

Travel Demand Management Element

5



Continued population growth in the Bay Area and Alameda County, as well as surrounding regions, coupled with a strong economy have led to growing numbers of intra- and interregional commutes, which place heavy demands on the region's transportation system. Investments in Alameda County transportation facilities and services will continue to seek to accommodate this growing travel demand; however, to better manage it, a set of complementary strategies and measures is also necessary.

Travel demand management (TDM) measures seek to reduce pressure on existing roadway and parking capacity by using incentives and disincentives to influence travel choice. They reduce peak-period vehicle trips and total vehicle miles traveled. Related benefits include reducing congestion and carbon emissions, improving public health, and increasing transportation options. The most effective TDM programs include some form of financial incentive, either through pricing parking or subsidizing transit, ridesharing, and other non-drive-alone modes such as biking and walking.

TDM strategies can provide cost-effective ways of meeting regional sustainability and mobility goals. By making the most efficient use of the available system capacity, they complement investments in high-

occupancy vehicle lanes, express lanes, transit systems, first- and last-mile solutions, multimodal infrastructure improvements and other alternatives to single-occupant driving.

The Commission adopted a Countywide Comprehensive TDM Strategy in May 2013 that provides an inventory of the broad range of TDM programs and activities present in Alameda County and recommends a strategy for better integrating, supporting, and building on these existing efforts, including implementation of the regional commute benefit program and the Guaranteed Ride Home Program. These programs are designed to make the most efficient use of existing facilities. An update to the TDM strategy is underway. The TDM element also incorporates strategies to integrate air quality planning requirements with transportation planning and programming.

State law requires that, at a minimum, the TDM element of the Congestion Management Program¹⁴ accomplish the following:

- Promote alternatives to single-occupant vehicle travel (e.g., carpools, vanpools, transit, bicycles, and park-and-ride lots);
- Promote improvements in the jobs-housing balance and transit-oriented developments;

¹⁴ California Government Code Section 65089(b) (3).

- Promote other strategies, including flexible work hours, telecommuting, and parking management programs; and
- Consider parking “cash-out” programs (paying employees who do not use parking).

A balanced TDM element requires actions that local jurisdictions, Alameda CTC, the Bay Area Air Quality Management District, Caltrans, MTC, and local transit agencies undertake. Cities and other local jurisdictions may establish their own TDM programs that go beyond what Alameda CTC and BAAQMD develop. To meet the intent of the CMP legislation, the CMP requires local governments to undertake certain TDM actions, known as the Required Program.

Framework

Alameda CTC has a framework for implementing TDM in Alameda County that defines the roles and responsibilities of public and private organizations, summarizes the funding approach, and details how local jurisdictions must demonstrate compliance with the TDM program requirements. Appendix F provides a menu of various TDM measures and is intended as a resource for organizations developing TDM plans.

TDM in Alameda County is a collaborative and cooperative effort. Specific strategies are appropriate for the region as a whole, the county and local jurisdictions, and for individual employers or trip generators. Alameda CTC works to coordinate the activities of these types of organizations with the other elements of the CMP, so that capital investment, system management, and demand management work together to provide diverse transportation choices, contain congestion, and improve air quality. The county’s approach to TDM includes the following major elements:

Regional actions: BAAQMD, Caltrans, and MTC take actions to support TDM throughout the San Francisco Bay Area. Alameda CTC’s efforts work within the context of these broader regional initiatives.

Countywide actions: Alameda CTC takes actions to encourage, supplement, and support local governments in their TDM efforts, including allocating funds for multimodal transportation improvements, providing guidance and technical assistance to localities in developing their own TDM programs, and monitoring compliance with the Required Program in the CMP. Alameda CTC also manages certain key TDM programs that work most effectively at the countywide level, such as Guaranteed Ride Home, Safe Routes to Schools, Student Transit Pass Pilot, Alameda County Bicycle Safety Education classes, and carpool, bike, and other “green” mode promotions. In addition, Alameda CTC hosts the Commute Choices website which highlights commuting options in Alameda County.

Local jurisdiction actions: Local governments have primary responsibility for implementing TDM programs and encouraging and incentivizing TDM efforts by private organizations. The CMP requires local governments to undertake certain TDM actions under the Required Program. The CMP also encourages local governments to undertake TDM efforts above and beyond these requirements.

