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THE STATE OF HAWAII

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SUBJECT: RELATING TO GOVERNMENT OPERATIONS

STATE OF HAWAII
DEPARTMENT OF TRANSPORTATION
DECEMBER 2005

DEPARTMENT OF TRANSPORTATION

A. DEPARTMENT OF TRANSPORTATION

Statement of Short and Long Term Goals

The overall goal of the Department of Transportation is to facilitate the rapid, safe, and economical movement of people, goods, and mail into, within, and out of the State by providing and operating transportation facilities and supporting services.

Objectives and Policies

In order to achieve its overall goal, the Department of Transportation currently has three Divisions, Airports, Harbors and Highways that provide, operate, and maintain eleven (11) commercial service airports, four (4) general aviation airports, ten (10) commercial harbors, and two thousand four hundred and seventy (2,470) lane miles of highway.

Action Plan and Timetable to Implement Objectives and Policies in One, Two and Five Years

The Department of Transportation is responsible for the planning, design, construction, operation, and maintenance of the state facilities in all modes of transportation including air, water, and land. Coordination with other State, County, and Federal programs is maintained in order to achieve the overall objective.

Responsible planning and budgeting for air, water and land transportation systems is essential to meeting our objectives. Each capital improvement or special maintenance project is related to either improving our existing system, managing demand, or expanding the present system.

Process to Measure the Performance of Programs and Services in Meeting the Stated Goals, Objectives and Policies

The Multi-Year Program and Financial Plan (PFP) measures the Department's effectiveness by reporting on a number of effectiveness measures for each of the divisions. Performance is determined by comparing actual results with established goals on a fiscal year basis. While these measures are used by economists and analysts to measure our performance, our customers, the traveling public, grade us by their personal experiences.

B. AIRPORTS DIVISION

Statement of Goals

The Airports Division's goal is to develop, manage and promote a high quality regional and global air transportation enterprise with the spirit of aloha for all.

Objectives and Policies

The statewide airports system consists of eleven airports serving commercial airlines and four general aviation airports. The Airports Division's policy is to build for the future and promote Hawaii's airports as gateways of aloha in the global airport/airline marketplace by implementing modern, safe and effective techniques in operations, communications and information, property, financial, personnel management; and by planning, constructing, and maintaining efficient airport facilities.

The Airports Division strives to provide an efficient airport system by working in partnership with the airlines, concessionaires, governmental and regulatory agencies, lessees, and other key stakeholders, businesses, and workers.

The statewide airports system, which consists of fifteen airports, is extremely important because it provides the aviation-related facilities needed to accommodate the flow of passengers, cargo, and mail between the islands as well as to and from Pacific Basin nations and the Mainland. What is not so well known is the significant contribution the system of airports makes to the State economy.

This contribution consists of the direct, indirect, and induced impacts of airport activities. Direct impacts relate to airport operations and include the expenditures of the airlines, on airport organizations, travel agencies, and freight forwarders. Indirect impacts relate to the activities of suppliers and vendors to the businesses that are involved directly in airport operations. Induced impacts relate to the activities of various entities serving households that earn income as a direct result of the direct and indirect impacts.

One of the principal gauges used by the State to measure its ability to serve the public at its airports is the forecast of passenger volumes, cargo, mail, and airport operations. The forecast is used as a basis for planning future airport facilities and assessing the economic impact on the economy of the State. The forecast of passengers considers historic activity, visitor projections, and population growth factors.

Honolulu International Airport is the major aviation gateway for the State of Hawaii. It is the primary hub for domestic overseas and inter-island flights and is currently one of two State airports accommodating international flights. Honolulu International also functions as joint military-civilian airport sharing airfield facilities with Hickam Air Force Base. The airport occupies 2,200 acres of land and 2,000 acres of water about three miles west of Downtown Honolulu, and seven miles from Waikiki. The airfield consists of two pairs of parallel runways and associated taxiways and navigational aids. Facilities include a complex of general aviation, air cargo, and airport support facilities at the South Ramp near Ke'ehi Lagoon and the passenger terminal complex at the North Ramp. A complex of maintenance and air cargo facilities, principally for the inter island airlines, is located west of the terminal complex. Primary vehicular access is from Interstate Highway H-1 and the Nimitz Highway, both paralleling the airport to the north. H-1 off-ramps lead directly to the passenger terminals at the North Ramp. Rodgers Boulevard, Lagoon Drive, and Elliot and Aolele Streets provide secondary access from the Nimitz Highway to the North Ramp, inter island maintenance, and South Ramp facilities.

Kahului Airport is located on the northern edge of the land bridge between Haleakala and the West Maui Mountain Range

on the island of Maui. The airport occupies 1,391 acres of land and is located three miles east of the town of Kahului. The airport has two intersecting runways and full range of air carrier facilities for domestic overseas and inter-island commercial service. Kahului Airport provides commuter/air taxi and general aviation operations, including helicopter operations in separate locations. Vehicular access to the passenger terminal, commuter/air taxi, cargo, scenic-tour operators, general aviation facilities and airport support facilities is via roadway network that connects to the Haleakala and/or Hana Highways.

