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MEMO TO: PSLU-14 File

F R O M: Tamara Paltin, Chair *Tamara A. N. Paltin*
Planning and Sustainable Land Use Committee

SUBJECT: **TRANSMITTAL OF INFORMATIONAL DOCUMENT RELATING TO
REVIEW, ASSESSMENT, AND AUDIT OF THE DEPARTMENT OF
PLANNING** (PSLU-14)

The attached informational document pertains to Item 14 on the Committee's agenda.

pslu:ltr:014afile02:wal

Attachment



County of Maui

Department of Planning

STRATEGIC PLAN

2021 – 2026



SEPTEMBER, 2021
COUNTY OF MAUI, HAWAII

A strong strategic plan is like a map—it identifies a final destination and outlines path to get there. Building on the vision of the community, we are pleased to present the Department of Planning’s 2021-2026 Strategic Plan.

This plan lays out a course of action for the next five years by establishing priority goals for our Department, identifying actions to effectively achieve those goals, and defining a framework to report our progress. The plan is organized into the following sections:

- Department Overview**
- Strategic Framework: Mission, Vision, and Values**
- Strategic Goals**
 - Goal 1. Increase the Consistency of Department Decisions**
 - Goal 2. Streamline Processes and Systems**
 - Goal 3. Strengthen the Community Relationship**
 - Goal 4. Enhance Employee Engagement**
 - Goal 5. Develop A High-Functioning Management Team**
 - Goal 6. Execute Upcoming Strategic Projects**

This strategic plan was developed over a five-month period, and with the thoughtful collaboration of County staff and leadership, as well as members of the public. Almost 300 community stakeholders contributed their observations and insights through online surveys and interviews. We are extremely grateful for their engagement in this work.

While this plan is the first step, the real work begins today as our Department begins to turn this initial map into concrete action.

Department Overview

Our Services

The County of Maui's Department of Planning provides pivotal services to the community by:

- Providing quality services to the public by offering accurate and timely information in a friendly and professional manner in the performance of the Department's duties.
- Administering and enforcing zoning and other land use regulations to ensure that all applicable laws and rules are being followed. Enforcement is generally complaint-based so that the Department can effectively respond to concerns raised by the public.
- Reviewing and processing applications for a wide variety of developments, from small bed-and-breakfast operations to large commercial or industrial projects. Applications are carefully considered with respect to their surrounding uses, potential impacts, and consistency with long-range plans.
- Preparing and implementing long-range plans, such as the Countywide Policy Plan, Maui Island Plan and regional community plans. The development of these plans is an open public process with extensive community participation and involvement, as these plans will guide and direct development and growth for many years.

Charter Provision

The Department of Planning is organized in accordance with Section 8-8.1 of the Charter of the County of Maui, which states, "There shall be a department of planning consisting of a Maui planning commission, a Molokai planning commission and a Lanai planning commission, a planning director, a board of variances and appeals, and the necessary staff."

Section 8-8.3 of the Charter states that the planning director shall:

1. Be the administrative head of the department of planning.

2. Serve as the chief planning officer of the county and as the technical advisor to the mayor, council and planning commissions on all planning and related matters.
3. Recommend revisions of the general plan at least every ten years to guide the development of the county.
4. Prepare, administer, and enforce long-range planning programs.
5. Prepare, administer, and enforce a cultural resource management program.
6. Prepare, administer, and enforce zoning ordinances, zoning maps and regulations and any amendments or modifications thereto.
7. Review the lists of proposed capital improvements projects contemplated by the county and recommend the order of their priority to the mayor.
8. Perform such other duties and functions as shall be required by law or as shall be assigned by the mayor.

