

# Development of Preliminary OahuMPO Vision, Mission, and Action Items

## INTRODUCTION

The Oahu Metropolitan Planning Organization (OahuMPO) is undertaking a Planning Process Review to identify ways to improve the continuing, cooperative, and comprehensive (“3-C”) planning process between the OahuMPO and its participating agencies, other departments and agencies, and the public. As an outcome of this effort, strategies and best practices applications will also be identified to ensure that OahuMPO work products and programs not only meet applicable Federal requirements but also enhance the continuing, cooperative, and comprehensive planning (“3-C”) transportation planning process on Oahu.

The first stage of the Planning Process Review Project included a background review, regulatory and policy review, partner agency and stakeholder interviews, and review of MPO best practices. The information collected during this effort was synthesized and preliminary project findings were identified. These preliminary project findings were then categorized into “critical” and “key” issues and associated challenges and opportunities were identified for each issue. Based on the review conducted, one critical and five key issues were identified, which include:

- **Critical Issue:** *Address conflicts between Federal statutes and State legislation/local ordinances.*
- **Key Issue #1:** *Ensure continuation of funding for metropolitan planning on Oahu.*
- **Key Issue #2:** *Clearly define the role of the MPO as a decision-maker, consistent with Federal statutes.*
- **Key Issue #3:** *Address issues related to Policy Committee membership and subcommittees.*
- **Key Issue #4:** *Address issues related to OahuMPO work products.*
- **Key Issue #5:** *Address issues related to OahuMPO staffing.*

The next step following the identification of the critical/key issues above is to develop a draft vision for the OahuMPO. This vision will be designed to make the OahuMPO the best that it can be, striving to embody key principles of a “best practice” Transportation Management Area (TMA). The purpose of this document is to provide a draft vision and mission statement, as well as supporting goals and action items to be presented to the Policy Committee, Technical Advisory Committee, Citizens Advisory Committee, partner agencies, and other stakeholders for their review and input.



It is important to note that the action items included in this document have not been reviewed from a legal sufficiency perspective. The OahuMPO is in the process on hiring a Legal Consultant to ensure that any proposed action items, recommendations and changes needed to state and local regulations will meet Federal Statute 23 U.S.C. 134.

#### **DRAFT OAHUMPO VISION**

**Vision:** We provide high-quality regional planning services to Oahu.

#### **OAHUMPO MISSION**

**Mission:** We create value in regional planning through superior service, public engagement, innovation, leadership, and partnerships at all levels.

## GOALS AND ACTION ITEMS

### **Goal 1: Ensure compliance with Federal metropolitan planning requirements for the OahuMPO Transportation Management Area.**

Meet the requirements of all Federal statutes and regulations governing Transportation Management Areas to further the OahuMPO's value as an effective and respected regional planning resource and as a policy leader for expending Federal-aid transportation funds under the continuing, cooperative, and comprehensive planning (3-C) process.

*For reference, Goal 1 addresses:*

- *Critical Issue: Address conflicts between Federal statutes and State legislation/local ordinances.*
- *Key Issue #1: Ensure continuation of funding for metropolitan planning on Oahu.*
- *Key Issue #2: Clearly define the role of the MPO as the decision-maker, consistent with Federal statutes.*

