ALAMEDA COUNTY TECHNICAL ADVISORY COMMITTEE
MEETING NOTICE

Tuesday, May 7, 2013, 1:30 P.M.
1333 Broadway, Suite 300,
Oakland, California 94612
(see map on last page of agenda)

Chairperson:	Art Dao
Staff Liaison:	Matt Todd
Public Meeting Coordinator:	Angie Ayers

AGENDA

Copies of Individual Agenda Items are Available on the:
Alameda CTC Website -- www.AlamedaCTC.org

1   INTRODUCTIONS / ROLL CALL

2   PUBLIC COMMENT

Members of the public may address the Committee during "Public Comment" on any item <u>not</u> on the agenda. Public comment on an agenda item will be heard when that item is before the Committee. Anyone wishing to comment should make his or her desire known to the Chair.

3   CONSENT CALENDAR

3A.	Approval of Minutes of April 2, 2013 – **Page 1**	A
3B.	State Transportation Improvement (STIP) Program Timely Use of Funds Monitoring Report **– Page 7**	I
3C.	Federal Surface Transportation/Congestion Mitigation and Air Quality (STP/CMAQ) Program Timely Use of Funds Monitoring Report – **Page 15**	I

4   STRATEGIC PLANNING AND INVESTMENT POLICY

4A.	Approval of 2013 Capital Improvement Program and Programs Investment Plan Revenue Assumptions and Development Methodology *	A
4B.	Approval of 2014 State Transportation Improvement Program (STIP) Principles *	A

5   ACTION ITEMS

5A.	Approval of Countywide Transportation Demand Management Strategy and Review of the Annual Evaluation of the Guaranteed Ride Home Program – **Page 31**	A

5B.	Approval of Three-Year Project Initiation Document Strategic Plan for Alameda County– **Page 147**	**A**

6	**NON ACTION ITEMS**	
6A.	Draft FY 2012/13 Coordinated Funding Program *	**I**
6B.	Plan Bay Area and the Draft Environmental Impact Report *	**I**
6C.	Federal Inactive List of Projects: New Caltrans Guidance – **Page 155**	**I**
6D.	Transportation Fund for Clean Air (TFCA) Program Timely Use of Funds Monitoring Report and Summary of Applications Received for FY 2013/14– **Page 161**	**I**
6E.	Local Streets and Roads Working Group Update – **Page 169**	**I**

7	**LEGISLATION**	
7A.	Legislative Positions and Update – **Page 171**	**I**

8	**STAFF AND COMMITTEE MEMBER REPORTS**	**I**

9	**ADJOURNMENT AND NEXT MEETING: June 4, 2013**

Key: A- Action Item; I – Information Item; *Material will be provided at meeting.
   (#) All items on the agenda are subject to action and/or change by the Committee.

PLEASE DO NOT WEAR SCENTED PRODUCTS SO INDIVIDUALS WITH ENVIRONMENTAL SENSITIVITIES MAY ATTEND

Alameda County Transportation Commission
1333 Broadway, Suites 220 & 300, Oakland, CA 94612
(510) 208-7400
(510) 836-2185 Fax (Suite 220)
(510) 893-6489 Fax (Suite 300)
www.alamedactc.org

Alameda County Technical Advisory Committee (ACTAC)

Fiscal Year 2012/13
Member Agencies

City of Alameda
City of Albany
City of Berkeley
City of Dublin
City of Emeryville
City of Fremont
City of Hayward
City of Livermore
City of Newark
City of Oakland
City of Piedmont
City of Pleasanton
City of San Leandro
City of Union City
County of Alameda
AC Transit
BART

Other Agencies

Chair, ACTC
ABAG
ACE
BAAQMD
Caltrans
CHP
LAVTA
MTC
Port of Oakland
Union City Transit
WETA

Glossary of Acronyms

ABAG	Association of Bay Area Governments
ACCMA	Alameda County Congestion Management Agency
ACE	Altamont Commuter Express
ACTA	Alameda County Transportation Authority (1986 Measure B authority)
ACTAC	Alameda County Technical Advisory Committee
ACTC	Alameda County Transportation Commission
ACTIA	Alameda County Transportation Improvement Authority (2000 Measure B authority)
ADA	Americans with Disabilities Act
BAAQMD	Bay Area Air Quality Management District
BART	Bay Area Rapid Transit District
BRT	Bus Rapid Transit
Caltrans	California Department of Transportation
CEQA	California Environmental Quality Act
CIP	Capital Investment Program
CMAQ	Federal Congestion Mitigation and Air Quality
CMP	Congestion Management Program
CTC	California Transportation Commission
CWTP	Countywide Transportation Plan
EIR	Environmental Impact Report
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
GHG	Greenhouse Gas
HOT	High occupancy toll
HOV	High occupancy vehicle
ITIP	State Interregional Transportation Improvement Program
LATIP	Local Area Transportation Improvement Program
LAVTA	Livermore-Amador Valley Transportation Authority
LOS	Level of service

MTC	Metropolitan Transportation Commission
MTS	Metropolitan Transportation System
NEPA	National Environmental Policy Act
NOP	Notice of Preparation
PCI	Pavement Condition Index
PSR	Project Study Report
RM 2	Regional Measure 2 (Bridge toll)
RTIP	Regional Transportation Improvement Program
RTP	Regional Transportation Plan (MTC's Transportation 2035*)*
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act
SCS	Sustainable Community Strategy
SR	State Route
SRS	Safe Routes to Schools
STA	State Transit Assistance
STIP	State Transportation Improvement Program
STP	Federal Surface Transportation Program
TCM	Transportation Control Measures
TCRP	Transportation Congestion Relief Program
TDA	Transportation Development Act
TDM	Travel-Demand Management
TEP	Transportation Expenditure Plan
TFCA	Transportation Fund for Clean Air
TIP	Federal Transportation Improvement Program
TLC	Transportation for Livable Communities
TMP	Traffic Management Plan
TMS	Transportation Management System
TOD	Transit-Oriented Development
TOS	Transportation Operations Systems
TVTC	Tri Valley Transportation Committee
VHD	Vehicle Hours of Delay
VMT	Vehicle miles traveled

Directions to the Offices of the Alameda County Transportation Commission:

1333 Broadway, Suite 220
Oakland, CA 94612

**Alameda County
Transportation Commission
1333 Broadway, Suite 220
Oakland, CA 94612**

Public Transportation Access:

BART: City Center / 12th Street Station

AC Transit:
Lines 1,1R, 11, 12, 13, 14, 15, 18, 40, 51, 63, 72, 72M, 72R, 314, 800, 801, 802, 805, 840

Auto Access:

- Traveling South: Take 11th Street exit from I-980 to 11th Street

- Traveling North: Take 11th Street/Convention Center Exit from I-980 to 11th Street

- Parking:
  City Center Garage – Underground Parking, (Parking entrances located on 11th or 14th Street)

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ALAMEDA COUNTY TECHNICAL ADVISORY COMMITTEE
Minutes of April 2, 2013

1.   **INTRODUCTIONS**

2.   **PUBLIC COMMENT**
       There were no public comments.

3.   **CONSENT CALENDAR**
3A.   **Approval of Minutes of March 5, 2013**

3B.   **California Transportation Commission (CTC) Meeting Summary**
       No meeting was held in February 2013.

       Matt Nichols (Berkeley) made a motion to approve the consent calendar. Kunle Odumade
       (Fremont) seconded the motion. The motion carried unanimously.

4.   **STRATEGIC PLANNING AND INVESTMENT POLICY**
4A.   **Approval of Strategic Planning and Investment Policy Implementation Including the 2013**
       Congestion Management Program (CMP) Update and 2014 State Transportation
       Improvement Plan (STIP) Development Process
       Tess Lengyel requested ACTAC provide input on Alameda CTC's Strategic Planning and
       Programming Policy that will integrate with the 2013 CMP and the 2014 STIP development
       process. She mentioned that the Commission adopted the policy framework in March 2013, and
       Alameda CTC is beginning the effort to implement the new policy framework that will integrate
       planning, programming and monitoring through a methodical process including feedback loops to
       address system performance to support development and implementation of projects and
       programs. Tess reviewed the implementation timeline with ACTAC.

       Saravana Suthanthira discussed the five required elements that Alameda CTC will include in the
       Strategic Plan/Congestion Management Plan:
       - Level of service standards
       - Performance element
       - Travel demand management
       - Capital improvement program
       - Land use analysis program
       -

       A motion was made by Kunle Odumade (Fremont) to recommend Commission approval. Matt
       Nichols (Berkeley) seconded the motion. The motion passed unanimously.

4B.   **Approval of 2014 State Transportation Improvement Plan Development Process**
       Matt Todd discussed the STIP development process and schedule with ACTAC. He stated that the
       development of Alameda County STIP proposal will be closely coordinated with the statewide and

regional development of the 2014 STIP policies. He noted that the schedule shows the Alameda CTC Commission approving Alameda County's 2014 STIP Program in October 2013.

A motion was made by Don Frascinella (Hayward) to recommend Commission approval. Keith Cook (San Leandro) seconded the motion. The motion passed unanimously.

5. **ACTION ITEMS**
5A. **Approval of 2013 Alameda CTC Retreat Outcomes for Planning Studies Prioritization, Outreach Approach and Implementation Timeline**
Tess Lengyel reviewed the February 22, 2013 Alameda CTC retreat outcomes with ACTAC. She mentioned that the retreat included three breakout sessions, which covered the following three points:
- Creating a strong foundation to support advocacy for funding
- Balancing diverse needs
- Establishing priorities to ensure readiness

As a result of the discussion during the retreat, five proposed modal plans were identified to strengthen current transportation planning in Alameda County:
- Goods Movement
- Comprehensive Countywide Transit Plan
- Multimodal Arterial Corridor Plan
- Countywide Community Based Transportation Plan
- Comprehensive Transportation Demand Management Plan

A motion was made by Kunle Odumade (Fremont) to recommend Commission approval. Don Frascinella (Hayward) seconded the motion. The motion passed unanimously.

6. **NON ACTION ITEMS**
6A. **FY 2012-13 Coordinated Funding Program: Summary of Applications Received**
Matt Todd reported that Alameda CTC received 69 applications requesting a total of $121 million for the fiscal year 2012-2013 Coordinated Funding Program. He also provided a breakdown of the projects that would use the $65 million available in total funding: One Bay Area Grant (OBAG)-Priority Development Area supportive funds, OBAG-Local Streets and Roads funds, and Measure B and VRF funds. He mentioned that the next steps will be to present a draft program of projects to the committees and Commission in May and a final program in June 2013. This item was for information only.

6B. **Measure B and Vehicle Registration Fee Compliance and Audit Milestone Review**
John Hemiup reviewed the audit and compliance reporting process with ACTAC to help ensure that the recipients' audit report and compliance report for fiscal year 2012-13 are consistent with Alameda CTC's audited financial statements, compliance reporting requirements, and the Master Programs Funding Agreement. He mentioned that Alameda CTC staff is recommending revisions to the audit and compliance process to include a balance sheet and a statement of revenues, expenditures and change in fund balances for Measure B and VRF funds. John highlighted the financial audit requirements and the compliance report requirements and expectations. He provided the committee with a schedule of upcoming tasks. This item was for information only.

6C.   **Metropolitan Transportation Commission's (MTC) Plan Bay Area Update**
Saravana Suthanthira provided an update on the MTC/Association of Bay Area Governments (ABAG) Plan Bay Area public meetings. She informed the committee that MTC/ABAG is offering an open house and public hearings in all nine Bay Area Counties. Saravana noted that the Draft Environmental Impact Report was released on April 2, 2013. This item was for information only.

6D.   **Quarterly Update of Congestion Management Program (CMP) Land Use Analysis**
Matt Bomberg requested ACTAC review the projects listed on the CMP Land Use Analysis reports. He informed the committee to confirm that all projects are included and verify that the project status for each is accurate. Matt noted that responses are due by April 12, 2013. This item was for information only.

6E.   **Local Streets and Roads Working Group (LSRWG) Update**
Vivek Bhat presented the March LSRWG meeting update.. This item was for information only.

7.   **LEGISLATION**
7A.   **Legislative Positions and Update**
Tess Lengyel gave an update on federal, state, and local legislative activities including updates on the federal budget continuing resolution, federal transportation issues, legislative activities and policies at the state level, and local legislative activities. This item was for information only.

8.   **STAFF AND COMMITTEE MEMBER REPORTS**
There were no reports from staff and committee members.

8.   **ADJOURNMENT AND NEXT MEETING**
The meeting adjourned at 3:15 p.m.

NEXT MEETING:
          Date/Time: Tuesday, May 7, 2013 @ 1:30 p.m.
          Location: Alameda CTC Offices, 1333 Broadway, Suite 300, Oakland, CA 94612

Attested by:

_____
Angie Ayers,
Public Meeting Coordinator

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ALAMEDA
County Transportation
Commission

1333 Broadway, Suites 220 & 300 ▪ Oakland, CA 94612 ▪ PH: (510) 208-7400
www.AlamedaCTC.org

ALAMEDA COUNTY TECHNICAL ADVISORY COMMITTEE
April 2, 2013
ROSTER OF MEETING ATTENDANCE

	NAME	JURISDICTION/ ORGANIZATION	PHONE #	E-MAIL
1	Angie Ayers	ACTC		
2	Tess Lengyel	AlamedaCTC	208-7428	tlengyel@alamedactc.org
3	Angie Perkins Haslam	LAVTA	925 455 7561	ahaslam@lavta.org
4	Janet Chang	Predmont	510-420-3050	janetchang@ci.prednont.ca.us
5	Nathan Landau	AC Transit	510-891-4792	nlandau@actransit.org
6	Bob Roseveare	Caltrans	510-286-5544	ROBERT_ROSEVEAR@DOT.CA.GOV
7	Bruce Williams	Oakland	510-238-7229	bwilliams@oaklandnet.com
8	Matt Nichols	Berkeley	510-981-7068	mnichols@cityofberkeley.info
9	Debbie Bell	Livermore	9259604541	dlbell@cityoflivermore.net
10	Amber Evans	Emeryville	510.596.4382	aevans@emeryville.org
11	Ruben Izon	Alameda Co.	670-5827	rubeniezon@acpwa.org
12	Keith R. Cooke	SanLeandro	510-577-3439	KCooke@sanLeandro.org
13	Kunle Odumade	Fremont	510.494.4746	Kodumade@fremont.org
14	Don Frascinella	Hayward	510-583-4781	don.frascinella@hayward-ca.gov
15	Morad Fakhrai	"	510.583.4740	MORAD.FAKHRAI@HAYWARD-CA.GOV
16	Soren Fajeau	Newark	510-578-4286	soren.fajeau@newark.org
17	Tom Ruark	Union City	510-675-5361	thomasr@unioncity.org
18	Liz McElligott	Alameda County	510-670-6120	elizabeth.mcelligott@acgov.org
19	Carmela Campbell	Unioncity	510-675-5316	carmelac@unioncity.org

Alameda County Technical Advisory Committee Meeting
Roster of Meeting Attendance

April 2, 2013
Page 2

	NAME	JURISDICTION/ ORGANIZATION	PHONE #	E-MAIL
20.	Mike Tassano	City of Pleasanton	925 9315670	MTASSANO @ City of PleasantonCa.gov
21.	Stewart Ng	ACTC	5102087437	stewartng@alamedactc.org
22.	Obaid Khan	Dublin	925-833-6630	obaid.Khan@Dublin.CA.gov
23.	Matt Todd			
24.	Aleida Andino-Chavez	Albany	528.5759	achavez@albanyca.org
25.	VIVEK BHAT	ALAMEDA CTC	510 2087430	vbhat@alamedactc.org.
26.	SARAVANA SUTHANTHIRA	"	510 208 7426	ssuthanthira@alamedactc.org
27.	Matthew Bomberg	ACTC	510 208 7444	mbomberg@alamedactc.org
28.	Rochelle Wheeler	Consultant to AlamedaCTC	510-208-7471	rwheeler@AlamedaCTC.org
29.	Kara Vuicich	ACTC	510·208·7410	KVuicich@alamedactc.org
30.	Hanh Hauyse	ACTC	510·208·7462	hhauyse@alamedactc.org
31.	John Hemiup	Alameda CTC	510-208-7414	jhemiup@alamedactc.org
32.	JOHN NGUYEN	ALAMEDA CTC	510-208-7419	jnguyen@alamedactc.org
33.	Laurel Poeton	Alameda CTC	510-208-7415	lpoeton@alamedactc.org
34.	JACKI TAYLOR	ALAMEDA CTC	510-208-7413	JTAYLOR@ALAMEDACTC.ORG
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Memorandum

DATE: April 29, 2013

TO: Alameda County Technical Advisory Committee (ACTAC)

FROM: Matt Todd, Principal Transportation Engineer
               James O'Brien, Project Controls Team

SUBJECT: State Transportation Improvement Program (STIP) Timely Use of Funds
               Monitoring Report

Recommendation
This item is for information only.

Summary
ACTAC is requested to review and comment on the project specific information included in the attached STIP Timely Use of Funds Report, dated May 31, 2013. The report segregates projects into Red, Yellow, and Green zones. Project sponsors are requested to email documentation related to the status of the required activities shown on the report to Jacki Taylor, JTaylor@alamedactc.org, by Friday, May 17, 2013. The STIP At Risk Report is scheduled to be brought to the Commission June 2013.

Discussion
The report is based on the information made available to the Alameda CTC's project monitoring team. This information stems from the project sponsors as well as other funding agencies such as Caltrans, MTC and the CTC.

The Report includes a total of 36 STIP projects being monitored for compliance with the STIP "Timely Use of Funds" provisions. Red zone projects are considered at a relatively high risk of non-compliance with the provisions. Yellow zone projects are considered at moderate risk, and Green zone at low risk. The criteria for determining the project zones are listed near the end of the report. The durations included in the criteria are intended to provide adequate time for project sponsors to perform the required activities to meet the deadline(s). The risk zone associated with each risk factor is indicated in the tables following the report. Projects with multiple risk factors are listed in the zone of higher risk.

The Alameda CTC requests copies of certain documents related to the required activities to verify that the deadlines have been met. Typically, the documentation requested are copies of documents submitted by the sponsor to other agencies involved with transportation funding such as Caltrans, MTC, and the CTC. The one exception is the documentation requested for the "Complete

Expenditures" deadline which does not have a corresponding requirement from the other agencies. Sponsors must provide documentation supported by their accounting department as proof that the Complete Expenditures deadline has been met.

Project sponsors are requested to email documentation related to the status of the required activities shown on the report to Jacki Taylor, JTaylor@alamedactc.org, by Friday, May 17, 2013. The information received will be the basis for the STIP At Risk Report scheduled to be brought to the Commission June 2013.

Fiscal Impact
This item is for information only. There is no fiscal impact at this time.