Under the direction of the County Charter, the Department prepares, administers and strives to implement long-range plans, such as the Maui Island Plan and the nine regional community plans; administers and enforces the comprehensive zoning ordinance and other land use regulations; processes applications for a broad variety of discretionary permits; and provides staff support to nine permanent boards and commissions, with two new advisory committees being added in 2021:

- Maui Planning Commission
- Molokai Planning Commission
- Lanai Planning Commission
- Urban Design Review Board
- Cultural Resources Commission
- Board of Variances and Appeals
- Hana Advisory Committee to the Maui Planning Commission
- Paia-Haiku Advisory Committee to the Maui Planning Commission
- South Maui Advisory Committee to the Maui Planning Commission

Our Team

The Department of Planning consists of five divisions that collaborate to serve the public.



ADMINISTRATION DIVISION

The Administration Division includes the Office of the Director and Deputy Director. This division is responsible for the overall management and day-to-day administration of the Department in accordance with the County Charter and state and county laws.

CURRENT PLANNING DIVISION

The Current Planning Division includes the land use section and the environmental section. This division is responsible for administering the Coastal Zone Management Program, and processing of major development applications in accordance with planning and zoning regulations. Current Planning reviews and analyzes a broad variety of discretionary and administrative permits.

As part of these duties, Current Planning also provides staff support to the Maui Planning Commission, Molokai Planning Commission, Lanai Planning Commission, Maui Redevelopment Agency, Urban Design Review Board, and the three Advisory Committees to the Maui Planning Commission.

ZONING ADMINISTRATION AND ENFORCEMENT DIVISION

As its name indicates, ZAED administers and enforces state and county land use laws and rules. ZAED also serves as the Department's primary advisor and information source for Maui County residents regarding the interpretation and application of land use laws and rules, permits, approvals, decisions and orders, and other enforcement matters.

ZAED provides administrative and technical support to the Board of Variances and Appeals (BVA). ZAED assists in the administration and enforcement of the Coastal Zone Management Program by processing appeals to the Planning Director and the planning commissions of decisions relating to the Special Management Area and Shoreline Setback Area, including appeals of Notices of Violation. ZAED also processes Requests for Service, including complaints and requests for information and documents; processes numerous types of administrative permits; and reviews a variety of applications, such as subdivisions and building permits, for compliance with land use laws and rules.

LONG RANGE DIVISION

LRD looks at land use from County-wide and island-wide perspectives, working with the community to formulate the community's vision for future land uses. This is accomplished through community engagement events and activities within the seven community plan regions, and three island plans. In updating these elements of the General Plan, LRD builds a robust dialogue with the community and applies professional planning principles, and an array of geospatial mapping tools and assessments to analyze the various possible scenarios of future growth and revitalization.

One of LRD's most important responsibilities is to prepare updates to Maui County's nine community plans that manage development, protect the County's natural and cultural resources, and promote economic vitality, resilience and sustainability. LRD also coordinates long range planning activities with other county, state, and federal agencies to meet the long-term goals of the Department, and to maintain cooperation among the various agencies.

LRD also gives technical, informational, and GIS support to the other divisions within the department and has a dedicated staff person to serve on the Maui Metropolitan Planning Organization's Technical Advisory Committee. LRD also staffs the Cultural Resources Commission and administers the Historic Preservation Plan.

PLAN IMPLEMENTATION DIVISION

PID has a dedicated focus on the implementation of the General Plan, which includes the Countywide Policy Plan, the Maui Island Plan, and the regional community plans. These plans contain goals, objectives, policies and actions that require implementation once they are adopted.

By working with other divisions within the Department, as well as other County departments and State and Federal agencies, PID monitors the County's progress towards the implementation of the General Plan and submits an annual report to the Mayor and County Council on the status of implementation on each general plan document. PID accomplishes implementation of the General Plan through programs that monitor and track progress towards objectives and actions within the General Plan, through Capital Improvement Program (CIP) reporting from other departments, and through the initiation, preparation, and coordination of revisions to county zoning ordinances and regulations.

In addition to providing input and guidance on permit and development review, PID also gives technical, informational, and GIS support to the other divisions within the department and has a dedicated staff person to serve on the Maui Metropolitan Planning Organization's Technical Advisory Committee.

