

NOAA's Office of National Marine Sanctuaries

# PACIFIC ISLANDS REGIONAL STRATEGY

2012-2015



*Kui 'ia ka lei moku e Kanaloa*  
*It is the ocean that unites humanity*

*Le malaefono tutasi i le taitafola*  
*The ocean is our meeting 'malae' (place)*



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## Abstract

The purpose of this document is to set forth a strategic direction for the ONMS Pacific Islands Region for 2012- 2015. This three-year strategy articulates a self-definition of who we are as a "Pacific Islands Region" (what being a Region means to us); the vision, mission and guiding principles that will collectively guide our work; and, identify shared and achievable short-term goals, objectives and actions. This strategy was envisioned and initiated at a Pacific Islands Region retreat held on April 27, 2011 which preceded a two-day National Ocean Service Pacific Region (PacNOS) retreat aimed at strengthening NOS shared capacity and identity in the region. It builds on the intent derived from a handful of previous gatherings and attempts to develop a strategic plan for the region. What distinguishes this document from prior attempts to develop a Pacific Islands regional plan is that it is grounded in the current context (strengths, weaknesses and opportunities) of the region, making it realistic yet broad reaching in terms of impact. Primary authors are identified, all staff in the region were provided with the opportunity for input.

The document aligns with NOAA and ONMS Missions while creating an opportunity for our strategic location in the Pacific to influence institutional aims and objectives meaningfully and effectively:

### NOAA Mission: Science, Service and Stewardship

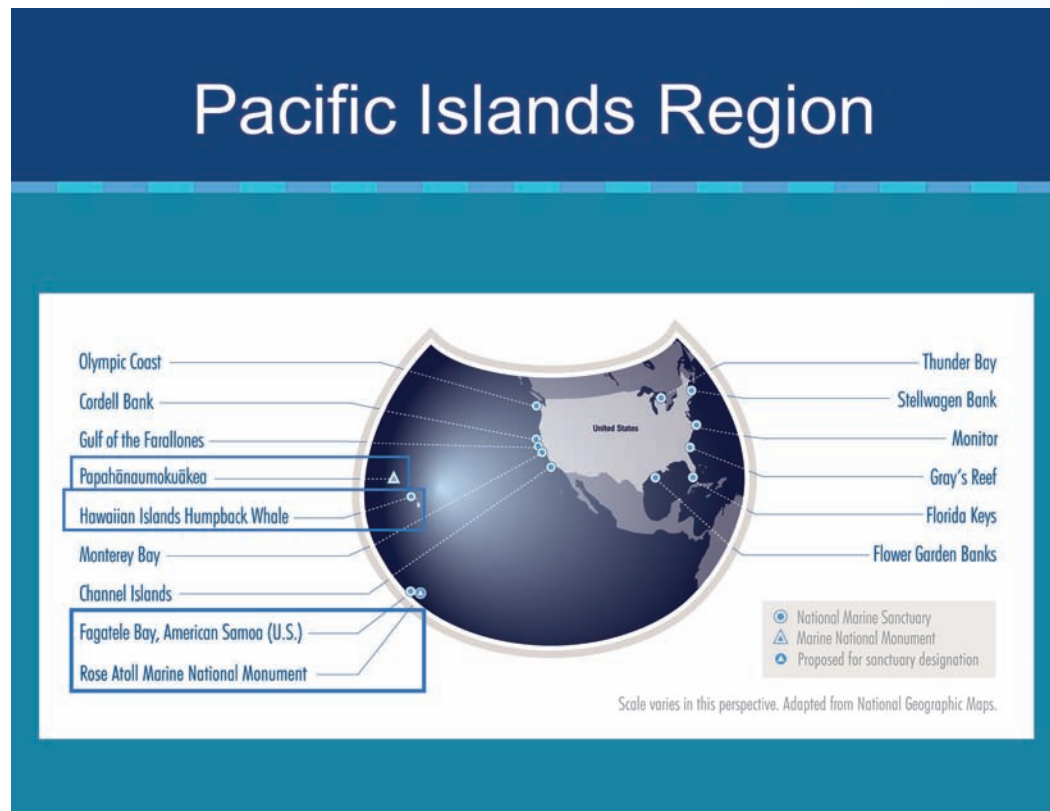
- To understand and predict changes in climate, weather, oceans and coasts
- To share that knowledge and information with others, and
- To conserve and manage coastal and marine ecosystems and resources

### NOAA's Vision of the Future

Resilient Ecosystems, Communities, and Economies. Healthy ecosystems, communities, and economies that are resilient in the face of change (NOAA 2010).

### Office of National Marine Sanctuaries Mission

To serve as the trustee for the nation's system of marine protected areas, to conserve, protect, and enhance their biodiversity, ecological integrity and cultural legacy.



## THE PACIFIC ISLANDS REGION

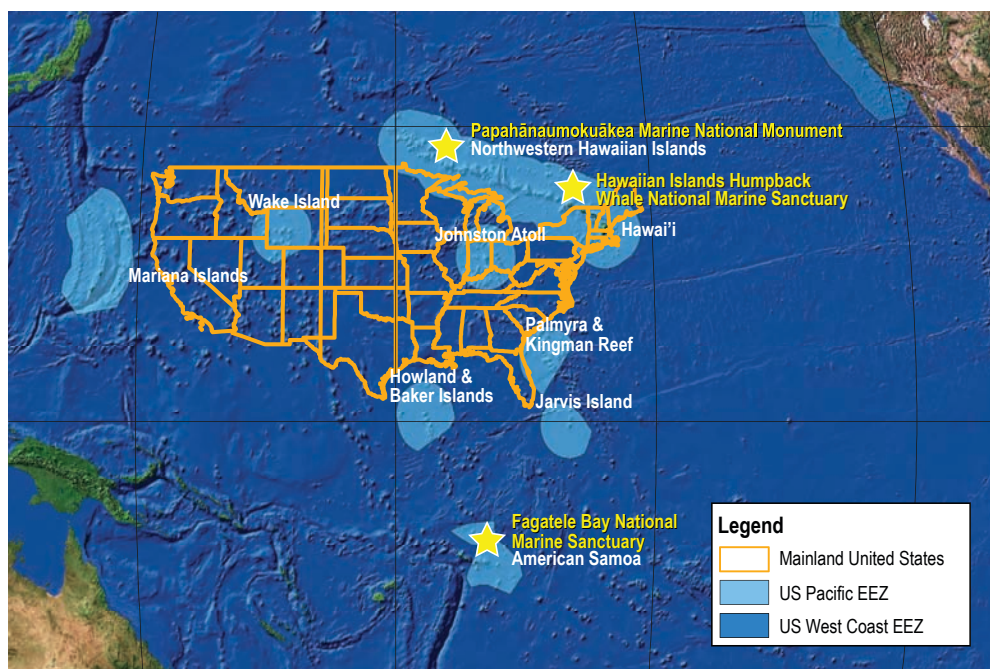
### WHO WE ARE – “THE PACIFIC ISLANDS REGION IS A PLACE”

The ONMS Pacific Islands Region (PIR) is a physical place within the world’s largest ocean that connects island communities and cultures through place-based management of three specific sites – Fagatele Bay (FBNMS) and the Hawaiian Islands Humpback Whale (HIHWNMS) National Marine Sanctuaries and the Papahānaumokuākea Marine National Monument & UNESCO World Heritage Site (PMNM). The PIR also includes the ocean expanse that connects the sites and the neighboring island nations and territories within the geographic area often referred to as Oceania .

As staff, we have the privilege and responsibility of caring for our specific managed areas located within the PIR, as we work together toward a common identity to amplify the global contribution of islands, communities and indigenous cultures in ocean conservation.

In terms of “ocean” conservation, we recognize that on islands there is no separation between the land and sea and therefore the work we do integrates both. As “islands,” the health of our managed areas – and the larger set of ecosystems that surround them and cultures that depend on them – are directly impacted by global threats which in many cases are more significant than local stressors that we have the authority and ability to address.

We also recognize that the work we do is inherently international in nature and scope. We are surrounded by a sea of Pacific island and Pacific Rim nations therefore have no choice but to engage other nations to carry out our work if we are to be successful. As such, we frequently engage with non-governmental organizations, academic institutions and government agencies involved with coastal and marine issues in the region as a critical component to our success.



Left. Illustration to depict the scale of the Pacific in context of the three PIR ONMS sites. Credit: PMNM



While we understand that within ONMS, PIR is an organizational term that refers to the Regional Director and ‘regional’ staff plus the sites, for us, the term is place-based and includes all staff and sites, in the context of our larger role in Oceania. Together, we comprise NOAA’s ONMS contribution to ocean conservation in the Pacific islands. The role of regional staff (i.e. all staff based in the Region) therefore is to support the vision and strategic direction of ONMS (as directed by Headquarters) and the PIR (as defined in this document) by fostering communication, coordination and collaboration among the sites.



*Left.* Hawaiian Monk Seal and the Hawaiian Green Sea Turtle at French Frigate Shoals. Credit: Mark Sullivan

## THE PACIFIC ISLANDS’ CONTEXT & NEED

### OCEANIA<sup>1</sup>

As Pacific Islands, Hawai‘i and American Samoa are part of a larger geographic area often referred to as Oceania, with shared cultural, linguistic and bio-physical attributes. Encompassing the islands and peoples of Polynesia, Micronesia and Melanesia, Oceania is an expansive geographic region dominated by an ocean that covers over one-third of the surface of the earth; this region is larger than the total land area of the entire world. Oceania consists of countries and territories with a total land area of 550 000 km<sup>2</sup> of land and nearly 8.5 million inhabitants spread across 29 million km<sup>2</sup> of the Pacific Ocean. The collective Exclusive Economic Zones of these countries and territories occupy 15 million km<sup>2</sup>. The Pacific islands region has more rare, endangered and threatened species per capita than anywhere else in the world.<sup>2</sup>

Oceania is significant for its vast marine resources and unique combination of geographical, biological, sociological, cultural, and economic characteristics that can be found nowhere else in the world. The Pacific Islands region has more rare, endangered, and threatened species per capita than anywhere on the planet.<sup>3</sup> Protection of marine resources and associated habitats in this region is critically important to global conservation of marine biodiversity and ecological processes, as well as the overall health of these ecosystems.<sup>4</sup>

<sup>1</sup> Oceania, as defined in this document, includes all nations, states and territories of the Pacific contained within the geographic regions of Micronesia, Melanesia and Polynesia, connected by common history, culture, and ancestry.

<sup>2</sup> Source: <http://www.spc.int/prism>

<sup>3</sup> Source: <http://www.spc.int/prism>

<sup>4</sup> Source: <http://whc.unesco.org/en/events/348>

## NEXUS BETWEEN NATURE AND CULTURE

The diversity of the Pacific's coral reef and marine resources is extremely high. The marine environments also contain an enormous and largely unexplored resource, including the most extensive and diverse coral and algal reef systems in the world, the largest tuna fishery, the deepest oceanic trenches and the healthiest remaining populations of threatened species of whales, sea turtles, dugongs and saltwater crocodiles. The importance of coral reefs remains paramount in both Hawaiian and Samoan cultures, and broadly across Oceania. The ocean plays a central role in traditional livelihoods where family units continue to practice the division of labor to fish and gather marine resources as required. Practices vary with the tides, time of day, cycles of the moon, and weather patterns within individual lagoons or bays. Although the passing on of intergenerational knowledge face many challenges in contemporary society, one can still witness entire villages participating in communal harvest activities corresponding to large spawning or migration events where the elders teach the younger generation their community's traditional practices.



