

### 5.2.2 Displacement

Currently, most of the project site is little used. Mahukona Park and Harbor are popular recreation areas. The former is used for picnics, the latter for swimming and boating. Also, fishermen use shore areas along the length of the project's ocean frontage. The project will not displace the general public. Instead, the facilities available to the public will increase. Two lessees now have rights to much of the project site on a month-to-month basis. One is preparing to graze about 40 head of cattle on-site. The second gathers plants for resale to nurseries and florists. Both are aware that their leases will end when construction begins. Project construction is not expected to limit public use of Mahukona Park and Harbor. The road to those sites will remain open. Dust and noise due to construction may deter some persons from using those sites during the major construction period, before the Lodge opens.

### 5.2.3 Shoreline Access and Recreation

The project is likely to have immediate impacts on recreation at Mahukona Park and Harbor. Those impacts will be, on balance, beneficial. Available facilities will increase and access will be improved. The impact on the use of other coastal and recreation areas are expected to be indirect and minimal. The project will keep access routes and coastal areas clean. Resort areas will be landscaped. As a result, the overall appearance of the site is expected to improve. The entry road leading to the harbor and park is public and will remain open. Other roads will lead to access points. The project design calls for low-rise development and architecture rooted in Hawaiian history. Extensive landscaping will help the Lodge buildings fit in with their surroundings. Additional public parking will be provided. Public access to the shoreline will be provided. The coastal area will be left open, all structures will be set back from the shoreline. Because the Lodge and associated villas will be relatively low-rise structures, views from the shore (along the coast and mauka) will be little affected. Project visitors and residents are likely to visit lookouts and other scenic sites in the study area. They are not expected to increase usage to a point that resident use would be affected.

## 5.3 SOCIOECONOMIC MITIGATION MEASURES

Mitigation measures that respond to community members' concerns that area residents will feel out of place in an upscale area will be implemented through project design and community activities. These include:

- Public access to the shoreline will be guaranteed by Chalon;
- The presence of established members of the community on the staff at the resort can help to avoid misunderstandings between resort personnel or residents and community residents;
- Chalon will help maintain Mahukona Park and Harbor and make these areas more attractive to many community members; and
- Through continuing involvement with the community, Chalon can demonstrate openness to all segments of the community.
- Plans to improve Pololu Lookout and Kamehameha Park would augment facilities outside the project site far more than increased use by project residents will affect these.

Project impacts on Mahukona Park and Harbor will be minimized by:

- Development of additional parking (per the Chalon North Kohala Master Plan).
- Landscaping and signage at the highway and along the access road to encourage "quality access", i.e., open access for the public, but little encouragement for persons not familiar with the area to come to these areas.
- Discouraging project residents from using cars to reach the Lodge, Harbor and Park, perhaps by providing transport from their homes to these areas.
- Encouraging project residents to join existing fishermen's associations or to support those associations in maintaining facilities at the harbor.

#### 5.4 EMPLOYMENT AND LABOR SUPPLY IMPACTS

Estimated quantitative employment impacts, including need for importation of workers as described herein, are considered maximal likely effects. They are based on the assumption of a 300-unit lodge. The actual size of the lodge has not yet been determined. It could be only 200 or 250 units; if so, employment impacts would be correspondingly less. The resort will create both short-term (construction) and permanent (operational) employment. Jobs in each category are of several types:

- Direct on-site jobs;

- Indirect jobs, created when resorts purchase goods or services from other businesses; and
- Induced jobs, created when direct and indirect employees spend their wages and stimulate the general economy.

Various state or county multipliers can be applied to the on-site direct job figure to generate estimates of the off-site indirect or induced figures. Generally, a "Type II multiplier" is used to calculate combined indirect/induced jobs. A "Type I multiplier" would calculate indirect jobs only.

#### 5.4.1 Construction Employment

Estimated direct on-site construction jobs, as well as statewide total jobs including indirect and induced jobs are shown in Table IV-4. As shown, during the initial two-year construction period for the golf course, these activities will support 160 average annual on-site jobs; 25 other jobs elsewhere in the North/South Kohala study area (for a regional total of 185); 75 additional jobs elsewhere on the Big Island (for an islandwide total of 260); and 190 in the rest of the state. Construction activity is expected to drop off in the late 1990's, as the only remaining construction activity would be buildout of homes on the residential lots and a little associated infrastructure development. By the year 2000, all infrastructure will be in place, and remaining residential lots are expected to build out more gradually.

