



YEARLY ACTIVITY PLAN (YAP) - FY '08

Division/Attached Agency: OP Office of Planning

Program Name: Planning

Program ID: BED144PL

I. PROGRAM PLANNING

Problem, issue or opportunity statement: Describe the problem(s), issue(s) and/or opportunity(ies) your program is attempting to respond to. Identify the participants (individuals, companies, industry sectors, etc.) engaged in this problem, issue and/or opportunity.

Hawaii is an island state with limited land resources and irreplaceable natural resources. At the same time, there are demands for land to accommodate population and economic growth and to meet the social needs of Hawaii’s residents.

There is a need for planning, policy analysis and program coordination to guide the long term growth and development of the State. The Office of Planning provides these needed functions.

The following categorizes the major Office of Planning functions toward the above broader mission and identifies the “theory” or purpose behind each.

1. Review of development proposals. It is critical to the long-term well-being of our residents that development proposals be reviewed and evaluated carefully to ensure that the best choices and decisions are made regarding the use of land and so that we are fully aware of the impacts of these decisions on our natural and cultural resources, our economy and on infrastructure and government services.

2. Ongoing evaluation and recommendations for improvement of the planning and land use regulatory system. Moreover, because the planning and land use regulatory system is so important, evaluation and improvement of the system should be an ongoing activity.

3. Big Picture and Long-Term View. Finally, it is necessary to take a big picture and long-term view, assessing issues, opportunities and trends relating to statewide growth and development in order to better understand these issues and to develop effective recommendations.

Need and partners: Specify the need for government intervention. Provide supporting evidence. Identify any partners you will be working with to address the problem, issue and/or opportunity.

1. There is a need for government oversight in land use regulation/management which is explained by the economic concept of externalities. The actions of private landowners/developers create externalities or impacts on the greater community. Government oversight is necessary to avoid or mitigate adverse impacts.
2. State government involvement is necessary because of the following:
 - a. Impact of development on state infrastructure and public facilities. State expenditures

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for highways, schools, hospitals and other public facilities dwarf those of the county governments.

- b. Constitutional requirements:
 - i. State Constitution states that the State shall preserve and protect important agricultural land
- c. Court decisions
 - i. PASH decision states that government agencies have an affirmative duty to protect native Hawaiian traditional and customary access rights.
 - ii. Public trust duties e.g. coastal water quality.

Partners: state agencies, county planning departments, federal agencies, landowners/developers, community, environmental and Hawaiian groups, APA-Hawaii, ULI-Hawaii, Dept. Urban and Regional Planning, University of Hawaii.

Desired results (outputs, outcomes and impacts): Identify desired results, what success will look like, by describing what you expect to achieve near (0-2 years) and long-term (2-6 years).

Performance Metrics

Short-Term

-OP will have participated in a timely manner on 100% of LUC district boundary amendments and other matters before the LUC.

-Achieve a satisfactory annual approval rating from LUC members on the value of OP's data and analysis presented as part of the LUC's petition process.

-Increase the number of high quality requests by the Administration and the Legislature to the Office of Planning for addressing issues aligned with the strategic plan.

-From 2007 and beyond, OP will obtain the highest evaluation reviews on feedback mechanisms designed to measure OP's value in response to requests for technical assistance, analysis and other support.

Long Term

-Better coordination on planning issues among state and county agencies.

-Improved policies and programs related to growth and land use.

-Better communities since developments will be carefully evaluated and adverse impacts mitigated.

-Better utilization of land resources because the cleanup of contaminated sites will allow more infill development.

-Continued eligibility for Federal Economic Development Administration (EDA) funding (i.e. a federally approved plan is required.)

-Economic development projects in the Hawaii Statewide Comprehensive Economic Development Strategy are implemented.

Influential Factors: List the factors you believe will influence your ability to impact the problem or opportunity. (Things that support success and barriers to success.)

Factors which will influence our ability to impact the problems include the willingness of various stakeholder groups and governmental agencies to engage in cooperative discussions to develop policy

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solutions to growth and development issues; the degree to which common ground can be found among various interests; the ability of stakeholders to see the greater good to be achieved; support for legislative proposals and/or administrative changes; the availability of information and data and the resources to obtain information and data; and funding.

Strategies: List the general successful strategies or “best practices” that have helped other programs achieve the kind of results your program promises.

1. Zoning controls, land use regulations, statewide growth management systems are all strategies that have been used to evaluate, plan for and manage competing demands for the use of land.
2. Policy analysis is a commonly used tool for researching and formulating recommendations for decision-makers.
3. Many states and other jurisdictions have used brownfields programs to clean up contaminated sites and revitalize underutilized areas.

Assumptions: State the assumptions behind *how* and *why* the change strategies you have identified will work.

-The careful evaluation of development proposals according to societally determined criteria will result in better communities and social, economic and environmental well-being.

