

BEFORE THE MAUI PLANNING COMMISSION

COUNTY OF MAUI

STATE OF HAWAII

In The Matter Of The Application Of)

MR. ERIC CRISPIN, SVO)
PACIFIC, INC.)

To Comply With Condition No. 4 of a)
Special Management Area Use Permit)
for the Kaanapali North Beach)
Subdivision, located at TMK(s): 4-4-)
014:003, 004, 005 & 006, Kaanapali,)
Island of Maui, Hawaii)

DOCKET NO. SM1 88/0023, SSV
88/0002

MR. ERIC CRISPIN, SVO PACIFIC,
INC.

(DBS)

MAUI PLANNING DEPARTMENT REPORT & RECOMMENDATION
TO THE MAUI PLANNING COMMISSION
JUNE 26, 2007 MEETING

DEPARTMENT OF PLANNING
COUNTY OF MAUI
250 S. HIGH STREET
WAILUKU, MAUI, HI. 96793

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STATE OF HAWAII

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MR. ERIC CRISPIN, SVO)	DOCKET NO. SM1 88/0023, SSV
PACIFIC, INC.)	88/0002
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)	INC.
To Comply With Condition No. 4 of a)	(DBS)
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for the Kaanapali North Beach)	
Subdivision, located at TMK(s): 4-4-)	
014:003, 004, 005 & 006, Kaanapali,)	
Island of Maui, Hawaii)	

PURPOSE

The Applicant, Mr. Eric Crispin of Starwood Vacation Ownership (SVO) Pacific, Inc., seeks to obtain concurrence from the Maui Planning Commission (Commission) that SVO has complied with Condition No. 4 of a Special Management Area Use Permit and Shoreline Setback Variance granted by the Maui Planning Commission (Commission) at its meeting of July 19, 1988.

BACKGROUND INFORMATION

1. On July 19, 1988, the Maui Planning Commission (Commission) approved a Special Management Area (SMA) Use Permit for the Kaanapali North Beach resort subdivision development (**Exhibit 1**). Condition No. 4 of the SMA Use Permit states the following:

"The Applicant shall submit to the Planning Department for review and approval a revised North Beach Transportation Management Plan dealing with employee and guest traffic. A goal of the Transportation Management

Program shall be to reduce by at least 30 percent the total volume of project employee automobile traffic at the North Beach development. The Applicant is hereby advised that the program's goals and implementing measures shall be reexamined two years after the opening of each new project by the County Planning Director and the project's Transportation Coordinator and may be revised, based on mutual consent of the officials designated herein. In the event there is a dispute over the establishment of revised goals or implementing measures, the Planning Commission shall review the matter and determine the appropriate goals or implementing measures. The Applicant is further advised that implementation of said plan shall be required for the initial and subsequent projects within the Subdivision."

3. On December 14, 1998, an SMA Use Permit was granted by the Commission for the first phase of Kaanapali Ocean Resort project at Lot 1 of the North Beach Subdivision.

4. On October 24, 2000, the Commission approved the transfer of the aforementioned SMA Use Permit from Amfac Maui ("Amfac") and Kaanapali Ownership Resorts, L.P. ("KOR LP"), to SVO Pacific, Inc., upon sale and conveyance of Lot 1 to SVO.

5. Kaanapali Ocean Resort Villas on Lot 1 was completed in 2005. As such, completion of KOR Lot 1 triggered compliance with Condition No. 4 of the 1988 SMA Use Permit/Shoreline Setback Variance for the North Beach Subdivision.

6. On March 6, 2007, a Draft North Beach Transportation Master Plan (NBTMP) was submitted by the Applicant to the Department of Planning (Department). The Department provided comments on the Draft NBTMP on April 3, 2007 (**Exhibit 2**), to which the Applicant responded (**Exhibit 2a**)

7. On April 23, 2007, the Applicant submitted the Final NBTMP to the Department (**Exhibit 3**).

8. On May 11, 2007, the Final NBTMP was transmitted to the Maui Department of Transportation as well as the Maui Department of Public Works & Environmental Management for agency comment (**Exhibits 4 & 5**).

9. In meetings between the Applicant and the Department, both parties concluded that, due to the great length of time that had elapsed from the time the NBTMP was mandated in 1988 until the time the first NBTMP was finalized, the Final NBTMP should go before the Commission for final determination of compliance with Condition No. 4 of the 1988 SMA approval.

CONCLUSION & RECOMMENDATION

It is the Department's opinion, based upon the representations made in the Final NBTMP, that a substantial effort is being made by the Applicant to reduce the total volume of project employee automobile traffic at the North Beach Subdivision by at least 30%. The Department feels that the Transportation Demand Management (TDM) measures being implemented by the Applicant provide a model for resort developments to help reduce automobile traffic in the West Maui Region by helping to curb the demand for driving. The Department also notes that the Applicant intends to apply the analysis and principals provided in the Final NBTMP for Lots 1-3, and that Intrawest, the owner of Lot 4 (Honua Kai), intends to present detailed information for an update following completion of construction of Honua Kai. It is understood that SVO and Intrawest will collaborate in future updates of the NBTMP.

Based on the forgoing, the Department is satisfied with the contents of the Final NBTMP, and recommends that the Commission concur with the Department that the Applicant has complied with Condition No. 4 of the 1988 SMA Use Permit/Shoreline Setback Variance for the Kaanapali North Beach Subdivision.

APPROVED:



JEFFREY S. HUNT, AICP
Planning Director



COUNTY OF MAUI
PLANNING DEPARTMENT

200 S. HIGH STREET
WAILUKU, MAUI, HAWAII 96793

July 22, 1988

Mr. B. Martin Luna
Attorney at Law
2145 Wells St., Suite 201
Wailuku, HI 96793

Dear Mr. Luna:

Re: Applications by Kaanapali North Beach Joint Venture, a Hawaii partnership of Amfac Property Development Corporation and Tobishima Pacific Inc. for Special Management Area (SMA) Permit and Shoreline Setback Variance (SSV) -- Proposed subdivision and infrastructural improvements for the North Beach resort development, TMK 4-4-02:24 and 4-4-06:5, Kaanapali, Maui.

At its meeting of July 19, 1988, the Maui County Planning Commission reviewed the above applications and after due deliberation voted to grant the said Special Management Area Permit and Shoreline Setback Variance, subject to the nineteen (19) conditions, as specified in the attached Supplemental Director's Report dated July 19, 1988.

In addition, the Commission adopted the enclosed Director's Report dated May 24, 1988 and July 19, 1988 and the Supplemental Director's Report dated July 19, 1988, as it's "Findings of Fact, Conclusions of Law, Decision and Order."

Should further clarification be necessary, please contact John Min of our office.

Very truly yours,

A handwritten signature in black ink, appearing to read "Christopher L. Hart".

CHRISTOPHER L. HART
Planning Director

attachments

JM:sc

cc: William Paty, Chairman, DLNR
Aaron Shinmoto, LUCA/DPW
Vince Bagoyo, DWS
Marilyn Moniz-Kahoochanohano, DPR
Robert Siarot, DOT/Highways
Robert Rowland

EXHIBIT 1

July 19, 1988

SUPPLEMENTAL DIRECTOR'S REPORT

TO: Maui County Planning Commission

FROM: Planning Staff

SUBJECT: Applications by **Kaanapali North Beach Joint Venture**, a Hawaii partnership of Amfac Property Development Corporation and Tobishima Pacific Inc. for Special Management Area (SMA) Permit and Shoreline Setback Variance (SSV)-- Proposed subdivision and infrastructural improvements for the North Beach resort development, TMK 4-4-01: portions of 2, 3, 6, 8, and 68; TMK 4-4-02: 24 and 4-4-06: 5, Kaanapali, Maui.

A. Comments

1. Draft "Settlement of Issues"

a. On July 15 and 18, 1988, the Planning staff met with the Applicant's representative to discuss revisions to Exhibit A of the subject draft document. The following revisions have been proposed and are acceptable to the Applicant and Intervenors (Note: underlining indicates new material):

1) Condition No. 1-- The Applicant shall submit to the Planning Department within six (6) months from the date of the granting of the subject applications draft development and design guidelines for the North Beach Resort development. These guidelines and related technical information shall address *mauka* and *makai* view planes architectural design; building heights, massing siting and setbacks; shoreline setbacks; landscape planting; relationships to public beach and recreational uses and areas, including proposals for a public shoreline walkway system, public beach access and park improvements and public parking facilities; overflow and employee parking; and other related matters as requested by the Planning Director. These development and design guidelines shall be referred to the County's Urban Design Review Board for comment and be subject to final approval by the Planning Commission. The Applicant is advised that approval of said development and design guidelines shall be a prerequisite to the filing of any subsequent SMA Permit application for the initial project within the Subdivision.

2) Condition No. 4-- The Applicant shall submit to the Planning Department for review and approval a revised North Beach Transportation Management Plan dealing with employee and guest traffic. A goal of the Transportation Management Program shall be to reduce by at least 30 percent the total volume of hotel employee automobile traffic at the North Beach development. The Applicant is hereby advised that the program's goals and implementing measures shall be reexamined two years after the opening of each new project by the County Planning Director and the project's Transportation Coordinator and may be revised, based on mutual consent of the officials designated herein. In the event there is a dispute over the establishment of revised goals or implementing measures, the Planning Commission shall review the matter and determine the appropriate goals or implementing

measures. The Applicant is further advised that implementation of said plan shall be required for the initial and subsequent projects within the Subdivision.

b. Subject to the incorporation of the eight (8) conditions in Exhibit A, as modified above, as terms of the subject SMA Permit/SSV applications, and the execution of the "Settlement of Issues" between Applicant and Intervenor, the Intervenor will withdraw their Petition to Intervene in this proceeding.

2. Kaanapali North Beach Recreational Study.

a. Between July 13 and 19, 1988, the Planning staff met separately with the County Parks Director and applicant to review the above study. The discussions focused on the following aspects:

1) Identifying a method to assess the recreational park demand generated by the KNB development; and

2) Identifying and evaluating acreage proposals and concepts for onsite public park and beach access improvements.

b. Based on a review of various park standards and related technical information, it is proposed that the recreational park demand for the KNB development be based on the standard of 5.5 acres of improved recreational land per 1,000 population. This standard exceeds that proposed in the KNB Recreational Study of 3 acres per 1,000 population and is comparable to the existing proportion of improved park land in West Maui based on resident population. Also, this standard is comparable to the amount of improved park land provided at the Kapalua Resort. With this standard, the total demand improved recreational land for the KNB development would amount to 23 acres, based on a projected population increase of 4,210 new West Maui residents.

c. In evaluating proposals for onsite park improvements, the following were considerations:

1) An onsite inspection of the project site by the Department of Parks and Recreation and Planning Department to identify the recreational resources of the area;

2) Information and previous public testimony regarding existing public use of this beach area. The north end of the KNB site appears to be less desirable for swimming, due to the turbid water conditions and reef formation, but desirable for fishing and access to surf areas. The south end of the site appears to be desirable for swimming and snorkeling, due to the clear water conditions. The center of the site appears to be more suited for swimming and sunbathing, due to the depth of beach and sandy bottom conditions of the nearshore.

3) A review of the policies in the adopted Lahaina Community Plan, specifically the delineation of 5.0 acres and 1.0 acre on the north and south ends, respectively, for public beach access/park facilities;

4) Discussions with the Parks Director regarding the minimum acreage and improvements necessary to provide adequate public beach recreational opportunities;

5) A review of agency and other comments incorporated in the Final North Beach EIS; and

6) A comparative analysis of public park and beach access improvements at other resort areas on Maui.

d. In terms of onsite park and beach access improvements, it is proposed that a minimum of 10 acres be provided, as follows:

1) A 5.0 acre improved public beach park on the north end, with restroom, shower, picnic, and paved parking facilities and landscape planting;

2) A 3.0 acre improved public beach park on the south end, with restroom, shower, picnic and paved parking facilities and landscape planting. Within this area, consideration will be given to locating a 3,000 to 4,000 square foot sewer lift station;

3) A shoreline open space area for public use with a paved shoreline walkway setback approximately 30 feet from the *makai* property boundary. The *makai* open space area would be established for public use with emphasis on maintaining the existing natural shoreline character and topography, including abundant shade tree cover, and providing a defined and usable public space separate from the hotel grounds. This walkway would connect the north and south public beach parks and span the entire length of the 3,200 foot long beach. Shower poles would be provided at appropriate intervals along this walkway. In addition, a public restroom facility would be provided in the future at a central location. The acreage for this area should be 2.0 acres.

4) These public park facilities would be constructed and maintained by the Applicant.

e. The proposed onsite improvements address comments from the Department of Parks and Recreation, which recommended that a 6 to 10 acre park be provided. The proposal would establish a continuous shoreline park system with sufficient acreage to accommodate a minimum of 100 parking stalls on the north end and a minimum of 100 stalls on the south end, connected by usable and improved public shoreline area. The provision of a minimum of 200 parking stalls onsite would approximate that currently existing at Wailea (212 stalls).

B. Conclusions

Based on the above and the Director's Reports dated May 24, 1988 and July 19, 1988 and subject to reasonable terms and conditions, the Planning Department concludes that the proposed project conforms with the provisions of Section 20.12.770.C, Maui County Code relating to SMA Permits, as follows:

1. The proposed action will not have a significant adverse environmental or ecological effect.

2. The proposed action has been reviewed in light of the objectives, policies, and guidelines set forth in Article II Section 2-8, SMA Rules and Regulations, and the proposed action complies with same.

3. The proposed action is consistent with the general plan, Lahaina Community Plan, zoning and other applicable ordinances of the County of Maui.

4. The impacts of the project have been disclosed in the Final EIS and have been further evaluated, in terms of the subject applications. Issues that have been reviewed include the impact on coastal ecosystems and the beach system; provisions for adequate public parks and beach accesses; employee housing; traffic impact mitigative measures and improvements; adequacy of public facilities and services; a process to formulate design and development standards for KNE; and coordinating the timing of public improvements, in particular the bypass highway.

4. Impacts of the proposed action can be minimized through compliance with other applicable State and County statutes, ordinances, and rules and regulations, and other terms and conditions established by the Planning Commission to mitigate potential project impacts.

F. Recommendations

Based on the foregoing, the Planning Department recommends approval of the subject SMA Permit and Shoreline Setback Variance Applications, with the following conditions (**Note: Condition Nos. 1 thru 8 relate to Exhibit A in the draft Settlement of Issues. Changes are noted in Ramseyer format. Brackets indicate deletions; underlining specifies new material**):

1. Within the subject North Beach development area, building heights shall not exceed 6 stories and in no event greater than 80 feet on the parcels zoned H-M Hotel District and 12 stories and in no event greater than 105 feet on the parcels zoned H-2 Hotel District, excluding the structure for the elevator shafts and other rooftop appurtenances of the building. The height of each building shall be measured from finished grade which shall not be raised for artificial reasons but may be raised from existing grade to comply with health and safety requirements, including but not limited to the flood zone ordinance and the drainage master plan for each project and the Subdivision.

2. The Applicant shall submit to the Planning Department within six (6) months from the date of the granting of the subject applications draft development and design guidelines for the North Beach Resort development. These guidelines and related technical information shall address *mauka* and *makai* view planes architectural design; building heights, massing siting and setbacks; shoreline setbacks; landscape planting; relationships to public beach and recreational uses and areas, including proposals for a public shoreline walkway system, public beach access and park improvements and public parking facilities; overflow and employee parking; and other related matters as requested by the Planning Director. These development and design guidelines shall be referred to the County's Urban Design Review Board for comment and be subject to final approval by the Planning Commission. The

Applicant is advised that approval of said development and design guidelines shall be a prerequisite to the filing of any subsequent SMA Permit application for the initial project within the Subdivision.

3. The shoreline setback for building(s) to be constructed on the parcel zoned H-2 Hotel District shall be a minimum of 80 feet from the shoreline, as certified by the Department of Land and Natural Resources. The Applicant is advised that said shoreline setback area may be increased by the Planning Commission, based on its review and approval of the North Beach development and design guidelines.

4. The Applicant shall submit to the Planning Department for review and approval a revised North Beach Transportation Management Plan dealing with employee and guest traffic. A goal of the Transportation Management Program shall be to reduce by at least 30 percent the total volume of hotel, ^{Project} employee automobile traffic at the North Beach development. The Applicant is hereby advised that the program's goals and implementing measures shall be reexamined two years after the opening of each new project by the County Planning Director and the project's Transportation Coordinator and may be revised, based on mutual consent of the officials designated herein. In the event there is a dispute over the establishment of revised goals or implementing measures, the Planning Commission shall review the matter and determine the appropriate goals or implementing measures. The Applicant is further advised that implementation of said plan shall be required for the initial and subsequent projects within the Subdivision.

5. Any Applicant for development of projects within the North Beach Subdivision shall provide verification to the Departments of Public Works and Planning that the reserved capacity in the County sewage treatment plant is adequate to accommodate its project, prior to the commencement of construction of the project.

6. The Applicant shall construct public beach access/park improvements within the North Beach Subdivision, in accordance with plans approved by the Planning Commission.

7. Prior to the commencement of the operation of the initial project to be constructed within the North Beach Subdivision, the Lahaina Bypass Highway or other mitigative measures or terms, as approved by the Planning Commission, shall be implemented.

8. The number of hotel rooms and condominium units within the North Beach Subdivision shall not exceed 3,200 for a period of ten (10) years after the start of operation of the initial project.

9. Construction of the proposed project shall be initiated within two (2) years from the date of granting of the subject applications.

10. Appropriate measures shall be implemented during project construction to mitigate the short-term impacts of the project relative to increased dust, soil erosion, ambient noise levels and traffic disruptions.