**Table 1.A: Action Items to Support Goal 1 (less than six months timeframe)**

**Action Items (less than six months timeframe)**

- In preparation of upcoming Certification Review, obtain FHWA and FTA support and concurrence of actions and recommendations resulting from the Planning Process Review with the goal of receiving no pending corrective actions and at least one best practice comment resulting from the Certification Review.
- Receive the entirety of delayed funding of the Policy Committee and FHWA/FTA approved FY 2014 Overall Work Program.
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- Identify changes to the Comprehensive Agreement to ensure compliance with Federal statutes and requirements that address the following:
  - Distinguish the role of the OahuMPO to facilitate the 3-C transportation planning process for the metropolitan planning area.
  - Revise Policy Committee membership to be consistent with member location requirements of Federal statutes.
  - Position the role of the Policy Committee as the decision-maker on the use of Federal-aid transportation funds in the metropolitan planning area, including identifying priority projects from the approved Transportation Improvement Program for the non-state National Highway System roads and other City & County functionally-classified roads.
  - Clearly define all required MPO work products/programs.
  - Identify additional requirements and responsibilities for the OahuMPO as a Transportation Management Area.
- Research best practice examples of other MPOs to identify possible application to the OahuMPO, including:
  - MPO processes, projects, and work products (including those specific to Transportation Management Area MPOs).
  - Internal structure and staffing needs.
  - Authority and relationship to partner agencies.
  - Data collection authority and responsibility.
  - Relationship with the public and community outreach.
  - Financial programming.
  - Other essential and enhanced functions.

**Table 1.B: Action Items to Support Goal 1 (six months to two year timeframe)**

Action Items (six months to two year timeframe)
<input type="checkbox"/> Complete Corrective Action legal review and recommendations to update the Comprehensive Agreement. <input type="checkbox"/> Repeal HRS 279E to eliminate current conflicts with Federal statutes and regulations concerning the metropolitan planning process. <input type="checkbox"/> Establish a Transportation Alternatives Program per MAP-21 to provide funding for eligible programs and projects.

**Table 1.C: Action Items to Support Goal 1 (two to five year timeframe)**

Action Items (two to five year timeframe)
<input type="checkbox"/> Participate in Federal certification review that results in the identification of at least one best practice. <input type="checkbox"/> Establish MPO and TMA performance and evaluation criteria.

**Goal 2: Empower and strengthen the OahuMPO’s role as a decision-maker in the regional planning process.**

Create a highly effective and efficient decision-making board that is supported by strong citizen and technical committees, maximizes all available tangible and intangible resources, and leverages the knowledge and experience of the community and partner agencies during all transportation planning processes.

*For reference, Goal 2 addresses:*

- *Key Issue #3: Address issues related to Policy Committee membership and committees.*
- *Key Issue #5: Address issues related to OahuMPO staffing.*

**Table 2.A: Action Items to Support Goal 2 (less than six months timeframe)**

**Action Items (less than six months timeframe)**

- Develop Policy Committee training and education program to reinforce decision making authority and responsibility of existing and new Policy Committee members.
- Evaluate Policy Committee structure, business practices, and processes to ensure transparency.
  - Change the name of the Policy Committee to Policy Board to reaffirm decision-making authority of board as opposed to advisory role of MPO committees. Note: An MPO is defined as a Policy Board in 23 U.S.C. 134(b)(2).
  - Establish Policy Committee bylaws to further define structure and ensure meeting attendance.
  - Create a standing meeting schedule (i.e., set date and time) for predictability and transparency.
  - Evaluate Policy Committee membership to consider additional representation by other agencies/organizations and type of membership (voting, non-voting and *ex officio*).
  - Provide for Policy Committee members to establish designees or alternates.
  - Update the Policy Committee agenda to include a regular report from the Executive Director, Technical Advisory Committee and Citizens Advisory Committee Chairs on actions and recommendations of the Committees to enhance communication between the Policy Committee and its Advisory Committees.
  - Exceed minimum meeting notice and material timeframe requirements to provide Policy and Advisory Committee members and the public more time to review materials prior to each meeting.
  - Email meeting agenda and support materials to Policy and Advisory Committee members in addition to sending via U.S. mail to expedite receipt of meeting materials.
- Evaluate Technical Advisory Committee structure, business practices, and processes to ensure transparency.
  - More clearly define the role of the Technical Advisory Committee and its processes.
  - Establish Technical Advisory Committee bylaws to further define structure and ensure meeting attendance.
  - Create a standing meeting schedule (i.e., set date and time) for predictability and transparency.
  - Evaluate Technical Advisory Committee membership to consider additional representation from other agencies/organizations and type of membership (voting, non-voting and *ex officio*).
  - Provide for Technical Advisory Committee members to establish designees or alternates.

