

HAWAII STATE PLAN UPDATE: PHASE 1
Final Report



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Cover Photo: The Polynesian double-hulled voyaging canoe, Hokule'a, approaches Oahu after sailing 40,000 nautical miles around the world during a 36-month journey in Hawaii. (Credit Image: © Zak Noyle)

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CHAPTER 1: INTRODUCTION

The State of Hawaii (State), Department of Business, Economic Development, and Tourism (DBEDT), Office of Planning (OP) has started the steps necessary to complete a comprehensive review of the Hawaii State Planning Act – Hawaii Revised Statutes (HRS) Chapter 226 (1978), also known as the Hawaii State Plan.

This review aims to determine how the current plan is being used and how it aligns with current and emerging issues across the State, its effectiveness to help address local needs and provide direction for the future of Hawaii. The review is being completed in two (2) phases. Phase I involves gathering all current plans and emerging trends from State agencies and inventorying those plans. Phase II will include the Hawaii State Plan update subject to the findings and recommendations from Phase I.

Enacted in 1978 by the Hawaii State Legislature, the Hawaii State Plan is now in its 40th year. The plan was born when State legislators, in 1975, called for comprehensive statewide plan to address Hawaii's needs. Department of Planning and Economic Development completed the first set of goals and policies to guide the development of the State and the first integrated planning and implementation system to deliver on those policies which were adopted by the Legislature as 1978 Haw. Sess. Laws Act 100. This led the way for the completion of thirteen (13) Functional Plans focusing on Agriculture, Conservation Lands, Education, Employment, Energy, Health, Higher Education, Historic Preservation, Housing, Human Services, Recreation, Tourism, and Transportation. Each Functional Plan underwent an extensive technical review and advisory group process to identify priority issues in the Functional area and include objectives, policies, and implementing actions to address those priority issues. They were adopted between 1989-1991.

The last comprehensive review of HRS Chapter 226 was initiated in 1983 and completed in 1985. The review resulted in the enactment of legislation to fine tune the goals, policies, and objectives of Part I and priority guidelines of Part III of the State Planning Act. Since then, the world has changed significantly. Hawaii has seen significant changes on many issues including economic, physical, social, technology, and the global world at large. There is a need to keep up with constant changes and renewed view of constraints and opportunities for the State as we plan for the future.

As a broad policy document, the Hawaii State Plan sets the standards and policies to guide the activities, programs, and decisions made by local and State agencies. The Hawaii State Plan is important to everyone in Hawaii. A long-range comprehensive plan, it serves as a guide for the future long-range development, identifies the goals, objectives, policies, and priorities for the State and provides a basis for determining priorities and allocating limited resources, such as public funds, services, human resources, land, energy, water, and other resources.

Additionally, it is intended to improve coordination of federal, State, and county plans, policies, programs, projects, and regulatory activities and establish a system for plan formulation and program coordination to provide for an integration of all major State, and county activities.

HOW PHASE I REVIEW WAS CONDUCTED

Phase I of the comprehensive update was focused on data gathering and review.

Objective One: research on existing plans, involved gathering information from departments and agencies identified as a State Functional Plan Coordinating Agency. There are thirteen (13) Functional Plans: Agriculture, Conservation Lands, Education, Employment, Energy, Health, Higher Education, Historic Preservation, Housing, Human Services, Recreation, Tourism, and Transportation. As provided in HRS § 226-52, the purpose of each Functional Plan is to define, implement, and be in conformance with the overall theme, goals, objectives, policies and priority guidelines of the Hawaii state plan. They identify priority issues within each specific Functional area and provide detailed linkage to policy through implementable actions. A list of State Functional Plans required by HRS Chapter 226 and their Coordinating Agencies are provided in the table below:

Table 1: Functional Plans and Coordinating Agencies

| Functional Plan | Coordinating Agency | Completed Survey | On-Line Research |
|-----------------------|--|------------------|------------------|
| Agriculture | Department of Agriculture | | X |
| Conservation Lands | Department of Land and Natural Resources – Office of Conservation and Coastal Lands | X | |
| Education | Department of Education | | X |
| Employment | Department of Labor and Industrial Relations | X | X |
| Energy | Department of Business, Economic Development, and Tourism – Energy Office | | X |
| Health | Department of Health | | X |
| Higher Education | University of Hawaii | | X |
| Historic Preservation | Department of Land and Natural Resources – State Historic Preservation Division | X | X |
| Housing | Department of Business, Economic Development, and Tourism – Hawaii Housing Finance and Development Corporation | | X |
| Human Services | Department of Human Services | X | X |
| Recreation | Department of Land and Natural Resources | X | X |
| Tourism | Department of Business, Economic Development, and Tourism – Hawaii Tourism Authority | | X |
| Transportation | Department of Transportation | | X |

Under this study Phase, State departments were asked to participate in a survey. This was announced at a governor’s cabinet meeting, then distributed. An introductory letter and questionnaire was provided to all Coordinating Agencies requesting their existing department

plans, strategic plans, Functional Plans, and capital improvements plans. The questionnaire asked the following questions:

Question 1: What current department plans, strategic plans, Functional Plans, and/or capital improvement plans does your department have? Please list by name and date completed.

Question 2: Are there any ongoing or planned updates to these plans? If so please explain.

Question 3: Are any of your plans tied to federal funding requirements or state funding requirements? If so, which ones and which fund?

Question 4: What is the plan adoption process for your department plans?

Question 5: Briefly describe how your department uses the current Hawaii State Plan?

Question 6: Do you anticipate a need to utilize any new technologies by your division/department? If so, what are they?

Organization of this Phase I Report

- Determine the overall status of the plans, and assess whether they are up-to-date, whether they address current priority issues, whether there are gaps in coverage, and if there are new policy areas to be covered. This is found in Chapter 2 of this Phase I Report.
- Review of plans to identify common themes and policy directions, and interconnectivity opportunities. The results are found on Chapter 3 of this Phase I Report. Five (5) of the 13 agencies responded to the survey. In addition to the survey, on-line research and follow-up telephone calls were made.
- Prepare a report to include findings and recommendations for next steps in the update of the State Planning Act. This is found in Chapters 4 and 5 of this Phase I Report.

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CHAPTER 2: OVERALL STATUS OF PLANS

This section provides an inventory and review of all State department plans, strategic plans, Functional Plans, and capital improvement plans.

The status of the original thirteen Functional Plans is described below. It is also shown in Table 2.

Table 2: Status of Hawaii State Plan Functional Plans

| FUNCTIONAL PLAN | YEAR | NEW PLAN(S) | YEAR |
|---------------------------|-------------|--|-------------|
| Agriculture | 1991 | <i>Hawaii Department of Agriculture Strategic Plan (DOA)</i> | 2008 |
| | | <i>Agribusiness Development Corporation Strategic Plan (ADC)</i> | 2008 |
| Conservation Lands | 1991 | <i>Division of Conservation and Resources Enforcement Strategic Plan, 2009-2014 (DOCARE)</i> | 2013 |
| | | <i>Hawaii Statewide Assessment of Forest Conditions and Trends: 2010, An Assessment of the State of our Aina (DOFAW)</i> | 2010 |
| | | <i>Strategic Plan for Hawaii's Natural Area Reserves System (NARS Commission & DOFAW)</i> | 2008 |
| | | <i>Natural Area Reserve Management Plans (DLNR, various)</i> | Various |
| Education | 1989 | <i>Hawaii State Department of Education and Board of Education Strategic Plan 2017-2020 (DOE)</i> Every Student Succeeds Act (ESSA) Draft released (2017) | 2016 |
| Employment | 1991 | <i>The Wage Standards Division Strategic Plan 2015-2020 (DLIR-WSD)</i> | 2017 |
| | | <i>Hawaii Statewide Comprehensive Economic Development Strategy (Office of Planning)</i> | 2016 |
| | | <i>Department of Labor and Industrial Relations Strategic Plan 2008-2011 (DLIR)</i> | 2009 |
| Energy | 1991 | <i>Hawaii Clean Energy Initiative</i> | 2014 |
| | | <i>Hawaii Bioenergy Master Plan (DBEDT)</i> | 2009 |
| Health | 1989 | <i>Hawaii Department of Health Strategic Plan 2015-2018 (DOH)</i> | 2016 |

| FUNCTIONAL PLAN | YEAR | NEW PLAN(S) | YEAR |
|------------------------------|-------------|---|-------------|
| Higher Education | 1984 | <i>The University of Hawaii Strategic Direction, 2015-2021 (UH-BOR)</i> | 2015 |
| Historic Preservation | 1991 | <i>Hawaii State Historic Preservation Plan October 2012 to October 2017 (SHPD)</i> | 2012 |
| Housing | | <i>State Housing Functional Plan (DBEDT-HHFDC)</i> | 2017 |
| Human Services | 1989 | <i>Hawaii State Department of Health Developmental Disabilities Division Strategic Plan, Fiscal Years 2015-2017 (DOH-DDD)</i> | 2015 |
| Recreation | 1991 | <i>Statewide Comprehensive Outdoor Recreation Plan (DLNR-DSP)</i> | 2015 |
| Tourism | 1991 | <i>Hawaii Tourism Authority Five-Year Strategic Plan 2016 (HTA)</i> | 2015 |
| Transportation | 1991 | <i>Hawaii Intelligent Transportation System Strategic Plan 2016-2025 (HDOT)</i> | 2015 |
| | | <i>Statewide Federal-Aid Highways 2035 Transportation Plan (HDOT)</i> | 2014 |
| | | <i>Statewide Pedestrian Master Plan (HDOT)</i> | 2013 |
| | | <i>Bike Plan Hawaii Master Plan (HDOT)</i> | 2003 |

1) Agriculture – Preparer, Department of Agriculture

The Department Strategic Plan addresses the agriculture sector of the economy including research and development, pests and the environment, land and water, services and infrastructure for livestock, forestry, crops, agriculture, aquaculture. The previous Functional Plan emphasis was on large acre crops such as sugar and pineapple. That has all changed.

The Agribusiness Development Corporation (ADC) was created to help with the transition from former plantation land and water systems for diversified agriculture, development of facilities and support for diversified agriculture, and provide solutions to bottleneck issues faced by agriculture.

2) Conservation Lands – Preparer, Department of Land and Natural Resources

This subject matter comes under multiple offices and divisions within DLNR. Each has different plans, but collectively none constitute something similar to the Conservation Lands Functional Plan. The Office of Conservation and Coastal Lands has a Coastal Erosion Management Plan for beaches and dune management. Other land and conservation related plans include: Shoreline Public Access Enhancement Strategy; Comprehensive Wildlife Conservation Strategy; Forest Legacy Assessment of Needs; Invasive Species Management Plan; Forest Bird Recovery Plan;

Assessment of Forest Conditions and Resource Strategy; Forest Land Enhancement; Strategic Plan for Natural Area Reserves System; Water Resource Protection Plan.

The Division of Forestry and Wildlife (DOFAW) has ten management plans for 12 forest reserves and two timber management plans. The Forest Action Plan was last updated in 2016; sections are updated on a rotating basis. This is required by the US Forest Service as a condition to receiving funds from that agency and from the Department of Agriculture Farm Bill Program.

Also, DOFAW is responsible for preparing a Wildlife Action Plan, last updated in 2015 and various Habitat Conservation Plans. These are required as a condition of federal funding under the Wildlife & Sports Fish Restoration Program. Further they prepare plans for each Natural Reserve Area as well as Watershed Management Plans.

Currently, DLNR is updating the State Land Information Management System (SLIMS), and their computerized land and property management systems. Facility Management Plans exist or are underway for certain facilities such as business parks, state parks, in support of capital expenditures.

3) Education – Preparer, Department of Education

The Department website shows two Strategic Plans, for 2011-2018 and for 2017-2020. The Hawaii Department of Education (DOE) is working with federal education officials to finalize the State's plan for complying with new requirements of the Every Student Succeeds Act.

The federal law, which replaces the No Child Left Behind Act, is scheduled to be fully implemented in the upcoming school year. It's designed to devolve federal control over public education to states by allowing states to select college- and career-ready standards, create school accountability systems and intervene at low-performing schools, all without federal meddling.

Leading up to implementation, the law requires states to develop a comprehensive and collaborative state educational plan, which the DOE has been working on for more than a year. A draft was released for public comment in the spring, and the plan was submitted for approval in September 2017 to the U.S. Department of Education.

Hawaii already satisfied the academic standards required by the new law with the adoption in 2010 of the Hawaii Common Core for english and mathematics and last year's adoption of Next Generation of Science Standards.

4) Employment – Preparer, Department of Labor and Industrial Relations

The Department of Labor and Industrial Relations (DLIR) has a Strategic Plan for 2008-11 developed under the Governor Cayetano Administration and an Information Technology Strategic

Plan (2012) but neither has been updated. The DLIR follows the priorities of the current administration. Its programs are managed by seven divisions and offices, and most have their own goals and policies with that Strategic Plan. While the DLIR has some federal funding for its programs, these do not require a plan.

Administratively attached to DLIR, The Workforce Development Council has a Workforce Innovation and Opportunity Unified State Plan required by the US Department of Labor as a condition of receiving Title I funds, and a four year Strategic Plan (2016-2020) which are approved by their Board.

5) Energy – Preparer, Department of Business, Economic Development and Tourism, State Energy Office

Current issues focus on Energy Conservation and Efficiency, Alternate and Renewable Energy, Integrated energy management, and Emergency Preparedness.

6) Health – Preparer, Department of Health

The Department of Health (DOH) has a Strategic Plan 2015-18 that focuses on Governor Ige's priority for critical health and the environment as essential to the vitality of the State and the "21st century health system that improves access, treatment, affordability for all Hawaii residents, beginning with children, honoring elders, and including rural communities on all islands."

7) Higher Education – Preparer, University of Hawaii, Office of Vice President for Administration

This Functional Plan was last updated in 1984. Per Administration, currently the system uses its Strategic Directions 2015-21. According to web research, the University of Hawaii –Manoa has several campus plans including Long Range Development Plan (2007), Infrastructure & Water Re-Use Plan (2016); Landscape Master Plan (23016), Campus Transportation Demand Management Plan (2012); Circulation and Accessibility Plan (2017); Water Master Plan (2015). West Oahu Campus has a Strategic Plan for 2015-2020.

8) Historic Preservation – Preparer, Department of Land and Natural Resources, State Historic Preservation Division

This Functional Plan was completed in 2012. It is a roadmap for fulfilling HRS Chapter 6E mandates as well as a requirements from the National Park Service to have a revised plan every five years as a condition of receipt of annual federal funds. The plan must be approved by the Board of Land and Natural Resources. Funds have been requested for a revised plan. The Division also has a plan to update its information technology capabilities.

9) Housing – Preparer, Department of Business, Economic Development & Tourism, Hawaii Housing, Finance, and Development Corporation

This Functional Plan was updated in February 2017. It addresses housing market problems such as cost burden, crowding, high rents and sales prices, dropping ownership rate. There were 7620 homeless counted in 2014.

10) Human Services – Preparer, Department of Health, Developmental Disabilities Division

A strategic plan was developed for Fiscal Years 2015-17.

11) Recreation – Preparer, Department of Land and Natural Resources, State Parks Division

The State Comprehensive Outdoor Recreation Plan is required to be updated every five years, as a mandate from the National Park Service as a condition of receipt of Land and Water Conservation Funds. An update was completed in 2015. Other management plans for major state parks include Diamond Head, Kokee/Waimea Canyon, Ka Iwi, and Hapuna Beach.

The DLNR Division of Boating and Ocean Recreation prepares individual facility plans (although none have been updated recently) and a Master Plan. It is updated “as necessary.” These are in support of the Division’s capital improvement program which changes every two years.

12) Tourism – Preparer, Department of Business, Economic Development & Tourism, Hawaii Tourism Authority

The Department of Business, Economic Development & Tourism, Hawaii Tourism Authority (HTA) Five-Year Strategic Plan was completed by HTA in 2016.

13) Transportation – Preparer, Department of Transportation

The Statewide Transportation Plan: Multi-modal and Intermodal Network was prepared in 2011 and is due for an update in the next two years. It covers Airports, Harbors, and Highways.

The Department of Transportation’s, Highways Division has its own set of overall plans such as the Federal-Aid Highways Plan 2035, State Bike Plan (2003), Intelligent Transportation System Strategic Plan, and the State Pedestrian Plan. Harbors Division has Harbor Facility Master Plans and Development Facility Plans. Airports Division has facility plans. Many of these are required by Federal programs.

Table 3 provides a list of plans prepared which do not have a prior Functional Plan. These fall heavily on the environmental sectors.

Table 3: Plans Without A Related Functional Plan

| CATEGORY | PLAN(S) | YEAR |
|--|--|-------------|
| Climate Change | <i>A Framework for Climate Change Adaptation in Hawaii</i> (ORMP Working Group & UH) | 2009 |
| Coastal Resources | <i>Hawaii Ocean Resources Management Plan</i> (DBEDT-Office of Planning) | 2013 |
| | <i>Hawaii Coastal Zone Management Program</i> (DBEDT-Office of Planning) | 1990 |
| | <i>Section 309 Assessment and Strategy FY 2016-2020</i> (DBEDT-Office of Planning, Coastal Zone Management Program) | 2015 |
| Water | <i>State Water Projects Plan</i> (CWRM) | 2017 |
| | <i>Water Resource Protection Plan</i> (CWRM) | 2008 |
| | <i>Agricultural Water Use and Development Plan</i> (DOA) | 2004 |
| | <i>Water Quality Plan</i> (DOH) | 1990 |
| Wildlife | <i>Hawaii's State Wildlife Action Plan</i> (DLNR-DOFAW) | 2015 |
| | <i>Hawaii's Comprehensive Wildlife Conservation Strategy</i> (DLNR) | 2005 |
| Biosecurity/ Invasive Species | <i>Hawaii Invasive Species Council Strategic Plan 2015-2020</i> (HISC) | 2015 |
| | <i>Hawaii Interagency Biosecurity Plan</i> (DLNR & DOA) | 2016 |
| Emergency Preparedness | <i>State of Hawaii Multi-Hazard Mitigation Plan, 2013 Update</i> (State Department of Defense (DOD)-Civil Defense Division) | 2013 |
| | <i>State of Hawaii Emergency Operations Plan, Basic Plan</i> (DOD-Hawaii Emergency Management Agency) | 2017 |
| | <i>State of Hawaii Emergency Management Agency Multi-Year Training and Exercise Plan, 2016-2018</i> (DOD-Hawaii Emergency Management Agency) | 2017 |
| | <i>2015 Hawaii Catastrophic Hurricane Plan/FEMA RIX Hawaii Catastrophic Annex</i> (DOD-Hawaii Emergency Management Agency) | 2015 |

CHAPTER 3: REVIEW OF COMMON POLICIES AND INTERCONNECTIVITY ISSUES

An extensive review of policies has been made as part of this Phase I effort. The details of policies contained in both the original Functional Plans and subsequent subject matter updates, strategic plans, and other plans can be found in Appendix A. The policies listed are extensive.

This Chapter does several things: it addresses a lack of common policies; it reviews policies whose content is similar enough to be considered “common;” and it examines two recent plans whose foundation is addressing overarching and common issues which must be addressed with an interconnected approach, the Hawaii 2050 Sustainability Plan and the Climate Change Plan. These two have been amended into the Hawaii State Planning Act in HRS Chapter 226.

A. Common Policies

The search reveals there are almost no policies that are shared by one or more of the plans. In other words, none specifically mention a dual or common policy shared with another agencies or Functional area. This is likely because each agency developed its plan independently, albeit likely with some consultation. The federal mandates further exacerbate the focus on topical areas versus cross-cutting policies.

The Strategic Plans are least likely to have common policies, as these are directed at organizing the administrative, staffing, and infrastructure functions of the department in support of their budget.

Having said this, there is definitely recognition that policies overlap into other areas and these will often be cited in a policy. Looking across plans, the following policies matters appear regularly and lend themselves to further work on achieving interconnectedness.

B. Policy Types Commonly Found

1) Address current conditions and the issues that arise from them

Many plans include a policy to address current problems. There is a desire to get these fact-based to the greatest extent possible. At times the assessment comes from opinions of knowledgeable persons, in other cases it is data-driven. The current conditions assessment drives what is identified as issues; their immediacy and or potential severity (i.e. risk) drive which ones are labelled as priority.

The next Hawaii State Plan update and update of Functional Plans could devise an approach that provides a cross-examination of policies and identification of those that can become common to multiple plans.

2) Address large scale security and threats

In preparing their plans, agencies seek out conditions and issues that are a threat in some way, either present or within the predictable future. These occur frequently in the environmental arena. Invasive species, lost habitat, eroding coastlines, damaged forest reserves and watersheds to name a few.

Threats also occur to personal and community safety, whether from natural events such as hurricanes and tsunamis, but also from bio-security and terrorism. This gives rise to a number of plans such as the multi-hazard mitigation plan, hurricane preparedness plan and many more. These fall under the umbrella of the Hawaii Emergency Management Agency and the County Emergency Defense Departments who are active with keeping plans up to date, developing exercises and drills, and keeping the public informed and educated. Addressing emergency events, however, requires a multi-agency and multi-jurisdictional approach, and thus is a fitting topic for all Functional Plans.

If guidelines are developed for a next generation of Functional Plans, it would be beneficial for them to connect through policy with security and common threats.

3) Seek research to identify new solutions to problems

Many plans include policies that place a priority on research and development (R&D). Through R&D they seek new solutions to the problems they have identified. For example, the agriculture plan seeks to find ways to expand diversified agriculture and reduce the effects of pests; the health plan looks at solutions to stemming spread of communicable diseases; the transportation plan looks at ways to increase the use of alternate energy.

Research and development can be conducted by an agency, educational unit, or private sector. Research Corporation of University of Hawaii serves as a clearinghouse supporting many grants received outside the system.

Some degree of interconnection within Functional Plans would support research that have multiple benefactors.

4) Use Education and Higher Education to develop the workforce necessary to address Hawaii's need

Most of the plans have a policy that links their issues to having a prepared workforce. This is one area where there IS common and/or linked policies. Three plans address workforce needed in Hawaii: Education, Higher Education, and Common Education Data Standards (CEDS). A crosswalk of these plans or more specificity in the Functional Plans of what skills are needed in the workforce would probably further the results.

The connection between education and developing the future workforce is an important cross policy that should continue.

5) Develop the Information Technology to track trends and keep abreast of data

Information Technology has advanced at an explosive rate. Many of the departments feel they are behind and desire more from the State infrastructure for IT. Many departments have IT Strategic Plans. This would be a common policy direction for improving the operations of State government. Furthermore, better databases and data management would be an important tool for achieving interconnectivity.

Information Technology that supports the data needs for planning is highly desirable. Common platforms that can be shared by departments would improve the development of common policies and interconnections.

6) Inform and Engage the broader community

Most of the plans reviewed placed emphasis on informing and educating the broad community and many went further by engaging community in the solutions. *Kuleana* is the traditional Hawaiian term for responsibility. Caring for the *aina* (land) is everyone's *kuleana*.

Elsewhere in this report, recommendations are made regarding the importance of engaging the community in issue identification, solutions review, and implementation.

C. Hawaii 2050 Sustainability Plan Provides Interconnectedness

The Hawaii 2050 Sustainability Plan defined sustainability as pursuing a balance between a strong diversified economy, a clean environment, and a healthy quality of life. The original plan created in 2005, provided a strategic direction for achieving sustainability along with indicators to measure performance and mark progress towards sustainability. The framework emphasized interconnections of subject areas.

The five year update (2010) recommended that the definitions and goals of sustainability be incorporated into a new section of HRS Chapter 226. This was done by the 2010 legislature. The five year update identified "developing a more diverse and resilient economy" as the most important priority with the next highest being "developing a sustainable ethic" and "reducing Hawaii's reliance on fossil fuels." The table below shows the five Goals, Priority Actions, and Specific Actions from the cross-dialogues conducted during the update.

This work is informative. It demonstrates how priority areas have staying power, but nuances develop. Of particular note are the essays in the Appendix written by community leaders, each selected to address one of eleven topics. The sustainability work is now over a decade old and could benefit from a refresh. A new update to reflect these changes, and to engage a new generation would be highly beneficial.

Table 4: Goals and Actions from Hawaii 2050 Sustainability Plan Update

| GOALS | PRIORITY ACTIONS | SPECIFIC ACTIONS |
|--|--|---|
| <p>WAY OF LIFE Living sustainably is part of our daily practice in Hawaii</p> | <p>Create a sustainability ethic</p> | <p>Creatively educate the community about the importance of living sustainably. Launch programs in the schools to teach sustainability strategies.</p> |
| <p>THE ECONOMY Our diversified and globally competitive economy enables us to meaningfully live, work, and play in Hawaii.</p> | <p>Strengthen public education. Develop a more diverse & resilient economy Increase production & consumption of local foods and products</p> | <p>Support learning initiatives. Increase the development of charter schools. Increase production and consumption of local foods and products. Provide incentives to foster sustainability related industries, such as renewable energy and environmental friendly technologies. Provide incentives to grow and buy local products. Provide funding or loans to local farmers. Educate the public on why buying local produce is important to building a sustainable economy.</p> |
| <p>ENVIRONMENT Our natural resources are responsibly and respectfully used, replenished, and preserved for future generations</p> | <p>Reduce reliance on fossil Increase recycling, reuse & waste reduction strategies</p> | <p>Increase amount of electricity generated by renewable resources. Adopt green building codes. Support recycling systems for bottles, cans and paper in every neighborhood.</p> |
| <p>COMMUNITY & SOCIAL WELL-BEING Our community is strong, healthy, vibrant and nurturing, providing safety nets for those in need</p> | <p>Increase affordable housing opportunities Provide access to long term care and elderly housing</p> | <p>Provide incentives for private developers to build low income housing. Adopt inclusionary zoning laws that require all new housing developments to include some affordable housing units. Provide tax credits or exemptions for developers of long term care and/or elderly housing. Provide funding for developers of elder care housing projects.</p> |
| <p>KANAKA MAOLI CULTURE & ISLAND VALUES Our Kanaka Maoli and island cultures and values are thriving and perpetuated</p> | <p>Preserve & perpetuate Kanaka Maoli and island cultural values</p> | <p>Celebrate diversity and island cultural practices Support and encourage Kanaka Maoli cultural practices and support subsistence-based businesses.</p> |

D. Climate Change Adaptation Plan

The first Hawaii Climate Change Action Plan was prepared in November 1998 with the Department of Economic Development & Tourism, Energy Resources and Technology Division, and Department of Health, Clean Air Branch. It acknowledged the potential negative consequences faced by Hawaii from global warming and climate change: Higher temperatures, concentrations of ground-level ozone, warmer seas, sea level rise, and storm surge. Hawaii was urged to develop a long range plan to adapt to climate change.

In the years that followed, Hawaii was active in tracking increased science and information along with assessing the state's vulnerability. In 2007 the policy framework was established to address Greenhouse Gas (GHG) emissions when the Legislature passed 2007 Haw. Sess. Laws Act 234. 2009 Haw. Sess. Laws Act 20 created the climate change task force to address adaptation. However, this task force never met. A series of Joint Planning Meetings was held with the National Oceanic and Atmospheric Administration and the US Army Corps of Engineers which led to the Climate Change Adaptation Priority Guidelines. In 2012 Haw. Sess. Laws Act 286, climate change was codified as part of the State Planning Act, HRS Chapter 226.

Subsequently under 2014 Haw. Sess. Laws Act 83, an Interagency Climate Change Adaptation Committee (ICAC) was created to be attached to DLNR with the DLNR Chairperson and Office of Planning Director as co-chairs. The plan, Hawaii Climate Change Mitigation and Adaptation Initiative was issued in October 2017. Its subtitle, *Pili Na Mea A Pau* means "All Things are Related." It documents the latest science for climate change in Hawaii, models sea level rise and exposure areas. It establishes a portal and describes three complementary projects and initiatives:

- 1) Hawaii Sea Level Rise Viewer (interactive maps)
- 2) Community planning process for coastal hazards and sea level rise adaptation
- 3) Guidelines for resilience-focused disaster reconstruction planning

The Climate Change Adaptation work provides useful examples of engaging inter-governmental groups and the wider public in the work of a plan. The engagement techniques of surveys, white papers, and workshop/conferences have proven valuable. These are incorporated into the recommendations later in this report.

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CHAPTER 4: FINDINGS AND RECOMMENDATIONS

Much has transpired in the forty years since the Hawaii State Plan was prepared by State agencies and then adopted by the Hawaii State Legislature in 1978 as part of the Hawaii State Planning Act, HRS Chapter 226. Many issues have been addressed, many remain in new form, and new ones have emerged. Federal and State regulatory settings have been expanded which drive the timing and content of plans for functional areas. Most importantly, the social, economic, and environmental settings of Hawaii have transformed, in all corners of every island.

The Findings and Recommendations provided in Chapter Four are intended to help develop a scope and approach for the next update of the Hawaii State Plan. The approach is designed to align current and emerging conditions and issues and to enhance the effectiveness of planning to address the needs of Hawaii's people and to provide for Hawaii's future.

Findings and Recommendations come from the inventory and review of the current state department plans, strategic plans, Functional Plans and capital improvement plans inventoried in Chapter Two and the subsequent cross-sector analysis of their goals and policies in Chapter Three. The Findings and Recommendations lead up to proposed approach for work in Phase II of the Hawaii State Plan Update work program.

STATE PLAN PART I: OVERALL THEME, GOALS, OBJECTIVES AND POLICIES

Part I of the Hawaii State Plan sets up the framework and definitions. Starting with purpose, then defining overall goals and objectives for those goals. The adherence to use of terminology used has waned over the years and terms associated with strategic thinking have been used interchangeably with the State Plan terminology

Finding 1: The findings of the original state planning legislation remain relevant.

Recommendation:

While they could be re-confirmed and "tweaked" they remain solid and intact.

The legislature finds that there is a need to improve the planning process in this State, to increase the effectiveness of government and private actions, to improve coordination among different agencies and levels of government, to provide for wise use of Hawai'i's resources, and to guide the future development of the State.
HRS § 226-1 (Supp. 1988)

Finding 2: The Functional Plans were meant to be the basis for setting priorities of public resources, financial and otherwise.

But most of the Functional Plans have not been kept up to date. Instead, there has been a shift towards “strategic plans” of three-five years duration, matching a short term budget projection.

Recommendation:

Re-establish a long range focus and place greater emphasis on plan formulation and program coordination that integrates State and county activities.

Finding 3: Section 226-2 Definitions may need to be revised after the Phase II review and activity.

Finding 4: Section 226-3 Overall Theme is based on a set of principles and values considered integral to society in Hawaii.

Recommendation:

These principles and values may be tested for current relevancy and possible alteration and/or additions.

The **purpose** of this chapter is to set forth the Hawai'i state plan that shall serve as a guide for the future long-range development of the State; identify the goals, objectives, policies, and priorities for the State; provide a basis for determining priorities and allocating limited resources, such as public funds, services, human resources, land, energy, water, and other resources; projects and regulatory activities; and to establish a system for all plan formulation and program coordination to provide for integration of all major State and county activities.
HRS § 226-1 (Supp. 1988)

Principles or values that establish the overall theme of the state plan:

Individual and family self-sufficiency
Social and Economic mobility
Community of social well being
HRS § 226-3 (1978)

Finding 5: Section 226-4 presents three goals for guaranteeing the principles of choice and mobility, self-reliance, and self-determination.

Recommendation:

So long as the principles and values remain the same, there is no need to change the Goals. This should be tested with agencies, counties and the public.

Finding 6: A sample of new Cross-Cutting issues that have emerged include: Homelessness, Affordable Housing, Green Practices, Climate Change, Conservation and Environmental Stewardship, Self-reliance/Resiliency/Security, Local Food production, and Alternate finance mechanism including public-private partnerships.

Recommendation:

The sample list of new issues stated in Finding 6 underscores the emphasis that should be on the Hawaii State Plan providing direction and a planning system that encourages and facilitates many entities working together. A thorough and contemporary update of issues is in order.

State goals

A strong, viable economy, characterized by stability, diversity, and growth that enables the fulfillment of the needs and expectations of Hawai'i's present and future generations.

A desired physical environment, characterized by beauty, cleanliness, quiet, stable natural systems, and uniqueness, that enhances the mental and physical well-being of the people.

Physical, social, and economic well-being, for individuals and families in Hawai'i, that nourishes a sense of community responsibility, of caring, and of participation in community life.

HRS § 226-4 (Supp. 1986)

Finding 7: Sections 225-5 through 225-27 provide objectives and policies. While general, many of these would be considered out-of-date today, and not reflective of current needs.

There is also a tendency to be inclusive of existing programs over the espoused goal of being future looking.

Clearly five major groupings exist: Population, Economy, Physical environment, Facility systems, and Socio-Cultural.

Recommendations:

This section of the Hawaii State Plan should be pared back. Consider the following options to revamp the objectives and policies:

- a. Convene working groups to reconsider and update the objectives and policies.
- b. Office of Planning staff to simplify them and reduce them in number. Have the Functional Plan develop more detailed policies.
- c. Re-focus this section of the Hawaii State Plan on the coordination and interconnections among the State agencies, and between the State and the Counties, while leaving the depth and specificity, notably regulatory policies, to the Functional Plans.

The policies should lay out how State agencies work with one another, with the counties and with the public in furtherance of the goals.

It is recommended that there be some mechanism of measuring achievements towards reaching goals. This implies a baseline, and means for periodic measurement of progress. This should not become such a burdensome activity that it fails of its own weight. Rather, sample indicators would serve the purpose.

HRS Objective and policies:

- § 226-5 Population (7)
- § 226-6 Economy- General (21)
- § 226-7 Economy- Agriculture (18)
- § 226-8 Economy – Visitor Industry (8)
- § 226-9 Economy – Federal Expenditures (7)
- § 226-10 Economy – Potential Growth and innovative actions (17)
- § 226-10.5 Economy – Information Industry (9)
- § 226-11 Physical environment – land based (9)
- § 226-12 Physical environment – scenic, natural beauty, and historic resources (5)
- § 226-13 Physical environment – land, air and water quality (8)
- § 226-14 Facility systems – general (4)
- § 226-15 Facility systems – solid and liquid waste (3)
- § 226-16 Facility systems – water (6)
- § 226-17 Facility systems -Transportation (13)
- § 226-18 Facility systems –Energy (12)
- § 226-8.5 Facility systems – Telecommunications (4)
- § 226-19 Socio-cultural – Housing (8)
- § 226-20 Socio-cultural – Healthy (7)
- § 226-21 Socio-cultural – Education (9)
- § 226-22 Socio-cultural – Social Services (6)
- § 226-23 Socio-cultural – Leisure (10)
- § 226-24 Socio-cultural – Individual rights and personal well-being (4)
- § 226-25 Socio-cultural –Culture (4)
- § 226-26 Socio-cultural – Public Safety (10)
- § 226-27 Socio-cultural – Government (8)

STATE PLAN PART II: PLANNING COORDINATION AND IMPLEMENTATION

Part II of the Hawaii State Plan establishes a statewide planning system to coordinate and guide all major State and county activities and to implement the overall theme, goals, objectives, policies, and priority guidelines.

