



Task 3 – Final Report

Hawai‘i State Government Transportation Demand Management Plan

June 2025

Prepared by ICF in cooperation with the O‘ahu Metropolitan Planning Organization, the Hawai‘i State Energy Office, and the United States Department of Transportation.



Table of Contents

ACKNOWLEDGMENTS.....	4
INTRODUCTION	6
Figure 1. Transportation Emissions by End-Use Sector and Year.....	6
Figure 2. Annual Vehicle Miles of Travel	6
Figure 3. State Vacancy Rates Are Growing.....	7
TRANSPORTATION DEMAND MANAGEMENT – A DEFINITION.....	7
PROJECT CHALLENGE AND PURPOSE.....	8
NEEDS ASSESSMENT REPORT SUMMARY (TASK 1)	9
TASK 1.1 INVENTORY OF EXISTING TRANSPORTATION OPTIONS AND BENEFITS	9
Figure 4. Comparison of O’ahu residents' commute mode to state employees' commute mode.....	9
TASK 1.2 TRAVEL TRENDS ANALYSIS	10
Figure 5. State employee destination zip codes and destination locations, with origin street centroids.....	11
TASK 1.3 FINAL NEEDS ASSESSMENT REPORT.....	11
RECOMMENDED TDM STRATEGIES REPORT SUMMARY (TASK 2).....	12
TASK 2.1 TDM PLAN GOAL DEVELOPMENT	12
Figure 6. Hawai'i State Employee TDM Plan Goals.....	13
TASK 2.2 LITERATURE REVIEW REPORT	13
Figure 7. Peer Public Agency Map.....	14
Figure 8. Peer Agency Overview by Population and Employees	15
Figure 9. Proposed TDM Strategy Categories and Description	16
Figure 10. Proposed TDM Strategies Descriptions	20
Figure 11. Peer Public Agency Implemented TDM Strategies Examples Overview	22
TASK 2.3 STAKEHOLDER ENGAGEMENT FACILITATION.....	23
FOCUS GROUP FINDINGS SUMMARY REPORT	23
Figure 12. Focus Group Themes.....	24
FOCUS GROUPS #1: EMPLOYEES WHOSE OFFICES ARE NOT DOWNTOWN	24
FOCUS GROUP #2: EMPLOYEES TELEWORKING ON MOST DAYS (HYBRID AND DRIVE ALONE)	24
FOCUS GROUP #3: HIGHER THAN AVERAGE TRANSPORTATION COSTS FOR COMMUTERS	24

FOCUS GROUP #4: SHORT DRIVE ALONE COMMUTERS (UNDER 3 MILES).....	25
FOCUS GROUP #5: TRANSIT COMMUTERS	25
FOCUS GROUPS #6: ACTIVE MOBILITY COMMUTERS.....	25
FOCUS GROUPS #7: CARPOOLING/VANPOOLING COMMUTERS	25
FOCUS GROUP #8: DRIVE ALONE COMMUTERS (TRAFFIC CONCERNS).....	25
FOCUS GROUP #9: DRIVE ALONE COMMUTERS (PARKING CONCERNS).....	26
FOCUS GROUP #10: LONGER THAN AVERAGE DRIVE ALONE COMMUTERS.....	26
CONSOLIDATED FINDINGS BY THEME	26
DECISION-MAKER MEETINGS FINDINGS SUMMARY	27
Figure 13. Decision-Maker Meetings Summary	27
TECHNICAL WORKING GROUP - SUMMARY OF FINDINGS	29
Figure 14. Technical Working Group Proposed TDM Strategy Rankings	31
TASK 2.4 AND 2.5 DRAFT AND FINAL RECOMMENDED TDM STRATEGIES REPORT	31
Figure 15. Strategy Prioritization Criteria	32
SHORT AND LONG-TERM STRATEGIES	32
RECOMMENDED TDM STRATEGIES OVERVIEW	32
HIGH-PRIORITY TDM STRATEGIES	33
Figure 16. High-Priority TDM Strategies	34
MEDIUM-PRIORITY TDM STRATEGIES	34
Figure 17. Medium-Priority TDM Strategies	35
LOW-PRIORITY TDM STRATEGIES.....	35
Figure 18. Low-Priority TDM Strategies.....	36
PROJECT CONCLUSION AND IMPLEMENTATION (TASK 3).....	38
ACTION PLAN SUMMARY	38
RESEARCH & FINDINGS ON FUNDING.....	39
FEDERAL SOURCES	39
STATE SOURCES	41
LOCAL SOURCES	42
DEPARTMENTAL SOURCES.....	42
LEGISLATION PROPOSAL SUMMARY	42

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Alongside the O'ahu Metropolitan Planning Organization (OahuMPO), the Hawai'i State Energy Office (HSEO) co-managed this project, contributing to the non-federal share of the Federal Planning Grant via the OahuMPO's Overall Work Program. HSEO seeks to leverage the insights gleaned from this study to advance initiatives aimed at reducing greenhouse gas emissions (GHG) and curtailing vehicle miles traveled (VMT) to contribute to meeting the State's carbon net-negative by 2045 law. Specifically, HSEO will utilize the study's findings to advocate for mode shift towards active and shared travel options among state employees, thus fostering sustainable transportation practices.



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STATE
ENERGY
OFFICE**

The development of the plan included contributions from a Technical Working Group (TWG) comprised of City, State, Federal, and a public sector labor union organization. At each key milestone of the process, the TWG members were invited to provide feedback to shape the deliverables of this report. Their practical insights and thoughtful feedback ensured the analysis reflected real-world conditions and community priorities. Their perspectives were invaluable in identifying key challenges and opportunities to guide the development of meaningful and effective strategies. A big mahalo to the following organizations for providing their insight and expertise:

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Department of Transportation Services – Transportation Performance and Development Division

Office of Climate Change, Sustainability and Resilience

State of Hawai'i

Department of Accounting and General Services – Automotive Management Division

Department of Hawaiian Homelands

Department of Human Resources Development

Hawai'i Climate Change Mitigation and Adaptation Commission

Hawai'i Community Development Authority

Hawai'i Department of Health – Chronic Disease Prevention and Health Promotion Division

Hawai'i Department of Transportation – Highways Division, Safety Branch

Hawai'i Public Housing Authority

Office of the Governor

Office of Planning and Sustainable Development – Land Use Division

State Legislature – Senate Transportation Committee

Public Sector Labor Union

Hawai'i Government Employees Association

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INTRODUCTION

As Hawai'i makes overall progress towards its statewide codified carbon net negative goal¹, it continues to struggle to make significant reductions in greenhouse gas emissions (GHG) associated with the ground transportation sector. Ground transportation accounted for 36.7% of transportation sector emissions, with 85% of those emissions stemming from light-duty vehicles, most of which are personal vehicles.²

Transportation Emissions by End-Use Sector and Year

Hawai'i Greenhouse Gas Emissions Report for 2020 and 2021 - Department of Health

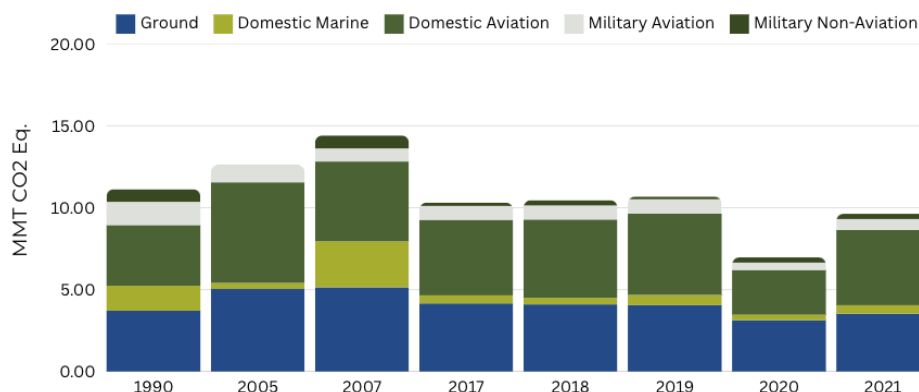


Figure 1. Transportation Emissions by End-Use Sector and Year

Similarly, vehicle miles traveled (VMT) – the total annual miles driven within the state – has steadily increased year over year, rising by nearly 25% since 2000.³ Hawai'i drivers drive an equivalent of 65 roundtrips to the moon each year, which is nearly 11.1 billion vehicle miles traveled.

Annual Vehicle Miles of Travel

2023 State of Hawai'i Data Book - Department of Business, Economic Development, and Tourism

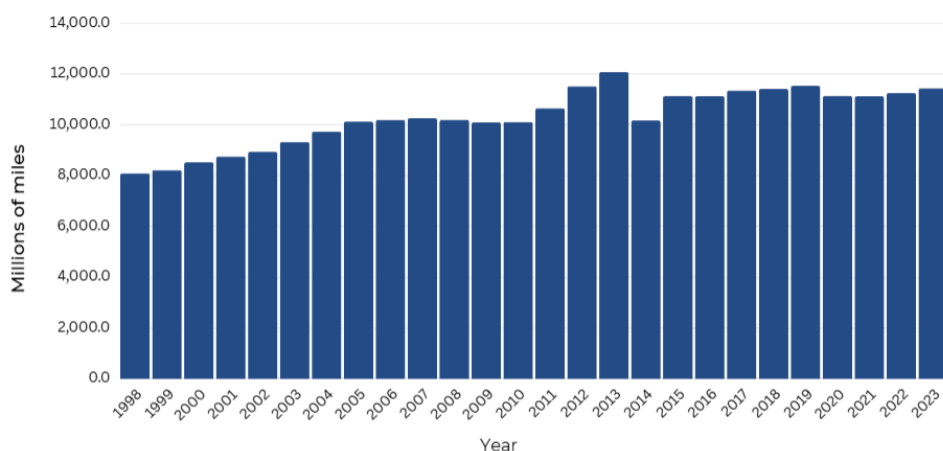


Figure 2. Annual Vehicle Miles of Travel

¹ https://health.hawaii.gov/cab/files/2023/05/SLH2018_Act15.pdf

² <https://files.hawaii.gov/dbedt/annuals/2024/2024-hseo.pdf>

³ [181723.xls](#)

In addition to the state's challenges with mitigating its greenhouse gas emissions and VMT, the State is also facing a hiring crisis with a nearly 27% vacancy rate and more than 4,600 open positions.⁴ Another 4,000 state employees, or 30% of the current workforce, are eligible to retire by 2028.

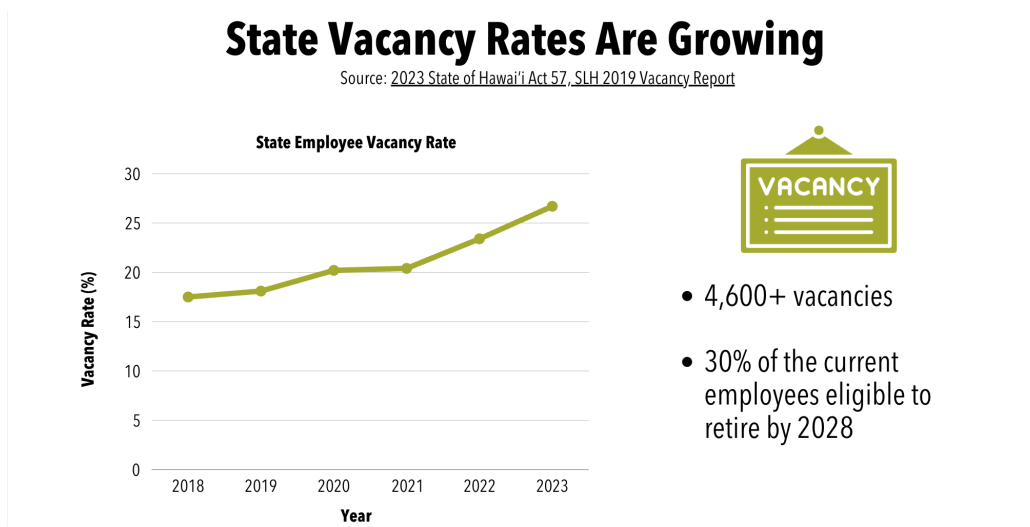


Figure 3. State Vacancy Rates Are Growing

The State of Hawai'i can address both emissions reductions and the staffing crisis by investing in improved transportation demand management (TDM) strategies and employee transportation benefits. These can incentivize more state employees to commute using lower-emission modes of transportation, such as walking, biking, transit, and carpooling, while also reducing transportation costs for state employees and improving their quality of life.

