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COUNTY COUNCIL

January 22, 2021

Tamara Paltin, Committee Chair
Planning and Sustainable Land Use Committee
Maui County Council
200 South High Street
Wailuku, Hawaii 96793

Dear Committee Chair Paltin:

The Matrix Consulting Group is pleased to submit our final report containing our findings and specific recommendations related to the evaluation of the Community Plan Process. We focused our recommendations on alternatives designed to ensure the County can appropriately and consistently meet community plan development and updating timeframes.

We appreciated the opportunity to be of assistance to the County on this project and are available as needed to answer any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read "Alan D. Pennington".

Alan D. Pennington
Vice President

Enclosure

Expediting the Community Plan Process

MAUI COUNTY, HAWAII

December 23, 2020

matrix 
consulting group

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1. Introduction and Executive Summary

In January 2020, the Maui County Council issued a request for proposals to evaluate opportunities to expedite the community plan review process. Maui County has a very robust commitment to review and revise each of the nine community plans every ten years. Since adoption of the decennial community plan update threshold, the County has not been in compliance with this self-imposed standard. The intent of this study was to evaluate opportunities for improvement to revise the current process in order to efficiently and effectively update each community plan every ten years. The Matrix Consulting Group was awarded the contract for this study in March 2020 and due to the Covid-19 pandemic, project initiation was delayed.

This study was officially initiated in July 2020 via video conference. The scope of this study focused on opportunities for Maui County to complete community plans in a timely and efficient manner and within the 10-year timeframe. The following methodology was utilized to complete this project:

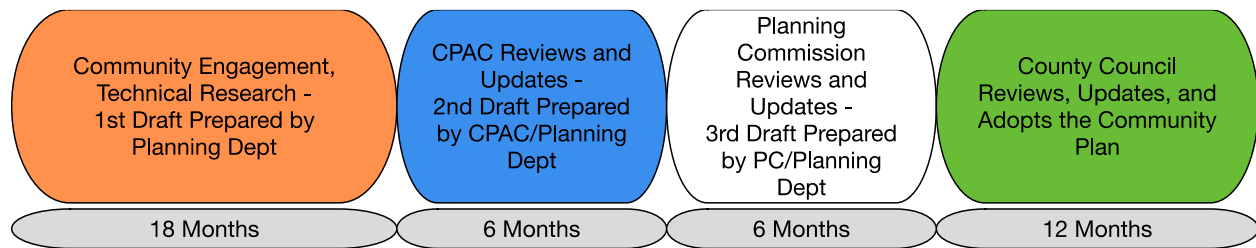
- **Current State Assessment** – the project team interviewed various County staff, elected, and appointed officials to understand the current operational practice of the community plan process. This included extensive review of current legislation that guides much of the process.
- **Stakeholder Input** – interviews were conducted with a wide variety of stakeholders including three community focus groups, individual interviews with approximately 12 community members, interviews and online survey with the last three CPAC members and all three Planning Commissions; and an employee survey (online) for all Planning Department staff.
- **Comparative Assessment** – Maui County operational practices and processes were compared to industry prevailing practices and those of seven jurisdictions with robust community plans. Assessments compared the process, requirements, use of citizen committees, role of Planning Commission and legislative body, and the timeliness of the process.
- **Operational and Regulatory Analysis** – this analytical task focused on current operational process and identified alternative approaches for operational and process efficiencies. A staffing resource analysis was also conducted to identify staffing resources required to complete all community plans on a 10 year cycle.

The results of each of these work tasks are consolidated and presented in this report. The draft report represents the culmination of this process, presenting the results of our analysis, including specific recommendations for the community plan process, staffing, and resource needs.

1. Overview of the Current Process

The current community plan process includes a total of four phases and may take a maximum of 36 months, if no time extensions are requested and granted. The following graphic provides an overview of the process and the maximum timeframe for each phase.

Community Plan Update Process



Community engagement and technical research is the longest phase, with up to 18 months dedicated. The Community Planning Advisory Committee (CPAC) and Planning Commission each have up to six months to review and update the community plan. County Council has up to 12 months to review, update, and adopt the community plan. Additionally, County Council may grant time extensions in each phase of the process.

During the community plan process, Planning Department staff are tasked with leading the first three phases of the process. Upon sending the Planning Commission version of the community plan to County Council, Planning staff take an ancillary role in the process.

The community plan process is primarily dictated by the legislation in Maui County Code Chapter 2.80B. Chapter 2.80B outlines the elements to be included in each community plan and the timeline associated with each phase. Additionally, Maui County has adopted an ordinance that specifies the order of the community plans in 2013.

The following table outlines the order for community plan updates.

- | | |
|------------------------------|--------------------------|
| 1) Lānaʻi | 6) Makawao-Pukalani-Kula |
| 2) Molokaʻi | 7) Paia-Haiku |
| 3) West Maui | 8) Hana |
| 4) Kihei-Makena (South Maui) | 9) Kahoolawe |

5) Wailuku-Kahului

The following table outlines information regarding each community plan, when it was scheduled for updating, the date of the last update, and the current status.

Plan	Original Adoption	First Update	Second Update	Years Since Last Update
West Maui	1982	1991	In progress – at Planning Commission Stage	29
Hana	1982	1994	--	26
Kahoolawe	1982	1995	--	25
Paia-Haiku	1983	1995	--	25
Makawao-Pukalani-Kula	1987	1996	--	24
Kihei-Makena (South Maui)	1987	1998	Starting Fall 2020	22
Wailuku-Kahului	1987	2002	--	18
Lānaʻi	1983	1998	2016	4
Molokaʻi	1984	2001	2018	2

As seen in the table, only two plans have been updated within the last 10 years, with two more currently undergoing updates (West Maui and South Maui). The updates for the Lānaʻi Plan began in 2014 and the updates for Molokaʻi began in 2012, several years after the mandate. In the interim, the staff was also working on drafting the Maui Island Plan, which was adopted in 2012 which needed to be adopted prior to any individual community plans.

With the current allocation of internal staffing resources and the current community plan process, the Planning Department is only able to conduct one community plan update at a time. In 2020, the County has elected to augment Planning staff by hiring a consultant to conduct the technical resource analysis and initial community plan draft that will be reviewed by CPAC.

2. Summary of Alternative Community Plan Process Approaches

Part of the project team's analysis was to develop alternative approaches to improve the efficiency and streamline each phase of the community plan process with the intent to update all nine community plans over a 10 year period. Alternative scenarios and approaches were developed based on multiple sources including industry prevailing practices and methodologies utilized by jurisdictions with comparable community planning focus.

It became clear during the alternative analysis that achieving a ten year cycle for updating each plan will require two plans to be conducted concurrently. The following table

summarizes the alternatives by phase and identifies the feasibility of the option, potential impact on community engagement and staff, and indicates whether the option will increase or decrease operational costs for Maui County.

Number	Finding / Option	Degree of Feasibility Easy → Difficult ○○○○○	Impact to Community Engagement	Impact to Staff	Fiscal Impact to County
Community Engagement/Input, Technical Resource Phase					
1	Community engagement is an important part of each community plan and should be included in all community plan updates.	●○○○○	+	-	↑
2	Community outreach and engagement should begin before the official kickoff of a community plan update.	○●○○○	+	+	↑
3	The use of technical consultants in lieu of staff may help expedite the community planning process.	○○●○○	↔	+	↑
4	Specifically define the time frame of the three components of the community engagement phase of the community plan process.	●○○○○	+	+	↔
5	Create a citizen working group to participate in the development of the initial draft community plan as a replacement of a separate CPAC.	○○●○○	+	+	↔
6	Reduce the overall timeline associated with this phase.	○●○○○	↔	+	↔
CPAC Phase					
7	Redefine the role of CPAC to focus on reviewing versus writing (or editing) significant portions of the draft community plan.	○○●○○	+	+	↓
8	Planning Department staff should facilitate the CPAC meetings and assist with the revisions to the draft community plan.	●○○○○	+	-	↔
9	CPAC and Planning Commission can review the community plan draft	○○○○●	-	+	↓

Number	Finding / Option	Degree of Feasibility Easy → Difficult ○○○○○	Impact to Community Engagement	Impact to Staff	Fiscal Impact to County
	through a consolidate committee and process.				
10	The role of CPAC should be more explicitly outlined by County Council in Chapter 2.80B.	○●○○○	+	+	↔
11	If an independent CPAC phase remains, it should be consolidated with the Planning Commission phase in Lānaʻi and Molokaʻi.	○●○○○	—	+	↓
12	CPAC may remain engaged with the community plan until adopted and during implementation.	○○○●○	+	↔	↔
13	The number of CPAC meetings should be limited.	●○○○○	+	+	↓
14	The CPAC phase could be reduced to three months.	○●○○○	+	+	↓
15	The CPAC phase may be eliminated from the community plan process.	○○○●○	—	+	↓
Planning Commission Phase					
16	The role of the Planning Commission should be specifically defined.	○●○○○	+	+	↔
17	Limit the number of review meetings and the time frame that Planning Commission may have to review the community plan.	●○○○○	+	+	↓
18	Create a Planning Commission subcommittee to review community plans instead of a full review by the commission.	○●○○○	↔	+	↔
19	Eliminate the Planning Commission from the Community Plan process.	○○○●○	—	+	↓
20	Planning Department staff should remain involved during the Planning Commission phase of the plan update.	●○○○○	+	+	↔

Number	Finding / Option	Degree of Feasibility <small>Easy → Difficult</small> ○○○○○	Impact to Community Engagement	Impact to Staff	Fiscal Impact to County
County Council Phase					
21	Planning Department staff should be involved during the County Council review and adoption phase of the community plan and assist with any plan edits.	●○○○○	+	+	↔
22	County Council should focus on specific elements and policy decisions of the community plan.	○○●○○	+	+	↔
23	Eliminate the process of the community plan being reviewed first by the Planning and Sustainable Land Use Committee prior going to the full council for review.	○●○○○	+	+	↓
24	The elected County Councilmember for the respective community plan or a three member subcommittee could serve as part of the CPAC or similar citizen working group to help facilitate the community plan’s review and approval through County Council.	○○○●○	+	+	↓
25	The number of extensions granted for all phases of the community plan process should be limited to one per phase and limited to one month in length.	●○○○○	+	+	↓
26	If County Council is unable to meet their review time frame, then the plan as recommended by the Planning Commission should automatically be approved after a set time period.	○○○○●	+	+	↓
27	Reduce the time frame for County Council to a maximum of six months.	○●○○○	+	+	↓

Each finding and alternative considered is discussed in greater detail in Chapters 5 – 8.

3. Community Plan Process Recommendations

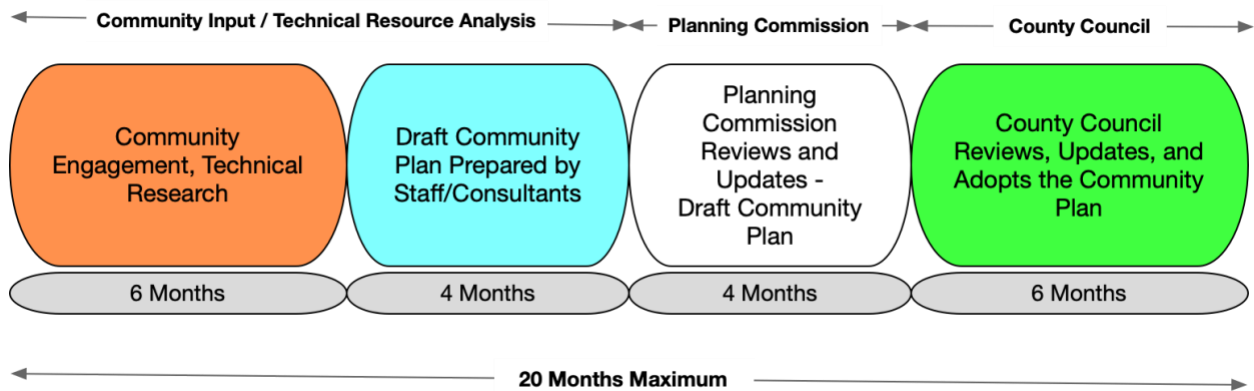
Upon conclusion of the alternative scenario analysis, the project team developed a recommended community plan process that reduces the current maximum timeline of 36 months to a maximum of 20 months. The following table summarizes the recommendations made to optimize the community plan process. The difficulty of implementation is noted for each recommendation.

The implementation of these recommendations will ensure that all community plans are updated at least once every ten years as long as two plans are conducted concurrently.

Rec. #	Recommendation	Implementation Difficulty
1	Continue pre-planning efforts to provide adequate time for the project team to develop a game plan and advertise public engagement/input sessions.	● ○ ○ ○ ○
2	Reduce the community engagement phase of the community plan process to a 10 month timeframe. This would allow six months of community engagement/input and technical resource analysis and four months for creating the initial draft community plan.	○ ● ○ ○ ○
3	Eliminate the CPAC phase of the community plan process. (Options to this recommendation are presented on pages 69-70).	○ ○ ○ ● ○
4	The CPAC phase for Lānaʻi and Molokaʻi should be eliminated regardless of the decisions regarding changes to the CPAC phase for Maui.	○ ● ○ ○ ○
5	A maximum of four months should be allocated to the Planning Commission to review the community plan. Also, a limit of six Planning Commission meetings should be adopted to help streamline the process.	● ○ ○ ○ ○
6	County Council should primarily focus their efforts on reviewing the plan for policy impacts and decisions. Council should develop the narrative surrounding the policy elements of the community plan.	○ ○ ● ○ ○
7	Eliminate the Planning and Sustainable Land Use Committee (or similar Council subcommittee) review from the process and provide the entire County Council with the ability to review the plan concurrently.	○ ● ○ ○ ○
8	County Council’s phase of the community plan process should be limited to a maximum of six months.	○ ● ○ ○ ○
9	Planning Department and County Council staff should work collaboratively on incorporating Council’s edits in the community plan.	● ○ ○ ○ ○

Rec. #	Recommendation	Implementation Difficulty
10	Time extensions for each phase of the project should be limited to one request per phase and include a maximum of a one month extension.	● ○ ○ ○ ○
11	Adopt a provision that requires the community plan to be adopted automatically at the end of the prescribed timeline if County Council has not taken action to adopt the community plan. The adopted version of the plan should be the recommended version provided by Planning Commission.	○ ○ ○ ○ ●
12	Remove the implementation plan requirement of the community plan and focus on identification of capital projects over the 20-year planning horizon.	○ ○ ● ○ ○
13	Based on the recommendations made in this report, a total of 8.5 staff is required to complete two concurrent community plans (internal staff only) over the 20 month timeline. This is an increase of 1.5 staff compared to what is currently authorized. (An option to this recommendation is provided on page 80).	○ ○ ● ○ ○

The following diagrams summarizes the recommended community plan process that would result from the implementation of these recommendations.



The following graphic shows that it is possible to update each community plan in accordance with the ten year standard under the recommended process as long as two plans are conducted concurrently most years.

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Plan 1	Plan 1								
	Plan 2	Plan 2							
		Plan 3	Plan 3						
			Plan 4	Plan 4					
				Plan 5	Plan 5				

Plan 6 Plan 6
 Plan 7 Plan 7
 Plan 8 Plan 8
 Plan 9 Plan 9

The following chapters outline the current process, staffing analysis, alternative scenario development, and the recommended community plan process.

2. Current State Assessment

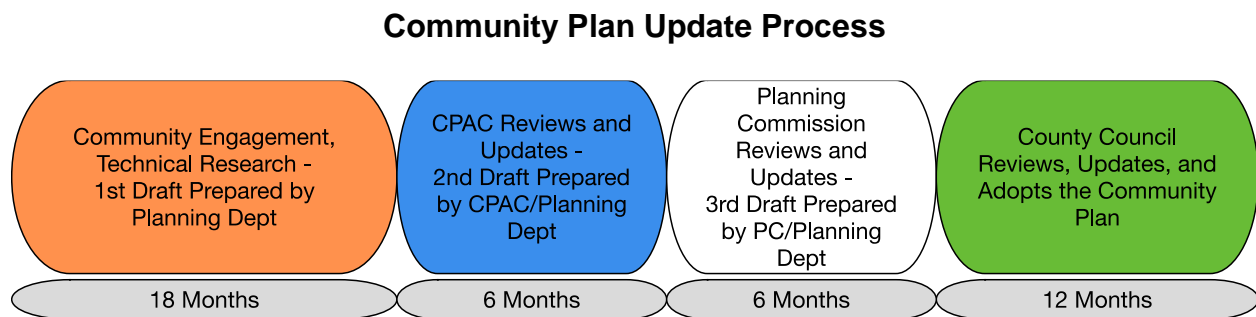
1. INTRODUCTION.

This chapter is an overview of the current community plan updating process in Maui County. The three primary components of this document are: staffing, current status of community plans, and an overview of the current community plan update process.

The first section provides a summary of the current community planning process, including the various roles of staff, elected/appointed officials, the community, and the timeline for each phase. The staffing section outlines the current allocation of staffing resources and their primary duties related to the community planning process. The current status section provides an overview of the most recent updates performed to the community plans, including identifying any ongoing plans.

2. COMMUNITY PLAN UPDATE PROCESS OVERVIEW.

This section of the current state assessment will outline the project team’s understanding of the current community plan update process, the various groups involved in the process, and the timeline associated with each phase. Based upon the County’s current process, the timeline for an update to a community plan is approximately 3.5 years. The following graphic outlines the update process.



The following table summarizes the various steps and roles in the community plan update process.

Phase	Timeline	Staff’s Role	Non-Staff Involvement
Community Engagement / Staff Due Diligence	Up to 18 Months	<ul style="list-style-type: none"> Initiate the Community Plan update process, including developing framework and timeline for plan development and adoption. Facilitate and manage community engagement meetings in 	<ul style="list-style-type: none"> Public to attend community meetings and provide input on issues and concerns. County Council is tasked with selecting members to serve on CPAC.

Phase	Timeline	Staff's Role	Non-Staff Involvement
		<p>accordance with a clearly established community strategy.</p> <ul style="list-style-type: none"> • Perform technical research and due diligence related to the particular issues/concerns within the community based upon the community engagement. • Coordinate technical research and develop the resource analysis with respective professional and county staff; this includes conducting and developing growth projections, reviewing land use designations, etc. • Draft the initial plan update and language for review by CPAC. • Provide status updates to County Council. 	<ul style="list-style-type: none"> • Consultant may be used to augment staff's role and resources during this phase (e.g. community engagement, technical resource analysis, etc.)
<p>Community Plan Advisory Committee (CPAC)</p>	<p>Up to 6 Months</p>	<ul style="list-style-type: none"> • Serve as a staff liaison and technical resource to CPAC. (e.g. develop meeting agendas, etc.) • Update the draft community plan with CPAC edits and comments. • Provide status updates to County Council. 	<ul style="list-style-type: none"> • Review staff's draft plan and provide comments and input. • Host public meetings to obtain public input, review and discuss updates to the draft plan. • Meet with planning staff to gain guidance and understanding throughout the process. • Develop a revised draft plan in conjunction with staff to present to the Planning Commission. <p><i><u>Note: CPAC may request timeline extension from County Council if needed.</u></i></p>

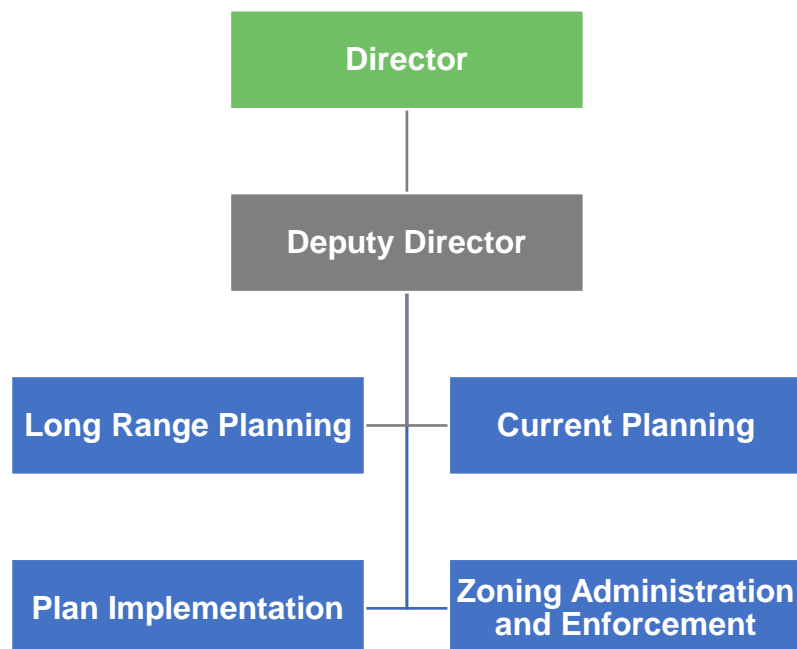
Phase	Timeline	Staff's Role	Non-Staff Involvement
<p>Planning Commission (PC)</p>	<p>Up to 6 Months</p>	<ul style="list-style-type: none"> • Serve as a staff liaison and technical resource to Planning Commission. • Update CPAC's community plan version with comments received from PC. • Provide status updates to County Council. 	<ul style="list-style-type: none"> • Review CPAC's draft plan and provide comments and input. • Host public meetings to obtain public input, review and discuss updates to the draft plan. • Meet with planning staff to gain guidance and understanding throughout the process. • Develop a revised draft plan in conjunction with staff to present to the County Council. <p><i><u>Note: Planning Commission may ask for timeline extension from County Council if needed.</u></i></p>
<p>County Council (CC)</p>	<p>Up to 12 Months</p>	<ul style="list-style-type: none"> • Planning staff's role is minimized in this phase. County Council's staff is tasked with making final changes to the Planning Commission version of the community plan. Planning staff serve in an advisory capacity and provide any requested technical assistance. 	<ul style="list-style-type: none"> • Review Planning Commission's version of the community plan. • Conduct public hearings to receive community input. • Update the plan to incorporate changes, including ensuring action and implementation items are included. • Adopt the community plan update via resolution. <p><i><u>Note: County Council may provide an extension of time to themselves, if needed.</u></i></p>

After adoption of the Community Plan by County Council, the Planning Department's Plan Implementation Division is responsible for the oversight of the implementation of the respective plans. The Plan Implementation Division (PID) works with other County departments, state and federal agencies to monitor the progress of the implementation of the action items adopted in the plan. PID provides an annual update to County Council monitoring the progress of achievement of the adopted goals and objectives for each individual community plan.

3. ORGANIZATION AND STAFFING ALLOCATED TO COMMUNITY PLAN DEVELOPMENT AND UPDATING.

The community plan process is the responsibility of the Long Range Planning Division within the County Planning Department. The Planning Department also includes the divisions of Current Planning, Plan Implementation, and Zoning Administration and Enforcement. The Current Planning Division is responsible for reviewing development applications for community plan compliance. Plan Implementation is responsible for the implementation of the action items for each community plan through collaboration with other county departments. While these two divisions utilize the Community Plans in the performance of assigned duties, they are not part of the process of development of the community plans other than being provided an opportunity to provide input during the development of the draft community plan. The Long Range Planning Division is the only division within the Planning Department responsible for the creation, drafting, and updating of the community plans.

The following organizational chart outlines the structure of the Planning Department.



(1) Structure of the Long Range Planning Division.

The Long Range Planning Division is comprised of the following four sections:

1. **Administration:** The section focuses on the management of the long range division's activities, providing staff support, and serving as the central source of communication and messaging for the division.
2. **Long Range:** The section focuses on special planning projects such as Community Plans, Island Plans, Policy Plan, and other longer term planning projects.

3. **Cultural Resources:** This section focuses their efforts on the preservation of significant historic and cultural resources by reviewing development plans, administration of historic districts, public information/education, designation of historic/cultural resource sites and buildings, and procures associated grants.
4. **Geographic Information System (GIS):** GIS provides a wide array of geographic information system support to the Planning Department and other County operations. This includes the acquisition and management of the County's spatial databases.

Each of the long range planning sections are involved in the community planning process to varying degrees.

(2) Staffing Allocations for the Long Range Planning Division.

Overall, a total of 12.5 positions are authorized to the Long Range Planning Section. Due to vacancies and a frozen position, there are only a total of 10.5 positions currently involved in long-range planning activities. Each position has varying levels of involvement in the community planning process as summarized below.

Administration is led by a Division Administrator and is supported by two positions – Graphic Designer/Communications Coordinator and a Secretary.

- The Division Administrator provides administrative oversight of the section and focuses on leading long range special projects and assists with community plans as required.
- The Graphic Designer/Communication Coordinator is responsible for updating websites, providing graphic design support, and serving as the primary communication officer for the division.
- The Secretary provides administrative support to the Administrator and other staff as necessary, which can include activities such as mailing notices, making copies of documents, scanning, etc.

Long Range Planning is comprised of a total of 4.5 full time equivalent positions. Staffing includes a Supervisory Planner and 3.5 Planner V positions. In the FY2021 budget, a Planner IV position was allocated but frozen. Furthermore, one of the authorized planner positions is currently vacant. Therefore, at the present time, there are only a total of 2.5 Planners working in long-range planning including the Supervisory Planner.

- The Supervisory Planner serves in the capacity as the lead planner on the community plans, this includes working with the Planner V's to review all community plans, develop a schedule, and manage consultants.

- The Planner V's primarily focus on the community plan process including developing the community engagement strategy, determining technical resources papers, conducting land use and growth forecasting, managing consultants, developing presentations, conducting outreach, and drafting the actual language and framework of the community plans. If availability allows, they may also provide support on other long range planning projects. This section takes the lead on all community plan and island plan updates.

The **Cultural Resources** Section is comprised of a single Planner V position. This staff member is responsible for the coordination of historical and cultural planning activities. This includes a combination of long range planning efforts, current development review, grant application and administrative, and provision of historic/cultural technical assistance on community plans.

GIS is comprised of a Supervisor and three GIS Analysts. Staff provides GIS and spatial analysis support to the entire Planning Department, as well as other city departments as needed. Staff specifically support the community plan process by creating all the applicable GIS maps, data layers, and spatial analysis required for the plan. Staff are involved in the community planning process as requested and all staff are available to assist.

(3) Consultant use by the Long Range Planning Division.

The County may also decide to utilize consultants during the Community Engagement phase of the process. The ordinance does not specify what roles that consultants may perform as part of the process. For the South Maui plan, that is scheduled to begin in the latter half of 2020, consultants were retained to augment the County's staff in the role of technical resource assessment and to assist with the development of the draft plan for CPAC's review. The contract for the consultant for the South Maui plan was priced at \$234,906.

4. STATUS OF COMMUNITY PLANS.

This section outlines the current status of the nine community plans.

In 2002, the Charter for the County of Maui was amended to add Section 8-8.5 General and Community Plans. An excerpt from the County Charter is included as Appendix A. Key elements related to the community plan process from that document include:

- A detailed annual report should be provided to the Mayor and County Council regarding the steps taken towards implementing the general plan and the community plan.
- There shall be a citizen advisory committee for each community plan area consisting of 13 members with 9 appointed by council and 4 by the mayor. This

committee is responsible for making edits to the community plan and the committee remains in place until council has adopted the plan.

- The community plans shall include land use designations specific to the community. The plans must also implement the policies of the general plan, as well as include implementing actions that clearly identify priorities, timelines, estimated costs, and the specific county department accountable for implementing those actions.
- Community Plans are part of the general plan.

In 2004 (updated in 2005), Maui County supplemented the provisions of the Charter in relation to community plans through the creation of Chapter 2.80B in the Maui County Code of Ordinances. Chapter 2.80B establishes the creation of the Maui Island Plan; guides the community plan process; and provides information regarding the timeline for completion, the frequency of updates, and the elements that should be included in each plan.

The following points outline some of the key elements of Chapter 2.80B (a copy of which is included in a following subsection):

- It requires a significant amount of public engagement including utilizing tools such as surveys, charrettes, public hearings, information meetings, and direct interaction.
- The alignment of the community plan with the overall goals and vision of the community and also with the Island Plan and the General Plan.
- Details 16 specific elements to be addressed in community plans which includes: specific problem statements regarding the community, socio-economic effects, planning standards, multi-modal transportation systems, specific land use designations, streets and landscaping improvements, and an action element.
- Implementation Program, which requires the creation of a 20-year Capital Improvement Plan (CIP), developed in two year increments to help implement the community plan including identifying the financing opportunities for those projects.
- The creation of achievable and measurable milestones.
- Provision of status reports.
- Planning horizon of 20 years with updates every 10 years.
- Creation of the Community Plan Advisory Committee (CPAC) including outlining the formation, role, and timeline for the committee.

- While there is an order for completion of community plans (to be determined by County Council), the plans can be conducted / developed / updated concurrently.

One of the key requirements of 2.80B is for each plan to be updated on a 10-year basis.

The following table outlines information regarding each community plan, when it was scheduled for updating, the date of the last update, and the current status.

Plan	Original Adoption	First Update	Second Update	Years Since Last Update
West Maui	1982	1991	In progress – at Planning Commission Stage	29
Hana	1982	1994	--	26
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As seen in the table, only two plans have been updated within the last 10 years, with two more currently undergoing updates (West Maui and South Maui). The updates for the Lānaʻi Plan began in 2014 and the updates for Molokaʻi began in 2012, several years after the mandate. In the interim, the staff was also working on drafting the Maui Island Plan, which was adopted in 2012 which needed to be updated prior to any individual community plans.

While the Long Range staff has worked to start developing and updating the Community Plans, five of the nine community plans – Hana, Kahoolawe, Makawao-Pukalani-Kula, Paia-Haiku, and Wailuku-Kahului - are significantly out of date. Upon adoption of Chapter 2.80B in 2004, there was an 8 year gap before the first community plan was updated. The first plan updated after Chapter 2.80B adoption was Wailuku-Kahului in 2012.

In 2013, the County Council adopted Resolution No. 13-13 that outline the following order in which community plans should be updated:

- | | |
|------------------------------|--------------------------|
| 1) Lānaʻi | 6) Makawao-Pukalani-Kula |
| 2) Molokaʻi | 7) Paia-Haiku |
| 3) West Maui | 8) Hana |
| 4) Kihei-Makena (South Maui) | 9) Kahoolawe |
| 5) Wailuku-Kahului | |

Since this resolution was adopted, the first two (Lānaʻi and Molokaʻi) have been completed and West Maui and Kihei-Makena (South Maui) have been initiated.

3. Current Process and Staffing Analysis

This section of the assessment provides an overview of the current approach to updating community plans, an overview of the current allocation of Planning Department staff, the existing use of consultants and the status of each community plan.