Kona International Airport at Keahole occupies 3,450 acres of land about seven miles northwest of Kailua-Kona on the island of Hawaii. The airport accommodates domestic overseas, international, inter-island, commuter/air taxi, and general aviation activities. It has an 11,000-foot runway and a complex of facilities at the eastern edge of the airfield for arriving and departing passengers, air cargo and mail, airport support, and general aviation operations. These facilities are served by an access roadway extending from the Queen Kaahumanu Highway. At the passenger terminal, the access roadway forms a one-way loop enclosing public parking and rental car check-in facilities. An additional complex of facilities, used primarily by rental car agencies for returns, general maintenance, and storage is located along the airport access roadway, midway between the passenger terminals and the highway. General aviation, cargo, and related facilities are located to the south of the passenger terminals and the access roadway.

Known as General Lyman Field prior to 1989, *Hilo International Airport* occupies 1,391 acres about two miles east of Hilo, on the eastern shore of the island of Hawaii. The airport's primary runway (8-26) is 9,800 feet long and is used principally for air carrier operations. Crosswind Runway 3-21 is 5,600 feet long and is used mainly for general aviation operations. The passenger terminal complex, including commuter facilities, is at the southern edge of the airport and is served by an access roadway from Kekuanaoa Avenue that encircles the public parking lot. An airport support complex providing fuel, maintenance, air cargo, and postal facilities is also located along Kekuanaoa Avenue, between the passenger terminal complex and the crosswind runway to the west. General aviation

facilities are located along the eastern edge of the crosswind runway, also served by the terminal access roadway. A parking apron for transient military aircraft is provided at the western edge of the runway.

Lihue Airport occupies 872 acres about 1.5 miles east of Lihue, on the southeast coast of the island of Kauai. The airport provides passenger and aircraft facilities for domestic overseas carriers, inter-island carriers, commuter/air taxi, air cargo, and general aviation activities. Airfield facilities include two runways, taxiways, aprons, navigational aids, airport traffic control tower, and helipads. Vehicular access to the airport is provided by Ahukuni Road, which extends from Kapule Highway. The passenger terminal is served by a one-way loop roadway branching off Ahukuni Road and encircling a public parking lot. The remaining facilities are served directly by Ahukuni Road.

Dillingham Airfield is a general aviation joint-use facility on the north shore of Oahu near the community of Waialua. The airfield has one runway, a State-operated control tower, several hangars, and a tie down area for recreation aircraft, but no other facilities. Air traffic is limited to daytime operations by small single-engine and light twin-engine aircraft, sailplanes, ultra-light aircraft, and helicopters. Traditionally, the airfield has been used mainly for recreation, such as glider soaring, hang-gliding, parachuting, and sky jumping.

Hana Airport supports commuter, unscheduled air taxi, and general aviation activities on a 119-acre site on the east shore of Maui, about three miles northwest of the town of Hana. The single runway serves the passenger terminal and general aviation and airport support facilities south of the runways. Vehicular access to the airport from Hana Highway is provided by Alalele Place. Future improvements contemplated include a taxiway paralleling the runway, widening of the access road, and expansion of the passenger terminal and parking facilities. These facilities will be pursued as air traffic increases.

Kalaupapa Airport occupies 55 acres on the northern peninsula of Molokai, two miles north of the Kalaupapa community. The airport serves commuter/air taxi operations and some air cargo operations. Facilities at the airport include a single runway, a small passenger terminal, and

airport support areas. The airport does not have a control tower. To comply with the wishes of the community and to minimize disturbance to the surrounding national park, no significant improvements are currently planned.

Upolu Airport is at the northern tip of the island of Hawaii, three miles from the town of Hawaii. This general aviation airport has a single runway (without taxiways) and two aircraft parking areas south of the runway. The east parking area supports passenger terminal operations and the west parking area provides tie down facilities for general aviation aircraft. The airport does not have a control tower, aircraft rescue and fire fighting facilities, or discrete air cargo facilities. Access to the airport is provided by a one-lane roadway off of Akoni Pule Highway. No significant near-term improvements are planned. In the long term, if traffic increases, the State envisions building a parallel taxiway south of the runway, and to move the existing terminal facilities farther from the runway to provide improved clearances and additional aircraft parking.

Lanai Airport occupies 505 acres about three miles southwest of Lanai City on the island of Lanai. The airport has a single runway and primarily serves scheduled inter-island and commuter/air taxi traffic, with some unscheduled charter and general aviation activity. A new passenger terminal complex was recently constructed to replace the aging facilities. The runway is proposed to be extended in the future to permit use by jet aircraft without payload restriction. The existing airport access roadway from Kaumalaupau Highway will continue to serve as the primary access route from Lanai City.

Molokai Airport occupies 288 acres on the central plateau of the island of Molokai. The airport has two runways that accommodate commuter/air taxi and general aviation activities, as well as some military flights. The passenger terminal complex and general aviation facilities are near the crosswind runway. Vehicular access to these two areas is provided by separate access roadways, each connecting with Keonelele Avenue. Existing facilities are generally adequate to meet foreseeable demand; therefore, there are no plans for significant improvements except those commensurate with an increase in demand. However, if demand were to increase dramatically as a result of tourism or other influences, both the existing runway and passenger

terminal facilities would need to be expanded significantly.

