

II. HAWAII STATEWIDE TRANSPORTATION PLAN

The following subsections elaborate on the purpose and utility of the HSTP. They provide a detailed description of the process used and a discussion of the goals and objectives produced during its development.

A. PURPOSE AND UTILITY OF THE HSTP

The primary purposes and utility of the HSTP are:

- To establish a framework for the development, integrated management, and operation of Hawaii's multi-modal transportation systems, programs, and facilities
- To provide a foundation and identifies the parameters within which the search for solutions can begin

When developing transportation plans, programs, and projects, the statewide goals and objectives set forth in this document should be considered and assessed to ensure that a balanced and circumspect approach is taken. Not every plan, program, or project will further every stated goal or meet every stated objective. Nevertheless, planners, decision makers, and the public should consider their actions within the context of these statewide goals and objectives. This will ensure that all aspects of an action are taken into consideration.

This document is an overarching framework that defines considerations pertinent to the assessment of plans, programs, and transportation improvements. The goals and objectives are intended to be broad and all encompassing to allow for maximum flexibility and to serve as a consensus-building tool. The plan possesses the adaptability to allow the individual definition and refinement of specific actions as needs dictate. However, it is not a forum for detailed analyses or consideration of specific actions or projects.

The HSTP provides a description of the transportation planning process to be used. It also describes the elements required for the development of the HSTP as well as other

transportation plans, programs, and projects. The process described in the HSTP applies to each of the potential transportation planning activities at each of the levels included in the plan, i.e., statewide master plans, countywide master plans, and facility plans. The actual steps necessary to implement the transportation planning process for each specific project may require some refinements or modifications depending on the specific needs.

The HSTP concludes with a discussion of the financial elements of the plan, including existing funding sources and current expenditures both for capital improvements and for operation and maintenance of the various modal systems.

B. STATUTORY REQUIREMENTS

The requirement for a statewide transportation plan was initiated by ISTEA. It is continued under the Transportation Equity Act for the 21st Century (TEA-21) and under Chapter 226 of the Hawaii Revised Statutes. The following two subsections describe these requirements further.

1. Federal Requirements

The statewide planning requirements of ISTEA and TEA-21 are implemented by 23 CFR 450.214, which specifically requires that a statewide transportation plan be developed and satisfy the following:

- a. Be inter-modal and statewide in scope in order to facilitate the efficient movement of people and goods;
- b. Be reasonably consistent in time horizon among its elements but cover a period of at least 20 years;
- c. Contain, as an element, a plan for bicycle transportation, pedestrian walkways, and trails, which is appropriately interconnected with other modes;
- d. Be coordinated with the metropolitan transportation plans required under 23 U.S.C. 134 to be prepared for urbanized areas, which, in Hawaii, consists of the Honolulu urbanized area and the Kailua-Kaneohe urbanized area;

- e. Cooperate with the MPOs on the portions of the plan affecting metropolitan planning areas;
- f. Reference, summarize, or contain any applicable short-range planning and/or policy studies, strategic planning and/or policy studies, transportation need studies, management system reports, and any statements of policies, goals, and objectives regarding issues such as transportation, economic development, housing, social and environmental effects, energy, etc., that were significant to development of the plan;
- g. Reference, summarize, or contain information on the availability of financial and other resources needed to carry out the plan.

2. State of Hawaii Requirements

The Hawaii State Legislature established the statutory requirements for the Hawaii Statewide Transportation Plan's preparation with the passage of Chapter 226 (Hawaii State Planning Act) and 279A (Statewide Transportation Planning) of the Hawaii Revised Statutes (HRS 226 and 279A). HRS 279A requires that HDOT prepare a plan that is directed toward the ultimate development of a "balanced, multi-modal statewide transportation system that serves clearly identified social, economic and environmental objectives." The transportation plan for this statewide transportation system shall be applicable to, but not limited to, the following system components: (1) the national system of interstate and defense highways as well as highways within the state highway system, (2) airports, (3) harbors and waterborne transit, (4) surface mass transit systems, and (5) major county roads.

C. GOALS AND OBJECTIVES

The Hawaii Statewide Transportation Plan (HSTP) is an umbrella document intended to guide the public, planning professionals, and decision makers as they implement the statewide transportation process. The statement of goals, objectives, strategies, and examples of implementing actions presented in this section is a key element of the HSTP. It should be referenced as lower level plans are updated or prepared (system master plans and facility master plans) and as specific projects and programs are considered for development and implementation. Consistency with the

HSTP must be maintained in order to best achieve the transportation system's overall mission.

The five goals set forth here encompass a broad range of interrelated yet diverse transportation-related issues. It is important that care be taken to fully appreciate the interrelations and diversity inherent in addressing these issues. This section begins with a discussion of this topic to further such an appreciation. It proceeds to describe how the goals, objectives, strategies, and examples of implementing actions of the HSTP were developed. This is followed by a presentation of the goals, objectives, strategies, and examples of implementing actions of the HSTP. The section concludes with a discussion of areas of emphasis, both statewide and in individual counties or communities that have been identified based on extensive input solicited from a broad cross-section of the public.

1. The Goals of the Hawaii Statewide Transportation Plan

The HSTP, with a planning horizon of over twenty years (to 2025), intends to provide policy-level direction to the activities of the Hawaii Department of Transportation and each of the county transportation agencies in the near-term, mid-term, and long-term. The goals and objectives presented here, together with the appropriate strategies and examples of implementing actions, are broad enough to include types of projects and programs that are not yet defined. At the same time, they are narrow enough to provide meaningful guidance to planners, decision makers, and the public while seeking to identify specific projects and programs for development. Each broad goal statement is followed by several specific objectives and strategies to attain those objectives. The examples of implementing actions that follow each strategy are not meant to be exhaustive but rather are intended to clarify the meaning and intent of the strategies. They present potential actions. Immediately below are the mission statement of HDOT and a list of the HSTP's five goals. Each of the five goals is a product of the overall process, especially the outreach program, used to develop the HSTP. A full presentation of the goals, objectives, strategies, and examples of implementing actions is presented at the end of this chapter.

MISSION: TO PROVIDE FOR THE SAFE, ECONOMIC, EFFICIENT, AND CONVENIENT MOVEMENT OF PEOPLE AND GOODS.

GOAL I: Achieve an integrated multi-modal transportation system that provides mobility and accessibility for people and goods.

GOAL II: Ensure the safety and security of the air, land, and water transportation systems.

GOAL III: Protect and enhance Hawaii's unique environment and improve the quality of life.

GOAL IV: Support Hawaii's economic vitality.

GOAL V: Implement a statewide planning process that is comprehensive, cooperative, and continuing.