Private TDM actions: Private employers, developers, homeowner associations, and nonprofit organizations can undertake TDM measures on a voluntary basis or as required by a city. Alameda CTC provides resources if requested to support these actions, including guidance on best practices and other technical resources.

Regional Actions

The Regional TDM Program includes actions that MTC, BAAQMD, and Caltrans take to support TDM programs throughout the San Francisco Bay Area. While the primary role of these agencies is to provide the infrastructure and services that allow for transportation options, they also work to manage demand for those facilities. Key regional TDM efforts include:

- Bay Area Commuter Benefits Program: Bay Area employers with 50 or more full-time employees within the BAAQMD geographic boundaries are

required to register and offer commuter benefits to their employees to comply with Air District Regulation 14, Rule 1. Employers must offer one of four commuter benefit options to their employees, each intended to reduce vehicle miles traveled and employee commute costs: 1) exclusion of employees' transit or vanpool costs from taxable income, to the maximum amount, as allowed by federal law (currently \$255 per month); 2) employer-provided transit subsidy (or transit pass) or vanpool subsidy up to \$75 per month; 3) employer-provided free or low-cost bus, shuttle, or vanpool operated by or for the employer; or 4) an alternative employer-provided commuter benefit that is as effective in reducing single-occupant vehicles as options 1-3.

- 511 Regional Rideshare Program:** MTC's 511 Regional Rideshare Program offers an online tool for commuters to find rideshare matches through its transportation information website, 511.org. MTC has partnered with several private ride-matching companies to promote apps that provide an easy and flexible way to find a carpool in the Bay Area. MTC's carpool app partners are featured on Rideshare.511.org, and MTC actively promotes the apps to commuters. MTC is partnering with BART and one of the carpool app partners (Scoop) in piloting a carpool program that guarantees parking at select BART stations for commuters that carpool with Scoop. Alameda CTC is helping to promote the carpool apps featured on Rideshare.511.org and has promoted the carpool app partnerships happening in Alameda County. In addition to offering travelers assistance with carpool ride matching, MTC's rideshare program includes information on a network of free park-and-ride lots where carpoolers can meet.
- 511 Regional Bicycling and Transit Trip Planners:** The 511 program offers a bicycling trip planner with a regional bike mapper tool that provides turn-by-turn biking directions along the shortest and/or flattest route. The 511 Bicycling pages provide information on safety, Bike to Work Day, taking bikes

on transit, bicycle access on bridges, and bicycle parking options. The 511 program also offers a transit trip planner that provides point-to-point transit directions and real-time arrival information for all the Bay Area's transit agencies. The 511 Transit pages provide resources, important transit alerts, and other critical information for transit riders.

- BAAQMD Spare the Air Resource Program:** The Bay Area Air Quality Management District's Spare the Air Resource Program engages the public through education and promotions to encourage changes in behavior that will reduce air pollution. BAAQMD provides "Spare the Air Alerts" when air quality is forecast to be unhealthy and to encourage people to alter their behavior on these days to prevent unhealthy air quality. The Air District works directly with employers by providing tools and resources to educate employees on reducing air pollution. As part of this program, BAAQMD has established local resource teams composed of local residents, civic groups, agencies, businesses, and environmental organizations that work together regularly to plan educational activities and programs that reduce air pollution in their communities. Two resource teams are located in Alameda County: the Southern Alameda Resource Team and the Tri-Valley Resource Team.

Countywide Actions

Alameda CTC's actions complement regionwide TDM activities and support the efforts of local jurisdictions. Alameda CTC's TDM activities include:

- Funding for multimodal transportation infrastructure and services:** On November 4, 2014, more than 70 percent of Alameda County voters approved Measure BB, which increased the county's half-cent sales tax for transportation to a full cent. The 2014 Transportation Expenditure Plan, which outlines the projects and programs funded by Measure BB revenues, allocates 48 percent of revenues to BART, bus, senior, and youth transit and 8 percent of total revenues to bicycle and pedestrian paths and

safety. An additional 4.5 percent of revenues will support bicycle and pedestrian paths and safety improvements on local streets and roads.