Waimea-Kohala Airport occupies 90 acres on the Island of Hawaii, one mile south of the town of Kamuela. The airport has a single runway, without taxiways and an aircraft parking apron at the west end of the runway serving the passenger terminal and general aviation facilities. No fueling or airport traffic control tower facilities are provided. An aircraft rescue and fire fighting facility shares space in the airport maintenance facility. Vehicular access to the terminal and other facilities is provided by a short connecting roadway extending from the Mamalahoa Highway. Modest enlargement for fixed-wing and helicopter hangars is being considered.

Kapalua Airport is a commercial service airport that is served by commercial propeller air carriers and commuter/air taxi aircraft only. This facility started as a private facility until its acquisition by the State. The facility consists of a single runway, terminal facilities, and support facilities. There are no air cargo facilities at this airport. Access to this airport is provided from two-lane road off of Honapiilani Highway. Improvements to this airport are limited to certain upgrades only. The runway, apron and other facilities cannot be expanded without changes to certain restrictions imposed by the County of Maui. Operations are limited to daytime hours only.

Kalaeloa Airport, formally Naval Air Station, Barbers Point, is currently being planned as a general aviation facility that uses 750 acres of the former Naval facility. The State will operate the three runways at the airport, the control tower and support facilities. General aviation facilities on the South Ramp of Honolulu International Airport (HIA) are currently being relocated to this facility. The move of general aviation from HIA will eventually mean a reduction of approximately 103,000 general aviation operations at HIA. In addition, space will be made available to fixed base operators at Kalaeloa Airport.

Port Allen Airport occupies 180 acres one mile southwest of the town of Hanapepe on the south shore of Kauai. This general aviation airport has a single runway, separate

parking areas for fixed wing aircraft and helicopters, and a public parking area. There are no other public facilities at the airport. Access to the airport is provided by Kaalani Road, which connects the airport with Lolokai Road and Highway 50. The principal planned improvements are the development of helicopter lease lots to the eastern end of the airport, construction of public comfort stations, and minor roadway improvements.

In order to achieve its goals, the division has established objectives in the following areas:

1. Leadership.
2. Safety and security.
3. Stakeholder and customer satisfaction.
4. Resource management.
5. Economic growth and environment.

Action Plan and Timetable to Implement Objectives and Policies in One, Two and Five Years

Over the next one, two, and five years, the Airports Division will be pursuing the following actions in order to achieve its objectives:

1. Increase the functional and managerial expertise of our staff.
2. Comply with all relevant federal and State safety and security rules and regulations.
3. Maintain insurance.
4. Prepare for all emergency needs.
5. Meet stakeholder expectations.
6. Support district employees.
7. Maximize fiscal and physical resources.
8. Maximize the productivity of division employees.
9. Increase passenger travel and cargo lift to the State.
10. Optimize revenues.
11. Abide by EPA guidelines.

Process to Measure the Performance of Programs and Services in Meeting the Stated Goals, Objectives and Policies

Specific performance goals have been set for each airport for each fiscal year and the results are measured against

the goals at the end of each fiscal year. These performance measures include the following:

1. Average time from plane touchdown to passenger departure.
2. Average time from passengers entering the plane to plane takeoff.
3. Through put cost per passenger.
4. Number of accidents per 100,000 square feet.
5. Number of accidents per 100,000 passenger movements.
6. Total operating cost per square foot.
7. Percent rating of facility by users.
8. Percent rating of facility by airlines.

C. HARBORS DIVISION

Statement of Goals

The Harbors Division's program is aimed at effectively providing and managing a commercial harbor system that facilitates the efficient movement of people and goods between ports within the Hawaiian Islands and throughout the world in a manner that enhances and preserves the State's economic prosperity and quality of life. Program objectives also include the support of fishing and passenger cruise industries; other maritime related service and support activities; and providing facilities for enjoyment by the general public.

Objectives and Policies

The statewide harbors system consists of ten (10) commercial harbors located at Honolulu, Kalaheo Barbers Point, Hilo, Kawaihae, Kahului, Kaunakakai, Kaunapali, Nawiliwili, Port Allen, and Kewalo Basin.

The major activities of this program are to maintain and operate the ten commercial harbors in a well managed and planned manner that will provide program planning and administrative support; manage vessel traffic into, within, and out of harbor facilities; provide, allocate, and control cargo storage areas; maintain, repair and operate harbor facilities; impose appropriate rates, rents, fees and charges to produce revenues and manage the harbors system as a self supporting enterprise; and maintain

offices and facilities for the conduct of maritime business with the public.

Revenues for the development, maintenance, and operation of the Harbors program are derived from a number of sources including wharfage, rentals, dockage, port entry fees, mooring charges, demurrage, cleaning, property rental and other ancillary harbor fees and charges. Wharfage and rentals represent the largest sources of revenues.