The statewide planning system consists of:

- Overall theme, goals, objectives and policies as broad guidelines
- Functional Plans in 13 stated areas
- County general plans and development plans
- State programs

Implementing mechanisms that must be in conformance with the Hawaii State Plan theme, goals, objectives, and policies as well as the priority guidelines, shall consist of:

- Plan review, coordination and evaluation
- Appropriations in the biennial and supplemental budget
- Capital improvement appropriations
- Budgetary review and allocation process
- Land use decision-making process and rules
- Regulatory and administrative decision-making
- Strategic planning of state programs
- State clearinghouse to review federally-assisted and federal development projects

HRS § 226-53 (Supp. 1996) describes the duties of the DBEDT Office of Planning in administering the state planning system.

HRS § 226-54 (Supp. 1991) describes the legislative review and amendment process.

A section creating a Policy Council was deleted.

HRS § 226-58 (Supp. 1991) states that County General Plans are to be formulated with input from the State, county agencies and the public to achieve policies with respect to population density, land use, transportation system location, public and community facility locations, water and sewage system locations, visitor destinations, urban design, and all other matters necessary for development. All the Counties have updated their General Plan multiple times since the preparation of the Hawaii State Plan.

HRS § 226-55 through 57 address Functional Plans.

The discussion that follows here primarily focuses on the Functional Plan, their status, and gaps. There are nine findings followed by recommendations.

Finding 8: Functional Plans have not been kept up to date.

They now comprise vastly different approaches, and content; they are more likely to be single topic focus and policies are less likely to be cross cutting across Functional areas.

This report provides information on the most recent versions of Functional Plans, or strategic plans as well as any planned updates

The Functional plan shall identify priority issues in the Functional area and shall contain objectives, policies, and implementing actions to address these priority issues. Actions may include organizational or management initiatives, facility or physical infrastructure development initiatives, initiatives for programs and services, or legislative proposals.
HRS § 226-55 (Supp. 1991)

Finding 9: Agencies are more likely to have Strategic Plans/Directions (terminology differs) in support of their budget.

Focus period is three to five years. Typically these can be found on the agency web page. There is no easy one stop source with a directory and links

Finding 10: Federal regulatory requirements are common when an agency or unit receives federal funds.

Typically these require five year updates.

Finding 11: While Functional Plans themselves may not be updated, planning activities occur such as Assessment of Needs, Facility Plans, and Strategic Plans.

What is missing is the overall umbrella connection to the Hawaii State Plan.

Finding 12: Of the thirteen Functional Plan areas, only four appear to be current: Historic Preservation, Housing, Recreation, and Transportation.

Each of these were done by a lead department, often addressing federal requirements, with little attention paid to coordination with other agencies. Most other state agencies now rely on what they call Department Strategic Plans or Strategic Directions typically for five-year periods. Even with that, some of the Strategic Plans are now out of date, having been initiated under a previous administration.

Finding 13: None of the original Advisory Committees are still in existence.

This is illustrative of the de-emphasis on the Functional Plans. It can be a costly enterprise to staff and manage meetings for this purpose. None of the original Advisory Committees existed long enough to engage in monitoring or updates. However, 2017 Haw. Sess. Laws Act 82, amends the process of updating Functional

Plans to be more efficient for lead agencies, and to take advantage of advisory groups or boards and commissions that lead agencies have formed. These may serve as temporary advisory committees in the update of a lead agency’s Functional Plan and only need concurrence from the Governor. The Act also amends the process to “periodically update” each Functional Plan which was not covered in the previous statute.

For each Functional plan, the governor shall establish an advisory committee...to advise the state agency in preparing, implementing, monitoring, and updating the Functional plan...shall serve as a permanent advisory body.
HRS § 226-55 (Supp. 1991)

Finding 14: Strategic Plans lack coordinating input and common themes beyond a single department, division, or office. There is little or no mention of interconnectivity. This is a major Gap.

Gap issues already mentioned are climate change, resiliency and security. Cross cutting social issues that are also gap issues include:

- Balanced Growth and managing the environment
- Disparities of opportunities between urban and rural areas
- Disparities between Have and Have Not; number of people slipping through the cracks and their impact on social and physical infrastructure
- Appropriate visitor industry growth considering the intact and quiet nature of island communities, and
- The limits of resources to protect sensitive areas

Finding 15: While a great amount of the Objectives and Goals for the Hawaii State Plan revolve around the Economy, there is no Economic Development Functional Plan.

Whether this can be considered a Gap is debatable, since there are so many plans that revolve around economic sectors, such as Agriculture and Tourism. Recently, the Hawaii Strategic Development Corporation prepared an investment plan entitled HI Growth Initiatives whose purpose is to guide partnerships with the private sector to provide capital to entrepreneurs and venture capital. This would seem to approach what was meant about forward looking and cross cutting.

Finding 16: Most agencies are anxious to have access to new technologies available for planning and most agencies have an IT improvement strategic plan.

Many agencies are attempting to make greater use of GIS geospatial data collection and data management. Other technology examples for planning include high resolution imagery such as

LIDAR, acoustic monitoring, digital elevation models, and unmanned aerial vehicles such as drones.

In addition, agencies are looking for better interfaces and applications to share information and data with their users, permit applicants, stakeholder groups, and visitors.

State agency efforts to update their systems for data management and record retention take many years to develop. This is critical for case management, claims, and legal issues. Problems have been publicized with the new system development efforts in both the Department of Taxation and Department of Transportation. While not directly a planning issue, the day-to-day problems with IT and data can quickly overwhelm and overshadow long term planning work.

Data management is another example of technology needs cited by agencies are: Tracking and monitoring CIP projects, including planning, design, construction, and operation of facilities.

Finding 17: The Hawaii 2050 Sustainability Plan was prepared in 2007-8 by the State Auditor under the direction of the State Legislature (Act 8 of 2005). The Sustainability Plan pivots on a balance of the three interdependent pillars of economic, social, and environment.

It was undertaken a generation after the original Hawaii State Plan. A Sustainability Task Force was created to assist. The outreach program was extensive and rigorous with three rounds of statewide meetings, population surveys, and direct meetings with organizations, counties, and other stakeholders.

Recommendations:

It is time to bring back the Functional Plans. Decisions should be made as to which topics lend themselves to Functional Plans, the number should be limited to under ten. Whenever possible, topics should be grouped. While this may again prove to be a one-time exercise, it has been so long since this occurred that it would positively foster both inter-governmental coordination and inter-agency cooperation. A plan is as much about the energy of the process as the outcome.

When the original Hawaii State Plan and Functional Plans were prepared, the planning enjoyed the strong support of the Governor (Ariyoshi). Subsequent Governors were more transactional or budget-focused. This is inevitable. But the Hawaii State Plan process provides the opportunity for greater clarity of values for who we are, what we aspire to, and what we are willing to commit to that end.

The current generations deserves the opportunity to make its imprint, and every effort should be made to include Gen X (born 1966-1976), Gen Y (Millennials born 1977-1994) the children of baby boomers; and Gen Z (Post Millennials born 1996-2011) who are the children of Millennials.

Permanent advisory groups are no longer adequate to get the required input. Instead, input is more fluid, transitory, traveling across the internet and changing constantly. Thus it is the

challenge of the planners to capture what is valued while allowing for growth and change. The Sustainability Plan provided some valuable new thinking and methodologies for gathering input to make a plan, and these methods should be considered.

State agencies are seeking support for their information technology needs. They see what is possible and how far they are from this potential. The next update period should infuse social media, GIS, and data management tools. This will help agencies see the state plan Update as something new, adding value to their work, not an imposed burden.

STATE PLAN PART III: PRIORITY GUIDELINES

The third and final section of the Hawaii State Plan is meant to provide specific direction. The 1978 draft of the plan that was originally circulated did not have priorities. Part III was added in response to the public cry for more specificity. The originally adopted plan had four priority directives: Growth, Economy, Land, and Resources.

Priority Directions. The four original priority policy statements were:

- Diversify economic base
- Ensure reasonably priced water and energy
- Reduce population growth rate; maintain the Oahu growth at a rate lower than neighbor islands.
- Use Hawaii's land resources wisely.

Through the amendment process, there are now even seven major areas of statewide concern which "merit priority attention." Each of the seven priority areas and the number of guidelines associated with each are:

Economic Priority Guidelines (Section 226-103)

- Stimulate economic growth, business expansion, and provision of needed jobs in a diversified economy (10)
- Promote economic health & quality of the visitor industry (9)
- Continued viability of the sugar and pineapple industries (3)
- Promote growth and development of diversified agriculture and aquaculture (11)
- Water use and development (4)
- Energy use and development (4)
- Promote development of the information industry (7)

Population growth and Land Resources Priority Guidelines (Section 226-104)

- Desired growth and distribution (7)
- Regional growth distribution and land resource allocation (13)

Crime and criminal justice (Section 226-05)

- Support law enforcement...to provide a safer environment
- Target reduction of violent crime
- Support neighborhood program initiatives
- Reduce overcrowding and substandard conditions in correctional facilities
- Provide sanctions for juvenile offenders
- Increase public and private efforts to assist witnesses and victims

Affordable Housing (Section 226-106)

- Use marginal or nonessential agricultural and public lands
- Encourage alternate construction and development methods
- Improve information and analyses of land availability
- Create incentives for developers
- Continue support for government or private housing programs with low interest mortgages
- Encourage public and private sector cooperation
- Encourage coordination of various agencies of government
- Give higher priority to provision of quality housing that is affordable for Hawaii residents

Quality Education (Section 226-107)

- Pursue effective programs to reflect varied districts, schools, and student needs
- Emphasize "core" requirements
- Initiate improved quality education through work force development
- Increase use of information technology
- Establish research and training centers
- Develop resources and programs for early childhood education
- Explore alternatives for funding and delivery of educational services

Sustainability (226-108)

- Balances social, community and environmental priorities
- Diversified and dynamic economy
- Respect for the host culture
- Meet the needs of the present without compromising the needs of the future
- Consider principles of the ahupuaa system
- Everyone has responsibility for achieving a sustainable Hawaii

Climate Change Adaptation (Section 226-108)

- Educate people and increase awareness of impacts of climate change
- Encourage community stewardship groups
- Invest in monitoring and research
- Consider native Hawaiian traditional knowledge and practices
- Encourage preservation and restoration of natural landscape features
- Explore adaptation strategies that moderate harm
- Promote sector resilience

- Foster cross-jurisdictional collaboration
- Management and implementation that encourage continual collection, evaluation, and integration of new information and strategies
- Encourage planning and management of the natural and built environments that integrate climate change policy

Finding 18: The original four priority guidelines may no longer be the priority areas of today.

This is true, especially for some of the sub-topics such as protecting the sugar and pineapple industries.

Recommendation:

Priorities should be reviewed and re-established through a planning process that involves agencies, counties, and the public.

Finding 19: The Economic priority continues to have a great amount of detail as compared to other sections and issues.

Recommendation:

Consideration should be made whether it is more appropriate to have a separate economic plan than to give them this weight in the Hawaii State Plan document. Priority guidelines should pose questions for each Functional Plan to address.

Finding 20: The last two priority directives added to Part III of the Hawaii State Planning Act legislation are: Sustainability and Climate Change.

These are both important, and this was perhaps the most logical section to which to add to them. But it would be more valuable to create a whole new presentation of priorities and directions, and guidelines for addressing them in a cross-cutting fashion, as they are discussed in their respective plan documents. See Chapter 2, of this report.

Finding 21: Others have started the process of looking at new long term visions.

In 2017 a small group of long-time local leaders part of the Hawaii Asia Pacific Association (HAPA) attempted to craft a 100-year vision. They called it “I Am Hawaii.” It offers a compelling case for the importance of having a shared vision. The authors drafting the vision were selected from business, nonprofits, and government, all individuals in their 30’s and 40’s.

The overall Vision is Aloha. To achieve this, they drafted nine sectors and visions with associated key issues, core values, strategic goals, and implementation. The drafts are out for public feedback.

Long term goals are important, because without them, you drift through life and react impulsively to whatever the world throws at you. Your odds of success are best when you and your team have a shared vision of where you all want to go and how to get there.

“I Am Hawai’i” in *Hawai’i Business Magazine*, August 2017 Issue

- *Malama Aina*
- Food Security and Sustainability
- Economic Growth
- Energy
- Education
- Workforce Development and Innovation
- Community Health
- Government and Infrastructure

CHAPTER 5: RECOMMENDATIONS FOR THE HAWAII STATE PLAN UPDATE

A. An update of the Hawaii State Plan is timely.

The last update of the Hawaii State Plan started in 1983 and was completed in 1985. As a result of that update and review, legislation was enacted to update of the goals, policies and objectives of Part I as well as the priority guidelines in Part III.

While the structure established remains basically sound, some sections have become overly detailed, and through the amendment process issues get appended, but not integrated with previous issues. Additionally, a forty year update is a good time to re-consider creating a new format for consistent Functional Plans, focused on implementing the policy content of Parts I and III of the Hawaii State Plan.

It is NOT recommended that this update be an entire re-write, as too much is at risk of being lost. The framework should remain the same: Themes, Goals, Policies,

B. What could be the process for this update?

- Convene a meeting to review and to identify new purposes for the Hawaii State Plan. Also, suggest a new or refined format/organization of the Hawaii State Plan. Include the following: OP, policy persons of Transportation, Land & Natural Resources, and Business & Economic Development; the four County planning directors, Chair of the UH Department of Urban and Regional Planning, and a small cadre of planning professionals. Also Chair of Senate Water & Land and House Water and Land. Sessions should be managed by a professional facilitator.
- Commission white papers on several subjects with a dual emphasis on both what has changed, and what the State needs to be prepared for. These white papers will help identify the likely priority directions.
 - 1) Major environmental concerns, including sea level rise, coastal threats, major disasters, integrity of water resources.
 - 2) State of Hawaii's economy and future prognosis.
 - 3) Major social concerns such as education, homelessness, medical and health, affordable housing, prisons with a focus on impacts from increasing gaps between have and have not.
 - 4) Engendering the development of tomorrow's leaders.
- Commission a large sample size survey of the public to test reactions to preliminary new priority directions

- Organize four to five discussion groups of experts and community members to review and discuss preliminary drafts of the white papers and to develop alternatives and recommendations.
- Form a working group of Gen X, Y, and Z members to review Goals, Objectives, and Policies of the current state plan and to amend them given the results of the above
- Convene a large conference of community members to review the above work and to have working sessions on all aspects of the Hawaii State Plan
- Re-write new Policy Directions
- Edit Part I and Part II of the Hawaii State Plan to reflect input from the above
- Convene a second large conference once a preliminary draft is ready

C. Advance preparation for the update process

- Research latest best planning practices for inclusiveness of engagement during the planning process. How to identify stakeholders and communities has evolved. Methodologies such as surveys, town meetings, and focus groups are encouraged. An approach for the use of social media and participation at “pop up” events is essential to capture younger populations.
- OP staff with consultant assistance should address the inconsistent use of terminology for policies, objectives, strategic directions, and make choices for which terms to use, with definitions.
- Develop a review of how the update document is expected to be used. Current uses include consistency reviews during EIS preparation, advisory to the LUC, and for CIP.
- Identify which technologies would make it easier for departments to participate more fully in the planning system

D. Introduce Tracking or Monitoring of results

Current best practices lean towards including feedback mechanisms, tracking, and accountability of results. If the Hawaii State Plan is an umbrella for planning, then it need only track planning activities. It need not track every social, environmental or economic measure, but the Functional Plans themselves should address that.

Consider whether a group would be created to monitor results, or if this would be an OP staff responsibility. Determine what results are reported, to whom, and how they are to be used.

Examples in use include:

- The Sustainable Hawaii Initiative (Aloha + Challenge) which requires tracking of goals of a plan through the Dashboard. (See at <https://dashboard.hawaii.gov>)
- The Ocean Resources Management Plan Dashboard which tracks the progress of performance measures, implementing actions and goals set forth in the Ocean Resources Management Plan. (See at <http://planning.hawaii.gov/czm/ocean-resources-management-plan-ormp/ocean-resources-management-plan-dashboard/>)

E. Following Hawaii State Plan Update

- Prepare the new plan for legislative adoption
- Prepare Guidance for achieving conformity with the Hawaii State Plan
- Prepare Guidance for Functional Plans

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Hawaii State Plan Update, Phase 1

Appendix A: Plan Summaries

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Acronyms

| | |
|--------|--|
| ADC | Agribusiness Development Corporation |
| AFDC | Aid to Families with Dependent Children |
| BOE | Board of Education |
| CEDS | <i>Comprehensive Economic Development Strategy</i> |
| CLP | Coastal Lands Program |
| COEMAP | <i>Coastal Erosion Management Plan</i> |
| CWCS | <i>Hawaii's Comprehensive Wildlife Conservation Strategy</i> |
| CWRM | Commission on Water Resources Management |
| CZM | Coastal Zone Management |
| DDD | Developmental Disabilities Division |
| DHHL | Department of Hawaiian Home Lands |
| DHS | Department of Human Services |
| DLIR | Department of Labor and Industrial Relations |
| DLNR | Department of Land and Natural Resources |
| DOA | Department of Agriculture |
| DOCARE | Division of Conservation and Resources Enforcement |
| DOE | Department of Education |
| DOFAW | Division of Forestry and Wildlife |
| DOH | Department of Health |
| DSP | Division of State Parks |
| ESSA | Every Student Succeeds Act |
| GHG | greenhouse gas |
| GIS | Geographic Information System |
| HCEI | Hawaii Clean Energy Initiative |
| HDOT | Hawaii Department of Transportation |
| HISC | Hawaii Invasive Species Council |
| HRS | Hawaii Revised Statutes |
| HTA | Hawaii Tourism Authority |
| I/DD | intellectual and development disabilities |
| ITS | Intelligent Transportation Systems |
| LWCF | Land and Water Conservation Fund |
| MOU | Memorandum of Understanding |
| NAR | Natural Area Reserve |
| NARS | Natural Area Reserve System |
| NHPA | National Historic Preservation Act |
| NOAA | National Oceanic and Atmospheric Administration |
| NRHP | National Register of Historic Places |
| OEQC | Office of Environmental Quality Control |

| | |
|-------|--|
| ORMP | <i>Ocean Resources Management Plan</i> |
| RVA | risk and vulnerability assessment |
| SCORP | <i>State Comprehensive Outdoor Recreation Plan</i> |
| SHPD | State Historic Preservation Division |
| SLH | Session Laws of Hawaii |
| SOEST | School of Ocean and Earth Science and Technology |
| STEM | Science, Technology, Education, and Mathematics |
| UH | University of Hawaii |
| USFWS | U.S. Fish and Wildlife Service |
| WSD | Wage Standards Division |

LISTING OF PLANS RELATED TO HAWAII STATE PLAN FUNCTIONAL PLANS

| FUNCTIONAL PLAN | YEAR | NEW PLAN(S) | YEAR |
|---------------------------|------|--|--------------|
| Agriculture | 1991 | <i>Hawaii Department of Agriculture Strategic Plan (DOA)</i> | 2008 |
| | | <i>Agribusiness Development Corporation Strategic Plan (ADC)</i> | 2008 |
| Conservation Lands | 1991 | <i>Division of Conservation and Resources Enforcement Strategic Plan, 2009-2014 (DOCARE)</i> | 2013 |
| | | <i>Hawaii Statewide Assessment of Forest Conditions and Trends: 2010, An Assessment of the State of our Aina (DOFAW)</i> | 2010 |
| | | <i>Strategic Plan for Hawaii's Natural Area Reserves System (NARS Commission & DOFAW)</i> | 2008 |
| | | <i>Natural Area Reserve Management Plans (DLNR, various)</i> | Various |
| Education | 1989 | <i>Hawaii State Department of Education and Board of Education Strategic Plan 2017-2020 (DOE)</i> | 2016 |
| | | <i>Hawaii Consolidated State Plan for Every Student Succeeds Act</i> | 2017 (draft) |
| Employment | 1991 | <i>The Wage Standards Division Strategic Plan 2015-2020 (DLIR-WSD)</i> | 2017 |
| | | <i>Hawaii Statewide Comprehensive Economic Development Strategy (Office of Planning)</i> | 2016 |
| | | <i>Department of Labor and Industrial Relations Strategic Plan 2008-2011 (DLIR)</i> | 2009 |
| Energy | 1991 | <i>Hawaii Clean Energy Initiative</i> | 2014 |
| | | <i>Hawaii Bioenergy Master Plan (DBEDT)</i> | 2009 |
| Health | 1989 | <i>Hawaii Department of Health Strategic Plan 2015-2018 (DOH)</i> | 2016 |

| FUNCTIONAL PLAN | YEAR | NEW PLAN(S) | YEAR |
|------------------------------|-------------|---|-------------|
| Higher Education | 1984 | <i>The University of Hawaii Strategic Direction, 2015-2021 (UH-BOR)</i> | 2015 |
| Historic Preservation | 1991 | <i>Hawaii State Historic Preservation Plan October 2012 to October 2017 (SHPD)</i> | 2012 |
| Housing | | <i>State Housing Functional Plan (DBEDT-HFDC)</i> | 2017 |
| Human Services | 1989 | <i>Hawaii State Department of Health Developmental Disabilities Division Strategic Plan, Fiscal Years 2015-2017 (DOH-DDD)</i> | 2015 |
| Recreation | 1991 | <i>Statewide Comprehensive Outdoor Recreation Plan (DLNR-DSP)</i> | 2015 |
| Tourism | 1991 | <i>Hawaii Tourism Authority Five-Year Strategic Plan 2016 (HTA)</i> | 2015 |
| Transportation | 1991 | <i>Hawaii Intelligent Transportation System Strategic Plan 2016-2025 (HDOT)</i> | 2015 |
| | | <i>Statewide Federal-Aid Highways 2035 Transportation Plan (HDOT)</i> | 2014 |
| | | <i>Statewide Pedestrian Master Plan (HDOT)</i> | 2013 |
| | | <i>Bike Plan Hawaii Master Plan (HDOT)</i> | 2003 |

A. AGRICULTURE PLANS

STATE AGRICULTURE FUNCTIONAL PLAN, 1991

Summary: The *State Agriculture Functional Plan* was prepared by the State of Hawaii DOA as a part of the Hawaii State Plan. This plan was approved on May 22, 1991. It supports the "Vision of Hawaiian Agriculture," which has the following:

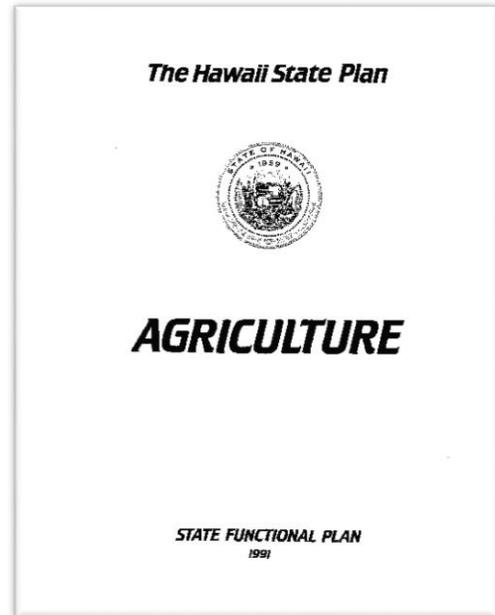
- a. Growth and size of the sugar industry determined by optimal efficiency.
- b. Continued growth in pineapple production with more growth expected in production of fresh pineapple.
- c. Greatest growth in diversified crops and products.

Issues: There are four issues identified in the *State Agriculture Functional Plan*:

1. Industry and Research Development
2. Agricultural Pests and the Environment
3. Land and Water
4. Services and Infrastructure

Policy Direction(s): The *State Agricultural Functional Plan* identifies objectives, policies, and actions for each of the issue areas. Policies for each of the issue areas are provided below:

- **Industry and Research Development**
 - Stimulate agricultural commodity industries to expand their production and growth by supporting problem-specific research and other direct assistance.
 - Promote effective marketing of Hawaii's agricultural commodities.
 - Encourage the development of Hawaii's agricultural industries.
 - Protect individuals from unfair commercial practices; prevent distribution of substandard animal products, and ensure standards are met for other agricultural commodities through the monitoring and enforcement of related regulations.
 - Encourage the conduct of basic and applied research on agricultural systems, technologies, practices, organisms, crops, and products, and encourage the transfer of research information to agricultural users.



- Develop opportunities to convert Hawaii-grown crops into potential new value-added products for the local, visitor industry, and export markets.
- Recover economically and environmentally beneficial products from agricultural waste.
- Expand the capital base for agricultural development
- **Agricultural Pests and the Environment**
 - Manage present populations, and prevent further introductions, of destructive and harmful insects, plants, animals, plant and animal diseases, and other pests in the State.
 - Eliminate fruit flies as a barrier to the uninhibited export of host commodities from Hawaii in accordance with Federal quarantine requirements.
 - Ensure the effective, efficient, and safe use of pesticides, and minimize their possible adverse impacts on the public and environment.
 - Minimize the adverse impacts of agricultural practices on Hawaii's groundwater, surface water, air quality, and endangered species.
- **Land and Water**
 - Provide suitable public lands at reasonable cost and with no long-term tenure for commercial agricultural purposes.
 - Conserve and protect important agricultural lands in accordance with the Hawaii State Constitution.
 - Expand agricultural water resources statewide.
 - Improve agricultural water resource management
- **Services and Infrastructure**
 - Seek the enactment and retention of Federal and State legislation that benefits Hawaii's agricultural industries.
 - Augment the existing agricultural information gathering and analysis services to provide more effective tools for understanding Hawaii's agricultural industries and resources.
 - Systematically determine the most suitable locations for increased agricultural production.
 - Foster increased public awareness and understanding of the contribution and benefits of agriculture as a major sector of Hawaii's economy.
 - Increase the basic knowledge and skills of agricultural workers.
 - Satisfy agriculture's labor requirements by encouraging attractive agricultural employment and housing opportunities.
 - Provide adequate, timely, and reasonably priced air and surface transportation to meet present and future agricultural needs.

- Provide adequate air and surface terminal facilities to meet present and future agricultural needs.
- Provide adequate staffing, facilities, and equipment to support public services on behalf of agriculture.

Interconnectivity Issues: Biosecurity/Invasive Species, Education, Employment, Energy, Health, Higher Education, Housing, Human Services, Tourism, Transportation, Water, Wildlife

HAWAII DEPARTMENT OF AGRICULTURE STRATEGIC PLAN, 2008

Summary: The *Hawaii Department of Agriculture Strategic Plan* was prepared by the State of Hawaii Department of Agriculture (DOA) in December 2008. DOA's mission is to lead the State's effort to maintain the agricultural sector of Hawaii's economy, including livestock production, forestry, crops, and aquaculture, in a strong and competitive condition by providing policies, services, loans, subsidies, environmental protection, land and water, operations, facilities, advice, coordination, and information so as to achieve appropriate rates of growth, high levels of employment, reasonable returns on investment, and steady gains in real personal income.

| Hawaii Department of Agriculture Overview of Strategic Plan <small>(Updated December 16, 2008)</small> | |
|--|---|
| Increase Markets and Product Value | Increase Production Value <small>(volume, profitability, crop)</small> |
| Bridge sanitary and phytosanitary barriers to markets - approved treatments for mainland and foreign markets - coordinate approval efforts with marketing efforts PI, ADD, QAD | Tighten biosecurity to protect agriculture, environment and human health - prevent introduction, control or eradicate diseases and pests affecting livestock, equine and crops AI, ADP, PI, Admin |
| Promote Hawaii products in local, domestic and foreign markets ADD, ADP | Facilitate development of value added products and other activities to increase farm income; strive to achieve the most efficient and productive use of the state's lands to attain the state's food and energy objectives. ADD, ARM, Admin |
| Establish analytical, diagnostic and inspection services to ensure safe and high quality products and fair commercial practices. ADP, QAD, AI | Assure land, water and financing for farming ADC, Ag Loan, ARM, Admin |
| Provide tools to assist marketing and add value - branding, truth in labeling, statistics, market intelligence ADD, MS, QAD | Provide tools needed for production agriculture - pesticides, risk management, disaster response/recovery ADD, Ag Loan, AI, Admin, ARM, PEST |
| Provide market research and analysis to identify new opportunities to produce agricultural products for different markets ADD | Support research to solve production problems, improve varieties and performance ADC, ADD, PI |
| Address transportation issues Ad hoc: ADD, AI, Admin, PI | Address labor and agriculture worker housing issues Ad hoc: ADC, ADD, Admin |
| <small>and are: Colored blocks: C = the accomplishment of goals and objectives are defined in bold text; upper, dividers are identified in regular font.</small> | |
| <small>Admin = Chairperson's Office ADC = Agricultural Development Corporation ADD = Agriculture Development Division ADP = Aquaculture Development Program Ag Loan = Agricultural Loan Division</small> | <small>AI = Animal Industry Division MS = Measurement Standards Branch PEST = Pesticides Branch PI = Plant Industry Division QAD = Quality Assurance Division</small> |

Goals: The *Hawaii Department of Agriculture Strategic Plan* identifies two major goals:

1. Increase markets and product value
2. Increase production value (volume, profitability, crop)

Policy Direction(s): Four (4) objectives have been identified for each goal. These include the following:

- **Increase Markets and Product Value**
 - Bridge sanitary and phytosanitary barriers to markets
 - Promote Hawaii products in local, domestic, and foreign markets
 - Assure safe and high quality products and fair practices
 - Provide tools to assist marketing and add value
- **Increase Production Value**
 - Tighten biosecurity to protect agriculture, environment, and human health

- Facilitate development of value added products and other farm income activities; support energy and food security
- Assure land, water, and financing for farming
- Provide tools needed for production agriculture

Interconnectivity Issues: Biosecurity/Invasive Species, Conservation Lands, Employment, Energy, Health, Water

AGRIBUSINESS DEVELOPMENT CORPORATION STRATEGIC PLAN, 2008

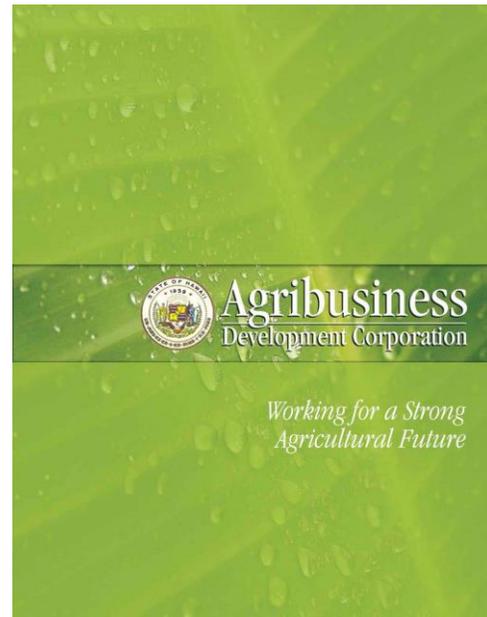
Summary: The *Agribusiness Development Corporation Strategic Plan* was prepared by the Agribusiness Development Corporation (ADC) in October 2008. The mission of the ADC is to acquire, and manage in partnership with farmers, ranchers, and aquaculture groups, selected high value lands, water systems, and infrastructure for commercial agricultural use and to direct research into areas that will lead to the development of new crops, markets, and lower production costs.

Goals: There are three major goals provided in the *Agribusiness Development Corporation Strategic Plan*:

1. Transition former plantation land and water systems into diversified agriculture.
2. Initiate development of facilities and provide support as necessary for successful diversified agriculture.
3. Provide solutions to certain bottleneck issues facing the agriculture industry.

Policy Direction(s): The following objectives have been identified for the three (3) major goals. These objectives include the following:

- **Transition former plantation land and water systems into diversified agriculture**
 - Acquire and manage selected high-value agricultural lands, water systems, and infrastructure
 - Acquire agricultural conservation easements to protect certain valuable agricultural lands
 - Organize farmers and users into cooperatives to coordinate their common interest and collective efforts.
 - Form subsidiaries to create private and public partnership.
- **Initiate development of facilities and provide support as necessary for successful diversified agriculture**
 - Assist in the acquisition or construction of processing and/or treatment facilities to enhance producers' ability to take advantage of export or value-added opportunities.
 - Inform, educate, or train farmers on various areas to include food safety, pesticide application, production techniques, ag theft, and land issues.



- Coordinate and cooperate with other government agencies, education institutions, or private organizations to advance agriculture.
- **Provide solutions to certain bottleneck issues facing the agriculture industry**
 - Conduct research and demonstrative projects to facilitate the transfer of knowledge or technology.
 - Conduct economic and feasibility studies relating to agriculture.

Interconnectivity Issues: Conservation Lands, Education, Health, Higher Education, Water

B. CONSERVATION LANDS PLANS

CONSERVATION LANDS FUNCTIONAL PLAN, 1991

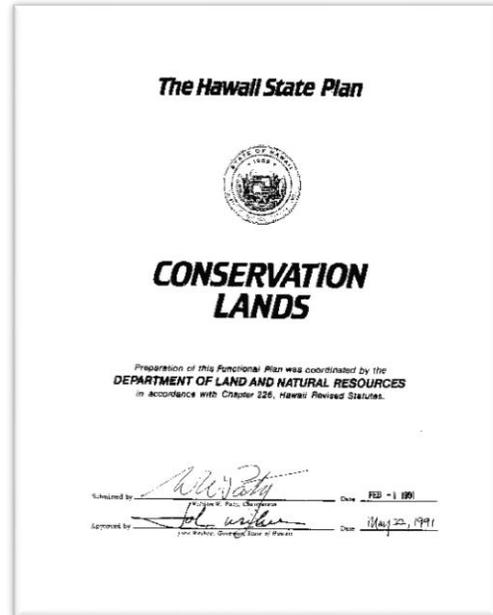
Summary: The *Conservation Lands Functional Plan* was prepared by the DLNR and is a part of the *Hawaii State Plan* and was adopted in May 1991. The *Conservation Lands Functional Plan* provides a management program that allows judicious use of the State's natural resources. It addresses the impacts of population growth and economic development on the natural environment and provides a framework for the protection and preservation of Hawaii's pristine lands and shorelines.