Alameda CTC recently approved its 2018 Comprehensive Investment Plan, a near-term strategic planning document that establishes a financial investment strategy and targets available funds for transportation investments that support the vision and goals of Alameda CTC's Countywide Transportation Plan, multimodal plans, and voter-approved expenditure plans. The 2018 Comprehensive Investment Plan includes approximately \$405 million in total programming over the five-year plan window, of which \$261 million is recommended for allocation in the fiscal years 2017-2018 and 2018-2019. In the 2018 Comprehensive Investment Plan, 14 percent funds bicycle and pedestrian projects, 15 percent funds transit, and 42 percent funds local streets and roads including many multimodal improvements.

- Planning for multimodal transportation infrastructure and services:** Making transit, bicycling, and walking more convenient and safer in more places enables these modes to be viable alternatives for an increasing number of people in the county. In 2016, Alameda CTC approved a Countywide Transit Plan and a Countywide Multimodal Arterial Plan, which help optimize investments in the transit system and advance complete street improvements. In 2017, Alameda CTC is also advancing two multimodal corridor projects for high-priority arterials which will identify specific transit and complete streets improvements to move toward implementation. Also in 2017, Alameda CTC began updating the Alameda County Countywide Bicycle and Pedestrian Plans last approved in 2012.
- Express lanes and congestion pricing strategies:** In 2010, Alameda CTC opened its first express lane on I-680 going southbound over the Sunol Grade. In 2016, Alameda CTC opened 29 lane miles of express lanes on I-580 in both directions through the Tri-Valley between Dublin and Livermore. Express lane

infrastructure and toll-free use for carpools and transit are enticing more commuters to share their ride. After the first year of operations for the I-580 express lanes, 38 percent of users are traveling toll free as carpools, transit, or eligible clean air vehicles, compared to just 14 percent in February 2016. To build on the success of these projects, Alameda CTC will begin construction on the I-680 northbound express lane over the Sunol Grade at the end of 2017. This project will complement the express lanes on I-680 in Contra Costa County between Walnut Creek and San Ramon, which opened in fall of 2017.

- Guaranteed Ride Home (GRH):** The Alameda County GRH program, administered by Alameda CTC with funding from BAAQMD, gives non-solo-driving commuters an "insurance policy" against being stranded at work if they need to make an unscheduled return trip home. By providing the assurance that commuters using non-drive-alone modes can get home in an emergency, GRH removes one of the greatest barriers to choosing an alternative to driving alone, addressing concerns such as, "What if I need to get home because my child is sick, or I have unscheduled overtime and miss my carpool ride home?" For employees, the availability of guaranteed rides home is an incentive to find an alternative to driving alone to work that avoids contributing to traffic congestion. The Alameda County GRH program has been in operation since April 1998.

The program has matured from a demonstration program with a handful of participating employers to a robust one with 3,164 registered employees and 622 registered employers throughout Alameda County as of January 2017. The 2016 GRH annual report indicates that the program resulted in an 8 percent reduction in participants driving alone, reducing VMT by 3,599,975 miles for the year. The program is continuing to evolve, and last year transportation network companies were added as

an approved mode for getting home in an emergency. The change was welcomed by participants; more than 40 percent of GRH survey respondents indicated the change would make it easier for them to use the program.

- Technical support for new and existing Transportation Management Associations:** Transportation Management Associations (TMAs) are an effective mechanism to reduce traffic congestion and improve use of non-drive-alone modes by employees and sometimes residents. Depending on available resources and interest, Alameda CTC will support creation of new TMAs in the county and strengthen existing TMAs through technical assistance.
- Commute Choices website:** In 2015, Alameda CTC launched the Commute Choices website (<http://commutechoices.alamedactc.org/>) which inventories the full range of TDM programs available in Alameda County and provides guidance to employers, individual residents, and employees, and other agencies and organizations, so they can better understand the range of available transportation programs and options. The website is beginning to be modified for better use as a resource center, so that employers and local governments can get more information on TDM strategies. Alameda CTC is also developing TDM strategies “tool kits” that can be downloaded from the website.
- Safe Routes to Schools:** The Alameda County Safe Routes to Schools (SR2S) program began in 2007 and is intended to reduce traffic congestion and promote health by working with educators, parents, and students to increase walking, biking, and carpooling to school.¹⁵ Funded through a combination of Measure B, Measure BB, Transportation Fund for Clean Air (TFCA) and federal funds, the program is in place at 194 of Alameda County’s 391 schools. In the 2015-2016 school year,

the program delivered over 700 events, including direct student safety training events focused on teaching safe walking and biking skills. In addition, the program significantly increased the amount of school site assessments delivered and completed 30 in the 2015-2016 school year (up from eight the year before). School site assessments are an important component to the program, because they identify specific infrastructure improvements that when implemented can increase safe multimodal access to schools. The Alameda County SR2S program will continue to provide approximately 30 site assessments annually. Some of the other activities and events include walking school buses and bike trains, monthly Walk and Roll to School Day events, annual International Walk and Bike to School Day events, annual Bike to School Day events, family cycling workshops, safety courses, and educator guides on bike/pedestrian safety.