11. A final detailed drainage and erosion control plan shall be

11. A final detailed drainage and erosion control plan shall be submitted to the Department of Public Works (DPW) for review and approval. This drainage and erosion control plan shall include but not be limited to hydrologic and hydraulic calculations; scheme for controlling erosion and disposal of run-off water; and an analysis of the soil loss using the HESL erosion formula. Also, this plan shall provide verification that the grading and run-off water generated by the project will not have an adverse effect on the adjacent and downstream properties.

12. In the event unanticipated historic, archaeological or cultural sites, remains, artifacts or resources are discovered during project construction, work shall stop in the affected area and the State Historic Office, Department of Land and Natural Resources, and the Planning Department shall be immediately notified to determine appropriate courses of action.

13. The conditions of this SMA Permit and SSV shall be self enforcing and accordingly, upon due notice by the Planning Department to the permit holder and the Planning Commission that there is *prima facie* evidence that a breach has occurred, the permit shall be automatically suspended, pending a hearing on the conformance of same, provided that written request for such a hearing is filed with the department within 10 days of the date of receipt of such notice of alleged breach. If a request for hearing is not filed with said 10 day period, the Planning Commission may revoke said SMA permit and SSV.

14. The subject SMA Permit and SSV shall not be transferred without prior written approval of the Planning Commission.

15. The applicant, its successors and permitted assigns shall exercise reasonable due care as to third parties with respect to all areas affected by the subject SMA Permit and SSV and shall hold the County of Maui harmless from and against any loss, liability, claim or demand arising out of this permit.

16. Full compliance with all other applicable governmental requirements shall be rendered.

17. The Applicant shall submit a revised Employee Housing Plan to the Planning Department and Housing Division, Department of Human Concerns for review within six (6) months from the date of issuance of this SMA Permit. This six (6) month time period may be extended by the Planning Director for good cause. In any event, the revised Employee Housing Plan shall be subject to approval by the Planning Commission, prior to the filing of any SMA Permit application for projects in the Subdivision. The revised Employee Housing Plan shall be prepared, in accordance with the following guidelines:

a. The revised plan shall be coordinated with plans of the State's Housing Finance and Development Corporation ("HFDC") for West Maui.

b. The revised plan shall include a conceptual development plan and program for the areas south of the re-aligned Kahoma Stream and Wainee Village for employee housing.

c. The revised plan shall specify estimated development costs, estimated selling prices or rental rates of residential units,

and types of residential units and shall propose a development program and timetable for implementation.

18. The proposed drainage outlet shall be designed to maintain the integrity of natural coastal beach process in the area and to prevent beach erosion, with final plans subject to review and approval by the Department of Public Works.

19. A revised Recreational and Park Plan shall be submitted to the Planning Department for review within six (6) months from the date of approval of the subject SMA Permit and SSV. This plan shall be subject to review and approval by the Planning Commission, prior to the filing of any SMA Permit application for projects in the Subdivision.. The revised recreational and park plan shall contain concept plans and appropriate technical information and shall be developed based on the following guidelines:

a. A 5.0 acre improved public beach park on the north end, with restroom, shower, picnic, and paved parking facilities and landscape planting;

b. A 3.0 acre improved public beach park on the south end, with restroom, shower, picnic and paved parking facilities and landscape planting. Within this area, consideration will be made to locating a 3,000 to 4,000 square foot sewer lift station;

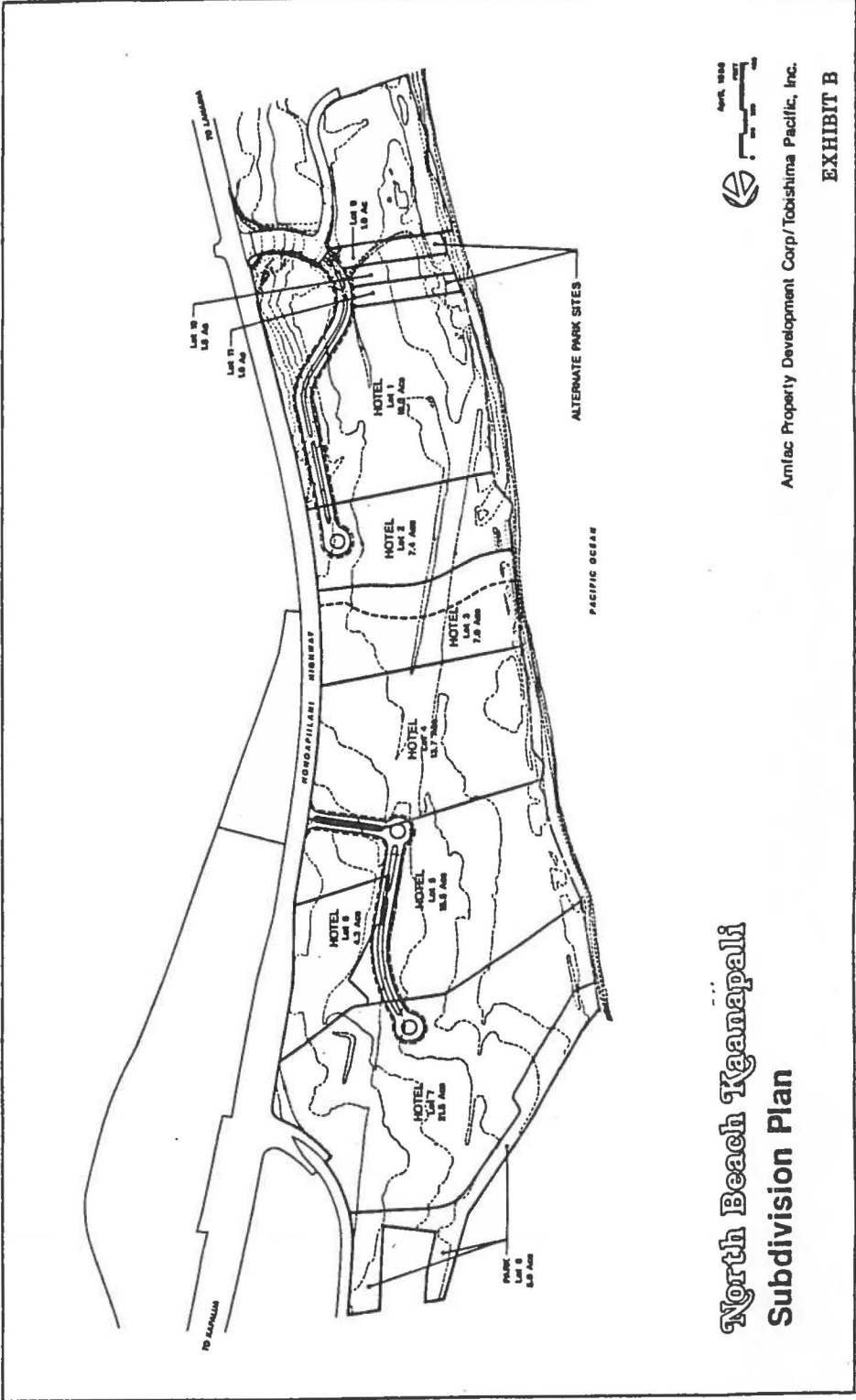
c. A shoreline open space area for public use with a paved shoreline walkway setback approximately 30 feet from the *makai* property boundary. The *makai* open space area would be established for public use with emphasis on maintaining the existing natural shoreline character and topography, including abundant shade tree cover, and providing a defined and usable public space separate from the hotel grounds. This walkway would connect the north and south public beach parks and span the entire length of the 3,200 foot long beach. Shower poles would be provided at appropriate intervals along this walkway. In addition, a public restroom facility would be provided in the future at a central location. The acreage for this area should be 2.0 acres;

d. Proposals for complying with additional park requirements, including but not limited to proposals for 13 acres of land with the following park improvements: restroom facilities, paved parking, grassed field and landscape planting. In lieu thereof, the proposal may include improvements to existing park facilities, in the West Maui district; and

e. A proposed timetable for construction of improvements.

f. A draft of an agreement specifying that compliance with the park requirements specified herein and plans approved by the Planning Commission shall fulfill any future additional public park/beach access and parking requirements for the Subdivision.

Staff further recommends that the Planning Commission adopt the Director's Reports dated May 24, 1988 and July 19, 1988 and the Supplemental Director's Report dated July 19, 1988 as its Findings of Fact, Conclusions of Law and Decision and Order.



**North Beach Kaanapali
Subdivision Plan**



Amfac Property Development Corp/Tobishima Pacific, Inc.

EXHIBIT B

CHARMAINE TAVARES
Mayor

JEFFREY S. HUNT
Director

COLLEEN M. SUYAMA
Deputy Director



COUNTY OF MAUI
DEPARTMENT OF PLANNING

April 3, 2007

Mr. Eric G. Crispin
SVO Pacific, Inc.
2155 Kalakaua Avenue, Suite 300
Honolulu, Hawai'i 96815

Dear Mr. Crispin:

RE: DRAFT NORTH BEACH SUBDIVISION TRANSPORTATION
MANAGEMENT PLAN UPDATE, PURSUANT TO CONDITION
NO. 4 OF THE SPECIAL MANAGEMENT AREA USE PERMIT
FOR THE KAAPALI NORTH BEACH SUBDIVISION,
TMK(S): 4-4-014:003-006, KAAPALI, MAUI, HAWAII
(SM1 88/0023)

The Maui Planning Department (Department) has reviewed the above-referenced document, and provides the following comments:

- 1.) The Final Transportation Management Plan should include details on the outcome of coordination efforts with the Mayor's Office and the Maui County Department of Transportation with regards to implementation of the West Maui Transit Enhancements, as outlined in the Draft Transportation Management Plan.
- 2.) According to the Lahaina Shuttle Service schedule in Appendix A, shuttle pick-ups in Lahaina currently begin at 9:20am. If the shuttle is intended to serve Starwood employees in addition to its guests, it seems to make sense that the shuttle service should run earlier in the morning in order to better accommodate commuters. Is this being considered?
- 3.) With regards to traffic impact fees, the Department will assess these fees in accordance with legislation adopted by the County Council.

EXHIBIT 2

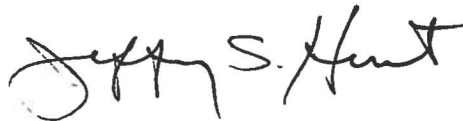
Mr. Eric G. Crispin
April 3, 2007
Page 2

If the legislation contains language which allows credits to be applied to the impact fees based upon payments already made by the developer for other mitigative measures such as Transportation Demand Management (TDM) initiatives, the Department may consider crediting the cost of such TDM programs in its traffic impact fee assessment.

- 4.) The Maui County Department of Transportation should receive a copy of the Draft Transportation Management Plan for review and comment, and a copy of any comments issued by the Department of Transportation should be forwarded to the Planning Department.

Thank you for your cooperation. We look forward to reviewing the Final Transportation Management Plan once it is prepared. If additional clarification is required, please contact Mr. Dan Shupack, Staff Planner of this office, at dan.shupack@mauicounty.gov or at 270-5517.

Sincerely,



JEFFREY S. HUNT, AICP
Planning Director

JSH:DBS:sls

c: Colleen M. Suyama, Deputy Planning Director
Clayton I. Yoshida, AICP, Planning Program Administrator
Dan B. Shupack, Staff Planner
Maui County Department of Transportation
Karlynn Kawahara, Munekiyo & Hiraga, Inc
North Beach Subdivision Project File
Kaanapali Ocean Resort, Lot 1 Project File
General File
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MICHAEL T. MUNEKIYO
GWEN OHASHI HIRAGA
MITSURU "MICH" HIRANO

KARLYNN KAWAHARA

'07 APR 23 P4:00

April 23, 2007

DEPT OF PLANNING
COUNTY OF MAUI
RECEIVED

07/22/89

Jeffrey S. Hunt, Director
Department of Planning
250 South High Street
Wailuku, Hawai'i 96793

SUBJECT: North Beach Transportation Management Plan Update for the Westin Ka'anapali Ocean Resort (Lot 1), Located at TMK 4-4-014:003, Ka'anapali, Maui, Hawai'i

Dear Mr. Hunt:

We are in receipt of the comments from your office dated April 3, 2007, regarding the Planning Department's comments on the subject document. On behalf of our client, Starwood Vacation Ownership Pacific, Inc. (SVOP), we would like to offer the following responses to your comments.

1. We note your comment with regards to the inclusion of details regarding the outcome of efforts for the West Maui Transit Enhancements. SVOP met with the Department of Public Works and Environmental Management (DPWEM) and the County of Maui, Department of Transportation (MDOT) in March 2007, to discuss the proposed North Beach Transportation Management Plan update (NBTMP). DPWEM indicated that they defer to MDOT on transportation issues. Per our discussions with the MDOT, they recommended that SVOP direct the funds to the improved coordination with the Ka'anapali Operations Association (KOA) shuttle and SVOP's Lahaina Shuttle to tie-in to the existing County commuter bus service. As such, the NBTMP has been revised to reflect MDOT's recommendation.
2. We note your comment regarding the expansion of SVOP's Lahaina Shuttle for the use by employees. An earlier start time for the shuttle is currently being considered to match the County's commuter bus service.
3. We note your comment with regards to the pending Traffic Impact Fee legislation with the County Council. We will continue to monitor the status of the legislation, as well as any proposed amendments.
4. As previously noted, SVOP met with the MDOT last month. During that meeting, a copy of the preliminary draft NBTMP was submitted to the MDOT for their review

Jeffrey S. Hunt, Director
April 23, 2007
Page 2

and comment. In addition to MDOT's suggestion that SVOP focus their funding efforts on the coordination of the existing KOA and Lahaina Shuttle services with the County bus service, minor revisions were suggested to the report from the MDOT, via telephone conference. MDOT's suggested revisions have been incorporated into the revised final NBTMP document.

We have attached two (2) copies of the final NBTMP report for your review and processing. Should you have any further questions, please feel free to contact me at 244-2015.

Very truly yours,



Karlynn Kawahara
Project Manager

KK:tn

Attachment

cc: Eric Crispin, SVO Pacific, Inc. (w/one copy)
Jim Dishinger, SVO Pacific, Inc. (w/one copy)
Tom Sunnarborg, SVO Pacific, Inc. (w/one copy)
Jim Neely and Carlos Rivera, SVO Pacific, Inc. (w/two copies)
Jim Charlier and Scott McCarey, Charlier and Associates, Inc. (w/one copy)
John Rapacz, Esq. (w/one copy)

F:\DATA\SVOKOR L3 Ph II\Traffic Plan\PDresponse.ltr.wpd

**Final North Beach Subdivision
Transportation Management Plan Update
April 2007**

Prepared by:



Charlier Associates, Inc.

2511 31st Street
Boulder, CO 80301
www.charlier.org

Prepared for:

SVO Pacific, Inc.

Executive Summary

This is an update to the 1988 North Beach Transportation Management Plan (NBTMP) as required by the 1988 SMA Permit for the North Beach Subdivision. The SMA Permit sets a goal of a 30% reduction in employee automobile traffic for the development. This 30% employee trip reduction goal will be met through application of the following measures.

First, some **employee trip reduction** has occurred and will continue to occur through long-standing preferences by some employees to carpool and use transit to get to work. The recently completed West Maui Commuter Needs Survey found that 22% of employees either take transit, carpool, walk or bike to work. If these existing trends continue, the North Beach Subdivision will see some reduction in employee automobile trips independent of any additional Transportation Demand Management (TDM) program development.

Expected contribution to goal: 14%

To increase transit mode share of commute trips, Starwood Vacation Ownership, Pacific (SVOP) proposes to work with Maui County Department of Transportation (DOT) and other West Maui employers to augment and improve transit service in West Maui to increase the ability of the commuting public, including SVOP employees, to take transit to work. The West Maui TDM Opportunities Report (based on the West Maui Commuter Needs Survey) provides specific recommendations to increase direct transit service between Central Maui and West Maui. In addition to augmenting regional transit enhancements, SVOP proposes to improve connections between West Maui commuter services and specific job destinations through private shuttles. While a range of service improvements are under consideration, it is expected that the additional service will increase the percentage of employees who use transit to get to work at to the North Beach Subdivision by at least the amount shown.

Expected contribution to goal: 4%

The **Lahaina Shuttle Service**, funded and operated by SVOP, also contributes to a reduction in employee traffic to the North Beach Subdivision. This free shuttle service has between 13 and 14 round trips a day between Ka'anapali Ocean Resort and Lahaina. SVOP proposes additional service to allow North Beach employees with early morning start times or evening finishing times to utilize this free service. Gregg Lundberg, General Manager of Ka'anapali Ocean Resorts (KOR) has been designated the Transportation Coordinator for SVOP and is responsible for the marketing and coordination of this shuttle. Mr. Lundberg is also responsible for coordination with Maui County Department of Transportation regarding SVOP's role in augmenting transit service in West Maui.

Expected contribution to goal: 4%

A **transportation allowance** is also proposed for the North Beach Subdivision. This would allow employees to choose an alternative mode benefit such as a free transit pass or the cash-equivalence in lieu of a free parking space (which tends to encourage driving).¹ This program encourages employees to use alternative modes by rewarding those who choose not to drive.

Expected contribution to goal: 8%

Finally, the 1988 SMA permit for the four-lot North Beach Subdivision reduced the allowed density to 3,200 units. The goal of 30% trip reduction was established at that time. The 1998 SMA permit for KOR Lot 1 reduced the allowed density of the subdivision from 3,200 units to 1,950 units. Existing SMA permits (for Lots 1, 2 and 4) and SVOP's pending permit for Lot 3 would ultimately construct a total of 1,628 units. This would cause a further reduction from the allowed density, which will result in a corresponding reduction of employee automobile traffic.