**Table 2.B: Action Items to Support Goal 2 (six months to two year timeframe)**

**Action Items (six months to two year timeframe)**

- Evaluate and develop recommendations concerning organizational placement of OahuMPO.
  - Move OahuMPO under another agency, such as: Honolulu Authority for Rapid Transit, City and County of Honolulu Department of Transportation Services, the City and County of Honolulu Mayor’s office, the University of Hawaii, Hawaii Community Development Authority?
  - Establish OahuMPO as a semi-autonomous agency?
  - Establish OahuMPO as an autonomous (stand-alone) agency?
- Evaluate, review and develop recommendations for improvements to OahuMPO administrative processes. Implement recommendations concerning Policy Committee structure, business practices, and processes.
- Implement recommendations concerning Technical Advisory Committee structure, business practices, and processes.
- Identify parent/sister TMA MPO(s) to serve as an informational and technical resource to the OahuMPO.
- Evaluate and develop recommendations to adjust OahuMPO staffing needs/structure to support recommendations from the Planning Process Review and Corrective Action legal review.
- Evaluate and develop recommendations concerning need for additional advisory committee needs, such as: bicycle and pedestrian, environmental, complete streets, land use, economic development, or a multi-modal livability/sustainability committee.
- Identify a planning level study to demonstrate what other MPOs are doing and what the OahuMPO can do on Oahu.
- Evaluate financial programming best practices for applicability to the OahuMPO.
- Evaluate and develop recommendations that focus on customer experience, identifying the public as the first customer.

**Table 2.C: Action Items to Support Goal 2 (two to five year timeframe)**

Action Items (two to five year timeframe)
<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement recommendations concerning organizational placement of the OahuMPO.</li> <li><input type="checkbox"/> Continuously communicate with other MPO TMAs to exchange planning methods, ideas, information, programs and experiences to increase knowledge and understanding of board and committee practices, technical program participants and staff.</li> <li><input type="checkbox"/> Implement recommendations to adjust OahuMPO staffing needs/structure.</li> <li><input type="checkbox"/> Implement recommendations concerning need for additional advisory committees.</li> </ul>

**Goal 3: Plan for sustainable and livable growing communities on Oahu.**

Prepare planning products and provide planning services to support and guide growth in an economically vibrant, sustainable, and responsible manner, respecting the significant cultural, historical, and environmental assets found on Oahu.

For reference, Goal 3 addresses:

- *Key Issue #4: Address issues related to OahuMPO work products.*

**Table 3.A: Action Items to Support Goal 3 (less than six months timeframe)**

Action Items (less than six months timeframe)
<ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluate and update Overall Work Program procedures, evaluation criteria, and timeline including a process for evaluating the viability of OWP projects that have been previously approved but not started within a two year period.</li> <li><input type="checkbox"/> Establish procedures of compliance with State Procurement Office (SPO) guidelines for all projects included in the approved Overall Work Program.             <ul style="list-style-type: none"> <li>▪ Evaluate, review, and develop recommendations addressing the OahuMPO Auditor’s Management letter of January 31, 2014                 <ul style="list-style-type: none"> <li>○ Review Overall Work Program (OWP) Process and Procedures document on a periodic basis and develop a framework and timeline related to the evaluation and revision of the existing document</li> <li>○ Consider written certifications from partner agencies regarding compliance with SPO guidelines for projects funded through the OWP</li> <li>○ Develop written procedures regarding how procurement is to be done at OahuMPO in accordance with SPO guidelines:</li> </ul> </li> </ul> </li> </ul>

- Document qualifications of committee members to serve on review and selection committees.
- Designate a person within OahuMPO outside of the Executive Director and Project Manager to receive all proposals and document their receipt.
- Standardize review and selection criteria to the extent possible.
- Consider whether the Executive Director should be present at the selection committee meetings.
- Eliminate any perceived noncompliance with SPO guidelines.
- Consider using unspent local share from discrete planning projects to offset the local match requirement from member jurisdictions the following year.
- Use the interest earned by OahuMPO deposits as local match.
- Where applicable, take steps to ensure that sufficient in-kind contributions are assured before starting any project using Federal funds.
- Evaluate and update Oahu Regional Transportation Plan procedures.
- Evaluate and update Transportation Improvement Program procedures.

