharing.
4. Leverage the Managed Retreat Legal and Policy Investigation Study (included in the One Water Projects List) to identify and establish a process for State and County agency coordination.
5. The State has attempted some legislation in the last couple of years related to triggers and adaptation pathway planning (Senate Bill 237 and House Bill 1245). They were automatically reintroduced to State Legislature in 2026 and would expand the authority of the State and Counties to develop adaptation pathways plans to modify and relocate infrastructure away from critically threatened areas.
6. The State Climate Change Commission has a statutory obligation to update the SLR-XA report every 5 years. The next report is due in 2027.

7. Per Federal Highway Administration (FHWA) regulations, the use of federal funds to put a highway back as-is without any betterments is only allowed three times before something different has to be done.

A.2.4.3 GENERAL CONSIDERATIONS FOR STATE AND CITY COORDINATION

1. Consider the Program-Level Process provided in Appendix A.2 for additional information relevant to coordination with the State.
2. Consider the Project-Specific Process provided in Appendix A.3 (for coordination with stakeholders including the State) for the One Water Projects listed in Table A-2. Further details for each of the listed projects can be found in Section 7 and Appendix H.

Table A-2. OWH Recommended Projects with State Agencies

Project Number	Project Name	Lead Agency	Supporting Agency	Timeframe (end)
33	Managed Retreat Legal and Policy Investigation Study	DPP	CCSR, HDOT	Near
35	Road Raising Strategy	DDC	BWS, ENV, HDOT, DPP TRB, DTS	Near
68	Waimānalo Roads Drainage Study and Improvements	DFM	DTS, BWS, ENV, HDOT	Mid
9	Stream Restoration & Rehabilitation	DFM	HDOT, USACE, DTS	Mid
103	Iwilei Drainage Improvements	DFM	DPR, DTS, State, DDC	Mid
105	Complete Streets/Resilient Corridors	DTS/CCSR	DFM, DDC, HDOT, HART	Mid
110	Māpunapuna Flood Improvements	DFM	DTS, HDOT, BWS, DDC	Mid
8	Regional Shoreline Adaptation	DDC, BWS, ENV, DPR,	HDOT, DLNR, USACE, CCSR, DFM	Long
67	State Agriculture Water System Connection to Future R-1	BWS	DFM, ENV, State	Long

3. Consider including key State staff in regular One Water Honolulu Panel meetings. It is recommended to include staff from HDOT, DLNR, Office of Planning and Sustainable Development, and others as needed depending on the agenda topics and concurrent relevant efforts.

4. Consider increasing awareness about City efforts within forums where the State may already be a stakeholder. (i.e., presentations about One Water Honolulu at other multi-stakeholder forums and industry events).
5. Consider available information about in-progress State projects as One Water Honolulu projects move through implementation and coordination with the State as proposed in Figure A-2.
6. Reach out and establish communication channels with the State as related to advancing potentially State-led project ideas discussed during the One Water project development process. These ideas included the potential to consider hardening, elevating, or relocating certain highway segments, consideration of elevating certain bridges, consideration of flood barriers along the coast, and others.

SECTION A.3: PROJECT-LEVEL FRAMEWORK AND EXAMPLE

A.3.1 PROJECT-LEVEL PROCESS

Figure A-3 depicts the steps in the recommended project-specific collaboration process. It is provided as guidance to incorporate collaboration considerations in the decision-making process from project ideation through operations and maintenance.

Project-Level Collaboration Framework

CITY AND COUNTY OF HONOLULU

User Guide and Considerations

This process flow provides guidance to enhance and sustain institutional and stakeholder collaboration throughout the lifecycle of a project or policy.

Understanding the Framework

- **This process flow is not intended to be an all-inclusive project development process and may not be representative of or applicable to every project.**
- Timing and steps depicted are recommended (not required) and at the City's discretion.
- The implementation and O&M processes represented in this process flow generally references milestones related to traditional Design-Bid-Build project delivery.
  Other delivery methods Design-Build/ Progressive Design-Build, DBF, DBFOM, and others may involve different or additional decisions, processes, and milestones.
- This process flow is intended to be used along with the more detailed One Water Honolulu Stakeholder Database.
- **Color-coded dots** represent recommended or suggested stakeholder groups (included but not limited to) to consider in the process.
- **Convenings** denoted by multiple overlapping hexagons represent a series of meetings.

Stakeholder Categories Legend*

The color-coding represents recommended or suggested stakeholder groups (included but not limited to) to consider in the process.

PROJECT LEAD(S)
- Core Project Team

CITY AND COUNTY OF HONOLULU
- One Water Panel
- Additional Departments (Department Name)
- Elected Officials
- One Water Coordinator

OTHER AGENCIES
- Local/Regional (Agency Name)
- State Agencies (Agency Name)
- Federal
- Academia

COMMUNITY
- Community-Based Organizations or Neighborhood Boards
- Cultural Organizations
- Environmental Organizations
- Others

DEVELOPMENT COMMUNITY
- Large Landowners
- Developers or Developer Orgs.
- Consultants and Professional Organizations

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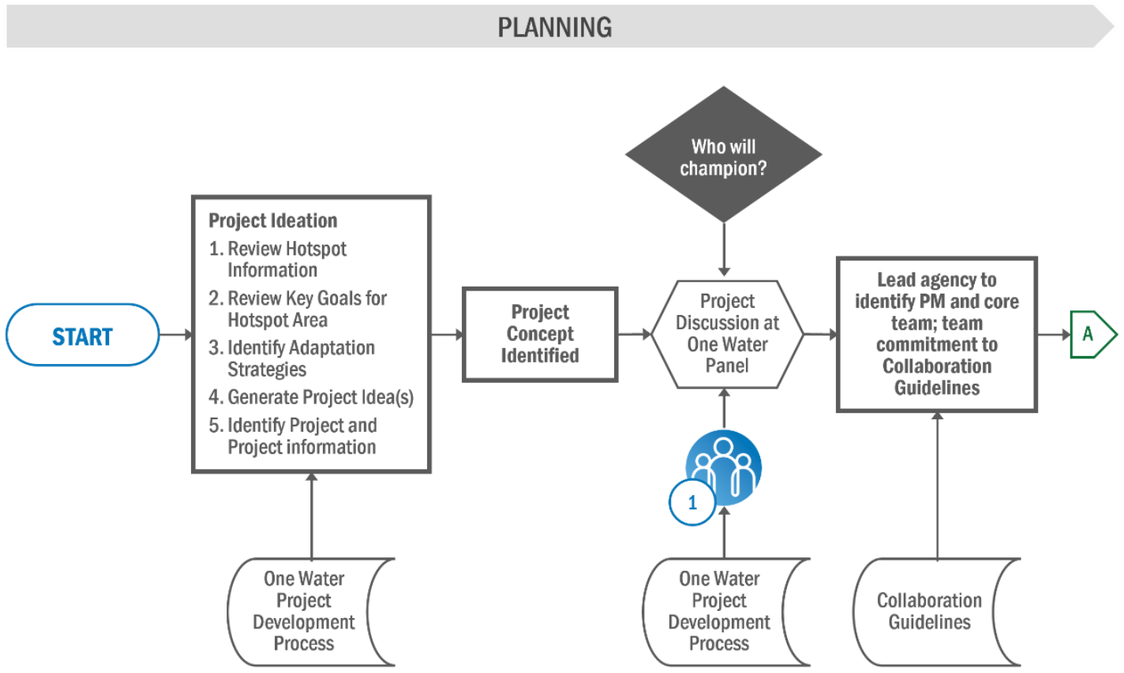
* *Stakeholder categories represent general groupings while more detail about specific groups or individuals per category is available in the OWH Stakeholder Database.*

Process Steps Legend

- Process Milestone
- Collaboration Questions (Subprocess)
- New Document
- Convening
- Multiple Convenings
- Decision
- Existing or External Information

Figure A-3. Recommended project-level process diagram

Part 1 of 10 (continued on next page)



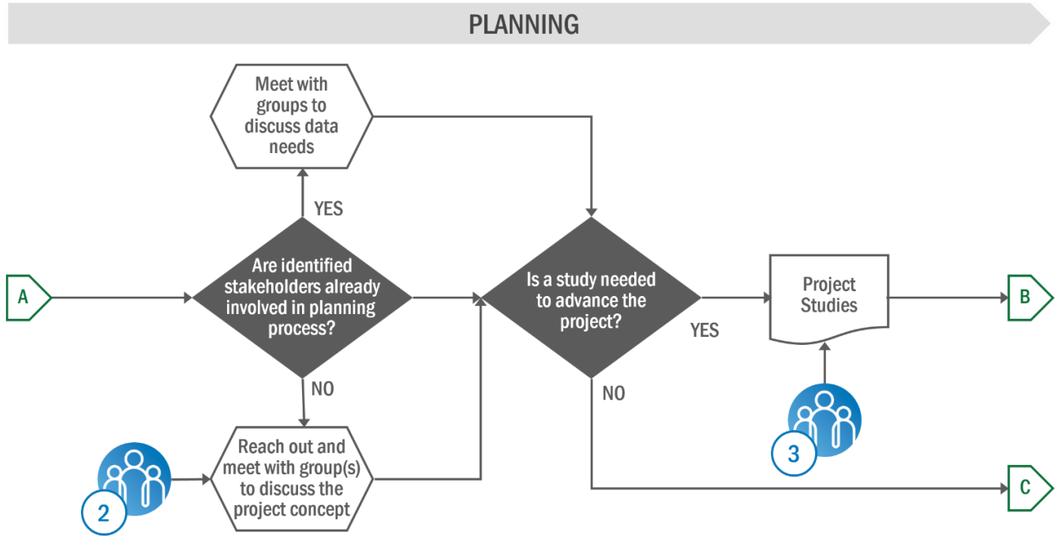
Note: Once a Lead Agency is determined (on this page), it is assumed that the **Core Project Team** (of which composition may change during design, construction, and O&M) will lead the remainder of the proposed project-specific process including answering the guiding collaboration questions.