Trip reduction from allowed density: 49%

The chart on the following page shows the TDM measures for the North Beach Subdivision and the corresponding employee automobile trip reductions.

Figure 1: TDM Measures

TDM Measure	Description	Employee Automobile Trip Reduction	Trip Reduction from Reduced Density
Background Alternative Mode Use	Existing transit, carpool, walk/bike use by employees in this area	14%	-
West Maui Transit Enhancements	SVOP offer to augment/ improve transit service in West Maui	4%	-
Employee Lahaina Shuttle Service	Free hourly shuttle service between the North Beach development and Lahaina	4%	-
Transportation Allowance	Offer employees a choice of free parking pass, free transit pass or cash-out	8%	-
Transportation Coordinator	SVOP employee to coordinate and implement TMP measures	<i>No direct reduction</i>	-
Unit Reduction	Lower density creates fewer employee trips than originally allowed	-	49%
Total Trip Reduction		30%	49%

Purpose

This is an update to the 1988 North Beach Transportation Management Plan (NBTMP), as required by the 1988 SMA Permit for the Ka'anapali North Beach Subdivision and as updated and approved by the Maui County Planning Commission in 1997.² The 1988 SMA Permit (See July 19, 1988 Supplemental Director's Report to the Maui County Planning Commission) outlines the goal for employee automobile traffic reduction for the entire subdivision. It states:

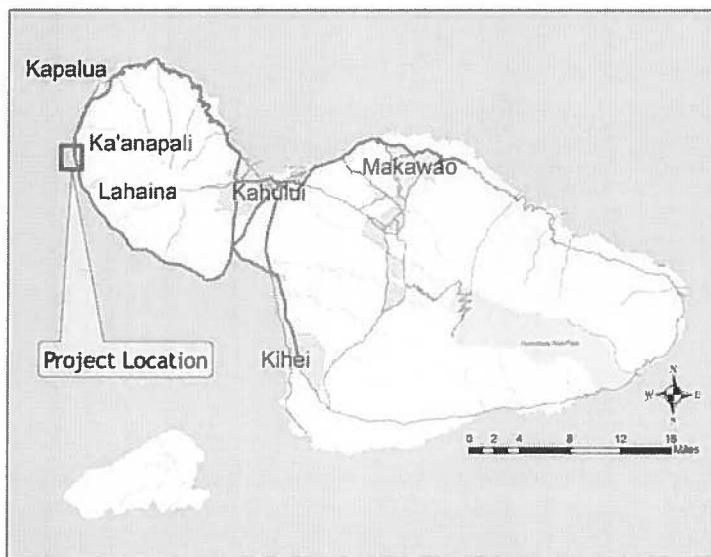
"The Applicant shall submit to the Planning Department for review and approval a revised North Beach Transportation Management Plan dealing with employee and guest traffic. A goal of the Transportation Management Program shall be to reduce by at least 30 percent total volume of hotel employee automobile traffic at the North Beach development. The applicant is hereby advised that the program's goals and implementing measures shall be reexamined two years after the opening of each new project by the County Planning Director and the project's Transportation Coordinator and may be revised based on mutual consent of the transportation officials designated herein."

There are four lots in the North Beach Subdivision and Starwood Vacation Ownership, Pacific (SVOP) owns Lots 1-3. Although this update is triggered by completion of construction on Lot 1, SVOP intends to apply the analysis and principles to Lots 1-3. SVOP has sought information from Intrawest (the owner of Lot 4). Intrawest has informed SVOP that Intrawest intends to present detailed information for an update following completion of construction on its Lot 4, as required.

Project Details

The four lots in the North Beach Subdivision are in different stages of the permitting process. Ka'anapali Ocean Resort Villas (KOR Lot 1), was completed in 2004 and contains 280 units. KOR Lot 2 is currently under construction and upon completion in December 2007 will have 258 units. KOR Lot 3 is currently in SMA Permit application for 390 units. Lot 4 has been purchased by Intrawest and construction has started on Phase One of the 700 units planned for that project.

Figure 2: Project Location



Transportation Demand Management Measures

There are six Transportation Demand Management (TDM) measures that will contribute the employee trip reduction goal as defined in the 1988 SMA permit. These are 1) the background alternative mode use, 2) West Maui transit improvements, 3) the Lahaina Shuttle Service, 4) a transportation allowance, 5) Transportation Coordinator, and 6) a reduction in the density of units built in the North Beach Subdivision.

1. Background Alternative Mode Use

The 1997 Transportation Management Plan Update for Ka'anapali North Beach, encompassed a number of strategies for employee trip reduction, including transportation carpooling and vanpooling, work schedule management, parking program management and transit use. These measures continue to be a part of the overall transportation management strategy for North Beach. Evidence of the suitability and desirability to advance these concepts is found in the West Maui Commuter Needs Survey completed in January 2007. This survey provides detailed commute data for West Maui employees. Over 2,400 completed surveys were returned and processed to obtain a highly accurate estimate of the percent of West Maui commuters currently traveling by alternative modes to work. The survey found that 15.6% of West Maui employees carpool to work, 3.9% take the bus, 1.5% walk and 1.0% bike. If these trends continue, a reduction in automobile trips to the North Beach Subdivision will occur due to preferences for some employees to take transit, carpool, walk and bike. These statistics suggest a 14.2% reduction of automobile trips (assuming two persons per carpool). Please refer to Appendix B for specific calculations.

2. West Maui Transit Enhancements

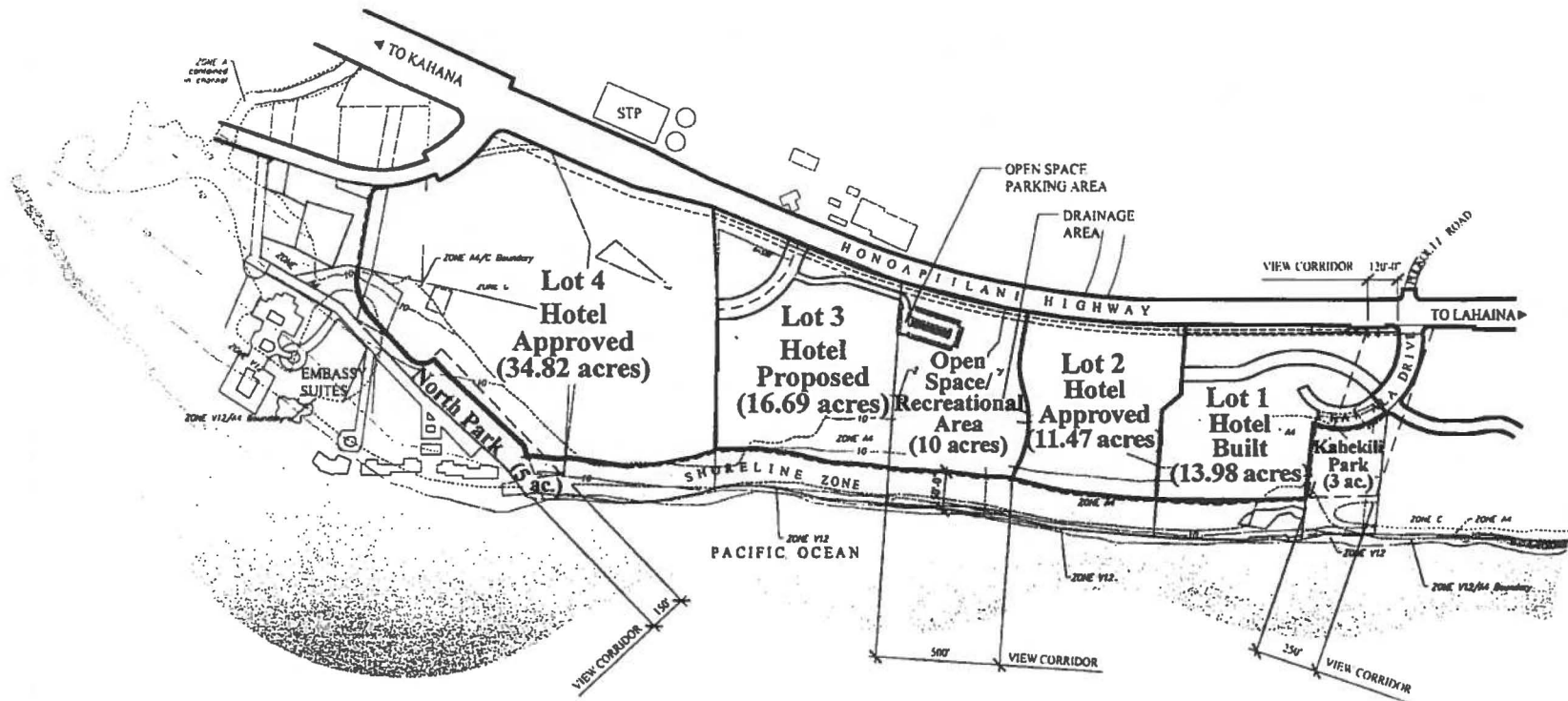
The West Maui Commuter Needs Survey identified several specific markets where latent demand for additional transit service exists. Specifically, the report found that significant numbers of employees who live in Wailuku, Kahului, Upcountry Maui and Kihei would be likely to take transit to work if good service is provided. The TDM Opportunities Report, which can be found in Appendix C of this document, identifies the leading factors currently discouraging transit commuting to West Maui:

- The lack of direct connections between existing commuter routes and actual job destinations in West Maui, including the North Beach resorts; and,
- The need for additional routes from Kahului and Wailuku to give commuters more flexibility and higher levels of service; and,
- The lack of direct service from Kihei.

A range of potential transit service improvements have been identified by SVOP based on the West Maui Commuter Needs survey. These include:

1. Increasing the frequency of the Makawao-Kapalua Commuter run;
2. Increasing the frequency of the Wailuku-Kapalua Commuter run;
3. Introducing direct commuter service between Kihei and Ka'anapali;
4. Adding stops on existing West Maui commuter routes closer to job destinations, including North Beach resorts; and,
5. Using various private shuttle services to make connections between the County's West Maui commuter services and specific job destinations in West Maui, including the North Beach Resorts.

SVOP is offering to help augment and improve transit services to, from and within West Maui. To this end, SVOP is working cooperatively with the Mayor's office and with Maui County Department of Transportation to determine the specific appropriate contribution. It is estimated that any of the potential transit services described above would be sufficient to reduce the number of employee automobile trips by at least four percent, so the remaining questions concern which actions are most consistent with the County's plans and priorities. SVOP proposes to maximize existing regional transit service by adjusting schedules and routes of private shuttles to serve as connectors between regional bus stops and final job destinations.



NOTE: Lot areas are approximate.

Source: Brownlie & Lee

North Beach Subdivision Conceptual Land Plan

NOT TO SCALE



Prepared for: SVO Pacific, Inc.

MUNEKIYO & HIRAGA, INC.

Svo korl3p5il:NBTMPsubplan

3. Lahaina Shuttle Service

Currently SVOP funds and operates a convenient shuttle service between Ka'anapali and Lahaina. The shuttle is a coordinated effort between Ka'anapali Ocean Resort, Westin Maui Resort and Spa, and Sheraton Maui. Currently the shuttle makes between 13 and 14 daily round trips between Ka'anapali and Lahaina with stops at KOR, Westin Maui, Sheraton Maui, the Lahaina Cannery Mall, Kobe's Steak House and Hilo Hattie in Lahaina. The Lahaina Shuttle Schedule can be found in Appendix A of this document. Ridership on this shuttle has grown rapidly, with 15,953 boardings over the last three months of 2006 – an average of 173 rides each day. The shuttle has thus reduced about 8,000 automobile trips in West Maui over these three months (assuming the eliminated auto trips would have averaged 2 passengers per car).

Although the Lahaina Shuttle Service was initially targeted for guests, the free service is also available to employees who make trips along the route. The West Maui Commuter Needs Survey revealed that 35% of employees who work at KOR Lot 1 live in Lahaina. If employee residential locations for the other resorts in the North Beach Subdivision are similar to the KOR Lot 1, the Lahaina shuttle could provide a viable alternative to driving to work for some of the employees who live in Lahaina. With increased employee information dissemination, adjustments to the route and stop locations as appropriate, and additional early morning and evening runs, the Lahaina Shuttle Service will reduce the number of employee automobile trips by at least four percent. Please refer to Appendix B for specific calculations.

4. Transportation Allowance

A transportation allowance transforms the transportation benefit that companies offer their employees (usually a free parking space) into a package where employees can choose the specific benefits that work best for them. Instead of assuming every employee wants a free parking space, the employer offers each employee a choice of the following:

1. **A parking permit** good for parking in the existing facilities
2. **A free transit pass** good for the Maui County Bus System
3. **A free Sugar Cane Train pass** good for the local train that stops in front of KOR Lot 1
4. **A carpool parking permit** for preferential parking spaces for carpoolers
5. **Parking cash-out** for those who walk, bike or are passengers of carpools (value equal to monthly transit pass)

Transportation allowance programs in large cities reduce employee automobile trips by an additional 10%-30% of existing conditions. Trip reduction results in resort communities, however, are likely to be less due to more variation in employee schedules and fewer transportation alternatives. It is estimated that an additional 8% of employee trips would be reduced if a transportation allowance were introduced in the North Beach Subdivision. The Transportation Coordinator will be responsible for implementation of the transportation allowance. More details of this program can be found in Appendix A.

5. Transportation Coordinator

The 1997 Transportation Management Plan (TMP) Update called for a part-time Transportation Coordinator responsible for "developing, evaluating and implementing appropriate TMP actions which will contribute to the goal of reducing the total volume of project employee automobile traffic at North Beach by at least 30 percent."

Gregg Lundberg, General Manager of Ka'anapali Ocean Resorts, is the Transportation Coordinator for the KOR Complex within the North Beach Subdivision. Mr. Lundberg's

responsibilities include scheduling, managing and marketing the Lahaina Shuttle Service. He also serves as the liaison to Maui County Department of Transportation regarding SVOP's role in augmenting transit service in West Maui. Additionally the Transportation Coordinator will continue to meet with the Mayor's office and with Maui County Department of Transportation. This position will be responsible for general coordination of employee and guest trips and will ensure TDM measures listed here meet their trip reduction goals.

6. Reduction of Units

The 1988 SMA permit for the four-lot North Beach Subdivision reduced the allowed density to 3,200 units. The goal of 30% trip reduction was established at that time. The 1998 SMA permit for KOR Lot 1 reduced the allowed density of the subdivision from 3,200 units to 1,950 units. Existing SMA permits (for Lots 1, 2 and 4) and SVOP's pending permit for Lot 3 would ultimately construct a total of 1,628 units. This would cause a further reduction from the allowed density, which will result in a corresponding reduction of employee automobile traffic. This type of reduction was cited in the approved 1997 TMP Update.² Figure 4 shows the current density for the North Beach development and the resulting trip reduction.

Figure 4: Trip Reduction from Allowed Units

	Allowed Density	Current Density	% of Allowed Density	% Trip Reduction from Reduced Density
1988 SMA Permit	3,200 units	1,628 units	51%	49%
1998 SMA Permit	1,950 units	1,628 units	83.5%	16.5%

Credit toward Impact Fees

Maui County has adopted enabling legislation for an impact fee system for all new development to mitigate the additional automobile traffic that will be placed on local roads. This impact fee system is detailed in the October 2006 report "Maui Island Traffic Impact Report and Comprehensive Roadway Master Plan" by Kaku Associates.⁴ The report forecasts future traffic volumes on Maui highways due to new development and the proposed highway improvements necessary to meet the new demands.

The purpose of an impact fee is to mitigate the effects of additional traffic onto the highway system. The TDM programs detailed above, however, will reduce some of the forecasted traffic volume on Maui highways. Thus, the cost of the TDM measures should be subtracted from the transportation impact fees that would have otherwise been assessed to the new development. The developer will have an increased incentive to fund TDM programs if the program costs can be subtracted from the impact fees. Additionally, if TDM program costs are not subtracted from the total impact fee amount, the developer is essentially being charged twice for these generated trips.

Monitoring and Reporting

It will be important to both SVOP and the County that information about the performance of employee trip reduction measures in the North Beach Transportation Management Plan is available. To this end, SVOP intends to monitor transit ridership, ridesharing, employee parking and motor vehicle trips periodically, with performance reports available annually and as needed to meet other required milestones. SVOP will make these reports available to the County, the Hawaii Department of Transportation, the owners of Lot 4, and other interested parties (e.g., Lahaina Bypass Now).

Conclusion

Starwood Vacation Ownership, Pacific is committed to reaching the employee automobile trip reduction goal cited in the 1988 SMA Permit. Collectively, the TDM measures described above will exceed this goal. Specifically, the measures that contribute to this goal are as follows:

1. Background alternative mode use including transit, carpooling, walking and biking
2. Improved transit service to the North Beach Subdivision
3. The Lahaina Shuttle connecting the North Beach Subdivision to Lahaina
4. Transportation allowance offering benefits in lieu of a parking space
5. Transportation Coordinator to develop and implement TDM programs
6. A significant reduction in number of planned units

The Transportation Coordinator will continue to coordinate these TDM programs for the North Beach Subdivision and evaluate actual program effectiveness. The Transportation Coordinator will also work with Maui County Department of Transportation regarding SVOP's role in improving transit service on West Maui.