TRANSPORTATION DEMAND MANAGEMENT - A DEFINITION

TDM refers to a set of strategies and policies aimed at optimizing the efficiency of transportation systems by reducing travel demand or redistributing it across different times and locations. Strategies include promoting active and shared modes of transportation such as public transit, biking, walking, carpooling, and vanpooling, as well as non-transportation measures like teleworking, flexible work hours, and compressed workweeks. TDM seeks to alleviate traffic congestion, improve air quality, and enhance overall mobility without the need for infrastructure expansion. By encouraging sustainable travel modes and commute behaviors, TDM contributes to better environmental outcomes, healthier communities, and more livable cities.

Investment in improved TDM strategies and employee transportation benefits can also save employees money, improve their quality of life and health, and improve the efficiency of the state's parking and office facilities. With more than 32,000 employees on O'ahu and over 47,000 statewide, the state government has a significant opportunity to shape commuting habits across a large segment of the population and set a strong example for others to follow. By shifting individuals out of single-occupancy vehicles and into these alternative modes, the State can build public support for future investments in sustainable transportation.

⁴ [Act-57-SLH-2019-Vacancy-Report-OCR-Post.pdf](#)

PROJECT CHALLENGE AND PURPOSE

There are several challenges to encourage employees to use more active and shared modes of transportation to work. Habits, personal convenience and comfort often lead employees to prefer driving their own vehicles, especially in areas where public transportation is less efficient and/or perceived as unsafe. Weather conditions can also deter active commuting, as employees may be reluctant to walk or bike in extreme heat or rain. Moreover, lack of information about availability and use of alternative commuting options and their benefits can also be a barrier; many employees are not aware of the available transportation options and resources. Finally, lack of incentives, and counter-productive policies such as employer-provided free or subsidized parking, can reduce motivation to choose more sustainable commuting options.

As this project progressed, the landmark *Navahine v. Hawai'i Department of Transportation* Settlement was finalized, which requires the Hawai'i Department of Transportation (HDOT) to "take any actions necessary to achieve the goals established in that section, specifically, zero greenhouse gas emissions across all transportation modes within the State" and acknowledges "the responsibilities of the State, and HDOT as the State's head transportation agency, to play a lead role in decarbonizing the statewide transportation system, in coordination and partnership with other related agencies and entities and the private sector".⁵ The settlement also requires HDOT to develop and implement policies to reduce VMT, the percent of single occupancy vehicles on the road, and implement other strategies as needed to decarbonize the transportation sector.⁶

To reduce VMT and single occupancy vehicles on the road, the State Climate Commission recommended two key strategies related to the requirements of the settlement: (1) Identify relevant state and county departments and develop a coordinated approach for implementation of VMT reduction strategies and TDM strategies⁷ and (2) Implement TDM strategies to incentivize individuals to think differently about their travel choices and make it easier for them to change their travel habits.⁸ Key TDM strategies identified are improved employee commuter benefits (transit subsidies, bicycle amenities, etc.), which can reduce commute VMT by 25% and overall VMT by 15% and parking reform and pricing (includes parking cashout), which can reduce average VMT by around 20%.⁹ This highlights the project's importance and timeliness as the state and OahuMPO look to more heavily invest in strategies and programming to reduce GHG from the ground transportation sector and reduce VMT.

The goal of this project was to develop a targeted and effective plan to reduce greenhouse gas emissions from employee commutes and support employee retention. To achieve this, the project conducted a comprehensive evaluation of opportunities to influence commuting behavior among state employees, with a focus on reducing vehicle miles traveled. This report presents the findings and recommendations developed through that process, including a needs assessment, employee survey results, proposed transportation demand management strategies, focus group insights, legislative proposals, and recommended implementation steps.

⁵ <https://earthjustice.org/wp-content/uploads/2024/06/495-2024-6-20-joint-stipulation-and-order-re-settlement.pdf>

⁶ IBID.

⁷ <https://climate.hawaii.gov/wp-content/uploads/2023/07/Investing-in-Transportation-Choices-V6.pdf>

⁸ https://climate.hawaii.gov/wp-content/uploads/2023/07/USCA_Hawaii_VMT_strategies_Feb22.pdf

⁹ IBID.

NEEDS ASSESSMENT REPORT SUMMARY (TASK 1)

The Needs Assessment provided a foundational analysis of mobility challenges and opportunities for state employees based on O'ahu. This task involved a data-driven assessment of travel patterns, accessibility gaps, and transportation demand, supplemented by stakeholder input to ensure alignment with state employee needs. The project team identified state employee transportation needs, first/last-mile barriers, and key factors that influence mobility choices through Geographic Information System (GIS) analysis, employee survey insights, and demographic evaluation.

TASK 1.1 INVENTORY OF EXISTING TRANSPORTATION OPTIONS AND BENEFITS

Task 1.1 evaluated the current transportation landscape and commuter benefits available to Hawai'i State government employees on O'ahu. Central to this task was a comprehensive survey administered to approximately 11,000 state employees that yielded 3,537 responses, capturing insights into commuting behaviors, preferences, and challenges.¹⁰ The survey revealed a significant reliance on single-occupancy vehicles, with 69% of employees driving alone to work. Other notable modes were public transit (11%) and carpooling (10%). Interestingly, while 11% of employees reported regular transit use, only 2% utilized the pre-tax transit benefit, signaling an opportunity to enhance awareness and engagement with pre-tax commuter benefits.

Travel Mode	Drive Alone	Carpool	Bus or Rail	Bike or Scooter	Walk or Roll	TNC (Uber, Lyft, Taxi)	Telework
O'ahu Residents ¹¹	65%	14%	6%	1%	5%	N/A	7%
State Employees	69%	10%	11%	2%	3%	0%	1%
State Employee Differential (+/-)	+4%	-4%	+5%	+1%	-2%	N/A	-6%

Figure 4. Comparison of O'ahu residents' commute mode to state employees' commute mode.

The parking lot inventory underscored a high demand for employee parking, with most lots fully utilized daily. The state heavily subsidizes parking, with employees paying as much as \$238 below market rates; this acts as an incentive for employees to drive. The subsidized employee parking rates are often lower (\$25-\$70 per month) than the cost of a transit pass (\$80 per month), further incentivizing employees to choose driving as their primary commute mode.

High demand for parking is a persistent issue for state employees and departments, particularly when hiring. As of October 2024, the employee parking waitlist had 1,100 employees. The low parking rates and over-reliance on SOV commuting lead to increased demand and limited availability of parking, as evidenced by the years-long waitlist for parking in lots managed by the Department of Accounting and General Services (DAGS). Integrating TDM into the overall parking management approach would help

¹⁰ The survey excluded employees under the personnel systems of the Hawai'i Department of Education, the University of Hawai'i, and Hawai'i Healthy Systems Corporation.

¹¹ <https://datausa.io/profile/geo/honolulu-county-hi#housing>

alleviate congestion around worksites, reduce the employee parking waitlist, and support broader efforts to promote active and shared commuting.

As of October 2024, the state's two secure bike parking pilot locations have no enrolled users. These bike parking facilities are priced at \$14 per month. The lack of enrollment is notable given that secure bike parking was identified as the top concern among employees interested in biking or using micromobility options for their commute. This points to a need for increased awareness of the program and a reevaluation of the pricing structure, especially in relation to the cost of employee vehicle parking.

Despite the availability of bikeshare and carpooling services, their adoption remains limited. This inventory highlighted gaps in TDM strategies, such as carpooling incentives and subsidized bikeshare passes.

The Inventory of Existing Transportation Options and Benefits within the Needs Assessment provided a foundational understanding of the incentives currently offered by the state. These findings emphasize the need for a more intentional approach to commuter benefits, better promotion of existing programs, and integrated mobility solutions like vanpooling and first-mile/last-mile services.

The first item linked below is the Final User Survey Questions, which contains a detailed list of the questions posed in the Commuter Survey administered to Hawai'i state government employees. The second item linked below is the full Inventory of Existing Conditions Technical Memorandum developed as Task 1.1 of the study. The third item linked below is a list of all parking lot data collected as part of the study in a table format.

- [Final User Survey Questions \(PDF\)](#)
- [Inventory of Existing Conditions \(PDF\)](#)
- [Parking Lot Data Request \(XLS, 27.52 KB\)](#)

TASK 1.2 TRAVEL TRENDS ANALYSIS

Next, the Travel Trends Analysis Technical Memo provided a comprehensive overview of state employee commuting patterns on O'ahu. The memo examines how state employees travel compared to the general population by using survey data, origin-destination analysis, and spatial tools such as Replica and OpenStreetMap. Public transit usage among state employees was notably higher than that of the general population (11% versus 6%), though active commuting modes such as biking and walking remained minimal. The analysis of commute distances, times, and behavioral trends revealed a continued reliance on personal vehicles, often driven by their convenience and flexibility, even among employees with relatively short commutes.

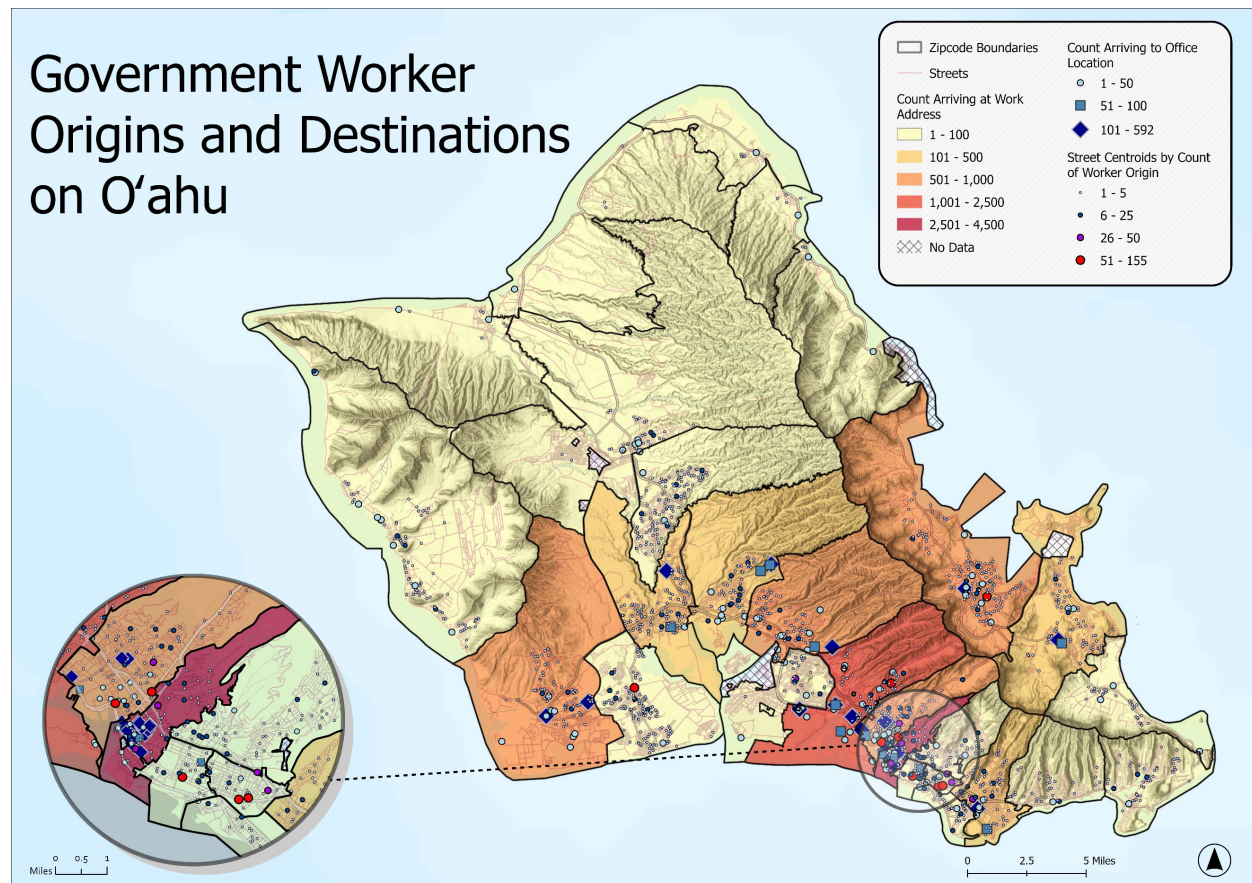


Figure 5. State employee destination zip codes and destination locations, with origin street centroids.