Figure A-3. Recommended project-level process diagram

Part 2 of 10 (continued on next page)

COLLABORATION QUESTIONS 1	EXAMPLE: Road Raising Strategy (Project No. 35)
Based on known/potential project scope and location:	
Apply OWH Project Prioritization Process; What is the project score?	Prioritization criteria applied through OW Plan project development. **Project Score:** 12
Is it integral to the advancement of other projects?	Yes, this project is the first step (strategy level) for evaluating road raising in specific areas islandwide, it is expected to lead to other projects (physical infrastructure).
To identify who champions or leads the project, consider:	
Is the project a plan/study or physical infrastructure? If yes, is it an area plan?	Plan; Yes
Which City infrastructure is included in the project scope?	Coastal roadways; ROW infrastructure (water and wastewater pipelines); roadway drainage
If physical project, who owns the project site and surrounding sites?	Islandwide plan – Future project sites yet TBD
What are potential project components?	Includes guidance for raising roads and related infrastructure -
Who owns/will own critical project infrastructure?	Current or future infrastructure may be owned by DTS, BWS, DFM, ENV
Who may design and build?	Later resulting projects may be designed by DDC, BWS, ENV.
Who may operate and maintain?	Resulting projects/infrastructure may be operated & maintained by DTS, BWS, ENV, DFM
Which other agencies may be impacted/benefitted by this project?	**Project Partners:** (H2) **DDC, DTS, BWS, DFM, ENV, DPP, CCSR** (H1) **One Water Panel**, (H4) **One Water Coordinator,** (A2) **HDOT**
Is there a committed source of funding?	No
If there isn't, which groups(s) could potentially fund or co-fund?	**Potential funding contributors:** DTS, BWS, ENV, External Funding
Who should be the Project Lead or Champion?	**Lead Agency:** (H2) **DDC**, **DTS**; (P1) Core Team: **DDC PM** + **Project Team**

COLLABORATION QUESTIONS 2	EXAMPLE: Road Raising Strategy (Project No. 35)
Based on known/potential project scope and location:	
Are there other existing/planned CCH projects in the project vicinity? If so, reach out and include in regular coordination.	**Core Team** (P1) to identify any CCH area projects in-progress and **project team** (H2) to connect with.
Are there existing similar CCH projects to learn from/replicate process? If so, reach out and include in regular coordination.	**Core Team** (P1) to identify any similar CCH projects & **relevant teams** (H2) to replicate lessons or processes.
Is there a potential impact or correlation to State-owned facilities/infrastructure?	**Core Team** (P1) to identify relevant **State agencies** (A2) and specific contacts within agencies.
Are there planned/in-progress large development projects in the vicinity? If so, reach out and include in regular coordination.	**Core Team** (P1) to consider reaching out to **Development Community** (D1 & D2) contacts to obtain input on strategy; compile list of development contacts for specific regions in preparation for resulting projects.
Consider Private Development guidelines and how these relate to the project.	**Core Team** (P1) to consider how project components and strategies can be coordinated with private development in the vicinity
Which communities may be impacted by this project? Who are the potential community stakeholders?	**Core Team** (P1) to identify **community stakeholders** (C1, C2, C3, & C4) in the vicinity of or potentially impacted/benefitted by the project.
Which communities may be impacted by this project? Who are the potential community stakeholders?	**Core Team** (P1) to identify **community stakeholders** (C1, C2, C3, & C4) in the vicinity of or potentially impacted/benefitted by the project.
What known community concerns exist within the project vicinity?	**Core Team** (P1) to review known issues from Hotspot Profiles or Regional Planning District Profiles and consult with **OWP** (H1) to daylight any other concerns/issues.
Who has voiced concerns and can help advance equitable outcomes?	**Core Team** (P1) to identify key stakeholders relevant to known concerns.
Who can provide relevant data or technical expertise (CCH, other agencies, academia, or other external groups)?	**Core Team** (P1) to work with **OWP** (H1) and/or **One Water Coordinator** (H4) to identify data or technical collaborators/stakeholders.
Funding Collaboration Considerations:	
Can the project be cost-shared?	Yes
Is there available CCH funding?	TBD
Is the project a good candidate for an alternative/external funding source?	Yes; consider information in App. K, Fig. K-1



COLLABORATION QUESTIONS 3 (Before Studies)	EXAMPLE: Road Raising Strategy (Project No. 35)
Will private development occur within the project implementation timeline?	Yes
Are there opportunities to coordinate adaptation strategies?	Yes
Incorporate DDC Climate Design Guidelines as project components are further defined; Consider all potential adaptation strategies.	Based on road raising locations, consider other potentially beneficial adaptation strategies.
Which groups can inform the quantification of benefits and impacts?	All project partners, Business, Development Community, Community
Who can provide input on project constructability and operability?	**Core Team**, **BWS, ENV, DFM, HDOT**, **Development Community**
Who can provide relevant data or technical expertise (CCH, other agencies, academia, or other collaborators)?	**Core Team**, **BWS, ENV, DFM, HDOT**, **Academia**, **Development Community**, others
Funding Collaboration Considerations:	
If cost-sharing, what are the available mechanisms? What is the preferred approach?	MOA
Are there external funding mechanisms available for this type of project? Are we interested in pursuing?	Yes; TBD depending on external funding program requirements and estimated project cost
If potential for external funding, what pre-requisite documentation or studies are needed to pursue?	TBD – Various Federal and State programs w/varied requirements
Consider early engagement of the grants program group	

Figure A-3. Recommended project-level process diagram

Part 3 of 10 (continued on next page)

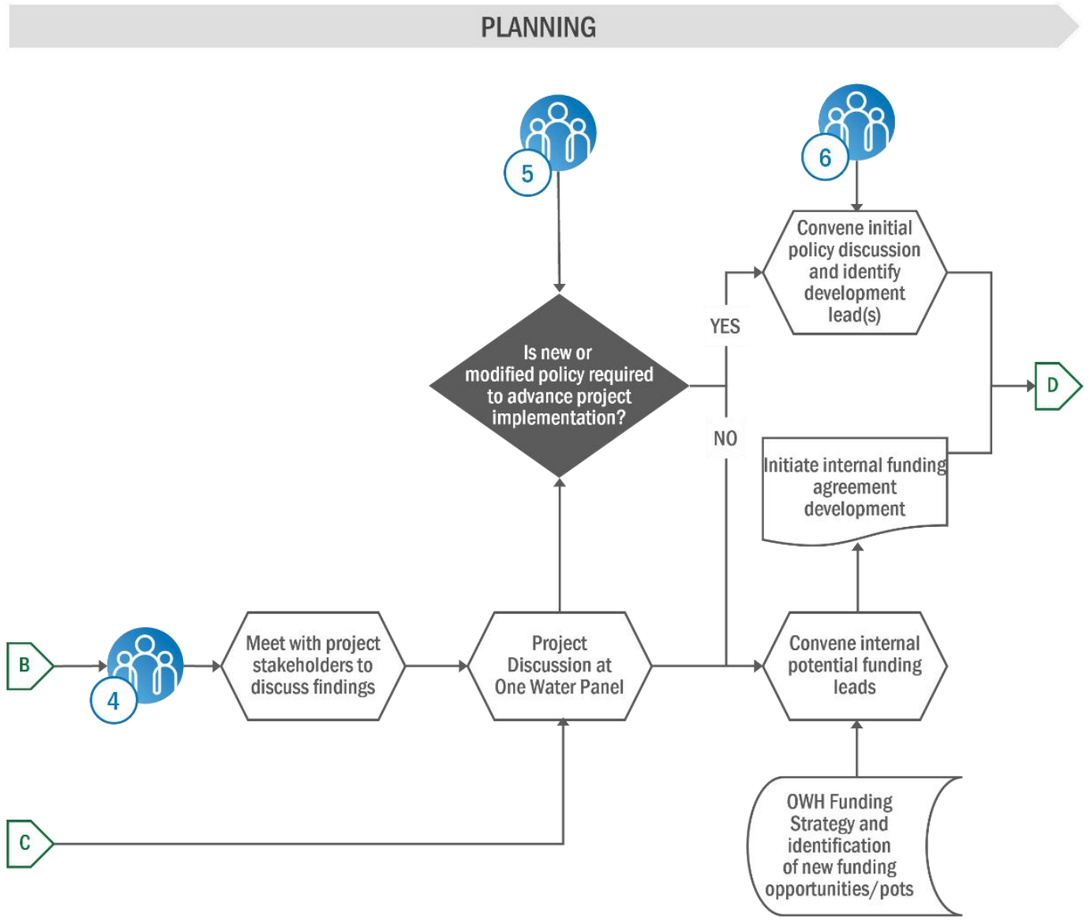


Figure A-3. Recommended project-level process diagram

Part 4 of 10 (continued on next page)

COLLABORATION QUESTIONS 4	EXAMPLE: Road Raising Strategy (Project No. 35)
Based on known/potential project scope and location:	
In light of information collected, are any key stakeholders missing from the conversation? Consider project benefits and impacts. If so, reach out and add stakeholders to discussions. Consider all stakeholder categories.	Consider whether additional stakeholders from development, business, community, or others can be engaged at this point to inform planning decisions.
Consider CCSR Equity Screen	Consider potential locations where road raising may impact access to/from high SOVI areas; consider relevant stakeholders to engage.

COLLABORATION QUESTIONS 5	EXAMPLE: Road Raising Strategy (Project No. 35)
Based on known/potential project scope and location:	
Consider project score during prioritization process	Total Score: 14 (Scale: 0-22 points)
How will the project be funded?	Assumption: Combination of City cost-share + External Funding
(For future projects after OWH Plan development) Where should the project place within existing OW CIP?	N/A
Funding Collaboration Considerations:	
Consider financial impacts of policy modifications and availability of resources to implement and enforce.	Potential policy modifications relate to institutionalizing SLR thresholds , design guidelines, and a coordinated approach between City, State, and other stakeholders.

COLLABORATION QUESTIONS 6	EXAMPLE: Road Raising Strategy (Project No. 35)
Based on known/potential project scope and location:	
Is there an existing related policy? • If so, which group leads policy enforcement? • If not, which group(s) can inform policy development?	No City policy currently exists related to road raising. Engage State and consider and track State level policy including the proposed Senate Bill 237 and House Bill 1245 related to adaptation pathway planning and modification/relocation of infrastructure.
Which group(s) may be impacted by a potential new policy?	City departments and stakeholders with existing property or planned projects near coastal roads, and all stakeholders within floodplain of roads considered in road raising strategy. **Consider all stakeholder categories.**
Will the policy require Council approval?	Assumption: Yes; any potential policy related to road raising will require Council approval.
Consider potential enforcers, elected officials, and stakeholders impacted (community, development, business, tourism, etc.). Reach out and add stakeholders to discussions.	Engage additional stakeholders as appropriate based on above information **(consider all stakeholder categories)**.