**Table 3.B: Action Items to Support Goal 3 (six months to two year timeframe)**

Action Items (six months to two year timeframe)
<ul style="list-style-type: none"> <li><input type="checkbox"/> Refine OahuMPO technical/project prioritization processes.</li> <li><input type="checkbox"/> Update the OahuMPO Overall Work Program.</li> <li><input type="checkbox"/> Complete, test and validate land use data/model and integrate with the Transportation Demand Forecasting Model.</li> <li><input type="checkbox"/> Complete Transportation Revenue Forecasting &amp; Alternative Revenue Exploration               <ul style="list-style-type: none"> <li>▪ Develop financial plan for next ORTP</li> </ul> </li> <li><input type="checkbox"/> Prepare the 2040 Oahu Regional Transportation Plan. Establish linkage between planning and National Environmental Policy Act (NEPA) process required under MAP-21.</li> <li><input type="checkbox"/> Update performance measures based on best practices and MAP-21 guidance.</li> <li><input type="checkbox"/> Update and improve Congestion Management Program, considering best practices.</li> <li><input type="checkbox"/> Update and improve Intelligent Transportation System (ITS) Plan, considering best practices.</li> <li><input type="checkbox"/> Conduct Title VI/Environmental Justice update, considering best practices.</li> <li><input type="checkbox"/> Evaluate/update Public Participation Plan, considering best practices.</li> <li><input type="checkbox"/> Conduct freight and goods delivery study, considering best practices.</li> <li><input type="checkbox"/> Hold or participate in an economic development summit on Oahu.</li> <li><input type="checkbox"/> Review best practices for utility coordination and develop recommendations for implementation.</li> <li><input type="checkbox"/> Evaluate and develop recommendations concerning OahuMPO’s participation in transit decision-making on Oahu.</li> </ul>

**Table 3.C: Action Items to Support Goal 3 (two to five year timeframe)**

Action Items (two to five year timeframe)
<ul style="list-style-type: none"><li><input type="checkbox"/> Update Transportation Improvement Program.<ul style="list-style-type: none"><li>▪ Improve quality and transparency of TIP financial plan</li></ul></li><li><input type="checkbox"/> Establish Oahu Regional Transportation Plan procedures.</li><li><input type="checkbox"/> Lead or participate in the creation of shared regional vision for Oahu.</li><li><input type="checkbox"/> Integrate livability planning into transportation planning process.</li><li><input type="checkbox"/> Conduct land use and transportation scenario planning.</li><li><input type="checkbox"/> Enhance safety data management and analysis processes, including project identification and funding.</li><li><input type="checkbox"/> Address data management tools and data gaps.</li><li><input type="checkbox"/> Integrate HCDA into the metropolitan planning process on Oahu.</li><li><input type="checkbox"/> Implement recommendations concerning utility coordination.</li></ul>

# OahuMPO Planning Process Review

## Feedback Tool Analysis (Vision, Mission, & Goals)

### ANALYSIS OF FEEDBACK TOOL INPUT—DRAFT VISION

**Vision: We provide high-quality regional planning services to Oahu.**

**1. Suggested revisions to focus on transportation planning:**

- *Add the word "transportation" before "planning" (regional transportation planning).*
- *Add "transportation" to read "regional transportation planning..."*
- *Shouldn't the Vision be limited to "surface transportation"?*
- *We provide high-quality regional transportation planning services to Oahu.*
- *Suggest using alternative term to "high-quality" (too subjective) and revising the rest to read "...regional transportation planning services for the island of Oahu."*
- *To be the go-to agency regarding planning for Oahu's transportation needs.*
- *Add the words surface transportation, so it would read: We provide high-quality surface transportation regional planning services to Oahu. Reason: other than the obvious, we have lots of other planning governmental organizations, but only OMPO focusing on island wide surface transportation.*

