

# **PARKING ACTION PLAN**

**WAILUKU TOWN & LAHAINA TOWN**

**FEBRUARY 2018**

**DIXON RESOURCES UNLIMITED**

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# 1. Executive Summary

The County of Maui Department of Public Works, in conjunction with the Department of Planning, commissioned Dixon Resources Unlimited to examine and recommend parking solutions for Lahaina Town and Wailuku Town. This Parking Action Plan (PAP) addresses the unique parking and mobility challenges that each town faces.

Lahaina Town was found to be in dire need of a parking solution that will meet the varying needs of residents, visitors and businesses. Currently, it can be challenging for locals and tourists to find convenient parking, making it difficult to visit Lahaina Town. The most desirable parking, located on the County roads and within the County parking lots, is not being optimized or managed effectively. Other than the Shaw Street Lot, all County-owned parking in Lahaina Town is available for free. Meanwhile, the nearby private operators charge for parking. Furthermore, existing time limits are ineffective due to inconsistent enforcement and a lack of dedicated resources. The parking problems are further exasperated by the lack of an employee permit parking program. Lahaina Town also faces major congestion issues, especially during special event and cruise ship days. There is no formalized enforcement or traffic plan in place to address safety concerns. Stakeholder feedback was overwhelmingly in favor of implementing parking program changes, including the introduction of paid parking to improve the overall parking experience in Lahaina Town.

As in Lahaina Town, the County's parking resources in Wailuku Town are also not being effectively managed or optimized. Wailuku Town faces its own unique set of parking challenges. The County currently offers 12-hour parking spaces in the Municipal Lot for free, which are commonly utilized by employees for long-term parking. Additionally, since MPD Officer Keith Taguma retired, time limits are rarely enforced, leading to a general disregard of posted parking regulations. Data analysis shows low occupancy rates<sup>1</sup> in most locations, highlighting that there is likely only a perception of a parking shortage amongst stakeholders. However, the town will be facing parking challenges with the upcoming construction of the Civic Hub Garage. This will require an interim parking plan to address the needs of the community.

The County needs to take a comprehensive approach in both towns to make parking a more seamless experience for everyone. The recommendations in the PAP include considerations for paid on- and off-street parking and time limits, revenue management, enforcement enhancements, automated permit management, alternative modes of transportation, permit parking, and wayfinding. Each of the strategies are outlined based on a recommended timeline for implementation in each town.

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<sup>1</sup> The industry standard optimal parking occupancy rate is 85%. For the purposes of this study, an occupancy rate less than 60% is considered low.

## Acknowledgements

The Department of Public Works and Department of Planning wish to acknowledge and thank those who committed their time, provided their feedback and participated in various meetings throughout 2017. Their contributions were invaluable and the information provided became the foundation of this report.

Honolulu Department of Transportation Services  
Kamehameha III Elementary School  
Lahaina Harbormaster  
Lahaina Highways Baseyard  
Lahaina Restoration Foundation  
Lahaina Town Action Committee  
Maui Academy of Performing Arts  
Maui Corporation Counsel  
Maui County Councilmember Elle Cochran  
Maui County Mayor Alan M. Arakawa  
Maui Cultural Resources Commission  
Maui Department of Finance  
Maui Department of Transportation  
Maui Police Department  
Maui Purchasing Division  
Maui Redevelopment Agency  
Second Circuit Court

We'd also like to acknowledge the variety of residents, business owners, property owners, and employees that also attended our meetings or engaged in our public outreach efforts.



## 2. Introduction

This Parking Action Plan (PAP) is intended to outline the recommended short, mid, and long-term implementation steps to establish an effective and efficient parking program in Lahaina Town and Wailuku Town. The recommendations have taken into consideration stakeholder feedback, data analysis, and on-site operational audits. Each recommendation has been organized by phase into the PAP with a list of detailed implementation steps. Any required follow up actions have also been highlighted in this plan. Many of the recommendations are meant to be implemented County-wide, but due to the unique challenges that each town is facing, there are individualized strategies outlined for each town where applicable. These recommendations are meant to address the current, upcoming and long-term parking challenges and needs of the communities. Many of the recommendations will have an immediate impact on the parking management in each town, and will establish the basis for future improvements. The recommended steps and timelines are meant to be realistic and achievable.

### 3. Education and Outreach

To successfully implement the recommendations throughout this report, such as time zones, increased enforcement, and paid parking, Maui County should begin by launching an **education and outreach program** to inform the public about the upcoming program changes. The paid parking solicitation should include levels of public outreach and marketing support. Successful campaigns in other municipalities have included social media pages, online video instructions, flyers, press releases and field parking ambassadors to assist with education and demonstrations. A useful example is the City of Sacramento’s online pricing sheet that explains the City’s tiered pricing program using easy to understand graphics (Image 1). This sheet includes instructions on how to understand the signage, how to pay for parking including mobile payment information, and how the pricing structure works in the different tiered zones. The sheet is also branded with the “SacPark” brand that is included on all the parking outreach materials and signage. Sacramento also has an instructional video posted on their website to demonstrate how to use their smart meters.

## Image 1. City of Sacramento On-Street Paid Parking Guide

Tiered Based Pricing Program


### Posted Street Signage



### Meter Display

Parking smart meters accept:

- Coin
- Credit cards
- Parkmobile




Example of 1+ Zone

### How to Pay with Park Mobile

(Option available at meters and off-street lots)

Set up Parkmobile account using any of the following methods:

- Online: [www.parkmobile.com](http://www.parkmobile.com)
- Phone: 916-722-7275
- Download Parkmobile app



To Pay:

- Look for Parkmobile sticker on meter or parking lot signage
- Log onto your Parkmobile account or call 916-722-7275 and follow payment prompts.
- Parking zone numbers are located on each meter sticker or off-street lot signage. Parkmobile charges a \$0.35 fee per transaction

### Pricing Structure for Each Zone

**Tier 1 =** Regular hourly rate based on posted number of hours

**Tier 2 =** Effective for up to one additional hour after end of Tier 1 time

**Tier 3 =** Effective rate for every one hour parked past Tier 2



When communicating to the residents and the public about paid parking, it will be important for the County to **explain the program purpose, goals, and benefits of paid parking**. The County should define and communicate the Town's overall parking ethos. The parking ethos should be consistent across both towns, but the application of strategies will vary based on each town's unique needs.

The Seattle Department of Transportation (SDOT) has a good website example<sup>2</sup> about the importance of managing on-street parking (Quotes 1 and 2).

<sup>2</sup> <https://www.seattle.gov/transportation/permits-and-services/permits/parking-permits>

“Parking is a key piece of the transportation puzzle. As a limited resource that’s often in high demand, SDOT manages on-street parking to: balance competing needs (transit, customers, residents, shared vehicles), move people and goods efficiently, support business district vitality, and create livable neighborhoods”

Quote 1

“The Seattle Department of Transportation (SDOT) manages street parking to support a vibrant city with connected people, places, and products. Curbspace used for on-street parking (as well as transit, deliveries, and many other things) is a limited resource in high demand. So, we carefully balance competing needs in order to move people and goods efficiently, support business district vitality, and create livable neighborhoods. That’s why we regulate curbspace, install and maintain paid parking, loading, and short-term access in business districts as well as restricted parking zones in residential areas.”

Quote 2

SDOT is also effective in using **positive wording** to communicate parking regulations. Seattle’s “Can I Park Here?” brochure (Image 2) shifts the focus to what is allowed instead of what is prohibited. It concisely identifies signage information, how to avoid parking tickets, and how to “park like a pro”. Additionally, it is a one-stop-shop for parking information and resources with regard to paying parking tickets, digital tools, and contacts.

## Image 2. SDOT “Can I Park Here?” Brochure Excerpt

### PARKING NOT ALLOWED

**ALLEYS**  
Do not park or stop in alleys. Commercial vehicles may load/unload for up to 30 minutes.

**STOP, YIELD, CROSSWALKS**  
Do not park within 30 feet of Stop and Yield signs, nor within 20 feet of a crosswalk.

**DRIVEWAYS**  
Do not park within 5 feet of driveways. Residents/property owners may paint curb yellow for 5 feet on each side of driveway.

**FIRE HYDRANTS**  
Do not park within 15 feet of hydrants.

**SIDEWALKS AND PLANTING STRIPS**  
Do not park on sidewalks, the planting or paved strip between the sidewalk and street.

**TOW-AWAY ZONES**  
Do not stop in these zones or in any zones painted red.

**NO STOPPING**  
No stopping in tow-away zones.

**NO PARKING ZONES**  
Do not park in these zones.

**TEMPORARY NO PARKING ZONES**  
Do not park here during the posted dates and times. Call Customer Service Bureau for questions at (206) 684-CITY.

**OTHER DESIGNATED ZONES**  
Do not park in bus zones, taxi zones, charter bus zones, or carshare zones.

**COMMERCIAL AND LARGE-SIZED VEHICLES**  
Do not park a truck/trailer over 80 inches wide on any street or alley, except in Industrial Zones, between midnight and 6 AM.

### PARKING SOMETIMES ALLOWED

**PARKING FOR PEOPLE WITH DISABILITIES**  
Do not park in designated disabled parking or use a permit unless: 1) you or your passenger has a disability, and 2) your vehicle displays a valid disabled placard, license plate, or tab. The fine for improper use is up to \$450.

**LOAD AND UNLOAD**  
All vehicles may load/unload during posted hours. (Curb color: yellow.)

**PASSENGER LOAD**  
All vehicles may stop for 3 minutes to pick up and drop off passengers during posted hours. (Curb color: white.)

**TRUCK LOAD AND UNLOAD**  
Only truck-licensed vehicles may load/unload during posted hours. (Curb color: yellow.)

**COMMERCIAL VEHICLE LOAD ZONES (CVLZ)**  
Only commercial vehicles may load/unload up to 30 minutes. Either payment is required or a valid CVLZ permit. Call: (206) 684-5103. (Curb color: yellow.)

**OTHER SITUATIONS**  
**LICENSE PLATES AND TABS**  
Do not park on-street with missing front or rear license plates, or with expired tabs.

**72-HOUR RULE**  
Do not park your vehicle on the same block for more than 72 consecutive hours, or the vehicle will be considered abandoned and may be ticketed or towed.

**PAID PARKING**  
Payment is required at pay station or by phone. Blue signs with an ‘After 5’ symbol indicate a 3-hour time limit after 5 PM. Green signs indicate a better value with a lower rate or longer time limit allowed.

**RESTRICTED PARKING ZONE (RPZ)**  
If your vehicle has an RPZ permit, you may park along signed RPZ streets for up to 72 hours. If not, you are limited to the time posted. Call: (206) 684-5086.

**PEAK HOURS**  
Do not park during the posted times, or your vehicle will be towed. Restricted hours vary so check signs carefully.

**TIME-LIMITED AREAS**  
Park up to posted time limit. You must then move your vehicle off the block (both sides of the street); for example, to the next block or around the corner.

**HOW CLOSE CAN I PARK?**

Seattle also implemented the “**Play Like a Parking Pro**” program. Using Monopoly-style card signage, along with a series of funny informational videos, the City communicates new parking program changes and regulations. This campaign is meant to educate drivers about the parking system so they can park smart, understand the rules, and use tools like mobile payment and online maps to improve their experience. By taking a fun approach to an education campaign, the City improves the overall perception of parking while providing useful information. The City uses playful flags along with the Monopoly signage at the meters (Images 3 and 4).



Image 3. Seattle Parking Flag





Image 4. Seattle Play Like a Parking Pro Sign

## Implementation Guide

### Short-Term Steps:

1. The County should establish an easily recognizable unified parking brand with a graphic or symbol to represent paid parking. This should be included on all outreach materials, signage, and parking meters. This will allow the program to maintain cohesiveness. For ease of understanding, the parking brand should be consistent across both towns. However, the design could be altered slightly for each town to mimic town character and aesthetics.
2. Flyers should be mailed out to Maui residents, business owners, and employees with information about upcoming parking program changes. Additionally, all information should be available on the County of Maui website and any business community webpages. For paid parking, information should include the type of meters, meter locations, the program start date, how to use the meters, and the

program purpose. Any information about residential or employee permits should also be incorporated into the County's education and outreach campaign. Equally important, the flyers should incorporate the County's parking brand, which will help to provide residents and employees a familiar marker when they visit the towns.

- a. The program purpose should focus on program benefits and improving the visitor experience in both Wailuku Town and Lahaina Town through effective parking management. Parking should be simple and easy to find and pay for. As identified on the SDOT webpage, there are also several proven benefits of paid parking that may be highlighted.
  - b. The County should also consider using positive language to communicate parking regulations.
3. The County should host forums for public feedback and comments in preparation for a paid parking program in both towns. This will allow the County to incorporate public feedback into planning what type of meters to utilize and where they will be located. Once installed, an email address should be established to receive any comments or complaints about the installed equipment.

# 4. Paid Parking and Time Limits

## Single-Space Meters vs. Pay Stations

The **convenience and ease of use** of single-space meters is what makes them effective for dense commercial areas. Smart single-space meters accept credit card (and therefore debit card) payments and are enabled with back office tools and **real-time access** to information and data. As opposed to any customer-facing services, the back office tools are the software or web applications that are utilized by municipal staff to access information like data, maintenance updates, reporting tools, transaction histories, payment processing, noticing, and more. This would allow the County to monitor the meters and be notified of any maintenance issues. The selected equipment must meet the **Payment Card Industry (PCI) security standards** for credit card transactions to make sure only the last four digits of each card number is stored. Additionally, all payment information can be tracked and audited to ensure proper revenue reconciliation during collections. Most single-space meter vendors offer meter management systems to edit the display screen, manage rate structures and run reports. Smart single-space meters range in price from around \$400 to \$600 per meter mechanism plus approximately \$250 to \$400 for the meter housing and pole (not including shipping). There is an ongoing \$6 to \$8 per meter per month for data management in addition to transaction fees.

Multi-space pay stations, depending on configurations, are approximately \$8,500 per unit with monthly data management fees of approximately \$70.00 per pay station per month. This pay station rate estimate does not include installation and freight. The County should consider including the optional added features such as a motion-controlled light bar and a tilt board security feature with a siren. The typical pay station vendor also provides a meter management system that provides **real-time access** to pay station information and maintenance support requirements. Additionally, following year one, the County should budget approximately \$30.00 per month for the pay station warranties. While not required, the warranties are recommended to safeguard the program and ensure equipment performance and system uptime. Pay stations normally **support 7 to 12 on-street parking spaces**. A typical off-street surface lot requires 1 to 4 pay stations, depending upon the configuration and number of access points.