- Promotional programs and campaigns:** Alameda CTC funds and promotes “green” transportation modes through public outreach, earned and paid media, and advertising. For the past 5 years, Alameda CTC has been funding the I Bike advertising campaign with TFCA funding in partnership with Bike East Bay. The campaign encourages people to ride bikes for health, fun, transportation, and recreation. I Bike ads can be seen annually in all parts of Alameda County on buses, bus shelters, and Capital Corridor trains throughout April and May leading up to and throughout Bike Month. New in 2017, Alameda CTC began a carpool promotion campaign. The initial campaign was focused in the I-580 corridor to leverage the benefits of the new I-580 Express Lanes and focused on the “Carpool Instead” message utilizing bus exteriors, social media ads, drive-time radio, gas station ads, and video. The carpool promotion program will continue to be corridor focused, leveraging capital improvements that provide added incentive to carpool. The campaign

¹⁵ Alameda County Safe Routes to Schools websites: <http://www.alamedacountysr2s.org/>; http://www.alamedactc.org/app_pages/view/8070

will encourage people to carpool more during construction projects as well, such as the I-680 Sunol Northbound Express Lane project beginning construction in late 2017. In addition to the corridor-focused carpool promotion campaigns, Alameda CTC also targeted promotions for carpooling and transit through a “Share Your Ride Week” event in early October 2017.

- **Bicycle Safety Education classes:** Bike East Bay provides free bicycle safety classes in Alameda County with the financial support of Alameda CTC’s Bicycle and Pedestrian Grant Program and TFCA funds. Specialized classes are available that focus on urban cycling, adults learning to ride, and families biking together. By training cyclists to ride safely and comfortably, the program is intended to reduce vehicle trips in Alameda County and facilitate active transportation.
- **Technical assistance:** Alameda CTC has expanded its TOD technical assistance program into a Sustainable Communities Technical Assistance Program to support a wide range of planning and project development activities in priority development areas. The agency has funded parking and TDM studies to assist local jurisdictions in developing parking-management policies and programs that complement investments in public transit and TOD as well as walking and bicycling infrastructure. Alameda CTC has funded three parking studies: a shared parking study at MacArthur BART, a parking and stormwater study at the Coliseum/Oakland Airport BART, and the Alameda CTC Tri-Valley Integrated Transit and Park-and-Ride Study. The agency also funded the Clement Avenue Complete Street Corridor Concept Feasibility Report. Alameda CTC will continue to provide financial and technical support, as resources are available, through two primary forms:

1) **Technical resources:** Providing informational materials, case studies, and examples; model

ordinance language; and other guidelines and information that can assist jurisdictions in implementing parking and TDM policies.

- 2) **Planning grants:** Providing funds to cities to conduct studies and other planning efforts to overcome local parking and TDM challenges and move forward on adoption of parking management and TDM programs and policies, potentially including formation of new TMAs.
- **Student Transit Pass Pilot Program:** In 2016, Alameda County began a three-year pilot program to offer free or reduced-fee transit passes to a select number of schools. The goals of the program include reducing transportation access barriers to and from schools, improving transportation options for middle and high school students, and building support for transit in Alameda County. Through the pilot program Alameda CTC will test models to determine what is needed to implement a countywide student transit program, including required funding, and the best model to replicate.

Local Jurisdiction Actions

Local governments have the primary responsibility for implementing TDM programs at the local level and for encouraging and incentivizing TDM by the private sector. Through the Required Program, the CMP requires local governments to undertake certain TDM actions. Alameda CTC encourages and supports local governments to undertake TDM efforts above and beyond these requirements.

Required Program

The Required Program includes those actions local jurisdictions must take to be in compliance with the CMP and consists of two basic elements: 1) adopting design guidelines or comparable policies that enhance transit and pedestrian and bicycle access; and 2) implementing capital improvements that contribute to congestion management and greenhouse gas reduction.