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Strategic Framework

Our strategic plan is grounded in the County's **vision** (the ideal state of our community in the future), the Department of Planning's **mission** (how we, as County professionals, plan to achieve our vision), and **values** (the principles of our Department by which we strive to work).

The County of Maui's VISION is that ...

- Maui County will be an innovative model of sustainable island living and a place where every individual can grow to reach his or her potential.
- The needs of each individual, the needs of the whole community, and the needs of our natural and cultural assets will be brought into balance to reflect the high value we place on both our natural environment and our people.
- The education and health of our people will be fostered to ensure that the residents of these islands can, if they choose, spend their whole lives here – raising children, owning homes, enjoying rewarding jobs, and taking advantage of opportunities to contribute to this community and to be good stewards of our local treasures and resources.
- Maui County will be a leader in the creation of responsible, self-sufficient communities and environmentally sound economic development and land stewardship.
- That which makes Maui County unique in the world will be preserved, celebrated, and protected for generations to come.

In order to achieve the County's Vision, the Department of Planning's MISSION is to ...

Help the people of Maui County manage growth and preserve land in an equitable and sustainable manner that balances cultural, environmental, and economic needs.

As County of Maui professionals, we VALUE being ...

COMMITTED

We aim to provide high-quality services and responsive customer service to meet the needs of our community.

ETHICAL

We act with integrity and honesty. We take responsibility for our actions and communicate with stakeholders to ensure transparency.

INDEPENDENT

As a non-political entity, our actions are informed by data, consistent interpretations of policies and regulations, and consideration of impacted community members.

RESPECTFUL

We recognize and honor the unique culture and history of our island communities.

ALOHA

Strong relationships are key to our success. We aim to create a healthy work environment based on respect, empathy, and care for each staff member on our team.

Strategic Goals

Between 2021 and 2026, we plan to focus on the following six areas in order to strengthen our work and accomplish our mission. Each year, the Department will create a tactical operating plan that will outline the activities the Department intends to complete during the next 12 months. Any additional staffing or resources that may be required to accomplish those activities will be brought to the Maui County Council for approval.

Goal 1. Increase the Consistency of Decisions

Ensure that the Department makes decisions and rulings consistently, objectively, and in alignment with all regulations.

Goal 2. Streamline Processes and Systems

Improve the efficiency of internal processes and systems to enhance the customer experience and ensure that the Department is aligned with modern business practices.

Goal 3. Strengthen the Community Relationship

Continue efforts to engage community stakeholders through transparent communication and robust outreach.

Goal 4. Enhance Employee Engagement

Create a work environment where all staff can feel engaged and grow their career.

Goal 5. Develop a High-Functioning Management Team

Strengthen the Department's management team and structure by focusing on communication and collaboration.

Goal 6. Execute Upcoming Strategic Projects

Continue work to effectively implement all upcoming strategic projects.

Strategic Direction

Goal 1. Increase Consistency of Department Decisions

Ensure that the Department makes decisions and rulings consistently, objectively, and in alignment with all regulations.



OBJECTIVES & STRATEGIES

Consistent Interpretation: Improve the Department's capacity to produce consistent interpretations of policies and regulations.

- Communicate across the Department when new interpretations have been made official and/or when plans are updated.
- Establish the practice of holding regular retrospective meetings after major decisions to educate and align staff on the purpose and reasoning behind decisions.
- Adopt a process to formalize interpretations and decisions in writing, and then store them in a shared and accessible digital workspace.
- Develop documentation and formalized training on all major processes to support onboarding and general consistency.
 - Create a cross-functional group to identify and prioritize processes for documentation.
 - Develop training materials.
 - Incorporate training materials into annual staff trainings and onboarding.

Plan Alignment: Improve the alignment of the County of Maui's planning framework.

