

REPORT TO THE TWENTY EIGHTH LEGISLATURE  
OF  
THE STATE OF HAWAII  
REGULAR SESSION OF 2014  
ON  
ACT 100  
SECTION 7  
SESSION LAWS OF HAWAII 1999

SUBJECT: RELATING TO GOVERNMENT OPERATIONS

STATE OF HAWAII  
DEPARTMENT OF TRANSPORTATION  
DECEMBER 2014

## **A. DEPARTMENT OF TRANSPORTATION**

### **Statement of 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 ninety-two (2,492) lane miles of highway.

To help move the Department toward its goal the Divisions will implement policies and projects relating to the following objectives.

1. Create and manage an integrated multi-modal transportation system that provides mobility and accessibility for people and goods.
2. Enhance the safety of the transportation system.
3. Ensure the secure operation and use of the transportation system.
4. Protect Hawaii's unique environment and quality of life and mitigate any negative impacts.
5. Ensure that the transportation facility systems support Hawaii's economy and future growth objectives.
6. Support the State's energy goal of 70% clean energy, which includes 40% produced by renewable energy and 30% increase in energy efficiency, enhancing the reliability and security of clean energy sources.
7. Create secure, flexible, and sustainable revenues and funding sources for transportation needs.
8. Provide effective leadership department wide, focusing on accountability, ethics, training, and transparency.

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

The Department of Transportation is responsible for the planning, designing, constructing, operating, and maintaining 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. Further, each project or initiative highlighted in this report is measured by the respective division for effectiveness by their own specific guidelines. While these measures may be used to measure our performance, our customers, the traveling public, grade us by their personal experiences.

### **B. Airports Division**

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 important gateways for its economic growth, by planning, designing, constructing, managing, and maintaining efficient cost-effective airport facilities and equipment based on evolving technology.

The Airports Division strives to provide a professionally managed, efficient, safe, and financially sound airport system by working in partnership with the airlines, concessionaires, governmental and regulatory agencies, lessees, businesses, and employees, members of the public and other stakeholders.

Recognizing that the State's airport system is only one of two methods to enter or exit the State, the statewide airports system is part of the State's critical economic infrastructure, enabling interstate and international commerce and travel through the flow of passengers, cargo, and mail between the

islands, as well as throughout the Pacific Basin and the continental U.S.

### **Statement of Goals**

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

In order to achieve its goals, the Airports Division has established the following objectives:  
Objectives and Policies

#### **1. Mobility and Accessibility - Create and Manage an Integrated Multi-modal Transportation System that Provides Mobility and Accessibility for People and Goods**

- **Preserve and maintain the existing air transportation systems, in good condition or better.**
- **Ensure multi-modal connections for passengers.**
- **Reduce congestion in the air transportation systems.**

**Honolulu International Airport (HNL) New Day Work Projects (NDWP) Mauka Concourse Program:** Construction of a new Mauka Concourse which will provide additional gates to accommodate 5 wide body, 10 narrow body, or a combination of wide and narrow body aircraft.

**Timeline:** October 2011 to December 2015

**Milestones:** Year 1 - Complete EA

Year 2 - Complete Design

Year 5 - Complete Construction

**Measures used to gauge effectiveness** - Design and construction on time within budget.

**Statewide Consolidated Car Rental Facilities:** Construction of Consolidated Car Rental Facilities at HNL, Kahului Airport (OGG), and Lihue Airport (LIH) which will provide more efficient use of land and facilities. Projected Schedules as of reporting period - actual schedules dependent upon leases, funding, land acquisition.

**Milestones:** Complete Design for HNL

2013 HNL - traffic handling systems - upgraded elevators, added traffic signals

2014 - Kahului - commence construction May, complete May 2016

HNL Interim car rental facility construction started in Overseas Parking facility - completed 2016. Lihue-Negotiate land purchase

2016 - HNL- commence new facility construction, complete 2019.

2018-19 Possible start of Lihue facility

**Measures used to gauge effectiveness** - Design and construction on time within budget.

## **2. Safety - Enhance the Safety of the Air Transportation System**

- **Enhance the system and user safety and transportation facilities both motorized and non-motorized, with the use of proper equipment, technology, and physical hazard reduction; and implement priority safety projects for each mode.**
- **Continuously conduct assessment, preparedness, and emergency response for natural disasters as part of all planning efforts.**

**Public Access Defibrillation Program:** The Airports Division implemented Hawaii's largest Public Access Defibrillation Program in FY 2007 by installing one hundred (100) Automated External Defibrillators (AEDs), at 10 airports, on six islands. Thousands of DOT-A employees and airport users had been trained in how to perform CPR and use an AED. At the end of the first 3-year contract the success of surviving a cardiac arrest within the airports had gone from a 0% survival rate to an 84% survival rate. DOT-A survival rates sparked state legislators to improve the state's Good Samaritan Law for no liability using an AED no matter where the AED is located. This law has sparked AED Programs across the state adding to more lives saved from community sudden cardiac arrest. In FY 2010, 25 additional AEDs were purchased to expand this life saving program to all statewide airports. We continue to maintain the equipment to ensure the reliability of the program and to provide continuous training of airport employees, as well as tenants at the airports.

**Timeline (Continuous):** CPR/AED Training, debriefing with AED users, program awareness, maintenance of equipment, and continued re-evaluation of program and outcomes.

**Milestones:** Year 1 - Additional AEDs installed and less than 500 people took advantage of the free CPR/AED "non-certification" classes. Survival rate dropped to approximately 50% with no bystander CPR performed.

Year 2 - Re-establish "certified" CPR/AED training program for employees and airport users. Within the first 2 classes more than 100+ airport users attended

classes. With more people attending hands-on training the hope is for more bystander CPR, greater confidence using AED, and greater survival rates.

Year 5 - Replace and upgrade existing AEDs due to manufacturer discontinuing device, more training, and program awareness.

**Measures used to gauge effectiveness** - Continuous personnel training throughout the HDOT-A system. American Heart Association reviews data for safe victim save rate compared to the National average outside of 5% for out-of-hospital cardiac arrest.

**Airports Warehouse System Upgrade:** The project scope is to upgrade/replace the AIR-OM Materials and Supply Inventory System. The application was implemented in 2002 and hasn't been upgraded since. The hardware and operating system software has a target end-of-life in 2014. This inventory control application services the Oahu District custodial, base yard units, crash fire units, Kalaeloa Airport and Dillingham Airfield. Items in the warehouse include, but are not limited to oil/fuel for motor vehicles, janitorial supplies, safety supplies, maintenance materials, building/construction materials, motor vehicle repair parts used to maintain the airport's infrastructure.

**Timeline:** October 2012 to February 2014.

**Milestones:** Complete upgrade by February 2014, with 3 months post implementation support.

**Measures used to gauge effectiveness** - Implementation by February 2014 to be on time within budget.

**Mass Casualty Plan:** In the event of a possible disaster leading to mass casualties, the Airports Division purchased Emergency Trailers for Hilo International Airport, Kona International Airport at Keahole, Kalaeloa and Honolulu International Airport. A 50-bed Portable Hospital, complete with a training package for Honolulu International Airport Category X airport, was also purchased.

**Timeline:** Continuous

**Measures used to gauge effectiveness** - Continuous personnel training, annual exercises, and validation by FAA Triennial Exercise.

**Statewide Incident Command System:** Incident Command System Training provided in this first year of a three year project is required for all responders. The project has trained over 1000 airport personnel, mutual aid organizations, non-governmental organizations, and private airport partners to

specified Incident Command System levels as outlined for the State of Hawaii Department of Transportation airports via Homeland Security Presidential Declaration #5. NIMS (National Incident Management System) core curriculum developed and delivered by DHS and FEMA has been provided at all levels for the airports by qualified instructors. A comprehensive tracking system is established to help DOT-A track all training. FAA recently required this information as part of their effort to ensure that all airports nationwide have implemented the ICS training. The recurrent training and exercises also provided in this project are critical to effective use of ICS. Airports have traditionally not suffered from large scale disasters and one of the only real means of staying prepared is through the training and exercises provided in this project.

**Timeline:** Continuous

**Measures used to gauge effectiveness** - Continuous personnel training, development of airport emergency plans and quarterly table top exercises.

**Homeland Security Exercise and Evaluation Program:** HSEEP (Homeland Security Exercise and Evaluation Program) has been institutionalized as a means for registering, developing, implementing, and evaluating all required DOT-A and FAA exercises. This system is also tied to a national database/calendar (NEXS) that tracks all training and exercises via Hawaii State Civil Defense. The HSEEP process includes initial, interim, and final planning conferences along with master exercise scenario lists, formal exercise evaluation guides, and reporting tied to national capabilities priorities. Formal after action conferences and detailed improvement plans have been provided for four airports this fiscal year as they conducted FAA required triennial and other preparedness exercises.

**Timeline:** Continuous

**Measures used to gauge effectiveness** - Continuous personnel training and evaluation by FAA and Civil Defense.

**Airport Emergency Plan:** Airport Emergency Plans (AEPs) are required to be fully rewritten in order to meet the FAA guidance to include NIMS and ICS components. The 250 plus page guidance issued by the FAA has provided excellent guidance for DOT-A. This project includes full revisions of all AEPs that were due in June. The HSEEP model was also codified in these new rewrites as the standard for conducting all future training and exercises for the

airports. Revisions to living documents such as plans are ongoing as DOT-A works to practice what is written in their emergency plans in order to validate the currency and reliability of each AEP. Only through drills, training, and exercises can this process be tested and revised as DOT-A works daily to be highly organized and prepared for incidents of all types and magnitudes.

**Timeline:** Continuous

**Measures used to gauge effectiveness** - Continuous personnel training, plan updates and triennial exercise evaluation by FAA.

**Wildlife Hazard Assessment Plan:** The U.S. Department of Agriculture Animal and Plant Health Inspection Service Wildlife Services major objective is to reduce wildlife strikes at all State of Hawaii airports. To meet this goal APHIS-WS assists airport operators by conducting a Wildlife Assessment Study and developing/implementing a Wildlife Management Plan. APHIS-WS also controls nuisance wildlife airports properties to protect human health, safety and property. These services are provided seven (7) days per week, including federal holidays. The methods include, but not limited to, wildlife population monitoring, habitat evaluation and modifications, shooting, trapping and hazing using pyrotechnics, propane cannons, electronic audio devices, visual scare devices, and trained dogs.

**Timeline:** Continuous

**Measures used to gauge effectiveness** - Continuous personnel training, daily monitoring and evaluation by USDA field inspectors

**Emergency Communications Enhancement Plan:** DOT-A maintains a satellite-based emergency communications capability. The current system uses the MSAT/Skyterra communications satellite and Mitsubishi satellite telephones located at Division, Oahu District, Kauai District, Maui District, Kalaupapa Airport, Kona District, and Hilo Airport. These sets are no longer produced and the company that provided maintenance for them no longer provides that service. Thus a newer, current and more robust system must be purchased to replace the aging sets. An Iridium-based system is deemed the most cost-effective replacement. Several state airports have no satellite communications capability: Molokai, Lanai, Kamuela, Hana, Dillingham, Kalaeloa, and Port Allen. The plan is to replace the existing sets at the Districts and Division and send the older sets that are still functional to airports that have no satellite



communications as an interim measure until additional newer sets can be purchased.