TOA note: Including the word transportation does focus on the MPO's core areas of responsibility, but it dilutes the critical nexus between land use and transportation planning, which is critical to TMA MPOs like the OahuMPO is. While what is considered to be 'high-quality' is subjective, almost any word you replace it with will be subject to interpretation. Since the goal is to strive for high-quality services, recommend leave as is.

**2. Suggested revisions to strengthen the decision-making authority of the OahuMPO:**

- *The statement must reflect the role of OMPO beyond simply advisory and stress more of its importance as its role as decision maker. We provide high quality regional planning services to improve the island wide transportation decision making process for Oahu." Note that I did not say transportation "planning" process in order to emphasize and elevate its decision making authority.*
- *OMPO supports, and helps to implement the existing regional planning services for Oahu.*
- *...to Oahu in compliance with all appropriate laws and with transparency through public access.*

TOA note: Providing high-quality regional planning services to Oahu is not by itself going to improve decision making on Oahu. Decision making authority is addressed in Goal 2; recommend leave as is.

**3. Suggested revisions to reword to cover more topics:**

- *Also, the vision should mention that OMPO exists to support and manage economic and population growth, while improving safety and lowering fossil fuel consumption.*

TOA Note: This is covered under Goal 3.

**4. Suggested revisions to reword for subject neutrality:**

- *I agree with the vision but I would not write it starting with "We". For example: "Provision of high-quality regional planning services to Oahu."*
- *More of a comment than anything else. I would make the statement more neutral and objective by getting rid of the word "We". It should be something to along the lines of "To provide . . . .").*
- *Maybe "We seek to provide" would be a bit more modest.*

TOA note: Agree with suggestion under 2<sup>nd</sup> bullet to make vision more neutral. This might also help with the question of who is "we" – Brian, Policy Committee, etc.?

**Other comments:**

- *Sometimes it's not clear whose interests OahuMPO represents*
- *Say something about people, serving people.*
- *Quality and necessity are both important; quality adds value when it is necessary. Perhaps this can be woven into the text.*

TOA note: Could incorporate people by wording as "...to the people of Oahu." However, preference would be to keep that part as written to address benefits of good transportation and regional planning extend beyond people to the environment, quality of life, etc.

Based on the above comments, TOA suggests rewording the vision statement to: **We provide high-quality regional planning services to Oahu.**

## ANALYSIS OF FEEDBACK TOOL INPUT—DRAFT MISSION

**Mission: We create value in regional planning through superior service, public engagement, innovation, leadership, and partnerships at all levels.**

### 1. Suggested revisions to focus on transportation planning:

- *Revise to read "...regional transportation planning..."*
- *Add the word "transportation" before "planning" (regional transportation planning).*
- *Add "transportation" as per above comment.*
- *Create value in regional surface transportation planning through an integrated, multi-modal perspective, with public engagement, innovation, partnership, and leadership at all levels. Reason: make it read like a mission, not a vision.*
- *Add transportation to regional planning*

TOA note: See notes under Vision Item 1.

### 2. Suggested revisions related to word choice of 'superior':

- *What superior service are you thinking about? The rest of the statement is clear, I think, in terms of what the MPO ought to do. I don't say we should do anything less than superior service, but it's unclear.*
- *Substitute the word excellent for superior service.*
- *Certain adjectives work best when their opposites are clearly not applicable. "Superior" may fit into this category. Something like "dedicated" may be preferable.*

TOA note: Would agree that there may be a better fit than superior as that begs the question superior to what or whom? Perhaps substitute with 'distinguished' or 'exemplary' (the definition of which is worthy of imitation; commendable).