The County of Maui is comprised of several different communities and each of these areas have unique characteristics. The Planning Department is responsible for outlining these attributes of the communities through the community plans. The County’s Charter dictates that there are nine different community plans that must be developed for the County in conjunction with the Island / County Comprehensive Plan. These plans must be updated every 10 years and follow a specific order as dictated by County Resolution 13-13. The order is as follows:

- | | |
|------------------------------|--------------------------|
| 1) Lāna‘i | 6) Makawao-Pukalani-Kula |
| 2) Moloka‘i | 7) Paia-Haiku |
| 3) West Maui | 8) Hana |
| 4) Kihei-Makena (South Maui) | 9) Kahoolawe |
| 5) Wailuku-Kahului | |

Based upon the parameters outlined in Chapter 2.80B of the Maui County Council Code, there is a target timeline for completion of 3.5 years for each Community Plan. This timeline is further detailed in the Community Planning handbook developed by staff in the Long-Range division of the County’s Planning Department. Additionally, the County mandates that all community plans must be updated every 10 years. Based upon this timeline, the County would need to update between 3-4 plans concurrently to ensure that there is no violation of the County charter. The following graphic shows how the project team was able to derive the need for between 3-4 plans concurrently to allow for sufficient time to start the update for Community Plan 1, 10 years **after** adoption.

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
Plan 1	Plan 1 Plan 2	Plan 1 Plan 2 Plan 3	Plan 1 Plan 2 Plan 3 Plan 4	Plan 2 Plan 3 Plan 4 Plan 5	Plan 3 Plan 4 Plan 5 Plan 6	Plan 4 Plan 5 Plan 6 Plan 7	Plan 5 Plan 6 Plan 7 Plan 8	Plan 6 Plan 7 Plan 8 Plan 9	Plan 7 Plan 8 Plan 9	Plan 8 Plan 9	Plan 9

As the graphic indicates Plan 9 would complete in Year 12, which would mean that Plan 1 would be able to start in Year 13, which is within the 10-year timeframe of its adoption (Year 3.5 + 10 years = Year 13.5).

Currently, the Long-Range Division consists of 12.5 full-time equivalent positions. The Long-Range Division consists of an administrative, long-range planning, cultural resources, and the GIS Sections. The long-range planning section works on community plan updates as well as other long-range activities such as the island / general plan, transit plans, etc. The community plan updates are also supported by staff in other sections. The Administrative section consists of the Long-Range Administrator, Graphic Designer / Communications Coordinator, and Administrative Assistant who all provide support to the Community Plan update. The GIS section also provides support as it relates to development and update of maps. The Long-Range Planning section itself consists of 3.5 full-time planners, with 1 vacant position, as such there are only 2.5 full-time planners within the Division.

The project team evaluated the department and division's staffing needs based upon if the community plan was conducted in-house or if it partially conducted in-house and partially outsourced. The following subsections provide information on the staffing levels needed to update the community plans to the level of detail outlined in Chapter 2.80B and within the 10-year timeframe, as well as following the targeted timeline of 3.5 years for each update either in-house only or hybrid of in-house and contract.

1.1 In-House Staffing

Based upon discussions with the County's Planning Department and evaluating the level of detail and steps that need to be followed to complete the 3.5-year timeline, the development of a singular community plan if completed fully in-house is staffed as follows as recommended by Planning Department staff:

Planning Department Recommended Staffing Level Per Community Plan:

Position Title	# of Positions
Lead Planner	1.0
Support Planners	1.5
GIS Analyst	1.5
Graphic Designer	0.9
Long Range Administrator	0.20
Administrative Assistant	0.20

This team is responsible for conducting the following portions of the community plan:

1. **Preplanning:** Determining the scope and methodology for community engagement, the technical components of the plan, and the overall timeline for presentation of plan components. This does not always occur as a formalized phase in the process.
2. **Community Engagement:** Conducting different types of community engagement efforts including developing the website and online presence, to in-person meeting(s), focus groups, and open houses.
3. **Plan Development:** Drafting the content of the Community Plan based upon community engagement as well as the different elements noted in Chapter 2.80B; including creation of the community plan maps, the technical resource papers that inform the policy and action plan in the draft documents, updating the documents based upon input from the community and the CPAC.
4. **Community Planning Advisory Committee (CPAC):** Shepherding the CPAC through the Community Plan process, this includes managing the CPAC meetings, generating agendas, helping them review the draft of the community plan and rewriting the plan in conjunction with the CPAC.
5. **Planning Commission:** Presenting the CPAC version of the plan to the Planning Commission for recommendation to Council. Any changes recommended to the plan would be incorporated by Planning Department staff.
6. **County Council:** Presenting the Planning Commission version of the Community Plan to Council. Council staff then take over the process and make edits / changes to the community plan.

As the points demonstrate there are several steps/phases involved in the community plan process, for which planning staff are responsible. The first four steps outlined above require significant staff support from Planning staff, whereas in the last two steps Planning staff involvement is almost cut in half, as instead of writing and engaging the community and advisory committees, they are primarily updating the plan and updating the website regarding any changes to the timelines or technical resource papers.

Based upon the Planning Department's staffing discussed there is the need for 5.3 FTE, on average, to conduct a singular plan update in-house. It is important to note that the 5.3 FTE level of staffing support is not constant throughout all phases. The project team reviewed the Planning Department's recommended staffing and incorporated the different steps in the process to determine the level and number of staff involved in each step of the process. The following table shows by process step the number of positions (FTE) involved by type of position:

Process Step	# of Staff Positions
1. Preplanning (2-3 months – prior to items 2-3)	0.5 Lead Planner 0.25 Support Planner 0.5 Communications Coordinator <u>0.2 Long Range Administrator</u> 1.45 FTE
2. Community Engagement (18 months – concurrent with item 3)	1.0 Lead Planner 2.0 Support Planners 0.5 GIS Analyst 0.9 Communications Coordinator 0.2 Long Range Administrator <u>0.2 Administrative Assistant</u> 4.8 FTE
3. Plan Development (18 months – concurrent with item 2)	1.0 Lead Planner 2.0 Support Planners ¹ 1.5 GIS Analyst 0.9 Communications Coordinator 0.2 Long Range Administrator <u>0.2 Administrative Assistant</u> 5.8 FTE
4. CPAC (6 months)	1.0 Lead Planner 1.0 Support Planners 1.0 GIS Analyst 0.9 Communications Coordinator 0.2 Long Range Administrator <u>0.2 Administrative Assistant</u> 4.3 FTE
5. Planning Commission (6 months)	1.0 Lead Planner 0.5 Support Planner 0.5 GIS Analyst 0.5 Communications Coordinator 0.1 Long Range Administrator <u>0.1 Administrative Assistant</u> 2.7 FTE
6. County Council (1 year)	0.5 Lead Planner 0.1 GIS Analyst <u>0.1 Long Range Administrator</u> 0.7 FTE

As the table indicates the level of staff that is needed for a singular community plan varies from a low of 2.2 FTE during the County Council phase to a high of 5.3 FTE during the Community Engagement, Plan Development, and CPAC phase. As discussed, the staffing identified is only if all services related to the community plan are done in-house.

The 5.8 FTE represents 46% of the overall division's (Long Range) authorized positions (12.5 FTE). Considering the current vacancies in the division, it represents approximately 50% of the division. Therefore, conducting a singular plan update would require almost

¹ The 2.0 Support Planners includes 0.5 of the Historic Resources Planner to provide technical support and development of the historical and archaeological sites component.

half of the division. The remaining half of the division is already responsible for other advanced planning activities (i.e. Transportation Plans, Historic Preservation, etc.).

Based upon the current staffing model, the Long-Range Division would be able to conduct only one community plan update at a time, until the plan reached the Planning Commission phase, at which point, it would be able to reallocate the existing resources to start the preplanning process for the second community plan. This would stagger the community planning process, meaning that if Community Plan started Year 1, then Community Plan 2 would not commence until Year 3 (or 2 years after the 1st plan had started). This would mean that the 1st community plan would be due to be updated in Year 13.5 (3.5 years + 10 years). However, if the plans are being started 2 years apart, Year 13, the long-range staff would be commencing Community Plan 7. This means that based upon the current staffing model, there are insufficient staff to ensure that Community Plans can be updated within the 10-year timeframe based upon 1-2 community plans being updated concurrently.

Additionally, this timeframe assumes that 3 of the 4.5 planners in the long-range division, would be exclusively focusing on community planning. Of the remaining 2 planners, 1 planner is dedicated to Historic Resources and as such there is are 1.5 planners available to support the Long-Range Administrator for the General Plan activities. For ongoing long-range activities, this type of support is sufficient but when there will be an intensive update to the Maui Island Plan, there will be the need for additional dedicated resources at that time. As such, current staffing is unable to meet the ability for staff to conduct all long-range activities as required in a timely manner.

Lastly, all of the staffing analysis assumes that the 12.5 FTE authorized for the division are filled. The division currently has one vacant planner position and one frozen position. As such it is operating with two less full-time planners and doesn't even have the staff necessary to conduct a singular community plan update.

The Long-Range Division has sufficient resources as it relates to the Administrative Support, Long-Range Administrator, Historical Resources, and GIS staff. The primary deficiency in staffing is associated with the Planners and the Communications Coordinator. The following table shows by position classification, the number of staff needed to update two community plans concurrently, the current authorized FTE (including frozen positions), and the difference:

Classification	# of FTE Needed (2 concurrent plans)	Current Authorized FTE	Difference
Planners (lead and support)	6.0	3.5	-2.5
GIS Support	3.0	4.0	1.0
Communications Coordinator	1.8	1.0	-0.8

Classification	# of FTE Needed (2 concurrent plans)	Current Authorized FTE	Difference
Long Range Administrator	0.4	1.0	0.6
Administrative Assistant	0.4	1.0	0.6

The previous table indicates that the primary difference in staffing is associated with the need for 2.5 additional planners and 0.8 additional Communications Coordinator.

As discussed in the introduction, in order for the Department to meet the charter's mandate for updating each community plan (9 of them) 10 years from their date of adoption 3-4 plans must be performed concurrently. However, conducting 3-4 plans concurrently would not mean that the 5.8 FTE would need to be tripled or quadrupled. While for 2 plans being done concurrently, the FTE needed does double, it is because both plans would be within the first 18 months phase, which is the most time intensive phase. However, if 3-4 plans were being done concurrently, 1 plan would be in the Council phase, 1 would be in the Planning Commission phase, and only 2 plans would be in the intensive staff effort phase. The following table shows by classification, the FTE needed to complete 1 plan, 2 plan, 3 plans, and 4 plans concurrently:

Classification	1 plan	2 plans	3 plans	4 plans
Planners (lead and support)	3.0	6.0	6.5	7.0
GIS Support	1.5	3.0	3.0	3.1
Communications Coordinator	0.9	1.8	2.3	2.3
Long Range Administrator	0.2	0.4	0.5	0.6
Administrative Assistant	0.2	0.4	0.5	0.5
TOTAL	5.8	11.6	12.8	13.5

As the table indicates that conducting 3-4 plans concurrently would require between 12.8 to 13.5 FTE. It is important to note that this calculation is based on staff performing all necessary analyses in-house. Based upon the division's authorized staffing make up there would be the need for an additional 3.5 planners and 2.0 communications staff.

The following table shows the salary cost per position, and the additional salary costs that will be needed to support the community plan updates:

Position Title	Salary per position	# of FTE needed	Annual Salary Cost
Planner	\$61,784 ²	3.5	\$216,244
Communications Coordinator	\$39,720	2.0	\$79,440

² Represents the average salary associated with Planner IV, V, and VI (as those are the authorized planner levels in the Long-Range Administration Division).

As the table indicates, there would be an annual salary increase of approximately \$296,000 associated with the addition of these positions. The county currently has a benefits rate of 63.39%. If the benefits rate is applied to the \$295,684; the total annual personnel cost becomes \$483,118. The Planning Department's overall personnel budget for FY20 was \$7,426,105. The \$483,000 increase represents a 7% increase in personnel costs.

1.2 Hybrid Staffing Needs (County and Contracted Staff)

If the Division were to outsource any component of the technical plan development, the number of staff positions required to conduct a singular community plan element would be reduced. The level of reduction in staff would depend upon the level of dependency on the consultants and the phase of the community plan update process.

Based upon the comparative analysis, the most common utilization of consultants was for technical resources. However, some jurisdictions on the mainland used them also for community engagement (none of the Hawaii counties utilized them in this manner). The Hawaii counties stated that the use of outside consultants is difficult as whether it is technical or community engagement, due to the unique geographical and cultural elements, it is difficult to explain the complexities of the island(s) to consultants. They did state that it is easier for technical resources such as environmental studies, demographics, etc. as that can be more easily verified. The community engagement involves indigenous communities and local dialects, and as such is more suited to County departmental staff, who are familiar with the island culture to be working with the residents.

Therefore, it would be recommended that Maui County would follow suit with other Hawaii counties and the outsourcing would focus primarily on the technical resources component. Chapter 2.80B requires a significant amount of technical evaluation that needs to occur for the community plan updates. The following table outlines for each element in Chapter 2.80B the potential roles that could potentially be divided between county staff compared to the consultant / outside contractors:

Chapter 2.80B Element	In-House Role	Consultant Role
Problems and Opportunities associated with development needs	Primary	Support
Social, Economic, and Environmental Effects	Support	Primary
Sequence, Patterns, and Characteristics of Future Development	Support	Primary
Description of Community Plan Area	Primary	Support
Planning Standards and Principles Relating to Land Use	Primary	Support
Urban and Rural Design Principles	Primary	Support
Urban and Rural Growth Boundaries – Land Use Designations	Primary	Support
Specific Land Uses of Urban and Rural Growth Areas	Primary	Support
Historical or Archaeologically significant sites	Support	Primary
Multi-Modal Transportation System	Support	Primary

Chapter 2.80B Element	In-House Role	Consultant Role
Improvement of Public Service and Transportation Facilities	Support	Primary
Problems relating to land uses and projections relating to socio-economic and environmental effects of proposed development	Primary	Support
Desired Population Density	Primary	Support
Specific Land Use Designations	Primary	Support
Streetscape and Landscaping Principles	Support	Primary
Action Element	Primary	Support

As the table indicates for 6 of the 16 elements required in the community plan update, the Consultant or contractor can serve as the primary source of analysis. The elements chosen for the consultant are items that can be independently researched and while requiring incorporation of some aspects of public engagement, are primarily based upon facts and technical analysis and reports.

Based upon the need for consultants to complete almost 37.5% of the work there is the need for less staff to perform the plan development. The positions that would be affected by the use of consultants would be the support Planners and the GIS positions. As discussed, the communications component would still be managed in-house, and the oversight / support would still need to be provided by the Lead Planner. Based upon the different steps in the community plan process, the following table shows the updated staffing needs based upon the use of consultants.

Process Step	# of Staff Positions
1. Preplanning (2-3 months – prior to items 2-3)	0.5 Lead Planner 0.25 Support Planner 0.5 Communications Coordinator <u>0.2 Long Range Administrator</u> 1.45 FTE
2. Community Engagement (18 months – concurrent with item 3)	1.0 Lead Planner 0.5 Support Planners 0.5 GIS Analyst 0.9 Communications Coordinator 0.2 Long Range Administrator <u>0.2 Administrative Assistant</u> 3.3 FTE
3. Plan Development (18 months – concurrent with item 2)	1.0 Lead Planner 0.5 GIS Analyst 0.9 Communications Coordinator 0.2 Long Range Administrator <u>0.2 Administrative Assistant</u> 2.5 FTE
4. CPAC (6 months)	1.0 Lead Planner 0.5 GIS Analyst 0.9 Communications Coordinator 0.2 Long Range Administrator <u>0.2 Administrative Assistant</u> 2.5 FTE

Process Step	# of Staff Positions
5. Planning Commission (6 months)	1.0 Lead Planner 0.5 GIS Analyst 0.5 Communications Coordinator 0.1 Long Range Administrator <u>0.1 Administrative Assistant</u> 2.2 FTE
6. County Council (1 year)	0.5 Lead Planner 0.1 GIS Analyst <u>0.1 Long Range Administrator</u> 0.7 FTE

Based upon the updated staffing information, the development of a community plan by consultant and in-house staffing it will take between 0.7 FTE to 3.3 FTE to complete, which is 2.5 FTE less than if the work was performed fully in-house. These staffing assumptions were utilized to calculate the total amount of staff needed to conduct up to 4 plans concurrently. The following table shows by classification, the FTE needed to complete 1 plan, 2 plan, 3 plans, and 4 plans concurrently:

Classification	1 plan	2 plans	3 plans	4 plans
Planners (lead and support)	1.5	2.5	3.5	4.0
GIS Support	0.5	1.0	1.5	1.6
Communications Coordinator	0.9	1.8	2.3	2.3
Long Range Administrator	0.2	0.4	0.5	0.6
Administrative Assistant	0.2	0.4	0.5	0.5
TOTAL	3.3	6.1	8.3	9.0

As the table indicates updating the plans in-house with contracting staff will require between 8.3 – 9.0 FTE. The following table compares the number of staff needed for 4 concurrent plans to the current authorized FTE and the difference:

Classification	# of FTE Needed (4 concurrent plans)	Current Authorized FTE	Difference
Planners (lead and support)	4.0	3.5	-0.5
GIS Support	1.6	4.0	2.4
Communications Coordinator	2.3	1.0	-1.3
Long Range Administrator	0.6	1.0	0.4
Administrative Assistant	0.5	1.0	0.5

Therefore, the County will need an additional 0.5 planner and 1.3 communications coordinator to conduct 3-4 community plan updates in-house with contract / consultant support. The following table shows the salary cost per position, and the additional salary costs that will be needed to support the community plan updates:

Position Title	Salary per position	# of FTE needed	Annual Salary Cost
Planner	\$61,784 ³	0.5	\$30,892

³ Represents the average salary associated with Planner IV, V, and VI (as those are the authorized planner levels in the Long-Range Administration Division).

Communications Coordinator	\$39,720	1.5	\$59,580
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As the table indicates, there would be an annual salary increase of approximately \$90,000 associated with the addition of these positions. The county currently has a benefits rate of 63.39%. If the benefits rate is applied to the \$90,472; the total annual personnel cost becomes \$147,822. The Planning Department's overall personnel budget for FY20 was \$7,426,105. The \$148,000 increase represents a 2% increase in personnel costs.

In addition to personnel costs, the use of outside consultants would also involve annual consulting costs. The County recently utilized external consultants to provide support in the update for the South Maui Community Plan. The contract for the consultant was approximately \$234,906. The \$234,906 represents support for 2 years; resulting in an annual contract cost of \$117,453. Based upon the county's scope of services for South Maui the consultants were responsible for many of the components discussed such as population and employment forecasts, infrastructure development, and general community plan support. However, the \$117,000 represents only a singular plan. If multiple plans are being conducted concurrently (granted at different phases), there would still be almost double the consulting cost incurred every year, i.e. \$234,000. Therefore, it would be reasonable to estimate based upon inflation or any scope changes, a consulting cost estimate of \$250,000 annually.

The \$250,000 coupled with annual staff costs of \$148,000, totals \$398,000 in costs annually. The \$398,000 is \$85,000 less in annual costs compared to the \$483,000 needed to conduct the community plan updates fully in-house.

4. Chapter 2.80B Evaluation

The staffing evaluation conducted in the previous chapter was based upon no proposed changes to the current community plan process. It assumed that the target timeline would be followed as well as all required elements and steps would be followed. As part of the evaluation of the community plan process, the project team also reviewed the current legislative requirements for the community plan process, more specifically the requirements outlined in Chapter 2.80B. The following text outlines the purpose and intent of the chapter:

“The purpose and intent of this chapter is to establish an improved process to update the general plan and community plans. This chapter is designed to provide plans that clearly identify provisions that are meant to be policy guidelines and provisions that are intended to have the force and effect of law; to implement and enforce plans through prioritization and accountability; to empower advisory committees; to place more emphasis on island-wide and inter-regional issues; to encourage more frequent updates of plans and to establish deadlines for completion; and to increase public and community participation in the planning process.”

As the context indicates, the purpose of the chapter is to outline the improved process for community plan and general plan updates for the County. Chapter 2.80B.070 specifically discusses the requirements for the Community Plans. The following subsections discuss the components of Chapter 2.80B including the purpose of the community plans, the elements of the community plan, the implementation program, the community plan advisory committee, updates to the plan and amendments, and an overall summary of proposed improvements / recommendations.

1 Community Plan Purpose

This section clearly states that the Community Plan must be developed upon input from the community, state, and county agencies and that **the primary purpose of this plan is to outline priorities, timelines, and estimated costs for those items for each community**. The plan must also have a detailed land use plan, which is applicable for 20 years and must be in alignment with the General Plan. The goal of the community plan as well as the timeframe for the community planning horizon of 20 years is in line with plans of these natures.

The County code also outlines the tools that can be used for public input such as public opinion surveys, community design charrettes, public hearings, informational meetings and the use of the newspaper, television, and other types of communications with

different age, economic, and other groups. This provision in the Maui County Code is unique to Maui. The other Hawaii counties all have ordinances that specify the development of the community plans, but none of those ordinances outline the level of input as well as mechanisms for input.

2 Elements of the Community Plan

Chapter 2.80B.070 of the ordinance also states the 16 elements that should be included in each community plan. The following points outline each of the 16 elements as described:

E. Each community plan shall contain:

1. A statement of the major problems and opportunities concerning the needs and development of the community plan area;
2. A statement of the social, economic, and environmental effects of such development;
3. The desired sequence, patterns, and characteristics of future development;
4. A description of the community plan area;
5. A statement of planning standards and principles relating to land uses within the community plan area;
6. A statement of urban and/or rural design principles and objectives for the community plan area;
7. For community plan areas on the island of Maui, urban and rural growth boundaries and a map delineating urban and rural growth areas, consistent with the general plan;
8. For community plan areas on the island of Maui, a designation of specific land uses within the urban and rural growth areas;
9. A list of areas, sites, and structures recognized as having historical or archaeological significance, and a list of scenic sites and resources;
10. A description of a projected multi-modal transportation system showing existing and proposed roadways, transit corridors, bikeways, and major thoroughfares;
11. Statements of intention relating to the location or improvement of all public service and transportation facilities;
12. Statements setting forth:
 - a. Problems relating to land uses; and
 - b. Projections relating to social, economic, and environmental effects of proposed development;
13. A statement of desired population density including visitors and residents;

14. Specific land use designations based on property lines, to the extent practicable. Notwithstanding the foregoing, a community plan may contain one or more project districts wherein permitted land uses are identified by percentage of total acreage and density in conformance with the general plan and community plan; provided, however, that the council shall subsequently zone each project district consistent with the identified land uses after holding a public hearing in the applicable community plan area;
15. A list of streetscape and landscaping principles and desired streetscape and landscaping improvements; and
16. An Action Element. The action element shall identify specific programs, projects, and regulations that need to be developed over the twenty-year planning period to implement the community plan. Further, identification of specific programs, projects, and regulations that need to be accomplished during the first ten years of that planning period shall be separately identified. This element shall include a prioritized general schedule and identify each implementing agency or person.

In reviewing the 16 requirements, there are certain components of the plan that are traditional across not just Hawaii Counties but also mainland communities. These elements of the community plans are as follows:

- Element #4: Description of the Community Plan area
- Element #1: Statement regarding the major problems and opportunities for the community plan area
- Element #5: Statement of planning standards and principles relating to land uses within the community plan area.
- Element #13: Statement of desired population density
- Element #6: Statement of urban and / or rural design principles and objectives for the community plan area
- Element #11: Statement of intention relating to the location or improvement of public service and transportation facilities
- Element #12: Statements setting forth problems relating to land uses and social, economic, and environmental effects of proposed developments
- Element #16: Action Element

These elements are consistent across different jurisdictions surveyed. However, the above items only include 8 of the 16 elements. The remaining 8 elements are either extremely detailed for a community plan, more related to a general planning effort, or redundant. The following graphic classifies the remaining eight elements into three categories:

Too Detailed

**More Relevant to
Island Plan**

Redundant

<p>Element #3: Desired Sequence, Patterns, and Characteristics of Future Development</p>	<p>Element #9: List of areas, sites, and structures that are of historical / archaeological significance</p>	<p>Element #7: Urban and Rural Growth Boundaries delineating urban and rural growth areas and which is similar to #8 which states that there must be a designation of urban and rural growth areas</p>
<p>Element #14: Specific land use designations based on property lines, to the extent practicable. Notwithstanding the foregoing, a community plan may contain one or more project districts wherein permitted land uses are identified by percentage of total acreage and density in conformance with the general plan and community plan; provided, however, that the council shall subsequently zone each project district consistent with the identified land uses after holding a public hearing in the applicable community plan area.</p>	<p>Element #10: Description of projected multi-modal transportation system showing existing and proposed roadways, transit corridors, etc.</p>	<p>Element #2: Statement of social, economic, and environmental effects of development and Statement #12b: Statement related to projections relating to social, economic, and environmental effects of proposed development.</p>
<p>Element #15: List of streetscape and landscaping principles and desired streetscape and landscape design</p>	<p>Element #2 / 12b: Social, Economic, and Environmental Factors of Proposed Development</p>	
<p>Element #16: Action Element: The action element shall identify specific programs, projects, and regulations that need to be developed over the twenty-year planning period to implement the community plan. Further, identification of specific programs, projects, and regulations that need to be accomplished during the first ten years of that planning period shall be separately identified. This element shall include a prioritized general schedule and identify each implementing agency or person.</p>		

As the chart indicates, there are certain components of the community plan in Chapter 2.80B that have opportunity for improvement. Based upon the comparative analysis there are certain items that are extremely detailed, including as the need for land use designations for specific parcels or property lines. There should be specific standards and design principles outlined in the plan as already indicated and projects related to specific developed or undeveloped properties; however, the actual ability to approve a project on that land should be determined during the ‘current planning’ phase to be consistent with the community plan and there is no need for this designation in the community plan phase.

Other elements such as the social, economic, environmental factors and transportation planning should be done at the countywide or island-wide level. This is to ensure that any policies or provisions put into place within each community plan are promoting general county-wide initiatives or measures. While there might be specific environmental factors

within the community, those would be covered through element #12 the statement of problems relating to social, economic, and environmental effects of proposed development, there is also not a need for element #2: a statement of the social, economic, and environmental impacts of such development.

There are also certain elements within the 16 elements that are repetitive or redundant in the ordinance. The ordinance asks for statements regarding socio-economic and environmental factors in element #2 and then problems related to that in item #12. Similarly, items #6, #7, and #8 deal with urban and rural design principles and #7 and #8 specifically deal with communities on the Maui Island. While the elements are structured slightly differently the intent behind the statements are similar and as such should be consolidated into a singular statement.

Lastly, while the Action Element, item #16 is a common element among many community plans, the level of detail specified in the ordinance regarding the Action Element is unique to the County of Maui. Only Maui specifies that the action element should be broken into 10 years increments for the 20-year planning period. The components of prioritization and responsibility of the relevant agency is consistent across jurisdictions; however, breaking the action element apart is unique.

3 Implementation Program

This section of the Maui County Code also identifies that the implementation program that should be part of the Community must include a Capital Improvement Element, Financial Element, and Implementation Schedule. The Capital Improvement and Financial Element are unique to the County of Maui, as even the other counties that codify the elements of a community plan into their codes do not include these elements. Typically, most jurisdictions will include an implementation schedule as part of the action element and the capital improvement element and associated financial impacts would be presented as part of the annual budget process. There would be an annual process through which the Council will be required to review the operating and capital improvement budget. This capital improvement budget would incorporate components of the community plan.

The final components of Chapter 2.80B.070 are in relation to milestones and status reports. These components are not in relation to the development of the community plan and as such were not evaluated as part of this process.

Overall, based upon the development of the community plan, there is the ability for certain elements of Chapter 2.80B.070 to be revised to allow for a more simplified and streamlined community plan document. The purpose of these documents, as outlined in the section should be to serve as a guideline for the community that can then be

implemented through “current planning” or entitlement / development efforts within the community. The elimination of some elements from community plan either completely or to be incorporated into the General Plan, as well as the consolidation of other elements, will help ensure that the document developed is most reflective of the community’s needs and can be easily understood by the Community for which it was developed implemented by the Planning Department.

4 Community Plan Advisory Committee

Chapter 2.80B also provides some insight regarding the creation of the Community Plan Advisory Committees. Chapter 2.80B.080 states that each community plan shall have a community plan advisory committee consisting of residents of that area. The advisory committee shall be composed of 13 members and they will be appointed by the mayor and council. It is important to note that while this section outlines the steps to becoming part of the advisory committee it does not specify that there are any diversification requirements for participating in the community plan advisory committees. During community outreach and discussions with County Council it was determined that there is an importance associated with ensuring that there is appropriate representation of all different types of age, ethnic, and socio-economic groups as part of the Community Plan Advisory Committee. Therefore, it is recommended that the specific language in this section be modified to include the necessity for presentation from a diverse group of residents including the indigenous population. This type of specific language while unique to the County of Maui would be consistent with many of the other types of specific provisions and requirements in the code.

5 Community Plan Updates and Amendments

Chapter 2.80B.090 outlines that the all community plans should be updated within 10 years. These revisions should be made to the Community Plan Advisory Committee, followed by the Planning Commission and the County Council, similar to the development of the original community plan.

Chapter 2.80B.100 and 2.80B.110 outline procedures for non-10 year-based amendments by either the Planning Director / County Council and the applicant. The director and council can propose amendments at any point during the community plan phase but they need to be reviewed by the Planning Commission and then by County Council. Similarly, an applicant can pursue an amendment to a community plan, but the application must be reviewed in the context of environmental issues by planning staff, then reviewed by planning commission and county council. The amendment shall then be incorporated into the final community plan.

6 Summary

Overall, the results of this section indicate that the primary modification or improvement that needs to be made to the Community Plan is to streamline the number of elements included as well as the Capital Improvement and Financial component. It is recommended that the following elements be eliminated from Chapter 2.80B.070, either due to the level of detail, their redundancy, or because they should be incorporated into the larger general Island Plan:

- Element #3: Desired Sequence, Patterns, and Characteristics of Future Development
- Element #14: Specific land use designations based on property lines, to the extent practicable. Notwithstanding the foregoing, a community plan may contain one or more project districts wherein permitted land uses are identified by percentage of total acreage and density in conformance with the general plan and community plan; provided, however, that the council shall subsequently zone each project district consistent with the identified land uses after holding a public hearing in the applicable community plan area.
- Element #15: List of streetscape and landscaping principles and desired streetscape and landscape design
- Element #7: Urban and Rural Growth Boundaries delineating urban and rural growth areas (as Element #8 already references this).
- Element #2 of the Statement of social, economic, and environmental effects of development as Element #12b already discusses this in the context of proposed development.
- Element #9: List of areas, sites, and structures that are of historical / archaeological significance
- Element #10: Description of projected multi-modal transportation system showing existing and proposed roadways, transit corridors, etc.

As the list indicates, the modifications would result in an elimination of 7 of the 16 elements. This will simplify the community plan update process and ensure that as technical resources are developed and community engagement is conducted it is focused on the greatest needs of that community.

