Appendix V2: Planning Process

Overview

One of the principal purposes of CDPs is to serve as the forum for community input into managing growth and coordinating the delivery of government services to the community, so CDPs must be developed with participation by the affected communities. The purpose of this appendix is to explain the participatory process used to craft the Kaʻū Community Development Plan (CDP).

First, the three foundations of the planning process are introduced – balanced perspectives, appropriate roles, and planning steps marked by extensive community input and clear decisions by the CDP Steering Committee. Next, the specific community input, analysis, and decisions made at each step are explained in the context of the five phases of the CDP planning process. Finally, greater detail about the nature of community engagement during the CDP process is provided, including overviews of the CDP Steering Committee, stakeholder analysis, capacity building, and communication strategies.

To facilitate navigation within the appendix, a Table of Contents and List of Figures are provided below.

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Foundations of the CDP Process

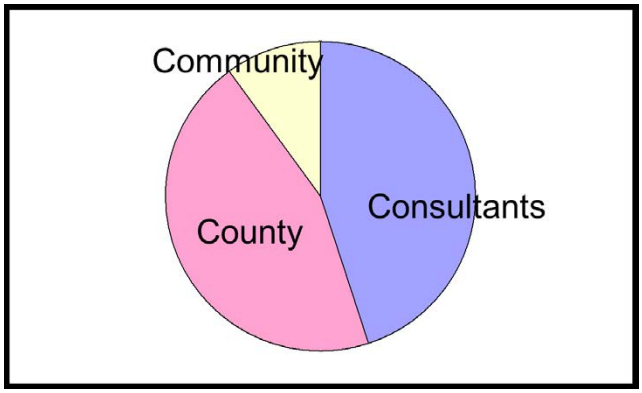
During introductory meetings throughout Kaʻū in 2008, the County established the foundations of the CDP planning process. In July 2009, the Steering Committee affirmed these foundations in the project work plan. There are three foundational features of the CDP planning process:

- **Balanced perspectives** among the three partners in the process – the community, the County, and consultants
- **Appropriate roles** for each of those partners
- **A step-by-step process, with each step marked by extensive community input and a clear decision** by the Steering Committee.

Balanced Perspectives

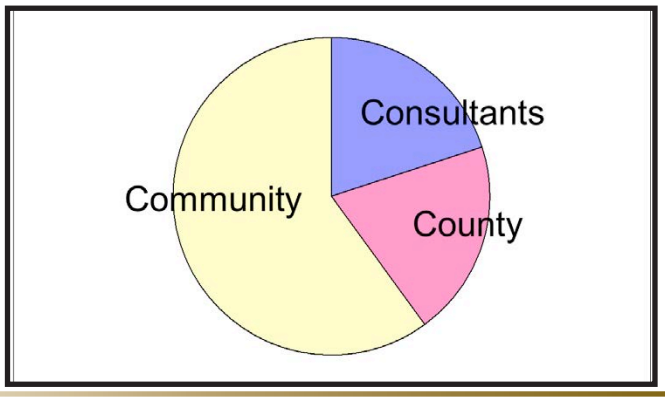
In government planning, it is common to limit community input to the minimum required by law. Because the bulk of the planning is done by government staff and consultants, the resulting plans often neglect critical issues and local knowledge and have little community buy-in or ownership (see "Figure 1: Unbalanced Perspectives Common in Government Planning").

Figure 1: Unbalanced Perspectives Common in Government Planning



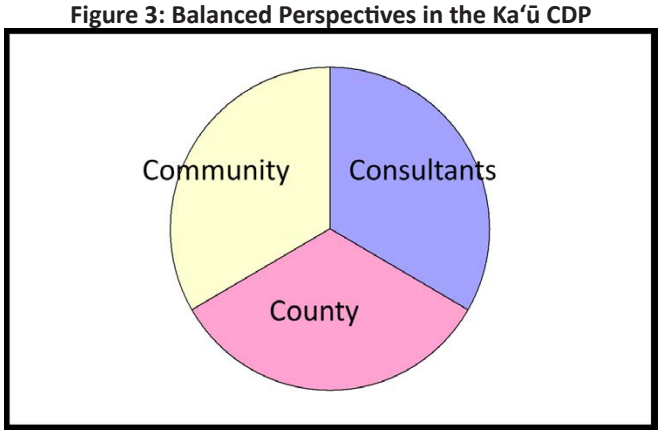
The other extreme is also common. Communities sometimes initiate their own planning processes, but these processes often fail to take into consideration existing policies and plans, important technical details, or lessons learned from other communities that have tried to achieve similar goals. The people involved typically have strong ownership of these plans, and they often do a good job of capturing community vision and priorities, but they often lack the depth or feasibility-testing required for implementation (see "Figure 2: Unbalanced Perspectives Common in Community Planning").

Figure 2: Unbalanced Perspectives Common in Community Planning



In contrast, when the three partners' perspectives are relatively balanced, a plan can be produced that reflects community priorities, government operations, and consultant expertise (see "Figure 3: Balanced Perspectives in the Kaʻū CDP"). The Kaʻū CDP planning process seeks to strike that balance.

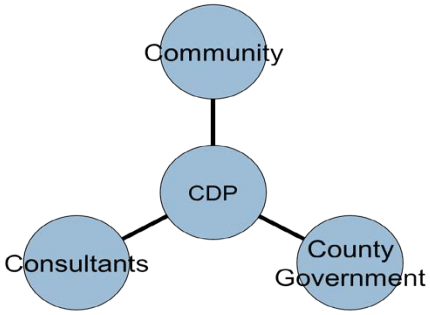
Figure 3: Balanced Perspectives in the Kaʻū CDP



Specific, Appropriate Roles

The second critical foundation of the Kaʻū CDP planning process is specific, appropriate roles. The best outcomes result when each of the three principal partners assumes roles well-suited to its responsibilities and expertise (see "Figure 4: Partners Make Unique Contributions to the CDP").