Attachments
Attachment A: STIP Timely Use of Funds Report

STIP Timely Use of Funds Report   **Status Date: May 31, 2013**
STIP-RIP Locally-Sponsored Alameda County Projects

Red Zone Projects

Index	PP No.	Sponsor	Project Title							
		Source	Prog'd Amount ($x 1,000)	Phase	FY	Required Activity	Date Req'd By	Zone	Notes	Prev Zone
1	0044C	**Alameda CTC**	**I-880 Reconstruction, 29th to 23rd**							
		RIP	$2,000	PSE	10/11	Complete Expend	6/30/13	R		Y
2	2100K	**Alameda CTC**	**I-880 Landscape/Hardscape Improvements in San Leandro**							
		RIP-TE	$400	PSE	09/10	Complete Expend	6/30/13	R	$400K Allocated 6/30/10 12-Mo Ext App'd April 2012	Y
3	0057J	**Caltrans**	**SR-24 Caldecott Tunnel 4th Bore Landscaping**							
		RIP	$400	PSE	12/13	Allocate Funds	6/30/13	R	Added in 2012 STIP	Y
		RIP	$1,100	ConSup	13/14	Allocate Funds	6/30/14	G		
		RIP	$500	Con	13/14	Allocate Funds	6/30/14	G		
4	2014U	**GGBHTD**	**SF Golden Gate Bridge Barrier**							
		RIP	$12,000	Con	11/12	Allocate Funds	12/31/13	G	18-Mo Ext App'd May 12	G

End of Red Zone

Yellow Zone Projects

Index	PP No.	Sponsor	Project Title							
		Source	Prog'd Amount ($x 1,000)	Phase	FY	Required Activity	Date Req'd By	Zone	Notes	Prev Zone
			No Yellow Zone Projects							

End of Yellow Zone

Green Zone Projects

Index	PP No.	Sponsor	Project Title							
		Source	Prog'd Amount ($x 1,000)	Phase	FY	Required Activity	Date Req'd By	Zone	Notes	Prev Zone
5	2009N	**Alameda**	**Tinker Avenue Extension**							
		RIP	$4,000	Con	07/08	Project Being Removed from Report			$4M Allocated 9/25/08 Final Inv/Report 2/7/13	
6	2009A	**AC Transit**	**Maintenance Facilities Upgrade**							
		RIP	$3,705	Con	06/07	Final Invoice/Report		NA	$3,705K Allocated 9/7/06	G
7	2009B	**AC Transit**	**SATCOM Expansion**							
		RIP	$1,000	Con	06/07	Accept Contract	Note 3	G	$1,000K Allocated 9/7/06	G
8	2009C	**AC Transit**	**Berkeley/Oakland/San Leandro Corridor MIS**							
		RIP	$2,700	Env	06/07	Final Invoice/Report	Note 3	NA	$2,700K Allocated 4/26/07	G

Alameda CTC Project Monitoring

STIP Timely Use of Funds Report   **Status Date: May 31, 2013**
STIP-RIP Locally-Sponsored Alameda County Projects

over: **Green Zone Projects (cont.)**								

Index	PP No. Source	Sponsor Prog'd Amount ($x 1,000)	Project Title Phase	FY	Required Activity	Date Req'd By	Zone	Notes	Prev Zone
9	2009D	AC Transit	**Bus Component Rehabilitation**						
	RIP	$4,500	Con	06/07	Accept Contract	Note 3	G	$4.5M Allocated 7/20/06	G
10	2009Q	AC Transit	**Bus Purchase**						
	RIP	$14,000	Con	06/07	Accept Contract	Note 3	G	$14M Allocated 10/12/06	G
11	2009L	Alameda Co.	**Vasco Road Safety Improvements**						
	RIP	$4,600	Con	07/08	Project Being Removed from Report			$4.6M Allocated 2/14/08 Contract Awd 7/29/08 Final Inv/Report 6/6/12	G
12	2100F	Alameda Co.	**Cherryland/Ashland/Castro Valley Sidewalk Imps.**						
	RIP-TE	$1,150	Con	10/11	Accept Contract	11/1/14	G	$1,150 Allocated 5/12/11 Awarded Nov 2011	G
13	0016O	Alameda CTC	**I-680 SB HOT Lane Accommodation**						
	RIP	$8,000	Con	07/08	Project Being Removed from Report			$8M Allocated 6/26/08 Final Inv/Report 10/29/12	G
14	0016U	Alameda CTC	**I-580 Castro Valley I/C Improvements**						
	RIP	$7,315	Con	07/08	Project Being Removed from Report			Final Inv/Report 5/1/13	G
15	0062E	Alameda CTC	**I-80 Integrated Corridor Mobility**						
	RIP	$954	Env	07/08	Final Invoice/Report		NA	$954 Allocated 9/5/07 Contra Costa RIP Expenditures Comp	G
16	0081H	Alameda CTC	**RT 84 Expressway Widening (Segment 2)**						
	RIP	$34,851	Con	16/17	Allocate Funds	6/30/17	G	Added in 2012 STIP	G
	RIP-TE	$2,179	Con	16/17	Allocate Funds	6/30/17	G		
17	0139F	Alameda CTC	**Rt 580, Landscaping, San Leandro Estudillo Ave - 141st**						
	RIP-TE	$350	Con	10/11	Accept Contract	7/26/15	G	$350K Allocated 10/27/11 3-Mo Ext for Awd 5/23/12 Contract Awarded 7/26/12	G
18	2179	Alameda CTC	**Planning, Programming and Monitoring (Note 2)**						
	RIP	$1,563	Con	12/13	Complete Expend	6/30/15	G	$1,563 Allocated 6/28/12	G
	RIP	$1,947	Con	11/12	Complete Expend	6/30/14	G	$1,947 Allocated 8/11/11	
	RIP	$750	Con	13/14	Allocate Funds	6/30/14	G	Added in 2012 STIP	
	RIP	$886	Con	16/17	Allocate Funds	6/30/17	G	Added in 2012 STIP	
19	1014	BART	**BART Transbay Tube Seismic Retrofit**						
	RIP	$38,000	Con	07/08	Project Being Removed from Report			$38M Allocated 9/5/07 Final Invoice 12/21/12	G

Alameda CTC Project Monitoring

STIP Timely Use of Funds Report   **Status Date: May 31, 2013**
STIP-RIP Locally-Sponsored Alameda County Projects

Green Zone Projects (cont.)								
Index	**PP No.**	**Sponsor**	**Project Title**					
	Source	Prog'd Amount ($x 1,000)	Phase	FY	Required Activity	Date Req'd By	Zone	Notes	Prev Zone
20	2008B	BART	MacArthur BART renovate & enhance entry plaza					
	RIP-TE	$954	Con	10/11	Project Being Removed from Report			$954 Allocated 6/23/11 Transferred to FTA Grant	G
21	2009P	BART	Alameda County BART Station Renovation					
	RIP	$3,000	Con	07/08	Project Being Removed from Report			$3M Allocated 12/11/08 FTA Grant CA-90-Y270	G
	RIP	$248	PSE	07/08				$248 Allocated 9/5/07 Expenditures Complete	
22	2009Y	BART	Ashby BART Station Concourse/Elevator Imps					
	RIP-TE	$1,200	Con	07/08	Final Invoice/Report		NA	$1,200 Allocated 6/26/08	G
23	2103	BART	Oakland Airport Connector					
	RIP	$20,000	Con	10/11	Accept Contract	9/1/14	G	App'd into STIP and allocated 9/23/10 Awarded Oct 2010	G
24	9051A	BATA	Improved Bike/Ped Connectivity to East Span SFOBB					
	RIP-TE	$3,063	Con	16/17	Allocate Funds	6/30/17	G	Added in 2012 STIP	G
25	2009W	Berkeley	Ashby BART Station Intermodal Imps					
	RIP	$4,614	Con	07/08	Final Invoice/Report		NA	$4,614 Allocated 6/26/08	G
	RIP	$1,500	Con	09/10	Final Invoice/Report		NA	AB 3090 App'd 8/28/08 $1.5M Allocated 9/10/09	
26	2100G	Berkeley	Berkeley Bay Trail Project, Seg 1					
	RIP-TE	$1,928	Con	10/11	Accept Contract	5/29/15	G	$1,928 Allocated 12/15/11 Awarded 5/29/12	G
27	0521J	Caltrans	I-680 Freeway Performance Initiative Project					
	RIP	$0		14/15	Project Being Removed from Report			$2M Returned to Ala Co RIP Shares June 2012	G
28	2100H	Dublin	Alamo Canal Regional Trail, Rt 580 undercrossing					
	RIP-TE	$1,021	Con	10/11	Accept Contract	2/7/15	G	$1,021 Allocated 8/11/11 Contract Awd 2/7/12	G
29	2140S	LAVTA	Rideo Bus Restoration Project					
	RIP-TE	$200	Con	10/11	Accept Contract	8/10/14	G	$200 Allocated 5/12/11 from SM County Reserve Contract Awd 8/10/11	G

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Alameda CTC Project Monitoring

STIP Timely Use of Funds Report   **Status Date: May 31, 2013**
STIP-RIP Locally-Sponsored Alameda County Projects

Green Zone Projects (cont.)

Index	PP No.	Sponsor	Project Title							Prev
	Source	Prog'd Amount ($x 1,000)	Phase	FY	Required Activity	Date Req'd By	Zone	Notes		Zone
30	2009K	**LAVTA**	**Satellite Bus Operating Facility (Phases 1 & 2)**							
	RIP	$4,000	Con	11/12	Accept Contract	11/7/14	G	Note 3 $4M Alloc'd 6/23/11 PTA Contract Awd 11/7/11		G
	RIP	$1,500	Con	06/07	Final Invoice/Report		NA	Contract Accepted		
31	2100	**MTC**	**Planning, Programming and Monitoring** [2]							
	RIP	$118	Con	13/14	Allocate Funds	6/30/14	G			
	RIP	$122	Con	14/15	Allocate Funds	6/30/15	G			
	RIP	$114	Con	12/13	Complete Expenditures	6/30/15	G	$114 Allocated 6/27/12		G
	RIP	$126	Con	15/16	Allocate Funds	6/30/16	G	Added in 2012 STIP		
	RIP	$131	Con	16/17	Allocate Funds	6/30/17	G	Added in 2012 STIP		
32	1022	**Oakland**	**Rte. 880 Access at 42nd Ave./High St., APD**							
	RIP	$5,990	R/W	07/08	Final Invoice/Report	NA	G	$5.99M Allocated 12/13/07		R
33	2100C1	**Oakland**	**MacArthur Transit Hub Improvement, 40th St**							
	RIP-TE	$193	Con	07/08	Final Invoice/Report		NA	$193 Allocated 7/26/07		G
34	2103A	**Oakland**	**Oakland Coliseum TOD**							
	RIP-TE	$885	Con	10/11	Accept Contract	11/10/14	G	$885 Allocated 6/23/11 Contract Awd 11/10/11		G
35	2110	**Union City**	**Union City Intermodal Station**							
	RIP	$4,600	Con	07/08	Final Invoice/Report		NA	$4.6M Allocated 9/5/07		G
	RIP	$720	Con	05/06	Final Invoice/Report		NA	$720K Allocated 11/9/06		
	RIP-TE	$5,307	Con	05/06	Final Invoice/Report		NA	$5,307K Allocated 11/9/06		
	RIP-TE	$2,000	Con	06/07	Final Invoice/Report		NA	$2,000K Allocated 11/9/06		
	RIP	$9,787	Con	06/07	Final Invoice/Report		NA	$9,787K Allocated 11/9/06 6-Mo Ext App'd 9/23/10 for Accept Contract - Site Imps accepted 11/19/10		
36	2110A	**Union City**	**Union City Intermodal Station, Ped Enhanc PH 2 & 2A**							
	RIP-TE	$3,000	Con	10/11	Project Being Removed from Report			$3M Allocated 6/23/11 Transferred to FTA Grant		R
	RIP	$715	Con	11/12				$715 deleted from project		

End of Green Zone

Notes:

[1] The "Date Req'd By" for the required activity is before the status date of this report. Sponsor is working with Caltrans, MTC and Alameda CTC to expedite/complete the required activity and/or satisfy the requirement.

[2] PPM funds programmed in the Con phase are not subject to the typical construction phase requirements. Once PPM funds are allocated, the next deadline is "Complete Expenditures."

[3] Transit projects receiving State-only funds are subject to project specific requirements in agreements with Caltrans (Federal funds are typically transferred to FTA grant).

Alameda CTC Project Monitoring

STIP Timely Use of Funds Report   **Status Date: May 31, 2013**
STIP-RIP Locally-Sponsored Alameda County Projects

2012 STIP -Timely Use of Funds Provisions

The Timely Use of Funds and At Risk reports monitor the STIP Timely Use of Funds Provisions included in the current STIP Guidelines as adopted by the CTC. The current Timely Use of Funds Provisions are as follows:

Required Activity	Timely Use of Funds Provision
Allocation	For all phases, by the end (June 30th) of the fiscal year identified in the STIP.
Construction Contract Award [1]	Within six (6) months of allocation.
Accept Contract (Construction)	Within 36 months of contract award.
Complete Expenditures	For Env, PSE, & R/W funds, costs must be expended by the end of the second FY following the FY in which the funds were allocated.
Final Invoice/Project Completion (Final Report of Expenditures)	For Env, PSE, & R/W funds, within 180 days (6 months) after the end of the FY in which the final expenditure occurred. For Con funds, within 180 Days (6 months) of contract acceptance.

Zone Criteria

The Timely Use of Funds and At Risk reports utilize the deadlines associated with each required activity of the STIP Timely use of Funds Provisions to assign a zone of risk. The following zone criteria was developed for each of these risk zones (Red, Yellow, & Green). For the Final Invoice, this activity is tracked but no zone of risk is assigned.

Required Activity	Criteria Timeframes for Required Activities		
	Red Zone	Yellow Zone	Green Zone
Allocation -Env Phase	within four months	within four to eight months	All conditions other than Red or Yellow Zones
Allocation -PS&E Phase	within six months	within six to ten months	All conditions other than Red or Yellow Zones
Allocation -Right of Way Phase	within eight months	within eight to twelve months	All conditions other than Red or Yellow Zones
Allocation -Construction Phase	within eight months	within eight to twelve months	All conditions other than Red or Yellow Zones
Construction Contract Award	within six months	within six to eight months	All conditions other than Red or Yellow Zones
Accept Contract	within six months	within six to twelve months	All conditions other than Red or Yellow Zones
Complete Expenditures	within eight months	within eight to twelve months	All conditions other than Red or Yellow Zones
Final Invoice/Project Completion (Final Report of Expenditures)	NA	NA	NA

Other Zone Criteria

Yellow Zone	STIP /TIP Amendment pending
Red Zone	Extension Request pending

Notes:
1. Statute requires encumbrance by award of a contract for construction capital and equipment purchase within twelve months of allocation. CTC Policy is six months.

Alameda CTC Project Monitoring

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Memorandum

DATE: April 29, 2013

TO: Alameda County Technical Advisory Committee (ACTAC)

FROM: Matt Todd, Principal Transportation Engineer
              James O'Brien, Project Controls Team

SUBJECT: Federal Surface Transportation/Congestion Mitigation and Air Quality
              (STP/CMAQ) Program Timely Use of Funds Monitoring Report

Recommendation
This item is for information only.

Summary
ACTAC is requested to review and comment on the project specific information included in the attached Federal STP/CMAQ Program Timely Use of Funds Report, dated May 31, 2013. The report segregates projects into Red, Yellow, and Green zones. Project sponsors are requested to email documentation related to the status of the required activities shown on the report to Jacki Taylor, JTaylor@alamedactc.org , by Friday, May 17th. This information will be the basis of the Federal At Risk Report which is scheduled to be brought to the Commission in June 2013.

Discussion
The report is intended to identify activities required to comply with the requirements set forth in MTC's Resolution 3606 – Revised (as of July 23, 2008). Per Resolution 3606, for projects programmed with funding in federal FY 2012/13, the deadline to submit a request for authorization was February 1, 2013 and the obligation deadline was April 30, 2013.

The report is based on the information provided to the Alameda CTC's project monitoring team by project sponsors as well as information made available by other funding agencies such as MTC and Caltrans Local Assistance. The report includes 66 locally sponsored federally funded projects segregated by "zone". Red zone projects are considered at a relatively high risk of non-compliance with the provisions of Resolution 3606. Yellow zone projects are considered at moderate risk, and Green zone at low risk. The criteria for determining the project zones are listed in Appendix A of the report. The durations included in the criteria are intended to provide adequate time for project sponsors to perform the required activities to meet the deadline(s). A project may have multiple risk factors that indicate multiple zones. Projects with multiple risk

factors are listed in the zone of higher risk. Appendix B provides the Resolution 3606 deadlines associated with each of the Required Activities used to determine the zone of risk. The deadline for submitting the environmental package one year in advance of the obligation deadline for right of way or construction capital funding is tracked and reported, but is not affiliated with a zone of risk.

Note that projects in the three local federal Safety Programs: Highway Safety Improvement Program (HSIP), High Risk Rural Roads Program (HR3), and Safe Routes to School Program (SRTS) have been added to the report. As of November 2010, MTC has been enforcing the Regional STP/CMAQ Project Delivery Policy (MTC Resolution 3606) for all local safety programs. Per MTC, sponsors with local safety funds not obligated by the deadline are ineligible for future programming.

Project sponsors are requested to email documentation related to the status of the required activities shown on the report to Jacki Taylor, JTaylor@alamedactc.org , by Friday, May 17th. This information will be the basis of the Federal At Risk Report scheduled to be brought to the Commission in June 2013.

Fiscal Impact
This item is for information only. There is no fiscal impact at this time.

Attachments
Attachment A: Federal STP/CMAQ Program Timely Use of Funds Report

Federal Timely Use of Funds Report   Status Date: May 31, 2013

Federally-Funded Locally-Sponsored Alameda County Projects

Red Zone Projects

Index	TIP ID	Sponsor	Project Title							
	Source	Prog'd Amount ($x 1,000)	Phase	FY	Required Activity	Date Req'd By	Zone	Notes		Prev Zone
1	**HSIP4-04-002**	**Alameda**	**Shoreline Dr - Westline Dr - Broadway Improvements**							
	HSIP	$348	Con	11/12	Submit Req for Auth	10/11/13	R	See Note 2		G
					Complete Closeout	01/12/16	G			
	HSIP	$68	PE	11/12	Liquidate Funds	07/12/15	G	$68 Obligated 1/18/12		
2	**H3R1-04-031**	**Ala County**	**Patterson Pass Road - PM6.4 Widen or Improve Shoulder**							
	HRRR	$717	Con	12/13	Submit Req for Auth	09/30/13	R	See Note 2		G
					Liquidate Funds	6/31/15	G			
					Complete Closeout	12/31/15	G			
	HRRR	$101	PE	Prior	Liquidate Funds	06/30/15	G	$101 Obligated 12/19/08		
3	**HSIP2-04-024**	**Ala County**	**Castro Valley Blvd - Wisteria St Intersection and Frontage Improvements**							
	HSIP	$577	Con	11/12	Liquidate Funds	09/30/13	R	See Note 2		G
					Complete Closeout	03/31/14	G	Obligated 9/19/12		
	HSIP	$59	PE	Prior				Obligated 8/14/09		
	HSIP	$63	R/W	Prior				Obligated 2/15/11		
4	**HSIP2-04-027**	**Ala County**	**Remove Permanent Obstacle along Shoulder (Foothill Road)**							
	HSIP	$427	Con	10/11	Submit Req for Auth	Note 1	R	See Note 2		R
					Complete Closeout	09/30/14	G			
	HSIP	$59	PE	Prior				Obligated 2/23/09		
5	**ALA090069**	**Ala County**	**Alameda County: Rural Roads Pavement Rehab**							
	STP	$1,815	Con	11/12	Award Contract	Note 1	R	$1,815 Obligated 4/4/12		R
					Submit First Invoice	Note 1	Y			
					Liquidate Funds	04/04/18	G			
	STP	$320	PE	10/11	Liquidate Funds	03/16/17	G	$320 Obligated 3/16/11		
6	**ALA110026**	**Ala County**	**Alameda Co - Central Unincorporated Pavement Rehab**							
	STP	$1,071	Con	11/12	Award Contract	Note 1	R	$1,071 Obligated 4/4/12		R
					Submit First Invoice	Note 1	R			
					Liquidate Funds	04/04/18	G			
	STP	$50	PE	10/11	Liquidate Funds	03/23/17	G	$50 Obligated 3/23/11		
7	**SRTS1-04-001**	**Ala County**	**Fairview Elementary School Vicinity Improvements**							
	SRTS	$508	Con	10/11	Liquidate Funds	09/30/13	R	See Note 2		G
					Complete Closeout	03/31/14	G	Obligated 9/19/12		
	SRTS	$77	PE	Prior				Obligated 1/29/09		

Alameda CTC Project Monitoring

Federal Timely Use of Funds Report **Status Date: May 31, 2013**

Federally-Funded Locally-Sponsored Alameda County Projects

			**Red Zone Projects (cont.)**						
Index	**TIP ID**	**Sponsor**	**Project Title**						
	Source	Prog'd Amount ($x 1,000)	Phase	FY	Required Activity	Date Req'd By	Zone	Notes	Prev Zone
8	ALA110030	Albany	Albany - Buchanan Bicycle and Pedestrian Path						
	CMAQ	$1,702	Con	11/12	Submit First Invoice	06/01/13	R	$1,702 Obligated 6/1/12	Y
					Liquidate Funds	06/01/18	G	Awd 10/15/12	
9	ALA110007	Berkeley	City of Berkeley Transit Action Plan - TDM						
	CMAQ	$10	Con	11/12	Obligate Funds	Note 1	R	Working with Caltrans and MTC to add to PE	R
	CMAQ	$1,990	PE	10/11	Liquidate Funds	02/22/17	G	$1,990 Obligated 2/22/11	
10	ALA110022	Berkeley	Berkeley - Sacramento St Rehab - Dwight to Ashby						
	STP	$955	Con	10/11	Submit First Invoice	Note 1	R	$955 Obligated 3/18/11	R
					Liquidate Funds	03/18/17	G	Contract Awd 7/19/11	
11	ALA110024	Dublin	Dublin Citywide Street Resurfacing						
	STP	$547	Con	11/12	Award Contract	Note 1	R	$547 Obligated 3/16/12	R
					Submit First Invoice	Note 1	R		
					Liquidate Funds	03/16/18	G		
12	ALA110034	Dublin	West Dublin BART Golden Gate Drive Streetscape						
	CMAQ	$580	Con	11/12	Submit First Invoice	06/01/13	R	$580 Obligated 6/1/12 Contract Awd 9/18/12	G
	CMAQ	$67	PE	10/11	Liquidate Funds	03/18/17	G	$67 Obligated 3/18/11	
13	ALA110012	Fremont	Fremont CBD/Midtown Streetscape						
	CMAQ	$1,114	Con	11/12	Award Contract	Note 1	R	$1,114 Obligated 3/27/12	R
					Submit First Invoice	Note 1	R		
					Liquidate Funds	03/27/18	G		
	CMAQ	$432	Con	10/11	Project Complete	NA		$432 Obligated 4/13/11	
	CMAQ	$54	Con	10/11	Project Complete	NA		$54 Obligated 6/13/11	
14	HSIP1-04-005	Fremont	Install Median Barrier, Install Raised Median and Improve Delineation (Mowry)						
	HSIP	$164	Con	11/12	Obligate Funds	Note 1	R	See Note 2	R
					Complete Closeout	03/31/14	G		
	HSIP	$35	PE	Prior				Obligated 11/28/07	
15	HSIP2-04-018	Fremont	Replace Concrete Poles with Aluminum in Median (Paseo Parkway)						
	HSIP	$299		Prior	Liquidate Funds	09/30/13	R	See Note 2	G
					Complete Closeout	03/31/14	G		