Lastly, it is recommended that as part of the Implementation Program component of the Community Plan, which is part of the community plan reports, the Capital Improvement and Financial Element should be removed. The Capital Improvement and Financial Element should be considered annually as part of the budgeting process. There are three key advantages to this change:

1. **Cost Estimates:** If cost estimates are considered at the time of the capital improvement project, they will most accurately reflect construction and overhead costs at the time of the project rather than estimates that might be 5-10 years old and thus outdated.
2. **Financial Commitment:** If it is done as part of the budget process then there must be funds that must be committed to those capital projects, rather than funding sources being identified that may not be available at the commencement of the project.
3. **Project Timeline and Scope:** If a capital budget is presented to the Council, it will also include a detailed scope and timeline for the budget, which provides the community with greater accountability.

As the advantages indicate, the revision to this process will eliminate the need for a detailed plan as part of the community plan development, but rather ensure that as part of the implementation of the community plan, there is a greater effort and focus on accountability of meeting the goals of the community plan. Ultimately, these recommendations for changes to Chapter 2.80B don't impact the need for staffing as much as ensuring that the target timeline or any revised timelines being proposed are able to be met to allow the county to meet the regulations of 10 year updates.

5. Community Engagement Alternative Approaches

Community engagement is the first of four phases to develop, review, and adopt a community plan. The community engagement portion of the process comprises of three components:

1. Solicitation from the community regarding elements of the community plan.
2. The technical resource analysis of the community plan;
3. The development of the initial draft of the community plan.

These three functions can be conducted by either staff or consultants or a combination of the two. Currently, the community engagement phase may take up to 18 months for all three components to be completed. Over the past three community plans, staff has improved the efficiency of this phase and applied lessons learned related to community outreach, engagement, and their input. Staff have also made improvements in their processes as they have initiated each new community plan.

This section of the report will analyze alternative approaches to facilitate a more expeditious community engagement effort, technical resource development, and crafting the draft community plan.

1. Community Engagement is Important to the Community Plan Process.

Community engagement is one of the four components of the Community Plan process and is the first of the four individual components that comprises the current process as prescribed in Maui County Ordinance 2.80B. As discussed, the community engagement component consists of three facets and this section will focus on the community solicitation / engagement components.

Community engagement and solicitation is an important component of any long range planning effort. The American Planning Association has published dozens of white papers and professional articles related to the importance of public input regarding planning and development plans. The following is a quote from the American Planning Association website:

“Community engagement is the process of public participation and involvement that promotes relationship building through learning, action, and the expression of needs and values. Community engagement can bring vibrancy and innovation to planning practices by strengthening the degree of public commitment to planning processes and making more perspectives available to decision makers.”

Based on the input received from community members, staff, elected, and appointed officials in Maui, all parties place a strong emphasis and value on community input during the community plan process. Therefore, it is recommended an aspect of community engagement during the community plan update process should be retained. Community engagement may take many forms as outlined in Chapter 2.80B.070b (i.e. public opinion surveys, charrettes, public hearings, etc.). Current efforts by staff may need to be modified in order for the County to meet their adopted goals of community plan updates in a timely manner. However, regardless of any alternatives discussed, community engagement input is critical to the success of each community plan and should remain the first step in the plan process as outlined in Chapter 2.80B.

Community engagement and input shall always be the first step in the community plan process.

2. Community Outreach and Engagement Should Begin Before the Official Kickoff of a Community Plan Update.

Multiple stakeholder conversations focused on previous challenges related to public engagement and input. On several recent long-range planning efforts, including community plans community apprehension towards the planning process was repeatedly mentioned and the fact that outreach efforts are inconsistent in the local community. Community trust is built upon relationships between citizens and the government and require continuous outreach to maximize public engagement. Maui County should modify their community engagement efforts in two key ways: Continuous Community Engagement and Pre-Community Planning Engagement.

First, the County needs to develop and implement a plan of continuous community engagement plan. Due to the uniqueness of the nine geographic areas of Maui County and the distance between each community, it is important for the County to outline their approach to community engagement and participation. During community conversations and input, it was clear that some residents and communities felt that their voice is not regularly heard and that their areas may be neglected when compared to others. In order to provide a consistent approach to community outreach and engagement the County should create and outline consistent public engagement efforts. Development of an engagement plan will set goals and expectations from both the County and citizen perspectives. Implementing on-going engagement efforts will provide more opportunities for both the County and residents to share information in a proactively.

Proactive engagement provides more structured approaches when community engagement efforts start for the community plan updates. When public engagement and input is limited to only special projects, often times citizens will use these sessions to air

concerns unrelated to the specific intent of the meetings. Another issue may be the perception of mistrust between the public and County and thus citizens decline to participate in the engagement efforts, which may negatively impact the elements included in the community plan. A proactive public engagement plan from the County will help facilitate proactive and continuous communication between citizens, elected/appointed officials, and staff. This is a critical component of the community plan process.

Second, prior to the official initiation of a specific community plan update, the public engagement efforts should begin. Currently, once staff (or their consultants) begin public engagement efforts, the “clock” starts on the timeline for completing the public engagement efforts and the entirety of the community plan. This may expand the time required to complete the community engagement and technical resources component of the community plan, especially if a portion of the public engagement efforts require developing rapport and trust between the County and citizens. The County should create a pre-community plan effort to promote the upcoming community plan update, outlining the overall process, scheduling public input sessions, and general information sharing about current and ongoing efforts. The pre-community plan efforts should be prior to the official kickoff of the community plan process.

Pre-public engagement efforts should focus on outlining the effort associated with developing community plans and be used as information sharing. The intent of this effort is for County staff to gauge the outreach efforts needed and to have a more productive and efficient process once official engagement efforts are initiated and to focus the public meetings on pre-defined topics. This approach will provide more guided efforts related specifically to the community planning process and will result in a more efficient outreach effort. The City of San Diego, California utilizes pre-engagement efforts to build enthusiasm for upcoming long range planning efforts and indicated this approach is effective in community engagement efforts once the study is initiated.

The County should develop a proactive community engagement plan to encourage community participation and outreach for all County related business. This approach should include a pre-planning due diligence period that is created and implemented prior to the official initiation of a community plan update. This due diligence will include sharing information on the upcoming community plan efforts and outline the process and schedule for the study, along with community outreach and input session dates.

3. The Use of Technical Consultants in Lieu of Staff May Help Expedite the Community Planning Process.

One option to help expedite the community plan process is the use of consultants to help augment internal staffing resources. One of the key elements of the community plan

process is the inclusion of technical elements related to growth, infrastructure, transportation, water/sewer resources, zoning, climate change, etc. Community plans are comprehensive and cover many technical areas. Many of these technical areas may be outside of the standard purview of the internal resources of Maui County staff. One option to help expedite the community plan development process is to outsource the technical resource analysis.

Utilizing consultants or contractors to conduct the technical resource assessment for each community plan may reduce the workload burden on staff. Second, the utilization of consultants may allow for community engagement and technical resource analysis to be completed concurrently, which would help expedite this phase of the process. Completing the public engagement and technical resources components concurrently should take between three and six months depending on the community and the elements included in the prior plan, the development that has occurred since the last plan update, and how well the community plan aligns with the Maui Island plan if applicable.

Alternatively, prior to the kickoff of the public engagement portion of the process, consultants may begin their due diligence related to the technical resource analysis. This is a critical step for the technical resource analysis areas that may take an extended time or require a significant public input. Starting and potentially completing the technical analysis prior to completing the public engagement/input sessions may also help to facilitate a quicker timeframe. For major issues that include a technical resource analysis it may be important to start the analysis prior to official kickoff of the plan in order to present the findings during the public engagement and input sessions. This is critical in the event that the CPAC portion of the process is shortened or eliminated.

The County should consider utilizing outside consultants to conduct the technical resource analysis as a way to complete these efforts while staff concurrently conduct public engagement efforts. An alternative approach would be to use consultants to start and/or conduct the technical resource analysis prior to the official kickoff of the community plan process.

4. Specifically Define the Time Frame of the Three Components of the Community Engagement Phase of the Community Plan Process.

Previously discussed, there are three components of the first phase of the community plan process: community engagement/input; technical resource analysis; and the development of the initial draft of the community plan. Currently, up to 18 months is allocated for the completion of all three processes.

In order to set and meet expectations it is important to define the timeline associated with each component of the phase. This would indicate that the community engagement/input would take up to a specific number of months. The technical resource analysis would require up to a determined number of months and staff would have a specific time frame to compile the initial draft of the community plan. Each element should have a maximum associated time frame. For example, the community engagement process may be up to four months. The technical resource analysis may take up to six months. A total of three months may be allocated for staff (or consultants) to draft the initial community plan. In this example, the community engagement phase would include up to 13 months in total broken out into the three phases as outlined.

Defining each step in the process will set the maximum time frame for each component and would set community, staff, and County Council expectation related to the completion of the respective elements.

5. Create a Citizen Working Group to Participate in the Development of the Initial Draft Community Plan in Lieu of the Separate CPAC.

A key component of this phase of the community plan process is community engagement and input. Upon completion of the community input and technical resource analysis, a draft community plan is developed and presented to CPAC in the next phase of the process. An alternative approach would be the inclusion of a citizen group in the due diligence phase to help develop the draft version of the community plan. Incorporating a citizen group during this phase may be a replacement for the CPAC portion of the current process.

Many communities incorporate a citizen working group into either the drafting of the community plan or providing feedback of the various draft versions of the plan. Citizen participation in the drafting or reviewing phase can take several different forms. This includes a formal and substantial role that is similar to the CPAC's role in Maui County or it may be a group of appointed citizens that provide feedback on the plan. Of the seven jurisdictions included in the comparative survey, a total of three had a formalized citizen feedback mechanism. However, no jurisdictions had an appointed citizen committee that was tasked with reviewing and/or writing significant portions of the community plan similar to CPAC's role.

In order to incorporate a citizen working group, the County may use an alternative approach by appointing a citizen committee to either assist staff (or consultants) develop the initial plan or provide feedback on the initial plan. This appointed group would replace the CPAC phase of the process.

To best facilitate the citizen working group the following parameters should be established:

- The group should be limited in size to between five and nine individuals.
- Appointed individuals should be resident of the community the plan is for and should include individuals from as many subareas as possible.
- Council should appoint citizens prior to the official kickoff of the community plan.
- Appointees should be intimately involved with the public engagement portions of the process and should review the technical resource analysis as they are completed.
- County Council should explicitly decide if the appointees are tasked with assisting staff in the development of the community plan or if they are to review what is developed by staff/consultants. (Recommended to be a reviewer and commenter versus a major contributor to the plan).

This approach will still provide a significant input from a formally appointed citizen group and will help augment the County's effort to encourage community engagement. Additionally, incorporating the citizen committee during the initial due diligence phase of the community plan it will help to expedite the community plan process by removing the CPAC portion and the potential six month time commitment. Moreover, this approach will align with the approach by the comparative jurisdictions and other Hawaii counties.

If the County were to explore this option, the appointment of the CPAC and their role in the process would have to be revised within the County Charter and the Maui County Code as stated in Chapter 2.80B.080.

6. Reduce the Overall Timeline Associated With This Phase.

Discussed previously, Planning staff has taken steps to streamline the community input and engagement sessions. These efforts should continue as community engagement efforts evolve and a stronger relationship is built between staff and the community. The Community Engagement phase of the community plan process is allocated up to 18 months for completion. Based on the implementation of several options discussed previously, this phase can be shortened. In the event that a portion of this phases is contracted out, then the contracted efforts should run concurrent with staff's portion of the process. If staff are responsible for conducting both community engagement and

technical resource analysis, then it would be more difficult to significantly reduce the timeline if additional staffing resources are not provided.

6. CPAC Alternative Approaches

The Community Planning Advisory Committee (CPAC) is a requirement based on the adopted language in the Maui County Ordinance Chapter 2.80B. CPAC is comprised of 13 citizens that are appointed by the Maui County Council and Mayor. CPAC has up to six months to review the initial (staff's) draft of the community plan. CPAC is responsible for drafting and revising the draft community plan version and presenting their version to the Planning Commission for their review.

Each CPAC is autonomous and may function how they desire related to reviewing the initial draft version and developing their version for presentation to the Planning Commission. All CPACs have generally taken a similar approach over the last three community plan updates, which have included the following broad parameters:

- A Chair is elected and they primarily serve as the meeting facilitator. Alternatively, Planning Department staff may also serve as the meeting facilitator.
- CPAC holds multiple public meetings and provide opportunities for citizens, technical consultants (citizens, consultants, and County/State/Federal staff), business leaders, and other stakeholders to provide input. E.g. 36 CPAC meetings over 7 months for the West Maui Community Plan.
- CPAC members provide significant input into the revision of the initial draft community plan.
- Upon completion of the CPAC phase of the process, their role is generally minimized moving forward in the process.
- CPAC has up to six months to complete their review and incorporate changes into the draft community plan. Time extensions may be requested and granted by County Council.

CPAC is allowed great latitude and autonomy in developing their version of the draft community plan prior to the plan distribution to the Planning Commission.

This section of the report will analyze alternative approaches to the CPAC portion of the community plan process that may help expedite the community plan process.

1. **Redefine the Role of CPAC to Focus on Reviewing Versus Writing (or Editing) Significant Portions of the Draft Community Plan.**

The most recent community plan updates has included CPAC writing (or rewriting) a significant portion of the draft community plan. This is a significant workload and burden for the appointed CPAC members to accomplish in the six month time frame. Moreover, this is not a common practice of the seven comparable jurisdiction or in the project team's experience in other communities. The comparable jurisdictions that have a citizen committee involved in the process, are primarily focused on reviewing the draft document and provide input/comments. Maui County is unique in the approach that a formal citizen committee is appointed and tasked with developing significant portions of the community plan. Additionally, the fact that CPAC holds public input sessions and testimony is unique and uncommon for a citizen working group. In the comparable jurisdictions, technical experts are consulted prior to the completion of the draft community plan. Rarely, are technical experts called before either the Planning Commission or legislative body (County Council).

An alternative primary function of CPAC would be to serve as a citizen working group that is only tasked with reviewing the draft community plan and providing comments. This option would be similar to the citizen working group option discussed previously in the public engagement chapter. The key functions of the citizen group in the revised format would include:

- The group should be limited in size to between five and nine individuals.
- Appointed individuals should be residents of the community the plan is for and should include individuals from as many geographic subareas as possible.
- Council should appoint citizens prior to the official kickoff of the community plan.
- Appointees should be intimately involved with the public engagement portions of the process. This will help ensure that public sentiment is incorporated into the community plan.
- Citizen appointees would assist staff in the review of the initial community plan draft and provide context and proposed edits prior to the next phase.

Citizens are not always well versed regarding the planning process and the dozens of elements that are included in a community plan. Some appointees may have significant subject matter expertise, and the version of the community plan developed by CPAC may become imbalanced due to varying expertise. A community plan should be well balanced and cover each technical area with the same level of detail. During the CPAC phase of

the process, staff have limited ability to incorporate substantial changes and thus the plan is at risk of not being technically sound before it moves to the next phase.

Revising the formalized CPAC phase to be more of an advisory role to staff, will help develop a plan that includes significant citizen input while maintaining the professional expertise of staff and their consultants. This revised approach will still deliver significant input from a formally appointed citizen committee. Furthermore, it will provide staff with increased public engagement efforts and support from community members to help ensure understanding of the community's needs and desires. Additionally, incorporating the citizen committee review of staff's initial draft will help facilitate a quicker process. The citizen committee review and comment period should be between four and six weeks after staff has drafted the initial plan. This approach is between 75% and 80% quicker than the formal CPAC approach and in line with the role played by citizen committees in other communities.

Any changes to the role of CPAC would require changes to Chapter 2.80B legislation by Maui County Council.

2. Planning Department Staff Should Facilitate the CPAC Meetings and Assist With the Revisions to the Draft Community Plan.

Much of the feedback from previous CPAC members, Planning Commissioners, and the public was related to how CPAC meetings are facilitated. A significant concern related to the approach of having the chair of the CPAC meeting lead the meeting and issues stemming from conflicts of interest and proper meeting procedure. Additionally, it was indicated that many of these public meetings did not follow Robert's Rule of Order. As each CPAC is comprised of different individuals, the format of each CPAC's meeting procedures may widely vary if the Chair is facilitator. To promote consistency and efficiency, it is recommended that County staff serve as the meeting facilitator.

Staff are required to attend each CPAC meeting, serve as the County representative, and provide support to the CPAC regarding the community plan. Staff can help facilitate the meeting and allow CPAC members to focus on reviewing, discussing, and editing the community plan versus the chair conducting the meeting. Also, staff serving as the meeting facilitator will help ensure a consistent approach to CPAC meetings regardless of the community plan being discussed. This revised approach will create a consistent and efficient approach to conducting CPAC meetings. More efficiently facilitated meetings may result in a more streamlined approach of CPAC meetings and a shorter time frame associated with this phase of the community plan process.

If this alternative was to be implemented then it should either be codified in Chapter 2.80B or County Council should develop a policy that exclusively addresses that staff serve as the facilitator of all CPAC meetings. Either of these approaches will provide clear guidance to the appropriate meeting conduct in CPAC meetings.

3. CPAC and Planning Commission Can Review the Community Plan by Having a Consolidated Committee.

An alternative approach to help streamline the community plan process is to have a consolidated CPAC and Planning Commission committee that reviews staff's version of the community plan. There are several options for a consolidated CPAC and Planning Commission review of the draft community plan. These options include:

- A smaller number of community members appointed to serve on CPAC. The number should range between three and seven.
- The Planning Commission should appoint a working group (subcommittee) of their membership to work with the smaller number of community members discussed in the previous point. The number of CPAC and Planning Commission members should be roughly equal.
- The Planning Commission may choose to have their entire commission review the community plan and have CPAC members serve alongside them during public meetings.

Each of these three options would create a more streamlined approach to reviewing the community plan because it would consolidate the CPAC and Planning Commission efforts into one working group. This would at a minimum reduce six months from the time line of the community plan process, if the current six month timeline is used for the consolidated scenario. It is recommended to maintain the six month time line since CPAC and Planning Commission both are granted up to six months to conduct their portion of the community plan update. County Council would need to select which scenario discussed previously if they desire to have a consolidated CPAC and Planning Commission to review and edit staff's version of the draft community plan. This approach would require modification to the County Code Chapter 2.80B.

4. The Role of CPAC Should be More Explicitly Outlined by County Council and in Chapter 2.80B.

As previously discussed, many of the comments received from CPAC and Planning Commission members, and citizens were related to CPAC meetings and what they are to accomplish. Complaints focused on the varied nature of the public meetings and those

individuals who were requested to speak at meetings. The feedback was clear that the individuals who were requested to speak at CPAC meetings could range from individual property owners to state and federal officials. Requested speakers and expertise they may have represented was not consistent between the different community plans and was at the sole discretion of the CPAC chairperson and members. Often times the individuals requested to speak may not have relevant information related to the community plan, the technical resources, or were used in lieu of the technical resource analysis provided in staff's version of the report. In these instances, the County may have expended county funds for the technical resource analysis that may be disregarded by the CPAC. These examples are provided to show that the role of CPAC is only loosely defined by the legislation in Chapter 2.80B.

If Maui County desires to maintain the CPAC phase of the community plan process, it should outline the specific role in the process. Furthermore, this role should be defined so that the phase is consistent for each community plan. Based on the current broad latitude provided to CPAC, it would be beneficial to more narrowly focus CPAC's efforts.

Currently, Chapter 2.80B.080C states that "Each community plan advisory committee is charged with reviewing and recommending revisions to the community plan for its community plan area". The CPAC may interpret this as beyond reviewing the draft plan to include developing specific areas of the draft plan (e.g. land use designation, economic initiatives, etc.), or receiving public input that is used in the draft version of the community plan. CPAC may choose to focus on any or all of these areas, and they may even decide to expand the scope of their involvement. The role of CPAC is defined by themselves, which often leads to confusion and does not meet the expectation of the community. By having County Council narrowly define the role of CPAC it will focus their efforts on a few areas and set expectations within the community. Furthermore, it may reduce the number of CPAC meetings and further expedite the community process.

In the event that County Council desires to include citizen, stakeholder, and technical expertise input, then the updated ordinance should specifically outline the approach to receiving input. Moreover, technical advisors should be explicitly outlined to include the role of subject matter experts (private consultants and government representatives) and how their testimony and input is utilized in the draft community plan. The calling of subject matter expertise was a matter of contention in the feedback received, as there was concern regarding the validity of some of the information received during the CPAC process. Considering that staff (or consultants) has limited ability to comment on this information before the CPAC incorporates it into the draft community plan is an issue. Staff should have the ability to review new information before it is incorporated into the draft plan, especially if it contradicts what has been presented in previous draft community

plan versions. Planning staff are responsible for implementation and it is important to verify factual information in the community plan before it is released and reviewed in the next phase of the process.

Several issues have been discussed regarding the role of CPAC and their incorporation of information and technical guidance in the report. Currently, CPAC's role is loosely defined in Chapter 2.80B and the County Council needs to specifically define the role of CPAC and how information is received, vetted, and incorporated in the draft community plan. This clarification will further streamline CPAC's efforts in their participation in the development of the community plan.

5. If an Independent CPAC Remains, It Should Be Consolidated with the Planning Commission Phase in Lānaʻi and Molokaʻi.

In the event that County Council maintains an independent CPAC, consideration should be given to combining the CPAC and Planning Commission phases in Lānaʻi and Molokaʻi. Both of these community plans are technically island plans as they cover their respective island. Second, both of these communities have a dedicated Planning Commission versus the Maui Planning Commission, which is responsible for a total of seven community plans. Lānaʻi and Molokaʻi have a much smaller population than Maui and therefore a much smaller pool of citizens to select from to serve on CPAC. Third, the development trends on Lānaʻi and Molokaʻi are considerably different than in Maui. Finally, consolidating CPAC and Planning Commission on Lānaʻi and Molokaʻi will help expedite the community plans for these two communities, while still maintaining the community input/involvement in developing the community plan. If this option was to be adopted and implemented, then Chapter 2.80B would require modification.

6. Eliminate the CPAC Phase of the Community Plan Process.

As noted in the comparative assessment, none of the seven jurisdictions that Maui County was compared utilized a citizen committee in a similar manner as Maui County. Maui County is unique in their approach to utilizing a citizen group to write a significant portion of the community plan. This approach creates a significant workload for the appointed CPAC members and for County staff to attend each CPAC meeting.

An alternative approach to facilitate a more streamlined approach is to remove the CPAC phase completely from the community plan process. This would remove six months from the timeline associated with completing the community plan. The following benefits would be achieved from eliminating the CPAC phase:

- Reduces the timeline and the total number of phases of the process.

- Decreases the amount of staff time required during this phase of the process. Reducing the workload for either staff or their consultants and the resources committed to conducting community plans.
- The draft community plan may align better with the community needs and request based on community input efforts versus the input by CPAC members.
- Ensures the technical components align with current and prevailing practices and more likely based on subject matter experts instead of CPAC members.
- Less input into the plan may create a more succinct plan that is more realistic versus a community wish list.
- A citizen working group could be utilized during the initial draft of the community plan or in conjunction with the Planning Commission review. This would help maintain the initial intent of the CPAC and its predecessors (CAC).

There are some challenges associated with removing the CPAC phase from the process and they include:

- Perception by the community that public engagement/input is being reduced.
- Community engagement and input prior to staff's draft version of the community may require additional efforts and may extend the time frame for that phase.
- Less public meetings where citizens may be able to share their concerns publicly.
- May be a difficult political battle for County Council to change Chapter 2.80B elements regarding removal of the CPAC from the process.

There are many challenges and benefits of removing the CPAC phase of the community plan process. However, reducing the number of phases of the process will create a more efficient and effective process, while still providing significant public input into the development of the community plan. This revised approach will better align with peer communities and their approach to developing a community plan.

7. CPAC Should Remain Engaged With the Community Plan Until Adopted and During Implementation.

As part of the data collection efforts, the project team engaged with various stakeholders regarding a continuous role of CPAC members throughout the community plan process and after the plan is adopted. One of the primary concerns with stakeholders was that after the CPAC phase of the process, CPAC members are generally excluded from future phases.

There was concern that after CPAC generates their version of the draft plan, that Planning Commission and County Council will review the plan and make decisions that contradict those made by the CPAC. This issue is further compounded by the fact that Planning Commissioners and County Councilmembers do not seek input or understanding from the CPAC regarding their decisions. This lack of understanding creates frustration and confusion for community and CPAC members. There are two options to explore: Planning Commission and County Council would be required to engage with CPAC throughout their review or Require CPAC to participate in all phases of the community plan including monitoring the implementation of the community plan process.

The first option to address these issues would be to encourage Planning Commission and County Council to engage with CPAC members to better understand their reasoning and decision making. This may not require a change to adopted ordinances and legislation, but a memo from County Council or staff to the effect may help encourage increased engagement. This approach would help to encourage robust public engagement and increase understanding of the various elements that were included in the draft versions of the community plan.

The second option would be to maintain the CPAC through the community plan process and to maintain CPAC after the plan is adopted. The intent of maintaining CPAC after plan adoption is to help with the implementation of the plan. CPAC members would continue to serve as a liaison between the community and Maui County. This approach would encourage CPAC members to create a plan that is tangible and allow them to see their efforts fulfilled. Additionally, as new development is reviewed and approved the County may consider involving the CPAC in the review process to determine if the proposed application is in compliance with the adopted community plan and the intent for the community. This continued engagement of CPAC throughout the process would have long term impacts in both current and long range planning efforts. Finally, this approach may make the future community plan process more efficient and easier for staff as community engagement efforts would be ongoing and institutional knowledge may still be present if original CPAC members are still active. The approach of having CPAC role continue after the adoption of the community plan is similar to the efforts of citizen working groups in San Diego in their development of community and specific plans.

There are alternative approaches that should be considered if the CPAC phase of the community plan process remains. These efforts would provide greater collaboration between CPAC members and the Planning Commission and County Council. Moreover, the long term impacts of a revised proactive approach may result in increased efficiencies in developing future community plans.

8. The Number of CPAC Meetings Should Be Limited.

The number of public meetings that CPAC holds should be limited. For the West Maui plan a total of 36 CPAC meetings were held over the six month time period. This is an extremely large number of meetings to be held, especially considering that there was a robust public engagement/input meetings conducted in the community engagement phase by Planning staff. In order to help expedite the CPAC phase of the process, there may need to be a limit on the total number of meetings held by CPAC. This will help encourage a more succinct process and not overwhelm CPAC members and the community. Based on the current timeline a maximum of 18 CPAC meetings should be held. This is an average of three meeting per month for the duration of the CPAC phase. 18 meetings is more than adequate for CPAC to review the draft community plan and to provide comments and edits.

9. The CPAC Phase Could be Reduced to Three Months.

An additional option would be to reduce the CPAC phase of the project to a total of three months. If several of the previously presented options are implemented and the scope of CPAC is redefined and focused on key themes and topics, then a shorter timeline is appropriate. A total of three months may be adequate for CPAC members to review the draft version of the community plan and the ability to provide comments and edits. Second, a three month time line would provide up to approximately 12 or 13 public meetings (one per week), which based on a reduced scope of work would be adequate to complete the necessary tasks. A reduce timeline of three months would be sufficient for CPAC to conduct their portion of the community plan process. Reducing the timeline for CPAC would require a change to the adopted statues in Chapter 2.80B.

7. Planning Commission Alternative Approaches

The Planning Commission is an appointed body that is tasked with reviewing current development projects, long range planning efforts and studies, including community plans, and reviewing potential changes to adopted planning and zoning ordinances. Maui County has three planning commissions: Maui, Lānaʻi , and Molokaʻi. Each Planning Commission is responsible for their respective island. In respect to community plans, the Maui Commission reviews a total of seven community plans, while Lānaʻi and Molokaʻi Commissions are responsible for their respective island’s community plan. The Planning Commission has a maximum of six months to review, comment, and revise a community plan once it is transmitted from CPAC.

1. The Role of the Planning Commission Should be Specifically Defined.

Under the current adopted ordinance in Chapter 2.80B, the role of the Planning Commission is loosely defined. Chapter 2.80B states that the Planning Commission within 180 days of receiving the draft community plan they must submit their findings and recommendations to the County Council.

To help ensure a consistent and efficient approach to the Planning Commission review of the community plan, their role should be specifically outlined and adopted. The Planning Commission should focus on the following efforts:

- Is the draft community plan consistent with current development trends within the community?
- Compliance of the plan elements with previously adopted long range planning efforts, including the Maui Island Plan if applicable.
- Are all the required elements included in the community plan?
- Capital improvement elements are in compliance with Chapter 2.80B and align with other guiding documents (e.g. transportation plan, etc.).
- Capital improvement items and the implementation plan align with previous long range planning studies and are achievable over the 20-year planning horizon.

The Planning Commission should serve as a clearing house of the communities wants and what is implementable upon adoption. The Planning Commission’s primary duty is to review current planning applications for compliance with adopted ordinances and plans

and they frequently make applicability determinations on behalf of the County. The Planning Commission should serve in a similar fashion for community plans to ensure that what has been developed by staff and the community is achievable and complies with the general sentiment of the community. The Planning Commission serves as a bridge between the community and County Council. Their role should be more specifically designed to ensure a consistent approach to reviewing each plan and that any erroneous items are reviewed for compliance and are removed (if necessary) before the plan is presented to the County Council.

2. Limit the Number of Review Meetings and the Time Frame that Planning Commission May Use to Review Community Plans.

Similar to the alternative approaches presented under CPAC, the Planning Commission may limit the total number of meetings they conduct to review the draft community plan. Defining the maximum number of meetings will help to expedite the review of the community plan. For the West Maui community plan, the Planning Commission indicated they would review the draft community plan over six meetings. Considering that the Planning Commission meets two times per month, this would require a total of three months to complete this phase.

A total of six meetings to review the draft community plan is appropriate as it allows each meeting to focus on two to three topics or points that are outlined in Chapter 2.80B. Each topic may not require a robust analysis or section in the community plan and therefore reviewing two or three topics at a meeting is adequate. Second, Planning Commission generally allocated up to three hours for each review meeting, providing an average of one hour per topic/subject. If Planning Commissioners have reviewed and developed their remarks regarding each section to be reviewed at each meeting, then an average of one hour is adequate for each topic.

For this approach to work, it is imperative that the Planning Commission indicate in their meeting agenda which sections of the draft plan, including the subjects being covered are published. This will allow the public the ability to know what topics will be covered and to maintain a focused meeting and help eliminate redundancy in topics previously discussed. It is important for the Planning Commission to develop a phased approach prior to officially initiating their review of the community plan.

The Planning Commission generally meets twice per month. With a limit of six meetings it is possible for the Planning Commission to review the draft community plan within three months. If it is adopted to limit Planning Commissioners to six meetings to conduct their review, it is recommended to allow up to four months for this phase. During some portions of the year (e.g. December), it may be difficult to conduct two Planning Commission

meetings per year and thus an extension may need to be granted. A maximum of four months is appropriate to provide Planning Commission with flexibility during busier current planning workload and during holiday months. The ideal goal is to complete their review within the first three months.