2. Symbiotic and Dichotomous Issues in Transportation Planning

The issues dealt with in transportation planning include mobility and accessibility, congestion reduction, environmental protection, historic and cultural preservation, energy conservation, livable communities, economic development, and others. Some examples of how these planning issues may be symbiotic or dichotomous (i.e., how they can work together or be at odds) or, in some ways, both are discussed below. It should be stressed that through the use of a balanced approach, potential issues can be minimized or resolved.

a. Congestion vs. Growth & Economic Development. Growth and development often cause more trips, and more trips can cause congestion. Thus, measures for stimulating growth and economic development can work against the goal of improving mobility by relieving congestion. Furthermore, relieving congestion through measures that expand capacity can stimulate growth and economic development. This is positive in one sense, but negative in the sense that the added development might in turn increase vehicle trips and thereby create future congestion problems.

b. Congestion vs. Air Quality. Relieving congestion can involve reducing the number of stopped vehicles and the length of time during which vehicles are stopped. This in turn improves local air quality. However, reducing congestion can also, in effect, increase capacity and eventually the total number of trips to the point where a congested state redevelops. This congested state would involve a larger number of stopped vehicles than had originally been involved and would thereby have negative impacts on local air quality. A key question that arises in this discussion asks whether the number of trips would have increased regardless of capacity increases.

c. Accessibility & Quality of Life vs. Environmental Protection vs. Economic Development. Providing access to areas of natural beauty brings up all these issues. On one hand, some might find that better access to such areas improves their quality of life. Also, improved access to such areas could provide economic benefits through the tourism industry. On the other hand, negative impacts might be imposed on the biological state and natural beauty of the area to which access is being provided.

d. Mobility & Energy Conservation. Some methods for improving mobility, such as the addition of highway capacity in high-density areas, promote the use of high-energy transport modes such as single occupant automobiles. As in the discussion of "Congestion and Air Quality" above, a key question asks to what extent trip-making activity would increase regardless of capacity improvements.

e. Mobility vs. Economic Development. Improving the efficiency by which goods are transferred and services are delivered can stimulate economic development. Similarly, providing more time-efficient transportation options to workers can improve their productivity and increase their access to job opportunities. In addition, economic development can increase the pool of resources available for improving the state's transportation options. At the same time, however, economic growth can negatively affect mobility by increasing the overall demands on the transportation system.

f. Mobility & Livable Communities vs. Environmental Protection. Some methods for improving mobility, such as the development of bicycle and pedestrian facilities, reduce the use of high-energy transport modes, such as single occupant automobiles, and thus promote energy conservation. Such facilities are compatible with and even

key to the development of more livable communities. On the other hand, major transportation projects that would improve mobility (on highways or at airports or in harbors) but also have the potential to affect the environment and local quality of life must be carefully designed to avoid these effects.

g. Safety & Mobility & Quality of Life. Safety improvements to the transportation system indirectly enhance mobility by lessening the likelihood of accident-related delays. The quality of life of both residents and visitors is promoted by measures to increase safety and security. Mobility improvements, such as the provision of dedicated bicycle and pedestrian facilities, also have direct safety benefits because they reduce opportunities for conflict between non-motorized and vehicular travelers.

3. Areas of Emphasis

During the public involvement process for the HSTP, input was solicited on which goals should be emphasized in the planning of the statewide transportation system. The Citizen Advisory Committees, the home telephone survey, and the resource group interviews were the primary means of obtaining this input. The results of this process indicated that each group felt that no specific areas of emphasis should be identified. They also felt and that each goal should be treated equally. When referring to the HSTP to guide future actions, planners, decision makers, and the public should consider this input.

The home telephone survey reached over 1,100 respondents statewide. Because respondents to the survey were reached through random-digit dialing, the survey was able to reach a broad cross-section of the general public. It focused on obtaining input for the areas of emphasis in the plan and on how conflicts between goals should be resolved. Because the survey was conducted prior to the availability of the draft goals and objectives of the HSTP, only generalized goals and broad issue areas were discussed. A full report on the home telephone survey, including the survey itself and a discussion of the results, can be found in the technical appendix to the HSTP.

Respondents were asked to rank generalized goals on a scale of 1 to 4, with 4 being "very important" and 1 being "not to be considered." When considering the statewide transportation system as a whole, each of the generalized goals received an average ranking between 3.5 and 4.0, indicating that the goals were felt to be quite important by the general public. The highest-ranked goal on each island and statewide was "safety and security, making sure our transportation system is designed to keep users safe." When asked about the expenditure of funds, spending targeted on safety improvements and on "helping the quality of life in our communities" and "protecting the environment" received the highest emphasis.

The ongoing discussion that occurred during the CAC meetings on the neighbor islands and the comments received from CAC members revealed that they generally agreed with each goal and objective but felt that there should be a strong emphasis on involving the public in the planning process. In addition, on Maui and Kauai, it was also suggested that Goal III ("Protect and enhance the environment and improve the quality of life") should be emphasized. On Hawaii, Goals I and IV ("Achieve an integrated multi-modal transportation system that provides mobility and accessibility for people and goods" and "Support Hawaii's economic vitality") were called out as areas for emphasis. It is important to reiterate that the CACs were in agreement with each of the basic goals of the HSTP and to note that the CAC meetings included lively discussions about how best to achieve those goals.

Almost 70 resource group interviews were held throughout the state with groups having a special interest in the statewide transportation system. As with the home telephone survey, these interviews were conducted prior to the availability of the draft goals and objectives of the HSTP. Therefore, the seven goals stated in the Interim HSTP were presented to facilitate these discussions. These interviews revealed an overall tendency to emphasize the issues of "mobility and accessibility" and "economic development," although a number of the resource groups interviewed emphasized the issue of "environment and quality of life." Although the specific interests and emphases of the resource group interviewees varied, there was no suggestion that issues outside their interests should not be included in the HSTP.

In summary, there was no clear consensus from all sources (either statewide or in any one county) that any particular goal or issue should be emphasized. While differing emphases were identified by the Citizen Advisory Committees, the home telephone survey respondents, and the resource groups interviewees, the fact that no overall trend appeared points to the need for a balanced and thoughtful approach in developing projects, plans, and programs. Such an approach can minimize or resolve potential conflicts when they arise.

D. APPROACH AND METHODOLOGY USED TO DEVELOP THE HSTP

The overall intent of the process used to prepare the HSTP was to identify and satisfy the needs of the three primary target groups associated with the plan: (1) stakeholders, (2) users, and (3) providers. Descriptions of these groups are provided below.

- Stakeholders – those with a vested interest in the transportation system, including airlines and air cargo carriers at airports; shippers and passenger carriers at harbors; and truckers, taxis, and transit providers on the roadway system.
- Users – the general public and other users of the various transportation systems.
- Providers – the agencies and organizations that provide the transportation systems, including the airports, harbors, roadways, and transit agencies.

Although the areas of influence of these three groups overlap somewhat, their individual needs and requirements provide the foundation for Hawaii's transportation system. Each must be satisfied if a balanced system that comprehensively addresses the concerns of the entire state is to be provided. The input obtained through the public outreach program was the major focus of the HSTP's preparation. However, significant input was also obtained from several other sources. This section summarizes the sources used to prepare this document and includes a detailed description of the public outreach program.