- Continue current efforts to update the Zoning Code to eliminate irregularities and inconsistencies, and to codify interpretations.
- Review the current planning framework and make recommendations to increase alignment. This work may be accomplished by a staff committee or external resources. Activities may include:
 - Reviewing all current plans to identify major misalignments and recommend potential updates, and then selecting and implementing high-priority changes to increase alignment.
 - Assessing the structure of the long-range planning system so that it is at the forefront of the Department, with all related functions stemming from the visions and goals of the General Plan.
 - This work may necessitate rewriting sections of the Maui Island Plans, Countywide Policy Plan, or the reorganization of the General Plan and Maui County Code 2.80B.
 - Incorporating all relevant plans—including the Multi-Hazard Mitigation Plan, Water Use and Development Plan, and Long Range Transportation Plan—into the framework.

PERFORMANCE INDICATORS

- Customer service ratings related to consistency and fairness of decision-making processes and administration

MILESTONE MEASURES

- Establishment of regular retrospective meetings
- Adoption of process to formalize interpretations and decisions in writing
- Development and implementation of training materials related to major processes
- Zoning Code updated
- Completion of planning framework review

Goal 2. Streamline Processes and Systems

Improve the efficiency of internal processes and systems to enhance the customer experience and ensure that the Department is aligned with modern business practices.



OBJECTIVES & STRATEGIES

Permitting: Streamline and improve the permitting process.

- Set internal standards for turnaround time for each step of the permit process. Track and review languishing permits on a monthly basis.
- Develop a ZAED and Current Planning taskforce to review the permitting process and identify opportunities to increase efficiency and reduce redundancy.
- Explore options to move the National Flood Insurance Program to the County's Public Works Department to increase efficiency.

MAPPS: Continue efforts to launch and optimize the MAPPS program to improve the customer experience.

- Ensure the MAPPS program is kept up to date by establishing a designated staff member (or temporary staff resource) who can commit significant time to make system updates/improvements after the launch of the MAPPS program in late 2021.
- Conduct a system evaluation 90 days after launch.
- Provide regular external surveys to obtain feedback from users.
- Continue efforts to ensure there are dedicated staff members on hand to help users navigate the system and complete applications.

Technology Systems: Continue efforts to adopt modern technology systems and decrease reliance on paper-based and manual processes.

- Continue efforts to establish and enforce the internal guideline that all documents should be kept in digital format when possible (ex: email letters and reports for review and redlines vs printing).
- Invest in accurate transcription software to better support board and commission meeting minutes.

PERFORMANCE INDICATORS

- Average turnaround time for permit processing, by permit type
- Customer survey feedback on the MAPPS program

MILESTONE MEASURES

- ZAED and Current Planning review of the permit process complete
- Decision made on whether to move the National Flood Insurance Program
- Establishment of a designated staff member to support continued improvements to the MAPPS program
- MAPPS program evaluation completed 90 days after launch
- Purchase and implement transcription software

Goal 3. Strengthen the Community Relationship

Continue efforts to engage community stakeholders through transparent communication and robust outreach.



OBJECTIVES & STRATEGIES

Customer Service: Continue efforts to improve customer service.

- Define strong customer service and create service standards for each division within the Department.
- Create an internal staff guide that is regularly updated so that customers are accurately referred to the correct contact.
- Create ongoing opportunities (like simple surveys) to regularly solicit feedback from the community.
 - Develop a process to review and follow up on suggestions.
- Conduct annual customer service training for all relevant staff members.
- Continue the positive community engagement practices that are part of long-term planning initiatives, which focus on the increased inclusion of, and communication with, diverse community groups.

External Communication: Identify and implement additional methods of communication to ensure that the Department can effectively share information and tell its story to members of the public.

- Add a position for a Public Information Officer to proactively share the Department's story and keep digital communication platforms (website, social media, email newsletter) up to date.

- Continue the practice of providing virtual access to community meetings to increase accessibility.
- Host a quarterly open house at various locations where Department leadership can answer permit questions and discuss other relevant issues.

PERFORMANCE INDICATORS

- Customer survey feedback on the quality of customer service
- Increased community involvement in planning initiatives

MILESTONE MEASURES

- Creation of the customer service and service standards definitions for each vision
- Creation and implementation of customer service surveys
- Establishment of a Public Information Officer position
- Creation of an internal staff guide

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Goal 4. Enhance Employee Engagement

Create a work environment where all staff can feel engaged and grow their career.