Issues: The *Conservation Lands Functional Plan* identifies three (3) issue areas:

1. Inventories of resources and background information and basic research
2. Management
3. Education and public information

Policy Direction(s): The *Conservation Lands Functional Plan* identifies objectives, policies, and actions for each of the issue areas. Policies for each of the issue areas are provided below:

- **Inventories of resources and background information and basic research**
 - Develop and maintain a centralized statewide database of conservation areas and natural resources.
 - Develop and maintain a centralized statewide database of all permits/actions relative to land usage within the Conservation District.
 - Locate, preserve, and encourage the availability of sites suitable for commercial aquaculture by both private and public sector landowners.
 - Identify appropriate lands for commercial forest production.
 - Conduct inventories of aquatic and terrestrial resources.
 - Survey important native aquatic and terrestrial ecosystems and species.
 - Develop and institute new controls in regions where necessary to ensure equitable sharing of water use commensurate with replenishment, and long-term availability.
 - Develop regulatory criteria for stream channel alterations to protect instream uses.



- Identify and assess high quality and other streams for preservation.
- Study movement and behavior of fish in local waters.
- Establish standards and feasibility of alternate uses of public lands.
- **Management**
 - Formulate and maintain a management plan for resources and lands having significant conservation value.
 - Identify and enhance appropriate lands for commercial forest production and sustained-yield hunting.
 - Identify and enhance appropriate areas for wildlife sanctuaries.
 - Develop protection and preservation of habitats of rare and endangered wildlife and native ecosystems in Hawaii.
 - Intensify protection of important native aquatic ecosystems and species.
 - Develop a coordinated approach to wetlands protection, acquisition, and management.
 - Continue aggressive management to protect Hawaii's intact forested ecosystems.
 - Expand marine and fresh water fishing areas and promote fishing opportunities.
 - Expand and enhance outdoor recreation opportunities and other resource areas.
 - Develop and expand resources to protect natural shorelines and wilderness recreation areas.
 - Develop aquatic resources.
 - Develop recreational and archaeological resources on the shoreline and mauka areas.
 - Expand the forest reserve system and game management areas.
 - Determine feasibility of product development for commercially viable natural resources and assist in initial steps necessary for such determination.
 - Establish broader project applicability, easier availability and realistic loan limits in public and private sector aquaculture loan programs.
 - Expand aquaculture business assistance and investment incentives in the public sector to increase Hawaii's attractiveness as a location for aquaculture.
 - Increase the demand for Hawaii's aquaculture products and services in local, national, and international markets.
 - Assist the fishing industry to develop new markets and improve production and processing of fishery products.
 - Diminish the destruction of wildlife habitats and vegetation caused by marijuana growers and improve public safety.

- Strengthen monitoring and enforcement of use laws and regulations.
- **Education and Public Information and Agency Coordination**
 - Develop and implement conservation education programs for the general public and visitors.
 - Develop and implement information and educational programs directed toward specific areas and users of lands and natural resources.
 - Develop and implement educational programs for schools.
 - Ensure that technical and decision-making information is available to the general public and pertinent decision-makers.
 - Develop educational programs and mediation mechanisms to mitigate and resolve conflicts over use of conservation lands or natural resources.

Interconnectivity Issues: Agriculture, Coastal Resources, Education, Higher Education, Housing, Historic Preservation, Recreation, Tourism, Water, Wildlife

DIVISION OF CONSERVATION AND RESOURCES ENFORCEMENT STRATEGIC PLAN, 2009-2014

Summary: The strategic plan for the Division of Conservation and Resources Enforcement (DOCARE) encompasses its revised mission statement, guiding principles, overarching goals, and six (6) prioritized objectives. The mission statement for DOCARE states that the division “effectively upholds the laws that serve to protect, conserve and manage Hawaii’s unique and limited natural, cultural and historic resources held in public trust for current and future generations of visitors and the people of Hawaii nei.”

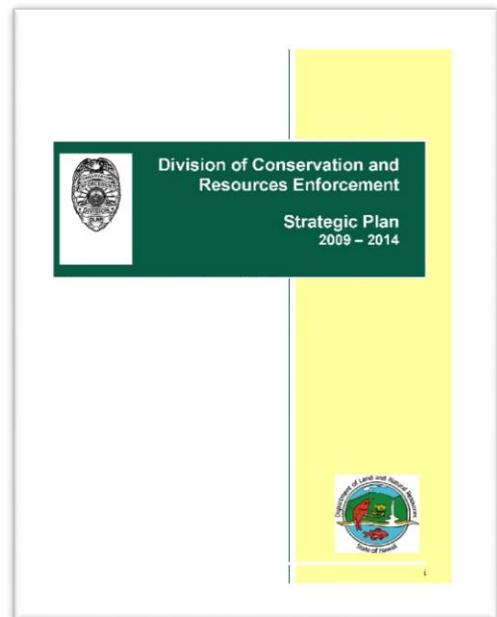
Themes: DOCARE is committed to excellence through the following themes:

1. Kuleana
2. Integrity and Professionalism
3. Health and Safety
4. Service

The goal of DOCARE is to restructure the division to reflect its priority for natural, cultural, and historic resource protection.

Policy Direction(s): DOCARE has identified six (6) objectives in its strategic plan:

1. Develop and implement staffing structure to improve efficiency, effectiveness, accountability, and officer safety.



2. Identify, develop, and initiate a plan for operational infrastructure to improve efficiency, effectiveness, accountability, and officer safety.
3. Improve recruitment and retention by creating incentive standards and providing continuing education for officer professional development.
4. Formally redefine relationships with all partners to rationalize DOCARE's responsibilities in these jurisdictions.
5. Identify, develop, and initiate successful data collection model for use by the Department of Land and Natural Resources (DLNR) for effective resource protection management.
6. Engage, educate, and empower local communities to share in the responsibility, with DOCARE, of protecting Hawaii's natural, cultural, and historic resources.

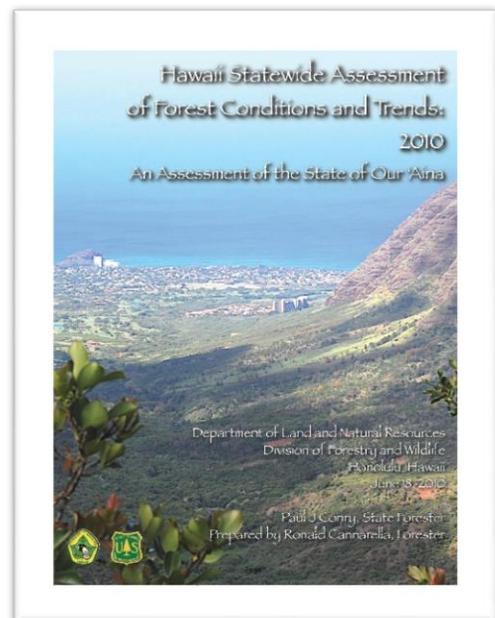
Interconnectivity Issues: Employment, Higher Education, Historic Resources, Wildlife

HAWAII STATEWIDE ASSESSMENT OF FOREST CONDITIONS AND TRENDS: 2010, AN ASSESSMENT OF THE STATE OF OUR AINA, 2010

Summary: The *Hawaii Statewide Assessment of Forest Conditions and Trends: 2010, An Assessment of the State of our Aina* was prepared by the Division of Forestry and Wildlife (DOFAW) in June 2010. This assessment represents the beginning of a process to update and inform the Division's understanding of forest assets and what is affecting them, and apply that knowledge to guide and improve forest management.

Issues: Nine (9) issues have been identified and their benefits, threats, and trends have been analyzed. These issues include the following:

1. Water Quality and Quantity
2. Forest Health: Invasive Species, Insects, and Disease
3. Wildfire
4. Urban and Community Forestry
5. Climate Change/Sea Level Rise
6. Conservation of Native Biodiversity
7. Hunting, Nature-based Recreation, and Tourism
8. Forest Products and Carbon Sequestration
9. Multi-State Issues



Policy Direction(s): Management priorities have been identified for each of the nine (9) issues, as listed below:

- **Water Quality and Quantity**
 - Invasive Species Control
 - Outreach and Education
 - Improve Coastal Watersheds
 - Address Key Forest Health Concerns
- **Forest Health: Invasive Species, Insects, and Disease**
 - Suppression of Invasive Species
 - Outreach and Education
- **Wildfire**
 - Reduce Impacts
- **Urban and Community Forestry**
 - Improve Spatial and Vegetative Understanding of Hawaii Urban Forests through Technology

 - Local, Regional, National, and International Outreach
 - Climate Change, Coastal Watersheds, and Carbon Sequestration
- **Climate Change/Sea Level Rise**
 - Identify Missing Data, Assess Trends, and Develop Adaptation Strategies
 - Develop Adaptation Strategies and Outreach Activities
- **Conservation of Native Biodiversity**
 - Management Strategy for Lands with Intact Native Ecosystems
 - Management Strategy for Lands with Rapidly Degrading Ecosystems
 - Management Strategy for Threatened Native Ecosystems
 - Management Strategy for Lands where Native Ecosystems No Longer Exist
- **Hunting, Nature-Based Recreation, and Tourism**
 - Provide Public Access to Natural Areas
 - Provide Recreational Opportunities and Manage Game Animals
 - Outreach and Education
- **Forest Products and Carbon Sequestration**
 - Support Development of a Forest Products Industry
 - Explore the Feasibility of Carbon Credits on State Lands
 - Hardwood Tree and Native Tree Research
- **Multi-State Issues**
 - Invasive Species Transport
 - Protection of Genetic Diversity and Important Food Plants
 - Migratory Shorebird Protection

- Collaborative Multi-Regional Plan

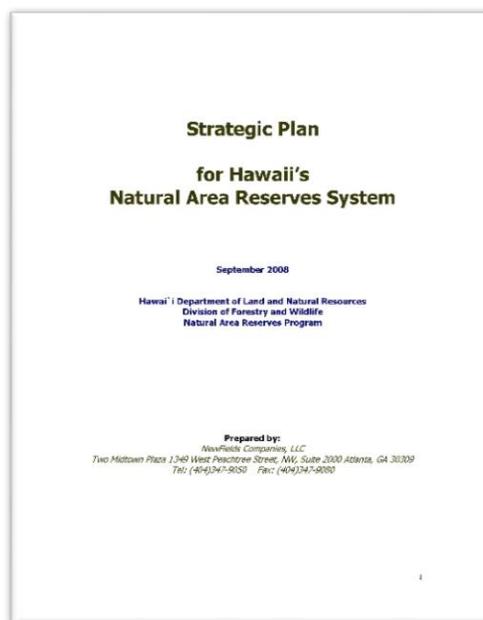
Interconnectivity Issues: Biosecurity/Invasive Species, Climate Change, Coastal Resources, Education, Recreation, Tourism, Water, Wildlife

STRATEGIC PLAN FOR HAWAII'S NATURAL AREA RESERVES SYSTEM, 2008

Summary: The *Strategic Plan for Hawaii's Natural Area Reserves System* was prepared by the National Area Reserves System (NARS) Commission and the NARS staff, in collaboration with staff from DOFAW. The strategic plan identifies a vision, mission, and goals for the NARS program over the next decade.

Goals: Nine (9) broad functional goals that preserve and protect the NARS into the future have been identified. These include the following:

1. **Management of Natural Resources:** Manage NARS for high quality, natural resource integrity, diversity, and functioning ecosystems.
2. **Integration with other DOFAW and DLNR programs:** Effectively communicate between and among other DOFAW and DLNR staff regarding NARS statutes, rules, and policies, as well as strategies, goals, plans, and needs.
3. **Administration and Infrastructure:** Invest in and maintain the internal working environment necessary to achieve established NARS goals.
4. **Monitoring and Data Collection:** Conduct a monitoring program that will effectively assess change in the status of resources and is useful in making management decisions.
5. **Cultural Resource Issues:** Develop the capacity to effectively address and accommodate constitutionally and statutorily protected cultural values and traditional and customary practices in the NARS.
6. **External Partnerships:** Collaborate with external partners as well as Divisions within the DLNR to support the NARS mission and goals.
7. **Outreach and Education:** Foster understanding of and responsibility for the State's unique native resources.
8. **Inventory of Lands in the NARS:** Ensure that the NARS protects the full range of unique natural ecosystems and habitats containing rare, threatened, and endangered species, as well as geologic features.
9. **Enforcement:** Ensure effective enforcement of laws that protect the NARS.



Policy Direction(s): Each goal identified above has identified objectives, as follows:

- **Management of Natural Resources**
 - Develop and apply protective, preventive, and restorative strategies and tactics in order to attain management goals within and across the NARS system.
 - Employ appropriate control strategies to minimize and control existing and future invasive plant and animal species.
 - Manage native, rare, and threatened and endangered plant and animal species and their habitats at sustainable community and population levels.
 - Employ appropriate fire management strategies.
 - Manage public use and access so that the natural resources remain as unmodified as possible.
- **Integration with Other DOFAW and DLNR Programs**
 - To improve management, ensure regular communication and integration on the DOFAW branch and programmatic levels regarding conservation issues.
 - Explore and support solutions that integrate NARS goals across DOFAW and other programs.
 - Encourage strategic planning for DOFAW.
- **Administration and Infrastructure**
 - Link the strategic plan with annual operational plans and budgets to ensure its implementation.
 - Acquire, improve, and maintain field infrastructure and equipment to ensure the implementation of the strategic and operational plans.
 - Ensure that sufficient staffing resources are available directly within the NARS program or through the development of Memoranda of Understanding/Agreements with partners that share mutual interests.
 - Build and maintain an organization with the skills, motivation and commitment needed to implement the strategic and operational plans through training and development.
 - Collaborate and coordinate within DLNR to deliver efficient and effective services through the use of consistent sets of technologies and equipment.
 - Diversify sources of program funding in a manner consistent with the NARS mission and goals of the strategic plan.
 - Create a readily identifiable logo for the NARS and use it in print, electronic media and signage.
 - Increase capacity to efficiently draft and process rulemaking changes in support of NARS program goals by cross-training in this area.
- **Monitoring and Data Collection**
 - Implement a comprehensive monitoring program that quantifies the distribution, abundance, and trends related to native resources and the threats to those resources to inform effective management for reserves.
 - Monitor the performance of the entire NARS program in its ability to protect and preserve the unique natural resources existent in Hawai`i.

- **Cultural Resource Issues**
 - Increase management capacity by prioritizing and securing cultural, historic, and archaeological assessments for each NAR.
 - Protect the integrity of cultural, archaeological, and historic resources and archaeological sites found within the NARS.
 - Increase NARS program staff and Commission capacity for evaluating and monitoring permit applications and other management related issues for traditional and customary practices.
- **External Partnerships**
 - Dedicate time and resources to ensuring the success of Watershed Partnerships, Natural Area Partnerships, and other internal and external partnerships that forward the NARS mission and vision as well as those that build capacity for landscape level collaborative actions.
 - Use existing relationships throughout DOFAW, DLNR, and other State government agencies to improve NARS effectiveness and expand staff capacity.
 - Improve relationships that can help prevent new introductions of invasive species both statewide and within an island.
 - Recognize and support partners engaged in research that benefits the NARS program.
- **Outreach and Education**
 - Strengthen natural resource education in grades K-12 and in institutions of higher learning to enhance understanding of key native resource management concepts and encourage inquiry, problem solving and service.
 - Educate, motivate and inspire policymakers to support the NARS and the conservation of native resources.
 - Educate general public and specific user groups on issues related to the conservation of native resources and the role of the NARS in meeting this goal.
 - Identify and educate visitors to foster support for the conservation of native resources.
- **Inventory of Ecosystems and Lands in the NARS**
 - Identify and fill any gaps in the NARS.
 - Clarify the information collection and approval processes for adding to or removing lands from the NARS.
- **Enforcement**
 - Collect and analyze incident data and violations to assess the effectiveness of existing laws, and determine if new laws are needed.
 - Collaborate with appropriate law enforcement agencies to identify solutions in enforcing existing laws.
 - Establish and implement alternative enforcement strategies.

- Communicate with the judiciary and other government branches to underscore the importance of natural resource protection and enforcement challenges.

Interconnectivity Issues: Education, Higher Education, Historic Preservation, Wildlife

NATURAL AREA RESERVE MANAGEMENT PLANS, VARIOUS DATES

Summary: There are 21 individual area management plans prepared by DOFAR.

Themes: Each Natural Area Reserve (NAR) has a management plan that includes the following:

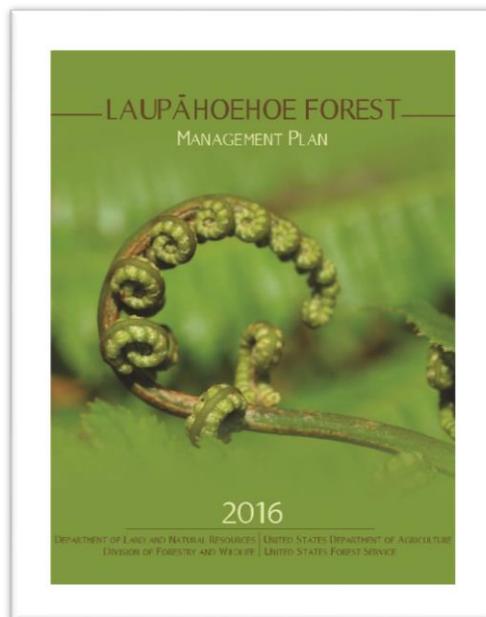
1. Description of the management program for the NAR
2. Identification of the primary threats to the biodiversity and watershed
3. Details about the management programs that have been developed to support the overall goals for the specific NAR.

Policy Direction(s): Management of native ecosystems involves understanding what threatens these areas and actively working to protect them.

Management actions vary depending on the needs of the NAR. Management actions include the following broad categories:

- Non-native animal control
- Non-native plant pest control
- Restoration and habitat enhancement
- Monitoring
- Public information and education
- Research

Interconnectivity Issues: Education, Higher Education, Historic Preservation, Water, Wildlife



C. EDUCATION PLANS

EDUCATION FUNCTIONAL PLAN, 1989

Summary: The *Education Functional Plan* was prepared by the DOE and is a part of the *Hawaii State Plan* and was adopted in May 1989. It seeks to equip Hawaii's public school students with the skills, knowledge, understanding, creativity, and attitudes that will enable them to grasp Hawaii's future and step boldly into the 21st century.

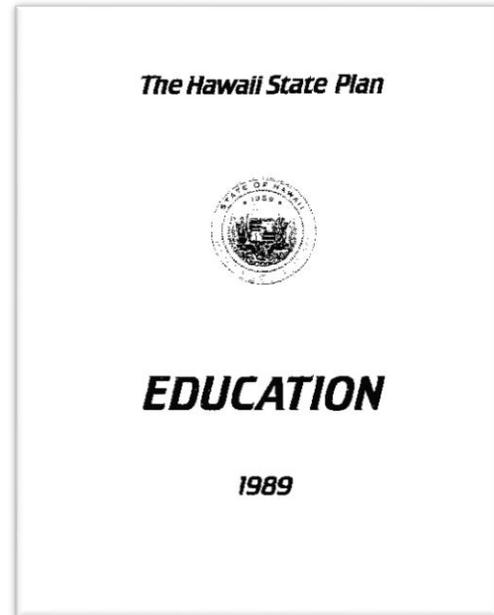
Priority Objectives: The *Education Functional Plan* includes a priority listing of actions and objectives organized into clusters. These clusters include the following:

1. **First Priority**
 - Academic excellence
 - Basic skills
 - Education workforce
 - Facilities and services
2. **Second Priority**
 - Alternatives for funding and delivery
 - Autonomy and flexibility
 - Increased use of technology

 - Personal development
 - Students with special needs
3. **Third Priority**
 - Early childhood education
 - Hawaii's Cultural Heritage Research Programs and (Communication) Activities

Policy Direction(s): The *Education Functional Plan* identifies objectives, policies, and actions for each of the issue areas. Policies for each of the issue areas are provided below:

- **Academic Excellence**
 - Emphasize quality educational programs in Hawaii's institutions to promote academic excellence.
- **Basic Skills**
 - Promote programs and activities that facilitate the acquisition of basic skills, such as reading, writing, computing, listening, speaking, and reasoning.



- Pursue effective programs which reflect the varied district, school, and student needs to strengthen basic skills achievement.
- **Education Workforce**
 - Initiate efforts to improve the quality of education by improving the capabilities of the education workforce.
- **Services and Facilities**
 - Ensure the provision of adequate and accessible educational services and facilities that are designed to meet individual and community needs.
- **Alternatives for Funding and Delivery**
 - Explore alternatives for funding and delivery of educational services to improve the overall quality of education.
- **Autonomy and Flexibility**
 - Promote increased opportunities for greater autonomy and flexibility of educational institutions in their decision-making responsibilities.
- **Increased Use of Technology**
 - Increase and improve the use of information technology in education and encourage programs which increase the public's awareness and understanding of the impact of information technologies on our lives.
- **Personal Development**
 - Support educational programs and activities that enhance personal development, physical fitness, recreation, and cultural pursuits of all groups.
- **Students with Special Needs**
 - Provide appropriate educational opportunities for groups with special needs.
- **Early Childhood Education**
 - Develop resources and programs for early childhood education.
- **Hawaii's Cultural Heritage**
 - Promote educational programs which enhance the understanding of Hawaii's cultural heritage.
- **Research Programs and (Communication) Activities**
 - Support research programs and activities that enhance the education programs of the State.

Interconnectivity Issues: Employment, Human Services

HAWAII STATE DEPARTMENT OF EDUCATION AND BOARD OF EDUCATION STRATEGIC PLAN 2017-2020, 2016

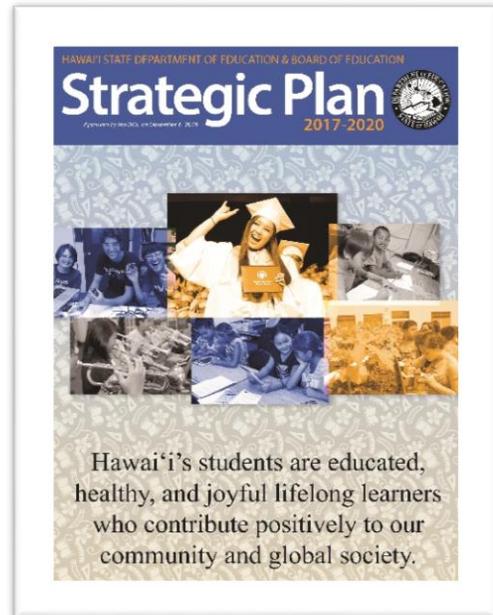
Summary: The *Hawaii State Department of Education and Board of Education Strategic Plan 2017-2020* was prepared by the State of Hawaii Department of Education (DOE) and approved by the Board of Education (BOE) on December 6, 2016. This plan provides a common foundation of expectations and supports for all students in Hawai'i's public schools, and is a compact between the BOE, the DOE, and the community about the state's goals for public education and the support and investment necessary to achieve the goals.

Goals: The *Hawaii State Department of Education and Board of Education Strategic Plan 2017-2020* identifies the following three (3) goals:

1. **Student Success:** All students demonstrate that they are on a path toward success in college, career, and citizenship.
2. **Staff Success:** Public schools have a high-performing culture where employees have the training, support, and professional development to contribute effectively to student success.
3. **Successful systems of support:** The system and culture of public education work to effectively organize financial, human, and community resources in support of student success.

Policy Direction(s): The *Hawaii State Department of Education and Board of Education Strategic Plan 2017-2020* identifies objectives associated with the goals to guide policy. These objectives are as follows:

- **Student Success**
 - EMPOWERED. All students are empowered in their learning to set and achieve their aspirations for the future.
 - WHOLE CHILD. All students are safe, healthy, and supported in school, so that they can engage fully in high-quality educational opportunities.
 - WELL-ROUNDED. All students are offered and engage in a rigorous, well-rounded education so that students are prepared to be successful in their post-high school goals.
 - PREPARED AND RESILIENT. All students transition successfully throughout their educational experiences.



- **Staff Success**
 - FOCUSED PROFESSIONAL DEVELOPMENT. Develop and grow employees to support student success and continuous improvement.
 - TIMELY RECRUITMENT AND PLACEMENT. Timely recruitment and placement of applicants to better serve all students to address achievement gaps and attain equity.
 - EXPANDED PROFESSIONAL PIPELINE. Expand well-qualified applicant pools for all Hawaii educator positions and expand the number of candidates who are prepared to support Student Success objectives.
- **Successful Systems of Support**
 - INNOVATION. Foster innovation and scaling of effective instructional and operational practices to meet and exceed our educational goals.
 - ADEQUATE AND EXPANDED RESOURCES. Secure adequate resources to support school and community-based plans for student success.
 - EFFICIENT AND TRANSPARENT SUPPORTS. Increase efficiency and transparency of instructional and operational supports to promote student learning and help schools while stewarding public education resources.

Interconnectivity Issues: Higher Education, Employment

HAWAII CONSOLIDATED STATE PLAN FOR EVERY STUDENT SUCCEEDS ACT

Summary: The *Hawaii Consolidated Plan for Every Student Succeeds Act* (ESSA Plan) is the Hawaii DOE's application for federal ESSA funds to provide resources to achieve equity and excellence for all students.

Programs: The ESSA Plan includes the following programs:

- Title I, Part A: Improving Basic Programs Operated by Local Educational Agencies
- Title I, Part C: Education of Migratory Children
- Title I, Part D: Prevention and Intervention Programs for Children and Youth Who Are Neglected, Delinquent, or At-Risk
- Title II, Part A: Supporting Effective Instruction
- Title III, Part A: English Language Acquisition, Language Enhancement, and Academic Achievement
- Title IV, Part A: Student Support and Academic Enrichment Grants
- Title IV, Part B: 21st Century Community Learning Centers
- Title V, Part B, Subpart 2: Rural and Low-Income School Program
- Title VII, Subpart B of the McKinney-Vento Homeless Assistance Act: Education for Homeless Children and Youth Program (McKinney-Vento Act)

Policy Direction(s): The ESSA Plan is designed to support Hawaii's Strategic Plan objectives, which provides common direction for our schools to empower students in their

learning and to make progress toward the goals of Hawaii's Blueprint for Public Education's vision focus areas.

Interconnectivity Issues: Higher Education, Employment

D. EMPLOYMENT PLANS

EMPLOYMENT FUNCTIONAL PLAN, 1991

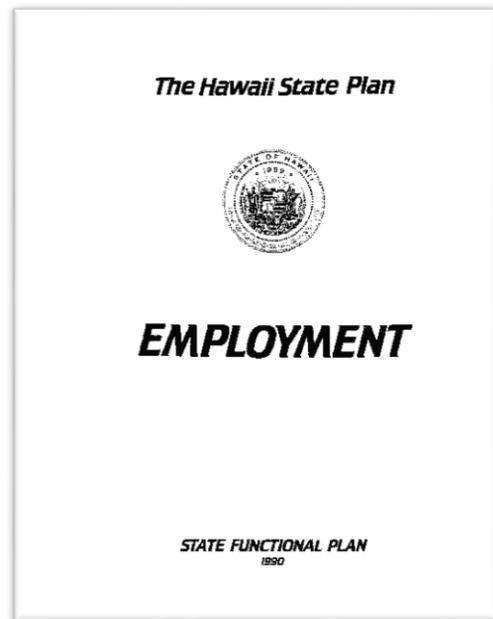
Summary: The *Employment Functional Plan* was prepared by the DLIR and is a part of the Hawaii State Plan and was approved on January 31, 1991. The plan is intended to guide employment, training, and human resources services in Hawaii. The issues and recommendations are substantive and reflect the thinking of the education, labor, and business communities.

Issues: The *Employment Functional Plan* identifies four (4) issue areas:

1. Education and preparation services for employment
2. Job placement
3. Quality of work life
4. Employment planning information and employment coordination

Policy Direction(s): The *Employment Functional Plan* identifies objectives, policies, and actions for each of the issue areas. Policies for each of the issue areas are provided below:

- **Education and Preparation Services for Employment**
 - Improve basic skills.
 - Establish proactive measures to increase access of special needs populations to education and training which promote career choices and upward mobility.
 - Facilitate the transition of persons entering or returning to the labor force or being displaced from their jobs with counseling, career education, training, and transition services to succeed in finding employment and staying employed.
 - Improve occupational skill training and entrepreneurial training so that entry-level workers and new entrepreneurs are job-ready.
 - Improve skills of the existing workforce to meet marketplace needs.
- **Job Placement**
 - Improve the efficiency of public labor exchange agencies (excluding private employment agencies).
 - Increase the pool of resident job seekers.
- **Quality of Work Life**



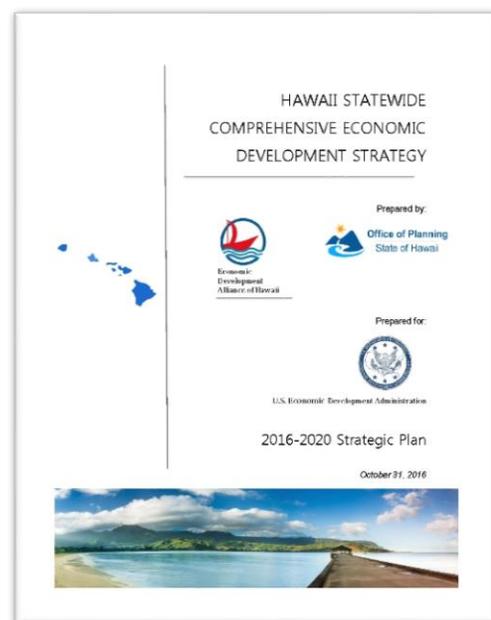
- Educate and inform the public about labor and health laws through the joint efforts of state agencies.
- Increase the number and types of training programs that can assist State employees in dealing with and assisting the public.
- Develop flexible programs that provide workers with various options to meet their individual family care-giving responsibilities, including employer-paid or sponsored benefits which attract and retain valuable workers including emergency care, child care discounts and vouchers, referral services, on-site day care centers, personal care services, flexible benefits packages, and flexplace worksites.
- Provide programs that maintain the health of workers.
- Promote and develop policies and programs that address human resource oriented or participatory management activities in public and private sector organizations.
- Improve assistance to Hawaii's Worker's Compensation claimants by reducing the time required to resolve their industrial injury claims.
- **Employment Planning Information and Employment Coordination**
 - Improve employment information for planning.
 - Improve assessment and analysis of employment information for planning.
 - Coordinate human resources planning with economic development planning.

Interconnectivity Issues: Education, Higher Education, Human Services

HAWAII STATEWIDE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY, 2016

Summary: The *Hawaii Statewide Comprehensive Economic Development Strategy* (CEDS) was prepared by the State of Hawaii Office of Planning and was completed in October 2016. The CEDS is a strategy-driven plan for economic development that must be updated every five (5) years in order to qualify for Public Works and Economic Adjustment Assistance programs through the U.S. Economic Development Administration.

Themes: The overarching goal of the CEDS is to increase quality of life for Hawaii residents. The following themes are the focus of the CEDS to achieve this goal:



- Increase the capacity of local education, research, development, and training institutions to serve local business needs.
- Align the business needs of the identified local clusters with the expertise of the local education, research, development, and training institutions.
- Present opportunities to educate and innovate to inspire silo busting.
- Streamline business permitting and regulation processes.
- Support and develop projects and policies that align with reducing the cost of living and increasing personal wealth measures of the State evaluation framework.

The CEDS focuses on eight (8) local clusters identified by the Statewide Strategy Committee. Each of these clusters has an associated goal, as presented below:

1. **Hospitality and Tourism:** Hawaii is a destination that embraces international and domestic and business and leisure guests. We enrich our lives through the Aloha in our people, unique culture, natural beauty, location, and diversity.
2. **National Security:** Hawaii values our shared interests of peace and prosperity with our military and national security partners.
3. **Health Care:** Health care is a critical infrastructure to attracting new business for our economic vitality. Equitable business models sustain health care practitioners and services. Residents have access to affordable, high quality healthcare, including those in underserved areas. Innovation in health care technology and services improves reach and addresses health care costs.
4. **Research, Innovation, and Technology:** Hawaii contributes to local and global solutions through research and innovation. Federal and entrepreneurship activities are framed by Hawaii's multi-cultural lens, fueled by our intellectual and human capital, and leverage our unique geographical location.
5. **Agriculture and Food Production:** Diversified agriculture and value-added products flourish as vital components of Hawaii's economy.
6. **Energy:** Hawaii is less depended on imported carbon based energy with shared access to renewable energy benefits and is on track to meet the State's goal of 100% clean energy by 2045.
7. **Manufacturing:** Products developed in Hawaii achieve commercialization and export capability through supporting infrastructure and programs.
8. **Creative Industries:** Hawaii hosts a thriving creative industries group that brings increased value to our visitor industries and local communities.

Policy Direction(s): Each of the eight (8) goals identified above has associated objectives, as presented below:

- **Hospitality and Tourism**
 - Improve local infrastructure to accommodate and balance the needs of visitors and residents.

