

# A NEW DAY IN HAWAII

A COMPREHENSIVE PLAN

To invest in education and rebuild our economy

To sustain our Hawaii for future generations

To restore public confidence

**NEIL ABERCROMBIE FOR GOVERNOR**

August 18, 2010

Aloha Everyone,

This plan is a roadmap based on our values and priorities. It is the result of conversations with thousands of people and many hours of research over the past year and a half on the campaign trail. I've met with business people, entrepreneurs, economists, principals, teachers, parents, academics, public employees, farmers, nonprofit leaders, health professionals, students, seniors, conservationists, cultural practitioners, construction workers, and citizens of all backgrounds. We've also held dozens of issue forums and meetings on every island to hear from you about your concerns and hopes for Hawaii.

The message is crystal clear. We want to change direction in Hawaii. We want to move away from the economic and social policies of the status quo that consistently postpone solving problems, leaving them for future generations. And we also want to move away from the divisive, negative politics that has been tearing our communities apart.

We want a new day in Hawaii, a new way forward.

I developed this plan after talking with and listening to Hawaii's people, with the help of my campaign staff and many volunteers. They cannot replicate what an entire cabinet might do, but I am presenting this plan to give you a sense of what I think leadership means. I am not an expert in everything. We will need a team effort to bring about the change we desire. We will not agree on every issue, but we can still work as one. As Reverend Abraham Akaka would say, we need to put our paddles in the water and pull deep together to get our canoe from the rough seas of the present safely to the shore of the future.

This plan does not cover every aspect of governance, and we will continually refine and improve our plans. But let me be clear: We will be ready to take action on Day One.

I want to convey my deepest gratitude to the people of Hawaii. You have given me so much through the years and over the course of this campaign. I am grateful and honored for the opportunity to seek the office of Governor and ask for your consideration in this election. It has been an uplifting and energizing experience.



Imua Hawaii!

A handwritten signature in black ink that reads "Neil Abercrombie". The signature is written in a cursive, flowing style.

Neil Abercrombie

# CONTENTS

EXECUTIVE SUMMARY .....	3
ECONOMY .....	7
EDUCATION .....	11
EDUCATION – EARLY CHILDHOOD.....	14
EDUCATION – UNIVERSITY OF HAWAII SYSTEM.....	16
ENERGY.....	18
ENVIRONMENT AND NATURAL RESOURCES .....	21
FOOD AND AGRICULTURE.....	24
HEALTH .....	27
HEALTH – OLDER ADULTS AND AGING.....	30
HOUSING, FAMILIES, AND HUMAN SERVICES .....	32
SMALL BUSINESS AND ENTREPRENEURSHIP.....	35
TECHNOLOGY AND INNOVATION .....	37
ADDITIONAL ISSUES.....	40

# A NEW DAY IN HAWAII, A NEW WAY FORWARD

## Executive Summary

### **ECONOMY**

In 2010, the choice is clear. We can rebuild our economy around the interests of Hawaii's middle class, or we can reelect Hawaii's economic status quo. My economic plan addresses the weaknesses in our economy in order to create good paying jobs right away, keep more money in the islands by producing our own food and energy, and invest in the capabilities of our people through education.

- Save and create jobs now, and seed the good jobs of the future: Utilize federal stimulus dollars right away; build a 21<sup>st</sup> century infrastructure; construct workforce housing, support small business; infuse technology and innovation throughout the economy
- Increase self-reliance and protect our resources: Produce our own energy; grow our own food; advance sustainable tourism and development
- Invest in the skills, health, and wealth of working families: Make an unprecedented investment in early childhood; achieve excellence in lower and higher education; ensure a healthy workforce; grow a resilient middle class
- Rebuild confidence in government and how tax dollars are spent: Develop stronger partnerships; improve transparency and implement procurement reform; make government lead by example

### **EDUCATION**

If we expect accountability from our schools, we must provide our principals and teachers the authority to assume that responsibility. My plan will make sure principals and teachers get the support they need to meet this challenge. As Governor, I will take personal responsibility to restore public confidence in our schools.

- Incorporate the superintendent of schools into the Governor's cabinet
- Decentralize school administration: Entrust principals with control of programs and budgets; form principal leadership academies; design and implement comprehensive accountability measures; support teacher career advancement; redefine the role of the central DOE; encourage innovation in traditional and charter schools
- Compete in President Obama's "Race to the Top"
- Ensure school readiness
- Generate private investment in schools

### **EDUCATION – EARLY CHILDHOOD**

Investing in early childhood has an impact on education, health, safety net programs, homelessness, crime, substance abuse, community development and economic development. On a strong foundation of early childhood development, and by once again being a pioneer in this area, Hawaii will build our social, educational, and economic future.

- Institute cabinet-level leadership and coordination on early childhood initiatives

- Expand prevention and early intervention programs
- Create a universal network of childcare and preschool support
- Establish the state government as a model of family-friendly employment practices
- Develop the early childhood workforce

## **EDUCATION – UNIVERSITY OF HAWAII SYSTEM**

With all that it currently contributes, I still believe the University of Hawaii system is the single most underutilized public resource in Hawaii. UH will contribute to and have a leadership role in every element of our comprehensive plan for Hawaii. And in an Abercrombie Administration, we will make sure that college is accessible and affordable.

- Support the entrepreneurial professor
- Facilitate innovation and technology transfer
- Support renovation efforts
- Maximize accessibility for students on all islands
- Support premier education and research projects

## **ENERGY**

Hawaii's most important economic enterprise right now is to pursue energy independence. When we are successful, we will create good "green" jobs and grow local businesses while retaining a major portion of the billions of dollars that we now spend on imported oil so we can reinvest it here at home.

- Create an independent Hawaii Energy Authority
- Allow independent power producers to sell directly to end users
- Implement property assessed clean energy (PACE) bond financing
- Align the electric utility's success with Hawaii's clean energy goals
- Increase the public benefits fund for more efficiency programs
- "Green" government
- Support workforce development for good, "green" jobs

- Research, expand and deploy renewables with clear community benefits
- Reduce our dependence on fossil fuels for transportation

## **ENVIRONMENT AND NATURAL RESOURCES**

Every aspect of our lives is intertwined with the natural resources of our islands. Our survival is literally dependent on proper stewardship. A strong economy is not one based on unfettered consumption of our natural resources, but instead one that is sustainable over time.

- Restore capabilities of and public confidence in the Department of Land and Natural Resources
- Advance our clean energy future
- Increase local food production and consumption
- Improve prevention, management, and response system for invasive species
- Prepare for the impacts of climate change
- Develop an integrated plan for solid waste across the state

## **FOOD AND AGRICULTURE**

It is time for an Agricultural Renaissance in Hawaii. Producing more of our own food in Hawaii will keep money in the local economy, protect green space, support thriving rural communities, reduce the risk of invasive species, and make us more secure against disruptions to our food supply lines.

- Preserve and start growing on agricultural lands
- Repair irrigation systems
- Develop integrated agricultural/environmental/cultural education programs
- Lower the costs of farming for community-based entrepreneurs
- Raise the supply of local food
- Raise the demand for local food
- Support agricultural exporting
- Support individual participation through storm water recapture and community, school, and family gardens

## **HEALTH**

We will focus on first things first—ensuring that all people have access to quality healthcare, addressing the root causes of poor health, and concentrating on prevention and public health education. At the same time, we will collaboratively develop a universal system that integrates the best aspects of our private and public systems of care.

- Build on every federal healthcare reform opportunity for Hawaii
- Expand Community Health Centers
- Address the physician shortage
- Expand the use of information technology in healthcare
- Rebuild the public health infrastructure with a focus on children
- Support patient-centered models of care that focus on prevention and address social determinants of health
- Develop and implement a comprehensive strategy to address Hawaii’s aging population
- Lead a multifaceted task force to develop a system of universal healthcare

### **HEALTH – OLDER ADULTS AND AGING**

One of the most important public challenges of our time is to ensure that our rapidly growing population of retirees and elders can live productive and dignified lives. In an Abercrombie Administration the challenges of aging will be seen as a social issue, not just one for families to deal with on their own.

- Empower aging at home and in communities
- Create a “silver wave” of opportunities for active older-adults
- Develop a Hawaii center of excellence on aging
- Reinvigorate the State Office of Aging
- Promote and support comprehensive life planning

## **HOUSING, FAMILIES, AND HUMAN SERVICES**

Too many families in Hawaii are living in a crisis situation. We can turn things around and restore Hawaii’s national reputation as a state that really cares for its citizens. We need to renew our investment in people and programs to end cycles of poverty, prevent family violence, nurture and sustain physical and social health, address the myriad of physical and social barriers facing the disabled, and reduce homelessness.

- Access federal dollars and rebuild the safety net
- Build workforce housing through public-private partnerships
- Develop asset-building programs to address poverty and grow the middle class
- Lead a comprehensive inter-governmental approach to homelessness
- Invest in early childhood
- Rebuild the mental health system
- Reframe our approach to aging
- Secure adequate funds and build capacity to serve compact migrants

### **SMALL BUSINESS AND ENTREPRENEURSHIP**

Small business is critical to job creation and our economic recovery. In an Abercrombie Administration, government will listen to small businesses, remove cumbersome barriers, open up opportunities, help solve problems, forge partnerships between businesses and communities, and advocate for local products and services.

- Conduct a full review and refinement of regulation and permitting processes
- Create a Governor’s clearinghouse for federal opportunities
- Coordinate “Buy Local” efforts
- Protect and market Hawaii’s brands
- Teach business skills
- Implement procurement reform

## **TECHNOLOGY AND INNOVATION**

Technology and innovation have fundamentally changed how business is done and how people live their lives. We need to create an environment in Hawaii for innovative industries to thrive and simultaneously apply technology to all sectors. This will raise productivity and create good jobs in all areas of the economy and for all people.

- Create a Governor’s Technology Council
- Support science, technology, and innovation in schools
- Integrate our university system with local business to drive economic diversity and prosperity
- Develop a new regime of tech incentives and capital formation supports
- Build tech development and commercialization centers
- Appoint a Chief Information Officer of the State
- Improve the climate for businesses by improving government processes

## **ADDITIONAL ISSUES**

- Protect the human and civil rights of all, regardless of categories
- Reinforce economic and community development by investing in culture and the arts
- Support Native Hawaiian self-determination and resolve long-standing controversies
- Employ a firm and consistent approach to criminal justice and put an end to shipping prisoners out of state
- Hold the line on taxes and rebuild confidence in a government that is transparent, fair, and cost-effective
- Increase transportation options and address transportation issues on all islands to improve the business climate and quality of life for our residents



# ECONOMY AND JOBS

## An Economy of the People

In 2010, the choice is clear. We can rebuild our economy around the interests of Hawaii's middle class, or we can reelect Hawaii's economic status quo.

My economic plan is about good jobs, greater financial security, economic opportunity, and long-term sustainability. It's about the Hawaii that is always talked about, but has never been realized because it takes collaboration, political courage, and leadership that has been lacking.

The other plan for Hawaii's economy is to keep managing our way through more of the same, where we cater to the interests of the wealthy for a short-term gain, and export our children to pursue their long-term dreams elsewhere. It's economics-as-usual in Hawaii and we literally cannot afford it anymore.

Hawaii's economy is not a business enterprise for a few executives in power to oversee.

Hawaii's economy is about you, your family, your job, your ability to pay the rent and utilities, put food on the table, save for retirement, put your kids in college, and take good care of your aging parents. The economy is about whether you can survive a job loss, a furlough, heavy credit card debt, or an unexpected illness. The economy is measured by your small business and whether or not you will have a great month of sales. The economy is also about whether you can buy your own house, start your business, and imagine your children making a future for themselves in Hawaii.