1) Adopt design guidelines or comparable policies:

The CMP requires local jurisdictions to adopt and implement guidelines for site design that enhance transit, pedestrian, and bicycle access. To meet this requirement, local jurisdictions must carry out one of the following actions:

- Adopt and implement design strategies that encourage alternatives to single-occupant automobile use through local development review;
- Adopt and implement design guidelines that meet the individual needs of the local jurisdiction and maintain the intent of the TDM element to reduce the dependence on single-occupant vehicles;
- Demonstrate that existing policies meet the intent of the TDM element to reduce the dependence on single-occupant vehicles.

2) Implement capital improvements: Local jurisdictions are also required to implement capital improvements that contribute to congestion management and emissions and greenhouse gas reduction. This requirement can be satisfied by participating in the regional Transportation Fund for Clean Air program, and the federal Surface Transportation Program and Congestion Mitigation and Air Quality Improvement Program.

Refer to “Local Government Responsibilities and Conformance” in this chapter for a description of the steps required to demonstrate compliance with the Required Program.

Voluntary local actions

Alameda CTC also encourages local jurisdictions to undertake TDM efforts above and beyond the Required Program. To support these efforts, Appendix G provides a listing of potential local TDM program elements and the context in which each program is likely to be most effective.

Cities across Alameda County have already adopted plans and programs to address TDM. Every city in Alameda County has adopted a Climate Action Plan, as has Alameda County for its government operations and for unincorporated portions of the county. Nearly every city in Alameda County has a TDM program and/or has re-considered its parking management strategies at the city or neighborhood level. Some examples include the Bay Area Bike Share program expansion into the cities of Berkeley, Emeryville, and Oakland; the City of Pleasanton’s partnership with Scoop, a dynamic carpool app; and the City of Fremont’s Vision Zero Action Plan.

With the passage of Senate Bill 743 in 2013, which requires that VMT be measured as an alternative to LOS to determine traffic impacts under CEQA, local governments will have an increased role in working with developers on implementing TDM strategies.

Private Sector Actions

The private sector also has an important role to play in managing travel demand. While the CMP does not require private organizations to undertake any specific TDM actions, private organizations can take a number of steps, either on a voluntary basis or in response to local jurisdiction requirements. A full menu of potential TDM actions appears in Appendix F.

Examples of existing private TDM efforts in and adjacent to Alameda County include:

- **Emeryville Transportation Management Association** is a nonprofit organization funded through Business Improvement District fees paid by all commercial and industrial property owners in the city. The Emeryville TMA and Alameda CTC fund the Emery Go-Round shuttle, a free service which runs from the MacArthur BART station along two routes that serve the Amtrak station, Bay Street, and major employers in and around Emeryville. The TMA also provides information and referral services, coordination with local and regional government and transit

agencies, the Alameda CTC GRH program, and car-sharing spaces.

- **Hacienda Business Park** in Pleasanton provides a “Commute Solutions” program that offers a comprehensive suite of commute services to encourage commuting by non-drive-alone modes. For these efforts, the Hacienda Business Park is recognized by the Best Workplaces for Commuters program.
- **Berkeley Gateway TMA** funds the West Berkeley shuttle that provides free service from the Ashby BART station to major employment centers in West Berkeley. The shuttle service is operated under a partnership with the Emeryville TMA.
- **The Broadway “B Line”** is a free shuttle that operates between Jack London Square and the Uptown/Lake Merritt districts of Oakland. It is funded through a public-private partnership between the City of Oakland, business associations throughout the areas it serves, a BAAQMD grant, and Alameda CTC. AC Transit operates the shuttle.
- **Bishop Ranch Office Park**, located in the San Ramon valley in Contra Costa County, provides seven free shuttle routes for employees, connecting to local BART stations, the Pleasanton ACE station, the Amtrak station in Contra Costa County, and several regional park-and-ride locations. In addition to shuttles, Bishop Ranch offers several programs aimed at reducing employee VMT including carpool matching services, bike sharing, vanpools, and a new service that gases up your car while you work, so you don’t have to make that extra trip. Bishop Ranch is piloting a driverless shuttle to transport employees between buildings.
- **Other free shuttles for employees:** Recognizing the need to address employee commute issues as a necessary part of doing business, several employers in Alameda County offer shuttle services for their employees. Examples include Alta Bates Summit Medical Center, California State University East Bay, Heald College, Kaiser Oakland Medical Center, Mills

College, Lawrence Berkeley National Laboratory, and University of California Berkeley “Bear Transit.”