There are three main operational configurations for multi-space pay stations: pay and display, pay by space, and pay by plate:

- **Pay and Display:** The driver parks, purchases parking session time at the pay station, and then returns to their vehicle to display the receipt on their dashboard.
- **Pay by Space:** The driver parks in a numbered space, and then pays at the pay station using the parking space number. The driver is not required to return to their vehicle because their payment is electronically tied to their space number. Parking enforcement is able to use a web application to verify payment status by parking space number.



- **Pay by Plate:** Similar to pay by space, but the driver enters their license plate number at the pay station to record their payment. This method does not require drivers to return to their car as well and, similarly, parking enforcement verifies payment status by license plate using a web application.

The County should also consider developing a **“No Re-Parking” ordinance**. A ‘No Re-Parking’ ordinance would prohibit drivers from shuffling their cars on the same block, within a parking lot, or within a structure to avoid time limit restrictions. For time limits to be fully effective, a driver should not be allowed to re-park their car within the same block or zone on the same day or within a defined period of time. This will help ensure that long-term parkers are not utilizing the spaces meant for short-term visitors. Furthermore, employees would be more likely to purchase a long-term parking permit instead of utilizing the short-term spaces meant for customer parking. Some examples of existing no re-parking ordinances are listed below:

#### **City of Portland, OR (16.20.260 Time Zones)**

- a. A vehicle may park in a time zone only for a period not to exceed the posted time limit.**
- b. A vehicle may not return to a time zone in the same block face or within 500 feet of where previously parked on the same block face for a 3-hour period.**
- c. Upon expiration of the designated time limit, as indicated by the parking zone sign, a citation may be issued if a vehicle remains parked or stopped on the same block face unless:**
  - I. The vehicle has moved 500 or more lineal feet, measured along the curb or edge line;**
  - II. The vehicle has moved to an unregulated parking area in the same block face; or**
  - III. The vehicle has vacated the block face for 3 hours.**

#### **City of San Francisco, CA (Sec. 1002. Shifting of Parking Vehicles)**

**For the purpose of Parking regulations other than a violation of Division I, Section 7.2.29 (Parking Prohibited for More than 72 Hours), any vehicle moved a distance of not more than one block or one-tenth of a mile during the limited Parking period shall be deemed to have remained stationary.**

## City of Seattle, WA (11.72.240 Moving vehicle to avoid time limit)

No person shall move and repark a vehicle on either side of a street within the same block in order to avoid a parking time limit regulation specified for either side of the street in that particular block.

### Prerequisites to a Successful Program

To adequately support a paid parking program, a **consistent parking enforcement staffing model** needs to be implemented. Paid parking will not be successful without consistent enforcement to ensure compliance. Additionally, it will be important to consider safeguarding the neighborhoods with a **residential permit parking program** to prevent spillover parking. Identifying **alternative employee parking locations** along with an **affordable employee permit** parking program should be established prior to implementing paid parking. This will ensure that there is an affordable location for employees to park without impacting the surrounding residential community.

The implementation of paid parking will require extensive **updates to the Maui County Code**. Maui County Code Section 19.52.090 states: “It is unlawful for any person to carry on or solicit business in any location on any street, highway, or sidewalk. The same is also unlawful in any location, in any park or open space that is owned or maintained by a government agency without the approval of the cultural resources commission, and the responsible government agency having administrative authority over the park or open space”. The County may need to amend the code to ensure that paid parking is implemented without issue. Additionally, a detailed ordinance review, along with recommended updates and reference ordinances is included in Appendix C.

## Lahaina Town

The County-owned roads and parking lots offer the most convenient parking in Lahaina Town, currently for free. Meanwhile, the private operators have capitalized on the parking demand in the Town and have been charging for parking for years. The County should not be providing this resource for free because of the significant cost to maintain, enforce, and manage parking. Additionally, paid parking can be an effective parking management tool to achieve more parking space turnover. Ideally, a paid parking operation in Lahaina should be self-sustaining, and a successful program will allow the County to invest in the development of parking resources that directly benefit the community. If the County proceeds with the recommended implementation of paid parking in Lahaina Town, the County is projected to generate over \$3.4 million in the first 3 years.

### On-Street Parking

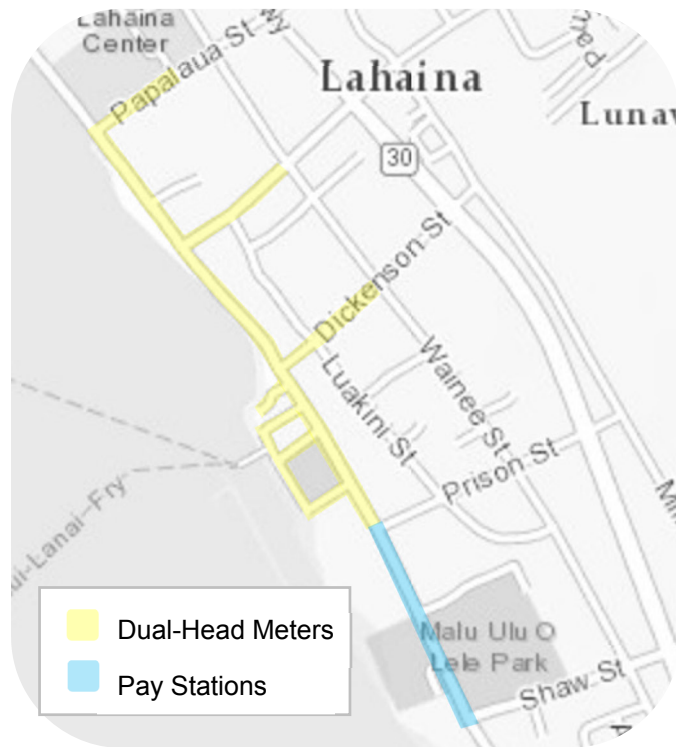
It is recommended that the County immediately proceed with the **implementation of paid parking** for the proposed on-street locations outlined below in Figure 2. Based on a survey of the sidewalk space and street layout, dual-mounted single-space meters would

be ideal in the locations highlighted in yellow. The County may also consider dual-head meters instead, where one meter head serves two parking spaces. There is a cost saving with this type of equipment, but the user interface is not as simplified and user-friendly. The amount of signage required for the single space meters is minimal, while pay stations will require increased signage to ensure that drivers are aware of the paid parking zones. Any on-street metered parking locations should have marked spaces with T-bars to align parked cars with their respective meters. The on-street stalls are not currently marked today.

The blue highlighted locations on Figure 1 are optimized for pay stations. Ideally, the County should utilize the **pay and display** configuration with the pay stations for ease of enforcement. Pay and display will not require the County to mark and number every parking space, which could detract from the historical aesthetic of the community. Marked and numbered spaces also add additional maintenance and upkeep over time. Furthermore, pay by plate and pay by space are not ideal for the County because of the required enforcement equipment necessary for the Police Department to effectively enforce.

To minimize revenue collection schedules and maintenance issues, it is recommended that the County implement a **credit card only payment option** for both single space meters and pay stations supported by a mobile payment feature for customer convenience. If the County decides to accept cash/coin, the County should only include bill note acceptors with a limited number of the pay stations. Bill note acceptors typically require a substantial amount of maintenance support. Based upon the proposed rate structure, it is not recommended that the paid parking equipment accept coin.

**Figure 1. Lahaina Town Recommended On-Street Paid Parking Locations**



The parking spaces alongside the Kamehameha III elementary school are on school property and are reserved for school staff only. However, these could be utilized for paid parking through a **shared parking arrangement**. These spaces are currently reserved for school staff between 6:00am and 4:30pm during school days only. With the installation of meters, the County would be able to charge for hourly public parking in these spaces after 4:30pm, or on non-school days. A revenue share program with the Department of Education would need to be established.

The **school loading zone** along Front Street could also be utilized for paid parking during non-loading hours. To do so, signage would need to clearly

indicate “no parking” between certain hours on school days. Pay stations would allow for paid parking in this location without cluttering the space or inhibiting drop-off and pick-up.

The County also may choose to charge for hourly parking in the **other loading zone spaces** during non-loading zone hours. The County could install meters with yellow heads to serve these locations. Signage would also need to clearly indicate the loading zone hours to ensure that visitors are notified when the spaces are available for paid hourly parking. For example, the County could choose to limit loading zone hours before 2:00pm, and charge for hourly parking for the remainder of the day. Some loading zones could be converted into designated drop off/pick up areas, however this would need to be strictly enforced.

Griffith Park, a popular tourist destination in Los Angeles, recently implemented a paid parking solution using pay and display pay stations. The Park implemented an hourly rate of \$4.00 using credit card only pay station equipment. Staff have received minimal complaints and observed a significant rate of compliance. Like Griffith Park, Lahaina Town attracts a sizeable number of tourists but retains a limited amount of parking supply. Based upon the existing demand in Lahaina, a reasonable **hourly rate for on-street parking** could be initiated at \$4.00 per hour.

The \$4.00 per hour rate would also ensure that on-street parking is notably more expensive than the off-street parking offered by both the County (see page 17 for County parking lot rates) and by private operators. The goal of this rate structure would be to

**encourage longer-term parking off-street.** This will create more turnover in the convenient on-street parking spaces.

The County should also consider implementing a 2 to 3-hour time limit for paid on-street parking spaces. With **consistent enforcement**, this will ensure turnover and require longer-term parking to locate their cars in off-street or remote parking locations. A time limit will also help ensure that employees do not park their cars in these spaces.

Based on the Lahaina Town Paid Parking Revenue Modeling Workbook estimates, paid on-street parking with the proposed hourly rates is projected to cover the estimated equipment and operating costs within the first year. If the County charges \$4.00 per hour for the estimated existing 186 on-street spaces outlined in Figure 2 between **10:00am and 10:00pm**, it is projected that the County will **generate approximately \$977,000 per year in revenue**. Additionally, if the County proceeds with the suggested shared parking arrangement with the 43 reserved elementary school on-street parking spaces and school loading spaces, the County could generate an additional \$68,000 per year with the same occupancy and compliance rates (assuming that the County retains 50% of the revenue generated from the reserved on-street school spaces). Finally, it is estimated that the loading zone spaces could generate an additional \$87,600 per year if the County charges for parking between 2:00pm and 10:00pm. **The combined estimated on-street revenue is projected to exceed \$1 million annually.**

With an on-street equipment and operating cost estimate of \$320,000 during Year 1, the County is forecasted to **net almost \$780,000 in the first year** from paid on-street parking. With consideration of the ongoing equipment fees, the County is projected to net over \$2.8 million by Year 3 from paid on-street parking. This projection is based upon a conservative estimate of **50% average daily occupancy and a 60% compliance rate**. Based on results from similar cities, it is likely that the occupancy and compliance rates will exceed this estimated amount. Additionally, for purpose of being conservative, the equipment cost forecast assumes the use of **dual-mounted single-space meters**, which are more expensive than the dual-space meters. Consistent enforcement will be critical to the overall success of the paid parking operation.

Below, Table 1 outlines the **anticipated number of meters and pay stations** that would be required for the implementation of on-street paid parking in Lahaina Town. Due to the limited amount of sidewalk space in Lahaina Town, renderings were developed to envision the spatial and visual impact of the equipment; Appendix B includes these images with some recommended installation locations for the equipment based on sidewalk space.

**Table 1. Estimated On-Street Equipment by Location**

Location	Dual Head Meters	Single Space Meters	Pay Stations
Papalaua St (between Waine'e and Front St)	3	2	0
Lahainaluna Rd (between Waine'e and Front St)	12	1	0
Dickenson St (between Waine'e and Front St)	8	0	0
Market St	3	1	0
Hotel St (between Front St and Canal St)	9	1	0
Canal St (between Wharf St and Front St)	8	0	0
Front St (between Papalaua and Lahainaluna Rd)	7	1	0
Front St (between Lahainaluna Rd and Market St)	21	1	0
Front St (between Market St and Hotel St)	9	1	0
Front St (between Canal St and Prison St)	11	1	0
Front St (between Prison St and Shaw St)	0	0	5
Wharf St (between Papelekane St and Hotel St)	5	1	0
Wharf St (between Hotel and Canal St)	5	0	0
<b>TOTAL</b>	<b>101</b>	<b>10</b>	<b>5</b>

### Off-Street Parking

The County should also implement hourly **paid parking in the Luakini and Prison Street Lots**. While a portion of the spaces may be allocated for permit parking, the County can utilize the Financial Modeling Workbook to set different rate structures and operating hours for both hourly and permit spaces.

A **rate survey of the private operator parking lots** in Lahaina Town was completed to determine the current market rate for off-street parking. One Prison Street lot charges \$5.00 for the first 2 hours and \$7.00 for hours 2-5 with an evening rate of \$10.00. A Waine'e Street lot charges \$5.00 per day. Another location charges \$7.00 for the first two hours, and \$12.00 for hours 2-8, with a daily maximum of \$20.00.

Based on the private operator rates and the recommended \$4.00 per hour on-street rate, the County should consider charging a **rate of \$2.00 per hour** in the Luakini and Prison Street Lots. This rate will allow the County to be competitive with the private lot locations, while still encouraging longer-term parkers to store their cars in the off-street locations rather than parking on-street. Typically, municipalities choose to offer off-street parking at a discounted rate compared to on-street parking to reduce congestion and promote turnover in the more convenient on-street spaces. To encourage long-term parking off-street, other than overnight restrictions, time limits are not recommended for the off-street parking lots.



A private operator lot currently charges \$50.00 per month for daily parking and \$75.00 for both daily and evening parking. Based on this market rate, the County could charge **\$65.00 for a monthly permit**. Additionally, the County could consider offering a **low-income permit rate of \$40.00 per month** for those who qualify. These rates will encourage employees to park off-street, while still being a relatively affordable rate. Ideally, the County should **pursue an agreement with the nearby outlet mall** for employee parking. In this case, this location should cost significantly less to encourage employees to park more remotely. A rate of **\$20.00 per month, or a \$10.00 low-income rate, is recommended for remote employee parking**.

Section 11 outlines the specific employee permit parking recommendations for monthly and low-income permits. The County could choose to **set aside a portion of the parking spaces in the Prison Street and/or Luakini Street Lots for permit parking**.

It is estimated that the County will need to **install three pay stations to serve the Luakini Lot, and six for the Prison Street Lot**. The necessary inventory is dependent on the number of spaces that are allocated for permit parking. Prior to implementing paid parking within the Prison Street Lot, the County should improve the condition of the parking lot. This will ensure ADA accessibility, and improve the visitor experience. If visitors are expected to pay for parking, the lot should be paved and accessible.

With the proposed off-street hourly and permit rates, the County is projected to generate approximately **\$442,000 from off-street hourly and permit parking** in the Luakini and Prison Street Lots during Year 1, which will completely cover the estimated Year 1 equipment and operating cost of \$101,000. By Year 3, the County is projected to net over \$1.1 million from off-street parking. For the purposes of the financial model, **a 40% occupancy rate and 60% compliance rate** were assumed for hourly parking. Additionally, **25% of each lot was allocated for permit parking, as well as 50 of the parking spaces at the outlet mall**. Based on the potential agreement with the outlet mall, the County should modify the permit allocation percentages and prices.