*Left.* The ceremonial sites atop Mokumana-mana, and similar sites across Polynesia, speak to the seamless, multigenerational connections between man, nature and spiritual realms.  
Credit: Kalei Nu'uhiwa

## ECONOMIC OUTLOOK

Based on recent developments in the local, national and global economy, Hawai'i's economy is expected to continue along a positive trend, but with slower growth into 2012. Overall, the forecast is less optimistic compared to previous forecasts. In American Samoa, the GDP per capita decreased at an average annual rate of 1.9%. In other American territories, Guam is experiencing expansion in both its tourism and military sectors. In CNMI, the rate of financial assistance from the US government has declined as locally generated government revenues have grown. Throughout the broader Pacific Islands region, tourism remains a major economic sector, but financial difficulties in Japan have caused an extended economic slowdown in many countries. The current global recession has forced state and territorial governments to reduce or eliminate programs, including programs that are long-term partnerships with NOAA. The consequence is that partners who help NOAA achieve our shared mission are less able to do so.<sup>5</sup> With this said, in many cases the potential of marine resources to contribute to economic growth has yet to be fully explored and it is imperative that as marine managers, we are part of decisions being made about how marine resources can best, and most appropriately contribute to economic growth, without being unsustainably exploited.

<sup>5</sup> Source: Draft NOAA Regional Plan, L. Hamilton.

At a time when available resources are becoming more limited, a recent study commissioned by NOAA allowed the general public to express its preferences and values for protecting and restoring coral reef ecosystems in the main Hawaiian Islands. This survey indicated that Americans are willing to pay close to \$34 billion to protect coral reefs in the populated Hawaiian Islands. This finding reveals that people from across the United States treasure Hawai‘i’s coral reefs, even though many never get to visit them. It also illustrates the economic value of coral reefs to all Americans and the importance of conserving marine resources in the Pacific for future generations.<sup>6</sup>

## POPULATION TRENDS

On the whole, the population of the Pacific is growing at 2.2% a year – faster than in developing countries as a whole. Many island nations are rapidly becoming more urban, as three in every ten Pacific Islanders now live in towns and cities.<sup>7</sup> The growing populations have increased demands on resources, such as fresh water for residential, agricultural, industrial, and recreational uses. Rising population in coastal areas also increases exposure to the immediate and overall effects of hazards such as flooding, tsunami, storm surge, sea level rise, and erosion. Not only is the population increasing, but changing demographics require new approaches to inform and protect the residents.<sup>8</sup> Because biodiversity of small islands is fragile and among the most endangered on Earth, these trends increase pollution and pressure on precious island resources.

## CLIMATE CHANGE

Island communities are especially vulnerable to changing and more energetic climate systems. Climate change impacts are amplified in the Pacific and profoundly affect the natural environment and island communities – placing lives, traditional cultures, and property at risk. Catastrophic impacts will occur if no action is taken. Coordinating information and action on climate change adaptation is timely and critical in the region.<sup>9</sup>



*Left.* Bleached corals at Pearl and Hermes witness during the first documented mass bleaching event in 2002. Credit: James Watt

<sup>6</sup> Source: [http://coralreef.noaa.gov/aboutcrp/news/featuredstories/oct11/hi\\_value/](http://coralreef.noaa.gov/aboutcrp/news/featuredstories/oct11/hi_value/) (10/27/11)

<sup>7</sup> Source: United Nations Population Division. World Population Prospects: The 2010 Revision. World Urbanization Prospects: The 2009 Revision.

<sup>8</sup> Source: Draft NOAA Regional Plan, L. Hamilton.

<sup>9</sup> Ibid.





*Left.* Clownfish in Fagatele Bay National Marine Sanctuary. Credit: Kip Evans

## REGIONAL AND INTERNATIONAL ORGANIZATIONS AND PARTNERSHIPS

The Pacific Island Region, through its various projects and programs already works with several regional and international organizations, but the pace and focus on these relationships is increasing. The result is more regular meetings, development of shared proposals, “sister-site” work plans and other bi- and multi-lateral agreements. It is envisioned that these relationships will continue to grow and begin to focus on data sharing, development and implementation of shared research priorities, engagement in regional policy development and fundraising. Some of the partnership highlights include:

- High level of engagement by HIHWNMS in the International Whaling Commission, enabling strong US participation.
- The Pacific being the initial focus of a 5-year bilateral agreement between ONMS and L’agence Nationale des Aires Marine Protegee (AAMP - French MPA agency), initially resulting in the first Pacific Exchange in 2010 with the next one planned for March 2012.
- Strong partnership with Conservation International Pacific Regional Office to forge a “sister site” agreement and three year work plan with the Phoenix Islands Protected Area.
- The successful bid by PMNM to attain World Heritage designation and the proposal to seek the same in American Samoa for the expanded Fagatele Bay NMS has forged a strong and growing relationship with IUCN and UNESCO’s World Heritage Program, particularly its Marine Programme.
- Through a burgeoning relationship with the Global Islands Partnership (GLISPA), successfully introduced an ocean component to the Hawai’i Green Growth Initiative, a high-level multi-sector effort to bridge clean energy, food security and ecosystem protection.
- Increased engagement with the Secretariat for the Pacific Region Environment Programme (SPREP), particularly after recent meetings with FBNMS staff and the ONMS Director.



Other more informal and intermittent partners on various projects include The Nature Conservancy, Le Centre de Recherches Insulaires et Observatoire de l'Environnement de Polynésie Française (commonly referred to as CRIOBE), The Micronesia Conservation Trust, the Micronesian Challenge, the Center for Ocean Solutions, Mission Blue, Marine Conservation Institute, and the Oceana Foundation. There are many others we will have the opportunity to work with in the future as our regional and international work expands.

## GLOBAL AND PACIFIC ISLAND TRENDS IN MARINE CONSERVATION

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Although historically under-recognized, the Pacific Islands have been leading the globe in many arenas of marine conservation, community management and innovative governance. As the largest congregation of islands in the world contained within Earth's largest ocean, the Pacific islands are home to ocean cultures and communities who still live and depend on the ocean for daily survival. This relationship has birthed innovation and leadership in several areas including the development of the first networks of marine managed areas in islands around the Pacific Rim<sup>10</sup>; the establishment of some of the largest dedicated Marine Mammal Protected Areas to protect migratory species across their habitat range; and most recently, the designation of all but one of the world's largest-scale marine managed areas over 100,000<sup>2</sup> miles.<sup>11</sup> In terms of marine conservation, the Pacific Islands also lead in terms of the application of indigenous knowledge and traditional systems in modern day management of marine resources and are becoming known for interdisciplinary research, inclusive of traditional science approaches, documented in research publications. The Pacific is also home to all US Marine National Monuments, a new use of the Antiquities Act to protect marine resources initiated by the George W. Bush Administration.



*Left.* Majestic Humpback Whale protected by the Hawaiian Islands Humpback Whale National Marine Sanctuary. Credit: Ed Lyman

<sup>10</sup> Source: <http://www.lmmanetwork.org/home>

<sup>11</sup> Source: <http://www.bigoceanmanagers.org>

## NATIONAL, INTERNATIONAL AND NGO INVESTMENT

Given these trends, there is now significant national and international investment in marine conservation in the Pacific by big international non-governmental organizations like Oceana, Conservation International, National Geographic, World Wildlife Fund, and The Nature Conservancy, as well as large foundations such as the Pew Charitable Trusts and Moore Foundation and university cooperatives like the Center for Ocean Solutions. While much needed and in most cases well intentioned, it is critical that these investments be made in concert with existing networks, communities and existing on-the-ground (water) management efforts. It is at this intersection of place-based management and investment that ONMS should lead by example. As many are investing in the Pacific, ONMS will need to co-invest in order to be at the forefront of marine conservation as it continues to evolve.

*“The precious and fragile biodiversity of small islands is among the most endangered on Earth. The islands’ small size often severely limits their freshwater resources, capacity to dispose of wastes and ability to develop institutions. They frequently depend on just a few crops or industries. As custodians of vast areas of oceans, they suffer from the effects of overfishing. As leading tourist destinations, they reap not only the benefits but also the costs. They are especially vulnerable to natural disasters. And their very existence is imperiled by the sea-level rise brought by global warming. Small islands are microcosms for our world. We are all inhabitants of the global island, surrounded by the limitless ocean of space. If we can find solutions to the special vulnerabilities of islands, it will help us address more global problems.”*

– *A message from KOFI A. ANNAN*  
Former Secretary-General of the United Nations<sup>12</sup>



 Above. Endangered Short-Tailed Albatross nesting in Midway Atoll National Wildlife Refuge. Credit: Pete Leary/USFWS

## THE GLOBAL CONTRIBUTIONS OF ISLANDS TO SUSTAINABILITY AND THE FUTURE

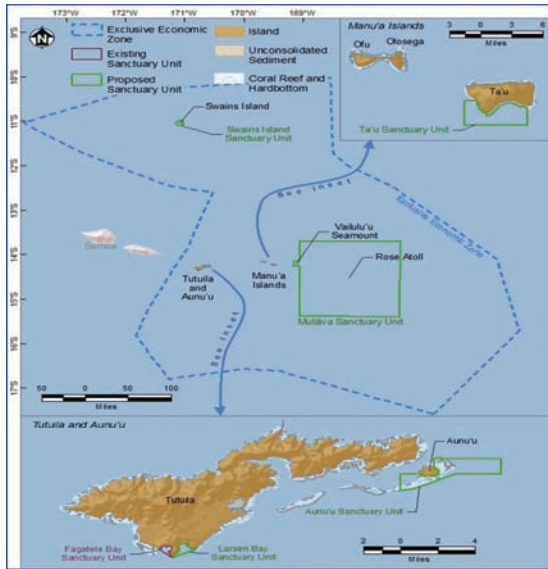
Islands are home to some 600 million people—one-tenth of the world's population. Islands are beautiful, but also extremely vulnerable to change. Of the 724 recorded animal extinctions in the last 400 years, roughly half were of island species. Islands are bellwethers for change and significant indicators of decline, while they contribute greatly to the Earth’s biodiversity and endemism.<sup>13</sup> Being part of the world’s largest natural resource – the Pacific Ocean – Pacific Islands (and all islands) are critical microcosms to both identifying global problems and providing scalable models for global solutions. Comprised exclusively of islands, ONMS PIR provides unique and enormous opportunity for the ONMS, NOS, NOAA and the nation to contribute to global sustainability and lead in charting the future. It is our hope that through the development of this Regional strategy – demonstrating our collective understanding and commitment to be part of national, regional, and international solutions – ONMS and NOAA will recognize, increase investment in, and better utilize the breadth and depth of our unique experiences and collective staff talent – there is tremendous opportunity before us.