OBJECTIVES & STRATEGIES

Career Growth: Increase career development and growth opportunities for staff.

- Create an onboarding structure for all new employees. Require managers to create a training plan for new employees in their first three to six months on the job.
- Create annual career growth maps for each employee to identify goals, continuing ed opportunities, cross-training, and stretch assignments.
- Work with HR and supervisors to ensure the performance review process is meaningful for staff.
- Build a resource list of online and in-person training opportunities so that all staff are aware of resources and support such training.

Compensation/Benefits: Ensure competitive compensation and benefits for all employees.

- Proactively collaborate with County partners to ensure rewards and benefits can be used to increase employee engagement within the boundaries of the County's compensation structure. For example:
 - Re-evaluate the Department's Work from Home policy to provide additional flexibility to staff.

Staff Morale: Create a work environment where all staff feel engaged and supported.

- Take active steps to recognize and celebrate staff efforts and contributions. Senior leadership can look for opportunities to increase positive verbal and written support for staff.
- Conduct regular divisional and departmental meetings to allow staff a means to provide their input.
- Create and document the process by which management will coordinate with staff when decisions are publicly questioned.
- Ensure that the Director and/or Deputy Director meets with all new staff within their first three months.
- Conduct annual or semi-annual employee engagement surveys to track morale and identify issues.
- Collaborate with HR to explore the option of conducting 360° annual performance evaluations which provide the opportunity for staff to share feedback about their supervisors.

PERFORMANCE INDICATORS

- Employee engagement ratings
- Percent of employees who have participated in the annual performance evaluation process within set deadlines

MILESTONE MEASURES

- Development of onboarding processes
- Creation of annual career growth maps for each employee
- Development of a training opportunity resource list
- Creation and implementation of process by which management will coordinate with staff when decisions are publicly questioned
- Conduct an annual or semi-annual employee engagement survey

Goal 5. Develop a High-Functioning Management Team

Strengthen the Department's management team and structure by focusing on communication and collaboration.



OBJECTIVES & STRATEGIES

Internal Communication: Improve the flow of communication throughout the Department.

- Establish a cascading communications framework with expectations and processes for communicating information at all levels.
- Continue weekly management meetings and implement strategies to increase the value of meetings. For example, alternating who leads the meeting and setting clear agendas.
- Establish the practice of Department leadership hosting "office hours" each week to ensure dedicated time to meet with staff.
- Establish internal expectations that the Department will actively use instant messaging tools to provide additional options for real-time communication.

Collaboration: Identify and implement opportunities for interdivisional collaboration.

- Create a weekly or biweekly meeting between ZAED and Current Planning to facilitate collaboration.
- Hold quarterly or bi-annual team meetings to focus on different geographic areas to discuss coordination on enforcement, permitting, long-range planning and implementation issues for each region.
- Explore the idea of having staff specialize in supporting a specific geographic region to enhance staff knowledge of specific communities and increase the consistency of information provided to the community.

Management Training: Ensure all supervisors within the Department receiving ongoing training and support to perform effectively.

- Provide ongoing and required management training to all supervisors on topics like communication, conflict management, empowering staff, and accountability.
- Collaborate with the Department of Personnel to provide regular supervisor training on management processes related to performance management, coaching, and progressive discipline.
- Ensure that all supervisors and managers are completing timely performance evaluations for all staff.
- Collaborate with the Department of Personnel to explore options to adopt 360 or upstream feedback as part of the performance evaluation process so that supervisors can receive confidential feedback from employees.

PERFORMANCE INDICATORS

- Employee engagement ratings related to management, communication, and coordination
- Percent of supervisors who have received some type of management training within the current fiscal year

MILESTONE MEASURES

- Establish a cascading communications framework
- Establish office hours for Department leadership
- Implement an instant messaging service for internal communication
- Establish a ZAED and Current Planning Coordination meeting

Goal 6. Execute Upcoming Strategic Projects

Continue work to effectively implement all upcoming strategic projects.



