



## Chapter Seven:

# 7.0 CONCLUSION

The charge for this Master Plan has been to identify a twenty year program for multimodal transportation improvements. Knowing the large number of needs, and the competition for tax dollars, these have to be assigned priorities. Further, in many instances, they can be considered building blocks to the desired system. Some services need to be tested before they are fully implemented.

This chapter looks at the Immediate Priorities, followed by four five-year periods.

## 7.1 IMMEDIATE PRIORITIES (2018-2020)

- Restore service reliability and get ridership back to previous levels (1.2 million passenger boardings)
- Acquire up to 14 buses/vans using previous grants and new capital funds to bring the fleet to 30
- Once reliability is restored, continue to add additional service hours and routes to create a hub and spoke pattern
- Start Hilo to Kona service using Saddle Road
- Continue to review and implement paratransit service per federal requirements.
- Create a multi-modal transportation system on the island. Embrace multiple vendors for providing bicycle, vanpool, transit and other multi modal services
- Increase staffing (garage supervisor, financial officer) of the MTA to adequately respond to the range of responsibilities needed to serve the public
- Create a Transit APP for rider information and print new and accurate maps for service and schedules

### Restore Service Reliability and Ridership; Acquire Buses

The best way to achieve this is through building up the fleet to 58 (30 in the next two years) County owned vehicles and the maintenance capability to support these. The strategies here are to accelerate bus and cutaway van purchases (as described in the capital plan). With a new maintenance facility comes the opportunity to start fresh with equipment and with procedures.

### Add Additional Service in a Hub and Spoke Pattern

Service for circulators would be added in Puna, Kona, and Hilo. New express cross County service would be added using Saddle Road which is time saving and allows for additional trips.

### Paratransit

Close review of operations and options for paratransit such as taxis and transportation network companies would be investigated and utilized in other parts of the island. New Flex and Zone services will provide new paratransit operations to Hamakua, North Kohala, South Kohala, Ka'u, and Puna.

## Multi-Modal System

Expansion of the bike share program in Kona and new service to Waimea and Hilo would be started. A van-pool subsidy program would be started for commuters.

## Increase Staffing

These recommendations and other findings of this transportation master plan study confirm that the positions and organization of the current MTA are stretched too thin, become ineffective with administrators focused on putting out fires, which in turn, lead to burn-out and staff turnover.

In 2018 MTA will have a new Executive Administrator. Three additional positions are recommended for the immediate term: A Fiscal Officer, a Garage Supervisor, and a Mobility Manager at a combined additional cost of \$220,000.

- **Fiscal Officer/Accountant.**

This position would be responsible for developing the budget, overseeing accounts receivable/payable, applying for and managing federal grants, vehicle purchase and contracts. Right now these duties are lodged with the Administrator. With the size and complexity of the current and anticipated transit system, this function needs to be separated out. The fiscal officer would also be responsible for IT, record keeping, and annual submissions to the National Transit Database (NTD)

- **Garage Supervisor.**

Now that the County has a brand new facility with four bays, it is time to take a hold of the program, including developing policies and procedures for daily maintenance, dispatch, preventive maintenance, warranty work, and minor and major repairs. This would be the responsibility of the garage supervisor (with initial consultant assistance to help it move quickly). It is also critical to establish a database and good records for each bus so its use and efficiency can be tracked. Maintenance positions are proposed to increase to create a second shift, and the Garage Supervisor will oversee this expansion, training, inventory and record keeping

- **Mobility Manager.**

This position would negotiate with third parties for provision of services such as bike share, vanpool, Transportation Network Companies, and human service agencies. The Mobility Manager would also participate in the program to identify hubs, the bus stop program, and coordination of standards with DPW and others. This position would also oversee implementation of the Transit APP

In 2015, the State Department of Transportation conducted a study of needs statewide for human services. For Hawai'i island, the following recommendations were made:

- **Public Awareness and Education.** There is a need for more public awareness of different modes of transportation and service eligibilities.
- **Mobility Manager and Coordination among service providers** and to facilitate future planning, develop a directory of providers, conduct resource inventory, and tackle challenges among providers
- **Mobility Center** to screen, assess and schedule transportation rides. This includes human services providers and private providers who operate on different scheduling systems. This would also involve working with Hawai'i County Economic Opportunity Council (HCEOC), Hawai'i Office of Aging/ADRC and Coordinated Services for the Elderly.
- **Building Transportation Service Capacity.** Prepare a sustainable mobility plan and business model to look at different revenue sources such as foundations. See who can afford to pay. Work with health plans to expand coverage for travel to medical and essential destinations.

Figure 7-1. Passengers are eager for additional service that is reliable



## 7.2 NEAR TERM (2020-2025)

- Acquire 5-6 new and replacement vehicles per year to bring the fleet to 40
- Increase service to have all proposed circulators in place
- Continue the multi-modal program and expand bike share to Hilo
- Plan, design, and build the Kona hub. Consider options to provide light maintenance on Kona side
- Add staffing to include a Deputy Administrator, Inventory Clerk, and a second shift of (4) mechanics and (1) working supervisor. By the time the fleet size is 35, there should be no less than six mechanics
- Implement the Bus Stop numbering program at all time spots

### Additional MTA Staffing for 2020-2025

It is recommended that the following new positions be created. They do not all have to be established at once, in fact that would be a lot of people to absorb into the organization at one time. The second shift of mechanics should be in place by the time the fleet size reaches thirty-five county owned vehicles.