#### 5.4.2 Operational Employment

##### Non-Mahukona Study Area Resort Development, 1990 - 1995:

For purposes of the subsequent labor supply analysis, it is necessary to calculate additional study area jobs coming on line prior to or about the same time as expected Mahukona Resort jobs. Market studies (Appendix A) indicate there will likely be one major new hotel opening by 1995 at each of the three major South Kohala resort destinations; the Ritz-Carlton Mauna Lani (currently under construction), the South Kohala Resort hotel near Hapuna Beach and Mauna Kea Beach Hotel and one yet-to-be-specified additional hotel at Waikoloa Beach Resort. Additionally, developer plans call for 80,000 square feet of commercial space at Waikoloa and nearly 1,600 new condominium units (208 at South Kohala Resort, 500 at Mauna Lani and 880 total for two Waikoloa Beach Resort projects). The method used to calculate

islandwide and study area employment is that developed for the Hawaii County Planning Department by Decision Analysts Hawaii, Inc. (DAHI, 1986) and utilized by CRI in past South Kohala resort EIS's (Belt Collins and Associates, 1987). The analysis (Appendix H) indicates that the expected new South Kohala resort development (if it occurs as currently planned) will generate more than 4,000 new islandwide jobs by 1995. Of these, some 2,900 could be in the North and South Kohala study area. The great majority of the study area jobs would presumably be located in South rather than North Kohala.

#### Mahukona Resort Development:

When the lodge achieves its "mature" (maximal expected average) occupancy by 2010, the overall resort will create employment for about 480 on-site workers; 60 workers elsewhere in North and South Kohala (for a study area total of 540); 190 workers elsewhere in the Big Island economy (for an islandwide total of about 730); and 170 workers on other islands (summing to an estimated 900 statewide total). Initial impacts would be slightly less (e.g., 400 study area jobs by 1995) due to the lower expected start-up occupancy rate. Additional Mahukona Resort development job information is given in Table IV-4.

#### 5.4.3 Labor Supply and In-Migration

This part of the analysis focuses on operational employment alone because the availability of construction labor will depend on the exact timing of other construction projects, which cannot be predicted at present. However, given the variety of other announced West Hawaii hotel construction projects, it may be assumed that off-island construction workers will have to be imported, either for the proposed Mahukona project or for some other project starting soon after the proposed project has absorbed locally available labor. The labor supply analysis has both qualitative and quantitative components. The quantitative aspect, i.e., "how many in-migrant workers will be needed?", depends in part on assumptions derived from the qualitative analysis.

##### 5.4.3.1 Qualitative Analysis

Kohala personnel officers, union representatives, Employment Service officials and islandwide school counselors were interviewed to determine probable answers to the following questions:

TABLE IV-4

TOTAL STATEWIDE, ISLANDWIDE AND  
STUDY AREA OPERATIONAL JOBS FROM  
MAHUKONA LODGE DEVELOPMENT 1990-2010  
(Numbers Rounded)

AREA	1995	2000	2005	2010
On-Site <sup>1</sup>	360	430	480	480
Off-Site, Elsewhere in Study Area <sup>2</sup>	<u>40</u>	<u>50</u>	<u>60</u>	<u>60</u>
STUDY AREA SUBTOTAL	400	480	540	540
Off-Site, Elsewhere on Island	<u>110</u>	<u>160</u>	<u>180</u>	<u>190</u>
ISLAND SUBTOTAL <sup>3</sup>	500	630	720	730
Off-Site, Other Islands	<u>170</u>	<u>170</u>	<u>180</u>	<u>170</u>
STATE TOTALS	670	800	900	900

Notes:

<sup>1</sup> Calculated from assumptions in Table 4-D, Appendix H. Slight variation from KPMG Peat Marwick results due to lower assumed staffing ratio in early years of lodge operations.

<sup>2</sup> Assumes 25 percent of off-site islandwide jobs are in study area (North and South Kohala).