Several key insights emerged from the mapping and spatial analyses. Many employees live in West, Central, and Windward O'ahu and commute into Downtown, presenting a clear opportunity for ridesharing programs like carpool and vanpool. Over 50% of employees reported making no stops on their commute, suggesting they are well-positioned to shift to transit or carpooling with minimal disruption to their routines. The Skyline rail system, once fully operational to Downtown, presents a promising new option to improve access and reduce car dependency for commuters from West O'ahu. Although half of all employees have commutes under 30 minutes, only 6% currently use transit, highlighting a significant gap and an opportunity to boost transit ridership through improved service, affordability, and incentives.

The analysis also revealed that approximately 15% of state employees live within three miles of their workplace, yet many still drive. This indicates an opportunity to encourage active transportation through infrastructure enhancements and targeted incentives. Altogether, the findings from the technical memo provide a data-driven foundation to inform TDM policies that reduce vehicle miles traveled, support greenhouse gas reduction goals, and enhance mobility options for state employees.

The full Travel Trends Analysis Technical Memorandum is linked below.

- [Travel Trends Analysis Technical Memorandum \(PDF\)](#)

TASK 1.3 FINAL NEEDS ASSESSMENT REPORT

The Needs Assessment Report was enriched by insights from the TWG meeting held on July 16, 2024. The meeting provided a platform for stakeholders to validate findings from earlier tasks, such as the state employee survey and the Inventory of Existing Conditions. Participants shared feedback on commuting challenges, including the high reliance on single-occupancy vehicles, parking demand

pressures, and underutilization of commuter benefits. The interactive discussion also highlighted opportunities for new TDM strategies, like enhanced public transit connectivity and improved incentives for shared and active travel modes.

Building on the TWG's insights, the Needs Assessment Report further highlighted critical issues such as the high dependency on SOVs, low adoption of transit services and pre-tax transit benefits, and the overburdened subsidized parking infrastructure. Barriers to more active and shared commuting include long commute times, inadequate first-mile/last-mile solutions, and low awareness of benefits and transportation services. These findings underscore the need for TDM interventions and supporting strategies, such as financial incentives for active and shared commuting, improved transit options, and expanded telework opportunities, to achieve the state's codified decarbonization and transportation goals. The report provides a foundational framework for actionable strategies to reduce vehicle miles traveled, reduce the employee parking waitlist, and support equitable and sustainable transportation choices.

The item linked below is the full Task 1.3 Needs Assessment Report that includes feedback from the TWG derived from the TWG workshop.

- [Technical Working Group Workshop \(PDF\)](#)

RECOMMENDED TDM STRATEGIES REPORT SUMMARY (TASK 2)

Task 2 consisted of an iterative set of subtasks that resulted in TDM strategies recommended for legislation as well as for implementation by stakeholder agencies. With input from state employees and key stakeholders, goals for the state government TDM program were discussed, drafted, and finalized. Subsequently, and in support of the identified goals, TDM strategy recommendations were developed from best practices of state, regional, local public agencies, and other large employers implementing employee TDM programs. A comprehensive literature review informed the identified TDM strategies, legislative/policy actions, costs, and funding mechanisms, and the implementation associated with the various program deployments catering to public agency employees.

TASK 2.1 TDM PLAN GOAL DEVELOPMENT

A goal-setting survey was distributed to the OahuMPO, HSEO, Department of Human Resources Development (DHRD), and DAGS via SurveyMonkey in July 2024 to establish the state employee TDM plan's goals. The TDM plan's goals serve as guiding principles to inform the recommended TDM strategies. The goal-setting survey had three overarching objectives: (1) State Transportation and Climate objectives, (2) State Employer objectives, and (3) State Employee objectives. The OahuMPO, HSEO, and the consulting team conducted separate meetings with DHRD and DAGS to provide an overview of the purpose and expectations of the survey and to receive initial feedback on draft goals. The survey distributed to HSEO and MPO focused on transportation, climate, and state employee objectives. In contrast, the survey distributed to DAGS and DHRD focused on state employer and employee objectives. The TDM Plan Goal Development memo that details the methodology, content, and results from the survey can be found at the link below. Based on the top-scoring objectives, the OahuMPO and HSEO established five goals for the State Employee TDM program, which can be found below in [Figure 6](#).

- [TDM Plan Goal Development Memo \(PDF\)](#)

GOAL #	STATE EMPLOYEE TDM GOAL	GOAL ICON
Goal #1	Reduce vehicle miles traveled (VMT) and increase the use of active and shared mobility for commuting to help the state achieve its climate and energy goals.	
Goal #2	Improve employee retention and reduce vacancy rates.	
Goal #3	Increase and enhance transportation benefits.	
Goal #4	Improve state employees' quality of life, health outcomes, and well-being.	
Goal #5	Maximize the use of existing facilities and reduce future facility needs, including office space and employee parking.	

Figure 6. Hawai'i State Employee TDM Plan Goals

TASK 2.2 LITERATURE REVIEW REPORT

A literature review was conducted to identify both peer agency best and common practices that align with the TDM plan goals identified in Task 2.1. The literature report has three major components: (1) Peer Public Agency Examples, (2) Proposed TDM Strategies, and (3) How Strategies are Funded. There are sixteen (16) peer public agency examples included in the literature review (shown in [Figure 7](#) with an overview presented in [Figure 8](#)):

- Six state agencies
- Three county agencies
- Two joint city-county agencies
- Five city or municipal agencies

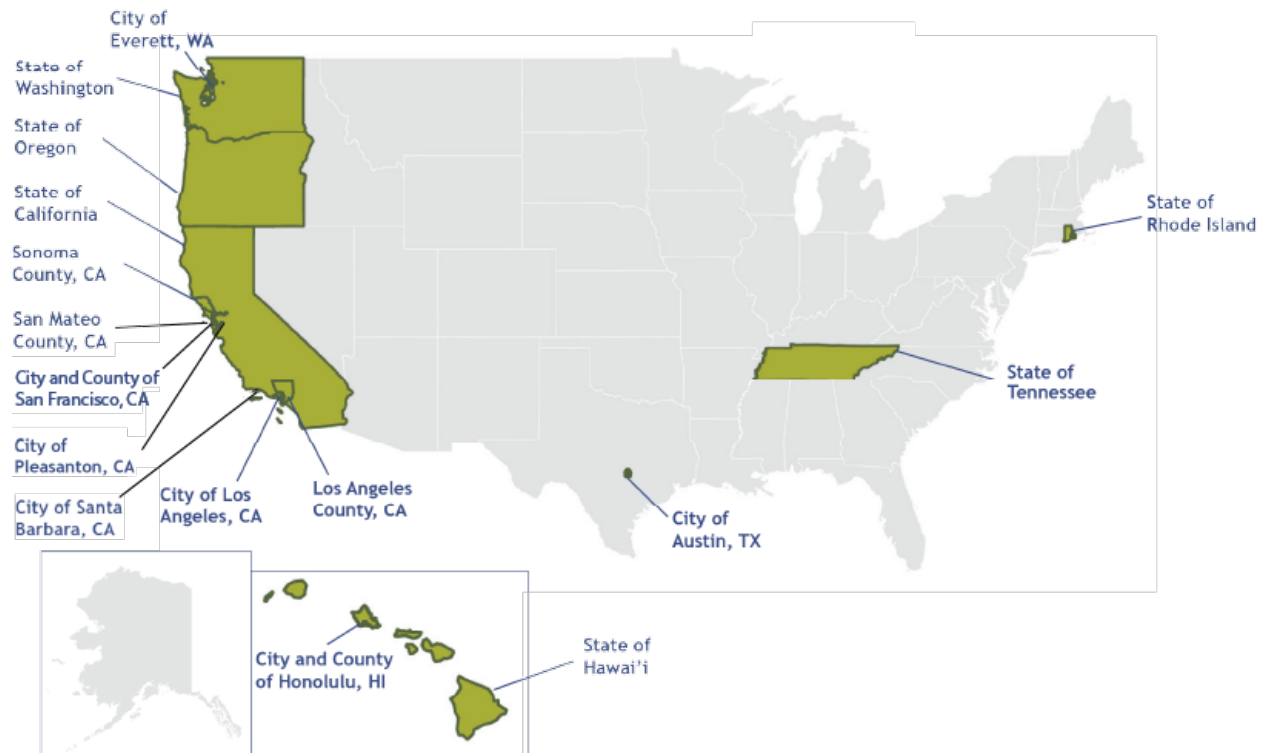


Figure 7. Peer Public Agency Map

PEER AGENCY EXAMPLES	ADMINISTERING AGENCY	TOTAL GEOGRAPHIC POPULATION	POPULATION DENSITY (PER SQUARE MILE)	TOTAL PUBLIC EMPLOYEES PER 10,000 POPULATION	TOTAL WORKFORCE (# OF GOVERNMENT EMPLOYEES)
State of California ¹² ("CA")	Human Resources	38,965,193	250	58	225,591
State of Hawai'i ¹³ ("HI")	TBD	1,435,138	224	266	47,143
State of Oregon ¹⁴ ("OR")	Department of Administrative Services (DAS) Fleet & Parking Division	4,233,358	44	55	23,477
State of Rhode Island ¹⁵ ("RI")	Department of Administration	1,095,962	1,060	106	11,666

¹² State of California. 2024 – State Employee Demographics (excluding state universities). https://www.sco.ca.gov/ppsd_empinfo_demo.html

¹³ Executive Workforce, excluding UH. <https://dhrd.hawaii.gov/wp-content/uploads/2023/12/Workforce-Profile-OCR-Post.pdf>

¹⁴ <https://www.oregon.gov/das/Docs/2022%20Salary%20and%20Benefit%20Report.pdf>

¹⁵ Executive branch. <http://www.transparency.ri.gov/payroll/>

PEER AGENCY EXAMPLES	ADMINISTERING AGENCY	TOTAL GEOGRAPHIC POPULATION	POPULATION DENSITY (PER SQUARE MILE)	TOTAL PUBLIC EMPLOYEES PER 10,000 POPULATION	TOTAL WORKFORCE (# OF GOVERNMENT EMPLOYEES)
State of Tennessee ¹⁶ ("TN")	Department of Transportation	7,126,489	173	54	38,133
State of Washington ¹⁷ ("WA")	State Agency Commute Trip Reduction Advisory Group / Department of Transportation	7,812,880	118	98	76,617
County of Los Angeles ¹⁸	Internal Services Department	9,663,345	2,380	121	116,571
County of San Mateo ¹⁹	Sustainability Department	726,353	1,619	77	5,600
County of Sonoma	Human Resources	481,812	306	131	6,315
City and County of Honolulu ²⁰	Department of Transportation Services	989,408	1,647	106	10,500
City and County of San Francisco ²¹	Environment Department	808,988	17,323	427	34,533
City of Austin ²²	Transportation Department	979,700	3,062	138	13,500
City of Everett	Transit	111,147	3,349	108	1,200
City of Los Angeles ²³	Personnel Department's Employee Benefits Division	3,820,963	8,139	131	50,000
City of Pleasanton ²⁴	Economic Development Department	74,660	3,098	62	465
City of Santa Barbara	Human Resources	86,495	4,433	116	1,000

Figure 8. Peer Agency Overview by Population and Employees

Source: 2023 ACS U.S. Census Data for Total Geographic Population and Population Density. Land area estimates from 2020 U.S. Census Data.