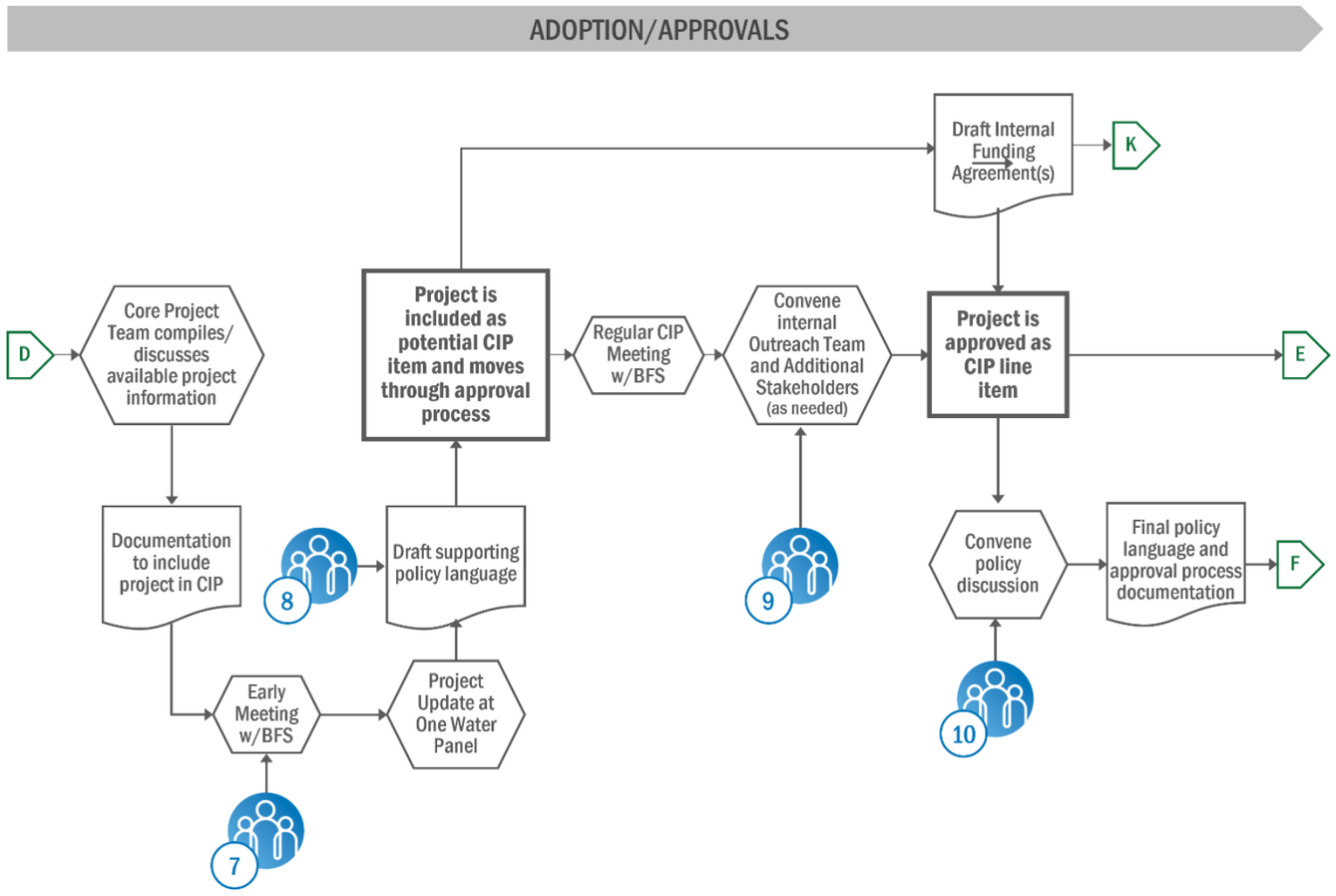


Figure A-3. Recommended project-level process diagram

Part 5 of 10 (continued on next page)

COLLABORATION QUESTIONS 7	EXAMPLE: Road Raising Strategy (Project No. 35)
Select projects should consider meeting early with BFS if: • There is uncertainty in the funding source/availavility • The funding requires BFS approval Consider global discussions w/BFS regarding allocating/identifying pots of money for OW projects	Early engagement of BFS is highly recommended for this project given the potential for cost-share and/or external funding.

COLLABORATION QUESTIONS 8	EXAMPLE: Road Raising Strategy (Project No. 35)
Based on potential policy: Are there known stakeholder concerns relevant to the policy? Consider in draft policy language.	TBD – Consider input from stakeholders engaged to this point.
Does the policy require funding to establish or enforce? If so, include estimated costs as part of the CIP project documentation	Potentially; given that this project is a planning document, consider including cost estimation for relevant policy development and enforcement as part of the project scope.

COLLABORATION QUESTIONS 9	EXAMPLE: Road Raising Strategy (Project No. 35)
In light of information collected, are any key stakeholders missing from the conversation?	Consider the project scope so far and any additional stakeholders to engage.
Consider new information (recent project-related concerns, changes in elected officials, or other projects in the area, etc.) If any, reach out and add stakeholders to discussions.	Engage additional stakeholders as appropriate based on new information (consider all stakeholder categories).
Engage internal outreach team to create awareness of the project.	If not yet engaged; engage the outreach team.

COLLABORATION QUESTIONS 10	EXAMPLE: Road Raising Strategy (Project No. 35)
Does the policy language consider known stakeholder concerns(if any)?	Based on engagement so far, consider if proposed policy language reflects input or concerns from stakeholders..
Has the policy language been reviewed by potential enforcement leads?	Consider which City group will track or enforce the policy and, if not yet engaged, engage in reviews and discussions moving forward.

IMPLEMENTATION: DESIGN 1 / 3

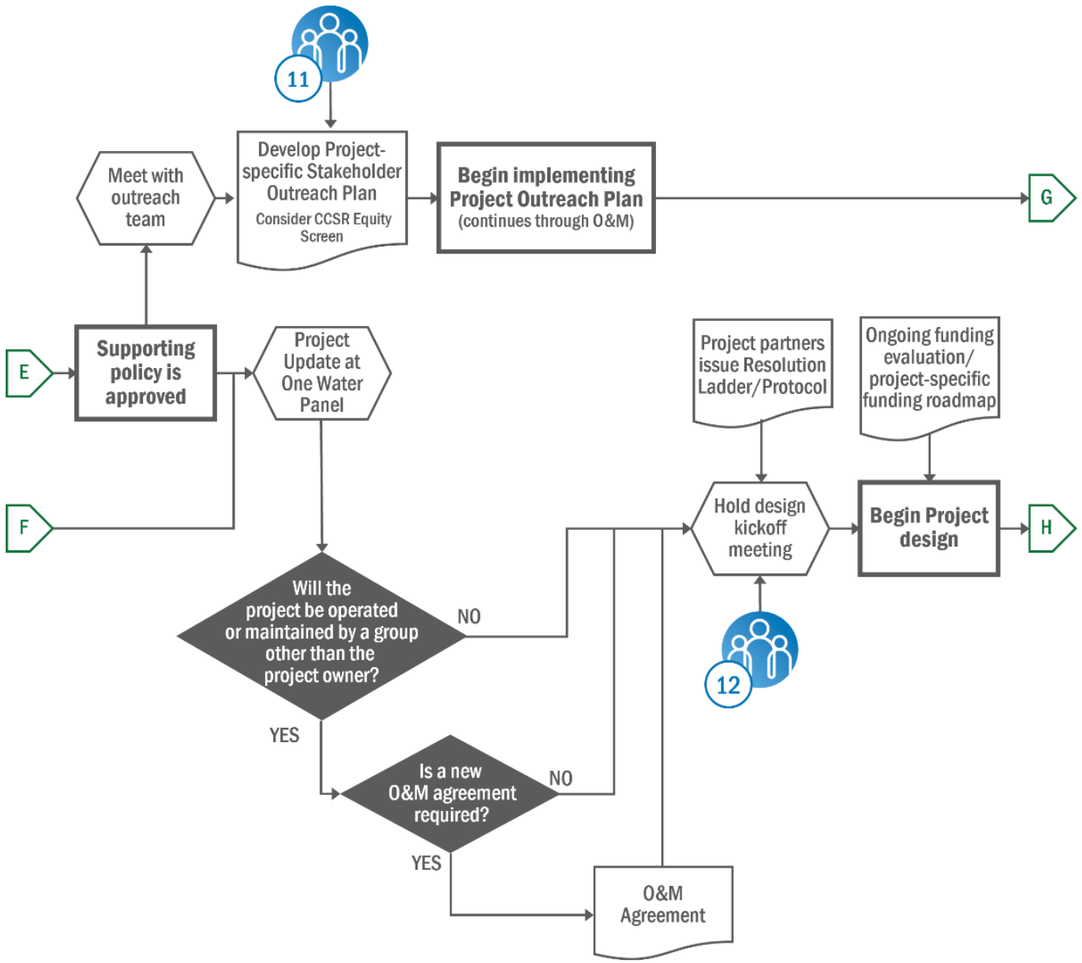
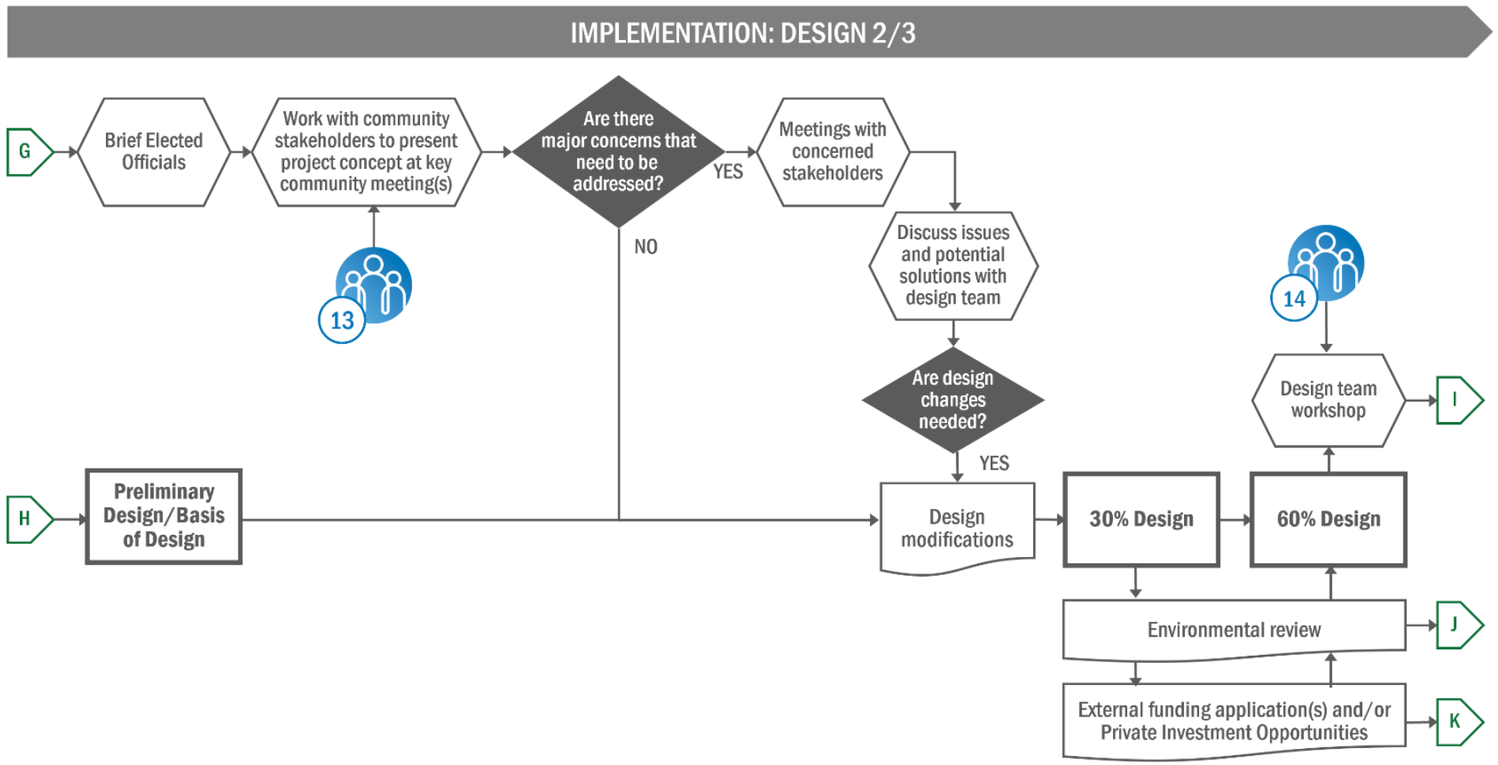


Figure A-3. Recommended project-level process diagram

Part 6 of 10 (continued on next page)

COLLABORATION QUESTIONS 11	EXAMPLE: Road Raising Strategy (Project No. 35)
Have all key stakeholders impacted by the project been identified? Consider all stakeholder categories.	
Which groups (if any) have voiced concerns relevant to the project?	
Consider CCSR Equity Screen	Engage additional stakeholders as needed based on new information from above questions (**consider all stakeholder categories**).
Consider outreach timeframe and how to integrate into other existing/planned outreach.	Consider alignment with outreach for other OWH near-term projects, and other relevant efforts.
Who will represent the project at outreach events? Consider all project partners	Discuss and agree with outreach team.
Have elected officials been engaged?	Develop plan/schedule for briefing elected officials.
Do project advocates already exist?	If yes, include roles for them in outreach plan.
Which key groups would benefit from smaller discussions?	Consider 1-on-1 meetings with stakeholder groups as needed.