<sup>12</sup> Source: United Nations Environment Programme  
[http://www.unep.org/ourplanet/imgversn/103/08\\_small.htm](http://www.unep.org/ourplanet/imgversn/103/08_small.htm) (10/27/2011)

<sup>13</sup> Source: [www.cbd.int/island/gjispa.shtml](http://www.cbd.int/island/gjispa.shtml)

## THE SITES IN THE REGION – WHERE CONSERVATION HAPPENS

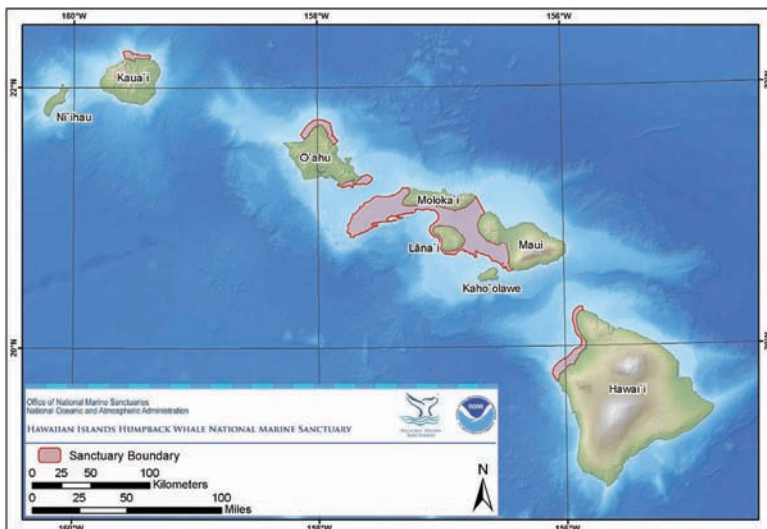
### FAGATELE BAY NATIONAL MARINE SANCTUARY



Left. Map of Fagatele Bay National Marine Sanctuary. Credit: FBNMS

The ONMS co-manages the sanctuary with the American Samoa government and works closely with communities adjacent to the sanctuary, in accordance with Samoan cultural traditions and practices known as Fa'a-Samoa. Since the sanctuary's 1986 designation, significant innovations in science, technology, and marine resource management techniques have been made, while challenging new resource management issues have emerged. A new draft management plan represents a needed revision of the original document, as well as proposes new regulations and a boundary expansion that will transform this area from being the smallest to the largest Sanctuary site in the national System.<sup>14</sup>

### HAWAIIAN ISLANDS HUMPBACK WHALE NATIONAL MARINE SANCTUARY

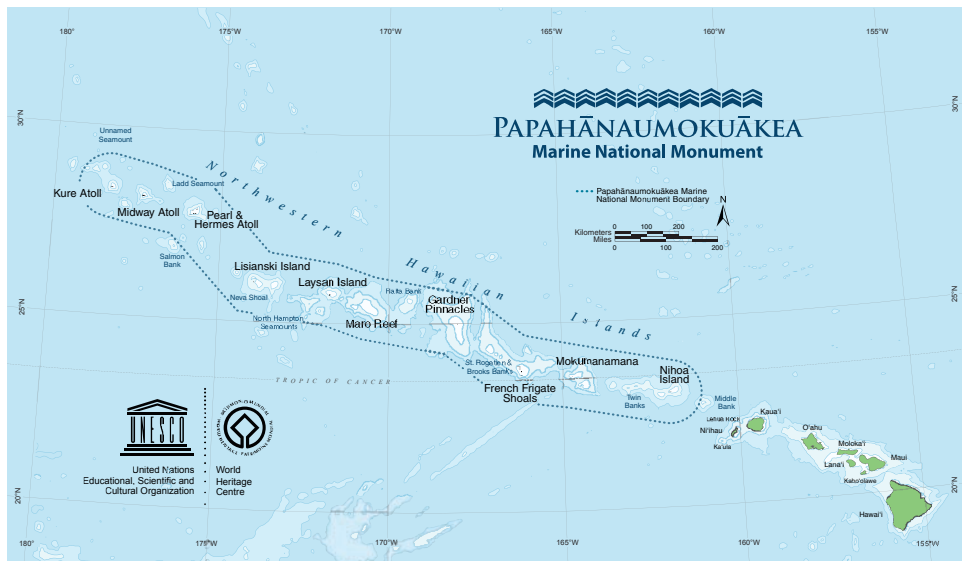


Left. Map of Hawaiian Islands Humpback Whale National Marine Sanctuary. Credit: HIHWNMS

<sup>14</sup> Note: The proposed expansion would make FBNMS the nation's largest sanctuary site. PMNM will continue to be the country's largest marine national monument and largest site overall in the ONMS System.

The Hawaiian Islands Humpback Whale National Marine Sanctuary was established by Congress in 1992 with the primary purpose and mission to protect North Pacific Humpback whales and their habitat in the Hawaiian Islands. The sanctuary, jointly managed by the National Oceanic and Atmospheric Administration and the State of Hawai‘i, lies within the shallow warm waters surrounding the main Hawaiian Islands and constitutes one of the world's most important humpback whale habitats. NOAA has initiated a process to consider adding additional natural and cultural resources of national and international significance. This process is being conducted in close coordination with agency partners and includes a high level of engagement with interested stakeholders and communities in Hawai‘i. This management plan review is likely to shift the sanctuary from one that manages a single-species to one that adopts an ecosystem-based approach to management.

## PAPAHĀNAUMOKUĀKEA MARINE NATIONAL MONUMENT AND UNESCO WORLD HERITAGE SITE



Left. Map of Papahānaumokuākea Marine National Monument and UNESCO World Heritage Site. Credit: PMNM

Established originally as the Northwestern Hawaiian Islands Coral Reef Ecosystem Reserve in 2000, the Papahānaumokuākea Marine National Monument (PMNM) was created by Presidential Proclamation in 2006 as the country’s first Marine National Monument. With a specific aim to protect both the natural and cultural heritage of the vast area, PMNM has become a globally recognized, best practice model for the governance and management of remote marine ecosystems, honoring the inextricable link between nature and culture. Importantly, PMNM has in a sense, reunited the entire archipelago, renewed a sense of pride in our natural environment and understanding of ‘āina momona (abundance) – reminding us what our populated Hawaiian islands were once like before our baseline of wellness shifted. A significant conservation and research initiative with an emphasis on education, PMNM is governed by a seven member Monument Management Board, and advised by a 25-member Reserve Advisory Council and 65+ member Native Hawaiian cultural working group. Within two years, a Monument Alliance will be formed to advise all co-trustees and management agencies equally.





## DETERMINING OUR 'WAY FORWARD'

### OUR VISION

ONMS Pacific Islands' Region will be a leader in integrated, place-based marine conservation demonstrating the inextricable links among ecosystems, communities and cultures, while sharing our experiences with others.

### OUR MISSION

To conserve, protect, and enhance the natural and cultural ocean heritage of the Pacific through our role as trustees for ONMS sites in the Pacific.<sup>15</sup>

### GUIDING PHILOSOPHY

We believe:

- In order to protect resources you must building strong communities
- As islanders, our whole life revolves around the ocean from food, to commerce, to recreation, to core values and cosmology
- Our success is directly tied to experiences and collaborations with other island nations (and nations with islands) around the world

### OPERATING PRINCIPLES

To achieve the full potential of our 2012-2015 Strategy we will approach our work utilizing a core set of operating principles.



*Left.* Papahānaumokuākea Native Hawaiian Program Coordinator Keoni Kuoha blows on a pu (trumpet shell) as the sailing canoe Hōkūleʻa approaches Mokumanamana. Credit: Randall Kosaki

<sup>15</sup> Adapted from the ONMS mission.

## IN WORKING TOGETHER WE WILL

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- Incorporate indigenous and local knowledge alongside science in all of our management approaches
- Integrate and foster land-sea connections
- Foster stakeholder engagement and ensure all voices are heard
- Build local capacity for future
- Engage appropriate staff in high profile projects whenever possible
- Foster staff relationships across the region within programmatic areas
- Aim to increase Pacific visibility and contributions to marine conservation
- Promote and practice sustainable living – at work, home and play



Left. Heiau (place of worship) at Mokumanamana.  
Credit: Kekuewa Kikiloi

## HOW WE WILL ACHIEVE OUR MISSION

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We have identified four strategic, shared roles for achieving our vision and mission:

1. **Focus** on addressing the most significant issues and needs of the sites, demonstrating the tangible ability of ONMS to achieve its vision and mission.
2. **Collaborate and communicate** more effectively among sites and staff to realize the collective potential and capacity needed to achieve our vision.
3. **Engage** in regional and international initiatives and partnerships that will enhance and further our potential impact to our sites, the region and beyond.
4. **Increase** organizational resilience, contributions, and effectiveness over time.

## A RECORD OF TREND SETTING AND LEADERSHIP



THE ONMS PACIFIC ISLAND REGION HAS SEVERAL KEY REGIONAL AND INTERNATIONAL INITIATIVES THAT SHOULD BE CONTINUED AND ENHANCED SUCH AS:

### SPLASH

(Structures of Population, Levels of Abundance and Status of Humpback Whales) is an international cooperative research project developed to understand the abundance, population structure, and potential human impacts on humpback whales across the entire North Pacific Ocean. The SPLASH project involved over fifty research groups and over 300 researchers and is the largest and most complete examination of humpback whale migrations in the world. To date, over 8,000 individual whales have been identified and more than 6,000 skin samples have been collected. Project results suggest that although the overall population of humpbacks in the North Pacific appears to be on the rebound, some isolated populations of humpbacks, especially those in the Western Pacific Ocean, continue to exist in low numbers. The SPLASH project has revealed a far more complex pattern of movements than had been previously documented.

### OUR SEA OF ISLANDS

Co-sponsored with UNESCO, PMNM convened “Our Sea of Islands: A Regional Forum for Oceania on Marine Managed Areas and World Heritage” in 2007. The Forum brought together managers from over 20 Pacific states and Territories for the first time to collectively build capacity around marine protected area (MPA) and marine managed area (MMA) development. The forum helped to build local and regional pride across Oceania while enhancing natural and cultural heritage through information sharing, adaptive use of management tools, and relationship building regarding marine managed areas in Oceania. This event has helped Hawai‘i re-connect with the rest of Oceania and the broader Pacific, establishing relationships that have resulted in a sister-site agreement with the Phoenix Islands Protected Area; being asked to consult with the Cook Islands on the development of their management plan for their entire Exclusive Economic Zone; and will undoubtedly continue to spawn new initiatives in the future.

### ICMMPA

The HIHWNMS is a founding member of the International Committee on Marine Mammal Protected Areas and was the host sponsor of the First International Conference on Marine Mammal Protected Areas in 2009. The ICMMPA is an international cross-boundary effort to promote, develop and maintain protected areas to conserve marine mammals and their habitats, as well as to ensure that marine mammals are well represented and included in larger marine protected areas, ocean zoning and marine spatial planning initiatives. The group convenes conferences for networking and disseminates knowledge and tools for establishing and managing MMPAs. ONMS-PIR serves as a key member of the committee and is directly engaged in the 2011 conference.



## TWO SAMOAS

Cooperation between the two Samoas on shared issues since 2009 has led to more comprehensive and effective action. The connection at the land/sea interface is inseparable in any location but particularly within the Samoan archipelago where the natural topographic relief of these steeply sided volcanic islands lends itself to a close connection with the coral reefs. For these reasons governments as well as NGO's from Samoa and American Samoa developed a 2 Samoas 1 Ocean alliance to work and collaborate on both marine and terrestrial priorities. These focus areas were agreed to last year in Samoa to work collaboratively on research and monitoring, marine and terrestrial ecosystem management, climate change, communications and community engagement. Several joint projects have been completed to date; such as the Biogeographic Assessment of the Samoan Archipelago; Marine Protected Area Exchange and Learning programs; and a Fish and Coral Reef I.D workshop.



*Left.* The First International Conference on Marine Mammal Protected Areas in 2009. Credit: HIHWNMS

*Left.* Pacific Exchange participants view a private collection at the Bishop Museum. Credit: PMNM

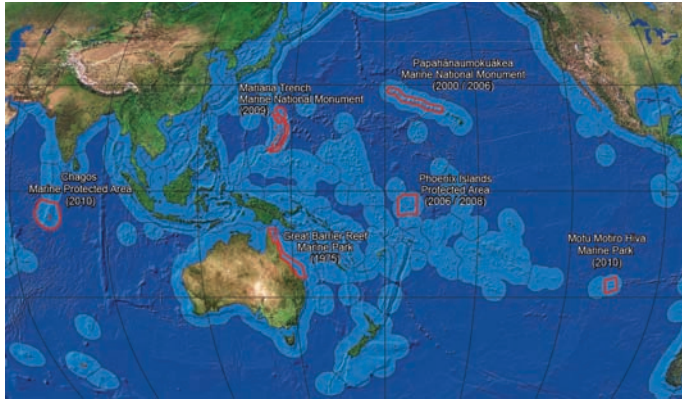
*Right.* (From Left) Prime Minister of Samoa, Tuilaepa Lufesolai and Governor of American Samoa, Togiola T.A Tulafono during the first Two Samoas meeting in American Samoa in 2007. Credit: Governor's Press Office



## PACIFIC EXCHANGE

As the initial focus of the bi-lateral agreement between ONMS and the French MPA Agency, PMNM hosted a Pacific Exchange between Hawai'i and French Polynesia. The primary purposes of the 2009 Exchange were to cooperate on the promotion of the natural and cultural heritage values of Polynesia and World Heritage; to develop a framework for more regional cooperation on marine site management and integration of cultural values; and, to provide opportunities for site managers and staff to share experiences and forge strong professional relationships. A reverse exchange is being planned for March 2012.