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Alameda CTC Project Monitoring

Federal Timely Use of Funds Report　　　　　**Status Date: May 31, 2013**

Federally-Funded Locally-Sponsored Alameda County Projects

			Red Zone Projects (cont.)						
Index	**TIP ID**	**Sponsor**	**Project Title**						
	Source	Prog'd Amount ($x 1,000)	Phase	FY	Required Activity	Date Req'd By	Zone	Notes	Prev Zone
16	**HSIP3-04-006**	**Fremont**	**Paseo Padre Parkway - Walnut Ave and Argonaut Way**						
	HSIP	$458	Con	12/13	Submit Req for Auth	Note 1	R	See Note 2	R
					Complete Closeout	12/02/14	G		
	HSIP	$59	PE	Prior				Obligated 11/22/10	
17	**HSIP4-04-020**	**Fremont**	**Fremont Blvd / Eggers Dr**						
	HSIP	$275	Con	13/14	Submit Req for Auth	10/11/13	R	See Note 2	G
					Liquidae Funds	07/12/15	G		
					Complete Closeout	01/12/16	G		
		$41	PE	Prior				Obligated 11/8/11	
18	**HSIP4-04-022**	**Fremont**	**Fremont Blvd / Alder Ave**						
	HSIP	$348	Con	13/14	Submit Req for Auth	10/11/13	R	See Note 2	G
					Liquidae Funds	07/12/15	G		
					Complete Closeout	01/12/16	G		
		$43	PE	Prior				Obligated 11/8/11	
19	**ALA110019**	**Hayward**	**Hayward Various Arterials Pavement Rehab**						
	STP	$1,336	Con	10/11	Award Contract	Note 1	R	$1,336 Obligated 2/23/11	R
					Submit First Invoice	Note 1	R		
					Liquidate Funds	02/23/17	G		
20	**ALA110035**	**Hayward**	**South Hayward BART Area/Dixon Street Streetscape**						
	CMAQ	$1,540	Con	11/12	Award Contract	Note 1	R	$1,264 Obligated 4/4/12	R
					Submit First Invoice	Note 1	R	Amounts per Phase Adjusted	
					Liquidate Funds	04/04/18	G		
	CMAQ	$260	PE	10/11	Liquidate Funds	01/18/17	G	$536 Obligated 1/18/11	
21	**HSIP2-04-009**	**Hayward**	**Carlos Bee Blvd between West Loop Rd and Mission Blvd**						
	HSIP	$725		Prior	Liquidate Funds	09/30/13	R	See Note 2	G
					Complete Closeout	03/31/14	G	Obligated 6/18/10	
22	**HSIP5-04-007**	**Hayward**	**West "A" Street between Hathaway and Garden**						
	HSIP	$22	PE	12/13	Submit Req for Auth	Note 1	R	New Cycle 5 Project	R
					Obligate Funds	Note 1	R	See Note 3	
	HSIP	$139	CON	13/14	Submit Req for Auth	02/01/14	G		
					Obligate Funds	04/30/14	G		
23	**ALA110013**	**Livermore**	**Iron Horse Trail Extension in Downtown Livermore**						
	CMAQ	$1,566	Con	11/12	Submit First Invoice	Note 1	R	$1,241 Obligated 4/4/12 Contract Awd 7/23/12	Y
					Liquidate Funds	04/04/18	G	TLC Project Fed Aid (025)	

Alameda CTC Project Monitoring

Federal Timely Use of Funds Report   **Status Date: May 31, 2013**

Federally-Funded Locally-Sponsored Alameda County Projects

<table>
<tr><th colspan="11" style="text-align:center">Red Zone Projects (cont.)</th></tr>
<tr>
<th>Index</th><th>TIP ID
Source</th><th>Sponsor
Prog'd Amount
($x 1,000)</th><th>Project Title
Phase</th><th>FY</th><th>Required Activity</th><th>Date
Req'd By</th><th>Zone</th><th>Notes</th><th>Prev
Zone</th>
</tr>
<tr><td>24</td><td>ALA110037</td><td>Livermore</td><td colspan="7">Livermore Village Streetscape Infrastructure</td></tr>
<tr><td></td><td>STP</td><td>$2,500</td><td>Con</td><td>11/12</td><td>Award Contract</td><td>Note 1</td><td>R</td><td>$2,500 obligated 5/16/12</td><td>R</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td>Submit First Invoice</td><td>Note 1</td><td>R</td><td>Pending Re-Obligation Request</td><td></td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td>Liquidate Funds</td><td>05/16/18</td><td>G</td><td>Fed Aid No. (022)</td><td></td></tr>
<tr><td>25</td><td>ALA110006</td><td>Oakland</td><td colspan="7">Various Streets Resurfacing and Bikeway Facilities</td></tr>
<tr><td></td><td>STP</td><td>$3,492</td><td>Con</td><td>11/12</td><td>Submit First Invoice</td><td>Note 1</td><td>R</td><td>$3,492 Obligated 2/16/12</td><td>R</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td>Liquidate Funds</td><td>02/16/18</td><td>G</td><td>Awd 12/4/12</td><td></td></tr>
<tr><td></td><td>STP</td><td>$560</td><td>PE</td><td>10/11</td><td>Liquidate Funds</td><td>02/22/17</td><td>G</td><td>$560 Obligated 2/22/11</td><td></td></tr>
<tr><td>26</td><td>ALA110029</td><td>Oakland</td><td colspan="7">Oakland Foothill Blvd Streetscape</td></tr>
<tr><td></td><td>CMAQ</td><td>$2,200</td><td>Con</td><td>11/12</td><td>Award Contract</td><td>Note 1</td><td>R</td><td>$2,200 Obligated 4/4/12</td><td>R</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td>Submit First Invoice</td><td>Note 1</td><td>R</td><td></td><td></td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td>Liquidate Funds</td><td>04/04/18</td><td>G</td><td></td><td></td></tr>
<tr><td>27</td><td>HSIP4-04-011</td><td>Oakland</td><td colspan="7">Bancroft Ave - 94th Ave Improvements</td></tr>
<tr><td></td><td>HSIP</td><td>$398</td><td>Con</td><td>13/14</td><td>Submit Req for Auth</td><td>10/11/13</td><td>R</td><td>See Note 2</td><td>G</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td>Liquidate Funds</td><td>07/12/15</td><td>G</td><td></td><td></td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td>Complete Closeout</td><td>01/12/16</td><td>G</td><td></td><td></td></tr>
<tr><td></td><td></td><td>$87</td><td>PE</td><td>Prior</td><td></td><td></td><td></td><td>Obligated 1/23/12</td><td></td></tr>
<tr><td>28</td><td>HSIP4-04-012</td><td>Oakland</td><td colspan="7">Hegenberger Rd Intersections</td></tr>
<tr><td></td><td>HSIP</td><td>$738</td><td>Con</td><td>13/14</td><td>Submit Req for Auth</td><td>10/11/13</td><td>R</td><td>See Note 2</td><td>G</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td>Liquidate Funds</td><td>07/12/15</td><td>G</td><td></td><td></td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td>Complete Closeout</td><td>01/12/16</td><td>G</td><td></td><td></td></tr>
<tr><td></td><td></td><td>$162</td><td>PE</td><td>Prior</td><td></td><td></td><td></td><td>Obligated 1/25/12</td><td></td></tr>
<tr><td>29</td><td>HSIP5-04-011</td><td>Oakland</td><td colspan="7">W. MacArthur Blvd. between Market & Telegraph</td></tr>
<tr><td></td><td>HSIP</td><td>$125</td><td>PE</td><td>12/13</td><td>Submit Req for Auth</td><td>Note 1</td><td>R</td><td>New Cycle 5 Project</td><td>R</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td>Obligate Funds</td><td>Note 1</td><td>R</td><td>See Note 3</td><td></td></tr>
<tr><td></td><td>HSIP</td><td>$574</td><td>CON</td><td>13/14</td><td>Submit Req for Auth</td><td>02/01/14</td><td>G</td><td></td><td></td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td>Obligate Funds</td><td>04/30/14</td><td>G</td><td></td><td></td></tr>
<tr><td>30</td><td>HSIP5-04-012</td><td>Oakland</td><td colspan="7">98th Avenue Corridor</td></tr>
<tr><td></td><td>HSIP</td><td>$99</td><td>PE</td><td>12/13</td><td>Submit Req for Auth</td><td>Note 1</td><td>R</td><td>New Cycle 5 Project</td><td>R</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td>Obligate Funds</td><td>Note 1</td><td>R</td><td>See Note 3</td><td></td></tr>
<tr><td></td><td>HSIP</td><td>$558</td><td>CON</td><td>13/14</td><td>Submit Req for Auth</td><td>02/01/14</td><td>G</td><td></td><td></td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td>Obligate Funds</td><td>04/30/14</td><td>G</td><td></td><td></td></tr>
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Alameda CTC Project Monitoring

Federal Timely Use of Funds Report   **Status Date: May 31, 2013**

Federally-Funded Locally-Sponsored Alameda County Projects

Red Zone Projects (cont.)								
Index	**TIP ID**	**Sponsor**	**Project Title**					
	Source	Prog'd Amount ($x 1,000)	Phase	FY	Required Activity	Date Req'd By	Zone	Notes	Prev Zone

Index	TIP ID	Sponsor / Source	Prog'd Amount	Phase	FY	Required Activity	Date Req'd By	Zone	Notes	Prev Zone
31	HSIP5-04-013	Oakland				**Market Street between 45th & Arlington**				
		HSIP	$103	PE	12/13	Submit Req for Auth	Note 1	R	New Cycle 5 Project	R
						Obligate Funds	Note 1	R	See Note 3	
		HSIP	$541	CON	13/14	Submit Req for Auth	02/01/14	G		
						Obligate Funds	04/30/14	G		
32	SRTS1-04-014	Oakland				**Intersection Improvements at Multiple School (5 Elem. + 1 Middle)**				
		SRTS	$700		Prior	Liquidate Funds	09/30/13	R	See Note 2	G
						Complete Closeout	03/31/14	G	PE Obligated 3/2/08 Con Obligated 8/18/11	
33	SRTS2-04-007	Oakland				**Multiple School (5 Schools) Improvements Along Major Routes**				
		SRTS	$802	Con	11/12	Liquidate Funds	09/30/13	R	See Note 2	G
						Complete Closeout	03/31/14	G	$753 Obligated 2/3/12	
		SRTS	$118	PE	Prior				$118 Obligated 1/26/10	
34	ALA110031	Pleasanton				**Pleasanton - Foothill/I-580/IC Bike/Ped Facilities**				
		CMAQ	$709	Con	12/13	Obligate Funds	Note 1	R	RFA dated 12/3/12	Y
35	ALA110010	Port				**Shore Power Initiative**				
		CMAQ	$3,000	Con	11/12	Award Contract	Note 1	R	$3,000 Obligated 2/16/12	R
						Submit First Invoice	Note 1	R		
						Liquidate Funds	02/16/18	G		
36	ALA110027	San Leandro				**San Leandro Downtown-BART Pedestrian Interface**				
		CMAQ	$4,298	Con	11/12	Award Contract	Note 1	R	$4,298 Obligated 2/28/12	R
						Submit First Invoice	Note 1	R	Advertised	
		CMAQ	$312	PE	10/11	Liquidate Funds	12/21/16	G	$312 Obligated 12/21/10	
37	HSIP5-04-019	San Leandro				**Bancroft Ave/ Sybil Ave**				
		HSIP	$69	PE	12/13	Submit Req for Auth	Note 1	R	New Cycle 5 Project	R
						Obligate Funds	Note 1	R	See Note 3	
		HSIP	$380	CON	13/14	Submit Req for Auth	02/01/14	G		
						Obligate Funds	04/30/14	G		
38	ALA110028	Union City				**Union City Blvd Corridor Bicycle Imp. Phase 1**				
		CMAQ	$860	Con	11/12	Submit First Invoice	Note 1	R	$860 Obligated 3/22/12	R
						Liquidate Funds	03/22/18	G	Contract Awd 6/12/12	
39	HSIP5-04-030	Union City				**Alvarado Road between Decoto & Mann**				
		HSIP	$62	PE	12/13	Submit Req for Auth	Note 1	R	New Cycle 5 Project	R
						Obligate Funds	Note 1	R	See Note 3	
		HSIP	$288	CON	13/14	Submit Req for Auth	02/01/14	G		
						Obligate Funds	04/30/14	G		

End of Red Zone

Alameda CTC Project Monitoring

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Yellow Zone Projects

Index	PP No.	Sponsor	Project Title							
	Source	Prog'd Amount ($x 1,000)	Phase	FY	Required Activity	Date Req'd By	Zone	Notes		Prev Zone
40	HSIP4-04-010	Alameda	**Park Street Operations Improvements**							
	HSIP	$607	Con	11/12	Submit Req for Auth	01/12/14	Y	See Note 2		G
					Complete Closeout	04/12/16	G			
	HSIP	$126	PE		Liquidate Funds	10/12/15	G	$126 Obligated 1/18/12		
41	HSIP4-04-005	Oakland	**San Pablo Ave - West St - W. Grand Ave Intersections**							
	HSIP	$345	Con	13/14	Submit Req for Auth	12/13/13	Y	See Note 2		G
					Liquidate Funds	09/13/15	G			
					Complete Closeout	03/13/16	G			
		$71	PE	Prior				Obligated 1/23/12		
42	HSIP4-04-015	San Leandro	**Washington Ave / Monterey Blvd**							
	HSIP	$307	Con	13/14	Submit Req for Auth	01/12/14	Y	See Note 2		G
					Liquidate Funds	10/12/15	G			
					Complete Closeout	04/12/16	G			
		$66	PE	Prior				Obligated 12/15/11		

End of Yellow Zone

Green Zone Projects

Index	TIP ID	Sponsor	Project Title							
	Source	Prog'd Amount ($x 1,000)	Phase	FY	Required Activity	Date Req'd By	Zone	Notes		Prev Zone
43	ALA110025	Alameda	**Alameda - Otis Drive Rehabilitation**							
	STP	$837	Con	10/11	Accept Contract	05/17/14	G	$837 Obligated 3/8/11		G
					Liquidate Funds	03/08/17	G	Awarded 5/17/11		
44	ALA030002	Ala County	**Vasco Road Safety Improvements Phase 1A**							
	STP	$235	ROW	14/15	Submit Req for Auth	02/01/15	G	TIP Amend Pending		G
					Obligate Funds	04/30/15	G			
	STP	$1,785	Con	09/10	Liquidate Funds	08/31/16	G	$1,785 Obligated 8/31/10		
								Contract awarded 6/7/11		
	STP	$478	PE	12/13	Liquidate Funds	04/17/19	G	$478 Obligated 4/17/13		
45	SRTS1-04-002	Ala County	**Marshall Elementary School Vicinity Improvements**							
	SRTS	$450	Con	12/13	Liquidate Funds	11/01/14	G	See Note 2		G
					Complete Closeout	04/01/15	G	Obligated 9/19/12		
	SRTS	$50	PE	Prior			G	Obligated 12/7/10		

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<table>
<tr><td colspan="10" align="center">Green Zone Projects (cont.)</td></tr>
<tr>
<th>Index</th>
<th>TIP ID
Source</th>
<th>Sponsor
Prog'd Amount
($x 1,000)</th>
<th>Project Title
Phase</th>
<th>FY</th>
<th>Required Activity</th>
<th>Date
Req'd By</th>
<th>Zone</th>
<th>Notes</th>
<th>Prev
Zone</th>
</tr>
<tr>
<td>46</td><td>ALA110033</td><td>Alameda CTC</td><td colspan="6">Alameda County Safe Routes to School</td><td></td>
</tr>
<tr>
<td></td><td>CMAQ</td><td>$2,289</td><td>Con</td><td>10/11</td><td>Liquidate Funds</td><td>03/29/17</td><td>G</td><td>$2,689 Obligated 3/29/11</td><td>G</td>
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<tr>
<td></td><td>STP</td><td>$400</td><td>Con</td><td>10/11</td><td>Liquidate Funds</td><td>03/29/17</td><td>G</td><td>Obligated w/ALA110009</td><td></td>
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<td>47</td><td>ALA110009</td><td>Alameda CTC</td><td colspan="6">Bikemobile - Bike Repair and Encouragement Vehicle</td><td></td>
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<td></td><td>CMAQ</td><td>$500</td><td>Con</td><td>10/11</td><td>Liquidate Funds</td><td>03/29/17</td><td>G</td><td>$500 Obligated 3/29/11</td><td>G</td>
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<td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>Obligated w/ALA110033</td><td></td>
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<td>48</td><td>ALA110039</td><td>Albany</td><td colspan="6">Albany - Pierce Street Pavement Rehabilitation</td><td></td>
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<tr>
<td></td><td>STP</td><td>$117</td><td>Con</td><td>10/11</td><td>Liquidate Funds</td><td>05/02/17</td><td>G</td><td>Contract Awd 7/12/11
$117 Obligated 5/2/11</td><td>G</td>
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<td>49</td><td>ALA090068</td><td>BART</td><td colspan="6">MacArthur BART Plaza Remodel</td><td></td>
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<td></td><td>CMAQ</td><td>$626</td><td>Con</td><td>10/11</td><td></td><td></td><td></td><td>$626 Obligated 3/16/11
Transferred to FTA Grant</td><td>G</td>
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<tr>
<td>50</td><td>ALA110032</td><td>BART</td><td colspan="6">Downtown Berkeley BART Plaza/Transit Area Imps.</td><td></td>
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<td></td><td>CMAQ</td><td>$706</td><td>PE</td><td>10/11</td><td></td><td></td><td></td><td>$706 Obligated 3/16/11</td><td>G</td>
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<tr>
<td></td><td>CMAQ</td><td>$1,099</td><td>Con</td><td>10/11</td><td></td><td></td><td></td><td>$1,099 Obligated 3/16/11
Transferred to FTA Grant</td><td></td>
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<tr>
<td>51</td><td>ALA110038</td><td>BART</td><td colspan="6">BART - West Dublin BART Station Ped Access Imps</td><td></td>
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<td></td><td>CMAQ</td><td>$21</td><td>PE</td><td>10/11</td><td></td><td></td><td></td><td>$21 Obligated 2/2/11</td><td>G</td>
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<tr>
<td></td><td>CMAQ</td><td>$839</td><td>Con</td><td>10/11</td><td></td><td></td><td></td><td>$839 Obligated 2/2/11
Transferred to FTA Grant</td><td></td>
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<tr>
<td>52</td><td>SRTS3-04-007</td><td>Emeryville</td><td colspan="6">San Pablo Avenue 43rd to 47th Pedestrian Safety</td><td></td>
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<tr>
<td></td><td>SRTS</td><td></td><td>Con</td><td>13/14</td><td>Submit Req for Auth</td><td>03/07/14</td><td>G</td><td>See Note 2</td><td>G</td>
</tr>
<tr>
<td></td><td></td><td></td><td></td><td></td><td>Complete Closeout</td><td>06/07/16</td><td>G</td><td></td><td></td>
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<tr>
<td></td><td>SRTS</td><td>$52</td><td>PE</td><td>11/12</td><td></td><td></td><td>G</td><td>$52 Obligated 5/4/12</td><td></td>
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<td>53</td><td>ALA110018</td><td>Fremont</td><td colspan="6">Fremont Various Streets Pavement Rehabilitation</td><td></td>
</tr>
<tr>
<td></td><td>STP</td><td>$2,707</td><td>Con</td><td>10/11</td><td>Project Being Removed from Report</td><td></td><td></td><td>$2,707 Obligated 2/22/11
Final Inv/Report 3/30/12</td><td>G</td>
</tr>
<tr>
<td>54</td><td>HSIP3-04-005</td><td>Fremont</td><td colspan="6">Paseo Padre Parkway - Walnut to Washington - Replace Poles</td><td></td>
</tr>
<tr>
<td></td><td>HSIP</td><td>$120</td><td>Con</td><td>12/13</td><td>Complete Closeout</td><td>12/02/14</td><td>G</td><td>$120 Obligated 2/16/12</td><td></td>
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<tr>
<td></td><td>HSIP</td><td>$23</td><td>PE</td><td>Prior</td><td></td><td></td><td></td><td>Obligated 11/18/10</td><td></td>
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<td>55</td><td>ALA110015</td><td>Livermore</td><td colspan="6">Livermore Downtown Lighting Retrofit</td><td></td>
</tr>
<tr>
<td></td><td>CMAQ</td><td>$176</td><td>Con</td><td>10/11</td><td>Liquidate Funds</td><td>04/04/17</td><td>G</td><td>$176 Obligated 4/4/11
Billing 1 dated 2/22/12
Fed Aid (024)</td><td>G</td>
</tr>
</table>

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Green Zone Projects (cont.)