- Perpetuate our local expertise and global influence in cultural harmony.
- Educate our residents and guests about the law and spirit of Aloha.
- Redefine and diversity Hawaii as a destination of choice.
- **National Security**
 - Expand research opportunities with Federal national security partners and agencies.
 - Expand workforce pipeline.
 - Foster healthy relations between military with local communities.
- **Health Care**
 - Invest in telemedicine to improve access to and complement existing health care services and support business development.
 - Attract and maintain an adequate number and array of physicians, health care, and wellness practitioners.
 - Promote technological innovation and entrepreneurship in health care and wellness.
 - Promote enterprises that inspire a lifestyle of wellness.
- **Research, Innovation, and Technology**
 - Provide a supportive environment for research and innovation and the transfer of technology to spur economic growth.
 - Adopt meaningful community engagement on the value that research and innovation brings to Hawaii and the economy.
 - Expand Science, Technology, Education, and Math (STEM) pathways – in formal educational settings and informal activities – from pre-Kindergarten to STEM careers.
 - Encourage businesses to provide mentors to schools and informal student programs on entrepreneurship.
 - Ensure adequate bandwidth throughout the state.
 - Provide business support services throughout the life of an enterprise.
 - Develop and grow the technology industry in Hawaii to help our businesses flourish in a globally competitive economy.
- **Agriculture and Food Production**
 - Expand market reach of local producers to institutions and the military
 - Increase access to agricultural lands with affordable, long-term leases and necessary infrastructure.
 - Grow the next generation of farmers and entrepreneurs in agriculture, aquaculture, and mariculture.
 - Develop meaningful forums for listening and sharing with the community on agriculture, aquaculture, and mariculture entrepreneurships
 - Support pest prevention, control, and management

- Invest in and subsidize infrastructure to revitalize agriculture, aquaculture, and mariculture
- Increase demand for, supply of, and access to locally grown foods
- **Energy**
 - Utilize a portfolio of renewable energy resources.
 - Expand energy efficiency and sustainability practices.
 - Improve awareness and understanding about energy resources and practices among homeowners, business, and government.
 - Update the electrical grid infrastructure.
- **Manufacturing**
 - Increase the number of and foster stronger partnerships between Small Business Innovation Research companies and Federal lab with the intention of bringing more resources and knowledge to technology and manufacturing companies in Hawaii.
 - Focus on revenue growth by expanding into new markets for Hawaii's manufacturers and technology companies locally, nationally, and internationally to be more globally competitive.
 - Gain efficiencies for Hawaii's manufacturing, reducing cost, increasing workforce competency. Achieve production efficiency through Lean Six Sigma training, energy efficiency, programmable logic controls, and systems training.
- **Creative Industries**
 - Investment in innovative and emerging technologies to allow Hawaii's creative products to better compete in the global market.
 - Continue building of public-private partnerships to identify opportunities in commercial markets, particularly in digital media and film.
 - Continue the development and fostering of new ideas, content, and local talent.
 - Develop and grow the creative industry sector in Hawaii by increasing access to business mentors, increasing export/distribution, building workforce expertise, and providing facilities.

Interconnectivity Issues: Agriculture, Education, Health, Higher Education, Tourism

WAGE STANDARDS DIVISION STRATEGIC PLAN 2015-2020, 2017

Summary: The *Wage Standards Division Strategic Plan 2015-2020* was prepared by the Wage Standards Division (WSD) of the Department of Labor and Industrial Relations (DLIR). The plan was revised March 15, 2017. The *Wage Standards Division Strategic Plan* outlines the mission, core values, and goals and objectives of the WSD.

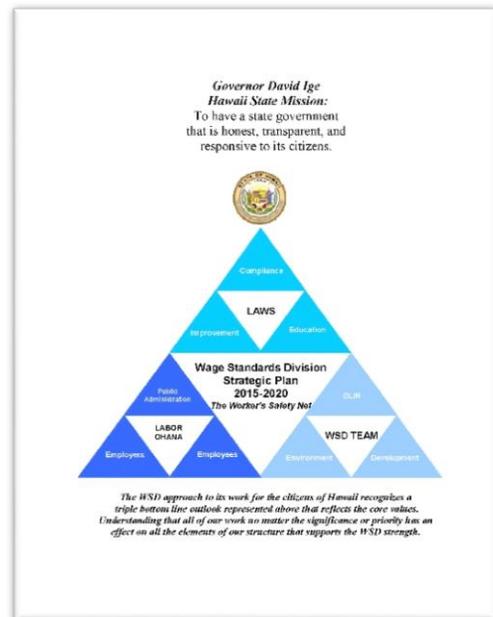
Goals: The *Wage Standards Division Strategic Plan 2015-2020* identifies short-term, medium, and long-term goals:

- **Short-term Goals**
 - Restore capacity
 - Escheat funds in the Wage Claim Fund that are more than 5 years old
 - Scan Precedent cases into server
 - Develop standard follow up to legislative sessions
- **Medium Goals**
 - Streamline complaint processing
 - Develop WSD-speaking bureau
- **Long-term Goals**
 - Reduce complaint processing times

Policy Direction(s): The WSD administers and enforces six (6) laws related to wages in the HRS. These include the following:

1. Child Labor Law, Chapter 390, HRS
2. Wage and Hour Law, Chapter 387, HRS
3. Payment of Wages and Other Compensation, Chapter 388, HRS
4. Wages and Hours of Employees on Public Works, Chapter 104, HRS
5. Hawaii Family Leave Law, Chapter 398, HRS, or
6. Employment Practices Law Chapter 378, Part II – Lie Detector Test and Part III – Unlawful Suspension or Discharge

Interconnectivity Issues: Human Services



DEPARTMENT OF LABOR AND INDUSTRIAL RELATIONS STRATEGIC PLAN 2008-2011, 2009

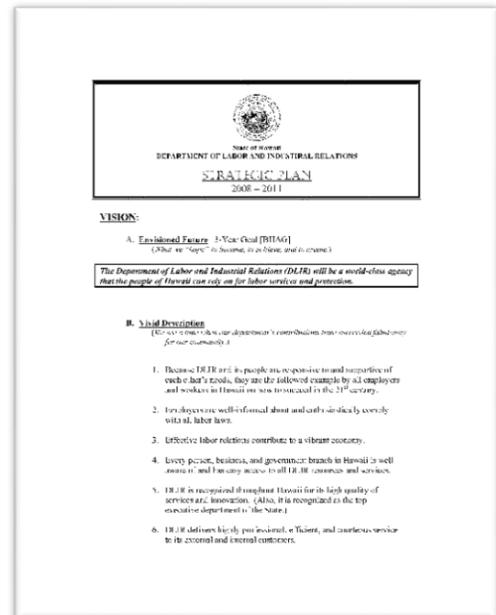
Summary: The *Department of Labor and Industrial Relations Strategic Plan 2008-2011* was prepared by the DLIR and approved April 14, 2009. This plan outlines the department's internal vision, mission, core values and purpose, and strategic goals and objectives. The plan spans a 3-year time period (2008-2011) and the overarching mission of the department is to: "Administer programs designed to increase the economic security, physical and economic well-being and productivity of the workers, and to achieve good labor-management relations."

Goals: The core purpose of the DLIR is to continuously improve the quality of work life of Hawaii's people. The *Department of Labor and Industrial Relations Strategic Plan 2008-2011* identifies three (3) goals to achieve that core purpose:

1. Encourage creative solutions to improve the quality of service to DLIR's customers
2. Nurture world-class employees
3. Raise public awareness of DLIR accomplishments

Policy Direction(s): The *Department of Labor and Industrial Relations Strategic Plan 2008-2011* identifies objectives associated with each of the three (3) goals:

- **Encourage creative solutions to improve the quality of service to DLIR's customers**
 - Advocate continuous improvement in products, services, and processes.
 - Expand use of state-of-the-art technology to augment quality and productivity.
 - Encourage public participation to sustain originative solutions and excellence in services.
 - Embrace the use of retreats to "re-imagine" the way we do business.
- **Nurture world-class employees**
 - Establish continuous education and training programs for employees to sustain strong management, internal leadership progression, and customer focus.



- Create invigorating (“happy”) environments with emphasis on trust, open communication, cooperation, wellness, and teamwork throughout the department.
- Develop a comprehensive plan to retain, recruit, and hire employees to fill important staff vacancies.
- Develop policies, protocols, and procedures identifying new and established processes at all levels in the department.
- **Raise public awareness of DLIR accomplishments**
 - Establish a vibrant public relations campaign through various media sources.
 - Increase website development to include accomplishments, educational resources, and accessibility to DLIR divisions and offices.
 - Expand community outreach and networking with private, public, and nonprofit agencies.

Interconnectivity Issues: Higher Education

E. ENERGY PLANS

ENERGY FUNCTIONAL PLAN, 1991

Summary: The *Energy Functional Plan* was prepared by the DBEDT and is a part of the *Hawaii State Plan*. It was adopted in May 1991. This plan sets forth a balanced, integrated strategy designed to meet Hawaii's future energy needs through the most efficient use of all available energy resources.

Issues: Issue areas identified in the *Energy Functional Plan* include the following:

1. Overdependence upon oil and other fossil fuels for energy needs
2. Need for an integrated energy management and development program
3. Energy emergency preparedness

Policy Direction(s): The *Employment Functional Plan* identifies objectives, policies, and actions for each of the issue areas. Policies for each

of the issue areas are provided below:

- **Overdependence Upon Oil and Other Fossil Fuels for Energy Needs**
 - Promote and stimulate greater energy efficiency and conservation in non-transportation sectors.
 - Stimulate and promote greater energy efficiency and conservation in the transportation sector.
 - Displace oil and fossil fuels consumption through the application of appropriate alternate and renewable energy resources and technologies.
 - Support energy-related educational programs and activities which focus upon professionals in the energy field, schools, and the general public.
 - Promote legislation and other measures to encourage, support, and provide incentives for energy conservation and efficiency and alternate and renewable energy resources.
- **Need for an Integrated Energy Management and Development Program**
 - Develop an integrated energy management development program by which Hawaii's energy objectives can be facilitated.
- **Energy Emergency Preparedness**
 - Maintain, review, and manage the State Energy Emergency Preparedness Plan.



- Ensure that Hawaii receives an adequate and timely supply of oil from the National Strategic Petroleum Reserve in the event of oil supply disruption.

Interconnectivity Issues: Education, Employment, Higher Education, Transportation

HAWAII CLEAN ENERGY INITIATIVE, 2008, 2014

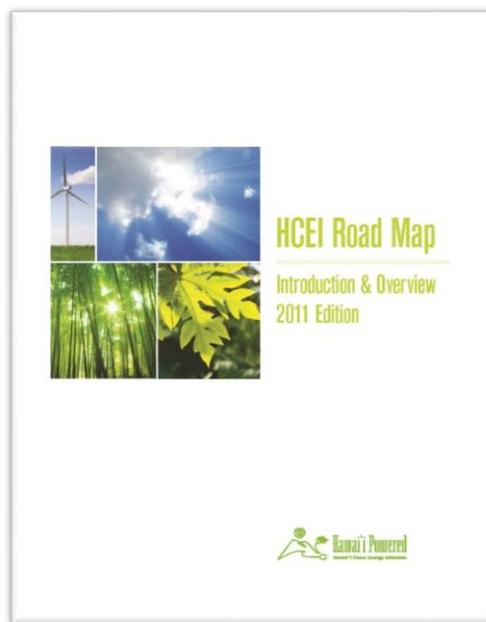
Summary: The Hawaii Clean Energy Initiative (HCEI) was launched in 2008 when the State of Hawaii and the U.S. Department of Energy signed a Memorandum of Understanding (MOU) to collaborate on the reduction of Hawaii's heavy dependence on imported fossil fuels. In 2014, HCEI renewed Hawaii's commitment to setting bold clean energy goals by signing another MOU. HCEI is a framework of statutes and regulations supported by a diverse group of stakeholders committed to Hawaii's clean energy future.

Goals: The HCEI has identified four (4) key sectors of the energy economy, each with a clear overall goal:

1. Electricity generation: achieve 40% from renewable energy sources
2. End-use efficiency: reduce 30% of electricity consumption
3. Transportation: reduce 70% of petroleum used for ground transportation
4. Fuels: develop locally produced renewable fuel for the electricity and transportation sectors.

Policy Direction(s): The HCEI has developed a number of strategies for each of the four (4) key sectors. These strategies are as follows:

- **Electricity Generation**
 - Align government regulations and policies with clean energy goals
 - Increase certainty in the process for developing new renewable energy
 - Deploy renewable generation and grid infrastructure
 - Explore next generation technologies and new applications of existing technologies
- **End-Use Efficiency**
 - Align the efficiency regulatory policy and framework with clean energy goals
 - Support the retrofitting of residential and commercial existing buildings
 - Strengthen new construction policies and building codes



- Identify non-building related energy efficiency measures
- **Transportation**
 - Improve the standard vehicle efficiency of the fleet
 - Reduce the overall number of vehicle miles traveled
 - Expand the use of renewable fuels in the transportation sector
 - Accelerate the deployment of electric and hydrogen vehicles and related infrastructure
- **Fuels**
 - Evaluate local agricultural potential and support its development
 - Invest in key logistical infrastructure
 - Evaluate and develop renewable fuel-processing infrastructure
 - Match potential fuel supply to sources of demand

Interconnectivity Issues: Agriculture, Climate Change, Housing, Transportation

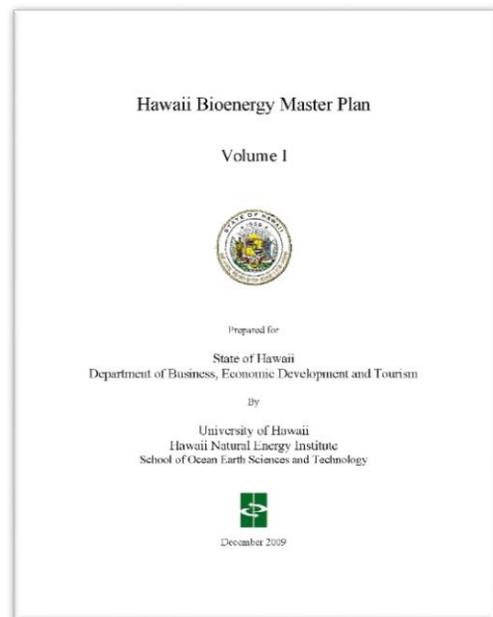
HAWAII BIOENERGY MASTER PLAN, 2009

Summary: The *Hawaii Bioenergy Master Plan* was prepared by the Department of Business, Economic Development, and Tourism (DBEDT) to achieve the specifications of Act 253, SLH 207, which called for a bioenergy master plan to “set the course for the coordination and implementation of policies and procedures to develop a bioenergy industry in Hawaii.” The plan was completed in 2009. The primary objective of the plan is to develop a Hawaii renewable biofuels program to manage the State’s transition to energy self-sufficiency based in part on biofuels for power generation and transportation.

Primary Areas of Concern: The *Hawaii Bioenergy Master Plan* indicates that there are four (4) primary areas of concern that can underlie either the development of a bioenergy industry or the continuing challenges:

1. Availability and use of resources
2. Value chain interdependencies
3. Industry impacts
4. Program level coordination

Policy Direction(s): The *Hawaii Bioenergy Master Plan* provides policy recommendations associated with the four (4) primary areas of concern, as follows:



- **Availability and Use of Resources**
 - The State should require appropriate conservation agriculture practices for biofuels feedstock production.
 - Drip irrigation system is considered a water saving system with high irrigation application efficiency.
 - Maintain land currently used for agriculture and forestry, and additionally, increase land available for bioenergy use sufficient to support biofuel use.
 - Enact land policies necessary to keep agriculturally zoned lands in agriculture.
 - Rehabilitate irrigation systems that are currently not in use where sugarcane growing has been discontinued.
 - Design *a priori* measurement and monitoring mechanisms to evaluate alternative individual projects based on State interests, particularly for the distribution of land leases.
- **Value Chain Interdependencies**
 - The preferred future biofuel distribution system would utilize the existing petroleum fuel system and require no or minimum modifications of existing distribution assets.
 - As biofuel usage grows in Hawaii, it is imperative that a distribution infrastructure be developed to accommodate the increased volumes of biofuel flowing through the supply systems. The timeline for the introduction of new distribution infrastructure should be preferably 5 to 10 years rather than a short 2 to 3 years.
 - The ideal biofuel distribution infrastructure would allow petroleum and biofuels to be transported and stored side by side, without the need to segregate large parts of the fuel distribution system by either neat petroleum or neat biofuel needs.
 - Distribution systems that are built for specific biofuels should be avoided since they become obsolete as the biofuel use may change resulting in large sunk costs that might not be recovered.
 - Certain projects should qualify for preferential permitting treatment based on general procedural qualifiers or on case-by-case decisions.
 - Incorporate accrued benefit stream in terms of improved outcomes for increased energy resiliency; reduced greenhouse gas (GHG) emissions; and benefits to rural communities in Hawaii to determine if budgetary support measures are appropriate.
- **Industry Impacts**
 - Explore the possible development of a certification program for biofuels to safeguard Hawaii's unique native ecosystems and culture.

- Encourage use of existing infrastructure to minimize the potential environmental impacts from the development of new infrastructure.
- **Program Level Coordination**
 - Frame Hawaii's bioenergy strategy around vital State interests. Energy security and GHG emissions reduction targets could provide justification for bioenergy support.
 - Coordinate biofuels policy with State goals to reduce GHG emissions.
 - Policy should only attempt to attract those parts of the industry where wages are above manual labor level.

Interconnectivity Issues: Agriculture, Climate Change, Employment, Transportation, Water

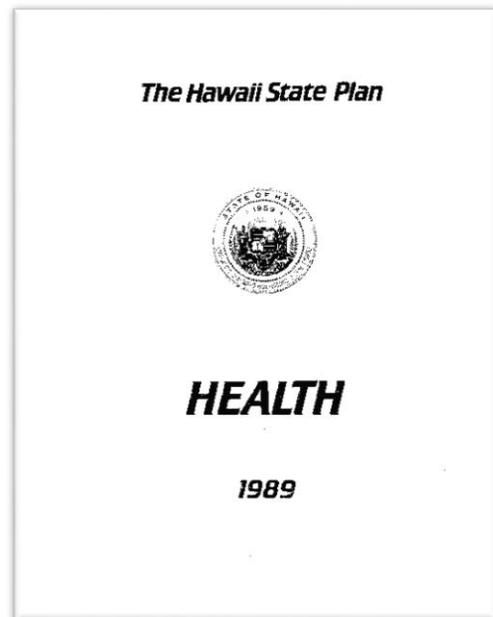
F. HEALTH PLANS

HEALTH FUNCTIONAL PLAN, 1989

Summary: The *Health Functional Plan* was prepared by the DOH and is part of the *Hawai'i State Plan*. It was approved May 8, 1989. The *Health Functional Plan* focuses on changing the State's role in public health from that of individual health care provider to one of advocacy and a catalyst for public and private sector efforts.

Issues: There are six (6) major health issues that are addressed in the *Health Functional Plan*:

1. Health promotion and disease prevention
2. Communicable diseases prevention and control
3. Special populations with impaired access to health care
4. Healthcare services (acute, long-term, primary, and emergent) for rural communities
5. Environmental health and protection
6. DOH leadership



Policy Direction(s): The *Health Functional Plan* identifies objectives, policies, and actions for each of the issue areas. Policies for each of the issue areas are provided below:

- **Health Promotion and Disease Prevention**
 - Public-Private Partnerships to achieve 1990 objectives for health promotion and disease prevention.
 - Reduce health risks in high risk populations.
 - Reduce injuries.
 - Improve trauma care.
 - Substance abuse prevention.
 - Improve maternal and child health status.
 - Health education curriculum for all students.
- **Infectious and Communicable Disease**
 - Optimum levels of immunization for vaccine preventable diseases.
 - Expand Hepatitis B efforts.
 - Establish AIDS defense in Hawaii and the Pacific.
- **Special Populations with Impaired Access to Health Care**
 - Improve access to health care for special populations.

- Services for people with severe, disabling mental illness.
- Ensure health insurance coverage for all Hawaii's people.
- **Healthcare Services for Rural Communities**
 - Develop capabilities for independent locally responsible operation.
 - Innovations.
- **Environmental Health and Protection**
 - Air, land, and water quality programs.
 - New laboratory.
- **State Public Health Leadership – DOH Organization**
 - Restructure DOH.
 - Integrate and develop health management information systems.
 - Link health status to health expenditures.
 - Ensure effective and efficient programs.
 - Expand health services through increased use of health resources.

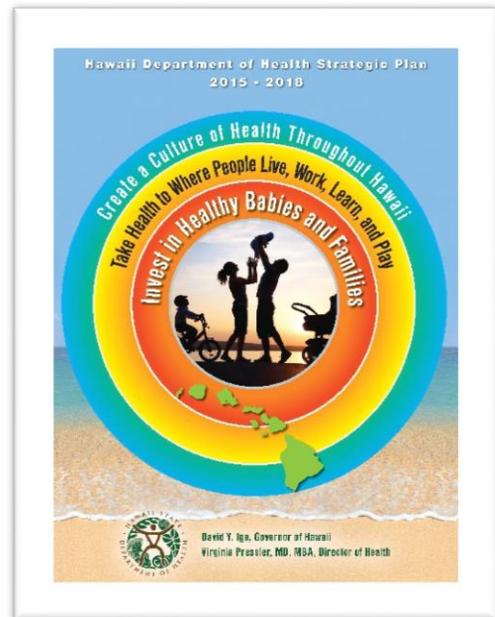
Interconnectivity Issues: Conservation Lands, Education, Human Services, Recreation, Water

HAWAII DEPARTMENT OF HEALTH STRATEGIC PLAN 2015-2018, 2016

Summary: The *Hawaii Department of Health Strategic Plan 2015-2018* was prepared by the State of Hawaii Department of Health (DOH), Office of Planning Policy and Program Development. The plan was last revised August 10, 2016. The strategic plan is defined as “Make Health Hawaii’s Shared Value” with a mission of protecting and improving the health and environment for all people in Hawaii.

Goals: The philosophy of the *Hawaii Department of Health Strategic Plan 2015-2018* is that health, or the optimal state of physical, social, and environmental well-being, is a right and responsibility for all Hawaii’s people. There are four (4) goals that are addressed in the strategic plan:

1. Promote health and well-being
2. Prevent disease and injury
3. Promote healthy lifestyles and workplaces
4. Promote the strength and integrity of families and communities.



Policy Direction(s): The *Hawaii Department of Health Strategic Plan 2015-2018* includes five (5) Guiding Principles:

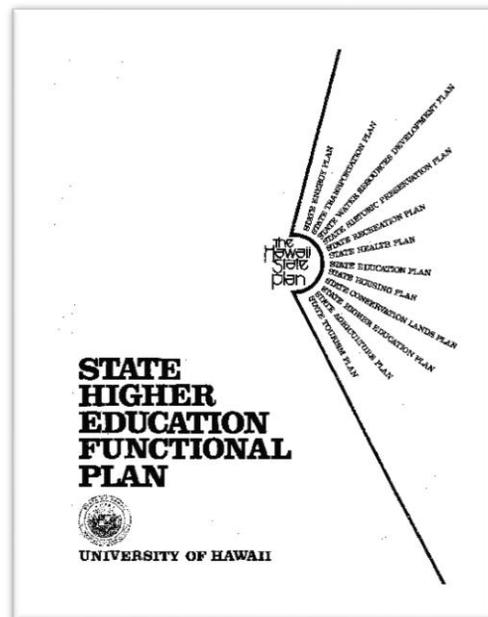
1. Ensure that public health functions – assessment, policy, and assurance – are implemented or maintained.
2. Ensure that Federal mandates, including court-ordered settlements, are satisfied.
3. Ensure that resources are directed at those problems that pose the greatest risk to the public’s health and the environment.
4. Ensure that appropriate and cost-effective resources are dispersed geographically and satisfy principles 1 to 3.
5. Ensure that the health department is the service provider of last resort for uninsurable populations and where there is no other satisfactory alternative.

Interconnectivity Issues: Climate Change, Conservation Lands, Education, Employment, Energy, Human Services

G. HIGHER EDUCATION PLANS

STATE HIGHER EDUCATION FUNCTIONAL PLAN, 1984

Summary: The *State Higher Education Functional Plan* was prepared by the University of Hawaii and is a part of the Hawaii State Plan. This plan was adopted in June 1984, and is intended to provide a guide to the objectives and policies that will be pursued by the postsecondary education community in meeting its many responsibilities. Consistent with the State Plan themes of individual and family self-sufficiency, social and economic mobility, and community and social well-being, the common goal for Hawaii's postsecondary programs is to provide all qualified people of Hawaii an equal opportunity for quality postsecondary education through public and independent educational institutions.



Objectives: The *State Higher Education Functional Plan* includes objectives regarding the following:

1. Diversity
2. Quality
3. Access
4. Financing
5. Coordination

Policy Direction(s): The *State Higher Education Functional Plan* identifies objectives, policies, and actions for each of the issue areas. Policies for each of the issue areas are provided below:

- **Diversity**
 - Maintain and strengthen institutional distinctiveness and develop programs in ways that enrich diversity of educational opportunity without unnecessary duplication.
 - Provide professional and job-related training which responds to the needs of, and opportunities within, the State of Hawaii.
 - Exercise selectivity in developing new graduate and professional programs in order to respond to genuine State needs within limited resources.
 - Encourage and recognize independent educational and training programs of study at the post-secondary level.

- **Quality**
 - Sustain the commitment to quality instruction and scholarship in the basic arts, letters, humanities, and social and natural sciences as a necessary prerequisite to overall institutional quality.
 - Identify for program enrichment and emphasis those programs considered important in terms of State needs and emphases, those programs for which special advantages in Hawaii provide an opportunity for national or intentional prominence, and those programs which have already achieved such prominence.
 - Maintain and strengthen the position of UH-Manoa as a leading national and international research center.
 - Improve and maintain support programs at a level of quality commensurate with the programs they support.
 - Adopt legislation and regulations that will ensure that all degree-granting programs operating in Hawaii, whether based in the State or not, meet the quality standards of the Western Association of Schools and Colleges.
- **Access**
 - Provide appropriate options within the State's post-secondary education community for all qualified people of Hawaii, in which each participant has a reasonable chance for success.
 - Extend educational opportunities to persons who are unable to attend classes on a campus through off-campus outreach programs.
 - Remove artificial barriers to educational opportunity and career choice related to ethnic origin, sex, or handicap.
- **Financing**
 - Pursue all appropriate avenues and sources of financial support, public and private.
 - Prevent further decline of the share of State resources invested in higher education.
- **Coordination**
 - Increase cooperation and consultation between the public and independent sectors in order to coordinate delivery of the most diverse range of educational opportunities within the total resources available.
 - Improve articulation among programs with the UH system to provide students with increased mobility and education options.
 - Improve coordination of individual and institutional planning to facilitate a better match of skills (supply) and opportunities (demand) in Hawaii's labor market.

Interconnectivity Issues: Education, Employment, Human Services

UNIVERSITY OF HAWAII STRATEGIC DIRECTIONS, 2015-2021, 2015

Summary: The *University of Hawaii Strategic Direction, 2015-2021*, was approved by the UH Board of Regents in January 2015.

Strategic Directions: Four strategic directions include the following: (1) Hawaii Graduation Initiative, (2) Hawaii Innovation Initiative, (3) 21st Century Facilities, and (4) High Performance Mission-Driven System.

1. **Hawaii Graduation Initiative (HGI):**

Increase the educational capital of the state by increasing the participation and completion of students, particularly Native Hawaiians, low-income students, and those from underserved regions and populations, and preparing them for success in the workforce and their communities.

2. **Hawaii Innovation Initiative (HI2):** Create more high-quality jobs and diversify Hawaii's economy by leading the development of a \$1 billion innovation, research, education, and training enterprise that addresses the challenges and opportunities faced by Hawaii and the world.

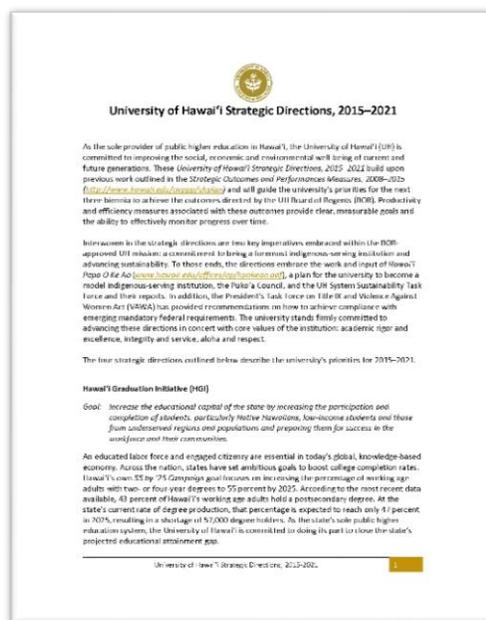
3. **21st Century Facilities (21CF):** Eliminate the university's deferred maintenance backlog and modernize facilities and campus environments to be safe, sustainable, and supportive of modern practices in teaching, learning, and research.

4. **High Performance Mission-Driven System (HPMS):** Through cost-effective, transparent and accountable practices, ensure financial viability and sustainability to ensure UH's ability to provide a diverse student body throughout Hawai'i with affordable access to a superb higher education experience in support of the institutional mission of the university, which includes commitments to being a foremost indigenous-serving university and advancing sustainability.

Policy Direction(s): The *University of Hawaii Strategic Direction, 2015-2021*, includes the following action strategies for each of the goals:

- **Hawaii Graduation Initiative (HGI)**

- Strengthen the pipeline from K-12 to the university to improve college readiness and increase college attendance.



- Implement structural improvements that promote persistence to attain a degree and timely completion.
- Anticipate and align curricula with community and workforce needs.
- Solidify the foundations for UH West Oahu and Hawaii Community College at Palamanui, our “startup” campuses, and establish large-scale student support services for Native Hawaiians, low-income students, and the under-represented populations they serve.
- **Hawaii Innovation Initiative (HI2)**
 - Sustain and advance the UH research enterprise.
 - Advance innovation and entrepreneurship within UH and the community.
 - Invest internal resources and seek external resources for strategic infrastructure requirements and hires that leverage our location and strengths as well as address critical gaps.
- **21st Century Facilities (21CF)**
 - Adopt model policies and practices for development and management of UH buildings and campuses.
 - Improve the sustainability and resource conservation of the built environment including facilities and grounds by reducing energy consumption, greenhouse gas production, water use, and waste production.
 - Provide safe, healthy, and discrimination free environments for teaching, learning, and scholarship for students, employees, and visitors.
- **High Performance Mission-Driven System (HPMS)**
 - Employ best practices in management, administration and operations.
 - Increase opportunity and success for students and overall cost-effectiveness by leveraging academic resources and capabilities across the system.
 - UH aspires to be the world’s foremost indigenous serving university and embraces its unique responsibilities to the indigenous people of Hawaii and to Hawaii’s indigenous language and culture. To fulfill this responsibility, the university ensures active support for the participation of Native Hawaiians and supports vigorous programs of study and support for the Hawaiian language, history and culture. In addition to the Native Hawaiian student success agenda within the Hawaii Graduation Initiative, the following tactics align with the thematic areas set forth in Hawaii Papa O Ke Ao, UH’s plan for a model indigenous serving university.
 - UH will be a global leader in the integration of sustainability in its teaching, research, operations and service. The university must embrace both indigenous practitioners and global experts to advance Hawai’i’s stewardship and use of energy, food, water, land and sea for the well-being of the state and the world.

- Diversify resource base beyond state appropriations and tuition to support public higher education in Hawaii.

Interconnectivity Issues: Education, Employment, Human Services

H. HISTORIC PRESERVATION PLANS

HISTORIC PRESERVATION FUNCTIONAL PLAN, 1991

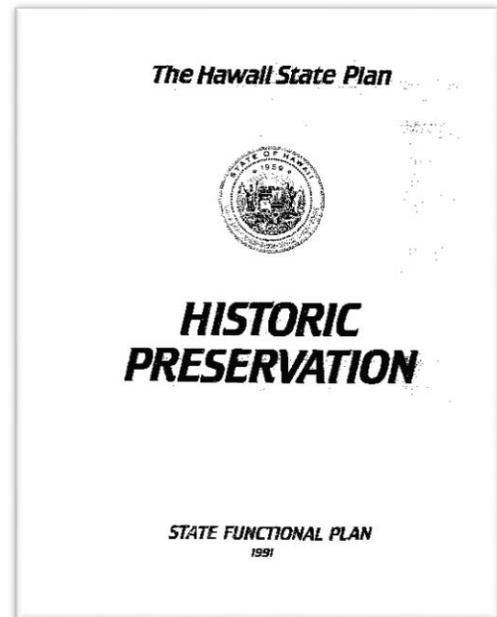
Summary: The *Historic Preservation Functional Plan* was prepared by the DLNR-SHPD and is part of the *Hawaii State Plan*. This plan was approved May 22, 1991. The historic resources that provide the evidence of the people and events that have made Hawaii the unique and special place that it is are threatened by the rapid changes occurring in our communities. Through the *Historic Preservation Functional Plan* we can bring State, County, and community organizations together to become better stewards of these special resources.

Issues: The *Historic Preservation Functional Plan* addresses the following issue areas:

1. Preservation of historic sites
2. Collection and preservation of historic records, artifacts, and oral histories and perpetuation of traditional skills
3. Public information and education on the ethnic and cultural heritages and history of Hawaii

Policy Direction(s): The *Historic Preservation Functional Plan* identifies objectives, policies, and actions for each of the issue areas. Policies for each of the issue areas are provided below:

- **Preservation of historic sites**
 - Expand statewide historic sites inventory program
 - Provide timely historic property reviews which are integrated effectively into the land use regulatory system.
 - Establish and make available a variety of mechanisms to better protect historic properties.
 - Evaluate and designate significant historic properties for legal recognition in a timely manner.
 - Encourage the preservation and maintenance of historic properties through economic incentives and support.
 - Explore innovative means to better manage historic properties.
 - Encourage proper preservation techniques.
- **Collection and preservation of historic records, artifacts, and oral histories and perpetuation of traditional skills**

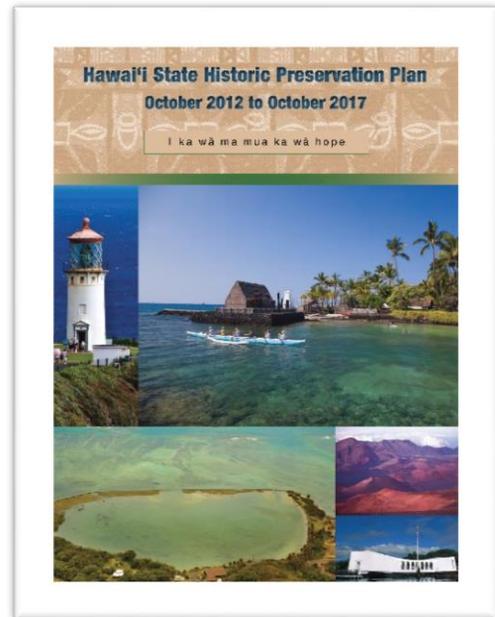


- Provide adequate facilities to preserve historic resources.
- Provide support and coordination to activities involved with the collection and conservation of historic records and materials.
- **Public information and education on the ethnic and cultural heritages and history of Hawaii**
 - Support programs to facilitate the public's gathering of historic information.
 - Coordinate and support programs to disseminate information to the public.
 - Provide opportunities for continuing education for persons involved with collecting and preserving historical resources.