¹⁶ https://www.tn.gov/content/dam/tn/hr/documents/2023-Annual-Report_External.pdf

¹⁷ <https://ofm.wa.gov/state-human-resources/workforce-data-planning/workforce-data-trends/workforce/number-employees-and-headcount-trends>

¹⁸ <https://lacounty.gov/by-the-numbers/>

¹⁹ Executive Branch - 75,108 (ex., higher education) <https://jobs.smcgov.org/> State government FTEs compared to population | Office of Financial Management (wa.gov)

²⁰ City and County of Honolulu <https://www8.honolulu.gov/dhr/>

²¹ <https://www.sf.gov/resource/2023/workforce-demographics>

²² <https://www.austintexas.gov/departments/human-resources-department>

²³ <https://lacity.gov/jobs>

²⁴ <https://www.cityofpleasantonca.gov/our-government/human-resources/departments-overview/>

During the literature review process, over 30 TDM strategies were identified that were aligned with the state employee TDM program goals. The proposed TDM strategies are described and categorized into eight (8) groups in [Figure 9](#) below:

TDM STRATEGY CATEGORY	DESCRIPTION	# OF PROPOSED TDM STRATEGIES
General	Includes administrative activities necessary to implement an effective, successful, and sustainable TDM program.	5
Incentives	Features strategies that encourage travel behavior changes and increase the impact of the TDM program's overarching goals.	11
Transit	Consists of strategies that support employee mode shift to public transit and reduce drive alone commuting.	2
Ridesharing	Consists of strategies that support state employee carpools and vanpools.	3
Active Mobility	Consists of strategies that support state employees' use of active mobility and micromobility modes, such as walking, biking, and rolling to work.	1
Alternative Work Arrangements (AWA)	Covers strategies that support various forms of teleworking and non-traditional work arrangements for state employees that can significantly reduce VMT.	5
Employee Parking Waitlist Management	Encompasses various strategies that can be implemented to alleviate parking challenges facing state employees and mitigate parking demand.	3
Electric Vehicles	Highlights strategies that support lower emissions drive alone and rideshare commuting.	1

Figure 9. Proposed TDM Strategy Categories and Description

Each TDM strategy identified in the literature review was documented using six (6) criteria:

- 1. TDM Goals Met** - Identifies which TDM Goal(s) the proposed strategy is in alignment with.
- 2. Potential Impact** - Depicts the potential VMT reduction of the proposed strategy.
- 3. Estimated Costs** - Describes the costs of implementing the proposed strategy.
- 4. Cost-Effectiveness** - Assesses the relative cost to the potential impact of the proposed strategy.
- 5. Partners, Roles, and Responsibilities** - Outlines agencies implementing and/or supporting the implementation of a proposed strategy.
- 6. Implementation Timeline ("Timeline")** - Provides insight into the expected timeframe for implementing a proposed strategy.

In Task 2.4, the Recommended TDM Strategies Report, two additional elements were included in each TDM strategy:

- 7. Potential Funding Sources** – Identifies potential or eligible funding sources for each strategy.
- 8. Potential Performance Metrics** – Describes input, output, outcome, and cost-effectiveness performance metrics that can be used to assess and evaluate strategies.

The links below include the full Task 2.4 report, which was developed based on the findings for each TDM strategy described in the Task 2.2 Literature Review Report.

- [Task 2.2 Literature Review Report \(still in draft format\)](#)
- [Task 2.4 Recommended TDM Strategies Report \(still in draft format\)](#)

Based on the findings of the literature review, over 30 TDM strategies (Figure 10) were identified among other peer public agency practices, as shown in Figure 11.

PROPOSED TDM STRATEGY NAME	BRIEF DESCRIPTION
GENERAL	
TDM Program and Marketing	Includes branding, promotion, and marketing of the TDM program to employees, partners, and stakeholders.
Transportation Coordinator (ETC) Program	Designated ETCs for State Departments and worksites who serve as a liaison to promote, educate, and conduct outreach to state employees regarding TDM/commuter benefits.
Communications, Education, and Outreach	Includes outreach and educational methods, including digital platforms such as social media or e-newsletters.
TDM Checklist	Checklist for assessing the availability of TDM-friendly amenities, accommodations, and services around/in worksites.
State Vehicle Fleet Expansion	Expanding the number of state-owned (preferably low emissions) vehicles so employees who rely on their vehicles for work-related responsibilities can use active and/or shared modes of transportation to get to work and utilize a state vehicle to conduct state business.
INCENTIVES	
Guaranteed / Emergency Ride Home Program	Free ride via Lyft, Uber, or taxi for state employees in emergencies or unexpected events, if the employee arrived by a mode other than single occupancy vehicle.
Mobility Wallet	A tool that allows employees to access rides, passes, fares, credits, or receive incentives for using active and shared modes of transportation.
Direct Incentives	Provision of financial incentives for employees using active and shared modes.
Time off with Pay	Employees are compensated for using active and shared modes with paid time off/increasing vacation time.
Carpooling Incentives	Provides financial incentives to state employees who carpool.
Vanpool Incentives	Provides financial incentives to state employees who vanpool.
Fully Subsidized Transit Passes	Provision of fully subsidized transit passes.
Fully Subsidized Bikeshare Passes	Provision of fully subsidized bikeshare passes.
Biking Incentives	Provision of financial incentives for biking to work.
Parking Cash Out	Allows employees to opt out of parking in exchange for a payment.
Commuter Challenges	Encourages employees to log trips and try other transportation modes for rewards and recognition.

PROPOSED TDM STRATEGY NAME	BRIEF DESCRIPTION
TRANSIT	
Expansion of Pre-Tax Transportation Benefit Pilot Program (PTBP)	Currently implemented as a pilot limited to state employees working on O'ahu, it is a strategy that enables state employees to take advantage of taking the cost of a transit pass out of their paycheck, pre-tax.
"Try Transit" Program	Allows employees (can be new hires only) to try transit free for a trial period.
RIDESHARING	
Ridesharing Preferred Parking	Allows carpools and/or vanpools to park closer to the worksite than employees who drive alone to work.
Carpool/Vanpool Ridesharing	Coordinate carpool or vanpool formation by assisting state employees with ridematching.
Car-Sharing Promotion	The provision of vehicles on-site so employees using non-SOV modes can access additional worksites or work events.
ACTIVE MOBILITY	
Active Mobility Amenities at Worksite	Install active mobility-friendly amenities and end-of-trip facilities at worksites.
ALTERNATIVE WORK ARRANGEMENTS	
Teleworking and Hybrid Schedules	Allows employees to telework fully or on a hybrid schedule.
Satellite Worksite	Identification of satellite worksites to allow state employees to have shorter work commutes.
Flexible Start Times	Allows employees who use active and shared modes of transportation flexibility in their start time to accommodate unexpected delays.
	Allows departments/employees to develop alternative work schedules that decrease peak-hour trips.
Compressed Work Week	Allows employees to have a compressed work week (e.g., four 10-hour days or 80 hours in nine days), reducing the total number of commute trips.
PARKING DEMAND MANAGEMENT	
Market-Rate Monthly Parking Pricing	Incrementally increase the rate of employee parking up to 90% of the market rate.

PROPOSED TDM STRATEGY NAME	BRIEF DESCRIPTION
Daily Rate Parking	Allows employees to pay for parking daily as needed rather than committing to driving all month with a monthly pass.
Flexible/Shared Parking	Allows employees to flex or share their parking spots when not in use (e.g., for teleworking, time off, or time away from the office).
ELECTRIC VEHICLES	
EV Charging Stations	Installation of EV charging stations at state department worksites and employee parking lots.

Figure 10. Proposed TDM Strategies Descriptions

TDM STRATEGY NAME	CA	OR	RI	TN	WA	Los Angeles County	San Mateo County	County of Sonoma	City and County of Honolulu	City and County of San Francisco	City of Austin	City of Everett	City of Los Angeles	City of Pleasanton	City of Santa Barbara
TDM Program Promotion and Marketing									X		X			X	
Employee Transportation Coordinator (ETC) Program					X	X						X			
Communications, Education, and Outreach			X			X			X		X			X	
TDM Checklists															
State Vehicle Fleet Expansion															
Guaranteed / Emergency Ride Home (GRH/ERH)		X	X	X	X		X			X	X			X	X ²⁵
Mobility Wallet															
Direct Incentives (non-SOV work trips)							X				X	X	X	X	X
Time off with Pay															X
Carpool Incentives		X		X											
Vanpool Incentives	X			X		X	X		X		X		X		
Fully Subsidized Passes		X		X	X		X		X	X	X		X ²⁶	X ²⁷	X ²⁸
Fully Subsidized Bikeshare (Biki) Passes									X	X	X				X
Bike Subsidies	X								X						
Parking Cash-Out			X											X	
Commuter Challenges				X										X	

²⁵ City employees may use a city vehicle for registered carpools.

²⁶ City employees may be reimbursed up to \$100 monthly for using public transit to commute to work.

²⁷ A 25% transit subsidy is provided to city employees for their monthly transit expenses.

²⁸ City employees can obtain a 75% subsidy to use certain public transit systems in the area.

TDM STRATEGY NAME	CA	OR	RI	TN	WA	Los Angeles County	San Mateo County	County of Sonoma	City and County of Honolulu	City and County of San Francisco	City of Austin	City of Everett	City of Los Angeles	City of Pleasanton	City of Santa Barbara
Expansion of Pre-Tax Transit Benefits (PTTB)			X			X	X			X			X		
"Try Transit" Program															
Ridesharing Preferential Parking			X	X			X						X		
Carpool / Vanpool Ridematching		X				X				X	X	X	X		
Car-Sharing Promotion		X								X	X				X
Bike Amenities at Worksites		X	X	X	X		X		X	X			X		X
Bike-Pooling						X							X		
Teleworking and Hybrid Schedules	X	X	X	X		X	X		X	X	X			X	X
Satellite Worksite		X													
Flexible Start Times					X										
Variable / Alternative Work Schedules	X				X				X						
Compressed Work Week	X		X		X				X					X	
Market-Rate Parking Pricing															
Daily-Rate Parking															
Flexible/Shared Parking															
EV Charging Stations											X				X

Figure 11. Peer Public Agency Implemented TDM Strategies Examples Overview

TASK 2.3 STAKEHOLDER ENGAGEMENT FACILITATION

The purpose of Task 2.3 was to facilitate feedback and discussion regarding needs and challenges in order to inform potential TDM strategies for the state employee TDM program. The first phase of this task included focus groups with state employees. Below is the link to the focus group summary report.

- [Task 2.3 Focus Group Summary Memo](#)

The next phase focused on obtaining feedback on the proposed TDM strategies from five key decision-makers and stakeholders meetings, which included the following agencies:

- Hawai'i Government Employees Association (HGEA)
- Department of Accounting and General Services (DAGS)
- City and County of Honolulu Department of Transportation Services (DTS)
- Hawai'i Department of Transportation (HDOT)
- Department of Human Resources Development (DHRD)

Finally, the TWG was convened to obtain their insights and considerations for implementing and prioritizing potential TDM strategies.

FOCUS GROUP FINDINGS SUMMARY REPORT

Stakeholder engagement included meetings with ten (10) state employee focus groups, a meeting with key implementing stakeholders (i.e., DHRD and others), and facilitating a TWG meeting to solicit input on proposed TDM strategies. Feedback concerned with improving employee transportation benefits was collected and used to develop strategies that encourage state employees to choose active and shared modes of transportation, increase the efficiency of O'ahu's transportation system and state office space and parking, increase employee retention, reduce vacancies, and help Hawai'i meet its climate goals.

The focus groups' themes, outlined in [Figure 12](#), were generated from an employee transportation survey conducted in May 2024, which allowed employees to share more detailed insights into how they travel and why. The feedback guided TDM strategy research and helped shape recommendations to present to legislators so that these strategies can effectively meet the TDM program's goals.