Index	TIP ID Source	Sponsor Prog'd Amount ($x 1,000)	Project Title Phase	FY	Required Activity	Date Req'd By	Zone	Notes	Prev Zone
56	ALA110023 STP	Livermore $1,028	**Livermore - 2011 Various Arterials Rehab** Con	10/11	Liquidate Funds	03/21/17	G	$1,028 Obligated 3/21/11 Billing 1 dated 2/22/12 Fed Aid (023)	G
57	ALA110016 STP	Newark $682	**Newark - Cedar Blvd and Jarvis Ave Pavement Rehab** Con	11/12	Liquidate Funds	02/17/18	G	$682 Obligated 2/17/12 1st Invoice 11/28/12	G
58	ALA110014 CMAQ	Oakland $1,700	**Oakland - MacArthur Blvd Streetscape** Con	10/11	Liquidate Funds	04/27/17	G	$1.7M Obligated 4/27/11 Contract Dated 8/19/11	G
59	HSIP2-04-004 HSIP	Oakland $223	**West Grand at Market, Macarthur at Fruitvale & Market at 55th Improvements** Con	11/12	Liquidate Funds Complete Closeout	03/30/14 09/30/14	G G	See Note 2 Obligated 6/30/11	G
60	HSIP2-04-005 HSIP	Oakland $81	**Various Intersections Pedestrian Improvements** Con	11/12	Liquidate Funds Complete Closeout	03/30/14 09/30/14	G G	See Note 2 Obligated 7/8/11	G
61	ALA110021 STP	Pleasanton $876	**Pleasanton Various Streets Pavement Rehab** Con	10/11	Project Being Removed from Report			$876 Obligated 4/14/11 Final Inv/Report 10/30/12	G
62	ALA110020 STP	San Leandro $807	**San Leandro - Marina Blvd Rehabilitation** Con	10/11	Liquidate Funds	03/29/17	G	$807 Obligated 3/29/11 Contract Awd 5/5/11	G
63	HSIP1-04-001 HSIP	San Leandro $409	**Washington Ave - Estabrook St Intersection** Prior		Project Being Removed from Report			Revised FROE 10/25/10	G
64	SRTS3-04-017 SRTS	San Leandro $410	**Multiple Schools Bicycle and Pedestrian Safety** Con	11/12	Liquidate Funds Complete Closeout	03/06/16 09/06/16	G G	See Note 2 $410 Obligated 3/22/12	G
65	ALA110017 STP	Union City $861	**Union City - Dyer Street Rehabilitation** Con	10/11	Liquidate Funds	04/13/17	G	$861 Obligated 4/13/11 Contract Awd 6/14/11	G

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colspan=10 align=center	**Green Zone Projects (cont.)**

Index	TIP ID	Sponsor	Project Title						
		Source	Prog'd Amount ($x 1,000)	Phase	FY	Required Activity	Date Req'd By	Zone	Notes	Prev Zone

Index	TIP ID	Sponsor	Source	Prog'd Amount ($x 1,000)	Phase	FY	Required Activity	Date Req'd By	Zone	Notes	Prev Zone
66	ALA110036	Union City					Union City BART East Plaza Enhancements				
			CMAQ	$4,450	Con	10/11	Liquidate Funds	02/02/17	G	$4,450 Obligated 2/2/11	G
										Contract Awd 6/28/11 FTA CA-95-X157	

End of Green Zone

Notes:

1. MTC Reso 3606 deadline or the Safety Program Monitoring date is before the status date of this report. Sponsor is working with Caltrans, MTC and Alameda CTC to expedite/complete the required activity.

2. HSIP, SRTS and HRRR projects may have different timely use of funds provisions than the MTC Reso 3606 requirements. The values for "Date Req'd By" shown in this report are based on the Safety Progam Delivery Status Reports - Complete Project Listing available from Caltrans Local Programs at www.dot.ca.gov/hq/LocalPrograms/HSIP/delivery_status.htm. For the purposes of this monitoring report, the Submit Request for Authorization dates are set to three months prior to the date shown for authorization in the Safety Program Delivery Status Reports, and the Liquidate Funds dates are set to six months prior to the date shown for Complete Closeout shown by Caltrans.

3. HSIP Cycle 5 projects are not yet included in an adopted TIP. Sponsors cannot request obligation until included in TIP. Projects with Cycle 5 programming requested in FY12/13 are shown in report with the same "Required Activity" and "Dates Required By" as other projects with FY 12/13 funding while they wait for the TIP approval.

Alameda CTC Project Monitoring

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Appendix A Federal At Risk Report Zone Criteria Required Activities per Resolution 3606 (Revised July 23, 2008)			
Required Activities Monitored by CMA[1]	**Criteria Timeframes for Required Activities**		
	Red Zone	**Yellow Zone**	**Green Zone**
Request Project Field Review	Project in TIP for more than nine (9) months, or obligation deadline for Con funds within 15 months.	Project in TIP for less than nine (9) months, and obligation deadline for Con funds more than 15 months away.	All conditions other than Red or Yellow Zones
Submit Environmental Package	NA	NA	NA
Approved DBE Program and Methodology	NA	NA	NA
Submit Request for Authorization (PE)	within three (3) months	within three (3) to six (6) months	All conditions other than Red or Yellow Zones
Submit Request for Authorization (R/W)	within four (4) months	within four (4) to nine (9) months	All conditions other than Red or Yellow Zones
Submit Request for Authorization (Con)	within six (6) months	within six (6) to nine (9) months	All conditions other than Red or Yellow Zones
Obligation/ FTA Transfer	within two (2) months	within two (2) to four (4) months	All conditions other than Red or Yellow Zones
Advertise Construction	within four (4) months	within four (4) to six (6) months	All conditions other than Red or Yellow Zones
Award Contract	within six (6) months	within six (6) to nine (9) months	All conditions other than Red or Yellow Zones
Award into FTA Grant	within two (2) months	within two (2) to four (4) months	All conditions other than Red or Yellow Zones
Submit First Invoice	within two (2) months	within two (2) to four (4) months	All conditions other than Red or Yellow Zones
Liquidate Funds	within four (4) months	within four (4) to nine (9) months	All conditions other than Red or Yellow Zones Move to Appendix D
Project Closeout	within four (4) months	within four (4) to nine (9) months	All conditions other than Red or Yellow Zones
Other Zone Criteria			
Red Zone	Projects with funds programmed in the same FY for both a project development phase (i.e. Env or PSE) and a capital phase (i.e. R/W or Con) without the project development phase(s) obligated.		
Yellow Zone	Projects with an Amendment to the TIP pending.		
Notes: [1] See Apendix B for more information about the Required Activities and Resolution 3606.			

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<td colspan="3" align="center">Appendix B
Definitions of the Required Activities per Resolution 3606 (As revised July 23, 2008)</td>
</tr>
<tr>
<th>Index</th>
<th>Definition</th>
<th>Deadline</th>
</tr>
<tr>
<td>1</td>
<td colspan="2">Req Proj Field Rev</td>
</tr>
<tr>
<td></td>
<td>Per MTC Resolution 3606-Revised, "Implementing agencies are required to request a field review from Caltrans Local Assistance within 12 months of approval of the project in the TIP[1], but no less than 12 months prior to the obligation deadline of construction funds. This policy also applies to federal-aid projects in the STIP. The requirement does not apply to projects for which a field review would not be applicable, such as FTA transfers, regional operations projects and planning activities. Failure for an implementing agency to make a good-faith effort in requesting and scheduling a field review from Caltrans Local Assistance within twelve months of programming into the TIP could result in the funding being reprogrammed and restrictions on future programming and obligations. Completed field review forms must be submitted to Caltrans in accordance with Caltrans Local Assistance procedures."</td>
<td>12 months from approval in the TIP[1], but no less than 12 months prior to the obligation deadline of construction funds.</td>
</tr>
<tr>
<td>2</td>
<td colspan="2">Sub ENV package</td>
</tr>
<tr>
<td></td>
<td>Per MTC Resolution 3606-Revised, "Implementing agencies are required to submit a complete environmental package to Caltrans for all projects (except those determined Programmatic Categorical Exclusion as determined by Caltrans at the field review), twelve months prior to the obligation deadline for right of way or construction funds. This policy creates a more realistic time frame for projects to progress from the field review through the environmental and design process, to the right of way and construction phase. If the environmental process, as determined at the field review, will take longer than 12 months before obligation, the implementing agency is responsible for delivering the complete environmental submittal in a timely manner. Failure to comply with this provision could result in the funding being reprogrammed. The requirement does not apply to FTA transfers, regional operations projects or planning activities."</td>
<td>12 months prior to the obligation deadline for RW or Con funds. (No change)</td>
</tr>
<tr>
<td>3</td>
<td colspan="2">Approved DBE Prog</td>
</tr>
<tr>
<td></td>
<td>Per MTC Resolution 3606-Revised, "Obligation of federal funds may not occur for contracted activities (any combination of environmental/ design/ construction/ procurement activities performed outside the agency) until and unless an agency has an approved DBE program and methodology for the current federal fiscal year. Therefore, agencies with federal funds programmed in the TIP must have a current approved DBE Program and annual methodology (if applicable) in place prior to the fiscal year the federal funds are programmed in the TIP. STP/CMAQ funding for agencies without approved DBE methodology for the current year are subject to redirection to other projects after March 1. Agencies should begin the DBE process no later than January 1 to meet the March 1 deadline. Projects advanced under the Expedited Project Selection Process (EPSP) must have an approved DBE program and annual methodology for the current year (if applicable) prior to the advancement of funds."</td>
<td>Approved program and methodology in place prior to the FFY the funds are programmed in the TIP.</td>
</tr>
<tr>
<td>4</td>
<td colspan="2">Sub Req for Auth</td>
</tr>
<tr>
<td></td>
<td>Per MTC Resolution 3606-Revised, "In order to ensure funds are obligated or transferred to FTA in a timely manner, the implementing agency is required to deliver a complete funding obligation / FTA Transfer request package to Caltrans Local Assistance by February 1 of the year the funds are listed in the TIP. Projects with complete packages delivered by February 1 of the programmed year will have priority for available OA, after ACA conversions that are included in the Obligation Plan. If the project is delivered after February 1 of the programmed year, the funds will not be the highest priority for obligation in the event of OA limitations, and will compete for limited OA with projects advanced from future years. Funding for which an obligation/ FTA transfer request is submitted after the February 1 deadline will lose its priority for OA, and be viewed as subject to reprogramming."</td>
<td>February 1 of FY in which funds are programmed in the TIP.</td>
</tr>
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	Appendix B	
	Definitions of the Required Activities per Resolution 3606 (As revised July 23, 2008)	
Index	**Definition**	**Deadline**
5	**Obligate Funds/ Transfer to FTA**	
	Per MTC Resolution 3606-Revised, "STP and CMAQ funds are subject to an obligation/FTA transfer deadline of April 30 of the fiscal year the funds are programmed in the TIP. Implementing agencies are required to submit the completed request for obligation or FTA transfer to Caltrans Local Assistance by February 1 of the fiscal year the funds are programmed in the TIP, and receive an obligation/ FTA transfer of the funds by April 30 of the fiscal year programmed in the TIP. For example, projects programmed in FY 2007-08 of the TIP have an obligation/FTA transfer request submittal deadline (to Caltrans) of February 1, 2008 and an obligation/FTA transfer deadline of April 30, 2008. Projects programmed in FY 2008-09 have an obligation request submittal deadline (to Caltrans) of February 1, 2009 and an obligation/FTA transfer deadline of April 30, 2009. No extensions will be granted to the obligation deadline."	April 30 of FY in which funds are programmed in the TIP.
6	**Execute PSA**	
	Per MTC Resolution 3606, "The implementing agency must execute and return the Program Supplement Agreement (PSA) to Caltrans in accordance with Caltrans Local Assistance procedures. The agency must contact Caltrans if the PSA is not received from Caltrans within 60 days of the obligation. This requirement does not apply to FTA transfers. Agencies that do not execute and return the PSA to Caltrans within the required Caltrans deadline will be unable to obtain future approvals for any projects, including obligation and payments, until all PSAs for that agency, regardless of fund source, meet the PSA execution requirement. Funds for projects that do not have an executed PSA within the required Caltrans deadline are subject to de-obligation by Caltrans."	Within 60 days of receipt of the PSA from Caltrans, and within six months from the actual obligation date. [2]
7	**Advertise Contract /Award Contract/Award into FTA Grant**	
	Per MTC Resolution 3606-Revised, "For the Construction (CON) phase, the construction/equipment purchase contract must be advertised within 6 months of obligation and awarded within 9 months of obligation. However, regardless of the advertisement and award deadlines, agencies must still meet the invoicing deadline for construction funds. Failure to advertise and award a contract in a timely manner could result in missing the subsequent invoicing and reimbursement deadline, resulting in the loss of funding. Agencies must submit the notice of award to Caltrans in accordance with Caltrans Local Assistance procedures, with a copy also submitted to the applicable CMA. Agencies with projects that do not meet these award deadlines will have future programming and OA restricted until their projects are brought into compliance. For FTA projects, funds must be approved/ awarded in an FTA Grant within one federal fiscal year following the federal fiscal year in which the funds were transferred to FTA."	Advertised within 6 months of obligation and awarded within 9 months of obligation. **FTA Grant Award:** Within 1 year of transfer to FTA.
8	**Submit First Invoice / Next Invoice Due**	
	Per MTC Resolution 3606-Revised, "Funds for each federally funded (Environmental (ENV/ PA&ED), Preliminary Engineering (PE), Final Design (PS&E) and Right of Way (R/W) phase and for each federal program code within these phases, must be invoiced against at least once every six months following obligation. Funds that are not invoiced at least once every 12 months are subject to de-obligation. There is no guarantee that funds will be available to the project once de-obligated. Funds for the Construction (CON) phase, and for each federal program code within the construction phase, must be invoiced and reimbursed against at least once within 12 months of the obligation, and then invoiced at least once every 6-months there after. Funds that are not invoiced and reimbursed at least once every 12 months are subject to de-obligation by FHWA.	**For Con phase:** Once within 12 months of Obligation and then once every 6 months thereafter, for each federal program code.
	There is no guarantee that funds will be available to the project once de-obligated. If a project does not have eligible expenses within a 6-month period, the agency must provide a written explanation to Caltrans Local Assistance for that six-month period and submit an invoice as soon as practicable to avoid missing the 12-month invoicing and reimbursement deadline. Agencies with projects that have not been invoiced against and reimbursed within a 12-month period, regardless of federal fund source, will have restrictions placed on future programming and OA until the project is properly invoiced. Funds that are not invoiced and reimbursed against at least once every 12 months are subject to de-obligation by FHWA."	**For all other phases:** Once within 6 months following Obligation and then once every 6 months thereafter, for each phase and federal program code.

Alameda CTC Project Monitoring

Federal Timely Use of Funds Report   **Status Date: May 31, 2013**
Federally-Funded Locally-Sponsored Alameda County Projects

Appendix B		
Definitions of the Required Activities per Resolution 3606 (As revised July 23, 2008)		
Index	**Definition**	**Deadline**
8a	**Inactive Projects**	
	Per MTC Resolution 3606-Revised, "Most projects can be completed well within the state's deadline for funding liquidation or FHWA's ten-year proceed-to-construction requirement. Yet it is viewed negatively by both FHWA and the California Department of Finance for projects to remain inactive for more than twelve months. It is expected that funds for completed phases will be invoiced immediately for the phase, and projects will be closed out within six months of the final project invoice. Funds that are not invoiced and reimbursed at least once every 12 months are subject to de-obligation by FHWA. There is no guarantee the funds will be available to the project once de-obligated."	Funds must be invoiced and reimbursed against once every 12 months to remain active.
9	**Liquidate Funds**	
	Per MTC Resolution 3606-Revised, "Funds must be liquidated (fully expended, invoiced and reimbursed) within six years of obligation. California Government Codes 16304.1 and 16304.3 places additional restrictions on the liquidation of federal funds. Generally, federal funds must be liquidated (fully expended, invoiced and reimbursed) within 6 state fiscal years following the fiscal year in which the funds were appropriated. Funds that miss the state's liquidation/ reimbursement deadline will lose State Budget Authority and will be de-obligated if not re-appropriated by the State Legislature, or extended (for one year) in a Cooperative Work Agreement (CWA) with the California Department of Finance. This requirement does not apply to FTA transfers."	Funds must be liquidated within six years of obligation.
10	**Estimated Completion Date/Project Closeout**	
	Per MTC Resolution 3606-Revised, "Implementing Agencies must fully expend federal funds on a phase one year prior to the estimated completion date provided to Caltrans. At the time of obligation, the implementing agency must provide Caltrans with an estimated completion date for that project phase. Any un-reimbursed federal funds remaining on the phase after the estimated completion date has passed, is subject to project funding adjustments by FHWA. Projects must be properly closed out within six months of final project invoice. Projects must proceed to construction within 10 years of federal authorization of the initial phase. Federal regulations require that federally funded projects proceed to construction within 10 years of initial federal authorization of any phase of the project.	**Est. Completion Date:** For each phase, fully expend federal funds 1 year prior to date provided to Caltrans.
	Furthermore, if a project is canceled, or fails to proceed to construction in 10 years, FHWA will de-obligate any remaining funds, and the agency is required to repay any reimbursed funds. If a project is canceled as a result of the environmental process, the agency does not have to repay reimbursed costs for the environmental activities. However, if a project is canceled after the environmental process is complete, or a project does not proceed to construction within 10 years, the agency is required to repay all reimbursed federal funds. Agencies with projects that have not been closed out within 6 months of final invoice will have future programming and OA restricted until the project is closed out or brought back to good standing by providing written explanation to Caltrans Local Assistance, the applicable CMA and MTC."	**Project Close-out:** Within 6 months of final project invoice.

Notes:
1   Approval in the TIP: For administrative/ minor TIP Amendments it is the date of Caltrans approval. For formal TIP Amendments, it is the date of FHWA approval.
2   Per DOT letter from Caltrans Local Assistance to MPOs, regarding "Procedural Changes in Managing Obligations", dated 9/15/05.

Alameda CTC Project Monitoring

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Memorandum

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DATE: April 29, 2013

TO: Alameda County Technical Advisory Committee

FROM: Beth Walukas, Deputy Director of Planning
             Kara Vuicich, Senior Transportation Planner
             Matt Bomberg, Associate Transportation Planner

SUBJECT: **Approval of Countywide Transportation Demand Management Strategy and Review of the Annual Evaluation of the Guaranteed Ride Home Program**

Recommendation

It is recommended that the Commission approve the recommendations for implementing a countywide Transportation Demand Management (TDM) Strategy (Attachment A) and review the Annual Evaluation Report for the Guaranteed Ride Home (GRH) Program (Attachment B).

Summary

Transportation Demand Management (TDM) programs offer a cost-effective approach to reducing traffic congestion and vehicle miles traveled. Because of their significant benefits, they are a statutorily required component of the Congestion Management Program (CMP). Consequently, the Alameda CTC has a long history of promoting, supporting and providing TDM programs and activities in Alameda County in fulfillment of the CMP requirements. Although the Guaranteed Ride Home (GRH) Program has been the only officially sponsored TDM program, the Alameda CTC has conducted a number of pilot TDM programs and has provided consistent support for the countywide bicycle and pedestrian program and Safe Routes to Schools.