By these measures, you don't need any statistics to tell you that the economy of Hawaii can do much better.

As Governor, I will set a course and then put my trust in you—the construction workers and engineers who will build our new infrastructure; the entrepreneurs and small business owners who will keep dollars circulating; the scientists and technicians who will harness clean energy; the farmers and fishermen who will produce our food; the principals and teachers who will educate our children; the health care professionals who will prevent costly illnesses; the public service employees who will make government work efficiently again; and every single working person serving as the backbone of Hawaii's economy. Leadership you can trust means looking out for you and your family, focusing our limited public resources on the important priorities, and making a firm commitment to getting the job done.

### Underlying economic problems addressed in our plan

- *Too much importing of energy, food, goods and services*
- *Lost opportunities with federal resources that can stimulate the economy now*
- *Not enough good paying jobs*
- *An underperforming education system*
- *People lack financial assets*
- *Obsolete infrastructure*
- *Woeful business climate*
- *Short-term thinking*
- *Concentration of political power and wealth*



## SAVE AND CREATE JOBS NOW, AND SEED THE GOOD JOBS OF THE FUTURE

- **Utilize federal stimulus dollars right away.** An Abercrombie Administration will use its relationships and knowledge of Washington, D.C. to capture hundreds of millions of dollars left on the table for projects in transportation, housing, healthcare, education, energy, environmental sustainability, technology, agriculture, and small business. This means immediate jobs in all sectors of the economy.
- **Fund the construction of a 21<sup>st</sup> Century infrastructure.** We will form public-private partnerships, get federal resources, and work with the Department of Defense to build a modern infrastructure in Hawaii focusing on the energy grid, information, irrigation, and transportation, including supporting Honolulu's rail system the right way. This means more jobs. It also means that residents, students, entrepreneurs, farmers, and retirees will have systems built around their needs.
- **Build green workforce housing through public-private partnerships.** By providing public lands, negotiating project labor agreements, and working with private developers, we will build environmentally friendly housing quicker and of highest quality. This means more housing inventory that working people can really afford, good jobs, and wages that will circulate in the economy.
- **Support small business and entrepreneurship.** Small businesses are the heart of the local economy. They create jobs and keep money circulating. Small businesses need a more business-friendly regulatory environment, more training and education, a fair and transparent procurement system, and more help marketing for export and establishing local markets.
- **Infuse technology and innovation throughout the economy.** At last, we will have leadership fully committed to technology and innovation in Hawaii, that will set firm goals, increase technology in schools, enhance the economic development role of the university system, create smart incentives for capital formation, generate sustainable dual-use technology businesses, and better use

technology in government. This means higher quality and more convenient services for you, and high paying jobs now and in the future so people can make a good living at home in Hawaii.

## INCREASE SELF-RELIANCE AND PROTECT OUR RESOURCES

- **Produce our own energy.** We will overhaul our outdated regulatory system by creating a Hawaii Energy Authority that will put clean energy projects on a fast track. When we produce our own energy, we will keep billions of dollars in our own economy and create green local jobs. By increasing funds available for rebates and conservation, you will save money on utility bills, protect yourself from future spikes in foreign energy costs, and protect Hawaii's environment.
- **Grow our own food.** Just a 10% increase in the amount of food we produce for ourselves could mean keeping \$300 million in the local economy. It will be worth the investment to protect important agricultural land, rebuild the irrigation infrastructure, improve agricultural education, and build markets for locally grown food. Healthy, locally grown food will become more affordable and accessible to your family, and will help keep money circulating in our economy.
- **Advance sustainable tourism and development.** Hawaii's visitor and hospitality industry will remain critical to our economic future if done well. But we cannot keep pouring money into marketing Hawaii while neglecting to make improvements to the "product." We need to repair decrepit public facilities, design and build greener buildings, invest in vibrant culture and arts, and restore our natural environment. This will create economic benefits that ripple through the economy. And it also means you and generations to come will be able to enjoy and to do your part in nourishing the natural environment and cultural diversity of Hawaii.

## INVEST IN THE SKILLS, HEALTH, AND WEALTH OF WORKING FAMILIES

- **Make an unprecedented investment in early childhood.** Early childhood health and education is one of the best economic investments of public dollars that we can make. We need to put early childhood support at the top of the public agenda if we want long-term growth in the economy. We will combine fragmented parts of various agencies into a Department of Early Childhood to focus our efforts. That means all children and grandchildren will get a good start in life, and we will not be left paying for problems down the road that can be avoided at a much lower cost by providing services to very young at-risk children.
- **Achieve excellence in lower and higher education.** Transforming our economy requires transforming education and bringing about excellence in the public schools, making sure college is accessible and affordable, developing scholarships and internship programs, and partnering with the private sector to ensure we are adequately preparing people for jobs right here. The university system will be an integral leader of Hawaii's economic transformation, with faculty taking the lead in pursuing more research grants to enhance our economy and serve our communities.
- **Ensure healthcare for all and support for elders.** Dealing with illness and disease is consuming too much time, productivity and money. There are growing disparities between people, and our population is rapidly aging—two conditions that are putting a strain on our economy. We need to get health costs under control by advancing preventive care, improving access to care, and rebuilding the public health infrastructure. We will also provide better support for older adults so they can live productive and dignified lives. And we will bring all parties together to discuss forming a collaborative, universal system of care that combines the best qualities of our private and public sectors to restore Hawaii to the forefront of healthcare. This means higher quality of life and less strain on your pocketbook.
- **Grow a resilient middle class through asset building.** Through innovative policies and public-

private partnerships, we will create realistic pathways for working people to enter, stay, and advance in the middle class by helping households build financial assets. We will do this by increasing financial education efforts, creating incentives to save for retirement, helping people save for college, making home ownership and business ownership more realistic, and cracking down on predatory lending practices. With more financial assets, you will have financial security, more economic options, and the ability to leave a legacy for your children.

## REBUILD CONFIDENCE IN GOVERNMENT AND HOW TAX DOLLARS ARE SPENT

- **Develop stronger partnerships.** Government has a critical role in helping the economy run smoothly and looking out for the interests of all people. In Hawaii, we need state government to be a better partner with the federal government so we can be at the forefront of President Obama's agenda in areas like education, infrastructure, healthcare, and energy. And government must work collaboratively with the private sector to revamp outdated permitting and regulatory processes that are too slow or costly for businesses. This will bring more funds into Hawaii, generate more economic opportunities, and improve our business climate.
- **Improve transparency and implement procurement reform.** Politics has overwhelmed the process of bidding for and performing work for the government. We must have a government procurement system that is fair, based on merit, and free from political pressuring. There must also be transparency in government so people know that their economic interests are being represented, not just the interests of a powerful few.
- **Make government lead by example.** State government needs to put its weight behind its economic proposals. That means leading by example in buying local, conserving energy, being a good environmental steward, creating family-friendly workplaces, providing customer-friendly service, and infusing technology and innovation into operations. This will mean improved

government services for you and for businesses so that our economy runs more smoothly and we achieve the big goals that we set for ourselves.

# EDUCATION

## Hawaii's Children First

**T**his election will be a referendum on leadership. It starts with education. The time has come to make a fundamental change.

If we expect accountability from our schools, we must provide our principals and teachers the authority to assume that responsibility. My plan will make sure principals and teachers get the support they need to meet this challenge.

Highest quality education for all must be our first priority because it makes every other social and economic goal we desire for Hawaii possible. Our students are not performing well enough by national measures, which are themselves poor compared to other countries. Yet there are many successes in our schools that are not being recognized or replicated. Instead, students and parents have been marginalized and educators have been criticized and demoralized. No one is able or willing to take responsibility for our education system; no one is held accountable.

Complicating matters is the No Child Left Behind Act, which has led to an oversimplification of what constitutes a good education, too much teaching to the tests, and private companies profiteering at the expense of public school budgets.

If we require high expectations for our students, we must meet that standard ourselves. An Abercrombie Administration will implement a full-scale reorganization of the school system to place decision-making authority within the school. True decentralization does not mean the creation of multiple mini-districts, but rather entrusts principals to manage their staff and resources, serving as CEOs—free from outside mandates and red tape. The focus will be on students and teachers in the classroom. Educators and parents will have ownership of their school. Teachers will be recognized as professionals with attendant respect and reward. Most importantly, every child will receive a comprehensive education program that meets the highest standards and reflects Hawaii's unique values.

As Governor, I will take personal responsibility to restore public confidence in our schools. And I pledge total commitment to see these initiatives through to completion.

### Guiding Principles: Education

- The interests of children will always take precedence
- The Governor will take personal responsibility and be accountable
- True decentralization of authority to schools
- High expectations of students
- Student achievement and college and career readiness
- Focus on critical thinking through all subjects, including art and music
- Respect for principals and teachers as professionals
- Making collective bargaining viable again with the interests of children made preeminent
- School-level innovation in all schools
- Safe schools

## INCORPORATE THE SUPERINTENDENT OF SCHOOLS INTO THE GOVERNOR'S CABINET

A long steady march toward school-level autonomy cannot happen with the current governance structure. Whether the school board is elected or appointed when the next Governor's term begins, I will incorporate the superintendent as a member of the Governor's cabinet to align all parties in implementing the systemic transformation that the public wants.

## DECENTRALIZE SCHOOL ADMINISTRATION

Unraveling centralized practices and mandates and empowering principals with autonomy will require systematic change and full commitment by the Governor to see it through over a number of years. The primary components of this effort include:

- **Principals with program control and budget decision-making authority**—Principals will be the ones making budget decisions for their schools. This will require refinement of and commitment to the Weighted Student Formula, "two-tier" bargaining so principals have flexibility to manage their own staff, new procurement policies, and expanded capacities of School Community Councils to ensure community ownership for school decisions.
- **Principal leadership academies**—Existing and newly recruited principals will get extensive training and preparation and be part of a support network. Principals will have the skills to make decisions and be accountable for achieving school goals including budget, staffing, programs, and scheduling.
- **Comprehensive accountability measures**—All stakeholders will participate in setting a rigorous and comprehensive set of accountability measures for grading schools. Rather than just looking at test scores, principals and teachers will be evaluated on a full range of criteria to drive continued improvement and guide school-level decision-making. Parents and students will also have expectations, and the Governor too will be evaluated on progress made so that voters and taxpayers can hold him accountable.

- **Teacher career advancement**—A more robust career path with opportunities and rewards will be designed so that the best teachers can advance in their careers without having to enter administration or leave the classroom. This will include more incentives for teachers to stay in schools, meaningful performance measures, and new roles and rewards for master teachers.
- **Redefining the role of the DOE**—Personnel emphasis will be on deployment to the schools. Some services that may be more efficiently provided by a central agency will be available for schools that want and need them.
- **Innovation in schools, including public charter schools**—All schools will be encouraged and empowered to innovate with online learning opportunities, enrichment activities, creative schedules, and other means to reach high statewide standards and meet the unique needs of their students. Charter schools have an important role in this mix, so the cap will be lifted on their numbers, funding will be realistic and fair, and they will be treated like all other public schools—held accountable for results and expected to share and replicate successes.

## COMPETE IN PRESIDENT OBAMA'S "RACE TO THE TOP"

As Governor, I will work with all parties in a collaborative and sustained effort to participate in President Obama's school reform efforts. Hawaii will seek to maximize federal resources to provide for raising academic standards and redesigning curricula, implementing transparent assessment and accountability systems, delivering targeted teacher support, and prioritizing investment in school innovation.

## **ENSURE SCHOOL READINESS**

Investing in young children is the best social and economic investment of public dollars that we can make. A comprehensive early childhood education plan will address the needs of 0 to 5 year olds for the school work to come and will be integrated into the public school system.