For all three Planning Commissions a limit of six Planning Commission meetings over four months is appropriate for Commissioners to review draft community plans. This approach aligns well with the peer jurisdictions. The majority of the peer communities limited the Planning Commission phase to three months. The City of Seattle community plans are not reviewed by the Planning Commission. San Francisco allows for one public meeting at Planning Commission. It was noted that the majority of peer communities provide regular updates to the Planning Commission (and legislative body) regarding the progress of developing the community plan. Planning Department staff should provide regular status updates to the Planning Commission and County Council regarding the community plan efforts.

3. Create a Planning Commission Subcommittee to Review Community Plans Instead of the Whole Planning Commission.

It is a major time commitment to review, comment, and edit a singular community plan. A total of nine individuals comprise each Planning Commission and it is a significant effort that Commissioners undertake to review the plan in addition to their normal planning commission workload. One way to help facilitate the review faster is to utilize a Planning Commission subcommittee versus the entire Planning Commission.

In many communities, various boards/commissions/councils will utilize a subcommittee or steering committee to review special projects. These subcommittees focus on determining the feasibility of special projects and perform much of the heavy review before the project/study is presented to the full body for review and adoption. Due to the significant work required to review a community plan, a Planning Commission subcommittee may serve as an alternative to the full Commission reviewing the community plan. This is especially important on Maui due to the seven community plans that must be adopted.

The Planning Commission Subcommittee should consist of five of the nine commissioners and include any commissioners that may be a resident or adjacent resident to the community plan being reviewed. The subcommittee would be responsible for the review, comments, and edits of the community plan and then the plan would be presented to the entire Commission for their approval to send to County Council.

A subcommittee approach would still require the same timeline as the whole commission, but would reduce the workload for all Commissioners to be involved in the review process. Regardless of the maximum number of review meetings or timeline, the role of the Planning Commission review would remain the same. This alternative approach would not reduce the timeline, just reduce the workload for a portion of the Planning Commissioners.

4. Eliminate the Planning Commission From the Community Plan Process.

One alternative would be to eliminate the Planning Commission from the entirety of the community plan process. As determined in the comparative assessment, there are several jurisdictions that have a very limited scope for the Planning Commission and the City of Seattle's Planning Commission is excluded from the process. Maui County could decide to eliminate the Planning Commission from the entirety of the process. However, this approach could potentially require expanded community engagement efforts and would not be recommended in the event that CPAC was completely eliminated. Secondly, it would not be advisable to remove the Planning Commission phase from the Lāna'i and Moloka'i community plans. Especially if the CPAC and Planning Commissions phases are combined.

As discussed previously, the role of the Planning Commission should be more defined and the timeline shortened for their review. Eliminating the Planning Commission from the review process could potentially increase the amount of workload for County Council in reviewing the plan. Abolishing the Planning Commission from the community plan process would eliminate up to six months from the overall timeline, but this approach may negatively impact the quality of the plan and shift the review burden to other phases. It is assumed that eliminating the Planning Commission phase and shifting work to other phases is a desirable alternative for staff or County Council.

5. Planning Department Staff Should Remain Involved During the Planning Commission Phase of the Project.

During interviews with staff, Planning Commissioners, and the public it was determined that during the Planning Commission phase of the community plan process that Planning's staff role begins to diminish. Planning Commissioners take it upon themselves to make their edits directly to the draft plan and infrequently consult with Planning staff regarding their comments and edits.

Planning staff are responsible for the implementation of the community plan and are generally the authors to significant portions of the initial community plan draft. Staff have a wealth of knowledge associated with historic and current practices in each community

and should serve as a resource to the Planning Commission. Therefore, Planning staff should be engaged during the Planning Commission phase and assist the Commission with their edits. This will help ensure consistent plan elements with the technical resource analysis, compliance with previous long range planning efforts and studies, and that the plan is implementable upon adoption. This approach will require additional work for staff outside of Planning Commission meetings, but the extra efforts is needed to ensure a consistent and implementable plan.

8. County Council Alternative Approaches

The County Council phase is the fourth and final phase of the community plan process. The County Council is responsible for reviewing and adopting the community plan. County Council has a two-step process for reviewing community plans. First, the Planning and Sustainable Land Use subcommittee is tasked with reviewing the community plan. After the Planning and Sustainable Land Use committee reviews the plan, the plan is brought to the entire County Council for review. Upon incorporation of edits into the community plan, County Council will vote to adopt the community plan. County Council has 12 months to review and adopt the community plan. They may also grant themselves unlimited extensions for review and adoption.

County Council generally assesses all elements of the community plan and also assists with developing the capital improvement and financial elements and is tasked with establishing an implementation schedule that prioritizes specific actions with an estimated completion date. County Council conducts a thorough review of the community plan prior to adopting the plan. The County Council also receives annual status updates regarding the implementation schedule that was officially adopted as part of the community plan. The annual status report is developed and submitted by the Plan Implementation Division (separate from the Long-Range Division) of the Planning Department to County Council.

1. Planning Department Should Be Involved During the County Council Review and Adoption of the Community Plan.

When the community plan is transitioned to the County Council phase, County Council staff generally take over the shepherding process for the County. Planning staff may attend the County Council meetings as a staff representative, but they are rarely consulted regarding the elements in the community plan. Additionally, any changes that are proposed and incorporated into the community plan are made by County Council staff compared to the Planning Department. Similar to the Planning Commission phase this may create challenges related to plan implementation and ensuring that changes align with other adopted plans and studies. It is important to have a community plan that aligns with other adopted plans to reduce future conflicts.

Planning Department staff should work alongside County Council staff to incorporate the requested edits. Moreover, the Planning Department should be consulted for their subject matter expertise and understanding of current trends. This revised approach will provide consistency throughout the development of the community plan and will likely lead to an implementable plan. A community plan should be implementable and used as a guiding document for future development.

2. County Council Should Focus on Specific Elements of the Community Plan.

Traditionally, the role of the County Council in community plans has included a detailed review of all elements of the plan. This approach has resulted in County Council utilizing the maximum time allocated to them (12 months) and frequently granting themselves extensions. This approach is lengthy and often stretches the overall length of the community process beyond 3.5 years from start to adoption. Over a 3.5 year time frame many of the issues identified at the beginning of the plan development could have substantially changed and may no longer be relevant.

With the intent to create a more efficient process, County Council should focus their review efforts on the most critical components of the community plans and the elements that fall exclusively to them. The project team has identified four key areas of Chapter 2.80B legislation that County Council can have the greatest impact. These areas include: the Action Element, and the three elements of the Implementation Plan: Capital Improvement; Financial Element; and Implementation Schedule.

If County focuses on these elements it will provide guidance to staff on how to implement the community plan. The Action Element is designated to identify specific programs, projects, and regulations that need to be developed over the 20-year planning period to help facilitate the implementation of the community plan. County Council providing guidance on this respective element will guide the priority of future programs, projects, and zoning text amendments.

Second, County Council should focus heavily on the Capital Improvement Element. Chapter 2.80B prescribes that this element should describe infrastructure, public facilities, and services needed over the 20-year planning period. County Council is responsible for developing both operating and capital budgets annually and should focus their efforts on what improvements are realistic and achievable. Without funding allocation from County Council, then these potential projects are only a hypothetical list. Capital improvement planning and implementation was a primary concern for all stakeholder groups. Stakeholders were critical that the capital projects included in past community plans were not realistic and sporadically constructed and implemented.

Third, the Financial Element requirement of the community plan is similarly critical as the Capital Improvement Element. As outlined in sections 2.80B and sections 3.04.030 and 3.04.040 of the county code, the County Council is tasked with finding the funding resources for the implementation of the community plan. County Council develops the annual operating and capital budgets and therefore should develop action items that are fiscally feasible and outline funding resources in the community plan. This approach will

provide both the County and citizens a realistic plan to fund the items adopted in the community plan.

Finally, the fourth element that County Council should focus on is the implementation plan. After determining the action elements, the required capital improvements, and funding sources and their availability, an implementation plan can be developed. There are many competing action and capital improvement elements in each community plan and it is important for County Council to prioritize each items. The implementation plan should indicate when each element should be implemented and the lead entity for action (e.g. Planning staff, County Council, etc.) as outlined in Chapter 2.80B.070.E16. The implementation plan should also indicate the estimated cost and funding source of the action. The components of the implementation plan are complex and are solely the responsibility of County Council to review and develop.

County Council is the primary decision making body for the four elements discussed above regarding the development of the community plan. These elements may take a significant amount of time for County Council to review, develop, and hold public hearings. These four elements may be loosely outlined by citizens, CPAC, and the Planning Commission, but the decision making authority for these elements is the sole responsibility of County Council and therefore must be prioritized by them. If County Council were to focus on these major items versus getting into the details in all elements of the community plan, it would shorten the timeline associated with their respective review and result in further streamlining the community plan process.

The action elements and implementation plan were previously identified as components of Chapter 2.80B legislation that may be ideal for removal due the complexity of these elements and the future fiscal impacts of action items. This alternative scenario is only applicable in the event that the action element and implementation plan requirement is maintained for community plans.

3. Eliminate the Process of the Community Plan Going to the Planning and Sustainable Land Use Committee (or Similar Subcommittee) Prior Going to the Full Council.

Once the community plan is received by the County Council it goes to the Planning and Sustainable Land Use Committee (or similar type of subcommittee) for review and discussion before it goes to the full Council. This approach may result in some redundancy as some of the questions asked at the full County Council hearings may have

been addressed during the subcommittee review. Additionally, seven of the nine County Council members are on the subcommittee, indicating that reviews at the full council only include two additional councilmembers.

During discussions with County staff, it was discussed that one reason that the community plans go before the subcommittee before they go to the full council is that council meetings have time limits for their committee and full council meetings. While this may limit the time available for reviewing a community plan there are alternative ways to address time limits and to reduce potential redundancies by County Council.

An alternative approach is for the full council to be involved during all review meetings. In order to reduce the impact of community plan reviews on the regular County Council meeting, council should dedicate Council meetings that are specifically for community plan review. This may be achieved either through dedicating specific regularly schedule council meetings for community plans or devote specific meeting dates for the review outside of the regular meetings. This approach will still provide specific meetings that only focus on community plan review.

Implementing the alternative approach in the previous paragraph will also provide County Council the ability to host their meetings in the community in which the plan is being reviewed. One of the key themes of citizens was related to attending Planning Commission and County Council meetings and having extended travel times. Holding community plan review meetings/public hearings in the actual community would provide a significant public benefit. It may be much easier for County Councilmembers, their staff, and Planning staff to transit to the community versus dozen of community members going to the Council chambers.

The proposed alternative approach would reduce the timeline associated with County Council review by eliminating the redundancies associated with the review of the Planning and Sustainable Land Use Committee prior to holding hearings with the full Council. This is especially important when the elected community representative is not on the subcommittee. This alternative approach along with other options presented in this report will facilitate a more streamlined community plan process. This approach is also similar to what is done in Minneapolis, Seattle, San Diego, and San Francisco. The other Hawaii Counties discussed that their plans are reviewed by the full County Council.

4. The Elected County Councilmember or a Three Member Subcommittee Could Serve as Part of the CPAC or Similar Citizen Working Group to Facilitate the Community Plan's Approval Through County Council.

San Diego and San Francisco take a unique approach that incorporates an elected City Councilmember who serves as a member of the citizen working committee to assist in developing and reviewing the draft community plan. This approach is feasible in Maui County and could serve as an alternative to the community plan going to the Planning and Sustainable Land Use Committee prior to full council review.

Incorporating either the elected Councilmember whose district includes the community plan or a three member subcommittee during the CPAC or if a citizen working group is incorporated would help ensure that County Council's interests are incorporated into the earliest community plan drafts. This approach would allow County Council to focus on their key areas of the plan when the plan comes to them. Moreover, if County Councilmembers are involved earlier in the process the likelihood of relevant and achievable action items and capital projects in the plan would be higher. This may reduce the time associated with County Council reviewing these items.

Another benefit to this alternative approach would be that County Council would be more aware of the issues and concerns presented by citizens. Furthermore, the County Councilmember would be able to work with Planning Department staff and citizens to incorporate resolution of the community's concerns in the draft community plan and be able to share the reasoning behind them if questioned during Council's review. This approach may result in a more inclusive plan that requires less adjustments when County Council reviews and ultimately adopts the community plan. This alternative approach may result in a short time frame for the County Council phase of the process.

5. The Number of Extensions Granted for All Phases of the Process Should Be Limited to One Per Phase and Reduced to One Month.

Stakeholders mentioned numerous times that the number of extensions granted by County Council to themselves and to other phases should be limited. An ideal approach to ensure a more expeditious process would be to limit the number of extensions and the length of the extension. Based on the alternative approaches discussed in this study and those that will be recommended, a total of one extension should be the maximum number of extensions that may be granted for each phase. Additionally, the extension should be limited to one month in length. However, when the revised ordinance is developed there should be an exception for extreme circumstances (e.g. natural or manmade disaster, etc.).

This approach will ensure a timelier community plan process and limit potential extensions to a total of four months. This approach will set both the community and staff's expectation on the timeliness for developing and adopting a community plan. If the County Council decides to adopt this alternative it should include both the number of

extensions that may be granted and the length of the extension. Adopting only one would have a minimal impact on the timeline for plan creation. For example: one extension that is 18 months in length or open ended would negatively impact the process.

Timeline extensions requested and granted should be limited to one request per phase and a maximum length of one additional month.

6. If County Council Is Unable to Meet Their Review Time Frame, Then the Plan as Presented is Automatically Approved.

In the experience of the project team, many local government entities have a provision in their charter or adopted ordinance that indicates when a plan or action item is presented to the legislative body (County Council) there is a specific time frame associated with adoption. In the event that the legislative body does not take action within the designated time, then the item or in this case the community plan is automatically approved and adopted as presented.

Incorporating this measure into the 2.80B ordinance will ensure that County Council meets the adopted timeline and that extensions would not be granted except in extenuating circumstances. Ideally, County Council would take the community plan review and work towards adoption instead of adopting the community plan with no action. This approach would be a safeguard so that the community plan is adopted within the established time frame. While not an ideal approach, it would prioritize community plan review and action for current and future Councils.

7. Reduce the Time Frame for County Council to Six Months.

County Council has up to 12 months and unlimited extensions to review and adopt the community plan. When community members, CPAC, and Planning Commission members were asked in interviews as well as the results of the CPAC/Planning Commission survey indicated in unanimous consent that 12 months for County Council's phase of the community plan process was too long. During interviews, the most common answer was that County Council should not have more than six months. In the Planning Commission and CPAC stakeholder survey 75% of respondents indicated that County Council should have six months or less to review and adopt the community plan. 50% of the total respondents indicated that six months was the appropriate length for County Council.

The project team agrees with the sentiment that a total of six months is adequate for County Council to review and adopt each community plan. When incorporating a combination of the alternative processes discussed in this report then the draft community

plan should be focused on major issues and previously vetted, thorough due diligence efforts by the community, staff, and consultants have been completed, and each phase has had sufficient public input and review to result in a well-crafted plan. This approach should limit the areas that County Council will need to focus their efforts on. Also, based on a six month timeline and two County Council meetings per month, up to 12 meetings may have occurred. This is more than an adequate number of meetings for the review and adoption of community plans. Many jurisdictions only have one or two meetings with their legislative body before adopting community plans, comprehensive/general plans, and other similar efforts.

A six month timeline also provides flexibility of the County Council in the event that other major efforts are going on during the review timeline. These efforts may include other long range planning efforts, annual budget cycle, major development projects, etc. A six month time frame can accommodate these and other strategic efforts of the County Council. A compressed timeline of six months also reduces the likelihood having to review items multiple times. This is a potential hindrance with the current 12 month timeline and the plan going to both a subcommittee and to the full council.

Six months is an appropriate time frame for County Council to review and adopt each community plan. Especially if alternative approaches discussed in this County Council subsection of the report along with other options discussed for the previous phases of the process. This approach along with many others would require revisions to Chapter 2.80B.

9. Recommendations

This chapter of the report will focus on the recommendations for expediting the community plan process and the resources needed to successfully implement the recommendations and ensure that each community plan is updated within the statutory required timeframe. Recommendations will be presented by phase, followed by a new process chart, summary table that compares the existing process and timelines to the recommended, and a staffing and fiscal impact analysis of the recommendations.

1. Pre-Planning Efforts

In order for the recommendations presented regarding modifications to the community plan process to be successful, it is important for staff to continue recent pre-planning efforts. The pre-planning efforts should focus on project management, developing the community engagement strategy, and scheduling the public input/meeting dates in advance of the official kickoff. These efforts will help establish the expectations for the community, County staff, and consultants regarding the timeline for updating the community plan. Proper planning will provide all stakeholders with key dates and a plan to achieve the project goals. Pre-planning efforts are critical to drafting and adopting community plans in a timely and consistent manner.

Recommendation #1: Continue pre-planning efforts to provide adequate time for the project team to develop a game plan and advertise public engagement/input sessions.

2. Community Engagement Phase

The Community Engagement phase of the community plan process should be reduced to a total of 10 months to accomplish the community engagement/input, technical resource analysis, and the composition of the draft community plan. The first six months of this phase should be allocated to the community engagement/input and technical resource analysis. The final four months should focus on the development of the draft community plan by staff and/or their consultants.

The community input and technical resource analysis should be conducted concurrently and may be completed by Planning Department staff, consultants, or a combination. The current authorized staffing levels are not adequate to conduct both community engagement and the technical resource analysis concurrent, especially in the compressed timeline.

Six months allocated for community input is significant. Based on an average of two meetings per month, a total of 12 community meetings could occur during this timeframe. If three meetings per month are held, then a total of 18 meetings may occur. This is an adequate number of community input sessions, especially if they planned in advance focusing on specific topics and subject areas.

The technical resource analysis should run concurrent with the community input phase as the majority of this analysis is independent from community meetings. Noting that the community may reference issues that will may require technical analysis. The technical resource analysis may also begin prior to this phase as the majority of the due diligence is irrespective of community input.

After community engagement efforts and technical resource analysis is completed, a total of four months is allocated for the completion of the draft community plan. Understanding that staff/consultants will likely begin to draft portions of the community plan during the input and technical resource phase.

Overall, a 10 month timeline is recommended to conduct the community engagement/input, technical resource analysis, and development of the draft community plan. This timeline is appropriate if staff are diligent in their pre-planning efforts.

Recommendation #2: Reduce the community engagement phase of the community plan process to a 10 month timeframe. This would allow six months of community engagement/input and technical resource analysis and four months for creating the initial draft community plan.

3. CPAC Phase

There are many options to help facilitate a timelier citizen involvement phase of the community plan process. The County currently has a robust community engagement/input phase that is recommended to continue with a minimum of 12 community meetings prior to the development of the draft plan. Also, there are alternative approaches to have a citizen review committee involved in the review and revision of the plan. Finally, of the seven comparative jurisdictions, Maui County is the only one jurisdiction with an appointed citizen group that wrote significant portions of the community plan, held public hearings, and received testimony. With the intent of this study to expedite the community plan process, it is recommended to eliminate the CPAC phase entirely.

Eliminating the CPAC phase should result in the creation of a citizen working group that would assist planning staff in the development and review of the draft plan. The citizen

working group would be responsible for attending the majority of community engagement/input sessions and serving as a liaison between community members and a staff during the review of the initial draft of the community plan. The working group would be approximately five to seven members who would be appointed by the County Council. This approach would provide a quicker community plan process and allow for input from a citizen group.

The elimination of the CPAC may not be a favorable recommendation among citizen and community groups. CPAC and similar previous versions of citizen groups have been involved in the development of various community plans. It is recommended to maintain robust community engagement, the elimination of the CPAC phase of the process may be perceived as trying to remove citizen input from the process. Based on community engagement efforts and public hearings at Planning Commission and County Council, there are numerous public input sessions for the community. Due to the potential challenges associated with removing the CPAC phase of the process, an alternative approach is discussed that will help facilitate a more expeditious process.

The alternative recommended approach is to consolidate the CPAC and Planning Commission phase into a hybrid model. The hybrid model would utilize an appointed CPAC and a subcommittee of the Planning Commission to review the draft community plan. Currently, a total of 13 citizens are appointed to CPAC and there is a total of nine Planning Commissioners. Utilizing a full CPAC and Planning Commission would create a 22 member committee which is extremely large for this type of effort. In this scenario, it is recommended to utilize a smaller citizen group (five or six members), and a subcommittee of Planning Commissioners, which would also be four or five members.

This nine to eleven member committee would be responsible for reviewing the draft community plan and providing suggested edits and changes to the plan. Upon completion of the review of draft community plan and the incorporation of edits, the community plan would be presented to the full Planning Commission for their recommendation to County Council. The hybrid approach would focus on reviewing the community plan and considering edits, similar to the current approach of Planning Commission. This approach should be limited to four months.

In the event that the CPAC phase of the project is not eliminated and incorporated in other phases of the project, then two changes are recommended. The first recommendation is for County Council to explicitly outline the role of CPAC in the process and transition to more of a review, comment, and edit the draft community plan. The most recent CPACs have written significant portions of the community plans versus the plan being drafted by staff or consultants. Also, the approach of calling experts and citizens to defacto testify

at CPAC meetings and asking individual land owners what their future plans are for their property needs to cease. This approach is uncommon in the experience of the project team and furthermore the comparative jurisdictions do not use this approach. CPAC's role should solely focus on reviewing the draft community plan and working with Planning Department staff or their designee to modify the draft version of the community plan.

Additionally, the number of CPAC meetings should be limited. In West Maui there was a total of 36 CPAC meetings over a six month period. This is an average of 6 meetings per month. The number of meetings is extreme, especially in a short time frame. Incorporating the recommendation in the previous paragraph and focusing the efforts of the CPAC on reviewing the draft community plan versus writing significant portions of the plan, the number of meetings can be dramatically reduced. A limit of 12 meetings should be imposed to ensure that CPAC members are focused on their designated task and conduct their review efficiently. In addition to a limit of 12 meetings, the CPAC phase should be reduced to four months. Providing an average of three meetings per month.

The CPAC phase for Lānaʻi and Molokaʻi should be eliminated regardless of what happens on Maui. Lānaʻi and Molokaʻi have a smaller number of residents and limited development potential compared to Maui. These two communities have more challenges associated with appointing CPAC members and the efforts of CPAC and Planning Commission have mostly been duplicative on the past plans. Therefore, it is recommended to remove the CPAC phase from the process in Lānaʻi and Molokaʻi and present the draft community plan directly to Planning Commission for review.

In order to help facilitate a more streamlined approach to completing community plans within the statutory 10-year time frame, it is recommended to eliminate the CPAC phase of the community plan process. Eliminating CPAC may not be feasible and therefore an alternative approach of a combination CPAC and Planning Commission phase is recommended. Regardless of which recommendation is implemented it should eliminate six months from the current process.

Recommendation #3: Eliminate the CPAC phase of the community plan process.

Option #3A: Consolidate the CPAC and Planning Commission phases into a hybrid model that incorporates five to seven citizen members and four or five Planning Commissioners to review the draft community plan for recommendation by the full Planning Commission. This approach is recommended to have a maximum timeline of four months.

Option #3B: In the event that the CPAC phase remains, then the role of CPAC should be modified to focus on reviewing and editing the draft community plan versus the current approach to writing portions of the plan. Second, the number

of meetings held by CPAC should be a limit of 12 meetings over a four month period. This approach would reduce the CPAC phase by two months with a maximum of four months.

Recommendation #4: The CPAC phase for Lānaʻi and Molokaʻi should be eliminated regardless of the decisions regarding changes to the CPAC phase for Maui.

4. Planning Commission Phase

The recommendations for the Planning Commission are based on the recommendation that CPAC be completely eliminated or a consolidated CPAC/Planning Commission approach is implemented.

The Planning Commission phase should be reduced to a maximum of four months. Additionally, the Planning Commission should focus their efforts on reviewing the plan, consulting Planning staff and their team regarding the elements and recommendations in the plan, and ultimately recommending a plan for County Council approval. Additionally, the Planning Commission should be limited to six meetings over the four month period. This approach will help ensure an efficient review process for the Planning Commission or the hybrid CPAC/Planning Commission approach. Implementation of this recommendation will help the County meet their goal of expediting the community plan process.

Planning Department staff should continue to be heavily involved during this phase of the process and staff should incorporate the edits requested by the Planning Commission into the community plan document.

Recommendation #5: A maximum of four months should be allocated to the Planning Commission to review the community plan. Also, a limit of six Planning Commission meetings should be adopted to help streamline the process.

5. County Council

There are several recommendations that should be implemented by County Council, irrespective if the previous recommendations are adopted.

(1) County Council Role and Focus

County Council serves as the legislative body of the county government and is responsible for developing the prioritizes and policies of the organization. Each community plan is currently required to have action items and an implementation plan that has a financial element. Considering the role of the County Council when compared to the stakeholders in the previous phases of the community plan, Council should focus their efforts on policy decisions.

Recommendation #6: County Council should primarily focus their efforts on reviewing the plan for policy impacts and decisions. Council should develop the narrative surrounding the policy elements of the community plan.

(2) Eliminate the Planning and Sustainable Land Use Committee (or Similar Body) From the Process and Conduct all Public Hearings with the Full Council.

The two phased approach of sending the community plan to the Planning and Sustainable Land Use Committee (or similar body) and then to the full council creates some redundancy in the process. Reviewing at the committee level only eliminates two Councilmembers from the initial review process. Creating the opportunity for questions that have been previously asked at the committee level to be asked again at full council.

In order to focus on an expedited process, it is recommended for the entire Council to review the community plan versus going to the committee first. Considering other recommendations that will be made in this report regarding County Council, then it is important for a consolidated approach to Council's role in the process.

Recommendation #7: Eliminate the Planning and Sustainable Land Use Committee (or similar Council body) review from the process and provide the entire County Council with the ability to review the plan concurrently.

(3) County Council Phase Should be a Maximum of Six Months.

With a more focused effort of County Council to focus on the action elements and implementation plan and the removal of the committee from first review of the community plan, the County Council phase can be reduced. A total of six months should be allocated for County Council to review, edit, and adopt each community plan. Six months will allow up to a total of 12 public meetings over the six month period based on the current approach to two meetings per month. A six month window will provide Council with a more focused timeline and provide flexibility if a community plan is received during higher workload periods (e.g. budget season). The recommended timeline is in alignment with time reductions in other phases of the process.

Recommendation #8: County Council's phase of the community plan process should be limited to a maximum of six months.

(4) Planning Staff Should Assist Council Staff With Incorporating County Council's Edits into the Plan.

The revised emphasis of County Council is to focus on action elements and the implementation plan of the community plan. However, County Council still has full authority to review all components of the community plan and to edit as necessary. Historically County Council staff has been the primary staff that has incorporated Council's edits in community plans and planning staff have been largely excluded from Council updates. This approach has created some implementation challenges in the past. Planning Department staff and County Council staff should work together to best incorporate Council's requested changes into the document. This approach will help facilitate a community plan that better aligns with previous planning efforts and incorporates prevailing industry practices. Creating a stronger community plan.

Recommendation #9: Planning Department and County Council staff should work collaboratively on incorporating Council's edits in the community plan.

(5) County Council Should Limit All Timeline Extensions to One Month.

A goal of this engagement was to develop alternative approaches that will help facilitate an expedited community plan process. One of the key themes from various stakeholders was associated with extensions granted for each phase of the process, especially extensions that County Council grant to themselves. To streamline the community plan process, one way to ensure a timelier delivery of community plans is to limit the number of extensions and the length. Therefore, it is recommended to limit each phase to one extension request. Each request should also be limited to one month in length. Based on the recommendations presented previously in this chapter, this would add a maximum of three months to the process. In the event that CPAC is not eliminated, then a maximum total of four months may be requested and granted.

Limiting the number of extension requests and the length will help ensure a more streamlined approach and require each phase to be focused and remain on task. This approach will promote a predictable timeframe for each community plan.

Recommendation #10: Time extensions for each phase of the project should be limited to one request per phase and include a maximum of a one month extension.

(6) If County Council Has Not Adopted The Community Plan Within Their Statutory Time Frame, Then the Plan Should be Automatically Adopted as Recommended by Planning Commission.

In the event that County Council is unable to adopt the community plan within the adopted timeframe (including extensions), then the plan should be automatically adopted. Incorporating this type of sunset clause is not unusual in government legislation and helps prevent action items from stagnating in the legislative adoption phase. Building this caveat into the enabling legislation will require the County Council to take action within the prescribed timeline or the plan will be automatically updated as recommended by

Planning Commission. This approach will guarantee that the community plan will be adopted within the expected timeframe. This approach may not be ideal, but it does meet the intended goal of ensuring a predictable timeline in an expedited form.

Recommendation #11: Adopt a provision that requires the community plan to be adopted automatically at the end of the prescribed timeline if County Council has not taken action to adopt the community plan. The adopted version of the plan should be the recommended version provided by Planning Commission.

(7) The Implementation Plan Element of the Community Plan as Codified in Chapter 2.80B Should be Eliminated.

It is recommended that the Implementation Program component of the Community Plan, which includes the Capital Improvement and Financial Element should be removed. The Capital Improvement and Financial Element should be considered annually as part of the budgeting process. There are three key advantages to this change:

- 1. Cost Estimates:** If cost estimates are considered at the time of the capital improvement project, they will most accurately reflect construction and overhead costs at the time of the community plan creation versus the actual cost of implementation which may be many years in the future.
- 2. Financial Commitment:** If it is done as part of the annual budget process then funds will be committed to those capital projects, rather than funding sources being identified that may not be available at the commencement of the project.
- 3. Project Timeline and Scope:** Developing a capital plan during the community plan phase may only look at capital projects in a vacuum and not how they are interrelated to other potential projects. Second, the projects may be more conceptual during the community plan phase and may not be realistic or necessary when they are proposed. Developing a capital plan closer to the time of implementation will help ensure that projects are completed closer to when they are required and to the scale/scope that is need.

As the advantages indicate, the revision to this process will eliminate the need for a detailed plan as part of the community plan development. Efforts should focus on the identification of potential capital projects so that the County can evaluate their need in correlation with other competing capital projects. This will help temper the community's expectation when potential capital projects will be completed.

Ultimately, these recommendations for changes to Chapter 2.80B don't impact the need for staffing as much as ensuring that the target timeline or any revised timelines being

proposed are able to be met to allow the county to meet the regulations of 10 year updates.

Recommendation #12: Remove the implementation plan requirement of the community plan and focus on identification of capital projects over the 20-year planning horizon.