Left: Big Ocean Founding Member Sites, December 6, 2010. Credit: Big Ocean

## BIG OCEAN

PMNM was the architect and co-founder in 2010 of Big Ocean: A Network of the World’s Large-Scale Marine Managed Areas. Recognizing the rapid growth and interest in this new genre of marine conservation, Big Ocean was created to provide a forum for communication and networking through which professional managers of large-scale MPAs can work together to be more efficient and effective in their management efforts. Together, the six founding Big Ocean protected areas contain over 50 percent of the total ocean area under management and protection in the world and there are at least five more large-scale areas under development.



THESE INITIATIVES, AMONG MANY OTHERS, DEMONSTRATE THE FORESIGHT, COLLABORATION AND CAPACITY THE PIR ALREADY CONTAINS WHICH WITH AN ADDED EFFORT TO WORK TOGETHER AMONG THE SITES, CAN RESULT IN THE WHOLE OF OUR REGION BEING FAR GREATER THAN THE SUM OF OUR PARTS.

## STRENGTHS AND OPPORTUNITIES

In addition to our strong record of leadership, our region operates from several positions of strength. Uniquely, the Pacific Island region adds “Islands, Collaboration and Culture” to NOAA’s Vision of “Science, Stewardship and Service.” The PIR also extends the NOS national mission to become a region “...with Safe, Healthy and Productive Oceans.”

As islanders, by necessity we are resourceful and flexible in terms of how we manage our human and financial resources. We also rely on partnerships in ways that integrate deeply into layers of social fabric that extend beyond the immediate marine conservation objectives under our care. On islands, everything connects and there is little separation between sectors.

In terms of community involvement and participation, we have strong, active advisory councils, each with highly engaged indigenous cultural advisors. As such, we directly involve indigenous people and communities in programs, conservation and management. We also have significant volunteer programs and active, loyal volunteers. We also have the highest yielding donation boxes in the program, offering yet untapped fundraising potential.

Our region leads the way in integrating science with traditional and local knowledge systems, actively building programs and partnerships to accomplish this in ways that directly improve our management.

We also have significant assets including three existing visitor centers and strong educational programs across all three sites and offices in various locations along with educational displays in partner institutions. We have over 16 MOAs and other partnerships with institutions to further scientific, educational and management objectives. PIR’s MOA with the Hawai‘i Institute of Marine Biology sets an international precedent in the integration of marine management needs into scientific research agendas. We also have strong relationships with state, territorial and local governments.

Field assets include the NOAA R/V Hi‘ialakai, several small vessels, a progressive, growing and innovative technical dive program (including technical diving), field equipment and expertise. Our field work purposely aims to be multi- and interdisciplinary, spanning from focused intertidal characterization and monitoring, to world-class maritime archaeology, to some of the deepest manned submersible habitat and species exploration. We have strong and demonstrated emergency response capabilities and nearly two-decades of marine mammal disentanglement and response capacity and training abilities.



*Left.* Sea creatures such as this Red Pencil Urchin abound within Papahānaumokuākea.  
Credit: James Watt

Archival research indicates hundreds of potential maritime heritage sites to discover and interpret throughout the Pacific Islands Region.<sup>16</sup> Additionally, chants and oral histories that tell of exploration and settlement throughout Oceania. This rich history highlights the potential that this place has to facilitate a broad and interdisciplinary understanding of the unique heritage resources in the Pacific. With two dedicated maritime heritage staff (in the Pacific Islands Region and at PMNM) and dedicated annual ship time for maritime heritage field research on the NOAA vessel Hi‘ialakai, ONMS Pacific Islands Region has been committed to supporting a maritime heritage program that fosters exploration, discovery and the interpretation and protection of these sites and their stories for a broad public audience.

Of all our assets, however, none compare to our broad and diverse staff who are committed, capable, loyal, innovative and dedicated to improving the wellness of our oceans, islands, and communities.

<sup>16</sup> It is important to note that pivotal historical events that transformed the Pacific such as early seafarers setting the stage for a legacy of exploration, the boom of the whaling industry in the early 19th century, the growth of transpacific commerce in the late 19th century, and World War II all left material remains that provide a glimpse into the theater of Pacific heritage and highlight the potential for future maritime archaeological exploration and discovery. Efforts to inventory, document and protect maritime heritage sites can be instrumental in opening a window into the Region’s seafaring past, and can contribute materially to a growing body of knowledge about humans’ historical interaction with the sea.

Combined, these strengths and history and practice of direct community engagement provide ONMS PIR the ability to influence and integrate into the social fabric and increase quality of life in these island communities. Examples of such contributions include installation of a dive chamber at LBJ hospital in American Samoa; the ocean and communities focused interpretive re-design of the historic Lahaina Courthouse (a popular cruise ship visitation site); and aiding in the revitalization of downtown Hilo through the development of Mokuāpapa Discovery Center.

The Pacific Islands Region is ambitious and visionary in all facets of management and clearly leads the way in the integration of nature and culture as a core philosophy and approach. We see our success as also our responsibility to help guide other sites and regions as they aim to do the same.

## STRATEGIC OPPORTUNITIES TO ADVANCE ADMINISTRATION AND AGENCY PRIORITIES

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THE PACIFIC ISLANDS REGION IS ALSO POSITIONED WITH UNIQUE AND STRATEGIC OPPORTUNITIES THAT SHOULD BE PURSUED, BUILT UPON, AND LEVERAGED TO FORWARD ADMINISTRATION (INCLUDING ONMS/NOS AND NOAA) PRIORITIES. EXAMPLES INCLUDE:

### Resilience and Adaptation to Climate Change

Through initiatives such as greening of our site facilities; engaging and incorporating indigenous perspectives and knowledge; and conducting workshops and assisting communities in accessing data, all three sites in the region continue to advocate and call attention to the immediacy of these issues to islands.

### Coastal and Marine Spatial Planning

All three sites have recently or are currently going through significant spatial and place-based planning. As such we have the opportunity to inform and share real-life lessons learned from our planning to help inform and guide CMSP as it develops agency-wide, with the inclusion of ‘marine’ and ‘ocean’ planning along with the ‘coastal’.



*Left.* Magnificent Humpback Whale.  
Credit: Ed Lyman

## 🐟 Regional Collaboration

In FY12, ONMS PIR is will chair both the NOAA Pacific Regional Executive Board (PREB) and the National Ocean Service Pacific Region (PacNOS) providing ONMS with significant opportunity to guide the activities of NOAA in the region. The primary focus of the PREB at this time is to focus on the Pacific Regional Center at Moku‘ume‘ume (Ford Island). PacNOS is focused on communicating and collaborating among NOS offices in the region to provide Line and NOS leadership with consolidated views on issues affecting the region. The Pacific Regional Ocean Partnership was recently established per the National Ocean Policy and is currently seeking financing and support to increase coordination across the four U.S. Pacific jurisdictions on priority ocean and coastal issues. In addition to these, other partnerships (see APPENDIX I) in the region also provide for a communication with state, federal, and private partners. The U.S territories and other U.S. affiliated states in the Pacific are not members of some of the key partnerships, and NOAA should make a special effort to ensure their needs are addressed.

## 🐟 Sentinel Site Initiative

The NOAA sentinel site initiative provides a place-based approach that focuses NOAA resources and assets to address key management questions. Each ONMS site in the Pacific region offers a unique opportunity to identify discrete sites that have the operational capacity for intense study and sustained observations to detect and understand physical and biological changes in the ecosystems. Archipelagos offer a unique and natural laboratory to study a gradient of ecosystem conditions at temporal and spatial scales to provide information that is scientifically relevant and applicable to marine and coastal management issues.

## 🐟 Community Place-Based Engagement

Adding to other national priorities, ONMS has made “place-based management” a priority for where NOAA does business. In the Pacific region, we are encouraged that this approach, which is the Pacific Way, is now being recognized and embraced nationally.

## 🐟 Eco-Cultural Literacy

Educational programs like Navigating Change and Toa ole Tai (Ocean Heroes) are leading the way in linking indigenous cultural knowledge and practices with natural science and conservation to teach youth and families how to return to integrated approaches to caring for our world. The Pacific Region has much to offer the nation as a model for how to connect communities to be engaged and involved in conservation.



*Left.* Maritime Heritage Coordinator Kelly Gleason documents a ginger jar at the Two Brothers shipwreck site. Credit: Greg McFall



## Maritime Cultural Landscapes<sup>17</sup>

As the first global site designated by UNESCO as a “cultural seascape,” PMNM is in a unique position to lead this effort and demonstrate the importance of interpreting maritime heritage in a place with a vibrant living culture, and at a site where collaboration between the Native Hawaiian Program and Maritime Heritage Program are critical to the appropriate interpretation and understanding of the history of this place. Using the cultural landscape (or seascape) approach to examine the broad themes of human presence in the Pacific Islands Region—exploration, whaling, the age of sail, and military history—has been a priority. By embracing a holistic, multidisciplinary approach to research, management and outreach, staff continually build bridges between fields of endeavor—maritime heritage, terrestrial archaeology, natural resources, and Native Hawaiian culture—that have traditionally been treated separately.

## CHALLENGES AND ‘SIDEBOARDS’ TO SUCCESS



*Left.* Devastation not easily seen on the surface of the ocean is unfortunately evident on many of the islands and atolls of Papahānaumokuākea. Credit: Cynthia Vanderlip

It would be naïve and incomplete if we did not also recognize the serious challenges facing the region along with obvious ‘sideboards’ that frame the boundaries of our potential success. This plan is being put forward to carry out activities during the same time frame that unprecedented fiscal constraints are being predicted for our agency and program. As a result, we are already experiencing staffing limitations and with the current fiscal projections, it is unlikely that significant human resources will be added to the region over the next few years. Two of the three sites are in the middle of intensive management plan reviews that will likely redefine in significant ways the role of ONMS at those sites.

The three sites in the PIR span and contain by far the largest geographic area in the program requiring significant travel and associated budgets to conduct even the most basic resource management functions. Given the remote location of the Pacific and significant social-cultural differences from the continental U.S., integration and understanding of our sites and people within ONMS remain a challenge. These differences combined with the infrequency of national meetings being held in the region also limit our avenues to showcase our work and inform other sites and headquarters about the Pacific Islands Region and the contributions we yield nationally, regionally and internationally.

<sup>17</sup> As identified in the 2011 ONMS Maritime Heritage Program (MHP) Tactical Plan, the MHP will emphasize all aspects of heritage, including maritime culture in its broadest definition of human interaction with the lakes and seas, as well as overviews of maritime use and activity as characterized in the “maritime cultural landscape” approach. The MHP is adopting this approach to assessing sites within the National Marine Sanctuary System, as well as sites worthy of designation of sanctuaries.

In both Hawai‘i and American Samoa we have solid relationships and significant synergy with the current, respective Governors and co-managing agencies. As such, we have an unprecedented window of opportunity to move forward on individual site initiatives, potentially limiting our ability to focus regionally. Given this window of opportunity, it is imperative that we carefully balance the already significant workloads at the sites to ensure our ability to follow through on the proposed regional actions and priorities outlined in this document.

It is with all of this in mind – our collective strengths, opportunities, challenges and sideboards – that we have voluntarily come together to forge a three-year strategy as a statement of commitment to each other and our sites to carry the region forward together as a unified team.