1. Process Used to Prepare the HSTP

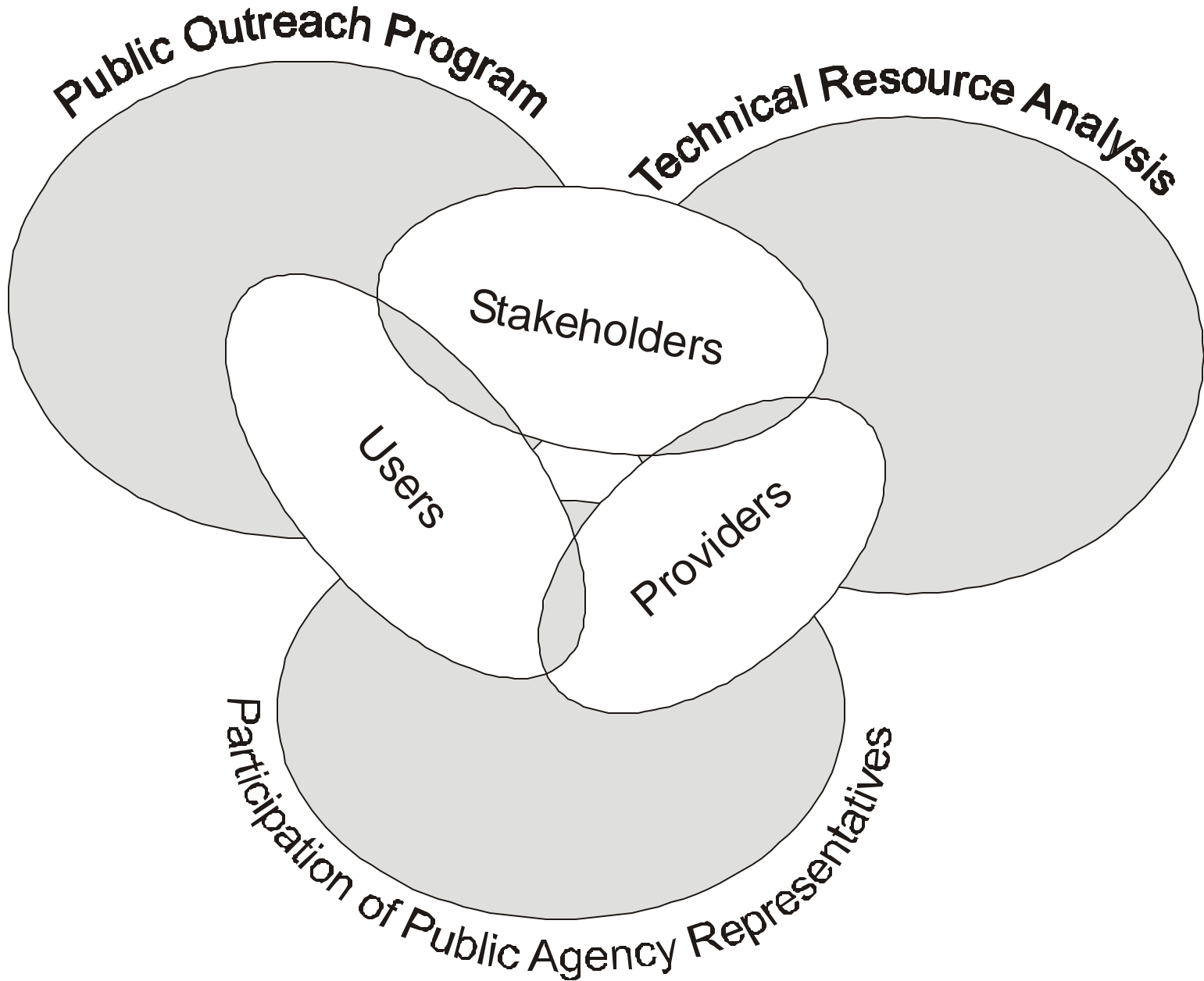
Figure II-1 provides a graphic illustration of the methodology used to develop the HSTP. Three primary sources of data were used in the development of this document: (a) the public outreach program, (b) technical resources used to develop background data, and (c) comments and information provided by the various agencies and organizations involved with the transportation system in Hawaii. Although the technique depicted in Figure II-1 was applied to the three target groups in an evenhanded manner, the actual results indicated that each group provided useful input in different ways. Input from the user group was most effectively obtained through the public outreach program. Input from the stakeholders was best obtained from both the public outreach program and the technical resources. Data from the providers was most effectively obtained from the technical resources and the participation of the agencies in the study process.

a. Public Outreach Program. The public outreach program was primarily used to provide input for the identification of the goals and objectives of the HSTP. The public involvement program was composed of five elements. These elements included the statewide transportation plan Citizen Advisory Committees (CACs) that were established in the neighbor island counties (including two in Hawaii County), the Citizen Advisory Committee of the Oahu Metropolitan Planning Organization, and a subcommittee of the OMPO CAC. Each element employed various public outreach methods to capture the unique perspectives and contributions that each participant brought to the process. These methods made use of the following:

- Statewide Transportation Plan CAC/OMPO CAC Subcommittee
- Public Officials and Agencies
- Resources Group Interviews
- Telephone Survey
- Public Information Program

Although the program included several elements, the central focus of the program was the Citizen Advisory Committee (CAC) formed on each neighbor islands. These committees were used to conduct a step-by-step process that eventually resulted in the goals, objectives, strategies, and examples of implementing actions for the

**FIGURE II-1
DATA SOURCES FOR HSTP**



HSTP. The steps used in the process, which corresponded with the series of CAC meetings, included the following:

- Step 1 – Identify transportation issues and concerns
- Step 2 – Develop preliminary goals and objectives
- Step 3– Describe the draft goals, objectives, strategies, and implementing actions
- Step 4 – Prepare proposed goals and objectives for the HSTP

On Oahu, the primary focus was on the technical resources provided by the public outreach programs. These programs were conducted by the City and County of Honolulu as part of the planning process for the TRANS-2K and Primary Corridor Transit projects. They were also conducted by the Oahu Metropolitan Planning Organization (OMPO) as part of the development of the Oahu Regional Transportation Plan (ORTP). These programs were instrumental in highlighting the importance of public transit as the most critical part of Oahu's overall mobility plan and has led to many transit plans and programs developed on the island. A subcommittee of the OMPO CAC was used to assist in the interpretation and synthesis of this data.

Figure II-1 indicates the relationship of the public outreach program input and the steps used to develop the goals and objectives. It also indicates how this activity fits into the overall process used to develop the HSTP. Also, a more detailed description of the public outreach program is provided in section 2 of this chapter.

b. Technical Resources. The technical resources used to assist in the HSTP's development included the following:

- Previous Statewide Transportation Plans for the State of Hawaii – both the 1992 final report and the 2000 interim report were used as background information;
- Statewide transportation plans from other states, including plans from Florida, Iowa, Minnesota, California, Pennsylvania, Washington, and Oregon;
- Hawaii statewide transportation system plans for the airports system and the harbors system;

- Countywide land transportation plans for each county, including the Oahu Regional Transportation Plan and the Countywide Land Transportation Master Plan for Maui, Kauai, and Hawaii;
- Master plans for specific facilities, including the harbors in each county and the transit system on Oahu;
- County general plans for each county;
- Community plans on various islands;
- Financial plans for the HDOT divisions, including airports, harbors, and highways; and
- Visitor industry information, including the Kauai visitor survey and the Strategic Tourism Plan prepared by the Hawaii Tourism Authority.

c. Comments from Technical Agencies. Coordination was maintained throughout the course of the planning study with all agencies involved in the HSTP's development. These agencies included:

- Hawaii DOT divisions, including Airports, Harbors, and Highways
- The Oahu Metropolitan Planning Organization
- The City and County of Honolulu Department of Transportation Services and the Department of Planning and Permitting
- The public works and planning departments for each of the neighbor island counties
- The Federal Highway Administration

As indicated in Figure II-1, agency comments and/or data input were received during all phases of the work program on all aspects of the HSTP, including the goals and objectives, the planning process, and the financial component. The comments were used to refine and modify each element of the HSTP as appropriate. The coordination process was iterative in nature with agency review, as appropriate during the planning process, to ensure that both the intent as well as the technical requirements of the process would be satisfied.