FOCUS GROUP #	FOCUS GROUP THEME	NUMBER OF PARTICIPANTS
1	Employees Whose Offices are Not Downtown	13
2	Employees Teleworking on Most Days (Hybrid and Drive Alone)	10
3	Higher than Average Transportation Costs for Commuters (≥\$650/Month on Transportation)	10
4	Short Drive Alone Commuters (Under 3 Miles)	9
5	Transit Commuters	11
6	Active Mobility Commuters	12

FOCUS GROUP #	FOCUS GROUP THEME	NUMBER OF PARTICIPANTS
7	Carpooling / Vanpooling Commuters	11
8	Drive Alone Commuters (Traffic Concerns)	10
9	Drive Alone Commuters (Parking Concerns)	5
10	Longer than Average Drive Alone Commuters (Times & $\geq$ 13 Miles)	14

Figure 12. Focus Group Themes

FOCUS GROUPS #1: EMPLOYEES WHOSE OFFICES ARE NOT DOWNTOWN

The most appealing incentive was a fully subsidized transit pass, followed by direct incentives. Participants expressed their dissatisfaction with Park and Ride options, long commutes, and infrequent bus service. They also noted that teleworking was not accessible due to leadership preferences and equipment issues.

Key Takeaway: Within this group, most participants do not pay for parking, would be more likely to carpool if they had a list of nearby state employees, would use active and shared modes of transportation, if the state provided a financial incentive, and would be more likely to use transit to work if they could access an emergency ride via taxi/ridesharing companies, at no cost to them.

"I'd pay double just to have parking that's less than five minutes away in the garage."

FOCUS GROUP #2: EMPLOYEES TELEWORKING ON MOST DAYS (HYBRID AND DRIVE ALONE)

The top incentive for this group was a fully subsidized transit pass. Participants in this group also noted that they only use their state parking spot a few times per week due to their teleworking schedule.

Key Takeaway: The majority of participants are interested in getting to work without using their car, would ride transit to work if public transit passes were provided at no cost to state employees, would carpool, vanpool, and/or transit to work with an emergency ride home at no cost to state employees.

FOCUS GROUP #3: HIGHER THAN AVERAGE TRANSPORTATION COSTS FOR COMMUTERS

The top incentive to choose a more active or shared commute mode was subsidized vanpool fare, followed by a fully subsidized transit pass. Other strategies that participants in this group favored include alternative work arrangements, flexible schedules, more state vehicle access, and financial incentives for active and shared commuting.

Key Takeaway: All respondents indicated they would be more likely to carpool or vanpool if they had access to an emergency ride at no cost to employees. Similarly, a majority of respondents indicated they would use transit if they had an emergency ride home option. Most respondents indicated that they would ride transit to work if transit passes were available to state employees at no cost. The majority also indicated that they would pay more for a state employee parking spot if they knew it would guarantee them a spot or get them off the waitlist quicker.

FOCUS GROUP #4: SHORT DRIVE ALONE COMMUTERS (UNDER 3 MILES)

The top incentive picked to influence participants in this group to choose a more active and shared commute mode was a direct incentive, followed by a bike/walk subsidy. Some challenges that these group members experience include transit security, poor bike infrastructure, and car maintenance costs. Additional proposed solutions included fully subsidized transit or bikeshare passes, non-SOV subsidies, and improved telework policies.

Key Takeaway: The majority of participants would walk, ride a bike, or scooter to work if the state provided a financial incentive.

"Personally, I would really like to bike to work. However, I would need a cargo bike, and I get really nervous that I wouldn't be able to put it somewhere safely, and I worry about it being stolen. So that is the one thing that keeps me from riding a bike."

FOCUS GROUP #5: TRANSIT COMMUTERS

Most respondents mentioned that a fully subsidized transit pass would encourage them to continue to use transit. Although all nine participants used transit to get to work, almost half (4/9) indicated that they do not use the existing pre-tax transit benefit.

Key Takeaway: Some key issues this group identified were complex Pre-Tax Transportation Benefits sign-ups and a lack of knowledge about the benefit. They also noted that the low costs associated with riding the bus are a benefit, as compared to the costs associated with car ownership and maintenance.

FOCUS GROUPS #6: ACTIVE MOBILITY COMMUTERS

To encourage active mobility, participants cited secure bike parking and improved walking, biking, and e-scooter infrastructure. For biking specifically, changing rooms and showers would encourage use.

Key Takeaway: All participants would continue to walk, ride a bike, or scooter to work if the state provided a financial incentive. Most participants do not have access to secure parking for their bike or scooter.

FOCUS GROUPS #7: CARPOOLING/VANPOOLING COMMUTERS

Participants in this group expressed interest in discounted carpool parking and parking spots closer to their office. Relatedly, there were mixed opinions about carpoolers getting priority on the parking waiting list and paying more for parking to guarantee a parking spot/get off the waitlist quicker. To encourage carpooling, riding with familiar people was an important factor in participants choosing to carpool to work. Also, participants were not knowledgeable about vanpooling options and felt that carpooling offered more flexibility.

Key Takeaway: 4/11 respondents indicate that they or their carpool driver park in a state parking spot that they pay for using pre-tax deductions from their paycheck.

FOCUS GROUP #8: DRIVE ALONE COMMUTERS (TRAFFIC CONCERNS)

This group expressed frustration with the lack of telework support provided by administration and leadership skepticism regarding telework and this focus group favored this strategy. Additionally, participants expressed an interest in improvements to transit service to lower total trip time, providing more direct service, reduced headways/more frequent bus service, and more reliable bus service.

Key Takeaway: The majority of respondents indicated that the cost of their commute is a significant burden on their finances and that they would be more likely to ride transit to work if they could access an emergency ride home at no cost

"I would love to have the option to take the bus to avoid the stress of driving, but it takes 2 or 3 times longer to get to work."

to them. 4/9 respondents indicated they would ride transit to work if public transit passes were provided to state employees at no cost.

FOCUS GROUP #9: DRIVE ALONE COMMUTERS (PARKING CONCERNS)

This group reported obligations before and after work that require flexible, efficient, and reliable transportation. Participants mentioned parking at metered spaces due to the lack of state parking spaces and the cost savings of metered parking rates, relative to market-rate parking. Several participants noted that they run out during the workday to move their car or pay their meter, sometimes more than once daily.

Key Takeaway: The majority of participants in this group have been on the waitlist for parking for 9+ months. 3/5 respondents indicated they would support paying for parking daily and would pay more for parking if they knew it would guarantee them a spot or get them off the waitlist quicker.

"I will find a meter, and I'll run out every two hours. If I miss one at the end of the day, I get a ticket, or if I park downstairs, I get many tickets. I mean, it's just been very expensive."

FOCUS GROUP #10: LONGER THAN AVERAGE DRIVE ALONE COMMUTERS

This group reported that they would be most likely to switch modes if they received a fully subsidized transit pass or direct incentives. Earning vacation days (e.g., PTO) in exchange for using active and shared modes of transportation is another possible solution to discourage driving alone to work.

Key Takeaway: The majority of respondents indicated they would support paying for parking daily instead of monthly, would ride transit to work if public transit passes were provided at no cost to state employees, and would be more likely to ride transit to work if they could access a ride via taxi, Uber, or Lyft in case of emergencies, at no cost to employees.

CONSOLIDATED FINDINGS BY THEME

Parking emerged as a critical concern due to the long employee parking waiting list, high costs in private lots, parking tickets, and varying regulations based on location. Employees also expressed their frustration with subpar parking infrastructure, such as poor pavement conditions, faded line markings, and a lack of convenient payment options (e.g., Daily-Rate Parking). 78% of participants indicated that they would support paying for parking daily instead of monthly, so they may pay for parking as needed. Many employees (52%) noted that they would be willing to pay more if it would guarantee or reduce parking waitlist times.

Incentives such as fully subsidized transit or bikeshare passes and other financial benefits for people who opt out of state employee parking were seen as key to encouraging active and shared commuting. Public transportation, though less preferred by some due to concerns about service levels, was still viewed favorably by others who appreciated the time for personal activities.

High transportation cost burdens are adversely impacting many state employees. According to the Center for Neighborhood Technology's Housing & Transportation Index, combined housing and transportation costs should not exceed 45%. About half of the participants indicated that they are spending more than 10% of their household income on transportation costs. Roughly 53% of participants indicated they would choose a less expensive commute mode to work if it took 20 minutes longer than driving.

Transit was cited as the top alternative commute mode; most participants who currently drive to work would be inclined to try transit. In fact, 60% of participants in the teleworking group were interested in taking transit when they had to work in the office. While a few respondents cited the lack of accessible transit stops in proximity to their homes as a barrier, 79% do not perceive this as an issue. This

indicates that while distance is a concern for some, the majority find the transit stops to be reasonably accessible. Participants also cited long commute times, lack of reliability, and the desire for more frequent transit service as other barriers to choosing to take transit to work. Another notable finding is that only 30% of participants were aware that they can obtain a transit pass using pre-tax deductions from their paychecks in a similar fashion to paying for their state employee parking spot.

Widespread logistical challenges hinder carpooling and vanpooling adoption. Inconsistent work schedules, after-work commitments, and people driving alone in high-occupancy vehicle (HOV) lanes were seen as barriers to shared commuting methods. However, participants expressed interest in using carpool options for work-related events and suggested that improving infrastructure and offering additional commuting incentives could increase adoption. Participants discussed the potential benefits of carpooling, and roughly 52% suggested that having a real-time carpooling app just for state employees would be appealing.

Active mobility may be a viable commute method for state employees living five miles or less from their workplace. State employees participating in the focus groups indicated that secured bike and/or scooter parking, changing rooms, and showers would encourage them to bike or roll to work. Currently, most state employees do not have access to secured parking for their bike, scooters, or other similar micromobility devices.

Teleworking had widespread support from state employee focus group participants. Participants cited reduced transportation costs such as gas, parking, and car maintenance, less commuting time, and an overall improvement in work-life balance as benefits of teleworking. Over 97% of participants are in favor of expanding opportunities to telework and cited it as a key strategy to improve the state government's job retention and reduce vacancy rates. Over 85% of participants agreed that having the ability to telework would make them more likely to remain at their state government job.

DECISION-MAKER MEETINGS FINDINGS SUMMARY

The decision-maker interviews are outlined in [Figure 13](#).

STAKEHOLDER / DECISION-MAKER	MEETING DATE(S)
Hawai'i Government Employees Association (HGEA)	September 18, 2024
City and County of Honolulu Department of Transportation Services (DTS) / HNL Connect	October 4, 2024 October 8, 2024
Hawai'i Department of Accounting and General Services (DAGS)	October 8, 2024 October 16, 2024 October 17, 2024
Hawai'i Department of Transportation (HDOT) & DTS / HNL Connect	October 15, 2024
Hawai'i Department of Human Resources Development (DHRD)	November 7, 2024

Figure 13. Decision-Maker Meetings Summary

HGEA KEY TAKEAWAYS

- HGEA's main priority is employee recruitment and retention, as current employees are overburdened with multiple staff roles.
- Diversify benefits (e.g., commuter) for state employee compensation packages to improve recruitment and retention.

- Willing to assist in employee outreach to obtain buy-in for TDM strategies, including parking.
- Consider health insurance discounts for active commuters as an alternative TDM strategy incentive (currently, the state and employees share the cost 60/40), as bringing down healthcare costs is identified as a high priority for their members.
- The new hire orientation process can be further enhanced by sharing information related to transportation benefits.
- HGEA is actively advocating for increased availability of telework for state employees.
- Highlighted the need for better outreach and ongoing education related to transportation benefits for state employees.
- Potential hiring candidates have noted that they are more interested in benefits and alternative work arrangements than stability, longevity, or other traditional reasons individuals prefer government employment.