COLLABORATION QUESTIONS 12	EXAMPLE: Road Raising Strategy (Project No. 35)
Consider engaging the following in design meetings (All should constitute the Design Team):	Consider all project partners and coordination with **State**.
Who is designing the project?	This is a planning project but will result in design guidance; engage groups who may be involved in subsequent design work.
Who will manage construction (CM)?	This is a planning project but will result in design guidance and lead to future construction of projects; engage groups who may be involved in subsequent construction work.
Who is funding the project?	Engage financial representatives from all project partners who are funding or coordinating funding for the project. Consider **BFS and Additional Departments**, others.
Who owns the project site?	Engage site owners.
Who will operate and/or maintain?	This is a planning project but will result in design guidance and lead to future construction of projects; engage groups who may be involved in subsequent O&M of resulting infrastructure.
Who is leading the outreach efforts?	Discuss and agree with outreach team.
Funding Collaboration Considerations:	
Funding Go/No-Go: Decision on whether to pursue external funding	Collaboratively decide (amongst project partners and financial representatives) if external funding will be pursued.
Evaluate opportunities for funding support from stakeholders (CBO, private development, project beneficiary, etc.)	For future resulting projects, evaluate additional potential funding opportunities such as P3s, community-partnerships, or others. Reach out to relevant stakeholders for initial discussions (**Development, Community,** others)
If external funding is desired, build awareness of design team, advance environmental review and early design activities.	Consider specific requirements for agreed upon external funding program.



COLLABORATION QUESTIONS 13	EXAMPLE: Road Raising Strategy (Project No. 35)
In preparation for meetings: • Prepare multi-lingual meeting announcements and materials	
• Who was at the table during planning? Incorporate stakeholder process & input into project presentation.	
During meetings: • Who is still missing from the conversation?	
• Who is voicing support?	
• Who is voicing concerns?	
After meetings: • Consider holding 1-on-1 meeting(s) w/key stakeholders.	Engage additional stakeholders as appropriate **(consider all stakeholder categories)**.

Figure A-3. Recommended project-level process diagram

Part 7 of 10 (continued on next page)

COLLABORATION QUESTIONS 14	EXAMPLE: Road Raising Strategy (Project No. 35)
Consider resolution of any outstanding design issues and:	**This is a planning project but consider the following for future resulting projects:**
Are there existing performance metrics from similar projects that could be used for this project?	Discuss with project partners.
Will the project implement new technologies, new BMPs or non-traditional infrastructure?	Assumption: Yes
Is there a need to develop new performance metrics? If so, who could lead?	Assumption: Yes; potentially **DTS, DDC, DFM**
Is there a need to develop new O&M procedures? If so, who could lead? And what training is needed?	Assumption: Yes; potentially **DTS, DFM;** training related to new technology or new BMPs
Any community organizations that can be further engaged during project O&M?	This is a planning project but for future resulting projects, if green infrastructure is planned, consider potential to partner with **Community** for O&M.
What permits are required? What supporting documentation is needed? Are permitting agencies aware of the project?	Consider permitting related to road raising implications on floodplain, new technology or new BMPs, or others; engage **permitting agencies** if not yet engaged.
Based on above, consider who else needs to be engaged.	Engage additional stakeholders as appropriate **(consider all stakeholder categories)**.
Funding Collaboration Considerations (Ahead of 30% Design):	
Confirm funding programs and environmental review requirements	Verify that requirements remain the same.
If co-funded, finalize cost allocation, cost-share mechanism, and responsible entity	Core Team to work with project partner financial representatives.
Establish point person/group for external funding coordination and oversight	Consider if grant groups coordinator is available and what additional support may be needed.
Build the funding application schedule to identify key triggers and dates	Core Team to work with project partner financial representatives and external funding point person/group.
Engage w/BFS and senior management to confirm external funding logistics and approvals	Engage **BFS** and project partner management.
If there is a private investment, begin discussions on who are the partners, what is the cost allocation, what type of agreement is needed, and confirm participation	This is a planning project but for future resulting projects, firm up points of contact and begin discussions with private investment partners (**Development, Community,** others)
Confirm delivery method (DBB, DB, PDB, CMAR, others) and discuss P3 opportunities	In parallel with above step, confirm if private partner will be involved in project delivery.

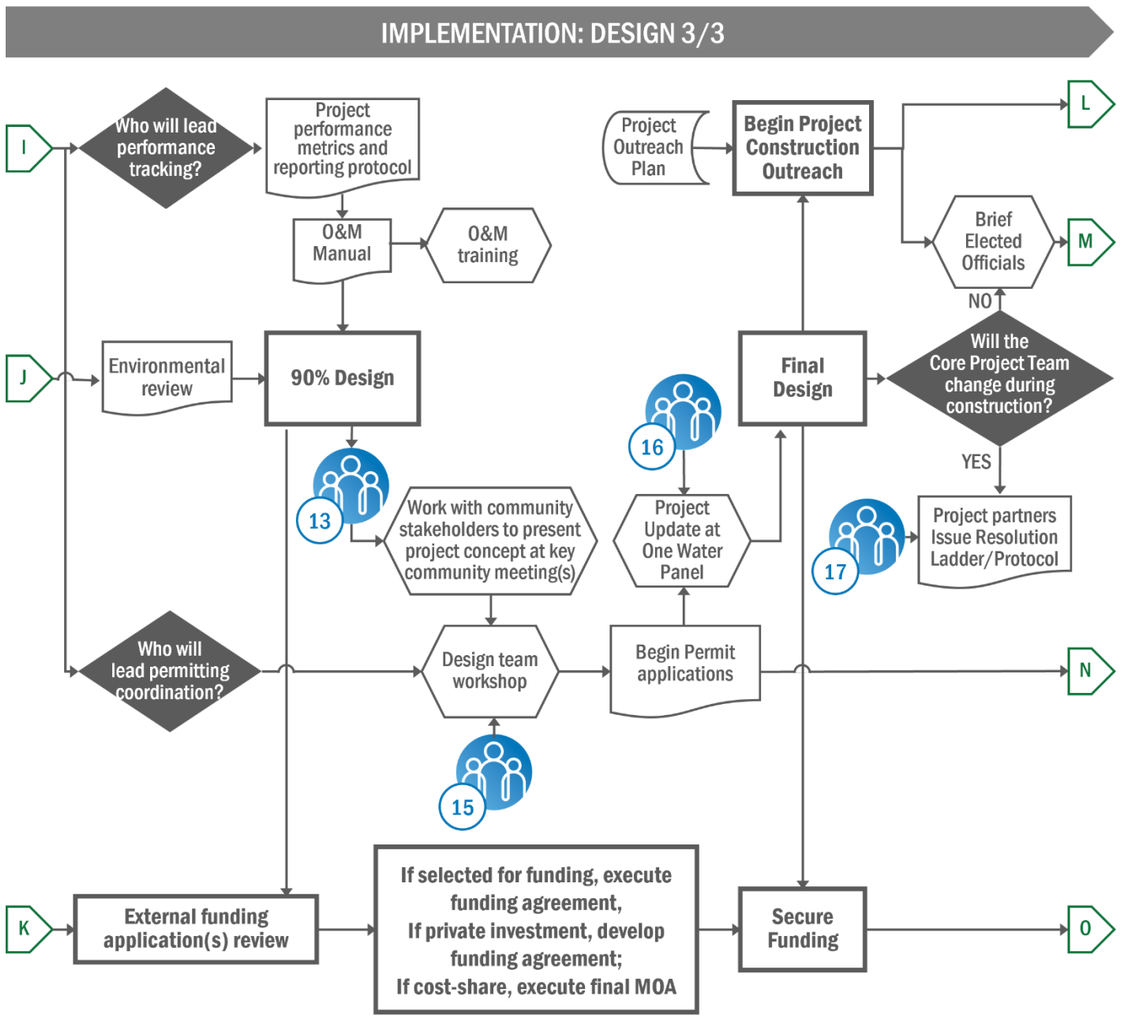


Figure A-3. Recommended project-level process diagram

Part 8 of 10 (continued on next page)

COLLABORATION QUESTIONS 15	EXAMPLE: Road Raising Strategy (Project No. 35)
Consider resolution of any outstanding design issues and:	**This is a planning project but consider the following for future resulting projects:**
Has the project team established a communication structure and protocols for the construction phase?	A detailed coordination and outreach plan is recommended road raising would require significant coordination with State and other stakeholders.
Is there anyone missing from the discussion?	Consider all stakeholder categories in outreach plan.
Have public stakeholder concerns (if any) been addressed in the design?	
Are there any anticipated construction impacts that will be difficult to mitigate or address? If so, is the outreach team aware and well-versed to speak about these impacts?	Assumption: Yes; consider in outreach plan and closely coordinate with outreach team.
Are there any additional 1-on-1 meetings or discussions that would help advance successful project construction?	Engage additional stakeholders as appropriate (consider all stakeholder categories).
Can the project start permit applications?	If yes, start applications as early as possible and engage regulators early and ongoing through the design and construction process.
Funding Collaboration Considerations: Implement required actions to secure approvals for agreements	Plan for time and touchpoints needed to advance approvals.
Have funding compliance requirements been communicated to the project team and integrated into project specs?	If not, engage design team and integrate requirements.

COLLABORATION QUESTIONS 16	EXAMPLE: Road Raising Strategy (Project No. 35)
Any new projects or new relevant information to consider?	If yes, engage and coordinate with new stakeholders.
Any in the room who can help advocate for the project?	If yes, coordinate with outreach team to engage advocates.

COLLABORATION QUESTIONS 17	EXAMPLE: Road Raising Strategy (Project No. 35)
Consider the following groups in Issue Resolution Protocols, regular CM meetings, and to represent project:	**This is a planning project but consider the following for future resulting projects:**
Who is leading the CM?	Assumption: DDC, or BWS, or ENV
Who is funding the project?	Engage financial representatives: DTS, BWS, ENV, DFM, BFS and Additional Departments, others.
Who owns the project site?	Engage site owners.
Who will operate and/or maintain?	Assumption: One or more of DTS, BWS, ENV, DFM, or State depending on location and infrastructure.
Who is leading the outreach efforts?	Outreach Team
Who are the relevant elected officials?	TBD based on project location.
Who will represent the project in public meetings and elected official briefings?	Discuss with Outreach Team.
Funding Collaboration Considerations:	
Who will own the overall funding administration of the project?	Agree with project partners on a point group for funding administration.
As part of project bidding process, ensure federal and state compliance requirements are implemented; incorporate these requirements into contracts.	Engage financial and legal representatives of project partners to discuss, incorporate into contracts, and coordinate with funding administrator.
Establish internal controls for tracking, coordination, and oversight of external funding.	Work with funding administrator and financial representatives of project partners.