## SUMMARY OF GOALS, OBJECTIVES AND ACTIONS

### 2012-2015

The Pacific Island Region has identified four strategic, shared roles (themes) with associated goals, objectives and actions on which to concentrate our efforts over the next three years. In summary, these strategic roles include:

THEME 1 FOCUS ON SITE PRIORITIES.	
THEME 1 GOAL	Ensure Regional success by first making sure site priorities are being addressed.
	<b>Fagatele Bay National Marine Sanctuary:</b> Carry out a comprehensive management planning process, inclusive of expanded areas, programs and communities.
	<b>Hawaiian Islands Humpback Whale National Sanctuary:</b> Carry out a comprehensive management planning process, inclusive of expanded areas, programs and communities.
	<b>Papahānaumokuākea Marine National Monument:</b> Expand resource protection efforts to address primary threats, all of which have regional applicability and require global attention.
THEME 1 OBJECTIVES: FAGATELE BAY NMS	Implement a successful Management Plan Review (MPR) process resulting in the establishment of the largest marine sanctuary in the System.
	Enhance the national, regional and international profile of PIR through leadership of Fagatele in the Two Samoa’s planning initiative.
	Enhance Ocean Learning in the South Pacific with the completion of a Ocean Discovery & Learning Center in American Samoa.
	Develop (based on PNMM & HIHWNMS experiences) a Friends Group that will increase advocacy & support for the visitor focus as well as program activities for FBNMS.
	Enhance capacity for the Territory of American Samoa to be a hub for hyperbaric treatment in the South Pacific.
	Bridge private sector & regional organization alliances to support key conservation programs which benefit the region.
	Enhance efforts to address Climate Change in the Pacific through work at FBNMS.
	Pursue World Heritage designation for American Samoa.

THEME 1 FOCUS ON SITE PRIORITIES CONTINUED	
THEME 1 GOAL	Ensure Regional success by first making sure site priorities are being addressed.
THEME 1 OBJECTIVES: HAWAIIAN ISLANDS HUMPBACK WHALE NMS	Carry out a successful Management Plan Review (MPR) process that results in the establishment of a sanctuary with an ecosystem-based approach to management that supports place-based community engagement.
	Increase resource protection in the southeastern Hawaiian Islands through selection of preferred management alternative and accompanying regulations, as appropriate.
	Enhance scientific capacity within the Region through enhanced marine mammal research and stranding programs included in final management plan.
THEME 1 OBJECTIVES: PAPAĀNAU-MOKUĀKEA MNM	Enhance efforts to address Climate Change in the Pacific through work at PMNM.
	Focus attention on the global issue of marine debris through high visibility communication and removal efforts. <sup>18</sup>
	Increase the collective knowledge base on how to slow the rate of marine invasive species introductions through bio-cultural protocols, research, early detection and prevention efforts. <sup>19</sup>

THEME 2 COMMUNICATE AND COLLABORATE WITHIN THE REGION MORE DELIBERATELY AND EFFECTIVELY.	
THEME 2 GOAL	Increase and improve communication and collaboration among sites and broadly within the Region to enhance our collective effectiveness and ensure our “whole is greater than the sum of our parts”.
THEME 2 OBJECTIVES	Carry-out and co-host a successful “Oceans for Life Pacific: 2013” youth exchange in Honolulu that integrates and showcases Pacific contributions to ocean conservation and peace-making (funding-dependent).
	Facilitate high-level Pacific engagement in “First Stewards: Indigenous Adaptations to Climate Change Symposium, Smithsonian, July 2012.” Cooperate, as instructed, with other entities to carry this out.
	Be as engaged and informed as possible about all relative national and regional efforts, initiatives and NOAA bodies operating in the Region.
	Initiate cross-regional staff “Exchange” program and formalize, as appropriate.
	Support Hōkūle‘a World Wide Voyage (WWV).
	Adapt Navigating Change Education Program for use at other sites.
	Enhance data management and integration activities in the Region.
	Foster the next generation of Hawai‘i’s conservation leaders.

<sup>18</sup> Actions are directly derived and adapted from the Monument Management Plan 2008.

Success indicators are modified for the purposes of this Regional Strategy.

<sup>19</sup> Same as above.

THEME 3 ENGAGE IN REGIONAL AND INTERNATIONAL INITIATIVES AND PARTNERSHIPS.	
THEME 3 GOAL	Increase the direct involvement and impact of ONMS regionally and internationally through partnerships and strategic initiatives.
THEME 3 OBJECTIVES	Continue to share emergency response and disentanglement expertise nationally and internationally.
	Continue to play a leadership role in the International Committee on Marine Mammal Protected Areas.
	Facilitate the exchange of knowledge and collaboration within the greater and Pacific Island conservation community.
	Influence the visibility of Pacific culture and knowledge in marine conservation through participation in domestic and international conferences, meetings and events.
	Continue to influence the development of Large-scale Marine Managed Areas through “Big Ocean: A Network of the World’s Largest Marine Managed Areas”.
	Consider potential for new site development in the Pacific.



THEME 4 INCREASE ORGANIZATIONAL RESILIENCE, CONTRIBUTIONS AND EFFECTIVENESS AS A REGION.	
THEME 4 GOAL	Increase organizational resilience, contributions, and effectiveness ensuring that PIR remains strong and vibrant, demonstrating unified leadership on critical marine conservation issues.
THEME 4 OBJECTIVES	Regional communication and representation within ONMS and NOAA is strengthened to fully support the work of the sites.
	PIR sites are fully engaged and represented within the Superintendents Team (ST).
	Implement Pacific Regional Facilities Master Plan as developed collaboratively.
	Share and maximize use of resources and assets within the region to address priority needs.
	Sites are fully staffed to meet core resource protection and site management needs.
	HQ support of the PIR is increased to enhance impact of the Pacific on the overall System.
	PIR structure meets the needs of both the sites and HQ.
	PIR actively engages in visioning and planning every 3-5 years to ensure success of mission.
PIR leadership meet and communicate regularly to enhance shared learning and increase effectiveness in addressing critical marine conservation issues.	





THE ATTACHED TABLE PROVIDES MORE DETAIL  
ON THE GOALS, OBJECTIVES AND ACTIONS  
ALONG WITH PROJECTED TIMELINES AND  
POTENTIAL SUCCESS INDICATORS.



# PACIFIC ISLANDS REGIONAL STRATEGY TABLE



<b>THEME</b>	Primary strategic, shared roles for achieving our vision and mission.
<b>GOAL</b>	Key site priority that must be achieved, aspects of which that are shared with the Region, therefore included in this Regional Strategy.
<b>OBJECTIVES</b>	Result of specified actions we are aiming toward.
<b>ACTIONS</b>	Tangible, near term activities we will undertake.
<b>INDICATOR</b>	Agreed upon measure of success.

## THEME 1. FOCUS ON SITE PRIORITIES

GOAL	OBJECTIVES	ACTIONS	TIMELINE	SUCCESS INDICATOR	RESPONSIBILITY FOR ACTION
<p><b>Ensure Regional success by first making sure site priorities are being addressed</b></p> <p><b>A. Fagatele Bay National Marine Sanctuary</b></p> <p>Carry out a comprehensive management planning process, inclusive of expanded areas, programs and communities</p>	1.A.1	Implement a successful Management Plan Review (MPR) process resulting in the establishment of the largest marine sanctuary in the System.	2012- 2013	Communities of American Samoa supports name change and boundary expansion resulting in both achieved through MPR review.	<p>FBNMS with support from Regional Director and other site Superintendents</p>
	1.A.1.a	Lead a planning process that results in support for major boundary expansion (and name change) by the Government and communities of American Samoa.	2012- 2013	Communities of American Samoa supports name change and boundary expansion resulting in both achieved through MPR review.	
	1.A.1.b	Develop relationships among indigenous Council/Alliance working groups and subcommittees in Hawaii and Samoa to ensure active participation of these communities in resource management.	2013 - 2014	PIR staff actively assist in expanding understanding of the purposes and key elements of the outcome of the FBNMS MPR.	
	1.A.1.c	Increase the profile of the Pacific by establishing the largest Sanctuary in the System alongside the largest Marine National Monument.		Largest sanctuary established and promoted as a Pacific contribution to national and regional conservation.	
	1.A.1.d	Engage the entire PIR in promotion of the Fagatele name change and boundary expansion by training others in the core elements and purposes of the preferred alternative.	2013	PIR staff actively assist in expanding understanding of the purposes and key elements of the outcome of the FBNMS MPR.	
	1.A.2	Enhance the national, regional and international profile of PIR through leadership of Fagatele in the Two Samoa's planning initiative.	2015	Increased regional and national attention to the Two Samoa's initiative.	
	1.A.2.a	Increase national and regional attention to collaborative efforts within the Samoa archipelago to enhance resource protection broadly.		Increased profile of ONMS within and among Pacific regional organizations.	
	1.A.2.b	Engage in regional efforts and organizations to promote the leadership of OMNS in bringing forward this initiative.	2013 - 2015	Hawaii sites engaged in the initiative, as appropriate.	
	1.A.2.c	Engage other sites, as appropriate, in the development of the initiative, bringing forward their expertise.	2013 - 2015	Facility opening in August, 2012.	
	1.A.3	Enhance Ocean Learning in the South Pacific with the completion of a Ocean Discovery & Learning Center in American Samoa	2013	Increased regional attention of the new facility.	
1.A.3.a	Increase national & regional attention to American Samoa for ocean conservation by successfully completing a visitor, training, learning & discovery center	May 2012			
1.A.3.b	Develop based on experiences of PNMMS & other sites – a profile, & operations program for the center.	2013			

# PACIFIC ISLANDS REGIONAL STRATEGY TABLE



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ACTIONS	Tangible, near term activities we will undertake.
INDICATOR	Agreed upon measure of success.

## THEME 1. FOCUS ON SITE PRIORITIES

GOAL	OBJECTIVES	ACTIONS	TIMELINE	SUCCESS INDICATOR	RESPONSIBILITY FOR ACTION
<b>Ensure Regional success by first making sure site priorities are being addressed</b> <b>A. Fagatele Bay National Marine Sanctuary</b> Carry out a comprehensive management planning process, inclusive of expanded areas, programs and communities	1.A.3 Enhance Ocean Learning in the South Pacific with the completion of a Ocean Discovery & Learning Center in American Samoa	1.A.3.c Increase community engagement and participation in ocean conservation with the development of specific activities and programs at the Visitor Center.	2013	Profile of programs shared with 2Samoa's initiative.	FBNMS with support from Regional Director and other site Superintendents
	1.A.4 Develop (based on PNMM & HIHWNMS experiences) a Friends Group that will increase advocacy & support for the visitor focus as well as program activities for FBNMS.	1.A.4.a Develop relationships with people at HIHWNMS and PMNM who are working to develop their respective Friends groups to learn from their experiences and assist in development of the FBNMS proposed group. 1.A.4.b Establish a FBNMS Friends group.	2012	Communication established with regular interaction as the FBNMS Friends group is designed.	
	1.A.5 Enhance capacity for the Territory of American Samoa to be a hub for hyperbaric treatment in the South Pacific	1.A.5.a Establish in cooperation with Lyndon B Johnson Tropical Medical Center a community clinic for hyperbaric treatment that services American Samoa as well as other Pacific island neighboring countries. 1.A.5.b Profile & market with support from the ONMS PIR the importance of this facility nationally, regionally & internationally.	2015	FBNMS Friends group established.  Hyperbaric treatment facility established.	
	1.A.6 Bridge private sector & regional organization alliances to support key conservation programs which benefit the region	1.A.6.a Initiate a 2Samoa's 1Ocean swim & science initiative to engage national, regional & international conservation activism by learning of place-based programs protected areas as swimmable sites.	2012 - 2015	PIR sites become a conduit for information about the Center through our respective Pacific networks.	
			2012 - 2013	Three 1Ocean swims completed between 2Samoa's connected to science, education and outreach programs for schools and communities.	