Figure 4: Partners Make Unique Contributions to the CDP



County Government's Role: The Planning Department provides overall project management and coordination. This includes managing consultant contracts, the Steering Committee, communications, and technical and regulatory input and analysis.

Early in the planning process, the Department of Research & Development managed the public input process for identifying community values and vision and provided facilitation workshops for community members involved in that initial input process.

While developing the Community Profile and assessing alternative CDP strategies, many County agencies also provide information about past, current, and future County initiatives and programs.

Because the CDP is a County plan adopted by ordinance, it also goes through the formal process of County review, recommendations, hearings, and votes. During the adoption process, the Planning Director and the Windward Planning Commission will make formal recommendations on the draft CDP. The County Council will then adopt, amend, or reject the Kaʻū CDP. If the plan is adopted, it goes to the Mayor's desk for signature before it becomes law.

Consultants' Role: Planning consultants are like architects – they listen to the client's values, vision, and objectives and then translate them into specific strategies. They provide a critical, objective, third-party perspective grounded in professional expertise and lessons learned in other communities.

For the Kaʻū CDP, the County engaged planning and community-based economic development consultants. In addition, the National Oceanic and Atmospheric Administration (NOAA) developed a comprehensive hazard assessment in support of the Community Profile, and the National Park Service's Rivers, Trails and Conservation Assistance (RTCA) program provided three years of technical assistance related to natural and cultural resource management and community-based economic development.

Community Roles: Most community members don't have the knowledge or expertise needed to write a legal plan, which is why that work is left to consultants and the County. However, only community members can:

- Identify core values,
- Clarify the community vision for the future,
- Provide local knowledge about past and current conditions,
- Use all of that input to craft community objectives or goals, and
- When the County and consultants come up with alternative strategies and drafts of the plan, only community members can confirm which strategies best achieve the objectives and whether the plan truly reflects community values and vision.

During the planning process, the Steering Committee serves as the formal liaison with the County and consultants. After adoption, the CDP Action Committee will serve as the proactive, community-based steward of plan implementation.

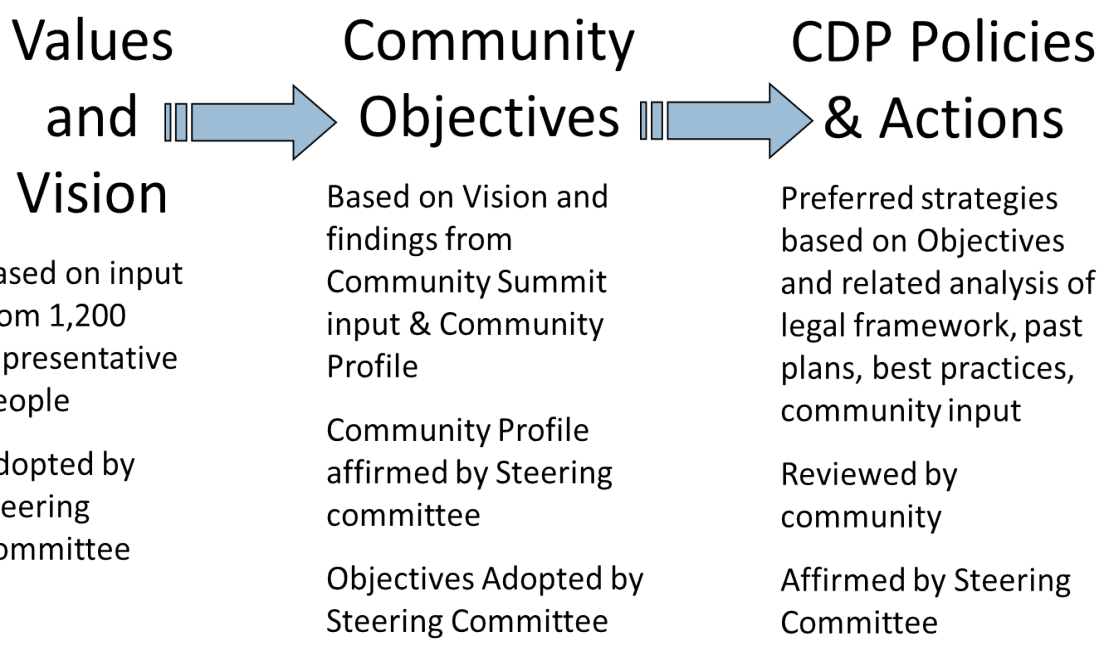
Building on Decision Points Informed by Community Input

The third foundation of the CDP process is a series of clear decision points, each of which is informed by community input. In practice, this means that each step in the process is identified, the roles of community input at that step are defined, the Steering Committee deliberates based on that community input as well as analysis provided by the County and consultants, and explicit decisions by the Steering Committee mark the transition to the next step. "Figure 5: Building on Decision Points informed by Community Input" shows the relationship of each of the basic steps that build toward drafting the CDP:

- Identifying community values and vision, based on extensive community input and adopted by the Steering Committee
- Defining community objectives, again based on input at Community Summits as well as baseline data about Kaʻū, and adopted by the Steering Committee
- Drafting policies and actions, which will be reviewed by the community and affirmed by the Steering Committee before the CDP is submitted to the County for adoption.