The 2011 CMP and the 2012 Countywide Transportation Plan (CWTP) identified the need for the Alameda CTC to develop a more comprehensive approach to TDM and parking management, as have recommendations from recent evaluations of the GRH Program. In conjunction with the GRH Program Annual Evaluation, staff, with consultant assistance from Nelson\Nygaard, have developed a proposed Countywide TDM Strategy (Attachment A) that provides an inventory of the broad range of TDM programs and activities already present in Alameda County and recommends a strategy for better integrating, supporting and building on these exiting efforts, including implementation of the regional commute benefit program and the GRH Program.

While many TDM programs are most effective when administered and implemented at a local level, some programs, such as the regional 511 Rideshare program and the GRH Program are most effective when implemented at a larger geographic scale. The Alameda County GRH Program gives

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commuters who rideshare, take transit, walk, or bicycle an "insurance policy" against being stranded at work if they need to make an unscheduled return trip home. The GRH Program is an important complement to other TDM efforts because it enables employees to take alternative modes when they might not otherwise view them as viable options. In recognition of the critical support GRH programs provide, nearly every county in the Bay Area offers one.[1]

Discussion
TDM programs address congestion and mobility by focusing on changing the demand for single-occupancy vehicle travel. Research shows that TDM and parking management have had demonstrable success in influencing people's travel choices and behaviors, thereby reducing vehicle trips, congestion, and vehicle emissions, while improving mobility, accessibility, and the efficiency of local and regional transportation networks.

The most effective TDM programs include some form of financial incentive, either through pricing parking or subsidizing transit and other non-drive alone modes. Furthermore, the more robust the offerings in a TDM program, the more likely an individual is to find an alternative mode and incentive that matches his or her unique travel needs and constraints. For example, a TDM program that includes subsidized transit passes, vanpools, bicycling incentives, and a guaranteed ride home program has greater potential to reduce vehicle trips than any one of those measures alone. TDM programs also leverage existing transportation capital, operating and programmatic investments, particularly those in high-occupancy vehicle lanes and transit, and bicycle and pedestrian facilities and programs.

Countywide TDM Strategy Recommendations
This is an opportune time to reconsider TDM in Alameda County and develop a more comprehensive Countywide TDM Strategy. The 2012 CWTP for the first time had to respond to new statewide policy mandates designed to promote sustainability and reduce carbon emissions through strengthened linkages between transportation investment decisions and land use patterns. TDM and parking management were two of the core issue areas that were called out for further investigation in the implementation steps for this CWTP.

In addition, the Metropolitan Transportation Commission (MTC) and the Bay Area Air Quality Management District (BAAQMD) are currently in the process of implementing a Regional Commute Benefit Ordinance (Senate Bill 1339) that will apply to all Bay Area employers with 50 or more employees. This provides Alameda CTC with a timely opportunity to consider how the agency's efforts can support and complement this legislation through a more comprehensive TDM strategy.

The following considerations were instrumental in developing the recommendations included in the Countywide TDM Strategy:

- **Alameda CTC must ensure that it is not duplicating services already being offered.** There is a broad range of existing TDM programs in Alameda County. Many cities already have TDM and parking management programs; a number of employers, transportation management associations and other institutions provide shuttles; BART provides secure bicycle parking; and AC Transit offers a discounted bulk transit pass program. In particular, many of the efforts

[1] 511 Rideshare Commute Rewards – County Rewards, http://rideshare.511.org/rewards/county_benefits.aspx, accessed April 25, 2013.

that are commonly offered at the county level (beyond GRH), such as ride sharing and vanpool resources, are already provided by MTC.

- **Alameda CTC's ability to impose TDM requirements is limited as are local resources to comply with new requirements.** Consequently, countywide TDM strategies should emphasize a voluntary approach to implementation. CMAs do not have the authority to impose TDM requirements in the same way that cities or TMAs do. Alameda CTC's primary authority is the "power of the purse string" as it can impose conditions and performance objectives on projects funded through Measure B and some regional funds. The agency does have some limited leverage to impose requirements on cities and new developments through the Congestion Management Program and LOS Monitoring program. There is a limit to the number of requirements/conditions that can be attached to funding, and Alameda CTC does not want to overburden local jurisdictions when they have limited resources. These constraints are reflected in the current Alameda CTC programs which are focused on providing value-added incentives like GRH, bike promotion, and technical assistance rather than imposing new requirements.

- **Many TDM programs are simply more appropriate and effective to provide at the local level.** Typically, parking policies are set by individual jurisdictions under their land use authority and are tailored for each city to meet its unique needs. TDM strategies are also commonly implemented at the local level as cities have the power to mandate TDM as part of trip reduction ordinances or conditions of approval for new development. TMAs and employers (and sometimes housing developments) are the other primary implementers of TDM as they have direct access to large groups of employees (and residents) and often are required or internally motivated to reduce trips. Alameda County is large and diverse, so it is difficult to implement countywide programs that are applicable to the entire county. The Alameda CTC's strategy should focus on sponsoring programs that are most effectively delivered at the county level and work to support and encourage cities and private organizations to provide programs that are most effectively delivered at the local level.

Considering these factors, the primary goal of an expanded Alameda CTC TDM program should be supporting and incentivizing cities and employers to implement more robust TDM and parking management strategies at the local level. There are a number of ways that this can be done, building on the agency's existing efforts:

1. **Update the TDM Chapter of the Congestion Management Program:** The current update of Alameda CTC's Congestion Management Program (CMP) should include an update of the TDM chapter to provide a comprehensive menu of TDM activities that can be used to reduce automobile trips as well as the relative trip reduction impacts of different strategies that is tailored to the different needs of jurisdictions in the county.

2. **Encourage Formation of new TMAs and Strengthening of Existing TMAs:** TMAs are an effective mechanism to reduce traffic congestion and improve use of non-drive alone modes by employees and sometimes residents. Alameda CTC should support creation of new TMAs in Alameda County and strengthening of existing TMAs. This could constitute financial support as well as resources such as a "how to" handbook.

3. **Develop a comprehensive TDM clearinghouse and other TDM informational resources:** Alameda CTC should host a user-friendly website that inventories the full range of TDM programs available in Alameda County and describes research-based best

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practices. This type of resource would help city staff, individual residents and employees, and other agencies and organizations to better understand the range of available programs as they pursue enhancements to their own TDM programs and would enable better coordination between programs. An enhanced information program could also be used to assist cities in developing informational and educational printed and web materials tailored to local circumstances.

4. **Provide technical assistance:** Alameda CTC should expand its technical assistance program to support jurisdictions in implementing parking reforms and TDM policies and programs. This is appropriate for implementation at the countywide level and is a role that the Alameda CTC is uniquely well positioned to carry out. Technical support for jurisdictions can take two primary forms:

   a. 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.

   b. 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. Alameda CTC has already expanded its TOD technical assistance program into a "Sustainable Communities Technical Assistance Program" (SC-TAP) to support a wide range of planning and project development activities in PDAs.

5. **Provide a robust Guaranteed Ride Home Program:** GRH is a critical safety net to support other TDM programs in Alameda County. GRH is most appropriately funded and administered at the countywide level, thus Alameda CTC should continue to administer GRH.

6. **Potentially adopt future TDM/parking funding requirements:** For future funding cycles, Alameda CTC should consider making local adoption of parking and transportation demand management policies an important factor in prioritizing and funding projects and/or in future updates to program funding agreements. Requiring or incentivizing city TDM programs would increase the strength and coverage of TDM countywide, but would have to be carefully implemented to allow for diversity across the county and to ensure that requirements are not overly burdensome.

Findings of the 2012 GRH Program Evaluation and Implementation of Prior GRH Program Recommendations

The GRH program is one of many TDM programs in Alameda County that aim to reduce strains on existing roadway and parking capacity without engaging in expensive capacity additions. While GRH is one of many programs that seek to shift demand to alternative transportation modes, it is unique in that it is the only program that provides a vital safety net for other commute alternatives, thereby making their use possible and leveraging investments that have already been made.

The Alameda County GRH program has been in operation since April 9, 1998. Over the last 15 years, the program has matured from a demonstration program with a handful of participating employers to a robust one with 5,104 registered employees and 282 active registered employers throughout

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Alameda County. The Alameda County GRH program is funded entirely through grants from the Bay Area Air Quality Management District's Transportation Fund for Clean Air (TFCA).

Alameda CTC GRH program enrollment increased from 4,800 to 5,100 in 2012. The program added 34 new employers in 2012 to reach 282 establishments. These figures both represent the highest levels in the program's 15 year history. Program enrollees live predominantly in Alameda and Contra Costa County, but a substantial number also live in San Joaquin, Stanislaus, San Francisco, and Solano Counties. Fifty-one rides were taken in 2012, a slight increase over 2011, but about half as many as in 2008. The most common reasons for taking rides were personal illness and unscheduled overtime.

The annual program evaluation included surveys of both employers and employees. The surveys are designed to elucidate how effective the GRH program is in encouraging alternative mode use, the nature of overall commuting behavior (as opposed to the commutes of those who actually need to take emergency rides), as well as the quality of program support, customer service, marketing, etc. The surveys achieved response rates of 15% and 23% of employees and employers, respectively.

Major findings from the employee survey include:
- Most (59%) respondents cite the GRH program as at least somewhat important in their decision to not drive alone to work
- A significant number of respondents indicate that in the absence of GRH they would commute using alternative modes less frequently (25%) or not at all (9%)
- Customer service including the telephone hotline and printed materials are rated highly
- Most participants find out about GRH through an employer representative (49%), an on-site posting (11%), or a co-worker (16%)
- Most participants register online (54%)

Major findings from the employer survey include:
- A very large majority of employer representatives (85%) identify participation in the GRH program as important in encouraging alternative mode commuting
- Almost all employer representatives find their workload "manageable" or claim that they "could do more work if needed."
- Almost all employers (92%) inform new employees about the GRH program during benefits enrollment; employers are slightly less likely (73%) to remind current employees about the program, and usually do so through email and word of mouth.
- Employer representatives identify internal marketing through employer contacts as the most effective marketing strategy
- The customer service and GRH website were both rated highly by employer representatives.

Results from the employee evaluation survey are used to obtain an estimate of how many solo driving trips the GRH program contributes to the reduction of. This estimation is performed by using survey data on frequency of solo driving before and after GRH enrollment and average commute distance which are then extrapolated to all program participants. The results of this estimation, which is performed according to TFCA guidelines, are that the GRH program contributes to:
- 167,961 drive alone round trips reduced
- 1,873 tons of CO_2 not emitted
- $1 million in annual savings on gas expenditures

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The previous 2011 Program Evaluation Report identified four key recommendations for program improvements in 2012. GRH staff worked to implement these recommendations as detailed below.

1. **Initiate new program efficiencies, such as updating website to include links to alternative travel modes, establishing online ride vouchers, and using social media.**

   GRH staff completely redesigned the 15 year old website to improve the look and make updating easier faster, and less costly, and include links to other transportation options in Alameda County. GRH staff performed exploratory research regarding online voucher options leading to a new recommendation below. Finally, GRH staff worked with Alameda CTC staff to develop a marketing plan that emphasizes increased engagement with other ongoing Alameda CTC marketing activities and launched social media activities in early 2013. New marketing tactics will be more cost-effective as they are less labor-intensive, and should also increase program visibility.

2. **Focus new marketing on increasing awareness of the availability of the GRH Program to all employers in Alameda County, regardless of size; and continue to expand the program's reach to underserved areas, such as South and Central County. This includes using creative outreach and education strategies, such as co-marketing.**

   GRH staff worked with chambers of commerce and created press releases to effectively market the program throughout the county to all employers regardless of size. As a result, employer enrollment increased in both South and Central County, including new employers joining in Hayward, San Leandro, and Fremont. GRH staff employed co-marketing including working with the Alameda CTC *Ride, Stride, Arrive* campaign and with the AC Transit EasyPass program.

3. **Continue to manage the existing program, provide customer support and services, and monitor and report program use and effectiveness.**

   GRH staff continued ongoing administrative responsibilities, including engaging a subcontractor to reduce database maintenance related costs. GRH staff responded to inquiries and monitored and reported on the program on a monthly basis.

4. **Submit recommendations for next steps for the GRH program, subject to approval by Board.**

   GRH staff developed a series of recommendations in the context of the Alameda CTC's Comprehensive TDM Strategy, as summarized in the following section.

Recommendations for GRH Program Improvements in 2013
The 2012 GRH Program Evaluation Report identifies a series of recommendations for improving the GRH program. These recommendations are consistent with the Comprehensive TDM Strategy and aim to move GRH into a new era of increased ease of use, higher visibility, and better coordination with other TDM activities in Alameda County. Recommendations include:

1. **Investigate feasibility of transitioning from the current paper voucher system to either an online voucher system or a reimbursement system and implement appropriate solution.**
   Moving away from the current paper vouchers holds great promise to increase ease of use for GRH participants, reduce administrative costs, and improve program tracking and security. As a first step towards a possible transition, GRH staff performed a peer review of other GRH programs and contacted vendors of software that could host online voucher or reimbursement system. It is recommended that, as a next step, GRH staff use this information to determine if

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transition is feasible for the Alameda CTC in light of program budget, agency legal policies pertaining to dealing with taxi and rental car vendors, and possible future regional TDM integration considerations.

2. **Update the current Access Database of employers and employees to a cloud-based database.**
   The current Access database system is unwieldy and lacks a user-friendly interface. It is recommended that if a new system is chosen for GRH (either online voucher system or reimbursement system), the GRH program database be updated to a cloud-based database to promote improved online user interface for registration and voucher distribution. The costs of a new database would be largely shared with the costs of transitioning away from paper vouchers.

3. **Investigate changing GRH employee enrollment requirements such that being part of an employer with an Employer Representative is recommended but not required, and modify program if appropriate.**
   Currently, employees may only enroll in the GRH program if they belong to a registered employer with a designated Employer Representative. Employer Representatives, while helpful in a variety of ways, are not essential to program operations. The Employer Representative requirement is a barrier to immediate enrollment for employer from companies that are not yet registered and may be unfair to employees of smaller establishments where it is often harder to find someone to serve as an Employer Representative. It is recommended that GRH staff explore the feasibility of changing program rules and operations such that employees can join GRH even if their employer is not enrolled with a designated representative; such a change should continue to aim to recruit Employer Representatives for internal company marketing purpose, even if they will not be required. To some extent, the usefulness of Employer Representatives depends on whether paper vouchers are in use, as a current function of representatives is holding and distributing emergency vouchers; thus, this recommendation should be coordinated with Recommendation 1.

4. **Continue to enhance marketing and outreach through coordination with Alameda CTC for events, print, and social media marketing to promote the GRH program to employers and employees throughout Alameda County.**
   An updated Marketing Plan was developed in late 2012 and submitted to the Alameda CTC in January 2013. This Marketing Plan calls for additional co-marketing with the Alameda CTC that leverages the hundreds of events that the agency attends throughout the county. GRH staff will perform direct outreach (which tends to be costly) only at high profile, employee commuting focused events. At the same time, GRH staff will use social media tools to stay in communication with major employers and program participants in a consistent but unobtrusive manner. Social media offers the promise of more regular visibility and engaging program participants to market to each other by sharing their anecdotes, experiences, etc. with the GRH community.

5. **Expand the GRH program in Alameda County to include a countywide TDM "One-stop-shop" Clearinghouse Website as part of the proposed Comprehensive TDM Program Approach recommendations.**
   GRH is a program that makes other TDM options like transit, shuttles, vanpooling, etc. viable, but it is not in and of itself a transportation option. Good alternative transportation options and other supportive incentives to use alternative transportation must be in place before GRH can reach its maximum potential. There are a number of other TDM programs that already

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exist in Alameda County with a range of providers including the region, cities, and employers. Unfortunately, centralized information about the range of TDM options in Alameda County is not easily available for users. It is recommended that the GRH Program be expanded to include a TDM information "0ne-stop-shop" clearinghouse.

The GRH website will be expanded to include information for employers and employees about TDM programs available in different parts of Alameda County. New printed materials would be given to people enrolled in GRH that further encourage use of more sustainable modes of transportation.

Fiscal Impacts

There is no fiscal impact at this time. Costs for implementing recommendations for both the Countywide TDM Strategy and 2012 GRH Program Evaluation are being included in the upcoming FY 2013-2014 budget process.

Attachments

Attachment A: Alameda CTC Countywide TDM Strategy
Attachment B: 2012 Alameda CTC GRH Program Evaluation – Executive Summary
                     (Complete Draft Report will be distributed to ACTAC before the May 7, 2013 meeting)

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Countywide TDM Strategy
April 2013

ALAMEDA
County Transportation Commission

Alameda County Transportation Commission
1333 Broadway, Suites 220 and 300
Oakland, CA 94612
www.AlamedaCTC.org

With staff assistance provided by Nelson\Nygaard

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INTRODUCTION

The Alameda CTC has a long history promoting and providing Transportation Demand Management (TDM) in Alameda County. TDM is a statutorily required component of the Congestion Management Program (Section 65089 (b)(3) of the California Government Code) and has consequently been an important component of the Alameda CTC's role as the county's congestion management agency. To date, the Guaranteed Ride Home (GRH) program has been the only program officially described as an agency sponsored TDM program, but there are several other activities that promote reducing or managing demand for automobile travel that are sponsored by the Alameda CTC, such as the bicycle and pedestrian program and Safe Routes to Schools.

The Alameda CTC has long had a vision to expand its TDM program offerings and package all the services as a comprehensive countywide TDM program. Best practices show that TDM programs are more effective when implemented as a group. Some measures enhance the incentives provided by others, such as pricing parking and simultaneously subsidizing transit. Programs like GRH are explicitly designed to accompany other programs by providing an "insurance" plan against being stranded at work. The more robust the offerings in a TDM program, the more likely an individual is to find an alternative mode and incentive that matches his or her unique travel needs and constraints. For example, a TDM program that includes subsidized transit passes, vanpools, bicycling incentives, and a guaranteed ride home program, has greater potential to reduce vehicle trips than any one of those measures implemented by itself.

The importance and role of TDM in Alameda County and the need to develop a more comprehensive program has been articulated in the agency's planning documents for several years, and the CMP statute (California Government Code Section 65089 (b)(3)) requires a travel demand element that promotes alternative transportation methods. Recent planning documents that address TDM include the:

- 2012 Countywide Transportation Plan (CWTP)
- 2011 Transportation Demand Management and Parking Management Issue Paper (TDM Issue Paper)
- 2011 Countywide Transportation Plan/Transportation Expenditure Plan Briefing Book (CWTP/TEP Briefing Book)
- 2011 Congestion Management Program (CMP)
- Climate Action Plan inventory
- Performance Evaluation of the Alameda CTC Guaranteed Ride Home Program in recent years

This paper catalogs all the recommendations from these past plans and lays out a vision for how the Alameda CTC could move forward to meet these objectives. To determine the most appropriate roles and responsibilities for the agency, the paper inventories all of the Alameda CTC's current TDM efforts and other TDM efforts currently taking place in Alameda County (sponsored by jurisdictions, transit agencies, employers, etc.). The paper concludes with a set of

	Introduction

recommended strategies for an expanded Alameda CTC TDM program and an approach for phased implementation.

WHY NOW?

This is an opportune time to reconsider TDM in Alameda County. Alameda CTC just completed the 2012 Countywide Transportation Plan (CWTP) in June of 2012. For the first time, the CWTP had to respond to new policy mandates designed to promote sustainability and reduce carbon emissions, most notably California Assembly Bill 32 (AB 32) and Senate Bill 375 (SB 375) which mandate reductions in greenhouse gas emissions and vehicle miles traveled through strengthened linkages between transportation investment decisions and land use patterns. TDM and parking management were two of the core issue areas that were called out for further investigation in the implementation steps for this CWTP.

In addition, the Metropolitan Transportation Commission (MTC) and the Bay Area Air Quality Management District (BAAQMD) are currently in the process of implementing a Regional Commute Benefit Ordinance (described later in this paper) that will apply to all Bay Area employers with 50 or more employees. This provides Alameda CTC with a timely opportunity to consider how the agency's efforts can support and complement this legislation.

WHAT IS TDM?

TDM and parking management seek to address transportation challenges, such as congestion and the need for adequate parking, with programs that manage travel demand. TDM measures seek to reduce demands on existing roadway and parking capacity using incentives and disincentives designed to influence travel choice. TDM has become more popular as supply-side solutions are increasingly criticized for creating additional congestion through "induced demand," exacerbating parking inefficiencies, and contributing to a number of other public health and social impacts related to driving.