<sup>3</sup> Calculated from assumptions in Table 4-D, Appendix H, according to the same procedures shown in Table 4-C, Appendix H. Islandwide figures vary more widely than statewide figures because the islandwide figures are sensitive to changing assumptions about occupancy in the Mahukona Lodge.

<sup>4</sup> On-site figure times overall statewide tourism multiplier of 1.87 (based on extrapolation of trends noted in State Data Books and roughly consistent with cumulative statewide multiplier used by KPMG Peat Marwick in Market Study (Appendix A).

Will the Mahukona Resort itself need to import workers to staff up?

Despite an expected continued worsening of the West Hawaii labor shortage by 1995, most personnel officers believed that the Mahukona Resort should be able to meet most of its staffing needs, except for management, from the North Kohala population. This would be due primarily to the appeal of jobs close to North Kohala residents' home, of which there are currently few.

This conclusion was subject to some qualifications by the labor supply key informants:

- The need for in-migrant workers would be largely displaced to hotels and other businesses in South Kohala, which might have hired the North Kohala residents going to work at Mahukona. As discussed shortly, these effects will probably be experienced more by upcoming new hotels than by existing ones.
- Due to the labor shortage, resort wages and benefits will probably be increasing throughout West Hawaii. The Mahukona Resort will need to match or exceed conditions at other hotels to attract workers.
- North Kohala residents may need additional training in social skills required for highly interactive jobs such as food and beverage positions.

Will the Mahukona Resort harm existing hotel or sugar operations?

Although government officials expect new hotels to "steal" workers from other hotels, South Kohala personnel officers interviewed for this report said the effect of the Hyatt Regency Waikoloa opening on their own workforces was much slighter than originally expected. They said the Mahukona Resort could have some effect on them, but expressed no serious concern. Basically, the most important employees for established hotels are longtime workers filling key positions. Recent history indicates these workers are unlikely to sacrifice seniority and associated benefits to move to another hotel. Employees most likely to move are those in more junior positions, where turnover is usually high even under normal conditions. Mahukona lodge will probably draw most of its workforce from North and South Kohala workers either entering the workforce for the first time or currently holding junior positions and seeking advancement. North Kohala residents with more senior positions in South Kohala may be interested in additional part-time work at Mahukona.

Regarding sugar, Hamakua Sugar Company draws its workforce primarily from East Hawaii, not Kohala. The company has been losing some workers to South Kohala resorts and other service businesses. Golf course development could also attract a certain number of sugar workers. The underlying problem is an attitudinal one, a growing Big Island unwillingness to take jobs requiring outdoor manual labor, which is largely independent of resort development.

Where will the labor come from for the other planned West Hawaii resorts?

This question is still relevant for Mahukona because of the tentative conclusion that need for in-migrant (or commuter) labor will be mostly displaced to South Kohala or North Kona. Few definite answers to this question are available. Basic points raised have been:

- In the South Kohala area, there are few if any untapped pools of willing workers. North Kohala probably has a small number of available workers who need training in basic skills and work habits.
- Lack of affordable West Hawaii housing is preventing in-migration from anywhere at present. It is a barrier both to systematic importation of workers and to natural movement of job-seekers.
- The only recent examples of systematic worker importation by employers have involved agricultural companies bringing in seasonal workers. This has had the effect of making importation "thinkable" for hotels, but none are giving any serious thought, due both to housing shortages and to standard high turnover rates which make it uneconomical to bring in workers.
- Long-term labor sources are highly speculative. One possible source is a government program to relocate Southeast Asian refugees from Oahu (or, ultimately, California). This is in the very preliminary stages and is more oriented to agriculture. Other targets of speculation include Filipino immigrants, Samoans, Tongans and West Coast residents (including Hispanics and other "ethnics"). There is little consensus on the practical availability or theoretical relative desirability of any of these groups. However, one or two people thought that, if plantations on other islands succeed in getting Immigration Service waivers to bring in foreign immigrants for "unskilled" agricultural work, it could establish a statewide precedent for hotels and other businesses as well.
- In the short term, hotels and other employers are doing more "sharing" of employees (i.e., facilitating mutual "moonlighting" by workers) and concentrating on retention of valued employees through improved benefits and more positive management practices.