**Timeline:** Year 1 -2013 Approvals for budget and sole source purchase received, project mobilized Purchased 7 Iridium satellite phone sets, including installation. On Schedule.

Year 2 -2014 Purchase additional 5 sets for Molokai, Lanai, Kamuela, Hana, and Kalaeloa

**Measure used to gauge effectiveness:** Performance will be measured continually through periodic communications tests with each location.

**Nene Goose Relocation Plan:** The increasing Ne'ne' goose population at the Kauai Lagoons Resort (KLR) is posing a very serious threat to aviation safety at the Lihue Airport. This state bird is an endangered species and are protected by federal laws, therefore, at FAA's recommendation, the Airports and DLNR have developed a five (5) year plan to "translocate" the flock of Ne'ne' from the KLR to other locations to mitigate the hazard they present to Lihue Airport.

**Timeline:** Federal Fiscal Year 2012 to 2017

**Milestones:** Year 1 - Phase I - Plan to capture and translocate 10 - 20 pairs of pre-breeding Ne'ne' geese to Piihonua, Hawaii and Kahikinui, Maui. Phase 2 - Move all remaining Ne'ne's; approximately 70-90 breeding pairs.

Year 2 - 2013 Capture and translocate remaining Ne'ne's

The program in reducing the population is on schedule. The strategy seems to be working for now. Concerns include return migrations and the relocated population becoming a problem themselves.

Year 3-5 - Monitor and translocate any Ne'ne's that may have been missed or that have migrated back to KLR.

**Measures used to gauge effectiveness** - The number of Ne'ne's spotted at KLR or near the airport terminal.

**Airport Rescue Fire Fighting (ARFF) Training Facility:** This project will construct a regional ARFF training facility which will be used by the ARFF personnel statewide to consolidate training into one facility for cost savings and efficiency. The facility will also be made available for other agencies throughout Hawaii and the Pacific on a fee basis.

**Timeline (Continuous):**

**Measures used to gauge effectiveness** - Continuous personnel training, field evaluation by FAA Certification Inspector.

**Safety Management System (SMS):** The SMS is an FAA mandated program to improve aviation safety through incident discovery, reporting, resolution, study, logging, and development of new procedures to avoid further occurrences.

**Timeline (Continuous):**

**Milestones:** Year 1 - Study FAA requirements, design system structure, develop job descriptions, include in budget, Year 2 - hiring, training, Year 5- completion

**Measures used to gauge effectiveness** - Airport Operators continuous monitoring of airfield FAR 139 regulatory requirements, personnel training and document federal directive pending congress approval

**Automated Weather Reporting System for Kalaupapa Airport:** Kalaupapa is the state's most isolated community and the most dependent on its airport for basic needs. The FAA recently implemented instrument approach and departure procedures to enable aircraft to use the airfield during poor weather conditions. However, commercial aircraft must have approved current weather information in order to use the instrument procedures and none is currently available at Kalaupapa. DOT-A plans to purchase and install an Automated Weather Observation System (AWOS) which will provide current critical weather information to all pilots in the vicinity and permit commercial cargo and passenger to fully serve the Kalaupapa community.

**Timeline:** FY 2013

Although the importance of the system is high, progress has been curtailed by the lack of budgeted funds. Alternatives such as FAA funding have been pursued but is not currently available due to the light traffic. Efforts will continue until a funding plan can be found.

**Measure used to gauge effectiveness:** Continuous availability of automated weather information.

**National Incident Management System (NIMS) Carding Program:** Resource tracking under NIMS, NFPA, HIOSH, and FAA outlines DOTA's responsibilities requiring a standardized integrated process conducted throughout the life cycle of an incident by all agencies at all levels. A new accountability carding system with credentialing capability is being introduced that provides incident managers with a clear picture of

where resources are located, helps staff prepare to receive resources, and helps protect the security and safety of all responder personnel. Carding has commenced at five DOTA airports with over 1500 personnel carded at this time. Carding is on track to continue through 2011 and 2012 with implementation of the system statewide for all airports to be determined in 2012. The system provides for expanded check-in required under NIMS. All agencies regardless of affiliation must report and receive an assignment in accordance with procedures outlined in NIMS ICS. This system helps in that process and preserves site security. The potential for very large catastrophic events exist at all of Hawaii's airports which will require an unprecedented mutual aid of most immediate response organizations, this system is designed and being implemented to deal with such events. At present, Federally mandated training is provided by consultant. One objective is to the training in-house in a new facility to be constructed in Kona

**Timeline:** 2014 - Training provided by consultant  
2014 - 2018 Planning, construction, staffing of new training facility in Kona

**Measures used to gauge effectiveness** - HDOT-A provides continuous personnel training at all airports with evaluations by Civil Defense and FAA Certification Inspectors. Project dates and budgets as planned.

### **3. Security - Ensure the secure operation and use of the Air Transportation System.**

- **Minimize risks of disruption of transportation to, from, and within Hawaii due to terrorism and other human security threats and events, as well as threats and events from natural disasters.**
- **Work with Federal, State, and County agencies as well as tenants to conduct vulnerability and risk assessments.**
- **Implement security policies and strategies to minimize risks and threats of disruption of or damage to the transportation systems while maintaining the intended function of the system.**
- **Provide continuous monitoring of critical infrastructure and communications systems to provide for appropriate emergency response capability.**

**Statewide Interoperable Radio Communication Plan:** We continue to test our Statewide Interoperable Radio Communication Plan which includes purchasing and upgrading our 800 MHz land mobile radio system, establishing channels

and talk groups, and drafting an operational readiness strategy plan

**Timeline (Continuous):**

**Measures used to gauge effectiveness** - Completion of a statewide radio communications systems upgrade to meet narrow banding deadlines and interoperability requirements throughout DOT-A. Continuous personnel training, equipment maintenance and validation by exercise task evaluation by Civil Defense.

**Statewide Access Controls and CCTV Improvements:** Upgrade the Access Controls and CCTV Systems at HNL, OGG, LIH, Hilo International Airport (ITO), and Kona International Airport at Keahole (KOA).

**Timeline (Continuous):**

**Milestones:** Year 1 - Complete Construction for HNL  
Year 2 - 2013 Complete Construction for OGG, LIH, ITO and KOA HNL, OGG and LIH CCTV complete. LIH Access Controls Complete.

Year 3 - 2014 HNL and OGG Access Controls scheduled to cut over. KOA and ITO Access Controls and CCTV to bid in summer.

**Measures used to gauge effectiveness** - Construction on time within budget.

**HNL Explosive Detection System (EDS) Phase II:** Construction of an inline EDS for the Overseas Terminal which will remove the EDS equipment from the ticket lobbies and place them inline in the baggage conveyor systems. This will make security screening of checked baggage quicker and more efficient.

**Timeline (Continuous):**

**Milestones:**

Year 2- Complete Construction

Phase 1 and 2 Complete, final phase for remaining ticket lobby work being planned

**Measures used to gauge effectiveness** - Construction on time within budget.

- 4. Environment and Quality of Life - Protect Hawaii's unique environment and quality of life and mitigate any negative impacts, and Energy - Support the State's energy goal of 70% clean energy, which includes 40% produced by renewable energy and 30% increase in energy efficiency, enhancing the reliability and security of clean energy sources.**

- Support the national goal to reduce transportation-related greenhouse gas, (GHG) emissions and reliance on foreign oil.
- Actively pursue actions in transpiration which help to achieve the State clean Energy Goal of 40% renewable energy by 2030.
- Identify ways to increase energy efficiency by 30% at transportation facilities.
- Use opportunities where and when practicable and available, to use alternative resources to supply power to create electricity for transportation facilities.

See no. 6

**5. Economy and Growth - Ensure that the air transportation facility systems support Hawaii's economy and future growth objectives.**

- Identify sector needs, current and projected, as they relate to the movement of people and goods.

**Restoral of lost positions:** The Airports Division is a specially funded entity that operates entirely on the revenues that it generates through airlines, tenants, and concessionaires that do business on its premises, as well as Federal grants, and does not depend upon the state's general fund for its operating needs. In past years, hiring has been frozen and vacant jobs have been abolished even though this would have little or no effect on the condition of the general fund. Efforts are ongoing to fill these positions in order to provide the level of service that tenants and the flying public pay for, and have a right to expect. Repairs and maintenance of facilities, planning, project management, personnel, and fiscal functions.

**Timeline (Continuous):**

**Milestones:** Year 1 - 2013 - attempt to speed up recruiting.

This initiative has been placed on hold as AIR-AP is short staff by two (2) Personnel Management Specialists (Recruitment & Classification and Labor Relations)necessitating a focus on transactions and recruitment. However, with the assistance of DHRD, AIR-AP has completed filling over 20 Airport Rescue and Firefighter (ARFF) positions at the entry level (SR-15) on all islands, which took a tremendous amount of effort and time. Additionally, PER is also assisting AIR-AP with reviewing all applications for

positions that has been advertised under Internal Vacancy Announcements. This initiative will be rescheduled when the two vacancies are filled and the operations are normalized.

Year 2 - Attempt to restore abolished positions

Year 5 - Staffing at levels commensurate with growing passenger counts and growth

**Measures used to gauge effectiveness** - Hiring goals met.

6. **Support the State's energy goal of 70% clean energy, which includes 40% produced by renewable energy and 30% increase in energy efficiency, enhancing the reliability and security of clean energy sources.**

**Installation of Renewable Energy Systems:** Procure power purchase agreements for photovoltaic systems at Statewide Airports

**Timeline (Continuous):**

**Milestones:** Year 1 - Phase I installation complete June 2009

Year 2 - Phase 2 installation complete June 2013

Phase III cancelled due to new temporary administrative rules by TAX which took effect 1/1/13

**Measures used to gauge effectiveness** - Installation on time.

**Energy Savings Performance Contract:** Procure Energy Savings Performance Contracts where outside vendors install energy efficient equipment in State Facilities and are reimbursed through the savings in energy payments.

**Timeline (Continuous):**

**Milestones:** Year 1- Complete Procurement (Dec 2013)

Year 2- Complete Construction (Dec 2015)

**Measures used to gauge effectiveness** - Installation on time.

7. **Funding - Create secure, flexible, and sustainable revenues and funding sources to sustain the State wide airport system (Enterprise).**

- **Develop a framework for long-range financial forecasting; and within this framework distinguish between system preservation, capacity enhancement, and modernization needs that are funded from user-financing.**
- **Identify sources and develop and secure funding for the sustainable delivery, maintenance, operation,**

**rehabilitation, replacement, and expansion of the state transportation systems.**

- **Ensure funding for the safety and security of the state transportation systems**
  - a. Maximize the use of Federal programs and funding for needed transportation infrastructure; use Federal non-recurring initiatives and funding sources such as American Recovery and Reinvestment Act (ARRA) and report on project and program achievements.
  - b. Study the reliability and viability of future transportation financing streams and funding and consider scenarios for innovative and non-traditional financing.
  - c. Achieve project readiness in support of new funding sources as they come available; and report on achievements of project completion.
  - d. Review outstanding bond issues and refund (refinance) if it is cost beneficial.
  - e. Review potential areas to increase revenue from current and prospective customers, tenants and stakeholders.