- **Deputy Administrator.**  
It is not possible for the Administrator to be available 24-7, 365 days a year. A Deputy not only fills in for the Administrator for short or long term absences, but can trouble shoot, explore new technologies, and take on special assignments
- **Second shift of four automotive mechanics and one working supervisor.**  
Two shifts means sixteen hour use of the facility, and the opportunity to divide the type of work done by each shift
- **Inventory Clerk.**  
Having an inventory person is the most efficient way to handle parts. The mechanics fill out a request form and give it to inventory clerk rather than roam through the inventory storeroom. It prevents theft and helps with replacement of inventory in a timely manner

## 7.3 MID TERM (2025-2030)

- Reassess the Paratransit program and expand it to other parts of the island as needed.
- Paratransit support staff. One person is recommended to assist the program manager for Paratransit
- Continue to acquire 5-6 buses per year to achieve a fleet size of 58
- Continue the multi-modal, bus stop and amenities program
- Design and develop a Puna hub and complete roadway improvements to allow for Intra-Puna service
- Implement the multi-modal complete streets program in Hilo

## 7.4 LONG TERM (2030-2035)

- Plan, design, and construct a Waimea hub
- Upgrade Mooheau hub
- Update this Transportation Master Plan
- Expand number of runs for routes that have demonstrated consistently high ridership

## 7.5 VISION (2035-2040)

- Service to operate on a full hub and spoke pattern with hubs in Hilo, Kona, Waimea, Puna, and Keeau
- Conduct robust Bike Share, Vanpool and TNC programs
- Have a full Public Information and Outreach Program

Implementing the Vision will require the hard work and dedication of the MTA staff. Figures 7-2 and 7-3 are a comparison of the existing organization chart to what would be proposed for twenty years out, with the expectation that positions are added during each period as shown above.

Figure 7-2. Existing Organization Chart

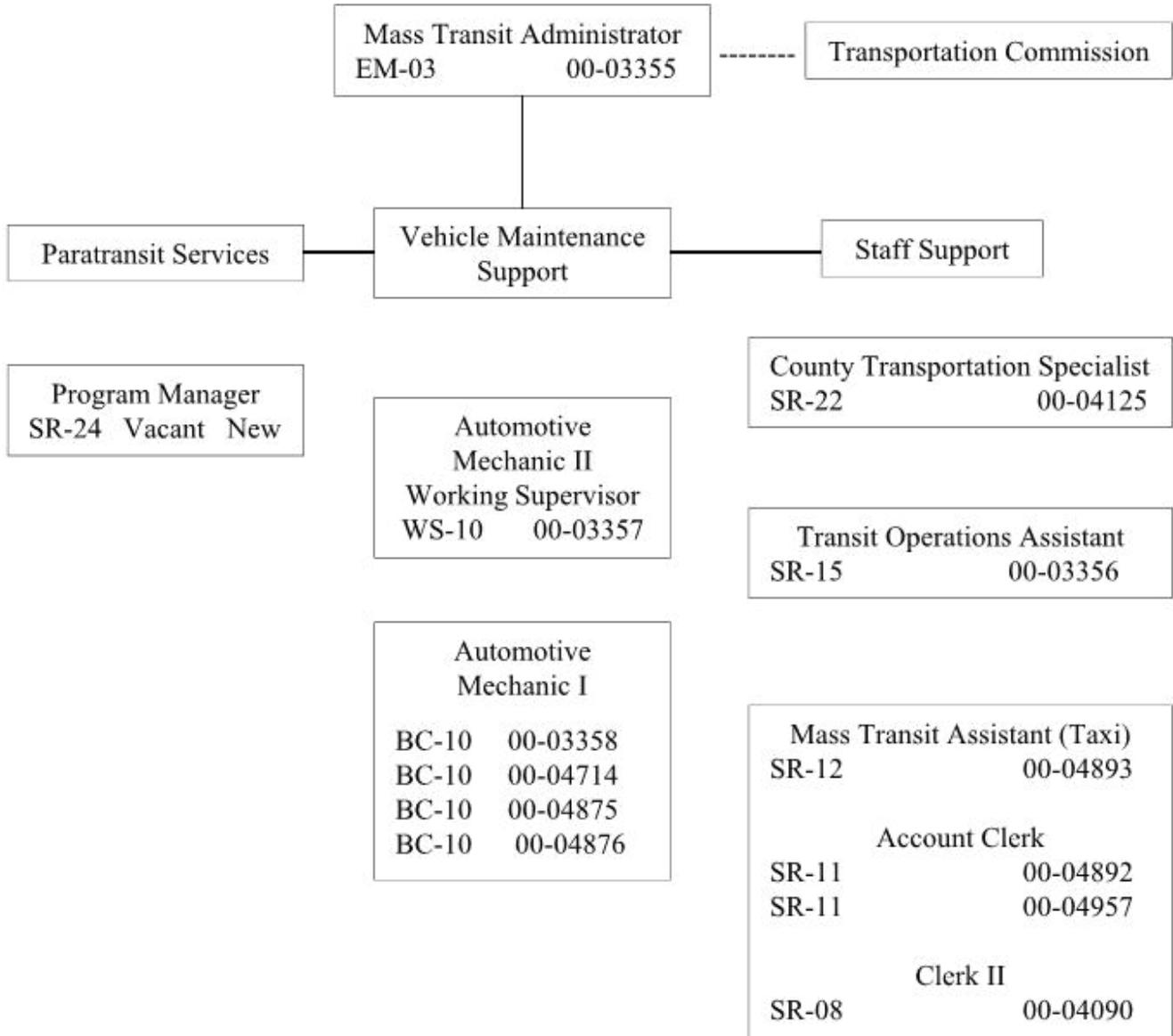


Figure 7-3. Organization Chart