- Kona is not considered a productive labor source by South Kohala resort employers, because Kona residents reportedly are uninterested in commuting to South Kohala.
- There is much more interest in resort employment among residents of the Hamakua, Hilo and even Puna areas. Several resort personnel officers say they are pinning their hopes for the foreseeable future on new workers from East Hawaii.

Will East Hawaii residents actually meet future West Hawaii labor needs to any great extent?

Answers were complex and dependent on some future public- or private-sector actions, but they tended to be positive on balance:

- Commuting from Hilo and Puna is on the increase, although nobody had any estimated total number of commuters. At the time of the interviews, the Hyatt Regency Waikoloa was running four buses a day from Hilo; the Mauna Lani Bay Hotel, one. However, the Mauna Kea Beach Hotel, the Royal Waikoloan and the Mauna Lani had just reached a tentative agreement with the County for a "pilot" daily public bus from Hilo to Waimea and the South Kohala coast. There was cautious optimism that more public transportation will mean more commuters from Hilo.
- Perceptions were mixed as to whether current Hilo commuters to South Kohala are adjusting well or are "burning out" because of the long travel time and (for auto drivers) cost of gasoline. Several people felt that older workers are adapting to the routine of the commute, while younger ones are more likely to be unhappy. Hamakua commuters are reportedly very content with the drive to nearby South Kohala. Their numbers could increase greatly if the sugar plantation shuts down.
- Several people also felt that Saddle Road improvements would induce more commuting from Hilo, since the Saddle Road route cuts some 20 miles from the total distance to Hilo.
- Relocation (i.e., moving to South or North Kohala) was generally considered an unlikely alternative for older Hilo-area residents with established families. The primary reason was housing (lower East Hawaii housing costs and the probability that such people already owned a home in Hilo or Puna). But even if more West Hawaii affordable housing becomes available, it was generally felt that older East Hawaii workers had deep family and social "roots" in East Hawaii; were

accustomed to that climate; and disliked the "Mainland-style" social structure evolving in the Kona area.

- South Kohala personnel officers and most East Hawaii school counselors agreed that younger people would be willing to relocate to West Hawaii if affordable housing becomes available there. Young singles and couples with very young children were felt to be more mobile and attracted to the higher wages now being paid in West Hawaii compared to East Hawaii.
- The various business, union and school informants were also asked which parts of West Hawaii would be most attractive to East Hawaii relocatees, if housing availability were equal. Most people felt that young singles would be most attracted to Kailua-Kona or Waimea, as centers of excitement or activity.
- North Kohala would be very attractive to younger East Hawaii residents just starting families, if affordable housing is available. In climate, architecture and social structure, the Hawi-Kapaau area is perceived as far more compatible with East Hawaii than is the Kona area. The major qualification to this perception involved the need to upgrade the quality of public schools in North Kohala.
- Several South Kohala informants felt that Chalon has a unique advantage in attracting workers (from anywhere) because of the land it could make available for affordable housing. One individual stated, "Whoever solves the housing problem solves the labor problem. If Chalon is going to be both a resort developer and a housing developer, they can do things that nobody else can do to make sure their workers get housing."

#### 5.4.3.2 Quantitative Analysis

Labor supply can come from the following sources:

- Natural increase and higher labor force participation rates;
- Net in-migration with or without resort development;
- Natural increase in East Hawaii labor force

Assuming that natural increase in East Hawaii will be adequate to fill the new indirect resort jobs there, needed off-island in-migration would then focus on filling new jobs located in South Kohala (including displaced impacts of the Mahukona Lodge). The combined 1995 study area labor demand from South Kohala resorts and the Mahukona Resort would be 3,410.

Mahukona's share of this demand is about 16 percent. The combined expected labor supply from study area natural increase, in-migrants coming anyway and East Hawaii relocatees/commuters would be 1,555, leaving a shortfall of about 1,850 workers for all the new South and North Kohala resort development by 1995. Applying Mahukona's 16 percent share, this comes to 290 new in-migrant workers attributable to Mahukona Resort alone. This is equivalent to 54 percent of the study area employment generated by Mahukona Resort.