**Timeline (continuous):**

**Milestones:** Year 1 -2 Confer with rating agencies and bond issuers, to maximize borrowing.

**Enhance the efficiency and effectiveness of Airports Division through the administrative services provided by the Staff Services Office:** Proactively ensure that the Staff Services Office provides efficient, effective, continuous, consistent, and timely administrative support services and guidance through its Property and Business Development Office, Personnel Management; Budget; Methods, Standards & Evaluation; and Financial Management staffs to all 15 airports and to its 1,024 employees. These activities contribute to maximizing the generation of a sustainable revenue stream, controlling costs, and introducing improved procedures, and management techniques.

**Create and maintain an inventory of all terminal and non terminal properties in Propworks database:** Insure adequate staffing for property management functions throughout the division, in order to maximize revenue generation.

**Timeline (Continuous):**

**Milestones:** Year 1 - January 2012-acquire the services of a consultant firm to conduct an on-site

inspection and survey of all terminal and non-terminal spaces at all airports. The results of the inspection/survey will provide the Airports Division with accurate and updated information as to condition of the space, the activities being conducted from the space, determine if unauthorized alterations or modifications have been made, determine if utility costs are accurately being billed, and overall determine if provisions of the Revocable Permit or Lease Agreements are being followed. The consultant firm will populate the results of their inspection/survey into Propworks.

Year 2 - January 2013 The Airports Division along with the appropriate District personnel will determine if existing RP's should be converted into lease agreements, terminated or allow the existing tenant to remain under an RP. The key criteria for this determination will be whatever is in the best interest of the State of Hawaii and consistent with Federal Aviation Administration policies. AIR-PM staff will conduct a review to ensure payments are being made by tenants in accordance with their agreements.

All spaces have been put into the database, and are now being updated with more current or detailed information.

At year-end, all RPs, leases and agreements have been entered into the database. However, the database has not yet been updated to include the disposition of existing RPs as to whether they should be converted or terminated. More stringent controls have been enacted and progress has been made in collecting delinquent payments, issuing termination notices, and in the conversion of RPs to leases.

Year 3 - January 2014- District staff will conduct unannounced inspections of terminal and non-terminal spaces to ensure tenant compliance with agreements; AIR-PM staff will coordinate with District staff to ensure accuracy of the data base; AIR-AF will monitor their data base to ensure accuracy of payments and late charges.

Year 4 - January 2015- Conduct statewide appraisal of all properties to ensure fairness to tenants and ensure that rates and charges are current

Year 5 - January 2016- Start on-site inspection and survey of all terminal and non-terminal spaces to update data base.



**Measures used to gauge effectiveness** - All available spaces are being leased at the prevailing rates; payments are being made in a timely manner; tenants are in compliance with all terms of their agreement and revenue increases year to year.

**Complete a concession agreement for on demand taxi management for all islands:** We have provided AMPCO with their agreement for on demand taxi management at HNL and are waiting for them to execute the agreement.

**Timeline (Continuous):**

**Milestones:** Year 1 - January 2013 AIR-PM staff will solicit information from districts regarding number of taxi rides from each of the listed airports. This data is essential to frame each concession agreement appropriately for each airport.

Once information is acquired, outline of the concession function will be developed and agreements drafted. Agreements will either be directly negotiated or offered through a public process.

Progress to date: a preliminary analysis by a concessionaire indicates that traffic at Lihue and Hilo is inadequate to support a concessionaire business. Solicitations are being prepared for Kona and Maui.

Year 2 - January 2014 - Districts will monitor the management firm to determine if they are in compliance with the terms of their agreements. Districts will use customer surveys, on-site observations, and unannounced audits as are gauge to determine compliance.

**Measures used to gauge effectiveness** - Minimal complaints, efficient and timely service.

**Convert the Revocable Permits for parking into a concession agreement for the neighbor island airports similar to that at HNL.**

**Timeline (Continuous):**

**Milestones:** Year 1 - January 2012 - AIR-PM will draft and execute individual concession agreements for parking management for all islands. The agreements

will include the provision, if applicable, for charging stations in accordance with the law.  
Year 2 - January 2013 - Districts will monitor the management firm to determine if they are in compliance with the terms of their agreements. Districts will use customer surveys, on-site observations, and unannounced audits as are gauge to determine compliance. Progress: Maui completed, a draft for Kona is being reviewed by the AG, a contract for Hilo is being worked on, Lihue is under contract.

Year 3 - January 2014 - Districts will monitor the management firm to determine if they are in compliance with the terms of their agreements. Districts will use customer surveys, on-site observations, and unannounced audits to determine and encourage compliance.

Year 4 - January 2015 - Districts will monitor the management firm to determine if they are in compliance with the terms of their agreements. Districts will use customer surveys, on-site observations, and unannounced audits as are gauge to determine compliance.

Year 5 - January 2016 - Districts will monitor the management firm to determine if they are in compliance with the terms of their agreements. Districts will use customer surveys, on-site observations, and unannounced audits as are gauge to determine compliance.

**Measures used to gauge effectiveness** - Minimal complaints, efficient and timely service, and maximum revenues for the State.

**Establish an RFP for advertisement at all airports:**

**Timeline (Continuous):**

**Milestones:** Year 1 - On August 31, 2011, a written request was sent to the Department of the Attorney General, Land and Transportation Division requesting their legal assistance in determining if a fee structure can be established for the brochures and pamphlets being displayed at holders (racks) at seven (7) Hawaii airports from the various publishing companies.

While the initial intention of the DOT was to include this function under a general display advertising concession, it was decided the two functions are significantly different and combining the two would

impair the concessionaire's ability to maximize revenues to the concession.

Year 2 - January 2012 - Development started on concession agreement.

Year 3 - 2013 - Completed agreements and bid documents. Districts will monitor the concession firm to determine if they are in compliance with the terms of their agreements.

Year 4 - January 2014 - concession award process completed, and start of concession.

Year 5 - January 2015 - Districts will monitor the concession firm to determine if they are in compliance with the terms of their agreements.

**Measures used to gauge effectiveness** - Amount of advertising in space initially offered for the concession, requests for additional space, and increased revenues for the State.

**Establish a computerized contract management program:** This will determine the status of each and every agreement and lease to ensure proper increase in rent, percentage rents, extensions, and payments are being made in a timely manner.

**Timeline (Continuous):**

**Milestones:** Year 1 - January 2012 meet with AIR-I, AIR-AF, and District Staff to establish baseline for requirements to ensure "best practices" for contract management. Have AIR-I develop a compatible and interoperable data base to meet our needs. Note: that the information acquired thorough Propworks will be used to establish some of the fields in this database.

Year 2 - January 2013 - Monitor and improve on the database.

System completed and running.

Year 3 - January 2014 - Monitor and improve on the database.

Year 4 - January 2015 - Monitor and improve on the database.

Year 5 - January 2016 - Monitor and improve on the database.

**Measures used to gauge effectiveness** - Minimal complaints, efficient and timely service, and maximum revenues for the State

**effectiveness** - Minimal complaints, efficient and timely service, and maximum revenues for the State.

**Cease the current practice of the use of Billing by Memorandum (BBM):** We have 36 BBM tenants in our system,

which allows them to occupy our space while they provide written documentation of credit worthiness and insurability. The airlines account for 12 of these BBM and these BBMs have been in place for between 6 and 17 years, which creates a liability for the State. We will cease this practice and ensure that all current tenants on a BBM are issued notices to execute leases.

**Timeline (Continuous):**

**Milestones:** Year 1 - On September 9, 2011, the Airports Division issued a memorandum to all Districts effectively minimizing the practice of issuing a preoccupy and Bill by Memorandum (BBM) as a means to have a tenant occupy space. The BBM does not provide the State of Hawaii with adequate means of protection against liability and is used as a means to receive payment for rented space.

Year 2 - January 2012 - all efforts will be made to either terminate or convert the current 36 BBMs into a lease agreements. We will also monitor the issuance of any new BBM's to ensure that circumstances necessitated their use.

Year 3 - January 2013 - Monitor and ensure that all BBMs are converted into leases or terminated. Significant progress has been made. Remainder of conversions scheduled for 2014.

Year 4 - January 2014 - Monitor and ensure that all BBMs are converted into leases or terminated

Year 5 - January 2015 - Monitor and ensure that all BBMs are converted into leases or terminated

**Measures used to gauge effectiveness** - Reducing the number of existing BBM's and minimizing the issuance of BBM's to reduce the liability to the State and ensure long term lease of spaces..

**Review, identify and amend all HAR and HRS either adversely impacting or prohibiting our ability to generate or maximize revenues:** Conversely, those provisions in the HAR and HRS that promote our ability to generate revenues will be reviewed to meet the changing economic times of the State of Hawaii.

**Timeline (Continuous):**

**Milestones:** Year 1 - 2012 Legislation introduced was enacted as Act 47 (SB 2874 SD1 4/23/12) Which allows Airports Division to rent/lease space for "inconsistent" or non-aeronautical use, which allows the leasing of previously vacant properties.

Year 2 - 2013 Introduced HRS 261-7(E)& 2 - to increase the rates and charges for Non-Signatory Commercial Air Carriers, to be 125% of Signatory carriers.

Year 3 - 2014 Identify other areas in which rules can be used to improve revenue generation or cost recovery.

**Measures used to gauge effectiveness** - Number of areas discovered in which additional revenues can be generated

**Ensure that the current Non-Signatory rates are consistent with the First Lease Amendment of 2008:** This initiative is to ensure that the Airports Division meets its obligation to the First Lease Amendment that all Non-Signatory rates must be 125% above the Signatory rates. The impact of not meeting this critical obligation could result in Signatory carriers electing to become Non-Signatory carriers which could affect the Airports' bond rating.

**Timeline (Continuous):**

**Milestones:** Year 1 - September 2011, in accordance with Hawaii Revised Statutes 261-7(e), Public Informational Hearings were held for the proposed new Airports Division Procedure entitled: **Proposed Non-signatory Landing Fees and Passenger Terminal Rental Rates and Charges** to notify the public of our efforts to increase the rates and charges for the non-signatory carriers to be consistent with the First Amended Lease Extension Agreement signed in October, 2007, and became effective on January 1, 2008.

Public Hearings were held on September 26 in Hilo; September 27 in Lihue; September 28 in Honolulu; September 29 in Kona; and September 30 in Kahului. Two members of the public attended the Hilo meeting, zero attended the Lihue meeting, three attended the Honolulu meeting, one attended the Kona meeting and two attended the Kahului meeting. At all meetings attended by the public, questions were raised about the subject matter and issues discussed.

A court reporter was present at each of the meetings and the transcript will be published on the DOTA web site. The DOT-A will also accept comments after the transcripts are posted.

In order to ensure that the DOT-A was able to address all issues raised both at the meetings and potential

subsequent to the posting of the transcripts, the effective date for increase is December 1, 2011. Year 2-3 - January 2012 - 2013 The Airports Division increased the rates for the non-signatory commercial carriers at 125% of the FY 2012 signatory rates effective on January 1, 2012 pursuant to HRS 261-7(e) and prior to the effective date of the increase a report was submitted to the 26<sup>th</sup> Legislature, 2012 to include updating our public website with the new rate increases. Additionally, the DOT-A is developing a lease agreement, similar to the agreement with the Signatory Carriers for the non-signatory carriers to reflect the rate changes and other important factors. Year 4 - January 2014 - Monitor and ensure that all rates and charges are consistent with all agreements. Year 5 - January 2015 - Monitor and ensure that all rates and charges are consistent with all agreements.