Activities conducted in the Harbors program requires interaction with other public and private sector agencies and businesses. Government agencies include:

1. The U.S. Army Corps of Engineers, which administers and participates in the planning, construction, and maintenance of harbor navigational improvements.
2. The Federal Maritime Commission that regulates port and marine terminal operators that engage in United States ocean-borne commerce. The Commission also receives and reviews tariff filings.
3. The U.S. Coast Guard that oversees maritime security at the commercial harbors and is also involved in the enforcement of safety and oil pollution regulations within harbor complexes of the State.
4. The U.S. Treasury Department inspects foreign goods to insure a proper assessment of duty. Goods are also inspected by the U.S. Department of Agriculture to safeguard the State against the introduction of biological pests.
5. The U.S. Customs and Border Protection Agency that monitors the flow of foreign people and goods entering U.S. ports.
6. The Environmental Protection Agency is involved with water quality standards.
7. State agencies that are involved in coastal areas, land and water use, economic development, environmental regulations and safety regulations.
8. The counties of the state that are involved in zoning, the granting of permits and similar activities.

Private sector entities provide shipping services, stevedoring, warehousing, tug services, maintenance, ship chandlery and repair, distribution and other functions. One of the main objectives of the statewide harbors program is to provide adequate

maritime facilities to accommodate the needs of the commercial shipping industry and the public.

Commercial Harbor Master Plans are used to plan and program future expansions and improvements to commercial harbor facilities. The master plans are developed with input from government agencies, maritime users and the public. The plans serve as a guide for continued port development.

Action Plan and Timetable to Implement Objectives and Policies in One, Two, and Five Years

Changes made to increase efficiency and effectiveness for the purpose of achieving programmed objectives include:

1. Where possible, the development of immediate facility improvements designed to alleviate congestion and crowding of cargo and passenger processing areas. These adjustments are intended to provide interim relief pending the completion of major improvements identified in the respective Harbor Master Plans.
2. Accelerated implementation of projects identified in prior plans; adjustments and revision in project prioritization to reflect identified changes in activity and harbor user operational requirements.
3. Continuing development and update of the Commercial Harbors Master Plans to ensure that long term planning strategies reflected in the CIP are integrated in accomplishing the objectives and mission of the Department. Included in this effort is the exploration of alternative means of funding for capital improvements and other strategies for revenue enhancement.
4. Honolulu Harbor Project Group: The continuing development of the special development team established to focus on key Honolulu Harbor projects for the purpose of expediting development of the critically needed maritime improvements was initiated in 2005. Comprised of members of the Department of Transportation,

Harbors Division and the Aloha Tower Development Corporation, this partnership centers on expediting development of additional cargo areas and related improvements for Honolulu Harbor by allowing concentrated attention on activities designed to achieve the planned improvements for harbor expansion. The establishment of the team and its composition permits work to be done with personnel experienced in development activities with focus on specific projects.

5. Hawaii Harbors User Group (HHUGS): Continued support and participation with the recently formed harbor user group. The major operators have joined to form the HHUGS organization that has provided a forum for the users to collaborate with the Harbors Division on planning and development initiatives. This effort will provide greater coordination and mutual support in the updating of harbor planning and development statewide. The HHUGS is also assisting the Harbors Division in the pursuit of federal funding alternatives to assist in harbor development.
6. Complete harbor improvements needed to facilitate the introduction of an inter-island ferry system in 2007.

Over the next one, two, and five years, the Harbors Division will be pursuing the following actions in order to achieve its objectives:

1. Ensure stakeholders are satisfied with the services and facilities provided.
2. Create and maintain a positive work environment for its employees.
3. Ensure the facilities are compliant with applicable federal, State and local safety regulations and standards.
4. Promote the health and safety of the public by eliminating harbors related deaths and injuries.
5. Optimize the use of Harbor resources through sound financial and organizational practices.
6. Anticipate and accommodate the commercial water transportation needs of the State.
7. Proactively address the needs of stakeholders.

8. Improve inter- and intra-division communication and collaboration.
9. Implement interim improvement plans and congestion relief projects.
10. Continue accelerated development of major harbor expansion, construction and improvement projects.
11. Upgrade rules, regulations and procedures to address improved ground transportation and related commercial activities; establish greater tenant and user environmental rules compliance; upgrade operational agreements with harbor users.
12. Revamp and upgrade tariff and property rental rates to provide greater financial stability and support to the harbor program.
13. Upgrading harbor emergency preparedness planning, security measures and emergency response capability.
14. Participate in Honolulu Harbor Iwilei District Participating Partner (IDPP) environmental cleanup and remediation of the piers 26-29 site.

Process to Measure the Performance of Programs and Services in Meeting the Stated Goals, Objectives and Policies

Progress on attainment of the Division's Goals and Objectives will be measured through the level of achievement, accomplishment and development of major improvement projects against the developed timetables established for the specific improvements identified. The respective Master Plans, including any subsequently adopted updates or enhancements will be used as the base from which the pace and progress of attainment on specific accomplishments will be measured.

Customer satisfaction is also used to assess whether the Division is meeting the needs of harbor users and the public in the overall maintenance and management of port administration and operations.