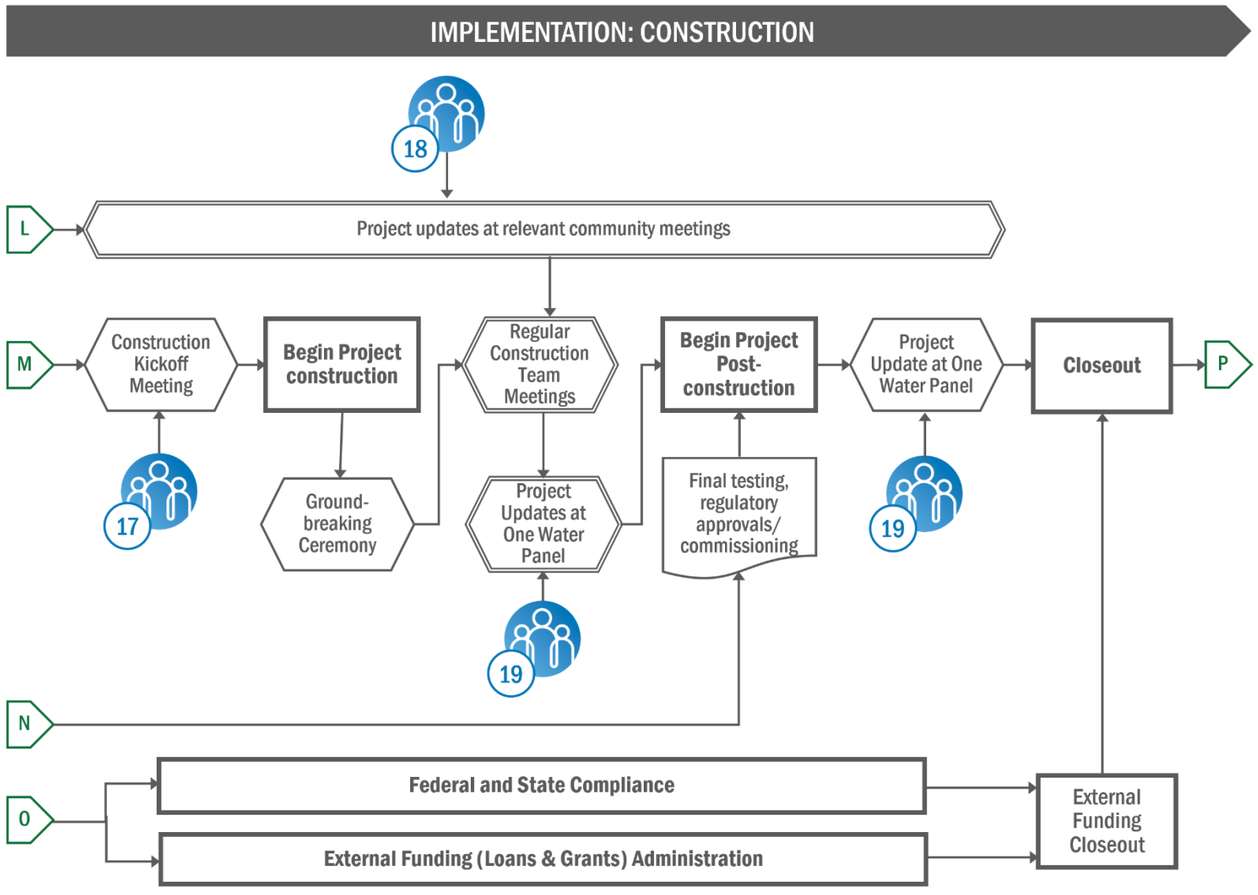
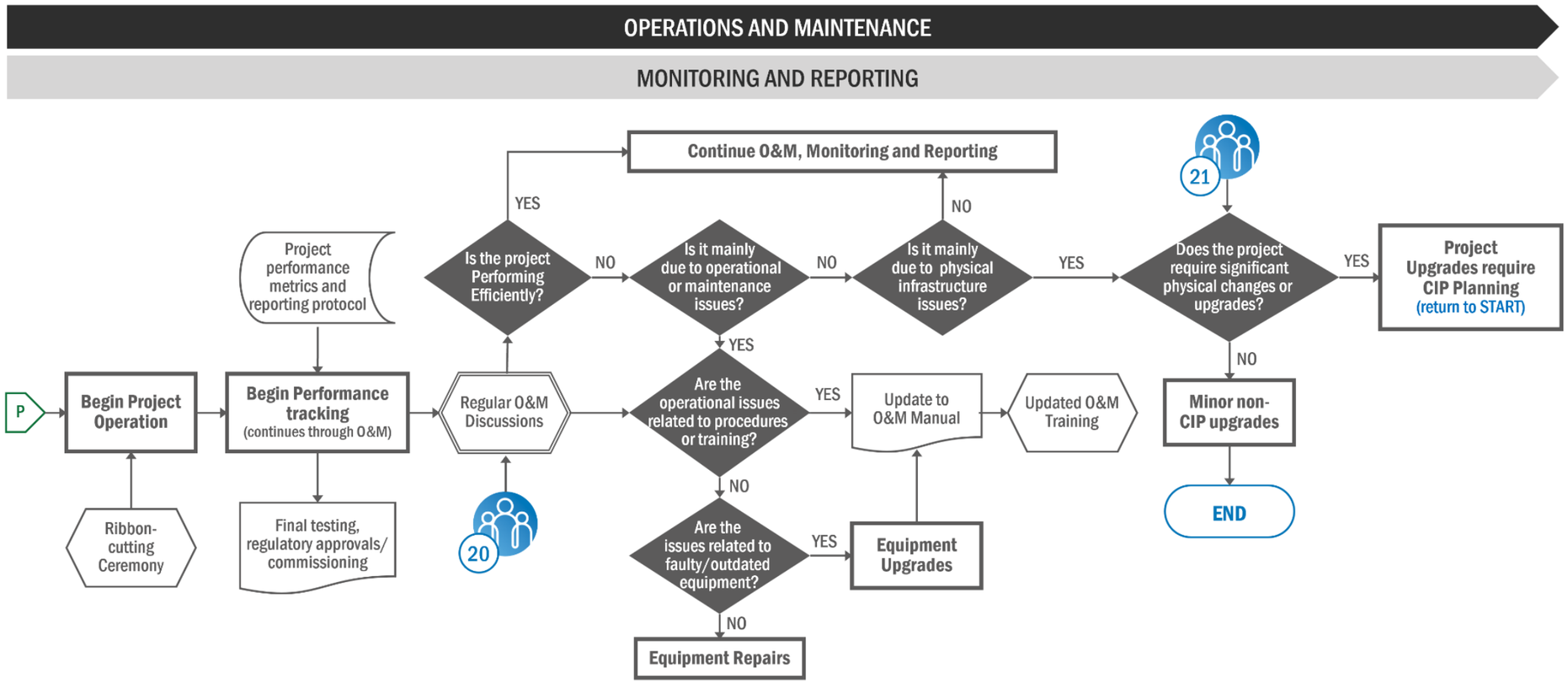


Figure A-3. Recommended project-level process diagram

Part 9 of 10 (continued on next page)

COLLABORATION QUESTIONS 18	EXAMPLE: Road Raising Strategy (Project No. 35)
In preparation for meetings: • Is there new information relevant to the project (community concerns or new key stakeholders to consider)? • Have elected officials been briefed? • Prepare multi-lingual meeting announcements and materials	**This is a planning project but consider the following for future resulting projects:** Implement outreach plan for construction phase including ongoing outreach and development of relevant multi-lingual materials.
During meetings: • Are there any stakeholders missing from the conversation? • Who is voicing support or concerns? • Any community organizations that can be further engaged during project O&M? Consider support with tours and disseminating project info, input for project exhibits, support w/O&M, etc.	Engage additional stakeholders as appropriate (consider all stakeholder categories). Consider new input from stakeholder meetings. If green infrastructure is included, consider potential to partner with **Community** for O&M.
After meetings: • Consider holding 1-on-1 meeting(s) w/key stakeholders.	

COLLABORATION QUESTIONS 19	EXAMPLE: Road Raising Strategy (Project No. 35)
Consider new relevant info: • Any updates needed to O&M agreements? • Any updates needed to O&M manual and/or training?	**This is a planning project but consider the following for future resulting projects:** Consider potential O&M agreements with other **City Departments**, **State**, **Development**, **Community**, and/or others.
Any updates needed to project performance metrics based on construction or permitting?	If yes, work with project partners, O&M leads, and funding partners to identify and agree upon.
Are all necessary tools/mechanisms in place for performance tracking?	If not, work with project partners and lead for performance tracking to setup necessary tools.
Any changes needed to reporting protocols/ mechanisms?	If yes, work with project partners and lead for performance tracking to incorporate.
Any notable lessons learned from the project construction?	Work with CM to identify and consider.
Any notable lessons learned from the project permitting process?	Work with permitting lead to identify and consider.
Any changes in elected officials?	If yes, brief new elected officials.
Funding Collaboration Considerations:	
Ensure federal and state compliance (AIS, BABA, Davis Bacon, DBE, others).	CM team to continue tracking and ensuring compliance requirements throughout construction.



COLLABORATION QUESTIONS 20	EXAMPLE: Road Raising Strategy (Project No. 35)
Consider new relevant info:	**This is a planning project but consider the following for future resulting projects:**
Are there new community concerns?	If so, consider 1-on1 stakeholder engagement.
Are there any project performance issues? If so, are all stakeholders aware (owner, operators, partners)?	If so, discuss in regular O&M meetings and engage any additional stakeholders as needed.
Any updates needed to O&M agreements?	If so, O&M lead to work with **project owner** and relevant stakeholders.
Any updates needed to O&M manual and/or training?	If so, O&M lead to work with **project owner** and relevant stakeholders.
Any updates needed to project performance metrics based on O&M so far?	If so, O&M lead to work with **project owner**, and performance tracking lead to incorporate.
Any changes in elected officials?	If yes, brief new **elected officials**.

COLLABORATION QUESTIONS 21	EXAMPLE: Road Raising Strategy (Project No. 35)
Have there been significant changes to the surrounding area/conditions?	Consider significant changes such as project site and surrounding
Is there new information regarding asset vulnerability to climate hazards?	If so, work with **project owner** and relevant stakeholders to consider new information and impacts to site, infrastructure, or surrounding areas.
Are there opportunities to incorporate new adaptation strategies?	If yes, can these be incorporated through minor upgrades or are significant upgrades needed.
Consider nearby planned projects and opportunities to collaborate.	Engage additional stakeholders as appropriate (consider all stakeholder categories).

Figure A-3. Recommended project-level process diagram

Part 10 of 10

SECTION A.4: STAKEHOLDER ENGAGEMENT ROADMAP

The Stakeholder Engagement Roadmap content is intended as a starting point for stakeholder engagement in One Water Honolulu. It consists of:

- Key Themes from Current and Past Stakeholder Engagement
- Stakeholder Identification
- Strategies and Tools for Programmatic Outreach
- Strategies and Tools for Project-Specific Outreach

A.4.1 KEY THEMES FROM CURRENT AND PAST STAKEHOLDER ENGAGEMENT

Stakeholder input themes from past and concurrent stakeholder engagement summarized in Plan Section 2 are further described below in no particular priority:

- **Community Engagement and Empowerment**
  - Inspiring Awareness and Education: Communities with a deep understanding of water conservation, climate impacts, and public health are empowered to take meaningful action and make sustainable, informed decisions that protect and preserve water resources for future generations.
  - Community Partnerships: By working alongside government and partners, the community takes collective responsibility in building a resilient and sustainable water future.
- **Water Resource Stewardship**
  - Safeguarding of Natural Water Resources: Safeguarding our precious water resources is key to securing a sustainable future. By embracing innovative water management and environmental stewardship, we prevent pollution and ensure clean, abundant water for generations to come.
- **Adapting to Climate Change**
  - Building Climate-Resilient Infrastructure: Communities want a resilient water infrastructure capable of withstanding the evolving challenges of climate change, from droughts to floods and wildfires, ensuring consistent and reliable water services.
  - Promoting Forward-Looking Adaptation Strategies: Adapting water management to climate change must include nature-based solutions and changes in practices (e.g., agricultural, conservation lands).