While more remote, the County could also consider including paid parking at the Shaw Street Lot and/or the Kamehameha Iki Park Lots. Currently, the Shaw Street Lot is managed by Diamond Parking, but the County may benefit from self-managing this property moving forward. These parking lot locations could be ideal locations for a portion of the employee permit parking, potentially with access by shuttle. The Shaw Street lot has 78 parking stalls, and the Kamehameha Iki Park Lot has 25 stalls in the front. The County should work with the Parks Department on potentially metering these stalls and providing enforcement.

### **Maui Resident Discount**

The County may consider implementing a **discounted parking program for Maui residents**. Though the paid parking operating hours of 10:00am to 10:00pm is intended to provide convenient morning access to the shoreline, additional accommodations for Maui residents could be implemented. This would help encourage locals to visit Lahaina Town by offering a certain amount of free or discounted parking. For example, the County

could offer \$10 of free parking per household per year. Or instead, residents could park at a discounted hourly rate. The County has the option of offering either a preloaded resident parking card that can be used to pay at the meter, or the resident discount program can be administered through a mobile payment application. Offering the program through the mobile payment vendor would be the ideal solution for Maui to reduce administrative costs and offer more flexibility. Applicants would be required to show proof of residency to qualify, which could be reviewed by a designated County employee or by the vendor if additional support services are offered. While there would be an added administrative cost, offering a discounted parking program to residents could be a helpful way to gain community support for the implementation of paid parking in Lahaina Town. The mobile payment solution could be used to promote special deals or events to locals and provide more flexibility for the County.

## Wailuku Town

Due to the unique parking challenges and needs within each community, Wailuku Town will require a different approach to paid parking. It is a common perception of Wailuku Town employees and residents that the town has insufficient parking supply. To examine this perception, data was collected in Wailuku Town to better understand the actual parking trends. On- and off-street parking occupancy and utilization data was collected on Thursday, September 21<sup>st</sup> and Saturday, September 23<sup>rd</sup>, 2017. However, it should be noted that there were no active court cases on the days of data collection. On a typical day of court operations in Hoapili Hale, it is estimated that anywhere between 100 – 150 people occupy a public parking space while at Hoapili Hale. On a peak day, such as a jury selection day for a large case, there may be as many as 200 – 250 people participating in judiciary activities who need to utilize public parking. Therefore, this data collection likely occurred during a typical, non-peak period. More information on the data collection methodology and data analysis results can be found in Appendix A.





**Image 5. Market Street, Thursday September 21 at 4:00pm**



**Image 6. Market Street, Thursday September 21 at 7:00pm**

In summary, the average on-street occupancy throughout **Thursday was 54%**, compared to **31% on Saturday**, when considering the complete study area. Furthermore, on-street occupancy in the study area **peaked at 61% on Thursday** during the midday. **Market Street alone peaked at 72%** occupancy during Thursday afternoon. The average daily occupancy on Market Street was 63% on Thursday and 54% on Saturday. For off-street parking, the average occupancy throughout **Thursday was 57%, compared to 16% on Saturday**. During the morning through the afternoon on Thursday, the average occupancy in the Municipal Lot was 87%, which is considered high. During the same time, the County Public Lot averaged at 74% occupancy. However, both lots had low occupancy on Saturday, with 21% and 2% average daily occupancy rates, respectively.

**Wailuku Town is likely facing a parking management issue rather than a lack of parking supply for its existing level of development.**

It is the industry standard that **the target occupancy rate is 85%**, because at this level, there is enough vacant parking spaces to minimize congestion from drivers searching for a space. At the same time, the 85% rate ensures that a location is not providing too much parking supply, which is an inefficient and costly use of valuable land. Another factor to consider is that the proper management of parking resources through enforcement, wayfinding, time limits and rate structures, would further improve the use of parking resources in Wailuku Town.

Based on this study's findings, **Wailuku Town is likely facing a parking management issue rather than a lack of parking supply for its existing level of development.** It is recognized

that during major court cases there can be a larger strain on the Town's parking supply, however this could be managed through the use of remote parking supply during peak periods if necessary. Currently, jurors are instructed to park either in nearby public lots such as the Municipal Lot or in the 2-hour zones on-street on Wells Street and Main Street. Parking supply was sufficient in most locations throughout the two data collection days without the impact of a court case. Furthermore, the data analysis shows a significant difference between occupancy rates on weekdays and weekends. **Weekend occupancy was extremely low** in Wailuku Town at all locations. While the Municipal Lot occupancy did peak above 85% on Thursday, on this same day there were at least 30 cars observed that overstayed the Municipal Lot time limit (See Appendix A). None of these vehicles received a parking citation that day. Additionally, there is currently no Municipal Lot parking permit program and vehicles can park in 12-hour spaces for free. With a permit program and proper enforcement, it is anticipated that some vehicles utilizing the Municipal Lot would likely choose to park elsewhere which may have an impact in the neighboring areas. See Section 11 for more information about the recommendation to implement a permit program in the Municipal Lot.



**Image 7. Municipal Lot on Saturday, September 23 at 6:00pm**

The County has plans to build the Wailuku Civic Hub, a parking and events facility which will increase both the number of downtown employees and visitors as well as parking supply in the town by approximately 210 spaces. A number of these spaces may be dedicated to long-term employee and resident parking, which could be beneficial to serve the primary needs of the community and enable more housing to be built in the immediate neighborhood. However, the Civic Hub design is also primarily intended to provide space for events. Most events at this facility will likely take place during the weekends or evenings, when parking occupancy in the town is at its lowest. The intention of the project is to **spur economic growth and development** in Wailuku Town, which may encourage more tourists and locals to visit the town. By building additional supply, the County intends to offer parking reductions for developers, along with a portfolio of other incentives to encourage investment. If successful, **parking demand may increase overtime**, and the Civic Hub will likely have the supply to meet the town's growing needs.

Based on the data analysis, financial modeling, and stakeholder feedback, the following paid parking recommendations have been developed for Wailuku Town. Overall, it is estimated that in 10 years the County will have a total parking revenue of \$2,367,000 from on- and off-street hourly and permit parking in Wailuku Town. With the estimated total expenses of \$1,247,000, the County is estimated to **net approximately \$1,120,000 in 10 years**. More information on the financial estimates is explained below.

### **On-Street Parking**

It is recommended that the County **wait to proceed with the implementation of paid on-street parking in Wailuku Town until the construction of the Wailuku Civic Hub Garage begins**. At that point, the temporary reduction in downtown parking supply will place an increased strain on the town's on-street parking resources. At that time, to



ensure adequate occupancy and turnover rates, the County should consider implementing a low hourly rate of **\$0.50 per hour**. The implementation of paid parking could discourage employees from utilizing on-street parking. At the same time, a low hourly rate will provide convenient and affordable parking for Wailuku Town visitors and customers during construction. This is especially important during construction because many business owners are concerned about the impact of construction on sales. The recommended paid parking hours are weekdays from **9:00am until 5:00pm** to cover the typical business day, the peak occupancy times for Wailuku. Outside of special event days, the County should not charge for parking in the evenings until occupancy rates begin to reach 85% in the evening. Following the completion of the Civic Hub Garage, if Wailuku Town congestion increases, the County should, at that point, consider increasing the on-street hourly rate to \$0.75 per hour.

Based on a survey of the sidewalk space and street layout, dual-space meters would be ideal in the locations highlighted in orange (Figure 2). There is a cost saving with the dual-space meters compared to the single-space meters, but the user interface is not as simplified or user-friendly. However, due to the recommended hourly rates, the County could save money on equipment by choosing the dual-space meters. The amount of signage required for the dual-space meters is minimal, while pay stations will require increased signage to ensure that drivers are aware of the paid parking zones. Any on-street dual-space metered parking locations should have marked spaces with T-bars to align parked cars with their respective meters.

The blue highlighted locations in Figure 2 are optimized for pay stations. As recommended for Lahaina Town, the County should utilize the **pay and display** configuration with the pay stations for ease of enforcement. Pay and display will not require the County to mark and number every parking space, which would add additional maintenance and upkeep over time. Furthermore, pay by plate and pay by space are not ideal for the County because of the required enforcement equipment necessary for the Police Department to effectively enforce.

To minimize revenue collection schedules and maintenance issues, it is recommended that the County implement a **credit card only payment option** for the dual-space meters and pay stations, supported by a mobile payment feature for customer convenience. If the County decides to accept cash/coin, the County should only include bill note acceptors with a limited number of the pay stations. Bill note acceptors typically require a substantial amount of maintenance support.

**Figure 2. Wailuku Town Recommended Paid Parking Locations**



Below, Table 2 outlines the **anticipated number of meters and pay stations** that would be required for the implementation of on-street paid parking in Wailuku Town. Knowing that Main Street is a state highway, the County will need to assess the potential of installing and managing meters on that street.

**Table 2. Wailuku On-Street Proposed Paid Parking Zone**

Block	Inventory	Dual Space Meters	Pay Stations
Main St btwn High St and Church St	12	0	1
Main St btwn Church St and Market St	8	0	1
Main St btwn Market St and Central Ave	12	0	2
Wells St btwn Market St and Church St	8	0	1
Church St btwn Vineyard St and Main St	22	0	2
Church St btwn Main St and Wells St	11	0	1
S High St btwn Wells St and Main St	6	0	2
S High St btwn Main St and Vineyard St	13	0	1
W Vineyard St btwn High St and Church St	11	0	2
W Vineyard St btwn Church St and Market St	12	0	2
Vineyard St btwn Market St and Central Ave	16	0	1
Central Ave btwn Vineyard St and Loke St	11	0	1

Maluhia Dr	11	0	1
Market St btwn Wells St and Main St	16	8	0
Market St btwn Main St and Vineyard St	37	19	0
Market St btwn Vineyard and Mill	18	0	2
Wells St btwn Church St and High St	8	0	1
Aupuni to Koali	23	0	1
<b>TOTALS</b>	<b>255</b>	<b>27</b>	<b>22</b>

Based on the Financial Modeling Workbook, Wailuku Town is projected to earn approximately **\$82,000 per year** by implementing an on-street rate of \$0.50 per hour in the proposed paid parking locations. The County should apply the existing time limits within the paid parking area. This projection is assuming that meter operating days will be on weekdays only, and the hours will be from 9:00am until 5:00pm. Additionally, this projection assumes a 55% average daily occupancy, based on data collection results, and a 60% compliance rate. This amount increases to almost **\$124,000 in revenue per year** with the \$0.75 hourly rate proposed for Year 4 and onward. It is estimated that the on-street equipment and operating costs will be around **\$270,000 during the implementation year, and an additional \$60,000 per year** for ongoing operating and warranty costs.

**Off-Street Parking**

It is recommended that the County **immediately implement employee permit parking** for 142 spaces in the Municipal Lot and 20 spaces in the Vineyard Street Lot for a total of 162 permits. For ease of enforcement, the County should designate one area of the lot for permit parking, and one for hourly parking. A **\$35 per month rate** is recommended to be consistent with the existing County permit rate. Due to the short implementation schedule and the administrative burden without an existing automated permit management system, it is not realistic to expect the County to implement a low-income permit during the first year. However, the model does allow the County to forecast with the inclusion of low-income permits if desired. The revenue for the first year from the off-street permits is estimated at approximately \$68,000.

Once the construction of the Civic Hub Garage begins during the second year, the County will not be able to offer permits for the Municipal Lot. Therefore, it is recommended that the County continue to offer the Vineyard Street permits, along with another interim location. The County should identify an interim location for employee parking during construction and offer a low-cost permit. One location to consider is the War Memorial Park Lot. The recommended rate for these permits is **\$5.00 per month**. Assuming that the County identifies 100 interim permit spaces, along with the 20 Vineyard Street Lot permits, the permit revenue during that year is forecasted to be around \$9,000. Additionally, it is recommended that the County implement paid hourly parking in the remaining Vineyard Street Lot spaces at a rate of **\$0.25 per hour** with no time limit. The off-street rate should be less than the on-street rate to encourage longer-term parkers to store their cars off-street. However, the County could implement a higher rate of \$0.50 per hour in the County Lot because it is a high-demand and convenient location to park,

compared to the surrounding on-street parking. The financial model assumes a 74% occupancy rate for the County Lot and a 35% occupancy rate for the Vineyard Street Lot based on the occupancy data analysis. With the recommended 9:00am to 5:00pm operating hours, the County is projected to generate approximately \$22,800 each year from hourly parking in those two lots. The estimated equipment cost to install pay stations in the two lots is \$70,000 initially, with an estimated annual amount of \$13,000 for operating and warranty costs for the following years.

The Civic Hub Garage construction is estimated to be completed half way through Year 3. Upon completion, it is recommended that the County allocate 150 spaces for hourly parking and the remaining 278 for permit parking. The recommended hourly rate is **\$0.25 per hour**, and the **permit rate could be \$40**. Additionally, it is recommended that the County offer a **\$10 low-income permit** to qualifying employees. For the purposes of the financial model, it is estimated to 25% of these permits will be sold at the low-income rate. The estimated revenue from the Civic Hub Garage for half of Year 3 is \$13,000 from hourly parking and \$104,000 from permit parking. This projection assumes a 35% occupancy rate and a 95% compliance rate for hourly parking. The higher compliance rate is because it is anticipated that the garage will be gated with a Parking Access Revenue Control System (PARCS), which will help ensure payment. The estimated cost for the PARCS is \$188,000 during the first year, with an additional \$20,700 per year for operating costs and fees.

By the fourth year, it is anticipated that the full paid parking program will be implemented in Wailuku Town. At this point, it is recommended that the County consider **raising the on-street hourly rate to \$0.75 per hour**. The off-street rate is recommended to remain at \$0.25 per hour until occupancy rates approach 85%. The ability to charge for parking in the Wells Park Lot and the Tennis Court Lot will depend on whether the County Parking Benefit District pursues a shared parking agreement with the Parks Department (See Section 20 for more information on shared parking). It is unlikely that the County will need to utilize a remote parking lot location after construction, so the remaining locations have not been factored into the financial model estimates.

There may also be an opportunity for the County to partner with the State to manage their paid surface lots. The State currently has 84 public parking stalls in the Wailuku State Campus area. 35 of those are in Hoapili Hale and will soon be converted to State employee permit parking only for security purposes. This leaves the 49 meters stalls in surface lots in three locations around the State buildings. The State has been considering discontinuing their current metered stall program because the management and maintenance costs for only 49 stalls outweigh the benefits. However, if these were folded into the County's operations plan it could benefit both parties.