Funding Approach

TDM programs are often extremely cost-effective ways to meet regional congestion management and mobility goals and offer incentives to maximize use of existing facilities. Even when TDM programs place requirements on the private sector, well-designed programs may be cost-neutral or even save money for private organizations. For example, by shifting commuters away from single-occupant vehicle travel, TDM programs can reduce an employer’s need to build or lease costly parking facilities, which partially or wholly offsets program costs.

Despite these advantages, many programs do require a public subsidy. Key funding sources for TDM programs and activities include:

- **Transportation Fund for Clean Air (TFCA):** The TFCA legislation permits BAAQMD to collect a fee (up to \$4 per vehicle per year) for reducing air pollution from motor vehicles and for related planning and programs. It requires BAAQMD to allocate 40 percent of the revenue to an overall program manager(s) in each county. Alameda CTC has been designated as the overall program manager in Alameda County and has developed a program that allocates the funds as follows:
 - A maximum of 5 percent of the funds goes toward program implementation and administration;
 - Approximately 70 percent of the remaining funds goes to cities/county based on population with a minimum of \$10,000 to each jurisdiction; city/county population is updated annually based on State Department of Finance estimates.
 - Approximately 30 percent of the remaining funds is allocated to transit-related projects; all

eligible applicants may apply for these funds for transit-related projects.

- **Surface Transportation Program (STP):** MTC and Alameda CTC both perform administrative functions for programming STP funds. For TDM purposes, the following projects are examples of projects eligible for STP funds: highway projects including HOV lanes, signalization, transit projects, station area and transit-oriented development planning activities that result in the location of housing and/or jobs near high-frequency transit, and bicycle and pedestrian projects.
- **Congestion Mitigation and Air Quality Program (CMAQ):** MTC and Alameda CTC both perform administrative functions for programming CMAQ funds. For TDM purposes, eligible projects include those types of transportation projects that improve air quality, such as ridesharing and bicycle and pedestrian projects.

Local Government Responsibilities and Conformance

Alameda CTC is required to monitor local jurisdictions' conformance with the adopted CMP. To meet this responsibility, Alameda CTC requires annual reporting to determine if each city and the county has adopted and implemented a trip-reduction and travel-demand ordinance.

Local Government Responsibilities

The Required Program includes actions local jurisdictions must take to comply with the CMP. Local jurisdictions have until September 1 of each year to adopt and implement the Required Program.

To be found in conformance with the CMP, local jurisdictions must certify to Alameda CTC that they have adopted and implemented site design guidelines that enhance transit and pedestrian and bicycle access. To ensure consistency among all jurisdictions, Alameda

CTC established a TDM Checklist that identifies components to include in local design guidelines (Appendix G).

Local jurisdictions are also required to implement capital improvements that contribute to congestion management and reduce carbon emissions and greenhouse gases. This requirement can be satisfied by participating in the regional TFCA and the federal STP and CMAQ Programs. Refer to Chapter 8, the Capital Improvement Program (CIP) for more information on the CIP, which incorporates numerous project types and programs identified in the Transportation Control Measures (TCM) Plan (see Appendix H).

Procedures for Non-conformance

If Alameda CTC determines that a local jurisdiction has not adopted and implemented the Required Program, it may find the local jurisdiction in "non-conformance." At the time of the finding, Alameda CTC will provide recommendations for corrective actions. If after 90 days the local jurisdiction is still in non-conformance, Alameda CTC is required to follow the conformance process as identified in Chapter 9, "Program Conformance and Monitoring." This could impact the non-conforming jurisdiction's ability to receive its increment of subventions from the fuel tax made available by Proposition 111, and the jurisdiction's ability to receive funding for projects through the federal STP and CMAQ Program.

Tools for Developing a Local TDM Program

A variety of tools are available to local governments to facilitate implementing TDM programs and policies. The most effective strategies integrate several of these elements as a comprehensive package.

- **Modify zoning codes:** Local governments can implement TDM requirements through changes to their zoning code. For example, they can reduce or eliminate minimum parking requirements or grant reductions in minimum parking requirements on the condition that trip reduction programs are implemented. TDM requirements are often

implemented as a condition of approval for new development, or a city's zoning code can require certain measures to address traffic congestion and reduce greenhouse gas emissions.