- **Thriving Communities**
  - Promoting Health and Well-being: Healthy streams and beaches create vibrant spaces for recreation, enhancing physical health, fostering social connections, and supporting emotional well-being. Water lies at the core of building happier, healthier communities.
  - Championing Water Equity and Access: Providing fair access to clean water for all, with a special focus on marginalized groups, is vital to advancing social justice and creating inclusive, thriving communities where everyone can flourish.
- **Native Hawaiian Cultural Stewardship**
  - Protecting Native Hawaiian Rights and Practices: The customary and legal rights of Native Hawaiians to access water for traditional practices—for farming, fishing, spiritual purposes, and recreation—are essential to preserving Hawai‘i’s heritage of land and water stewardship.
  - Supporting Sustenance and Subsistence: Water is needed to support both traditional and modern practices of food cultivation, resource gathering, and the preservation of cultural continuity.
- **Restoring And Protecting Ahupua‘a Health**
  - Preserving Ecological Integrity: Healthy ahupua‘a sustain ecosystems and biodiversity to provide access to clean water, air, and fertile soil. Natural resources can also be wahi pana (sacred places) and protecting them supports both environmental and cultural well-being.
  - Embracing Nature-Based Solutions: Harnessing the power of nature can help to overcome water challenges and strengthen sustainability. By embracing approaches like wetland restoration, wastewater treatment ponds, green roofs, and vertical gardens, we can create enduring environmental solutions.
- **Responsible Water Use**
  - Inspiring Conservation and Efficiency: Using water wisely and efficiently is vital for preserving our precious resources. By reducing waste, recycling water, sustainable agricultural practices, and adopting innovative water-saving technologies, we can secure water for future generations.
- **Affordability and Economic Prosperity**
  - Promoting Cost-Equity: Affordable access to high-quality water for all is essential and advances equity and social justice.
  - Driving Economic Growth: Access to clean, abundant water is a crucial driver of economic prosperity. Water is essential to a thriving economy, empowering a healthy and productive workforce for a secure and sustainable future.

A.4.2 STAKEHOLDER IDENTIFICATION – GROUP DESCRIPTIONS

The following information provides more details on groups identified in Plan Section 2 (Stakeholder Identification).

A Stakeholder Database was developed to house individual contact information for stakeholders under each of the described groups. This database is described in Section A.4.3.4.

A.4.2.1 CORE COLLABORATORS

Government agencies, nonprofits, environmental groups, and other partners, work together closely to plan for the impacts of climate change on Oʻahu's water infrastructure. The following are group descriptions and examples in no particular order.

1. **Responsible Agencies (federal, state, city, and private)**

   This includes government entities responsible for transportation/transit, development, regulations, and policy related to water supply, water quality, and climate resilience, and others. Additionally, external agencies can include private sector utilities that are relevant to coordination of climate and water related efforts.

2. **Community Based Organizations**

   Grassroots organizations advocating for community involvement in water management decisions, particularly in underserved areas that face challenges related to water access and watershed health. Examples include but are not limited to:

   - Kuaʻāina Ulu ʻAuamo
   - MAʻO Farms
   - Mālama Maunalua
   - Hui o Koʻolaupoko

3. **Environmental Organizations**

   Groups focused on watershed protection, advocating for sustainable water use, pollution prevention, and climate change mitigation to ensure long-term water security and environmental health. Examples include but are not limited to:

   - Wastewater Alternatives & Innovations
   - Sustainable Coastlines
   - Koʻolau Mountains Watershed Partnership
   - Waiʻanae Mountains Watershed Partnership
   - Ala Wai Watershed Association
   - Hawaiʻi Green Growth
   - The Nature Conservancy
   - Surfrider Foundation
   - Trust for Public Land

4. **Cultural / Place Based Organizations**

   These organizations work to protect culturally significant water resources and traditional water management practices, ensuring that development respects the cultural and historical importance of local watersheds. Examples include but are not limited to:

   - Kuaʻāina Ulu ʻAuamo
   - Paepae o Heʻeia
   - Pacific American Foundation
   - Mālama Loko Ea Fishpond
   - Hawaiʻi Community Foundation

5. **Recreational Organizations**

   These entities promote outdoor activities that rely on clean and healthy watersheds, advocating for the preservation of water bodies for recreational use and community wellbeing. Examples include but are not limited to:

   - Canoe clubs
   - Surf schools
   - Nā Kama Kai

6. **Labor / Trade Organizations**

   Representing workers in sectors like construction, agriculture, and utilities, these groups collaborate on water projects to benefit local economies, improve community access and safety, and promote nature-based solutions while mitigating impacts on water bodies. These groups also inform and collaborate on potential workforce development programs. Examples include but are not limited to:

   - Hawaiʻi Building & Construction Trades Council (HBCTC)
   - Hawaiʻi Farm Workers Association
   - American Federation of State, County & Municipal Employees (AFSCME)

7. **Academia**

   Universities and research institutions contribute to water and watershed management, as well as climate resilience by conducting studies, providing data, and developing innovative solutions for water conservation, pollution reduction, and sustainable watershed management. Examples include but are not limited to:

   - Pacific Research on Island Solutions for Adaptation (RISA)
   - University of Hawaiʻi Sea Grant College Program
   - University of Hawaiʻi Mānoa Water Resources Research Center

- University of Hawai‘i West O‘ahu Sustainable Community Foods System Program (see also agriculture)
- University of Hawai‘i, School of Ocean and Earth Science and Technology

A.4.2.2 DEVELOPMENT COMMUNITY

Large landowners, developers, and consultants, who play a vital role in promoting responsible land use and development projects. The following are group descriptions and examples in no particular order.

1. **Large Landowners**

   These entities manage significant land areas that often include key water resources and watersheds, and their decisions about land use have a profound impact on water availability and quality. Examples include but are not limited to:

   - Kamehameha Schools
   - Castle & Cooke
   - DR Horton-Schuler Homes
   - Hawai‘i Reserves, Inc.
   - Robinson Kunia Land LLC
   - Island Palm Communities LLC
   - James Campbell Company

2. **Developers**

   Developers design projects that must consider water management infrastructure, and that can help advance efficient water use, prevent pollution, protect natural watersheds, and support climate adaptation. Examples include but are not limited to:

   - NAIOP Commercial Real Estate Development Association Hawai‘i Chapter
   - DR Horton
   - Hunt Companies
   - James Campbell Company

3. **Consultants and Professional Organizations**

   These groups provide expertise on environmental impact assessments, water conservation strategies, and regulatory compliance to help landowners and developers create sustainable projects that support healthy watersheds. Examples include but are not limited to:

   - American Water Works Association Hawai‘i Section
   - Hawai‘i Water Environment Association
   - American Society of Civil Engineers
   - American Planning Association, Hawai‘i Chapter

- American Institute of Architects Honolulu
- American Public Works Association Hawai‘i Chapter
- Land Use Research Foundation

A.4.2.3 BUSINESSES

The business community (group or individuals) especially in tourism, agriculture, and commerce, who play a key role in sustainably managing water resources to balance economic growth with watershed protection. The following are group descriptions and examples in no particular order.

1. **Tourism**

   Businesses catering to visitors must adopt water conservation practices and work to reduce their impact on local water resources, ensuring the preservation of natural watersheds that support tourism activities. Examples include but are not limited to:

   - Hawai‘i Lodging and Tourism Association
   - Waikīkī Improvement Association
   - Hawai‘i Tourism Authority
   - Council for Native Hawaiian Advancement Kilohana
   - Waikīkī Business Improvement District

2. **Farmers/Agriculture**

   Agricultural businesses are central to managing water use efficiently, engaging in sustainable farming practices that minimize water consumption, protect water quality, and maintain the health of nearby watersheds. Examples include but are not limited to:

   - O‘ahu’s Resource Conservation & Development Council
   - Hawai‘i Farm Bureau
   - Hawai‘i Agriculture Research Center
   - Sustainable Community Foods System Program (UH West O‘ahu)
   - Pacific Gateway Center

3. **Business or Commerce Organizations**

   Chambers of commerce and trade associations. Examples include but are not limited to:

   - Chamber of Commerce Hawai‘i
   - Council for Native Hawaiian Advancement Kūhana

A.4.2.4 NEIGHBORHOODS

Neighborhoods are shaped by community based groups that foster civic engagement, cultural identity, and advocacy, playing vital roles in the social, cultural, and economic vitality of the area. The following includes group descriptions and examples in no particular order.

1. **Neighborhood Boards**

   Geographically elected groups that speak up for residents and some boards are especially focused on issues like water management, flood control, and sustainable development to protect watersheds and provide clean water access for everyone.

2. **Frontline Communities**

   Marginalized groups who face the biggest challenges from water scarcity, pollution, or flooding, pushing for fair access to clean water and protection of natural resources. The following categories refer to specific groups within frontline communities:

   Community Based Organizations: Local nonprofits that provide support to underserved areas. Examples include but are not limited to:

   - Waipahu Safe Haven
   - Mālama Learning Center
   - Ke Kula Nui O Waimānalo
   - We are Oceania (Micronesian Advocacy Organization)

   Faith Based Groups: Religious organizations or spiritual communities that engage with multigenerational members and those facing language barriers.

   Cultural Organizations/Chamber of Commerce: Native Hawaiian and other cultural groups and chambers of commerce. Examples include but are not limited to:

   - Council for Native Hawaiian Advancement
   - Filipino Community Center

   Schools: Schools play a key role in teaching kids about water conservation, sustainability, and protecting local watersheds, often acting as community hubs for water-related education. Examples include but are not limited to:

   - Waiʻanae Intermediate School
   - Waipahu High School Natural Resource Academy
   - DOE Hawaiian Language Immersion Programs

   Advocacy Groups (Equity): These groups address the inequities of frontline communities and fight for policies that address environmental injustices. Examples include but are not limited to:

- Hawai‘i Appleseed
- Parents & Children Together
- Kōkua Kalihi Valley
- Catholic Charities

Labor/Trade Organizations: Groups that represent workers in industries. Examples include but are not limited to:

- KUPU
- Mākaha Learning Center
- Building and Construction Trades Council of Honolulu
- Hawai‘i State Federation of Labor
- Hawai‘i State American Federation of Labor and Congress of Industrial Organizations

A.4.3 STRATEGIES AND TOOLS FOR PROGRAMMATIC OUTREACH

The content outlined in this section is intended to provide guidance on programmatic-level stakeholder engagement for the One Water Honolulu Program. As summarized in Plan Section 2, it is recommended the City continue strengthening program-level collaboration including engagement of the identified stakeholder groups.

The objective of programmatic outreach is to create broader awareness of One Water Honolulu and to build support for relevant current and future efforts. Outreach at a programmatic level is an important step to gain momentum from past engagement efforts. Anticipated benefits for program-level outreach include but are not limited to:

- Increased awareness of City efforts as related to climate resilience
- Greater understanding of regional climate hazards and the importance of resilient water systems and infrastructure in adapting to such hazards
- Early support and advocacy for climate adaptation projects
- Encouragement of a shared kuleana for a climate resilient O‘ahu

The programmatic outreach recommendations included in this plan reflect the City’s current level of commitment to the program. As the program progresses, it is recommended the City continue to update strategies and messages used for programmatic outreach to reflect the evolving support and commitment to the program. Table A-3 provides a summary of the OWH Programmatic Outreach Toolkit.