# PACIFIC ISLANDS REGIONAL STRATEGY TABLE



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## THEME 1. FOCUS ON SITE PRIORITIES

GOAL	OBJECTIVES	ACTIONS	TIMELINE	SUCCESS INDICATOR	RESPONSIBILITY FOR ACTION
<b>Ensure Regional success by first making sure site priorities are being addressed</b> <b>A. Fagatele Bay National Marine Sanctuary</b> Carry out a comprehensive management planning process, inclusive of expanded areas, programs and communities	1.A.7 Enhance efforts to address Climate Change in the Pacific through work at FBNMS	1.A.7.a Initiate and collaborate with SPREP and member countries in climate change capacity building in the region.	2015	Member countries engaged with FBNMS in shared learning experiences and exchanges.	FBNMS with support from Regional Director and other site Superintendents
	1.A.8 Pursue World Heritage designation for American Samoa	1.A.8.a Initiate process to consider moving tentative listing forward as a national priority.	2012	Decision made on whether to move forward or not.	
<b>Ensure Regional success by first making sure site priorities are being addressed</b> <b>B. Hawaiian Islands Humpback Whale National Marine Sanctuary</b> Carry out a comprehensive management planning process, inclusive of expanded areas, programs and communities	1.B.1 Carry out a successful Management Plan Review (MPR) process that results in the establishment of a sanctuary with an ecosystem-based approach to management that supports place-based community engagement.	1.B.1.a Lead a planning process with a high level of engagement with communities that considers the inclusions of natural and cultural resources of national, regional and international significance.	2012 - 2015	Enhanced public understanding of HIIWNMS and the potential NMSA and ONMS offer to Hawai'i.	HIIWNMS with support from Regional Director and other site Superintendents.
		1.B.1.b Utilizing lessons learned throughout the Pacific, co-strategize within the Region throughout the process to identify key communities to engage with and support the MPR.	2012 - 2015	Greater engagement and support for MPR and ONMS across the Hawaiian archipelago.	
		1.B.1.c Foster relationships between the HIIWNMS' SAC, FBNMS' SAC and PMNM's RAC to broaden Pacific-wide understanding and engagement in ONMS PIR.	2012 - 2015	Relationships established, peer learning initiated resulting in enhanced engagement of advisory members in ONMS PIR as a whole.	
		1.B.1.d Develop relationships among indigenous Council/Alliance working groups and subcommittees in Hawai'i and Samoa to ensure active participation of these communities in resource management.	2012 - 2015	Strengthened relationships among cultural practitioners and indigenous perspectives to increase engaged in PIR.	
		1.B.1.e Based on the experiences at FBNMS and PMNM, work toward co-management of HIIWNMS with Native Hawaiian communities.	2015	Co-management governance structure established.	



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## THEME 1. FOCUS ON SITE PRIORITIES

GOAL	OBJECTIVES	ACTIONS	TIMELINE	SUCCESS INDICATOR	RESPONSIBILITY FOR ACTION
<b>Ensure Regional success by first making sure site priorities are being addressed</b>  <b>B. Hawaiian Islands Humpback Whale National Marine Sanctuary</b>  Carry out a comprehensive management planning process, inclusive of expanded areas, programs and communities	1.B.2 Increase resource protection in the southeastern Hawaiian Islands through selection of preferred management alternative and accompanying regulations, as appropriate.	1.B.2.a Increase protection of marine habitats through community and cultural input and best available information to identify priority species and habitat in need of additional protection.	2012 - 2014	Biogeographic assessment conducted that identifies priority resource protection needs.	HIHWNMs with support from Regional Director and other site Superintendents.
	1.B.3 Enhance scientific capacity within the Region through enhanced marine mammal research and stranding programs included in final management plan.	1.B.2.a Complete NEPA process, consistent with the island and community approach to resource protection efforts at other PIR sites to identify and select a preferred alternative that increases resource protection through management activities and regulations.	2014 - 2015	Preferred alternative identified and selected that specifically increases resource protection.	
		1.B.3.a Increase priority marine mammal research objectives in the final MP for the site, with objectives that could likely be transferable to other locations within the broader Pacific region.	2015	Marine mammal research objectives identified that have applicability/transferability to other sites in the Pacific.	
		1.B.3.b Identify shared humpback whale research priorities with PMNM to adopt a coordinated approach to protections of humpback whales across the archipelago.	2014	Shared research priorities developed with PMNM to understand the historical ecology of humpback whales.	
	1.B.3.c Grow regional expertise in marine mammal stranding programs by focusing on these efforts in the final management plan.		2014 - 2015	Enhanced expertise on marine mammal strandings within the broader Pacific due to clear, attainable MP activities identified and carried out.	

# PACIFIC ISLANDS REGIONAL STRATEGY TABLE



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## THEME 1. FOCUS ON SITE PRIORITIES

GOAL	OBJECTIVES	ACTIONS	TIMELINE	SUCCESS INDICATOR	RESPONSIBILITY FOR ACTION
<p><b>Ensure Regional success by first making sure site priorities are being addressed</b></p> <p><b>C. Papahānaumokuākea Marine National Monument</b></p> <p>Expand resource protection efforts to address primary threats, all of which have regional applicability and require global attention</p>	1.C.1 Enhance efforts to address Climate Change in the Pacific through work at PMNM	<p>1.C.1.a Enhance participation and representation of ONMS as a member of the Pacific Islands Climate Change Cooperative (PICCC).</p> <p>1.C.1.b Assist with the development of a definition of "cultural resource" related to climate change as part of PICCC effort, engaging PIR, per interest.</p> <p>1.C.1.c Partner within the PIR to conduct a 'green audit' of our facilities, activities and programs and reduce carbon emissions by 25%.</p> <p>1.C.1.d Complete and share lessons from development of PMNM Coral Bleaching Response Plan, applicable across the PIR given that all sites contain coral reefs.</p> <p>1.C.1.e Complete PMNM Climate Change strategy, engaging FBNMS and HIHWNMS in the review and results for shared learning and regional applicability.</p> <p>1.C.1.f Increase the capacity of indigenous communities to effectively engage in and provide their perspectives in addressing climate change.</p>	<p>2012 - 2015</p> <p>2012</p> <p>2013</p> <p>2012</p> <p>2012 - 2013</p>	<p>Enhanced ONMS involvement with PICCC as a result of continued participation by PMNM, HIHWNMS and FBNMS.</p> <p>Definition created and shared nationally with other regional cooperatives.</p> <p>Adaptation strategy completed, activities initiated to carry out the strategy.</p> <p>Response plan completed and shared with PIR for potential modification and use at other sites.</p> <p>Strategy completed.</p> <p>Initial cadre of climate-focused indigenous leaders established.</p> <p>5-year strategy developed; enhanced understanding and attention within the region and NOAA on effects and critical needs specific to the Pacific.</p>	<p>PMNM (and its management board agencies) with support from Regional Director and other site Superintendents</p>
	1.C.2 Focus attention on the global issue of marine debris through high visibility communication and removal efforts	<p>1.C.2.a Complete and share 5-year marine debris removal and prevention strategy for the Hawaiian archipelago with the NOAA marine debris program, engaging HIHWNMS and other PIR staff, as appropriate.</p> <p>1.C.2.a Work with the U.S. Department of State and Pacific regional entities to gain international cooperation and involvement for marine debris issues</p>	<p>2013</p> <p>2013 - 2015</p>	<p>Key leaders are briefed; increase in number of national and regional leaders supporting marine debris efforts in the Region.</p>	

## PACIFIC ISLANDS REGIONAL STRATEGY TABLE



THEME	Primary strategic, shared roles for achieving our vision and mission.
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OBJECTIVES	Result of specified actions we are aiming toward.
ACTIONS	Tangible, near term activities we will undertake.
INDICATOR	Agreed upon measure of success.

### THEME 1. FOCUS ON SITE PRIORITIES

GOAL	OBJECTIVES	ACTIONS	TIMELINE	SUCCESS INDICATOR	RESPONSIBILITY FOR ACTION
<p><b>Ensure Regional success by first making sure site priorities are being addressed</b></p> <p><b>C. Papahānaumokuākea Marine National Monument</b></p> <p>Expand resource protection efforts to address primary threats, all of which have regional applicability and require global attention</p>	1.C.3 Increase the collective knowledge base on how to slow the rate of marine invasive species introductions through research, early detection and prevention efforts <sup>1</sup>	<p>1.C.3.a Conduct and facilitate research designed to answer questions regarding invasive species detection, effects on ecosystem, and alien species prevention, control, and eradication.</p> <p>1.C.3.b Investigate and share methods to eradicate known aquatic invasive species, and conduct regular surveillance for new invasions.</p> <p>1.C.3.c Participate in archipelagic and Pacific regional alien species efforts to build relationships with other resource managers and invasive species experts in the State, nation, and other countries based on shared challenges concerning invasive species.</p>	2012 - 2015	Additional research conducted and shared.	PMNM (and its management board agencies) with support from Regional Director and other site Superintendents
			2012 - 2015	Lessons and methods shared on eradication efforts and regular surveillance.	
			2012 - 2015	Increased relationships build with others in the region specific to invasive species.	



<sup>1</sup> Actions are directly derived and adapted from the Monument Management Plan 2008. Success indicators are modified for the purposes of this Regional Strategy.

# PACIFIC ISLANDS REGIONAL STRATEGY TABLE



## THEME 2. COMMUNICATE AND COLLABORATE WITHIN THE REGION MORE DELIBERATELY AND EFFECTIVELY

THEME	Primary strategic, shared roles for achieving our vision and mission.
GOAL	Key site priority that must be achieved, aspects of which that are shared with the Region, therefore included in this Regional Strategy.
OBJECTIVES	Result of specified actions we are aiming toward.
ACTIONS	Tangible, near term activities we will undertake.
INDICATOR	Agreed upon measure of success.

GOAL	OBJECTIVES	ACTIONS	TIMELINE	SUCCESS INDICATOR	RESPONSIBILITY FOR ACTION
<p><b>Increase and improve communication and collaboration among sites and broadly within the Region to enhance our collective effectiveness and ensure our "whole is greater than the sum of our parts."</b></p>	<p>2.1 Carry-out and co-host a successful "Oceans for Life Pacific: 2013" youth exchange in Honolulu that integrates and showcases Pacific contributions to ocean conservation and peace-making (funding-dependent).</p>	2.1.a. Select an effective and conducive venue(s) to host the exchange.	2012	Venue(s) selected and confirmed as soon as funding is secured.	Regional Director & Superintendents (or their designees)
		2.1.b. Establish clear cross-cultural learning objectives with mutual benefits.	2012	Objectives are agreed upon and established.	
		2.1.c. Develop comprehensive itinerary of activities and events that meet the learning and community objectives of the hosts.	2012	Itinerary is developed.	
		2.1.d. Select Hawaii and Pacific participants, consistent with HQ objectives and engage with HQ on selection of other participants, using clear criteria.	2013	Participants selected and criteria are met.	
		2.1.e. Implement program in a manner that achieves the objectives.	2013	Program successfully implemented.	
	<p>2.2 Facilitate high-level Pacific engagement in "First Stewards: Indigenous Adaptations to Climate Change Symposium, Smithsonian, July 2012." Cooperate, as instructed, with other entities to carry this out.</p>	2.2.a. Work with the planning team to identify clear objectives for Pacific involvement and contribution to the Symposium; secure funding for Pacific involvement.	2012	Objectives are clear and fundraising strategy in place.	PIR leadership <sup>2</sup> & Symposium Planning Team <sup>3</sup>
		2.2.b. As appropriate and resource-dependent, identify and coordinate Pacific leaders to serve as keynote speakers at the Symposium.	2012	Pacific leaders participate at Symposium, relationships established with ONMS.	PIR leadership
		2.3.a. Increase leadership and visibility of ONMS by serving as Pacific Regional Executive Board Chair for 2012.	2012	Increased knowledge and understanding of ONMS by PREB members.	PIR Director
		2.3.b. Increase leadership and visibility of ONMS by serving as NOS Pacific Region (PacNOS) Chair for 2012.	2012	Increased knowledge and understanding of ONMS by PacNOS members.	PIR Director
		2.3. Be as engaged and informed as possible about all relative national and regional efforts, initiatives and NOAA bodies operating in the Region.			