2. Use of Public Outreach Program to Prepare the HSTP

This section of the report documents the manner in which the public involvement program was conducted and how its input was incorporated into the overall process described above to prepare the HSTP.

The public outreach program specifically designed for the project was conducted during the development of the Hawaii Statewide Transportation Plan (HSTP). This provided the general public with access to information throughout the plan development. The program was designed to inform interested individuals, groups, and agencies about the plan. It also gave interested parties opportunities to provide input on the HSTP's development. The public involvement program reached out to a wide spectrum of interested parties to ensure that the provisions of Title VI of the 1964 Civil Rights Act and Executive Order 12898 on Environmental Justice were addressed. The program described below built on the strategies used by the Oahu Metropolitan Planning Organization (OMPO), the City and County of Honolulu, and the State of Hawaii to develop the Oahu Regional Transportation Plan (ORTP). The program also built on the strategies used by the neighbor island counties in their recent outreach and public information programs used to develop countywide general plan documents.

a. Citizen Advisory Committee (CAC). The Citizen Advisory Committees were ad hoc working groups selected to represent the overall population in each county of the neighbor islands. Each county was responsible for preparing the initial list of CAC members. This list was then supplemented with any additional members that were needed to ensure that special interests and potential public needs would be addressed. CAC members provided assistance in identifying resource groups and groups to whom outreach presentations would be made. They identified transportation-related issues and concerns and provided significant input into the goals and objectives identified for the HSTP. Their input helped in the assessment, evaluation, and synthesis of information derived from other elements of the public involvement program. The CAC members used information provided by the state staff and its consultant, together with their own knowledge, to identify areas of emphasis associated with the goals and objectives of the HSTP. Finally, the CAC

members reviewed and commented on the HSTP's ultimate list of goals and objectives as well as the strategies and implementing actions identified during discussions of the issues. It should be noted that the CAC members were just one means of obtaining public direction.

Four CACs were established in neighbor island counties (including one in Hilo/East Hawaii, one in Kona/West Hawaii, one on Kauai, and one on Maui) based on input from state and county representatives. They were composed of members of the general public, the business community, social services agencies and organizations, and other special interest groups recommended by the state and county agency representatives. Care was taken to ensure that the invited CAC members would reflect a wide spectrum of demographic and interest groups in each county, including advocates for the elderly, the transit-dependent, the poor, and the disabled.

Forty-eight individuals were initially invited to form the Kauai CAC, 61 to form the Maui CAC, 38 to form the Hilo (East Hawaii) CAC, and 32 to form the Kona (West Hawaii) CAC. In addition, other members of the public who requested membership in the CACs were admitted. Approximately 25 individuals typically attended the CAC meetings on Kauai, 35 on Maui, 20 in Hilo, and 20 in Kona. Four rounds of CAC meetings were held as described below.

The purpose of the first round of meetings was to familiarize the CAC members with the overall activities and responsibilities of HDOT. These were also used to solicit members' input on issues and concerns that should be addressed by the HSTP. CAC members offered their views on specific issues and concerns to be addressed in the HSTP ranging from descriptions of specific deficiencies in the existing transportation system to discussions about the processes currently used to develop transportation plans and implement facilities and programs. CAC members also discussed the need to include a preliminary series of goals, objectives, strategies, and possible implementing actions.

The purpose of the second round of meetings was to have the CAC members identify goals and objectives for the Statewide Transportation Plan. A summary of the key issues and concerns raised at the first round of meetings was presented.

The CAC members were asked to use this summary and convert the issues and concerns into a more generalized list of initial goals and objectives. This list included a variety of concepts such as goals and objectives, strategies, implementing actions, and a description of additional issues. It was used to synthesize and amend the information based on the resource group interviews, existing plans, and other information identified by the state and the consultant.

The purpose of the third round of meetings was to have the CAC members identify areas of emphasis for the statewide transportation goals and objectives identified previously. A list of preliminary goals, objectives, strategies, and examples of implementing actions was presented to the CAC members. It was explained to the committee members that this list was a synthesis of the information they provided at the first two meetings when they converted the community-specific issues and concerns into broad goals and objectives with statewide application. Potential areas of conflicts and possible trade-offs existing between the goals, objectives, and strategies were identified.

The purpose of the fourth round of meetings was to present the Draft Goals, Objectives, Strategies, and Examples of Implementing Actions to the CAC members. This was done to re-affirm the goals and objectives for the Statewide Transportation Plan and their areas of emphasis as identified during the series of meetings.

b. Oahu Metropolitan Planning Organization (OMPO) CAC and CAC Subcommittee. The Oahu Metropolitan Planning Organization (OMPO) is the metropolitan planning organization for the City and County of Honolulu. It maintains a standing CAC with approximately 50 members. OMPO had just completed an intensive two-year public participation program as part of its process to update the regional transportation plan ("Transportation for Oahu Plan 2025" draft dated April 3, 2001). One of the key products of this document was the goals and objectives for the Oahu Regional Transportation Plan (ORTP) and its planning process. It was jointly agreed that the goals and objectives from the regional transportation plan for Oahu, which resulted from the plan's outreach effort, would be fully integrated into the HSTP effort. Any additional elements relevant to the plan would be identified through a supplemental outreach effort with OMPO. This outreach program for the

ORTP included regular contact with the permanent Citizen Advisory Committee for OMPO, a series of general public meetings held throughout the island of Oahu, mail-outs, and a home telephone survey.

A subcommittee of the OMPO CAC was formed to advise HDOT and its consultant on the HSTP public involvement program. Five members of the full CAC volunteered to serve on this subcommittee and were appointed by the CAC Chair. This *ad hoc* subcommittee reviewed and commented on the other elements of the program (i.e., public officials and agencies, resource groups, the telephone survey, the public involvement program, and the outreach program). The subcommittee also reviewed and commented on the goals and objectives derived from those elements. The subcommittee members provided assistance in identifying additional resource groups to interview and groups where outreach presentations could be made. The OMPO CAC subcommittee met four times, generally corresponding with the dates of the neighbor island CAC meetings.