## **GENERATE PRIVATE INVESTMENT IN SCHOOLS**

Hawaii's businesses are the clear beneficiaries of public education. With government acting as a catalyst, we will seek private partners, including businesses, foundations, and trusts, to invest in programs and facilities. We will form joint ventures with schools to create new revenue streams. These partnerships will be critical to a decentralized system that that will emphasize public-private ventures in educational innovation.

# EDUCATION – EARLY CHILDHOOD

## Our Best Investment of Public Dollars

**O**ur values are clear: in Hawaii, we put children first. We have always felt an obligation to future generations and we act on that obligation even when that means sacrificing something today.

The science is also clear: We know for a fact that the brain is shaped for life in early experiences beginning at birth. We know that young children need positive interactions with caring adults to develop properly. We know that it is much more difficult and expensive to remediate problems later in life than it is to support parents in getting their children off to a good start. We know that by 18 months, developmental disparities already appear that will affect educational attainment for the rest of a person's life. We know that risk factors in early childhood, left unaddressed, practically assure poor health outcomes.

We know these things, and yet the State of Hawaii has been dismantling early intervention programs like Healthy Start and has reduced the assistance families need to access early learning opportunities. Right now, we are pouring tax dollars into disease management, incarceration, and remedial education; an Abercrombie Administration will turn this on its head by making efficient and effective investments in the time of life when the brain develops, with particular emphasis on the most at-risk children in the population. Hawaii will return to core values, and we will be the nation's leader in early childhood policy.

We have some of the most able business people, social workers, researchers, educators, philanthropists, and advocates working on early childhood issues in Hawaii. What we need now is leadership and political will. As Governor, I will provide an unprecedented level of leadership in this arena and I will see these commitments through. Investing in early childhood has an impact on education, health, safety net programs, homelessness, crime, substance abuse, community development, and economic development. It was true when I first helped develop the Healthy Start program as a state legislator, and it is true today. On a strong foundation of early childhood development, and by once again being a pioneer in this area, Hawaii will build our social, educational, and economic future.

### **Guiding Principles: Education – Early Childhood**

- Opportunity for every child
- Early childhood investment *is* economic development
- Early identification and prevention
- Child and family centered
- Develop public-private partnerships
- Science-based and culturally appropriate
- Parental involvement and strong families



## **INSTITUTE CABINET-LEVEL LEADERSHIP AND COORDINATION ON EARLY CHILDHOOD INITIATIVES**

Programs, services, and leadership in the area of early childhood are currently scattered among the Departments of Health, Human Services, Education, the Judiciary, and other agencies. In order to develop a comprehensive statewide policy to make a significant investment in early childhood, a Department of Early Childhood will be established with cabinet-level leadership to ensure government services are implemented well, improved continuously, and consistently meet needs. Most importantly, by eliminating duplication of effort and engineering partnerships with the private sector, this reorganization will ensure cost-effective use of public resources.

## **EXPAND PREVENTION AND EARLY INTERVENTION PROGRAMS**

Healthy Start will be reestablished and strengthened to ensure that the most at-risk newborns, toddlers, and their families get the support they need, avoiding much more costly interventions in the future. Hawaii will have universal pre-natal care, including education related to nutrition, alcohol and drug cessation, health care and screening for every child through a medical home, peri-natal substance abuse prevention and treatment services for pregnant and parenting women, risk/needs assessment and intensive home visiting for high-risk families of newborns, universal developmental screening with effective interventions, and school readiness assessments. With better allocation and coordination of public resources and working in partnership with the private sector, Hawaii will have the most comprehensive early child development system in the nation.

## **CREATE A UNIVERSAL NETWORK OF CHILDCARE AND PRESCHOOL SUPPORT**

Ensuring that every young child in Hawaii has access to high quality preschool will be a team effort. By coordinating with schools, nonprofits, foundations, community organizations, and employers, and by

developing a strong legislative framework, the Department of Early Childhood will ensure that all children, including those in families with low-incomes, can realistically access high quality childcare and preschool services. Employers will be encouraged and incentivized to allow for the family interaction that is critical for a young child's social and intellectual development. Preschool programs will be of high quality and—in accordance with the Abercrombie Plan for Education—will be integrated with the Department of Education to create a seamless transition from preschool to the public school system.

## **ESTABLISH THE STATE GOVERNMENT AS A MODEL OF FAMILY-FRIENDLY EMPLOYMENT PRACTICES**

As it encourages private employers to do the same, the State of Hawaii will lead by example by implementing family friendly policies that encourage and enable interaction in families with very young children. Besides supporting healthy development in young children, these policies will improve morale and productivity, and ultimately make government more effective and efficient. Policies will include flexible work schedules, telecommuting opportunities, job sharing programs, on-site services for children and mothers, and family leave. The State of Hawaii will have a new employment paradigm that reflects the value of putting the interests of children first.

## **DEVELOP THE EARLY CHILDHOOD WORKFORCE**

Building on the expertise and commitment that already exists in Hawaii, we will expand capacities and build real career paths so that our best early childhood workers and professionals can stay in the field and make a good living serving our children, families, and communities. Their good work today saves our society billions of future dollars in remediation. The Department of Early Childhood will work with educational institutions, nonprofits, the private sector, and experts to build a workforce large enough to meet Hawaii's needs.

# EDUCATION – UNIVERSITY OF HAWAII SYSTEM

## Our Most Underutilized Public Resource

**T**he University of Hawaii campuses at Manoa, Hilo, and West Oahu, along with the seven community colleges and dozens of educational outreach centers on Kauai, Oahu, Molokai, Lanai, Maui, and Hawaii Island constitute a tremendous resource for the state of Hawaii.

The university system brings \$450 million of additional funding to Hawaii for research and training—the equivalent of 9,000 additional jobs—and educates over 50,000 students every year.

And with all that it currently contributes, I still believe the University of Hawaii system is the single most underutilized public resource in Hawaii. My entire adult life has been associated with UH, and I know its potential as an economic driver, societal pacesetter, community resource, and educational foundation. With strong leadership now in place, ambitious strategic initiatives, and outstanding faculty, I know we are going to reach that full potential.

UH will contribute to and have a leadership role in every element of our comprehensive plan for Hawaii. UH will educate our young people; develop new technologies for commercial use; train health professionals, educators, and entrepreneurs; pilot innovative programs; be a focal point of statewide pride; simultaneously provide learning opportunities and valuable community services; attract the best minds from around the world; and much more.

Achieving this requires vision and the right kind of collaboration with UH leaders—empowerment and autonomy combined with clear objectives and measurable results. It will take a Governor who will listen to UH administration, faculty, and students, and who has a deep understanding of the challenges and possibilities of higher education.

We will also make sure that college is accessible and affordable. According to a recent study, 65 percent of jobs in Hawaii require a post-secondary education. In an Abercrombie Administration, we will continue to carry forth the vision of Governor John A. Burns to ensure that anyone in Hawaii with the ability, discipline, and desire to get a college education can get a world-class education right here in the islands.

### **Guiding Principles: Education – University of Hawaii System**

- Position the university as an economic driver and community resource
- Empower educators to teach and conduct research
- Establish high expectations of administration, faculty and students
- Ensure a smooth transition from public high schools
- Set clear goals and measurable outcomes
- Enable access to higher education for all in Hawaii

## **SUPPORT THE ENTREPRENEURIAL PROFESSOR**

University faculty members are among the most dedicated, resourceful, and creative people in the world. Hawaii's educators are leaders who can continually improve our communities. We need to set them loose, and their students too. We will establish a fund for faculty innovation and research to assist and encourage the pursuit of outside funds and resources for innovative and meaningful educational activity. We will also establish partnerships with other universities and the private sector to encourage joint learning opportunities and visiting professorships. In an Abercrombie Administration, faculty in the UH system will know they are supported and respected. And they will be continually challenged to contribute more to sustaining and improving the UH system, strengthening the overall economy, and weaving the social fabric that binds us together in Hawaii. Following their lead, Hawaii will become a nationally recognized research institution in many fields, and we will be the premier institution of higher learning in the Asia-Pacific region.

## **FACILITATE INNOVATION AND TECHNOLOGY TRANSFER**

UH already brings in a tremendous amount of funding for research and training on its own. With a supportive Governor who has close ties to the White House and Congress, we can do even more. And we can ensure that those dollars circulate in the economy, create meaningful benefits for Hawaii communities, and result in commercial activity that diversifies our economy. UH has already begun the process with its President's Advisory Council on Hawaii Innovation and Technology Advancement. My plan for Technology and Innovation outlines the broader initiative to establish a thriving technology and innovation industry in Hawaii's economy.

## **SUPPORT RENOVATION EFFORTS**

The University of Hawaii is an investment in human capital that will produce many returns for Hawaii. We will work closely with UH administration to fuel their plans for cost-effective renovation, repairs, and the

construction of new facilities. This will generate construction jobs and attract the best minds—the fuel for all economic activity that flows from higher education. The movement toward world-class, energy-efficient, superbly designed facilities will be methodical, measurable, and continual. In an Abercrombie Administration, we will use the bonding authority of the state and get to where we need to be.

## **MAXIMIZE ACCESSIBILITY FOR STUDENTS ON ALL ISLANDS**

We will fully support and coordinate with the Hawaii Graduation Initiative which aims to remove barriers to college entry. The cost of education is a growing concern, and actively reaching out to federal opportunities will help increase financial aid and other assistance. We will also focus on making sure traditionally underrepresented groups have access to higher education. Providing professional degrees on all islands and expanding online learning opportunities will bring our islands closer together and ensure that we are maximizing our human potential. We will continue to support the partnership between the Department of Education and UH to enhance the pipeline to higher education. Finally, we will promote seamless articulation of curricula to improve the intra-system transition from Community Colleges to four-year programs.

## **SUPPORT FOR PREMIER EDUCATION AND RESEARCH PROJECTS**

The Thirty Meter Telescope on Hawaii Island, the School of Ocean and Earth Science and Technology, and the Cancer Research Center in Honolulu are projects that can offer unparalleled educational and economic opportunities for the people of Hawaii and the world. Projects such as these give Hawaii a preeminence that attracts researchers, students, and funding, all of which benefit our local residents. With strong leadership that listens to all sides, we can move on these and other projects in a manner that is financially and ecologically sound, respectful of community needs, and maximizes benefits to Hawaii.

# ENERGY

## Hawaii's Most Important Economic Enterprise Right Now

**H**awaii's most important economic enterprise right now is to pursue energy independence.

When we are successful, we will create good, "green" jobs and grow local businesses; we will retain a major portion of the billions of dollars that we now spend on imported oil so we can reinvest it here at home; we will turn Hawaii into a global model for clean energy that will attract people to experience our success; we will become more resilient in confronting outside economic forces; and we will restore confidence in ourselves.

Planning for a clean energy future is one of the few recent examples of people working together for a public purpose. We commend the ongoing efforts of the current Governor, legislators, academics, entrepreneurs, public employees, community organizations, advocates, and individuals. Together, we have raised awareness, formulated plans, and formed working partnerships.

But we need to remember that in 1977, Hawaii had a plan to be energy independent by 2010. It is now 2010, and the annual cost of our oil imports has gone from \$500 million to over \$5 billion. Now is the time for bold action.

Hawaii's energy independence goals are rightfully ambitious. But we have a regulatory system and a utility monopoly that were built for a time and public purpose that are in the past. If we do not fundamentally change our approach, we will not reach our goals.

The way to achieve energy independence is by expanding economic activity, entrepreneurship, and public participation. We need appropriate oversight, but it cannot come at the expense of innovation and action. We must make this goal our collective mission, pass and implement innovative policies, enhance our unique island grids, have open dialogues with communities, and train our workforce to build and operate a clean energy economy. The benefits could not be greater. Clean energy will be the cornerstone of Hawaii's economy for generations.