Additional milestones and dates identified in the development of Harbor improvements are also used as internal references to help assess the state of progress in attaining major goals and objectives. In the pursuit of improvements, a careful balance between the need and timing for the desired improvements and the time needed for implementation is established to avoid imposing higher tariff, fees, and charges on users than would otherwise be necessary to assure the progressive development of the

state's commercial harbors. Additional pier, yard, and support facilities are provided where necessary and existing facilities are upgraded when appropriate.

Specific performance goals have been set for each harbor for each fiscal year and the results are measured against the goals at the end of each fiscal year. These performance measures include the following:

1. Program cost per ton of cargo.
2. Total cargo tons processed per acre excluding water areas.
3. Number of incidences/accidents reported.

D. HIGHWAYS DIVISION

Statement of Goals

The Highways Division's goal is to provide a safe, efficient, and accessible highway system through the utilization of available resources in the maintenance, enhancement and support of land transportation facilities and programs.

Objectives and Policies

The Highways Division continually strives to meet our objective of providing a safe and efficient highways system by responding to the issues and problems faced by the Division.

Objectives of the Highways Division include, but are not limited to, the following:

1. Reducing the number of fatalities, crashes and property damage on our highways;
2. Maximizing the service life of our highway inventory and improving customer satisfaction;
3. Improving project coordination, scheduling and design quality;
4. Promoting alternative modes of transportation;
5. Relieve traffic congestion; and
6. Administering various safety, environmental and security programs and activities to meet federal and State standards and regulations.

ORGANIZATION - To achieve meet our objectives, the Highways Division is currently organized into three (3) Staff Services Offices, five (5) Branches and four (4) Districts under the direction of the Highways Administrator as follow:

- Staff Services Office
- Engineering Services Office
- Motor Vehicle Services Office
- Planning Branch
- Design Branch
- Right-of-Way Branch
- Materials Testing and Research Branch
- Construction and Maintenance Branch
- Traffic Branch
- Oahu District
- Kauai District
- Maui District
- Hawaii District

Action Plan and Timetable to Implement Objectives and Policies in One, Two and Five Years

To meet the program objectives, the Highways Division's major activities are to plan, design, and construct and maintain highway facilities on the State Highway System, which consists of 985 miles and approximately 2,470 lane-miles of highway. Funds for these activities are provided by State sources (Highways Special Funds and revenue bonds, etc.), which are appropriated by the State Legislature, and Federal Funds.

FUNDS - The Highways Division is a SPECIAL FUNDED agency generating its own revenues from the following sources:

- Highway fuel license tax;
- State vehicle weight tax;
- State vehicle registration fee;
- Rental motor vehicle and tour vehicle surcharge tax;
- Interest earnings;
- Federal grants-in-aid; and
- Other miscellaneous revenues.

FEDERAL FUNDS

- On August 10, 2005, President Bush signed the Safe, Accountable, Efficient Transportation Equity Act: a Legacy for Users (SAFETEA-LU) that authorizes the Federal Surface transportation programs for highways, highway safety, and transit for the 5-year period from 2005 to 2009. Under the new highway act Hawaii's projected federal funding will be \$167 million in FY 2006 and will increase slightly each year to \$171.8 million in FY 2009. In FY 2005 Hawaii's federal funding was approximately \$145 million. The amount of funds that Congress allows the states to obligate each year (obligation limitation), however, is generally less than the funds apportioned. In FY 2004 it was 94.6% of apportionment. In FY 2005 it was 85.5%.
- Some of the federal highway funds that Hawaii receives are passed through to the counties and other agencies. The amount of Federal highway funds used by the counties and other agencies varies and depends on the amount of projects the counties and other agencies have programmed in the Statewide Transportation Improvement Program (STIP). The highway act requires that projects using Federal highway and transit funds, as well as projects that are considered regionally significant, be programmed in the STIP.
- The Federal-aid Highway Program requires matching funds. With some exceptions, the matching shares are 90% Federal/10% State for projects on the Interstate System and 80% Federal/20% State funds for other projects. Some activities like training and educational activities and certain safety projects are eligible for 100% funding.

TIMETABLE AND RESULTS ACHIEVED - Over the past two years, the Division has undertaken and continued various programs and projects to improve the efficiency and effectiveness of the land transportation system.

- Oahu - We are constructing one increment of a North South Road in Ewa between the Kapolei Parkway and Interstate Route H-1 to help ease the existing congestion on Fort Weaver Road and to provide access to future developments in the area. Design for the next increment and for a diamond interchange at the H-1 is ongoing and will be completed in late 2006. We recently completed the widening of Fort Weaver Road in

the vicinity of Laulaunui Street and advertisement for a design-build contractor to complete the design and construction of the next increment from Aawa Street to Geiger Road will occur late 2005 or early 2006. Planning studies for widening the Interstate Route H-1 between Waiawa Interchange and Halawa Interchange continues and construction of the westbound Waimalu Viaduct is ongoing.