PROJECT TITLE	ESTIMATED COMPLETION
Update Title 19 <i>In response to the 2018 audit of the Zoning Code (Title 19), a project to revise Title 19 began in July 2019. The goal of the project is to create a simplified hybrid zoning code that will be clear and predictable. Updates will address agricultural, environmental, cultural and historical resources, provide for regulatory best practices, and improve the overall efficiency of the regulatory and permitting process.</i>	2024
Continue implementing the Digital Zoning Map Update Project (also known as DSSRT) <i>Using precise, up-to-date GIS data, community zoning maps will be digitized and updated. Maps for Maui and Lana'i have been adopted. Moloka'i is scheduled to be adopted in 2021. Future phases of the DSSRT project will include: zoning updates to properties with long-established uses to make them consistent with community plan designations, and addressing the zoning of parcels within the State Conservation District.</i>	ONGOING
Develop the Ka'ahumanu Community Corridor Transit Oriented Development Masterplan <i>The goals of the Kahului-Wailuku Transit Oriented Development (TOD) study are to provide a variety of safe convenient</i>	2022

<p><i>transportation options; support a range of affordable housing types; promote redevelopment and economic vitality; create healthy accessible communities; and offer a network of connected sidewalks, pathways, parks and open spaces.</i></p>	
<p>Update the Maui Planning Commission's SMA and Shoreline Rules</p> <p><i>Revisions to the Maui Planning Commission's Special Management Area (SMA) and Shoreline Rules have been proposed to streamline processes and to incorporate recent sea level rise data into shoreline setbacks.</i></p>	<p>2023</p>
<p>Update the Traffic Impact Fee Study</p> <p><i>This project will update the 2013 Planning Department study to establish a fair and equitable fee structure for traffic impact fees in the various community plan districts. The study will be transmitted to the Council in late 2021 or early 2022.</i></p>	<p>2021- 2022</p>
<p>Develop the West Maui Corridor Transit Oriented Development Masterplan</p> <p><i>The West Maui TOD Corridor Master plan will include the development of an implementation strategy for a transit corridor running along Honoapi`ilani Highway from the Lahaina Recreation Complex to Whaler's Village in the Ka`anapali Resort area. The objectives include improving connectivity between Ka`anapali and Lahaina for residents, employees and visitors; locating a transit hub; increasing transit availability in close proximity to affordable housing; improving pedestrian and bicycle safety throughout the corridor; and completing the West Maui Greenway from the southern part of Lahaina through Ka`anapali.</i></p>	<p>2023</p>
<p>Restoration of Wawau Point</p> <p><i>Concerned with coastal erosion, overnight parking and vagrancy at Wawau Point in Spreckelsville, the Department will continue to work cooperatively with key community groups and the private property owner, to plan and permit restoration activities.</i></p>	<p>2022</p>
<p>Map the Important Agricultural Lands</p> <p><i>The Department has begun the process to identify lands that could be eligible for the Important Agricultural Lands (IAL) designation. This is the first step in what could be a multi-year effort to designate</i></p>	<p>2022</p>