This subcommittee was useful in advising on the mechanics for the overall outreach program throughout the state as well as on the incorporation of Oahu-specific data into the planning process. Because the various transportation agencies on Oahu, including the City and County of Honolulu Department of Transportation Services (DTS) and the Oahu Metropolitan Planning Organization (OMPO), had completed several outreach programs as part of their identification of transportation goals and objectives for Honolulu, the outreach for Oahu was limited to the results of these completed efforts. The goals and objectives from these planning activities were incorporated into the statewide program by converting them into a statewide context. It should be noted that the incorporation of the Oahu goals and objectives into the statewide goals and objectives is meant to be inclusive rather than exclusionary, i.e., all Oahu specific policies such as its public transit emphasis are included in the statewide policies but are not necessarily required by all counties.

c. Public Officials and Agencies. Elected and agency officials were informed of the HSTP's development at the onset of the planning process and were provided a description of the planned public involvement program. Presentations were made to the mayors and some council members of each neighbor island county in late 2000

and early 2001. They were asked to indicate any concerns or issues they had regarding the process and the manner in which it would be implemented. Coordination was maintained throughout the course of the planning process with key members of the agencies in each county. These agencies included the Planning and Public Works Departments on the neighbor islands, the Department of Transportation Services and Department of Planning and Permitting of the City and County of Honolulu, and the OMPO. County agencies were represented at each of the CAC meetings on the neighbor islands.

d. Resource Group Interviews. The resource groups are stakeholders, agency representatives, organization representatives, and persons with expertise and/or special interest in areas relevant to the HSTP. The list of resource groups to be interviewed was developed from a variety of sources, including county officials and staff, HDOT staff, the consultant team, the members of the neighbor island CAC, and the OMPO staff and its CAC subcommittee members. Additional candidates to be interviewed were identified by members of resource groups during the interviews themselves. The primary purpose of the resource group interviews was to gather information regarding views on how the transportation system is used, what specific transportation-related issues are faced, transportation needs and other related issues, and input used for the definition and emphasis areas of the HSTP's goals and objectives. The consultant team used the information resulting from these interviews to develop additional insight and perspective into the issues, concerns, goals, and objectives of each resource group. It was recognized that many of these groups have special interests or specific missions that may be beyond the purview of the HSTP. The understanding gained through these interviews was useful during discussions and the preparation of information for CAC meetings as additional points of view to use in their decision-making process. This information was also used in the preparation of the goals and objectives.

Almost 70 resource group interviews were held throughout the state. Among the resource groups that were interviewed were state agencies that assist the elderly, the disabled, the poor, and Native Hawaiians; state and county civil defense agencies; private organizations that assist the transit dependent, the elderly, the poor, and the disabled; advocates for non-motorized transportation and

environmental concerns; representatives of many private economic sectors (including farmers, fishermen, the visitor industry, shipping and cruise ship companies, the airlines, private schools, and utilities); the U.S. military; and various community groups and others. The ability to satisfy Title VI and the Environmental Justice requirements was also used in the selection of groups to be interviewed. The Technical Appendix to the HSTP includes meetings minutes for each resource group interview.

e. Telephone Survey. A random home telephone survey was conducted statewide in early June 2001, reaching 1,115 households and 31 stakeholder representatives of the elderly and disabled. The survey had two objectives: to provide additional input for the process of identifying emphasis areas of transportation goals and objectives for the HSTP and to reach groups that may have been otherwise under-represented in the outreach effort. The survey was designed to offer insight into the relative importance of a number of broad issues, goals, and policies as they relate to transportation locally and statewide. It was structured to reach the general population both on a statewide and on a county-level. A full report on the telephone survey, including the survey itself and a detailed discussion of its methods and findings is included in the Technical Appendix to the HSTP.

In addition, the survey reached certain groups (the elderly and disabled) and several geographic sub-areas whose views might not be well represented by those of the general population (Lanai, Molokai, and Puna). Based on input from the public participation exercises conducted as part of the various planning processes previously completed on the neighbor islands, it was determined that two key areas may have been under-represented if the respondents were selected purely on the basis of population, as these areas have relatively low population levels. These areas are the two smaller islands of Maui County, Lanai and Molokai, where geography alone could affect respondents' priorities, and the Puna Subdivisions of Hawaii County. According to the 1990 U.S. Census, the populations of Molokai and Puna have relatively high concentrations of Native Hawaiian (49% and 19%, respectively) and low-income residents (20% and 24%, respectively), when compared to the state as a whole (13% Native Hawaiian and 8% low income).

The telephone survey asked respondents to rank the relative importance of ten broad policy issues, both on local and statewide levels. Respondents were also asked to choose the more important issue from certain paired issues and to identify their priorities in expending funds. The ten broad policy issues covered in the survey are listed below in declining order of the percentage of respondents who considered them "very important" planning issues for the local community:

- Safety and security (making sure our entire transportation system is designed to keep users safe);
- Making sure plans for different areas and transportation systems work together;
- Making sure there is enough funding to meet transportation needs;
- Helping the quality of life in our communities;
- Making sure plans from different agencies work together;
- Protecting the environment (for example, controlling air pollution or protecting endangered species);
- Accessibility (getting places quickly and easily);
- Mobility (getting where you want to go);
- Supporting the economy; and
- Public involvement in the planning process.

In choosing from selected pairs of issues, "safety" was chosen as more important than "protecting the environment" or "mobility." "Mobility" was seen as less important than "safety," "supporting the economy," "protecting the environment," and "financing." Both statewide and all counties except Maui County saw "Supporting the economy" as more important than "public involvement." "Supporting the economy" was seen as more important than "mobility" everywhere but not as important as "helping the quality of life in our communities" or "protecting the environment." "Ensuring adequate funding" and "protecting the environment" were seen as more important than "mobility." "Public involvement" was seen as more important than "statewide planning."

In response to the series of questions asking respondents where they felt money should be spent for extra effort, more than 85% of respondents agreed that "safety and security," "helping the quality of life in our communities," "making sure plans for different areas and transportation systems work together," and "protecting the environment" were important enough to merit extra expenditures.

Results from the sample of stakeholders for the elderly and disabled showed that, with regard to issues in the local community, this group places a higher importance on mobility, accessibility, quality of life, and making sure plans from different agencies work together than does the general public.

f. Public Information Program. The general public was kept informed of the program and offered a number of ways to participate in the HSTP. The public information program intended to ensure the widest possible exposure of the program to the general public. Individuals were given opportunities to request additional information and to participate more fully in the public outreach program. The public information and education program that was ongoing throughout the development of the HSTP is intended to continue after completion of the HSTP as part of HDOT's normal operations. The public information program was composed of the following elements:

- A website
- Outreach presentations
- Public meetings

An Internet website (www.state.hi.us/dot/stp/hstp) was established within the site currently maintained by the Statewide Transportation Planning Office (STPO) of HDOT and was accessible to anyone with access to a computer and modem (whether at home, at work, or at a library). Its purpose was to inform viewers about the HSTP program and to solicit comments and questions from the general public regarding issues, goals and objectives, and priorities. As part of the public information program for the HSTP, the website intends to assist in providing the widest possible exposure of the program to the general public. It was updated to include progress reports similar to the information provided in the draft HSTP. At the

conclusion of the HSTP process, it was turned over to the STPO for use as part of its permanent site.

Outreach presentations on the HSTP and the activities of HDOT were made at meetings of various groups. The presentations were made to groups upon request and were primarily intended to inform the public. However, they were also used to solicit input regarding transportation-related issues, goals, and objectives and to identify emphasis areas of goals and objectives. Groups to receive outreach presentations were suggested by the neighbor island CACs and the OMPO CAC Subcommittee, including planning districts, neighborhood boards, and special interest groups.