II. PROGRAM IMPLEMENTATION

Resources: Describe the resources or influential factors available to support your program.

General Funds for BED144PL \$1.29 million
 Brownfield Cleanup Revolving Loan Funds: \$2.0 million
 EDA Federal funds for Continuation of Economic Development Planning and Project Master Plans:
 Office of Planning staff

Other Resources:
 Public support.
 Legislative support.
 Other State agencies.
 County planning departments.
 Environmental, community and Hawaiian groups.
 Developer, landowner and business organizations.
 County Economic Development Boards and Agencies.
 Nonprofit economic development organizations.

Activities: Describe each of the activities you plan to conduct within your program.

Review of Development Proposals

- Continue to prepare and coordinate State position on actions before LUC
- Continue to advocate for LEED Standards
- Effective Management of LUC Caseload
 - Revise templates, docket preparation timing and standards
 - Revise standard conditions
 - Revise EIS letters and other means of gathering information
 - Improve case management and tracking system
 - GIS training for map support

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- Improved information for LUC Decision-Making
 - Incorporate strategies identified in Operational Plan
 - Improve consultation with counties

Planning and Land Use Regulatory System Improvements

- Research and advocate for best management practices for rural lands.

Big Picture Projects

- Review existing land use district boundaries and state and county plans; develop criteria for important agricultural lands and urban expansion lands; initial identification of lands “reserved for IAL; conservation and urban growth boundaries; stakeholder and public meetings.
- Conduct analysis on the demand for urban lands.
- Leeward Coast Initiative (Model for other rural communities)
- Scope Comprehensive Project Action Plan (integrating various OP projects)

Leeward Coast Initiative

-Purpose: to follow up on Governor’s Homeless Initiative, to address broader social and economic needs of residents, develop/use as model for other communities

-OP role: OP was asked to coordinate and lead a multi-agency effort in developing an action plan that identifies and addresses the deeper, systemic issues underlying homelessness and broader participation in the economy.

-Policy and Working Groups Formed.

-State agencies met between late Dec. 2006 and Mar. 2007 to assess and inventory the extent of State programs, projects, and assistance being targeted to the Leeward Coast.

-Outreach: Community outreach was conducted during March through May utilizing participating staff from nine agencies, the University of Hawaii and the Office of Hawaiian Affairs. The outreach group completed interviews with approximately 167 community leaders and reviewed prior community plans.

-A draft Inventory report was prepared identifying state programs and projects in the Leeward Coast area.

-The outreach team working collaboratively with other agencies crafted 32 “Great Idea” proposals intended as potential actions around which the State might collaborate with the community and private sector to implement.

-Four thematic areas were identified: Engage the Local Economy; Build bridges to the Regional, State and Local Economy; Fortify Health and Foster Economic Engagement; and Empower Communities and Improve Government Relations.

-Will meet with the community to obtain input.

-Will work with Policy Group on next steps.

Other Activities

-Administer Brownfields Cleanup Revolving Loan Fund, and participate in State brownfield program activities.

-Administer EDA Project Master Plan grants to implement the Hawaii Comprehensive Economic Development Strategy.

Outputs: For each program activity, identify what outputs you aim to produce

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Review of Development Proposals

- Position statements on matters before the LUC
- LEED Conditions
- Revised templates
- Revised standard conditions
- Case management and tracking system

Planning and Land Use Regulatory System Improvements

- Rural Best Practices Guidebook

Big Picture Projects

- Land Use Guidance
- Urban Land Report, Part II
- Leeward Coast Initiative Great Ideas, Inventory, and Implementation
- Initial Scoping of Comprehensive Project Action Plan

Other Projects

- Loans made for Brownfield cleanup; completed site cleanups or site remediation
- Project Master Plans prepared for CEDS projects.
- Planning for Rural Economic Development

Outcomes: Identify the short-term (0-2 years) and long-term (2-6 years) outcomes you expect to achieve.

Review of Development Proposals

- Full evaluation of the impacts of development
- New developments are built to LEED standards
- Efficient management of LUC caseload

Planning and Land Use Regulatory System Improvements

- Greater awareness of rural best management practices

Big Picture Projects

- Land use guidance which results in greater protection for important agricultural lands, sufficient lands for urban uses and expansion, and protection of conservation lands
- Improved social and economic conditions on the Leeward Coast
- Model process for other rural communities.
- Better integration among OP projects.

Other Projects

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- Formerly contaminated sites made available for development; facilitation of infill redevelopment.
- CEDS facility projects progress further toward development/implementation.
- Identification of techniques, tools and practices that rural communities can use to improve their economic conditions while maintaining rural character and lifestyle.

Impact: Describe the lasting impact you anticipate.