<p><i>IAL and create incentives to protect agricultural lands from development and promote active agricultural activity.</i></p>	
<p>Amending the Agricultural Zoning District</p> <p><i>The County Agricultural District has not been substantively updated since it was adopted in 1998, when restrictions were established to protect agricultural lands from excessive subdivision and non-agricultural uses. Revisions to address various shortcomings may be introduced and adopted in 2022, prior to the overhaul of the entire zoning code.</i></p>	<p>2022</p>
<p>Update the South Maui Community Plan</p> <p><i>The Kihei-Makena Community Plan was last updated in 1998 and consists of the community planning region of Mākena, Wailea, Kihei and Mā'alaea. The purpose of this update to the newly named South Maui Community Plan is to address community issues and needs and provide a clear policy direction for future development decisions. The Community Plan will cover land use, housing, community design, mobility, parks, infrastructure, public facilities, cultural resources, sustainability and resilience.</i></p>	<p>2023</p>
<p>Develop the South Maui Corridor Transit Oriented Development Masterplan</p> <p><i>The South Maui TOD Corridor Plan will refine the vision for a multimodal transportation corridor from a dense residential area in North Kihei along a mixed residential/ commercial/ recreational corridor through the middle of Kihei to the employment center of the Wailea resort area, in phases. Objectives include: identifying locations for a bus transit hub with adjacent multi-use paths and infill affordable housing opportunities; improving transit and walkability for residents and visitors; establish locations for mobility hubs to reduce carbon emissions, and optimizing public lands for housing and services.</i></p>	<p>2024</p>
<p>Update the Central Maui Community Plan</p> <p><i>The Wailuku-Kahului Community Plan was last updated in 2002 and consists of the community planning region of Wailuku and Kahului. The boundaries of the Wailuku-Kahului region are the northern shoreline from Poelua Bay to Baldwin Park on the north, Kailua Gulch and Lowrie Ditch on the east, Spanish Road to Waikapū to</i></p>	<p>2025</p>

<p><i>Honoapiilani Highway to Pohakea Gulch on the south, and the Wailuku Judicial District boundary on the West.</i></p>	
<p>Update the Upcountry Community Plan</p> <p><i>The Makawao-Pukalani-Kula Community Plan (to be renamed as the Upcountry Community Plan) was last updated in 1996. The Makawao-Pukalani-Kula region is located on the western slopes of Haleakala and includes portions of the Haleakala National Park. It is the only County planning region without any shoreline resources.</i></p>	<p>2027</p>
<p>Update the North Shore Community Plan</p> <p><i>The Pa`ia-Ha`iku Community Plan (to be renamed the North Shore Community Plan) was last updated in 1995. The Pa`ia-Ha`iku region is located along the north shore of Maui between the urban center of Kahului and the rural enclave of Hana. The major population center is Pa`ia in the northwest corner (including lower and upper Pa`ia) and Ku`au. A secondary center is located a few miles to the southeast in the communities of Ha`iku, Pa`uwela and Kuiaha.</i></p>	<p>2028</p>
<p>Update the Hana Community Plan</p> <p><i>The Hana Community Plan was last updated in 1994. Hana town is located on the easternmost shoreline of Maui, midway between the region's northern and southern boundaries. Situated 55 miles from the County seat of Wailuku, Hana Town is the major population center of the region. The Hana region also includes Ke`anae, Kipahulu, and Kaupo, small rural settlements situated at dispersed points along the coast.</i></p>	<p>2029</p>
<p>Begin updating the Maui Island Plan</p> <p><i>The CWPP was adopted in 2010. The Countywide Policy Plan provides broad goals, objectives, and implementing actions that portray the desired direction of the County's future. The current CWPP presents a comprehensive Policy Plan for the Islands of Maui County to the year 2030 and provides the basis for updating the Maui Island Plan and as well as the Moloka`i and Lāna`i Island Plans and the seven community plans.</i></p>	<p>2029</p>
<p>Begin updating the Countywide Policy Plan</p> <p><i>Adopted in 2012, the MIP looks comprehensively at many factors that influence the physical, social, an economic development of the</i></p>	<p>2029</p>

<p><i>island. The MIP establishes a Directed Growth Strategy which identifies areas appropriate for future urbanization and revitalization. The MIP also addresses key environmental, housing, and economic development issues relevant to Maui's current and future generations.</i></p>	
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Acknowledgements

The following individuals dedicated time and provided valuable input during the development of this strategic plan.

THE EMPLOYEES OF THE COUNTY OF MAUI'S DEPARTMENT OF PLANNING

THE RESIDENTS OF THE COUNTY OF MAUI

THE ADMINISTRATION LEADERSHIP OF THE COUNTY OF MAUI

THE LEADERSHIP OF THE COUNCIL OF THE COUNTY OF MAUI

PREPARED BY MOSS ADAMS LLP