# Implementation Guide

## Short-Term Steps

1. Use the Revenue Modeling Workbook to determine the optimal rate model and forecast revenue for on-street and off-street parking in both towns.
  - a. It is recommended that the County always utilize a higher on-street hourly rate than the off-street rate, with the exception of the County Lot outside of the Public Works Department building entrance at 200 S High Street. This will encourage the longer-term parkers to store their cars off-street, and it will encourage increased turnover in the convenient on-street spaces.
  - b. Based on the Paid Parking Revenue Modeling Workbook projections, the County will be able to fund the proposed paid parking equipment in less than one year with the suggested rate model in Lahaina Town, and in five years in Wailuku Town.
2. Review and update the County ordinances for the viability of paid parking and parking benefit districts in Maui, as outlined in Appendix C.
  - a. If determined necessary, update Section 19.52.090 of the Maui County Code to allow for paid parking.
  - b. Define the distribution schedule for paid parking revenue. This step should be incorporated into the planning of a Parking Benefit District as outlined in Section 5.
  - c. Develop a “No Re-Parking” ordinance.
  - d. Work with the State to determine the viability of implementing and managing parking meters along Main Street.
3. Begin education and outreach about the upcoming implementation of paid parking in Maui. This should include notification of the planned rate structure and how to use the paid parking equipment. Outreach should also include information about the residential and/or employee parking zones and their restrictions. Outreach should include both print and online materials.
  - a. If the County implements a resident discount program, the education and outreach campaign should inform residents about the application process and requirements.
4. Consider a paid parking pilot program in Lahaina Town. Parking technology vendors typically offer municipalities a 60-day pilot to test their equipment solutions. The upfront costs would include shipping, installation, training, paper (if applicable) and software fees. If the pilot is successful, the County would have the opportunity to purchase the paid parking technology at a discounted rate, or begin a 3-year leasing agreement.
5. Improve the condition of the Prison Street Lot to prepare for the implementation of paid parking. The lot should be paved and ADA accessible.
6. Draft and issue a Request for Proposal (RFP) for paid parking technology in Lahaina Town. Equipment should primarily accept credit/debit card only and pay stations should be in the ‘Pay and Display’ configuration. The vendor solicitation should be a turnkey solution that includes the following services:
  - a. Communications testing,



- b. Installation,
  - c. Level 2 maintenance support (see Section 9),
  - d. Signage, and
  - e. System testing
7. Implement the employee permit parking program in Wailuku, as described in Section 11.
8. Parking technology should be installed in Lahaina Town:
  - a. A thorough assessment by the selected vendor should be conducted to determine the specific locations for the pay stations or single space poles in Lahaina Town. Safety and accessibility should be considered in the evaluation. Based on the number of proposed paid parking spaces, it is estimated that approximately 101 dual-mounted single space meters, 10 single-space meters and 14 pay stations will be required for on-street parking.
  - b. Ground preparation: When choosing the equipment locations, the level of traffic, customer accessibility, and safety should be considered. The pay stations should also be mounted on concrete with appropriate anchoring as determined by the Department of Public Works.
  - c. Accessibility: In order for the paid parking equipment to be ADA compliant, they must have a clear floor space of at least 30" x 48" for wheelchairs.
9. In Lahaina Town, consider extending the paid parking program to the Shaw Street and Kamehameha Iki Park Lots. The County will need to review and potentially end the contract with Diamond Parking at the Shaw Street Lot. Additionally, the County will need to work with the Parks Department regarding the Kamehameha Iki Park Lot.
10. Consider offering a discounted parking program for Maui residents in Lahaina Town. If the County decides to proceed with this approach, program details should be tied into the education and outreach campaign.
  - a. Ideally, the resident discounted parking program should be offered through the selected mobile payment vendor.
11. Draft and issue an RFP for paid parking technology in Wailuku Town for the upcoming implementation of paid parking. The County should take a phased implementation approach to work around the Civic Hub construction timeline.

## **Mid-Term Steps**

1. Implement paid parking equipment in Wailuku Town on-street, in the County Lot, and the Vineyard Street Lot.
2. Issue an RFP and select a vendor to implement mobile payment as another payment option in both towns. This will provide an additional payment option and a customer convenience that does not require direct interaction with the pay station or single space meter. Customers will be able to pay for parking using a mobile application, which gives them an additional payment method. This also allows customers to pay for parking from the comfort of their vehicle. The application can also be configured to allow customers to extend their parking session remotely without requiring them to return to the pay station.

- a. Typically, the mobile payment vendors supply the necessary signage and labels, but charge a small fee to users. The mobile payment application should be branded with the County's parking brand.
- b. Utilization of mobile payment falls between 3% and 10% in most cities, and users pay a small transaction fee, usually between \$0.10 and \$0.35. Mobile payment can be integrated with both the single space meters and pay stations. While the current utilization may seem low, with the continued widespread use of smart phone technology, it is recommended that Lahaina implement a mobile payment system for all paid hourly parking locations once the paid parking program is operational.
  - i. Verification of mobile payment will require enforcement staff to use of a web application to verify payment status.
  - ii. Single space meters can receive a real-time update of mobile payment status to provide a visual verification for enforcement purposes but there is a drain impact on the parking meter battery.
3. Utilize the selected mobile payment vendor to promote the residential discount program, special events, and deals on parking. During non-peak occupancy days, the County may choose to offer additional discounted parking to locals.

## **Long-Term Steps**

1. Implement paid parking technology in the Wailuku Civic Hub Garage. Depending on potential agreements with the Parks & Recreation Department, the County may choose to implement paid parking equipment in the Wells Park Lot and/or the Tennis Court Lot. Depending on parking demand, the County may also consider implementing paid parking in a remote parking location, such as the War Memorial Parking Lot.
2. Continuous monitoring of occupancy on a bi-annual basis can help determine any necessary rate or program adjustments. Active monitoring can help ensure program efficiency by keeping the parking rate structure up to date with current occupancy statistics. It is recommended that the County evaluate parking occupancy on a week day and a weekend day on at least an annual basis to understand how parking rates and time limits are impacting occupancy rates. Ideally, occupancy rates by block should be collected during the morning (9:00am), afternoon (12:00pm), mid-afternoon (3:00pm), and evening (6:00pm). Based on occupancy results, the County may benefit from adjusting hourly rates and/or time limits in certain areas of each town.

# 5. Parking Benefit Districts

Ideally, the parking programs in Lahaina Town and Wailuku Town should be **self-sustaining**, with a portion of the **revenue reinvested into the towns**. Parking Benefit Districts (PBDs) would allow revenue from permit fees and paid parking to be directed into **Special Parking Funds** for each town. Ideally, parking citations should also go into the funds, if and when State law allows it<sup>3</sup>. PBDs have been successfully implemented in many municipalities to help fund special projects and program improvements. Program improvements could include but are not limited to improved enforcement, technology, security enhancements, signage, transportation programs, and maintenance.

From a **fiscal equity** standpoint, dedicating all the parking revenue only to the towns it originated from could be a concern. Based on the financial modeling, it is estimated that significantly more parking revenue will be generated from Lahaina Town compared to Wailuku Town. This is a result of the disproportionate amount of tourism expenditures between the two towns. The higher recommended rate in Lahaina Town will also allow the town to fund the parking equipment on a shorter timeline. A typical PBD would restrain the County from spending parking revenue on enhancements in areas outside the PBD town. To minimize this issue, it is recommended that the County develop PBD distribution schedules that **distinguish between County-wide and town-specific revenue allocations**. By retaining a portion of the revenue from each town to be reinvested within the community, there may be more community support for paid parking. This could allow the County to achieve the intended effect of the PBDs while still maintaining the ability to pursue important projects across the County. There must be a mutual relationship that recognizes the initial equipment funding source and the importance to provide self-sustaining resources to support the ongoing parking operation. A proposed distribution schedule for the PBDs is outlined below in Table 3.

**Table 3. Sample Parking Revenue Distribution Schedule for a Parking Benefit District**

Revenue Allocation	County-Wide	Town-Specific
<b>Operating Costs</b> <ul style="list-style-type: none"> <li>• Equipment</li> <li>• Personnel</li> <li>• Ongoing Maintenance and Upkeep</li> </ul>	0%	20%
<b>Parking Program Improvement</b> <ul style="list-style-type: none"> <li>• Technology</li> <li>• Parking Supply</li> <li>• Wayfinding</li> <li>• Safety/Security</li> </ul>	20%	10%
<b>Transit Alternative Programs/ Discretionary</b> <ul style="list-style-type: none"> <li>• Shuttle</li> </ul>	30%	20%

<sup>3</sup> Per the Hawaii Revised Statute (HRS) Section §291C-111 (a), all County parking citation revenue is “collected by the state general fund for state use”.

- Bike Share
- Park & Ride
- Based upon council approval

Each town could establish a **Parking Advisory Committee (PAC)** that will require ordinance language to allow the authority and oversight of the parking program. Selected members of the Advisory Committee should represent a cross-section of the Lahaina and Wailuku stakeholders. With the establishment of committee rules, procedures and a defined meeting schedule, the PACs can oversee the implementation of the PBDs. PACs & PBDs have been successfully implemented in several cities including Newport Beach and San Diego, California.

### Potential Revenue Allocations

Paid parking revenue would first be utilized to support the program costs including equipment, personnel, and ongoing maintenance and upkeep. Additionally, a portion of the revenue should be set aside for program enhancements like technology, wayfinding, and increasing parking supply. Beyond supporting and enhancing the parking program, any remaining revenue could then be allocated for town improvements.

## Lahaina Town

Based on stakeholder feedback in Lahaina Town, below are some examples of potential revenue allocations that could be considered. A portion of the revenue could be allocated to study the **possibility of converting Front Street to a one-way street** or closing it to traffic along the main business corridor. Stakeholder outreach has revealed public interest in considering this option to improve the visitor experience in Lahaina Town. These roadway reconfigurations could allow for more pedestrian and vendor space, and the central hub of Lahaina Town could then become a more attractive destination. The design could also continue to allow commercial loading during designated morning hours, as outlined in Section 14. The current design of Front Street prioritizes access to cars, the sidewalks are extremely narrow, and parked vehicles often block the view of the storefronts and restaurants. A remote parking location could be utilized instead to supplement for the reduction in parking supply. This solution for Front Street is a long-term option that **must be thoroughly vetted by the County to determine feasibility**. The recommended implementation of paid parking technology along Front Street could be a temporary parking management solution that would allow the County to generate the revenue for future Town improvements such as this one.

Another option for the County to consider is allocating a portion of the revenue towards the **relocation of the current bus center**. The bus hub in Lahaina Town is currently located at the Wharf Cinema Center along Luakini Street. Luakini and the surrounding streets are extremely narrow, and are not ideal for high occupancy vehicles. One potential location to consider instead is across Honoapiilani Highway, next to the Lahaina Aquatic Center and the Lahaina Recreation Center Park. This area could become a regional bus hub, and the additional space would allow the County to add more routes and make the

existing routes more efficient. Due to its more remote location, a shuttle system would be required to transport bus riders to and from the core of Lahaina Town. Smaller shuttles would function better along the narrow roadways in Lahaina Town, thus reducing congestion and improving access. This location would have to be evaluated further to determine location feasibility.

Finally, there are many **ongoing repairs to the Front Street roadway infrastructure** that are in need, including sidewalk, boardwalk, revetment, pavement, and sign repairs that these funds could support.

## Wailuku Town

Based on stakeholder feedback in Wailuku Town, below are some examples of potential revenue allocations that could be considered. Paid parking revenue could be allocated to support and/or expand the current **Clean and Safe program** in Wailuku Town. Safety is a priority for many of the stakeholders, and adding more ‘eyes and ears’ on the street will improve safety throughout the town. Additional funding could be used to support more social services for the homeless.

Parking revenue could also be used to help coordinate and plan events in Wailuku at the Civic Hub. **Event planning will require extensive community outreach and administrative support.** There are several unique opportunities for events that will bring the surrounding community and tourists into Wailuku Town. One idea is to develop a partnership with the University of Hawaii to **shuttle students** into Wailuku for entertainment. Another idea is to bring in more **pop-up shops and vendors** to display their work within the Hub. Image 8 shows the line outside of a pop-up shop the Saturday of data collection in Wailuku at Market and Main Street.

PBD revenue could also be used to support a **public art program** to improve community character and promote local culture. The North Park neighborhood in San Diego, CA is an example of a community that has been transformed by public art. The Business Improvement District (BID) in North Park collects fees from local business that get allocated for services like marketing campaigns



**Image 8. Line Outside Pop-Up Shop in Wailuku Town**



and graffiti removal. With these funds, a local art-supply store and gallery was able to fund the Visual Public Art Project. This Project is meant to engage the community in **transforming neglected public space**. Local artists have painted trash cans, utility boxes, and wall murals throughout the neighborhood, and it has also curated several events to exhibit local artists. Art throughout the neighborhood has helped to revitalize the community and make it more inviting to visitors.

Similarly, a Wailuku Town ‘**Greetings Tour**’ mural could be developed as part of mural artist, Victor Ving’s cross-country program. These murals can be found throughout the Country, and are typically sought out by tourists for a photo opportunity to document their travels. These murals are designed like postcards, and the name of the location is decorated with different **local landmarks and historical elements**. PBD revenue could be utilized to support art projects like this that would increase tourism. Some example murals are pictured below in Images 9-11.

**Image 9. Greeting from Tucson (source: [greetingstour.com](http://greetingstour.com))**



Image 10. Greeting from Seattle (source: greetingstour.com)



Image 11. Greeting from San Diego (source: greetingstour.com)



## Implementation Guide

### Short-Term Steps

1. Evaluate the feasibility of implementing Parking Benefit Districts in Maui.
2. Adopt the necessary ordinances updates to support the program.
3. Establish an authorized oversight committee, like a Parking Advisory Committee (PAC) in each town.
4. Define the paid parking revenue distribution schedules. A set of predefined allocation rates will ensure transparency for the community and will allow for a series of community and program improvements.
  - a. The County should consider developing a distribution schedule that sets allocations for both County-wide and town-based projects.

## **Mid-Term and Long-Term Steps**

1. Continue to allocate revenue from each PBD based on the PAC goals and objectives.



# 6. State vs. Local Citation Revenue Management

Currently the **State retains all County parking citation revenue** and the District Court manages the adjudication and collection processes. A review of the State and County ordinances has been conducted to examine the possibility of distributing a portion of the parking citation revenue for use by the County (Appendix C). Many states have removed parking citations from the court system thereby **alleviating the administrative burden** and processes from an already overloaded system. If parking citations were removed from the court system, it would be necessary for the County to establish a parking management system that supports citation issuance, hardware/infrastructure, payments, noticing, collections and adjudication processes. This will be a major transition from the current state-supported parking operation. State statutes and revenue distribution models would need to be evaluated and negotiated. A complete ordinance review based on industry best practices is outlined in Appendix C.