A series of public meetings for the general public was held on each island toward the end of the HSTP project. The public meetings served primarily to present the draft HSTP and to solicit comments. The presentations also included a summary of the public participation program's results and the planning process.

E. DEVELOPMENT OF GOALS AND OBJECTIVES

The statement of goals, objectives, strategies, and examples of implementing actions presented in the HSTP encompass a broad range of interrelated and potentially conflicting transportation-related issues. The interrelations and potential conflicts inherent to these statements generated discussions and the need to assess how each issue would be best addressed. This section describes how the goals, objectives, strategies, and examples of implementing actions of the HSTP were developed. It concludes with a discussion of areas of emphasis, both statewide and in individual counties or communities, that have been identified based on extensive input solicited from a broad cross-section of the public.

The goals and objectives for the Hawaii Statewide Transportation Plan were developed in a collaborative manner based on a broad range of input as fully described in the preceding section of this chapter. Public input was solicited through a variety of means, including Citizen Advisory Committees (CACs) on Hawaii, Kauai,

and Maui; the standing CAC of the Oahu Metropolitan Planning Organization (OMPO); a home telephone survey; resource group interviews with various stakeholder groups; and outreach presentations. A range of documents was reviewed for consistency and inclusiveness, including the previous Hawaii STP, the Oahu Regional Transportation Plan, general plans and land transportation plans for the neighbor islands, state airport and harbor system plans, and applicable federal guidelines. In addition, statewide transportation plans prepared by several other states were also reviewed.

1. Identification of Issues and Concerns

In the first step of the process, the consultant team used the previously prepared Interim Statewide Transportation Plan for Hawaii to identify an initial set of goals and objectives. These were used to provide a very broad starting point to initiate discussions with the CAC on each island at the first set of meetings. Committee members were asked to identify issues, concerns, and problems they wanted addressed by the HSTP. An effort was made to place each of these issues or concerns into categories that corresponded to the initial goals and objectives. Many of the “issues and concerns” were actually descriptions of deficiencies in the transportation system, concepts, and options for potential transportation improvements. Other concerns were actually commentaries on specific transportation projects that were under construction, under design, or under consideration in one of the counties. Each of these concerns was listed under the appropriate goal and objective to ensure that each would be properly considered in the future steps of the process.

2. Development of Preliminary Goals and Objectives

The consultant team used this data and worked with the DOT staff to develop a preliminary set of goals and objectives that were consistent with the issues and concerns identified by the CACs on each island. This step of the process involved the expansion of the initial goals and objectives from the Interim Statewide

Transportation Plan into a much more comprehensive list addressing each issue identified by the CACs. Other sources of information were also used in this step to include issues and concerns provided by the various resources group members interviewed by the consultant team. Each of the issues and concerns obtained from this process was included in the development of these preliminary goals and objectives.

The preliminary goals and objectives were then discussed with the CAC on each island to ensure that all issues were included and that each was being addressed in the proper context. The issues and concerns were listed under each relevant goal and objective to ensure that the appropriate relationships could be established. The CAC members provided input that helped refine the goals and objectives as well as helped identify additional issues and concerns related to the appropriate goals and objectives.

3. Draft Goals, Objectives, Strategies, and Implementing Actions

In the next step of the process, the consultant team reviewed the input from resource group members, including previous data and newly acquired data, to further update and refine the goals and objectives and the list of issues and concerns under each goal and objective. The consultant team also used data from previously conducted planning activities, reviewing and comparing goals and objectives to ensure that a comprehensive list had been prepared for the HSTP. These sources included the Oahu Regional Transportation Plan, general plans and land transportation plans for the neighbor islands, state airport and harbor system plans, applicable federal guidelines, and statewide transportation plans prepared by several other states. This input was used to refine and modify the preliminary goals and objectives as appropriate. Notations were made for these adjustments to ensure that the CACs were made aware of the information sources.

The next step of the process involved the further refinement of the actual wording used to summarize the goals and objectives. This was a joint iterative effort between the consultant team and the DOT staff. During this process, the two issues that

required the most attention were the ability of the goals and objectives to have statewide application and the potential for conflict between objectives. Refinements were made to each of the goals and objectives. This ensured that they were comprehensive enough to address all potential issues and concerns while being sufficiently specific and direct to serve as an effective tool in the transportation planning process. It was also necessary to ensure that potential conflicts were identified and that the necessary refinements were made to eliminate or address how these potential conflicts were compatible within the context of the goals and objectives. The final element of this step was listing strategies within each objective and implementing actions under each strategy. The starting point for this step was listing the issues, concerns, and specific transportation improvement projects identified by the CAC members and the resource group members. The list of strategies and implementing actions was expanded using data from the relevant documents from county and state transportation agencies, including the three state divisions, the planning and public works departments of each county, and the transit agencies of each county.

4. Proposed Goals and Objectives for the HSTP

The draft goals, objectives, strategies, and implementing actions were presented to and discussed with the CAC members. Input from the CAC included refinements in the wording, adjustments, and additions to the list of strategies and implementing actions, and revisions to the groupings used to organize the goals and objectives. These comments helped to clarify the context in which previous issues and concerns were introduced, clarify potential conflicts between objectives, and make refinements to the wording of the proposed goals and objectives. This ensured that the goals and objectives were necessarily generalized to reflect the perspective of a broad and inclusive statewide plan rather than an exclusive and specific plan.

A significant source of data used to complete this stage of the process involved the analysis and use of results from the home telephone survey. The survey questions were used to provide input for the identification of emphasis areas of transportation goals and objectives for the HSTP. The survey was designed to offer insight into the

relative importance of a number of broad policy issues related to transportation issues from both a local and statewide perspective. The results of the survey indicate that the respondents felt that safety and protection of the environment were the two most important issues to be addressed in the HSTP. While providing significant input into the process, the survey results did not justify major revisions to the proposed goals and objectives as presented to the CAC.

A final synthesis of the goals and objectives was conducted to ensure that all sources of input received through the planning process were considered and that no issues or concerns were neglected in their development.

F. TITLE VI AND ENVIRONMENTAL JUSTICE

There are three fundamental environmental justice principles:

- To avoid, minimize, or mitigate disproportionately high and adverse human health and environmental effects, including social and economic effects, on minority populations and low-income populations.
- To ensure the full and fair participation by all potentially affected communities in the transportation decision-making process.
- To prevent the denial of, reduction in, or significant delay in the receipt of benefits by minority and low-income populations.

To satisfy Title VI and EJ requirements, a project must illustrate that concern for environmental justice is integrated into every transportation decision, from the first thought about a transportation plan to the post-construction operations and maintenance. Every effort was made to ensure that a full and fair opportunity was made available to all members of all communities in the state to participate in the development of the HSTP. In particular, the public outreach program was designed to ensure that this was accomplished. For example, the members of the Citizen Advisory Committees were invited from a broad spectrum of each community on each island in the state to ensure that all potential groups, interests, and points of view would be represented on each committee. This included the low-income and minority population, the elderly, the disabled or otherwise challenged individuals, and special

interest groups. Also, the statewide home telephone survey identified specific target areas with high concentrations of low-income residents and Native Hawaiian residents, two groups that are often under-represented in many of these activities, to over represent them in the survey in an attempt to ensure that their views were represented in the results. Approximately 70 resource group interviews conducted during the HSTP process were with state agencies and private organizations that represent the elderly, the disabled, the transit dependent, the poor, and Native Hawaiians. The public information element of the public outreach program also made every attempt to ensure that all groups identified above had full access to all information developed during the HSTP process.