- Urban Honolulu - We are studying a number of different projects to help improve traffic flow. We are continuing studies to improve the westbound traffic flow on the Interstate Route H-1 at the Lunalilo Street On-Ramp and Vineyard Boulevard Off-Ramp and we will continue with morning coning of the westbound on-ramp/off-ramp weave at this location. Other ongoing feasibility studies to improve the eastbound traffic flow on the H-1 Freeway includes the possibility of squeezing another eastbound lane between the Kalihi Interchange and the Vineyard Off-Ramp and adding an auxiliary lane between Liliha Street on-ramp and the Pali Highway off-ramp. We will soon be starting the design of a Freeway Management System to help us better manage incidents on our freeways that currently impede traffic flow. We recently advertised a contract for a Freeway Service Patrol towing service and anticipate services to begin in 2007. We also will begin evaluating and completing our environmental studies for the Nimitz Highway "Flyover" that consists of a two-lane reversible arterial designed to handle in-bound flow in the morning and out-bound flow in the afternoon.

We are also exploring the feasibility of a westbound P.M. Zipper Lane on the H-1 freeway from Radford Drive to Waiawa Interchange. Different implementation schemes are being studied along with project funding challenges.

- Hawaii - The first phase of the Queen Kaahumanu Widening from Henry Street to Kealakehe Parkway was awarded on May 24, 2005. Construction is scheduled to start in mid-December 2005 and completion is anticipated in early 2007. Design for the second phase of the widening from Kealakehe Parkway to Keahole Airport Access Road is programmed for fiscal year 2007. The Kealakaha Bridge Replacement Project was

awarded on September 19, 2005 and construction is scheduled to start in mid-December 2005. Planning studies for the widening of Keaau-Pahoa Road or alternative alignments will begin early 2006 while planning efforts for the Waimea Bypass and Kawaihae Road Bypass projects continues.

Project design for the realignment and widening of the first increment of Puainako Street from Kilauea Avenue to Komohana Street is ongoing. Sub phases for Phase 1 construction of Saddle Road between the 28 and 35-mile posts continues. Phase 2 design of the east side of Saddle Road continues. Preliminary engineering and feasibility studies for the Hawaii Belt Road Rockfall Mitigation and for the Keaau-Pahoa shoulder lane widening between the Keaau Bypass and Shower Drive are ongoing.

- Maui - The contra flow operation on Haleakala Highway provides relief to motorists from Upcountry to Kahului and Wailuku during the morning peak and afternoon traffic period. Widening from Hana Highway to Firebreak Road has been completed. Design of Phase 2, from Firebreak Road to Pukalani has been completed and construction is expected to start in May 2006. Design and construction of Mokulele Highway widening between Kuihelani Highway and Piilani Highway is progressing satisfactorily. Phases I and II between Kuihelani Highway and the Cane Haul Road and North Mehamaha Loop has been completed; construction for Phase III from the vicinity of Kolaloa Bridge to the Vicinity of Kealia Pond Driveway has started; bids for Phase V from the vicinity of Kealia Pond Driveway to Piilani Highway are scheduled to open in early 2006. Design-build proposals for Phase-1A of the Honoapiilani Highway Realignment, from the Future Keawe Street Extension to Lahainaluna Road were solicited in early 2005 and opened and evaluated in the spring of 2005. Funding for the next increment from Lahainaluna Road to Launiupoko is being requested and design will start by State Fiscal Year 2007. Design for the widening of Honoapiilani Highway between Aholo Road to Lahainaluna Road is progressing satisfactorily. Planning for the Honoapiilani Highway Widening/Realignment, from Maalaea Harbor to Puamana will be starting shortly once a consultant is procured. In Paia, planning studies for the Paia Bypass have started. In the

interim, we have partnered with Hawaiian Commercial and Sugar Company and the County of Maui to provide an afternoon "mini-bypass" from Hana Highway to Baldwin Avenue to improve the traffic on Hana Highway. We recently completed the State's portion of the work that widened the shoulder from Alawai Road to Paia. In the Hana District, construction of the Hana Highway Rockfall Mitigation at Mile Post 11 has been completed. Design for the succeeding project at Mile Post 19 is progressing satisfactorily. Also the Hana Highway Improvements from Huelo to Hana was completed. In Kahului, consultant procurement for the planning and design of the Kahului Airport Access Road is in progress. On an island wide basis, installation and reconstruction of non-compliant wheel chair ramps have been completed.

- Molokai - Construction of the State Highway Baseyard is progressing satisfactorily. Design for Kawela bridge replacement is in progress.
- Kauai - The "Kapaa Temporary Bypass" and the "Puhi Temporary Bypass" routes, along with the contra flow operations between Hanamaulu and Wailua continue to temporarily relieve traffic congestion in their respective areas. These interim measures are in advance of the permanent Kapaa Bypass and the Kaumualii Highway widening projects that will provide more permanent solutions to Kauai's congestion problems. We recently committed to perform other interim improvements to Kuhio Highway from the Kapaa Temporary Bypass Road to Wailua River crossing. Proposed improvements include adding another southbound lane in the area fronting Coco Palms and adding another lane at Wailua River crossing. Design for the first increment of Kaumualii Highway Widening, from Rice Street to Puhi Road is ongoing and is scheduled to be completed in 2007.
- Statewide
 1. We have continued our traffic safety countermeasure activities. Through its Click It or Ticket (CIOT) campaign, Hawaii has the highest seat belt use rate in the Nation at 95.3%. We attribute the success of the CIOT campaign to the hard work of our many highway safety partners

which included: the four county police departments, the Department of Health, the Department of Education, the Federal Highway Administration, the Federal Motor Vehicle Carrier Safety Association, the local fire departments, religious leaders, military bases and so many more. We also supported the enforcement campaign with a strong media campaign (television, radio, movie theatre).