Based upon the current state-supported citation processes, the County of Maui should take a **compliance-based approach to parking enforcement** to maximize paid parking revenue. This has the added benefit of being a customer service focused method of parking management, and it has been successfully implemented using the Parking Ambassador model in many municipalities. More information on the Parking Ambassador approach is outlined in Section 7.

Even with a parking ambassador compliance-based enforcement approach, parking citations will still need to be issued. Parking citations are particularly important for managing traffic and safety issues. Ideally, revenue from these parking citations should return to support the local community to **incentivize proper parking management** and enforcement. It is important for the County to generate a revenue stream to support the ideal enforcement staffing and technology enhancements. Maui County staff should work to form a coalition with other agencies throughout the State to push policymakers towards a more sustainable and effective enforcement and parking management model.

The City and County of Honolulu uses a combination of sworn and non-sworn enforcement officers for parking enforcement, but the State continues to retain all parking citation revenue. A partnership with the City and County of Honolulu will play a key role in any potential State-level ordinance changes moving forward.

## Lahaina Town

Citation issuance data provided from January 2015 through June 2017 shows that **an average of 14 parking citations were issued per day in Lahaina**. As shown below in Table 4, each violation type is ranked by the total number of citations issued during these 2.5 years. The Prison Street Parking Lot had the highest number of citations issued, with

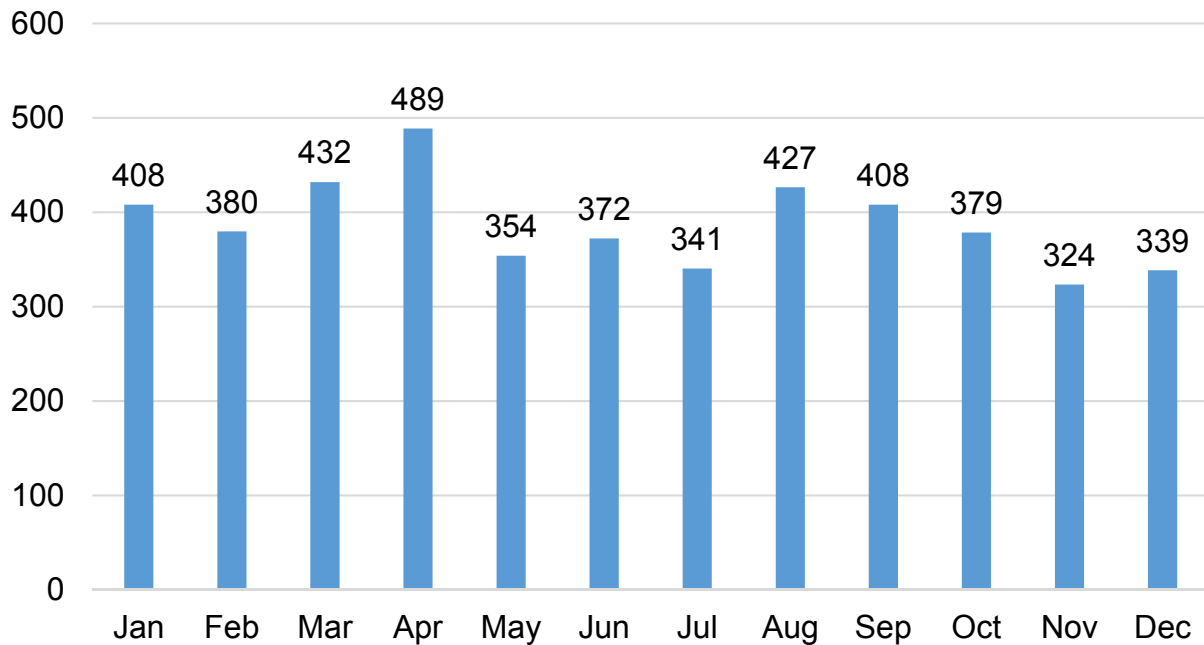
a total of 4,691. 'Parking Prohibited in Certain Places' and 'Parking Outside of Stall' were the second and third most cited violations.

**Table 4. Total Number of Citations by Violation Type in Lahaina Town**

Violation Type	Total # Citations (Jan 2015-Jun 2017)
Prison Street Parking Lot	4691
Parking Prohibited In Certain Places	3192
Parking Outside Of Stall	1272
Parking Overtime	1107
Standing Or Parking Requirements	544
Parking In Loading Zone	370
Tow Away Zones	113
Parking For Certain Purposes Prohibited	107
Parking Prohibited-Within 10` Of Fire Hydrant	70
Parking Prohibited-Within 30` Of Flashing Beacon/Stop Sign	59
Parking Prohibited-Within 20` Of Crosswalk	54
Disabled Parking	45
Stopping Outside Of Business Or Residence District	23
No Display Of Disabled Placard	21
All Night Parking	20
Parking Disabled Person Stall	16
Kamehameha III School Parking Lot	13
Vehicle Parked For Human Habitation	5
Parking Prohibited In Certain Places-On Crosswalk	4
Expired Meter/ Unauthorized Parking Area	2
Limited Parking	2
Prohibited On Certain Streets And Highways	1
Lahaina Shaw Street Parking Lot	1
Uses Of Parked Vehicle Prohibited 6pm - 6am	1

Below, Figure 3 displays the average number of citations issued per month in Lahaina between January 2015 and June 2017. The average amount only varies slightly between each month, with a total range of 165 citations. The highest amount of citations was issued during April on average, and the lowest was during November.

**Figure 3. Average Number of Citations Issued per Month in Lahaina (January 2015 - June 2017)**



## Wailuku Town

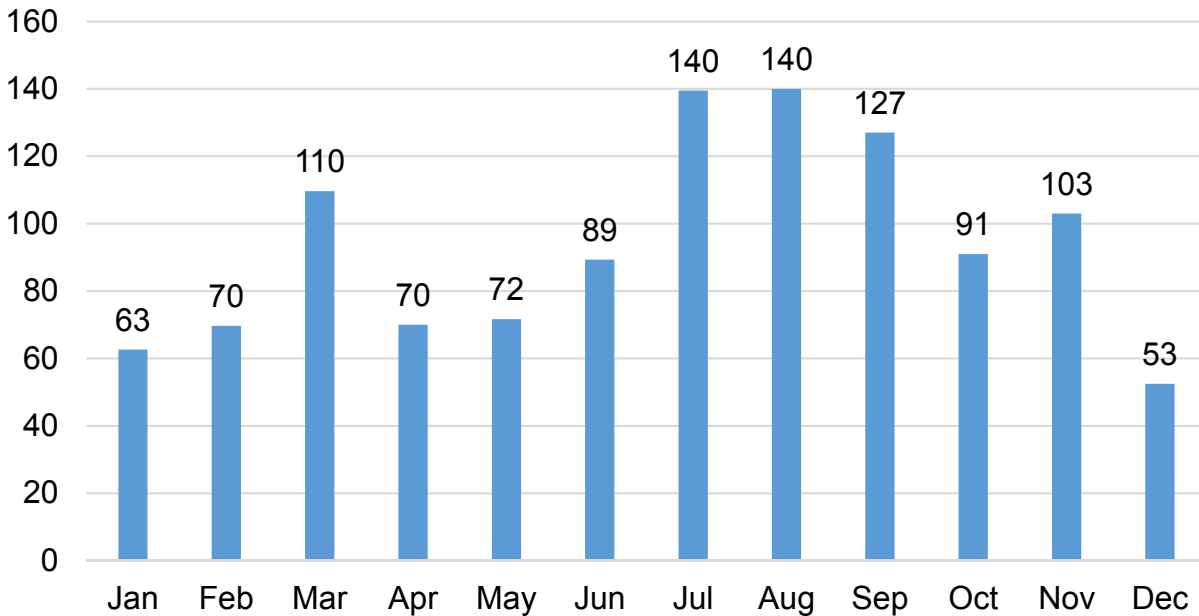
Citation issuance data provided from January 2015 through June 2017 for Wailuku Town demonstrates that **an average of less than 5 parking citations were issued per day in Wailuku**. As shown below in Table 5, each violation type is ranked by the total number of citations issued during these 2.5 years. Limited Parking, Parking Prohibited in Certain Places, and Parking Outside of Stall were the three most commonly issued citations. On average, July and August had the highest number of citations issued out of the year, with an average of 140 in both months.

During the Thursday data collection (See Appendix A) in the Municipal Lot, there were at least 30 cars observed that overstayed the time limit. None of these vehicles received a citation that day. Furthermore, the January 2015-June 2017 citation data shows that only a total of 7 “Parking Overtime” violations were issued. It is evident that **time limits are not being adequately enforced** in Wailuku Town. Unfortunately, the citation revenue does not fund the parking enforcement support needed to support the regulations. A negative side effect of this is that parking remains unregulated in the town, and there is a **low rate of compliance**. Moving forward, this will make it difficult for the County to achieve its parking occupancy goals.

**Table 5. Total Number of Citations by Violation Type in Wailuku Town**

<b>Violation Type</b>	<b>Total # Citations (Jan 2015-Jun 2017)</b>
Limited Parking	729
Parking Prohibited In Certain Places	672
Parking Outside Of Stall	453
Standing Or Parking Requirements	313
Parking In Loading Zone	313
Parking For Certain Purposes Prohibited	60
Disabled Parking	33
Limited Parking-Sixty Minutes	31
All Night Parking	27
Parking Spaces Reserved For Electric Vehicles	26
Parking Prohibited-Within 10` Of Fire Hydrant	13
Unauth Parking Disabled Person Stall	12
Parking Prohibited-Within 20` Of Crosswalk	10
No Display Of Disabled Placard	8
Parking Overtime	7
Tow Away Zones	6
Parking Prohibited-Within 30` Of Flashing Beacon/Stop Sign	4
Vehicle Parked For Human Habitation	3
Uses Of Parked Veh Prohibited 6pm - 6am	2
Prohibited On Certain Streets And Highways	1
Parking Prohibited In Certain Places-On Crosswalk	1
Expired Meter/ Unauthorized Parking Area	1

**Figure 4. Average Number of Citations Issued per Month in Wailuku (January 2015-June 2017)**



## Implementation Guide

### Short-Term Steps

1. Implement a compliance-based approach to parking enforcement to maximize paid parking revenue versus citation revenue.
2. Continue to review current local and State ordinances to determine feasibility of maintaining either all or a portion of citation revenue within the County.
3. Form a coalition with other counties throughout the State to urge policymakers towards creating a localized citation management and revenue distribution model.
  - a. Extensive education and outreach will be required. Efforts should be focused around what is currently successfully being done in the other states. Additionally, the importance of adequate enforcement staffing and technology for the successful management of parking resources should be stressed.
4. State statutes and revenue distribution models would need to be evaluated and negotiated. The County should form a coalition with the City and County of Honolulu and other interested counties to lobby for a localized citation management system.
  - a. Review current parking citation revenue rate structure.
  - b. Develop a proposed rate distribution schedule that benefits the County and the State.



## **Mid-Term and Long-Term Steps**

1. Establish a County-based adjudication process that ties in with the overall citation management system as outlined in Section 8.
2. At a minimum, any increase in citation penalty fines, above the baseline amount that currently goes to the State, should be allocated back to the County. If possible, the County should maintain all local citation revenue.

# 7. Enforcement Staffing

**Ideally, police officers should be focused on public safety matters, not parking enforcement.**

Currently the County utilizes sworn police officers for parking enforcement. Ideally, police officers should be focused on public safety matters, not parking enforcement. Additionally, using sworn officers to manage parking adds a significant cost. Instead, **dedicated non-sworn** resources should be allocated to support the parking enforcement needs of each town. The County should take a compliance-based **Parking Ambassador** approach to enforcement. These Ambassadors could be a subset of the Police Department, and they would still carry Police radios. This will improve the level of “**eye and ears**” on the streets from a safety standpoint.

The County can also consider outsourcing parking enforcement support services. This would require the County to establish the number of labor hours, uniforms, equipment, vehicles, and any office space needed to support the County along with the specified enforcement services. Most vendors will offer an existing employee transition program, subject to minimum qualifications, background checks, and specified hiring criteria. The County could specify this approach in any solicitation. Private parking operators offer both union and non-union labor. The County can specify this requirement. The Type of labor will impact the cost of the enforcement support services. A County Attorney should confirm the ability to outsource enforcement services. This approach should be evaluated for feasibility and to understand the level of cost savings.

The Parking Ambassadors can also be trained to **provide Level 1 maintenance** and revenue collections for the parking pay stations. Level 1 maintenance is the basic and preventative maintenance as discussed in Section 9. Ideally, Parking Ambassadors should also have towing and/or booting ability.

Currently, Maui County Ordinance No. 10.48.110 limits parking to no longer than 1 hour between 2:00am and 6:00am, 7 days per week on any roadway. This overnight parking ban is not currently enforced, and it is unrealistic for the County to allocate the resources to do so.

County Park Rangers currently can issue parking citations at War Memorial Park. The Parks & Recreation Department staff operate as an extension of MPD when they issue citations. Following a day-long training course with MPD, they are then sworn in by a judge and provided with MPD ticket books. The City and County of Honolulu also uses some non-sworn civilian officers for enforcement. A similar approach could be implemented for the Parking Ambassadors in Maui.

Meanwhile, the priority should be to encourage compliance with the parking meters to support the program financially. It is recommended that the Parking Ambassadors serve as community liaisons and parking educators for a more customer friendly approach to compliance. Ideally in the future, the Parking Ambassador positions would be fully funded and sustained by citation revenue. This is dependent on the County's ability to localize citation management and revenue, which is why the County will likely need to supplement the funding for the Parking Ambassador positions with the paid parking revenue.

While we are not encouraging an enforcement state, **consistency and compliance** should be mandates to safeguard the community and visitors.



**Image 12. Wailuku Enforcement Officer in Municipal Lot**

## Lahaina Town

Parking is enforced in Lahaina Town between 7:00am and 3:30pm. Typically, officer training is scheduled on Fridays, meaning that **parking is only enforced Monday through Thursday**. Currently there is no enforcement on weekends, evenings or overnight. The police officer that manages parking enforcement typically dedicates more than half of each day to parking enforcement in Lahaina Town. His constrained schedule means that time limit zones are typically only being chalked up to two times per day, which makes time limit enforcement inconsistent and difficult to manage.

To adequately and consistently enforce parking in Lahaina Town, including any residential permit parking zones and employee permit programs, the County should

employ a **minimum of 3 dedicated Parking Ambassador positions**. These positions could be a mix of full and part time employees if necessary. Lahaina Town should consider implementing enforcement between the hours of **10:00am and 10:00pm, 7 days per week**. The suggested 10:00am start time will allow everyone to visit the area for free in the morning, but will still adequately cover the peak tourist visitation times and operating hours that require parking management.