In an Abercrombie Administration, plans will turn into swift action, beginning with a Governor who will stay committed to implementing efforts and who is willing to take on the big challenges that must be faced.

### Guiding Principles: Energy

- Swift and appropriate government regulation
- Competition and local entrepreneurship
- Community involvement and integration
- Consumer benefit, fairness, and equity
- Work hand-in-hand with the Obama Administration
- Commitment at all levels – government, business, community, family, individual

## **CREATE AN INDEPENDENT HAWAII ENERGY AUTHORITY**

The State's Energy Office has been important in facilitating the creation of state policy and plans, but it has been underfunded and is removed from direct policymaking and implementation. Meanwhile, the Public Utilities Commission (PUC) lacks the resources and expertise to act swiftly so that projects and programs get moving. Dockets that take 60-90 days in other states take 2-3 years to make it through Hawaii's PUC.

A new Hawaii Energy Authority (HEA) would combine the expertise and policy oversight currently in the State's Energy Office with some regulatory authority to implement Hawaii clean energy policy more swiftly. Some policy analysis and other duties currently tasked to the PUC would move over to the HEA, which would have the sole mission of achieving Hawaii's energy independence goals. The HEA will be independent, with no vested private interest or perceived conflicts of interest in the outcomes of its studies and decisions.

The PUC would revert to its traditional function as a rate-setting agency. The HEA would be the lead government agency for conducting technical studies, overseeing the development and implementation of reliability standards for the power grid, deciding which independent clean energy providers are permitted to connect to the grid and in what order, executing contracts with clean energy providers, and overseeing energy efficiency programs.

## **ALLOW INDEPENDENT POWER PRODUCERS TO SELL DIRECTLY TO END USERS**

Hawaii's boundless renewable energy potential is bottlenecked in our archaic utility structure. It is a good sign that Hawaii's electric utilities have shown a willingness to embrace clean energy, but their monopolistic control is often at odds with the public interest in the world beyond fossil fuels. Democratizing energy requires the creation of a free market in energy so that we can deploy clean energy sources and our entrepreneurs can create new jobs. One of the first items on the agenda for the new Hawaii Energy Authority will be the establishment of rules and policies

to enable "retail wheeling" so that, for example, a wind farm that currently has no choice but to throw away excess energy not wanted by the utility, can sell power directly to a business willing to replace some of its carbon-based electricity.

## **IMPLEMENT PROPERTY ASSESSED CLEAN ENERGY (PACE) BOND FINANCING**

Even though converting to solar power and creating a more energy efficient home saves Hawaii families money over time, many lack the resources to pay the upfront costs for these improvements. Government can provide the funds to be paid back over time using its bond issuing authority. PACE will allow everyday people to reap the monetary benefits of converting to clean energy, create good jobs, and make it possible for Hawaii to meet our ambitious goals as we move toward energy independence. This is why PACE was named one of the Top 10 Breakthrough Ideas" for 2010 by *Harvard Business Review*.

## **ALIGN THE ELECTRIC UTILITY'S SUCCESS WITH HAWAII'S CLEAN ENERGY GOALS**

Hawaii's largest electric utility is tasked with providing reliable power to customers across five islands while meeting a fiduciary responsibility to their shareholders. Now we're asking that the power they provide be generated by clean, renewable sources. We can accelerate the transition to clean energy by aligning the utility's financial incentives with Hawaii's clean energy goals. The utility should be rewarded for meeting or exceeding Hawaii's clean energy goals. A percentage increase in their return on equity for exceeding clean energy goals would bring the attention of executives, employees, shareholders, and Wall Street to driving the clean energy transformation. Many of Hawaii's employees have utility stock in their pension or retirement plans. We all benefit from a financially healthy public utility.

## **INCREASE THE PUBLIC BENEFITS FUND FOR MORE EFFICIENCY PROGRAMS**

The state has an ambitious goal of 30 percent energy savings by becoming more energy efficient by 2030. Currently, 1 percent of expected annual utility revenues goes into the Public Benefits Fund, primarily to fund rebates on solar installation and energy efficient appliances. At this level, the program is useful, but inadequate. With more funding, we can conduct home energy audits, engage in more effective public education, and be more aggressive in helping families realize immediate savings. By increasing the amount to 2 percent—a dollar or so more per month for an average household—we can help that household easily save ten times as much by becoming more energy efficient. Doubling the fund will also create good clean energy jobs.

## **“GREEN” GOVERNMENT**

We will lead an effort to make government buildings, fleets, and personnel practices leaders in energy conservation, which will save tax dollars over the long haul and lead the rest of the state by example. There are numerous federal funding opportunities, and we can use the bonding authority of the state to retrofit buildings and infuse the economy with dollars that will both stimulate growth today and keep paying off in savings far into the future.

## **SUPPORT WORKFORCE DEVELOPMENT FOR GOOD, “GREEN” JOBS**

Hawaii can access more federal dollars to invest in the university system and the Department of Education to equip local engineers, business people, architects, plumbers, electricians, and others to build and run Hawaii’s clean energy economy. We will also create public-private partnerships where businesses expose people to clean energy jobs, provide opportunities, and recruit and train workers.

## **RESEARCH, EXPAND, AND DEPLOY RENEWABLES WITH CLEAR COMMUNITY BENEFITS**

Each clean energy technology has inherent advantages and disadvantages. To reach our goals we must consider an integrated approach, which means working closely with communities and ensuring that their interests in affordable and environmentally sustainable energy production are honored. We will look at sound practices and science, hold open discussions where all views are taken into consideration, and make firm decisions. I will aggressively work to develop projects in wind, solar, geothermal, ocean, biofuels, and other emerging technologies, and in the process ensure that those who bear the brunt of these projects are not unduly burdened and adequately benefit. Hawaii will become a clean energy laboratory, building on the outstanding work of the Hawaii Natural Energy Institute attracting dollars to fuel more research, and supporting startup high-tech companies that can export innovations, products, and services.

## **REDUCE OUR DEPENDENCE ON FOSSIL FUELS FOR TRANSPORTATION**

Roughly one-third of Hawaii’s energy consumption is for transportation. To address this, we will support an accelerated transition to green fleets—electric, hybrid, and biofuel-powered vehicles for fleet operations such as rental cars, taxicabs, buses, and delivery vehicles. We will support research, development, and production of biofuels for transportation purposes. We will require a majority of the power for Oahu’s rail transit project to be generated by clean, local sources—the project should be built right and powered right. And we will build livable communities that encourage walking, bicycling, carpooling, and using mass transit.

# ENVIRONMENT AND NATURAL RESOURCES

## A Commitment to Future Generations

**E**very aspect of our lives is intertwined with the natural resources of our islands. Our survival is literally dependent on proper stewardship.

Our environment is the lifeblood of our economy—the primary attraction for our visitor industry and a basic aspect of much of our business activity. Our land, water, oceans, and species form the foundation of our cultural diversity and are fundamental to the perpetuation of Native Hawaiian culture. Careful resource management is necessary to produce our own food and clean energy. And our island environment is the basis for our quality of life—hunting, fishing, hiking, surfing, swimming, and so many other activities that make Hawaii the place we call home.

Protecting our environment and being good stewards of our natural resources is much easier said than done. It is too easy to leave our mess for someone else to deal with at some future time. This has been a hallmark of politics-as-usual in Hawaii, where short-term thinking and private interests trump considerations for future generations. Hawaii simply cannot continue down this path.

We need to go beyond talking about “sustainability” and start acting on our common interest in managing our islands with wisdom and care. Too often, questions about the use of natural resources turn into endless bitter conflict. Worse, sides are sometimes actively pitted against each other for personal or political gain. Environmental and natural resource policy in Hawaii has suffered from a failure of leadership.

In an Abercrombie Administration, we will emphasize open, respectful discussion and decision making that puts the public interest above all else. We believe a strong economy is not one based on unfettered consumption of our natural resources, but instead one that is sustainable over time. We will look at environmental issues with future generations in mind, so that they do not suffer from poor decisions we make today.

### **Guiding Principles: Environment and Natural Resources**

- Consider the interests of people many generations into the future
- Sustainable use and management of natural resources
- Long-term planning
- Taking responsibility for our own mess
- Personal responsibility and leading by example



## **RESTORE CAPABILITIES OF AND PUBLIC CONFIDENCE IN THE DEPARTMENT OF LAND AND NATURAL RESOURCES**

Prior to Western contact, Native Hawaiian society had the *konoiki* to enforce its resource management model from the land to the sea. The Department of Land and Natural Resources (DLNR) is our modern day equivalent with extensive land, marine, and cultural resources under its watch. DLNR has not had the resources needed to do its job. Failure to provide adequate support to DLNR has negative economic and social consequences that we pay for in other ways. With the right leadership and capacity to look for additional sources of funding, including federal funding, we can ensure DLNR has the capacity to carry out its mission. And we can make sure DLNR is managed well by an objective Director who has broad community and agency support, understands the uniqueness of different islands and communities, listens to concerns, ensures proper enforcement of the rules and laws, and takes active initiative in carrying out the agency's critical mission. With the right leadership, we will make our parks great again; protect cultural resources and practices; appropriately support and regulate economic activities; acknowledge, respect, and perpetuate hunting, fishing, and other recreational and subsistence activities; and ensure that natural resources can be utilized and enjoyed by the people of Hawaii in perpetuity.

## **ADVANCE OUR CLEAN ENERGY FUTURE**

Moving to energy independence is Hawaii's most important economic enterprise right now. It is also critical to protect our environment from the pollutant risks and climate change impacts associated with fossil fuels. My plan on Energy details steps to accelerate our movement toward clean energy, including creating an independent Hawaii Energy Authority, allowing clean energy producers to sell directly to end-users, using PACE funding to increase clean energy implementation, realigning incentives for the public utility, increasing the Public Benefits Fund to encourage energy efficiency, "greening" government and the workforce, increasing research and deployment of new

technologies, and reducing gasoline and diesel usage in transportation.

## **INCREASE LOCAL FOOD PRODUCTION AND CONSUMPTION**

Growing more of our own food in Hawaii is another economically beneficial effort that is also good for the environment because it reduces the risk of importing invasive species, makes positive use of our land and water resources to protect and preserve green spaces, and reduces the environmental impacts of transporting food into the islands. My plan on Food and Agriculture details steps to lead an Agricultural Renaissance in Hawaii by protecting and properly utilizing agricultural lands, repairing irrigation systems, developing integrated agricultural/environmental/cultural education programs, increasing the market for locally grown food, supporting small farms, and encouraging individual and community gardening and water catchment efforts.

## **IMPROVE PREVENTION, MANAGEMENT, AND RESPONSE SYSTEM FOR INVASIVE SPECIES**

The lack of an expansive and coordinated inspection/intake process for our ports, planes and cargo allows hundreds of alien species to enter our island's ecosystems each year. Our ecosystems have suffered as a result. Continuing to leave this threat open and relying on luck to avoid future catastrophes is unacceptable. The problems caused by alien invasive species not only impact our natural resources, but also affect our watersheds and water supply, plants and agriculture, shipping, commerce, business, and even people's ability to sleep. We will seek additional federal resources and invest state resources—including educational resources—into a better preventive system that will stop these problems from arising in the first place and save money in the long run.

## **PREPARE FOR THE IMPACTS OF CLIMATE CHANGE**

To be good stewards for future generations, we must ensure Hawaii is able to withstand the impacts from climate changes that we are just now beginning to understand. When I saw firsthand the devastation of Hurricane Katrina, I learned how much worse the damage was because the coast and all its natural barriers against storms had not been properly preserved. With Oahu so densely populated and people living along the coast of every island, we must aggressively protect our coasts and properly manage these areas, looking at everything from scientifically based shoreline setbacks and modifications to vital infrastructure (roadways, sewage treatment plants, etc.) that will be inundated as sea levels rise. The time for a long-term statewide plan for the effects of climate change is now.