Interconnectivity Issues: Education

HAWAII STATE HISTORIC PRESERVATION PLAN OCTOBER 2012 TO OCTOBER 2017, 2012

Summary: The *Hawaii State Historic Preservation Plan* was prepared by the DLNR, State Historic Preservation Division (SHPD) in October 2012. The purpose of this plan is to guide efforts to preserve and protect the valuable historic properties and cultural sites located in the State of Hawai'i. The plan establishes goals and objectives that the community has determined to be important for historic preservation, and it defines strategies and actions that will serve as a road map for future activities with an eye toward achieving the preservation goals of the community.



Goals: There are four (4) goals identified in the *Hawaii State Historic Preservation Plan*:

1. Increase awareness, understanding, and support for historic preservation throughout the State.
2. Develop and maintain an inventory process supported by an easily accessible database of sites and an associated Geographic Information System (GIS).
3. Increase the number of identified, protected, and properly maintained historic properties reflective of the diversity of the State.
4. Strengthen the infrastructure for historic preservation in Hawaii.

Policy Direction(s): The *Hawaii State Historic Preservation Plan* identifies objectives and actions for each of the goals. The objectives for each of the goals are provided below:

- **Increase awareness, understanding, and support for historic preservation throughout the State**

- Increase awareness and understanding of historic preservation within the community.
- Build support for historic preservation by documenting and educating key entities about the economic benefits that historic preservation provides.
- Increase understanding and support from State Executive and Legislative Branch and departments within the State as well as each of the Counties.
- Federal, State, and County agencies are better aligned in their historic preservation efforts.
- Build knowledge of and support for historic preservation within the County governments.
- **Develop and maintain an inventory process supported by an easily accessible database of sites and an associated GIS**
 - Undertake a systematic approach to developing a meaningful database and GIS of historic properties defined by the National Historic Preservation Act.
 - Continue to add sites to the inventory.
 - Identify high priority context studies that should be undertaken.
- **Increase the number of identified, protected, and properly maintained historic properties reflective of the diversity of the State**
 - Encourage landowners and developers to better understand and comply with the historic preservation review process.
 - Provide culturally sensitive and timely action on the discovery of burial sites.
 - Conduct a pilot project to submit a Traditional Cultural Property to the State Register and the National Register of Historic Places (NRHP).
 - Build awareness of the benefits of adding historic sites to the State Inventory and Register, as well as the NRHP, with cultural groups throughout the State.
 - Initiate a planning process to develop a centralized system to protect and retain information obtained from archaeological data recovery efforts. The plan should also include a means to catalogue and store historic artifacts recovered in mandated archaeological investigations.
- **Strengthen the infrastructure for historic preservation in Hawaii**
 - Ensure that SHPD and other State agencies have the professionally qualified administrative staffing to adequately meet legal mandates including keeping pace with projected development growth and the increased requirements from NHPA, including Section 106.
 - Expand the funding base for historic preservation.
 - Develop clear guidelines documented by Programmatic Agreements defining the roles and responsibilities within the historic preservation review of permits process.
 - Improve enforcement of Historic Preservation regulations.

- Ensure that historic preservation reviews are timely and conducted in compliance with state and federal laws.
- Improve the planning process for the 2017-2022 iteration of the State Historic Preservation Plan.

Interconnectivity Issues: Conservation Lands

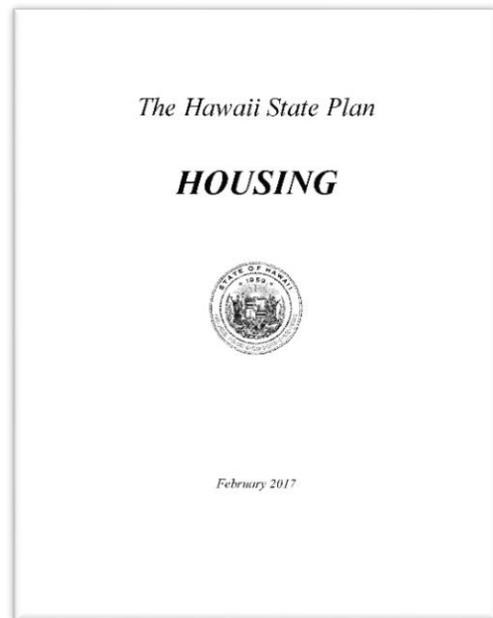
I. HOUSING PLANS

HOUSING FUNCTIONAL PLAN, 2017

Summary: The *State Housing Functional Plan* was prepared by the DBEDT Hawaii Housing Financing and Development Corporation and is a part of the *Hawaii State Plan*. The *State Housing Functional Plan* was approved in February 2017. The plan provides specific strategies, policies, and priority actions to address the current housing shortage in Hawaii.

Issue Areas: The implementing actions of the *State Housing Functional Plan* focus on four issue areas:

1. Expand and preserve rental housing opportunities
2. Increase home ownership
3. Address barriers to residential development
4. Maintain a housing information system



It is recognized that Hawaii's housing market suffers from a persistent shortage of housing, particularly affordable housing. Indicators of the tight housing market are highlighted by the following:

1. Cost burden
2. Crowding and doubling-up
3. High rents
4. High sales prices
5. Low home ownership
6. Homelessness

Policy Direction(s): The *Housing Functional Plan* identifies objectives, policies, and actions for each of the issue areas. Policies for each of the issue areas are provided below:

- **Rental Housing**

- Direct federal, state, and county resources toward the financing and development of rental housing projects.
- Encourage increased participation from private developers and other state entities to develop rental housing.
- Ensure that housing projects and projects which impact housing provide a fair share/adequate amount of affordable housing opportunities, including rental housing opportunities.

- Sustain a long-term supply of rental housing.
- **Home Ownership**
 - Direct federal, state, and county resources and efforts toward the development of affordable for-sale housing units.
 - Assist moderate and above-moderate first-time homebuyers to become successful homeowners.
 - Ensure that housing projects provide a fair share of affordable for-sale housing opportunities.
- **Impediments to Residential Development**
 - Utilize state and county land for mixed use and mixed income housing development with focus on rental housing.
 - Coordinate and share regional infrastructure investments between State, counties, and private developers.
 - Address regulatory barriers including the lengthy land use entitlement process, lack of consistency and coordination in state and county agency reviews, impact fees and exactions, fiscal policy, and administrative processes that add to the cost of housing.
- **Housing Information System**
 - Coordinate housing-related information systems which are currently maintained by individual public and private agencies.

Interconnectivity Issues: Human Services

J. HUMAN SERVICES PLANS

HUMAN SERVICES FUNCTIONAL PLAN, 1989

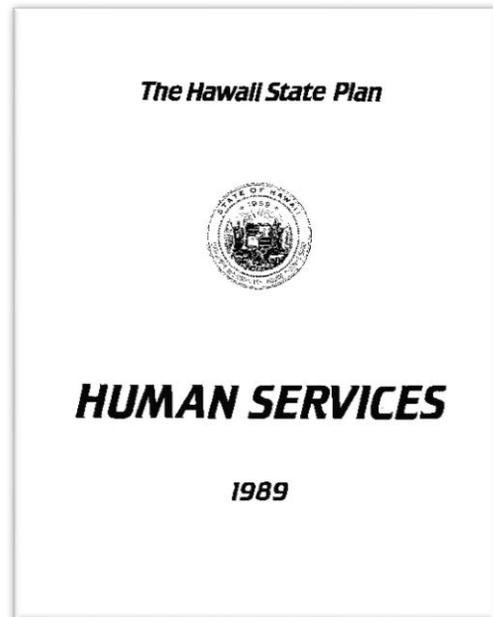
Summary: The *Human Services Functional Plan* was prepared by the DHS and is part of the *Hawaii State Plan*. It was approved on May 8, 1989. This plan marks the State's efforts to develop a plan jointly with public and private sector agencies involved in human services. The *Human Services Functional Plan* reflects an overall theme of support for families and an investment in human resources, through better access, coordination, and increased public and private sector partnerships. Priorities include initiatives for the elderly, children, individual, and family efforts to become independent from the welfare system.

Priority Issues: Priority issues of the *Human Services Functional Plan* include the following:

1. Elderly care
2. Children and family support
3. Self-sufficiency
4. Service delivery improvements

Policy Direction(s): The *Human Services Functional Plan* identifies objectives, policies, and actions for each of the issue areas. Policies for each of the issue areas are provided below:

- **Elderly: Elder Abuse and Neglect**
 - In order to provide adequate services statewide, the DHS shall sustain and improve current elder abuse and neglect services.
 - Amend Section 551-21 to allow the appointment of a public guardian for estates valued from \$8,000 to \$20,000 over a two year phase in period. Further, to increase compensation for guardians of estates from \$20,000 to \$100,000 by amending Section 560:3-719.
 - To modify existing legislation to legalize the practice of authorizing family members to consent to health care decisions on behalf of an incapacitated person and also to authorize a person to appoint a health care representative who can consent to health care on behalf of the appointer.
- **Elderly: Long-term Care**



- To implement a multiple-level training program for home health care workers and nurse's aides for the elderly and disabled individuals which provides a "career ladder" and "adequate compensation" for individuals receiving training.
- To increase transportation services for the elderly in areas lacking adequate transportation (e.g., Neighbor Islands).
- **Children and Family Support: Inadequate Prevention, Reunification, and Placement Resources**
 - To develop team-oriented case management
 - To provide training and to increase licensing resources as a means of better preparing foster caregivers to care for abused and neglected children.
 - To develop comprehensive, community-based visitation centers on Oahu, Maui, Hawaii, and Kauai to expedite the reunification of children with their families on each island.
 - To increase the quality and quantity of appropriate substitute care homes through an increase in the foster board rates.
 - To increase the amount of training provided to foster parents so that they are better able to address the needs of the children under their care.
 - To broaden the spectrum of placement resources by providing therapeutic foster homes for children with severe mental, emotional, and behavioral problems.
 - To expand pre-placement, preventive services to the Neighbor Islands as a means of keeping children in the home with their families and avoiding out-of-home placements.
 - To provide homemaker services on a 24-hour basis as respite for families in crisis in order to maintain family unity and prevent out-of-home placement of children.
 - To sensitize the public and make them more aware of the needs of children in foster care.
- **Children and Family Support: Cycle of Abuse and Family Violence**
 - To establish an additional spouse abuse shelter for Oahu and to provide specialized training for therapists and counselors to assist victims and perpetrators of abuse.
 - To increase public awareness of better parenting methods and to improve parenting in our community.
 - To provide specialized counseling programs for adults and children from homes in which there is abuse.
 - To provide pre- and perinatal screening and home visiting programs in order to break the cycle of abuse and neglect.

- **Self-Sufficiency: Child Care**
 - To establish a State Child Care Development Project which will provide technical information and assistance and coordinate efforts to develop and fund quality child care initiatives.
 - Increase child care availability, affordability, and quality.
 - To expand the provision of child care benefits to workers statewide by educating the business community on child care options.
 - To assist State employees to meet their child care needs in several ways.
 - Develop and implement a uniform DOE policy allowing after-school care programs to use school facilities.
 - To demonstrate that combining quality wrap-around (extended hours) care with a Head Start program will increase the number of Head Start parents who are able to secure full-time employment.
- **Self-Sufficiency: Access to Health Care**
 - To determine the most cost effective manner in which to provide transitional health care coverage to Aid to Families with Dependent Children (AFDC) recipients who want to become independent from the welfare system.
- **Self-Sufficiency: Work Incentives**
 - To conduct a study of the labor market to determine which jobs are in need of trained applicants and which offer the prospect of financial self-sufficiency to an AFDC recipient.
 - To develop market and outreach strategies for Project Success to educate and inform welfare recipients of opportunities through Project Success to work toward financial self-sufficiency.
- **Self-Delivery Network: Physical Access**
 - To improve client's access to health and human services through collocation and case management projects.
 - To improve client access to health and human services through single access, coordinated case management, and by providing flexible operating hours.
 - To facilitate and improve client's access to health and human services through the development of an integrated health and human services information network.
 - To promote flexibility in leasing office space.
 - To develop collocation of services as a solution to transportation barriers and other factors which may impact client access.
- **Service Delivery Network: Organizational Barriers**
 - To provide client facilitators within agency intake and processing programs as a means of assisting clients in gaining access to services.

- To provide workers and managers with training and resources to acquire better helping skills and attitudes.
- To develop incentives for human service workers as a means of increasing worker satisfaction.
- To provide on-the-job counseling and support to human service workers.
- Promote research and development of alternative service delivery models and programs proposed by line workers.

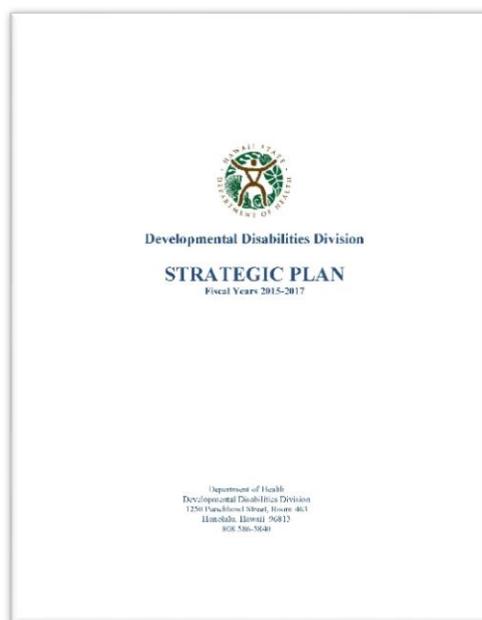
Interconnectivity Issues: Education, Employment, Health, Housing, Transportation

HAWAII STATE DEPARTMENT OF HEALTH DEVELOPMENTAL DISABILITIES DIVISION STRATEGIC PLAN FISCAL YEARS 2015-2017

Summary: The *Hawaii State Department of Health Developmental Disabilities Division Strategic Plan, Fiscal Years 2015-2017* was prepared by the DOH Developmental Disabilities Division (DDD) to provide a clear foundation for moving the DDD forward in supporting individuals to have healthy, safe, meaningful, and self-determined lives. The plan details DDD’s vision, mission, and guiding principles; strengths, challenges, and opportunities; goals and objectives; and a communication plan.

Themes: The following themes have been identified based on a review of the data and the DDD program:

1. Build a stronger focus on measuring outcomes, service effectiveness, and philosophy of care.
2. Have greater consistency of implementation and oversight for quality.
3. Strengthen leadership and accountability.
4. Cultivate a positive organizational culture.
5. Develop a statewide focus.
6. Focus on a greater connection and engagement with families.
7. Reduce risk in the system including for people with medical/health issues.
8. Assure adequate resources to address system infrastructure and support the work of the case managers.
9. Build an employment first focus.
10. Be responsive to mandates and Centers for Medicare and Medicaid Services requirements.



Policy Direction(s): There are five (5) goals identified in the *Hawaii State Department of Health Developmental Disabilities Division Strategic Plan* for which Action Plans are being prepared:

1. DDD will ensure the involvement and participation of individuals with intellectual and development disabilities (I/DD) and their families in activities of the Division at all levels.
2. DDD will ensure individuals with I/DD have full access to the benefits of community living, the opportunity to receive quality services in the most integrated settings, engage in community life, and control personal resources.
3. DDD will ensure individuals with I/DD have opportunities to seek employment and achieve personal outcomes to work in competitive integrated settings.
4. DDD will ensure quality person-centered planning, services, and supports that result in positive outcomes for individuals with I/DD.
5. DDD managers and supervisors will develop leadership skills and accountability practices necessary to lead, inspire, and achieve organizational excellence.

Interconnectivity Issues: Education, Employment, Health, Higher Education, Housing, Recreation

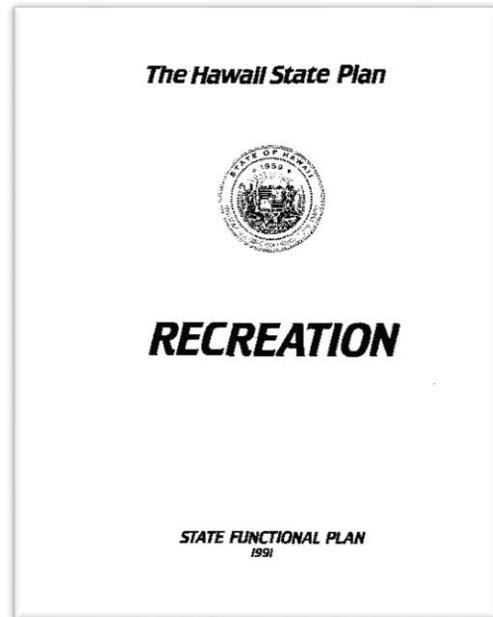
K. RECREATION PLANS

RECREATION STATE FUNCTIONAL PLAN, 1991

Summary: The *Recreation State Functional Plan* was prepared by the DLNR and is part of the *Hawaii State Plan*. It was approved May 22, 1991. This plan provides programs that would work to relieve the stresses on heavily-used beaches and recreational facilities and open up new recreational opportunities elsewhere. Implementation will ensure that current residents, visitors, and future generations will continue to enjoy the unique experiences our islands' coasts and mountains have to offer.

Key Issues: The *Recreation State Functional Plan* identifies six (6) key issues:

- **Issue Area I. Ocean and Shoreline Recreation**
 - Saturation of beach park capacity
 - Water safety
 - User conflicts
 - Inadequate boating facilities
- **Issue Area II. Mauka, Urban, and Other Recreation Opportunities**
 - Need for activities and facilities in mauka and other areas
 - Special recreation needs
 - Urban and community recreation opportunities
- **Issue Area III. Public Access to Shoreline and Upland Recreation Areas**
 - Loss of public access due to development
 - Landowner liability as a barrier to public access
 - Restricted access to State Forest Reserve lands
 - Acquisition and management of accessways
- **Issue Area IV. Resource Conservation and Management**
 - Environmental degradation
 - Enforcement
- **Issue Area V. Management of Recreation Programs, Facilities, and Areas**
 - Maintenance of existing facilities
 - Interagency cooperation and coordination
 - Alternative funding, acquisition, and management strategies



- **Issue Area VI. Wetlands Protection and Management**

- Recreation access and opportunities
- Improved wetlands information base
- Protection of the most valuable wetlands

Policy Direction(s): The *Recreational Functional Plan* identifies objectives, policies, and actions for each of the issue areas. Policies for each of the issue areas are provided below:

- **Issue Area I. Ocean and Shoreline Recreation**

- Acquire additional beach parkland and rights-of-way to remaining undeveloped shorelines to provide increased capacity for future public recreational use.
- Acquire or obtain use of Federal lands and waters for ocean recreation and public access to the shoreline.
- More aggressively manage and control the use of existing beach parks.
- Develop areas mauka of existing beach parks to increase their capacities and to diversify and encourage activities away from the shoreline.
- Increase support for water safety programs.
- Promote implementation and enforcement of an effective Ocean Recreation Management Plan.
- Mitigate the impact of increased use of popular ocean recreation areas by visitors.
- Take action to minimize or alleviate potentially dangerous user conflicts.
- Provide moorings and boat launching facilities for recreational boats.
- Implement programs for private sector participation in developing and managing slips, moorings, and boating support facilities for public use.
- Provide facilities for outrigger canoe and kayak activities.

- **Issue Area II. Mauka, Urban, and Other Recreation Opportunities**

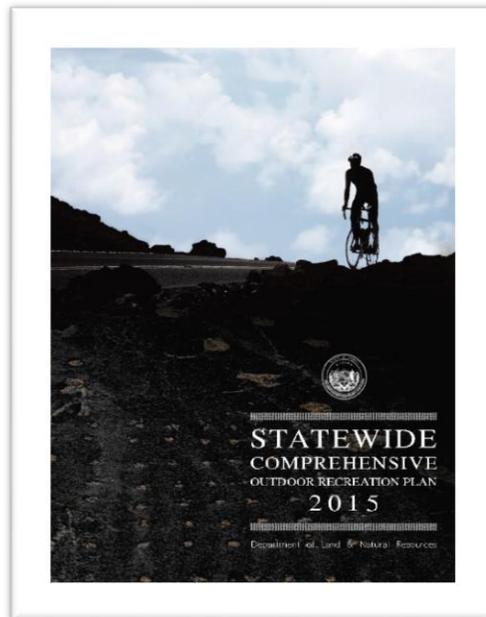
- Plan and develop facilities and areas that feature the natural and historic/cultural resources of Hawaii. Develop interpretive programs for these areas.
- Plan and develop camp sites and other recreational amenities in mauka areas.
- Proceed with planning acquisition, and development of trails.
- Implement a bikeway system based on the statewide bikeways master plan.
- Plan and develop facilities and programs to increase freshwater recreational fishing opportunities.
- Involve the public in the planning, development, and operation of recreational facilities and programs.
- Give higher priority to providing physical access to the disabled.
- Meet the demand for recreational opportunities in local communities.

- **Issue Area III. Public Access to Shoreline and Upland Recreation Areas**
 - Require land use permit applicants to fully address the impact of their projects on trails and public access.
 - Seek legislative reform of landowner liability laws to expand the provision of public access over private lands.
 - Assure access to recreational areas in Forest Reserve lands.
 - Give priority to acquiring public access to selected shoreline and mauka recreation areas.
 - Provide adequate improvements at public accessways.
 - Effectively manage and maintain existing public accessways.
- **Issue Area IV. Resource Conservation and Management**
 - Emphasize an educational approach, in coordination with enforcement efforts, to promote environmental awareness.
 - Enhance water quality to provide high-quality ocean recreation opportunities.
 - Protect, preserve, restore, and enhance recreational fishery resources.
 - Protect surfing sites.
 - Develop a coordinated approach to enforcement.
 - Increase funding support for enforcement.
 - Facilitate interagency cooperation to address the tour helicopter problem.
- **Issue Area V. Management of Recreation Programs, Facilities, and Areas**
 - Improve the maintenance of existing parks.
 - Foster closer relationships between recreation agencies.
 - Explore alternative funding strategies and sources.
 - Explore alternative land acquisition strategies.
 - Explore innovative ways to manage and maintain recreation resources.
- **Issue Area VI. Wetlands Protection and Management**
 - Identify existing wetlands with the potential for recreational development without significantly affecting wetland resources, with an emphasis on passive recreation and education.
 - Expand the wetlands information base.
 - Develop a coordinated approach to wetlands protection, acquisition, and management, as well as to the provision of public education programs.

Interconnectivity Issues: Coastal Resources, Conservation Land, Education, Historic Preservation, Human Services, Tourism, Transportation, Water

STATEWIDE COMPREHENSIVE OUTDOOR RECREATION PLAN, 2015

Summary: The *Statewide Comprehensive Outdoor Recreation Plan* (SCORP) was updated by the DLNR, Division of State Parks (DSP) in 2015. This is the tenth update of the SCORP, which is a requirement for states to remain eligible for Federal Land and Water Conservation Fund (LWCF) funding assistance. The 2015 SCORP includes an inventory of existing recreational resources, a report on the public demand and issues relating to those resources, and a strategic plan to address those issues and demands. The 2015 SCORP focuses on identifying and addressing the shifting needs and challenges related to outdoor recreation in Hawaii. It emphasizes the importance of preserving and improving outdoor recreation resources for our way of life and the future of Hawaii's economy.



Issues: There are 12 issues identified and discussed in the 2015 SCORP:

1. Quality and condition of facilities
2. Hiking trail demand and use
3. User conflicts
4. Uncertain and inadequate financial support
5. Liability concerns
6. Enforcement
7. Accessibility
8. Physical fitness
9. Communication
10. Fragility of the natural environment
11. Protection of cultural resources
12. Effects of climate change

Policy Direction(s): The SCORP identifies the following goals and objectives to address the aforementioned issues:

- **Goal 1: Provide a world-class outdoor recreation experience (quality of the recreational experience)**
 - Provide adequate facilities, infrastructure, and funding to expand access to and otherwise support high-demand outdoor recreation activities.

- Focus outdoor recreation resources on maintaining and renovating existing facilities.
- Promote new or enhanced accessibility to outdoor recreation through alternative transportation methods.
- Encourage outdoor recreation through funding and provision of accessible recreation opportunities.
- Eliminate user conflicts that prevent or limit people from participating in outdoor activities of their choice.
- **Goal 2: Expand opportunities for public outdoor recreation (quantity of recreational facilities and opportunities)**
 - Facilitate State and County awareness of and access to outdoor recreation funding.
 - Provide relief to outdoor recreation providers so that the threat from liability keeps them from providing great service.
 - Take proactive measures to support enforcement so that limited resources can be utilized more efficiently and effectively.
 - Encourage public private partnerships to provide enhanced or innovative improvements and services.
- **Goal 3: Encourage physical fitness and healthy people through outdoor recreation**
 - Provide all residents and visitors, regardless of age, ability, or socioeconomic status, with opportunities to participate in a range of outdoor recreation activities.
 - Use outdoor recreation activities and areas as an essential tool in increasing physical fitness in Hawaii.
 - Enhance communication between recreation providers and participants through more thorough, relevant, and easier-to-access sources of information.
- **Goal 4: Promote recreational opportunities that preserve and sustain Hawaii's natural and cultural resources.**
 - Develop and disseminate information about the impacts of outdoor recreation on Hawaii's natural environment to both visitor and resident recreationists.
 - Enable and enhance opportunities to preserve and sustain Hawaii's cultural environment through protection of resources and provision of authentic experiences.
 - Encourage outdoor recreation planning and development that considers the effects of climate change and sea level rise.

Interconnectivity Issues: Climate Change, Conservation Land, Health, Historic Preservation, Human Services, Tourism, Transportation

L. TOURISM PLANS

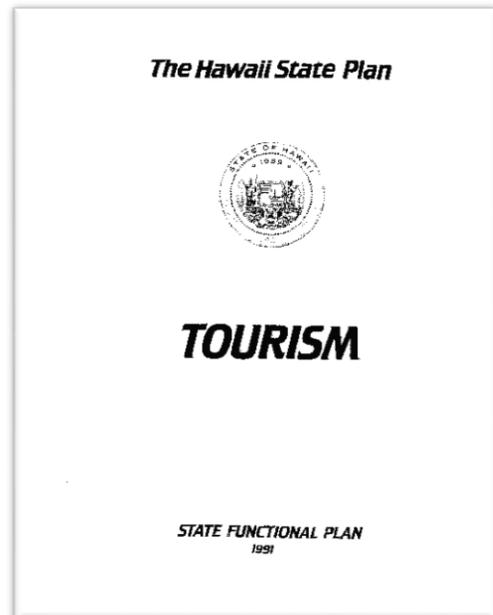
TOURISM STATE FUNCTIONAL PLAN, 1991

Summary: The *Tourism State Functional Plan* was prepared by the Office of Tourism of the DBEDT and is part of the *Hawaii State Plan*. It was approved May 22, 1991. The plan considers two (2) main themes:

1. Continued growth of Hawaii's economy and tourism is expected.
2. Tourism planning for Hawaii should focus on the preservation and management of the resources upon which tourism's economic success depends: Hawaii's scenic beauty and natural environment, cultural heritage, and community support.

Issues: The *Tourism State Functional Plan* identifies six (6) key issues:

- **Issue Area I: Growth**
 - Recent strong growth
 - Positive and negative impacts on the community
 - Determining an optimum rate
- **Issue Area II: Physical Development**
 - Product quality
 - Product diversity
 - Land use planning
 - Adequate infrastructure
 - Visitor use of public services
- **Issue Area III: Environmental Resources and Cultural Heritage**
 - Competition for limited outdoor recreational resources
 - Preservation, protection, and interpretation of historic and cultural resources
 - Maintenance of a clean environment
- **Issue Area IV: Community, Visitor, and Industry Relations**
 - Resident attitudes toward the visitor industry
 - Visitor understanding and respect for the community
 - Visitor welfare (safety)
 - Industry support of the community
- **Issue Area V: Employment and Career Development**



- Labor shortage
- Training and education for new sources of labor
- Opportunities and education for upward mobility
- **Issue Area VI: Marketing**
 - Increasing competition
 - Market diversification
 - Market research
 - Balanced growth

Policy Direction(s): The *Tourism State Functional Plan* identifies objectives, policies, and actions for each of the issue areas. Policies for each of the issue areas are provided below:

- **Issue Area I: Growth**
 - Identify and ensure a rate of industry growth that is consistent with the social, physical, and economic needs of the residents and the preservation of Hawaii’s natural environment.
 - Ensure that visitor industry growth maximizes benefits to the residents of the State in general and revenues to the State and County governments specifically.
 - Provide opportunities for the visitor industry to grow keeping in mind the effects of the importation of labor.
 - Ensure that the growth of the visitor industry assists in the overall State goal of expansion and diversification of the economy.
 - Ensure that the benefits of tourism development are spread evenly throughout the State, to the extent desired by the counties, by making special efforts to distribute growth to the Neighbor Islands.
 - Identify, support, and coordinate priority statistical and research activities in tourism needed to support optimum tourism growth.
- **Issue Area II: Physical Development**
 - Maintain high standards of overall quality of existing visitor destination and attraction areas.
 - Enhance tourism product and encourage continued development of a diverse range of tourism products.
 - Facilitate the reasonable distribution of financial responsibilities between government and private parties to fund tourism-related capital improvements and related infrastructure requirements.
 - Coordinate tourism development planning with human resource planning.
 - Improve the availability of affordable housing for those employed in the visitor industry.
 - Improve accessibility and arrival conditions at ports of entry.

- Improve the quality of existing parks and recreational areas, and ensure that sufficient recreational areas – including scenic byways and corridors – are available for the future.
- Encourage the development of hotels and related facilities within designated visitor destination areas with adequate infrastructure and support services before development of other possible visitor destinations.
- **Environmental Resources and Cultural Heritage**
 - Assist in preserving and maintaining recreational resources.
 - Assist in preserving, perpetuating, and interpreting cultural, historic, and archaeological resources. Preserve cultural authenticity as much as possible in commercialized and tourist-oriented presentations.
 - Assist in keeping Hawaii clean, beautiful, and safe.
- **Community, Visitor, and Industry Relations**
 - Maintain a Visitor Impact Management System which monitors and disseminates information about visitor industry activities that affect the social, physical, and economic needs and aspirations of Hawaii’s people.
 - Make recommendations and disseminate information as needed to address impacts including, but not limited to, those identified through the Visitor Impact Management System.
 - Expand and improve programs designed to inform residents about the contributions of the visitor industry (including jobs and small business opportunities, and community support), and the roles residents play in making the industry successful.
 - Expand and improve programs designed to inform visitors about: what to expect when visiting Hawaii, what is expected of them, water safety practices, and safety procedures in the event of emergencies.
 - Develop, maintain, and encourage corporate citizenship programs which monitor and disseminate information about the type and degree of community support provided by tourism-related businesses, and which coordinate community needs and visitor industry contributions.
- **Employment and Career Development**
 - Expand the available workforce taking into consideration seasonal unemployment and importation of labor.
 - Encourage development of training programs which improve the quality of services provided at tourism-related facilities.
 - Provide opportunities for Hawaii’s people to obtain job training and education that will allow for upward mobility within the visitor industry.
 - Encourage the visitor industry to consider Hawaii residents first when hiring and to provide opportunities to upward mobility.

- **Marketing**

- Diversify pleasure markets geographically and by market segment through opening new source markets which exhibit desired characteristics and strong potential for growth, while allowing for a modest increase in established markets.
- Ensure that the business segment increases as a percentage of overall visitors.
- Provide adequate backup and support to maintain marketing campaigns.

Interconnectivity Issues: Conservation Lands, Education, Employment, Health, Higher Education, Historic Preservation, Housing, Recreation, Transportation

HAWAII TOURISM AUTHORITY FIVE-YEAR STRATEGIC PLAN 2016

Summary: The *Hawaii Tourism Authority Five-Year Strategic Plan 2016* was approved by the Hawaii Tourism Authority (HTA) Board of Directors in October 2015. The strategic plan is created by and for the HTA and presents goals and objectives to increase economic activity, sustain the positive net benefits of tourism, grow visitor spending, and be an effective organization.

Goals: The *Hawaii Tourism Authority Five-Year Strategic Plan 2016* establishes four (4) goals that the HTA intends to accomplish by working and collaborating with partners and stakeholders. Each goal has a detailed strategy, which are presented in the plan.

- Improve the integrity of the destination
- Ensure stable economic benefits
- Elevate Hawaii's value perception
- Strengthen HTA's reputation

Policy Direction(s): The *Hawaii Tourism Authority Five-Year Strategic Plan 2016* identifies objectives associated with the goals. These objectives include the following:

- **Improve the integrity of the destination**
 - Increase community support for tourism.
 - Be a better steward of the destination.
- **Ensure stable economic benefits**
 - Focus marketing on producing consistent arrivals.



- Increase visitor expenditures by attracting high-spending visitors and encouraging spending opportunities.
- **Elevate Hawaii's value perception**
 - Maintain and improve air access to the Hawaiian Islands.
 - Protect Hawaii's brand to remain competitive.
 - Meet traveler expectations for accommodations and infrastructure.
- **Strengthen the HTA's reputation**
 - Continually improve the organization's ability to lead the industry.
 - Ensure transparency and accountability for the HTA tourism marketing efforts.

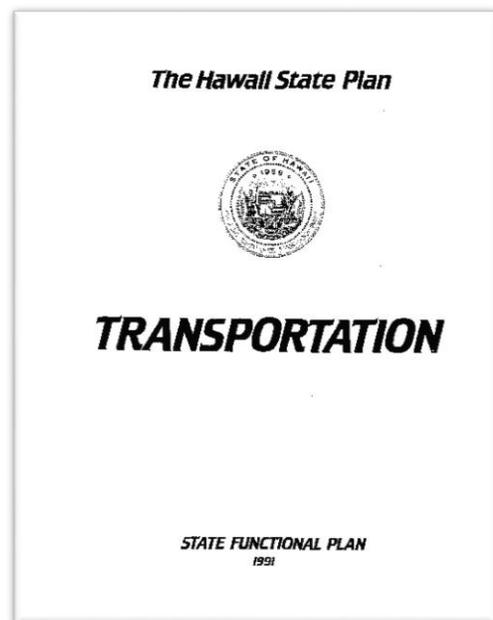
Interconnectivity Issues: Conservation Lands, Historic Preservation, Recreation, Transportation

M. TRANSPORTATION PLANS

TRANSPORTATION STATE FUNCTIONAL PLAN, 1991

Summary: The *Transportation State Functional Plan* was prepared by HDOT and is a part of the *Hawaii State Plan*. It was approved on May 22, 1991. This plan recommends specific strategies and policies based on the identification of current and future requirements and the development of an array of transportation alternatives and actions to achieve the following objectives:

1. Develop an integrated multi-modal transportation system which serves statewide needs and promotes the efficient, economical, and safe movement of people and goods.
2. Develop a statewide transportation system consistent with planned growth objectives throughout the state.