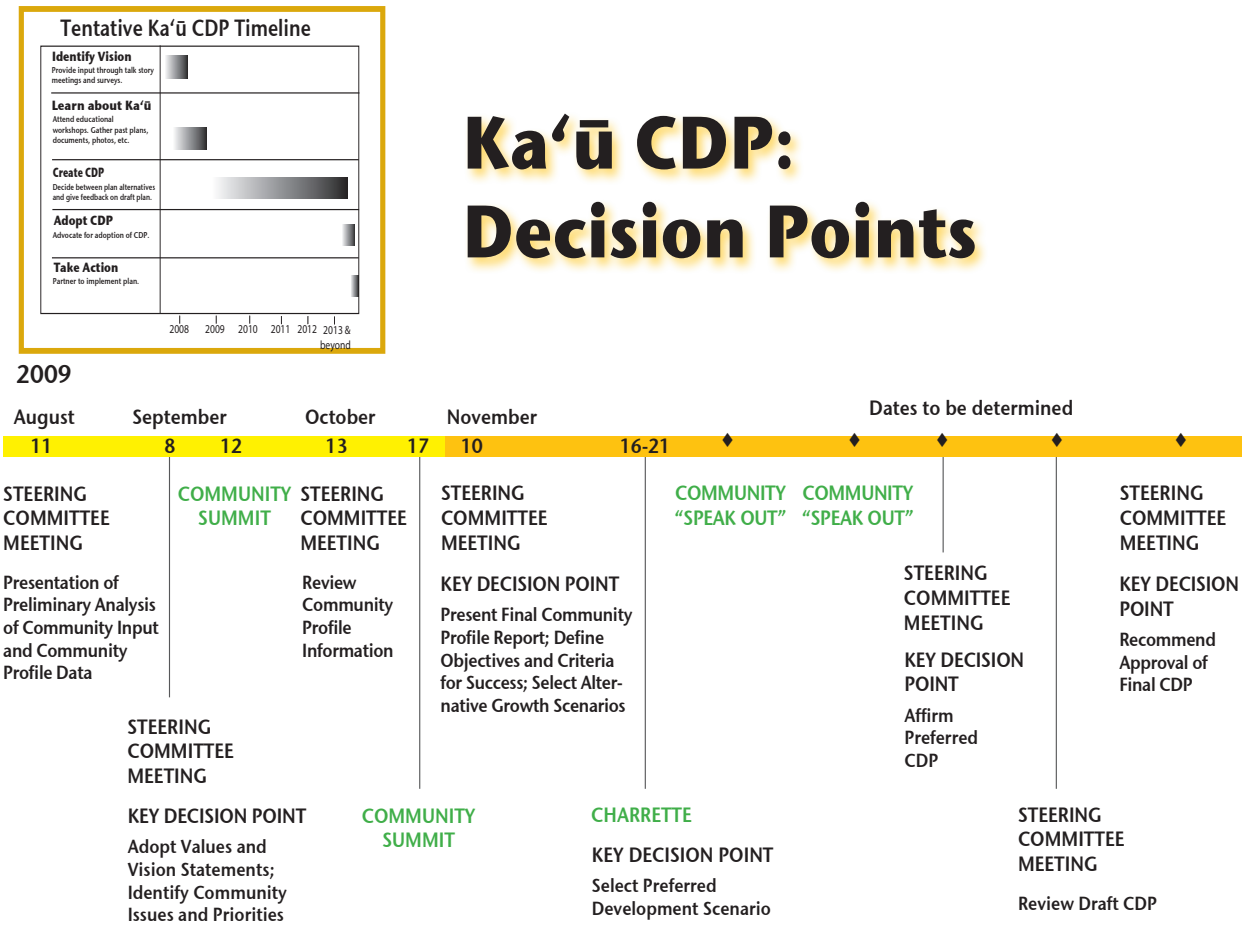
Note the clear role of community input and of Steering Committee decisions at each step.

Figure 5: Building on Decision Points informed by Community Input



"Figure 6: Ka'ū CDP: Decision Points" lays out the key steps in the CDP process on a timeline.

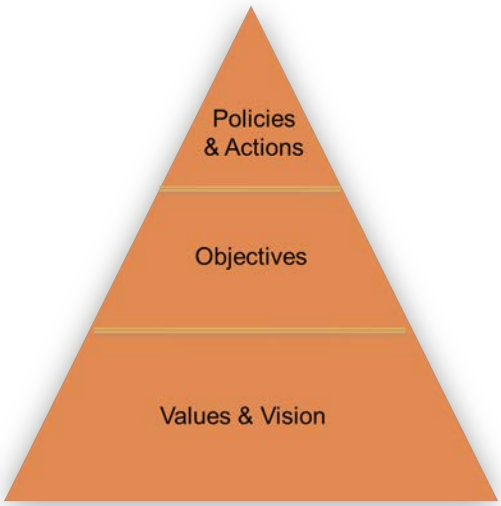
Figure 6: Ka'ū CDP: Decision Points



The Work Plan is organized around public engagement, building on the first phase's mission to Identify Vision and Values. Steering Committee meetings are open and will set aside time for public comment. Plus, five events – the charrette, the two community summits, and the two community "Speak Outs" (noted in green on the timeline) – will elicit community feedback before moving to the next stages of the process.

Each step builds on and should be consistent with the previous steps. Part of the Steering Committee's role is to ensure that each step is well-aligned with earlier steps and decisions. If they are, they naturally build on one another, as depicted in "Figure 7: Well-Aligned CDP Building Blocks".

Figure 7: Well-Aligned CDP Building Blocks



Community Input and Decision Points

The three steps illustrated in Figures 5 and 6 correspond with the first three phases of the CDP process:"Identify Values and Vision", "Learn about Ka'ū", and "Create the CDP". The fourth and fifth phases are "Adopt the CDP" and "Take Action", during which community participation and input continue to play significant roles. Each of those phases is described in more detail below.

Phase I: Identify Values and Vision

This step was particularly important because it is the starting point for the CDP planning process, where large scale, representative community was received.

Community Input: Between October 2008 and February 2009, using paper and online surveys as well as scores of informal small group meetings, the County facilitated the collection of thousands of comments. Two questions were posed: "What do you love about Ka'ū?" and "What would you like to see in Ka'ū in 20 years?"