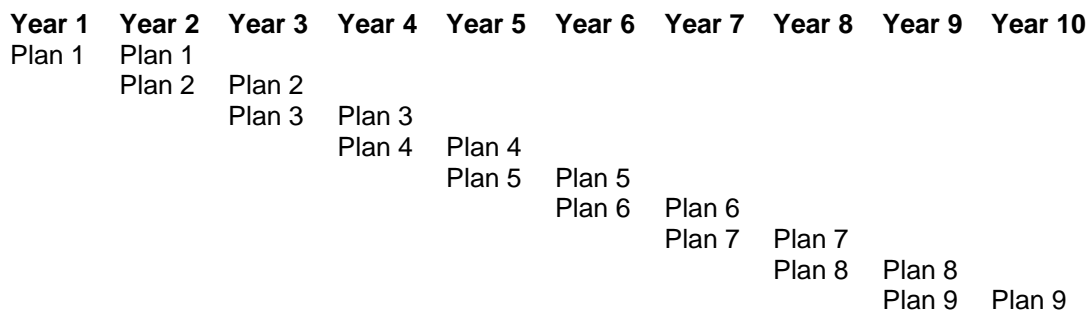
6. Summary

Numerous recommendations were presented in this chapter that will enhance the community plan process and clearly define the role of each phase. The recommendations focused developing a more focused community plan process and identified opportunities for a more efficient and predictable process. The community plan timeline has been reduced from a maximum of 42 months to 20 months (excluding any pre-planning efforts). The following table summarizes the recommended changes.

Phase	Current Maximum Timeline (Months)	Recommended Timeline Months	Difference
Pre-Planning ⁴	2	2	0
Public Engagement/Input	18	10	-8
CPAC	6	Eliminated or Combined with PC	-6
Planning Commission	6	4	-2
County Council	12	6	-6
Total⁵	42	20	-22

Adoption of the recommendations would result in a reduction of 22 months from the community plan process or a reduction of 1.83 years from the 3.5 year target timeline.

The County mandates that all community plans must be updated every 10 years. Based upon the recommended timeline, the County would need to start a new community plan every year or conduct 1-2 plans concurrently to ensure that there is no violation of the County charter. The following graphic shows how the plans would need to be staged to meet the adopted standard.



⁴ This is not part of the formalized timeline process as it is not part of the 2.80B Maui County Council for Community Planning.

⁵ The total does not include the pre-planning process as that is not part of the 2.80B Maui County Council code.

As the chart indicates that if two plans are conducted concurrently starting from Year 2, the County would be able to complete the 9th community plan by Year 10. This would mean that Plan 1 would start either Year 10 or 11, which would be less than 10 years from its initial adoption (Year 2 + 10 years = Year 12). This would allow the County to adopt an updated Plan 1 by Year 12, at which point it will be 10 years since the adoption of the original Plan 1.

The recommended community plan process will require different staffing resources to accomplish, as well as if the work is to be performed fully in-house or through a combination of in-house and consulting staff. For purposes of this analysis, the project team has evaluated the staffing requirements considering both scenarios. The following chart summarizes the staffing resources needed by employee classification and by phase if only in-house staffing was utilized:

Scenario 1: Recommended Process and Staffing (In-House Only)

Process Step	# of Staff Positions
1. Preplanning (2 months – prior to items 2-3)	0.5 Lead Planner 0.25 Support Planner 0.5 Communications Coordinator <u>0.2 Long Range Administrator</u> 1.45 FTE
2. Community Engagement (10 months – concurrent with item 3)	1.0 Lead Planner 2.0 Support Planners 0.5 GIS Analyst 0.9 Communications Coordinator 0.2 Long Range Administrator <u>0.2 Administrative Assistant</u> 4.8 FTE
3. Plan Development (10 months – concurrent with item 2)	1.0 Lead Planner 2.0 Support Planners ⁶ 1.5 GIS Analyst 0.9 Communications Coordinator 0.2 Long Range Administrator <u>0.2 Administrative Assistant</u> 5.8 FTE
4. Planning Commission (4 months)	1.0 Lead Planner 0.5 Support Planner 0.5 GIS Analyst 0.5 Communications Coordinator 0.1 Long Range Administrator <u>0.1 Administrative Assistant</u> 2.7 FTE

⁶ The 2.0 Support Planners includes 0.5 of the Historic Resources Planner to provide technical support and development of the historical and archaeological sites component.

Process Step	# of Staff Positions
5. County Council (6 months)	0.5 Lead Planner 0.1 GIS Analyst <u>0.1 Long Range Administrator</u> 0.7 FTE

As the table indicates that in Year 1 the resources for a community plan update being conducted in-house are fairly intense peaking at 5.8 FTE but in Year 2 that support declines significantly. Therefore, conducting two plans concurrently, will not necessarily require twice the resources, as the plans will be in different phases. The following table shows the total number of resources by classification needed to conduct 2 plans concurrently, the current authorized FTE and the resulting difference:

Classification	# of FTE Needed (2 concurrent plans)	Current Authorized FTE	Difference
Planners (lead and support)	4.5	3.5	-1.0
GIS Support	2.0	4.0	2.0
Communications Coordinator	1.4	1.0	-0.4
Long Range Administrator	0.3	1.0	0.7
Administrative Assistant	0.3	1.0	0.7

As the table indicates that if all services were provided in-house and 2 plans were done concurrently, there would be a need for an additional full-time (1.0) planner and 0.4 Communications Coordinator. We would recommend that the Communications Coordinator position be considered at 0.5 additional resources to allow for any additional outreach support. The resources for GIS, Long Range Administrator, and Administrative Assistant are sufficient.

The following table shows the salary cost per position, and the additional salary costs that will be needed to support the community plan updates:

Position Title	Salary per position	# of FTE needed	Annual Salary Cost
Planner	\$61,784	1.0	\$61,784
Communications Coordinator	\$39,720	0.5	\$19,860

As the table indicates, there would be an annual salary increase of approximately \$82,000 associated with the addition of these positions. The county currently has a benefits rate of 63.39%. If the benefits rate is applied to the \$81,644; the total annual personnel cost becomes \$133,398. The Planning Department's overall personnel budget for FY20 was \$7,426,105. The \$133,000 increase represents a 2% increase in personnel costs.

Based upon the revised timeline, there is no longer the need to conduct 3-4 plans concurrently, which significantly reduces the impact upon staffing. It is important to note that the scope of this analysis was specific to community plans and as such an evaluation

regarding sufficient staffing for other aspects of long-range planning (i.e. special projects, general plan, etc.) were not incorporated into the staffing analysis.

As discussed, there is also the option for the County to utilize outside consultants for technical resources and support. This is currently a practice already in use by the County to minimize impacts on staffing and in-house county resources. The following chart summarizes the staffing resources needed by employee classification and by phase if a hybrid of in-house staffing and consultants was utilized:

Scenario 2: Recommended Process and Staffing (Hybrid Model)

Process Step	# of Staff Positions
1. Preplanning (2 months – prior to items 2-3)	0.5 Lead Planner 0.25 Support Planner 0.5 Communications Coordinator <u>0.2 Long Range Administrator</u> 1.45 FTE
2. Community Engagement (10 months – concurrent with item 3)	1.0 Lead Planner 0.5 Support Planners 0.5 GIS Analyst 0.9 Communications Coordinator 0.2 Long Range Administrator <u>0.2 Administrative Assistant</u> 3.3 FTE
3. Plan Development (10 months – concurrent with item 2)	1.0 Lead Planner 0.5 GIS Analyst 0.9 Communications Coordinator 0.2 Long Range Administrator <u>0.2 Administrative Assistant</u> 2.5 FTE
4. Planning Commission (4 months)	1.0 Lead Planner 0.5 GIS Analyst 0.5 Communications Coordinator 0.1 Long Range Administrator <u>0.1 Administrative Assistant</u> 2.2 FTE
5. County Council (6 months)	0.5 Lead Planner 0.1 GIS Analyst <u>0.1 Long Range Administrator</u> 0.7 FTE

As the chart indicates that in Year 1 the resources for a community plan update being conducted through a hybrid mechanism are approximately 3.3 FTE, which is almost 2.5 FTE less than if the community plans are conducted fully in-house. The reduced impact to staff in Year 2 are fairly similar whether the plans are conducted in-house fully or through a hybrid approach. As such, similarly, conducting two plans concurrently, will not necessarily require twice the resources, as the plans will be in different phases. The following table shows the total number of resources by classification needed to conduct two plans concurrently, the current authorized FTE and the resulting difference:

Classification	# of FTE Needed (2 concurrent plans)	Current Authorized FTE	Difference
Planners (lead and support)	2.5	3.5	1.0
GIS Support	1.0	4.0	3.0
Communications Coordinator	1.4	1.0	-0.4
Long Range Administrator	0.3	1.0	0.7
Administrative Assistant	0.3	1.0	0.7

Based upon the revised timeline and the use of in-house consultants, the only resources that are lacking in the long-range division are that of the communications coordinator. Similar to the in-house staffing only consideration, the project team would recommend that the communications coordinator is hired as a part-time (0.5) position to provide any additional assistance as needed. The following table shows the salary cost per position, and the additional salary costs that will be needed to support the community plan updates:

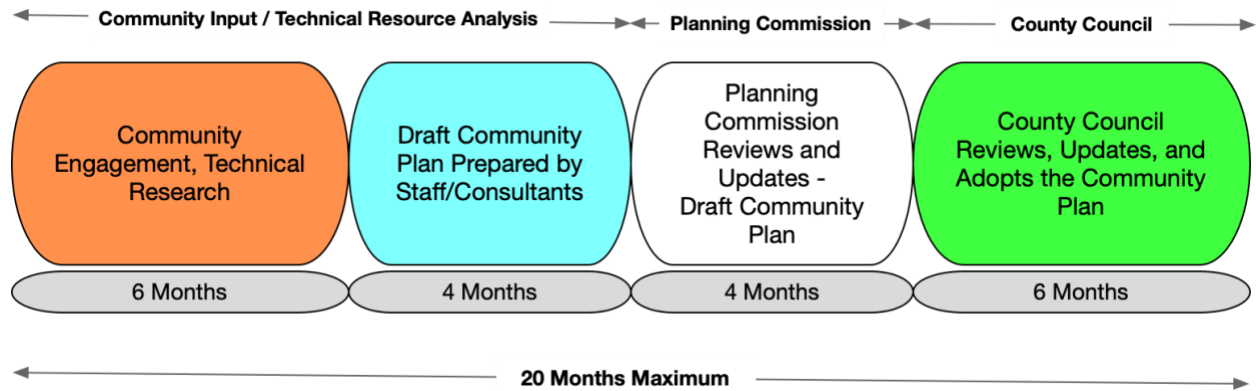
Position Title	Salary per position	# of FTE needed	Annual Salary Cost
Communications Coordinator	\$39,720	0.5	\$19,860

There would be an annual salary increase of approximately \$20,000 associated with the addition of this position. The county currently has a benefits rate of 63.39%. If the benefits rate is applied to the \$19,860; the total annual personnel cost increases to \$32,449. The Planning Department's overall personnel budget for FY20 was \$7,426,105. The \$32,000 increase represents a 0.4% increase in personnel costs.

While the hybrid in-house and consultant staffing model only estimates a \$32,000 annual cost increase in staffing, it does not factor in costs associated with retaining consultants. There would be annual consulting costs as there would be a new plan commencing every year. To provide an estimate of consulting costs. The County recently utilized consultants for the South Maui to provide employment and population projections, technical resource papers, infrastructure and public facilities assessment, buildable lands and land capacity analysis, and general support for approximately \$234,906. Therefore, it can be estimated that the use of consulting resources could be roughly \$250,000 annually.

The total new costs of utilizing in-house staff and consultants would be an estimate of \$282,000 annually. The \$282,000 for this alternative compared to the \$133,000 increase for conducting all plans in-house represents a difference of approximately \$149,000 annually. With this staffing model, it would be cheaper to conduct the plans entirely in-house even with the recommended staffing increase.

The following is a summary graphic that shows the recommended community plan process and the 20-month timeline.



Recommendation #13: Based on the recommendations made in this report, a total of 8.5 staff is required to complete two concurrent community plans (internal staff only) over the 20 month timeline. This is an increase of 1.5 staff compared to what is currently authorized.

Option to Recommendation #13: If consultants are utilized to conduct the technical resource analysis and assists with the development of the draft community plan, then an increase of only 0.5 staff are required but additional consulting costs would be incurred.

Appendix A: County Charter Excerpt

COUNTY CHARTER SECTION 8-8.5

The following is an excerpt from the Maui County Charter Section 8-8.5. General Plan and Community Plans.

Section 8-8.5. General Plan and Community Plans.

1. The general plan shall be developed after input from state and county agencies and the general public, and shall be based on sound policy and information.
2. The general plan shall indicate desired population and physical development patterns for each island and region within the county; shall address the unique problems and needs of each island and region; shall explain the opportunities and the social, economic, and environmental consequences related to potential developments; and shall set forth the desired sequence, patterns, and characteristics of future developments. The general plan shall identify objectives to be achieved, and priorities, policies, and implementing actions to be pursued with respect to population density, 28 land use maps, land use regulations, transportation systems, public and community facility locations, water and sewage systems, visitor destinations, urban design, and other matters related to development.
3. The planning director shall issue a report annually providing a detailed explanation of the implementation and enforcement of the general plan and the community plans to the mayor and the council.
4. There shall be a citizen advisory committee for each community plan area. Each citizen advisory committee shall consist of thirteen members, with nine appointed by the council and four appointed by the mayor. Each citizen advisory committee is charged with reviewing and recommending revisions to the community plan for its community plan area. Each citizen advisory committee shall remain in existence until its revisions are adopted, modified, or rejected by the council and until such action is approved, modified, or rejected by the mayor.
5. The community plans created and revised by the citizen advisory committees shall set forth, in detail, land uses within the community plan regions of the county. The objectives of each community plan shall be to implement the policies of the general plan. Each community plan shall include implementing actions that clearly identify priorities, timelines, estimated costs, and the county department accountable for the completion of the implementing actions.
6. The community plans generated through the citizen advisory councils and accepted by the planning commission, council, and mayor are part of the general plan.
(Amended 2002)

Section 8-8.6. Adoption of General Plan and Other Land Use Ordinances.

1. The county shall adopt revisions to the general plan by ordinances.
2. Any revisions of the general plan, zoning ordinance or other land use ordinance may be proposed by the council and shall be reviewed by the appropriate planning commission as if prepared by the planning director. Any such revision shall be referred to the appropriate planning commission by resolution. If the planning commission disapproves the proposed revision or recommends a modification thereof, not accepted by the council, or fails to make its report within a period of the hundred twenty (120) days after receipt of the referral, the council may nevertheless pass such revision, but only by the affirmative vote of at least two thirds of the council's entire membership.
3. Revisions to the general plan proposed by the planning director shall be reviewed and acted upon by the council no later than one (1) year after receipt of the transmittal from the planning director.
4. Revisions to zoning and land use ordinances proposed by the planning director shall be reviewed and acted upon by the council no later than one hundred eighty (180) days after receipt of the transmittal from the planning director. (Amended 2002)

Appendix B: Chapter 2.80B Text

MAUI COUNTY CODE OF ORDINANCES – Chapter 2.80B General Plan and Community Plans.

The following text is Chapter 2.80B of the Maui County Code of Ordinances which outlines the requirements of the County's General and Community Plans.

2.80B.010 - Purpose and intent.

The purpose and intent of this chapter is to establish an improved process to update the general plan and community plans. This chapter is designed to provide plans that clearly identify provisions that are meant to be policy guidelines and provisions that are intended to have the force and effect of law; to implement and enforce plans through prioritization and accountability; to empower advisory committees; to place more emphasis on island-wide and inter-regional issues; to encourage more frequent updates of plans and to establish deadlines for completion; and to increase public and community participation in the planning process.

(Ord. 3166 § 2 (part), 2004)

2.80B.020 - Definitions.

Unless the context clearly indicates a different meaning for the purposes of this chapter, the following words and terms shall be defined as follows:

"Agritourism" means the practice of attracting travelers or visitors to an area or areas used primarily for agricultural purposes.

"Ahupua'a" means a land division extending from the uplands to the sea and representing the traditional form of Hawaiian land management. A typical ahupua'a follows a stream from the mountain headwaters to the coastal delta and is wedge-shaped.

"Aquaculture" means the breeding, rearing, and harvesting of plants and animals in all types of water environments, including ponds, rivers, lakes, and the ocean. Aquaculture can take place in the natural environment or in a constructed environment.

"Archaeological district" means a place or group of physical sites in which evidence of past human activity, either prehistoric or at least fifty years of age, has been designated for preservation, research, or both.

"Beach nourishment" means a technique used to restore an eroding beach or to create a new sandy shoreline by placing sand fill, with or without supporting structures, along the shoreline to widen the beach.

"Biodiversity" means the variety of life and its processes, including the variety of living organisms, the genetic differences among them, and the communities and ecosystems in which they occur.

"Buffer" generally refers to the designated area around a land use or geographic feature, deliberately left in a specific condition, typically to protect a natural resource, mitigate development impacts, or protect the character of a community.

"Carbon-emission standards" means requirements that set limits on the amount of carbon monoxide, greenhouse-gas emissions, or volatile hydrocarbons that can be discharged into the ambient air.

"Civic engagement" means individual and collective actions designed to identify and address issues of public concern.

"Class 'A', low-silt sand" means coarse sand with no silt.

"Community development corporation" means a broad term referring to not-for-profit organizations incorporated to provide programs and offer services that often focus on serving lower-income residents or struggling neighborhoods.

"Community facilities districts" means a special district that can issue tax- exempt bonds for the planning, design, acquisition, construction, and/or operation of infrastructure or public facilities.

"Community plan advisory committee" means the same as "citizen advisory committee" in section 8-8.5(4) of the charter.

"Comprehensive long-range multimodal plan" means a plan that provides a framework to guide transportation decisions and investments that enhance the economy, support local communities, and protects the natural/man-made environment. The plan also addresses the mobility of people, goods, services, and information across all transportation modes, including biking, walking, driving, transit, railway, ferries, ships, aviation, and electronic communications.

"Conservation easement" means a legal mechanism whereby a landowner retains ownership of his land, but grants some right(s), which stipulate that the described land will remain in its natural state and preclude future or additional development. Conservation easements are typically used for the preservation of open space, environmentally sensitive areas, scenic views, wetland buffers, and agricultural land.

"Conservation subdivision design" means an approach to laying out subdivisions so that a significant percentage of buildable lands are permanently protected in such a manner as to create interconnected networks of conservation lands. This approach is distinct from clustering and planned unit development in terms of the higher open space ratios and conscious design to forge community- wide networks of open space. Conservation subdivisions are generally density- neutral, meaning that the overall number of dwellings built is not different from that done in conventional developments.

"Critical habitat" means: (1) specific areas within the geographic area occupied by a species at the time it is listed as threatened or endangered pursuant to the Endangered Species Act, on which are found those physical or biological features that: (a) are essential to the conservation of the species; and (b) may require special management considerations; and (2) specific areas outside the geographical area occupied by a species at the time it is listed as threatened or endangered pursuant to the Endangered

Species Act, upon a determination that such areas are essential for the conservation of the species.

"Cultural impact assessment" means a report documenting cultural values, materials, and associations related to an area or a resource. A cultural impact assessment provides an analysis of the potential effect of any proposed physical alteration on cultural resources, practices or beliefs; the potential of the proposed action to isolate cultural resources, practices or beliefs from their setting; and the potential of the proposed action to introduce elements which may alter the setting in which cultural practices take place.

"Cultural landscape report" means a report that analyzes the history and integrity of a cultural landscape, including any proposed changes to its geographical context, features, materials, and use.

"Design guidelines" means a set of guidelines or parameters to be followed in a site or building design and development.

"Development" means any of the uses, activities, or operations on land or in or under water that are included below:

1. Placement or erection of any solid material or any gaseous, liquid, solid, or thermal waste;
2. Grading, removing, dredging, mining, or extraction of any materials;
3. Change in the density or intensity of use of land, including but not limited to the division or subdivision of land;
4. Change in the intensity of use of water, ecology related thereto, or of access thereto; and
5. Construction, reconstruction, demolition, or alteration of the size of any structure.

"Development" does not include the following:

1. Construction of a single-family residence that is not part of a larger development;
2. Repair or maintenance of roads and highways within existing rights-of-way;
3. Routine maintenance dredging of existing streams, channels, and drainage ways;
4. Repair and maintenance of underground utility lines, including but not limited to water, sewer, power, telephone, and minor appurtenant structures such as pad mounted transformers and sewer pump stations;
5. Zoning variances, except for height, density, parking, and shoreline setback;
6. Repair, maintenance, or interior alterations to existing structures;
7. Demolition or removal of structures, except those structures located on any historic site as designated in national or state registers;
8. Use of any land for the purpose of cultivating, planting, growing, and harvesting plants, crops, trees, and other agricultural, horticultural, or forestry products or

animal husbandry, or aquaculture or mariculture of plants or animals, or other agricultural purposes;

9. Transfer of title to land;
10. Creation or termination of easements, covenants, or other rights in structures or land;
11. Subdivision of land into lots greater than twenty acres in size;
12. Subdivision of a parcel of land into four or fewer parcels when no associated construction activities are proposed; provided that, any land which is so subdivided shall not thereafter qualify for this exception with respect to any subsequent subdivision of any of the resulting parcels;
13. Installation of underground utility lines and appurtenant aboveground fixtures less than four feet in height along existing corridors;
14. Structural and nonstructural improvements to existing single-family residences, where otherwise permissible;
15. Nonstructural improvements to existing commercial structures; and
16. Construction, installation, maintenance, repair, and replacement of civil defense warning or signal devices and sirens.

"Ecotourism" means nature-based travel to natural attractions to experience and study the unique flora, fauna, and culture in a manner that is ecologically responsible and sustains the well-being of the local community.

"Endangered species" means a species or ecosystem that is so reduced or delicate that it is threatened with, or on the verge of, extinction.

"Endemic species" means those species that are found only within a specified region or locality.

"Greenbelts" means an extensive area of largely undeveloped or sparsely occupied land established along natural corridors to protect environmental resources and to separate distinct communities. Greenbelts may include accessory structures and ancillary uses consistent with the purpose and intent of the greenbelt area.

"Green building" means the design, construction, use, and maintenance of structures, facilities, and landscapes in a manner that minimizes pollution and the depletion of precious natural resources, maximizes energy efficiency, and promotes walking and other healthy behavior. Green building practices in specific places support the implementation of green footprint practices in the broader community.

"Green footprint practices" means techniques developed from the field of applied ecology that urban and regional planners use to minimize the negative environmental impact of the growth and development of cities and towns. Qualitative trend indicators are used to assess the impacts of growth, including those relating to air and water quality, public health, critical habitat, and agriculture.

"Greenhouse-gas emissions" means the discharge of hazardous air pollutants or carbon dioxide into the ambient air.

"Greenway" means typically a long, narrow piece of land, often times used for recreation, pedestrian, and bicycle traffic. Greenways can include community gardens and can be used to link community amenities (e.g., parks, shoreline). Greenways may include accessory structures and ancillary uses consistent with the purpose and intent of the greenway area.

"Habitat corridors" means narrow or lineal components of the landscape that facilitate the movement of organisms and the conservation of which will enhance or maintain the viability of specific wildlife populations.

"Hanai relative" means the same as defined in section 587-2, Hawaii Revised Statutes.

"Hazardous air pollutant" means the same as defined in section 342B-1, Hawaii Revised Statutes.

"Heritage area" means a designated area where natural, cultural, historical and scenic resources combine to form a cohesive and distinct landscape arising from patterns of human activity shaped by geography. The focus of the designation is on the protection and conservation of critical resources including the natural, cultural, historical, and scenic resources that uniquely identify an area and give a community a sense of place. Areas typically have the following characteristics:

1. Contains an outstanding example of a particular type of resource;
2. Possesses exceptional value or quality in illustrating or interpreting the natural or cultural themes of the island's heritage;
3. Offers superlative opportunities for recreation, public use, and enjoyment or for scientific study; and
4. Retains a high degree of integrity as a true, accurate and relatively unaltered example of a resource.

"Heritage area plan" means a plan that documents the history, significance, and treatment of a heritage area; the plan includes detailed guidelines and recommendations for the protection of the environmental and cultural integrity of a designated heritage area.

"Indigenous species" means those species that occur naturally in a particular area (i.e., not introduced by humans or human activity).

"Infill development" means development of land that is largely vacant or underutilized within areas that are already largely developed.

"Invasive species" means an animal pest or weed that does not arrive into an ecosystem through natural means, but rather through human-assisted activities, and negatively impacts indigenous species and ecosystems.

"Jobs/housing balance" means the ratio of jobs to households when both the type (such as single-family, multi-family, rental) and quantity of housing opportunities match the job opportunities within an area.

"Level-of-service standards" means measures of the amount and/or quality of a public facility or infrastructure that must be provided to meet a community's basic needs and expectations. Level-of-service standards measures are typically quantitative and are expressed as ratios of facility capacity to demand by existing and projected future users. Level-of-service standards measures the size, amount, capacity, or quality of the capital facility.

"Linkage" means a physical or economic concept pertaining to the time and distance between land use and support facilities, or between people and their activities.

"Livable community" means an urban, suburban, rural, or neighborhood community that:

1. Provides safe and reliable transportation choices;
2. Provides some affordable, energy-efficient, and location-efficient housing choices for people of all ages, incomes, races, and ethnicities;
3. Supports, revitalizes, and encourages the growth of existing communities and maximizes the cost effectiveness of existing infrastructure;
4. Promotes economic development and economic competitiveness;
5. Preserves the environment and natural resources;
6. Protects agricultural land, rural land, and green spaces; and
7. Supports public health and improves the quality of life for residents of and workers in the community.

"Living wage" means a wage and benefits package sufficient to provide the necessities and comforts essential to an acceptable standard of living, to meet basic needs, and to provide some discretionary income, taking into account the area-specific cost of living and the basic expenses involved in supporting a family.

"Long-term care home" means a variety of homes, dwellings, and buildings ranging from traditional nursing homes to buildings that provide home-like environments on a twenty-four hour basis to persons who need constant care and supervision. Long-term care homes include, but are not limited to, care homes, foster homes, assisted living, and nursing homes.

"Low-impact development" means an approach to land development or redevelopment that incorporates a suite of landscaping and design techniques known as "better site design" that attempts to maintain the natural, pre-development hydrology of a site and the surrounding watershed. Low-impact development also integrates a range of structural best management practices for road design and stormwater and wastewater management systems that minimize environmental impacts.

"Mariculture" means the same as defined in section 190D-3, Hawaii Revised Statutes.

"Marine life conservation districts" means a type of marine managed area; usually prohibits or only allows for limited fishing and other consumptive uses.

"Marine managed area/marine protected areas" means any area of the marine environment that has been reserved by federal, state, territorial, tribal, or local laws or regulations to provide lasting protection for part or all of the natural or cultural resources contained therein.

"Ministerial permit" means a permit that does not involve judgment or discretion and is issued based on established criteria or a set of adopted standards as established by law.

"Native species" means a species that occurs naturally in an area and is not introduced.

"New towns" means a form of urban development designed as a unified concept of sufficient scale to provide its residents with a full range, or substantial range, of necessary land uses, public facilities, services, and employment opportunities. New towns typically include multiple pedestrian neighborhoods and they have a substantial employment base with a regional commercial or civic focus.

"New urbanism" means the process of reintegrating the components of modern life, such as housing, workplace, shopping, and recreation, into compact, pedestrian-friendly, and mixed-use neighborhoods linked by transit and set in a larger regional open space framework.

"Nonpoint source pollution" means the same as defined in section 342E-1, Hawaii Revised Statutes.

"Overlay district" means an area where certain additional requirements are superimposed upon a base zoning district or underlying district and where the requirements of the base or underlying district may or may not be altered.

"Person" means individual natural persons; firms, partnerships, joint ventures, societies, associations, clubs, trusts, corporations, government agencies, and any other entities; and any officers, agents, successors, assigns, employees, factors, and any kind of personal representatives of any such entities, but not including the director of planning or the council.

"Point source pollution" means the same as defined in section 342E-1, Hawaii Revised Statutes.

"Pono" means goodness, uprightness, correct or proper procedure, excellence, or well-being.

"Prime, productive, and potentially productive agriculture lands" means lands having the best combination of soil qualities and growing conditions for the production of agricultural products such as food, fiber, and energy-producing crops.

"Productive agricultural land" means land that is capable of supporting sustained high yields of agriculture when treated and managed according to accepted farming methods and technology.

"Pyramid zoning" means a zoning scheme that allows lower, less intense uses, such as residences, to be located in higher, more intensive zoning districts, such as commercial or industrial.

"Resort destination area" means one of the planned resort destination areas of Ka'anapali, Kapalua, Makena, and Wailea, which is intended as a major tourist destination area, consistent with the general and community plans.

"Threatened species" means a species likely to become endangered if limiting factors are not reversed.

"Traffic-calming techniques" means planning tools intended to reduce motorist speed, decrease motor-vehicle volumes, and increase safety for pedestrians and users of non-motorized vehicles.

"Transfer of development rights" means a program that can relocate potential development from areas where proposed land use or environmental impacts are considered undesirable to another site chosen on the basis of its ability to accommodate additional units of development beyond that for which it was zoned, with minimal environmental, social, and aesthetic impacts.

"Transportation demand management" means various strategies that change travel behavior to increase transport system efficiency and achieve specific planning objectives.

"Transportation impact fees" means charges assessed by local governments against new development projects to recover the cost incurred by government in providing the public facilities required to serve this new development. Impact fees are only used to fund facilities (e.g., roads, bus stops, transit centers) that are directly associated with the new development.

"Transportation system management" means transportation strategies designed to improve both the movement of people and goods and the operational efficiency of the existing transportation system at minimal cost.

"Urban expansion" means new growth areas typically located at the edge of an existing community and often include urban uses, such as housing, commercial, retail, or recreational uses.

"Urban forest" means, in an urbanized area, trees and associated organisms, tree-lined roadways, and tree-shaded open space or park space.

"Wetland" means those areas that are inundated or saturated by surface or groundwater at a frequency and duration sufficient to support, and that under normal circumstances, do support a prevalence of vegetation typically adapted for life in saturated soil conditions. Wetlands generally include swamps, marshes, bogs and similar areas.

"Wildland" means an area or region where the habitat remains in a natural state due to the minimization or prohibition of development and human activities that would alter the landscape and potentially harm the species that rely on the health of the ecosystem.

"Xeriscaping" means the practice of using native species and hardscape materials to create low-water-use landscaping.

(Ord. No. 4004, § 2, 2012; Ord. No. 3732, § 2, 2010; Ord. 3166 § 2 (part), 2004)

2.80B.030 - General plan.