A more conservative approach would be to include the in-migrant workers expected to come anyway, on the basis that they would need jobs to remain. Given this approach, about 410 (or 76 percent) of the ultimate employment would be taken by off-island in-migrants, although the jobs filled by in-migrants are expected to be displaced from North Kohala to South Kohala. As previously indicated, the source of these off-island workers cannot currently be predicted with accuracy. If the housing shortage is not solved, the labor shortage may not be solvable. Thus, the success of planned public- and private-sector housing projects will help determine if imported labor is available, and from where it will come. For example, if the Department of Hawaiian Home Lands moves rapidly to develop Kawaihae, the "off-island labor" could be native Hawaiians from other islands. As a hypothetical opposite extreme, total failure to develop housing for new South Kohala might lead new hotels there to build worker dormitories and the imported workers could be largely young single people from the Mainland or Asian immigrants living cheaply in order to send money home to families.

#### 5.4.4 Recommended Labor Supply Mitigation Measures

The following consultant recommendations (see Appendix H) do not imply any commitment on the part of Chalon International of Hawaii, Inc. It is noted that the company has five years to assess the actual extent of the regional labor shortage as of 1995 and to develop mitigation measures that meet the true needs of that time.

- (1) Participate in regional public-private partnership efforts to address the labor supply questions: A number of organizations have initiated plans or actions to address labor concerns.
- (2) Fund training programs for North Kohala residents: Resort projects such as Kuilima, Ko Olina and Lanai (Castle and Cooke) have funded programs to help immediate area residents become more job-ready. It is noted that resort operators generally prefer to train employees according to their own methods after they have been tentatively hired. Therefore, developer-sponsored programs have focused instead on pre-employment

training, to help residents overcome any deficiencies in basic skills, work habits, appearance or job interview skills, i.e., to help them become more qualified to be hired by the resort operators. In addition to this goal of helping disadvantaged residents become more job-ready for entry-level positions.

(3) Providing assistance to Kohala High School: The school is the most important source of future workers. It is currently overcrowded and several key informants for this analysis stressed the need to improve quality of education there. The exact form of assistance, whether facilities, equipment, scholarships or vocational programs, would best be determined through consultation with the school staff, Department of Education and Parent-Teacher Association. However, linkages with Kohala Elementary and High School should be a critical component of any labor supply program worked out for Mahukona Resort.

(4) Work with existing Kohala families to encourage the return of former residents who have moved elsewhere: Some of the potential off-island "in-migrants" could well be returning residents. Some of these might be able to share housing with family members still in the area. Kohala families can be expected voluntarily to inform their out-migrant family members of new job opportunities. The developer can assist by providing standard information and compiling records of potentially interested former residents and their concerns about returning. On Lanai, RockResorts (which will operate both new Lanai hotels to open this year) put a brief survey in a community newspaper which current residents could send to family members living elsewhere. As a result of this effort and natural family communication, about 10 percent of the first Lanai hotel's tentative workforce consists of returning former residents. This amounts to one-third of all the "off-island" people hired for the hotel (personal communication, Lindy Valentin, Koele Lodge Personnel Director, February 6, 1990).

(5) Consider targeting new affordable housing for resort employees: At present, in response to community desires, Chalon is planning to build only enough affordable housing to meet the existing needs of current community residents, with no regard to whether or not these residents will work at the Mahukona Resort. It is noted that South Kohala resort development may so increase regional housing pressures that many workers from elsewhere in West Hawaii will compete for new affordable units in North Kohala. Given federal anti-discrimination laws, it may be difficult to assure that the new units actually go to North Kohala residents. Targeting at least some of the units for actual resort employees could both (a) help the resort to recruit and retain workers and (b) meet the community goal of housing for current residents, because most Mahukona Resort staff are expected to come from the North Kohala community itself. Such housing should probably be a mix of rental units and starter fee-simple housing, in which initial rental or leasehold payments would be credited toward eventual purchase price if the individual remained an employee for a specified number of years.

## 5.5 POPULATION IMPACTS

Population impacts are of two types, (1) on-site at the resort and (2) off-site, through induced in-migration.