**Measures used to gauge effectiveness** - The modification or "right sizing" of the rates will ensure that all signatory air carriers will remain as signatory carriers and will not convert to non-signatory carriers. Conversely, non-signatory carriers will pay the higher rate and charges but their operations will be commensurate to these charges. Should their operations expand they (non-signatory carriers) will have the ability to convert to signatory carriers.

**Review existing personnel policies and procedures and amend them to ensure that "best practices" are in place to support the "Enterprise".**

**Timeline (Continuous):**

**Milestones:** Year 1 - January 2012 - begin the process of reviewing existing policies, procedures, rules, regulations and practices of personnel and establish a Working Group comprised of District staff, Division staff and Department staff to comprehensively identify, modify, and establish policies to be consistent with the workforce and to support their duties and responsibilities to ensure productivity and commensurate compensation.

Year 2 - January 2013 The Working Group will monitor each new policy to ensure that its intended objective and purpose is being met.

This initiative has been placed on hold as AIR-AP is short staffed by two (2) Personnel Management Specialists (Recruitment & Classification and Labor

Relations)necessitating a focus on transactions and recruitment. This initiative will be rescheduled when the two vacancies are filled and the operations are normalized.

Year 3 - January 2014 - The Working Group will monitor each new policy to ensure that its intended objective and purpose is being met.

Year 4 - January 2015 - The Working Group will monitor each new policy to ensure that its intended objective and purpose is being met.

**Measures used to gauge effectiveness** - Various indicators (sick leave, tardiness, productivity, complainants, investigations, audits, interviews) will be monitored to determine effectiveness of each policy.

**Develop a formulaic approach to justify and ensure the addition of positions, equipment, staff hours, and related costs in concert with the design and completion of new or expanded facilities, such that they are maintained at proper levels. (i.e., X amount of Janitor positions for Y amount of new square footage of floor space)**

**Timeline (Continuous):**

**Milestones:** Year 1 - January 2012-begin the process of developing a method or business plan to ensure that for every newly constructed space or existing space being expanded a formula will be used to establish a ratio of space to positions to ensure that all services are being performed.

Year 2 - January 2013 Evaluate the effectiveness of the formula and conduct an analysis of the cost benefits of establishing new positions.

This initiative has been placed on hold until staff vacancies in AIR-AP are filled.

Year 3 - January 2014 - Continue to evaluate and make improvements.

Year 4 - January 2015 - Continue to evaluate and make improvements.

**Measures used to gauge effectiveness - Conduct cost benefit analysis**

**Audits:** Increase the use of unannounced audits and inspections of contracts, cash and financial instruments on hand, documents, equipment, and facilities to prevent theft and ensure maximum utilization. Increase audits of tenants, contractors, and concessionaires to assure that gross revenues and reimbursable costs are accurately reported.

**Timeline (Continuous):**

**Milestones:** Year 1 - September 2011 - AIR-AF has conducted unannounced audits of the petty cash funds at all airports and have reported their findings as well as corrective measures. They have expanded their audits to other program areas (security contract, engineering contracts) and reported their findings and corrective measures. Audit on the security contract has been completed as well as other audits on Honolulu International Airport, Kona Airport at Keahole, and Kahului Airport.

Year 2 - January 2012 - Evaluate the effectiveness of their audit and monitor the corrective actions by the Districts. This is an ongoing effort and will expand to other program areas.

Year 3 - January 2013 - Ongoing - Evaluate the effectiveness of their audit and monitor the corrective actions by the Districts. This is an ongoing effort and will expand to other program areas. Audit results are noted, reported to appropriate management. The effectiveness of the audit is determined by management response, and is noted on follow-up audits.

**Measures used to gauge effectiveness** - The results of the audits and monitoring of the corrective measures will reduce theft of funds, mishandling of purchases, encourage effective contract management, compliance with SPO regulations, and promote ethical behavior.

**8. Leadership - Provide effective leadership focusing on accountability, ethics, training, and transparency.**

- Increase the level of accountability of personnel both on and off the job.
- Provide increased opportunities for training and sufficient equipment allowing personnel to be successful.
- Implement policies that demonstrate commitment to transparency, ethics, and strict compliance with regulations, policies, and procedures.

**Update Engineering Project Development and Tracking (PDT)**

**Procedures Library:** The PDT Library contains electronic documentation of all the project implementation procedures and process for the Engineering Branch. An update for the new administration's policies and procedures will provide consistent deliverables from the Engineering Branch in line with the new administration's policies and procedures

**Timeline (Continuous):**



**Milestones:** Year 1 - Complete Update

**Measures used to gauge effectiveness** - Completion on time.

**Development of Skire Project Management Application:** The Skire Project Management Application is the Engineering Branch's tool for tracking, monitoring and archiving project processes, documents, records and financial information to provide accountability for project performance, funding and expenditures.

**Timeline (Continuous):**

**Milestones:**

Year 1 2011 - Skire acquired and renamed Unifier. This and other factors caused the project to be delayed a year. The new timetable is as follows

Year 1 - 2012 development of CIP module completed in December

Year 2 - 2013 Enhancement of CIP module and reporting completed December 2013

Year 3 - 2014 development of O&M Module

Year 4 - 2015 Complete development of O&M Module 2015

Year 5 - 2016 Complete Development of Asset Management Module (This may be done by other software)

**Measures used to gauge effectiveness** - Development completed on time.

**Refine and expand the use of the PAS and EMCP such that leadership traits and skills are recognized, utilized, and rewarded, and improvement goals are set.**

**Milestones:** Year 1 - 2013 assess current usage and practice. Institute a program of performance planning, coaching, and evaluation. Develop a system of annual plans and goals. Develop system of goal development and tracking and implement in Staff Services, begin training.

Partially addressed through AIR-AP, in conjunction with PER conducting training seminars on PAS. The value of the PAS and EMCP is discussed during Strategic Planning meetings.

Year 2 - 2014 Provide coaching and monitor and guide implementation. Establish plan for the rest of the division

Year 3 - Begin implementation to other districts and branches.

**Measures used to gauge effectiveness** - project elements on time, goals are established and tied to

evaluations, overall effectiveness and teamwork increases.

**Development of a Strategic Plan for the Airports Division:**

A Strategic Plan will provide an attainable goals in meeting near term and long term objectives. The following are leadership aspects of the plan that are being introduced:

- a. Increase the level of accountability of personnel both on and off the job.
- b. Provide increased opportunities for training and sufficient equipment, sufficient staffing, and sufficient funding to support new facilities and to allow personnel to be successful.
- c. Implement and update policies that demonstrate commitment to transparency, ethics, and strict compliance with regulations, policies, and procedures.
- d. Promote open communication between management and rank and file employees.
- e. Established Core Values.
- f. Conduct regular meetings of the Executive Steering Group (all Airport District Managers and Branch Heads) to collectively discuss issues and solutions and status of projects.
- g. The Airport District Managers personally met with TSA Administrator John S. Pistole on an individual basis to discuss staffing issues and screening procedures at each airport.
- h. The Airport District Managers met with the Hawaii Tourism Authority on projected international and national flights to each airport as well as establishing training curriculum for Airport personnel and tenants.
- i. Conduct regular meetings with the local and regional Federal Aviation Administration representatives on compliance issues as well as Airport Improvement Program grant funding.
- j. We have worked with the State's Ethics Commission to conduct mandatory Ethics Training for our personnel.
- k. Airport District Managers, Branch Heads and personnel involved in personnel have completed the Department of

Human Resources Development (DHRD) training on Developing a Selection Instrument.

- l. We have elicited the assistance of Mr. Pono Shim, President and CEO of Enterprise Honolulu to assist us in providing "hands-on" presentations to our staff on "Aloha Defines Hawaii's Organization Culture".
- m. We have prioritized the recruitment effort to fill the vacant position on all islands for Airport Fire Fighters (recruit level SR-15) and Airport Rescue Fire Fighters ( SR-17 and above) to be in compliance with Federal Aviation Regulations, Part 139, as well as to reduce overtime.
- n. Coordinating with U.S. Customs and Border Protection to establish a permanent Federal Inspection Section at Kona Airport at Keahole.
- o. Continue the effort to ensure that all New Day Projects are on schedule and all Federal grant funds associated with these projects are expended in a timely manner.
- p. Managing the establishment of the statewide of the Consolidated Rental Car Facilities (CONRAC).  
**Milestones-:** Year 1 - Begin process by interviewing leadership to establish a baseline for the Strategic Plan. Identify attainable goals in the near term and long term towards the plan.  
Year 2 - 2014 Implement the Plan and track the accomplishments.  
Year 3 - 2015 Implement additional objectives.

### C. HARBORS DIVISION

The Harbors Division operates and manages a statewide harbors system of ten (10) commercial harbors divided into four (4) districts. They are: Oahu District - Honolulu and Kalaeloa Barbers Point; Hawaii Island District - Hilo and Kawaihae; Maui District - Kahului and Hana on Maui, Kaunakakai on Molokai, and Kaunapali on Lanai; and Kauai District - Nawiliwili and Port Allen. The commercial harbors provide for the movement of cargo, passenger and vessels between ports within the state and provide facilities and support services for loading, off-loading, and handling of cargo, passengers, and vessels.

## **Statement of Goals**

The Harbors Division's goal is to provide for the expeditious, efficient, and safe movement of people and goods which may be delivered for shipment or discharged on the commercial docks, wharves and piers to ensure the economic security of the State; promote economic growth and sustain the quality of life within the State by:

1. Creating and managing an integrated multi-modal transportation system that provides mobility and accessibility for people and goods.
2. Enhancing the safety of the water transportation system.
3. Ensuring the secure operation and use of the water transportation system.
4. Protecting Hawaii's unique environment and quality of life and mitigate any negative impacts.
5. Ensuring that the water transportation facility systems support Hawaii's economy and future growth objectives.
6. Supporting the State's energy goal of 70% clean energy, which includes 40% produced by renewable energy and 30% increase in energy efficiency, enhancing the reliability and security of clean energy sources.
7. Creating secure, flexible, and sustainable revenues and funding sources for transportation needs.
8. Providing effective leadership division wide focusing on accountability, ethics, training, and transparency.

## **Objectives and Policies**

In meeting the objectives over the next 5 years, the Harbors Division will plan, develop, and implement the following project to help achieve the following objectives:

1. **Mobility and Accessibility.**
  - **Preserve and maintain existing water transportation systems in good condition or better; give comparable consideration to funding preservation capital projects as is given to expansion projects.**
  - **Ensure the provision of essential and critical water transportation operation and services for all communities throughout the islands.**
  - **Reduce congestion in the water transportation systems.**
  - **Obtain federal funds for Harbors Infrastructure projects.**

**Timeline:**

Year 1 milestones: Develop a comprehensive scope of work to address the increasing demand for key petroleum products such as gasoline, jet fuel and distillates (e.g., diesel and residual oil) and bulk products to meet Hawaii's dependence for global products by maximizing use of lands at Kalaeloa Barber Point Harbor.

Year 2 milestones: Work has begun on the 2040 Master plan. Two meetings were held one with the Kalaeloa Barbers Point Harbor Users on July 18, 2013 and a Public meeting on September 3, 2013 to seek agency and public input on issues or resources of concern.