References

1. Transportation Research Board. "Traveler Response to Transportation System Changes" (March 2000)
2. AMFAC. "Transportation Management Plan for the Ka'anapali North Beach" (1997): 1-9
3. Gregg Lundberg, General Manager Westin Ka'anapali. "Lahaina Shuttle Data.xls" (January 2007)
4. Kaku Associates. "Maui Island Traffic Impact Report and Comprehensive Roadway Master Plan" (October 2006): 1-56

Appendix A: Details of TDM Programs

West Maui Transit Enhancements

The TDM Opportunities Report found in Appendix C recommends three new transit routes which serve Ka'anapali. These routes will attract future North Beach Subdivision employees to take transit to work, contributing to the required reduction of trips. Below is the recommended transit service enhancements taken directly from the TDM Opportunities Report. SVOP has offered to assist with the following enhancements.

1. Increase the frequency of the Makawao-Kapalua Commuter. There is currently only one scheduled direct bus a day between Kahului and Ka'anapali. This is the Makawao-Kapalua Commuter which leaves Pakaula Street in Kahului at 6:10am. The West Maui Commuter Needs Survey data warrants an increase in service of this route to four departures from Pakaula Street in the morning and four returning buses in the afternoon. A bus should leave Pakaula Street every 20 minutes from 5:50am to 6:50am.

2. Increase the frequency of the Wailuku-Kapalua Commuter. There is only one scheduled direct bus a day between Wailuku and Kapalua. The survey data warrants an increase in service of this route to three departures leaving the War Memorial in the morning, and three returning in the afternoon. A bus should leave Wailuku for Kapalua at 5:55am, 6:25am and 6:55am.

3. Introduce a direct service between Kihei and Ka'anapali. Eight percent of West Maui employees live in Kihei, but no direct service between these locations exists. The survey data warrants implementation of one new route with direct service from Kihei to Ka'anapali. Additional service should be added if and when this route becomes well used.

Proper location of bus stops will be necessary to achieve maximum bus ridership to the North Beach Subdivision. SVOP proposes to maximize regional transit service by adjusting schedules and routes of private shuttles to serve as connectors between regional bus stops and final job destinations. With minor route adjustments, the Lahaina Shuttle Service could connect bus stops and employment locations throughout the North Beach Subdivision. In addition to the Lahaina Shuttle, SVOP proposes coordinating the Ka'anapali Operations Association shuttle as an additional service to pick up transit passengers at the bus stops and distribute them to their final destinations.

Transportation Allowance

A transportation allowance transforms the transportation benefit that companies offer their employees (usually a free parking space) into a package where employees can choose the specific benefits that work best for them. Instead of assuming every employee wants a free parking space, the employer offers each employee a choice of the following:

1. A parking permit good for parking in the existing facilities
2. A free transit pass good for the Maui County Bus System
3. A free Sugar Cane Train Pass good for the local train that stops in front of KOR Lot 1
4. A carpool parking permit for preferential parking spaces for carpoolers
5. Parking cash-out for those who walk, bike or are passengers of carpools (value equal to monthly transit pass)

This program allows employees to choose an alternative mode benefit in lieu of a free parking space (which tends to encourage driving). This program encourages employees to use alternative modes by rewarding those who choose not to drive.

Parking Permit Component

A parking permit is a free parking pass, generally in the form of a tag that hangs from the rear view mirror of the employee's personal vehicle. All vehicles parked in an employee lot require a parking pass. Temporary visitors can either park in designated visitor parking spaces or receive a free temporary visitor parking pass, depending on the duration of their stay. The benefit of a hang tag over a bumper decal is that carpool groups can rotate personal vehicles and those who drive alone and have more than one car at home still only need one parking pass. If employees currently receive free parking, charging for the parking permit is not recommended.

Free Transit Pass Component

Maui County Transit currently sells unlimited-use monthly transit passes. The employer should offer these passes free in lieu of a parking pass. At the time of this report, Maui County Transit offered monthly transit passes for \$25 per person. Note that this transit pass is different than the EcoPass discussed in the Commuter Benefits Option. This pass is purchased only for those people who choose not to have a parking permit whereas an EcoPass is provided for all employees.

Preferential Spaces Component

Those who pledge to carpool to work should be given unique carpool parking permits allowing them to park in spaces that are covered or closer to the front entrance of the building. These spots benefit the carpooler by eliminating the time spent circulating the parking facility searching for an open space and giving carpoolers a shorter walk to the building entrance. This strategy works particularly well in large parking facilities where searching for an open space and accessing the front door is time consuming. The cost of implementing these strategies is minimal and limited to the redesign of some parking spaces. Enforcement of this strategy is generally unnecessary.

Parking Cash-Out Component

The parking cash-out component is what sets this program apart from the Commuter Benefits Option. Parking cash-out gives employees the option of receiving cash instead of a parking permit or a transit pass. The amount of cash should be equal to the cost of a monthly transit pass. Typically, cash-out programs reduce automobile travel by 10% to 30% with most of these people switching to carpooling.

Administrative Component

Operating a transportation allowance program creates some additional administrative duties for the Transportation Coordinator. These administrative duties include maintaining a database of parking permits, purchasing transit passes from Maui County Transit, maintaining accounts for the parking cash-out, and distributing the transportation benefits to each employee. Often an employee's transportation benefit is selected at time of hire and distributed with a pay check. Time involved to complete these duties depends upon the size of the company.

A transportation allowance is a win-win situation for both employees and employers. The following are some employer-specific benefits of a transportation allowance.


- **Less congestion at work.** Fewer vehicle trips means less vehicle congestion in parking lots and internal roads, which benefits large companies that suffer from peak period congestion.
- **More parking for visitors.** Parking spaces previously occupied by employees' cars can be converted into visitor parking spaces. This particularly benefits retail based employment.
- **Employee growth potential.** In areas where parking is scarce, companies are able to hire more people with the same number of parking spaces.

- **Save money.** Employers who lease parking or have plans to build new parking spaces can save tens of thousands of dollars by reducing the demand for parking.
- **Tax incentives.** In 1998, the federal tax code changed to create financial benefits to employers who provide alternative transportation options. Employees can receive up to \$115 of tax free transportation benefits each month. Employers save money because this money is not subject to payroll taxes.
- **Regional impact reduction.** Companies looking to grow can demonstrate that the transportation allowance reduces the transportation impacts of development onto the regional network. Impact reduction is particularly relevant as transportation allowances target employees who generally travel during peak periods.
- **Recruitment and retention.** The West Maui Commuter Needs Survey demonstrated that traveling to and from work costs employees substantial time and money. Expanding transportation options to driving alone will reduce the burden the commute has on employees.

Lahaina Shuttle

Currently SVOP funds and operates the shuttle service between Ka'anapali and Lahaina. The shuttle is a coordinated effort between Ka'anapali Ocean Resorts, Westin Maui Resort and Spa, and Sheraton Maui. There are 14 daily round trips between Ka'anapali and Lahaina each day with stops at KOR, Westin Maui, Sheraton Maui, the Lahaina Cannery Mall, Kobe's Steak House and Hilo Hattie in Lahaina. Below is the current schedule of the Lahaina Shuttle as well as a summary of ridership for the last three months of 2006.

Although the Lahaina Shuttle Service was initially targeted for guests, the free service is also available to employees who make trips along the route. As the Lahaina Shuttle evolves, adjustments to the scheduling, frequency and hours of operations will be made to maximize the ability for employees to use this service to get to work. In particular, schedule adjustments will be made to attract North Beach employees with early morning or evening work schedules to use this service.



Lahaina Shuttle Schedule

Westin K.O.R.	Sheraton Maui	Westin Maui	Lahaina Cannery Mall	Kobe's Steak House	Hilo Hattie's
9:05a	9:10	9:15	9:20	9:30	9:45
10:05	10:10	10:15	10:20	10:30	10:45
11:05	11:10	11:15	11:20	11:30	11:45
12:05p	12:10	12:15	12:20	12:30	12:45
1:05	1:10	1:15	1:20	1:30	1:45
2:05	2:10	2:15	2:20	2:30	2:45
3:05	3:10	3:15	3:20	3:30	3:45
4:05	4:10	4:15	4:20	4:30	4:45
5:05	5:10	5:15	5:20	5:30	5:45
6:05	6:10	6:15	6:20	6:30	6:45
7:05	7:10	7:15	7:20	7:30	7:45
8:05	8:10	8:15	8:20	8:30	8:45
9:05	9:10	9:15	** 9:20	** 9:30	** 9:45

The listed times above are drop-offs and pick-ups for each location.
You will be asked to present your resort room key to the driver, prior to boarding the shuttle.

***Last Pick ups from Lahaina returning back to Ka'anapali is at 9:20pm (Lahaina Cannery Mall), 9:30pm (Lahaina Wharf Center), and 9:45pm (Hilo Hattie's)

The Westin Ka'anapali Ocean Resort Villas
Lahaina Shuttle 2006
Monthly Boardings Summary

Stop Location	October	November	December	TOTAL
KOR	1,359	1,733	1,241	4,333
Sheraton Maui	338	821	697	1,856
Westin Maui	725	1,093	995	2,813
Lahaina Cannery	405	559	726	1,690
Kobe's	843	1,014	919	2,776
Hilo Hatties	525	1,133	827	2,485
TOTAL	4,195	6,353	5,405	15,953

Appendix B: Trip Reduction Needed to Reach 30% Goal

Trip Reduction Goal

The 1988 SMA Permit (See July 19, 1988 Supplemental Director's Report to the Maui County Planning Commission) outlines the goal for employee automobile traffic reduction for the entire subdivision. It states:

"The Applicant shall submit to the Planning Department for review and approval a revised North Beach Transportation Management Plan dealing with employee and guest traffic. A goal of the Transportation Management Program shall be to reduce by at least 30 percent total volume of hotel employee automobile traffic at the North Beach development. The applicant is hereby advised that the program's goals and implementing measures shall be reexamined two years after the opening of each new project by the County Planning Director and the project's Transportation Coordinator and may be revised based on mutual consent of the transportation officials designated herein."

Reduction of Units

At the time the 1988 report to the Maui County Planning Commission was issued, the proposed North Beach Subdivision included 3,200 new hotel rooms and condominium units. The 30% reduction was set in response to the 3,200 units allowed for the North Beach Subdivision. The 1998 SMA approval for KOR Lot 1 reduced the total number of units allowed in the North Beach Subdivision from 3,200 units to 1,950 units. If 1,950 units is accepted as the new benchmark for the North Beach Subdivision, the total number of built, approved or proposed units still represents a reduction. Assuming that the proportion of the types of units would stay the same (thus employee trip generation would stay the same) the 1,628 units represents a 16.5% reduction in employee trips from what would have occurred with 1,950 units. The 1,628 units represents a 49% reduction in employee trips from what would have occurred with 3,200 units.

Trip Reduction through TDM Measures

This section explains how the trip reduction percentages were calculated for each of the TDM measures described earlier. If the transportation allowance is implemented and the West Maui Transit enhancements are made, these programs would meet the 30% reduction requirement even if the reduction in density is not included. The chart below quantifies the reduction for each TDM measure.

TDM Measure	% Employee Trip Reduction
Background Alternative Mode Use	14%
West Maui Transit Enhancements	4%
Lahaina Shuttle Service	4%
Transportation Allowance	8%
Total	30%

Background Alternative Mode Use

The background alternative mode use was revealed through the West Maui Commuter Needs Survey. The West Maui Commuter Needs Survey performed a comprehensive evaluation on how West Maui employees get to work. Over 2,400 surveys from 54 employers were returned resulting in highly accurate results. The survey revealed that 15.6% of West Maui employees carpool to work, 3.9% take the bus, 1.5% walk and 1.0% bike. Thus, the percent of employees using alternative modes to get to work is 22%.

The percent of employees who take alternative modes to work is not the same as the percent of automobile trip reduction. This is because carpools still generate some automobile trips. The automobile trip reduction for carpools is related to the vehicle occupancy of the carpool: the higher the occupancy the higher the automobile trip reduction. It is estimated that the vehicle occupancy of carpools to the North Beach Subdivision will be 2.0. Thus, the 15.6% of employees who carpool represent a 7.8% reduction in automobile trips (15.6 carpool percentage divided by 2 persons per carpool equals a 7.8% automobile trip reduction). The total expected automobile trip reduction for background alternative mode use is 14% (7.8% from carpools, plus 3.9% from the bus, plus 1.5% walking, plus 1.0% biking).

West Maui Transit Enhancements

Currently, two commuter routes serve the West Maui: the Makawao-Kapalua Commuter and the Wailuku-Kapalua Commuter. Despite the limited schedule, these two routes average 60 riders a day, including Saturday and Sunday. This is based on information provided by Maui County Department of Transportation. The West Maui Commuter Needs Survey revealed strong latent demand for additional transit service in this area and better transit service will attract new riders.

The proposed services described in the TDM Opportunities Report will increase direct service to this region by a factor of four. The specific recommendations for increased service are listed in Appendix A of this document. Nationally transit ridership response to new transit services is greatest in small communities where existing service is limited. It is common in these areas for the percent increase of transit service to equal the percent increase of ridership. In other words, a 50% increase in transit service results in a 50% increase in ridership. Given the latent demand for additional transit to West Maui, the specific service recommendations discussed earlier should double the employee transit use at the North Beach Subdivision from 4% to 8%.

Maui County Department of Transportation suggested coordinating regional transit routes with private shuttles to maximize transit ridership. SVOP proposes improved coordination with the Ka'anapali Operations Association (KOA) shuttle and SVOP's Lahaina Shuttle to tie-in to the existing County commuter bus service. Proposed improvements would include matching the stop locations of the private shuttles with the stop locations of the regional transit routes to create seamless transfers. These transit enhancements services will contribute at least 4% to the employee automobile trip reduction goal.

Lahaina Shuttle Service

Although the Lahaina Shuttle Service was initiated for guests, the free service is also available to employees who live along the route. The West Maui Commuter Needs Survey revealed that 35% of employees at KOR Lot 1 live in Lahaina. If these residential trends continue for the rest of the North Beach Subdivision, a large number of employees will be able to use the shuttle as a means to get to work. SVOP is adjusting the schedule of the shuttle service to allow North Beach employees with early morning start times or evening finishing times to utilize this free service. Additionally, employees can use the shuttle service for mid-day trips into Lahaina, further contributing to employee trip reduction.

Currently this shuttle service is not marketed to employees. With some elementary marketing and a transportation allowance that encourages alternative modes, it is estimated that an equal number of employees will use the free shuttle as currently use the county transit system. Thus, the Lahaina shuttle is expected to reduce employee automobile trips by at least 4%.

Additionally SVOP is looking into establishing a shuttle to Lahaina specifically for employees. This shuttle could make stops closer to employees' homes making the shuttle a more attractive option. The transportation coordinator could develop the route and stop locations over time to maximize employee participation.

Transportation Allowance

Employee participation in transportation allowance, and the resulting trip reduction, depends upon numerous environmental factors and is difficult to estimate. These environmental factors include the availability and cost of parking, ability to conveniently carpool with other coworkers, the available transit service and the cost of owning and operating a car. The most effective method to estimate trip reductions is to see results from other communities and then work backwards to consider local environmental constraints.

Transportation allowance programs in large cities typically reduce employee automobile trips by an additional 10%-30% of existing conditions, although individual results can be much higher. A transportation allowance at a company in Seattle, for example, recently reduced the number of employees driving alone to work by 60%. Trip reduction results in resort communities, however, are likely to be less due to more variation in employee schedules and fewer transportation alternatives. The large majority of employees will take the parking permit and continue to drive. Of those who choose not to take the parking permit, most will take the cash-out option and find carpools to join. To attract more people to the transportation allowance, the cash-out amount could be increased. At this point, a transportation allowance at the North Beach Subdivision is estimated to double the percentage of employees carpooling to work. This conservative estimate will result in a reduction of at least 8% of employee automobile trips.

Monitoring and Reporting

It will be important to both SVOP and the Maui County Department of transportation that information about the performance of employee trip reduction measures in the North Beach Transportation Management Plan is available. To this end, SVOP intends to monitor transit ridership, ridesharing, employee parking and motor vehicle trips periodically, with performance reports available annually and as needed to meet other required milestones. SVOP will make these reports available to the County, the Hawaii Department of Transportation, the owners of Lot 4, and other interested parties (e.g., Lahaina Bypass Now).

Lahaina **B**y pass.com

March 16, 2007

Eric Crispin
Starwood Vacation Ownership
2155 Kalakaua Ave. Ste. 300
Honolulu, HI 96815

Aloha Eric,

The West Maui Commuter Needs Survey resulted in a final report with specific recommendations for steps that employers can take to help ease the stress of commuting on their employees. The survey was developed as the result of an initiative by human resource managers at West Maui resorts concerned about the effects of daily commuting on their employees.

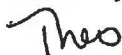
I am pleased to send you the final report with recommendations, written by the Colorado-based transportation planning firm Charlier Associates. As well as the recommendations for employers, the report contains specific recommendations on how to increase public transit use (p. 8) and carpooling (p. 16).

Starwood Vacation Ownership participated in the survey and had more than 20 respondents, so the back section of the enclosed report includes company-specific data for your company.

Lahaina Bypass Now is meeting with Maui Bus and Vanpool Hawaii officials as well as other key stakeholders to review and hopefully implement the recommendations in the report that will help address some of the traffic issues for commuters. We would like to keep in touch with you regarding in particular the employer-based strategies proposed in the report.

Thank you again for your participation in the West Maui Commuter Needs Survey.