- A. Exhibit A-1 of this chapter, entitled "The Countywide Policy Plan," which is on file with the office of the county clerk, is adopted as the countywide policy plan and by reference made a part of this chapter. Exhibit B of this chapter, entitled "The Maui Island Plan," which is on file with the office of the county clerk, is adopted as the Maui island plan and by reference made a part of this chapter. Exhibit C of this chapter, entitled "Long-Range Implementation Program," which is on file with the office of the county clerk, is adopted as chapter 10: long-range implementation program and by reference made a part of this chapter. The table of contents of the Maui Island Plan shall include Chapter 10: Long-Range Implementation Program.
- B. All agencies shall comply with the general plan, and administrative actions by agencies shall conform to the general plan, except for ministerial permits or approvals including, but not limited to, building permits, grading permits, plumbing permits, and electrical permits. All community plans, zoning ordinances, and subdivision ordinances shall conform to the general plan. Preparation of County budgets and capital improvement programs shall implement the general plan to the extent practicable. The countywide policy plan, Maui island plan, and community plans authorized in this chapter are and shall be the general plan of the County, as provided by section 8-8.5 of the revised charter of the County of Maui (1983), as amended.
- C. The documents that comprise the general plan shall constitute minimum compliance with the requirements set forth in this chapter, and shall be internally consistent, with compatible vision, principles, goals, policies, implementing actions, and land use maps. The planning period of the general plan shall be twenty years.
- D. The general plan shall be developed with public notification and participation, facilitated by the use of tools such as public opinion surveys, community design charrettes, public hearings and informational meetings, radio, newspaper, television, and other types of communication and direct consultation with different age, economic, and other groups.
- E. The general plan shall be developed after input from state and County agencies and the general public, and shall be based on sound policy and information. The general plan shall: indicate desired population and physical development patterns for each island and region within the County; address the unique problems and needs of each island and region; explain the opportunities and the social, economic, and environmental consequences related to potential developments; and set forth the desired sequence, patterns, and characteristics of future developments.

The general plan shall identify objectives to be achieved, and priorities, policies, and implementing actions to be pursued with respect to population density, land use maps, land use regulations, transportation systems, public and community facility locations, water and sewage systems, visitor destinations, urban design, and other matters related to development. The general plan shall also identify the vision, principles, goals, and policies for the County and for each island.
- F. Countywide Policy Plan. The countywide policy plan shall provide broad policies and objectives which portray the desired direction of the County's future. The countywide policy plan shall include:

1. A vision for the County;
 2. A statement of core themes or principles for the County; and
 3. A list of countywide objectives and policies for population, land use, the environment, the economy, and housing.
- G. Maui Island Plan. The Maui island plan shall include:
1. An island-wide land use strategy for the island of Maui that shall include the following:
 - a. Vision Statement. The vision statement shall reference the island's economy, land use patterns, environmental and cultural resources, and social environment.
 - b. Managed and Directed Growth Plan. The managed and directed growth plan shall describe existing and future land use patterns and planned growth for the twenty-year planning period and include a discussion on how these patterns are consistent with and support the vision, principles, goals, and policies of the County and the island of Maui. The managed and directed growth plan shall include a map that delineates urban and rural growth areas, consistent with, and illustrative of, the Maui island plan's vision, principles, goals, and policies.
 - c. Action Plan. The action plan shall identify specific programs, projects, and regulations that will need to be developed over the twenty-year planning period to implement the island's vision, principles, goals, and policies.
 2. Water Element. The water element shall assess and discuss water supply, demand, and quality.
 3. Nearshore Ecosystem Element. The nearshore ecosystem element shall assess the ecosystem in the nearshore waters of the County, and will discuss preservation and restoration of these waters.
 4. Implementation Program. The implementation program shall include a capital improvement element, a financial element, and an implementation schedule.
 - a. Capital Improvement Element. The capital improvement element shall describe regional infrastructure systems and regional public facilities and services that will be needed over the twenty-year planning period.
 - b. Financial Element. The financial element shall describe a fiscally sound financial program for identified actions and capital improvements. Preparation of the County's annual operating budget and capital program, respectively developed pursuant to sections 3.04.030 and 3.04.040 of this code, shall implement the general plan to the extent practicable.
 - c. Implementation Schedule. The implementation schedule shall identify and numerically prioritize specific actions, the implementation actions' commencement and completion dates, the lead implementation agency or person, the estimated implementation cost, and the anticipated funding source or sources.

5. Milestones. The Maui island plan shall contain specific milestones designed to measure progress in the implementation of the Maui island plan's vision, principles, goals, and policies. In assessing each milestone, due consideration shall be given to federal, state, and County economic, demographic, and other significant quality-of-life indicators.
- H. Technical Plans and Studies. As part of the planning director's proposed decennial revisions to the general plan, the planning director shall prepare the following technical plans and studies:
1. Socio-Economic Forecast. The socio-economic forecast shall include twenty-year forecasts of resident and de facto population; age distribution; job growth by industry; migration; income; housing demand, labor demand, and unemployment; and average visitor census, visitor arrivals, visitor expenditures, and other relevant data about visitors. The data shall be analyzed assuming at least two different rates of population and economic growth. The data shall be provided for the County as a whole, by island, and by community plan area. At least every two years, the planning director shall propose a new socio-economic forecast pursuant to this chapter, unless the forecast is included as part of the planning director's proposed decennial revisions to the general plan.
 2. Infrastructure Study. The infrastructure study shall assess the adequacy, limitations, and opportunities relating to physical infrastructure, including public facilities, water systems, health care systems, and telecommunications systems. In particular, for each assessed component of physical infrastructure, the study shall assess future system requirements and costs based on the following: population projections over the twenty-year planning period; national or local planning standards; a baseline inventory of current capacity; and existing capacity deficits or excesses relating to national or other appropriate standards.
 3. Additional Resource Study. The additional resource study shall assess additional resources, including environmental, historic, cultural, educational, scenic, and significant view plane resources.
- I. Status Reports. Each agency shall prepare a status report on its implementation and enforcement of the general plan, which shall be transmitted to the planning director at the same time the agency submits the third-quarter budget implementation report pursuant to section 3.04.050 of this code. The planning director shall also contact persons outside County government for status reports on appropriately assigned implementation actions. The planning director shall issue a report annually providing a detailed explanation of the implementation and enforcement of the general plan and the community plans to the mayor and the council.

(Ord. No. 4175, § 1, 2014; Ord. No. 4126, § 1, 2014; Ord. No. 4004, § 3, 2012; Ord. No. 3979, § 1, 2012; Ord. No. 3732, § 3, 2010; Ord. 3405 § 1, 2006; Ord. 3353 § 1, 2006; Ord. 3166 § 2 (part), 2004)

2.80B.040 - General plan advisory committees.

- A. At least every ten years (decennial), the planning director shall prepare and recommend proposed revisions to the general plan.
- B. There shall be separate general plan advisory committees for the islands of Lānaʻi , Maui, and Molokaʻi to comment, advise, and provide recommendations to the planning director regarding the proposed revisions prepared and recommended by the planning director, as follows:
 - 1. The Lānaʻi general plan advisory committee shall be composed of thirteen members, nine appointed by the council and four appointed by the mayor.
 - 2. The Maui general plan advisory committee shall be composed of twenty-five members, one appointed by the mayor from each Maui community plan area, four appointed by the council from the Wailuku-Kahului community plan area, and three appointed by the council from each of the other Maui community plan areas.
 - 3. The Molokaʻi general plan advisory committee shall be composed of thirteen members, nine appointed by the council and four appointed by the mayor.
- C. The planning director shall be responsible for providing staff to support the work of the general plan advisory committees, which shall include department staff and, at the discretion of the planning director, outside consultant services. Each general plan advisory committee shall select a chair and vice-chair and shall adopt rules relating to committee meetings.
- D. Time limits for general plan advisory committee review of the countywide policy plan and the Maui island plan:
 - 1. No later than one hundred twenty days after the Maui, Molokaʻi and Lānaʻi general plan advisory committees hold their respective first public meeting after their receipt of the countywide policy plan, the general plan advisory committees shall forward their recommendations and proposed revisions to the planning director unless the council, by resolution, extends the time within which to forward the recommendations.
 - 2. No later than one hundred eighty days after the Maui general plan advisory committee holds its first public meeting after its receipt of the Maui island plan, the Maui general plan advisory committee shall forward its recommendations and proposed revisions to the planning director unless the council, by resolution, extends the time within which to forward the recommendations.

(Ord. 3405 § 2, 2006; Ord. 3166 § 2 (part), 2004)

2.80B.050 - Decennial revisions to the general plan.

- A. In processing proposed decennial revisions to the general plan, the planning director shall:
 - 1. Simultaneously transmit the planning director's proposed revisions to the countywide policy plan to the three general plan advisory committees;
 - 2. Transmit the planning director's proposed Maui island plan to the Maui general plan advisory committee;

3. Make the revisions to the countywide policy plan and the Maui island plan prepared and recommended by the planning director available for public inspection and copying pursuant to the Uniform Information Practices Act; and
 4. Assist the general plan advisory committees to conduct public meetings, public workshops, and public hearings.
- B. Time limits for the planning director to transmit general plan advisory committee recommendations regarding the countywide policy plan and Maui island plan to the planning commissions:
1. Within thirty days after the Maui, Molokaʻi, and Lānaʻi general plan advisory committees forward their respective recommendations and proposed revisions to the countywide policy plan to the planning director, the planning director shall place, on a meeting agenda for the planning commission of the same island as the general plan advisory committee, the proposed revisions prepared and recommended by the planning director and the general plan advisory committee's recommendations and proposed revisions.
 2. Within thirty days after the Maui general plan advisory committee forwards its recommendations and proposed revisions to the Maui island plan to the planning director, the planning director shall place on a meeting agenda for the Maui planning commission the proposed revisions to the Maui island plan prepared and recommended by the planning director and the recommendations and proposed revisions to the Maui island plan recommended by the Maui general plan advisory committee.
- C. Time limits for planning commission review of the countywide policy plan and the Maui island plan:
1. No later than one hundred twenty days after the Maui, Molokaʻi, and Lānaʻi planning commissions hold their respective first public hearing to discuss the countywide policy plan, the planning commissions shall transmit the following to the council: the proposed revisions prepared and recommended by the planning director; the general plan advisory committee's recommendations and proposed revisions; and the planning commission's recommendations, findings, and proposed revisions. The council may, by resolution, extend the time within which the transmittal may be made.
 2. No later than one hundred eighty days after the Maui planning commission holds its first public hearing to discuss the Maui island plan, the Maui planning commission shall transmit the following to the council: the proposed revisions prepared and recommended by the planning director; the general plan advisory committee's recommendations and proposed revisions; and the planning commission's recommendations, findings, and proposed revisions. The council may, by resolution, extend the time within which the transmittal may be made.
- D. Time limits for council review of the countywide policy plan and the Maui island plan:
1. No later than one year after receipt of the countywide policy plan pursuant to subsection C.1 of this section, the council shall adopt the countywide policy plan by ordinance following a public hearing. The council may, by resolution, extend

the time within which the ordinance must be enacted. Upon the adoption of the countywide policy plan, the Moloka'i and Lāna'i general plan advisory committees shall be disbanded.

2. No later than one year after receipt of the Maui island plan pursuant to subsection C.2 of this section, the council shall adopt the Maui island plan by ordinance following a public hearing, except for the implementation program component. No later than one year after the effective date of the ordinance adopting the Maui island plan, the council shall adopt the implementation program component of the Maui island plan by ordinance following a public hearing. Nothing in this section shall prohibit the council from adopting the Maui island plan in its entirety within one year from its receipt. The council may, by resolution, extend the time within which the ordinances must be enacted. Upon the adoption of the Maui island plan, including the implementation program component, the Maui general plan advisory committee shall be disbanded.
- E. The documents that comprise the general plan and any revisions thereto shall be in printed form and shall be attached to and be incorporated by reference into the ordinances adopting the general plan.
 - F. The Maui general plan advisory committee may begin its review of the Maui island plan prior to its final review and recommendations on the countywide policy plan, provided that the Maui general plan advisory committee shall make its final recommendations on the countywide policy plan concurrent with or prior to its recommendations on the Maui island plan.

(Ord. No. 3979, § 2, 2012; Ord. No. 3615, § 1, 2009; Ord. 3405 § 3, 2006; Ord. 3166 § 2 (part), 2004)

2.80B.060 - Nondecennial amendments to the countywide policy plan and Maui island plan.

- A. Nondecennial amendments to the countywide policy plan and Maui island plan may be proposed by the planning director or by the council by resolution. All proposed amendments shall be referred to the appropriate planning commission for findings and recommendations. Proposals for nondecennial amendments made pursuant to this subsection shall be processed in accordance with sections 8-8.4 and 8-8.6 of the revised charter of the County of Maui (1983), as amended.
- B. Nondecennial amendments to the countywide policy plan and Maui island plan enacted pursuant to section 2.80B.050 may be proposed by a person during July of each year, provided that such amendments shall not be accepted within one year after the enactment of a decennial revision to either the countywide policy plan or the Maui island plan. Applications shall follow the procedures set out in sections 19.510.010 and 19.510.020 of this code, shall include the application fee as set forth in the annual budget, and shall be processed as if prepared by the planning director pursuant to section 8-8.4 of the revised charter of the County of Maui (1983), as amended. An environmental assessment or environmental impact statement prepared in accordance with chapter 343, Hawaii Revised Statutes, shall be submitted along with the application.

- C. Prior to approving any amendment to the countywide policy plan pursuant to this section, the council shall hold public hearings on Lānaʻi , Maui, and Molokaʻi on the bill incorporating the amendment. Prior to approving any amendment to the Maui island plan pursuant to this section, the council shall hold a public hearing on Maui on the bill incorporating the amendment.
- D. Nothing in this section shall prevent concurrent processing of other actions related to a proposed amendment. Where an amendment to the countywide policy plan or Maui island plan directly triggers an amendment to a community plan, such matters shall be processed concurrently, subject to subsection 2.80B.110.A.

(Ord. No. 4176, § 2, 12-19-2014; Ord. 3405 § 4, 2006; Ord. 3166 § 2 (part), 2004)

2.80B.070 - Community plans.

- A. Community plans shall be developed after input from state and County agencies and the general public, and shall be based on sound policy and information. Each community plan shall include implementing actions that clearly identify priorities, timelines, estimated costs, and the County department accountable for the completion of the implementing actions. Community plans shall implement the general plan's vision, principles, goals, and policies. Each community plan shall contain the requirements set forth in subsection E. Each community plan shall include a land use map showing the community plan area to which it is applicable. The planning period of each community plan shall be twenty years.
- B. Each community plan shall be developed with public notification and participation, facilitated by the use of tools such as public opinion surveys, community design charrettes, public hearings and informational meetings, radio, newspaper, television, and other types of communication and direct consultation with different age, economic, and other groups.
- C. The following community plans are incorporated by reference and adopted pursuant to this chapter:
 - 1. Hana Community Plan - Ordinance No. 2347 (1994), as amended.
 - 2. Paia-Haiku Community Plan - Ordinance No. 2415 (1995), as amended.
 - 3. Kahoolawe Community Plan - Ordinance No. 2413 (1995), as amended.
 - 4. West Maui Community Plan - Ordinance No. 2476 (1996), as amended.
 - 5. Makawao-Pukalani-Kula Community Plan - Ordinance No. 2510 (1996), as amended.
 - 6. Kihei-Makena Community Plan - Ordinance No. 2641 (1998), as amended.
 - 7. Lānaʻi Community Plan - Ordinance No. 4343 (2016), as amended.
 - 8. Molokaʻi Island Community Plan (2018).
 - 9. Wailuku-Kahului Community Plan - Ordinance No. 3061 (2002), as amended.

- D. Exhibit B of this chapter is a map showing, in general, the community plan areas referred to in subsection B and an indication of the boundaries of the community plan areas.
- E. Each community plan shall contain:
1. A statement of the major problems and opportunities concerning the needs and development of the community plan area;
 2. A statement of the social, economic, and environmental effects of such development;
 3. The desired sequence, patterns, and characteristics of future development;
 4. A description of the community plan area;
 5. A statement of planning standards and principles relating to land uses within the community plan area;
 6. A statement of urban and/or rural design principles and objectives for the community plan area;
 7. For community plan areas on the island of Maui, urban and rural growth boundaries and a map delineating urban and rural growth areas, consistent with the general plan;
 8. For community plan areas on the island of Maui, a designation of specific land uses within the urban and rural growth areas;
 9. A list of areas, sites, and structures recognized as having historical or archaeological significance, and a list of scenic sites and resources;
 10. A description of a projected multi-modal transportation system showing existing and proposed roadways, transit corridors, bikeways, and major thoroughfares;
 11. Statements of intention relating to the location or improvement of all public service and transportation facilities;
 12. Statements setting forth:
 - a. Problems relating to land uses; and
 - b. Projections relating to social, economic, and environmental effects of proposed development;
 13. A statement of desired population density including visitors and residents;
 14. Specific land use designations based on property lines, to the extent practicable. Notwithstanding the foregoing, a community plan may contain one or more project districts wherein permitted land uses are identified by percentage of total acreage and density in conformance with the general plan and community plan; provided, however, that the council shall subsequently zone each project district consistent with the identified land uses after holding a public hearing in the applicable community plan area;
 15. A list of streetscape and landscaping principles and desired streetscape and landscaping improvements; and

16. An Action Element. The action element shall identify specific programs, projects, and regulations that need to be developed over the twenty-year planning period to implement the community plan. Further, identification of specific programs, projects, and regulations that need to be accomplished during the first ten years of that planning period shall be separately identified. This element shall include a prioritized general schedule and identify each implementing agency or person.
- F. Implementation Program. The implementation program shall include a capital improvement element, a financial element, and an implementation schedule.
1. Capital Improvement Element. The capital improvement element shall describe infrastructure systems and public facilities and services that will be needed over the twenty-year planning period, in two-year increments, to implement the community plan's vision, principles, goals, and policies. Consideration shall be given to roads, sidewalks, bike paths, and pedestrian ways; local water and utility systems; local drainage improvements; community and neighborhood parks; and local public facilities.
 2. Financial Element. The financial element shall describe a fiscally sound financial program for identified actions and capital improvements. Preparation of the County's annual operating budget and capital improvement program, respectively developed pursuant to sections 3.04.030 and 3.04.040 of this code, shall implement the community plans to the extent practicable.
 3. Implementation Schedule. The implementation schedule shall identify and numerically prioritize specific actions, the implementation actions' commencement and completion dates, the lead implementation agency, the estimated implementation cost, and the anticipated funding source or sources.
- G. Milestones. Each community plan shall contain specific milestones designed to measure progress in the implementation of the community plan's vision, principles, goals, and policies. In assessing each milestone, due consideration shall be given to federal, state, and County economic, demographic, and other significant quality-of-life indicators.
- H. Status Reports. Each agency shall prepare a status report on its implementation and enforcement of the community plans, which shall be transmitted to the director of planning at the same time the agency submits the third-quarter budget implementation report pursuant to section 3.04.050 of this code. The planning director shall issue annually a report providing a detailed explanation of the implementation and enforcement of the general plan and the community plans to the mayor and the council.

([Ord. No. 4920](#), § 3, 2018; [Ord. No. 4343](#), § 2, 2016; Ord. 3405 §§ 5, 6, 2006; Ord. 3166 § 2 (part), 2004)

2.80B.080 - Community plan advisory committees.

- A. Each of the County's nine community plans shall, to the extent practicable, be updated within ten years (decennially) of the respective plan's adoption. The decision as to the order of updating the nine community plans shall be decided by the council.

- B. There shall be a community plan advisory committee for each community plan area set forth in section 2.80B.070.B. Except for the community plan advisory committee for the Kahoolawe community plan, each community plan advisory committee shall consist of residents of the corresponding community plan area and shall hold all meetings in the corresponding community plan area.
- C. Each community plan advisory committee shall be composed of thirteen members, nine appointed by the council and four by the mayor. In making such appointments, the council and the mayor shall strive for diversity and balance of age, gender, background, profession, heritage, experience, and ideology on each committee. The council and the mayor shall give priority to people who have a strong connection to all parts of the corresponding community plan area and have expressed a strong commitment to participate in and attend all committee meetings. Prior or current service as a member of a general plan advisory committee shall not disqualify an individual from serving on a community plan advisory committee. Each community plan advisory committee is charged with reviewing and recommending revisions to the community plan for its community plan area. The mayor and council shall appoint the members of each community plan advisory committee in accordance with the timing established in subsection A and the following procedure:
1. The department of planning shall submit to the council a request to initiate the establishment of a community plan advisory committee, including the requested deadline for appointment of the members.
 2. The council shall establish a community plan advisory committee information sheet, application, and nominee contact information form.
 3. The council shall issue a press release seeking applications for a community plan advisory committee by a requested deadline.
 4. The council may extend the deadline for applications in the event it does not receive a sufficient number of qualified applicants.
 5. The council shall appoint nine community plan advisory committee members by resolution.
- D. Each community plan advisory committee shall select a chair and vice-chair, and may recommend to the mayor, for the mayor's appointee, or the council, for the council's appointee, the removal of any committee member who has three unexcused absences from scheduled meetings. The committee may adopt administrative rules pursuant to chapter 91, Hawaii Revised Statutes. The planning director shall be responsible for providing staff to support the work of the community plan advisory committees, which shall include department staff and, at the planning director's discretion, outside consultant services. Each community plan advisory committee shall hold at least seven public workshops at times and locations convenient to the general public to allow public participation in the process. The public workshops shall be facilitated by a qualified professional and shall include one or more table-top exercises where the public will be invited to provide input using maps and other devices.

- E. Within one hundred eighty days after its first meeting, a community plan advisory committee shall forward its recommended revisions to the planning director. The council may, by resolution, extend the time within which the recommended revisions shall be forwarded.
- F. Each community plan advisory committee shall remain in existence until enactment of an ordinance adopting the decennial revision to the relevant community plan.

([Ord. No. 4801](#) §§ 1, 2, 2018; Ord. No. 4016, § 1, 2013; Ord. 3405 §§ 7, 8, 2006; Ord. 3166 § 2 (part), 2004)

2.80B.090 - Decennial revisions to the community plans.

- A. In processing proposed decennial community plan revisions, the planning director shall:
 - 1. Transmit revisions prepared and recommended by the planning director to the appropriate community plan advisory committee;
 - 2. Make the revisions prepared and recommended by the planning director available for public inspection and copying pursuant to the Uniform Information Practices Act; and
 - 3. Assist the appropriate community plan advisory committee to conduct public meetings, public workshops, and public hearings.
- B. Within thirty days after a community plan advisory committee has forwarded its recommended revisions, the planning director shall place the community plan advisory committee's recommended revisions on a meeting agenda of the appropriate planning commission for a meeting in the community plan area.
- C. No later than one hundred eighty days after the appropriate planning commission holds its first public hearing, the planning commission shall transmit the community plan advisory committee's recommended revisions and the planning commission's findings and recommendations to the council. The council may, by resolution, extend the time within which the transmittal may be made.
- D. No later than one year after receipt of a transmittal pursuant to subsection C, the council shall adopt the community plan by ordinance following a public hearing in the community plan area. The council may, by resolution, extend the time within which the ordinance must be enacted.
- E. The community plans, and any revisions thereto, shall be in printed form and shall be attached to and be incorporated by reference into the ordinances adopting the respective plans.
- F. Nothing in this section shall prevent concurrent processing of other actions related to the decennial revisions to the community plans. Where a decennial revision to a community plan directly triggers an amendment to the general plan, such matters shall be processed concurrently.

(Ord. No. 3615, § 2, 2009; Ord. 3405 § 9, 2006; Ord. 3166 § 2 (part), 2004)

2.80B.100 - Nondecennial amendments to community plans proposed by the planning director or the council.

- A. Nondecennial amendments to community plans may be proposed by the planning director or by the council by resolution. All proposed amendments shall be referred to the appropriate planning commission for findings and recommendations. Proposals for nondecennial amendments to a community plan made pursuant to this section shall be processed in accordance with sections 8-8.4 and 8-8.6 of the charter.
- B. Prior to approving any amendment to a community plan enacted pursuant to section 2.80B.090 of this chapter, the council shall hold a public hearing regarding the amendment in the relevant community plan area.
- C. Nothing in this section shall prevent concurrent processing of other actions related to a proposed amendment. Where an amendment to a community plan directly triggers an amendment to the general plan, such matters shall be processed concurrently. (Ord. 3317 § 2, 2005; Ord. 3166 § 2 (part), 2004.

2.80B.110 - Nondecennial amendments to community plans proposed by a person.

- A. Nondecennial amendments to community plans other than those enacted pursuant to section 2.80B.090 of this chapter may be proposed by a person at any time. Nondecennial amendments to any community plan enacted pursuant to section 2.80B.090 of this chapter, except the Moloka'i community plan, may be proposed by a person during July of each year, provided that such amendments shall not be accepted within one year after the enactment of the community plan pursuant to section 2.80B.090 of this chapter. Nondecennial amendments to the Moloka'i community plan enacted pursuant to section 2.80B.090 of this chapter may be proposed by a person during July of each year, provided that such amendments shall not be accepted within five years after the enactment of a decennial revision to the community plan pursuant to section 2.80B.090 of this chapter.
- B. Applications shall follow the procedures set out in sections 19.510.010 and 19.510.020 of this code, shall include the application fee as set forth in the County budget, and shall be processed as if prepared by the planning director pursuant to section 8-8.4 of the charter. An environmental assessment or environmental impact statement prepared in accordance with chapter 343, Hawaii Revised Statutes, shall be submitted along with the application.
- C. No later than one year after receipt of the planning commission's transmittal pursuant to section 8-8.4 of the charter, the council shall review and act upon any proposed amendment to a community plan enacted pursuant to section 2.80B.090 of this chapter.
- D. Prior to approving any amendment to a community plan enacted pursuant to section 2.80B.090 of this chapter, the council shall hold a public hearing regarding the amendment in the relevant community plan area.
- E. Nothing in this section shall prevent concurrent processing of other actions related to a proposed amendment.
- F. Effect of Adoption of the General Plan and the Community Plans. Until revised or amended pursuant to this chapter, the general plan and the current community plan

for each community plan district shall remain in full force and effect.

(Ord. 3405 § 10, 2006; Ord. 3317 § 3, 2005; Ord. 3166 § 2 (part), 2004.

Appendix C: Comparative Assessment

1. INTRODUCTION

The Matrix Consulting Group was retained by Maui County to evaluate alternative approaches to expedite the current Community Plan update process. The intent of this study is to identify opportunities to streamline the process in order to more effectively meet the current adopted goal of updating each community plan every 10 years.

As part of this analysis, the Matrix Consulting Group conducted an in-depth comparative analysis of seven jurisdictions – Hawaii County, Honolulu County, Kauai County, City of Minneapolis, City of San Diego, City / County of San Francisco, and City of Seattle. The goal of this comparative analysis was to determine how other jurisdictions conduct their community planning process, the amount of staff devoted, the level of updates, and the involvement of the public, Planning Commission, and elected legislative body in the update / development process.

The following sections provide an introduction to the communities surveyed and how they compare to Maui County, followed by an overview of the overall process, staffing review, review / approval bodies (advisory and regulatory), and any other unique elements of their community plan process.

2. COMPARATIVE BACKGROUND INFORMATION

The seven jurisdictions (three Hawaii counties and four mainland jurisdictions) were chosen due to their similarity in governance and organizational structure (city / county operations) and/or due to the extensive community planning / small area planning focus in the jurisdiction. The following table provides by jurisdiction the following information: land area, population, the total number of community / small area plans, and the number of residents per planning area:

Jurisdiction	Size (Sq. Mi.)	Population	# of Community Plans	# of Residents Per Community Plan
Hawaii County, HI	5,087	201,513	7	28,788
Honolulu County, HI	2,128	974,563	8	121,820
Kauai County, HI	1,266	72,293	8	9,037
Minneapolis, MN	57	425,403	24	17,725
San Diego, CA	372	1,426,000	52	27,423
San Francisco, CA	232	883,305	22	40,150

Jurisdiction	Size (Sq. Mi.)	Population	# of Community Plans	# of Residents Per Community Plan
Seattle, WA	142	744,955	13	57,304
Maui County, HI	2,398	167,417	9	18,602

Among the jurisdictions surveyed, Hawaii County is the largest in size, while the City of San Diego is the largest in population and also has the greatest number of community plans. Maui County has the greatest number of community plans in the State of Hawaii. In relation to the number of residents per community plan, Honolulu County has the greatest number (approximately 122,000 residents) compared to Kauai County with only 9,000 residents per community planning area. Maui County is most comparable to the City of Minneapolis and San Diego in terms of residents per community planning area.

3. OVERALL COMMUNITY PLANNING PROCESS

The project team contacted each of the seven jurisdictions to discuss the overall process associated with developing or updating the community plans to gather key information regarding their community planning process including: whether the community plans are dictated by statute or ordinance, the frequency of updates, elements that must be included in the plan, and the target timeline. The following table summarizes this information by jurisdiction:

Jurisdiction	Statute / Ordinance	Update Frequency	Elements	Target Timeline to Develop Plan
Hawaii County, HI	Yes	10 years	Land Use Infrastructure	3 years
Honolulu County, HI	Yes	5 years	Infrastructure Land Use	3-4 years
Kauai County, HI	Yes	10 years	Land Use Policy / Action Plan	2 years
Minneapolis, MN	No	None	Land Use Urban Design Transp. Econ. Dev.	1.5 – 2 years
San Diego, CA	No, Part of General Plan	Informal (20 years)	Land Use Econ. Dev. Infrastructure Open Space	3.5 years
San Francisco, CA	No	None	Policy Framework	3 years
Seattle, WA	No, Part of General Plan	None	Land Use	3.5-4 years

Jurisdiction	Statute / Ordinance	Update Frequency	Elements	Target Timeline to Develop Plan
Maui County, HI	Yes	10 years	Chapter 2.80B (16 elements)	3.5 years

Based upon the overall community planning process, the state of Hawaii is unique in that its jurisdictions not only have a statutory (charter) or ordinance-based requirement for the community plans, and also has a timeframe for the update of the community plans. Other than Honolulu County, all of the other Hawaii counties require that these plans be updated every 10 years.

It is important to note that until 2019, the City of Minneapolis used to develop community plans; however, its most recent update of the comprehensive plan has incorporated all of the specific elements of the community plans into the larger plan. Historically, the General Plan dictated that there needed to be smaller community plans to represent the uniqueness within the City. For the cities of San Diego and Seattle, the development of the community plans is part of the larger General Plan Policy framework. The City of San Francisco is unique in that the development of these Community Plans is primarily based upon legislative, zoning, or community-based action. Neighborhood groups may work with City / County Council to request a community plan, or Planning staff may recommend to City Management that a certain area of the City be studied for the purpose of developing a specific community plan.

As the jurisdictions on the continental United States don't have a mandate by charter or ordinance to develop these plans, there is no formalized timeline associated with the update of these plans. The only exception is the City of San Diego, which has an informal timeline of approximately 20 years, consistent with the City's internal General Plan update timeframe.

In reviewing the specific elements that are required in a Community Plan, the jurisdictions have a wide variation in the required elements addressed in the plan. Some of the key themes of elements that are typically included in a community plan for the surveyed communities:

- **Land Use:** The community plan is at its base a planning document and therefore all of these documents have key components regarding the types of land use designations. Depending upon the jurisdiction the level of detail in relation to land use can be drilled down to the parcel level within those communities.
- **Infrastructure:** Many of the jurisdictions surveyed include items related to infrastructure needs as part of the community plan. In some jurisdictions this can

be as simple as identifying the need for new roads, pathways, or parks as part of individual smaller elements and in others it was more in-depth with references to public financing plans or capital improvement plans.