Year 5 milestone: Complete the Master Plan document  
**Measures used to gauge effectiveness** - Complete the Master Plan and identify critical item(s) and designs necessary for implementation of the Master Plan.

**Pier 4 Inter-Island Cargo Terminal, Hilo, Hawaii**

**Timeline:**

Year 1 milestones:

Start construction for the Contain Yard facility. Generally, container exports are grounded while imports are wheeled. The overall total existing storage area for containers, chassis, break bulk, lumber and autos requires additional yard area.

Year 2 milestones: Complete construction by December 2014. Complete all pavement, lighting, and utilities.

Year 5 milestones: Complete all payments and close out the project.

**Measures used to gauge effectiveness** - Maximize use of land area at Hilo Pier 4 Container facility and improve functionality and use for cargo operations.

**Pier 12 and 15 Improvements, Honolulu Harbor, Oahu**

**Timeline:**

Year 1 milestones:

Start construction for the new piers 12 and 15 at Honolulu harbor. These piers are critical for the relocation of emergency response vessels to be co-located in one area of Honolulu harbor.

Year 2 milestones: Complete construction by January 2015. Complete pier and utility improvements

necessary to relocate the emergency response vessels from Pier 35 to Piers 12 and 15.

Year 5 milestones: Complete all payments and close out the project.

**Measures used to gauge effectiveness** - Construct two new piers to allow emergency response vessels to be in one area of Honolulu harbor. The Clean Islands Council and Marine Spill Response Center will be in-place and operational at Piers 12 and 15.

## **Building and Sitework Improvements at Pier 35, Honolulu Harbor, Oahu**

### **Timeline:**

Year 1 milestones:

Start construction for the new pier 35 facility at Honolulu Harbor. Execute the Memorandum of Agreement with University of Hawaii, School of Ocean, Earth, Science and Technology (SOEST) for a long term lease at Pier 35.

Year 2 milestones: Complete construction for the new Pier 35 facility at Honolulu Harbor; execute lease agreement for the new Pier 35 facility; UH relocates from Snug Harbor to the Pier 35 facility.

Year 5 and beyond milestones: SOEST has an operating facility at Pier 35.

**Measures used to gauge effectiveness** - Construct a facility at Pier 35 that accommodates SOEST at Pier 35. Execute lease agreement. The facility at Pier 35 is operational and allows for Snug Harbor to be utilized for the proposed Kapalama Container Facility.

## **2. Safety**

**Enhance the system and user safety and transportation facilities with the use of proper equipment, physical hazard reduction; and implement priority safety projects for each harbor.**

**Annual planning and development of Special Maintenance Projects to remediate and address safety concerns and necessary facility improvements.** The following two projects provide an example of the type of projects undertaken to implement this policy:

### **Maintenance Dredging at Pier 1-2, Honolulu Harbor**

This project will restore dredge depths at Pier 2, Honolulu Harbor to allow vessels to safely berth and the design depth.

### **Maintenance Pavement Repairs at Sand Island, Honolulu Harbor:**

This project will ensure that high traffic container yards at Sand Island are paved to eliminate hazards. Pavement repairs at the Matson container yard area are undertaken annually to provide for safe operations.

#### **Timeline:**

Year 1 milestones: Projects Design/Bid and construction started.

Year 2 milestones: Design/Bid Programmed Projects

Year 5 milestones: Design/Bid Programmed Projects

Year 5 and up milestones: Design/Bid Programmed Projects

**Measures used to gauge effectiveness** - Number of Projects Programmed vs. Number of Projects Bid with consideration for unplanned events such as emergencies, natural disasters, etc.

### **3. Security**

- **Minimize risks of disruption of transportation to, from and within Hawaii due to terrorism and other human security threats and events, as well as threats and events from natural disasters.**
- **Work with Federal, state and county agencies as well as tenants to conduct vulnerability and risk assessments.**
- **Implement security policies and strategies to minimize risks and threats of disruption of or damage to the transportation systems while maintaining the intended function of the system.**
- **Provide continuous monitoring of critical infrastructure and communications systems to provide for appropriate emergency response capability.**

**Kauai and Hawaii District Harbor Surveillance and Command Information System (Funded by Department of Homeland Security, Port Security Grant)**

#### **Timeline:**

Year 1 milestones: Design Completed

Year 2 milestones: Construction completed for system-wide integration

Year 5 milestones: Enhance system with additional sensor improvements.

**Measures used to gauge effectiveness** - Completion of system and shared video feeds between State Harbors and other agencies for a common situational awareness.

**Maritime Wireless Communication System - Broadband (Funded by Department of Homeland Security, Port Security Grant.)**

**Timeline:**

Year 1 milestones: Design completed

Year 2 milestones: Phased Construction in process

Year 5 milestones: Complete Phased Construction and system-wide integration

**Measures used to gauge effectiveness** - Connect statewide video feeds from all commercial harbors to county emergency centers and to State Civil Defense for a common situational awareness of pre-arrival and post disaster for response and resumption of and continuity of business operations. The project is being supported by the Department of Accounting and General Services (DAGS) because of their unique and assigned core functions regarding electronic communications.

**4. Environment and Quality of Life**

- **Ensure that the water transportation system facility users respect environmental, natural and historic resources.**
- **Support the programs of State and Federal natural resource agencies, as well as support on-going lines of communication and coordination with these agencies.**

**Small Municipal Separate Storm Sewer System (MS4), Storm Water Permits for Honolulu Harbor and Kalaeloa Barbers Point Harbor.**

**Timeline:**

Year 1 milestones: Meet Storm Water Management Plan (SWMP) objectives and goals. Harbors has increased water pollution awareness among employees, tenants and users; implemented regular tenant inspections; provided tenant and user outreach, education and training; implemented best management practices during



and after construction projects; and implemented a good-housekeeping and pollution prevention program.

Year 2 milestones: Meet SWMP objectives and progressive goals.

Year 5 milestones: Meet SWMP objectives and progressive goals.

Year 5 and up milestones: Meet SWMP objectives and progressive goals.

**Measures used to gauge effectiveness** - Meet progressive goals of the Storm Water Management Plan.

## 5. Economy and Growth

- Create a community flow and freight handling system that is dependable, efficient and industrial/commercial land use and storage areas.
- Provide reliability, dependability and redundancy for commerce in the import and export of goods movement system including inspection facilities at ports, address actions for security of commerce.
- Create modern water transportation systems that are part of a positive visitor experience.

Development of 94 acre Container Terminal with 1,800+ foot long Pier at Kapalama Military Reservation, Honolulu, Harbor.

### **Timeline:**

Year 1 milestones: The Kapalama Draft EIS was published on July 29, 2013. The second Draft EIS was published on October 8, 2013. State and Federal resource agency, public comments, and private entity concerns were addressed and the DEIS published on October 8, 2013.

Year 2 milestones: Complete Kapalama EIS

Year 5 milestones: Complete Design of Improvements

Year 5 and beyond milestones: Complete Construction

**Measures used to gauge effectiveness** - A usable container facility in use to accommodate the rising demand for container facilities for the state.

## 6. Energy

- Support the national goal to reduce transportation-related greenhouse gas, (GHG) emissions and reliance on foreign oil.

- Use opportunities where and when practicable and available, to use solar (heating and photovoltaic), wind, geothermal, and ocean resources to supply power to create electricity for transportation facilities.

**Installation of Photovoltaic system panels at Pier 1 Shed Roof, Kahului Harbor, Maui**

**Timeline:**

Year 1 milestones: Completed Design.

Year 2 milestones: Project was awarded to Solar City and Photovoltaic (PV) system installation completed. Technical issues are being resolved with the Contractor.

Year 5 milestones: Monitor effectiveness and cost savings of the PV system.

Year 5 and up milestones: Monitor effectiveness and cost savings of the PV system for the next 20 years.

**Measures used to gauge effectiveness** - Maintain constant power rate via a power purchase agreement.

**Assess the feasibility of energy savings performance contracting to implement energy conservation measures in facilities using guaranteed energy savings to finance the projects.**

**Timeline:**

Year 1 milestones: While an Investment Grade Audit was to have been completed in Year 1, the project has been delayed and will follow the completion of the Airports Division's Investment Grade Audit to identify project development proposals on proposed energy savings projects that have improvements with guaranteed energy savings to assess feasibility to enter into a contract. Harbors' staff are participating in the review of Airports Division's proposed audit.

Year 2 milestones: Complete Harbors Division's Investment Grade Audit and make a determination if to enter into a Guaranteed Energy Savings Contract for agreed upon energy savings projects.

Year 5 milestones: Monitor effectiveness and costs savings

Year 5 and up milestones: Same as above

**Measures used to gauge effectiveness:** To be developed based on energy efficiency measures adopted.

## 7. Funding

- Develop a statewide framework for long-range financial forecasting; and within this framework distinguish between system preservation, capacity enhancement, and modernization needs that are funded from user-financing.
- Identify sources and develop and secure funding for the sustainable delivery, maintenance, operation, rehabilitation, replacement and expansion of the state transportation system.
- Ensure funding for the safety and security of the state transportation systems.
- Maximize the use of Federal programs and funding for needed transportation infrastructure; use Federal non-recurring initiatives and funding sources such as ARRA and report on project and program achievements.

Continue the implementation of tariff increases to provide for financial self-sufficiency and to support the financial requirements of New Day Work Projects.

### **Timeline:**

Year 1 milestones: Amendments to the tariff rates under Chapter 19-44, Hawaii Administrative Rules (Pertaining to Services and Procedures, Charges, Tolls and Fees), were promulgated through the rule-making process. Restructuring of wharfage rates and a one-time 10% increase in all other fees within General Provisions, Dockage, Small Craft and Other Vessel Fees, Rental, Demurrage and Port Entry Fees were implemented on March 1, 2010. The amendments also provided the division with the authority to implement annual incremental increases to wharfage rates. On July 1, 2010, wharfage rates were increased by 20%. In accordance with the amendments, wharfage rates were increased 15% on July 1, 2011. Cruise ship passenger fees were also increased to \$5.00.

Year 2 milestones: On July 1, 2012, wharfage rates were increased an additional 10%. Cruise ship passenger fees were increased to \$5.50.

Year 5 milestones: Wharfage rates increased 7% on July 1, 2013, and are programmed to increase 5% on July 1, 2014 and 3% or annual percentage increase in the CPI, whichever is greater by Year 5. Cruise ship passenger fees are programmed to increase incrementally each year by \$0.50 to \$7.00 by Year 5.

Year 5 and up milestones: Continue to review and implement amendments to administrative rules including additional tariff increases as necessary to improve revenues to support operating and capital costs; implement rules to improve the management of the commercial harbors system.

**Measures used to gauge effectiveness** - 5% or less variance between annual projected forecasted revenues and actual revenues; improved operational efficiencies.

**Leverage federal funding for infrastructure expansion projects at Hawaii harbors.**

**Timeline:**

Year 1 milestones: \$5.086 Million in surplus Federal Transit Administration funds were transferred to MARAD under this program.

Year 2 milestones: Complete designs and initiate construction of designated expansion projects financed with MARAD funding. Designs for critical projects have been finalized. Due to audit findings resulting from an Office of Inspector General (OIG) audit of MARAD, construction responsibilities were transferred back to the State. The State is presently working with MARAD to address the implementation of this transition of responsibilities.