As discussed below, research shows that TDM and parking management have had demonstrable success in influencing people's travel choices and behaviors, thereby reducing vehicle trips, congestion, and vehicle emissions while improving mobility, accessibility, and the efficiency of local and regional transportation networks. The most effective TDM programs include some form of financial incentive, either through pricing parking or subsidizing transit and other non-drive alone modes. Managing travel demand through TDM and/or parking management are also cost effective; by leveraging existing investments, these strategies complement existing investments in transit systems and other alternatives to driving.

Transportation demand management can be implemented by a wide range of organizations on multiple levels; specific strategies are appropriate for the region as a whole, the county and local jurisdictions, as well as individual employers or trip generators. Determining what TDM roles are the most appropriate for implementation at the countywide level is one of the most significant questions this paper seeks to address. Parking management, on the other hand, is generally implemented at the local level: parking codes are included in zoning ordinances, and parking

management occurs primarily on local streets and roads and in city-owned public parking garages. The range of potential TDM activities is outlined in Figure 1. These TDM strategies are discussed in much more detail in Chapter 10 of the TEP/CWTP Briefing Book, included as Appendix A.

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Figure 1   Overview of Types of TDM and Parking Strategies

Categories of TDM	Specific Types of TDM Programs	Description	Primary Agency Responsible
Parking Management	Demand-responsive pricing of on-street spaces	Set on-street parking prices based on parking demand in area to achieve parking availability targets.	Cities
	"Unbundling" of parking costs from rents and leases	Separate the charge for leasing or buying a unit or square footage in residential or commercial buildings from charges for parking spaces.	Enabled or required by cities, must be brokered by private businesses or developments
	Reduced or eliminated minimum parking requirements	In areas that are well-served by transit and other alternatives to driving, allow developers to build residential and commercial buildings with fewer parking spaces or no parking.	Cities
	Use of new meter technologies to allow multiple forms of payment and dynamic pricing	Install parking meters that allow payment by credit card or phone, and that connect to a central system in real-time, allowing for remote programming and management of parking prices.	Cities
	District-based parking management	Manage parking supply in a defined area as a unified whole in order to better manage parking demand between different facilities to eliminate cruising for parking and improve the customer experience.	Cities
	Shared parking strategies	Facilitate the sharing of parking among multiple land uses that have complementary schedules (e.g. an office with greater demand during the day and restaurant with greater demand at night).	Enabled by cities, must be brokered by private businesses or developments
	Use of parking revenue to support other mobility/neighborhood programs	Dedicate meter revenue from designated area to uses such as mobility improvements, neighborhood or business improvement programs, potentially through the creation of a parking benefit district.	Cities
	Improved parking wayfinding signage	Install wayfinding signage to make parking easier to find. This can help to shift parking demand away from overfull spaces to underutilized areas and can help reduce local traffic impacts caused by searching for parking.	Cities

Introduction

Categories of TDM	Specific Types of TDM Programs	Description	Primary Agency Responsible
Financial Incentives	Subsidized transit passes	Employers/developers provide discounted or free transit passes to employees/residents; transit agencies sell passes at reduced rates based on purchase of passes for all employees/residents regardless of transit use (e.g., universal pass programs).	Employers, housing developments or TMAs/Business Improvement Districts are the most common distributors of discounted transit passes; agreements are made with transit agencies. Cities sometimes include distribution of transit passes as a part of a development's conditions for approval or in zoning requirements.
	Pricing employee parking and/or parking cash-out programs	Charge employees for parking or, if parking is free, pay employees who do not drive the cash value of the parking space.	Employers are responsible, but parking cash-out can be mandated by cities, regions or states
	Commuter checks	Provide direct payment or pre-tax discounts to employees who commute to work by transit, biking, walking, carpool, or vanpool.	Employers
	Transit "fare free" zones	Transit agency provides free rides in designated zone.	Transit agencies, can be initiated/funded by cities, transportation management associations (TMAs), Business Districts
	Direct financial incentives to bike, walk, carpool or take transit	Provide a direct financial incentive to people who commute by bike, walk, carpool, vanpool, or take transit. Commute benefit programs that result in tax savings for employers and employees are the most typical.	Any organization, public or private;
Shared Vehicle Services	Ride sharing	Carpool to work instead of driving alone. Public agencies may encourage this by providing rideshare matching websites.	Any organization, public or private
	Shuttles	Operate a free or subsidized shuttle service to major employment centers or schools to reduce demand for driving and parking. Often financed wholly or in part by contributions from businesses along route.	Any organization, public or private
	Vanpools	Commute to work in a shared van with 7-15 people. Public agencies may facilitate vanpooling by providing rideshare matching websites and the van or other subsidies or incentives.	Any organization, public or private

Introduction

Categories of TDM	Specific Types of TDM Programs	Description	Primary Agency Responsible
Safety Net	Guaranteed/Emergency Ride Home program	Provide a guaranteed ride home for people who do not drive to work alone to ensure they are not stranded if they need to go home in the middle of the day due to an emergency, or stay late for work unexpectedly.	Any organization, public or private
Alternative Commute Scheduling	Telecommuting	Employers allow employees to work one or more days from home in order to reduce the number of automobile trips to work.	Employers
	Compressed work weeks	Employers allow employees to compress their work week by working fewer but longer days. For example, instead of working 5, 8-hour days, an employee may work 4, 10-hour days.	Employers
Promotional Activities	Travel marketing programs	Promote awareness of alternative travel modes through campaigns.	Any organization, public or private
	Travel training	Promote awareness of alternative travel modes through training.	Any organization, public or private
	On-site transportation coordinators	Employers hire dedicated staff member to oversee TDM programs and/or provide one-on-one employee travel education/training.	Employers, housing developments
	Bike/ped maps, education, and promotion	Maps of safe biking/walking routes, educational classes on safe biking/walking, and promotional activities such as Bike to Work Day; usually provided by public agencies or non-profit organizations.	Any organization, public or private
Urban Form and Land Use	Compact, mixed use development and "park once" districts	Encourage development of districts that allow people to park just once if they drive to reach the district, and walk to destinations within the area once they are there.	Cities are responsible for zoning, land use planning, and development permissions
Trip Reduction Mandates	Trip reduction ordinances	Require employers in designated districts to meet specific targets for how many car trips are generated.	Cities
	TDM conditions of approval for new development	Require developers to implement TDM measures, such as transit passes, shuttle systems, or unbundled parking, in order to receive approval for new developments.	Cities can mandate TDM measures for new development

Introduction

Categories of TDM	Specific Types of TDM Programs	Description	Primary Agency Responsible
Multi-Modal Infrastructure	Car sharing services	Private companies offer shared vehicles that are available for short-term rental. These services reduce the need for car ownership for people who only need a vehicle occasionally.	Private car sharing companies (non-profit and for-profit)
	Bicycle sharing services	Bicycles are available to members for short-term rental and can be returned at any bike share station. Bike share may be offered in city neighborhoods, near transit hubs, or at major employment centers.	Cities or private bicycle sharing companies (usually at invitation of a city)
	Enhanced transit service	Improve transit service to better serve potential riders and shift travel from driving trips.	Transit agencies, funded by cities, counties, TMAs, BIDs, regional agencies
	Secure bicycle parking	Offer secure bike parking to encourage travel by bicycle, especially at major transit hubs and employment centers and other areas where there is demand for long-term bike parking.	Cities, employers, housing developments, TMAs, transit agencies depending on ownership of right of way; counties and regional agencies can also purchase and facilitate installation of bicycle parking
	On-site bike/ped amenities (lockers, showers, etc.)	Employers offer on-site amenities that make it easier for people to bike or walk to work, by offering a place to store extra clothes and/or bicycles, shower, etc.	Employers, housing developments
	High Occupancy Vehicle/Toll (HOV/HOT) lanes	Implement a system of express lanes for high-occupancy vehicles, transit, and/or people who pay a toll. This provides a time savings to people who commute by modes other than driving alone.	Highway districts, often led by counties or regional agencies
	Preferential parking for carpools	Provide dedicated parking spaces for carpool users. These spaces should be the most desirable spaces.	Cities, transit agencies, employers, or any entity that owns a parking lot

BENEFITS/EFFECTIVENESS OF TDM

TDM and parking management have been shown to be highly effective tools in achieving the transportation vision, goals, and objectives stated in the CWTP and are required by state law as part of CMP; specifically, TDM strategies are aimed at reducing peak vehicle trips and reducing vehicle miles travelled, with related benefits of reducing congestion and carbon emissions, improving public health, and increasing mobility. The positive impacts of a comprehensive TDM program would be consistent with the agency's need to address statewide greenhouse gas reduction regulations (AB 32 and SB 375). The TDM Issue Paper prepared for the CWTP/TEP includes a detailed study of the benefits of TDM and parking management. This Issue Paper is included as Appendix B and a summary of those findings is included here.

TDM and parking management:

- **Reduce congestion and vehicle trips**: Numerous studies demonstrate the effectiveness of TDM and parking management strategies in reducing vehicle trips and VMT. Specific programs proven to reduce driving include: parking pricing, subsidized transit passes, parking cash-out, ridesharing, carsharing, and guaranteed ride home.

- **Increase transit use and reduce drive alone rates.**

- **Reduce emissions**: Reduce vehicle emissions from drivers who are circling looking for a parking space.

- **Produce quick results and longer-term impacts**: TDM programs have been shown to have immediate effects on travel behavior and mode choice, while implementation of parking reforms, such as dynamic pricing, can result in instantaneous changes to parking availability and local congestion related to "cruising" for parking. Many of the behavioral impacts result in long-term and systemic changes, including reductions in household vehicle ownership and travel behavior.

- **Are cost effective**: TDM strategies can be implemented quickly, leverage existing infrastructure investments (e.g. increasing use of transit system or HOV lane infrastructure), leverage resources of the private sector, provide an additional source of revenue for local jurisdictions to use on alternative modes, like bicycle, pedestrian or transit improvements.

- **Are politically viable**: Many people already participate in a TDM program; many public and private employers highlight their TDM efforts and commute benefits as a means to attract employees. (Parking management can be more politically challenging and should be managed carefully.)

- **Region-wide applicability and flexibility**: Core philosophies and methodologies behind each of the strategies remain the same, and can be tweaked or refined to meet the goals and objectives of different municipalities.

- **Pro-market**: Parking reforms can improve the efficiency of the regional economy and reduce the cost to build new housing and commercial developments, especially in transit-rich and walkable locations. Further, providing TDM incentives can be a tax break for employers, so these are mutually beneficial public-private opportunities.

EXISTING ALAMEDA CTC TDM PROGRAMS

The Alameda County Guaranteed Ride Home (GRH) Program is often thought of as the agency's sole or predominant TDM program; however, the agency supports several other TDM-related programs to meet the requirements of the CMP statue, such as bike and pedestrian safety, education, and promotional campaigns. The agency also provides critical funds to transit service and bicycle and pedestrian infrastructure throughout the county which is critical to supporting travel by alternative modes.

Guaranteed Ride Home

The Alameda County GRH program, administered by Alameda CTC with funding from BAAQMD, gives 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 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 and thus avoid contributing to traffic.

The Alameda County GRH program has been in operation since April 1998. Over the last 15 years, the program has matured from a demonstration program with a handful of participating employers to a robust one with 5,104 registered employees and 282 active registered employers throughout Alameda County. Since it began, the GRH program has removed over 180,000 round trips per year by offering "insurance" of a ride home for registered employees when they have emergency needs that can't be met if they travel to work by an alternative mode. In 2012, registered employees in the GRH Program took 335,921 fewer trips to work in their cars in Alameda County. Of those employees, 51, less than one percent, needed to take an emergency trip home through the GRH program. By enabling commuters to feel more comfortable choosing non-drive alone modes, GRH has an impact that goes far beyond the number of trips provided. The reduced number of solo car trips to work from those registered in the program in 2012 resulted in a savings of an estimated nine million miles and a reduction of 3,300 tons of carbon dioxide emissions.

The Alameda County GRH program was developed to help reduce the number of single-occupant vehicles on the road and as a means of reducing traffic congestion and improving air quality. As such, the GRH program is designed to complement other programs that encourage individuals to travel by a means other than driving alone. The Alameda County GRH program is promoted in conjunction with the Safe Routes to Schools Program, Alameda County's *Ride, Stride, Arrive!* initiative and other bike and pedestrian promotions, described below.

Safe Routes to School

The Alameda County Safes Routes to School (SR2S) program was started by Alameda CTC 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[1]. The program, which is funded through a combination of Measure B and federal funds, is in place at over 100 schools (shown in Figure 2) with over 300 individual events in Alameda County. SR2S programs in Alameda County include:

- Walking schools buses and bike trains
- Monthly Walk & 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
- School walk audit events to identify safety issues around schools
- Carpool to school ride matching and promotional activities

The Alameda County SR2S program is currently focusing on strengthening its data collection efforts to determine whether schools participating in the program have reduced drive-to-school trips compared to other schools.

[1] Alameda County Safe Routes to Schools websites: http://www.alamedacountysr2s.org/; http://www.alamedactc.org/app_pages/view/8070

Existing Alameda CTC TDM Programs

Figure 2   Schools Participating in Alameda County Safe Routes to Schools (2011-12)

Source: Alameda CTC

Walking and Biking Promotional Programs and Campaigns

Alameda CTC promotes active transportation modes through several related programs and advertising campaigns its funds. *Ride, Strive, Arrive*! is an umbrella program encompassing both the Step into Life walking campaign and the Ride into Life bike campaign. The Step into Life website provides information on walking routes, organized walks, and walking tools and tips. The Ride into Life website provides links to a wide range of existing bicycling information on the websites of Alameda County cities, 511.org's bicycle trip planner, and the East Bay Bicycle Coalition's website.

In addition to the Ride into Life website, Alameda CTC has also partnered with the East Bay Bicycle Coalition since 2008 to run Ride into Life advertisements in advance of the annual Bike to Work Day events to promote bicycling as a lifestyle. Ads appear on buses, bus shelters, street

poles, and in storefronts throughout Alameda County. In 2010 and in 2011, Alameda CTC provided $20,000 in funding for Bike to Work Day related promotions.

Alameda CTC conducted an evaluation of its Bike to Work Day advertising campaign in 2011. The evaluation included surveys of cyclists and non-cyclists, which found that 72% of Alameda County adult residents had heard of Bike to Work Day, and 2% participated in 2011.[2] About 16% of Bike to Work Day participants said they heard about the program through a poster or billboard. The most effective advertisements, according to those surveyed, was an image that suggests that bicycling could save money by avoiding gas costs. The evaluation found that providing support for employers to promote Bike to Work Day at the workplace was one of the most important recommendations for the future.

Figure 3   Ride into Life Advertisement

Source: Alameda CTC

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[2] http://www.alamedactc.org/files/managed/Document/7235/BTWD_2011_Final_Report.pdf

Existing Alameda CTC TDM Programs

Bike Safety and Education Classes

The East Bay Bicycle Coalition currently provides free bicycle safety classes in Alameda County with the financial support of Alameda CTC's Bicycle and Pedestrian Grant Program. Specialized classes are available with focuses on urban cycling, adults learning to ride, and families. By training cyclists to ride safely and comfortably, the program is intended to reduce vehicle trips in Alameda County. Since its inception in 2007, the program has trained over 5,300 adults and teenagers through its bicycle safety classes.[3]

Technical Assistance for Parking Management and TOD

The Alameda CTC, through its Transit Oriented Development Technical Assistance Program (TOD TAP), funds parking and TDM studies to assist local jurisdictions in reconsidering and improving their parking management policies. The agency has funded two parking studies, a shared parking study at MacArthur BART and a parking and stormwater study at Coliseum/Oakland Airport BART.

Other Investments

Although not technically TDM, one of the most important actions that the Alameda CTC takes to support travel by non-auto modes is investing in transit, bicycle and pedestrian facilities throughout Alameda County. Alameda CTC allocates tens of millions of dollars annually to support the operation and enhancement of transit services throughout Alameda County and millions to support provision of safe, accessible bicycle and pedestrian facilities. 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.

The Alameda CTC updated their Countywide Bicycle and Pedestrian Plans in 2012. These Plans identify the capital projects, programs and planning efforts needed through the year 2040 to make bicycling and walking in Alameda County safer, more convenient and more enjoyable. The plans also identify near term implementation actions that Alameda CTC will undertake in the next five years (2013–2017) to set the stage for implementing the plan's medium- and long-term efforts. These actions include funding key portions of the priority bicycle and pedestrian networks, providing technical tools and assistance to local agencies to implement bicycle and pedestrian programs/infrastructure and continuing to staff and fund countywide initiatives such as Safe Routes to Schools and promotion campaigns. Both plans will be updated within the next 4-5 years to identify the next phase of implementation actions.

The Alameda CTC is currently beginning the process of undertaking a Countywide Transit Plan and updating the county's Community Based Transportation Plans that will help the agency optimize investments in the transit system and identify any other actions the agency can take to improve transit service throughout the county.

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[3] http://www.alamedactc.org/files/managed/Document/9381/A090025_CW_Bicycle_Safety_Education_Program_101612.pdf

PRIOR TDM RECOMMENDATIONS

Although the Alameda CTC does provide a range of TDM programs, these programs are not packaged or marketed as a unified TDM program and thus are often not seen as a comprehensive program. As a result, many existing planning documents have recommended that Alameda CTC expand and enhance their TDM offerings and/or develop a countywide TDM program. Recommendations from past plans are listed below, in chronological order by planning effort.

Key recommendations from recent Performance Evaluations of the Alameda CTC Guaranteed Ride Home Program were:

- Expand the GRH program into a comprehensive TDM program: "We recommend that the CMA expand the GRH program into a comprehensive TDM program. Of all the GRH programs we examined, the CMA program is the only one that is not operated as part of a comprehensive program that includes other TDM or commute alternative efforts. Expanding the program would allow the CMA to broaden the range of commute alternative services it provides to residents of Alameda County while fulfilling the Travel-Demand Management Element of its Congestion Management Program. It would also work toward meeting the objectives of AB 32 and SB 375, state legislative mandates to reduce emissions of greenhouse gases."
- Merge the Alameda County GRH program with other GRH programs in the Bay Area: We recommend that the CMA merge the Alameda County GRH program with programs in adjacent counties, such as the Contra Costa County program, which is operated by 511 Contra Costa."

The Alameda CTC 2011 Congestion Management Program, Chapter 10: Conclusions and Implementation Issues, identifies the following issues related to TDM as requiring further Alameda CTC action:

- Congestion Pricing Strategies: "off-peak transit fare discounts; parking ticket surcharge by the Alameda County jurisdictions, with revenues devoted to transit; and parking pricing in Berkeley."
- Parking Standards and Policies: "Parking for automobiles is a significant but under-recognized factor in the relationship between land use and transportation. With the support of local jurisdictions, the Alameda CTC plans to explore and review parking policies and standards as a way to develop parking management strategies as a land use tool for local jurisdictions to promote alternative modes and reduce greenhouse gases."

The 2012 Countywide Transportation Plan/Transportation Expenditure Plan Briefing Book includes the following ideas for incentivizing parking reforms at the local level:

- Provide planning grants to cities to assist them with the management of parking. Grants could fund any of the following: development of residential or commercial parking permit districts, reform of outdated parking requirements, data collection required to implement parking reforms, assistance establishing and/or enforcing parking cash-out requirements and other transportation demand management ordinances.

Prior TDM Recommendations

- Provide funding to local entities for new the acquisition and installation of new parking technologies (e.g. parking meters for curb parking or parking access and revenue control systems for off-street lots, license plate recognition systems, parking stall occupancy sensors, handheld enforcements).
- Provide matching funds to cities that raise parking revenues by increasing curb parking rates, off-street rates, and/or enacting parking taxes. For example, providing cities with one dollar in regional funding for every one dollar in new local parking revenue that they raise would encourage cities to reduce existing parking subsidies and/or to enact parking taxes.
- Fund training programs, technical assistance and symposia on best practices in reducing traffic and greenhouse gas emissions by reforming parking policies and practices.

The 2011 TDM Issue Paper, developed in support of the Transportation Expenditure Plan and CWTP, recommended the following (paraphrased):

- Provide dedicated funding to the Guaranteed Ride Home (GRH) program, the Alameda CTC's primary TDM program.
- Expand the Alameda County GRH program into a comprehensive countywide TDM program. A sample of potential TDM measures that the Alameda CTC could fund include additional ridematching services, subsidized transit passes, bicycle infrastructure at work places, and additional marketing and promotion.
- Develop Countywide TDM and parking management guidelines: This could be a set of regional advisory statements or "best practices" that local jurisdictions could refer to as they move forward with developing their own TDM or parking management policies and programs, or regional "guidelines" could also be tied to regional funding allocations to ensure that local jurisdictions follow them and meet certain targets.
- Create a robust technical assistance program, including an information clearinghouse and TDM and parking management grant programs.
- Initiate a TDM and/or parking certification program that could recognize communities and individual employers and developers who lead the way forward as the first to implement policy and program reforms.