## **DEVELOP AN INTEGRATED PLAN FOR SOLID WASTE ACROSS THE STATE**

Hawaii produces significantly more solid waste per person than the rest of the U.S., and our country overall produces much more solid waste than many other developed countries. Recycling is an important activity, but we must also take steps to produce less waste in the first place. Solid waste management is generally a county issue, and there have been commendable efforts and improvements. But we are rapidly running out of landfill space and we cannot responsibly export our trash to other locations. Hawaii can do better, and we will, with a comprehensive and integrated statewide plan for addressing consumption, waste, reuse, recycling, and waste to energy conversion.

# FOOD AND AGRICULTURE

## An Agriculture Renaissance in Hawaii

It is time for an Agricultural Renaissance in Hawaii. Prior to Western contact, Hawaii was entirely self-sufficient in the production of food and supported a population nearly as large as Hawaii's current population.

Of course, diets and lifestyles have changed, but it is important for us to remember the potential of our rich islands. As recently as 50 years ago, about half of our food was still produced locally. Now, it is estimated that 80 to 90 percent of our food is imported.

Our dependency on imported food is a problem we ignore at our peril. Any disruptions to food supply lines—international crises, natural disasters, or labor disputes—would leave us with less than a week of food.

The continual importation of produce increases the chances of introducing harmful invasive species that could devastate our ecosystems and our agricultural economy. And finally, Hawaii is collectively “going out to eat” at a cost of about \$3 billion, which leaves our economy each year. Producing just 10% of that amount locally would keep \$300 million circulating in our own economy.

Producing our own food has other benefits. It will help to preserve open green space, as well as traditional culture and rural communities. We will reduce our carbon footprint when we reduce transportation distances for our food to travel. And the nutritional content of locally produced food is higher, meaning healthier people and lower healthcare costs.

Local products are generally more expensive than imports, which often have considerably lower costs of inputs, land, and labor. Initiating the effort to produce and buy local food will absolutely require a Governor who can leverage the land and monetary resources of the federal government.

I am committed to doing this because the people of Hawaii are also committed. Talk to people across the islands as I have, and you will see incredible dedication, determination, and ingenuity on Kauai; Molokai; Lanai; Maui; Hawaii Island; Oahu's North Shore, Central Plains and Leeward Coast; and in school, community, and home gardens all across our islands. We have the agricultural land, we have the expertise, we can rebuild the infrastructure, we can inspire and train our young people, we can build local markets, we can export more, and we can all participate in meeting the challenge before us.

### Guiding Principles: Food and Agriculture

- Food security as the primary goal
- Entrepreneurial farming and jobs
- Preserving and advancing rural communities
- Sustaining natural resources
- Agricultural innovation
- Dialogue, planning, and shared commitment

## **PRESERVE AND START GROWING ON AGRICULTURAL LANDS**

We will have legislation to protect Important Agricultural Lands from future development. Furthermore, by leveraging relationships in Washington, D.C., we will make full use of conservation easements through the USDA Farm and Ranchland Protection Program and the Department of Defense (DOD) “buffering” program, where applicable. The Governor must take the lead in these efforts.

## **REPAIR IRRIGATION SYSTEMS**

Water is Hawaii’s most limiting natural resource, and Hawaii’s irrigation systems, built by old plantations, are inefficient and in disrepair. Fixing them is critical to address and resolve water controversies, create more opportunities for farmers, and recharge ground water aquifers for potable water use. Key to improving these systems are the watershed improvement programs of the U.S. Department of Agriculture, the U.S. Army Corps of Engineers, and the U.S. Bureau of Reclamation. These can provide significant funding if the state provides matching funds. Addressing the efficiency of water systems will offer solutions to controversies between water users, such as the on-going debate on Maui. One clear example that could be addressed right away is the cleaning of Lake Wilson in Central Oahu—ending City and County of Honolulu dumping of sewage into the reservoir would release 3 billion gallons of unrestricted-use irrigation water to an existing irrigation system that serves the North Shore. Also, as done in Kekaha, Kauai, we could easily generate hydroelectric energy along repaired irrigation routes for farm operations or even for input to the grid. Storm water recapture projects, reservoirs, and other improvements should also be in the mix.

## **DEVELOP INTEGRATED AGRICULTURAL/ ENVIRONMENTAL/CULTURAL EDUCATION PROGRAMS**

We will support efforts in schools to familiarize students with job opportunities in agriculture and

develop scholarships, internships, and other incentives for prospective farmers. We will also promote entrepreneurship training in schools, community colleges, and universities. But traditional agricultural education in our schools can only go so far. The scope of “agriculture” must be broadened to include environmental/ecosystem education and integrate the teachings of the Native Hawaiian host culture such as the concept of *ahupua’a*. Farmers and ranchers are Hawaii’s front-line environmental stewards. We need our children to think critically about their place in the ecosystem.

## **LOWER THE COSTS OF FARMING FOR COMMUNITY-BASED ENTREPRENEURS**

Hawaii must take full advantage of the USDA’s Sustainable Agricultural Research and Education (SARE) program. We must also address the high cost of importing agricultural inputs—feed and fertilizer in particular—so that farming can be competitive and sustainable. We will form public-private partnerships to develop sustainable local feed and fertilizer, making it a focus of research in the UH system, employing extension agents, and designating experiment stations.

## **RAISE THE SUPPLY OF LOCAL FOOD**

Traditional agricultural policies like subsidies, tax credits, low-interest agricultural loans, and crop insurance can help kick start local food production. But the long-term solution must include the development of competitively priced, sustainable, locally produced feed, fertilizer and energy, which will also help in the development of a sustainable aquaculture sector. Hawaii will also meet President Obama’s challenge by taking full advantage of the USDA’s “Know Your Farmer; Know Your Food” initiative, which consolidates a wide variety of USDA loan, grant, and technical assistance programs that can strengthen local food production.

## **RAISE THE DEMAND FOR LOCAL FOOD**

Government, including schools, hospitals and prisons, must lead by example in supporting local agriculture by giving a preference to locally grown and produced products. The state will work with grassroots advocates and actively participate in a coordinated "Buy Local" campaign to increase use of local foods in restaurants and hotels. We must also strengthen our food safety process at local farms to secure the confidence of consumers through Good Agricultural Practices (GAP) certification. We will build on the success of farmers' markets by helping them to expand and to continue growing in popularity with local families. We will also explore science-based labeling to emphasize the higher nutritional value of locally produced food so consumers understand that cost-per-nutrient often makes local foods cheaper than imports.

## **SUPPORT AGRICULTURAL EXPORTING**

We need to restore agricultural inspection capacity so that government processes don't become a barrier to business and, at the same time, take all steps possible to protect Hawaii fragile ecosystem by limiting introduction of alien invasive pest species. We will also protect Hawaii brands and partner with businesses to coordinate "Hawaii Channels" that aggressively market products and services via the Internet, television, and other media for global export. Government will also help to coordinate trade show presence, consolidating logistics to help businesses break into bigger markets, supporting private trade organizations, and selling more local products through commissaries. With a Governor who understands Washington, D.C., we will work closely with the USDA to ensure that export protocols are readily available so export markets are accessible. Hawaii must also capitalize on research and development and the potential to export our knowledge around the world.

## **SUPPORT INDIVIDUAL PARTICIPATION THROUGH STORM WATER RECAPTURE AND COMMUNITY, SCHOOL, AND FAMILY GARDENS**

We need the people of Hawaii to participate in an Agricultural Renaissance. We will empower individuals to participate, and encourage backyard, rooftop, and lanai gardening as well as aquaculture/hydroponics to further increase local food self-reliance at the household level. We also will encourage storm water recapture projects at homes, schools, and businesses. School-based programs are particularly critical so that all children of Hawaii have a better understanding of their environment, food, nutrition, and culture.

# HEALTH

## Healthcare for Everyone in Hawaii

In 1974, Hawaii passed the Prepaid Healthcare Act which required employers to provide health insurance to full-time employees.

This law has helped Hawaii maintain one of the lowest uninsured rates in the country and one of the healthiest, longest living populations. We were ahead of our time, and our law has been considered a model for national healthcare reform.

But when the law was passed in 1974, many believed that universal healthcare in the United States was right around the corner. Most people in Hawaii already had health insurance through their employers, the monthly premium for a single plan was \$15.96, and the economy of Hawaii was on the rise.

Times have changed radically. We are living longer with more health complications, our struggling economy has more small- and medium-sized employers, new technologies and pharmaceuticals are in high demand, and costs have exploded in ways we never imagined as more people are living longer than ever before.

Our system of healthcare is fragmented, medical professionals are finding it harder to build a career in Hawaii, insurance costs are crippling business here, rising costs threaten the solvency of the retirement systems, it is harder to make an appointment with your doctor, co-payments are rising, and more people, particularly the most vulnerable in society, are finding it nearly impossible to access any healthcare at all.

With the kind of vision we had in 1974, and the kind of cooperation only possible in Hawaii, we can devise a health policy that will once again be a pioneer for the nation. We'll build on our strengths: outstanding health professionals who have been leaders in evidence-based practices and community-based medicine; a strong network of Community Health Centers and community-based hospitals; the perfect climate and culture for healthy living; near universal insurance coverage provided principally by two nonprofits with a long history and commitment to Hawaii; and national healthcare reform full of opportunities for our state.

In an Abercrombie Administration, we will focus on first things first—ensuring that all people have access to quality healthcare, addressing the root causes of poor health, and concentrating on prevention and public health education. At the same time, we will collaboratively develop a blueprint to serve all people of Hawaii under a universal system that integrates the best aspects of our private and public systems of care. We can build a model system that will once again lead the nation in its ingenuity and foresight. The challenges in front of us are clear. All we need now is the commitment and cooperation to get it done.

### Guiding Principles: Health

- Healthcare access for all
- Address costs at every turn
- Prevention and personal responsibility
- Wellness and integration of care
- Addressing disparities and social determinants of health
- Collaborative planning to develop a coordinated system of care

## **BUILD ON EVERY FEDERAL HEALTHCARE REFORM OPPORTUNITY FOR HAWAII**

The legislation signed by President Obama creates new requirements of the states, for which we must be prepared. It also has numerous opportunities to obtain federal help in upgrading our system of healthcare by improving care for the needy, expanding the use of health technologies, increasing numbers of health professionals, supporting seniors and small businesses, and securing funding for hospitals and health centers.

## **EXPAND COMMUNITY HEALTH CENTERS**

Hawaii has an outstanding array of Community Health Centers that are providing much more than physical health services to people. Their success is even more remarkable when you consider the tremendous fiscal constraints they are having now, coinciding with a huge increase in demand for services. We need to build on what is working. Community Health Centers are critical magnets for serving people throughout our mostly rural state. Federal, private, and state funds can help build capacity in these centers so that they can provide culturally appropriate, accessible healthcare, mental health care, wellness programs, dental services, health education, and other social services in a holistic manner that is relevant to the individual, family and community. Boosting their capacities, use of technology, personnel, and facilities will make all Community Health Centers even more significant fixtures and leaders in their respective communities.