Sincerely,



Theo Morrison
Executive Director

West Maui Commuter Needs Survey: Transportation Demand Management Opportunities



January 2007

Dedicated to Solving Maui's Traffic Issues

Lahaina **Bypass Now**
www.lahainabypassnow.com

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The Survey

MOTIVATION

The West Maui Commuter Needs Survey was an outgrowth of an initiative by human resource managers at West Maui resorts who were concerned about the effects of daily commuting on their employees. To improve travel conditions for workers, it is essential to understand current travel patterns and needs. Previously, large transportation planning decisions were made simply using anecdotal evidence. This survey was designed to provide information about origins and destinations of work commute trips, the duration and distance of the work commute, vehicle occupancy rates, and the financial burden commuting imposes on West Maui employees. The results of this survey will be used to formulate short and long term solutions to address the challenges these employees face. Opportunities for new transit routes, carpooling and vanpooling will be highlighted. The data collected for this report will also be invaluable for Hawaii State DOT, Maui County transportation planners, and the Public Works Department. The survey was administered by Lahaina Bypass Now (LBN), and was made possible through contributions from Starwood Vacation Ownership, Maui Land & Pineapple Company and through significant in-kind contributions from the numerous participating companies including distribution, oversight and collection of the survey.

SAMPLE SELECTION

Employees were targeted for inclusion in the study through a two-step process: First, a group of employers was chosen; then employees from within the selected organization were asked to participate. The list of potential employers to be targeted was generated from several sources but the largest was a list of employers from infoUSA, a marketing company with a proprietary database of US businesses. This list was supplemented with members of the Transportation Hui, members of the Chamber of Commerce, public agency/governmental entities, and other contacts of Lahaina Bypass Now (LBN).

The background and purpose of the study were explained to each participating employer individually. Participating organizations were instructed that each employee should be given the chance to complete the survey. Sampling instructions were provided if it was too cumbersome for organizations to survey every employee.

SURVEY ADMINISTRATION

The employee-survey packet included survey implementation instructions, a survey tracking form, and instructions for sending completed questionnaires to the consulting firm responsible for data analysis. Participating employees could enter a random prize drawing for one of ten \$100 gift certificates to a local grocery store. The packet instructed participants to submit the entry card with their contact information at the same time they submitted a completed survey. Surveys were distributed beginning September 13, 2006 and due by October 11, 2006.

RESPONSE RATE

Of the 151 employers selected to participate, 55 employers turned in at least one completed questionnaire for an overall employer response rate of 36%. Based on estimates from the database (which included broad categorizations of organization size) or survey tracking forms, about 7,045 employees work for these 55 companies. A total of 2,433 completed questionnaires were received, yielding a response rate of about 35%. It was estimated that just over 10,000 employees work for the 151 organizations that were originally sampled for the study. Thus, the overall employee response rate was approximately 24%. Due to the relatively large sample size (2,400 surveys), the margin of error is about 2% and the data should be regarded as highly accurate.

Transportation Demand Management

TRANSPORTATION DEMAND MANAGEMENT OPPORTUNITIES

As mentioned above, the primary motivation for this survey was to better understand employee commuting patterns and to recommend programs that provide these employees with alternatives to driving alone to work.

In this regard, the data from the survey is promising. Several key components of West Maui commutes suggest a strong latent demand for additional transportation demand management (TDM) programs, including:

- **35% of employees commute over 25 miles one way to work.** TDM measures are most effective when commute distances are long. Employees with long commutes can save more money taking transit or carpooling than those with shorter commutes. Further, accessing the bus stops from home and work, waiting for the bus, and picking up carpoolers all take time. As trips become longer, these segments of delay compose a shorter percentage of the total trip, making transit and carpooling more attractive.
- **82% of all workers come straight to work.** For obvious reasons, transit and carpooling works best when employees do not need to make stops on the way to work.
- **65% find the amount of traffic congestion on their commute either annoying or intolerable.** Many employees are likely ready to try alternatives to driving (86% at the time of survey).
- **72% do not need transportation during the day.** One reason people drive is the need for a personal vehicle for errands and work-related purposes during the day.

This report is split into four chapters based on TDM options: transit, carpooling, vanpooling, and a unique program called a transportation allowance. The first part of the transit and carpooling sections highlights current employee groups that use these two modes to get to work. The data is stratified by home location, work location, type of profession and other relevant measures. Then, using data from the survey, opportunities for additional services and programs are presented. Finally, each section details specific program recommendations, including benefits, barriers, and rough cost estimates.

Transit

INTRODUCTION

The purpose of this section of the TDM report is to identify existing transit use and identify future opportunities. Data gathered in the travel survey has been used to quantify employee benefits, including travel time reductions, personal transportation cost reductions, increased travel options, and program participation. Based on this data, transit specific recommendations have been made and are located at the end of this chapter.

This chapter is organized into four sections:

- **Current Transit Use** - Analyzing current trends in transit use is an excellent way to estimate where additional opportunities for transit use exist. This section stratifies bus ridership by profession, home location, work location, bus route, and access mode.
- **Market Opportunities** - This section expands on the significance of the data collected and creates the foundation for specific recommendations.
- **Specific Recommendations** - In this section, specific recommendations are made based on the issues raised in the travel survey.
- **Appendix** - The appendix contains existing bus routes and schedules.



Transit

TRANSIT RIDERSHIP BASED ON PROFESSION

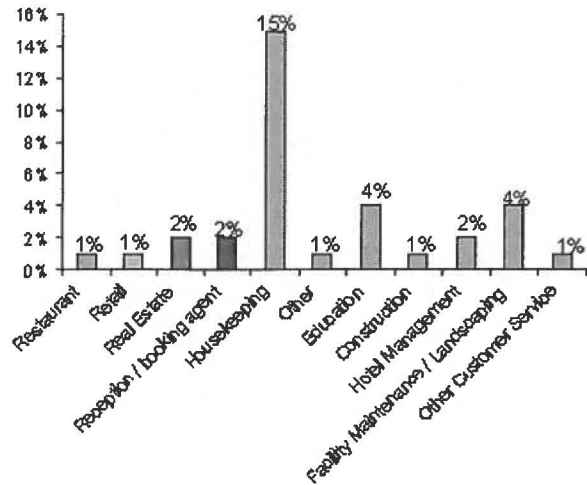
Transit data from the survey was stratified based on profession. Housekeepers had the highest transit mode split of any job type, with 15% of these employees taking the bus. This percentage is almost four times as high as that of the next job type. In terms of absolute numbers, housekeepers represented the largest share of transit riders. Of all bus riders, 44% were housekeepers.

The survey revealed some important data about housekeepers:

- 49% left home before 6:30am to get to work
- The average commute distance was higher than any other group except for those in the construction industry
- 85% came straight to work, making no stops
- 56% left work between 4:00 and 5:00pm
- 48% work in Ka'anapali
- 26% live in Kahului and 18% live in Wailuku

This data suggests there is a strong demand for transit between Kahului and Ka'anapali before 6:30am.

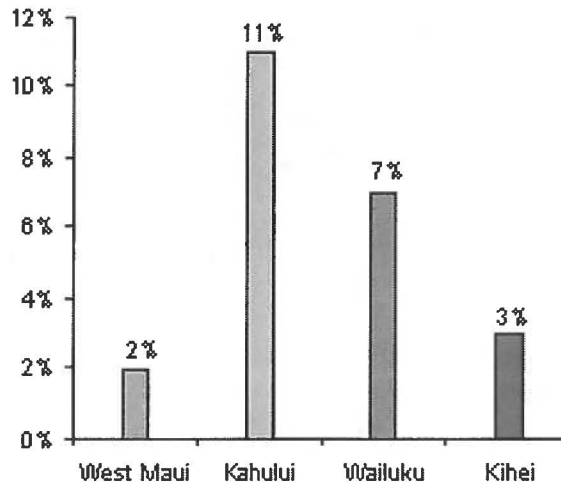
Bus Ridership in Various Professions



TRANSIT RIDERSHIP BASED ON RESIDENTIAL LOCATION

There are several noteworthy trends related to the home location of West Maui employees and bus ridership. Kahului and Wailuku showed impressive transit mode splits. Kahului, where 12% of West Maui employees live, showed an 11% transit mode share. Wailuku, where 14% of West Maui employees live, showed a 7% transit mode share. Said another way, of those who took the bus, 35% live in Kahului, and 25% live in Wailuku.

Bus Ridership from Various Residential Locations

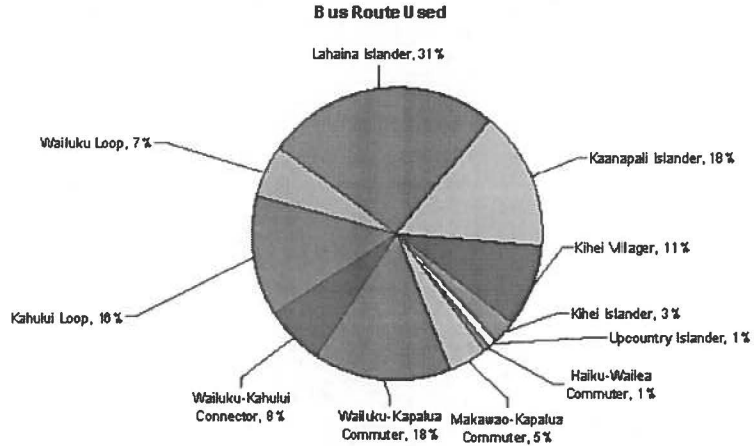


Current Transit Use

Transit

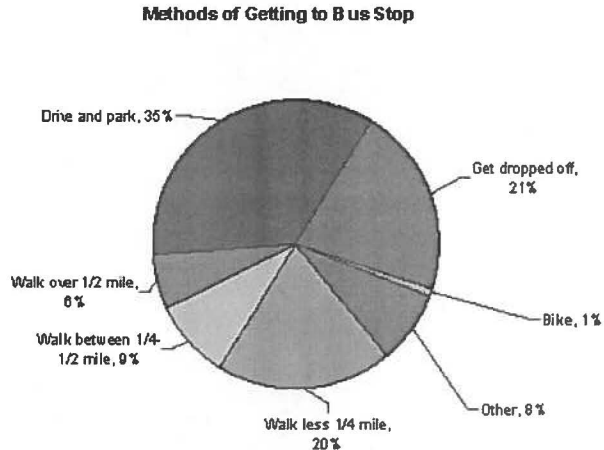
RIDERSHIP OF VARIOUS ROUTES

The Lahaina Islander accounted for 31% of all transit trips while the Ka'anapali Islander and Wailuku - Kapalua Commuter served 36% of all transit trips. The Kahului Loop made up 16% of all transit trips. In combination, these four routes handled over 80% of the employee transit ridership.



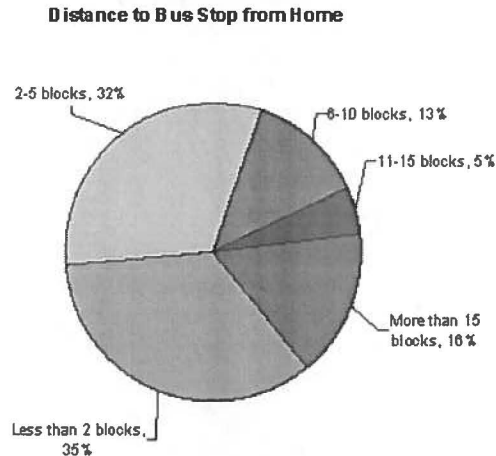
ACCESSING BUS STOPS

About 35% of bus riders walk to access a bus stop, 35% drive and park and 21% are dropped off by a third party.



BUS STOP LOCATIONS

Fifty-three percent of employees do not know where the bus stop nearest to their home is located. Of those employees who do know where the nearest bus stop to their home is located, over two-thirds have a bus stop within five blocks, or under half a mile. Only 21% of survey respondents have a bus stop that is more than 10 blocks, or about one mile away.



Transit

SIGNIFICANT FINDINGS

Significant findings from the survey are summarized below:

- **Creating new routes and modifying existing ones to better meet the needs of housekeepers could increase transit ridership.** Specifically, additional early morning routes from Kahului to Lahaina, or a direct route from Kahului to Ka'anapali could have significant ridership.
- **The highest demand for transit to West Maui appears to originate from the Wailuku-Kahului area.**
- **Although there is only one bus each day, the Wailuku- Kapalua Commuter served 18% of total transit trips for West Maui employees.** There is likely latent transit demand for this corridor that could be captured with additional buses.
- **The fact that 53% of employees do not know where the nearest bus stop is located suggests that many employees have not considered taking transit to work.** Many people who live within walking distance of a stop are not taking the bus. Only 11% of those who both know the location of the nearest stop and have a stop located within 5 blocks of their home take the bus.
- **Creating new routes or redesigning existing routes to create better access to bus stops is unlikely to increase ridership considerably.** A marketing program that increases awareness of transit routes, hours of operation and destinations will likely be more effective at increasing ridership.
- **Proximity to bus stops.** As noted above, over half of employees who know the location of a bus stop live within walking distance of it.
- **43% of those who ride the bus ride five times or less each month.** The large pool of employees who ride the bus infrequently are prime candidates for increased ridership. These are employees who know the schedules and the routes, are at least somewhat compatible with the bus schedules. The next section describes measures to encourage employees to increase bus ridership.



Market Opportunities

Transit

MEASURES TO INCREASE RIDERSHIP

Measures beyond offering increased transit service can be used to encourage employees to take the bus. Several questions on the West Maui Commuter Needs Survey were asked to determine if specific transportation measures would attract new transit riders. Many other communities have found that adding a guaranteed ride home program and/or free transit passes increased ridership. In this survey, employees were asked if the following measures were “very likely,” “somewhat likely” or “not at all likely” to get them to consider taking transit.

- Your employer gave you a free bus pass
- You could take a direct bus route (you would not have to transfer between buses)
- There was more bus service (buses came more often)
- You were guaranteed a free ride home in case of an emergency
- There was a daycare center located at your work
- If all of the conditions above existed

The results of these questions varied depending upon home location of the survey respondents. In Kahului and Wailuku 39% of employees said a direct bus (no transfers) would make it very likely for them to consider taking transit to work. Responses were similar in these two communities for additional bus service. It should not be expected, however, that with increased transit service, close to 40% of employees would take the bus. Often in stated preference surveys propensity to take transit is higher than what is witnessed in practice. Still, 39% of employees suggesting they would be very likely to consider taking transit with a direct bus is encouraging.

Guaranteeing a ride home in case of emergency also had positive response in Kahului, Wailuku and Kihei. Respectively, 38%, 43% and 41% of employees living in these communities indicated that they would be very likely to consider taking transit if a guaranteed ride home program existed. Conversely, almost half of all employees said that having their own car available in case of emergencies was a very important consideration in driving to work.

The data show that under all measures, employees in West Maui were much less likely to consider transit than the other communities.

PERCENTAGE OF EMPLOYEES BY HOME LOCATION “VERY LIKELY” TO CONSIDER TRANSIT UNDER EACH MEASURE

	Free Bus Pass	No Transfers	More Frequent Service	Guaranteed Ride Home	Daycare at Work	All Conditions Exist
West Maui	22%	25%	27%	27%	14%	28%
Kahului	37%	39%	37%	38%	20%	43%
Wailuku	37%	39%	41%	43%	20%	46%
Kihei	36%	45%	45%	41%	15%	46%
Up Country	21%	35%	36%	40%	13%	37%

Transit

RECOMMENDATIONS

The survey indicates that increased direct bus service between Central Maui and West Maui would be well used by employees. Specifically, the commute from Kahului and Wailuku to Lahaina and Ka'anapali appears to currently be underserved.

- 1. Increase the frequency of the Makawao-Kapalua Commuter** There is currently only one scheduled direct bus each day between Kahului and Ka'anapali. This is the Makawao-Kapalua Commuter which leaves Pakaula Street in Kahului at 6:10AM. The survey data warrants an increase in service of this route to four departures from Pakaula Street in the morning and four returning buses in the afternoon. A bus should leave Pakaula Street every 20 minutes from 5:50am to 6:50am.
- 2. Increase the frequency of the Wailuku-Kapalua Commuter** There is only one scheduled direct bus each day between Wailuku and Kapalua. The survey data warrants an increase in service of this route to three departures leaving the War Memorial in the morning, and three returning in the afternoon. A bus should leave Wailuku for Kapalua every 30 minutes between 5:55am and 7:25am.
- 3. Introduce a direct service between Kihei and Ka'anapali** Eight percent of West Maui employees live in Kihei, but no direct service between these locations exists. The survey data warrants implementation of one new route with direct service from Kihei to Ka'anapali. This initial route should leave Kihei at 6:00am. Additional service should be added if and when this route becomes well used.
- 4. Maintain the monthly pass program** The survey data suggests that more employees would consider taking transit if their employers offered a subsidized pass. It is important that Maui County Transit continue this monthly pass option and facilitate purchasing of this pass by West Maui employers.

COST OF NEW SERVICES

At the time of this report, Maui County Transit reported that the cost for one hour of bus service for a 25 passenger Maui County Transit vehicle was \$62 per hour. If a motor coach, seating 65 persons, is needed for a particular route, then this must be leased from Roberts Hawaii for \$92 per hour. Given the round trip travel time, layover time and the time it takes for a transit vehicle to access the first stop along the route, the total additional daily costs for the above services would be \$1300 to \$1900 a day, depending on which transit vehicle is selected. This is equivalent to \$340,000 to \$500,000 annually.

There may be some opportunity to reroute some existing local services to commuter services. The Kihei Villager, which runs 32 routes per day between Kihei and Ma'alaea is currently underutilized. Between August 2006 and October 2006, the average number of boardings per route was only 1.3. These buses could be rerouted to serve the Kihei to Ka'anapali corridor to avoid new capital expenses of buying new busses.

Even with some schedule adjustment, the above recommendations will require additional funding. Maui County Transit has done a commendable job implementing commuter services with their current budget. Additional funding would be needed to continue this success.