### 3. Suggested revisions to strengthen the decision-making authority of the OahuMPO:

- *We should focus on better decision making rather than better planning as the outcome. It's easy to churn wheels but irrelevant if no one is listening. "We create value in regional planning through superior service, public engagement, innovation, leadership, and partnerships for decision-making at all levels." The key is to put "decision-making" for emphasis somewhere.*
- *To provide a fair and impartial means of determining existing and future expenditures for Oahu's transportation projects and programs through identification of needs, long and short range planning, and public involvement.*

- *We create value . . . through . . . and partnership at all levels???* How about: *We create value . . . through . . . and by enhancing multi-agency coordination at all levels.*
- *We create value in regional planning through complementary and supportive actions, including public engagement, innovation, and partnering with government and non-government organizations.*

TOA note: Partnerships should extend beyond decision-making and include things like data sharing, study coordination, etc. Not sure limiting the mission to decision-making is appropriate. Also, limiting the partnerships to agencies might be seen as removing the public non-profits, and other interested groups/persons from being viewed as a partner. Do think the suggested rewording to *“and partnering with government and non-government organizations”* can be considered. Perhaps to: *“...and partnering with public agencies and private organizations.”*? Still like the original wording better, but could add the word ‘strong’ to read: *“...and strong partnerships at all levels.”*

**4. Suggested revisions to reword for subject neutrality:**

- *Again "We". Also, what does value mean? It's very subjective.*
- *Maybe "We seek to create" would be a bit more modest.*
- *Creating value in regional planning through superior service, public engagement, innovation, leadership, and partnerships at all levels.*

TOA note: Similar to Item 4 under the Vision, the Mission should be more neutral.

**5. Other comments:**

- *I am a bit confused. I have been an OMPO member for two years and just about everything we recommend does not get approved. I value my time just like everyone else. I am not sure anymore if we are of value to OMPO. Maybe the name change to Policy Board would give us a bit more respect or power at all levels.*
- *This statement is attainable only if there are partnerships at all level and have their inputs at all level taking into consideration.*
- *Would be good to have more public engagement via grassroots type of community meetings in addition to neighborhood boards, organization meetings, etc.*
- *Regional planning priorities and efforts should be data driven.*
- *Suggest working in collaboration and/or cooperation with those whom we are partners.*

TOA note: Most of these comments are not directly (or clearly) related to rewording of the Mission.

Based on the above comments, TOA suggests rewording the mission statement to: ~~We e~~ Create value in regional planning through ~~superior-exemplary~~ service, public engagement, innovation, leadership, and ~~strong~~ partnerships at all levels.

### ANALYSIS OF FEEDBACK TOOL INPUT—GOAL 1

**Goal 1: Ensure compliance with federal metropolitan planning requirements for the OahuMPO Transportation Management Area. Meet the requirements of all federal statutes and regulations governing Transportation Management Areas to further OahuMPO’s value as an effective and respected regional planning resource and as a policy leader for expending federal-aid transportation funds under the continuing, cooperative, and comprehensive planning (3-C) process.**

**1. Suggested revisions to focus on transportation planning:**

- Add the word "transportation" before "planning" (regional transportation planning).
- Suggest using alternative term to "high-quality" (too subjective) and revising the rest to read "...regional transportation planning services for the island of Oahu."
- Add "transportation" as per above comment.

TOA note: See notes under Vision Item 1.

**2. Suggested revisions to strengthen the decision-making authority of the OahuMPO:**

- Meet the requirements of all federal statutes and regulations governing T - M - A to further OahuMPO's value as a coordinator for expending federal-aid transportation funds under the , , , 3-C process.

TOA note: The suggested shortening of the goal could be viewed as positive, but relegating the OahuMPO to ‘coordinator’ is not consistent with federal statutes. However, prefer to more comprehensive goal as originally written.