DTS/HNL CONNECT KEY TAKEAWAYS

- Institutional accounts provide bulk transit passes to corporations such as the University of Hawai'i.
- City employee parking fees are the same as a monthly transit pass.
- "DTS charges the University of Hawai'i \$50 per student per semester for unlimited transit pass access. Among the 20,000 students, about 67% used it at least once, and half of those are regular transit riders."
- Currently operating the Biki bikeshare program. Secure Bikeshare currently has the contract to operate Honolulu's bikeshare program. Unsure of how the operations of Biki bikeshare will look in the future.
- Interested in co-branding and coordinating the City and County of Honolulu's TDM program "HNL Connect" program with the proposed State Employee TDM program.
- Vanpool subsidies will be introduced as an incentive to O'ahu residents in the future.
- Ten percent of HNL Connect funds are allocated to fund City employee TDM strategies.
- City employees have a HOLO-enabled employee ID badge, which functions as a HOLO transit fare card.
- Administrative burden is significantly reduced by allowing all employees to benefit from subsidized transit passes, rather than having employees opt in individually and process the paperwork and tracking required by closely managed programs.
- Future efforts by DTS include bundling and centralizing all transit products and implementing discounted fares for low-income students and seniors.
- DTS/HNL Connect is not currently pursuing the deployment of a Mobility Wallet.
- Recommend at least 4-5 FTE staff to manage and implement the state employee TDM program (e.g., planners, marketing/outreach specialists, data specialists).

DAGS KEY TAKEAWAYS

- Interested in supporting parking waitlist mitigation strategies to meet state facility goals.

- DAGS' effort to reduce office space by 10% is currently at roughly 5%; however, the Department of Law Enforcement was recently established, generating the need for additional office space, which negatively impacted progress towards the 10% reduction goal.
- Currently implementing a Shared and Flexible Parking Pilot program where employees can split the cost of a state-owned parking space with another state employee.
- Implemented two secured bike parking locations (Kalanimoku Building and South Street Garage) in June 2024, as a pilot. However, there are currently zero participants, possibly due to a lack of employee awareness and communication with the departments about this new benefit. Employees may sign up to utilize the secure bike parking by inquiring with DAGS and costs \$14 a month.
- Currently undergoing efforts to modernize and enhance its parking software system.
- Preferred carpool parking was discontinued due to low utilization and enforcement challenges.
- Willing to consider modifying the state's MotorPool policy to allow state employees who use non-SOV modes to commute to work to use the state vehicle fleet for personal errands during the workday.
- Some departments pay for parking spots, although their employees may underutilize them.
- Changes to the administrative rules are required to offer discounted preferential carpool/vanpool parking.
- Reallocating parking space types does not require administrative rule changes.
- Public parking spaces generate almost 10x more revenue for the state than employee parking spaces.

HDOT KEY TAKEAWAYS

- Currently undergoing updates to the rideshare matching system to include trip planning features and a mobile application that features recognition incentives.
- Interested in partnering with DTS to implement commuter challenges.
- Carpool/vanpool formation is limited due to the system's lack of resident matches. There are fewer than 100 active carpools/vanpools on the Big Island and fewer than five on O'ahu.
- Future efforts by HDOT will include enhanced outreach to employers and community members.

DHRD KEY TAKEAWAYS

- Challenges surrounding the inability to telework for many state employees are primarily due to a lack of technology solutions and the need to justify that work productivity is not negatively impacted. Whether an employee is eligible to telework is decided on a departmental basis, and whether an employee's supervisor deems an employee eligible. Solutions implemented for teleworking must also be adhered to for employees working in the office.
- Utilizes third-party software to create modules for new employee orientation and onboarding and can include information about transportation benefits as part of the modules.

TECHNICAL WORKING GROUP - SUMMARY OF FINDINGS

During a TWG meeting held on September 6, 2024, members were presented with an overview of results from the TDM Goal Setting Survey, Focus Group Summary Report, and a deep dive into the

TDM Strategy Matrix. It is pertinent to note that the TDM Strategy Matrix details 31 TDM strategies derived from the Literature Review Report in Task 2.2. Peer examples featured in the Literature Review Report can be found in the link below.

- [Task 2.2 Literature Review Report \(still in draft format\)](#)

After a deep dive into the 31 TDM strategies, the second portion of the meeting consisted of a workshop in which participating group members ranked the TDM strategies as high, medium, and low priority. Participants also shared their ideas on each strategy's pros, cons, and considerations. TDM strategy rankings from the TWG were coupled with the TDM Strategy Matrix to inform the TDM Strategy Prioritization Activity in [Figure 14](#).

	TDM STRATEGY NAME	TWG COUNT OF HIGH-PRIORITY RANKINGS	TWG COUNT OF MEDIUM-PRIORITY RANKINGS	TWG COUNT OF LOW-PRIORITY RANKINGS	TWG RANKING
GENERAL	TDM Program Promotion and Marketing	3	0	0	H
	Employee Transportation Coordinator (ETC) Program	1	1	0	M / H
	Communications, Education, and Outreach	2	1	0	H
	TDM Checklists for Worksites	0	0	0	-
	State Vehicle Fleet Coordination	0	1	3	L
INCENTIVES	Guaranteed / Emergency Ride Home (GRH/ERH)	3	1	0	H
	Mobility Wallet	4	0	0	H
	Direct Incentives (non-SOV work trips)	0	0	0	-
	Time off with Pay	0	0	4	L
	Carpool Incentives	1	2	0	M
	Vanpool Incentives	0	2	0	M
	Fully Subsidized Transit Passes	12	0	0	H
	Fully Subsidized Bikeshare (Biki) Passes	10	1	0	H
	Biking Incentives	1	1	0	M / H
	Parking Cash-Out	5	0	0	H
	Commuter Challenges	1	0	0	H
TRANSIT	Change the Existing Pre-Tax Transit Benefits (PTTB)	6	0	1	H

	TDM STRATEGY NAME	TWG COUNT OF HIGH-PRIORITY RANKINGS	TWG COUNT OF MEDIUM-PRIORITY RANKINGS	TWG COUNT OF LOW-PRIORITY RANKINGS	TWG RANKING
	"Try Transit" Program	4	1	0	H
RIDESHARING	Carpool/Vanpool Preferential Parking	5	0	0	H
	Carpool / Vanpool Ridematching	0	3	1	M
	Car-Sharing Promotion	1	0	2	L
ACTIVE MOBILITY	Active Mobility Amenities at Worksites	5	0	0	H
ALTERNATIVE WORK ARRANGEMENTS	Teleworking and Hybrid Schedules	7	0	0	H
	Satellite Worksite	0	0	2	L
	Flexible Start Times	4	1	0	H
	Variable Work Schedules (Flex Time Program)	3	0	0	H
	Compressed Work Week	0	1	2	L
PARKING WAITLIST MANAGEMENT	Market-Rate Parking Pricing	5	0	1	H
	Daily-Rate Parking	4	0	0	H
	Flexible/Shared Parking	3	0	0	H
EVs	Electric Vehicle (EV) Charging Stations	1	0	6	L

Figure 14. Technical Working Group Proposed TDM Strategy Rankings

TASK 2.4 AND 2.5 DRAFT AND FINAL RECOMMENDED TDM STRATEGIES REPORT

Following the TWG meeting on September 6, 2024, the rankings of TDM strategies were summed by high, medium, and low priority for each strategy. These sums were then placed next to the corresponding TDM strategy within the TDM matrix to compare all data within a single sheet. With all data points in a single sheet and sorted by TDM strategy, a ranking system was developed for the OahuMPO and HSEO to rank each strategy high, medium, or low:

- Likelihood of meeting each of the five TDM goals
- Propensity or likelihood to influence behavior
- Impact of the strategy on VMT and trip reduction
- Estimated annual cost of the strategy
- VMT and trip reduction impacts relative to estimated costs

- Degree of potential impact on the target employee/commuter group
- Technical Working Group ranking

The ranking system developed is featured in [Figure 15](#).

	HIGH PRIORITY (H)	MEDIUM PRIORITY (M)	LOW PRIORITY (L)
Goals	H for 3+ Goals M for 0-2 Goals L for 0 Goals	H for 1-2 Goals M for 2+ Goals L for 1-2 Goals	H for 0 Goals M for 0-3 Goals L for 2+ Goals
Propensity	M-H	M	L-M
Impact	M/H-H	M	L-L/M
Cost	The cost will be factored in after a few strategies are prioritized according to other criteria.	The cost will be factored in after a few strategies are prioritized according to other criteria.	The cost will be factored in after a few strategies are prioritized according to other criteria.
Cost Effectiveness	M/H-H	M	L-L/M
TWG Ranking	More H than M and/or L	More M than H and/or L	More L than H and/or M

Figure 15. Strategy Prioritization Criteria

Using the ranking system in the figure above, the project team ranked the 31 TDM strategies. The prioritized strategies have been organized into various packages described in the subsequent section.

SHORT AND LONG-TERM STRATEGIES

The TDM strategies were divided into two groups. The first group includes TDM strategies that were a higher priority for implementation and also required legislative action. These strategies are included in the legislative proposals developed as part of this project. The remaining strategies are proposed to be implemented once the TDM program is established, depending on the legislative proposal outcomes. These longer-term strategies could also be considered as alternatives for the high-priority strategies if they are met with insurmountable barriers. More information on the prioritization process is in the following spreadsheet.

-  [TDM Strategy Prioritization Activity.xlsx](#)

RECOMMENDED TDM STRATEGIES OVERVIEW

During the literature review process, over 30 state-employee TDM strategies were identified to meet the state-employee TDM program goals. These goals were prioritized based on feedback from the TWG, OahuMPO, HSEO, and the consulting team.

Approximately 12 of the identified strategies are recommended as high priority for implementation. The remaining TDM strategies may be implemented or serve as alternatives to the recommended strategies. Of these, eleven (11) are medium priority while eight (8) are low priority. Each TDM strategy identified in the research was documented qualitatively with eight criteria:

- **TDM Goals Met** – Identifies which TDM Goal(s) the proposed strategy is in alignment with.
- **Potential Impact** – Depicts the potential VMT reduction of the proposed strategy.
- **Estimated Costs** – Describes the costs associated with implementing a proposed strategy.
- **Cost-Effectiveness** – Assesses the relative cost to the potential impact of the proposed strategy.

- **Partners, Roles, and Responsibilities** – Outlines agencies and departments that implement and/or support a proposed strategy.
- **Implementation Timeline ("Timeline")** – This provides insight into the expected timeframe for implementing a proposed strategy.
- **Potential Funding Sources** – Identifies potential or eligible funding sources for each strategy.
- **Potential Performance Metrics** – Describes input, output, outcome, and cost-effectiveness performance metrics that can be used to assess and evaluate strategies.

HIGH-PRIORITY TDM STRATEGIES

Figure 16 describes the high-priority TDM strategies and identifies other TDM strategies that may be implemented in conjunction to maximize effectiveness (TDM Strategy Interactions).

TDM STRATEGY NAME	BRIEF DESCRIPTION	TDM STRATEGY INTERACTIONS
GENERAL		
TDM Program Promotion and Marketing	Includes branding, promotion, and marketing of the TDM program to employees, partners, and stakeholders.	- Employee Transportation Coordinators - Communications, Education, Outreach
Employee Transportation Coordinator (ETC) Program	Designated ETCs for State Departments and worksites who serve as a liaison to promote, educate, and conduct outreach to state employees regarding TDM/commuter benefits.	- TDM Program Promotion and Marketing - Communications, Education, and Outreach
Communications, Education, and Outreach	Includes outreach, educational methods, and digital platforms such as social media or e-newsletters.	- Employee Transportation Coordinators - TDM Program Promotion and Marketing
INCENTIVES		
Direct Incentives for non-SOV work trips	Provision of financial incentives for employees using active and shared modes.	Mobility Wallet
Fully Subsidized Transit Passes	Provision of fully subsidized transit passes.	Standalone Strategy
Fully Subsidized Bikeshare (Biki) Passes	Provision of fully subsidized bikeshare passes.	Standalone Strategy
Parking Cash-Out	Allows employees to opt out of parking in exchange for a payment.	Employees would need to opt out of parking. This strategy may not be applicable in circumstances in which DAGS leases the parking lot.
ALTERNATIVE WORK ARRANGEMENTS		
Teleworking and Hybrid Schedules	Allows eligible employees to telework fully or on a hybrid schedule.	- Flexible/Shared Parking - Daily-Rate Parking
Flexible Start Times	Allows employees to use active and shared modes of transportation and flexibility in their start time to accommodate unexpected delays.	Fully Subsidized Transit Passes
EMPLOYEE PARKING WAITLIST MANAGEMENT		
Market-Rate Monthly Parking	Incrementally increase the rate of employee parking.	- Fully Subsidized Transit Passes - Fully Subsidized Bikeshare Passes

TDM STRATEGY NAME	BRIEF DESCRIPTION	TDM STRATEGY INTERACTIONS
Daily-Rate Parking	Changes the way employees pay for parking from monthly to daily.	• Telework • Carpool and Vanpool • Fully Subsidized Transit Passes • Fully Subsidized Bikeshare Passes
Flexible/Shared Parking	Allows employees to flex or share their parking spots if not in use (e.g., teleworking, time off, away from the office).	• Telework • Fully Subsidized Transit Passes • Fully Subsidized Bikeshare Passes

Figure 16. High-Priority TDM Strategies

MEDIUM-PRIORITY TDM STRATEGIES

Figure 17 describes the medium-priority TDM strategies and identifies other TDM strategies that may be implemented in conjunction to maximize effectiveness (TDM Strategy Interactions).