- **Partner to form a Transportation Management Association (TMA):** Local governments often collaborate with business associations to facilitate creation of a TMA. Actions can include requiring TMA membership as a condition of development approval or providing staff time, office space, or start-up funding to the TMA.
- **Fund or manage programs directly:** Some local governments directly fund or manage TDM programs. For example, the local government may fund universal transit passes, carpool rides, or contract with a private organization to provide bike-sharing services.
- **Implement capital projects:** A variety of capital investments can support TDM. For example, local governments can invest in updated parking meters to facilitate smart parking management, wayfinding signage, or bicycle and pedestrian facility improvements.
- **Offer a TDM program for local government employees:** Local governments can offer trip reduction incentives directly to their employees. These steps can reduce peak-period trips while serving as a model to other employers.

Menu of TDM measures

Appendix F provides a set of tables describing TDM activities that can reduce single-occupant automobile trips in Alameda County. Table F-1 describes actions that public agencies, including local governments and transit agencies can carry out. Table F-2 describes complementary actions that local governments or private organizations such as employers or developers can carry out in response to local government requirements or on a voluntary basis.

TDM program principles

Whatever the implementing mechanism, Alameda CTC encourages local jurisdictions implementing new or expanded TDM programs and requirements to adhere to the following principles:

- **Outcome-based TDM, with specific performance targets:** Utilize performance-based strategies with specific project-level, corridor-level, or citywide targets, because these types of programs have potential to be the most effective and the easiest to implement and administer.
- **Effectiveness at achieving local and regional goals:** Invest in strategies that research has proven to be effective and to provide a good return on investment.
- **Well-balanced and thorough:** Develop a comprehensive program. The most effective TDM programs have varied and mutually supportive demand-management measures. For example, a TDM program that includes both subsidized transit passes and a guaranteed ride home program has the potential to reduce vehicle trips to a greater degree than one of those measures alone.
- **Effective marketing and public outreach:** Develop programs through open communication with all stakeholders and tailor the programs to their needs, since the manner in which TDM programs are introduced is crucial to their success. Perform marketing and public outreach to encourage participation.
- **User friendly:** Ensure TDM programs are easy for the public to understand and use. Clearly articulate policies and objectives and support them with data. Design new technologies (such as parking meters) for straightforward public usage.
- **Financially feasible and cost-effective:** Prioritize strategies that are low cost or no cost and provide the biggest return on the investment.
- **Easy and efficient to administer:** Place a priority on programs that can be easily and efficiently

administered, relying on data that is collected in the normal course of business for the city. Where possible, cities should seek to collaborate with neighboring cities to reduce administrative burdens for all.

Next Steps

Below are next steps for the CMP TDM element to increase the impact of existing TDM programs, incentivize expansion of TDM offerings throughout the county, and ultimately increase the likelihood that individuals throughout the county will travel by non-drive-alone modes.

- Further develop the Alameda CTC TDM program to leverage existing programs, projects, and funds to meet the goal of accommodating growth and to meet sustainability goals by improving transportation system efficiency and increasing travel mode options for people who travel through and within Alameda County.
- Work with local governments to identify opportunities where Alameda CTC can provide technical assistance to further local TDM strategies or projects, such as providing implementation support for the formation of new Transportation Management Associations (TMAs) or implementing parking reforms.
- Continue to strengthen “green transportation” encouragement campaigns. This includes implementing a focused “Share Your Ride Week” marketing and outreach campaign that supports transit and carpooling, as well as continuing the corridor-focused TDM marketing campaigns and the I Bike campaign.
- Leverage new multimodal infrastructure improvements and cross promote regional and countywide TDM programs, such as GRH. Alameda CTC will also strengthen regional partnerships, recognizing that regional commute patterns cross jurisdictional boundaries, and consistency in messaging and programs will not only be more efficient, but will benefit Alameda County residents, employees, and employers.
- Utilize the Alameda County Technical Advisory Committee Information Exchange Forum as a vehicle for sharing TDM strategy best practices.
- Provide a robust Guaranteed Ride Home Program and continue to improve program delivery, so that it efficiently meets the needs of commuters and reduces VMT.
- Maintain and update the Commute Choices website (<http://commutechoices.alamedactc.org/>) and transition the website to a resource center that offers TDM strategy “tool kits” to both local governments and employers.

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