- **Policy Framework / Action Plans:** Only two of the jurisdictions surveyed mentioned a policy framework and action plan as critical elements that must be included in their community plans. For the City of San Francisco, the policy or action element is generally the impetus for the community plans; hence, why it is a critical component. In Kauai County, it is identified as a key element that must be included in all community plans to ensure that there is accountability for implementation of those community plans.

Based upon these key themes, the County of Maui is unique in the 16 detailed elements that are identified in the charter that must be included in all community plans. The only other jurisdiction surveyed with extremely detailed provisions is Honolulu County. Chapter 24 of the Honolulu County Municipal Code outlines the details regarding the Development Plans. The development plan must include: land use categories, urban design, open space, historical significance, public buildings, the social impact of development, and an annual reporting process.

Timeframe for Completing an Update

Most jurisdictions surveyed have a targeted timeline of less than four years. The four year mark was identified as the high end of the timeline to ensure that the data used in the development of the plans was not out of date and that there would be no public engagement fatigue. The shortest target timeline was identified by Kauai County at 2 years, due to a concern that a longer timeframe would result in the public losing interest in the project and the results of the plan being out of date upon adoption. In their target scenario, Year 1 is the public engagement phase, and Year 2 is primarily to present to the Planning Commission and the Council for the review and approval process.

The most common timeframe is between 3 - 3.5 years, which is similar to the County of Maui's target timeline of 3.5 years. In this timeframe, the typical breakdown is as follows:

- **Pre-Planning:** Prior to the official launch of the community planning process the Planning staff puts together a detailed plan outlining the steps for the process (i.e. community engagement, draft development, reviews, and approval). This pre-planning phase in some jurisdictions is considered part of public engagement and in other jurisdictions is outside of the target timeline and can vary between 1-3 months, depending upon the level of pre-planning.

- **Public Engagement:** For all of the jurisdictions surveyed, public engagement is an on-going component. However, the dedicated public engagement piece was identified as between 50-60% of the target timeline. Therefore, the public engagement component would be approximately 1 year (Kauai) to a maximum of 2 years (Seattle and Honolulu County). This timeframe is consistent with the County of Maui, which has an 18 month public engagement phase.
- **Citizen Committee / Community Group:** While all of the jurisdictions surveyed have citizen and community involvement, only some of the jurisdictions surveyed actually had a formalized committee or group. The three jurisdictions with the formalized citizen groups were Honolulu County, City of Minneapolis, and City of San Diego. It is important to note that in the City of San Diego the Community Planning Groups are also responsible for ensuring appropriate implementation and follow through on the Community Plans. None of the jurisdictions with a formalized citizen committee have the citizen committees actually draft the plan, their role is more advisory in capacity. These groups are typically appointed by Planning division staff in conjunction with the community members, rather than council members or the elected body. For those jurisdictions with the formalized groups, the timeline for the steering committee is built into the public engagement phase. The County of Maui is unique in that in addition to the 18 month public engagement phase, there is a 6 month Community Plan Advisory Committee (CPAC) component.
- **Planning Commission:** Only the City of Seattle does not require a Planning Commission recommendation or approval for its community plans, as they can go straight to the legislative body. For all other entities, it is a minimum requirement that the Community Plan be recommended by Planning Commission to council. In certain jurisdictions surveyed such as City of San Francisco and City of San Diego the role of the Planning Commission is extremely minimal. In other jurisdictions such as the Hawaii counties the Planning Commission is an advisory body that can also rewrite portions of the plan. The timeframe for Planning Commission is as little as 1 month for San Francisco and San Diego or as long as 3-4 months for the Hawaii counties. The County of Maui is the only jurisdiction that grants the Planning Commission six months to make recommendations on the plan. Some of the jurisdictions surveyed identified that Planning Commission timeframe is minimal for recommendation as they typically involve Planning Commission in every step of the process and engage them in the studies when they begin the public engagement phase.

- Council / Elected Body:** All jurisdictions surveyed require Council or legislative approval for the community plans. This approval process requires presentation and approval at a Council subcommittee or commission and then approval at the larger council meeting. For some jurisdictions, such as the City of Minneapolis, the Council approval process is fairly cursory and can consist of 2-3 months; whereas for Honolulu County, each community plan is a County Bill and the hearing process can take up to 2 years. The County of Maui's timeline of 1 year for County Council is on the higher end, as the majority of jurisdictions are in the 3-6 month range for Council. Each jurisdiction did clarify that Council does have the authority to grant themselves extensions or additional meetings as necessary for the approval of community plans.

Based upon the points identified in this section, the County of Maui is fairly unique from the other jurisdictions surveyed. The uniqueness of the County is in relation to its very prescriptive elements in Chapter 2.80B, its requirement that there be a formalized citizen committee in addition to the public engagement phase, which can write portions of the plan, and that there are lengthy timeframes assigned to each advisory / approving body.

Community Development Plan Development and Approval Process

As part of the review of the overall process, the project team also evaluated the roles and responsibilities of the planning staff as the developers and writers of the plan, as well as if the plans go through different layers of approval. The following table shows by jurisdiction the responsible party for drafting the plan, and whether the plan goes through a review and approval process by a citizen or support committee, the planning commission, and the legislative body.

Jurisdiction	Developer / Writer	Citizen Committee	Planning Commission	Council / Legislative Body
Hawaii County, HI	Planning Staff		X	X
Honolulu County, HI	Planning Staff	X	X	X
Kauai County, HI	Planning Staff		X	X
Minneapolis, MN	Planning Staff	X	X	X
San Diego, CA	Planning Staff	X	X	X
San Francisco, CA	Planning Staff		X	X
Seattle, WA	Planning Staff			X
Maui County, HI	Planning Staff / CPAC	X	X	X

For all jurisdictions surveyed other than the County of Maui, the writers and developers of the initial draft plan are planning staff. The County of Maui allows the Community Plan Advisory Committee (CPAC) to review and rewrite the plan as necessary. Hawaii County,

Kauai County, San Francisco, and Seattle do not have formalized citizen advisory committees involved in the community development plan process. A Planning Commission is involved in either an advisory capacity or recommendation for approval capacity in all jurisdictions except for the City of Seattle. All jurisdictions require Council or legislative body approval.

4. COMMUNITY PLANNING TIMELINE

While the previous section outlined the target timeline utilized by jurisdictions., it was clear when talking with jurisdictions that very few jurisdictions were able to achieve the targeted timeline. The following table summarizes by jurisdiction, the target timeline and the actual time to complete updates or develop new community plans.

Jurisdiction	Target Timeline	Actual Timeline
Hawaii County, HI	3 years	6-7 years
Honolulu County, HI	3-4 years	7 years
Kauai County, HI	2 years	6 years
Minneapolis, MN	1.5 – 2 years	3 years
San Diego, CA	3.5 years	4 years
San Francisco, CA	3 years	4 years
Seattle, WA	3.5-4 years	4 years
Maui County, HI	3.5 years	5 years for Moloka'i⁷

Most jurisdictions are not meeting their targeted timeline. The jurisdictions that are closest to their targeted timeline are those that have a combined public engagement and citizen advisory process and that also involve the Planning Commission from the beginning of the project rather than at the end of the project.

The Hawaii jurisdictions have a longer actual timeframe than the other surveyed jurisdictions, in part because they have more rigorous requirements in their charters or ordinances that regulate the process.

5. COMMUNITY PLANNING ORGANIZATIONAL STRUCTURE & STAFFING

As part of the comparative analysis, the project team also asked jurisdictions information regarding the organizational structure of the department / division responsible for community plans as well as the number of staff involved, including the use of any consultants. The following table summarizes the organizational structure and staffing model in use by the surveyed jurisdictions:

⁷ The most recent plan completed by the County.

Jurisdiction	Planning Division	# of Staff	Use of Consultants	Other Departments
Hawaii County, HI	Long Range	5 Planners 1 Planning Mgr	Yes – only for technical resources	Public Works
Honolulu County, HI	Entire Department	3 Planners	Yes – technical + report writing	Public Works
Kauai County, HI	Long Range	2 Planners 1 GIS Analyst 1 Manager	Yes – technical + report writing	Public Works Housing Office Mayor's Office
Minneapolis, MN	Long Range	8 Planners 1 Admin 1 Manager	Yes – technical + report writing	Public Works
San Diego, CA	Community Planning and Implementation Assistance	16 Planners 1 Planning Manager	Yes (minimal) – technical resources only	IT (GIS) Mobility Cultural Resources
San Francisco, CA	Land Use Team	8 Planners 1 Admin 1 Manager	Yes – only for economic feasibility analyses	Public Works Environmental
Seattle, WA	Neighborhood Planning	5 Planners 1 Planning Manager	No	Long Range Planning Public Works
Maui County, HI	Long Range	3.5 Planners 2 GIS Analysts 1 Manager	Yes – technical + report writing	None

For all of the jurisdictions surveyed, only Honolulu County utilizes the entire Planning department to develop the community plans. All of the other jurisdictions surveyed develop the plans as part of the Long Range Division or a sub-set of the division. It is important to note that unlike Maui, in some jurisdictions (San Diego and Honolulu County) the Community Planning implementation staff is also the same staff who write and develop the community plans.

The number of staff dedicated to the community planning process varies widely across the jurisdictions depending upon a variety of factors. The following table breaks down the by jurisdiction, the number of planning staff (planners only), the number of community plans, and the ratio of planners per community plan:

Jurisdiction	# of Planners	# of Community Plans	# of Planners per Community Plan
Hawaii County, HI	5	7	0.71
Honolulu County, HI	3	8	0.38
Kauai County, HI	2	8	0.25

Jurisdiction	# of Planners	# of Community Plans	# of Planners per Community Plan
Minneapolis, MN	8	24	0.33
San Diego, CA	16	52	0.31
San Francisco, CA	8	22	0.36
Seattle, WA	5	13	0.38
Maui County, HI	3.5	9	0.39

Based upon the analysis noted above, the average number of planners per community plan is 0.39 planners per community plan. Therefore, the County of Maui at 0.39 planners per community plan is on par with the overall average.

All of the jurisdictions surveyed, except for the City of Seattle, utilizes consultants for support in development of community plans. The level of utilization of consultants varies by jurisdiction. For example, San Francisco only utilizes consultants for economic feasibility analyses, whereas San Diego and Hawaii County utilize consultants for technical resources only. Other jurisdictions can utilize consultants for even writing the complete community plans.

Most of the jurisdictions surveyed involve other city or county departments in the development of the community plans. The most common department that is consulted is the Public Works Department or a division (Transportation / Mobility). Other common support areas included in the process are environmental / cultural resources for review of technical resource papers and any IT or legislative support.

6. ADDITIONAL FINDINGS

In conducting the comparative analysis, the project team discovered additional items of consideration and interest related to the community plan updates. These additional findings are in relation to the topics discussed above, but are extremely unique to each community and as such have been discussed separately. The following points outline some key / interesting additional findings:

- Prior to 2008, Hawaii County did not have any community development plans, and as such the County has yet to go through a full update cycle. The plans were due to be updated in 2018 and are already behind, as the goal is to update the Countywide Plan prior to the community plans.
- Most jurisdictions surveyed identified that there are not specific planners dedicated to each community plan.

- Surveyed jurisdictions stated that from their perspective, the preferred staffing for a single community plan development or update is a Lead Planner (Senior / Principal) with support from an Assistant / Associate Planner. Many jurisdictions do not utilize GIS Analysts, as the Planners themselves have these skills and perform this function.
- The majority of the jurisdictions surveyed stated that they do not typically work on more than 2 community plans concurrently, with the exception of San Diego; which is currently working on 5 community plans concurrently.
- Other than the Hawaii counties and San Francisco, the community plans in other areas are not used for land use or current planning application compliance. The General Plan is still used as the basis for the land use compliance component.
- The most significant challenge identified in community plan updates by jurisdictions was in relation to environmental factors either based on rising tide and sea levels or in relation to the Environmental Impact Report phase for mainland jurisdictions.

The Community Plan process is unique in every jurisdiction with a focus on developing a document that most accurately reflects the current and future state for that jurisdiction.

7. KEY FINDINGS

The overall results of the comparative analysis have provided further insight into the community planning process utilized by a variety of jurisdictions through the State of Hawaii and continental United States. The following points summarize the key takeaways for the process:

- The Community Planning process and concept in the level of detail and updates required is unique to the State of Hawaii. There are some other communities, which have these plans, but they are primarily single use plans that are modified.
- The average target timeline for completing a community plan update or developing a new plan is approximately 3-4 years, which is in line with the County of Maui's overall target timeline of 3.5 years.
- Maui County is similar to the other Hawaii jurisdictions in that the County Charter dictates the creation and adoption of Community Plans.

- The fastest actual timeline to complete a community plan update is approximately 3 years and that is with the combination of the public engagement and community advisory committee and reduced Planning Commission and Council time.
- Public engagement is generally the longest component of the community plan process (typically 50-60% of the timeline) and Planning Commission is the smallest component of the community plan process (1-3 months).
- The typical timeframe for Council or elected body approval is approximately 3-6 months, with the largest timeline of 2 years associated with Honolulu County. All jurisdictions do provide the ability for elected bodies to grant themselves extensions.
- The County of Maui is staffed similarly to other jurisdictions based upon the number of planners dedicated to the community planning and general plan process. The average number of planners per community plan at 0.39 planners per plan is right in line with the overall average of planners per community plan for the jurisdictions surveyed.
- The County of Maui is unique that it is the only jurisdiction that specifies the order in which the community plans should be updated. For all other jurisdictions, the order of the updates is based upon the needs of the community or dictated by Council priorities or development trends which can change from year to year.
- While San Diego and San Francisco have a surcharge on building applications to cover the cost of general plan updates, no jurisdiction surveyed has a surcharge on building or planning applications to cover the costs associated with community plan development or updates.

The results of the comparative analysis reveal that the County of Maui is unique in some requirements, such as its prescriptive elements, the order of the plan updates, and the focus on specific timelines for the different layers of approval (Citizen Advisory Committee, Planning Commission, and Council). In areas such as the target timeline, the number of planners per plan area, and the focus on public engagement the County of Maui is in line with the other surveyed jurisdictions.

Appendix D: CPAC / Planning Commission Survey Summary

As part of the Matrix Consulting Group's study of the Maui County Community Planning Process, a survey was conducted to gauge the opinions of Planning Commission and CPAC members on a variety of topics relevant to their understanding and the importance of their roles, the timing of community plan updates, the appropriateness of timelines for review and others. The survey was distributed electronically via email to all Planning Commission members and CPAC members that participated in the most recent updates for Lana`i, Moloka`i, and West Maui.

Of 63 total invitations sent (39 CPAC and 24 Planning Commission members), a total of 21 responses were received for a response rate of approximately 33%. Of the 21 responses, 15 responses or 71% were from CPAC members, and six responses or 29%, were from Planning Commission members.

The findings from this survey have been used to identify and clarify issues for further evaluation in the preliminary analysis, and they will also be used to provide context for conclusions and recommendations in the final report.

1. Summary of Survey Findings

While the following sections discuss survey responses in more depth, the bullet points below summarize some of the most salient points derived from survey feedback.

- Planning Commission members generally believe that the timeframes allocated for their respective review periods are sufficient, however CPAC members were not as positive about their own timeframes.
- Both CPAC and Planning Commission members believe that their roles are both important in the community plan update process, and that their respective roles are appropriate.
- CPAC and Planning Commission members both believe that Planning Department staff provide adequate support and expertise to the update process.
- Respondents rather strongly believe that the County does not do a good job of updating community plans.

- A slight majority of respondents indicated that they believe the community plans are effectively utilized for guiding future development activity, but they are somewhat more optimistic about how implementable the plans are.
- Respondents provided mixed responses regarding their opinions of how engaged the community is in the update process for community plans. When asked whether they believed the community is actively engaged in the community plan update process, more than twice as many respondents disagreed with the statement as agreed. However, when asked for their opinions on the strengths of the current process, the largest category of response identified the community engagement process as being the single greatest strength.
- In contrast to the findings of the employee survey, large majorities of CPAC and Planning Commission members believe that the Planning Department is adequately staffed to conduct community plan review functions.

2. Respondent Profile

The first section of the survey asked respondents to identify the community plans with which they have been involved. This question allowed for multiple responses, and therefore the totals are greater than the numbers of respondents.

Number of Respondents Involved with the Following Plans

Community	Number
Hana	1
Kahoolawe	0
Kihei-Makena	1
Lānaʻi	3
Makawao-Pukulani-Kula	1
Molokaʻi	8
Pai-Haiku	1
Walluku-Kahului	1
West Maui	11
Maui Island General Plan	1

The Community Plan on which most respondents reported involvement was the West Maui Plan with 11.

3. Targeted Multiple Choice Questions to CPAC and Planning Commission Members.

The bulk of the survey consisted of multiple choice questions. In these, respondents were presented with a series of statements on a topic and asked to indicate their level of

agreement or disagreement. Responses ranged from Strongly Agree (SA) to Strongly Disagree (SD).

The first set of questions was asked of the members of both CPAC and the Planning Commission in order to gauge opinion levels related to understanding of roles, importance of their respective groups in the community plan update process, adequacy of assistance provided by Planning staff, adequacy of review timelines, and others. The survey utilized skip logic based on the respondent’s selection of CPAC or Planning Commission member in order to understand differences between roles in the community planning process. The results are summarized below by CPAC and Planning commission responses.

(1) Most Respondents Have Clear Understandings of Their Roles and Timelines within the Process.

The survey asked both Planning Commission and CPAC members how familiar they were with the community plan process, and the associated timelines for their respective commissions.

Familiarity with the Community Plan Process

Responding Group	Statement	SA	A	N	D	SD	N/A
CPAC	Upon initial appointment to CPAC, I clearly understood my role/involvement in the community plan process.	13%	56%	25%	6%	0%	0%
PC	I clearly understood the Planning Commission's role/involvement in the community plan process.	40%	60%	0%	0%	0%	0%

Planning Commission members have a greater understanding of their Commission’s roles and involvement in the community plan process than do members of CPAC, however over two-thirds of the latter commission’s members said that they were familiar with the process, with only a single member expressing little familiarity. This respondent expressed a “theoretical” understanding of the process, but that there is much research to complete to understand concepts.

Respondents generally understand the timelines for their respective portions of the Community Plan process, as is shown in the table below.

Understanding of Roles

Responding	Statement	SA	A	N	D	SD	N/A
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Group							
CPAC	I clearly understood the timeline for the CPAC portion of the process.	25%	50%	12%	12%	0%	0%
PC	I clearly understood the timeline for the Planning Commission portion of the process.	60%	40%	0%	0%	0%	0%

There is a very high degree of familiarity with the timelines involved in the process among Planning Commission members, with all five members expressing agreement with this statement. Although CPAC members did not express quite the same level of familiarity with their timelines, 75% agreed with the statement, and only two members disagreed.

(2) Respondents Are in General Agreement That the Timelines Allocated to Their Respective Functions Are Sufficient for Updating Community Plans.

The survey asked respondents about their opinions regarding the appropriateness of their timelines for reviewing Community Plans. CPAC members were asked whether they believed their six-month timeframe was adequate, and Planning Commission members were asked the same question about their own six-month timeframe. The results are provided in the table below.

Adequacy of Timelines

Responding Group#	Statement	SA	A	N	D	SD	N/A
CPAC	The initial CPAC timeline (6 month) was adequate to complete the required tasks.	13%	19%	12%	25%	31%	0%
PC	The initial Planning Commission timeline (6 month) was adequate to complete the required tasks.	0%	75%	25%	0%	0%	0%

While only four Planning Commissioners responded to the question, three of them indicated agreement that the six-month timeframe was adequate, with the other respondent expressing neither agreement nor disagreement. However, CPAC members were not as positive in their views of the adequacy of the six-month timeframe, with only 32% agreeing that it was adequate, and 56% disagreeing.

Comments from CPAC members on this statement indicate that they believed that the six-month period “should have been adequate,” indicating that there were some unforeseen or unexplained delays. A couple of comment in this regard included the following:

- “It should have been adequate provided that the CPAC members reviewed materials ahead of time.”
- “Perhaps certain times of the year may be challenging to accomplish this, for example, holiday times such as Thanksgiving, Christmas, New Years were especially challenging, and we had to ask for an extension.”

(3) CPAC and Planning Commission Members Believe That Their Roles Are Both Important and Appropriate.

CPAC and Planning Commission members were asked to provide their opinions on the importance of their respective commissions’ roles in the community plan update process, as well as their opinions on the importance of their respective roles. The table below provides a summary of these responses.

Importance and Appropriateness of Roles

Responding Group	Statement	SA	A	N	D	SD	N/A
CPAC	CPAC plays an important role in the community plan update process	62%	19%	19%	0%	0%	0%
CPAC	CPAC’s current role in the community plan update process is appropriate	38%	31%	31%	0%	0%	0%
PC	The Planning Commission plays an important role in the community plan update process	60%	20%	20%	0%	0%	0%
PC	The Planning Commission’s current role in the community plan update process is appropriate	20%	40%	20%	20%	0%	0%

CPAC members tended to agree with the statement that the roles they play in the update process are appropriate (69% agree) somewhat more than did Planning Commission members (60% agree). All respondents, though, believe fairly uniformly that their respective groups play an important role in the community plan update process, with 81% of CPAC members and 80% of Planning Commission members agreeing with the statement.

Although CPAC members were generally positive about the importance of the role it plays in the community plan update process, one of the “Neutral” respondents indicated that, “It is important to get the voice of the community but I’m not sure the CPAC provides that.”

(4) Both CPAC and Planning Commission Respondents Believe That Planning Staff Provide Adequate Support and Expertise.

CPAC and Planning Commission members were asked to provide their opinions on the adequacy of support receive from Planning Department staff. The results are provided in the table below.

Adequacy of Planning Department Support

Responding Group	Statement	SA	A	N	D	SD	N/A
CPAC	Planning staff provide adequate support (to CPAC) and expertise during the process.	27%	27%	27%	13%	6%	0%
PC	Planning staff provide adequate support (to the Planning Commission) and expertise during the process.	40%	20%	20%	20%	0%	0%

Roughly equal majorities of CPAC and Planning Commission members agree with the statement that Planning staff provide adequate support during the community plan update process, with 54% of CPAC members and 60% of Planning Commission members agreeing to some degree.

Some comments on this statement from CPAC members included the following (no comments were provided by Planning Commission staff):

- “Minutes were extremely late. We had to rely on our own notes to assure that agreed upon changes were made.”
- “There are valuable voices and expertise within the community and it was a challenge to work with the planning department recognize the value of outside experts or opinions.”
- “I would have preferred the staff be the facilitator instead of the CPAC Chair. The Chair had strong opinions that shadowed opposing opinions and deterred rigorous debate.”
- “The long range planners are passionate about our community and committed to ensuring a fair process.”

4. General Multiple Choice Questions

The first set of multiple choice questions, summarized above, was asked separately to both CPAC and Planning Commission members, and the results were aggregated individually for each. The second set of multiple choice questions, summarized below, were asked of CPAC and Planning Commission members collectively.

(1) Most Respondents Have a Great Amount of Familiarity with the Overall Community Plan Update Process.

The first statement inquired about survey participants' familiarity with the community plan update process. The results are summarized below.

Familiarity with Community Plan Update Process

#	Statement	SA	A	N	D	SD	N/A
1	I am familiar with the entire community plan update process	24%	57%	19%	0%	0%	0%

The large majority of respondents have a great amount of familiarity with the community plan update process, with 81% agreeing with the statement, and none of the 21 respondents disagreeing.

(2) Respondents Are in General Agreement That Current Timelines Are Sufficient for Updating Community Plans.

The survey asked respondents about their opinions regarding the appropriateness of the timelines associated with the updates and review of community plans.

Community Plan Timelines

#	Statement	SA	A	N	D	SD	N/A
1	Maui County does a good job of updating community plans	5%	14%	24%	24%	33%	0%
2	The current timeframe of approximately 3.5 years to update the community plan is appropriate	0%	14%	48%	19%	19%	0%
3	The six-month timeframe provided for CPAC review and action is sufficient to conduct a thorough review	19%	24%	24%	24%	9%	0%
4	The six month timeframe provided for Planning Commission review and action is sufficient to conduct a thorough review	19%	24%	38%	10%	10%	0%

5	The 12-month timeframe provided for County Council review and action is sufficient to conduct a thorough review	15%	20%	40%	15%	10%	0%
6	Updating each community plan every ten years is appropriate	19%	57%	14%	10%	0%	0%
7	I am aware that the County requires each community plan to be updated every ten years	62%	24%	14%	0%	0%	0%

Although respondents generally agreed that current timeframes for review are appropriate, opinions varied regarding the appropriateness of these timelines. Key points include the following:

- Respondents rather strongly disagree with the statement that the County does a good job of updating community plans, with roughly twice as many disagreeing with the statement as those agreeing.
- Similarly, although a plurality of respondents were neutral, those expressing opinions overwhelmingly disagree with the statement that the current timeframe of 3.5 years to update community plans is sufficient.
- Although the same numbers of respondents agree that the six-month timeframes for both CPAC and Planning Commission review timeframes are adequate, one of every three respondents disagree that the CPAC timeframe is sufficient compared to only one in five who expressed disagreement regarding the Planning Commission six-month timeframe.
- Respondents expressed mixed opinion on whether the 12-month timeframe provided for County Council review and action is sufficient, with a plurality (40%) expressing neutrality, 35% in agreement, and 25% disagreeing.
- A large majority of respondents indicate that they are aware that the County requires that each community plan be updated every ten years (86% agree with the statement) and that this ten-year period is appropriate (76% agreement).

(3) Most Respondents Believe the Community Plans Are Implementable but Less Optimistic about Their Usefulness in Guiding Future Development Activity.

The survey asked respondents to state their level of agreement with questions relating to the usefulness of community plans in guiding future development activity, as well as how implementable their items are.

Usefulness and Implementability of Community Plans

#	Statement	SA	A	N	D	SD	N/A
1	Community plans are effectively utilized as the framework for guiding future development activity	9%	29%	29%	19%	14%	0%
2	The adopted community plans include items that are implementable	5%	43%	33%	19%	0%	0%

A slight majority of respondents indicated that they believe the community plans are effectively utilized for guiding future development activity (38% agreed with the statement while 33% disagreed), however they expressed more agreement with the statement that they include items that were more implementable. Representative comments regarding the implementability of plans included the following:

- “They are implementable but getting the County to implement it is another issue.”
- “I am not finished reviewing the entire thing but already see items that likely cannot be implemented.”
- “Budgeting seems to be the significant hurdle.”
- “Yes, but I think there should be space for aspirational ideas (like we need preschools).”
- “Too much unnecessary detail.”

Representative comments regarding the usefulness of community plans as the framework for guiding future development activity include the following:

- “The Plan was based on Pulama finding an alternate source for much more water. I don't think people reading the Plan realize that.”
- “We try but I am skeptical of the outcome.”
- “However it should NOT be a way to dictate past development or a way to go around the current law making process or allow a certain group or vested party control their idea of what they believe should be the Maui Way of Life, if they are involving the community, they the plan should reflect that - side notes highlighting issues that were not agreed to is fair and should have been done.”
- “Consistently our community plans are ignored or exempted, ie 201H process.”

CPAC and Planning Commission members expressed negative opinions about the degree to which the community is actively engaged in the Community Plan update process, as the results below show.

Community Engagement

#	Statement	SA	A	N	D	SD	N/A
1	The community is actively engaged in the Community Plan update process	5%	19%	24%	47%	5%	0%

Only 24% of respondents agreed with the statement that the community is actively engaged in the community plan update process, with 52% disagreeing. Representative comments included the following:

- “Limited attendance at meetings and not much awareness that the process is taking place at all.”
- “Many Johnny come latelys and then want more time.”
- “The community was actively and passionately involved.”
- “A vocal minority is actively engaged.”

4) CPAC and Planning Commission Members Believe That the Department is Appropriately Staffed.

Respondents were asked to provide their opinions on the levels of staffing in the Planning Department. Results are provided in the table below.

Planning Staffing Levels

#	Statement	SA	A	N	D	SD	N/A
1	Current, authorized staffing levels are sufficient	24%	33%	24%	5%	14%	0%

Most (57%) of respondents believe the Planning staff levels are sufficient, with only 19% believing that they are not. This finding is notable given the very strong opinions by Planning staff that their staffing levels are insufficient. Four comments were made, and these are provided below:

- “As stated, minutes were delayed and weren't useful. Assume this was due to limited staffing.”
- “Not sure, I will know more once we complete this review.”
- “Outside consultant firm is needed.”
- “Very well supplied.”

4. Open-Ended Questions Relating to Timeframes for Review

The survey asked CPAC and Planning Commission members to provide their opinions on the amount of time that they believe should be allocated for various phases of the community plan update process. These included the following:

- The public engagement and technical due diligence phase
- CPAC phase
- Planning Commission phase
- County Council phase

(1) There Were Wide Variations in the Views on the Appropriate Amount of Time Allocated for the Public Engagement and Technical Due Diligence Phase.

Views on the appropriate amount of time for the public engagement and technical due diligence phase ranged from three months to 36 months as the table below shows.

Months for Public Engagement and Technical Due Diligence Phase

Number of Months	Frequency of Response	Percentage
3	1	6.7%
4 to 6	1	6.7%
6	2	13.3%
9	1	6.7%
10	1	6.7%
12	4	26.7%
12 to 24	1	6.7%
24	2	13.3%
36	1	6.7%

Number of Months	Frequency of Response	Percentage
Concurrent	1	6.7%
Total Responses	15	

Discarding the one “concurrent” response and using the midpoint of the ranges provided by two respondents, the average of all responses was 12.3 months, although as noted above, the large variations in opinions is notable. However, the overall average changes little (11.7 months) when discarding the high and low responses.

(2) CPAC and Planning Commission Members Generally Agree That the Current Six-Month CPAC Review Period Is Appropriate.

The most common response for the appropriate number of months for the CPAC phase of the community plan update phase was six, although there was some variation in these responses, as is shown in the table below.

Months for CPAC Phase		
Number of Months	Frequency of Response	Percentage
3	1	6.3%
4 to 6	1	6.3%
6	6	37.5%
8 to 9	1	6.3%
9	2	12.5%
10	1	6.3%
12	2	12.5%
24	1	6.3%
Concurrent	1	6.3%
Total Responses	16	

Discarding the one “concurrent” response and using the midpoint of the ranges provided by two respondents, the average of all responses was 8.6 years.

(3) Respondents Believe That the Planning Commission Phase Should Be Shortened.

The current time allocation to the Planning Commission phase of the Community Plan update process is six months. However, CPAC and Planning Commission members generally believe this time period should be shortened, as the table below shows.

Months for Planning Commission Phase

Number of Months	Frequency of Response	Percentage
0	1	6.3%
2	1	6.3%
3	5	31.2%
6	7	43.7%
12	1	6.3%
Concurrent	1	6.3%
Total Responses	16	

The most common responses were three and six months, accounting for 12 of the 15 total responses received. Discarding the one “concurrent” response, the overall average of these responses was 4.7 months.