<sup>2</sup> PIR leadership is defined as the Regional Director and the 3 Site Superintendents.

<sup>3</sup> Symposium Planning team is defined as the Smithsonian led planning team inclusive of ONMS as a primary sponsor.





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GOAL	OBJECTIVES	ACTIONS	TIMELINE	SUCCESS INDICATOR	RESPONSIBILITY FOR ACTION
<p>Increase and improve communication and collaboration among sites and broadly within the Region to enhance our collective effectiveness and ensure our "whole is greater than the sum of our parts."</p>	2.3 Be as engaged and informed as possible about all relative national and regional efforts, initiatives and NOAA bodies operating in the Region.	2.3.c Actively participate in other NOAA, NOS regional activities and working groups including PRC planning, Pacific Regional Planning Team, etc.	2012 - 2015	Leadership of ONMS demonstrated through tangible initiatives and products.	PIR leadership
	2.4 Initiate cross-regional staff "Exchange" program and formalize, as appropriate	2.4.a Identify needs and benefits of establishing such a program.	2012	Needs and benefits identified and agreed upon.	PIR leadership
		2.4.b Establish criteria for how staff will participate.	2012	Criteria established and clearly communicated among staff.	
	2.4.c Initiate trial exchange across 2 sites.	2013	Trial exchange completed.		
	2.4.d Assess success and modify program, as appropriate.	2014	Assessment and modifications completed, as appropriate.		
	2.4.e Fully implement program, as appropriate.	2015	Program implemented, as appropriate.		
	2.5 Support Hokule'a World Wide Voyage (WWW)	2.5.a Continue to support ONMS involvement in WWW planning and development of a briefing document summarizing the purposes.	2012	Meetings attended; Briefing document completed.	PIR leadership in support of HQ leadership. PMNM staff to support.
		2.5.b Assist with the establishment of a World Ocean Council of Advisors to provide global leadership and visibility for the WWW.	2012	World Council established.	PMNM Superintendent
		2.5.c Assist with Pacific planning efforts.		Pacific planning efforts successfully implemented.	PIR leadership
		2.5.d Make connections with World Heritage sites globally and other places where PIR has relationships that coincide with the sail plan.	2013 - 2015	WWW connects sail plan with World Heritage sites and other locations where strong ONMS relationships exist, as appropriate.	PIR leadership

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### THEME 2. COMMUNICATE AND COLLABORATE WITHIN THE REGION MORE DELIBERATELY AND EFFECTIVELY

GOAL	OBJECTIVES	ACTIONS	TIMELINE	SUCCESS INDICATOR	RESPONSIBILITY FOR ACTION		
<p>Increase and improve communication and collaboration among sites and broadly within the Region to enhance our collective effectiveness and ensure our “whole is greater than the sum of our parts.”</p>	2.5 Support Hokule’a World Wide Voyage (WWW)	2.5.e Host the canoe, as appropriate at sites.	2013 - 2015	Canoe hosted by PIR sites.	Site Superintendents		
	2.6 Adapt Navigating Change Education Program for use at other sites	2.6.a	PMNM and HIHWNMS education staff work together to assess and modify, as appropriate the Navigating Change education program and curriculum to enhance education efforts across the sites.	2013	Modified program and curriculum completed.	PMNM and HIHWNMS education staff	
		2.6.b	PMNM and FBNMS education staff work together to assess and modify, as appropriate the Navigating Change education program and curriculum to fit needs in Samoa.	2014	Modified program and curriculum completed.	PMNM and FBNMS education staff	
	2.7 Enhance data management and integration activities in the Region	2.7.a	Export PMNM’s information management and permitting system to FBNMS and HIHWNMS as appropriate	2014	Information management and permitting system exported.	PMNM and FBNMS data management staff	
			2.7.b	PMNM to provide training to support use and site modification of information management system	2014 - 2015		Training conducted.
			2.7.c	Regularly share data, as appropriate, to develop cross-site products.	2015		Data shared; Products developed.
	2.8 Foster the next generation of Hawaii’s conservation leaders.	2.8.a	Actively support internships and other educational opportunities for local and indigenous youth to become involved and engaged in marine conservation.	2012 - 2015	Internships and other educational opportunities obtained; Increased local and indigenous youth involvement in marine conservation.	PIR leadership and their designees	
			2.8.b		Seek funding to support and sponsor education and training programs for local students interested in careers in conservation.		Funding and support obtained to provide education and training opportunities enhancing career pathways for local students.

## PACIFIC ISLANDS REGIONAL STRATEGY TABLE



### THEME 3. ENGAGE IN REGIONAL AND INTERNATIONAL INITIATIVES AND PARTNERSHIPS

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GOAL	OBJECTIVES	ACTIONS	TIMELINE	SUCCESS INDICATOR	RESPONSIBILITY FOR ACTION	
Increase the direct involvement and impact of ONMS regionally and internationally through partnerships and strategic initiatives	3.1 Continue to share emergency response and disentanglement expertise nationally and internationally.	3.1.a Resource-dependent will continue to provide unique expertise of HI-HWNMS in this field, and promote opportunities for staff exchange.	2012 - 2015	Increased engagement at site to foster exchange nationally and internationally.	HIWNMS Superintendent and designee(s)	
	3.2 Continue to play a leadership role in the International Committee on Marine Mammal Protected Areas	3.2.a PIR continues to serve on the International Committee in a leadership capacity, enhancing programs, sharing expertise and fostering relationships. 3.2.b PIR continues to serve in a leading role in the planning of the 3rd International Conference on Marine Mammal Protected Areas, November 2013.	2012 - 2015	PIR represented on the Committee. Conference successfully executed.	Regional Director	
	3.3 Facilitate the exchange of knowledge and collaboration within the greater and Pacific Island conservation community.		3.3.a Continue partnership with AAMP <sup>4</sup> (French MPA agency) and conduct Pacific Exchange II and other priorities identified in the agreement.	2012 - 2015	Pacific Exchange II conducted; ONMS and AAMP negotiate next steps under the agreement.	PMNM Superintendent and ONMS International Program
			3.3.b Develop a stronger relationship with the NOS Pacific Services Center and identify opportunities for shared initiatives to strengthen NOS' capacity in the Pacific.	2012 - 2015	Relationship with PSC strengthened, demonstrated by the initiation of at least one shared project in 2012.	PIR leadership
			3.3.c Participate in Regional and international meetings including those hosted by UNESCO, IUCN, SPREP, CRISP, SPC etc.	2012 - 2015	PIR represented at most significant regional and international meetings related to marine conservation and the Pacific.	PIR leadership
			3.3.d Formalize and expand PMNM's relationship with New Zealand's Institute for Water and Atmosphere to other sites and PacNOS.	2012	Bi-lateral agreement signed; Introductions made with other sites and PacNOS.	PMNM Superintendent

<sup>4</sup> L'Agence des Aires Marine Protégées. ONMS and AAMP signed a bi-lateral agreement in November 2009.

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### THEME 3. ENGAGE IN REGIONAL AND INTERNATIONAL INITIATIVES AND PARTNERSHIPS

GOAL	OBJECTIVES	ACTIONS	TIMELINE	SUCCESS INDICATOR	RESPONSIBILITY FOR ACTION	
Increase the direct involvement and impact of ONMS regionally and internationally through partnerships and strategic initiatives	3.3 Facilitate the exchange of knowledge and collaboration within the greater and Pacific Island conservation community.	3.3.e Initiate new relationship between PIR and Micronesia through the Micronesian Conservation Trust for peer learning and program enhancement.	2012	Invitation from the Micronesian Conservation Trust to build a partnership around island conservation accepted by PIR.	PMNM Superintendent	
		3.3.f Document activities and initiatives and share them whenever feasible at conferences, through publication, etc.	2012 - 2015	Activities identified and agreed upon between ONMS and AAMP are conducted successfully, meeting objectives of both agencies.	PIR leadership	
		3.3.g Enhance collaboration and communication with other Pacific Marine National Monuments.	2012 - 2015	Increased communication and collaboration among ONMS, NMFS and FWS personnel working across MNMs demonstrated by shared learning and capacity building.	Regional Director, PMNM and FB-NMS Superintendents	
	3.4 Influence the visibility of Pacific culture and knowledge in marine conservation through participation in domestic and international conferences, meetings and events	3.4.a Participate in key domestic and international meetings and conferences including International Marine Conservation Conference, US Coral Reef Task Force meetings, World Conservation Congress, International Marine Protected Area Conferences, meetings of NOAA's MPA Center etc.	Facilitate staff exchanges and support staff training and travel opportunities to foster the exchange of knowledge.	2012 - 2015	ONMS PIR staff attend and are visible contributors to domestic and international meetings.	PIR leadership (and designees)
				2012 - 2015	PIR staff exchange knowledge and obtain training through exchanges and/or travel opportunities.	
		3.4.c Strategically and proactively provide briefings, presentations and expert information to policy makers, opinion leaders, government officials and professional, civic, cultural, educational, and community organizations on critical marine conservation needs and priorities.	Facilitate staff exchanges and support staff training and travel opportunities to foster the exchange of knowledge.	2010 - 2013	Increased understanding and support of Pacific management needs and objectives among leaders, officials and cross-sector organizations.	
				2010 - 2013	Articles and presentations completed and disseminated as broadly as possible.	
				2010 - 2013	PIR joins GLISPA and participates in at least one activity per year.	



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### THEME 3. ENGAGE IN REGIONAL AND INTERNATIONAL INITIATIVES AND PARTNERSHIPS

GOAL	OBJECTIVES	ACTIONS	TIMELINE	SUCCESS INDICATOR	RESPONSIBILITY FOR ACTION
Increase the direct involvement and impact of ONMS regionally and internationally through partnerships and strategic initiatives	3.5 Continue to influence the development of Large-scale Marine Managed Areas through "Big Ocean: A Network of the World's Largest Marine Managed Areas"	3.5.a Continue to serve as de-facto secretariat for the network, as appropriate.	2012 - 2015	PMNM recognized as the secretariat for the network.	PMNM Superintendent and designee(s)
		3.5.b Conduct annual membership meetings and workshops, held in conjunction with other global conservation meetings.	2012 - 2015	At least one membership meeting and workshop held per year.	
		3.5.c Represent Big Ocean in as many venues, gatherings as possible, expanding the visibility of the role of this emerging genre of marine conservation that is dominated by Pacific Sites at present.	2012 - 2015	Big Ocean presentations given at as many venues and gatherings as possible.	
		3.5.d Publish on topics related to challenges and benefits of large-scale MPAs.	2012 - 2015	Articles published and printed on the subject, authored by PIR staff in association with Big Ocean partners, as appropriate.	
		3.6 Consider potential for new site development in the Pacific.	3.6.a Promote opportunities to share the benefits of ONMS and NMSA in marine conservation and protection.	2012	



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### THEME 4. INCREASE ORGANIZATIONAL RESILIENCE, CONTRIBUTIONS AND EFFECTIVENESS AS A REGION