The 2012 Countywide Transportation Plan, Chapter 7 on Next Steps, recommends:

- "TDM and parking management are key tactics to meet the requirements of SB 375, as they are an ideal complement to land use strategies that reduce greenhouse gases and vehicle miles traveled. The Alameda CTC could expand TDM program implementation through creation of a transportation demand management plan and/or a parking management plan for the county."

To evaluate these many recommendations and determine how Alameda CTC's TDM program should expand, the Alameda CTC must first consider what TDM programs are already offered in the County by other entities. Following is an inventory of TDM programs offered throughout Alameda County.

ALAMEDA COUNTY TDM PROGRAM INVENTORY

Taken as a whole, Alameda County has a quite robust offering of TDM programs. There are many TDM and parking management programs and policies in place provided by a range of types of organizations/agencies, including:

- State of California
- Regional agencies
- Counties
- Cities
- Transit agencies
- Employers
- Housing developments
- Transportation Management Associations (TMAs)[4]
- Non-profit organizations

Considered together, these existing programs provide a strong foundation for the Alameda CTC to build upon as it evaluates opportunities for greater coordination and new partnerships with cities and employers in the future.

STATE AND REGIONAL PROGRAMS

There are a range of existing programs at the state and regional level that impact travel demand in Alameda County. The following section details several of the most important programs.

State Parking Cash-Out Law

California state law requires that certain employers with more than 50 employees who provide subsidized parking for their employees also offer a cash allowance in lieu of a parking space.[5] This law is intended to provide an incentive for employees to take transit, bike, walk, or carpool to work. A 2009 study by UCLA urban planning professor Donald Shoup evaluated eight case studies of employers who complied with the requirement. After providing the parking cash out, solo driving to work at these employers fell by 17 percent; carpooling increased by 64 percent;

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[4] Transportation Management Associations are usually groups of businesses that unite under a single umbrella organization (often non-profit) to cooperate with local businesses and public agencies to enhance access and mobility within and in the vicinity of certain defined geographic boundaries. Activities often include advocacy and outreach; serving as liaison between government departments, transit agencies, and employers (often their major funders); providing direct transit services in the form of shuttles; and other TDM strategies such as ride-share matching, transit subsidies, and transit information, including sales of passes. Environmental benefits and promoting and enhancing economic vitality are also often important goals, as are helping local jurisdictions and businesses comply with regulatory requirements, such as air quality standards and trip reduction goals.

[5] State Parking Cash-out law: http://www.arb.ca.gov/planning/tsaq/cashout/cashout.htm

transit ridership increased by 50 percent; walking and biking increased by 33 percent; and commuter parking demand fell by 11 percent.[6]

Alameda CTC conducted its own parking cash out pilot in the late 1990s to study the effectiveness of financial incentives on use of alternative modes. Four jurisdictions participated in the program: Alameda County and the cities of Albany, Oakland and Pleasanton. Each jurisdiction offered a different type of financial incentive in lieu of providing parking, including $1.50-$2.00 per day, $1.25 per trip and $40 in commuter check benefits. In general, the pilot showed that financial incentives alone resulted in significant jumps in participation in the parking cash out program (i.e., commuting by non-drive alone modes). In cities that did not have an existing incentive, participation jumped from 3-5% of program participants to 19-23%. The introduction of a financial incentive proved to be more important than the exact amount, illustrated by the fact that introduction of a new financial incentive proved far more successful at increasing commuting by alternative modes than increasing an existing parking cash out amount (Pleasanton). The pilot also illustrated that the effectiveness of incentives was directly related to transit accessibility.

Alameda County may be able to increase the effectiveness of this law locally by promoting awareness of it among eligible employers and employees in the County.

Regional Commute Benefit Program (SB 1339)

The Metropolitan Transportation Commission (MTC) and the Bay Area Air Quality Management District (BAAQMD) are currently in the process of implementing a commuter benefits pilot program that will apply to all Bay Area employers with 50 or more employees. Once implemented, the ordinance will require employers to offer one of four commuter benefits options, each of which is intended to reduce vehicle miles traveled and employee commute costs. The options that employers may offer employees include:

- Pay for transit, vanpooling or bicycling expenses with pre-tax dollars, as allowed by federal law
- A transit or vanpool subsidy of at least $75 per month
- A free shuttle or vanpool operated by or for the employer
- An alternate option proposed by the employer and approved by MTC or BAAQMD

According to MTC, in Bay Area cities that have already implemented a commuter benefits ordinance, such as San Francisco, most employers have chosen the pretax option due to its minimal costs.

After four years, BAAQMD and MTC will report to the state legislature on the results of the program, including its impacts on vehicle miles traveled and greenhouse gas reductions. Promoting awareness of the program may be an important role for Alameda County in the program's implementation.

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[6] Source: http://www.arb.ca.gov/research/single-project.php?row_id=55468

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. Ridesharing can reduce vehicle trips and offer an affordable and flexible option to travelers in areas that are not well served by transit, or where transit service is very crowded, such as the BART Transbay Tube corridor from Alameda County into San Francisco. Ridesharing is the top alternative to driving alone both nationally and in the Bay Area, where carpooling has a mode share of 11%[7].

Figure 4   MTC 511.org Rideshare Website

Traditionally, ridesharing occurs informally among neighbors and coworkers. MTC's website is designed to expand the range of potential carpoolers and facilitate coordination between people with similar commutes who would not otherwise be aware of each other. Commuters who are interested in finding a carpool ride match sign up through the 511.org site, providing basic information about their trip patterns, vehicle availability, and work schedule, and are then connected with potential carpools that match their needs. MTC encourages users of the site to log their commutes, offering an incentive program with prizes of up to $500 for keeping track of carpool trips.

In addition to offering travelers assistance with carpool ride matching, MTC's rideshare program also includes a network of free park-and-ride lots where carpools can meet. Within Alameda County, MTC lists 15 park-and-ride lots, with 2,434 total spaces. The rideshare website also

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[7] http://ridesharinginstitute.org/sites/ridesharinginstitute.org/files/Susan%20Heinrich%20slides.pdf

Alameda County TDM Program Inventory

emphasizes the travel time advantages of using the Bay Area's extensive network of carpool lanes, shown in Figure 5.

Figure 5   Express Lanes for Carpools in the Bay Area

Source: MTC

Alameda County TDM Program Inventory

511 Regional Bike and Transit Trip Planners

511 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 site also offers a regional bike mapper, illustrated in Figure 6 below. The Bike mapper provides turn-by-turn biking directions along the shortest and/or flattest route.

The 511 Bicycling page also provides information on safety, Bike to Work Day, taking bikes on transit, bicycle access on bridges and bicycle parking options. The transit pages also provide resources, important transit alerts and other critical information for transit riders.

Figure 6   **511 Bike Mapper**

Casual Carpool

Casual carpooling is a phenomenon that involves carpools forming in the East Bay (largely in Alameda County) between strangers to travel across the Bay Bridge to downtown San Francisco. There are 24 pick-up locations in communities throughout the East Bay[8] where lines of riders and drivers meet for three-person carpools to share a ride across the Bay Bridge to Fremont Street and Howard Street in downtown San Francisco, at the edge of the financial district. There are two primary incentives at work for drivers: 1) carpool drivers can take advantage of a free-flowing

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[8] SF Casual Carpool locations: http://www.ridenow.org/carpool/#locations; Casual Carpool website (MTC): http://rideshare.511.org/carpool/casual_carpool.aspx; Private casual carpool website: http://www.sfcasualcarpool.com/.

Alameda County TDM Program Inventory

carpool lane (for vehicles with 3+ occupants) through the Bay Bridge toll plaza and metering lights that can save 20-35 minutes depending on congestion levels; and 2) carpools get a discounted toll which saves them $3.50 (carpool toll is $2.50 compared to the standard $6.00 peak-hour toll). To utilize the system, a driver has to be enrolled in FasTrak electronic tolling. This is an ad hoc, self-governing activity that is not formally supported by any public agency, but facilitates carpooling by hundreds of commuters every day travelling between the East Bay and San Francisco.

Carsharing

Carshare services can help to reduce vehicle miles traveled by providing an alternative to automobile ownership for people who only need a vehicle occasionally. These services allow members to easily rent vehicles for short periods of time through a website or on a mobile app, and are unlocked using an RFID-enabled smartcard. Cars are parked in pods, most often located in off-street parking areas, where members pick the car up and return it at the end of their reservation. Carsharing is operated by private companies or non-profit organizations, but city and county governments can aid its expansion by facilitating parking spaces for carsharing in public garages, on-street, or as a requirement for new private buildings.

Because members typically access the cars on foot or by transit, carsharing services are generally most effective in denser urban areas and near college campuses, where carshare demand is highly concentrated. Zipcar and City CarShare, the two major carsharing services in Alameda County, both offer a large number of carshare pods in the denser areas of Oakland, Berkeley, and Emeryville. There are a limited number of pods at particular locations in Alameda, Albany, Fremont, and Hayward such as Cal State East Bay and Fremont BART. Carsharing has not yet been established in any communities in eastern Alameda County. The location of City Carshare and Zipcar "pods" in Alameda County are illustrated in Figure 7.

By meeting the need for occasional car access among occasional drivers, such as residents of denser neighborhoods and students, carsharing can reduce vehicle ownership. This in turn can reduce the amount of space dedicated to storing vehicles, and shift driving trips to sustainable modes.

Some cities and employers also use carsharing to replace their fleet vehicles and to alleviate employees' needs to drive their personal cars to work because they need to use them for work-related travel. If employees are able to take transit, rideshare, bike, or walk to work on the days that they need to use a car for work-related travel (and then use a carshare vehicle for their work trip during the day), then both the need for parking at the employees' work site and vehicle miles traveled can be reduced.

Alameda County TDM Program Inventory

Figure 7   City Carshare and Zipcar Pods

Alameda County TDM Program Inventory

Peer-to-Peer Charsharing

In addition to traditional carsharing services, a new set of services called peer-to-peer carsharing is now emerging, which allows members to rent vehicles directly from other members of the service. Peer-to-peer carsharing has similar benefits to traditional carsharing in terms of reducing vehicle trips and vehicle ownership, but takes advantage of the existing private vehicle fleet among members, an untapped resource that sits dormant for most of the day. Services like RelayRides already have expanded into Alameda County, with dozens of cars available for rent, as shown in Figure 8.

Figure 8   Peer-to-Peer Carshare Vehicles Available in Alameda County through RelayRides

Source: RelayRides, March 2013

BAAQMD Spare the Air Resource Program

The Bay Area Air Quality Management District (BAAQMD) established their Spare the Air Program in 1991 to improve air quality in the Bay Area. Spare the Air engages in education and promotions to encourage changes in behavior that will reduce pollution. They provide "Air Alerts" in advance when air quality is forecast to be unhealthy and encourage people to alter their behavior on these days in order to prevent unhealthy air quality. They work directly with employers by providing tools and resources to educate employees on reducing pollution.

Alameda County TDM Program Inventory

As part of this program, they have 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. There are two resource teams in Alameda County, and the efforts of each are described below.

Southern Alameda Resource Team[9]

In 2012 the Southern Alameda Resource Team focused its efforts on shuttle systems and anti-idling campaigns. These campaigns utilized banners, information packets, stickers, and competitions to educate people on idling. The Team also provided incentives to encourage participation in the Safe Routes to Schools alternative commuting competition, offering gift cards to teachers of winning classrooms to use for classroom supplies. Past efforts have included vanpool incentives, commute solutions workshops, and other activities.

Tri-Valley Resource Team[10]

In 2012 the Tri-Valley Resource Team focused its efforts on an employer commute campaign called "Extreme Makeover: Commute Edition." Employers in San Ramon, Dublin, Pleasanton, and Livermore were eligible to receive a review of their current commute programs, further development of a new or existing program to increase participation, and incentives to encourage program participation.

CITY PROGRAMS

Overview

Cities across Alameda County have adopted plans and programs addressing TDM and bicycle/pedestrian goals. Every city in Alameda County has adopted a Climate Action Plan, as has the County for its government operations and for unincorporated portions of the County.

TDM and Parking Programs

Nearly every city in Alameda County has some type of TDM program and/or has re-considered their parking management strategies at the city or neighborhood level. These policies generally

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[9] The main point of contact for this team is Stephanie Anderson, at (510) 763-2500 or sanderson@communityfocus.org. Member Organizations include: AC Transit, City of Hayward, City of Fremont, City of Newark, City of Union City, Enterprise Rideshare, 511 Regional Rideshare Program, Fremont Chamber of Commerce, Fremont Unified School District, Hayward Unified School District, Kaiser Permanente, New Haven Unified School District, Newark Unified School District, Supervisor Nadia Lockyer's Office, Supervisor Scott Haggerty's Office, TransForm - Safe Routes to Schools. Website: http://sparetheair.org/Get-Involved/Your-Community/Resource-Teams/Southern-Alameda.aspx.

[10] The main point of contact for this team is also Stephanie Anderson (her contact information is listed above). Member organizations include: City of Dublin, Hacienda Business Park, City of Livermore, Office of Supervisor Scott Haggerty, City of Pleasanton, 511 Contra Costa, City of San Ramon, Safeway, Enterprise Rideshare, AlternetWays Company, 511 Regional Rideshare, Wheels, Direct Energy, Office of Senator Ellen Corbett, Office of Congressman Jerry McNerney, Safe Routes to Schools/Transform. Website: http://sparetheair.org/Get-Involved/Your-Community/Resource-Teams/Tri-Valley.aspx

include adopting TDM policies or parking management plans, requiring TDM measures as a condition of approval for new developments, working with major employers to establish programs such as employee/shopper shuttles at major employment centers, and adopting approaches to parking that support transit-oriented development near BART stations.

A selection of examples is provided below (employer and TMA provided shuttles are described separately). There are more efforts that have been undertaken or are currently underway that are not described here. A more comprehensive TDM survey will be conducted to ensure Alameda CTC has a full understanding of the range of TDM programs offered by jurisdictions throughout the county.

- The City of Berkeley's Downtown Parking & Transportation Demand Program seeks to manage parking demand through pricing, providing better information about public and private parking facilities, development of shared parking facilities agreements between different uses, and through a policy of only paying for parking facilities using parking revenue. Berkeley also has extensive TDM programs both for city employees and for private companies in the city. The City of Berkeley Model TDM Employer program provides free AC Transit passes to city employees for trips to work, and TDM requirements are often included as conditions of approval for develop projects in downtown. The city recently updated its zoning code in conjunction with its recently adopted Downtown Area Plan to require that new development implement a number of TDM measures.

- The City of Emeryville has taken an active approach to TDM and parking management as well, adopting a Sustainable Transportation Plan in 2012 that includes many of the TDM measures described in this report. The City is also evaluating parking management approaches for the Hollis Area that are intended to increase the availability of parking spaces for short-term parkers.

- The City of Alameda is also developing a citywide TDM plan which recommends a range of TDM measures, including establishing a Transportation Management Agency in the city. Alameda already allows for optional in-lieu parking fees for developments, which are used to pay for transit and bicycling improvements. These may require employers to purchase AC Transit passes for employees or bike racks as part of entitlements.

- The City of Oakland has adopted a citywide policy framework for parking management in its commercial districts, and is in the process of developing specific parking management plans for each district. For example, the Temescal Parking Policies and Management Plan was developed pursuant to this policy in 2012, and incorporates many parking management recommendations, including variable rate pricing and better parking wayfinding signage.

- The City of Hayward is currently engaged in a TDM study to determine the most cost-effective parking and transportation strategies to support transit-oriented development.

- The City of Union City has begun moving towards more urban, transit-oriented strategies for parking management around its BART station. Union City may reduce parking requirements for projects near the station, contingent on developments having a TDM program that could include transit incentives, carsharing, and bike parking. The City has

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Alameda County TDM Program Inventory

also installed its first parking meters around the Union City BART station both on-street and in municipal lots near the station.

- The City of Fremont just adopted a Downtown Community Plan that includes revised off-street parking standards, including shared parking, and general recommendations on TDM. They are currently undertaking a City Center Precise Plan and Form Based Code for their downtown area, including the Downtown Community Plan area as well as other areas extending west and east to the Fremont BART station. This Plan will also have revised parking standards and TDM recommendations. They have a TOD overlay district that applies to all rail station areas in the city that has TOD-specific parking standards and required bike parking for all new development.

- The City of Pleasanton has implemented TDM measures both for city employees and for employers at the Hacienda Business Park. The City's parking cash-out program, "pRide," reimburses city employees $2 a day for using travel modes other than a single-occupant vehicle. Pleasanton has also proactively managed travel demand at the Hacienda Business Park through the Hacienda Business Park Trip Reduction Ordinance (TRO). This ordinance applies to all employers in the zone, and establishes a performance standard for peak hour drive alone commute trips with a threshold of 55% or less of daytime workers driving alone. Employers must meet this target within three years using any measures they choose. At a minimum, employers must name a transportation coordinator, establish a traffic mitigation program, and conduct an annual survey of employees' commute patterns.

- The City of Dublin has included provisions for shared parking and reductions in minimum parking requirements for TOD and senior housing as well as other multi-modal enhancements in their recent Downtown Dublin and Eastern Dublin Specific Plans. They are beginning to consider other TDM strategies for Priority Development Areas around BART stations to encourage access to BART by non-auto modes, but no formal plans have been initiated to date.

- The City of Livermore Downtown Specific Plan includes provisions for shared parking in Downtown, reduced parking for multi-family residential, parking in-lieu fees when public parking is available, and other TDM programs. Trip reduction agreements have been reached with some new business park developments as well.

- The City of Newark has considered TOD friendly parking considerations in their planning for the Dumbarton TOD Priority Development Area.

Business associations at several other employment centers in Alameda County operate shuttles that are funded by businesses and local and regional agencies. These are listed in a separate section later in this report.

Bicycle and Pedestrian Programs

Recognizing that bicycle and pedestrian facilities are an important part of managing transportation demand, many cities and agencies in Alameda County already have extensive bicycle/pedestrian programs. Figure 9 summarizes the existing bicycle and pedestrian plans and maps that cities and agencies in Alameda County have developed.

Figure 9   Existing Bicycle and Pedestrian Plans and Maps in Alameda County

City/Agency	Pedestrian Master Plan	Bike Master Plan	Maps
North County			
Albany	Yes	Yes	Bike map
Alameda	Yes	Yes	Combined walking and biking map through BikeAlameda
Berkeley	Yes	Yes	Combined walking and biking map
Emeryville	Yes	Yes	Bike map includes locations of public art
Oakland	Yes	Yes	Separate walking and biking maps
Piedmont	Under development	Under development	None
Central County			
San Leandro	Yes	Yes	Bike map
Hayward	Under development	Yes (2007)	None
South County			
Fremont	Yes	Yes	Bike map
Newark	Under development	Under development	None
Union City	Yes	Yes	None
East County			
Dublin	Under development	Yes	Combined bike and trails map
Livermore	No	Yes (2001)	Bike map
Pleasanton	Yes	Yes	Combined bike and trails map
Other Entities			
AC Transit	No	Yes (2009 bike parking study)	N/A
BART	No	Yes	N /A
LAVTA	No	No	N/A
Alameda County	Yes	Yes	No

TRANSIT AGENCY PROGRAMS

Transit agencies by the nature of their mission provide a critical alternative to driving, but many transit agencies further contribute to reducing automobile trips by facilitating access to stations or bus stops by foot or bicycle or providing programs that encourage people to use transit more

Alameda County TDM Program Inventory

often. In Alameda County, several transit agencies have programs to improve non-motorized station access and increase ridership.

AC Transit

AC Transit, which provides bus service throughout Alameda County, offers a bulk discount pass program to employers, colleges, and large residential developments called Easy Pass.[11] Additionally, AC Transit conducted a bike parking study in 2009 to improve integration of bikes and transit.

BART

BART, the Bay Area's largest regional rail service, released a bicycle plan in 2012 that will increase the amount of bike parking available at stations, improve biking access on streets near BART stations, and improve circulation for passengers with bicycles in BART stations. Bicycle lockers are provided at a number of BART stations and operated through BikeLink.[12] BART implemented a pilot program to increase bike access to trains in early 2013 through a pilot program to allow bikes on board during peak hours. BART has also encouraged non-motorized access to its stations through partnerships with municipalities to develop transit-oriented districts around many of its stations.