TDM STRATEGY NAME	BRIEF DESCRIPTION	TDM STRATEGY INTERACTIONS
INCENTIVES		
Guaranteed / Emergency Ride Home Program	Ride via Lyft, Uber, or Taxi for state employees using active and shared modes in emergencies or unexpected events, at no cost to employees.	• Standalone Strategy
Mobility Wallet	A tool that allows employees to access rides, passes, fares, credits, or receive incentives for using active and shared modes of transportation.	• Direct Incentives (Non-SOV trips)
Commuter Challenges	Encourages employees to log trips and try other transportation modes for rewards and recognition.	• Employee Transportation Coordinators • Marketing, Education, Outreach
TRANSIT		
Continuation of Pre-Tax Transportation Benefit Pilot Program (PTBP)	Currently implemented as a pilot limited to state employees working on O'ahu, it is a strategy that enables state employees to take advantage of subtracting the cost of a transit pass from their paycheck, pre-tax.	• Fully subsidized Transit Passes • Telework • Employees who use non-SOV modes irregularly
"Try Transit" Program	Allows employees (can be new hires only) to try transit for free for a trial period.	• Fully subsidized Transit Passes (state employees would be allowed 3-6 months to determine if they want to opt out of parking and receive fully subsidized transit passes).
RIDESHARING		

TDM STRATEGY NAME	BRIEF DESCRIPTION	TDM STRATEGY INTERACTIONS
Carpool/Vanpool Preferred Parking	Allows carpools and/or vanpools access to priority dedicated spaces.	- Market-rate parking pricing - Daily-rate parking - Flexible/Shared parking - Ridematching
Carpool / Vanpool Ridematching	Coordinate carpool or vanpool formation by assisting state employees with ridematching.	- Employee Transportation Coordinators - Carpool/Vanpool Preferred Parking
Car-Sharing Promotion	The provision of vehicles on-site so employees using non-SOV modes can access additional worksites or work events.	- Employee Transportation Coordinators - Direct Incentives (For non-work trips) (Any non-SOV mode-related strategies)
ACTIVE MOBILITY		
TDM Checklists	Checklist for assessing the availability of TDM-friendly amenities, accommodations, and services around/in worksites.	- Active Mobility Amenities at Worksites - Employee Transportation Coordinators
Active Mobility Amenities at Worksites	Install active mobility-friendly amenities and end-of-trip facilities at worksites.	- Transportation Demand Management checklists for worksites - Active Transportation Incentives
ALTERNATIVE WORK ARRANGEMENTS		
Flexible Start Times	Allows employees using active and shared modes of transportation flexibility in their start time to accommodate unexpected delays. Also allows for all employees to arrive or leave outside of traditional peak hours.	Fully subsidized Transit Passes

Figure 17. Medium-Priority TDM Strategies

LOW-PRIORITY TDM STRATEGIES

Based on the prioritization process, the TDM strategies in [Figure 18](#) may be implemented at a later date or serve as an alternative to a high-priority strategy. Following the one-on-one stakeholder meetings, implementing certain TDM strategies may become a higher priority.

TDM STRATEGY NAME	BRIEF DESCRIPTION	TDM STRATEGY INTERACTIONS
GENERAL		
State Vehicle Fleet Expansion	Coordinating and potentially expanding the number of state-owned (preferably low-emission) vehicles so employees who rely on their personal vehicles for work-related responsibilities can use active and/or shared modes of transportation to get to work and utilize a state vehicle to conduct state business.	- Employee Transportation Coordinators - Communications, Education, Outreach - Car-Sharing Promotion
INCENTIVES		
Time off with Pay	Employees are compensated for using active and shared modes with paid time off or increased vacation time.	Alternative to Direct Incentives (Non-SOV work trips)
Carpooling Incentives	Provides financial incentives to state employees who carpool.	- Alternative to Direct Incentives - Carpool and Vanpool - Marketing, Education, Outreach
Vanpool Incentives	Provides financial incentives to state employees who vanpool.	- Alternative to Direct Incentives - Carpool and Vanpool - Marketing, Education, Outreach
Biking Incentives	Provision of financial incentives for biking to work.	- Alternative to Direct Incentives - Marketing, Education, Outreach - Active Mobility Amenities at Worksites
ALTERNATIVE WORK ARRANGEMENTS		
Variable Work Hours / Alternative Work Schedules	Allows departments/employees to develop alternative work schedules that decrease peak-hour trips.	Carpool and Vanpool
Compressed Work Week	Allows employees to have a compressed work week (e.g., four 10-hour days or 80 hours in nine days), reducing the total number of commute trips.	Shared/Flexible Parking
ELECTRIC VEHICLES		
EV Charging Stations	Installation of EV charging stations at state department worksites and employee parking lots.	Standalone Strategy

Figure 18. Low-Priority TDM Strategies

In the next section of the report, the consulting team consolidated and expanded on the findings of Task 2, emphasizing implementation to develop action plans and key performance indicators (KPIs).

PROJECT CONCLUSION AND IMPLEMENTATION (TASK 3)

Task 3 includes this Final Report and documentation to support the implementation of the TDM strategies that ultimately meet the program objectives and goals identified in Task 2. Those goals are:

1. Reduce vehicle miles traveled (VMT) and increase the use of active and shared mobility for commuting to help the state achieve its climate and energy goals;
2. Improve employee retention and reduce vacancy rates;
3. Increase and enhance transportation benefits;
4. Improve state employees' quality of life, health outcomes, and well-being; and
5. Maximize the use of existing facilities and reduce future facility needs, including office space and employee parking.

The objectives developed in Task 3 include:

- Documenting Eligibility Criteria for state employees to qualify for the improved benefits.
- Creating an Action Plan and timeline to guide the next phase of implementation, including roles, responsibilities, and KPIs aligned with the program goals.
- Detailing research and findings on funding mechanisms for the implementation and support of the identified strategies, ensuring a long-term, sustainable program.
- Drafting legislative proposals, with supporting justification and research, for the 2025 Hawai'i State Legislative Session. These policies were paired with recommended lead agencies and supported by best practice examples from other metropolitan planning organizations (MPOs), counties, and states.

Links to the eligibility criteria and draft legislative proposals are here:

- [Eligibility Criteria](#)
- Task 3 Legislative Proposals:
 - [Omnibus](#)
 - [Incentives](#)
 - [Active Mobility](#)
 - [Alternative Work Arrangement](#)
 - [Parking Demand Management](#)
 - [Telework](#)
 - [Transportation Demand Management Program](#)

ACTION PLAN SUMMARY

The Action Plan focuses on the high-priority TDM strategies as detailed in Task 2 and offers guidance for the implementation work that may follow this project. Each high-priority strategy is described, and the lead agency and its implementation timeframe are identified. The roles of the remaining agency partners and stakeholders were informed by TWG meetings and are also detailed within the Action Plan. Below is the link to the Action Plan.

- [Action Plan with KPIs Report](#)

Lastly, each strategy includes a subset of key performance indicators – those KPIs that are more quantitative and for which tools currently exist or can be easily created to measure performance. The KPIs are tied to reductions in greenhouse gas and vehicle miles traveled. The full complement of KPIs for each high-priority strategy is also available at the link below; the action plan includes only near-term KPIs for each strategy.

-  [Complement of KPIs](#)

Eligibility Criteria documentation was created as a companion to the Action Plan and to inform the level of funding requested in the legislative proposals. The Eligibility Criteria include whether a particular incentive can be combined with another incentive (e.g., fully subsidized transit passes plus flexible start time) or if the incentive excludes eligibility for another incentive (e.g., double dipping). The document also details how the incentive could be distributed and other eligibility requirements (e.g., the vanpool must be registered with a specific vendor or agency; the trip must be logged).

RESEARCH & FINDINGS ON FUNDING

Task 2.4 includes the following summary of available funding sources and the appropriate subset of these funding sources for each recommended TDM strategy.

FEDERAL SOURCES

Congestion Mitigation and Air Quality (CMAQ) Improvement Program: Since 1991, CMAQ has distributed funds to states for projects that aim to address traffic congestion and otherwise improve air quality. CMAQ primarily focuses on areas not attaining air quality standards or previously in non-attainment of air quality standards (designated as “maintenance” areas).²⁹ Though no areas in Hawai‘i have ever been designated as non-attainment of air quality standards, projects that mitigate congestion or improve air quality in the state are still eligible to receive funds. From FY2014 to FY2022, 41 projects in Hawai‘i received CMAQ funding. Unlike many other jurisdictions that receive and fund TDM strategies with CMAQ, Hawai‘i funded zero TDM-focused projects.³⁰

TDM projects constitute a significant focus of the CMAQ program because they have the potential to reduce VMT with relatively low investment.³¹ Examples of CMAQ-funded TDM projects include:

- **RideFinders**, Richmond, VA, is a transportation demand management agency that offers carpool and vanpool matching services. The program provides incentives such as guaranteed ride home services and parking discounts to encourage participation.
- **CommuteSmart**, Birmingham, AL, offers a range of services including carpool and vanpool matching, emergency ride home programs, and commuter rewards. The program also provides financial incentives for forming new vanpools.

While projects that benefit state employees can be eligible for CMAQ funding, such projects must also demonstrate broader benefits to the community, such as reducing overall vehicle emissions or improving public transit options.³² For example, initiatives like providing employee transit benefits or funding rideshare programs can qualify if they are shown to contribute to these broader goals.³³

Advanced Transportation Technologies and Innovative (ATTAIN) Program: ATTAIN is administered by the Federal Highway Administration and provides funding for technological and

²⁹ Federal Highways Administration (FHWA). Congestion Mitigation and Air Quality Improvement Program. <https://www.transportation.gov/sustainability/climate/federal-programs-directory-congestion-mitigation-and-air-quality-cmaq>

³⁰ Federal Highways Administration (FHWA). CMAQ Project Dashboard FY2014-FY2022. https://www.fhwa.dot.gov/environment/air_quality/cmaq/reference/maps/index.cfm

³¹ Association for Commuter Transportation, <https://www.actweb.org/annual-reports>

³² New York Department of Transportation. <https://www.dot.ny.gov/divisions/operating/opdm/local-programs-bureau/tap-cmaq/repository/Appendix-C-CMAQ-Eligibility-Requirements.pdf>

³³ New York Department of Transportation. <https://www.dot.ny.gov/divisions/operating/opdm/local-programs-bureau/tap-cmaq/repository/Appendix-C-CMAQ-Eligibility-Requirements.pdf>

innovative projects from 2022 to 2026 that aim to increase safety while reducing travel times for drivers and transit riders.^{34 35} Innovative TDM strategies, on-demand transit for populations in need, and innovative technological or software solutions in domains like pricing or parking space allocation could all be eligible under this wide-ranging grant. (This program is currently closed as of the writing of this document).