Critical Issues: The *Transportation State Functional Plan* identifies four (4) critical issues of transportation: Congestion, Economic Development, Funding, and Education. The plan provides objectives, policies, and implementing actions to address these issues and that reflect HDOT's underlying strategies, which include the following:

1. Construct facility and infrastructure improvements in support of Hawaii's thriving economy and growing population base.
2. Develop a transportation system balanced with an array of new alternatives.
3. Implement Transportation Systems Management to maximize the use of existing facilities and systems.
4. Foster innovation and use of new technology in transportation.
5. Maximize joint efforts with the private sector.
6. Pursue land use initiatives which help reduce travel demand.
7. Encourage resident quality of life improvements through improved mobility opportunities and travel reduction.

Policy Direction(s): The *Transportation State Functional Plan* identifies objectives, policies, and actions for each of the issue areas. Policies for each of the issue areas are provided below:

- **Congestion**
 - Increase transportation capacity and modernize transportation infrastructure in accordance with existing master plans and laws requiring accessibility for people with disabilities.
 - Improve regional mobility in areas of the state experiencing rapid urban growth and road congestion.
 - Promote the development of public transportation systems.
 - Close the gap between where people live and work through decentralization, mixed zoning, and related initiatives.
 - Increase the capacity of the existing transportation infrastructure.
 - Implement statewide rideshare programs and a network of rideshare coordinators.
 - Develop park and ride facilities.
 - Provide incentives for ridesharing.
 - Provide for a viable bikeway program.
 - Promote greater use of motor coach transportation between airports and resort areas.
 - Identify, reserve and/or acquire land for future transportation improvements.
 - Identify and reserve energy corridors.
 - Design highways with controlled accesses, grade-separated crossings, and minimum four-lane divided highway standards where applicable. Encourage counties to develop local road networks for local travel and access.
 - Enhance air safety and security.
 - Adopt an aggressive transportation maintenance program.
 - Conduct maintenance work to minimize disruption to the general public.
 - Design and construct transportation facilities so that they are accessible to people with disabilities.
- **Economic Development**
 - Support State economic development initiatives.
 - Support tourism and economic development.
 - Support agriculture and agricultural initiatives.
- **Funding**
 - Seek revenue increases and new sources of revenue.
 - Pursue private sector participation in the financing of transportation systems, developments and projects.
- **Education**

- Promote alternative modes of public transportation and transportation safety through public relations and marketing programs.
- Provide staff development opportunities.

Interconnectivity Issues: Agriculture, Education, Employment, Energy, Higher Education, Housing, Tourism

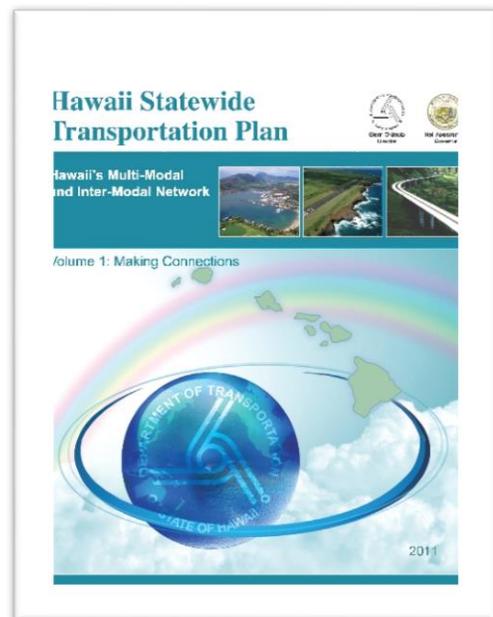
HAWAII STATEWIDE TRANSPORTATION PLAN: HAWAII'S MULTI-MODAL AND INTERMODAL NETWORK, 2011

Summary: The *Hawaii Statewide Transportation Plan: Hawaii's Multi-Modal and Intermodal Network* was prepared by the HDOT Statewide Transportation Planning Office in 2011. This plan captures the essence of the constant work to keep state transportation facilities in the best operating condition for efficiency and comfort. The plan recognizes that equally as important are safety, security, and expansion for current and future needs.

Goals: There are eight (8) goals in the *Hawaii Statewide Transportation Plan: Hawaii's Multi-Modal and Intermodal Network*:

1. Create and manage an integrated multi-modal transportation system that provides mobility and accessibility for people and goods.
2. Enhance the safety of the air, land, and water transportation systems.
3. Ensure the secure operation and use of the air, land, and water transportation systems.
4. Protect Hawaii's unique environment and quality of life and mitigate any negative impacts.
5. Ensure that the air, land, and water transportation facility systems support Hawaii's economy and future growth objectives.
6. Support the State's energy goal of 70% clean energy, which includes 40% produced by renewable energy and 30% from increased energy efficiency, enhancing the reliability and security of energy sources.
7. Create secure, flexible, and sustainable revenues and funding sources for transportation needs.
8. Implement a statewide planning process that correlates land use and transportation while supporting decision-making and programming for Hawaii's integrated, comprehensive, multi-modal transportation systems.

Policy Direction(s): The *Hawaii Statewide Transportation Plan: Hawaii's Multi-Modal and Intermodal Network* includes the following objectives associated with the aforementioned goals:



- **Create and manage an integrated multi-modal transportation system that provides mobility and accessibility for people and goods.**
 - Preserve and maintain the existing air, water, and land transportation systems, including motorized and non-motorized modes and measures in good condition or better, and give comparable consideration to funding preservation capital projects as is given to expansion projects.
 - Ensure the provision of essential and critical air, land, and water transportation operations and services for all communities throughout the islands.
 - Ensure multi-modal and inter-modal connections for passengers and commodities on the air, land, and water systems; and formulate a program of multi-modal and inter-modal projects, including bicycle and walking options.
 - Address the special needs of Hawaii’s underserved populations, including the elderly, disabled, and Title VI/Environmental Justice populations.
 - Reduce congestion in the air, water, and land transportation systems.
- **Enhance the safety of the air, land, and water transportation systems.**
 - Enhance system and user safety at transportation facilities both motorized and non-motorized, with the use of proper equipment, technology, and physical hazard reduction; and implement priority safety projects for each mode.
 - Support and collaborate with all levels of government to identify transportation routes and protocols for the safe movement of hazardous materials.
 - Continuously conduct assessment, preparedness, and emergency response for natural disasters as part of all planning efforts.
 - Use and consider a full range of transportation design techniques to improve personal safety for all travelers.
- **Ensure the secure operation and use of the air, land, and water transportation systems.**
 - Minimize risks of disruption of transportation to, from, and within Hawaii due to terrorism and other human security threats and events, as well as threats and events from natural causes.
 - Work with Federal, State, and County agencies as well as tenants to conduct vulnerability and risk assessments.
 - Implement security policies and strategies to minimize risks and threats of disruption of or damage to the transportation systems while maintaining the intended function of the system.

- Provide continuous monitoring of critical infrastructure and communications systems to provide for appropriate emergency response capability.
- Develop a biosecurity plan and measures to protect against pests and disease.
- **Protect Hawaii’s unique environment and quality of life and mitigate any negative impacts.**
 - Ensure that the air, land, and water transportation systems respect environmental, natural, cultural, and historic resources; and adopt guidelines to conserve natural resources and alleviate environmental degradation caused by motor vehicles.
 - Implement sustainability and livability practices in existing and new facilities, with “sustainability” defined as: “Respect the culture, character, beauty, and history of our State’s island communities; strikes a balance among economic, social, community, and environmental priorities; and meets the needs of the present without compromising the ability of future generations to meet their own needs.”
 - Assess sustainability and livability for air, land, and water transportation facilities and operation practices.
 - Support the programs of State and Federal natural resource agencies; as well as support ongoing lines of communication and coordination with these agencies.
 - Encourage transportation systems that improve the quality of life, public health, and welfare of Hawaii’s people, and that are consistent with land use plans.
 - Assist with streamlining environmental process by identifying categories of environmental mitigation that include but are not limited to critical habitat, environmentally sensitive areas, noise, and pollution avoidance.
 - Adapt to the effects of climate change and build resilience in the transportation system. Address the effects of a sea level rise and extreme weather events anticipated to occur during and by the end of the 21st Century on Hawaii’s air, land, and water transportation facilities, and provide responses to this threat in modal facility plans.
 - Prevent and minimize the transport of invasive species (pests and diseases).
- **Ensure that the air, land, and water transportation facility systems support Hawaii’s economy and future growth objectives.**
 - Support the multi-modal transportation needs in the military, tourism, agriculture, health, education, energy, and technology sectors of Hawaii’s

- economy; and identify sector needs, current and projected, as they relate to movement of people and goods.
- Create a commodity flow and freight handling system that is dependable, efficient, economical, secure, and rapid for connecting the ports, land transportation facilities, and industrial/commercial land use and storage areas.
 - Provide reliability, dependability, and redundancy for commerce in the import and export goods movement system including inspection facilities at ports; address actions for security of commerce.
 - Create modern air, land, and water transportation systems that are part of a positive visitor experience.
- **Support the State’s energy goal of 70% clean energy, which includes 40% produced by renewable energy and 30% from increased energy efficiency, enhancing the reliability and security of energy sources.**
 - Support the national goal to reduce transportation-related GHG emissions and reliance on foreign oil.
 - Actively pursue actions in transportation which help to achieve the State Clean Energy Goal of 40% renewable energy by 2030; and use integrated action plans from DBEDT’s Lead by Example Energy Initiatives with priority transportation actions that would support the HCEI.
 - Identify ways to increase energy efficiency by 30% at transportation facilities; and identify projects and programs for increased efficiency of energy in support of the HCEI, Leadership in Energy & Environmental Design, and other green initiatives for more efficient use of energy.
 - Expand the use of alternative fuel and electric vehicles; provide electric recharging at transportation facilities.
 - Use opportunities where and when practicable and available, to use solar (heating and photovoltaic), wind, geothermal, and ocean resources to supply power to create electricity for transportation facilities.
 - **Create secure, flexible, and sustainable revenues and funding sources for transportation needs.**
 - Develop a statewide framework for long-range financial forecasting; and within this framework, distinguish between system preservation, capacity enhancement, and modernization needs that are funded from user-financing (Harbors and Airports) and user-tax financing (Highways and Transit).
 - Identify sources and develop and secure funding for the sustainable delivery, maintenance, operation, rehabilitation and replacement, and expansion of the state transportation systems.

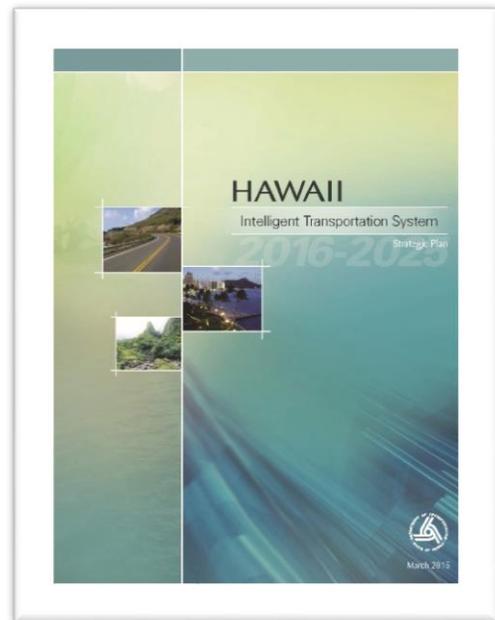
- Ensure funding for the safety and security of the state transportation systems.
- Maximize the use of Federal programs and funding for needed transportation infrastructure; use Federal non-recurring initiatives and funding sources such as American Recovery and Reinvestment Act and report on project and program achievements.
- Study the reliability and viability of future transportation financing streams and funding and consider scenarios for innovative and nontraditional financing.
- Achieve project readiness in support of new funding sources as they become available; and report on achievements of project completion.
- **Implement a statewide planning process that correlates land use and transportation while supporting decision-making and programming for Hawaii's integrated, comprehensive, multi-modal transportation systems.**
 - Achieve the Federal requirements for a comprehensive, cooperative, and continuing transportation planning process; and continue to improve efficient and effective planning.
 - Maintain a dynamic planning process that ensures coordination and cooperation between the State, Federal, counties, private sector, and general public.
 - Incorporate new and evolving methods of public involvement, communication, and social networking to keep others informed of transportation planning efforts, opportunities for participation in decision-making, and programming; continue to regularly update the HDOT Public Involvement Policy.
 - Create and implement an Integrated Sub-Regional Area initiative that links strategic planning to project implementation for all modes through a visioning process; and seek funding to begin the Integrated Sub-Regional Area planning for one or more areas of critical State importance.
 - Keep abreast of current and evolving programs and regulations that affect transportation in Hawaii.
 - Seek wider application of geospatial technologies, further develop the land use database development, and integrate visioning in transportation planning.
 - Develop performance measures to manage strategic goals and assets and to assist with better decision-making, communication, transparency, and accountability to stakeholders.

Interconnectivity Issues: Agriculture, Biosecurity/Invasive Species, Climate Change, Conservation Lands, Education, Energy, Health, Historic Resources, Tourism, Wildlife

HAWAII INTELLIGENT TRANSPORTATION SYSTEM STRATEGIC PLAN 2016-2025, 2015

Summary: The *Hawaii Intelligent Transportation System Strategic Plan 2016-2025* was prepared by the Hawaii Department of Transportation (HDOT) in March 2015. This plan maps out a 10-year program of investment in state-of-the-art equipment, operations, and staffing with the following purpose:

- Facilitate faster incident resolution to minimize risk of backups and secondary crashes.
- Offer real-time traffic condition information to all commuters, enabling them to make informed decisions regarding where, when, and whether to travel.
- Improve cooperation and collaboration between HDOT and partner agencies, including the City and County of Honolulu, and eventually expanding Intelligent Transportation Systems (ITS) statewide.



Goals: HDOT has established three (3) goals for its ITS program:

1. Implement an interagency incident management program
2. Provide advanced traveler information
3. Expand ITS statewide

Policy Direction(s): Over the next 10 years, HDOT will:

1. Complete a robust communications network
2. Install ITS equipment on HDOT facilities
3. Provide a traveler information website and telephone system
4. Expand freeway service patrol coverage
5. Improve incident management through traffic operations
6. Provide ongoing support to implement and maintain the program
7. Implement ITS on the neighbor islands
8. Increase staff to operate, maintain, and expand the program

Interconnectivity Issues: Employment

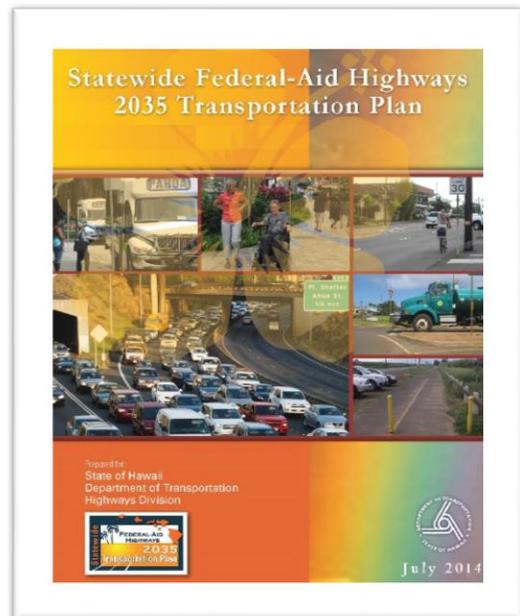
STATEWIDE FEDERAL-AID HIGHWAYS 2035 TRANSPORTATION PLAN, 2014

Summary: The *Statewide Federal-Aid Highways 2035 Transportation Plan* was prepared by the HDOT Highways Division in July 2014. This Plan is Hawaii's first statewide, long-range multimodal land transportation plan for its federal-aid highways. It provides an opportunity for policy makers to comprehensively assess regional needs and potential solutions against statewide goals and objectives, to set priorities, and direct limited resources to areas that would best benefit the state and island communities.

Goals: The purpose of the *Statewide Federal-Aid Highways 2035 Transportation Plan* is to guide land transportation decisions for the federal-aid highways throughout the state and for each county through 2035. The statewide land transportation goals have been organized by the eight federal planning factors, plus a ninth category not directly associated with the federal planning factors. The goals are applicable to the statewide plan and each of the district plans.

Policy Direction(s): The following planning factors are identified in the *Statewide Federal-Aid Highways 2035 Transportation Plan*:

1. **Safety:** Improve safety for users of all modes through engineering, education, and enforcement.
2. **Transportation Access Mobility:** Provide transportation services and options accessible to all users. Improve services to underserved geographies and diverse populations.
3. **System Efficiency Management and Operations:** Manage current infrastructure and optimize performance by improving mobility, reliability, and predictability of travel within existing system.
4. **Economic Vitality:** Support planned, sustainable growth in residential, industry, tourism, and cultural and recreational opportunities by implementing solutions that reduce travel time and cost.
5. **Environment and Sustainability:** Develop sustainable and environmentally friendly transportation solutions that meet current and future needs. Solutions generally focus on supporting energy conservation, slowing the pace of climate change, and improving quality of life.



6. **Modal Integration:** Increase transportation mode choices and provide efficient and attractive connections between modes.
7. **System Preservation:** Schedule for regular maintenance, rehabilitation, reconstruction, and replacement of transportation facilities, including multi-modal facilities, to keep the overall transportation system operating safely and efficiently.
8. **Security:** Ensure secure operation of a land transportation system to support incident detection, response, clearance, and preparation for and recovery from disasters or threats.

Interconnectivity Issues: Climate Change, Education, Energy, Historic Resources, Recreation, Tourism

STATEWIDE PEDESTRIAN MASTER PLAN, 2013

Summary: The *Statewide Pedestrian Master Plan* was prepared for the HDOT Highways Division in May 2013. This plan envisions a multi-modal transportation system that provides a safe and well-connected pedestrian network that encourages walking among all ages and abilities. The pedestrian system would promote a positive pedestrian experience, environmental, economic and social sustainability, while also fostering healthy lifestyles and energy conservation.

Goals: There are seven (7) goals with associated objectives for the *Statewide Pedestrian Master Plan*. These goals are as follows:

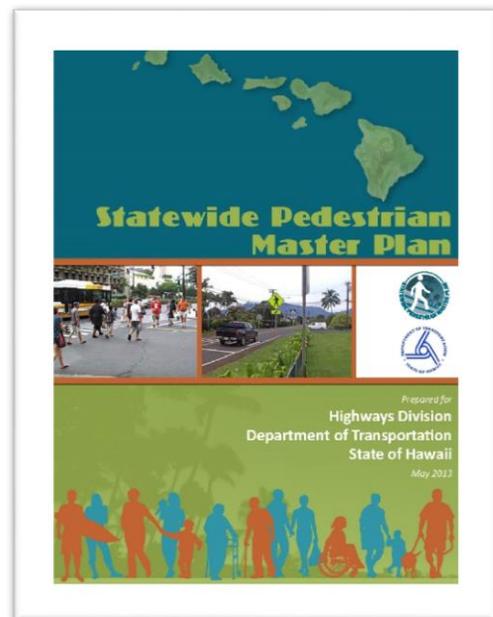
To Support Hawaii's Safe and Integrated Multi-modal Transportation System

- **Goal 1:** Improve pedestrian mobility and accessibility
- **Goal 2:** Improve pedestrian safety
- **Goal 3:** Improve connectivity of the pedestrian network

To Protect and Enhance Hawaii's Unique Environment and Quality of Life

- **Goal 4:** Promote environmental benefits of walking
- **Goal 5:** Encourage walking to foster healthy lifestyles

To Encourage the Transportation System's Support of Hawaii's Economy and Future Growth Objectives



- **Goal 6:** Enhance communities and economic development by creating pedestrian-oriented areas and positive pedestrian experiences

To Support the State’s Energy Efficiency Goals

- **Goal 7:** Promote and support walking as an important transportation mode that reduces overall energy use.

Policy Direction(s): Objectives associated with the aforementioned goals are as follows:

- **Goal 1: Improve pedestrian mobility and accessibility**
 - Increase pedestrian activity
 - Encourage uses of Hawaii Pedestrian Toolbox
 - Implement projects along State highways to enhance mobility and accessibility
 - Improve maintenance of pedestrian facilities
- **Goal 2: Improve pedestrian safety**
 - Reduce the number of crashes and fatalities involving pedestrians
 - Increase driver and pedestrian knowledge of laws, legal requirements, rights, and responsibilities
 - Modify driver and pedestrian behaviors to improve pedestrian safety
 - Use best practices for design and operation of all pedestrian crossings
- **Goal 3: Improve connectivity of the pedestrian network**
 - Support development of seamless and continuous pedestrian networks along State highways with connections to paths, walkways, trails, transit centers, rail stations, and other pedestrian facilities
 - Encourage pedestrian connectivity across jurisdictions
 - Support Safe Routes to School programs to encourage more students to walk to and from school
- **Goal 4: Promote environmental benefits of walking**
 - Broaden public awareness about the environmental benefits of pedestrian travel
 - Reduce vehicle miles traveled through increased pedestrian trips
 - Increase the use of other modes of transportation that reduce the use of fossil fuels
 - Integrate pedestrian facility design with the natural environment to the greatest extent possible
- **Goal 5: Encourage walking to foster healthy lifestyles**
 - Broaden public awareness about the health benefits of walking/pedestrian travel
 - Improve public health through the encouragement of walking

- Support community-based events such as fun runs, walks, parades, and other pedestrian-based activities that encourage walking for daily exercise and socialization
- **Goal 6: Enhance communities and economic development by creating pedestrian-oriented areas and positive pedestrian experiences**
 - Encourage priority pedestrian infrastructure investment in communities that are in high-density residential, visitor/tourist locations, and/or that have higher pedestrian-oriented populations (seniors, youth, low-income, and households with no access to vehicles).
 - Encourage reference to and use of the Hawaii Pedestrian Toolbox to create pedestrian settings that provide a positive pedestrian experience and attract high levels of activity.
 - Require development projects to include pedestrian infrastructure for the appropriate land use and facility.
- **Goal 7: Promote and support walking as an important transportation mode that reduces overall energy use**
 - Strengthen public awareness about the energy conservation benefits of walking.
 - Increase the use of other modes of transportation that reduce the use of fossil fuels.
 - Reduce resident and visitor motor vehicle fuel demand to help meet 2030 targets for energy efficiency.
 - Encourage Smart Growth development with coordinated land use and transportation planning.

Interconnectivity Issues: Climate Change, Energy, Health, Housing, Recreation

BIKE PLAN HAWAII MASTER PLAN, 2003

Summary: The *Bike Plan Hawaii Master Plan* was prepared by HDOT in 2003. This plan provides a tool to integrate bicycling into the state's transportation system. The plan outlines how the state intends to accommodate and promote bicycling. It draws on a combination of existing and future bicycle facilities, policies, and programs to ensure a successful bicycle network.

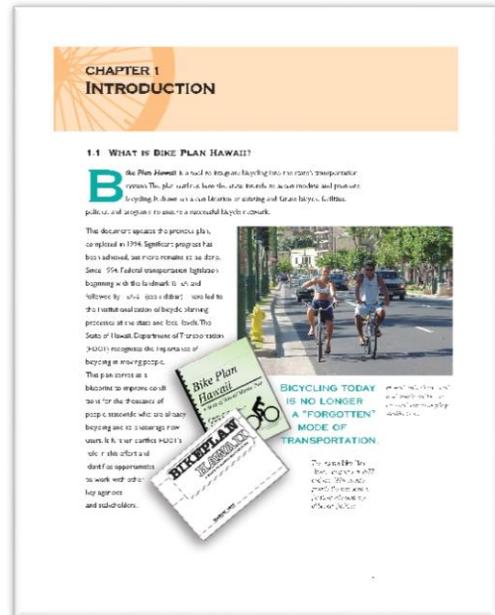
Tactical Areas: The *Bike Plan Hawaii Master Plan* identifies five (5) tactical areas in which improvements can be made:

1. Engineering and Planning
2. Education
3. Enforcement
4. Economics
5. Encouragement

Policy Direction(s): The following objectives have been identified in the *Bike Plan Hawaii Master Plan*:

1. Plan and design new and improved transportation facilities to accommodate and encourage use by bicyclists of all skill levels.
2. Expand the range of education activities to reduce bicycle crashes and increase ridership.
3. Strengthen enforcement efforts to prevent illegal and reckless behavior by motorists and bicyclists and safeguard those using the bicycle network.
4. Increase awareness about the economic benefits of increased bicycle use.
5. Increase bicycle trips by promoting the personal and community benefits of this travel mode.

Interconnectivity Issues: Energy, Health, Recreation



LISTING OF PLANS WITHOUT A RELATED FUNCTIONAL PLAN

| CATEGORY | PLAN(S) | YEAR |
|--|---|------|
| Climate Change | <i>A Framework for Climate Change Adaptation in Hawaii</i> (ORMP Working Group & UH) | 2009 |
| Coastal Resources | <i>Hawaii Ocean Resources Management Plan</i> (DBEDT, 2013) | 2013 |
| | <i>Hawaii Coastal Erosion Management Plan</i> (COEMAP) | 2000 |
| | <i>Hawaii Coastal Zone Management Program</i> (Office of Planning) | 1990 |
| | <i>Section 309 Assessment and Strategy FY 2016-2020</i> (DBEDT-Office of Planning, Coastal Zone Management Program) | 2015 |
| Water | <i>State Water Projects Plan</i> (CWRM) | 2017 |
| | <i>Water Resource Protection Plan</i> (CWRM) | 2008 |
| | <i>Agricultural Water Use and Development Plan</i> (DOA) | 2004 |
| | <i>Water Quality Plan</i> (DOH) | 1990 |
| Wildlife | <i>Hawaii's State Wildlife Action Plan</i> (DLNR-DOFAW) | 2015 |
| | <i>Hawaii's Comprehensive Wildlife Conservation Strategy</i> (DLNR) | 2005 |
| Biosecurity/ Invasive Species | <i>Hawaii Invasive Species Council Strategic Plan 2015-2020</i> (HISC) | 2015 |
| | <i>Hawaii Interagency Biosecurity Plan</i> (DLNR & DOA) | 2016 |
| Emergency Preparedness | <i>State of Hawaii Multi-Hazard Mitigation Plan, 2013 Update</i> | 2013 |
| | <i>State of Hawaii Emergency Operations Plan, Basic Plan</i> | 2017 |
| | <i>State of Hawaii Emergency Management Agency Multi-Year Training and Exercise Plan, 2016-2018</i> | 2017 |
| | <i>2015 Hawaii Catastrophic Hurricane Plan/FEMA RIX Hawaii Catastrophic Annex</i> | 2015 |

N. CLIMATE CHANGE PLANS

A FRAMEWORK FOR CLIMATE CHANGE ADAPTATION IN HAWAII, 2009

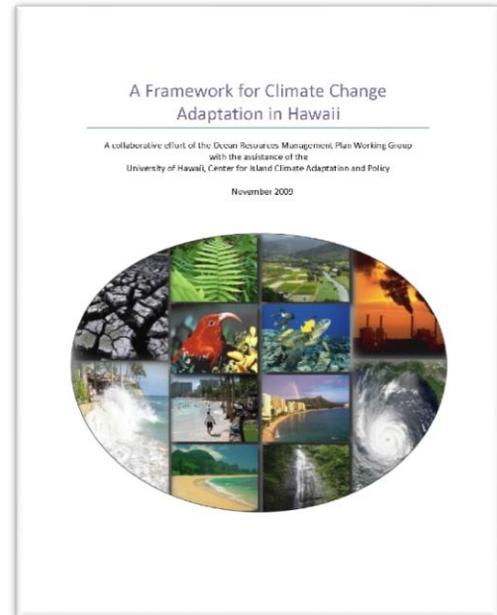
Summary: The multi-stakeholder ORMP Working Group developed *A Framework for Climate Change Adaptation in Hawaii* in November 2009. This “framework” was developed when it was realized that there were no guidelines on how the State could plan for adaptation to the impacts of climate change. The approach promotes an open and collaborative adaptation planning process that is based on a common vision for Hawaii’s future and one that remains flexible to our ever-changing environment, economy, and society.

Themes: The proposed framework for addressing climate change adaptation in Hawaii includes the following:

1. Build climate change adaptation team
2. Develop and adopt a long-term vision
3. Identify planning areas and opportunities relevant to climate change
4. Scope climate change impacts to major sectors
5. Conduct a vulnerability assessment
6. Conduct a risk assessment

Policy Direction(s): The following planning sectors would be included in the analysis and risk and vulnerability assessments:

- **Safe**
 - Emergency Management
 - Fire
 - Flood Control
 - Public Health and Safety
- **Healthy**
 - Natural Resources/Environmental Protection
 - Storm Water and Wastewater Management
- **Productive**
 - Agriculture
 - Economic Development
 - Forestry and Forestry Reserves
- **Resilient**



- CZM
- Parks and Recreation
- Planning and Zoning
- Port and Harbor Management
- Transportation
- Water Supply

Upon completion of the analysis, the following steps would be taken to develop action and implementation plans and associated policies:

1. Prioritize areas for adaptation planning.
2. Set preparedness goals
3. Develop, select, and prioritize preparedness actions
4. Implement preparedness plan
5. Monitor progress and update plan as appropriate

Interconnectivity Issues: Agriculture, Coastal Resources, Conservation Lands, Employment, Health, Recreation, Tourism, Water, Wildlife

O. COASTAL RESOURCES PLANS

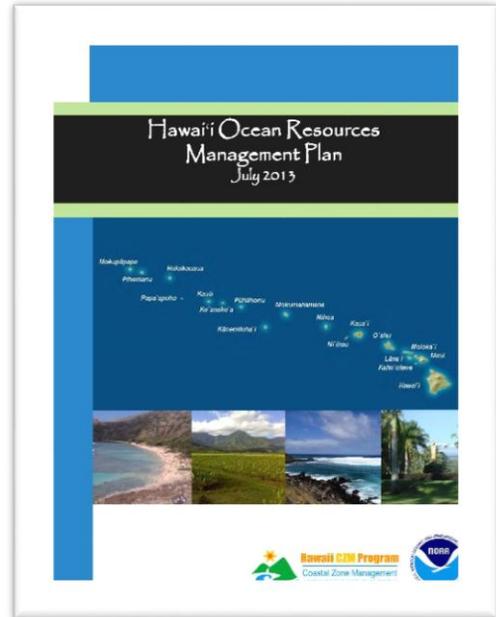
HAWAII OCEAN RESOURCES MANAGEMENT PLAN, 2013

Summary: The *Hawaii Ocean Resources Management Plan* (ORMP) was prepared by DBEDT and endorsed by the ORMP Policy Group in July 2013. The ORMP is a comprehensive state plan that provides a framework for ocean and coastal resource management in Hawaii. It strives to achieve the delicate balance between economic, ecological, and cultural needs. The ORMP coordinates the actions of various county, state, and federal agencies and the input from interested communities to achieve the sustainable use of Hawaii's ocean and coastal resources for current and future generations.

Themes: The ORMP identifies and discusses several issues that affect ocean and coastal resource management:

1. Urbanization
2. Impacts from tourism
3. Military use of lands
4. Commercial and recreational ocean uses
5. Shoreline access and conflicting uses
6. Coastal hazards, sea level rise, and coastal erosion
7. Climate change adaptation: Disaster preparedness and community resilience
8. Marine debris
9. Watershed management: Water quality and water quantity
10. Agricultural lands
11. Damage to coral reefs
12. Endangered species
13. Aquatic invasive species
14. Terrestrial invasive species
15. Food security
16. Alternative energy

Policy Direction(s): The overarching framework for implementing the ORMP is Hawaii's Coastal Zone Management (CZM) Act of 1977. The ORMP identifies 11 management priorities for the next 5-years. It addresses the challenges of our time and the future, such as increasing land use and ocean resource development, competing human uses, the



impacts from climate change, and the health of our natural environments. The 11 management priorities are as follows:

1. Appropriate coastal development
2. Management of coastal hazards
3. Watershed management
4. Marine resources
5. Coral reef
6. Ocean economy
7. Cultural heritage of the ocean
8. Training, education, and awareness
9. Collaboration and conflict resolution
10. Community and place-based ocean management projects
11. National ocean policy and pacific regional ocean initiatives

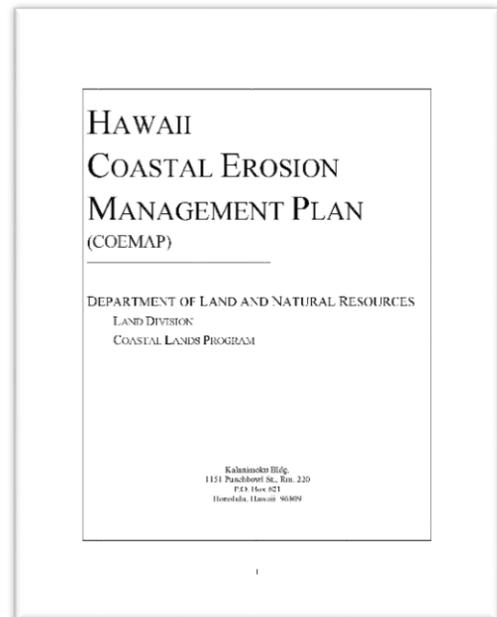
Interconnectivity Issues: Agriculture, Biosecurity/Invasive Species, Climate Change, Conservation Lands, Energy, Historic Preservation, Housing, Recreation, Tourism, Water, Wildlife

HAWAII COASTAL EROSION MANAGEMENT PLAN (COEMAP), 2000

Summary: The *Hawaii Coastal Erosion Management Plan* (COEMAP) was prepared by the Coastal Lands Program (CLP) of the DLNR. The COEMAP provides a framework for discussing, assessing, understanding, and ultimately managing the problem of coastal erosion and beach loss in Hawaii. The objective of COEMAP is to define legal, scientific, socio-economic, and engineering mechanisms for preserving, sustaining, and restoring Hawaii's beaches for future generations.