2. To combat the problem of drunk driving, we along with the four county police departments, have implemented a 52/12 - "You Drink, You Drive, You Lose" campaign to increase the use of sobriety checkpoints to every week of every month of the year.
3. We are proud to say that two major safety initiatives have become law: (1) the Graduated Driver License (GDL) program and (2) the new pedestrian safety laws. The GDL will require those under 18 years of age to go through a three stage process before getting their full licensure. This should allow young drivers additional time to increase their driving skills and reduce the total number of injuries and fatalities in this age group.
4. The new pedestrian law was changed to say a car must STOP instead of yield to a pedestrian when the pedestrian is in their half of the road way or if the pedestrian is so close that it would constitute a danger to the pedestrian.
5. We are currently developing public service announcements to inform the public about our new pedestrian law and a "No Need To Speed" campaign. As with our other traffic safety campaigns, we are working with various partner agencies, especially the local police, to raise awareness through combined enforcement, education and media exposure to provide the greatest results.

Process to Measure the Performance of Programs and Services in Meeting the Stated Goals, Objectives, and Policies

Measures of Effectiveness - The effectiveness of the program is measured by the ability of the highway system to move traffic in a safe and efficient manner.

In 2004, the fatalities per vehicle mile travel increased slightly over the previous year. The Highways Division continues to improve the sufficiency rating of our bridges and reduce its backlog of functionally and/or structurally deficient bridges. We replace or rehabilitate approximately six to eight bridges per year.

The Highways Division has added incentive/disincentive pavement smoothness to its asphalt concrete resurfacing projects. The program shows a marked improvement in the ride quality of our finish pavement surface. Direct benefits of smoother pavements are long-term pavement performance, safety, improved riding quality and reduction in annual maintenance costs.

Actions Taken

- o The Division continues to scope our projects with a scoping team consisting of members with specific engineering and land acquisition expertise such as design, traffic, structural, hydraulic, geotechnical, environmental, right of way, maintenance and construction. This team visits the project locations; determines the functional requirements; evaluates alternatives; defines the detailed scope of the project; and prepares cost estimates and project schedules for the new projects. This is being done before the design of the project begins. The scoping process will enable the Division to complete its projects on time and within budget. The goal of the Division is for all projects to go through the scoping process prior to their inclusion in our budget.
- o In May 2005 a statewide Pavement Maintenance Task Force was established to address the conditions of our roadways. We are collecting data for a roadway inventory, and have formed District planning committees to prioritize projects and streamline project delivery. We are also implementing a pavement preservation program that focuses on maintaining the condition of good roads rather than only fixing roads in poor condition.

- o The Division is streamlining functions by seeking new ways of eliminating unnecessary requirements through constant evaluation of our processes and procedures. We continue to increase automation with the use of computers to replace manual operations and record keeping.
- o The Highways Division currently has agreements with various Counties to maintain our traffic signal systems, for contra-flow coning on Kalaniana'ole Highway and for the removal of abandoned vehicles. We also have agreements with the Counties to implement other State highway programs such as the State Periodic Motor Vehicle Inspection (PMVI), Commercial Driver's License (CDL), Federal Heavy Vehicle Use Tax and Vehicle Weight and Registration Collection programs. These joint agency agreements are designed to reduce the duplication of services.

Problems and Issues

- o **Congestion** - Congestion is one of the greatest issues of statewide concern. Demand is increasing along already crowded corridors, and the Division is continuously looking for viable traffic management systems improvements to provide relief to our motoring public.

Numerous projects are currently being implemented to alleviate congestion along our most heavily traveled routes.

- Zipper Lane - We recently opened the A.M. Zipper Lane extension from the Pearl Harbor Interchange to the Keehi Interchange.
- H-1/Urban Honolulu
 1. Planned improvements the eastbound traffic flow on the H-1 Freeway includes the possibility of squeezing another eastbound lane between the Kalihi Interchange and the Vineyard Off-Ramp and adding an auxiliary lane

between Liliha Street on-ramp and the Pali Highway off-ramp.

2. Congestion relief measures along H-1 include the ongoing construction of the Waimalu Viaduct widening to the Pearl City Off-Ramp. Other projects in the central area includes widening the Waipahu Street off-ramp from the H-1, adding another westbound lane through the Waiawa Interchange, and a feasibility study for a westbound P.M. Zipper lane from Radford Drive to Waiawa Interchange.