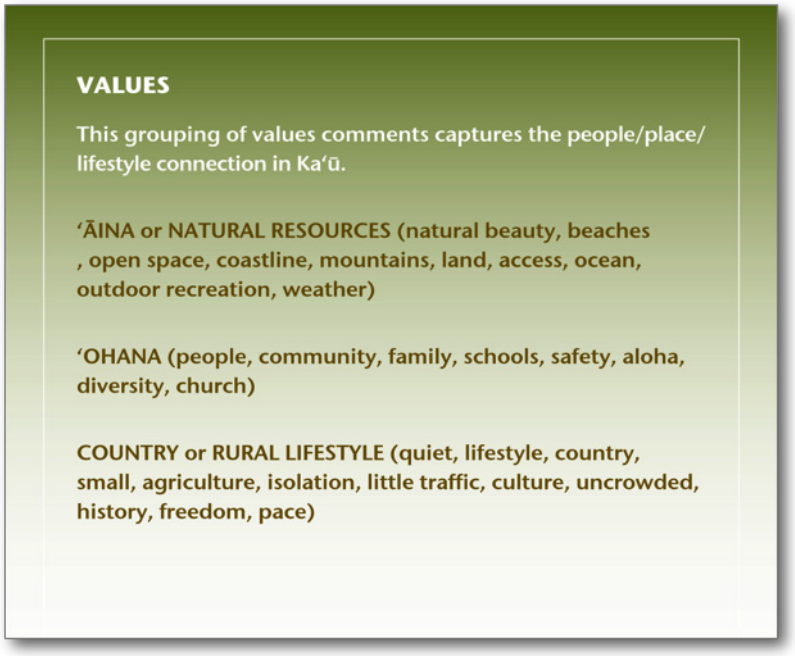
Community liaisons were contracted to maximize participation, and outreach was targeted to segments of the community that might not typically be heard (e.g., Marshallese). Demographic information was collected from participants to confirm that the input was truly representative of the community's diversity. In the end, over 1,200 people in Ka'ū commented (14% of the population), and the participation was closely correlated to the community's demographics.

Analysis: The County then compiled, analyzed, and summarized the comments. All of the raw data, the analysis, and summaries are available in the "CDP Input" section of www.kaucdp.info, including a summary of survey and talk story participation by region, ethnicity, age, generation in Hawai'i, length of residence in Ka'ū, education level, and household income.

Decision – Values and Vision Statement: In collaboration with consultants, the County also drafted a Values and Vision Statement for consideration by the Steering Committee. The Steering Committee improved upon it and then formally adopted it in September 2009. The Statement included the summary lists of community values and priorities as well as an integrating statement (see "Figure 8: Ka'ū Community Values", "Figure 9: Ka'ū Community Key Issues and Priorities" and "Figure 10: Ka'ū Community Values and Vision Statement").

The Values and Vision Statement is the first, most fundamental building block of the CDP. It is therefore critical that the CDP be consistent with the values and vision described in the statement.

1 **Figure 8: Ka‘ū Community Values**



2 **Figure 9: Ka‘ū Community Key Issues and Priorities**

Figure 10: Ka'ū Community Values and Vision Statement

Phase II: Learn about Ka'ū

Analysis: Next, consultants led the development of the Community Profile, which is a summary of environmental, community, and economic data about Ka'ū. A number of County, State, and Federal agencies were consulted to confirm data, the status of current projects, and future plans. Maps, tables, and text were used to summarize the characteristics of Ka'ū's physical environment, natural hazards, coastal resources, infrastructure, public facilities, heritage, socio-economics, and land use.

Community Input: In September 2009, after an initial draft of the Profile was prepared, a Community Summit was held to verify information and fill in the gaps with local knowledge. It was clear that technical data provided a sterile snapshot of the community, and it was critical to add the perspective of those who know Ka'ū best. The consulting team then made revisions and brought an updated draft back for a second Community Summit in October 2009.

190 people participated in the two Summits, making over 500 comments. Summaries of the community input from both Summits are available in the "CDP Input" section of www.kaucdp.info.

Decision – Community Profile: In November 2009, the Steering Committee reviewed the second draft of the Profile, recommended additional revisions, and then affirmed it as a planning baseline. That draft of the Community Profile is available in the "CDP Input" section of www.kaucdp.info, and the version incorporating the recommended revisions is in Appendix V3 of the CDP.

Analysis: The County and consultants then summarized the key insights from the Community Profile – both assets and challenges. Those are summarized in "Figure 11: Community Profile Key Economic Insights", "Figure 12: Community Profile Natural Resources Key Insights", "Figure 13: Community Profile Parks and Recreation Key Insights", "Figure 14: Community Profile Health and Education Key Insights" and "Figure 15: Community Profile Real Estate Key Insights".

Figure 11: Community Profile Key Economic Insights

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Figure 12: Community Profile Natural Resources Key Insights