Themes: The following goals represent broad targets for improving the erosion management system in Hawaii:

1. The CLP needs to be empowered and funded with a specific revenue source with a nexus to coastal lands.
2. Encourage state and county decision-makers to consider erosional trends and processes, and other coastal hazards, at the zoning and subdivision stages of land development.



3. Implement beach and dune restoration with sand nourishment as a viable management option in Hawaii.
4. Implement a continuous source of scientific data and research products.
5. Create and maintain a continuous public education and awareness campaign.
6. Establish coastal land acquisition programs.
7. Develop a Technical Guidance Manual that provides direction for the development, restoration, and redevelopment of the coastline.

Policy Direction(s): The COEMAP provides the following recommendations to improve erosion management in the state of Hawaii:

1. Develop, fund, and empower the CLP at DLNR as the Lead Agency for coastal erosion management.
2. Consider erosional trends and processes, and other coastal hazards, at the zoning and subdivision stages of land development.
3. Develop a Technical Guidance Manual that provides direction for the development, restoration, and redevelopment of the coastline.
4. Enhance interagency coordination.
5. Implement a Pilot Shoreline Hazard Mitigation Project using beach and dune restoration.
6. Establish a continuous datastream, and formalize an enduring data source from the UH School of Ocean and Earth Science and Technology (SOEST) by creating a branch of the National Oceanic and Atmospheric Administration (NOAA) Coastal Services Center.
7. Establish a broad, pervasive, and enduring public education and awareness-building campaign.
8. Evaluate the applicability of "willing user," community-based performance standards and/or planning districts as erosion management tools at erosion hotspots.
9. Fund coastal land acquisition programs – Hoopono Kahakai.
10. Establish a General Permit for beach and dune restoration.
11. Plan for renourishment and redevelopment.
12. Adopt, or alter for adoption, the Office of Environmental Quality Control (OEQC) guidelines for Environmental Assessment of shoreline projects.
13. Focus regulatory efforts and build local expertise among agency personnel.
14. Develop littoral sector-specific planning objectives and goals to provide decision-making criteria.
15. Create a system of research products resulting from technical studies of coastal processes and sand resources.
16. Implement a small-scale nourishment General Permit.

17. Provide a management response to emergency situations confronting private and commercial landowners.
18. Implement an "Erosion Control" approach where feasible.
19. Analyze economic factors.
20. Integrate hazard mitigation and coastal conservation.

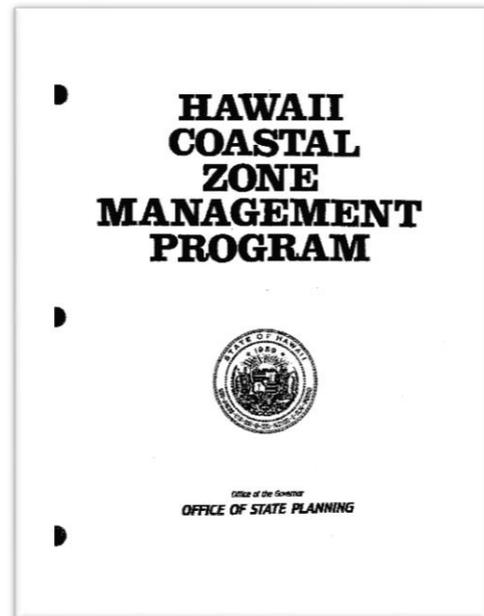
Interconnectivity Issues: Climate Change, Housing

HAWAII COASTAL ZONE MANAGEMENT PROGRAM, 1990

Summary: The *Hawaii Coastal Zone Management Program* was prepared by the State of Hawaii Office of Planning in 1990 and is the "official" Hawaii CZM Program. The CZM Program Document was approved by the NOAA and published in 1990. The *Hawaii Coastal Zone Management Program* document provides an overview of the key state and county laws, programs, and agencies responsible for managing coastal development in Hawaii.

Themes: The CZM Program identifies ten (10) objectives:

1. **Recreational Resources:** Provide coastal recreational opportunities accessible to the public.
2. **Historic Resources:** Protect, preserve, and, where desirable, restore those natural and manmade historic and prehistoric resources in the CZM area that are significant in Hawaiian and American history and culture.
3. **Scenic and Open Space Resources:** Protect, preserve, and, where desirable, restore or improve the quality of coastal scenic and open space resources.
4. **Coastal Ecosystems:** Protect valuable coastal ecosystems, including reefs, from disruption and minimize adverse impacts on all coastal ecosystems.
5. **Economic Uses:** Provide public or private facilities and improvements important to the State's economy in suitable locations.
6. **Coastal Hazards:** Reduce hazard to life and property from tsunami, storm waves, stream flooding, erosion, subsidence, and pollution.
7. **Managing Development:** Improve the development review process, communication, and public participation in the management of coastal resources and hazards.



8. **Public Participation:** Stimulate public awareness, education, and participation in coastal management.
9. **Beach Protection:** Protect beaches for public use and recreation.
10. **Marine Resources:** Promote the protection, use, and development of marine and coastal resources to assure their sustainability.

Policy Direction(s): Each of the objectives of the CZM Program has supporting policies that guide the CZM Program. These are provided below:

- **Recreational Resources**
 - Improve coordination and funding of coastal recreational planning and management.
 - Provide adequate, accessible, and diverse recreational opportunities in the CZM area.
- **Historic Resources**
 - Identify and analyze significant archaeological resources.
 - Maximize information retention through preservation of remains and artifacts or salvage operations.
 - Support state goals for protection, restoration, interpretation, and display of historic resources.
- **Scenic and Open Space Resources**
 - Identify valued scenic resources in the CZM area.
 - Ensure that new developments are compatible with their visual environment by designing and locating such developments to minimize the alteration of natural landforms and existing public views to and along the shoreline.
 - Preserve, maintain, and, where desirable, improve and restore open space and scenic resources.
 - Encourage those developments that are not coastal dependent to locate in inland areas.
- **Coastal Ecosystems**
 - Exercise an overall conservation ethic, and practice stewardship in the protection, use, and development of marine and coastal resources.
 - Improve the technical basis for natural resource management.
 - Preserve valuable coastal ecosystems, including reefs, or significant biological or economic importance.
 - Minimize disruption or degradation of coastal water ecosystems by effective regulation of stream diversions, channelization, and similar land and water uses, recognizing competing water needs.
 - Promote water quantity and quality planning and management practices that reflect the tolerance of fresh water and marine ecosystems and maintain and enhance water quality through the development and

implementation of point and nonpoint source water pollution control measures.

- **Economic Uses**

- Concentrate coastal dependent development in appropriate areas.
- Ensure that coastal dependent developments are located, designed, and constructed to minimize adverse social, visual, and environmental impacts in the CZM area.
- Direct the location and expansion of coastal dependent developments to areas presently designated and used for such developments and permit reasonable long-term growth at such areas, and permit coastal dependent development outside of presently designated areas given certain restrictions.

- **Coastal Hazards**

- Develop and communicate adequate information about storm wave, tsunami, flood, erosion, subsidence, and point and nonpoint source pollution hazards.
- Control development in areas subject to storm wave, tsunami, flood, erosion, subsidence, and point and nonpoint source pollution hazards.
- Ensure that developments comply with requirements of the Federal Flood Insurance Program.
- Prevent coastal flooding from inland projects.

- **Managing development**

- Use, implement, and enforce existing law effectively to the maximum extent possible in managing present and future coastal development.
- Facilitate timely processing of applications for development permits and resolve overlapping or conflicting permit requirements.
- Communicate the potential shore and long-term impacts of proposed significant coastal developments early in their life cycle and in terms understandable to the public to facilitate public participation in the planning and review process.

- **Public Participation**

- Promote public involvement in CZM processes.
- Disseminate information on coastal management issues by means of educational materials, published reports, staff contact, and public workshops for persons and organizations concerned with coastal issues, developments, and government activities.
- Organize workshops, policy dialogues, and site-specific mediations to respond to coastal issues and conflicts.

- **Beach Protection**

- Locate new structures inland from the shoreline setback to conserve open space, minimize interference with natural shoreline processes, and minimize loss of improvements due to erosion.
- Prohibit construction of private erosion-protection structures seaward of the shoreline, except when they result in improved aesthetic and engineering solutions to erosion at the sites and do not interfere with existing recreational and waterline activities.
- Minimize the construction of public erosion-protection structures seaward of the shoreline.
- **Marine Resources**
 - Ensure that the use and development of marine and coastal resources are ecologically and environmentally sound and economically beneficial.
 - Coordinate the management of marine and coastal resources and activities to improve effectiveness and efficiency.
 - Assert and articulate the interests of the State as a partner with federal agencies in the sound management of ocean resources within the United States exclusive economic zone.
 - Promote research, study, and understanding of ocean processes, marine life, and other ocean resources in order to acquire and inventory information necessary to understand how ocean development activities relate to and impact upon ocean and coastal resources.
 - Encourage research and development of new, innovative technologies for exploring, using, or protecting marine and coastal resources.

Interconnectivity Issues: Conservation Lands, Historic Preservation, Recreation, Water

SECTION 309 ASSESSMENT AND STRATEGY FY 2016-2020, 2015

Established in 1990 under Section 309 of the Coastal Zone Management Act (CZMA), this program encourages state and territory coastal zone management programs to improve upon their coastal zone management (CZM) programs in one or more of nine (9) enhancement areas: wetlands, coastal hazards, public access, marine debris, cumulative and secondary impacts, special area management plans, ocean and Great Lakes resources, energy and government facility siting, and aquaculture.

The 309 Strategy is to set forth explicit state policy regarding the importance of managing Hawaii's marine and coastal resources because of its economic, environmental, and cultural significance to the State. Specifically, the strategy focuses on getting the ocean resources objectives and policies to be codified in Hawaii's statewide policy document, the Hawaii State Plan and an update of the ORMP. An analysis and update of the Hawaii ORMP provides the basis for proposed legislation to amend the Hawaii State Plan.

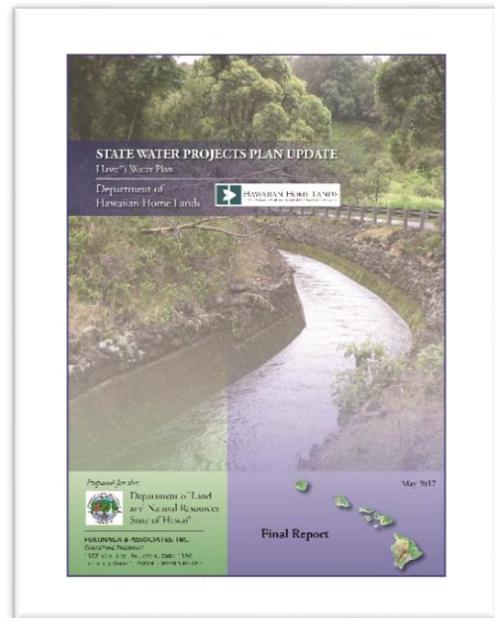
Interconnectivity Issues: wetlands, coastal hazards, public access, marine debris, cumulative and secondary impacts, special area management plans, ocean and Great Lakes resources, energy and government facility siting, and aquaculture

P. WATER PLANS

STATE WATER PROJECTS PLAN UPDATE, 2017

Summary: The *State Water Projects Plan* is a component of the *Hawaii Water Plan*, which serves as a dynamic, long-range planning guide for the Commission on Water Resources Management (CWRM). The *State Water Projects Plan* was updated in May 2017. This update only includes Department of Hawaiian Home Lands (DHHL) projects for two (2) reasons:

1. DHHL possesses one of the largest areas of land of all State agencies and could have a significant impact and requirements on water resources.
2. Water needs of the DHHL are Public Trust uses of water and have a special protection and priority in the water code.



Themes: The *State Water Projects Plan Update* consists of four (4) elements:

1. Inventory of existing water resources
2. Inventory of proposed DHHL projects
3. Assessment of future water requirements
4. *State Water Projects Plan* water development strategy

The water development strategy options were developed to identify, evaluate, and recommend source development options to meet the forecasted DHHL project water demands in both the short-term and long-term.

Policy Direction(s): The *State Water Projects Plan* was formulated in the original 2000 SWPP to identify and evaluate source development options for proposed State projects. The strategy provides potential options and recommended actions which are intended to meet forecasted water demands from State sponsored projects on an individual project basis. The options utilize existing and proposed State department water resources. For this update, strategy options and recommendations are categorized into two periods: Short-term and Long-term. Short-term options are scheduled to be implemented in the first 10 years of the SWPP planning horizon, between 2012 and 2021.

Interconnectivity Issues: Agriculture, Housing

WATER RESOURCE PROTECTION PLAN, 2008

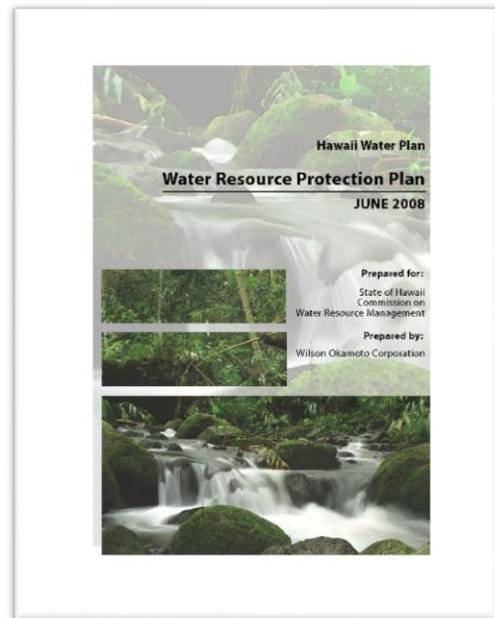
Summary: The *Water Resource Protection Plan* is a component of the *Hawaii Water Plan*. The plan was prepared for the CWRM and was finalized in June 2008. This plan is intended to provide for more successful coordination and integration of the State and county efforts related to sustainable water resource development.

Themes: The scope of the *Water Resource Protection Plan* is provided in the State Water Code in HRS 174C-31 and is as follows:

1. Study and inventory the existing water resources of the State and the means and methods of conserving and augmenting such water resources.
2. Review existing and contemplated needs and uses of water including State and County land use plans and policies and study their effect on the environment, procreation of fish and wildlife, and water quality.
3. Study the quantity and quality of water needed for existing and contemplated uses, including irrigation, power development, geothermal power, and municipal uses.
4. Identify rivers or streams, or a portion of a river or stream, which appropriately may be placed within a wild and scenic rivers system, to be preserved and protected as part of the public trust.
5. Study such other related matters as drainage, reclamation, flood hazards, flood plain zoning, dam safety, and selection of reservoir sites, as they relate to the protection, conservation, quantity, and quality of water.

Policy Direction(s): The *Water Resource Protection Plan* identifies the following objectives for CWRM:

- Fulfill the State's responsibility, as trustee of water resources, to set policies, protect resources, define uses, establish priorities while assuring rights and uses, and establish regulatory procedures through the implementation and administration of the State Water Code.
- Seek legislative support, budget appropriations, federal funding, and grants to execute CWRM policies, goals, objectives, and programs, as they are defined and implied by the State Water Code and its directives for interpretation included in HRS §174C-2.



- Seek maximum beneficial use of the waters of the State with adequate provisions for the protection of public interest objectives, as declared in HRS §174C-2.
- Foster comprehensive water-resource planning for the development, use, protection, and conservation of water via implementing and updating the *Hawaii Water Plan*, in accordance with the HWP requirements and objectives, as declared in the State Water Code and associated HAR.
- Fulfill the specific duties for research, resource protection, instream use protection, interagency cooperation, public education, program coordination, resource inventory and assessment, and determination of appurtenant rights, as declared in HRS §174C-5.
- Provide the regulatory and internal framework, including best use of information technology, for efficient ground and surface water management.
- Develop the best available information on water resources, including current and future water use monitoring and data collection, modeling activities, surface and ground water quality (chloride levels) and availability, stream flow, stream biota, and watershed health to make wise decisions about reasonable and beneficial use and protection of the resource.
- Support community-based management of water resources and develop short and long-range plans to avoid judicial and quasi-judicial disputes.
- Enhance and improve current stream protection and ground water protection programs for the benefit of future generations.
- Carefully consider the requirements of public trust uses, as determined by the Supreme Court's use of the Public Trust Doctrine to inform the Court's interpretation of the State Water Code.
- Administer and amend, as necessary, water use regulation programs to permit reasonable-beneficial uses of water in such a manner as to protect instream flows and maintain sustainable yields of ground water, as defined in the State Water Code.
- Execute, in conjunction with appropriate public, federal, State, and county agency consultation, CWRM's responsibility to designate areas of the State for the purpose of establishing administrative control where water resources may be threatened by existing or proposed withdrawals, diversions, or water use.
- Strive to protect and improve the quality of the waters of the State through the administration of ground and surface water protection programs, in conjunction with the DOH.

Interconnectivity Issues: Agriculture, Conservation Lands, Energy, Health, Housing

AGRICULTURAL WATER USE AND DEVELOPMENT PLAN, 2004

Summary: The *Agricultural Water Use and Development Plan* is a component of the *Hawaii Water Plan* and was prepared by the DOA and approved by the Board of Agriculture in December 2003. The plan was updated in December 2004. This plan documents 13 active irrigation systems, 10 of which are State-operated and three of which are privately owned. The plan focuses on transforming former plantation systems to diversified agricultural use, as well as maintaining systems already devoted to diversified agricultural use.

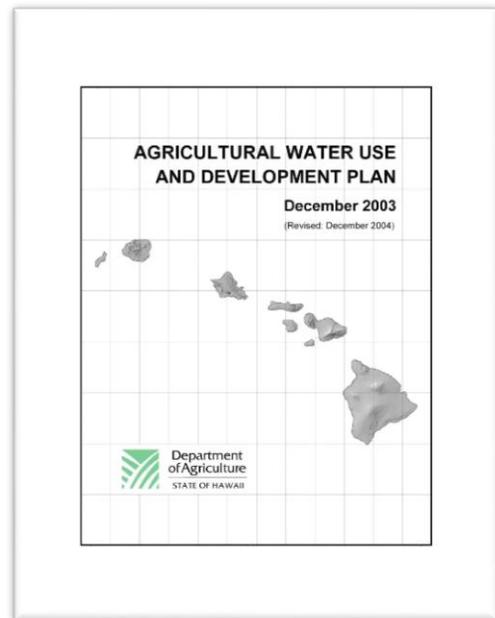
Themes: The *Agricultural Water Use and Development Plan* provides the following useful information to be used to attain the goal of expanding Hawaii's diversified agriculture:

1. Inventory and plan for the rehabilitation of the irrigation systems.
2. Identification of irrigable lands for diversified agriculture.
3. Forecasts of acreage and water needs for diversified agriculture for each irrigation system over a 20-year planning period.

Policy Direction(s): The *Agricultural Water Use and Development Plan* addresses the following elements:

1. Consistency with the *Water Resources Protection Plan*
2. Current and future demand forecasts
3. Water demand forecasting techniques

Interconnectivity Issues: Agriculture



WATER QUALITY PLAN, 1990

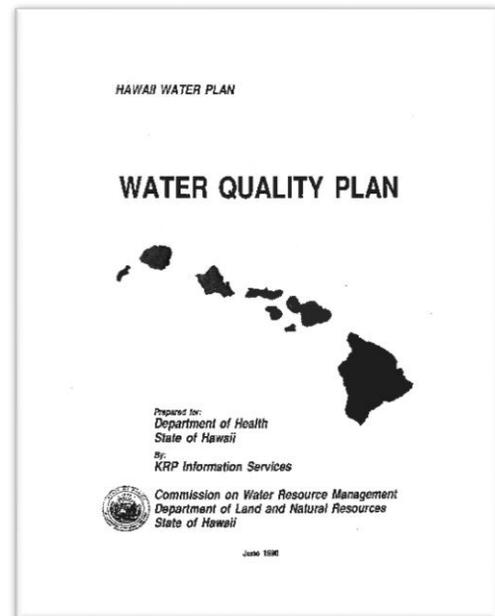
Summary: The *Water Quality Plan* is a component of the *Hawaii Water Plan* and was prepared for the DOH. The plan was accepted by the CWRM on June 27, 1990. This plan describes the DOH and other programs that are in place and in the process of development that provide protection for ground and surface waters, particularly those that are existing or potential sources of drinking water.

Themes: The overall goal of the *Water Quality Plan* is to protect the public health and sensitive ecological systems by preserving, protecting, restoring, and enhancing the quality of ground and surface waters throughout the State. In addition to the overall goal, this plan identifies the numerous federal, state, and county goals, objectives, and policies for water quality that are set forth in laws, regulations, and various planning documents.

Policy Direction(s): The *Water Quality Plan* follows the policies in the Federal, State, and county plans, including the following:

- **Federal**
 - Clean Water Act
 - Safe Drinking Water Act
 - Resource Conservation and Recovery Act
- **State**
 - Environmental Policy Act
 - State Water Code
 - Water Pollution Act
 - Safe Drinking Water
 - Groundwater Protection Program
 - Solid Waste Pollution
 - Hazardous Waste
 - Underground Storage Tanks
- **County** water quality goals, objectives, and policies are generally part of broad policy statements related to environmental quality, contained in their general and development plans.

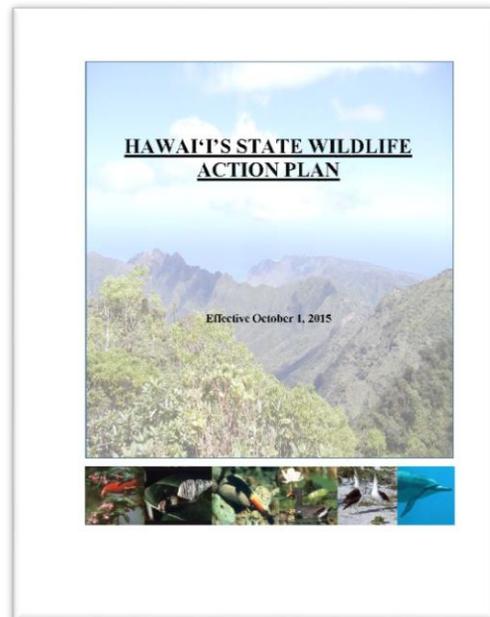
Interconnectivity Issues: Health



Q. WILDLIFE PLANS

HAWAII'S STATE WILDLIFE ACTION PLAN, 2015

Summary: *Hawaii's State Wildlife Action Plan* was prepared for the DLNR-DOFAW and became effective October 1, 2015. It was approved by the U.S. Fish and Wildlife Service (USFWS) on November 1, 2016. This plan comprehensively reviews the status of the full range of the state's native terrestrial and aquatic species, over 10,000 of which are found nowhere else on earth, and builds on the foundation developed in 2005. *Hawaii's State Wildlife Action Plan* presents strategies for long-term conservation of these species and their habitats. Updated plans are necessary to qualify for USFWS State Wildlife Grants.



Themes: *Hawaii's State Wildlife Action Plan* contains the following themes:

1. Loss of habitat
2. Invasive species
3. Climate change
4. Limited or insufficient information
5. Compliance with laws, rules, and regulations
6. Overharvesting extractive use
7. Management constraints
8. Inadequate funding

Policy Direction(s): *Hawaii's State Wildlife Action Plan* identifies seven (7) priority conservation objectives:

1. Maintain, protect, manage, and restore native species and habitats in sufficient quantity and quality to allow native species to thrive.
2. Combat invasive species through a three-tiered approach combining prevention and interdiction, early detection and rapid response, and ongoing control or eradication.
3. Develop and implement programs to obtain, manage, and disseminate information needed to guide conservation management and recovery programs.
4. Strengthen existing and create new partnerships and cooperative efforts.

5. Expand and strengthen outreach and education to improve understanding of our native wildlife resources among the people of Hawai'i.
6. Support policy changes aimed at improving and protecting native species and habitats.
7. Enhance funding opportunities to implement needed conservation actions.

Interconnectivity Issues: Biosecurity/Invasive Species, Conservation Lands

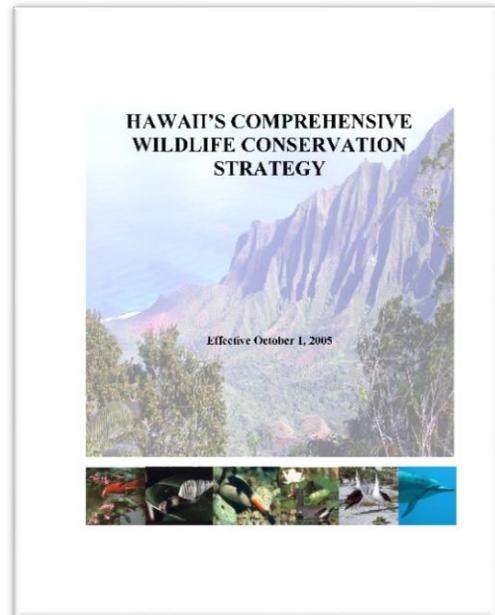
HAWAII'S COMPREHENSIVE WILDLIFE CONSERVATION STRATEGY, 2005

Summary: *Hawaii's Comprehensive Wildlife Conservation Strategy* (CWCS) was prepared for the DLNR and was submitted to the National Advisory Acceptance Team on October 1, 2005. The CWCS addresses the conservation needs of over 10,000 species native to Hawaii and outlines a statewide strategy for native wildlife conservation that includes species from the mountains to the ocean, from the Northwestern Hawaiian Islands to the main Hawaiian Islands.

Themes: The reason for developing a CWCS is to continue participation in the State Wildlife Grant program administered by the USFWS.

Every state in the nation and all the U.S. territories are preparing a CWCS by October 1, 2005 that contains the following eight required elements:

1. Information on the distribution and abundance of species of wildlife identified as "species of greatest conservation need," including low and declining populations, as the State fish and wildlife agency deems appropriate, that are indicative of the diversity and health of the State's wildlife.
2. Descriptions of the locations and relative condition of key habitats and community types essential to the conservation of species identified in (1).
3. Descriptions of problems which may adversely affect species identified in (1) or their habitats, and priority research and survey efforts needed to identify factors which may assist in restoration and improved conservation of these species and habitats.
4. Descriptions of conservation actions proposed to conserve the identified species and habitats and priorities for implementing such actions.
5. Proposed plans for monitoring species identified in (1) and their habitats, for monitoring the effectiveness of the conservation actions proposed in (4), and for



adapting these conservation actions to respond appropriately to new information or changing conditions.

6. Descriptions of procedures to review the plan at an interval not to exceed ten years.
7. Plans for coordinating the development, implementation, review, and revision of the plan with Federal, State, and local agencies and Indian tribes that manage significant land and water areas within the State or administer programs that significantly affect the conservation of identified species and habitats.
8. Provisions to ensure public participation in the development, revision, and implementation of projects and programs.

Policy Direction(s): The CWCS identifies the following seven (7) priority conservation actions:

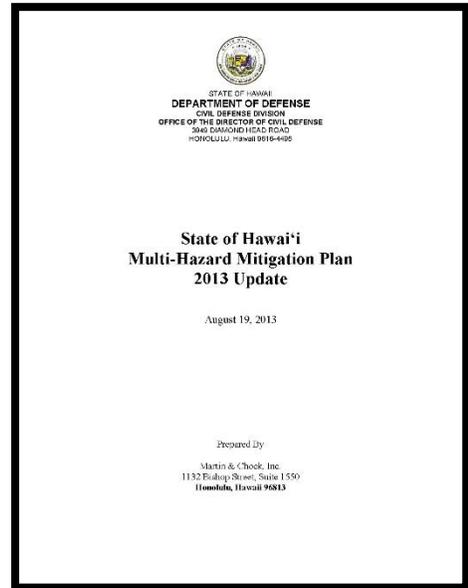
1. Maintain, protect, manage, and restore native species and habitats in sufficient quantity and quality to allow native species to thrive.
2. Combat invasive species through a three-tiered approach combining prevention and interdiction, early detection and rapid response, and ongoing control or eradication.
3. Develop and implement programs to obtain, manage, and disseminate information needed to guide conservation management and recovery programs.
4. Strengthen existing and create new partnerships and cooperative efforts.
5. Expand and strengthen outreach and education to improve understanding of our native wildlife resources among the people of Hawaii.
6. Support policy changes aimed at improving and protecting native species and habitats.
7. Enhance funding opportunities to implement needed conservation actions.

Interconnectivity Issues: Biosecurity/Invasive Species, Conservation Lands

R. EMERGENCY MANAGEMENT PLANS

STATE OF HAWAII MULTI-HAZARD MITIGATION PLAN, 2013 UPDATE

Summary: The *State of Hawaii Multi-Hazard Mitigation Plan, 2013 Update* was prepared for the State of Hawaii Department of Defense Civil Defense Division and originally approved October 27, 2004. The plan was updated and approved on October 4, 2010, and the 2013 update was approved on August 19, 2013. The purpose of a hazard mitigation plan is to protect lives and property from loss and destruction during a natural hazard. Hazard mitigation helps to maintain the quality of life by reducing the immediate costs of response and recovery to hazards and long-term costs to the economy.



Topics: The *State of Hawaii Multi-Hazard Mitigation Plan, 2013 Update* provides a risk assessment and mitigation strategies for the following topics:

1. Land Use and Development
2. High Wind Storms
3. Tropical Cyclones
4. Tsunamis
5. Earthquakes
6. Landslides and Rock Falls
7. Floods
8. Dam Failure
9. High Surf
10. Coastal Erosion
11. Droughts
12. Wildfires
13. Volcanic Hazards
14. Hazardous Materials
15. Health Risk and Vulnerability Assessment
16. Climate Change Effects

Policy Direction(s): The following goals and objectives are provided in the *State of Hawaii Multi-Hazard Mitigation Plan, 2013 Update*:

- **Goal 1: Protect life and property of the people of Hawaii**
 - Improve the resilience of lifelines, critical infrastructure, ports and airports, critical facilities, and supply chain and transportation networks, and reduce their vulnerability to disruption of function from hazards
 - Work with the Counties to assist in improvements of building codes and building inventories and risk assessments.
 - Ensure knowledge and accessibility of response plans, evacuation routes, and shelters and refuge areas.
 - Ensure adequate public sheltering space or alternative refuge structures for residents.
 - Ensure adequate public sheltering space or alternative refuge structures for visitors.
 - Ensure emergency services and medical facilities can provide acute care for victims of disasters.
 - Ensure that all lifeline and critical utility infrastructures are able to withstand hazard events or have contingency plans to quickly recover after a disaster
 - Ensure that all emergency response critical facilities and communication systems remain operational during hazard events.
 - Encourage appropriate coastal development that reduces risks from coastal hazards at all stages of development.
 - Reduce risk by addressing the target capability gaps identified in the state Threat and Hazard Identification and Risk Assessment and the strategic planning process. Emphasis shall be placed on building and sustaining Core Capabilities that address high-consequence events that pose the greatest risk, and Core Capabilities that can be used to address multiple threats and hazards.
- **Goal 2: Continually strive to improve the state of the art for the identification of hazard areas, prediction capabilities, and warning systems.**
 - Prepare GIS maps for all hazards with the best available information and formulate a strategy to maintain/upgrade the data.
 - Improve applicability of modeling systems to Hawaii conditions for hazard mapping, mitigation planning, and scenario training purposes.
 - Improve flood prediction and field-monitoring systems.
 - Establish a warning system that is cognizant of warning siren gaps that require supplemental field warning, which strives to fill those gaps based on population, that is routinely tested and maintained, and that educates the public on proper response.

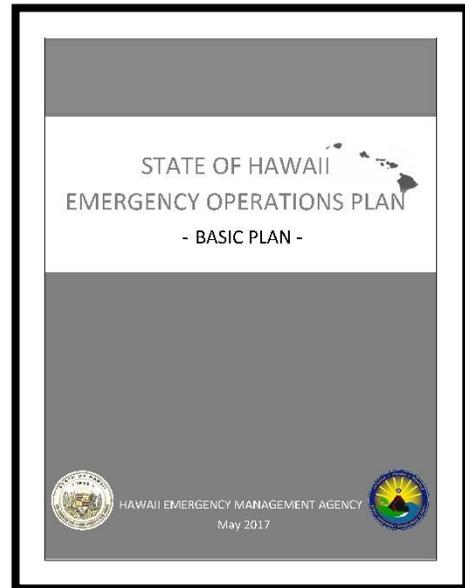
- Establish a rigorous reporting system after each major event to document the extent and cause of damage, lessons learned, and actions required to improve hazard mitigation, preparedness, response, or recovery.
- **Goal 3: Produce comprehensive, multi-hazard risk and vulnerability assessments.**
 - Identify and map assets, including sensitive environmental features and natural habitats, buildings and urban developments, historical buildings and properties, and cultural sites and use areas.
 - Maintain and update databases on new and improved data and technology with attention to securing data that should not be shared publicly.
 - Develop a statewide risk and vulnerability assessment (RVA).
 - Maintain and update RVA based on new and improved data and technology.
 - Develop appropriate protocols for data sharing and management at federal, state, and local levels.
 - Use HAZUS and RVA models and scenarios to identify risks and develop improvements.
 - Continue to monitor, evaluate, and update the assessments.
- **Goal 4: Protect the State’s natural, built, historical, and cultural assets.**
 - Incorporate indigenous cultural and natural environmental protection themes into hazard mitigation planning.
 - Update state building codes, regulations, and design standards and specifications to cost-effectively reduce susceptibility to high wind storms, tropical cyclone, earthquakes, floods, and tsunamis.
 - Ensure adequacy of land use regulations and zoning standards to mitigate risks to natural hazards. Periodically review their effectiveness and update them as necessary.
 - Encourage and support the adoption, enforcement, training in, and updating of building codes and standards that minimize the threat to life, health, and property damage caused by natural hazards.
 - Encourage and support the adoption, implementation, and updating of plans (including land use, resource management, and other state and county plans) that incorporate natural hazard elements (including risk and vulnerability, hazard maps, hazard mitigation best practices and standards).
 - Minimize environmental degradation and ensure habitat recovery.
- **Goal 5: Minimize post-disaster recovery disruption and rebuild businesses and restore economic activity to ensure the long-term sustainability of the State’s economic base.**

- Assess economic risk and vulnerability for multiple hazards.
- Develop strategies to ensure that financial institutions and other critical businesses can operate during crises.
- Develop small business strategies and contingency plans to help businesses reopen quickly following crises.
- Develop reconstruction and rehabilitation plans to ensure rapid recovery from disasters that achieves a greater level of disaster resilience.
- Make plans with the Hawaii Visitors and Convention Bureau to ensure the rapid restoration of the visitor industry to prevent long-term repercussions to the tourism industry, which is critical to the economy of Hawaii.
- **Goal 6: Ensure public awareness of risks, vulnerability, and multi-hazard mitigation actions through public education, that results in efficient evacuations, self-reliant disaster preparation, and willingness to abide by preventive or property protection requirements.**
 - Develop a broad-based public information program that utilizes a diversity of communication media.
 - Develop special public information programs targeted to vulnerable populations.
 - Provide updated risk and vulnerability assessments and plans for information distribution.
 - Run training exercises to make enable organizations, community-based groups, and emergency services to know how to respond during crises.
 - Ensure that non-structural mitigation measures are incorporated into mitigation public awareness programs.
 - Ensure adequate understanding of characteristics and dangers associated with natural hazards.