Transit

APPENDIX

<http://www.mauicounty.gov/departments/Transportation/commuterbus.pdf>

HAIKU-WAILEA COMMUTER: ONE-WAY FARE \$1.00

LOCATION	TIME
HAIKU COMMUNITY CENTER	5:40 AM
PAIA COMMUNITY CENTER	5:55 AM
PAKAULA ST (NEAR HOME DEPOT)	6:10 AM
PI'ILANI VILLAGE SHOPPING CENTER	6:30 AM
WAILEA HOTELS	6:50 AM

WAILEA HOTELS	4:30 PM
PI'ILANI VILLAGE SHOPPING CENTER	5:00 PM
PAKAULA ST (NEAR HOME DEPOT)	5:25 PM
PAIA COMMUNITY CENTER	5:45 PM
HAIKU COMMUNITY CENTER	6:00 PM

MAKAWAO-KAPALUA COMMUTER: ONE-WAY FARE \$1.00

LOCATION	TIME
EDDIE TAM GYM (TENNIS COURT LOT)	5:40 AM
PUKALANI COMMUNITY CENTER (BELOW POOL)	5:50 AM
PAKAULA ST (NEAR HOME DEPOT)	6:10 AM
LAHAINA CANNERY MALL	6:45 AM
KA'ANAPALI HOTELS	7:00 AM
HAPII	7:10 AM
RITZ CARLTON	7:20 AM

RITZ CARLTON	4:00 PM
HAPII	4:10 PM
KA'ANAPALI HOTELS	4:30 PM
LAHAINA CANNERY MALL	4:40 PM
PAKAULA ST (NEAR HOME DEPOT)	5:25 PM
PUKALANI COMMUNITY CENTER (BELOW POOL)	5:50 PM
EDDIE TAM GYM (TENNIS COURT LOT)	6:00 PM

Operated By

 (808) 871-4838

RESERVATIONS ARE REQUIRED

CALL 871-4838

No later than 3:00 p.m.
for next day service

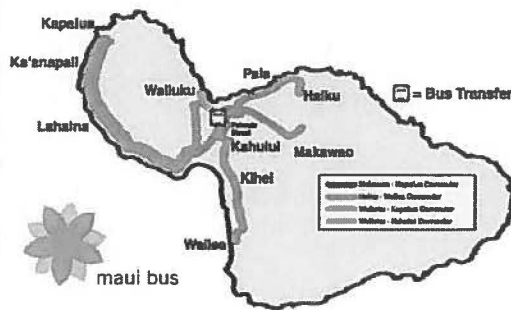
MONTHLY PASS \$25.00

WAILUKU-KAPALUA COMMUTER: ONE-WAY FARE \$1.00

LOCATION	TIME
WAR MEMORIAL	6:15 AM
WAIKAPU	6:30 AM
KA'ANAPALI HOTELS	7:05 AM
NAPII	7:25 AM
RITZ CARLTON	7:45 AM

RITZ CARLTON	4:15 PM
HAPII	4:25 PM
KA'ANAPALI HOTELS	4:45 PM
WAIKAPU	5:30 PM
WAR MEMORIAL	5:45 PM

**SERVICE SEVEN DAYS A WEEK
INCLUDING ALL HOLIDAYS**



WAILUKU-HAULOHU CONNECTOR: ONE-WAY FARE \$1.00

LOCATION	TIME
SACK N SAVE	5:30 AM
WAILUKU COMMUNITY CENTER	5:40 AM
WAR MEMORIAL	5:50 AM
QUEEN KA'AHUMANU CENTER	5:55 AM
PAKAULA ST (NEAR HOME DEPOT)	6:10 AM
KAISER CLINIC	6:25 AM
MAUI MEMORIAL MEDICAL CENTER	6:30 AM
STATE BUILDING	6:40 AM
HARBOR LIGHTS	6:50 AM
SACK N SAVE	6:54 AM
HAWAIIAN HOMES	6:59 AM
HALE MAHAOLU EKOLU	7:01 AM
PI'IHANA TERRACE	7:06 AM
KAHEKILI TERRACE	7:08 AM
WAILUKU POST OFFICE	7:22 AM
OOKA SUPERMARKET	7:25 AM
KA HALE AKE OLA	7:30 AM
STATE OFFICE BUILDING	7:35 AM
MAUI LANI CLINIC	7:40 AM
MAUI MEMORIAL MEDICAL CENTER	7:43 AM
KAISER CLINIC	7:45 AM

STATE BUILDING	4:40 PM
MAUI MEMORIAL MEDICAL CENTER	4:55 PM
KAISER CLINIC	5:00 PM
QUEEN KA'AHUMANU CENTER	5:10 PM
PAKAULA ST (NEAR HOME DEPOT)	5:25 PM
WAR MEMORIAL	5:40 PM
WAILUKU COMMUNITY CENTER	5:50 PM
SACK N SAVE	6:00 PM

Commuter Service

Transit

<http://www.county.maui.net/bus/busschedule.pdf>

KAHALUI LOOP

FREE

Direction	Stop	Time
Northbound	Kaunaloa	7:00
	Waialeale	7:15
	Waipahoehoe	7:30
	Waipahoehoe	7:45
	Waipahoehoe	8:00
	Waipahoehoe	8:15
	Waipahoehoe	8:30
	Waipahoehoe	8:45
	Waipahoehoe	9:00
	Waipahoehoe	9:15
	Waipahoehoe	9:30
	Waipahoehoe	9:45
Southbound	Kaunaloa	10:00
	Waialeale	10:15
	Waipahoehoe	10:30
	Waipahoehoe	10:45
	Waipahoehoe	11:00
	Waipahoehoe	11:15
	Waipahoehoe	11:30
	Waipahoehoe	11:45
	Waipahoehoe	12:00
	Waipahoehoe	12:15
	Waipahoehoe	12:30
	Waipahoehoe	12:45

WAILUKU LOOP

FREE

Direction	Stop	Time
Northbound	Kaunaloa	7:00
	Waialeale	7:15
	Waipahoehoe	7:30
	Waipahoehoe	7:45
	Waipahoehoe	8:00
	Waipahoehoe	8:15
	Waipahoehoe	8:30
	Waipahoehoe	8:45
	Waipahoehoe	9:00
	Waipahoehoe	9:15
	Waipahoehoe	9:30
	Waipahoehoe	9:45
Southbound	Kaunaloa	10:00
	Waialeale	10:15
	Waipahoehoe	10:30
	Waipahoehoe	10:45
	Waipahoehoe	11:00
	Waipahoehoe	11:15
	Waipahoehoe	11:30
	Waipahoehoe	11:45
	Waipahoehoe	12:00
	Waipahoehoe	12:15
	Waipahoehoe	12:30
	Waipahoehoe	12:45

LEGEND

- Local Routes
- Express Routes
- Special Services
- Transfer Locations

KIHEI ISLANDER

\$1.00 FARE

Direction	Stop	Time
Northbound	Kaunaloa	7:00
	Waialeale	7:15
	Waipahoehoe	7:30
	Waipahoehoe	7:45
	Waipahoehoe	8:00
	Waipahoehoe	8:15
	Waipahoehoe	8:30
	Waipahoehoe	8:45
	Waipahoehoe	9:00
	Waipahoehoe	9:15
	Waipahoehoe	9:30
	Waipahoehoe	9:45
Southbound	Kaunaloa	10:00
	Waialeale	10:15
	Waipahoehoe	10:30
	Waipahoehoe	10:45
	Waipahoehoe	11:00
	Waipahoehoe	11:15
	Waipahoehoe	11:30
	Waipahoehoe	11:45
	Waipahoehoe	12:00
	Waipahoehoe	12:15
	Waipahoehoe	12:30
	Waipahoehoe	12:45

KA'ANAPALI ISLANDER

\$1.00 FARE

Direction	Stop	Time
Northbound	Kaunaloa	7:00
	Waialeale	7:15
	Waipahoehoe	7:30
	Waipahoehoe	7:45
	Waipahoehoe	8:00
	Waipahoehoe	8:15
	Waipahoehoe	8:30
	Waipahoehoe	8:45
	Waipahoehoe	9:00
	Waipahoehoe	9:15
	Waipahoehoe	9:30
	Waipahoehoe	9:45
Southbound	Kaunaloa	10:00
	Waialeale	10:15
	Waipahoehoe	10:30
	Waipahoehoe	10:45
	Waipahoehoe	11:00
	Waipahoehoe	11:15
	Waipahoehoe	11:30
	Waipahoehoe	11:45
	Waipahoehoe	12:00
	Waipahoehoe	12:15
	Waipahoehoe	12:30
	Waipahoehoe	12:45

BUS WILL STOP AT ALL DESIGNATED BUS STOPS IN SOUTH MAUI UPON REQUEST

KIHEI VILLAGER

\$1.00 FARE

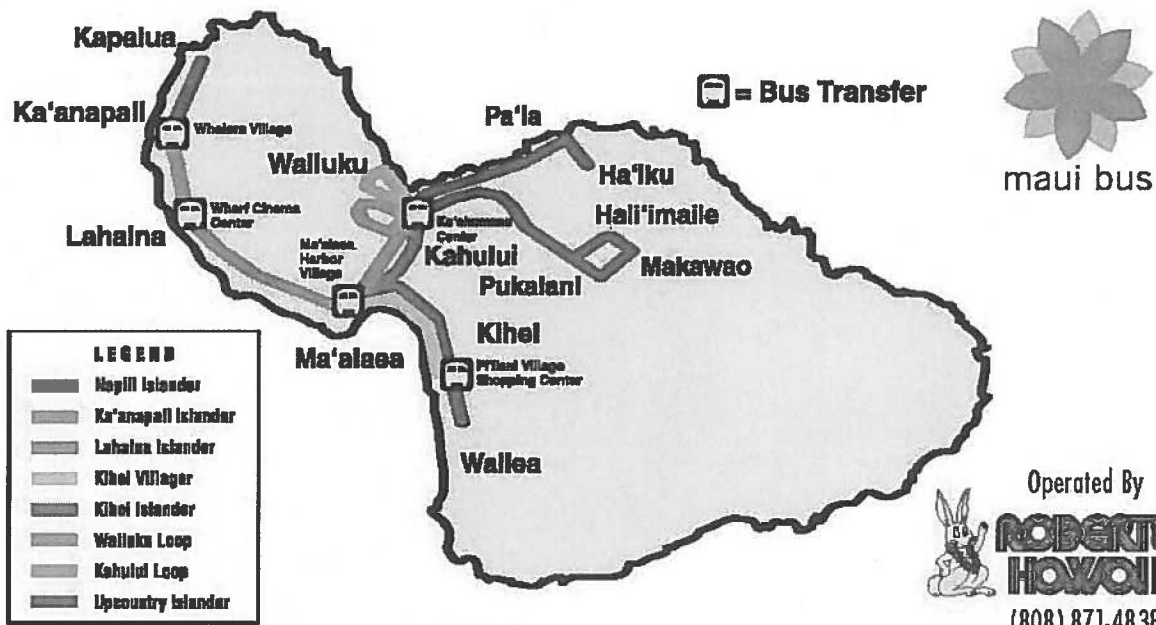
Direction	Stop	Time
Northbound	Kaunaloa	7:00
	Waialeale	7:15
	Waipahoehoe	7:30
	Waipahoehoe	7:45
	Waipahoehoe	8:00
	Waipahoehoe	8:15
	Waipahoehoe	8:30
	Waipahoehoe	8:45
	Waipahoehoe	9:00
	Waipahoehoe	9:15
	Waipahoehoe	9:30
	Waipahoehoe	9:45
Southbound	Kaunaloa	10:00
	Waialeale	10:15
	Waipahoehoe	10:30
	Waipahoehoe	10:45
	Waipahoehoe	11:00
	Waipahoehoe	11:15
	Waipahoehoe	11:30
	Waipahoehoe	11:45
	Waipahoehoe	12:00
	Waipahoehoe	12:15
	Waipahoehoe	12:30
	Waipahoehoe	12:45

NAPII ISLANDER

\$1.00 FARE

Direction	Stop	Time
Northbound	Kaunaloa	7:00
	Waialeale	7:15
	Waipahoehoe	7:30
	Waipahoehoe	7:45
	Waipahoehoe	8:00
	Waipahoehoe	8:15
	Waipahoehoe	8:30
	Waipahoehoe	8:45
	Waipahoehoe	9:00
	Waipahoehoe	9:15
	Waipahoehoe	9:30
	Waipahoehoe	9:45
Southbound	Kaunaloa	10:00
	Waialeale	10:15
	Waipahoehoe	10:30
	Waipahoehoe	10:45
	Waipahoehoe	11:00
	Waipahoehoe	11:15
	Waipahoehoe	11:30
	Waipahoehoe	11:45
	Waipahoehoe	12:00
	Waipahoehoe	12:15
	Waipahoehoe	12:30
	Waipahoehoe	12:45

Transit



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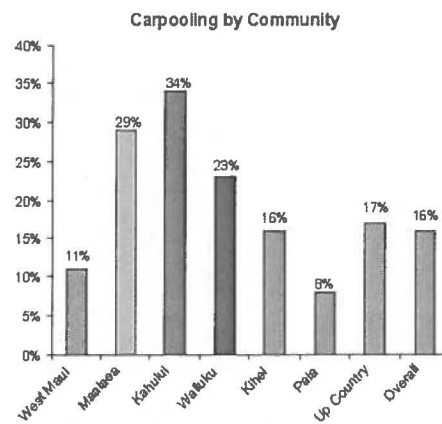
Carpooling

INTRODUCTION

Carpooling is the second most used option for getting to work on West Maui behind driving alone. Employees who carpool may live and/or work in separate locations, but they choose to travel together. The carpooling data from the travel survey have been graphically depicted and summarized on the following pages.

CARPOOLING BY COMMUNITY

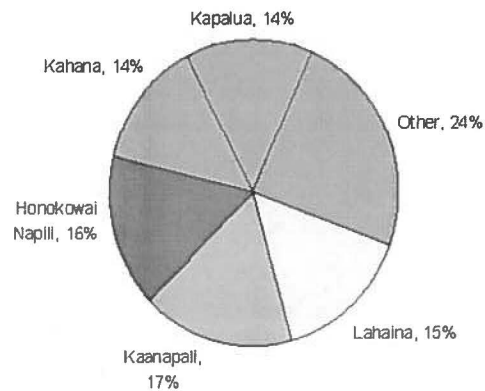
The percentage of carpoolers in a community varied widely. Kahului and Maalaea are the strongest carpooling communities with 34% and 29%, respectively.



Work Location of Carpoolers

WORK LOCATIONS OF CARPOOLERS

The work locations of carpoolers were evenly distributed throughout West Maui. The highest concentration of carpoolers was in Ka'anapali



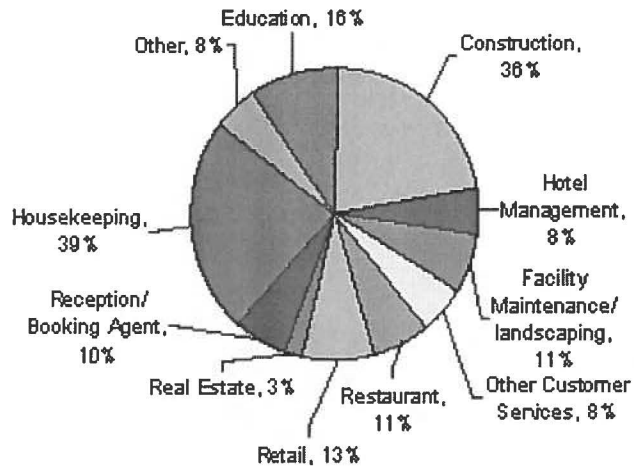
Carpooling

Number of Times Employees Carpoled		How many times a month did you carpool?					
		1-2 Times	3-5 Times	6-10 Times	11-15 Times	16-20 Times	>20 Times
What place do you live in or closest to?	West Maui	22%	31%	6%	6%	27%	8%
	Kahului	10%	23%	15%	4%	38%	10%
	Wailuku	20%	17%	14%	10%	26%	13%
	Kihei	30%	16%	12%	12%	20%	10%
	Up Country	22%	16%	16%	11%	27%	8%
	Other	20%	40%	20%	0%	20%	0%

Profession of Carpoolers

PROFESSIONS OF CARPOOLERS

As with transit use, housekeepers had the highest mode split of any job type, with 39% of housekeepers carpooling. The construction industry was a close second with 36% of workers choosing to carpool.



Percent that Carpoled		Where is your work location?				
		Lahaina	Ka'anapali	Honokowai / Napili	Kahana	Kapalua
What place do you live in or closest to?	West Maui	9%	11%	7%	12%	10%
	Kahului	31%	35%	18%	14%	56%
	Wailuku	19%	26%	17%	29%	17%
	Kihei	15%	19%	44%	0%	10%
	Up Country	17%	18%	40%	0%	0%

Current Carpooling

Carpooling

The graphs and charts on the previous pages demonstrate strong carpool use by West Maui employees. In fact, two and a half times as many employees carpool as the combination of those that bus, bike and walk.

Carpooling is currently working for many people. Results from the survey, however, show that certain markets have high propensity for additional carpooling.

- 28% of Kahului residents said they would be “very likely” to carpool if there was a guaranteed ride home program in case of emergencies (33% of Wailuku said this)
- 31% of Kahului residents said they would be “very likely” to carpool if there were free gas coupons available to carpoolers (34% of Wailuku residents said this)
- 48% of those who carpool from Kahului do so 10 times or less each month (51% from Wailuku)
- 48% of Kahului residents have less than one car per driver (37% in Wailuku)

BENEFITS TO EMPLOYEES

Carpooling has substantial benefits to West Maui employees. Direct cost savings include less ‘wear and tear’ on personal vehicles (oil changes, tires, and depreciation), large reductions in weekly gas costs, and in some cases a reduction of parking costs (19% either pay to park or have a permit). In some cases financial benefits can be substantial if carpooling allows a household to own one fewer car. Other benefits to carpooling include social interaction while riding with someone to work, an alternative way to get to work when one person’s car is unavailable, a reduction of stress due to less ‘behind the wheel’ time, and the ability to read or listen to music as a passenger.