Year 3 milestones. Start construction of Hilo, Pier 1 Shed Modifications; and Pier 31 Shed Demolition, Honolulu Harbor.

Year 5 milestones: Achieve programmatic continuity of MARAD funding for harbor expansion related projects.

**Measures used to gauge effectiveness:** 5% or less variance between annual forecasted MARAD funding and actual funding.

8. **Leadership**

- **Increase the level of accountability of personnel both on and off the job.**
- **Provide increased opportunities for training and sufficient equipment allowing personnel to be successful. Implement policies that demonstrate commitment to transparency, ethics and strict compliance with regulations, policies and procedures.**

- Promote open communication between management and rank and file employees.

Improve management capabilities to ensure coordination and compliance of the statewide maritime security program with all federal security requirements provided in 33 CFR 105.

**Timeline:**

Year 1 milestones: Reorganization was completed to establish a security and emergency disaster office reporting to the Harbors Administrator to plan and coordinate maritime security, emergency disaster preparedness, safety and security, security grants management, and training among other key functions. The position to oversee this office has been filled. The division also began a management review of the security and enforcement unit (Harbor Police) to assess operational strengths and deficiencies and develop a training program to meet functional requirements to oversee facility security plans, security and enforcement of operational regulations at Honolulu Harbor.

Year 2 milestones: Continued efforts were made to ensure that Harbor Police personnel meet annual certification requirements in knowledge, skills and ability to carry firearms. Harbor Police were trained to maintain certifications as law enforcement officers. A new harbor patrol boat and statewide radio system were secured and made operational through funds obtained under a federal Port Security Grant.

Year 5 milestones: Staff involved in security enforcement and management functions are equipped with the knowledge, skills and abilities to ensure the division's compliance with all federal requirements imposed by 33 CFR 105.

Year 5 and up milestones: same as above

**Measures used to gauge effectiveness** - No assessment of violations or fines relating to non-compliance of 33 CFR 105.

#### **D. HIGHWAYS DIVISION**

The Highways Division oversees the State Highway System. It is comprised of more than 945 centerline miles of highways and roads that provide regional movement and link

major sites, such as airports, harbors, industrial areas, major communities, and primary urban centers. Although it accounts for only 22% of the total centerline miles of roadways, the State Highway System carries approximately 56% of the total ten billion annual vehicle miles traveled in Hawaii. By connecting regions with key locations and carrying high volumes of vehicles and freight, the State Highway System enables the efficient movement of commuters and goods statewide.

### **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**

In order to achieve this goal, the Highways Division is guided by goals and objectives developed in alignment with Federal and State plans, policies, and regulations, including the Federal Planning Factors, identified in the Code of Federal Regulations, and the Department's Hawaii Statewide Transportation Plan.

The goals and objectives of the Highways Division include, but are not limited to, the following:

#### **1. Mobility and Accessibility**

- **System Preservation**

- Manage transportation assets and optimize investments.
- Maintain a safe, efficient, and complete transportation system for the long-term.

The System Preservation program preserves, upgrades, and maintains the State Highway System to help ensure the functionality of the system, that it operates safely and efficiently, and meets federal requirements. A major component of the system preservation program is the Special Maintenance Program, which identifies preservation projects on each island and provides dedicated funds to implement them. This supplies approximately \$75-100 million per year to be used for state projects or as the 20% match for

federal aid projects. Initiatives completed under the System Preservation Program include pavement preservation; pavement resurfacing, rehabilitation, and reconstruction; bridge replacement and/or rehabilitation; drainage improvements; erosion control; guardrail replacement; and street light pole replacement.

**Interstate Route H-1, Airport Viaduct Improvements, Valkenburg Street to Middle Street:** Repair and extend the life of the concrete deck and expansion joints. Reduce maintenance costs and lower vehicle damage and maintenance costs. Provide improved ride quality and provide a well-maintained transportation structure.

**Timeline:** Construction contract awarded September 25, 2013. Anticipated notice to proceed Spring, 2014.

**Measures used to gauge effectiveness** - Improved safety and rideability by repairing spalls, delaminations, weak areas and joint armor to meet Federal and State standards.

**Oahu Highways, Kalaniana'ole Highway, Inoa'ole Stream Bridge Replacement, Waimanalo:** This project involved the replacement of the existing single-cell culvert with a multi-cell culvert bridge structure, thus increasing stream capacity, and reducing or eliminating flooding of the highway during storm events.

**Timeline:** Advertisement for this project is currently scheduled for fiscal year 2015.

**Measure used to gauge effectiveness** - Reduction or elimination of flooding along Kalaniana'ole Highway in the vicinity of Inoa'ole Stream during heavy rainstorms.

**Oahu Highways, Kalaniana'ole Highway Resurfacing, West Hind Drive to Vicinity of Hanauma Bay Road:** This project involves the resurfacing of this stretch of Kalaniana'ole Highway to extend its service life, and provides associated improvements, including pavement reconstruction, guardrail, signs, and striping.

**Timeline:** Project opened bids on October 24, 2013. Estimated construction NTP: Spring / Summer 2014.

**Measures used to gauge effectiveness** - Improved roadway rideability without recurring potholes

and loose gravel from the unraveling of the pavement.

**Hawaii Highways, Hawaii Belt Road, Rehabilitation of Umaumau Stream Bridge:** This project involves structural rehabilitation and widening of the existing historic Umauma Bridge. The existing bridge will remain open and operational as the rehabilitation and widening improvements are constructed.

**Timeline:** A July 25, 2013 notice to proceed with construction was authorized. Estimated construction completion: July 24, 2015.

**Measure used to gauge effectiveness:** Improved safety by meeting federal and state standards for structures.

**Hawaii Highways, Mamaloahoa Highway Drainage Improvements at Kawa:** This project involves providing increased drainage capacity and minimizing flooding of the travel lanes by raising the roadway, as well as installing drainage box culverts.

**Timeline:** Advertisement for this project is currently scheduled for fiscal year 2015.

**Measures used to gauge effectiveness** - Reduction or elimination of flooding, and increased safety along Mamalaho Highway in the vicinity of Kawa during heavy rainstorms.

**Maui Highways, Waiehu Beach Road, Rehabilitation of Iao Stream Bridge:** This project involves widening and strengthening of Iao Stream Bridge to provide 12-foot wide lanes, an ADA accessible route on the mauka side, and a widened shoulder on the makai side.

**Timeline:** Construction contract awarded April 25, 2013. Estimated NTP: Fall / Winter 2013.

**Measures used to gauge effectiveness** - Improved safety for pedestrians and motorists utilizing Iao Stream Bridge along Waiehu Beach Road, in the vicinity of Wailuku.

**Maui Highways, Honoapiilani Highway, Shoreline Improvements, Vicinity of Olowalu:** This project involves repair of a damaged section of Honoapiilani Highway, and provides protection for the highway from ocean waves by constructing shoreline mitigation work, including construction of a revetment protection system, repair of the damaged pavement section, and installation of guardrails.



**Timeline:** Advertisement for this project is currently scheduled for fiscal year 2015.

**Measures used to gauge effectiveness** - Travel access between central Maui and West Maui will be maintained.

**Kauai Highways, Kaumualii Highway, Omao Stream Bridge Rehabilitation/Replacement:** This project involves the rehabilitation/replacement of a concrete tee girder bridge on Kaumualii Highway in the vicinity of Omao Road to meet current design standards, which involves widening, lengthening (if required), and strengthening of Omao Stream Bridge, installing bridge railings, and providing bridge scour protection.

**Timeline:** Advertisement for this project is currently scheduled for fiscal year 2015.

**Measures used to gauge effectiveness** - Improved safety by meeting federal and state standards for structures.

**Kauai Highways, Nawiliwili Road from Kaumualii Highway to Kainani Street:** This design-build project involves the reconstruction of a critical section of Nawiliwili Road in Lihue. Sidewalks will be added as well as bike lanes in accordance with the Complete Streets Policy.

**Timeline:** Contractor has been selected.

Anticipated award: January 2014, or soon as funds are made available.

**Measures used to gauge effectiveness** - Improved safety for motorists as well as bicyclists and pedestrians.

#### **System Efficiency Management and Operations**

Improve capacity and efficiency, and reduce congestion within the existing transportation system for long term benefit.

System Efficiency Management and Operations includes the Highway Division's capacity and congestion programs. The Capacity Program provides new and/or additional capacity for all modes of transportation. The process begins with the identification and prioritization of capacity needs in the Long Range Land Transportation Plans. Initiatives completed under the Capacity Program include widening existing highways and

constructing new highways, sidewalks, bike lanes, and shared use paths.

The congestion program provides infrastructure, operations, improvements, and technology to optimize traffic flow, reduce travel times, and address recurring and non-recurring events/incidents that cause congestion. Initiatives completed under the Congestion Program include the freeway management system, including its Freeway Service Patrol and Intelligent Transportation Systems (ITS), intersection operations improvements, traffic signal upgrades, and traffic signal optimization.

**Oahu Highways, Freeway Management System:** Continuing development and deployment of a Freeway Management System (FMS) will maximize efficiency and improve safety along our freeways by using intelligent transportation systems technologies. The FMS includes the deployment of CCTV cameras, vehicle detectors, dynamic message signs, dissemination of traveler information, Freeway Service Patrols (FSP), Traffic Operation Center enhancement, and other traffic management strategies.

**Timeline:**

The popular FSP program continues and the patrol limits have been extended on the H-1 Freeway east to Ainakoa Avenue.

The Traveler Information Website, GoAkamai was recently enhanced to provide freeway travel times. A GoAkamai mobile app for smartphones was also released which displays the same information as the regular website.

The addition of new traffic cameras at the Pearl Harbor Interchange is under construction. Projects to add a host of new cameras and Dynamic Message signs are currently under design.

**Measures used to gauge effectiveness** - Improved Level-of-Service and traffic flow by helping the motoring public to plan trips through traveler information. Improved freeway traffic flow by managing traffic incidents.

**Hawaii Highways, Queen Kaahumanu Highway Intersection Improvements at Kawaihae Road:** This project involves construction of an exclusive right-turn lane for

northbound Queen Kaahumanu Highway motorists, an exclusive right-turn lane for eastbound Kawaihae Road motorists, and an acceleration lane on Kawaihae Road to facilitate the left-turn lane for westbound Kawaihae Road travelers. The left-turn lane for westbound Kawaihae Road travelers will also be lengthened.

**Timeline:** Advertisement for this project is currently scheduled for fiscal year 2015.

**Measures used to gauge effectiveness** - Improved traffic flow with reduced delays, reduced fuel consumption, and less degradation to the environment.

**Maui Highways, Piilani Highway, Traffic Operational Improvements at Ohukai Road:** This project involves the widening of Ohukai Road on both approaches to Piilani Highway to provide left-turn storage lanes.

**Timeline:** Construction contract awarded on June 19, 2013. Anticipated NTP: Fall / Winter 2013.

**Measures used to gauge effectiveness** - Improved traffic flow with reduced delays, reduced fuel consumption, and less degradation to the environment.

**Kauai Highways, Kuhio Highway Intersection**

**Improvements at Kapaka Street:** This project involves pavement widening to accommodate a left-turn lane, as well as pavement and other improvements at this intersection.

**Timeline:** Construction contract awarded September 4, 2013. Estimated notice to proceed: Spring 2014.

**Measures used to gauge effectiveness** - Improved traffic flow with reduced delays, reduced fuel consumption, and less degradation to the environment.