Interconnectivity Issues: Climate Change, Coastal Resources, Conservation Lands, Education, Historic Preservation, Housing, Tourism, Transportation, Utilities, Wildlife

STATE OF HAWAII EMERGENCY OPERATIONS PLAN, BASIC PLAN, 2017

Summary: The *State of Hawaii Emergency Operations Plan, Basic Plan* was prepared for the Hawaii Emergency Management Agency and was approved on May 9, 2017. The plan, which is often referred to as the “Basic Plan,” establishes a shared framework for the effective coordination of response and initial recovery operations during large-scale or complex emergencies and disasters that require the support of the state. This plan defines roles and responsibilities for state emergency management functions, establishes the conditions under which state resources are mobilized and describes the organizational concepts and structures used to coordinate actions of state entities and other levels of government.



Themes: The Basic Plan addresses a broad range of naturally occurring hazards and technological and human-caused incidents, both accidental and intentional, which could adversely impact Hawaii’s people, property, environment, or economy. The Basic Plan may be implemented when state resources are required for any of the following:

1. To assist local governments during a threatened or actual emergency or disaster.
2. To prepare for, respond to, or assist in a planned event.
3. To respond to an emergency or unusual situation that requires a high degree of immediate, non-routine coordinated action by state departments of agencies.

Policy Direction(s): The Basic Plan addresses how it relates to other plans and policies from other state departments and agencies, as well as county government departments and agencies. Specifically, the Basic Plan states the following with regard to other plans and policies:

- **County Emergency Operations Plans**
 - The Basic Plan addresses the provision of state resources and support for local emergency operations when requested by county officials.
 - Counties develop their own EOPs, which provide guidance on the utilization, direction, control and coordination of local resources during emergency operations, and address mechanisms for requesting and integrating state support when local resources are not sufficient.
 - The development and maintenance of local emergency operations plans is a requirement for county governments under HRS Chapter 127A-5.

- **State Department Emergency Operations Plans**
 - To ensure the state’s capability to implement the Basic Plan, each state department is required to develop and maintain a plan for emergency operations that supports the Basic Plan (pursuant to Administrative Directive No. 15-01).
- **Worksite Emergency Action Plans**
 - Each of the department’s worksites is required to maintain and exercise worksite Emergency Action Plans. Whereas the department’s Emergency Operations Plan addresses the department’s overall emergency response structure and policies, Emergency Action Plans are specific to each worksite and focus only on safety and evacuation procedures for hazards such as fire, tsunami, bomb threats or active shooters.
- **Continuity of Operation Plans**
 - State departments are required to maintain current all-hazards Continuity of Operations Plans (pursuant to Administrative Directive No. 15-01) that address the continuity of critical business functions during operational disruptions and plans for restoration of normal operations.
- **Relationship to Other State Plans**
 - The Basic Plan is supported by specialized state plans that address other aspects of the emergency management mission. While separate from the Basic Plan, these plans are consistent with the policies and procedures it outlines and are incorporated into the Basic Plan by reference.
 - State of Hawaii Multi-Hazard Mitigation Plan.
 - Hawaii Emergency Management Agency Strategic Plan.
 - State of Hawaii Multi-Year Training and Exercise Plan.
- **Relationship to Federal Plans**
 - The Basic Plan provides for integration of federal participation in state emergency operations when a federal agency is responding under its statutory authorities or when federal assistance is provided to the state following a presidentially declared disaster. This plan is intended to be compatible with the National Preparedness Framework (NPF), the National Response Framework (NRF), the National Disaster Recovery Framework (NDRF) and the National Incident Management System (NIMS).

Interconnectivity Issues: Climate Change, Coastal Resources, Conservation Lands, Education, Historic Preservation, Housing, Tourism, Transportation, Utilities, Wildlife

STATE OF HAWAII EMERGENCY MANAGEMENT AGENCY MULTI-YEAR TRAINING AND EXERCISE PLAN, 2016-2018, 2017

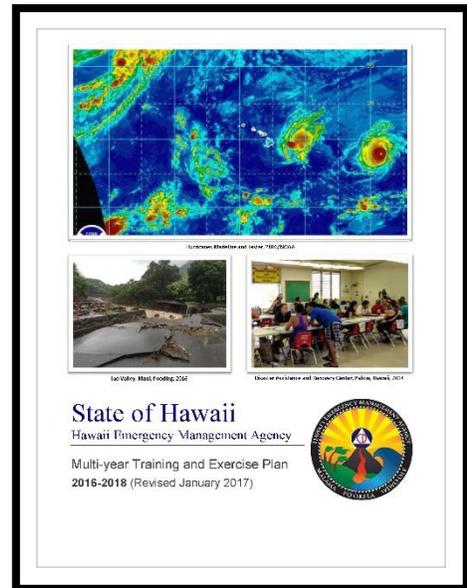
Summary: The *Multi-Year Training and Exercise Plan* was prepared for the Hawaii Emergency Management Agency and approved in 2017. The purpose of the plan is to document an organization's overall training and exercise program priorities for a specific multi-year time period. It is considered to be a living document that can be updated and refined annually. These priorities are linked to corresponding core capabilities, and, if applicable, a rationale based on existing strategic guidance, threat assessments, corrective actions from previous exercises, or other factors. This plan identifies the training and exercises that will help the organization build and sustain the core capabilities needed to address its training and exercise program priorities.

Priorities: The *Multi-Year Training and Exercise Plan* identifies the following priorities:

1. Mass Care
2. Planning and Operations
3. Logistics
4. Cybersecurity (Homeland Security)
5. Physical Protective Measures (Homeland Security)
6. Risk Assessment (Homeland Security)

Policy Direction(s): The *Multi-Year Training and Exercise Plan* identifies the following corresponding core capabilities for the aforementioned priorities:

- **Mass Care**
 - **Mass Care Services:** Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
 - **Planning:** Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
 - **Operational Coordination:** Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.



- **Infrastructure Systems:** Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
- **Public Information and Warning:** Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.
- **Situational Assessment:** Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
- **Operational Communications:** Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
- **Planning and Operations**
 - **Operational Coordination:** Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
 - **Planning:** Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
 - **Situational Assessment:** Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
 - **Operational Communication:** Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
- **Logistics**
 - **Logistics and Supply Chain Management:** Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.
 - **Critical Transportation:** Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.

- **Cybersecurity (Homeland Security)**
 - **Cybersecurity:** Protect (and if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.
 - **Operational Communications:** Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
- **Physical Protective Measures (Homeland Security)**
 - **Physical Protective Measures:** Implement and maintain risk-informed countermeasures, and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.
- **Risk Assessment (Homeland Security)**
 - **Risk and Disaster Resilience Assessment:** Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.
 - **Risk Management for Protection Programs and Activities:** Identify, assess, and prioritize risks to inform Protection activities, countermeasures, and investments.
 - **Threat and Hazards Identification:** Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.

Interconnectivity Issues: Health, Housing, Transportation

2015 HAWAII CATASTROPHIC HURRICANE PLAN/FEMA RIX HAWAII CATASTROPHIC ANNEX, 2015

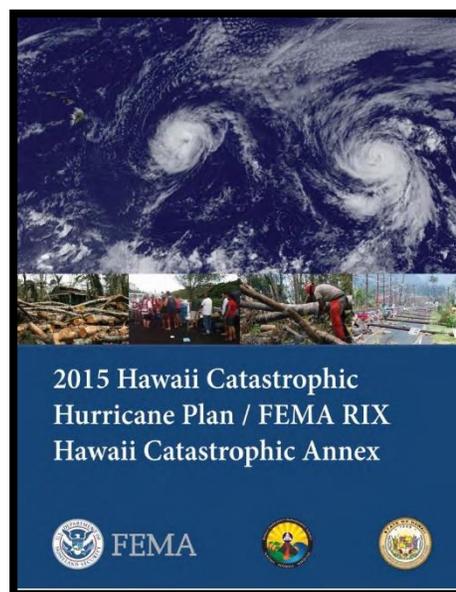
Summary: The *2015 Hawaii Catastrophic Hurricane Plan/FEMA Region IX Hawaii Catastrophic Hurricane Annex* was prepared by the Hawaii Emergency Management Agency and the U.S. Department of Homeland Security FEMA Region IX in 2015. This Plan is an executable, operational response Plan/Annex that addresses the magnitude of physical effects and operational impacts from a Category 4 hurricane, or that of lesser severity, making impact anywhere in Hawaii. The Plan/Annex outlines scalable and coordinated strategies to execute a joint state and federal response to catastrophic damage impacting the state.

Themes: The *2015 Hawaii Catastrophic Hurricane Plan/FEMA Region IX Hawaii Catastrophic Hurricane Annex* identifies three (3) priorities:

1. Save Lives and Minimize Suffering
2. Stabilize and Repair Critical Infrastructure
3. Maintain the Critical Transportation and Distribution Network

Policy Direction(s): The *2015 Hawaii Catastrophic Hurricane Plan/FEMA Region IX Hawaii Catastrophic Hurricane Annex* identifies the following operational objectives for the aforementioned priorities:

- **Save Lives and Minimize Suffering**
 - Perform life-saving measures: Provide lifesaving and sustaining health and medical services and conduct search and rescue operations
 - Conduct mass care services: Provide hydration, feeding, sheltering, and emergency assistance as well as support reunification.
- **Stabilize and Repair Critical Infrastructure**
 - Stabilize water and wastewater systems: Maintain emergency water distribution to key facilities including shelters and points of distribution, support wastewater services, and minimize spillage following a catastrophic hurricane.
 - Deliver fuel to support essential services: Distribute fuel to support prioritized response activities following a catastrophic hurricane as commercial delivery operations are restored.
 - Protect on-island critical resources: Coordinate and support the protection, security, and preservation of critical government resources statewide.



- Restore power to essential services: Provide emergency power to essential services, assist with power infrastructure assessment, and facilitate the restoration of damaged energy systems following a catastrophic hurricane throughout the state of Hawaii.
- **Maintain the Critical Transportation and Distribution Network**
 - Reestablish transportation routes for essential services: Coordinate and provide operational support and resources to ensure surface transportation routes enable access to essential services.
 - Restore port operations: Restore and/or establish statewide air and maritime port operations to provide sustaining supplies and materials supporting life sustaining activities and emergency response measures.

Interconnectivity Issues: Health, Transportation, Utilities

Hawaii State Plan Update, Phase 1

Appendix B: Survey Results Matrix

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| <p>Main Contact</p> | <p>Question 1: What current department plans, strategic plans, functional plans, and/or capital improvement plans does your department have? Please list by name and date completed.</p> | <p>Question 2: Are there any ongoing or planned updates to these plans? If so please provide status of update.</p> | <p>Question 3: Are any of your plans tied to federal funding requirements? If so, please indicate which plans and the funding requirement?</p> | <p>Question 4: What is the plan adoption process for your department plans (ie. administratively, board/commission)?</p> | <p>Question 5: Briefly describe how your department uses the current Hawaii State Plan?</p> | <p>Question 6: Do you anticipate a need to utilize any new technologies by your division/department? If so, what are they?</p> |
| <p>Department of Agriculture Office of the Chairperson 1428 South King Street Honolulu, HI 96814 Mr. Scott Enright, Chairperson</p> | <p>No response</p> | <p>No response</p> | <p>No response</p> | <p>No response</p> | <p>No response</p> | <p>No response</p> |
| <p>DLNR OCCL Tiger Mills Planner 808.587.0382 kimberly.mills@hawaii.gov P.O. Box 621, Honolulu, HI 96809-0621</p> | <p>n/a</p> | <p>N/A, no knowledge.</p> | <p>n/a</p> | <p>n/a</p> | <p>OCCL-We generally don't refer to the State General Plan.</p> | <p>Yes, for public information digital storage and access. Drones for site inspections</p> |
| <p>DLNR Land Division Russell Y. Tsuji Administrator 808.587.0422 russell.y.tsuji@hawaii.gov 1151 Punchbowl Street, Room 220 P.O. Box 621, Honolulu, HI 96809-0621</p> | <p>The Kakanilua Business Park (KBP) will be comprised of approximately 285 acres of State-owned land at Pulehuni. The project site is located along Mokuile Highway in Central Maui, in the vicinity of the former Naval Air Station Pu'un n . The proposed project will include small, medium, and large lots envisioned to be utilized for light industrial, commercial, nonprofit, and public/quasi-public uses, along with necessary infrastructure. Lease revenue generated at KBP will support a number of DLNR programs.</p> | <p>The KBP project is currently in the environmental impact statement publication notice process, and an environmental impact statement will need to be completed. A request for land use reclassification in the Land Use Commission will follow. Both processes inherently involve updates to the project.</p> | <p>The Land Division is 100% special funded and does not receive any general or federal fund support. The Special Land and Development Fund (SLDF) covers the entire annual operating budget for LNR101 which consists of the Land Division, the Office of Conservation and Coastal Lands, the Dam Safety program, and the Geothermal program. The SLDF also funds other positions within the Department such as three (3) positions within the Commission of Water Resource Management, and provides funding support to the Division of State Parks, and various resource protection programs administered by the Division of Forestry and Wildlife.</p> | <p>Any plan involving a commitment of State land or significant monetary resources requires the approval of the Board of Land and Natural Resources at a public, sun-shined meeting. Once Board approval is obtained, DLNR follows applicable laws such as Chapter 343, Hawaii Revised Statutes, Environmental Assessments, in implementing the plan.</p> | <p>DLNR refers to the Hawaii State Plan to ensure proposed DLNR projects are consistent with the plan.</p> | <p>The division is presently planning to update the State Land Information Management System (SLIMS), Land Division's computerized land/property management system, which was designed and implemented in 1998.</p> |
| <p>DLNR Division of Forestry and Wildlife - Forestry Section Jan Pall Forestry Planner Division of Forestry and Wildlife, DLNR 1151 Punchbowl St., Rm. 325 Honolulu, HI 96813 Ph (808) 587-4166 Fx (808) 587-0160</p> | <p>We have completed 10 management plans for 12 forest reserves (FR) across the state. The FR management plans and their completion dates are all available at this website. We have completed 2 timber management plans. The timber plans and their completion dates are also available website above. Lastly we have completed and updated the State of Hawaii Forest Action Plan (f/a/s Statewide Assessment of Resource and Strategies), updated as of 2016.</p> | <p>The Lihue-Koaloa FR management plan is currently being updated to incorporate newly proposed projects for the area. It is the only completed plan being updated at the moment. The Division is focusing on creating management plans for the remaining 43 FRs. The Forest Action Plan will be updated every 5 to 10 years with the most recent updated completed in 2016 - we are updating sections of this plan, including incorporating a Koa Forest Plan and revising the</p> | <p>FR management plans are required for applying for funds available through the Watershed Partnership Program Grants. Hawaii Forest Action Plan is tied to funding provided via the U.S. Forest Service and U.S. Department of Agricultural's Farm Bill Programs.</p> | <p>Our plans are approved and adopted by the Board of Land and Natural Resources. Hawaii Forest Action Plan is prepared by the state, reviewed by various advisory groups and committees (i.e.: Forest Stewardship Advisory Committee), and accepted by the U.S. Forest Service. These Forest Action Plans from each of the states are compiled into regional plans (e.g.: identifying Western region states' forest action priorities).</p> | <p>We currently do not use the Hawaii State Plan; we may refer the plan when it speaks to preventing forest loss or protecting watershed resources (usually when applying for acquisition grant funding).</p> | <p>GIS is an integral part of our planning process. Having high resolution imagery and other remote sensing datasets utilizing the latest technology for lands under our jurisdiction would be invaluable. This also requires having capacity within our division to utilize these datasets in a geospatial environment. We can use this technology to produce digital information to collaborate with our constituency through the internet and appropriate social media platforms.</p> |

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| <p>Main Contact</p> | <p>Question 1: What current department plans, strategic plans, functional plans, and/or capital improvement plans does your department have? Please list by name and date completed.</p> | <p>Question 2: Are there any ongoing or planned updates to these plans? If so please provide status of update.</p> | <p>Question 3: Are any of your plans tied to federal funding requirements or state funding requirements? If so, please indicate which plans and the funding requirement?</p> | <p>Question 4: What is the plan adoption process for your department plans (ie. administratively, board/commission)?</p> | <p>Question 5: Briefly describe how your department uses the current Hawaii State Plan?</p> | <p>Question 6: Do you anticipate a need to utilize any new technologies by your division/department? If so, what are they?</p> |
| <p>DLNR Division of Forestry and Wildlife - Forestry Section Dietra A. Myers Tremblay Planner State of Hawaii Department of Land and Natural Resources Division of Forestry and Wildlife 1151 Punchbowl St. Rm 325 Honolulu, HI 96813 Phone (808) 587-4186 Cell (808) 347-6740 Fax (808) 587-0160</p> | <p>These answers only pertain to the Wildlife Section of the DOFAW, DLNR. This section has 1) the Hawaii State Wildlife Action Plan; 2) various Habitat Conservation Plans; 3) various game and non-game management plans; 4) multi-partner endangered species recovery plans; and 5) capital improvement projects for Kawaiinui Marsh, Hamakua Marsh, and flood and hazard environmental abatement for various Oahu locations, which may require plans.</p> | <p>The Hawaii's State Wildlife Action Plan, updated in 2015, was an update of the Comprehensive Wildlife Conservation Strategy 2005 plan. There are approximately 5 ongoing updates to Habitat Conservation Plans. Game and non-game management plans, updated in FY16, are updated every 5 years.</p> | <p>The Hawaii State Wildlife Action Plan and game and non-game management plans are required to receive federal funding, such as the Wildlife & Sports Fish Restoration Program grants. Some of the programmatic Habitat Conservation Plans receive federal funds to help with the planning process. Also, there are Habitat Conservation Plan Land Acquisition grants that are required to be linked to Habitat Conservation Plans.</p> | <p>Most plans are adopted by the Board of Land and Natural Resources and require public input. Some plans must also be approved by partner agencies. The adoption process for Habitat Conservation Plans are described in Section 195D-21, Hawaii Revised Statutes.</p> | <p>Our section follows the goals of the Hawaii State Plan, however the section on environment is brief and general so it does not provide specific tasks to follow.</p> | <p>This section anticipates a need for an app to gather information from hunters, such as harvest data and check in/check out times of hunting units, as well as to provide information to hunters, such as hunting maps. Other anticipated needs include seabird minimization strategies involving lasers, and acoustic and infrared detection methods. Data analysis expertise is needed for high resolution imagery, such as LIDAR, and acoustic monitoring, such as song meter. Unmanned aerial vehicles will likely be used in the future for various reasons.</p> |
| <p>DLNR Division of Forestry and Wildlife - Native Ecosystems Protection and Management Section Emma Yuen Division of Forestry and Wildlife, DLNR (808) 587-4170 emma.yuen@hawaii.gov</p> | <p>These answers only pertain to the Native Ecosystem Section of the Division of Forestry and Wildlife, DLNR. This section has plans for each Natural Area Reserve, Natural Area Partnership, watershed partnerships, and plans for various species at in the Comprehensive Wildlife Conservation Strategy, as well as informal plans for individual species. We also are guided by the Rain Follows the Forest watershed plan (2011) as well as Governor Ige's Sustainable Hawaii initiative plan for protecting 30% of watershed forests by 2030 (which corresponds to a specific capital improvement plan).</p> | <p>All of these plans eventually will be updated when new projects are proposed. The ongoing and frequently updated plan would be Governor Ige's Sustainable Hawaii initiative where we track the progress of the goals of the plan via the dashboard: https://dashboard.hawaii.gov/stat/goals/5xhf-begg/4s33-f51v/wtjm-96jt/view</p> | <p>HRS requires plans for Natural Area Reserves, but those are not tied to state funding requirements. However, state funding for the Natural Area Partnerships requires plans to be revised every 6 years and state funding for watershed partnerships also requires watershed management plans.</p> | <p>The Natural Area Reserve and Natural Area Partnership plans require approval by the Natural Area Reserves System Commission as well as the Board of Land and Natural Resources. The Watershed Partnership plans are approved by the partners of the partnership.</p> | <p>Our section follows the goals of the Hawaii State Plan, however the section on environment is brief and general so it does not provide specific tasks to follow. The ORMP is more recent and specific to our work.</p> | <p>We need many new technologies. Some examples are an app that can educate visitors of our natural areas about the resources; interfaces with the public who needs permits to do work on our lands. The office of planning and its GIS division could help with better high resolution imagery of areas, as well as digital elevation models - anything that helps determine the slope as well as vegetation on remote areas would be helpful that has better imagery than google earth.</p> |
| <p>DLNR Cynthia Gomez Fiscal Management Officer Department of Land and Natural Resources Office: (808) 587-0340 cynthia.c.gomez@hawaii.gov</p> | <p>No response</p> | <p>No response</p> | <p>No response</p> | <p>No response</p> | <p>No response</p> | <p>No response</p> |
| <p>DOE Heidi Meeker heidi_meeker@notes.k12.hi.us Phone: 808-784-5095 Facilities Development Branch 3633 Waiialea Avenue, Room C209 Honolulu, HI 96826</p> | <p>No response</p> | <p>No response</p> | <p>No response</p> | <p>No response</p> | <p>No response</p> | <p>No response</p> |

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| <p>DLIR Aadel Khandaker Civil Rights and Equal Opportunity Officer 830 Punchbowl Street, Room 371 Honolulu, HI 96813 Phone: (808) 586-8148</p> | <p>No response</p> | <p>No response</p> | <p>No response</p> | <p>No response</p> | <p>No response</p> | <p>No response</p> |
| <p>DLIR LIRAB Danny Vasconcellos/Lily Ling Chairperson/Executive Officer Labor and Industrial Relations 830 Punchbowl Street, Room 404 Honolulu, Hawaii 96813 PH: 808-586-8600 danny.vasconcellos@hawaii.gov</p> | <p>DLIR had a strategic plan for 2008-2011. There is also a draft Business IT Strategic Plan dated May 2012 that was done under the direction of the prior administration's OLMT office (Office of Information and Technology). DLIR also completed a Strategic Action Plan Listing in 2009. As a division, LIRAB does not have a strategic plan.</p> | <p>None the LIRAB is aware of.</p> | <p>General State Funding. NO specific dollar or funding requirements.</p> | <p>In the past, the division held strategic planning workshops and collaborated to develop a plan for the department.</p> | <p>LIRAB has no information on how the department uses the Hawaii State Plan. LIRAB does not consult the Hawaii State Plan.</p> | <p>Yes, LIRAB envisions a secured electronic document filing and management system for the workers' compensation system that allows claimants, employers, providers, and other interested parties to file claims, reports, and records, and to access their case files and information online. The DLIR is heading the effort on this initiative. It would take many years to accomplish this.</p> |
| <p>DLIR OCS Rona Suzuki Executive Director rona.suzuki@hawaii.gov</p> | <p>Program Plans</p> | <p>Annual updates, as required</p> | <p>Community Services Block Grant (CSBG) Weatherization Assistance Program (WAP)</p> | <p>Administrative</p> | <p>N/A, no knowledge.</p> | <p>N/A, no knowledge.</p> |
| <p>DLIR Wage Standards Pamela Martin Administrator pamela.b.martin@hawaii.gov</p> | <p>WSD follows a functional plan that focuses our goals and objectives to improve the product we provide. Attached is the most current version.</p> | <p>The plan is reviewed annually to measure the progress and identify new directions, goals, and objectives.</p> | <p>Some long term plans are tied to state funding. Upgrading the WSD database known as WSD Information Management System (WSDIMS) to be web-based has been a long term project for over 10 years. The Division has been unable to prioritize the project and instead takes little steps to assist when the plan will be implemented.</p> | <p>WSD focuses on the goals of the current administration and adapt our processes to encompass our statutory mission of enforcement and administration of the laws we are responsible for (Chapters 104, 378, Part II and Part III, 387, 388, 390, and 398) and how that best services the public.</p> | <p>Right now, the Hawaii State Plan is a guide to focus and understand the priorities of the people and see how we can further that purpose within our statutory directives.</p> | <p>Yes WSD anticipates using new technology for our division. As the number of workers dwindles, the capacity of each person must increase. Providing technology that reaches out beyond the office space has been a tremendous coping mechanism, particularly social media and web-based sources. Unfortunately, only resources that already exist, or are free, have been available to develop. Creating a web-based office structure would contribute to solving transportation woes of the State employee commuter and put a personal face in the community where we need to develop relationships and trust if the public is to reach out to us to right the wrongs that are happening in the employment arena.</p> |

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| <p>DLIR William Hoshijo Executive Director Hawaii Civil Rights Commission 830 Punchbowl Street, Room 411 Honolulu, Hawaii 96821 PH: 808-586-8636 WilliamD.Hoshijo@hawaii.gov</p> | <p>The HCRC has not adopted a strategic plan. As an attached agency, we were invited to participate in a DLIR strategic planning process during the Cayetano Administration.</p> | <p>N/A, no knowledge.</p> | <p>Strategic plan is not a requirement of HCRC federal and state funding.</p> | <p>N/A, no knowledge of DLIR plan adoption process. HCRC is administratively attached; Commission makes policy, promulgates rules, and issues decisions in adjudication.</p> | <p>Limited knowledge of DLIR use of Hawaii State Plan; believe that DLIR planning process involved identification of core functions and priorities.</p> | <p>Division and attached agencies have been discussing and taking incremental steps toward use of new technologies for information management and storage, ranging from use of case management software programs, to scanning and archiving case documents, and, in the future, possibly e-filing, and paperless processing and public portal access. I believe some divisions have already implemented some of these new technologies.</p> |
| <p>DLIR Norman Ahu Administrator Occupational Safety and Health 830 Punchbowl Street Honolulu, Hawaii 96821 PH: 808-586-9116</p> | <p>OSHA 23(g) Grant-Strategic Plans OSHA 21(d) Grant-Strategic Plans</p> | <p>Both grants and strategic plans are renewed annually.</p> | <p>OSHA 23(g) Grant is 50% Federal / 50% State funded OSHA 21(d) Grant is 90% Federal / 10% State funded</p> | <p>OSHA National Office approval annually required.</p> | <p>Not Applicable.</p> | <p>To be determined.</p> |
| <p>DLIR Linda Y. Uesato Administrator Unemployment Insurance 830 Punchbowl Street # 325 Honolulu, Hawaii 96813 PH: 808-586-9069 linda.y.uesato@hawaii.gov</p> | <p>Not applicable</p> | <p>Not applicable</p> | <p>Not applicable</p> | <p>Not applicable</p> | <p>Not applicable</p> | <p>UI Division operations currently utilize web-based technology for its benefit and tax functions. Plans are to continue submitting proposals for federal supplemental budget funding, as they become available, to enhance computer and smart phone applications.</p> |
| <p>DLIR HR Renee Nagathisa Human Resources Officer 830 Punchbowl Street # 415 Honolulu, Hawaii 96813 PH: 808-586-9045</p> | <p>We do not have any of the above.</p> | <p>N/A, no knowledge.</p> | <p>N/A, no knowledge.</p> | <p>N/A, no knowledge.</p> | <p>N/A, no knowledge.</p> | <p>N/A, no knowledge.</p> |
| <p>HSDC Karl Fooks President karl.fooks@hawaii.gov Phone: 808-587-3830</p> | <p>HSDC has adopted an investment plan titled, the HI Growth Initiative. This is an ongoing investment program that partners with the private sector to provide capital to entrepreneurial ecosystem events, accelerator programs and venture capital investment funds.</p> | <p>No updates are currently being considered.</p> | <p>The HI Growth Initiative could not have launched without a significant grant from the US Department of the Treasury. State appropriations have also augmented the initial federal grant. The ongoing implementation is not dependent on future federal or state funding. However, HI Growth Initiative and continuing to develop Hawaii's innovation sector will require a new round of State and Federal funding which does appear to be forthcoming.</p> | <p>HSDC's investment plans are reviewed and approved by the Board of Directors of the Hawaii Strategic Development Corporation.</p> | <p>The current Hawaii State Plan provides the rationale, in conjunction with HSDC's statutory purpose, for the economic development objectives of the HI Growth Initiative. The Hawaii State Plan currently includes explicit guidance to promote innovation, entrepreneurial activity and access to risk capital. These are the core objectives of the HI Growth Initiative.</p> | <p>No.</p> |

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| <p>Main Contact</p> | <p>DINR State Parks Division Russell Kumabe Chief, Planning and Development Branch (PDB) 808.587.0305 russell.p.kumabe@hawaii.gov 11151 Punchbowl Street, Room 220 P.O. Box 624, Honolulu, HI 96809-0621</p> | <p>Question 1: What current department plans, strategic plans, functional plans, and/or capital improvement plans does your department have? Please list by name and date completed.</p> | <p>In regards to planning efforts, DSP is involved in various planning activities. Formal plans include our master plans for respective State Parks areas in our statewide system. This involves the participation of community, cultural, recreational and other stakeholders. To the extent possible, these plans include an environmental impact statement, which the Board of Land and Natural Resources (BLNR) reviews and approves simultaneously. The master plans are used to guide improvements and development projects and improvements in the parks that have these plans. Other plans include interpretive plans, budgetary planning, CIP and R&M project planning, and various outreach activities. Interpretive plans are conducted by DSP's staff archaeologists and the plan shares the natural and cultural identity of a place and provides guidance for development in this regard. PDB staff consults and prioritizes CIP and R&M projects and funding with DSP staff the improvements are needed for funding requests. Outreach efforts/activities with community residents and stakeholders are implemented that may be affected by DSP and CIP projects.</p> | <p>Question 2: Are there any ongoing or planned updates to these plans? If so please provide status of update.</p> | <p>Affirmative - updates to plans are based on need, such as CIP projects or management activities that are being planned for park areas; if the master plan is out-dated or incomplete, updates and/or completions are planned. DSP is required to complete a 5-year update of the State Comprehensive Outdoor Recreation Plan (SCORP) as mandated by the U.S. National Park Service (NPS). Attached is a status of plan updates.</p> | <p>Question 3: Are any of your plans tied to federal funding requirements or state funding requirements? If so, please indicate which plans and the funding requirement?</p> | <p>Affirmative - as noted above, SCORP updates are required by the NPS as DSP administers the Land and Water Conservation Fund (LWCF) program in Hawaii. LWCF match grant funds are provided to State and County park agencies for land acquisition and/or construction of park improvements. DSP, through its Interpretive Program, conducts 5-year updates to SCORP which involves statewide public and agency meetings.</p> | <p>Question 4: What is the plan adoption process for your department plans (ie. administratively; board/commission)?</p> | <p>BLNR is the authorizing entity in DLNR pursuant to Chapter 171, Hawaii Revised Statutes (HRS). To this end, any approvals for land entitlements, contracts, agreements, master plans, EAs/EIS, require BLNR approval.</p> | <p>Question 5: Briefly describe how your department uses the current Hawaii State Plan?</p> | <p>DSP, through the Chapter 343, HRS, processes, utilizes discussion of Chapter 226, HRS and Chapters 205 and 205a, HRS. We provide discussion on why we believe our projects are compliant with the goals and objectives of the Hawaii State Plan and the Coastal Zone Management Program. Our use of the State Plan is more subtle where objectives are incorporated into our stated mission and functional statements; also in our formal planning efforts.</p> | <p>Question 6: Do you anticipate a need to utilize any new technologies by your division/department? If so, what are they?</p> | <p>Affirmative - DSP is establishing its GIS capabilities, increasing its conversion to digital files, and other similar types, social media usage, aerial surveillance and data gathering through drone technologies, and other use of media and software by Division staff.</p> |
| <p>DINR DOBOR Finn McCall Acting Engineering Branch Head 4 Sand Island Access Road Honolulu, HI 96819 finn.d.mccall@hawaii.gov kevin.h.yim@hawaii.gov</p> | <p>The Division of Boating and Ocean Recreation (DOBOR) currently has a capital improvement program (CIP) in place. Several individual facilities have also Master Plans in place. The Staff Services Office updates the DOBOR's functional plan as necessary. It would also oversee the development of any strategic plans.</p> | <p>The DOBOR CIP is ongoing and regularly updated for each biennium budget. The various Master Plans for individual facilities have not been updated, largely due to funding restrictions. DOBOR is considering developing a strategic plan and is in the process of evaluating what resources would be required.</p> | <p>The DOBOR CIP uses state general bond funds and federal funds through the U.S. Dept. of the Interior, Fish and Wildlife Service, Wildlife and Sport Fish Restoration program and U.S. Federal Transit Administration. DOBOR also participates in a reimbursable grant program through the Sport Fish Restoration Program.</p> | <p>The CIP is adopted administratively. Authorization to implement projects associated with the CIP is approved by the Board of Land and Natural Resources. DOBOR's strategic plan would be adopted administratively as well.</p> | <p>DOBOR references the Hawaii State Plan when planning new CIP projects to ensure they are consistent with each other. DOBOR will also incorporate the Hawaii State Plan into the strategic plan.</p> | <p>New software is needed to track and monitor CIP projects to encompass planning, design, construction, and operation of facilities. DOBOR continues to incorporate new technologies such as eSign into its daily operations.</p> | | | | | | | |
| <p>Department of Business, Economic Development, and Tourism PO Box 2359 Honolulu, HI 96804-2359 Hawaii Department of Transportation Ailaimoku Building 869 Punchbowl Street Honolulu, HI 96813 Mr. Ford Fuchigami, Director</p> | <p>No response</p> | <p>No response</p> | <p>No response</p> | <p>No response</p> | <p>No response</p> | <p>No response</p> | | | | | | | |