## **ADDRESS THE PHYSICIAN SHORTAGE**

Hawaii has only 2,600 full-time practicing physicians. We currently need 3,400 and at the rate we are going, we will be 1,500 physicians short by 2020. This problem is worse on the Neighbor Islands, and we have critical shortages in orthopedists, obstetricians, and oncologists. Our medical school is not producing physicians fast enough, and the majority of our graduates and residents are leaving the state for work. We must act quickly to increase enrollment at our school of medicine, provide loan forgiveness and repayment assistance for service in Community Health

Centers or HHSC hospitals, and provide incentives such as housing subsidies to attract and retain health professionals in underserved areas. We must increase the deployment and use of physician extenders, mainly physician assistants and nurse practitioners. We can establish a physician assistant program at UH-Hilo and increase other training opportunities to double the number of physician assistants by 2015.

## **EXPAND THE USE OF INFORMATION TECHNOLOGY IN HEALTHCARE**

Our nation's current healthcare system has the highest administrative costs in the world. Health plans, hospitals, and providers must be brought together to reduce administrative costs, eliminate duplicative and unnecessary procedures, and effectively use the Internet and health information technology. Building local capacity to develop health information technology supports existing programs at the University of Hawaii and in the private sector, and generates jobs to attract talent and keep our best and brightest in our community. Health information technology is a national movement, and Hawaii's remote and rural character is the perfect proving ground for best practices. We must be at the forefront of this movement.

## **REBUILD THE PUBLIC HEALTH INFRASTRUCTURE WITH A FOCUS ON CHILDREN**

Hawaii's public health infrastructure has been decimated over the years, leaving us less prepared for epidemics and limited in our approach to public health education. We have been unable to provide the kind of outreach needed to address disparities and aggressively combat preventable health problems that wind up costing us more public dollars in the future. These include obesity, chronic diseases such as diabetes, oral health problems, and substance abuse. We will begin the process of rebuilding public health infrastructure by reestablishing the School of Public Health at the University of Hawaii, which used to serve the entire Pacific region. Without the School of Public Health, there has been a decline in overall population health in Micronesia, the Marshall Islands, and Palau—the consequences of which we are paying for everyday.



There will also be coordination and collaboration between the Department of Health and the Department of Education to ensure children and their families can access good health information and services.

### **SUPPORT PATIENT-CENTERED MODELS OF CARE THAT FOCUS ON PREVENTION AND ADDRESS SOCIAL DETERMINANTS OF HEALTH**

Our present day acute-care model—where people seek out healthcare only when they are sick—is economically unsustainable. We need to move to a model focused on prevention and wellness. Sometimes called the “Medical Home,” model is being pioneered in Community Health Centers and can be spread across the entire health system. Waianae Coast Comprehensive Health Center is a national demonstration project for the “Medical Home” model, which is already reducing healthcare costs. By focusing on prevention and a person’s total health, we can avoid chronic diseases and other costly illnesses. We can also begin to address health disparities. Researchers attribute the increase in life expectancy in the U.S. during the 20<sup>th</sup> Century not so much to new medical advancements, but rather to social changes like improved wages, public education, sanitation, housing, and civil rights laws. In this century, we will make similar health improvements by growing the middle class, supporting children in the earliest years of life, ensuring access to preventive care in rural communities, and improving diets and exercise.

### **DEVELOP AND IMPLEMENT A COMPREHENSIVE STRATEGY TO ADDRESS HAWAII’S AGING POPULATION**

Hawaii is getting older, and it is time we look at this as an asset rather than a liability. The costs of growing older are high, but if we take a preventive and empowering approach that includes our population of older adults—the vast majority of which are active and wanting to contribute—we can control costs and improve quality of life. My comprehensive plan for Older Adults and Aging lays out the steps we will take to create a Hawaii for all ages.

### **LEAD A MULTIFACETED TASK FORCE TO DEVELOP A SYSTEM OF UNIVERSAL HEALTHCARE**

The time to develop a new vision for healthcare in Hawaii is now. Times have changed, and the Prepaid Healthcare Act that has served Hawaii so well now must be revisited. A new vision of providing healthcare to everyone in Hawaii must emerge. We have all the talent and intelligence to create that vision. As Governor, I will assemble a group including health insurance companies, healthcare providers, government agencies, community groups, business, labor, academia, concerned citizens, and others whose task will be to ensure that all people have health coverage, all have access to quality healthcare, and that costs are controlled so that we can collectively afford the system and pay for it in a way that is fair and sustainable. We need to create efficiencies out of the current incoherence in our system, create incentives and opportunities for cost-effective preventive healthcare, and ensure quality along the way. We did it before. Working together with all parties involved, I know Hawaii can do it again.

# HEALTH – OLDER ADULTS AND AGING

## A Hawaii for All Ages

**O**ne of the most important public challenges of our time is to ensure that our rapidly growing population of retirees and elders can live productive and dignified lives.

Currently, our efforts are falling way short of the mark, creating both a social crisis and a crisis of our conscience.

Too many older adults and their families are without the support and resources they need, forcing them to turn to more expensive and less desirable living situations. Many lack the respect and opportunities that they deserve. For older adults who are alone and impoverished, the situation is even worse.

Out of this crisis, we must find opportunities based in the core value of *aloha* that defines Hawaii. After all, Hawaii is the nation's leader in intergenerational households, where grandparents are routinely involved in raising grandchildren. As difficult as caring for our elderly parents and grandparents can be, we also embrace it as our duty.

With the right support and opportunities, we can turn this situation around. Typically, we view aging through a deficit or sick-care lens, thinking of the high costs associated with long-term care and supporting the most frail in society. But the vast majority of adults over 60 are active, able, willing, and increasingly needing to live economically productive lives. We can view our aging population as a tremendous economic and social asset. With more older-adults contributing and engaged, we can significantly mitigate the high costs associated with aging, while improving the quality of life for all—young and old alike.

In an Abercrombie Administration, *kupuna* will be treasured community assets who are fully integrated into the whole of society. The challenges of aging will be seen as a social issue, not just one for families to deal with on their own. We will partner with senior advocacy groups to redefine social attitudes about aging, face our challenges together, and build a Hawaii for all ages.

### **Guiding Principles: Health – Older Adults and Aging**

- Caring for our *kupuna* is a core value of Hawaii
- Aging as an asset in Hawaii
- Enhancing quality of life for older adults

## **EMPOWERING AGING AT HOME AND IN COMMUNITIES**

Empowering people to grow older in their own homes and communities will not require a huge and expensive new government medical program. Rather, it will require a combination of sensible and affordable education, infrastructure improvements, community development efforts, family leave policies and other supports that can come about through collaboration between the public and private sectors. Together, we can create incentives and supports to help those providing care at home, whose actions save public and private dollars that would otherwise go into more expensive care.

## **CREATE A “SILVER WAVE” OF OPPORTUNITIES FOR ACTIVE OLDER-ADULTS**

Ninety-five percent of people over 60 are active, engaged and want to contribute. Through incentives and partnerships with private businesses and nonprofits, we will encourage the creation of many more flexible paid and volunteer opportunities for our elder population. We will recognize private businesses that become model employers and bring in retirees to serve as mentors and trainers. We will also support the growing trend of retirees going back to school for retraining, “re-careering,” and learning skills to start businesses.

## **DEVELOP A HAWAII CENTER OF EXCELLENCE ON AGING**

Our university system, including the community colleges, the private business sector, and non-profits, will be brought together to obtain funding for major research and cutting-edge projects around the subject of aging. We already have outstanding experts and programs at Kapiolani Community College, the University of Hawaii at Manoa, community-based programs throughout the islands, and many others. These can be coordinated to develop training programs, career paths in gerontology, and new advancements that will benefit people in Hawaii and can be exported around the world, particularly in

China, Japan, and Korea, which are rapidly aging. There is no reason why Hawaii cannot be a world leader in this field.

## **REINVIGORATE THE STATE OFFICE OF AGING**

The Office of Aging is the key leader in policy development, evaluation, and development of community partnerships. It must be reinvigorated with widely respected, active leadership that will implement plans developed with seniors, for seniors. It will look at coordination and potential consolidation of duplicative functions in the Department of Health and the Department of Human Services and it will reestablish Hawaii’s longstanding traditions of intergenerational interdependence by encouraging and supporting programs that bring together different age groups. The Office of Aging will think beyond services and consider how we design a community for all ages reflected in our buildings, transportation options, and neighborhood design.

## **PROMOTE AND SUPPORT COMPREHENSIVE LIFE PLANNING**

We will promote positive aging and wellness in all of its facets—physical, social, nutritional, and financial. We can do this by better preparing people for retirement, long-term care, and end of life needs. Working with the private sector, we will make planning and preparing for these events more comprehensive, accessible, and universal.

# HOUSING, FAMILIES, AND HUMAN SERVICES

## Investing in People, Saving Money and Lives

**F**or decades, Hawaii was a leader in attending to the needs of our people and families, with innovative policies and practices, low poverty rates, and a pervasive sense of community.

Recent funding cuts and the withholding of funds to crucial programs in health and human services have changed the landscape for many who are in distress.

Too many families in Hawaii are living in a crisis situation. I've been listening to community leaders, recipients of health and social services, nonprofit providers and others throughout the islands, and I know we can turn things around and restore Hawaii's national reputation as a state that really cares for its citizens.

We need to renew our investment in people and programs to end cycles of poverty, prevent family violence, nurture and sustain physical and social health, address the myriad of physical and social barriers facing the disabled, and reduce homelessness.

We can improve access to services, better integrate existing services, achieve better quality and effectiveness of service delivery, and make efficient use of tax dollars through improved systems within government and stronger partnerships with the nonprofit sector at no extra cost to the community. Most immediately, we can maximize and leverage federal dollars to achieve these objectives.

Solving big problems like poverty is not simple—and bringing the community together to work on solutions is critical. Children may have parents in prison; they may have physical or mental health challenges; they may be struggling in school; they may be homeless. They don't need a confusing array of services working separate and apart from each other. They need a coordinated, collaborative, and comprehensive direction. And we need to ensure communities are listened to and involved in the care of their own members. All Hawaii needs to stand together—businesses, nonprofits, state employees, faith-based organizations, neighborhood organizations, cultural groups, and everyday people.

In our vision of Hawaii, The Aloha State, no one is left behind.

### **Guiding Principles: Housing, Families and Human Services**

- Address financial, language, geographic, physical, social, and other barriers to services
- Invest in preventive services
- Provide hands up, not just handouts
- Maximize and leverage every federal dollar
- Form strong partnerships with the nonprofit sector
- Monitor and ensure service quality
- Prioritize efficiency in procurement and billing
- Apply a holistic approach to human needs—break down silos

## **ACCESS FEDERAL DOLLARS AND REBUILD THE SAFETY NET**

Nearly \$6 million for Hawaii's Health Information Technology Regional Extension Center was recently stalled because the state would not provide \$150,000 in matching funds. This lack of urgency needs to end so we can rebuild the safety net and get dollars churning in our economy. Congress recently provided \$86 million to maintain current Medicaid services which can buy us time to restructure our program. Besides federal funding, we can use the bonding authority of the state to improve information systems to improve efficiency. We need to be proactive in all areas so we can stave off hunger and poverty, curb domestic violence and substance abuse, and provide services for the most vulnerable in our society.

## **BUILD WORKFORCE HOUSING THROUGH PUBLIC-PRIVATE PARTNERSHIPS**

We can build housing that working people can actually afford using the same public-private model I developed in Congress, which produced thousands of high quality, energy-efficient units for military families here in our islands and fifty years of jobs for local construction workers. We can create similar partnerships for our own residents by using public lands, forging project labor agreements to ensure money stays here, and creating a vested interest for private developers to maintain energy-efficient high quality units.