- Leeward Oahu - Construction for the first increment and design for the second and third increments of North-South Road are ongoing. The project will install a new three-lane facility and diamond interchange to H-1. Construction of the widening of Fort Weaver Road from Laulaunui Street to Geiger Road to increase the travel lanes in both directions from four to six lanes was recently completed. The next phase of the widening from Aawa Street to Geiger Road will be bid shortly. The Estate of James Campbell is currently designing and preparing environmental documents to improve the Makakilo Interchange and construct the first phase of Kapolei Interchange. These improvements will enhance traffic flow on the H-1 in this area and provide secondary traffic benefits to the City of Kapolei. Intersection improvements at Farrington Highway at Nanakuli Avenue, Haleakala Avenue, and Lualualei Homestead Road will increase traffic safety and operation efficiency in these areas.
- West Maui - The first phase of the Lahaina Bypass project intends to divert traffic away from the heavily congested Honoapiilani Highway / Lahainaluna Road intersection by providing an alternate access via Keawe Street and the new

Lahaina Bypass to the schools along Lahainaluna Road. Honoapiilani Highway will also be widened from two to four lanes between Aholo Road to Lahainaluna Road. In South Maui, Piilani Highway was widened from 2 to 4 lanes from Mokulele Highway to Kilohana Drive as an interim improvement to alleviate the heavy traffic that is now experienced on this highway.

- West Hawaii - The first phase of the Queen Kaahumanu Highway Widening from Henry Street to Kealakehe Parkway will add additional lanes to the current 2-lane highway. The second phase from Kealakehe Parkway to Keahole Airport will provide additional lanes to provide traffic added capacity to this stretch of highway. In East Hawaii, the alternatives to widen or realign portions of the existing Keaau-Pahoa Road will be studied for this busy area. In Kamuela, the Waimea Bypass is expected to provide some congestion relief for the traveling public.
- Kapaa - We have committed to add an additional southbound lane on Kuhio Highway from the Temporary Kapaa Bypass road to the Wailua River. This widening will provide some congestion relief to both the morning and afternoon peak periods. Additionally, the widening of Kaumualii Highway will improve traffic flow from Rice Street to Puhi Road.

o Traffic Safety

- One of the Division's objectives is to reduce the number and severity of crashes on all public roads. Various continuing safety improvement programs are a top priority for the Division.
- Current safety programs include intersection improvements, installing/upgrading traffic signals, guardrails, drainage improvements and bridge seismic retrofits. Safety analysis for each highway project is

executed at the earliest stage of project development to ensure consideration of identified areas of concern.

- Collection and analysis of traffic safety data are continuing to keep stride with national technological advances and new techniques. The Division is committed to working with other agencies and the community to improve the quality and use of traffic data to improve highway safety.

o Environmental Concerns

- The Department of Transportation recently concluded negotiations with the Environmental Protection Agency and the Department of Health for the Highways Division to comply with the Clean Water Act on Oahu.
- The Highways Division continues to take a proactive approach in fulfilling its Federal Clean Water Act (CWA) requirements on the outer islands. To ensure compliance commitment of additional funding and personnel are needed. A consultant has been procured and is tasked to assist the Department of Transportation to comply with CWA requirements.
- To address Oahu District environmental concerns, an adhoc committee of engineers, inspectors and clerical staff has been formed to proactively address EPA issues in regards to the Clean Water Act (MS4), Resource Conservation and Recovery Act (RCRA) and other compliance issues.
- An Environmental Compliance Assessment Report was previously completed by the United States Army Corp of Engineers (COE). This report identified areas requiring the removal of asbestos and lead based paint and other compliance issues involving our highway facilities and infrastructure. The COE continues to assist us in developing

programs to implement/mitigate these solid waste and HAZMAT concerns.

In addition, specific performance goals have been set for each District, Highways Administration, and Motor Vehicle Safety Office for each fiscal year and the results are measured against the goals at the end of each fiscal year. These performance measures include the following:

1. Number of highway locations where congestion exists during peak traffic.
2. Number of accidents per 100 million of vehicle miles traveled.
3. Number of fatalities per billion vehicle miles traveled.
4. Maintenance cost per ten lane-miles.
5. Percent of bridges with sufficiency rating of 50 or less.
6. Percent of bridges with sufficiency rating 51-100.
7. Percent of roads with serviceability rating index of 2 or less.
8. Costs of Administration relative to total program costs.
9. Percent of late interest payments to total payments.
10. Debt service costs to total operating and maintenance expenditures.
11. Percent of satisfied LTAP event attendees.
12. Average number of work days to process permit applications.
13. Percent of Governor referrals responded to within 8 work days.
14. Percent of complaints responded to within 5 work days.
15. Number of motor vehicle fatalities per 10,000 motor vehicles.
16. Number of motor vehicle injuries per 10,000 motor vehicles.
17. Number of motor vehicle accidents per 10,000 motor vehicles.
18. Number of motor vehicle property damage accidents per 10,000 motor vehicles.
19. Number of accidents per 10,000 motor carrier vehicles.
20. Percent of Department of Transportation certified inspection stations inspected.
21. Number of Department of Transportation inspection stations suspended.
22. Semi-portable scale vehicle weighed.
23. Semi-portable scale vehicle cited weighed.
24. Number of accidents per 10,000 bus vehicles.