Figure 13: Community Profile Parks and Recreation Key Insights

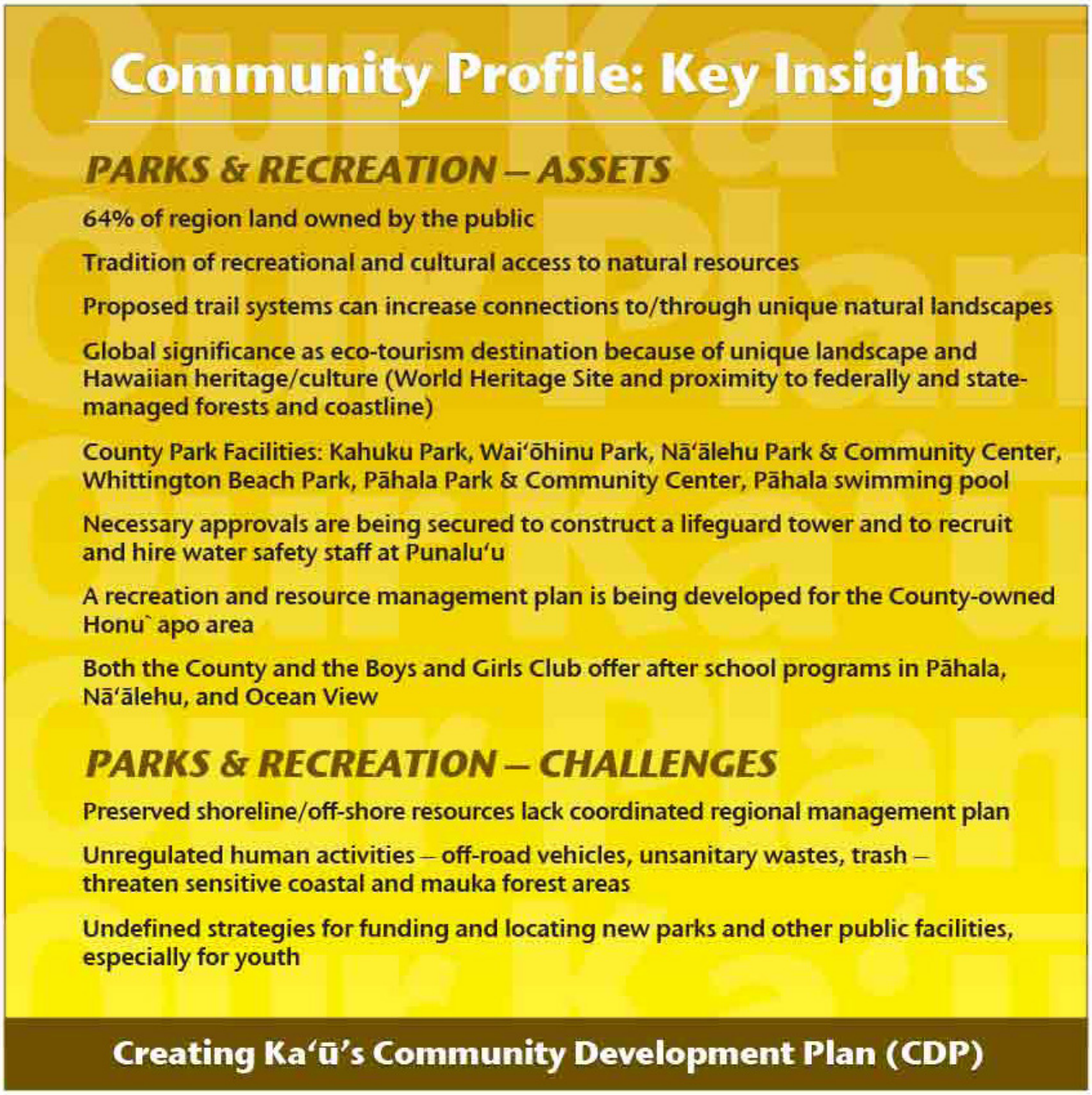

Figure 14: Community Profile Health and Education Key Insights

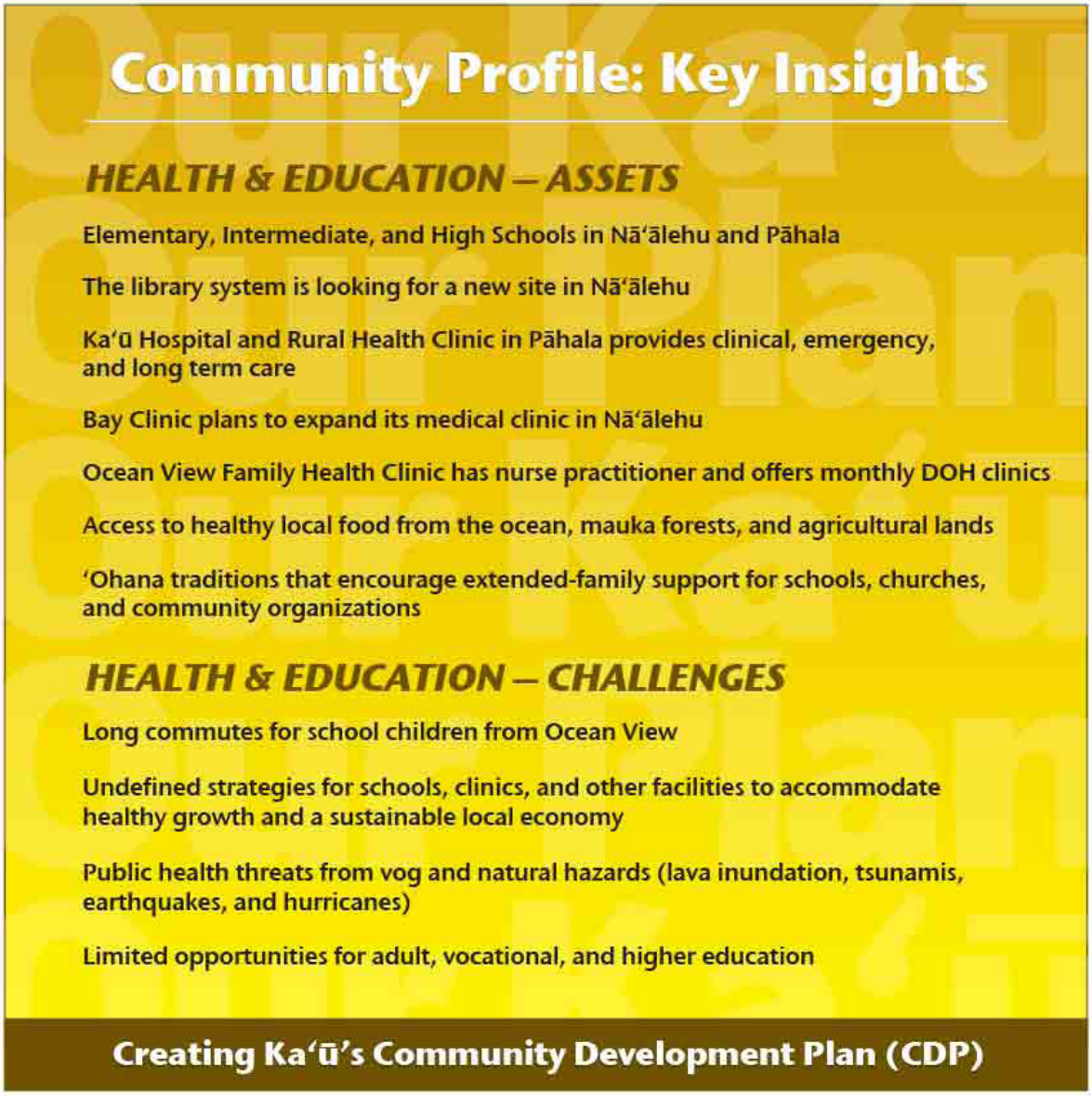

Figure 15: Community Profile Real Estate Key Insights

Next, the County and consultants synthesized those key insights with the principles embedded in the Values and Vision Statement to draft Community Objectives (see "Figure 16: Kaʻū Community Objectives").

Decision – Community Objectives: In 2009, the Steering Committee made improvements to draft objectives and then formally adopted them. Because the Community Objectives are grounded in community values and vision as well as baseline, objective information, all of the CDP strategies should be consistent with and work toward achieving those objectives.

Figure 16: Ka‘ū Community Objectives

COMMUNITY OBJECTIVES

MANAGE AND CONSERVE NATURAL RESOURCES

- Protect, restore, and enhance ecosystems, including mauka forests and the shorelines, while assuring responsible access for residents and for visitors.
- Preserve prime and other viable agricultural lands and preserve and enhance viewscapes that exemplify Ka‘ū’s rural character.
- Encourage community-based management plans to assure that human activity doesn’t degrade the quality of Ka‘ū’s unique natural and cultural landscape.

BUILD A RESILIENT, SUSTAINABLE LOCAL ECONOMY

- Preserve and greatly enhance nā ‘ohana economy.
- Increase the number and diversity of income sources for residents, including jobs and entrepreneurial opportunities that complement Ka‘ū’s ecology, culture and evolving demographics.
- Establish or expand retail, service, dining, and entertainment centers in rural villages and towns capable of supporting Ka‘ū-appropriate growth.
- Encourage and enhance agriculture, ranching, and related economic infrastructure.

PRESERVE AND STRENGTHEN COMMUNITY CHARACTER

- Protect, restore, and enhance Ka‘ū’s unique cultural assets, including archeological and historic sites and historic buildings.
- Establish and enforce standards for development and construction that reflect community values of architectural beauty and distinctiveness.
- Encourage future settlement patterns that are safe, sustainable, and connected. They should protect people and community facilities from natural hazards, and they should honor the best of Ka‘ū’s historic precedents: concentrating new commercial and residential development in compact, walkable, mixed-use town/village centers, allowing rural development in the rural lands, and limiting development on shorelines.
- Identify viable sites for critical community infrastructure, including water, emergency services and educational facilities to serve both youth and adults.
- Establish a rural transportation network, including roadway alternatives to Highway 11, a regional trail system, and an interconnected transit system.