(4) Respondents Generally Believe That the Current 12-Month County Council Phase of the Update Process Should Be Significantly Reduced.

Respondents were asked to provide their opinions regarding the appropriate number of months for the County Council phase of the update process. Results are provided in the table below.

Months for County Council Phase

Number of Months	Frequency of Response	Percentage
0	1	6.3%
1	1	6.3%
3	2	12.5%
6	8	50.0%
12	4	25.0%
Total Responses	16	

The most common response to this question was that a six-month timeframe is most appropriate for the County Council review phase, with the overall average being 6.4 months. It should be noted that one of the four responses indicating that 12 months was most appropriate for the County Council, the actual response was, “Max 1 year.”

6. CPAC and Planning Commission Opinions on Strengths and Improvement Opportunities in the Community Plan Update Process.

Members of the CPAC and Planning Commission were asked to express their opinions on strengths and improvement opportunities in the community plan update process in two open-ended questions. A summary of the results of these questions is provided below.

(1) What do you believe are the three greatest strengths of the existing community plan updating process for Maui County?

CPAC and Planning Commission members provided 27 responses to this question, and they tended to fall within six broadly-defined categories, as is shown in the table below.

Strengths of the Community Plan Update Process	
Comment	Mentions
Openness/Community Engagement	11
CPAC/CPAC Members	2
Review/Input	2
Web Site/Social Media	2
Planning Department Staff	2
Other	8

By far, the most commonly-noted strength of the community plan update process was the openness of the process and the degree of community engagement. Other comments noted a variety of diverse strengths. Representative comments across all categories included the following.

- “Community workshops”
- “Community input”
- “Love the presentation of the information”
- “It’s being attempted”
- “Open process”
- “Focus on authentic community voice with plan”
- “Long range planners who really love their community”
- “Using technology to facilitate broader engagement”
- “Planning Department knowledge”
- “Three entities can offer input”

(2) What do you believe are the three greatest opportunities for improvement for the community plan updating process in Maui County?

CPAC and Planning Commission members provided 32 responses to this question, and they tended to fall within seven broadly-defined categories, as is shown in the table below.

Improvement Opportunities for the Community Plan Update Process

Comment	Mentions
Community/Outside Engagement	9
Review Period/Length of Time for Completion	5
Need for Better Scheduling, Communication, Organization	4
Composition of Committees	4
Need for Legal Assistance	3
Need for Outside Consultants	2
Other	5

Comments tended to be somewhat more diverse for the improvement opportunities than was the case for assessing the strengths of the update process, with several categories of response showing some suggested improvements. Representative comments across all categories included the following.

- “Limit time for Planning Commission review”
- “Less time for/from Planning Commission review”
- “The time between updates”
- “County wide economic survey first”
- “Eliminate long range planning”
- “Respect for CPAC recommendations”
- “Give CPAC more time”
- “Corporation counsel support to respond to potential conflicts of interest and over-reaching policies and action items”
- “Find more diverse CPAC and Planning Commission members”
- “People currently employed by developers should not be on CPAC”
- “Facilitation by a staff or expert facilitator”
- “Do plans simultaneous”
- “Better scheduling of topics for public input”
- “Too many realtors, close connection to developers”

(3) Few Responses Were Received Relating to Elements of Ordinance 2.80B That CPAC and Planning Commission Members Believed Should Be Eliminated.

The next open-ended question in the survey asked respondents whether there are any elements that are prescribed in the adopted community plan update ordinance (Section 2.80B) that should be eliminated from the community plans. Only five responses were received in the survey. Each of these responses is provided here.

- “This will take MUCH longer than 10 minutes to answer.” (Emphasis original)
- “Specifically to the CPAC, the requirement for the Chair and Vice-chair to be appointed. The Planning staff can be the facilitator.”
- “Similar statements about measurements not needed for every side just because it differs in one inch.”
- “2.80B.100” (This section relates to Nondecennial amendments to community plans proposed by the planning director or the council.)
- “2.80B.090B and C” These sections relate, respectively, to the following:
 - 2.80B.090B: Within thirty days after a community plan advisory committee has forwarded its recommended revisions, the planning director shall place the community plan advisory committee's recommended revisions on a meeting agenda of the appropriate planning commission for a meeting in the community plan area.
 - 2.80B.090C: No later than one hundred eighty days after the appropriate planning commission holds its first public hearing, the planning commission shall transmit the community plan advisory committee's recommended revisions and the planning commission's findings and recommendations to the council. The council may, by resolution, extend the time within which the transmittal may be made.

(4) Respondents Provided Their Opinions on Other Topics Not Specifically Covered in the Survey.

The final open-ended question asked respondents if there was any additional input they would like to share about the community plan update process. Only 11 comments were received, which inhibits categorizing these in any meaningful way. The full set of comments is provided below.

- “Each community plan belongs to the community that it was written for. If anyone, including the Maui County Council, wants to make changes, then it should go back to the CPAC and the Planning Commission for review and approval.”
- “I haven’t served on the Planning Commission for the last four years.”
- “After Council met with community, not all agreed to changes were reflected in subsequent versions of the plan.”

- “The last session was a waste of time.”
- “We are in very unique times and the atmosphere of our island has changed so much, locals, Hawaiians, residents that moved to Maui and now it’s their home, generations that have lived here all their lives, a mix of transplants, etc. We have to be careful that the input to our community plans reflects all residents’ desires and that we don’t dismiss or reject certain voices due to their station or ethnicity.”
- “Too complicated and ripe for loud activists to drown out real public input. Council should only approve or disapprove. Take politics out of the process.”
- “This survey is not being conducted at an appropriate time. At the completion of the CPAC process, I would have had a wealth of info for improving the process. So much time has passed since our CPAC meetings that it is all a distant memory at this point.”
- “Perhaps a review every two years with progress updates on implementation and efforts made to accomplish action items according to priority to include CPAC members.”
- “Reduction of detail. Details should be in average figures and not for different size curbs in each section. Use a range to choose from.”
- “ “Use the public engagement part to find CPAC members.”
- “More funding for staff.”

Appendix E: Employee Survey Analysis

As part of the Matrix Consulting Group's study of the Maui County Community Planning Process, an employee survey was conducted to gauge staff opinions on a variety of topics relevant to the update, implementation and degree of community engagement in the process. The survey was distributed electronically via email to all Department personnel. Of 66 total invitations sent, a total of 23 responses were received for a response rate of approximately 35%.

The findings from this survey have been used to identify and clarify issues for evaluation in the preliminary analysis, and they will also be used to provide context regarding staff perceptions in the final report.

1. Summary of Survey Findings

While the following sections discuss survey responses in more depth, the bullet points below summarize some of the most salient points derived from survey feedback.

- Employees expressed a strong familiarity with the community plan update phase. Only three of 21 (14%) respondents indicated that they were unfamiliar with the process, and 15 (71%) agreed with the statement that they were familiar with it.
- Employees believe that the ten-year timeframe for updating each community plan is appropriate, but some believe that the current review periods may be excessive for certain groups.
- Some of the strongest opinions were expressed about the sufficiency of staffing levels in the Department, with 57% indicating that they believed these levels were insufficient, and all six of the Long Range Planning Division staff expressing this opinion of their own Division.
- Employees believe that the greatest strength of the Community Plan update process is the high degree of community engagement that forms its foundation.
- Conversely, they believe that the numbers of the various, separate reviews are unnecessary and unnecessarily long.

2. Respondent Profile

The first section of the survey asked respondents to identify their work group within the Planning Department. These responses help to understand which pool of employees participated, and they allow comparison of different groups throughout the survey.

Which Work Group Are You a Part of?

Work Group	Employees	Received	Pct.
Long Range Planning	11	6	55%
Plan Implementation	4	2	50%
Current Planning	18	7	39%
Zoning Administration and Enforcement	27	6	22%
Administration	6	0	0%
Other	N/A	2	N/A
Total	66	23	35%

The Long-Range Planning Division returned the highest percentage of surveys at 55%, followed by the Plan Implementation Division with a 50% response rate.

The second question in the survey asked respondents to identify the community plans with which they have been involved. This question allowed for multiple responses, and therefore the totals are greater than the numbers of respondents.

Number of Respondents Involved with the Following Plans

Community I	Number
Hana	3
Kahoolawe	1
Kihei-Makena	9
Lāna'i	11
Makawao-Pukulani-Kula	6
Moloka'i	11
Pai-Haiku	5
Walluku-Kahului	7
West Maui	19
Maui Island General Plan	9

The Community Plan on which most respondents reported involvement was the West Maui Plan, with 19. This indicates that most employees have not been involved with any but the most recent plans.

3. Multiple Choice Questions

The bulk of the survey consisted of multiple choice questions. In these, respondents were presented with a series of statements on a topic and asked to indicate their level of

agreement or disagreement. Responses ranged from Strongly Agree (SA) to Strongly Disagree (SD).

(1) Most Respondents Have a Great Amount of Familiarity with the Overall Community Plan Update Process.

The first statement inquired about survey participants’ familiarity with the community plan update process.

Employee Familiarity with Community Plan Update Process

#	Statement	SA	A	N	D	SD	N/A
1	I am familiar with the entire community plan update process	29%	43%	10%	14%	4%	5%

The large majority of respondents have a great amount of familiarity with the community plan update process.

(2) Respondents Are in General Agreement That Current Timelines Are Sufficient for Updating Community Plans.

The survey asked respondents about their opinions regarding the appropriateness of the timelines associated with the updates and review of community plans.

Community Plan Timelines

#	Statement	SA	A	N	D	SD	N/A
1	Maui County does a good job of updating community plans	0%	24%	33%	24%	19%	0%
2	The current timeframe of approximately 3.5 years to update the community plan is appropriate	5%	24%	14%	24%	29%	4%
3	The six-month timeframe provided for CPAC review and action is sufficient to conduct a thorough review	10%	45%	10%	5%	15%	15%
4	The six month timeframe provided for Planning Commission review and action is sufficient to conduct a thorough review	14%	33%	19%	5%	14%	14%
5	The 12-month timeframe provided for County Council review and action is sufficient to conduct a thorough review	14%	10%	14%	19%	29%	14%
6	Updating each community plan every ten years is appropriate	14%	47%	24%	5%	5%	5%
7	Staff is provided sufficient opportunity for input during the community plan update process	0%	38%	24%	5%	28%	5%

As is illustrated in the table, employee opinions regarding the appropriateness of the current timelines allocated for review of community plans varies with the specific review period. Key points include the following:

- Although employees are in general agreement that the specified periods of review are appropriate, they generally disagree with the sufficiency of 3.5 years to update community plans, and slightly disagree that the 12-month timeframe provided for County Council is sufficient to conduct a thorough review, although as will be shown in a later section, this may be a misleading result, as many respondents believe the 12-month period is too long.
- The strongest area of agreement was in the appropriateness of the ten-year timeframe for updating each community plan, with 61% of employees either agreeing or strongly agreeing that this period is sufficient (and all of the Long Range Planning staff either agree or are neutral on this point).
- Employees also believe that the six-month period allocated for CPAC review is sufficient, with 55% either agreeing or strongly agreeing that this period is sufficient. Comments on this question, however, tended to express disagreement with the six-month timeframe for CPAC review. These comments questioned the ability of the 13 selected community members to assimilate and comment on the volume of data and information in the plans. One commenter noted that Kaua'i County eliminated the CPAC and that Maui County should do the same, as a thorough public engagement process could accomplish the same result.
- The overall results indicate that employees believe that Maui County does not do a good job of updating community plans, with 43% of employees expressing this opinion. However, 67% of Long Range Planning employees believe that the County does, in fact, do a good job of updating these plans, and none of these six disagrees with this statement. Comments in this area indicate that the County has done a better job in recent years in updating the plans than was the case in the past, even though employees believe that they are under-staffed to do so.

(3) Most Respondents Believe the Community Plans Are Implementable but Less Optimistic about Their Usefulness in Guiding Future Development Activity.

The survey asked respondents to state their level of agreement with questions relating to the usefulness of community plans in guiding future development activity, as well as how implementable their items are.

Usefulness and Implementability of Community Plans

#	Statement	SA	A	N	D	SD	N/A
1	Community plans are effectively utilized as the framework for guiding future development activity	5%	14%	29%	33%	14%	5%
2	The adopted community plans include items that are implementable	0%	38%	29%	14%	5%	14%

The responses indicate that employees believe that the items in the community plans are implementable, with 38% agreeing with the statement. However, it should be noted that none of the 21 respondents strongly agreed with the statement, and three expressed no opinion which, combined with the six respondents who were neutral, results in about 43% who have no strong feelings.

When asked about the effectiveness of community plans as a framework for guiding future development activity, employees generally did not believe that this was the case, as 47% disagreed with the statement, compared to only 19% who agreed.

Employees expressed more positive opinions about the degree to which the community is actively engaged in the Community Plan update process, as the results below show.

Community Engagement

#	Statement	SA	A	N	D	SD	N/A
3	The community is actively engaged in the Community Plan update process	33%	38%	29%	9%	9%	5%

The responses to this statement indicate that, although employees may have neutral-to-negative opinions on the usefulness of the Plans, and the degree to which they contain implementable action items, they generally believe that the community is engaged in the update process, with 71% of respondents either agreeing or strongly agreeing, and only 18% disagreeing with the statement to any degree. Long Range Planning staff tended to agree with this statement even more than the general Department staff, with all six responses agreeing, and five of these strongly agreed.

4) Employees Believe That the Department is Under-staffed, and That They Receive Inadequate Levels of Training upon Adoption of Plans.

Respondents were asked to provide their opinions on the levels of training they receive upon adoption of community plans, as well as the levels of staffing in the Planning Department. Results are provided in the table below.

Staffing Levels and Training

#	Statement	SA	A	N	D	SD	N/A
1	Staff receive adequate training upon adoption of a community plan.	0%	14%	29%	33%	14%	10%
2	Current, authorized staffing levels are sufficient	5%	9%	24%	19%	38%	5%

Opinions on training are generally negative, with almost half of those who expressed an opinion either disagreeing or strongly disagreeing that training levels are adequate after the adoption of a community plan, and only 14% expressing agreement with the statement that training is adequate. At the same time, 57% of employees believe that current, authorized staffing levels are insufficient. Only 14% of employees believe that staffing levels are sufficient, with all six Long Range Planning staff members expressing an opinion that staffing levels are insufficient.

Comments on the sufficiency of staff were uniform in expressing the need for additional staff, with one staff member suggesting that this could be accomplished by “breaking off a couple of GIS staff to be assigned to assist the Planning Department. Leave only a couple of GIS staff in Long Range.” Other comments indicated that the Long Range Planning Division was “woefully understaffed,” and that six to eight Long Range Planning staff “at a minimum” were necessary, with an additional four to six full time GIS Specialists needed. Another commenter added that the Department is insufficiently staffed to conduct community plan updates in house, however if these staff are not hired, more consultants are needed.

Conversely, however, employees do believe that Long Range Planning staff are available to assist when interpreting community plans, as the table below shows.

Availability of Long Range Planning Staff

#	Statement	SA	A	N	D	SD	N/A
3	Long Range Planning staff are available to assist when interpreting community plans	14%	48%	33%	5%	0%	0%

Employees agree to a great degree with the statement that Long Range Planning staff are available to assist in the interpretation of community plans, as 62% agree with the statement, with only 5% disagreeing.

4. Open-Ended Questions

The survey asked employees to provide their opinions on the amount of time that they believe should be allocated for various phases of the community plan update process. These included the following:

- The public engagement and technical due diligence phase
- CPAC phase
- Planning Commission phase
- County Council phase

(1) Employees Expressed a Fair Amount of Consistency When Asked for Their Opinions Regarding the Public Engagement and Technical Due Diligence Phase.

Although there was some variation in responses, the 18 employees who answered this question tended to believe that a range of six to 12 months was reasonable, with 15 responses within this range. The table below shows the results.

Months for Public Engagement and Technical Due Diligence Phase

Number of Months	Frequency of Response
4	1
6	8
6 to 8	1
6 to 12	1
8	1
9	1
12	3
18	1
Continual	1
Total Responses	18

If the one “continual” response is discarded, and the mid-point of each of the two ranges in the table is selected (i.e., 7 for the range of “6 to 8,” and 9 for the range of “6 to 12”), the average of the responses is approximately 8.1 months.

(2) Employees Generally Agree That the Six Months Allocated for the CPAC Phase of the Community Plan Update Process Is Sufficient.

Employees were asked to provide their opinions regarding the number of months that should be allocated for CPAC phase of the community plan update process. The results are provided in the table below.

Months for CPAC Phase	
Number of Months	Frequency of Response
0 to 6	1
3	1
4	1
4 to 6	1
6	11
9	2
Total Responses	17

The results in the table tend to corroborate the responses received earlier in the survey in which employees expressed general agreement that the current six-month CPAC phase of the plan update is sufficient, as 11 of the 17 responses reflected this precise number, with another one indicating a range of 4 to 6 months is appropriate, and an additional one indicating 0 to 6 months is appropriate. Again, if the mid-points of the ranges are selected, the average of the responses was 5.8 months.

(3) Employees Believe That the Planning Commission Phase Should Be Shortened.

The current time allocation to the Planning Commission phase of the Community Plan update process is six months. However, employees generally believe this time period should be shortened, as the table below shows.

Months for Planning Commission Phase	
Number of Months	Frequency of Response
0	3
2	2
0 to 2	1
3	4
3 to 4	1
4	2
6	4
Total Responses	17

The largest numbers of responses were for 3 and 6 months (eight such responses). Recall from an earlier question in the survey in which 47% of employees agreed that the current six-month timeframe was adequate. However, 19% were neutral, and an additional 19% disagreed that this timeframe was optimal. The results of this open-ended question tend to reflect the wide variation of responses to that particular multiple choice question, as the average time period of the 17 responses to this question (again, selecting the midpoints of responses which provided ranges) was 3.1 months.

(4) Respondents Believe the Current 12-Month County Council Phase of the Update Process Should Be Significantly Reduced

The current time period allocated for the County Council phase of the community plan update process is 12 months. However, employees believe that this timeframe should be significantly reduced, as the table below shows.

Months for County Council Phase	
Number of Months	Frequency of Response
2	2
3	3
3 to 4	1
3 to 6	1
4	3
4 to 6	1

Number of Months	Frequency of Response
5	1
6	2
6 to 12	1
9	1
12	1
Total Responses	17

In an earlier multiple choice question, employees were asked for their levels of agreement with the statement that the current 12-month timeframe for the County Council phase was sufficient. Respondents expressed general disagreement with this statement, with 48% disagreeing or strongly disagreeing, while only 24% agreed or strongly agreed. As the question was phrased so as to imply that disagreement meant that respondents did not believe 12 months was sufficient, and therefore the Council needed even more time, the results of this question would seemingly be in conflict with the results of the previous multiple choice question. However, in reviewing the 13 comments received to the multiple choice question, it is clear that employees believe the 12 month period is too long, as each of the 13 comments expressed this view.

Taking the mid-point of the ranges expressed in the table above, the average timeframe that employees believe is sufficient for the County Council phase of the community update process is 5.0 months.

5. Elements Required as Part of 2.80B Legislation

Employees were presented with a set of 17 elements that are required to be incorporated in each community plan, and to provide their opinions regarding whether the element should continue to be required as part of the community plans or if the element should be addressed differently. As the following summaries show, employees believe each of the 17 elements should continue to be included in the community plans, with some elements receiving more support than others.

In the following sub-sections, the project team has provided the degree of support for each of the elements, as well as representative comments offered by employees. In each sub-section, a “Yes” response indicates the number and percentage of employees who support the continued inclusion of the statement, and a “No” response indicates the number and percentage who favor discontinuing the specified element within the Community Plans. Following each statement, comments received regarding the element was included for reference.

(1) A statement of the major problems and opportunities concerning the needs and development of the community plan area.

Yes: 16 (94%)

No: 1 (6%)

- “Yes, this is a logical part of a community plan, however the code should not dictate the content. The code is too detailed as written and it doesn't cover important topics such as climate change. The content should be left up to the planners and community.”
- “They should have a say in where they feel developments should or should not be happening.”
- “Way too broad for a community plan. Narrow to something closer to SWOT analysis of issues that are really relevant to a community plan produced by a Planning Department.”
- “Their input is important -- however there needs to be technical resource papers, workshops, panels available for them (based on the problems and opportunities) so that their knowledge is fact-based not social media based.”

(2) A statement of the social, economic, and environmental effects of such development.

Yes: 12 (71%)

No: 5 (29%)

- “They would know best what their community would want.”
- “Way too specific. Ridiculous.”
- “The public needs to be accountable for their development and the effects of that development. We only get to provide that input and enforce the community plan when an applicant has to pursue a use permit, SMA permits, or to subdivide. The plan should have the teeth to require all development to abide by plan outlines even if they are developing according to an allowed use in that County Zoning District.”

(3) The desired sequence, patterns, and characteristics of future development.

Yes: 15 (88%)

No: 2 (12%)

- “Yes, but doesn't need to be listed in code.”
- “Yes, include a brief, generalized, estimated development phasing plan showing what period the area is anticipated to build out. Include caveats that the timeline is only an estimate since no one has a crystal ball.”

- “Again dumb requirement in 2.80 -- too many extenuating circumstances -- like global pandemics can unexpectedly impact development patterns.”

(4) A description of the community plan area.

Yes: 15 (88%)

No: 2 (12%)

- “Yes, but doesn't need to be listed in code.”
- “Planners should have the duty of creating the proper descriptions.”
- “We accomplish this through the community profile which is ultimately reviewed by the CPAC.”

(5) A statement of planning standards and principles relating to land uses within the community plan area (only on Maui Island).

Yes: 12 (71%)

No: 5 (29%)

- “This shouldn't be different for each community plan area. So this gets to the complexity of our planning structure. It is way too complex.”
- “Way too specific. Not necessary.”
- “Yes, but doesn't need to be listed in code.”
- “Should also apply to Moloka‘i and Lāna‘i . Also completed by LRD staff in original draft, then reviewed by CPAC.”

(6) A statement of urban and/or rural design principles and objectives for the community plan area (only on Maui Island).

Yes: 12 (71%)

No: 5 (29%)

- “Way too specific. Not necessary. Ridiculous.”
- “Should be all islands.”
- “Completed by LRD for first draft, but based on previous input collected from months of community engagement.”

(7) Urban and rural growth boundaries and a map delineating urban and rural growth areas, consistent with the general plan.

Yes: 12 (71%)

No: 5 (29%)

- “Input from the community helps planners with this.”
- “UGBs and RGBs are not determined by CP but by MIP. Suggested changes can be made as amendments to MIP -- which by the way since 2012 has not happened. There's your second problem.”
- “The MIP has urban and rural growth boundaries, not the CPs; the CP should have appropriate designations within those boundaries.”

(8) A designation of specific land uses within the urban and rural growth areas.

Yes: 13 (76%)

No: 4 (24%)

- “‘Specific’? Not sure how "specific" this should be. Some flexibility is necessary.”
- “No. I think we need to move toward Form Based Code. Perhaps have Form Based Code but density differences for urban versus rural growth areas.”
- “We are moving away from "uses" and are starting to create place types which allow a mix of uses. Using "specific land uses" is a relic of Euclidean zoning and shouldn't continue.”

(9) A list of areas, sites, and structures recognized as having historical or archaeological significance, and a list of scenic sites and resources.

Yes: 14 (82%)

No: 3 (18%)

- “This should be covered in the County Historic Preservation Plan.”
- “I do not think this level of specificity belongs in the community plan -- but in a cultural resource plan. However, both plans should be integrally linked and consistent (e.g. goals, policies and actions).”
- “These plans are meant to stand for 10 years and oftentimes these lists change and adapt as new sites are discovered. Also, not all sites should be shown to protect their integrity. This is not appropriate for a community plan.”

(10) A description of a projected multi-modal transportation system showing existing and proposed roadways, transit corridors, bikeways, and major thoroughfares.

Yes: 14 (82%)

No: 3 (18%)

- “While land use and transportation need to work together this has proven to be beyond the scope and ability of the CP.”
- “Planners would have recommendations and have comments from the community.”
- “I do not think this level of specificity belongs in the community plan -- but in a multi-modal and long range transportation plan. However, both plans should be integrally linked and consistent (e.g. goals, policies and actions).”

(11) Statements of intention relating to the location or improvement of all public service and transportation facilities.

Yes: 12 (71%)

No: 5 (29%)

- “Each department needs to do their own long range planning. The Planning Department can't do it for all agencies.”
- “Way too specific.”
- “This should be in the 6 & 20 years CIP infrastructure plans.”

(12) Statements setting forth: Problems relating to land uses.

Yes: 12 (75%)

No: 4 (25%)

- “Doesn't need to be specified in code.”
- “Way too specific. Not appropriate for a community plan. Ridiculous.”
- “Again, we need to talk about the future and not land uses specifically.”

(13) Statements setting forth: Projections relating to social, economic, and environmental effects of proposed development.

Yes: 11 (69%)

No: 5 (31%)

- “Way too specific. Not appropriate for a community plan. Ridiculous.”

- “There are no proposed developments in a community plan; there are lands available for development and designations assigned to that development. This requirement is far too in the weeds.”

(14) A statement of desired population density including visitors and residents.

Yes: 13 (76%)

No: 4 (24%)

- “This makes no sense! Overall density? How is that useful?”
- “How about an estimated future population count and an anticipated visitor count.”
- “This needs to have implementing actions and again the plan must have the power to limit unwanted development. The fact that it is unwanted development must be known upfront so that a developer doesn't go through the costly planning and permitting process when the development is unwanted.”
- “As consistent with MIP as long as MIP is updated/amended to reflect existing conditions.”
- “BUT, it should be based on an island-wide population projection that is broken down. For South Maui we are paying for a South Maui specific population projection, but we should be doing that projection island-wide every five years or so, and then breaking it down.”

(15) Specific land use designations based on property lines, to the extent practicable.

Yes: 13 (76%)

No: 4 (24%)

- “Property lines too specific -- Real Property needs to up their game with accuracy -- too much out of whack with their data, zoning and community plans.”
- “But, call them ‘community plan designations’”

(16) A list of streetscape and landscaping principles and desired streetscape and landscaping improvements.

Yes: 11 (65%)

No: 6 (35%)

- “Too detailed for CP.”

- “This needs to be expanded on and design ordinances should be in place to enforce what all properties should look like based on what the community input is for their plan region. It is odd that we do not have regulations on grass length, rubbish accumulation, number of cars allowed on a lot, etc.”
- “Or best done in a separate plan == when you start requiring all of this specific content -- how do you expect CPAC/Planning Commission or County Council to read, review and approve??? They are not subject matter experts.”
- “This is for zoning, not community plans.”

(17) An Action Element. The action element shall identify specific programs, projects, and regulations that need to be developed over the twenty-year planning period to implement the community plan. Further, identification of specific programs, projects, and regulations that need to be accomplished during the first ten years of that planning period shall be separately identified. This element shall include a prioritized general schedule and identify each implementing agency or person.

Yes: 15 (88%)

No: 2 (12%)

- “Way too specific. An action element is fine, just not so specific. No one has a crystal ball.”
- “More scrutiny on feasibility of requests needs to be given so that requests can be more accurately prioritized.”
- “Needs to be linked to Financial Element -- action not identified unless it can be financed.”
- “BUT, really this list needs to be balanced with the needs of the whole County. Right now we end up with a huge wish list for each community plan that could never be accomplished. The community gets mad when we don't do these things, but since these lists are made on a community-by-community basis, it is hard to see the whole picture and understand that a skate park is not being built in Pā'ia because a water tank needs to be built in Kīhei. Capital facilities planning should be done at the island-wide level.”

6. Employee Opinions on Strengths and Improvement Opportunities in the Community Plan Update Process.

Employees were asked to express their opinions on strengths and improvement opportunities in the community plan update process in two open-ended questions. A summary of the results of these questions is provided below.

(1) What do you believe are the three greatest strengths of the existing community plan updating process for Maui County?

Employees provided 32 responses to this question, and they tended to fall within five broadly-defined categories, as is shown in the table below.

Strengths of the Community Update Process	
Comment	Mentions
Community Engagement	12
Strength/Education of Staff	3
Ease of Plan Use/Adaptability	3
Web Site	2
Ability to Use Consultants	2

As can be seen in the table, the greatest number of comments relating to strengths of the Community Plan updating process related to the degree of community engagement. Representative comments included the following:

- “Allows for community input in establishing priorities.”
- “Hearing form both the public and the developers. Unbiased planning.”
- “I think that LRD has devised a great program for community engagement.”

A fewer number of comments related to the strength and education of Planning staff, including the following:

- “Highly dedicated staff.”
- “LRD staff...”
- “Passionate, dedicated and skilled staff.”

Some staff also noted the ease and adaptability of plan use. These comments included the following:

- “Adapts to changes in needs.”
- “Improved format- easier to read/use.”

- “Simplified and well written draft West Maui Community Plan.”

Other comments relating to the web site and to the use of consultants were mentioned less often, but are noted below.

- “Funding to get outside help to do technical studies to support these plans.”
- “Recent decision to use consultants for the South Maui plan update.”
- “Our wearemaui.org website.”
- “Website/transparency.”

(2) What do you believe are the three greatest opportunities for improvement for the community plan updating process in Maui County?

Employees provided 37 responses to this question, which tended to fall within four categories. The large majority of comments related to the number of reviews and the amount of time allocated to these reviews, as the table below shows.

Improvement Opportunities in the Community Update Process

Comment	Mentions
Number of Reviews/Time Allocated for Review	14
Community Engagement	4
Sufficiency of Staffing	2
Restructuring Department	2

Representative comments that related to the number of reviews and the time allocated for them included the following:

- “Limit County Council to three months -- they cannot grant extensions to themselves.”
- “Reduce the time for Council review with no time extensions.”
- “Shorten Council’s review significantly.”
- “Get rid of Planning Commission review.”

- “Limit (Planning Council) and (County Commission) review to two months. Keep them updated so that when it gets to them they are already familiar with the draft plan and the process.”
- “We need greater support from the administration for at least 12 months of public engagement.”

Other staff members noted that although community engagement is generally seen as a major strength of the Community Plan update process, there may also be opportunities for improvement. These comments included the following:

- “Including all of the Department Planners as the first community members to assist in developing the plan.”
- “Keeping the community involved in the whole process.”
- “Incorporate CPAC into community engagement phase and have them be a true advisory body rather than a review body.”
- “Including a lot of trust building at the start.”

Continuing a theme that was apparent in one of the multiple-choice questions earlier in the survey, two employees commented on the sufficiency of staffing levels in the Department, as shown below:

- “More staffing for LRD (planners and GIS).”
- “More staffing for the Long Range Division.”

Two other employee comments related to the need to restructure the Department, including the following:

- “We need to evaluate our planning structure (# and relationship of plans).”
- “Restructure LR: less GIS staff & more planners; no GIS supervisor.”