BENEFITS TO EMPLOYERS

Employee carpooling also benefits employers. First, there is reduced demand for parking spaces at the work location. Free employee parking is often the largest untaxed benefit a company gives their employees. In urbanized areas or where land costs are high, the total cost of a surface parking space is between \$800 and \$1000 a year. This figure includes land costs, taxes, amortized construction costs, and operation and maintenance costs. Structured parking is even more expensive due to high construction costs. A company with a lower parking demand resulting from employees carpooling can substantially reduce facility overhead. Companies building new facilities would require fewer parking spaces. Other companies with existing facilities can add more employees without adding additional parking. Still others that may have leased parking from a third party could reduce the number of spaces being leased. A reduction in parking demand has additional value to retail establishments that depend upon plentiful parking for customers and visitors.

The other benefit to employers of employees carpooling is that the primary transportation costs are still borne by the employees. Although parking is expensive, vehicle ownership, operation, and maintenance costs are even more expensive. Employee shuttles, vanpools, and even some fixed-route transit vehicles are usually paid for by employers. Carpooling has all of the alternative transportation advantages with very little cost to the employer.

Carpooling

RECOMMENDATIONS

Unlike recommendations for additional transit routes, carpool recommendations cannot target employees with a specific home location, time of departure, or work schedule. Instead, strategies to increase carpool use must be more general in application. Further, carpool strategies must be employer-based. This means that the responsibility for implementing carpool programs falls more heavily on employers than the public sector.

This has two ramifications:

1. Before employers will voluntarily participate, they must fully understand the financial benefits they stand to gain.
2. Public sector budgeting, financing and spending may not be necessary.

EMPLOYER-BASED STRATEGIES

The following is a list of recommended employer-based strategies that should be implemented to increase carpooling by West Maui employees.

1. Preferential parking spots for carpoolers

This is an easy, low cost, low risk incentive employers can implement in their parking facilities. Generally, it requires little more than erecting signs or painting parking space text. These spots benefit the carpooler by eliminating the time spent circulating the parking facility searching for an open space and giving carpoolers a shorter walk to the building entrance. This strategy works particularly well in large parking facilities where searching for an open space and accessing the front door is time consuming. In any size lot, however, preferential parking sends a message to employees that their carpooling efforts are recognized and appreciated. Routine enforcement for this strategy is generally not necessary.

2. Allow for some flexibility in schedules

One barrier to carpooling is that the daily work schedules of potential carpool partners may be incompatible. Employers should allow a reasonable degree of flexibility in the starting and ending work times to increase the potential for new carpool matches. Reasonable start times should vary between 7:00am and 9:00am, and 3:00pm to 7:00pm. Flexible work hours also allows employees to commute to work on the shoulders of peak travel periods, which creates a less stressful commute for the employee and makes more efficient use of the transportation infrastructure.

3. Provide employee recognition

If using alternative modes to work is valued by the employer, public recognition should be given to those employees who carpool. This recognition is an easy, low cost strategy that has long been used in TDM programs with positive results. Recognizing carpoolers through staff email announcements, company newsletters or during staff meetings reinforces and demonstrates to all employees that carpooling is appreciated and encouraged. Logistically, those who are recognized for carpooling could be the same employees who receive a preferential parking space. This strategy costs virtually nothing to implement.

Carpooling

EMPLOYER-BASED STRATEGIES (CONTINUED)

4. Participate in a Transportation Allowance

The transportation allowance gives commuters discretion over employer transportation benefits. To increase the carpool mode share, it is important that employers participate fully in this program, and thus it will be described in depth in a following chapter.

Carpool matching services are sometimes used to help employees find a carpooling partner. Although these services may seem attractive, extensive research by the Transportation Research Board (TRB) demonstrates that the relationship between carpool matching services and observed carpooling is weak.¹ The correlation between a matching service and carpooling, while positive, is usually much smaller than the correlation between carpooling and the recommendations listed above.

The employee survey results reinforce TRB's research. Seventy-four percent of survey respondents said that an internet matching service would be "not likely at all" to get them to consider carpooling to work. (Only 8% said it would be "very likely" to get them to consider carpooling) People may not feel comfortable entering into a carpooling relationship with someone about whom they know very little. Informal 'word of mouth' and 'friend of a friend' tend to be a more trustworthy, and thus successful format for arranging carpools.

REFERENCES:

1. *TCRP Report 107: Analyzing the Effectiveness of Commuter Benefits Programs* Prepared for: Transit Cooperative Research Program Submitted by:
ICF Consulting
Fairfax, Virginia
Center for Urban Transportation Research
Tampa, Florida
October 2005

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Transportation Allowance

INTRODUCTION

The previous two chapters have discussed TDM program strategies for transit and carpooling. Improvements to these systems will attract many new users and help West Maui employees reduce the time and money they currently spend commuting to work by private automobile. While these program strategies can stand alone, they derive more momentum if an employer-based transportation allowance is put in place.

The point of a transportation allowance is not to make driving to work more difficult. Instead, it allows all employees to benefit from employer-based transportation perks, not just those who drive alone to work and park in a free parking space. A transportation allowance encourages those who drive alone to consider other options, thereby strengthening these alternatives and providing additional justification for funding these programs.

COST OF PARKING

A free parking space is likely the largest untaxed benefit an employer can give their employees. The cost of parking includes land cost, taxes, amortized construction costs and operation and maintenance. A 1995 study by Richard Wilson found that the average monthly subsidy paid by employers for one parking space in Southern California was \$48 per month (1992 dollars).¹ In urban areas, or areas where land costs are especially high, parking spaces can cost between \$800 and \$1000 a year. Every employee who does not require his or her own parking space saves their employer hundreds of dollars a year.

Unfortunately, most companies do not pass on the savings to those employees who chose not to drive. An employee who takes the bus to work simply passes up the work benefit of a free parking space. Further, extensive transportation research shows that free parking spaces encourage employees to drive to work. Instead of providing every employee with a free parking space, it is recommended that employers provide their employees with a Transportation Allowance and let the employees decide how to spend it.

HOW THE TRANSPORTATION ALLOWANCE WORKS

A transportation allowance transforms the transportation benefit that companies offer (usually a free parking space) into a package where employees can choose the modal benefit that works best for them. Instead of assuming every employee wants a free parking space, the employer offers each employee a choice of the following:

1. A parking permit good for free or subsidized parking in the existing facilities
2. A free or subsidized transit pass good for the Maui County Bus System
3. Preferential spaces for carpoolers
4. Parking cash out for those who walk, bike or are passengers of carpools (value equal to monthly transit pass)

Transportation Allowance

Parking Permit

A parking permit is a free parking pass, either in the form of a tag that hangs from the rear view mirror or a decal placed on the rear bumper of the employee's personal vehicle. All vehicles parked in an employee lot require a parking pass. Temporary visitors can either park in designated visitor parking spaces or receive a free temporary visitor parking pass, depending on the duration of their stay. The benefit of a hang tag is that carpool groups can rotate personal vehicles. Also, those who drive alone and have more than one car at home still only need one parking pass. If employees currently receive free parking, charging for the parking permit is not recommended.

Costs

A basic hang tag pass system will cost the employer approximately \$50 per year per vehicle. This cost covers cost of design, printing and administration of the permits as well as erecting signs in the parking areas where a parking permit is necessary. ² The additional administration responsibilities of parking permit programs are generally covered by human resources.

Free or Subsidized Transit Pass

Maui County Transit currently offers unlimited ride monthly transit passes. The employer should offer these passes free in lieu of a parking pass.

Costs

For most companies, the cost of offering a free transit pass is minimal. At the time of this report, Maui County Transit offered monthly transit passes for \$25 per person. Current transit use revealed by the survey would suggest that a company with 200 employees would pay between \$200 and \$500 a month for transit passes.

Preferential Spaces

Those who pledge to carpool should be given unique carpool parking passes allowing them to park in spaces that are covered or closer to the front entrance of the building.

Costs

The cost of creating preferential parking spaces is minimal and limited to the redesign of some parking spaces. Enforcement of this strategy is generally unnecessary.

PROS OF A TRANSPORTATION ALLOWANCE

- **Better equity-** Creates an even playing field for employees to make financially unbiased choices about how to get to work
- **Benefits to low income-** Allows those who cannot afford to drive to work a similar benefit of a free parking space
- **Alternative mode support-** Encourages employees to consider alternatives to driving alone, which in turn garners support for these systems

CONS OF A TRANSPORTATION ALLOWANCE

- **Additional costs-** Creates additional administration and enforcement costs (These costs are often off-set by decreased parking needs)
- **Spillover impacts-** May encourage drivers to park off-site, causing problems on adjacent parcels
- **Uncertainty-** Possibility for uncertainty during the transition period

Transportation Allowance

Parking Cash Out

Parking cash out gives employees the option of receiving cash instead of a parking permit or a transit pass. The amount of cash should be equal to the cost of a monthly transit pass.

Costs

The costs of this program clearly depend on the number of people who choose this option. Typically, cash-out programs reduce automobile travel by 10 to 30%, with most of these people switching to carpooling. ²

The cost of this program will also depend on the cost of a monthly transit pass (if the monthly cash out amount is set to the cost of a monthly transit pass as recommended).

CASE STUDY

When CH2M Hill relocated their offices to a suburb near Seattle, they offered their employees either a free parking pass or \$40 a month cash for carpooling, walking biking or taking transit. The percent of employees that drove to work alone fell from 89% to 54%. The company's parking shortage disappeared and transportation related expenses disappeared.

EMPLOYER BENEFITS

The best part about a transportation allowance is that it is a win-win situation for both the employees and the employers. At the very least, a transportation allowance will create happy employees. In the best case environments, a transportation allowance program will save a company tens of thousands of dollars a year. The following are some employer specific benefits of a transportation allowance.

- **Less congestion at work** Fewer vehicle trips means less vehicle congestion in parking lots and internal roads, which benefits large companies that suffer from peak period congestion.
- **More parking for visitors** Parking spaces previously occupied by employees' cars can be converted into visitor parking spaces. This particularly benefits retail based employment.
- **Employee growth potential** In areas where parking is scarce, companies are able to hire more people with the same number of parking spaces.
- **Save money** Employers who lease parking or have plans to build new parking spaces can save tens of thousands of dollars by reducing the demand for parking.
- **Tax incentives** In 1998, the federal tax code changed to create financial benefits to employers who provide alternative transportation options. Employees can receive up to \$115 of tax free transportation benefits. Employers save money because this money is not subject to payroll taxes. ³
- **Regional impact reduction** Companies looking to grow can demonstrate that the transportation allowance reduces the transportation impacts of development onto the regional network. Impact reduction is particularly relevant as transportation allowances target employees who generally travel during peak periods.
- **Happy employees** The West Maui Commuter Needs Survey demonstrated that traveling to and from work costs employees substantial time and money. Company based incentives to driving alone will reduce the burden the commute has on the employees.

Transportation Allowance

REFERENCES:

1. Willson, Richard W. Winter 1995. "Suburban Parking Requirements: A Tacit Policy for Automobile Use and Sprawl." *Journal of the American Planning Association* 61(1).
2. Litman, Todd. Parking Management Best Practices. The American Planning Association. Chicago, IL. (2006)
3. Transportation Demand Management Toolkit. UrbanTrans, Inc. Denver CO. (2002)

Transportation Management Association

INTRODUCTION

This report has focused on transportation improvements that can be implemented by either the transit district or the employer. In particular, the Transit chapter describes transportation enhancements that should be implemented by Maui County Transit Authority and the Carpool and Transportation Allowance chapters describe programs enhancements that should be implemented by employers. Many TDM programs, however, can only be implemented by larger regional organizations. These regional organizations have resources to leverage TDM efforts from multiple employers and provide services that individual companies could not.

TRANSPORTATION MANAGEMENT ASSOCIATION

Transportation Management Associations (TMAs) are organizations responsible for implementing TDM programs across a region. There are currently over 125 TMAs in the United States with every major city having at least one. The following are services traditionally provided by a TMA:

- 1. Combine employer-based efforts.** Many companies are too small to provide TDM programs to their employees. Collectively, however, these companies can participate in TMA run TDM programs strengthening these programs. Also, many TDM strategies, such as Guaranteed Ride Home, are realistic only by combining regional employer efforts.
- 2. Coordinate vanpools riders.** Staff members of a TMA can help organize, schedule and facilitate vanpools for either one or multiple employers. Vanpool program options will be discussed in more detail below.
- 3. Work with transit districts to distribute transit passes.** TMAs can help facilitate purchasing of monthly and yearly transit passes.
- 4. Employee marketing.** TMAs can work with employers to market the TDM programs offered to employees.
- 5. Help employers create a transportation allowance.** TMAs can work with employers to tailor a transportation allowance for their specific needs.

West Maui is an excellent location for a TMA. The West Maui Commuter Needs Survey revealed that West Maui employees are looking to find alternatives to driving alone to work. Many of these employees have long commute distances, making these trips ideal for ridesharing. Also, employer based strategies cannot reasonably facilitate TDM programs that require regional participation. Specifically, there are three TDM strategies that a West Maui TMA could successfully implemented that employers and transit districts could not. These are a regional vanpool program, an EcoPass program and a Guaranteed Ride Home. The next sections will provide more detail on these three important TDM strategies.

Transportation Management Association

VANPOOLS

A vanpool is “a group of seven to fifteen commuters who choose to ride to and from work together in a van including a volunteer driver-member” 1 Similar to transit, vanpools have specific routes, pick-up locations and pick-up times that change infrequently. Unlike transit, however, these service characteristics are adopted to cater to a small group of individuals with similar origins, destinations and work schedules.

Due to the number of passengers, picking riders up at their homes is generally too time consuming to be effective (The first person to be picked up out of 8 persons would have a substantial drive time). Instead, vanpool pick-up locations are often transit park and rides, religious facility parking lots, or large, underused commercial parking lots where multiple persons can assemble and board at one time. Thus, vanpool riders must first access the vanpool pick-up location before boarding the vanpool.

There are two funding and operation structures that are possible for West Maui vanpool services.

Non-profit vanpools

Also called “public interest” vanpools, these programs are administered by Metropolitan Planning Organizations (MPO), Council of Governments, regional governments, Transportation Management Associations or other non-profit organizations. Often federal or state money, typically in the form of CMAQ grants (Congestion Mitigation Air Quality) is available to fund capital costs for vans, as well as for operation and maintenance. User fees are set to cover other administrative costs.

One opportunity for vanpool service in West Maui is for a TMA to purchase vans through federal grants. The TMA would be responsible for the development of vanpool pick-up points, routes and program marketing. The TMA would also coordinate employee scheduling amongst all regional businesses to ensure adequate participation.

Private vanpool companies

Private, third-party companies offer contract vanpool services between suburban park and ride facilities and areas of concentrated employment. These services are found most often where MPO or other non-profit services are not available. The rider fees must cover all capital, operation and administrative costs. Often employers will subsidize employees’ rider fees. Private vanpool companies are a useful service for TMAs beginning a vanpool program as they avoid the risk of purchasing a private fleet.

Maui has one private vanpool operator, Vanpool Hawaii. This company offers a monthly seat fee of \$55 regardless of round trip commute distance.

Vanpools

Transportation Management Association

Where Vanpools Work Best

Organizing a vanpool takes considerably more effort than a carpool due to the increased number of people and the complexity of schedules. Finding vanpool riders, coordinating work schedules, and designating departure locations and times are all hurdles to organizing successful vanpools. Due to these inherent logistical challenges, vanpools in West Maui will have the most opportunity for success if the following environmental factors exist.

- **One-way trip lengths exceed 20 miles** Similar to transit, employees with relatively long commutes stand to save more money using a vanpool than do those with shorter commutes. As trips become longer, the time it takes to access a vanpool pick-up location becomes a smaller percentage of the total trip, making this alternative more attractive.
- **Work schedules are flexible** Employees with highly variable schedules are difficult to accommodate through vanpools.
- **Large employer size** The number of employees must be large enough to match 8 to 12 people with similar work schedules and similar residential locations.
- **Public transit is incomplete** Vanpools can fill in gaps left by the public transit system. Often vanpools provide more direct routing and faster travel times because the vanpool has fewer pick-up locations.
- **Ridesharing benefits exist** Vanpools benefit from the same preferential parking spots as carpools.

Recommendations for Vanpools in West Maui

At this time it is not recommended that individual employers attempt to organize and administer vanpools. Recent vanpool efforts by West Maui employers have been unsuccessful primarily due to scheduling difficulties. Instead, employer-based efforts for TDM programs should focus on transit allowances and carpool programs.

A Transportation Management Association has more resources and can access a larger number of potential vanpool riders than individual employers. Once a West Maui TMA is established, efforts should be taken to develop several vanpool routes from central Maui to Lahaina and Ka'anapali. This TMA should use employer-specific data acquired from the West Maui Commuter Needs Survey to evaluate where initial vanpools would succeed. Vanpool Hawaii can help employers create a service that starts with a small number of employees and builds to larger ridership.

Transportation Management Association

EcoPASS

Research has shown that those who have a free transit pass in their possession are seven times more likely to use transit than those who do not. A free transit pass is often the catalyst to get those who drive alone to consider using transit for the first time. One of the first responsibilities of the West Maui TMA should be to work with Maui County Transit to develop an EcoPass program.