- **Transportation Access Mobility and Modal Integration**
  - Provide appropriate and reliable transportation access options statewide to all users.
  - Ensure transportation investments in programs and prioritization processes are balanced (across modes and demographics, i.e. serves Environmental Justice populations.)
  - Provide a multimodal transportation system of motorized and non-motorized options.

- Promote efficient travel between modes by creating connections and removing barriers.
- Promote safe connections between modal alternatives.

Transportation Access Mobility guides development of a travel way that is balanced and provides transportation options for all users. Modal integration provides connectivity between modes and safety for the various modes within the travel way.

Transportation Access Mobility is addressed by the HDOT's Title VI and Environmental Justice Program, which covers all HDOT plans, programs, and projects. As a recipient of federal financial assistance, the HDOT is required to comply with federal non-discrimination laws and regulations.

Both Transportation Access Mobility and Modal Integration are integrated into plans, programs, and projects by the consideration of the Highways Division's Complete Streets policy. The policy and its principles guide and direct the Highways Division in providing safe mobility for all users, including bicyclists, pedestrians, transit riders, movers of freight, and motorists, appropriate to the function and context of the transportation facility.

In addition, Section 264-18 of the Hawaii Revised Statutes (HRS) requires the Highways Division to report on bikeway projects and expenditures and to spend at least 2% of eligible federal funds on bikeway projects. This requirement has been exceeded with a total of over \$25.5 million in federal funds (and over \$30.5 million total) spent on bikeway projects between 2007 and 2011.

**Oahu Highways, Kapolei Interchange:** Interstate Route H-1, Kapolei Interchange, Phase 2, is expected to provide additional traffic operational improvements at the Makakilo and Palailai Interchanges and to lessen traffic congestion in the Kapolei area.

**Timeline:** Construction for the first phase began in July 2009, and was completed in August 2012.

Advertisement of this second phase is anticipated in the summer of 2014.

**Measures used to gauge effectiveness** - Reduction of congestion on internal roadway system relating to access in and out of Kapolei. Completion of full-interchange providing access for all access into and out of Kapolei/Makakilo.

**Oahu Highways, H-1 Rehabilitation Middle Street to Vicinity of Ward Avenue:** Construction to rehabilitate and restripe the H-1 freeway to add a lane in both directions from Middle Street to vicinity of Ward Avenue, has begun. The implementation of these improvements will add capacity in the eastbound and westbound directions for the project limits.

**Timeline:** Construction is ongoing.

**Measures used to gauge effectiveness** - Improved traffic flow and capacity for this section of the freeway.

**Hawaii Highways, Keaau-Pahoa Rd. Shoulder Lane**

**Conversion:** The Keaau-Pahoa Road Shoulder Lane Conversion, Keaau Bypass Road to Shower Drive, will construct an additional lane in the (Hilo-bound) direction and provide a shoulder that pedestrians and bicyclists can utilize. In addition, the (Pahoa-bound) shoulder will be widened to provide a 10-foot wide shoulder lane to be used as a traffic lane during the P.M. peak traffic hours. This project will be constructed in 2 phases: The first will mainly address the shoulder lanes; the main focus of the second phase is the construction of intersection improvements at Shower Drive and Keaau-Pahoa Road.

**Timeline:** A February 19, 2013 NTP was given for the 1st shoulder lane conversion construction project. Original estimated completion date is February 10, 2015.

**Measures used to gauge effectiveness** - Improved Level-of-Service for motorists on Keaau-Pahoa Road during morning and afternoon peak hours.

**Maui Highways, Kahului Airport Access Road:** Dairy Road currently provides the primary access from Kihei/Wailea and Lahaina/Kaanapali tourist areas to the Maui Airport in Kahului. Dairy Road also provides local access to commercial and light industrial businesses which line the road. The Kahului Airport Access Road will provide traffic

relief on Dairy Road by providing a direct access to the airport essentially parallel to Dairy Road.

**Timeline:** Notice to proceed with construction: 11/4/13. Original completion date: 11/6/14.

**Measures used to gauge effectiveness** - Improved traffic flow and congestion by addressing traffic demands for access into and out of Kahului Airport.

#### **Maui Highways, Honopiilani Highway**

**Widening/Realignment:** Planning is ongoing for Honoapiilani Highway Widening/Realignment, from Maalaea Harbor to Puamana. Improvements may involve widening portions of the existing highway and/or constructing a new highway along a different alignment in order to alleviate traffic congestion, protect the area from shoreline erosion, accommodate future travel demand, and improve reliability of access to and from West Maui.

**Timeline:** Ongoing

**Measures used to gauge effectiveness** - Improved Level-of-Service for motorists traveling through this section of Honoapiilani Highway, and meeting the traffic demands of an area transitioning from rural to urban conditions.

#### **Kauai Highways, Kaumualii Highway Widening:**

Construction of the first phase of Kaumualii Highway Widening from Lihue Mill Bridge to Anonui Street was completed in 2012. A design-build project began in 2012 on the next phase from Rice Street to the Lihue Mill Bridge. It is anticipated that construction will be completed on March 30, 2015.

Phase IB of the Kaumualii Widening Project extends from Anonui Street to Kipu Road. The design for this phase is at 90%. Right of way has not been acquired for this phase. It is anticipated that the project, not including right of way, will cost approximately \$50 million.

Phase IC from Kipu Road to the vicinity of the Haiku Airstrip (West of the Humane Society Milepost 3.47) is currently at the 60% design stage. Right of way has not been acquired for this phase. The estimated cost of this phase is \$25 million, not including right-of-way.

Phases II and III are not designed. These two phases will complete the project up to Maluhia Road.

Completion of this four-lane highway in a timely

manner is considered critical to relieving traffic congestion on the west side of Kauai.

**Timeline:** Ongoing

**Measures used to gauge effectiveness** - Improved safety and Level-of-Service for motorists traveling through congested corridor connecting Lihue and rapidly growing Poipu area.

#### **Kauai Highways, Kuhio Highway Intersection**

**Improvements:** This design-build contract for Kuhio Highway, Intersection Improvements at the Intersections of Kauai Community Correctional Facility & Wailua Golf Course will provide improvements at these locations to allow for safer turning movements into and out of the existing driveways.

**Timeline:** Contract NTP: 3/14/13. Original estimated contract completion: March, 2014.

**Measures used to gauge effectiveness** - Improved safety and accident reductions by improving traffic operations and flow in this site.

## **2. Safety**

- **Maintain a safe transportation system for all land transportation modes.**
- **Improve safety of the community through connectivity of the transportation infrastructure.**

The Safety Program supports Hawaii's roadway users arriving safely at their destinations by collecting data to identify areas characterized with high accident occurrences; implementing both infrastructure improvements and non-infrastructure education and public outreach programs; maintaining the integrity of roadway features like embankments, slopes, retaining walls, pavement, and bridges; and installing and upgrading roadway features such as guardrails to reduce injuries and increase survivability during crashes. Initiatives completed under the Safety Program include various projects that fall under the Highway Safety Improvement Program, rockfall and slope stabilization, guardrail and shoulder improvements, highway shoreline protection, and the Motor Vehicle Safety Program.

#### **Oahu Highways, Farrington Highway Intersection**

**Improvements:** Intersection improvements at Farrington Highway at Nanakuli Avenue and Haleakala Avenue are

intended to increase traffic safety and operation efficiency in these areas.

**Timeline:** Project was advertised on October 24, 2013. Bid opening set for November 21, 2013.

**Measures used to gauge effectiveness** - Improved safety and accident reductions at two prioritized high-accident sites.

**Oahu Highways, Kamehameha Highway Safety Improvements in the Vicinity of Kaaawa Bridge to Waikane Valley**

**Road:** This project involves the installation of milled rumble strips, drainage improvements, guardrail and end-treatments, signage, and pavement markings.

**Timeline:** Advertisement for this project is currently scheduled for fiscal year 2015.

**Measures used to gauge effectiveness** - Improved safety and accident reduction along this stretch of Kamehameha Highway.

**Hawaii Highways, Hawaii Belt Road, Safety Improvements, Laupahoehoe Gulch and Kaawalii Gulch:**

This project involves the installation of milled rumble strips, signage, pavement markings, and resurfacing between the gulches.

**Timeline:** Construction contract awarded April 9, 2013.

**Measures used to gauge effectiveness** - Improved safety and accident reduction along this stretch of Hawaii Belt Road.

**Maui Highways, Honoapiilani Highway Safety Improvements at Kaanapali Parkway and Halelo Street:**

Project involves the installation of a flashing beacon on Honoapiilani Highway when approaching northbound Kaanapali, and the updating of traffic signal heads, pavement markings, striping and signing.

**Timeline:** Project advertised on October 3, 2013, and is scheduled to open bids on November 7, 2013.

**Measures used to gauge effectiveness** - Improved safety and accident reduction at this intersection.

**Kauai Highways, Kuhio Highway Safety Improvements, Hanalei Bridge to Waikoko Bridge:** Project involves installation of rumble strips, roughening of roadway surface, construction of drainage improvements,



installation of guardrails and end treatments and upgrade/replacement of pavement markings and signing.

**Timeline:** Construction contract awarded May 7, 2013.

**Measures used to gauge effectiveness** - Improved safety and accident reduction along this stretch of Kuhio Highway.

**Click It or Ticket:** We have continued our traffic safety countermeasure activities. Through its "Click It or Ticket (CIOT)" campaign, Hawaii has one of the highest seatbelt use rates in the Nation at 94%. 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 Carrier Safety Association, the local fire departments, religious leaders, military bases, and others. We also supported the enforcement with a strong year round media campaign (variable message boards, television, radio, and movie theatre).

**Timeline:** Continuous

**Measures used to gauge effectiveness** - Improved safety through increased compliance to state and federal seat belt statutes.

**Drive Sober Or Get Pulled Over:** To combat the problem of drunk driving, we, along with the four county police departments, have implemented a 52/12 - "Drive Sober Or Get Pulled Over" campaign to increase sobriety checkpoints to a minimum of one checkpoint every week of every month of the year. We also supported the enforcement with a strong media campaign.

**Timeline:** Continuous

**Measures used to gauge effectiveness** - Improved safety through education and enforcement of impaired driving statutes.

**Walk Wise Hawaii:** Walk Wise Hawaii (WWH) is a pedestrian safety education program in which DOT partners with various State and County agencies, businesses and private companies, and community organizations. The program sponsors an annual education campaign designed to inform citizens about safe behaviors and laws for pedestrians and drivers.

This includes outreach to senior groups, rotary clubs, neighborhood boards, hotels, and other community groups and events. Multi-language brochures, movie theatre ads, and bus ads have also been included in WWH's outreach.

**Timeline:** Continuous

**Measures used to gauge effectiveness** - Improved pedestrian safety through education and information.

**Safe Routes to School:** The Safe Routes to School (SRTS) program was created in 2005 and is a Federally funded program administered by the DOT. It is designed to encourage elementary and middle school aged children to be physically active; make walking and bicycling to school a safe, routine activity; and facilitate planning, development, and implementation of projects and activities that will improve safety and reduce traffic, fuel consumption, and air pollution in the vicinity of schools. SRTS infrastructure and non-infrastructure projects are currently ongoing. SRTS informational workshops were offered to inform the public about the SRTS program and requirements of SRTS federal grants. A total of 10 applications (5 non-infrastructure and 5 infrastructure) were received in the third call for applications due on June 21, 2013. These applications are being evaluated for funding awards. In addition, the State DOT will manage State funds in the Safe Routes to School Special Fund that was established by Act 317, SLH 2012. Administrative rules are being developed to distribute these funds to Counties for County-level SRTS programs. SRTS projects are also eligible to be funded by the Transportation Alternatives Program under MAP-21.