There should also be an enforcement staffing plan in place for special event days, such as cruise ship days. A Special Event Plan should be in place for enforcement, safety and traffic control. More information on special event planning is in Section 15.

## Wailuku Town

Recently, the Town's enforcement resource, Officer Taguma, retired. This means that parking enforcement is not occurring in Wailuku Town at this time. Parking was being enforced in Wailuku Town by him from **Monday through Friday**. Officer Taguma spent approximately **4 hours per day** supporting parking enforcement, sometimes 2 hours per day on crossing guard work, and supported mental health cases, safety patrols and other related duties. Based on citation issuance data, as described in Section 6, **time limits were rarely being enforced**. The lack of consistent parking enforcement in Wailuku Town likely results in inflated parking occupancy rates. Enforcement is important to achieve compliance.

To adequately and consistently enforce parking in Wailuku Town, including any residential permit parking zones and employee permit programs, the County should employ a minimum of **2 dedicated Parking Ambassador positions**. These positions could be a combination of full and part time employees if necessary. The County should consider implementing enforcement between the hours of **9:00am and 5:00pm on weekdays**. The suggested hours will cover the peak occupancy times.

## Implementation Guide

### Short-Term Steps

1. Work with the Maui Police Department to identify potential for Parking Ambassador positions.
2. Update Maui County enforcement ordinances, as outlined in Appendix C.
  - a. Consider updating the current overnight parking ban (Maui County Ordinance No. 10.48.110).
3. Write a job description for the Parking Ambassadors.
  - a. The Parking Ambassadors may also be responsible for preventative maintenance and revenue collections. More information can be found in Section 9.

- b. The Parking Ambassadors, under general supervision, should patrol the assigned areas to enforce parking regulations and ordinances, maintain records, and issue citations.
  - c. Examples of duties include observing vehicles for parking violations, issuing citations, operating computer equipment and handhelds, filling out data fields related to code violations and VINs, acting as an ambassador to the public to answer questions, and notifying police when appropriate.
4. Create a training manual with detailed job guidelines and policy and procedures for dedicated Parking Ambassadors. This should cover all aspects of the enforcement, maintenance, and revenue collections work. A manual of policies and procedures is necessary for guidance and direction for the enforcement officers. A manual is not just about personnel issues; it is also a "how to do the job" guideline, detailing enforcement policies so that every officer enforces in the same manner.
  5. Create at least 3 dedicated Parking Ambassador positions in Lahaina Town, and at least 1.5 in Wailuku Town. These positions may be staffed using a mix of full-time and part-time enforcement officers. Consistent enforcement will be critical for the success of a paid parking program.
    - a. Additional Parking Ambassador positions should be considered based on the volume of citations and the level of infrastructure to be enforced. For example, if the County is authorized to enforce shared parking locations, increased enforcement should be considered based upon support needs.
    - b. In Lahaina Town, parking should be enforced from 10:00 am-10:00 pm, 365 days per year.
    - c. In Wailuku Town, parking should be enforced between 9:00am-5:00pm on weekdays only. This could likely be managed by 1 full-time Parking Ambassador and one half-time Ambassador that each work from Monday – Friday.
    - d. Three potential staffing plans are outlined in Figure 5 below.

**Figure 5. Potential Staffing Plans:**

**Lahaina Town:**

**5 PTEs Staff Model**

	Hrs.	Sun	Mon	Tue	Wed	Thu	Fri	Sat
9:30-16:30	6.5	PTE- 1				PTE- 1	PTE- 1	PTE- 1
9:30-16:30	6.5		PTE- 2	PTE- 2	PTE- 2			
11:30-18:00	6.5	PTE- 3					PTE- 3	PTE- 3
13:30-20:00	6.5				PTE- 4	PTE- 4	PTE- 4	PTE- 4
15:30-22:00	6.5	PTE- 5	PTE- 5	PTE- 5				PTE- 5



**2 FTEs & 2 PTEs Staff Model**

	Hrs.	Sun	Mon	Tue	Wed	Thu	Fri	Sat
9:30-18:30	8.5	FTE- 1			FTE- 1	FTE- 1	FTE- 1	FTE- 1
13:30-22:00	8.5	FTE- 2	FTE- 2	FTE- 2			FTE- 2	FTE- 2
13:00-19:30	6.5		PTE- 1	PTE- 1	PTE- 1			
15:30-22:00	6.5					PTE- 2	PTE- 2	PTE- 2

**Wailuku Town:**

**1 FTE & 1 PTE Staff Model**

	Hrs.	Sun	Mon	Tue	Wed	Thu	Fri	Sat
8:30-17:00	8.5		FTE-1	FTE-1	FTE- 1	FTE- 1	FTE- 1	
10:30-15:00	4.5		PTE-1	PTE-1	PTE- 1	PTE- 1	PTE- 1	

6. Hire and train the Parking Ambassadors.
7. Cyclical enforcement beats, or routes, should be established to allow for a minimum of 3-4 patrols per shift for each enforcement area. The highest priority should be regulating on-street parking within the downtown core along Front Street in Lahaina Town and along Market Street and the Municipal Lot in Wailuku Town.
8. Provide bikes or scooters for the Parking Ambassadors, as well as the option to enforce on foot, based upon the established beats/routes.
  - a. The Port of San Diego recently purchased scooters for their CSO team for approximately \$8,000.00 each (Image 13). This type of vehicle could be ideal for Lahaina Town.
9. Establish a transportation/public safety project fund for any surplus parking and future citation revenue, depending on the outcome of Section 6.



**Image 13. Port of San Diego Scooter**

**Mid-Term and Long-Term Steps**

1. Continually monitor and evaluate citation data and enforcement demand to make any necessary adjustments to enforcement staffing, hours, or beats.
  - a. Staffing requirements may change due to efficiencies provided by any future investments in enforcement technology.

## 8. Enforcement Technology

MPD uses the **Thin Blue Line e-ticket program** for issuing citations. However, due to issues with the software, the officers still issue a **large amount of paper tickets**. The officers are also responsible for manually inputting these tickets into the backend system which is a time-consuming process. Thin Blue Line does not specialize in parking citations and does not offer many of the services that are available in the market for parking citation processing management systems. Further research should be done to determine the viability of the current software system, particularly if the County proceeds with the localization of citation management. The recommended increase in enforcement will likely result in a significant increase in citations—the **efficiencies and automations** offered by a vendor solution will be essential for citation management by the County. Furthermore, the County should select a citation management vendor that will also provide automated permit management services.

The County should consider implementing a parking citation management system that can interface and automatically transfer citation data to the Court. This will require further discussions with the Court Information Technology staff to determine if interface specification is available with the current court system. Regardless, if the management of parking citations is transferred from the State to the local level, the County will need to solicit a vendor for a parking citation management system, including collections, adjudication and customer service. This solution will automate the administrative processes, including DMV look ups and notice generation. Adjudication management is also typically a service offered by the parking management software vendors. Citation processing software solutions typically offer delinquent collection services specific to parking, with **collection rates above 90%**. The citation management system should also integrate with the County's permit management system.

Regardless of legislative updates, the Parking Ambassadors should utilize citation issuance handheld devices rather than issuing handwritten tickets. This will ease the burden of required management support as well as provide violators with immediate and accessible payment options. The handheld devices can also integrate in real-time with the permit management vendor. And, more important, if the Court provides an interface specification, parking citation data can be automatically transferred into the court's database for processing.

## Implementation Guide

### Short-Term Steps

1. Consider system pricing and feature options to anticipate budget requirements.
  - a. There are vendors that provide comprehensive citation and permit management solutions. The County may choose to utilize all or a portion of the offered solutions.
  - b. It is anticipated that the citation management system will cost the County approximately \$25,000 in the first year, and additional licensing fees for each following year (approximately \$15,000). This cost could be funded through paid parking revenue and/or citation revenue and the system can be utilized throughout the County.
2. Draft and issue a Request for Proposals (RFP) for a Citation and Permit Processing Management System, including enforcement handhelds.
  - a. The County should select a vendor that can provide increased automation in the short-term, and allow for comprehensive citation management in the future. This will allow the system to adapt to the County's needs depending on whether the State relinquishes citation processing and management to the local level.
  - b. Determine the citation and permit processing tasks to be completed by the County versus those that will be managed by a vendor. The following checklist (Figure 6) includes the typical parking citation and permit processing tasks. The County may use this checklist to decide which tasks should be either outsourced to a vendor, included as an optional service in an RFP, or kept in-house to be managed by the County. Dependent on the recommended legislative updates, it is recommended that the County eventually process the citations in-house while utilizing vendor software to automate tasks such as DMV lookups and noticing. The vendor solution will allow the County to scale up the size of the operation due to the efficiencies and automations offered by the software.

**Figure 6. Maui Processing Tasks Checklist**

**Parking Citation Processing Tasks**

Task	Outsource To vendor	Optional vendor service	Keep In-house
Citation entry (handwritten citations)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mail-in payment processing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appeal processing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer support (phone/email)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DMV lookups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Notice mailing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DMV holds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Debt collections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop/supply handheld citation stock	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop/supply handwritten citation books	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

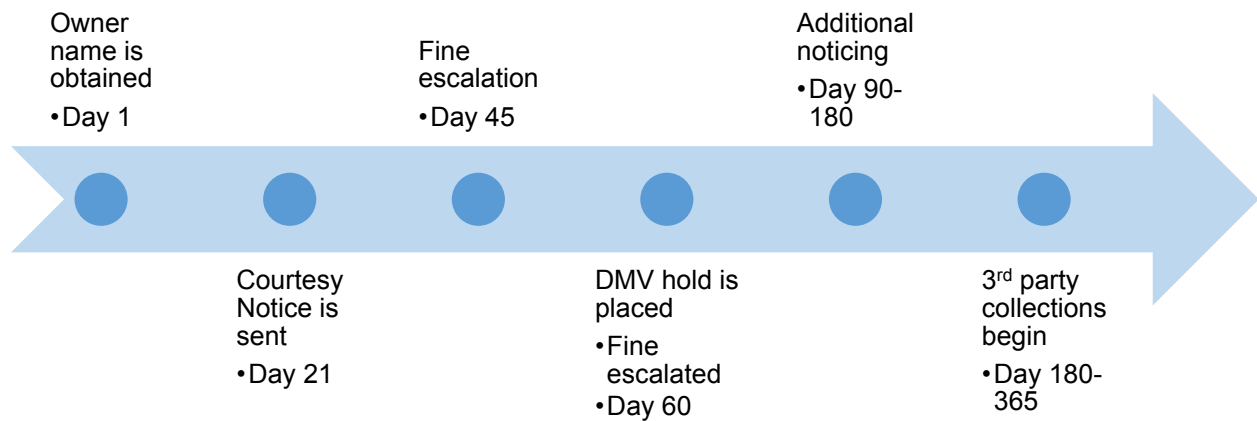
**Parking Permit Processing Tasks**

Task	Outsource to vendor	Optional vendor service	Keep in-house
Renewal mailing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Permit Application review (validate eligibility)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fulfillment of physical permit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop/supply permit stock	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer support (phone/email)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- c. Additionally, the County should consider the following features for the handheld ticket writers:
  - i. Real-time transmission;
  - ii. Ability to take, send, and view color photos;
  - iii. Ability to view prior citations, warnings, and valid permit information during the citation issuance process;
  - iv. The use of a chalking feature;
  - v. The use of a default citation;
  - vi. A simple and user-friendly user interface; and
  - vii. Customizable public-facing web user interface to pay and appeal parking citation

- viii. A toll-free telephone number to accept citation payments over the phone.
- 3. Implement the citation and permit management system ideally prior to the implementation of paid parking. This solution should include an online web portal for permit applications and payments.
- 4. Based on the outcome of Section 6, utilize the selected citation management vendor for parking citation collections and noticing. The following graphic (Figure 7) depicts a recommended timeline for noticing and collections, and when to advance to a 3<sup>rd</sup> party collections agency.
  - a. Ensure that local ordinances allow for the recommended escalation schedule.

**Figure 7. Parking Citation Typical Collections Timeline**





# 9. Maintenance and Revenue Collections

With the recommended installation of paid parking technology, the County will need to identify an internal resource to handle **Level 1 maintenance**, service calls, and, depending on the equipment configuration, paid parking **revenue collections** in each town. Currently, Lahaina Restoration Foundation (LRF) employs trash pick-up staff, who could be trained to support meter maintenance and cleaning during their routes in Lahaina Town. It is also not uncommon for municipalities to **cross-train** Parking Ambassador staff in these additional duties. Fortunately, the recommendation to limit most paid parking technology to credit/debit card only (Section 4) will significantly cut back on the level of maintenance and revenue collections support required. The County may also choose to have maintenance and revenue collections handled by the Public Works Department. It is anticipated that maintenance and revenue collections will be fully funded by paid parking revenue. Level 1 maintenance includes **basic preventative maintenance** and responding to service calls such as a jammed credit card.

Level 2 maintenance is typically managed by the parking technology vendor. Additionally, even though most of the equipment should be credit card only, there may still be some element of coin and cash. The frequency of revenue collections will depend on utilization. If the County decides to accept cash and/or coin, meter revenue should be collected at least once per week as a starting point. The revenue collections schedule can be reassessed once demand and utilization are understood. The paid parking technology software is also able to notify staff of any maintenance issues and collection requirements. While this is a helpful tool, the County should not rely solely on the parking software. It is recommended that the maintenance staff visit each location at least once every two weeks to ensure that there are no unidentified issues such as graffiti, vandalism, etc.

## Implementation Guide

### Short-Term Steps

1. Identify an internal resource, such as the LRF staff or Parking Ambassadors, to handle Level 1 maintenance and revenue collections in each town. County staff should be trained by the paid parking vendor(s) on how to respond to common service calls and how any monies are securely collected.
2. Establish a protocol for paid parking collections and revenue reconciliation. The technology will keep track of the deposited money. Therefore, the amount of cash and coin collected and counted should be cross-referenced with the meter management systems to ensure that all the monies are being reconciled. It is important that the paid parking collection process is securely managed.

- a. Equipment keys should be stored securely, key access should be monitored and only a limited number of staff should have authorization to access the paid parking keys.
- b. Revenue counting and reconciliation procedures must be established and monitored by designated County accounting staff, including:
  - i. cash and coin counting processes
  - ii. credit card variance and verification
  - iii. deposit monies into a County bank account.
- c. There are cases where the improper use of the paid parking technology may result in a minor variance. An acceptable variance threshold should be identified upon implementation and then reevaluated 90 days after initiation.

### **Mid-Term and Long-Term Steps**

- 1. Adjust revenue collections schedule as needed based on demand patterns.