EcoPass programs provide employers an opportunity to purchase annual employee transit passes at a discounted price if a pass is purchased for every employee at the company. Common with major transit operators throughout North America, EcoPass programs provide a win-win situation for employers, employees and regional transit districts. Employers have less on-site employee traffic and reduced parking demands, employees increase their transportation options, and transit districts have a dependable, up-front revenue source. Currently, Maui County Transit offers passes for \$25 per month, or \$300 per year. The price for each EcoPass is much cheaper than the individually priced pass since employers must purchase a pass for every employee at the company. The price for this pass is set by the transit agency to cover costs of the expected ridership. The TMA is the primary agency for distributing EcoPasses to employees.

GUARANTEE RIDE HOME

Alternatives to driving alone such as carpooling, vanpooling and transit require that commuters adhere to schedules. Many commuters considering alternatives to driving alone to work are concerned that situations may arise during their work day that would require transportation that deviates from these schedules. The West Maui Commuter Needs Survey revealed that 48% of West Maui employees indicate that having a vehicle in case of emergencies is "very important" in their decision to drive to work. Additionally, 39% indicated it was "very important" for them to not be dependent upon others for transportation.

In many cities in the United States, Transportation Management Associations offer a Guaranteed Ride Home (GRH) to employees holding an EcoPass. The GRH provides door-to-door transportation for employees experiencing a personal emergency and who are registered in the GRH program. In most GRH programs the TMA has a contract service with local taxi companies to provide services free of charge to employees registered in the GRH program. An employee who needs a ride outside of normal transit operating hours simply calls for a taxi and shows the driver his or her EcoPass to cover the fare (gratuity is not included). Practice has shown that this service is used most often for employees unexpectedly needing to stay late at night, or needing to pick up children during the day when commuter transit service isn't available.

REFERENCES:

1. VPSI, Inc., .Vanpools: Making it Easy to Get to Work. The VPSI Story. *VPSI Commuter Vanpools*, Undated Web Page <http://www.vpsiinc.com/>, Troy, MI (November 17, 1999).

Appendix

West Maui Commuter Needs Fact Sheet

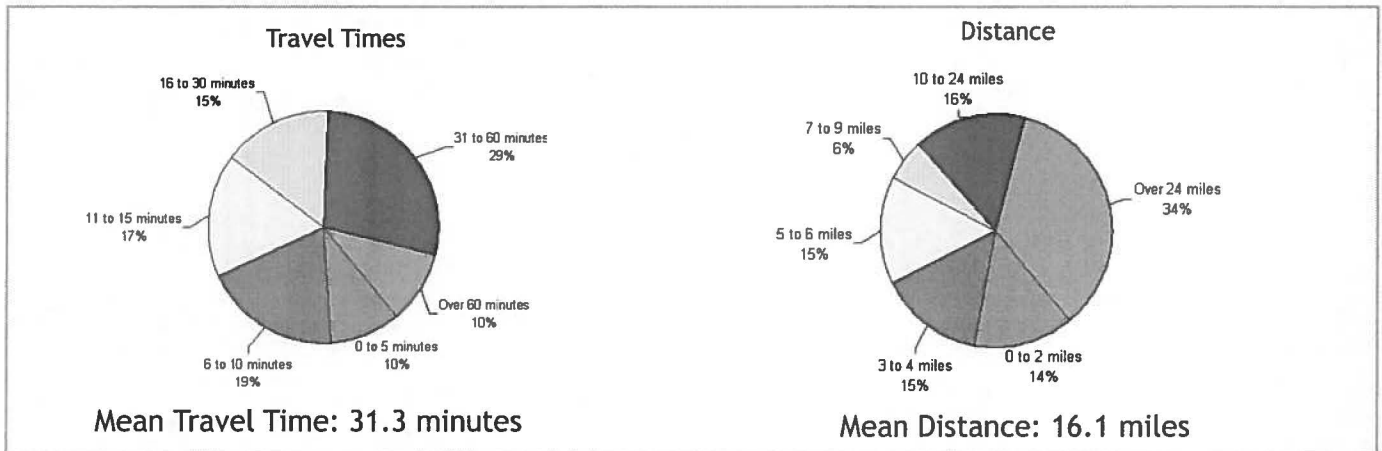
Important Facts from the Employee Survey

- 1 71% of employees drive alone to work.
Significance: Commute trips are good candidates for alternative modes of travel.
- 2 Of those that arrived to work between 7:00am and 7:30am, 12% took the bus, 26% carpooled and only 57% drove alone.
Significance: Carpooling and transit can represent a significant mode share.
- 3 35% of employees travel 25 miles or more each way to work.
Significance: Long distance trips are good candidates for carpooling and vanpooling. Passenger pick up and drop off times become a smaller portion of the commute time, and savings on gas become greater.
- 4 25% of employees are required to make off-site trips using their own transportation.
Significance: Efforts to have company vehicles for meetings and errands would allow these employees to consider alternatives to driving alone.
- 5 48% of employees work in Ka'anapali.
Significance: Alternative mode efforts should focus on this concentration of employees.
- 6 28% of employees have second jobs.
Significance: Commuting for second jobs generally occurs outside of the primary peak period.
- 7 76% of employees who drive, park for free.
Significance: Establishing a parking management program could encourage employees to take alternative modes. Parking management is generally highly effective at encouraging commuters to take alternative modes.
- 8 Only 35% of those who take the bus, drive and park to access the bus. The others walk, bike or get dropped off.
Significance: Transit may be able to succeed without building new park and ride facilities. Utilization rates at existing park and ride facilities need to be analyzed.
- 9 53% of employees don't know where the nearest bus stop is from their house.
Significance: Many employees haven't fully considered using transit. Increased marketing could improve this.
- 10 Housekeepers were four times more likely than all others to ride the bus.
Significance: Alternative mode efforts should consider particular needs of specific job types.

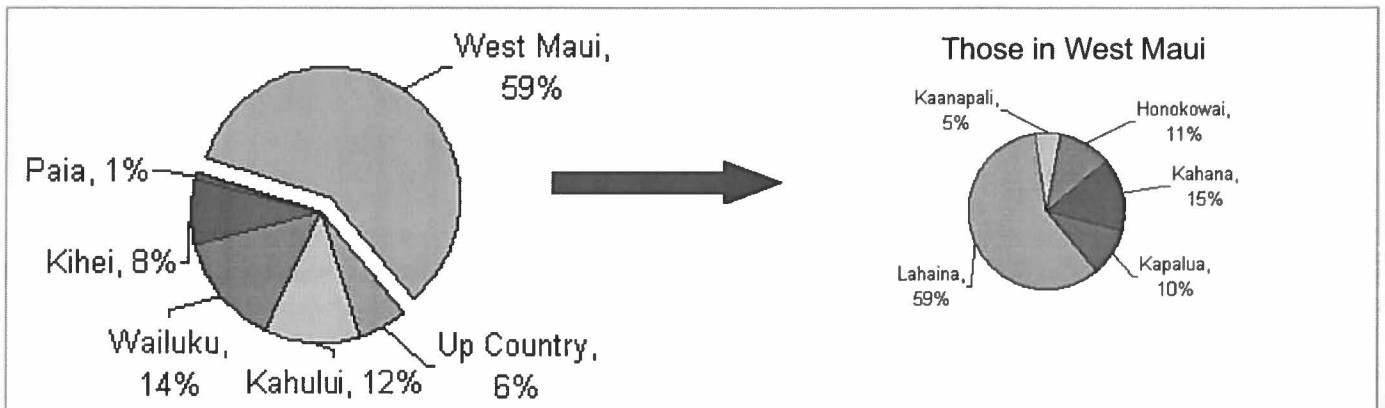
Survey Statistics

- 151 companies were sampled across West Maui
- 54 companies participated (returned surveys)
- 7,000 surveys were distributed
- 2,400 surveys were completed and returned
- 34% employee response rate
- Results are statistically accurate to +/- 2%
- \$100 gift certificates were randomly awarded to ten survey participants

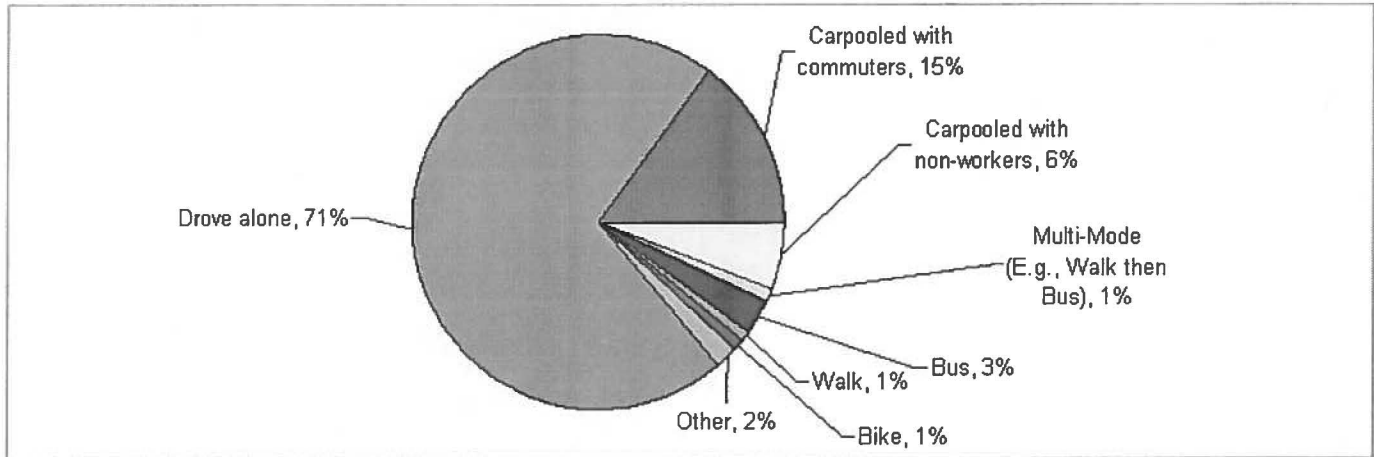
Travel Time and Distance of Commute



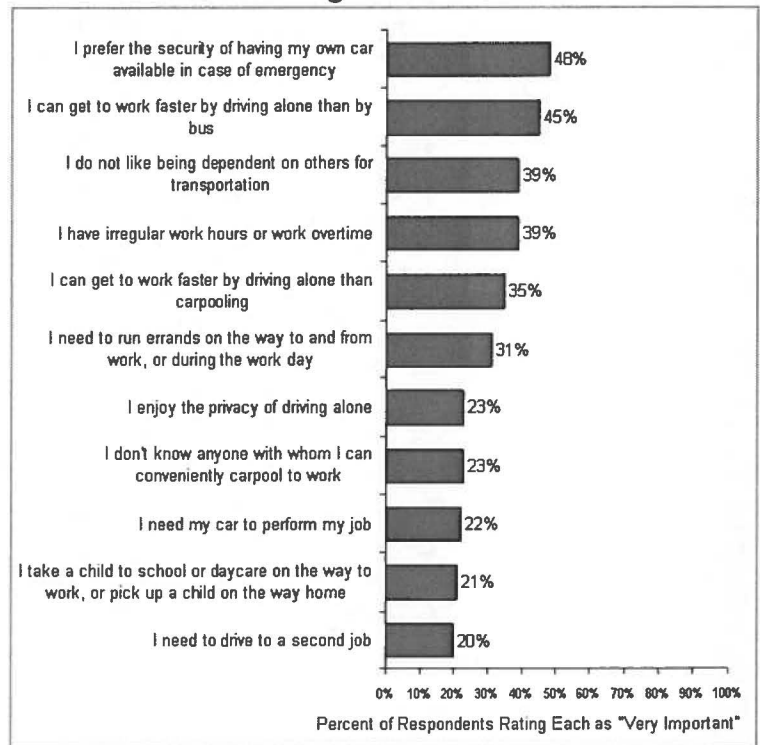
Employee Home Location



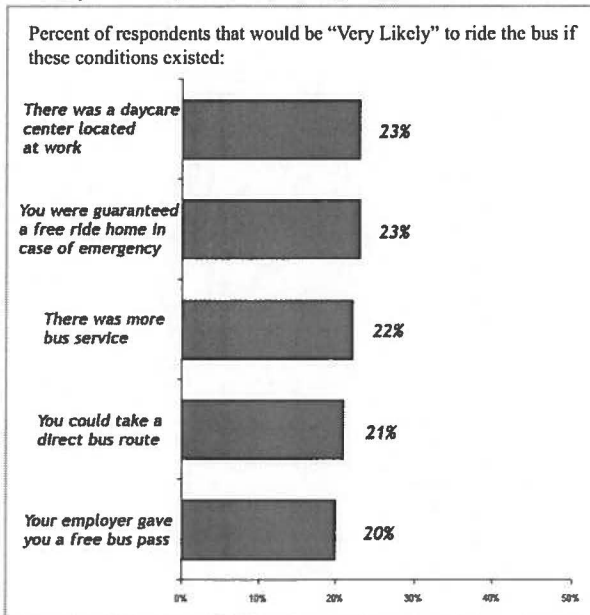
Commute Mode



Reasons for Driving Alone



Propensity for Riding the Bus



Cost of the Commute

Of those that drove alone:

The average cost for gas was

\$130/ month

33% Pay more than \$150 each month

Of those that drove alone

and earn less than \$15 an hour:

25% Pay more than \$300 each month

Next Steps Using the Survey Results

- 1 Identify groups of employees that currently have significant use of alternative modes.
- 2 Identify groups of employees that have disproportionate commute times, commute distances and commute costs.
- 3 Stratify employee survey results by home location and work location to find geographical trends and opportunities.
- 4 Begin coordination with Maui County Transit regarding specific transit data.
- 5 Create a preliminary transportation demand management plan for West Maui employees.

Range of Potential Products of a Transportation Plan

- 1 Develop an employer-based carpool program to encourage employee carpooling. Elements could include preferential parking, monthly gas coupons and employee recognition.
- 2 Working with Maui County Transit, use survey results to identify new routes that more directly serve the needs of West Maui Commuters.
- 3 Develop more affordable housing in West Maui to provide employees with realistic housing options that shorten commutes.
- 4 Create an employee-based 'transportation allowance' where employees can choose between free on-site parking, free bus passes, carpool gas coupons or cash (for those who walk or bike).
- 5 Develop a 'guaranteed ride home' program for those who carpool and ride the bus to use in times of emergency.

CHARMAINE TAVARES
MAYOR



DON A. MEDEIROS
Director
WAYNE A. BOTEILHO
Deputy Director
Telephone (808) 270-7511
Facsimile (808) 270-7505

DEPARTMENT OF TRANSPORTATION

COUNTY OF MAUI
200 South High Street
Wailuku, Hawaii, USA 96793-2155

May 30, 2007

DEPT OF PLANNING
COUNTY OF MAUI
RECEIVED
07 MAY 31 A9:16

Jeffrey S. Hunt, AICP, Director
Department of Planning
County of Maui
Wailuku, Hawaii 96793

**SUBJECT: North Beach Subdivision Transportation Management Plan
(SM1 88/0023)**

Dear Mr. Hunt:

Thank you for the opportunity to comment on the update of the North Beach Subdivision Transportation Management Plan. The County Department of Transportation (DOT) is in support of the proposed update.

The County DOT looks forward to working with the applicant. During Fiscal Year 2008, the County DOT will administer \$480,000 for improved transit services in West Maui. As noted in the update, these improved services will take the form of direct commuter routes to Kaanapali and North Beach for travel from the regions of Makawao, Kihei, and Wailuku. We are already working on these routes and expect to commence on July 1, 2007.

Please do not hesitate contact me at 270-7511, if we can be of further assistance or clarification.

Sincerely,

A handwritten signature in black ink, appearing to read "Medeiros".

DON MEDEIROS
Director of Transportation

xc: Dan B. Shupack, Staff Planner
S:WAB\LTRplanning02.doc

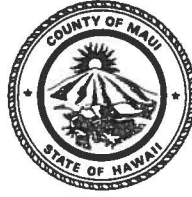
EXHIBIT 4

CHARMAINE TAVARES
Mayor

MILTON M. ARAKAWA, A.I.C.P.
Director

MICHAEL M. MIYAMOTO
Deputy Director

Telephone: (808) 270-7745
Fax: (808) 270-7975



**COUNTY OF MAUI
DEPARTMENT OF PUBLIC WORKS
AND ENVIRONMENTAL MANAGEMENT
ENGINEERING DIVISION
200 SOUTH HIGH STREET
WAILUKU, MAUI, HAWAII 96793**

RALPH NAGAMINE, L.S., P.E.
Development Services
Administration

DAVID TAYLOR, P.E.
Wastewater Reclamation Division

CARY YAMASHITA, P.E.
Engineering Division

BRIAN HASHIRO, P.E.
Highways Division

TRACY TAKAMINE, P.E.
Solid Waste Division

MEMORANDUM

June 7, 2007

DEPT OF PLANNING
COUNTY OF MAUI
RECEIVED
07 JUN 12 P2:42

TO: Jeffrey S. Hunt, Director
Department of Planning

THRU: Milton M. Arakawa, Director *Milton M. Arakawa*
Department of Public Works and Environmental Management

FROM: Cary Yamashita, Chief *Cary Yamashita*
Public Works and Environmental Management - Engineering Division

SUBJECT: WESTIN KAAPALI OCEAN RESORT
SM1 88/023; TMK: (2) 4-4-014:003
TRANSPORTATION MANAGEMENT PLAN UPDATE

Thank you for the opportunity to review the North Beach Subdivision Transportation Management Plan Update. Upon review, we have no comments.

Should you have any questions, please call Nolly Yagin of our Engineering Division at 270-7745.

CY/NY:nco(ED07-346)
S:\ENGINEERING\RAF\Hensley\vs\Memo-PLN-JHunt-060707.wpd