GOAL	OBJECTIVES	ACTIONS	TIMELINE	SUCCESS INDICATOR	RESPONSIBILITY FOR ACTION	
<p>Increase organizational resilience, contributions, and effectiveness ensuring that PIR remains strong and vibrant, demonstrating unified leadership on critical marine conservation issues.</p>	4.1 Regional communication and representation within ONMS and NOAA is strengthened to fully support the work of the sites.	4.1.a Increased attention is paid to effective communication and representation of PIR site needs and contributions, continuously improving over the life of the Regional Strategy.	2012 - 2015	Sites feel fully engaged and informed about national issues and initiatives; site needs are fully represented to ONMS and NOAA.	Regional Director	
	4.2 PIR sites are fully engaged and represented within the Superintendents Team (ST).	4.2.a Site superintendents participate fully in ST activities and commit to (and take turns) actively representing the Region on the executive committee.	2012 - 2015	PIR is fully represented at ST meetings and conference calls. There is always an active PIR representative on the executive committee.	Site Superintendents	
	4.3 Implement Pacific Regional Facilities Master Plan as developed collaboratively.	4.3 As resources and community readiness become available, PIR will pursue opportunities consistent with the intent of the Master Plan.	2012 - 2015	Each opportunity is analyzed and assessed appropriately, in a coordinated fashion within the region.	Regional Director and Site Superintendents	
	4.4 Share and maximize use of resources and assets within the region to address priority needs.	4.4 Sites and programs will share assets and resources (e.g. vessels, equipment, staff time, etc.) to support site management plan objectives and activities contained within the Regional Strategy.	2012 - 2015	As appropriate and available, priority needs are met due to sharing of assets and resources.	Regional Director and Site Superintendents	
	4.5 Sites are fully staffed to meet core resource protection and site management needs.	4.5.a Site and regional personnel requirements are effectively and continuously communicated to ONMS leadership.	4.5.a Site and regional personnel requirements are effectively and continuously communicated to ONMS leadership.	2012 - 2015	Core PIR programs and objectives are met annually.	Regional Director and Site Superintendents
		4.5.b Vacancies (FTE or contract) are filled as quickly as possible to avoid positions being cut or re-prioritized.	4.5.b Vacancies (FTE or contract) are filled as quickly as possible to avoid positions being cut or re-prioritized.	2012 - 2015		
		4.5.c PIR staff (not specifically assigned to sites) are utilized as effectively as possible to support shared priorities and needs of the Region.	4.5.c PIR staff (not specifically assigned to sites) are utilized as effectively as possible to support shared priorities and needs of the Region.	2012 - 2015		
		4.5.d Sites make efforts to share staff and resources to assist each other as appropriate and possible.	4.5.d Sites make efforts to share staff and resources to assist each other as appropriate and possible.	2012 - 2015		

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GOAL	OBJECTIVES	ACTIONS	TIMELINE	SUCCESS INDICATOR	RESPONSIBILITY FOR ACTION
<p>Increase organizational resilience, contributions, and effectiveness ensuring that PIR remains strong and vibrant, demonstrating leadership on unified critical marine conservation issues.</p>	4.6	HQ support of the PIR is increased to enhance impact of the Pacific on the overall System.	2012-2015	HQ support is increased, enhancing both PIR and overall System effectiveness.	Regional Director (with support from Site Superintendents)
	4.6.a	Identify core activities and projects that could be greatly enhanced by HQ engagement, enabling the PIR to become more visible and relevant to HQ and the System overall.	2012-2015	At least one short term detailee is assigned within the PIR annually.	
	4.6.b	Facilitate staff details from HQ and other sites to the PIR to meet core needs while expanding System-wide understanding and engagement with the Pacific.	2012-2015	Annual offsite is held to conduct annual assessment.	Regional Director
	4.7	PIR structure meets the needs of both the sites and HQ.	2013 - 2015	Annual offsite is held to conduct annual assessment.	Regional Director
	4.7.a	Annual offsite held to assess the organizational structure and staffing, to ensure best fit with the Pacific Strategy and overall effectiveness of the Region.	2013 - 2015	Annual offsite is held to conduct annual assessment.	Regional Director
	4.8	PIR actively engages in visioning and planning every 3-5 years to ensure success of mission.	2013 - 2015	PIR annually reviews the Pacific Strategy to track and assess progress.	Regional Director (with support from Site Superintendents)
	4.8.a	PIR annually reviews the Pacific Strategy to track and assess progress.	2013 - 2015	PIR annually reviews the Pacific Strategy to track and assess progress.	Regional Director (with support from Site Superintendents)
	4.8.b	Strategy is updated at least every three years.	2014	Strategy is updated at least every three years.	Regional Director (with support from Site Superintendents)
	4.8.c	A review committee comprised of staff is formed 18 months prior to the close of the timeframe to initiate a review of and make initial recommendations for updating or replacing the strategy.	2014	A review committee comprised of staff is formed 18 months prior to the close of the timeframe to initiate a review of and make initial recommendations for updating or replacing the strategy.	Regional Director (with support from Site Superintendents)
	4.9	PIR leadership meet and communicate regularly to enhance shared learning and increase effectiveness in addressing critical marine conservation issues.	2012 - 2015	PIR leadership meet and communicate regularly; strategic topics discussed and recorded in a coordinated and organized manner.	Regional Director
4.10	PIR sites actively seek opportunities to work collaboratively with other ONMS regions and sites.	2012 - 2015	PIR staff work collaboratively on projects in other ONMS regions; staff from other regions work collaboratively on projects within PIR.	Regional Director and Superintendents	

## TOWARD 2025

 BY THE END OF THE STRATEGY PERIOD, THE PACIFIC REGION WILL BE WELL ON ITS WAY TO ACHIEVING ITS 10-YEAR ASPIRATIONS INCLUDING THAT:

- We will be a model for international partnerships for other ONMS sites, regions and system. Key tangible outcomes will have already occurred and been proven including formalized staff exchanges and peer learning with demonstrable benefits and outcomes.
- We will make “Our Challenge” real related to the contributions and the rightful and appropriate role of living, indigenous people and culture. These would be recognized and understood by ONMS as a whole.
- There will be greater appreciation for the level of marine conservation that is being accomplished in the Pacific, not as “one-off” successes that cannot be applied elsewhere, but as models for how these experiences are transferable and necessary.
- We will be a region that nurtures and creates the next generation of local, home-grown managers.
- Despite fluctuations in budget, we will demonstrate continued growth and success through intersite collaboration and external partnerships.
- Our visitor centers and education programs reflect the people of the Pacific, communicating place-based, culturally-appropriate messaging about what conservation and heritage protection means and contributes to island communities.



*Left.* Sooty Tern (*Sterna fuscata*) 'Ewa'ewa in flight. Credit: Wayne Levin



## APPENDIX I: LIST OF ACRONYMS

- FBNMS: Fagatele Bay National Marine Sanctuary
- HIHWNMS: Hawaiian Islands Humpback Whale National Marine Sanctuary
- HIMB: Hawai'i Institute for Marine Biology
- MMA: marine managed area
- MNM: Marine National Monument
- MOA: memorandum of agreement
- MPA: marine protected area
- NMS: National Marine Sanctuary
- NOAA: National Oceanic and Atmospheric Administration
- NOS: National Ocean Service
- ONMS: Office of National Marine Sanctuaries
- PacNOS: National Ocean Service Pacific Islands Region
- PIR: Pacific Islands Region
- PMNM: Papahānaumokuākea Marine National Monument
- UNESCO: United Nations Environmental, Scientific, and Cultural Organization



*Left.* Hawaiian monk seals descend into the dark twilight, more than a thousand feet beneath the surface, to forage among corals. Monument waters and unpopulated beaches provide a last haven for these critically endangered marine mammals. Credit: James Watt

## APPENDIX II: REGIONAL PARTNERSHIPS AND NETWORKS<sup>20</sup>



REGIONAL PARTNERSHIPS IN THE REGION PROVIDE OPPORTUNITIES FOR COMMUNICATION AND COLLABORATION. IMPORTANT PARTNERSHIPS FOR ONMS IN THE REGION INCLUDE:

- **Coastal Storms Program.** The CSP is a nationwide effort, led by NOAA, to make Pacific Island communities safer and more resilient to hazards. Products developed for the Pacific Islands CSP include a suite of new and improved tools, data, information, forecast models, and training for coastal communities. The University of Hawai‘i recently received a grant for \$1.3 million to address sea level rise, tsunamis, and storm surge. CSP is contributing to efforts associated with the NCA and addressing the broader need for information to enhance community resilience to sea level rise, coastal inundation, and extreme events through sponsorship of a “Sea Level Rise Consensus” workshop in January 2012.
- **Hawai‘i Ocean Resource Management Plan.** The ORMP is a statewide plan based on (a) Connecting Land and Sea; (b) Preserving our ocean heritage; and (c) Promoting collaboration and stewardship. NOAA has participated in Policy and Working groups, along with other Federal, State and University offices, to ensure plan implementation.
- **Kona Integrated Ecosystem Assessment.** NMFS has begun a pilot IEA program for the Kona region of Hawai‘i. The purpose of an IEA is to perform a formal synthesis and quantitative analysis of information on relevant natural and socio-economic factors, specifically in relation to identified ecosystem-based management goals for a region. A major focus of the Kona IEA is to form a collaborative effort between NMFS and Federal, State, and University institutions that conduct research in the Kona region. This project has now been included in the NOS sentinel site Hawai‘i application.
- **Marine Protected Areas.** The National Marine Monuments and Sanctuaries in the Pacific are jointly managed via partnerships between NOAA and State, Territorial, and other Federal agencies.
- **Pacific Climate Information System.** PaCIS is made up of representatives of institutions and programs working in the fields of climate observations, science, assessment, education, outreach, users, and services in the Pacific. It provides a forum for sharing knowledge and experience needed to guide integrated program development and implementation. Among other activities, PaCIS has recently outlined the elements of a plan designed to develop and deliver regionally-relevant products and services to manage risks and support practical decision-making in the context of climate variability and change. It is intended to form the basis for the formulation of more detailed plans that meet the demand from decision-makers in the Pacific Islands for ‘actionable’ information, the ultimate goal of climate services. PaCIS is also spearheading efforts, along with a core group of NOAA (e.g., Pacific RISA, PSC/PRiMO) DOI (e.g., USFW/PICCC, USGS) and university-based partners to develop the regional contribution to the USGCRP’s National Climate Assessment.

<sup>20</sup> Source: Draft NOAA Regional Plan, L. Hamilton.



*Left.* Acropora Table Corals are abundant on reefs surrounding French Frigate Shoals but are nearly absent on main Hawaiian Island reefs.  
Credit: James Watt

- Pacific ENSO Applications Climate (PEAC) Center. PEAC is a multi-institutional partnership conducting research and producing information on climate variability related to the El Nino – Southern Oscillation climate cycle in the U.S. –Affiliated Pacific Islands. PEAC’s research and products support planning and management activities in climate-sensitive sectors, including water resource management, fisheries, agriculture, civil defense, public utilities, and coastal zone management.
- Pacific Islands Climate Change Cooperative. This Department of Interior (DOI) initiative is funded and staffed, and positioning itself to strategically inform landscape-scale conservation of natural and cultural resources including climate models at the archipelagic and island scales, ecological response models, and implementation and monitoring strategies for island species, resources, and communities. NOAA was engaged during FY11 with representatives from PaCIS, PICCC, Pacific RISA, and PRiMO on ‘co-evolving’ respective planning and implementation efforts. Standing up sustained assessment activities through development of a regional contribution to the NCA has been identified as a priority over the coming months.
- Pacific Islands Managed and Protected Areas Community (PIMPAC) is a collaboration of site based managers, non-governmental organizations, local communities, federal, state, and territorial agencies, and other stakeholders to collectively enhance the effective use and management of managed and protected areas in the U.S. Pacific Islands and Freely Associated States. PIMPAC aims to build partnerships among Pacific Island site based practitioners and bring support to the region in order to strengthen planning, implementation, and evaluation efforts and conserving the marine resources of the Pacific Islands.
- Pacific Regional Ocean Partnership (PROP). Regional jurisdictions gathered in 2011 to begin the process of establishing the PROP. Partners agreed on the need for the PROP, an organizational structure, and steps forward.
- Pacific Risk Management ‘Ohana. PRiMO is a network of partners committed to enhancing the resilience of Pacific Islands through risk management. PRiMO recognizes the value of collective action and works through partnerships to improve coordination, build regional capacity in risk management, and strengthen and sustain hazard-resilient communities.