## **DEVELOP ASSET-BUILDING PROGRAMS TO ADDRESS POVERTY AND GROW THE MIDDLE CLASS**

Most of our existing human service policies focus on subsidizing people's incomes so they try to get by. Most of our existing policies to subsidize savings and investment help people who already have wealth. By developing policies to help lower- and middle-income people build financial assets, we will make families more self-sufficient, more resilient against misfortune, more able to create economic opportunities for themselves, and more able to leave a legacy so their children can escape cycles of poverty. Such policies

include encouraging savings through individual development accounts, instituting a state earned income tax credit, maximizing use of the federal earned income tax credit, expanding and coordinating financial education efforts throughout the state, working with private businesses to increase participation in retirement savings, creating incentives for college savings, and developing supports for homeownership programs and microenterprise. Much of this can be done in partnership with community organizations, nonprofits, and private enterprises including banks, which have a private interest in growing savings and investment in Hawaii.

## **LEAD A COMPREHENSIVE, INTER-GOVERNMENTAL APPROACH TO HOMELESSNESS**

It is sometimes too easy for people to forget that homelessness is about real people—people who are struggling with mental illness or substance abuse; people who are working, but can't afford housing for themselves and their children; people who are "hidden homeless," forced to live with friends and relatives; and people who aren't homeless, who look upon those living in parks, beaches and streets with fear, dread, discomfort, or shame. We cannot continue to just sweep people away. We need long-term solutions that involve communities and address root causes—mental illness, substance abuse, poverty, lack of housing, lack of good jobs, and a breakdown of community. In the short term, state and county governmental agencies need to work together and partner with community agencies, the private sector, and others to get needed services to individuals and families. We need collaborative solutions that satisfy everyone's desire for safety, compassion, health, and economic wellbeing.

## **INVEST IN EARLY CHILDHOOD**

Programs for the most vulnerable such as Healthy Start and preschool supports for needy families must be restored to build positive futures for at-risk children and to stave off much more expensive and intensive government services in the future. All the science makes clear that investing in the health and education of very young children is a wise use of public resources. See my comprehensive plan for Early Childhood.

## **REBUILD THE MENTAL HEALTH SYSTEM**

The mental health system in Hawaii is broken, and we are all paying a deep financial, social, and spiritual price. We can turn this around by giving mental health the attention it deserves. Hawaii was once a leader in mental health services. It begins with transparent, open, and accountable leadership. We need integrated models of care that make the best use of Community Health Centers and work with primary care centers. As was Hawaii's trademark, we need to return to being a leader in evidence-based practices based on the best research. There are significant opportunities in the federal healthcare reform law that can help Hawaii. While the state pursues these, it will work with communities to develop plans of care that make sense for unique populations throughout our islands.

## **REFRAME OUR APPROACH TO AGING**

We are in the midst of a collapse of leadership on the issue of aging at both the state and county levels. This growing problem is exacerbated by our failure to find proactive, preventive, and cost-effective solutions to the challenges of growing older. An Abercrombie Administration will reframe aging as an asset for Hawaii by fully engaging older adults in a Hawaii where communities are redesigned for all ages. See my comprehensive plan for Older Adults and Aging.

## **SECURE ADEQUATE FUNDS AND BUILD CAPACITY TO SERVE COMPACT MIGRANTS**

In Congress, I worked hard to get adequate federal funding to support services for immigrants from the Marshall Islands, Micronesia and Palau covered under the Compact of Free Association. We continue to need more support. The population of these immigrants is growing and they face significant financial, social, cultural, and language challenges. The impact is felt throughout the islands, affecting healthcare, education, and other government services. Besides working with the Congressional delegation to secure adequate federal funds to cover our federally mandated responsibilities, we must also build capacity here at home. The people from these islands have rich cultures, and many are working hard to weave into the fabric of Hawaii. We need to work with these communities, provide leadership development opportunities, and work together with nonprofits and the private sector to address common challenges.

# SMALL BUSINESS AND ENTREPRENEURSHIP

## Government that Partners with Local Business

**P**resident Obama described today's entrepreneurs as our present day pioneers—those willing to take calculated risks to overcome challenges and create a better future.

But as one local businessperson recently told me, “growing a business in Hawaii today is like growing a seed in scorched earth.” We must improve Hawaii's business climate.

We hear this every campaign season, and the small business owners I'm talking to are rightfully skeptical. They don't believe anyone is listening when they talk about the skyrocketing costs of doing business in Hawaii—rent, shipping, taxes, fees, healthcare, equipment, utilities, and insurance. And as this continues, we are crippling our economy because there is no significant “multiplier effect” in our economy without strong, locally owned small businesses.

Hawaii has always had tremendous entrepreneurial energy, but we have never fully unlocked our potential. The small business people I've met want to do what is right for Hawaii. They understand their positive role in the community and the need for appropriate regulation and costs. But government is too often a barrier because the systems don't act with the speed, urgency, and understanding that businesses require.

Government has not been a good partner. Locally owned small businesses are too often on their own to find capital for start-up and expansion, break into new markets, and compete with large outside-owned corporations.

Small business is absolutely critical to job creation and our economic recovery. In an Abercrombie Administration, government will listen to small businesses, remove cumbersome barriers, open up opportunities, help solve problems, forge partnerships between businesses and communities, and advocate for local products and services. Hawaii is counting on our entrepreneurs to confront our top challenges by creating good jobs for our graduates, reducing our over-reliance on fossil fuel and imported food, and partnering with schools to create a 21st century education system.

### **Guiding Principles: Small Business and Entrepreneurship**

- Government's role is to be a helpful partner with business
- Fair access to capital
- Community-based economic development
- Buy local
- Sell local



## **CONDUCT A FULL REVIEW AND REFINEMENT OF REGULATION AND PERMITTING PROCESSES**

One of the biggest complaints among small businesses is that permitting and regulation processes are too costly, cumbersome and slow. A review and revision of all processes, beginning with business startup requirements, must be conducted with small business participation and the goal of supporting entrepreneurs. Government agencies that lack capacity or sufficient IT infrastructure will be upgraded. Businesses also need a stable regulatory environment and a higher degree of certainty that rules, regulations, programs, and laws affecting business won't change substantially from year to year.

## **CREATE A GOVERNOR'S CLEARINGHOUSE FOR FEDERAL OPPORTUNITIES**

Growing small businesses is a high priority of the Obama Administration and there are opportunities to access federal funds to start and expand businesses. Building on strong relationships with the federal government and collaborating with local banks and businesses, the Governor's office will have a one-stop clearinghouse for local businesses to get help in securing grants, loans and other federal funds, and will also actively seek out new opportunities.

## **COORDINATE "BUY LOCAL" EFFORTS**

There are many good independent efforts to encourage people to support local businesses. Government needs to take the lead in coalescing these efforts and measuring results. More importantly, state and local government will lead by example by making every effort to buy local and keep dollars here in Hawaii.

## **PROTECT AND MARKET HAWAII'S BRANDS**

The Attorney General's office will clamp down on protecting Hawaii's unique brands so that local businesses can benefit from all their efforts to ensure the high quality and stellar reputation of local products and services. At the same time, government will partner with businesses to coordinate "Hawaii

Channels" that aggressively market products and services via the Internet, television, and other media for global export. And we will build a trade highway for Hawaii small businesses, helping to coordinate trade show presence, consolidating logistics to help businesses break into bigger markets, supporting private trade organizations, and selling more local products through commissaries.

## **TEACH BUSINESS SKILLS**

Financial education must be a standard facet of everyone's education with more opportunities to learn business skills including management, finance, marketing, and entrepreneurship in our high schools, community colleges, and universities. Partnerships with local businesses that provide hands on learning experiences and internships will be expanded. We also need to ensure our system of higher education is preparing highly-skilled individuals who can hold good paying jobs here at home.

## **IMPLEMENT PROCUREMENT REFORM**

Politics has overwhelmed the process of bidding for and performing work for the government. We must have a government procurement system that is fair, based on merit, and free from political pressuring. A well-run and managed procurement system should follow the highest standards of conduct of the various trades, professions and industries to ensure quality and ethical behavior where the contractor and the general public mutually benefit. An Abercrombie Administration will create a level playing field for all.

# TECHNOLOGY AND INNOVATION

## Creating Jobs, Building the Future

**T**oo many of our young people feel that they can't make ends meet, let alone pursue their dreams at home in Hawaii. It is our most distressing trend. We can change this by weaving technology and innovation into our economy.

Technology and innovation have fundamentally changed how business is done and how people live their lives. We need to create an environment in Hawaii for innovative industries to thrive and simultaneously apply technology to all sectors. This will raise productivity and create good jobs in all areas of the economy and for all people.

It took a conscious effort by government to establish tourism in Hawaii, and it will require that same discipline to establish digital media, information technology, nanotechnology, ocean sciences, biotechnology, aerospace, astronomy, and other innovation fields. These industries bring dollars into Hawaii, often have minimal impacts on our environment, enhance the quality of education, lead our drive toward self-sufficiency, and create high paying jobs for our local families.

Hawaii has made strides with investments from the federal government and the hard work of leaders who have created thousands of good jobs. But competition is fierce and time is short. The economy has become globalized. If we don't meet the challenge to integrate technology and innovation into our economy within the next decade, Hawaii will be left behind. We need a long-term vision and the discipline to compete long-term. In 2007, the current administration launched its own "innovation initiative," and yet three years later our public policy in this arena is fragmented. Recent efforts to dismantle and renege on tech-related tax credits sent a message to businesses, investors, and our young talent that Hawaii's commitment to change is unreliable. It is the worst message we could have sent.

In an Abercrombie Administration, no one will question the totality of the state's commitment to technology and innovation. We won't have a Governor's policy and a legislature's policy and a private sector's policy. We will have one policy, Hawaii's policy, and we will unite around it. There will be collaborative public-private leadership. Because I have no other political ambition than to serve as Governor, I can assure the people of Hawaii that I will stay in office, make all necessary investments, work as a partner with industry, and see our initiatives through to completion.

### **Guiding Principles: Technology and Innovation**

- A policy of discipline, commitment, and certainty
- Investing in human capital and education
- Developing global citizens with island values
- Utilizing federal opportunities while we have them
- Technological infusion into all sectors
- Goals and measurable results

## **CREATE A GOVERNOR'S TECHNOLOGY COUNCIL**

The Abercrombie Administration will assemble a council representing entrepreneurs, investors, businesses, researchers, government, and others to implement and oversee the state's technology and innovation agenda and its integration with Hawaii's core industries. The Council will set goals for indicators such as cross-industry projects, tech-related jobs, UH technology transfer, entrepreneurial activity, workforce development, and infrastructure development. And it will design, evaluate and adjust the state's policy to reach those goals.

## **SUPPORT SCIENCE, TECHNOLOGY, AND INNOVATION IN SCHOOLS**

As part of the Abercrombie plan to transform the school system, high standards will be developed to ensure that Hawaii's students are the most technologically savvy in the country, no matter where they live. Extensive public-private partnerships will help ensure every school has the infrastructure and expertise to make this so, and innovation at the school level will be encouraged, incentivized, and replicated. Public-private "Innovation Labs" will help to facilitate, coordinate, and support technology and innovation programs in our schools including robotics, digital media, and entrepreneurship. To help close the digital divide, there will be wireless broadband Internet and video conferencing in all public libraries to make educational programming and information available to everyone.

## **INTEGRATE OUR UNIVERSITY SYSTEM WITH LOCAL BUSINESS TO DRIVE ECONOMIC DIVERSITY AND PROSPERITY**

To achieve our goals, the University of Hawaii system and private business must work together to form the economic driver that we have talked about for decades. Closer collaboration with the private sector will help to transition millions in federally funded research and development activity into products and services that can lead to the startup and prosperity of world-class technology companies in Hawaii, that will stay in

Hawaii. Under its new President, UH has already set a course in this direction, and in an Abercrombie Administration, it will have the full backing of the state government to lead this charge.