### 5.5.1 On-Site Population

As part of its market and fiscal impact analysis (see Appendices A and J), the number of average daily visitors at Mahukona Resort is estimated to increase from 310 in 1995 to 450 in the year 2010 (Appendix A). Full- and part-time resort residents would increase their numbers from 20 in 1995 to 200 by 2010. The combined figures thus begin at 330 for 1995, approximately doubling to 650 by 2010. These figures represent new population in the area staying on-site at the resort. Another type of "on-site" population is de facto population, which means the total number of persons present at any one time. This would include workers and golfers who are not resort guests or residents. Table IV-5 presents the CRI estimate of the maximum daytime de facto population at final buildout. The table indicates that approximately 940 people would be on-site at any given time, once all residential lots have been built upon.

### 5.5.2 Off-Site and Total Population

Off-site population "supported" means the total number of people dependent on employment at the Mahukona Resort (i.e., workers and their families). This would include people already living on the island. Off-site population "impacts" would mean the number of people expected to move onto the island due to this project, i.e., actual population growth. Table IV-6 shows estimates of both types of population figures.

Based on expected overall labor force participation rates of 49 percent in 1995, the population "supported" by Mahukona Resort employment would be about twice the number of workers, both on-site and off-site. Thus, in 1995, the number of workers and dependents supported by Mahukona Resort employment would be about 800 for the study area; 1,000 for the Big Island in total; and 1,340 statewide. By the year 2010, those figures would increase to 1,080 for the study area; 1,470 for the Big Island overall; and 1,800 statewide.

These factors are not spurs to resort development, so much as amenities which could marginally encourage sales of vacation and visitor lodgings at sites without full resort facilities. Prospects for existing and already proposed developments at Kohala Ranch, Kahua Makai, Kahua Shores and Kohala Makai could be improved as a result of the project. The project's amenities could conceivably complement those of a mountain lodge or bed-and-breakfast facility. Such a facility has been proposed in the North Kohala Community Development Plan (Phillips, Brandt, Reddick & Assoc. (Hawaii), Inc., 1984), and is identified in the Chalon Master Plan for North Kohala as a possibility for further consideration. The project's impact on future development will be limited by several factors:

- The project's resort facilities will be developed to serve lodge guests and residents, rather than a large population of visitors. The project is a small-scale resort, not a major destination area such as Waikoloa.
- The development likely to be most affected by the Mahukona Lodge is the residential component of the project, rather than off-site developments.
- Community and government opposition to additional coastal resort development.
- Permit processes in which future resort proposals will be examined in terms of such considerations as:
  - available infrastructure and resources such as water;
  - impacts on the community, possibly including the creation of non-resort jobs; and
  - fit with community and government policies for the area.

Any proposed resort would be subject to public hearings in which community views could be expressed and to review by elected and appointed officials.

## **5.8 IMPACTS OF PROJECT JOBS FOR NORTH KOHALA COMMUNITIES**

The project will depend on study area residents for its workforce. Some employees will likely live in South Kohala, but the resort will be especially convenient for North Kohala residents. In conditions of very high employment, such as now exist on Maui and are emerging in West Hawaii, employers are at pains to find and retain staff (First Hawaiian Bank, 1989; Hooper, 1989; Aleshire and Smith, 1989). In interviews conducted by CRI staff, visitor industry

employers on Maui, Oahu and the Big Island have all said they prefer residents of areas near their establishments as employees, on the grounds that they are likely not to suffer stress due to commuting, and are likely to want to keep a job near home. The labor shortage has led to higher pay and improved benefits for hotel workers. Employers report changing management practice to be sensitive to workers' needs and morale. Resort workers have largely benefitted from the shortage. Many small businesses, however, have found it difficult to find and retain staff, or to offer wages and benefits comparable to those of hotel workers.