**Timeline:** Continuous

**Measures used to gauge effectiveness** - Improved health of children by encouraging walking and bicycling to school. Improved traffic flow by reducing vehicle trips to schools.

### 3. Security

- **Plan, maintain, and operate a transportation system that supports evacuation, response, and recovery for incidents.**
- **Improve the resiliency of the State through the transportation system.**

Security is an especially key issue because the majority of belt roads in Hawaii are the only access to many communities. Security is maintained through coordination and implementation of the Highways Division programs, Systems Preservation, Safety, Capacity, and Congestion (discussed earlier). The maintenance and improvement to these belt roads, along with the other state roads, provides for security in terms of sufficient capacity and traffic flow to serve for evacuation, emergency response, recovery, resiliency, and other security needs in the event that an incident occurs.

Additionally, as part of its operations, the Highways Division has crews and equipment available to respond to localized incidents and is part of the civil defense network of government agencies that coordinate and dispatch crews and equipment, as needed to proactively prepare for and respond to incidents of statewide or countywide significance.

#### **4. Environment and Sustainability**

- **Preserve and enhance the natural environment, including biological and aesthetic resources.**
- **Preserve and enhance Hawaii's cultural resources environment, including archaeological and historical sites.**
- **Meet the relevant environmental regulations and standards set by Federal, State, and County/City agencies. Maintain collaborative working relationships with agencies and comply with goals of their relevant plans and policies.**
- **Promote the use of sustainable practices in designing, constructing, operating, and maintaining transportation facilities and programs.**
- **Promote long term resiliency relative to all hazards mitigation, namely global climate change with considerations to reducing contributions to climate change from transportation facilities, and reducing the future impacts of climate change on the transportation infrastructure.**

Environment and Sustainability objectives are incorporated into the Highways Division's plans, programs, and projects through compliance with

federal and state environmental requirements, such as 23 CFR 771 (the National Environmental Policy Act [NEPA]), Section 4(f) of the Department of Transportation (DOT) Act of 1966, HRS 343 (the Hawaii Environmental Policy Act [HEPA]), and HRS 6E on Historic Preservation. In addition, the Highways Division has specific environmental programs for maintenance, statewide storm water management, and waste management to protect and enhance the environment as well as to meet federal and state requirements.

**Environmental Management System:** The Highways Division is in the process of establishing comprehensive environmental programs for the Division. An Environmental Management System (EMS) has been developed, especially for all maintenance activities. The EMS follows EPA's National Environmental Investigative Center (NEIC) EMS model, which incorporates the ISO 14001 EMS standards. The coverage of the EMS includes Environmental Policy; Organization; Personnel and Oversight of EMS; Accountability and Responsibility; Environmental Requirements, Assessment, Prevention and Control; Environmental Incident and Noncompliance Investigations; Environmental Training, Awareness, and Competence; Environmental Planning and Decision-Making; Maintenance of Records and Documentation; Pollution Prevention and Best Management Practices Program; Continuing Program Evaluation and Improvement; and Public Involvement and Community Outreach.

**Timeline:** Ongoing

**Measures used to gauge effectiveness** - Continuing to meet NEIC standards.

**Storm Water Pollution Control Plan:** DOT Highways has prepared a Storm Water Pollution Control Plan (SWPCP) for each baseyard with industrial activities on Neighbor Islands and all baseyards on Oahu.

**Timeline:** Continuous

**Measures used to gauge effectiveness** -

Independent third party inspections on a quarterly basis of all baseyards on Oahu have been conducted by a trained individual.

**Oahu Highways, Interstate Route H-1, Aiea Stream**

**Erosion Control:** Project involves installation of erosion control measures, including soil nails, shotcrete walls, turf reinforcement mat, and grouted rubble paving.

**Timeline:** Construction was authorized to begin on July 23, 2013.

**Measures used to gauge effectiveness** - Minimal signs of additional erosion at this site.

**Maui Highways, Hana Highway/Kaahumanu Avenue**

**Beautification, Dairy Road to Naniloa Overpass:** This project involves the beautification of the main corridor between Kahului and Wailuku on Maui, including landscaping and irrigation.

**Timeline:** Advertisement for this project is currently scheduled for fiscal year 2014.

**Measures used to gauge effectiveness** - Continued or increased visitor rates with the contribution of these positive images.

**Kauai Highways, Kuhio Highway Invasive Species**

**Management, Kalihiwai Road to Kahili Holo Road:** This project involves the removal of invasive trees and replacing them with native trees.

**Timeline:** Project scheduled to rebid in fiscal year 2014.

**Measures used to gauge effectiveness** - Increased population and area of native vegetation.

**5. Economy and Growth**

- **Promote the expansion and diversification of Hawaii's economy through the efficient and effective use of transportation facilities including movement of people, goods, and services in a safe, energy efficient, and environmentally sound manner.**

Economy and Growth objectives are supported by the Highways Division programs—Capacity, Congestion, System Preservation, and Safety (discussed earlier). Addressing Hawaii's congestion and capacity needs establishes efficient connections regionally and between harbors, airports, industrial areas, major communities, and primary urban centers and addressing safety and system preservation needs provides a safe and functioning transportation system for roadway users. Therefore the system

enables commuter and freight movements, which are essential to the economic vitality of our state.

## 6. Energy

- **Actively pursue actions in transportation which help to achieve the State clean Energy Goal of 40% renewable energy by 2030; and use integrated action plans from DBEDT's Lead by Example Energy Initiatives with priority transportation actions that would support the Hawaii Clean Energy Initiative (HCEI).**
- **Identify ways to increase energy efficiency by 30% at transportation facilities and identify projects and programs for increased efficiency of energy in support of the HCEI, Leadership in Energy & Environmental Design (LEED), and other green initiatives for more efficient use of energy.**

Energy objectives are supported in coordination and implementation of our programs that support operations, such as congestion, capacity, and preservation. The congestion program monitors and reduces travel times (and therefore fuel consumption and greenhouse gas emissions) through optimizing traffic flow and addressing events/incidents that cause congestion. Transportation Access Mobility and Modal Integration policies, such as the Highways Division's Complete Streets policy, also decrease the demand for fossil fuels by promoting non-motorized travel and providing mobility for non-motorized modes.

**Statewide Traffic Signal Modernization:** DOT has a statewide program to convert traffic signal lighting to energy saving LED lights. Program is focused on energy savings from use of LED lights, as well as improved visibility of LED lighting. Program directs highway projects involving modifications to traffic signals to include conversion of existing signal lighting to LED.

**Timeline:** DOT has completed Phase I and Phase II of the Traffic Signal Modernization, LED Signal Retrofit, for the island of Oahu. Phase III of this program will convert existing traffic signal lights on the neighbor islands to LED. Phase III has been programmed, however, funding has not been secured.

**Measures used to gauge effectiveness** - Meet projected energy savings of 6 million kilowatt hours per year.

**Implementing Energy Saving Measures:** All future building projects will be designed to meet LEED silver certification. All new traffic signals will use LED lamps, and all new computer equipment will be energy star compliant. The Highways Division has installed PV systems at their Hawaii, Maui, and Kauai District Offices, as well as the Keanae Baseyard facility on Maui. The Highways Division is also working on replacing their air conditioning systems statewide to reduce energy consumption.

**Timeline:** Ongoing.

**Measures used to gauge effectiveness** - Cost savings achieved through the above-mentioned energy saving measures.

**Saddle Road Improvement:** This project upgrades the roadway to current standards by providing wider travel lanes, improved shoulders, correcting substandard roadway geometrics, and other related improvement. As a result, a safer roadway from Hilo to Route 190 is provided that has reported to provide substantial travel time savings to the road users, thus improving the mobility of people, goods and services on the Island of Hawaii. The realigned portions of Saddle Road and the new connection to Route 190 cuts approximately 8 miles of travel distance between Hilo to Kona.

**Timeline:** Previously completed segments from Mile Post 11 to 42 have been opened to the public. The most recent completed segment from Mile Post 42 to Route 190 was opened on September 7, 2013.

**Measures used to gauge effectiveness** - pre-project and post project travel time data are currently being collected between Hilo and Kona.

## 7. Funding

- Obtain sufficient and specific transportation funding.

The Highways Division receives its funding from both Federal and State sources, with federal funds making up about two fifths of its funding.

Federal Highway Trust Fund revenues come from motor vehicle fuel taxes, sales taxes for heavy trucks and

trailers, tire taxes, and heavy truck use taxes. The Federal Highway Trust Fund allocates revenue to states through the Federal-aid highway program. The current surface transportation legislation, Moving Ahead for Progress In the 21<sup>st</sup> Century (MAP-21), extends the Federal Highway Trust Fund revenue sources and ensures 2 years of solvency. MAP-21 provides similar formula funding levels to that provided under the previous legislation, the Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). It condenses and streamlines transportation funding programs from the 90 authorized previously into approximately 30. The revenues are apportioned to states based on formula distribution as in previous surface transportation legislation.

The major programs funded under MAP-21 include: National Highway Performance Program, Surface Transportation Program, Congestion Mitigation & Air Quality Improvement Program, Metropolitan Planning, Railway-Highway Crossings and the Highway Safety Improvement Program. To be eligible to receive funds from the Federal Highway Trust Fund, programs and projects must be included in the Highways Division's statewide long-range land transportation plan and in Hawaii's Statewide Transportation Improvement Program (STIP). The STIP is basically a four year Federal approved budget for the Division.

MAP-21 stresses a performance driven approach and requires States to develop and implement performance measure strategies. Failure to comply with these new federal requirements will result in a Federal Participation rate of 65% for eligible projects, instead of the 90% used for interstate project, or 80% for other non-interstate projects.

The State Highway Fund is used to fund land transportation projects and programs in the State of Hawaii. The four primary revenue fees for the Highway Fund are the gas tax, rental car surcharge tax, vehicle weight tax, and vehicle registration fee. The State Highway Funds used by the Highways Division fall under the Capital Improvement Program, Special Maintenance Program, and Routine Maintenance Program. In Act 86 and 162, SLH 2012, the vehicle weight tax and registration



fees were increased. However, this was offset by declining gasoline tax revenues due to reduced driver fuel consumption.

#### 8. Leadership

- Increase the level of accountability of personnel both on and off the job.
- Provide increased opportunities for training and sufficient equipment allowing personnel to be successful.
- Implement policies that demonstrate commitment to transparency, ethics and strict compliance with regulations, policies and procedures.
- Promote open communication between management and rank and file employees.

**Achieve full compliance with procurement training requirements for staff delegated with procurement authority to approve, review, conduct or participate in procurement actions.**

**Timeline:** Ongoing. Employees with delegated authority to approve, review, conduct or participate in procurement actions have either attended or continue to attend core mandatory courses as such courses become available.

**Measures used to gauge effectiveness** - 100% attendance to mandatory courses; no procurement violations.