Community Input: In November 2009, consultants facilitated a planning workshop – called a "charrette" – where the Community Objectives and current settlement patterns in Kaʻū were used to assess five different scenarios for future settlement patterns. Focused topic meetings were also held to address questions raised by the Community Objectives and key insights from the Community Profile, which the CDP should address. Over 300 people participated in the charrette.

Responding to charrette participants' suggestions and course corrections, consultants illustrated various CDP scenarios. That work in progress was then pinned up for community view and refined into versions presented during the closing public meeting.

The final charrette presentation summarized the elements of preferred, regional land use patterns and a framework for community-based economic development. A detailed summary of the scenarios considered and criteria used to evaluate them is in Appendix V4D.

The "CDP Input" section of www.kaucdp.info includes materials presented during the charrette, settlement patterns and future scenarios considered, and the final presentation.

Analysis: The charrette established the CDP framework, but specific strategies for building on the community's assets to address its challenges still had to be identified. And once identified, they had to be vetted against the community's values and vision, the Community Objectives, and many other factors that impact feasibility and implementation.

The following resources were reviewed and summarized to identify alternative strategies for each of the community's priorities (e.g., shoreline, agricultural lands, mauka forests, recreation, public infrastructure, economic development, etc.):

- Current Policy: General Plan policies and courses of actions as well as other Federal, State, and County policies were reviewed to identify:
  - Current policy aligned with Kaʻū's Community Objectives
  - Policy gaps that inhibit the achievement of Kaʻū's Community Objectives.
- Existing Tools and Initiatives: Existing regulation, specific strategies developed to achieve objectives similar to Kaʻū's, and past studies, reports, and plans were reviewed to identify:
  - Tools and initiatives that could be employed or expanded in Kaʻū
  - Barriers to using available tools that would advance Kaʻū's Community Objectives
  - Gaps in current tools and initiatives, where innovative strategies may have to be developed to achieve Kaʻū's Community Objectives.
- Other Tools and Initiatives: Planning best practices and lessons learned, including case studies, examples, and models from communities with similar objectives, were reviewed to identify high potential strategies that could be piloted in Kaʻū.

Key stakeholders in agencies and within the community who have experience or expertise related to particular strategies were also consulted.