While recent State figures suggest that unemployment is fairly low in North Kohala and almost absent in South Kohala, Census and survey data point to two local pools of potential employees, persons now commuting long distances, who would prefer to work closer to home, and some adults who might enter (or re-enter) the labor force since employment at the project would be near home and/or would offer attractive working conditions (part-time work, or work on a particular schedule). In Hawaii County, labor force participation has been notably lower than elsewhere in Hawaii. Official projections have largely assumed that participation will remain low (Hawaii State Department of Business and Economic Development, 1988b and 1988c). However, the statewide trend, visible in parts of West Hawaii, is for labor force participation to increase as the visitor industry grows. Accordingly, the project is expected to draw employees from adults now outside the labor force as well as those who are now resort workers. Also, young people joining the labor force may be counted among potential employees of the project. However, the Chalon North Kohala Master Plan calls for expansion of agriculture and, to an extent, commercial activity in North Kohala. These sectors will also provide new jobs for North Kohala residents. For the period from 1995 to 2010, North Kohala residents will likely be able to choose between resort jobs and other ones.

#### 5.8.1 Specific Impacts

With up to 480 employees working in North Kohala, rather than resort areas to the south, up to a quarter of the North Kohala workforce could benefit from a shorter commute. Also, project employment may lead some South Kohala residents to relocate to North Kohala, and will bring a few new residents to the study area. The overall impact of these changes is likely to be positive for North Kohala social life.

#### 5.8.1.1 Family Life

With less time spent commuting, many North Kohala adults will have more time to spend in family and community activities. Resort hiring will also encourage North Kohala young people to stay near home. With growing participation in the labor force, Hawaii's working families have increasingly needed help with child care. If the Mahukona Lodge is to hire people not now in the job market, the demand for child care in North Kohala will likely increase. The idea that resort employment has disruptive impacts on rural family life has been examined in studies of North Kohala (Cottingham, 1969, Hawaii State Department of Planning and Economic Development, 1972 and Smith, 1972). The introduction of resort employment in a plantation society was thought to bring marital tensions, child care problems and increased delinquency, when wives took on new roles as resort workers. However, most families adapted to the new situation, so disruption, if it occurred, was short-lived (Smith, 1972). A psychiatric study done in Kahuku, on Oahu (Young and Kinzie, 1973), and community interviews in Kahuku and in Kilauea, on Kauai (Community Resources, Inc., 1985, Belt Collins & Associates, 1983), found little or no family or mental health problems at the time rural women took resort jobs. By now, resort employment is widespread in North Kohala and ex-plantation communities are no longer isolated. Currently, new employment near home is more likely to lower family tensions than to cause these.

#### 5.8.1.2 Community Life

Resort workers living in North Kohala are likely to have more time for community involvement due to the project. However, resort employment may involve changing and/or unusual work hours, making participation in community activities difficult. Some study area residents have expressed concern that the project will bring additional in-migrants to the area, compounding existing tensions between long-term residents and newcomers. However, the analysis in Section 4.4 showed that few persons not now living in the study area will come because of project jobs. Resort workers could come to live in North Kohala in appreciable numbers if housing is not available in South Kohala for workers in that district's resorts, but that possible change would not be an impact of the Mahukona-Kapaanui project.

### 5.8.1.3 Job Satisfaction

In surveys, many study area (and statewide) residents view visitor industry jobs critically. Also, visitor industry jobs commonly involve weekend and/or evening work. Nonetheless, when over 5,000 hotel employees were surveyed in 1986, respondents said:

- They were proud to work in the hotel business (88 percent);
- They liked their jobs (87 percent);
- Most employees of their hotels had a sense of pride in their work (71 percent); and
- They were paid fairly (57 percent).

Most of the hotel employees thought that supervisors from outside Hawaii did not understand the needs of workers from Hawaii (55 percent). (This survey, conducted by Strategic Information Research Corporation for the Council of Hawaii Hotels, is reported in Belt Collins & Associates, 1987b.)

### 5.8.2 Potential Mitigation Measures

The labor shortage will make hiring and retention of employees harder for small businesses in the study area, independent of the project. In North Kohala, Chalon's involvement in regional planning and development can be directed to minimize disruption for other businesses. If child care proves to be a problem for project employees, the resort could sponsor or support a child care center. Alternatively, the resort could consider providing child care benefits to employees, leaving them to arrange the form of child care that suits their situation best. Currently, pilot child care projects are under way at Waikoloa and Mauna Lani. The resort can support community involvement on the part of its employees by several means, notably:

- flexible scheduling;
- release time given for employee participation in charitable activities; and
- contributions given to match employee contributions to or participation in community groups.