**3. Suggested revisions to focus on role of OahuMPO:**

- GOAL 1: To ensure that existing and future expenditures for Oahu's transportation projects and programs are based on a continuing, cooperative, and comprehensive (3-C) planning process in compliance with Federal requirements. Meet the five core functions of an MPO in compliance with all federal statutes and regulations:
  - i. Establish a fair and impartial setting for effective decision-making;
  - ii. Identify and evaluate alternative transportation improvement options;
  - iii. Prepare and maintain a Metropolitan Transportation Plan (MTP);

- iv. Develop a Transportation Improvement Program (TIP); and*
- v. Involve the general public and other affected constituencies in the above essential functions.*

TOA note: While this wording outlines the primary responsibility of an MPO, it does not read like a goal statement nor address OahuMPO being a TMA.

**4. Other comments:**

- *This should be #3 - see my comments on Goal 3 below: I like the statement. It should be #1 - the other two are "musts" but not the real goal, right? I know it feels that way because we are not in compliance, but compliance to the fed rules isn't the top goal. Reverse the order of the three.*
- *Para Transit needs to ADD to their fleet of vans right now there are 10 new vans in the yard for the past two months needing repair. Better planning needs to be done. DOT should have sent someone from Oahu to inspect the new vans before they were shipped to Hawaii. Now we have drivers waiting as long as 1 and a half for a Van so they can start their shift. This is poor planning. People wait 1 to 3 hours for Handy Vans this is poor planning.*
- *Review Transportation Oriented Development as impacts Kakaako and Waikiki and invite the City Council and the Administration decision implementers, and ask how variances and exemptions are granted either at the County or the State Administration. Invite State Agency administrators on how these TOD exemption and variances are granted, etc.*
- *This process has been effective in the past. All respective parties must participate and discuss issues with a final agreement to all transportation management decision.*
- *I am a bit uncomfortable with the term policy leader - sounds a bit dictatorial.*

TOA note: Most of these comments are not directly (or clearly) related to rewording of the Goal.

**Based on the above comments, TOA recommends keeping Goal 1 as originally worded.**

## ANALYSIS OF FEEDBACK TOOL INPUT—GOAL 2

**Goal 2: Empower and strengthen OahuMPO’s role as a decision-maker in the regional planning process. *Create a highly effective and efficient decision-making board that is supported by strong citizen and technical committees, maximizes all available tangible and intangible resources, and leverages the knowledge and experience of the community and partner agencies during all transportation planning processes.***

**1. Suggested revisions related to word choice of ‘create’:**

- *Not sure about use of the term "create" suggest use of alternate term.*

TOA note: What about instead of “Create a highly effective...” say “Be a highly effective...”.

**2. Suggested revisions related to word choice of ‘supported’:**

- *Instead of supported, say "leveraged by strong citizen and technical committees."*

TOA note: Not sure ‘leveraged’ is the appropriate choice, but what about reworded to: “...decision-making board that is advised by strong citizen and technical committees...” since the role of the committees is to advise (a role that will hopefully be strengthen if the Policy Committee is changed to Policy Board).

**3. Other comments:**

- *Second sentence is great.*
- *Sentence is a bit convoluted; everything but the kitchen sink is in this statement.*
- *Need to first define "OahuMPO."*
- *The City Council, the legislature, and the Administrations must empower who they place in Planning, Policy, and Technical as well as Citizen Advisory Committees so that they can be delegated to a certain extent, more than they are presently.*
- *Original #2 good but I feel Consultants should be from elsewhere if possible than the Department of Planning and Permitting's or the DOT's. The data has been so slanted by the politics in State that I feel this is necessary.*
- *I don't have any suggestion regarding this goal, but this will not be effective at all. Since OMPO is the sub-recipient of FHWA and FTA funds, the direct recipient has authority to oversee how federal funds be spent with concurrent to state/city projects.*

- *Goal 2: To ensure that the OahuMPO is able to effectively carry out its required functions, including effective planning in cooperation with the State and publicly owned transit services.*

TOA note: Most of these comments are not directly (or clearly) related to rewording of the Goal.