Most of the materials reviewed are available at www.kaucdp.info, either in the "About Kaʻū" or "Planning Resources" sections. A list of stakeholder meetings is also available in the "CDP Input" section.

The analysis is summarized in Appendix V4 and will be updated as conditions change, new information is brought to light, and in response to feedback from the community.

To draft the body of the CDP, the advantages and disadvantages of alternative strategies will be considered relative to the Community Objectives, and "preferred" strategies will be identified. Four types of strategies are likely to emerge:

- Policy, including affirmation of existing policy and new County policies needed to achieve Kaʻū's Community Objectives
- Advocacy required to advance policy and programs outside County jurisdiction
- Community-based, Collaborative Action that require community leadership and partnerships with other agencies and organizations to use existing tools and initiatives and/or employ new strategies
- Acquisition priorities for achieving Kaʻū's Community Objectives.

Those strategies will be summarized in section IV of the CDP. When section IV is complete, sections I, II, and III – the "Executive Summary", "Kaʻū Today", and "Kaʻū Tomorrow" – will be drafted as concise, easy-to-understand synopses.

Currently, the CDP is structured as follows:

I. EXECUTIVE SUMMARY

II. KAʻŪ TODAY – BRIEF SUMMARY OF VALUES, ASSETS, CHALLENGES

III. KAʻŪ TOMORROW – BRIEF SUMMARY OF VISION, OBJECTIVES, STRATEGIES

IV. THE PLAN – STRATEGIES: POLICIES, ADVOCACY, AND ACTIONS

1. Conserve Natural and Cultural Resources
2. Strengthen Community
3. Build a Resilient Local Economy
4. Build Community Capacity

V. APPENDIX

1. CDP Purpose and Scope
2. Planning Process
3. Community Profile
4. Background Analysis
   - A. *Natural and Cultural Resource Management Analysis*
   - B. *Community Analysis*
   - C. *Local Economy Analysis*
   - D. *Regional Land Use Analysis*
5. Implementation Methods and Tools
   - A. *Action Matrix*
   - B. *Finance Plan*
   - C. *Monitoring Plan*
6. Glossary

The first draft of the CDP is called the "Preferred CDP" because is identifies preferred strategies among the alternatives considered. All of the core elements of the CDP will be in this draft. Because they are useful reference documents, Appendices V1, 2, 3, and 6 will be available for review along with the analysis in Appendix V4.

Community Input: The analysis described above is best done thoroughly and methodically and is very reading- and writing-intense. Though it involves many planners and consultants working in collaboration, it is difficult and

inefficient to do "by committee." Moreover, because all of the CDP strategies are inter-related, public review and discussion of alternative CDP strategies best follows completion of the complete "preferred" draft the CDP. However, sections of the background analysis can be shared for public review and comment as they are completed. This is being done, and feedback to strengthen the analysis is invited and encouraged.

When the complete first draft of the CDP is completed, it will be shared publically for review, and extensive public comment will be invited. The Steering Committee has already developed the following strategies for community feedback and Steering Committee discussion:

- Materials will be available online and at community centers, libraries, etc. 10-14 days in advance of events related to the draft materials
- There will be three components:
    - Educational Workshops (as Steering Committee meetings), where contextual information will be shared and draft elements of the CDP will be introduced
    - "Speak Out" type events to solicit community feedback
    - Steering Committee review of public comment, discussion with specific stakeholders as needed, and deliberations
- Events will be held in Pāhala, Nāʻālehu, and Ocean View on both weekday evenings and weekends
- As possible, the small group "talk story" format used at the beginning of the CDP process will be employed to get community feedback.

Decision – Affirm Drafts and Recommend Final CDP Approval: When that public review and comment process is completed, Steering Committee meetings will be held to deliberate about the draft, hear stakeholders' comments, and craft recommendations for improvement relative to the Values and Vision Statement and the Community Objectives. It will formally affirm the first draft with recommended revisions.

The second draft of the CDP will incorporate the Steering Committee's recommendations and add supplementary materials absent from the initial draft (e.g., Appendix V5A and B: "Implementation Methods and Tools"). Again, that draft will undergo public review, and the Steering Committee will formally affirm the second draft with additional recommendations.

The third draft will incorporate those recommendations and add any final components of the CDP (e.g., Appendix V5C: "Monitoring and Evaluation"). After a final round of public review and Steering Committee deliberations, the Steering Committee will be invited to recommend adoption of the CDP after any final, necessary revisions are incorporated.

Phase IV: Adopt the CDP

Community Input: Once the Steering Committee recommends adoption of the CDP, the Planning Director prepares a background and recommendations report, the Windward Planning Commission makes recommendations, and then the County Council considers the CDP for adoption. During that adoption process, community input can be provided as testimony to the Planning Commission and County Council, either in writing or at public hearings.

In addition, if the Council considers substantive changes to the CDP, the Steering Committee will be given an opportunity to comment, and the public can comment at the associated Steering Committee meetings.

Decisions: The County Council may defer the CDP, reject it, adopt it with amendments, or adopt it as recommended by the Steering Committee. If the CDP is adopted, the Mayor may sign it, allow it to take effect without his signature, or veto it.

Phase V: Take Action

Community Input: After the CDP is adopted, a new community advisory committee – the Action Committee – will be appointed to lead implementation of the CDP. As with the Steering Committee, Action Committee members will be nominated by the Mayor and appointed by Council. Applications to serve on the Action Committee will be open to the public, and the public can comment at Council meetings associated with Action Committee appointments.

Also like the Steering Committee, Action Committee meetings will be open to the public and will allow opportunities for public comment. The Action Committee may also choose to form subcommittees, and the subcommittees could include members of the public.