# 10. Residential Permit Parking

In preparation for the implementation of paid parking, the County should initiate a residential parking permit (RPP) program to **prevent spillover parking** in the residential neighborhoods. This program would only allow residents of these areas, and their guests, to park on street. The County should update the ordinances to allow the residential neighborhoods to be **permit eligible**. The policies will be available, if needed. This will allow the residents to determine the impacts in their neighborhood and allow them the opportunity to consider an RPP program. More information on the specific required ordinances is outlined in Appendix C. Typically, a **petitioning process** is established that allows residents to enact the specific permit regulations allowed by ordinance. Qualifying residents would then obtain a hangtag or sticker based upon **proof of residency**. A progressive outreach campaign should be implemented by the County that would allow surrounding neighborhoods to 'opt in' to the RPP program based upon their proximity to the paid parking program. There is usually a minimal charge to residents, at a minimum, to cover the administrative and support costs associated with the RPP program.

Many municipalities choose to have an **online customer portal** for residents to apply for a permit and upload supporting documentation. Typically, RPP programs also allow for a certain number of **guest parking permits** per household. Hangtags or stickers should be color coordinated by the year to make enforcement simple. Parking Ambassadors will then be able to visually verify whether the correct color permit is attached to the vehicles parked in the RPP zones. Ideally, for ease of enforcement, a license plate would be linked to a permit for easy verification by a Parking Ambassador. It will also be important for the County to install signage identifying the RPP zones in the towns. This will ensure that visitors are notified of the parking restrictions in the residential areas, and that it will be easily enforceable. There is an administrative support aspect of this service that can be outsourced, however, the program still needs to be supported and managed by a County resource.

## Implementation Guide

### Short-Term Steps

1. Establish a set of predefined residential permit restrictions that neighborhoods may be eligible for. Neighborhoods should be required to agree upon one of the standardized permit restriction formats to apply for the program.
  - a. The County should consider the appropriate hours and days of the week that permits could be required based on occupancy rates and enforcement resources.
2. Update the ordinances to make the residential neighborhoods in each town permit eligible through a petitioning process.
  - a. A threshold should be set that requires a certain percentage of each neighborhood to sign the petition to implement a residential permit parking restriction.

- b. The County should proactively recommend the residential permit parking program to neighborhoods prior to the implementation of paid parking. An educational outreach campaign will be necessary to safeguard the neighborhoods and prevent spillover parking.
3. Determine any limitations on permits or guest permits. Typically, municipalities limit the number of guest permits per property and/or the number of valid days per guest permit to prevent fraud and over-parking.
4. Determine the permit cost, if any, and the costs associated with operating and supporting the program. There is a cost associated with administering and enforcing the permits. A small fee for the permit can help the County recover this cost. To keep the cost low, the County may want to subsidize the permit program with other revenue streams generated from paid parking and/or citations.
5. Design and order the necessary signage and permit stickers or hangtags. Permits should include a license plate number to prevent residents from sharing them with guests or visitors. Guest permits should be printed with the valid dates.
6. The permits should be color coordinated by year for ease of enforcement. Mail out stickers or hangtags to the residents.
7. Install signage at the entrances to the zones that indicate residential permit parking only.

## **Mid-Term and Long-Term Steps**

1. Implement a software system that allows residents to sign up online to participate. An online web portal should request that users create an account and upload documents for proof of residency. This software solution should be included within the permit and citation management RFP solicitation described above in Section 8.
  - a. Residents should also have the ability to sign up in person at a designated location in Lahaina or Wailuku Town. Residents should be required to have the required documents with them when applying in person. County staff or an outsourced vendor should verify and enter the information into the software system. This will allow the information to be fully integrated with the enforcement handhelds for validation.
  - b. Uploaded proof of residency documentation should be reviewed and verified by a designated administrator. Typically, acceptable proof of residency includes a utility bill, bank statement, or credit card bill from the last 30 days.
  - c. This web portal should also be used for employee permit applications. More information on employee permits is below in Section 11.
2. Publish information online and send mailers to the residents that will be affected by the residential permit parking zones. Instructions for how to sign up for the program should be provided.
3. Require that participants renew their permits on an annual basis. This will ensure that residency status is up to date. It is recommended that the County deny renewal to any residents with outstanding parking tickets.
  - a. Renewal notices should be sent by mail at least 30 days in advance of the permit expiration date.

# 11. Employee Permit Parking

Employee parking should be **proactively addressed** prior to the implementation of paid parking to ensure that employees have an affordable location to park. Based upon stakeholder feedback, it appears that employees currently park for extended periods throughout downtown Lahaina and within the short-term Wailuku Municipal Lot spaces. Ideally, the most convenient parking should only be utilized for short-term customer parking if possible, and employees should be parking their cars off-site. Like the RPP program, employees could pay a **small administrative cost** to sustain the employee permit parking operation. However, to encourage employees to park in this location rather than on-street, the cost of the remote parking needs to be significantly less expensive than the metered parking on a per hour and per day basis.

The County should also consider implementing a “**Cafeteria Plan**” for **transportation subsidies** for County employees. This type of pre-tax allocation can be used as an incentive for County employees to utilize public transportation. This can reduce the demand for permit parking, therefore providing more parking availability to be allocated for visitor or customer parking.

## Lahaina Town

One potential location for employee parking is at the **Outlets of Maui**. There are approximately **250 spaces on the upper deck** of the outlet parking garage that are underutilized. Additionally, this location is within reasonable walking distance (quarter-mile) for the businesses north of Lahainaluna Road. The County could also implement a **circulating shuttle** for this location, to serve the employees that work further South in Lahaina. This shuttle system could be funded by permit and hourly parking revenue. More information on the proposed shuttle system is discussed in Section 12. The County could also consider implementing a **bike share program** in place of, or to supplement the shuttle system. Bike sharing has been successfully implemented in municipalities across the country, including Denver and San Francisco, and it is a low-cost option to make remote parking viable in Lahaina. These programs can be outsourced at no cost to the County, funded by advertising monies.

A strategic partnership between the County and the Outlet Mall would be necessary to make this shared parking location a possible solution. The County-operated shuttle system would also help connect the Outlets to downtown Lahaina, and will ultimately bring more customers into the mall. Visitors could be encouraged to park at the mall due to the impacted parking availability in Lahaina, especially along Front Street. By utilizing the parking resources more efficiently, more visitors will be able to access Lahaina. There is also an opportunity for the mall and the County to do a revenue share so that the outlet mall is generating revenue from the parking spaces that would otherwise be sitting vacant. More information on non-monetized vs. monetized shared parking can be found in



Section 20. The Outlet Mall has development plans that will reduce the parking supply, but in the interim, the existing spaces could be leveraged as a source of revenue. This could be a temporary solution for employee parking in Lahaina Town while the County raises the funds and locates an alternate remote location to develop more parking supply.



The County may also need to consider implementing an employee permit parking program within the **Luakini and Prison Street Lots**. A small portion of the lot could be set aside for employee permit parking during business hours. For example, if the County decides to assign 25% of the Luakini and Prison Street Lot spaces for employee permit parking, 15 spaces would be available in the Luakini Lot and 41 in the Prison Street Lot between 8:00am and

10:00pm for employee permit parking. The amount of parking to allocate for employee permit parking will depend on a partnership with the Outlet Mall.

Furthermore, **Luakini Street and Mokuhina Place** are two on-street locations that could be considered for employee permit parking (Figure 8). While on-street paid parking is recommended in downtown Lahaina, Luakini Street has very limited space to support paid parking equipment. There are not enough locations along Luakini Street where parking meters or pay stations could be installed without becoming a traffic impediment. Instead, this street could be easily signed for employee permit parking only, and it would be a convenient location for employees to store their cars within walking distance from many businesses along Front Street. Mokuhina Place has also been identified as an ideal location for employee permit parking because of its proximity to the elementary school. However, this location is currently being used by some school employees. Mokuhina Place is currently unregulated and should be monitored and controlled.

**Figure 8. Potential On-Street Employee Permit Parking Locations**

The County and/or the Outlet Mall should ideally offer a **monthly employee parking permit**. These permits could be in the form of a hangtag or a sticker. Monthly permits will provide flexibility and will make it easier for employees to afford the permit. Ideally, permits would be linked to a license plate that can be easily managed and verified by the Parking Ambassador staff. The County should also offer a **low-income permit option** for employees that qualify. With proof of income under a certain threshold, employees could receive a heavily discounted monthly permit rate. Supporting documentation can be

uploaded online and approved by a County staff or an outsourced vendor. It is important to highlight that these are services that are not currently provided that will require staffing and resources to support the program to be successful.

Currently, Article II, 10.76.050 Section B of the Maui County Code limits all parking within the Prison Street Parking lot to a maximum of 3 hours. To allow for permit parking, the County will need to update this ordinance to give employee permit holders an exception to this time limit.

## Wailuku Town

Converting the existing 12-hour parking spaces within the **Municipal Lot** to permit parking, as well as a portion of the **Vineyard Street Lot** (See Section 4) will be an effective **interim plan** prior to the development of the Wailuku Civic Hub Garage. The introduction of paid permit parking will prepare downtown employees and the community prior to the widespread implementation of paid parking. This will be an opportunity for the County to **determine the effect of paid parking** on occupancy rates and driver behavior throughout downtown. If priced appropriately, County employees that currently park in the Municipal Lot may choose to pay for parking at a County facility instead. The results of a permit parking program in the Municipal Lot can be used as **justification for future program changes** moving forward, and it will allow for more accurate financial and occupancy forecasting. It is possible that the deficiency in parking supply could be improved through parking management strategies such as permit parking and enforcement. Therefore, prior to investing in the Civic Hub Garage, the County should effectively manage the existing parking supply.

The County should launch a comprehensive education and outreach campaign to ensure that drivers know of upcoming program changes, the purpose of the program, how to apply for a permit, permit cost, where to park, new enforcement regulations, and the permit program launch date.

The permit rate should be comparable to the existing County permit rate. Ideally, the County would offer a reduced rate at a remote parking location with a circulating shuttle. However, due to time constraints, this comprehensive solution is unlikely in the short-term. Therefore, the County should be mindful that the price of the permit needs to be reasonable and affordable. Refer to Section 4 for pricing recommendations and financial modeling results.

Designated permit versus time limited areas will ensure efficient enforcement. The enforcement officer will be able to quickly monitor the time limited spaces, without having to check each car for a permit. This will make time limit enforcement more efficient.

Consistent enforcement will be critical for the County to determine the true impact of the new parking permit program and the no re-parking ordinance. The County should

consider these changes as an opportunity to ‘test the waters’ and determine what to expect regarding future program changes. Adequate enforcement will ensure compliance with the parking regulations.

The County should also consider identifying an **alternative location to store fleet vehicles**. Ideally, the fleet could be reduced by implementing a **shared fleet vehicle program**. Many municipalities have utilized fleet management tools to both reduce the number of vehicles and share the resources throughout a variety of departments.

In the long-term, if parking supply becomes impacted in Wailuku Town, the County could consider expanding the employee permit parking program to the **War Memorial Lot**. This lot is currently being utilized by many hotel employees, who park and ride a shuttle to other parts of the island. A similar approach could be implemented with a circulating shuttle and bike share service to serve downtown Wailuku business. Ideally, employees should be parked remotely to allow for more convenient customer parking availability. There are many tactics that may be used to encourage remote employee parking. For example, the County should offer employee permits at the War Memorial lot for free or a reduced rate. Additionally, the shuttle system should be reliable, efficient, frequent, safe, and potentially even fun. Some suggestions include the use of music and handing out goodies or snacks. The County should consider utilizing the FRED program (Section 12) to implement either an on-demand or fixed route shuttle system for employee use. If possible, a fixed route program may be more cost effective because many employees may arrive to and leave from work at similar times. If demand is more varied and spread out, the typical FRED on-demand program would be ideal.

## Implementation Guide

### Short-Term Steps

1. Update Section 10.76.050 of the Maui County Code to allow for longer term paid and employee permit parking.
2. Consider implementing a “Cafeteria Plan” for County employee transportation subsidies to reduce the demand for employee permit parking.
3. Implement employee permit parking in the Wailuku Town Municipal Lot and a portion of the Vineyard Street Lot to begin to regulate employee parking prior to the upcoming construction project. The cost of the employee permits should be consistent with the rate that County employees are charged.
  - a. Launch education and outreach campaign.
  - b. Distribute hangtags or stickers.
  - c. Install appropriate signage.
4. Begin outreach to the Outlets of Maui to develop a strategic partnership to manage employee parking in Lahaina Town. Without the support of the Outlets, the County will need to designate a different remote parking location for employee permit parking.

- a. Consider the marketing and outreach programs that would benefit the Outlets.
  - b. If necessary, pursue a shared revenue or maintenance agreement. More information on shared parking agreements can be found in Section 20.
  - c. Due to development plans, this employee parking solution would be temporary. In the meantime, the County will need to allocate revenue and determine a remote location for the development of additional parking supply.
5. Determine the amount of spaces in the Luakini and Prison Street Lots that will be allocated for employee permit parking, if any.
  - a. The hours of operation should be set during typical business hours such as between 8:00am and 10:00pm.
6. Determine a nominal cost for employee parking in Lahaina Town that will sustain the program while allowing employees to park at a discount compared to on-street parking.
  - a. For example, if on-street paid parking costs \$4.00 per hour, then a 4-hour shift would cost \$16.00. To encourage remote parking, the employee permit should cost significantly less than that amount. It is recommended that the County initiate a monthly rate of around \$65.00, with a \$40.00 low-income rate. The County could charge just \$20.00 for a more remote location that could be negotiated with the outlet mall. More information on the rate recommendations can be found in Section 4. These rates will allow the County to sustain the program by covering administrative and enforcement costs. It could also help fund a bike share program for access to the remote parking, as detailed below.
7. Distribute stickers or hangtags to the employees in Lahaina Town. Permits should be linked to a vehicle license plate and color coded based on the quarter that they are issued.
8. Install the appropriate signage in Lahaina Town to indicate employee parking areas.
9. Identify an alternative location in Wailuku Town to store County fleet vehicles.
  - a. Consider implementing a shared fleet vehicle program to optimize and potentially reduce fleet size.

## **Mid-Term and Long-Term Steps**

1. Utilize the same web portal as the residential permit program to accept applications and payments for the employee permits. Employees should be able to upload supporting documentation to the website and register their license plate. Proof of employment could be in the form of a paystub or a letter of authorization from an employer.
2. Employees should also have the ability to sign up in person with the supporting documentation. County staff or an outsourced vendor should verify and enter the information into the software system. This will allow the information to be fully integrated with the enforcement handhelds for validation.
3. Uploaded proof of employment documentation should be reviewed and verified by a designated County staff or outsourced vendor.