Review of Development Proposals

- Well planned developments. No “pre-Statehood subdivisions”--areas where subdivisions are platted and land is sold off without water, electricity and other public services and infrastructure.
- LEED buildings. Less consumption of energy. Less importation of oil.
- A balanced pattern of land use statewide that meets multiple objectives as set forth in the Land Use Law and Hawaii State Plan.
- Efficient management of LUC caseload frees up staff resources to conduct studies and projects to improve the planning and land use regulatory system and assess trends and conditions.

Planning and Land Use Regulatory System Improvements

- Better utilization of the Rural District. Preservation of rural villages and open space.

Big Picture Projects

- Protection of important agricultural lands protects an economic resource and open space.
- Sufficient urban land assures that sufficient lands will be available for housing and other economic uses e.g. commercial, industrial, resort, etc.
- Regulation of conservation land protects rare and endangered species, watersheds, and other important natural resources and assures that development does not take place in areas subject to natural hazards.
- LCI: Improved social and economic conditions for Leeward Coast residents
- Through better integration of OP projects, more effective programs and delivery of products

Other Projects

- Better utilization of land resources through use of former brownfields sites; conservation of “greenfields” and reduced reliance on “greenfields” to accommodate growth.
- Greater diversification and stability in Hawaii’s economy due to implementation of CEDS projects and continuation of economic development planning.
- Hawaii’s rural communities improve their economic conditions while maintaining their rural character and lifestyle.

III. PROGRAM EVALUATION

Focus Area: From your program logic model, list the components of the most important aspects of your program.

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1. Review of development proposals
2. Planning and Land Use Regulatory System Improvements
3. Big Picture and Long-Term View Projects
4. Brownfields Cleanup
5. Continuation of economic development planning (CEDs)

Audience: Identify the key audiences for each focus area. Who has an interest in your program?

1. **Review of development proposals:** State Land Use Commission, community groups, landowners/developers, environmental and Hawaiian groups, state and county agencies.
2. **Planning and Land Use Regulatory System Improvements:** Governor, State Legislature, Land Use Commission, landowners/developers, environmental and Hawaiian groups, community groups, state and county agencies, Hawaii Farm Bureau, Land Use Research Foundation.
3. **Big Picture and Long-Term View:** All of the above, and community members, the public. In addition, for the LCI—Leeward Coast residents and organizations.
4. **Brownfields Cleanup:** Developers, landowners, Department of Health, Environmental Protection Agency
5. **Continuation of Economic Development Planning:** County Economic Development Boards and agencies, the general public, distressed communities, rural communities, industries/businesses in targeted clusters.

Questions: For each focus area and audience, list the questions they may have about your program.

Areas 1 and 2. Has the LUC followed your recommendations? What is your track record with the LUC? Can you demonstrate that the legislative changes that you propose will have results/be effective? What have been trends in land use patterns? Are we achieving societal goals?

Area 3. Have there been any changes as a result of the analysis and technical studies that you have produced?

Area 4. How many sites have been cleaned up? What was the extent of the contamination? What are the future intended uses of the sites?

Area 5. How many of the project master plans have led to actual development and completion of the project/facility? Have the project master plans helped the organizations to obtain financing or other types of additional support for their projects? If the projects have been completed, have they provided high skill, high wage jobs or is there a way to track the provision of jobs in the future.

Have targeted industry clusters grown over time? Have rural communities adopted tools, techniques and best management practices which improve economic conditions while maintaining rural character and lifestyle.

Information Use: For each audience and question you have identified, identify the ways you will use the evaluation information.

Improve program performance.
Track effectiveness of program.

Indicators: Describe what information can be collected that would convey the status of your program.

-Participate in a timely manner on 100% of LUC district boundary amendments and other matters before the LUC.

-Achieve a satisfactory annual approval rating from LUC members on the value of OP's data and analysis presented as part of the LUC's petition process.

Note: This form was created using the *W. K. Kellogg Foundation Logic Model Development Guide, January 2004.*

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IV. ALIGNMENT

How is your program linked to DBEDT's six strategic objectives?		
1.	x	Workforce Housing. <i>Provides for consideration of affordable housing during the review of development proposals.</i>
2.		Workforce Development
3.	x	"Energy For Tomorrow": <i>Advocates for LEED standards in new developments.</i>
4.		"Global Links/Export of Goods and Services" <i>The continuation of economic development planning under the CEDS supports a number of industry clusters which export their goods and services.</i>
5.	x	The Creation Of An "Innovation Infrastructure" <i>The continuation of economic development planning under the CEDS supports a number of industry clusters which in turn support the creation of an innovation infrastructure.</i>
6.		Improve Hawaii's Small Business Environment

If your program is not linked to any of the six objectives, explain why it is still important.

The program is also important because it contributes to the overall quality of life in the State and seeks to address multiple objectives including social, economic and environmental objectives through planning, land use regulation/development proposal review and policy development functions.