Community Engagement

Steering Committee

Chapter 15 of the General Plan requires that CDP processes have a Steering Committee composed of volunteer members appointed by the Mayor and confirmed by the County Council. The Steering Committee is an advisory committee administered by the Planning Department, and its responsibilities include:

- Work with the Planning Department and with any professional consultants to assist in tailoring the planning process to the unique characteristics of Kaʻū and its stakeholders;
- Promote the planning process within the community to maximize participation while maintaining a neutral, approachable posture;
- Monitor the development of the CDP to ensure that the best interests of the Kaʻū region as a whole are incorporated;
- Recommend approval of the CDP and, if the Steering Committee decides amendments to the General Plan are required to implement the CDP, recommend such amendments.

Therefore, rather than advocate on behalf of particular interests or perspectives, Committee members' job is to listen carefully to the diversity of community members and help craft a CDP that the community truly "owns."

Recruitment, Review, and Appointment: Clear Steering Committee roles and responsibilities as well as detailed selection criteria were developed prior to soliciting membership applications. While applications were being accepted, significant effort was made to encourage a broad range of people to apply. A review committee then vetted the applicants based on the selection criteria, focusing largely on characteristics consistent with the role of the Steering Committee detailed above. The committee also considered the need to balance geographic representation, experience, and perspectives.

In April of 2009, the County Council confirmed ten Steering Committee nominees, plus one non-voting member. They are broadly representative of the planning area as a whole and of each community within Kaʻū. More information about the Steering Committee is available at www.kaucdp.info.

Sunshine Law: Hawai'i Revised Statutes Chapter 92 (i.e., the "Sunshine Law") protects the public's right to know and opens the governmental process to public scrutiny and participation. It requires that discussions related to the charge of County boards and commissions (including the CDP Steering Committee) are held at meetings, that six days' notice is provided for meetings, that the meetings must be open to the public, and that public testimony is allowed on meeting agenda items.

Stakeholder Analysis

Early in the planning process, a thorough stakeholder analysis was conducted to identify the full range of people and organizations that have a stake in Kaʻū's future. The analysis identified civic and non-profit groups, business and trade organizations, large landowners, and County, State, and Federal agencies with jurisdiction in Kaʻū. For each stakeholder, specific points of contact during the planning process and the most appropriate outreach strategies were identified.

Demographic data were also collected and used to assess community participation relative to key indicators of community diversity. These data were used to ensure that the initial community input was representative.

Community Capacity Building

To strengthen community stakeholders' role in the planning process, the County made significant investments in building community capacity.

Before launching the process, the County hosted four introductory, informational meetings – one each in the three population centers and a fourth in Marshallese. The slides from these presentations can be viewed in the "Overview and FAQ" section of www.kaucdp.info.

Before initiating the small group "talk story" meetings to solicit initial input, three facilitation training workshops were offered to community volunteers who agreed to facilitate these meetings.

Early in the planning process, the County also offered three workshops designed to educate stakeholders about issues critical to the CDP: "Land Use Planning 101", "Introduction to County Government", and "Introduction to Natural Resource Management". The slides from these presentations are available in the "Planning Resources" section of www.kaucdp.info.

After the Steering Committee members were appointed, the County hosted a two-day orientation. Around that same time, three different "Meet and Greet" tables were hosted at community events to introduce people to the Steering Committee members.

Communications and Outreach

For the community and Steering Committee to effectively play their roles in the planning process, outreach and related communications have to be timely, targeted, and diverse. The Kaʻū CDP uses a range of media:

Web site: The foundation of project communications is the www.kaucdp.info web site, which includes:

- A CDP overview and FAQ
- A guide to staying informed via email and other means
- An events listing
- Steering Committee records, including meeting agendas, minutes, and materials; member biosketches and contact information; and detail about the selection process
- An introduction to the members of the County and consultant planning team
- Summaries of all community input, including the data from the initial community input, public comment at the Community Summits, and charrette documentation
- A comprehensive library of information about Kaʻū, including the Community Profile, past plans and studies developed for Kaʻū, historical documents, maps, and photos
- An extensive library of planning resources, including capacity building workshop materials and a wide range of reports, studies, and manuals documenting best practices for natural and cultural resource management, community development, and community-based economic development.
- A repository for draft CDP documents
- Guidance on providing feedback about the planning process.

The web site is augmented and updated regularly.

Email: Free subscriptions to an email announcements listserv are available to anyone who wants to keep abreast of CDP activity. See the "How to Stay Informed" section of www.kaucdp.info.

Social Media: The project established a Facebook page (www.facebook.com/kaucdp) to keep younger generations informed.

Mailings: Preceding critical decision points in the planning process, letters from the Planning Director are sent to all residents. Non-residents are also contracted via local private road corporations. Mailings are archived in the "How to Stay Informed" section of www.kaucdp.info.

Newspaper Inserts: During the month preceding CDP community meetings, inserts are published in the *Kaʻū Calendar*, which is distributed to every mailbox in Kaʻū. Inserts are archived in the "How to Stay Informed" section of www.kaucdp.info.

Radio: The Steering Committee chair participates in KAHU radio's show profiling community events and activities.

Media Releases: During important points in the planning process, the local newspaper, blog, and radio station are asked to help spread the word.

Posters and Flyers: Preceding critical decision points in the planning process, flyers are also distributed in different languages. Flyers are archived in the "How to Stay Informed" section of www.kaucdp.info.

Schools and Community Organizations: Flyers are sent home with school children, and articles are submitted for inclusion in community newsletters.

Direct Outreach: Some Steering Committee members have attended farmers' markets, flea markets, and other community events to informally reach out to community members.

CDP planning team members also contact stakeholders directly as needed. For example, while building the Community Profile, information was collected directly from agencies about their past, current, and future projects in Kaʻū. Similarly, while completing the draft CDP, planning team members meet with stakeholders to discuss and test potential policies, actions, and implementation roles. A list of those meetings is maintained in the "CDP Input" section of www.kaucdp.info.