Carbon Reduction Program (CRP): Enacted in 2022 under the Bipartisan Infrastructure Law (BIL), the CRP program was designed to fund projects that curb GHG emissions. Each state is allocated funding and is to consult with MPOs in their state to determine which projects could be funded. CRP funds are relatively flexible and may be used to implement TDM strategies. While the CRP program can certainly be used for infrastructure projects, eligible activities include implementing strategies that shift transportation demand to non-peak hours, encourage mode shift, increase vehicle occupancy rates, or reduce demand for roads and travel demand strategies and programs.³⁶ This may include carpool/vanpool programs, guaranteed/emergency ride home programs, telework and hybrid work schedule initiatives, bike/walk incentives, parking demand management, and outreach.

Congestion Relief Program: Launched under the BIL, the Congestion Relief Program is an initiative to reduce traffic congestion in urban areas through a competitive grant process eligible to states, MPOs, and local jurisdictions. Eligible projects may include those that encourage or incentivize multimodal travel options such as ridesharing or transit.³⁷

Thriving Communities Program (TCP): This grant program supports projects that enhance livability, which can include many TDM strategies. While the TCP cannot finance projects, it can provide technical assistance to the state for implementing the state employee TDM program, particularly public engagement.³⁸ This grant could also assist with marketing initiatives. (This grant opportunity was rescinded during the production of this report in 2025).

Surface Transportation Block Grant (STBG): STBG funds can be used for many surface transportation projects, including TDM. The Greater Madison MPO uses STBG funds to finance its TDM program.³⁹

Transportation Alternatives Program (TAP): TAP can fund smaller-scale transportation projects such as pedestrian and bicycle facilities and any environmental mitigation activity that curbs emissions.⁴⁰

National Electric Vehicle Infrastructure (NEVI) Formula Program: The NEVI Formula Program is part of the BIL and aims to support the deployment of EV charging infrastructure across the United States.

³⁴ North Carolina Department of Transportation. Vehicle Miles Traveled (VMT) Reduction Toolkit. <https://www.ncdot.gov/initiatives-policies/environmental/climate-change/Documents/vehicle-miles-traveled-reduction-study-tool-kit.pdf#page=102&zoom=100,239,-5>

³⁵ US Department of Transportation. Advanced Transportation Technologies and Innovative Mobility Deployment. <https://www.transportation.gov/rural/grant-toolkit/advanced-transportation-technologies-and-innovative-mobility-deployment>

³⁶ ACT. Carbon Reduction Quick Guide. https://assets-002.noviams.com/novi-file-uploads/commuter/PDFs_and_Documents/Policy_Documents/Carbon_Reduction_Program.pdf

³⁷ FHWA. Biden-Harris Administration Opens First Round of Applications for \$250 Million to Reduce Traffic in Urban Areas <https://highways.dot.gov/newsroom/biden-harris-administration-opens-first-round-applications-250-million-reduce-traffic>

³⁸ U.S. DOT. TCP FAQs. <https://www.transportation.gov/grants/thriving-communities/faqs>

³⁹ Greater Madison MPO. Selection Process for STBG - Urban Program. https://greatermadisonmpo.org/planning/documents/Item9.2STBG-UrbanProjectsSelectionProcess_5-3-23_5-4-23_Final.pdf

⁴⁰ Thurston Regional Planning Council. Funding Programs. <https://www.trpc.org/880/Funding-Programs>

States are required to submit a NEVI plan to receive funding. The NEVI program seeks to establish an interconnected network of EV chargers to facilitate data collection, access, and reliability.

Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant Program: The RAISE grant program is part of the BIL and aims to fund capital surface transportation projects, including installing EV charging infrastructure and purchasing fleet EVs.⁴¹ Eligible projects include improvements to interstate highways, reworking of interchanges, bridge replacements, earthquake-related improvements, relocating roads, upgrading rural collector roads, certain transit projects, passenger and freight rail transportation projects, and port infrastructure. Selected projects are expected to improve the economy of the entire country, transportation safety, and quality of life for communities.⁴²

Energy Efficiency and Conservation Block Grant (EECBG) Program: Funded through the BIL, the U.S. Department of Energy's EECBG program provides energy conservation funding, including preserving transportation energy through initiatives to reduce transportation fuel consumption. Many projects that aim to reduce VMT and switch to alternative fuels are eligible for the program.⁴³

STATE SOURCES

State General Fund: The legislature appropriates earmarked funds for all state agencies and departments. In some cases, funding allocated to state departments may need to be reappropriated to support a specific TDM strategy.

HSEO: The Hawai'i State Energy Office (HSEO) manages several funding sources for projects aimed at reducing emissions. One program HSEO administered is the state's portion of the Environmental Mitigation Trust, which established the settlement against Volkswagen and associated companies and directly relates to transportation emission reduction efforts.⁴⁴ Though HSEO has opted to apply this funding to specific project categories, one eligible category is electric shuttles, which could be funded to provide transportation to state employees.⁴⁵

HDOT: Hawai'i Department of Transportation (HDOT), the state's transportation department, may be able to provide funding for the state employee TDM program, using state general funds and/or allocating federal funding via OahuMPO's Transportation Improvement Program.

⁴¹ Alternative Fuels Data Center. Zero Emission Vehicle Infrastructure and Advanced Vehicle Grants. <https://afdc.energy.gov/laws/12620>

⁴² Title 23 of the United States Code. https://en.wikipedia.org/wiki/Rebuilding_American_Infrastructure_with_Sustainability_and_Equity

⁴³ U.S. Department of Energy. Guidance for Eligibility of Activities Under the Energy Efficiency and Conservation Block Grant Program. www.energy.gov/scep/articles/energy-efficiency-and-conservation-block-grant-eligible-activities-and-program

⁴⁴ Hawaii State Energy Office. Environmental Mitigation Trust. <https://energy.hawaii.gov/what-we-do/financial-assistance-and-grants/volkswagen-settlement/environmental-mitigation-trust-hawaii-beneficiary-mitigation-plan/#hawaii-beneficiary-mitigation-plan>

⁴⁵ Hawaii State Energy Office. Proposed Beneficiary Mitigation Plan. <https://energy.hawaii.gov/wp-content/uploads/2022/05/Hawaiis-Proposed-Beneficiary-Mitigation-Plan-for-the-VW-Environmental-Mitigation-Trust-January-2019.pdf>

HDOH: HDOH is dedicated to promoting public health and wellness and improving residents' quality of life. HDOH recognizes the adverse impacts of VMT and is interested in increasing the use of shared and active mobility among employees commuting to work.⁴⁶

HGIA: Hawai'i Green Infrastructure Authority provides financing for energy efficiency and renewable energy projects, which can be leveraged to fund TDM strategies that promote sustainable transportation.

LOCAL SOURCES

OahuMPO: The MPO, in partnership with HDOT, may be able to provide funding to support the state employee TDM program, as the majority of the state's employees live on O'ahu. Funding may be restricted to strategies that directly benefit employees working on the island.

DTS: The City and County of Honolulu may be able to address some of the challenges outlined by employees related to transit, bikeshare, and pedestrian and bicycle infrastructure by making greater investments in active and shared transportation modes of transportation.

DEPARTMENTAL SOURCES

Improved parking management strategies, such as increased parking rates and daily-rate parking, can generate revenue to fund TDM incentives.

Each department is appropriated funding by the State Legislature, such as HDOT's Capital Improvement Program.

Each funding source, and particularly federal sources, will need to be further evaluated for their applicability to strategies that are limited to state employees and/or specific islands. Where limitations exist, there may be opportunities to leverage funding from stakeholders and federal funding.

LEGISLATION PROPOSAL SUMMARY

ICF prepared draft legislative proposals for introduction during the 2025 Hawai'i State Legislative Session with supporting research and justification. The full proposals are included in the links below.

- Task 3 Legislative Proposals:
 - [Omnibus](#)
 - [Incentives](#)
 - [Active Mobility](#)
 - [Alternative Work Arrangement](#)
 - [Parking Demand Management](#)
 - [Telework](#)
 - [Transportation Demand Management Program](#)

The OahuMPO staff identified the state legislators to introduce the proposed measures, and ICF developed the proposals created around three high-priority TDM strategies:

- Transportation Demand Management Program
- Parking Waitlist Management
- Telework

⁴⁶ HDOH. Request for Qualifications - Shift Worker TDM Project.
<https://hiepro.ehawaii.gov/resources/111808/PAN%20TDM%202301%20RFQ.pdf>

Each draft legislative proposal included:

- Talking Points
 - Evidence/Background – details previous legislative and/or regulatory action that aligns with the proposed legislation; statistics from agencies that support the proposed program(s), and performance of similar programs implemented elsewhere.
 - What the bill does – summarizes what actions will occur due to the passed legislation.
- Justification Sheet
 - Department – The lead agency for the specific strategy
 - Title – The high-priority strategy as identified in Task 2
 - Purpose – A statement of what the legislation will establish
 - Means – A reference to the statutes/codes that will be amended
 - Justification – Details the need for the program and its impacts on the agency(s) and the public
 - General Fund – Identifies what the requested general funds will finance
 - Other Funds – Identifies what other funds will also support the program
 - Planning, Programming and Budgeting System (PBPS) Program Designation – identifies the resource allocation within the budgeting system
 - Other Affected Agencies – The other stakeholders that will be involved in the program's implementation
 - Effective Date – Indicates the program's start date
- Bill Outline - presents the statutory changes in a logical order, usually the order of importance, including justification and the purpose of the bill. This is the text that is presented in the legislative process for introduction.

The Talking Points include a discussion of existing state and regional-level reports, focus groups, policies, and planning efforts aligned with the proposed legislation. For example, the state climate, decarbonization goals, and overarching employee health objectives that the TDM strategy aimed to achieve were discussed. References to best practice examples from comparable agencies where similar policies had been passed or adopted were also included.

The Justification Sheet identified the state department(s) responsible for leading, adopting, and implementing the TDM strategy, along with noting the impact on the public, state department(s), and other agencies.

The draft legislative proposals were shared with the relevant state department(s) for feedback, and final amendments were made based on their input.

The project team, in coordination with the OahuMPO, completed the draft proposals during Quarter 4 of 2024, ahead of the 2025 legislative session. The legislative proposals have resulted in the introduction of six bills aligned with the recommendations of the TDM study. These included two focused on incentives, one focused on parking waitlist management, one related to telework, and two with a broader focus on TDM strategies. Below is a summary of the six bills.

Incentives Focused Bills:

- [SB1092 RELATING TO TRANSPORTATION DEMAND MANAGEMENT](#)
 - Requires the establishment of a Transportation Demand Management (TDM) Program for state employees, including fully subsidized transit passes, bikeshare passes, and a financial incentive for employees who opt out of an employee parking spot.
- [HB1302 RELATING TO TRANSPORTATION DEMAND MANAGEMENT](#)
 - Requires the establishment of a Transportation Demand Management (TDM) Program for state employees, including fully subsidized transit passes, bikeshare passes, and a financial incentive for employees who opt out of an employee parking spot.

Parking Waitlist Management Focused Bills:

- [SB1093 RELATING TO PARKING DEMAND MANAGEMENT](#)
 - Requires the development and implementation of a parking demand management program for state employees, including transitioning state employee parking from monthly to daily rates, reserving additional parking for daily parking/intermittent use, and a parking reservation software that would allow employees to reserve parking.

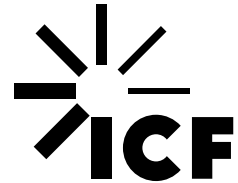
Telework Focused Bills:

- [SB1091 RELATING TO REMOTE WORK ASSESSMENTS](#)
 - Requires the Comptroller to assess telework eligibility of state positions and notify all eligible employees of their eligibility to telework.

General TDM Program Bills:

- [SB396 RELATING TO COMMUTING](#)
 - Requires the development and implementation of a Commuting Choice Benefit Program for all state employees.
- [HB461 RELATING TO COMMUTING](#)
 - Requires the development and implementation of a Commuting Choice Benefit Program for all state employees.

At the conclusion of the 2025 legislative session, none of the six bills were signed into law.



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