Table A-1. One Water Honolulu Programmatic Outreach Toolkit

EXISTING OUTREACH TOOLS	RECOMMENDED OUTREACH TOOLS	
• Key Messages • Speaking Points • Website • Stakeholder Database	Public Outreach and Coalition Building • Partner Publications • Social Media • Speakers Bureau • One Water Exhibits • Articles and Media • Public Events	Tactical or Focused Outreach • Strategic Partnerships • Student Engagement • Industry Events

The toolkit elements listed above are further elaborated upon in the following sections.

A.4.3.1 KEY MESSAGES

Key messages for the One Water Honolulu Program were developed in the early part of One Water Honolulu Plan development and are included in this section. It is recommended that the City regularly revisits these key messages and incorporate any necessary updates to reflect evolving priorities or areas of focus in support of advancing One Water Honolulu projects, programs, and relevant efforts.

The following are draft key messages for the One Water Honolulu Program. The key messages are foundational themes about the program and are used to prioritize and develop consistent informational materials for both internal and external communication efforts.

1. One Water Honolulu Vision and Mission

   Vision: Collaborating for a thriving and climate resilient Oʻahu

   Mission: One Water Honolulu champions climate-resilience through natural systems and infrastructure for the people, culture, and sustainability of Oʻahu.

2. One Water Honolulu Boilerplate Project Description

   One Water Honolulu is a growing collaboration between governmental agencies, private sector partners, and community, working together to support *Climate Ready Oʻahu*, the City's climate adaptation strategy. For an island community, water is at the center of planning and building for climate resilience. Climate change results in conditions of both too much water and too little water, upending the balance needed to sustain a healthy and thriving island community and environment. Taking inspiration from the ahupuaʻa system, *One Water Honolulu* values all water, including drinking water, freshwater, stormwater, wastewater, recycled water and sea water as integral elements of the water cycle and recognizes that changes to the water cycle as a result of climate change affects both natural and built systems. From mauka to makai, *One Water Honolulu* is a shared effort to implement actionable steps to adapt, modernize and maintain infrastructure, and to safeguard and steward natural systems, and ultimately, to enable Oʻahu's people to withstand increasing climate-related impacts now and into the future. To learn more about One Water Honolulu, visit OneWaterHonolulu.org.

3. Climate Change is impacting O‘ahu – A collaborative approach is needed to strengthen our resilience

   Message:

   For an island community, water is at the center of planning and building for climate resilience. Climate change results in conditions of both too much water and too little water, upending the balance needed to sustain a healthy and thriving island community and environment.

   Supporting Information:

   - Climate-related impacts affect the built and natural systems that sustain the island. Periods of increased demand strain existing water resources, and periods of excessive rainfall from more powerful storms overpower aging infrastructure.
   - Prolonged periods of drought, the increased risk of wildfires and times of excessive heat, increase water demand in periods of scarcity.
   - Sea level rise and coastal erosion, increased frequency of hurricanes, and increased flooding threaten to overwhelm natural and built infrastructure systems with excessive amounts of water.
   - By focusing on climate adaptation, One Water Honolulu is unique from One Water efforts in other cities, which tend to focus more on resource management.

4. One Water is a necessary collaborative approach for a resilient O‘ahu

   Message:

   All water has value. One Water is an innovative approach to manage all forms of water in a collaborative and integrated manner to ensure the sustainability of communities and natural environments alike.

   Supporting Information:

   - A new and collaborative approach to manage these risks is required to strengthen our resilience to a changing climate.
   - One Water Honolulu is a collaboration between a growing number of governmental agencies and other private and public partners working to support Climate Ready O‘ahu, the City’s climate adaptation strategy.
   - This collaboration helps identify common goals, make joint decisions to leverage combined resources to fund vital infrastructure projects, as well as restore natural systems.
   - One Water Honolulu also represents a unified coalition to seek and attract additional outside partners and funding to support critical projects across the island of O‘ahu.

- One Water is the right approach for the City and County of Honolulu to achieve our ambitious climate adaptation goals for our people, ʻāina, and infrastructure.

5. Climate Ready Oʻahu provides the strategy and One Water Honolulu provides collaborative implementation

   Message:

   Climate Ready Oʻahu provides the overarching strategy and identifies actionable steps to prepare our people, ʻāina, and infrastructure for climate-related impacts. One Water Honolulu is the collaborative network to implement these actions to achieve climate resilience.

   Supporting Information:

   - Climate Ready Oʻahu is the City's first-ever climate adaptation strategy, and identifies 12 strategies and 57 actions to prepare, protect, and safeguard Oʻahu from climate change.
   - Actions to plan for and adapt the City's aging infrastructure to address climate impacts span different City departments, each with their own specialties and budgets.
   - One Water Honolulu brings these respective departments together so they can identify actions that bridge several areas of expertise and implement integrated solutions in partnership.

6. One Water Honolulu Benefits

   Message:

   One Water Honolulu views all water resources as integral parts of the urban and natural water cycle and recognizes that changes in water cycles have repercussions. Harnessing the value of water and the power of collaboration will not only strengthen Oʻahu's climate resilience but also yield a wide range of benefits for our ʻāina and future generations, including:

   - Water Supply
   - Water Quality
   - Watershed Health
   - Flood Protection
   - Enabling Thriving Communities
   - Community Partnerships
   - Job Creation
   - Nature-Based Solutions
   - Access of and Protection of Public Trust Resources
   - Climate Resilient Infrastructure

- Integrated Land Use and Resilience Planning
- Streamlined Permitting
- Cost Efficiencies
- Improved Public/Private Infrastructure Coordination
- Cross-Sector Collaboration

Supporting Information:

- Taking inspiration from the ahupuaʻa system, One Water Honolulu recognizes that water in all its forms such as fresh water, stormwater, wastewater, recycled water and sea water has a unique role in the water cycle, yet each works as an integrated element of that cycle to provide for the community and environment.
- Just as the water cycle is integrated, One Water Honolulu integrates distinct responsibilities across a broad and complex set of partners, to achieve common goals to tackle climate impacts collaboratively.
- This collaboration creates opportunities to leverage funds across partners to support cost-effective infrastructure development and maintenance projects.
- A unified One Water Honolulu approach positions the City and County of Honolulu to attract critical outside funding to support implementation of Climate Ready Oʻahu.
- One Water Honolulu places an emphasis on equity by targeting geographic regions in need of climate adaptation initiatives.

A.4.3.2 SPEAKING POINTS

Speaking points for the One Water Honolulu program were developed in the early part of One Water Honolulu plan development and are included in this section. It is recommended that the city regularly revisits these speaking points and incorporate any necessary updates to reflect evolving priorities or areas of focus in support of advancing One Water Honolulu projects, programs, and relevant efforts.

The following are draft Speaking Points for the One Water Honolulu program:

1. About One Water Honolulu:
   - The One Water Honolulu Vision is “Collaborating for a thriving and climate resilient Oʻahu.”
   - The One Water Honolulu Mission is to champion cost-effective and climate-resilient infrastructure services and natural systems for the people, culture, and sustainability of Oʻahu through integration and innovation in planning, implementation, and maintenance.
   - One Water Honolulu is a collaborative approach among a growing number of governmental agencies, private sector partners, and community, working together to support Climate Ready Oʻahu, the climate adaptation strategy for the City and County of Oʻahu. For an island

community, water is at the center of planning and building for climate resilience. Climate change results in conditions of both too much water and too little water, upending the balance needed to sustain a healthy and thriving island community and environment. Taking inspiration from the ahupuaʻa system, One Water Honolulu values all water, including drinking water, freshwater, stormwater, wastewater, recycled water and sea water as integral elements of the water cycle and recognizes that changes to the water cycle, resulting from climate change, affects both natural and built systems. From mauka to makai, One Water Honolulu is a shared effort to implement actionable steps to adapt, modernize and maintain infrastructure, and to safeguard and steward natural systems, and ultimately, to enable people to withstand increasing climate-related impacts now and into the future. To learn more about One Water Honolulu, visit OneWaterHonolulu.org.

- Harnessing the power of collaboration will not only strengthen Oʻahu's climate resilience but also yield a wide range of benefits for our ʻāina and future generations:
  - Watershed Health
  - Climate Resilient Infrastructure
  - Community Partnerships
  - Access and availability of public trust resources
  - Cross-Sector Collaboration
  - Water Supply
  - Improved public/private infrastructure coordination
  - Enabling thriving communities
  - Job Creation
  - Streamlined Permitting
  - Cost Efficiencies
  - Water Quality
  - Flood Protection
  - Nature-based Solutions
  - Integrated Land Use and Resilience Planning

2. Background:
    - The City has long recognized that collaboration is key to climate adaptation:
        - In 2020, we adopted a policy that defined a climate change adaptation One Water policy and established an eight-agency One Water Panel.
        - The Panel includes the Office of Climate Change, Sustainability and Resiliency, the Board of Water Supply, the Department of Facility Maintenance, the Department of Environmental Services, Department of Design and Construction, Department of Parks and Recreation, Department of Planning and Permitting, and Department of Transportation Services.
        - Since the inception of the One Water Panel, interdepartmental collaboration has built the foundational elements to formalize integration of City efforts including the development of a workplan to advance One Water efforts, identification of CIP connections, creation of outreach materials, and formation of project and planning working groups, among others.
        - Because of this work, the City was awarded the 2022 US Water Prize from the US Water Alliance in the Outstanding Public Sector Organization category.
        - In February 2024, the Honolulu City Council adopted Climate Ready Oʻahu, an adaptation strategy to prepare, protect, and safeguard community members, ʻāina, and infrastructure from a changing climate.
    - Climate Ready Oʻahu called for the One Water Panel to create a One Water planning framework which will establish plans for coordinated infrastructure development, identify priority projects, and develop project scopes and budgets.
    - One Water Honolulu is how the City and County, and its partners, plan to implement strategies and actions to address climate change impacts and foster resilient, climate ready infrastructure.
    - In 2024 the One Water Panel successfully secured Federal ARPA funding to embark on Phase 2, which mainly consists of the development of the One Water Honolulu Plan. Development of the Plan kicked off in early 2024 and is anticipated to be completed in late 2026.
3. Collaboration Objectives:

    By working together, we can:

    - Practice a shared kuleana for a climate resilient Oʻahu
    - Enhance coordination and recognize interconnections to develop and implement projects and strategies
    - Amplify the voices of Oʻahu's people through meaningful stakeholder engagement

- Develop a unified roadmap and decision making process under a One Water approach
- Streamline permitting processes to efficiently advance project implementation
- Work together to leverage resources and enable climate readiness
- Collectively advocate for and pursue funding to support multi-benefit projects

4. About the One Water Honolulu Plan:

   Tasks included:

   - **Data Gathering and Review** – Work included the development of a data tracking spreadsheet, summaries of recommendations from previous relevant efforts, identification and summaries of data gaps, and development of a digital One Water library.
   - **Collaboration Framework** – A process to organize sustained institutional collaboration and external stakeholder engagement. Developed in two parts, Part 1: Foundation for Collaboration sets the foundation for clear, effective, and easy to follow collaboration. It establishes collaboration guidelines, identifies stakeholders, provides documentation of institutional and structural barriers, and recommends actions related to establishing structures and mechanisms, and adopting new or updated policies to support collaboration. Part 2: Collaboration for Project Implementation and Beyond is covered in Sections A.2 through A.4. It provides recommended governance strategies, actions, and process to formalize who is engaged, when, and how participation occurs. Part 2 proposed processes build on the traditional stages for project or programs (planning, adoption, implementation, and operation/enforcement) by identifying required or anticipated key decision points and aligning these decisions with internal and external stakeholder engagement.
   - **Climate Change Adaptation Framework** – Work included the development of climate vulnerability maps for water infrastructure based on risk screening, identification of adaptation strategies, and identification of geographic hotspots. This work is the basis for project development.
   - **One Water Plan** – Plan development incorporated work from all other tasks in addition to the creation of Private Development Guidelines and policy recommendations.
   - **One Water Project Development** – Project development included summarizing climate adaptation strategies and critical water infrastructure by region, development of One Water projects factsheets and a prioritized projects list, and development of a trigger-based implementation plan
   - **Funding Strategy** – The strategy includes a list of prioritized funding opportunities for One Water projects, One Water joint budgeting and funding collaboration guidelines, and a summary of funding options.