## **DEVELOP A NEW REGIME OF TECH INCENTIVES AND CAPITAL FORMATION SUPPORTS**

Hawaii's tax incentives for investment may have been imperfect, but they were visionary. They provided a glimpse of what is possible in Hawaii—that we have the talent to build a viable technology sector. It is now time to construct a new policy regime, not only with incentives to attract investment, but also with additional supports to help businesses become viable here in Hawaii and create jobs for our people. This new policy regime would include a package of redesigned tax incentives for companies at all stages of development including incentives for research and development activities, state follow-on funding for commercialization, implementation of the State Private Investment Fund, and the designation of a larger portion of local investment funds into venture capital. A reliable supply of capital is absolutely essential if we are serious about creating good tech-related jobs in Hawaii.

## **BUILD TECH DEVELOPMENT AND COMMERCIALIZATION CENTERS**

Hawaii needs well-planned and resourced facilities for tech companies to incubate and grow so they can compete with ventures in other states and countries. Federal funding and government lands will be used in public-private partnerships to develop and improve tech parks across our islands.

## **APPOINT A CHIEF INFORMATION OFFICER OF THE STATE**

Hawaii is wasting countless millions of tax dollars each year because of antiquated and un-integrated information systems. These inefficiencies hamper private business activity and create endless frustration for government employees and citizens. A State Chief Information Officer with clear goals and benchmarks will be empowered to systematically redesign government through the creative and inspiring use of technology. It is estimated that tens of millions of dollars could be saved in the Department of Education alone with better decisions and implementation of technology. Government must lead by example to help all sectors of the economy become more infused with technology, to increase cost-effectiveness and competitiveness, and improve quality.

## **IMPROVE THE CLIMATE FOR BUSINESSES BY IMPROVING GOVERNMENT PROCESSES**

Key to moving technology and innovation in Hawaii is a comprehensive plan to improve the climate for business, which means government needs to get its house in order and become a better partner with the private sector. For more information, see my plan for Small Business and Entrepreneurship. This means tackling government permitting and regulatory processes so that they are less burdensome, providing enhanced assistance for accessing federal funding opportunities, purchasing from local vendors, protecting and marketing Hawaii's brands, teaching business skills, and reforming procurement processes so that they are fair and sensible.

# ADDITIONAL ISSUES

## CIVIL AND HUMAN RIGHTS

In Hawaii, our diversity does not divide us; our diversity defines us.

No matter what your race or ethnicity, native or immigrant background, religion or culture, sexual orientation, disability, age or gender; no matter how much money you have; no matter what kind of job you have; everyone in Hawaii counts.

It is critical that we protect the civil and human rights of all our people. We must fight discrimination in all forms, support equal pay for equal work, end human trafficking, and teach tolerance and *aloha*.

An issue of current significance is civil unions. I have always made clear that I would have signed House Bill 444 if I were Governor. Despite the claims of critics, HB444 was not a same-sex marriage bill. The State Legislature has already defined marriage as between a man and a woman. Some have suggested the issue be put to a popular vote, but a constitutional democracy does not leave the civil rights of a minority up to the political fashion of the moment.

The people of Hawaii have too much history with discrimination not to understand what is happening here. Protecting people's civil rights cannot be compromised and I am committed to this most essential of constitutional imperatives. Civil unions respect our diversity, protect people's privacy, and reinforce our core values of equality and *aloha*.

## CULTURE AND ARTS

In an Abercrombie Administration, culture and arts will rise to a level of importance that we have not seen in Hawaii. Our diverse cultures and the Native Hawaiian culture in particular, are essential for the survival of our economy, our communities, and our identities. We will invest in culture and the arts in all forms, beginning by reintroducing their importance in schools, supporting

businesses and entrepreneurs, producing and attracting high quality cultural activities and events, supporting Native Hawaiian cultural institutions and activities, and better coordinating and marketing culture and arts institutions. All of this activity will strengthen our visitor industry, but the benefits will also be felt by our own residents and enhance our overall quality of life.

One key area that has important economic ramifications is the film industry, including film, television, digital media, computer animation, and visual effects. In the last ten years, this industry has brought more than a billion dollars in direct revenues to Hawaii. The benefits have come to all islands, employing hundreds of local crew and vendors while also promoting our visitor industry. Hawaii has a growing reputation as a great place for the film industry with excellent local crews, production incentives, and, increasingly, a digitally savvy workforce of young creative people who have chosen to stay in the islands. This critical mass of writers, directors, producers, editors, cinematographers, animators, web designers and crew armed with the latest in low-cost, high-definition production and post-production hardware and software is enhancing our traditional location-based vendor industry with original programming and films.

We will provide adequate resources for the Hawaii Film Office; nurture the independent community of filmmakers committed to documenting Hawaii's story; support our student filmmakers with expanded educational opportunities; and forge public-private partnerships to build sound stages, post production facilities, and office space. Thanks to broadband and the emerging dominance of the Asian entertainment market, Hawaii is uniquely situated to serve the entire Pacific Rim and beyond.

## **NATIVE HAWAIIANS**

While the Governor's responsibility is to all Hawaii's people, I recognize the special relationship to Native Hawaiians that is part of our public conscience, enshrined in our laws, and entrusted to our leaders. As Native Hawaiians rise, all of Hawaii benefits.

I will use my experience and relationships with the White House and Congress to advance the interests of Native Hawaiians, work to obtain continued federal funding, and build broader federal support for Native Hawaiian programs. I will continue to support Hawaiian self-determination as a proactive Governor who will consult broadly with all sides, build on the many strengths in the Hawaiian community, and resolve historic controversies with regard to ceded lands, Hawaiian Home Lands, water rights, gathering rights, and other issues. In the House of Representatives, I lead passage of the Akaka Bill three times, and as Governor, I will continue to work until this landmark legislation becomes law.

In an Abercrombie Administration, the state will work as an active partner with Kamehameha Schools and other Hawaiian organizations to advance preschool education, lift public schools, fairly fund and promote the success of Hawaiian charter schools, promote Native Hawaiian enrollment and success in higher education, and build capacity in Hawaiian communities. I also understand and support the unique importance of leadership development among Native Hawaiians in the public and private sectors.

I will continue my long-time support of Community Health Centers and will work to enable Native Hawaiian Health organizations such as Papa Ola Lokahi to become self-sustaining. My health policy focuses on access to culturally appropriate care and addresses substance abuse problems that are particularly devastating in the Hawaiian community, health education, preventive medicine, social determinants of health such as poverty, and the root causes of chronic diseases such as diabetes and asthma, which are disproportionately affecting Hawaiians.

I have always believed and acted on the premise that Hawaiians should control their own destiny, including managing their own resources. I will work with the Hawaiian people to resolve issues of the disposition of

ceded lands so that legal obligations are fulfilled and trust is rebuilt. And I will once and for all settle the dispute over ceded lands revenues by bringing all parties together in support of lasting solutions.

## **PUBLIC SAFETY**

As a former probation officer and educator, I understand public safety and the importance of being firm, consistent and clear regarding criminal justice. The ultimate way to reduce crime is to increase the number of strong, nurturing families and improve economic and social conditions for all. Establishing these standards and making these investments requires leadership, long-term vision and commitment.

We will stop the practice of sending prisoners out of the state, which sends public dollars out of Hawaii instead of creating jobs and community service opportunities here at home. It also often decreases the chances of successful rehabilitation by wresting prisoners away from their families and communities. Instead, they come back more hardened than ever. Sending prisoners out of state is also against the basic values of Hawaii, essentially turning prisoners into commodities to be held by the lowest bidder.

We will build secure prison facilities in Hawaii on the basis of cost-effectiveness, safety, and benefit to the community, and we will maintain the highest standards for corrections staff as represented in current collective bargaining agreements.

## **TAXES AND GOVERNMENT**

We must restore confidence in government in order to rebuild our economy, transform our schools, and achieve all other public goals we have. Reasonable people don't mind paying taxes if they have faith they are receiving full value for their dollars. But it is clear from my many conversations with people over the last months that trust in government has steadily eroded. This has little to do with the public employee who is doing his or her best with decreasing support. It has everything to do with a lack of leadership.

This leadership begins with the appointments I will make. My concentration is entirely on the campaign

and I have made no decisions on any political appointments, but when I do, all decisions will be based on merit. I will look at a person's character, the respect she or he has in the community and among peers, expertise and creativity, and leadership skills to move an ambitious agenda. When I was made Chair of the House Armed Services Subcommittee on Air and Land Forces, I retained the entire staff of my Republican predecessor. I did so on the basis that they were professionals doing a good job for the subcommittee and for the nation. Political party or personal familiarity with me has not been and is not a factor for me. I will, however, look to bring fresh new leaders into government, and my administration will be as diverse as Hawaii with representation of all backgrounds and perspectives. Together, we will reestablish an esprit de corps among public employees—a pride and respect that is earned and well deserved because we will meet the high expectations of the public and serve with honor and humility.

I have made clear that I will work with the budget revenues we have and ensure that public funds are spent responsibly. I've done this throughout my career. The people of Hawaii rightfully will not tolerate any tax increase until there are serious discussions on whether we are using our existing revenues in a way that matches our values and priorities. People must be confident in how existing taxes are spent, and under the current leadership in Hawaii, there is much to repair in order to restore this trust.

Related to this is restoring trust in the procurement system. It will be fair and transparent. Serious discussions will ensue with all parties about long-term financial issues such as retirement funds, and reforming elections to make them more accessible and fair.

## **TRANSPORTATION**

There are serious transportation issues on every island that must be addressed. President Obama and the current Congress have embarked on a major initiative to modernize the transportation infrastructure of this country. We need to capitalize on every opportunity while we can. As Governor, I will use my accumulated knowledge and relationships to reach out to

Washington, D.C. to assist in our plans to restore and revitalize our airports, harbors and roads.

We will also look at how we design our communities to encourage alternative modes of transportation including walking, biking, and mass transit. We need to get more serious and strict about road safety and street racing, provide safe outlets for motor sports enthusiasts, and boost law enforcement on our highways.

With only a single major airline, I believe people need additional options for interisland travel, including the possibility of another airline and an interisland ferry. An interisland ferry system is critical for the future of Hawaii—particularly with regard to increasing food security, supporting local businesses, and improving quality of life. I believe it can be done in a way that is environmentally safe, culturally sensitive, and economically feasible. As one of the earliest supporters of the Hawaii Superferry project, I was dismayed that cutting corners on assessing environmental impacts and inadequate communication with the community eventually stopped the project. For an interisland ferry project to be revived, it must be seen not as a single project, but as part of a comprehensive and integrated economic and transportation plan. I will explore new public-private partnership opportunities including consultation with the military, to develop a successful initiative and ensure all parties are involved and heard.

The other major transportation issue that could potentially affect all people in Hawaii is the City and County of Honolulu's rail transit project. At a cost of over \$5 billion, it will be the largest public works project in the history of Hawaii. For decades, I have been and remain today a supporter of rail transit. In Congress, I delivered on every single funding request for the current project. Rail can incorporate senior and workforce housing adjacent to rail stations; help to contain urban sprawl into rural communities; incorporate small businesses, healthcare, child care and dependent care centers in transit-oriented development; safely transport students to school; and provide an efficient and potentially green alternative to our overcrowded roadways.

Unfortunately, the proper development of rail transit may now be at risk due to political considerations. Whether you are for rail or

against it, everyone loses if the project is not done right. I am committed to transparency, respecting different views, and building broad citizen commitment to the project with the betterment of Hawaii as the sole consideration guiding our way—all now lacking. As Governor, I will continue to advocate for rail and be a strong partner with the City and County of Honolulu. I will also address transportation challenges on all islands and make sure that Neighbor Island taxpayers do not end up paying for Honolulu's rail project.