OUR VISION
TRANSPORTATION IN THE 21ST CENTURY
HAWAII STATE DEPARTMENT OF TRANSPORTATION

As we move into the 21st Century, we envision a multi-modal transportation system that encourages the integration of advanced technology and innovation in providing for the safe, economic, efficient, and convenient movement of people and goods while fostering economic growth and development throughout the state.

We see... a well-developed multi-modal transportation system in Hawaii.

Our airports and harbors on Oahu, Maui, Hawaii, and Kauai will be developed to insure the rapid and efficient movement of people and goods to local, national, and international destinations. All parts of the world will be accessible by a combination of long-range, subsonic and hypersonic jet aircraft.

Our interstate highway system will be completed. Each of our islands will have a complete belt highway around the island. Highways will be four lanes, divided to enhance safety and landscaped to enhance the islands' beauty. Grade-separated crossing and interchanges will replace many old road intersections and traffic bottlenecks.

We see... other forms of transportation. Environmentally friendly, automated rapid transit and people mover systems will move large numbers of people into and within cities with clocklike precision. State-of-the-art electrical systems and innovations will energize these with improved energy efficiency.

Hi-speed ferries will transport our commuters from their homes to work in comfort and without the stresses of peak-hour driving. Ferries will provide our visitors with important transportation links to the airport, the downtown waterfront, and various resort and tourist destinations.

We see... jobs created closer to homes, and homes clustered around employment centers. Those living in suburban communities will work in neighborhood telework centers, branch offices close to their homes, or even their homes. These facilities will be linked to parent offices with computers, state-of-the-art telecommunication links, and teleconferencing facilities. Many residents will be able to live, work, and play in their own communities. Employee and family life quality will be enhanced as long work commutes are gradually eliminated.

We see... businesses relocating from the downtown area to suburban communities to meet labor needs and to reduce office space and parking costs. They will realize reduction in business travel as they are able to receive more information from government and other "smart" offices via remote computer terminals. We will also see decreases in public travel as access to information becomes available at conveniently located state satellite offices.

We see... an exciting evolution as Hawaii moves into the Information Age. We see a corresponding evolution into "electronic highways" as communication is increasingly substituted for transportation. The development of Hawaii's transportation and communication systems will enhance it to be globally competitive in the 21st Century.

HAWAII STATEWIDE TRANSPORTATION PLAN

GOALS AND OBJECTIVES

MISSION: TO PROVIDE FOR THE SAFE, ECONOMIC, EFFICIENT, AND CONVENIENT MOVEMENT OF PEOPLE AND GOODS.

MOBILITY AND ACCESSIBILITY

GOAL I: Achieve an integrated multi-modal transportation system that provides mobility and accessibility for people and goods.

Objective 1: To preserve, maintain, and improve the air, land, and water transportation system infrastructure and programs with regard to each community's unique characteristics.

A. Improve multi-modal and inter-modal connectivity of the transportation system.

Examples:

- *Improve mauka-makai connections.*
- *Consider developing alternate routes where feasible.*
- *Explore opportunities to acquire and develop private roads previously used for agricultural purposes.*

B. Increase capacity and services to respond to current needs and anticipated growth.

Examples:

- *Expand infrastructure, facilities and services.*
- *Provide new facilities and services.*
- *Optimize operations.*
- *Provide alternative mode choices.*
- *Improve ground access concurrent with airport and harbor expansion projects, as appropriate.*

C. Pursue the maintenance and rehabilitation of the transportation system.

Examples:

- *Identify existing maintenance deficiencies and resolve or mitigate.*
- *Monitor and evaluate systems performance.*
- *Coordinate state and county maintenance and rehabilitation projects.*
- *Consider the use of life cycle costs in the project design and engineering that could result in using more durable materials.*

D. Ensure provision of essential air, land, and water transportation operations and facilities.

Examples:

- *Maintain essential air service and defense highway system.*
- *Implement and maintain accessible transportation requirements as required by the Americans with Disabilities Act (ADA) of 1990 and other legislation.*

Objective 2: To increase the efficiency of the air, land, and water transportation systems' operations.

A. Enhance inter-modal connectivity.

Examples:

- *Provide for smooth and efficient inter-modal transfers of passengers and goods.*
- *Enhance existing or provide new facilities and/or services to and from modal hubs.*
- *Provide user-friendly guidance and information.*
- *Provide adequate storage and support facilities at airports and harbors.*
- *Establish a continuous inter-regional state highway system that links state airports, harbors, and their related support facilities.*
- *Provide for safe motorized and non-motorized (pedestrian and bicycle) access to all airport, bus, and ferry terminals.*

B. Employ and encourage strategies to reduce transportation demand.

Examples:

- *Encourage the use of TDM strategies and actions to reduce single occupancy vehicle travel, including ridesharing and telecommuting.*
- *Encourage bicycle and pedestrian travel for trips of short distances.*
- *Support "smart growth" initiatives in land use planning.*
- *Provide informational and educational programs.*
- *Coordinate transportation system development with land use.*

C. Enhance performance of transportation systems affecting all modes of transportation used by people.

Examples:

- *Improve signal timing and coordination.*
- *Employ intelligent transportation system (ITS) technologies and concepts.*
- *Improve incident management and minimize response times for incidents and accidents.*
- *Ensure cost effectiveness of transportation policies and strategies in implementing initiatives and actions.*

Objective 3: To promote alternative air, land, and water transportation mode choices.

A. Facilitate and encourage a continuous level and variety of public transit services consistent with statewide and community needs.

Examples:

- *Provide safe and continuous routes.*
- *Provide educational programs.*
- *Expand the coverage of bus services in both service hours and geographic areas.*

B. Provide safe and continuous routes that are accessible by ADA guidelines.

Examples:

- *Provide and improve park-and-ride facilities and services.*
- *Inform and educate the public about the availability and usage of services.*
- *Encourage multi-modal accessibility to employment, shopping and other commerce, medical care, housing, and leisure, including adequate public transit access for the transportation-disadvantaged.*
- *Implement the accessible transportation requirements established by the Americans with Disabilities Act of 1990 and other legislation.*

C. Facilitate and provide walking and bicycling options that meet statewide and community needs.

Examples:

- *Provide safe and continuous routes.*
- *Provide educational programs.*
- *Increase the number of crosswalks and other pedestrian pathways.*
- *Increase the mileage of bicycle lanes and bicycle routes.*
- *Provide wide shoulders along roads where bicycle lanes are not feasible or merited.*
- *Sweep and maintain roadway shoulders and bike/multi-use paths regularly.*

SAFETY AND SECURITY

GOAL II: Ensure the safety and security of the air, land, and water transportation systems.

Objective 1: To enhance the safety of the transportation system.