5. External Stakeholder Engagement:
    - Each stakeholder's unique perspective is critical to collaboration success and establishing deeper trust for a successful path forward.
    - To understand current viewpoints of stakeholders, the City and County of Honolulu have engaged stakeholders through the Sustainable Community and Development Plans, Climate Ready Oʻahu, the Resilience Strategy, and many other outreach efforts.
    - These viewpoints provide context about what the community views as important and informed the One Water Plan in its early development. Additional stakeholder engagement will provide more specific insights that will support achieving a One Water vision.
6. Additional Points/Context:

    Climate Challenges:

    Climate hazards are not new to our island, but the intensity and frequency which we experience them are expected to increase. From mauka to makai, One Water Honolulu is a shared effort among government, community, and private partners to implement actionable steps to adapt, modernize, and maintain infrastructure, and to safeguard natural systems to enable our communities to withstand increasing climate-related impacts now and into the future.

    Living Practices - Building from traditional Hawaiian water stewardship:

    The concept of ahupuaʻa reflects a traditional Hawaiian system of land and water management that extends from mountain to sea, emphasizing balance, sustainability, and collective responsibility. Central to this system is wai (water), the life force that sustains ecosystems and communities. As an inspiration to the One Water Honolulu approach, ahupuaʻa embodies an enduring Indigenous framework grounded in kuleana (responsibility), kaulike (equity), and kākou (collective action), offering a living model for integrated resource stewardship today.

    A Resilient One Water Future - Connecting traditional systems to modern practices:

    One Water Honolulu will advance projects that help address climate impacts on vital freshwater, wastewater, and stormwater infrastructure while incorporating indigenous best practices into future adaptation actions. This is grounded in applying the ahupuaʻa management concept and Hawaiian values, history, and culture to how we invest in infrastructure across our water cycle to improve critical services for our communities.

A.4.3.3 WEBSITE

The One Water Honolulu website (OneWaterHonolulu.com) was developed in the early part of One Water Honolulu Plan development. It is recommended that the City regularly updates website content to reflect evolving priorities or areas of focus in support of advancing One Water Honolulu projects, programs, and relevant efforts. Relevant considerations include:

- Ongoing website management and coordination: Identifying responsible agency and staff for maintenance and regular updates to the website.
- Regular updates: Coordinating regular updates in alignment with One Water Honolulu Panel efforts and milestones including general One Water project information, annual reports, information related to Private Development Guidelines, general program updates, and others as needed.
- Project-Specific Outreach: Leveraging the website as needed to support project-specific outreach plans and related activities. Public surveys relevant to project specific topics can help gain insights into community needs and preferences. Workshops or presentations relevant to each project can be announced and promoted through the website and connected social media.

A.4.3.4 STAKEHOLDER DATABASE

The One Water Honolulu Stakeholder Database was created during the One Water Honolulu Plan development with the intent to provide a starting point for future stakeholder engagement based on the stakeholder engagement roadmap included in this Plan. Information in the database includes stakeholder names, organizations and contact information. Also included are the geographic area (regional district) and the stakeholder category (i.e., community-based organization, developer, environmental organization, etc.).

Recommendations related to the stakeholder database include:

- Ongoing management: Identifying responsible agency and staff for maintenance and regular updates to the stakeholder database.
- Expansion: Adding new stakeholder contacts and information discovered through all outreach tools and strategies recommended in this Stakeholder Engagement Roadmap. Collection of information to grow the database can be done via the following:
  - Website Sign-Ups – Adding a form for stakeholders to fill if they are interested in providing their contact to receive regular updates related to One Water Honolulu.
  - Public or Industry Events Sign-Up Sheets or QR codes – Making hard copy sign-up sheets available for stakeholders to complete if they are interested in providing their contact to receive regular updates related to One Water Honolulu. In lieu or in addition to hard copy sheets, creating a QR code that directs stakeholders to the website sign-up form is also an alternative.
  - Partner Website or Publications Sign-Up Links – Adding links within partner websites or regular City publications to the website sign-up form.
- Utilization: Leveraging the stakeholder database as needed to support project-specific outreach plans and related activities. Tailored reach outs can be done to solicit interest in participating in

regional events, surveys, or other project outreach-related activities. Regular updates can be provided in addition to special program-level or project specific updates.

A.4.3.5 PUBLIC OUTREACH AND COALITION BUILDING

It is recommended that the City consider the following strategies or tools to enhance programmatic outreach for One Water Honolulu and relevant efforts:

1. Program Updates in Partner Publications:

   Connecting with partner agencies and organizations and leveraging existing publications to share information about One Water Honolulu. This can include publications on websites for City departments, other agencies or public or private organizations. For locally specific efforts, consider publications from local community organizations, neighborhood boards, locally relevant industry, business and other organizations is recommended.

2. Social Media:

   Utilizing existing official social media accounts (City, CCSR) and/or creating dedicated One Water Honolulu social media accounts to promote One Water Honolulu efforts and point to OWH website. New hashtags can be developed to create or increase awareness of specific topics and efforts connected to One Water Honolulu and to drive website traffic.

3. Speakers Bureau

   Identifying a group of designated City staff and partners that receive training to speak to the OWH Program and conduct outreach at relevant events. Speakers Bureau training materials can include existing tools in the Outreach Toolkit.

4. One Water Exhibits

   Developing One Water Exhibits demonstrating the benefits of the One Water approach for resilience and encouraging individual action end engagement. These exhibits can be developed to be displayed in specific attractions such as cultural centers, local museums, and others.

5. Other Media (TV, print):

   Developing and publishing brief ads or short videos for tv, radio, or print as a way to build broader support for One water and climate resilience. These can feature short but powerful messages that drive individual action and interest in City efforts. Student contests (covered in Section A.4.3.6) could serve as a vehicle for developing this media content.

6. Articles

   Publishing articles in national and regional-level media and industry publications as a way to build broader support for the program. These articles can feature program highlights as well as elevating elements or efforts unique to One Water Honolulu.

7. Public Events

Hosting informational booths or securing speaking opportunities at public events to create awareness about the City's One Water and climate resilient-related efforts providing key information and highlighting current or upcoming projects and opportunities to engage.

A.4.3.6 TACTICAL OR FOCUSED OUTREACH

1. Strategic Partnerships

   Identifying 5-10 stakeholder groups and establishing regular interactions with these groups. Building these relationships drives support and advocacy that can help create awareness about the program and bring other stakeholders to the table. To this end, City and partners may identify specific stakeholder groups or individuals to engage on a one-on-one basis. **A key example is partnerships and consultation with local practitioners**

2. Student Engagement and Partnerships with Schools or Universities

   Creating opportunities to work with students to increase awareness of One Water and climate resilience, and to promote individual actions towards collective resilience. This can be done at all levels – from elementary to university students through a dedicated program with tailored activities. Activities can include classroom projects that involve graphics, art or writing by students, or more advanced research, technical writing and journalism related projects. Student contests are also a great way to augment engagement. Contests could consist of development of art/graphics, photos, or videos that could be displayed at events or be utilized by the City for its own media to market One Water/Climate Resilience efforts. Such programs could offer a starting point to eventually creating a One Water Resilience curriculum that can highlight the value of all water resources and spark climate action through learning and engagement.

3. Industry Events

   Identifying key industry events by topic to provide information and build relationships within different industry/business groups. This can help create greater awareness about the City efforts and help create alignment between industry and City efforts. Industry events to consider include those from organizations related to businesses, development community, professional organizations, and others.

Partnerships with Cultural Practitioners or Organizations:

An example of strategic partnerships could be working with local cultural practitioners in program outreach – in addition to other areas – to further build on traditional knowledge and practices, drive greater engagement and advance collective responsibility towards climate resilience.

A.4.4 STRATEGIES AND TOOLS FOR PROJECT-SPECIFIC OUTREACH

This section outlines general strategies and tools for individual project outreach and engagement. **However, more detailed project-specific stakeholder outreach plans should be developed on a project-by-project basis. Please note that strategies and tools included herein are not intended to replace the development of such project-specific outreach plans.**

1. Project Outreach and Engagement Plan

   Developing a project-specific stakeholder outreach and engagement plan is essential to successful implementation of projects. It is recommended that the City begins the development of these plans for One Water projects as soon as project budgets are approved. The following tools and strategies in these sections are included for consideration as part of the overall outreach and engagement plan and along with more robust strategies and activities that are customized for each project based on project scope and location, community needs, and other locally relevant factors.

2. Stakeholder Database

   Utilizing the stakeholder database to support project-specific outreach plans and related activities. Contacts in the stakeholder database are categorized by regional areas and stakeholder group types, to help in focusing outreach to project-specific stakeholders. This includes reaching out with tailored messages to solicit interest in participating in regional events/workshops, surveys, tours, or other project outreach-related activities. Project specific regular and special updates can be provided to project stakeholders.

3. Community Workshops

   Organizing community workshops to engage local stakeholders is recommended in the planning stage for projects. Workshops can serve as an essential tool to listen to community, provide information, establish dialogue, and build relationships with local stakeholders. For local project stakeholders, these can offer an opportunity to voice their interest, concerns, or support as relevant to the project in an in-person setting. For One Water projects that are in the conceptual stages, it is strongly recommended to begin stakeholder engagement as early as possible. The Collaboration Framework project-specific process can support this engagement, and the stakeholder database can help identify local stakeholders.

4. Presentations at Local Public Meetings

   Securing speaking roles in local meeting agendas to provide informational presentations about the project. This can provide opportunities for local stakeholders to learn about the project, ask questions, and voice their interest, concerns, or support.

5. Project-specific Surveys

Developing and disseminating surveys to local stakeholders to obtain input relevant to the project. Surveys can serve as a powerful tool to obtain more information about community needs, concerns and priorities, and gauge interest in specific project components or benefits. These can also serve as starting point for further, more robust stakeholder engagement through workshops and other activities.

6. Open Houses

   Organizing, for specific projects and depending on community needs, facilitated open houses or ask the expert sessions. These open houses provide opportunities for members of the public to have one-on-one conversations with subject matter experts and provide input outside of a larger group setting. Open Houses can begin with framing presentations followed by Q&As or smaller less formal informational sessions.

7. Website Updates

   Leveraging the website as needed to support project-specific outreach plans and related activities. Public surveys relevant to project specific topics can help gain insights into community needs and preferences. Workshops or presentations relevant to each project can be announced and promoted through the website and connected to social media.

SECTION A.5: REFERENCES

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