4. Publish information online and send mailers to inform businesses and employees of the upcoming permit program. Instructions for how to sign up for the program should be provided.
5. Require that employees renew their permits on a quarterly or annual basis. This will ensure that employment status is up to date.
6. Renewal notices should be sent by mail at least 30 days in advance of the permit expiration date.
  - a. Monitor employee parking occupancy rates to determine whether the County is supplying a sufficient employee parking.
7. Remote parking locations may be supported by an on-demand or fixed route shuttle and/or a bike share program.
  - a. The County should consider offering these alternative modes of transportation for free or for a small cost.
  - b. The shuttle needs to be consistent and reliable. Rather than a dedicated shuttle route, an on-demand circulator similar to the City of San Diego FRED program (Free Ride Everywhere Downtown) would likely be a more cost-effective model. More information on the FRED program is in Section 12.
  - c. There are many types of bike share programs. The County should vet these options to determine the best solution for the community. The County may want to consider solar powered electric bikes.
  - d. Bike stations should be placed at the remote parking location and throughout the downtown core for convenience.



# 12. Free Shuttle Program

The Free Ride is a free shuttle program that has been successfully implemented in several cities throughout the country. The shuttle program is free to the users because the staffing and operating costs are completely **funded by advertisements**. There are moving billboards, videos for passengers and even sample products that are given out during the rides. The vehicles are all **electric** and each fit up to 5 passengers. Additionally, a **mobile application** will allow users to request a ride within certain boundaries; users are prompted to select their pick up and drop of locations, and the application provides real time driver ETAs and notifications. So far, The Free Ride has been implemented in South Florida, California, the Hamptons, and the Jersey Shore.



Image 14. The Free Ride Shuttles

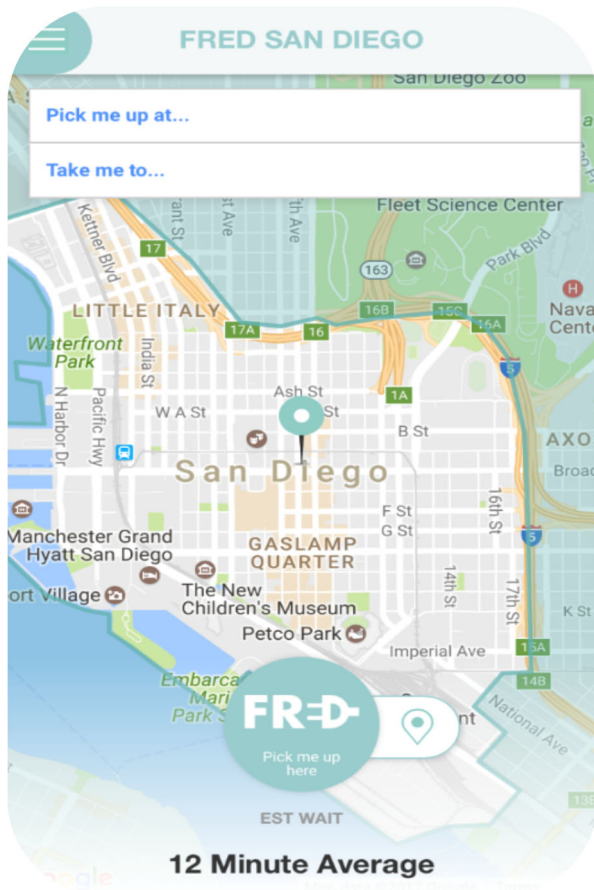


Image 15. San Diego FRED Application Interface

In the City of San Diego, The Free Ride operates under a partnership between the City, Civic San Diego and the Downtown San Diego Partnership. In San Diego, the program is called “FRED”, which stands for “Free Ride Everywhere Downtown”. The initial funding of \$500,000.00 for the program came from downtown parking meter revenue. The City purchased a fleet of 15 vehicles for \$200,000.00, and the additional \$300,000.00 of funding went towards storage, charging stations and start-up personnel costs. The shuttles operate between 7:00am and 9:00pm, Monday through Thursday, until Midnight on Friday and Saturday, and from 9:00am to 9:00pm on Sundays. The drivers earn \$14.66 per hour. The staffing and operating costs are funded by advertisement revenue.

A program like FRED has the potential to be very successful in Maui. The level of tourism



would be ideal to support The Free Ride's platform. The County could pursue a partnership with a free shuttle program such as FRED to improve access and mobility throughout downtown Lahaina and Wailuku Town. These shuttles could be utilized for remote employee and visitor parking, and they would be a convenient service for any visitors who may have difficulty getting around the towns by foot or bike. Extensive outreach will be necessary to inform visitors and employees about the shuttle service. Signage and flyers should encourage visitors to download the application. Typically, the FRED program is structured as an on-demand service, however the County should solicit the company about the potential for a fixed route program if desired.

## Implementation Guide

### Short-Term Steps

1. Pursue a partnership with a free shuttle company such as The Free Ride.
  - a. A portion of the projected paid parking revenue should be earmarked for the purchase of the vehicle fleet, vehicle storage, charging station and start-up personnel costs.
  - b. The County should work with The Free Ride to determine the feasibility of implementing both on-demand versus fixed route services.

### Mid-Term Steps

1. For Lahaina Town, procure 3 electric shuttles through the program and hire shuttle drivers.
2. Promote the program through extensive outreach to both employees and visitors.
  - a. The shuttle program can be advertised through flyers and signage, as well as online. The program should be most heavily advertised at any peripheral parking locations, such as the outlet mall or the Prison Street Lot.

### Long-Term Steps

1. For Wailuku Town, procure 3 electronic shuttles through the program and hire shuttle drivers.
2. Initially, the FRED shuttles could be utilized along a fixed route in Wailuku Town as an employee shuttle service to and from remote parking. This would allow the County to build clientele for the program, prior to implementing it town-wide.
3. Continually assess the ridership levels and wait times to determine any necessary program changes. As the program gains users, the County may need to expand the fleet to meet demand.

# 13. Scooter and Bike Parking

## Lahaina Town

There has been a recent effort to install more bike racks in Lahaina. Many of the restaurant employees bike to work, and the bicycle racks typically fill up. One issue that Lahaina Town is facing is that the bicycle parking often takes up the already limited sidewalk space. The County should consider replacing a small number of on-street parking spaces in Lahaina with designated bicycle and motor scooter parking. Bicycle parking should be prioritized over car parking, especially in the downtown core along Front Street. Another problem that Lahaina Town encounters is when motor scooters occupy entire parking spaces meant for cars. Currently, there are no designated motor scooter parking, and sometimes they are even parked on the sidewalks (Image 16). If the County proceeds with the recommendation to mark the on-street spaces for cars, any additional space leftover that isn't large enough for cars should indicate motor scooter and/or bicycle parking.



**Image 16. Parking on Sidewalks**

## Wailuku Town

Currently, scooter and bike parking does not appear to be a significant issue in Wailuku Town. However, as the town continues to grow, especially after the completion of the Civic Hub, implementing secure bike storage locations would help encourage their use. Many of the stakeholders were concerned about security, and some indicated that if they had a secure place to store their bike that they would be more likely to bike to downtown.

## Implementation Guide

### Short-Term Steps

1. Assess the most impacted bike and scooter parking locations in Lahaina Town and determine the feasibility of replacing a small number of nearby on-street parking spaces with designated bike and motor scooter parking.
  - a. Ensure that bike rack placements will not be a hazard to oncoming traffic.

- b. Ideally, bike and motor scooter parking should be centrally located to reduce chances of theft.
2. Consider installing secure bike parking locations in Wailuku Town to encourage bike ridership.
3. Any extra on-street space in downtown Lahaina that cannot accommodate an automobile should be marked specifically for motor scooter and/or bike parking.

# 14. Loading Zones

## Lahaina Town

Lahaina Town currently has several 15-minute loading zone spaces that are restricted to **loading only between 5:00am and 5:00pm** on Monday through Saturday. Rather than restrict the spaces to loading only for 10 hours per day, the County could consider requiring commercial loading to occur up until a certain time, such as 2:00pm. After that, paid parking could be required. This would allow for paid hourly parking in some or all the loading zone spaces for the rest of the day.

Additionally, the County may consider designating certain loading zone areas as designated **rideshare drop-off/pick-up locations**. Encouraging the use of ridesharing will help reduce the demand on the County's parking resources. By creating designated drop-off/pick-up zones, this can help reduce the amount of congestion that would otherwise be caused from the ridesharing vehicles blocking the road or stopping illegally for passengers. This method has been implemented in many cities, and the zones are displayed within the ridesharing applications. Regardless of the loading zone requirements that are implemented, clear and consistent signage as well as curb markings will help ensure compliance and ease of enforcement. Signage should indicate active loading only to prevent queuing. Yellow single space meters can also be utilized within the loading zones spaces to help notify drivers of the parking restrictions.



Image 17. Current Loading Zone Sign



Image 18. Bus Loading Zone Sign

Ideally, the County should eliminate on-street parking on Front Street between Papalaua and Lahainaluna and develop these spaces for bike parking, commercial loading and active loading/drop off areas.

There is also a bus loading zone along Wharf Street that limits parking to 15-minute bus stop parking only. The sign also indicates that no parking is allowed

between 7:00am and 7:00pm. It is not clear to visitors that parking is permitted in the bus zone after 7:00pm. The language on the signage should be simplified to either indicate no parking any time, or it should say bus loading only between 7:00am and 7:00pm.

## Wailuku Town

There does not appear to be any significant issues with loading zones in Wailuku Town currently. However, as the town continues to change and grow, the County should be aware of potential loading zone impacts that may need to be addressed. As recommended for Lahaina Town, the County could consider requiring loading in Wailuku Town between certain hours of the day, depending on peak and non-peak occupancy times.

## Implementation Guide

### Short-Term Steps

1. Determine designated loading zone hours in the morning prior to the paid parking hours.
  - a. As outlined in Section 4, pay stations can be used to charge for parking in the loading zones.
2. Loading zone signage should clearly describe the loading zone time of day restrictions. Signage should indicate active loading only.
3. Clarify the bus loading zone regulations and update the signage.
4. Work with ridesharing companies to designate drop-off/pick-up zones.

# 15. Special Events

## Paid Parking

The paid parking technology **rates can be easily modified** for special events that impact downtown parking in Wailuku Town and Lahaina Town. Special event rates may help motivate drivers to park farther away or seek alternative modes of transportation. A **flat special event rate** can be integrated and implemented for both on- and off-street parking utilizing the paid parking technology. Any flat rate should be commensurate with the value of the existing rates for on- and off-street parking locations.

To apply a special event rate, the County will need to **establish criteria** for when the rate would apply, the amount and the **advanced notification** requirements. Based upon these criteria, the County will have the option to increase special event pricing for any downtown special events, depending upon the need. It is important to keep in mind that special event rates will require increased hours of enforcement for any extended paid parking hours.

## Alternative Modes of Transportation

Promoting alternative transportation options should be encouraged throughout all levels of special event planning and promotions. For example, there are many **cross-promotions** occurring with services such as **Lyft and Uber** that both promote the Town event and their services to encourage other transportation sources and reduce parking demand. Municipalities across the country are coordinating directly with these resources to encourage alternative transportation. Special event planning should incorporate an accessible location for the drop-off and pick-up of passengers and a designated location for bus parking. More information on tour bus parking is outlined in Section 18.

## Lahaina Town

### Traffic and Transportation Plan

A Traffic and Transportation Plan for special event days, including cruise ship days, will improve the overall traffic flow in Lahaina Town. There are an estimated **51 cruise ship days per year**, and the influx of visitors is not being managed efficiently. The tour bus operators have already established an off-site queuing system, but there are ways to further optimize traffic flow. One idea is to consider establishing a taxi and ridesharing pick-up/drop-off zone next to the Lahaina Loading Dock. In this case, Papelekane Street would become a one-way street. This would direct traffic out and away from the tour bus pick-up/drop-off zone along Wharf Street.

The County should also work with the Outlet Mall to potentially establish a tour bus pick-up and/or drop-off location at their property. This would improve traffic flow within Lahaina Town, and tourists would be more likely to shop and dine in the Town. Front Street shopping and dining could become part of the visitor experience for those who go on tours. After getting dropped off, they could then walk from the Outlet Mall along Front



Street, before returning to the ship. This is an ideal way to promote the businesses within the Mall and along Front Street, while at the same time improving traffic and congestion.

### Special Event Enforcement Plan

The County should develop an enforcement plan for special event days, including cruise ship days, to manage access and improve safety in Lahaina Town. **Safety is a major concern** for the tour bus operators, particularly along Hotel Street and Wharf Street. The congestion in this area is not currently being managed by the County during their pick-up and drop-off times. While parking is technically not allowed, it is not adequately enforced. It is crucial that the County allocates the necessary enforcement resources to manage this location.

The Special Event Enforcement Plan will require committed resources to install traffic cones and temporary signage to help manage the congestion impacts. The County should consider supplementing the Special Event

Enforcement Plan with resources from the **Retired and Senior Volunteer Program (RSVP)**. This is an existing community resource pool that can be trained and uniformed to provide the support resources needed to assist with the mitigation and safety needs for these impacted days. Currently RSVPs already support the County and the Police Department, and this is a tremendous opportunity to extend their valuable contributions.



Image 19. Lahaina Town Bus Only Lane

## Wailuku Town

Currently, there is not enough parking demand in Wailuku Town to justify the need for an immediate enforcement plan for special events. However, as the town continues to grow in popularity, parking may become impacted on weekends or evenings. If this becomes the case, the County could consider implementing weekend and/or evening paid parking and enforcement on special event days. However, the construction of the Civic Hub Garage will likely provide enough parking supply for special events, and the gated design will minimize the need for additional enforcement. Also, based upon the garage design

and the entrance from Market Street, there is an opportunity to develop a valet parking program in support of special events.

## Implementation Guide

### Short-Term Steps

1. Establish criteria for when a special event parking rate will apply.
2. Begin outreach to ridesharing companies, Uber and Lyft about the potential to implement ridesharing incentive programs and drop-off/pick-up zones for special events.
3. Develop a Special Event Traffic and Transportation Plan.
  - a. Consider establishing a taxi and ridesharing drop-off/pick-up zone near the Lahaina Loading Dock.
  - b. Consider making Papelekane Street a one-way to direct taxis and ridesharing vehicles away from the tour bus zone along Wharf Street.
  - c. Begin outreach to the Outlet Mall to consider potentially allowing a number of tour bus drop-offs and/or pick-ups at the mall.
4. Develop a Special Event Enforcement Plan and allocate the necessary enforcement resources to manage access, traffic flow and safety issues in Lahaina Town.

### Mid-Term and Long-Term Steps

1. If parking supply becomes impacting in Wailuku Town on weekends and/or evenings, the County should at that point consider implementing weekend and/or evening paid parking, a valet program and enforcement on special event days.