A. Provide safe facilities and infrastructure.

Examples:

- *Identify and implement physical improvements to reduce hazards, such as traffic signals, crosswalks, and signage.*

- *Maintain and repair existing facilities and infrastructure.*
- *Consider and accommodate the needs of pedestrians and cyclists.*
- *Implement traffic calming measures.*
- *Identify and improve “safe routes to school” for students who walk, cycle, or use other non-motorized modes.*
- *Provide up-to-date air traffic control equipment.*
- *Consider relocating roadside utilities underground.*
- *Minimize the use of guardrails that form barriers or hazards to safe passage by pedestrians or cyclists.*

B. Promote the safe use of the transportation system.

Examples:

- *Promote age-appropriate education for all users.*
- *Conduct targeted law enforcement at problem locations.*
- *Prepare Emergency Response Plans for disasters or emergencies.*
- *Identify operational improvements to reduce hazards and impacts.*
- *Maintain a current traffic accident record system.*
- *Consider developing a highway safety improvement program.*

Objective 2: To ensure the secure operation and use of the transportation system.

A. Employ various safety and security measures as required.

Examples:

- *Improve air traffic control.*
 1. *Provide up-to-date air traffic control equipment.*
 2. *Consider restricting areas in which helicopter tours can operate as appropriate.*
- *Provide transport routes for hazardous materials that ensure the safety of neighboring communities and vehicles (e.g. cars, cyclists, cruise ships).*
- *Develop hazardous materials accident and spill management strategies.*
- *Identify, evaluate, and eliminate threats to the transportation system.*

B. Use law enforcement at problem locations.

ENVIRONMENT AND QUALITY OF LIFE

GOAL III: Protect and enhance Hawaii’s unique environment and improve its quality of life.

Objective 1: To provide an air, land, and water transportation system that is environmentally compatible and sensitive to cultural, historic, and natural resources.

- A. Provide an infrastructure and facilities that are environmentally friendly, safe, and appropriate to each community's character and scale.

Examples:

- *Develop and maintain a built environment that is aesthetically beautiful and culturally responsible.*
- *Encourage sustainability of natural and human resources and livability of communities in infrastructure development.*
- *Consider adopting flexible design standards and context-sensitive design practices.*
- *Consider a reasonable range of design alternatives.*
- *Provide bike and pedestrian facilities.*
- *Ensure access to shoreline and cultural resources.*

- B. Manage and operate the transportation system in an environmentally responsible manner.

Examples:

- *Encourage the use of TDM strategies and actions.*
- *Encourage the use of low-cost, energy efficient, non-polluting means of transportation.*
- *Develop monitoring programs to ensure compliance with noise, air, and water quality standards, effectiveness of mitigations, and improved facilities.*

- C. Support environmentally responsible programs and activities.

Examples:

- *Promote 'Adopt-a-Highway' program.*
- *Promote rideshare programs.*
- *Promote bicycling and walking.*
- *Support the prevention of unwanted alien species introduction.*

Objective 2: To ensure that the statewide air, land and, water transportation system supports comprehensive land use policies and livability in urban and rural areas.

- A. Provide a transportation system that supports and enhances quality of life.

Examples:

- *Provide noise abatement measures.*
- *Comply with air, noise, and water quality standards.*
- *Encourage smart transportation infrastructure development that is sensitive to Hawaii's unique environment, its historic and cultural heritage, its diverse communities, and its Ahupua'a concept of integrated watershed management.*

- B. Encourage the use of non-motorized transportation modes.

Examples:

- *Provide safe and continuous bicycle and pedestrian routes.*
- *Establish programs to protect scenic, historic, and heritage transportation corridors.*

C. Minimize disruption of existing neighborhoods due to transportation.

Examples:

- *Schedule construction activities to minimize local impacts.*
- *Schedule construction activities during off-peak hours when possible to minimize traffic impacts.*
- *Protect and preserve existing rights-of-way to allow for potential future roadway expansion.*

ECONOMIC DEVELOPMENT

GOAL IV: Support Hawaii's economic vitality.

Objective 1: To provide and operate an air, land, and water transportation system to accommodate existing and emerging economic developments and opportunities.

A. Provide a direct, convenient, and physically suitable system for goods movement to transportation facilities and to commercial and industrial areas.

Examples:

- *Maintain and improve the connectivity and accessibility to/from transportation hubs, population centers, and the workplace.*
- *Improve transportation facilities for freight handling and storage.*
- *Partner with public and private sectors to ensure cooperation and coordination for the provision of transportation facilities and infrastructure.*

B. To promote efficient and cost effective operations of the transportation system.

Examples:

- *Reduce delay and costs for people and goods movement through increased system efficiency and multi-modal capacity.*
- *Coordinate public and private sector investments.*
- *Promote high technology including inter-island and intra-island ferry systems.*

Objective 2: To develop an air, land, and water transportation system that complements and preserves Hawaii's unique, natural environment as an asset for economic and quality of life issues.

A. Make transportation investments that reflect each island's character and scale and that foster the residents' the quality of life.

B. Target transportation investments in coordination with community involvement.

- C. Consider developing a scenic byways program.

Example:

- *Coordinate with appropriate agencies to develop a scenic byways program.*

INTEGRATED STATEWIDE PLANNING, PROGRAMMING, AND DECISION-MAKING

GOAL V: Conduct a statewide planning process that is comprehensive, cooperative, and continuing.

Objective 1: To improve coordination and cooperation between all branches and levels of government, the private sector, and the general public.

- A. Support and conduct the Statewide Transportation Planning Process.

Examples:

- *Educate the participants.*
- *Maintain a dynamic and continuously evolving process.*
- *Use current information technology to support ongoing planning efforts.*
- *Improve continuously evolving county/state planning process for project development.*
- *Work with partners at the federal and county levels of government.*

- B. Improve communication between all branches and levels of government, the private sector, and the general public.

Examples:

- *Proactively seek dialogue with stakeholders.*
- *Educate the public and decision makers on the planning process.*

- C. Integrate approved policies, programs, and plans from all branches and levels of government and maintain consistency with the "Hawaii Statewide Transportation Plan."

Examples:

- *Develop comprehensive long-range transportation plans and implementation strategies.*
- *Keep abreast of current and evolving programs and regulations.*
- *Address Title VI and environmental justice considerations.*

Objective 2: To involve the public and stakeholders to the fullest practicable extent in the planning and implementation of the transportation system.

- A. Develop programs to ensure adequate opportunities for public and stakeholders' involvement.

Examples:

- *Conduct timely public outreach meetings to inform, educate, and/or solicit input.*
- *Employ new technologies for public access and dissemination.*

B. Ensure responsiveness to public concerns.

Examples:

- *Develop and implement procedures to respond to public concerns.*

Objective 3: To develop and maintain a transportation financial structure that provides adequate and dependable resources for air, land, and water transportation systems.

A. Optimize the use of all possible financial resources.

Examples:

- *Seek maximum possible federal contributions.*
- *Seek innovative and non-traditional transportation financing.*
- *Assess user fees for transportation services and improvements.*
- *Identify opportunities to create public-private partnerships to improve the transportation system.*

B. Develop an ongoing comprehensive financial program.

Examples:

- *Continuously monitor revenue flow to optimize fiscal opportunities and avoid lapsing funds.*
- *Continuously monitor expenditures to maintain cash flow and ensure sufficient funds.*