Based on the above comments, TOA suggests rewording Goal 2 to: Empower and strengthen OahuMPO's role as a decision-maker in the regional planning process. *Create a highly effective and efficient decision-making board that is ~~supported~~ advised by strong citizen and technical committees, maximizes all available tangible and intangible resources, and leverages the knowledge and experience of the community and partner agencies during all transportation planning processes.*

### ANALYSIS OF FEEDBACK TOOL INPUT—GOAL 3

**Goal 3: Plan for sustainable and livable growing communities on Oahu. Prepare planning products and provide planning services to support and guide growth in an economically vibrant, sustainable, and responsible manner, respecting the significant cultural, historical, and environmental assets found on Oahu.**

#### 1. Suggested revisions to focus on transportation planning:

- *Revise to read "Prepare and provide transportation planning products and services to...."*
- *Add the word "transportation" before "planning" (transportation planning products and services).*
- *Reference to "transportation" should be inserted somewhere same as the other two goals to distinguish from more comprehensive planning goals.*

TOA note: See notes under Vision Item 1.

#### 2. Other suggested minor word changes/revisions:

- *Delete "growing."*
- *Might there be a better noun than "products"?*
- *The word "vibrant" does nothing for me, it's better to just say "economically sustainable and responsible manner"*
- *Economically vibrant means that our economy is robust and thriving, not that we're making economically smart recommendations and decisions, which I think is the intent*

*of the statement. Therefore, I recommend maybe: "economically focused", . . . or "resourceful", . . . or*

- *.....provide surface transportation planning services that reflect the core principles of economic and environmental sustainability, the health and well-being of communities, and protection of Oahu's rich cultural/historic/ and environmental resources. Reason: gather like ideas and provide focus.*

TOA note: Growth can be implied through sustainable and the word 'growth' is used in the second sentence. Suggest removing 'growing' to simplify first sentence. Also, agree about 'products' as a noun; perhaps reword to "Prepare plans and provide services to...". Also like suggestion to change to 'economically focused.' as vibrant is pretty subjective and less concrete.

### **3. Other comments:**

- *I like the statement. It should be #1 - the other two are "musts" but not the real goal, right? I know it feels that way because we are not in compliance, but compliance to the fed rules isn't the top goal. Reverse the order of the three.*
- *No issues with Goal itself.*
- *Review the LUC, DLNR, various Housing First agencies, and various Affordable Housing initiatives to be incorporated into the TOD urban core development.*
- *Public resources like water should be non-profit and Hawai'i pays 3 times as much for power now as the mainland. Electric, water and sewer fees add up to about \$500 a month for a modest house. Increases are expected and water desalination will cost 7 times as much per DLNR. The population increases of 'developer planning' are not sustainable into the future for many if not most current residents. Solutions are needed now.*
- *Goal 3: Plan for sustainable and livable communities on Oahu. Growth can derail sustainable and livable communities. Economic growth can worsen divisions in our communities as the rich get richer and the poor get homeless. Prepare planning products and provide planning services to support and guide vibrant, sustainable communities in a responsible manner, respecting the significant cultural, historical, and environmental assets found on Oahu*
- *Please add infrastructure and carrying capacity for density in the planned Communities*
- *Include a reference to reflect the culture or lifestyle of the particular community.*
- *Goal 3: Plan for sustainable and livable communities on Oahu -- both existing and future. Prepare planning products and provide planning services to support economically vibrant, sustainable, and responsible growth on Oahu.*

TOA note: Most of these comments are not directly (or clearly) related to rewording of the Goal.

**Based on the above comments, TOA suggests rewording Goal 3 to:** Plan for sustainable and livable ~~growing~~ communities on Oahu. Prepare ~~planning products/plans~~ and provide ~~planning~~ services to support and guide growth in an economically ~~focused/vibrant~~, sustainable, and responsible manner, respecting the significant cultural, historical, and environmental assets found on Oahu.