To inform the redevelopment of its station areas, BART developed an *Access Methodology* in 2005 that provides a decision making framework to determine the most cost-effective mix of TOD, access improvements, and replacement parking for each station site. This set the stage for the new approach to station parking and development by establishing a hierarchy of station access modes that clearly prioritized non-motorized options and transit ahead of auto access and parking. In addition, since 2005, BART has charged daily/monthly parking fees at all of its park-and-ride lots; demand-based criteria are used to set these rates.

ACE

Altamont Commuter Express (ACE) offers a limited Emergency Ride Home program for its riders that provides emergency rides home from a rider's destination station back to their station of origin on a case-by-case emergency-only basis (via trains, buses, shuttles or taxi). This program is available only for 20-trip and monthly ticket holders.[13]

Other Transit Agencies

The other transit agencies in Alameda County do not have specific TDM or bike parking programs, but most agencies accommodate bicycles on their vehicles.

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[11] AC Transit Easy Pass website: www.actransit.org/easypass
[12] BART bike guide, including list of bike locker locations: http://bart.gov/guide/bikes/index.aspx; Bike Link website: http://www.bikelink.org/
[13] ACE Emergency Ride Home website: http://www.acerail.com/RidingACE/TrainSchedules/EmergencyRideProgram.aspx

PRIVATE AND EMPLOYER TDM PROGRAMS

The following employers and campuses in Alameda County provide free shuttles for their employees:[14]

- University of California Berkeley "Bear Transit" (UC Berkeley also participates in the AC Transit Easy Pass program for students and faculty/staff, and has its own campus TDM and parking management plan)
- Lawrence Berkeley National Laboratory
- Alta Bates Summit Medical Center
- Kaiser Oakland Medical Center
- CSU East Bay
- Mills College
- Heald College

Alameda County also has a number of Transportation Management Associations/Organizations (TMAs/TMOs) or similar business associations/districts that fund shuttles and other commute programs. They include:

- **Emeryville TMA** is a non-profit organization funded through Business Improvement District fees paid by all commercial and industrial property owners in the city. The Emeryville TMA funds the **Emery Go-Round shuttle**, a free service which runs from the MacArthur BART station along two routes serving the Amtrak station, Bay Street and major employers in 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, offers a "Commute Solutions" program that offers a comprehensive suite of commute services to encourage commuting by non-drive alone modes. Their program includes:[15]

  – Free Wheels ECO Pass: The park provides a free bus pass to all employees that allows them to ride the local Wheels bus service (provided by LAVTA) seven days a week. This pass program is also available to residents of four residential communities located at Hacienda. In addition to their services operating throughout the Tri-Valley area, Wheels provides direct shuttle services to and from Hacienda that are timed to meet ACE and BART train arrivals during peak commute hours and an I-680 Express bus service to Pleasant Hill/Walnut Creek. Wheels also provides off-peak shuttle services to and from BART and other locations in the Tri-Valley.

  – New Rider Program: Hacienda partners with all the regional transit providers to offer free rides for new transit riders. Employees can get free rides on BART, ACE, County Connection, SJRTD and AC Transit.

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[14] For more information, see the Transit Chapter of the CWTP Briefing Book, pages 5-12 and 5-13: http://www.alamedactc.org/files/managed/Document/10616/Appendix_B-Briefing_Book.pdf

[15] Hacienda Business Park Commute Solutions website: http://www.hacienda.org/tenants/tenants_commute.html; LAVTA pass programs: http://www.lavta.org/index.aspx?page=53.

- – Carpool/Vanpool: Hacienda partners with 511 to facilitate carpooling and vanpooling and offers preferential parking for carpools and vanpools.
- – Bike and Pedestrian Friendly Design and Mixed Use Development: Hacienda includes housing on-site which allows people to shorten their commutes, and their design guidelines require bike parking. The business park includes bike-friendly streets and sidewalks throughout.
- – Education and Commute Planning Assistance and GRH: The Hacienda website provides information on all the transit providers that serve the Tri-Valley as well as a transit trip planner (that maps trips through the 511 transit trip planner). The website also provides links to commute assistance programs in surrounding counties, including Contra Costa, San Joaquin, Stanislaus, San Mateo, Napa and Solano, the Commuter Choice tax benefit and other regional commute assistance services. Hacienda also participates in Alameda CTC's GRH program.
- **San Leandro Transportation Management Organization** funds the **San Leandro LINKS shuttle** which is a free shuttle serving West San Leandro funded through a Business Improvement District tax and a variety of other public sources.
- **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 City of Oakland, business associations throughout the areas that are served and a BAAQMD grant; it is operated by AC Transit.
- **Bishop Ranch Office Park**, located in the San Ramon valley in Contra Costa County provides 9 free shuttle routes for employees, four of which serve Dublin/Pleasanton BART and the Pleasanton ACE station, along with a variety of other commute services for employees.[16]

Other employer TDM programs likely exist, however a comprehensive employer TDM survey is outside the scope of this paper. A more comprehensive TDM survey will be conducted to ensure Alameda CTC has a full understanding of the range of TDM programs offered throughout the county.

Best Workplaces for Commuters (BWC)

One resource available to employers is the Best Workplaces for Commuters (BWC) program. This is a membership program that recognizes employers that meet the National Standard of Excellence in commuter benefits. This standard was created by the National Center for Transit Research (NCTR) and the US Environmental Protection Agency (EPA).

In order to be eligible, an employer has to provide:

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[16] Bishop Ranch Transportation Services: http://www.bishopranch.com/tenant-services/transportation.

- One (1) primary benefit, such as employer-paid tax-free transit or vanpool passes, teleworking, or parking cash-out

- Three (3) secondary benefits, such as shuttles between transit stations and worksites, ridesharing or carpool matching, preferred or reduce-cost parking for carpools and vanpools, and compressed work schedules

- Access to an Emergency Ride Home, which provides participants with a ride at little/no cost if they need emergency transport home

- Commitment that within 18 months of acceptance into the program at least 14% of employees will not be driving alone to work

- Active promotion of commuter benefits to employees

- Active promotion of the BWC designation, name and logo through employer public media

- A central contact in charge of commuter benefits

- A central location for information on commuter benefits

- Annual membership fee of $230

In return, this program provides public recognition, technical assistance, training, web-based tools, and discussion forums for participating employers. These web-based tools include recorded web conference streams and impact calculators for financial, environmental, and traffic improvements associated with commuter benefits.[17]

There are two workplaces in Alameda County that meet the National Standard of Excellence and are on the Best Workplaces for Commuters' list:

- Hacienda Business Park (Pleasanton)
- 511 Rideshare (Oakland)

NON-GOVERNMENTAL ORGANIZATIONS

The following organizations provide transportation advocacy and bike education programs in Alameda County:

- East Bay Bicycle Coalition (EBBC)
- Walk Oakland Bike Oakland (WOBO)
- BikeAlameda
- Albany Strollers and Rollers
- TransForm
- Various recreational bicycle riding, racing and touring groups

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[17] Best Workplaces for Commuters website: http://www.bestworkplaces.org/

Expanding Alameda CTC's TDM Program

EXPANDING ALAMEDA CTC'S TDM PROGRAM

In considering what makes most sense for an expanded TDM role for the Alameda CTC, there are few key considerations:

- **Alameda CTC must ensure that it is not duplicating services already being offered**. As is illustrated in the TDM inventory above, there is a broad range of existing TDM programs in Alameda County. Many cities already have TDM and parking management programs; a number of employers, TMAs and other institutions provide shuttles; BART provides secure bicycle parking; and AC Transit offers a discounted bulk transit pass program. In particular, many of the efforts that are commonly offered at the county level (beyond GRH), such as ride sharing and vanpool resources, are already provided by MTC.

- **Alameda CTC's ability to impose TDM requirements is limited as are local resources to comply with new requirements. Consequently, countywide TDM strategies should emphasize a voluntary approach to implementation**. CMAs do not have the authority to impose TDM requirements in the same way that cities or TMAs do. Alameda CTC's primary authority is the "power of the purse string" as it can impose conditions and performance objectives on projects funded through Measure B and some regional funds. The agency does have some limited leverage to impose requirements on cities and new developments through the Congestion Management Program and LOS monitoring program. There is a limit to the number of requirements/conditions that can be attached to funding, and Alameda CTC does not want to overburden local jurisdictions when they have limited resources. These constraints are reflected in the current Alameda CTC programs which are focused on providing value-added incentives like GRH, bike promotion, and technical assistance rather than imposing new requirements.

- **Many TDM programs are simply more appropriate and effective to provide at the local level**. Typically, parking policies are set by individual jurisdictions under their land use authority and are tailored for each city to meet its unique needs. TDM strategies are also commonly implemented at the local level as cities have the power to mandate TDM as part of trip reduction ordinances or conditions of approval for new development. TMAs and employers (and sometimes housing developments) are the other primary implementers TDM as they have direct access to large groups of employees (and residents) and often are required or internally motivated to reduce trips. Alameda County is large and diverse so it is difficult to implement countywide programs that are applicable to the entire county. The Alameda CTC's strategy should focus on sponsoring programs that are most effectively delivered at the county level and work to support and encourage cities and private organizations to provide programs that are most effectively delivered at the local level.

Considering these factors, the primary goal of an expanded Alameda CTC TDM program should be supporting and incentivizing cities and employers to implement more robust TDM and parking management strategies at the local level. There are a number of ways that this can be done, building on the agency's existing efforts:

Expanding Alameda CTC's TDM Program

1. **Update the TDM Chapter of the Congestion Management Program**: The current update of Alameda CTC's Congestion Management Program (CMP) should include an update of the TDM chapter to provide a more comprehensive menu of TDM activities that can be used to reduce automobile trips and is tailored to the different needs of jurisdictions throughout the county.

2. **Encourage Formation of new TMAs and Strengthening of Existing TMAs**: TMAs are an effective mechanism to reduce traffic congestion and improve use of non-drive alone modes by employees and sometimes residents. Alameda CTC should support creation of new TMAs in Alameda County and the strengthening of existing TMAs. This could constitute financial support as well as resources such as a "how to" handbook.

3. **Develop a comprehensive TDM clearinghouse and other TDM informational resources**: Alameda CTC should host a user-friendly website that inventories the full range of TDM programs available in Alameda County and describes research-based best practices. This type of resource would help city staff, individual residents and employees, and other agencies and organizations to better understand the range of available programs as they pursue enhancements to their own TDM programs and would enable better coordination between programs. An enhanced information program could also be used to assist cities in developing informational and educational printed and web materials tailored to local circumstances.

4. **Provide technical assistance**: Alameda CTC should expand its technical assistance program to support jurisdictions in implementing parking reforms and TDM policies and programs. This is appropriate for implementation at the countywide level and is a role that the Alameda CTC is uniquely well positioned to carry out. Technical support for jurisdictions can take two primary forms:

   a. **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.

   b. **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. Alameda CTC has already expanded its TOD technical assistance program into a "Sustainable Communities Technical Assistance Program" (SC-TAP) to support a wide range of planning and project development activities in PDAs.

5. **Provide a robust Guaranteed Ride Home Program**: GRH is a critical safety net to support other TDM programs in Alameda County. GRH is most appropriately funded and administered at the countywide level, thus Alameda CTC should continue to administer GRH.

6. **Potentially adopt future TDM/parking funding requirements**: For future funding cycles, Alameda CTC could consider making local adoption of parking and transportation demand management policies an important factor in prioritizing and funding projects and/or in future updates to program funding agreements. Requiring or incentivizing city TDM programs would increase the strength and coverage of TDM

Expanding Alameda CTC's TDM Program

countywide, but would have to be carefully implemented to allow for diversity across the county and to ensure that requirements are not overly burdensome.

Together, these strategies will increase the impact of the programs that already exist, incentivize expansion of TDM offerings throughout the county, and ultimately increase the likelihood that individuals throughout the county will utilize TDM programs and travel by non-drive alone modes.

Each of these strategies is described in turn in the remainder of this paper.

UPDATE THE TDM CHAPTER OF THE CMP

The current update of Alameda CTC's Congestion Management Program (CMP) will include an update of the TDM chapter to provide a comprehensive menu of TDM activities that can be used to reduce automobile trips. The menu will be both sector-specific (e.g. strategies that are better for shift-work versus full time weekday work schedules) and location specific (e.g. more urban, transit rich environments versus more suburban, auto-oriented places). The menu will also categorize TDM measures according to their relative impact on reducing auto trips and demand for parking. For example, financial incentives, such as pricing of parking, parking cash out, and subsidized transit (or requiring these measures as part of a TDM ordinance) are considered the most effective way to reduce drive alone commuting. Meanwhile, marketing and information are effective, but less robust measures that alone will not reduce driving as significantly. Given that a "well-balanced" TDM program offering a variety of measures is more effective than a TDM program built around a single trip-reduction measure, the menu will also consider the impacts of packages of strategies implemented in concert.

The chapter will also include a discussion of potential best practices with regard to implementing TDM at the local level (i.e., ordinances, conditions of approval, incentivizing expansion of carsharing in a city, etc.[18]). The Land Use Analysis Program chapter will refer to this updated TDM chapter for the development of potential automobile trip reduction/mitigation strategies for new proposed developments and the TDM Checklist in Appendix E will be updated to reflect the menu.

STRENGTHEN EXISTING AND FORM NEW TMAS IN ALAMEDA COUNTY

Groups of employers can provide commute programs and benefits that would be impossible and/or unaffordable for a single employer. For example, bulk transit programs are based on economies of scale, so the larger the employee base, the better the deal the transit providers can offer. However, there are currently relatively few TMAs in Alameda County. Alameda CTC should convene cities, major employers, business parks, and/or other concentrated groups of employers to explore formation of TMAs and strengthening and expanding of existing TMAs.

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[18] The Emeryville TMA conducted successful pilot where they provided a partial subsidy to carshare services, to help test whether a viable market could be established. After less than a year of operation, this market had developed firmly, with some carshare pod locations no longer requiring a subsidy and others demonstrating potential to no longer need one with further outreach and adjustments to services.

Expanding Alameda CTC's TDM Program

TMAs yield benefits to many parties and therefore all partners would be willing to participate in discussions. Benefits include:

- Commute benefit programs can save employees significant time, money and lower their stress levels.
- Employers who provide robust employee commute programs see benefits such as improved employee recruitment and retention, improved productivity due to regained time and lower stress, and others.
- TMAs can assist cities in reducing congestion and meeting climate action goals.

To support this effort, Alameda CTC could potentially offer financial support as well as informational and technical resources like a "how to" handbook for launching and designing a TMA. In addition, resources exist to support such efforts, such as shuttle "sharing" companies like RidePal,[19] that provide "last mile" shuttle service connections for multiple employers.

TDM CLEARINGHOUSE AND INFORMATIONAL RESOURCES

An expanded TDM information program is another role that makes sense for the Alameda CTC to provide at the countywide level. Alameda CTC is in the best position to understand the full range of TDM programs from the region and state down to the local level and to dedicate resources to keeping up to date on changes to these programs. This broader information program could include both a "one-stop-shop" web-based information clearinghouse as well as printed educational materials on the types of TDM programs that are available for different populations and geographies in Alameda County.

"One-Stop-Shop" Clearinghouse Website

There is a need for a place where information about all the TDM programs in Alameda County is presented together. Alameda CTC should develop a full "one-stop-shop" TDM webpage for employers, employees and residents in Alameda County to understand the full range of modes and promotional programs available to them. This would also allow city staff and other agencies and organizations to better understand the range of programs as they pursue enhancements to their own TDM programs and enable better coordination between programs.

The inventory of TDM programs presented in this paper provides a starting place for development of a "one-stop-shop" information clearinghouse website. The inventory included here is not comprehensive; it did not include a full survey of city-based parking and TDM efforts nor of employers. It is recommended that a more comprehensive survey be conducted as part of the development of the website.

The level of information that is appropriate to provide on the clearinghouse page will have to be determined. Staff time will have to be dedicated to ensuring that the website and inventory are kept up to date, therefore Alameda CTC must ensure that the level of detail provided is not too onerous and time consuming to maintain and update.

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[19] Ride Pal offers "collaborative consumption solutions for corporate commute shuttles.": http://ridepal.com.

In terms of functionality, the website could be designed to provide a "tab" for employers, employees and cities. Employees and employers could enter their zip code or their city or navigate by planning area in order to have access to a list of all the TDM programs available in their area. The site could also provide education on additional programs that could be offered, for example to increase the utilization of discounted transit pass programs. Links to the websites of other agencies who sponsor TDM programs could be provided to facilitate easy access to additional information.

Alameda CTC and MTC have already coalesced some TDM information that this website can build on and/or link to:

- The Alameda CTC Bicycle and Pedestrian program already has well developed web pages that provide education and marketing as well as a resource web page: http://www.alamedactc.org/app_pages/view/8078. This page inventories resources available in each city (e.g. bicycle and pedestrian coordinators, advisory committees (BPACs), bicycle and pedestrian plans, maps) informational/educational materials (e.g. Toolkit for Improving Walkability in Alameda County), and many other regional and national resources for bicycling and walking.
- MTC already provides a number of resources for transit trip planning, bike trip planning, ride sharing and vanpooling. The Alameda CTC does not need to re-create these pages, but can provide explanations of their utility and links to the appropriate sites. Alameda CTC should work with 511 staff to ensure optimal ease of use and understanding for those navigating between the sites.
- The Alameda County Safe Routes to Schools website provides a tremendous number of resources and information sources to support increasing the number of students who get to school by non-auto modes.

Other potential resources on the site could include:

- Maps of all the transit systems and the tools they offer such as real time arrivals and trip planners via web or mobile phone
- Links to the 511 transit trip planner and/or Google's transit trip planner
- Maps of bike locker locations and links to the bike locker application
- An easy to use web portal for connecting employers with transit agency discounted pass programs. Discounted transit passes have been proven to be one of the most effective strategies to switch people from driving to transit. Discounted pass programs are also usually a win-win as commuters benefit and transit agencies benefit because they receive a fixed revenue stream from the bulk sale of the passes. The Alameda CTC should partner with the marketing departments of transit agencies in the county to extend the reach of existing programs.

One option for the website would be to build on the Guaranteed Ride Home program website, which was redesigned in 2012 to be very customer friendly. Expanding the GRH website would improve the effectiveness of the GRH program because it would be presented in conjunction with the range of travel options for which it is designed to be a safety net.

TDM Fact Sheets and other Printed TDM Educational Materials

The Alameda CTC could develop printed and electronic materials to promote TDM and increase awareness of the range of programs available. These could be featured on the TDM clearinghouse website and distributed through the agency's regular outreach activities. Some information pieces that could be a good starting place are:

- **TDM fact sheets**: These could be developed at the planning area level. They could illustrate all the alternative modes and TDM programs available to residents and employees in those areas. These fact sheets could give an overview of transit options, bicycle maps, bicycle facilities (key routes and parking), 511 ride matching and vanpools, car sharing pods, or even casual carpool locations and also describe any discounts, financial incentives or other TDM benefits available to residents/employees in that area.
- **Countywide Bike Maps**: The Alameda CTC has previously considered, but never developed, Countywide or planning area level bicycle maps to provide bicyclists with a resource for trips beyond their city's limits. This would complement the existing city-based bicycle maps which cover only one city and the East Bay Bicycle Coalition maps (east of the hills and west of the hills) which focus on very large areas. This is an effort that the Alameda CTC is best suited to undertake due to its multi-jurisdictional nature.

All informational and promotional efforts should be closely coordinated with the recommendations in the Bicycle and Pedestrian Plans which identify several additional information/promotion efforts for future implementation.

Coordinated Marketing/Promotion

There are an abundance of resources available already in Alameda County which are not being fully utilized, likely due in part to lack of awareness. The information program should have a "marketing" component to ensure that all this compiled information is successfully disseminated to employers and individuals throughout the county. Alameda CTC should not be the only agency disseminating information. Alameda CTC staff should coordinate closely with cities, MTC's 511 program, transit agencies (which all do their own marketing and promotion), and potentially even carsharing companies on promotions and marketing efforts.

TECHNICAL ASSISTANCE

Technical Resources

The TDM "menu" described above is one of the first resources that could be developed as part of a set of countywide TDM and parking technical resources. This menu could also include guidance on where each measure is most effectively implemented, both in terms of sponsoring agency and geography/urban form. Additional resources could include model ordinances and policies and examples of where different TDM strategies have been successfully implemented.

In terms of parking reform, Alameda CTC benefits from the fact that MTC has done a tremendous amount of work in terms of research and education around parking regionally. MTC has already taken a number of steps to educate local jurisdictions on the benefits of parking reform and

provide resources to support the adoption of reduced parking requirements, parking pricing, and parking management policies by local jurisdictions. Since 2010, MTC activities have included: a smart parking training program including a parking policy survey and an educational workshop on parking fundamentals, and a regional parking Toolbox Handbook.[20] Alameda CTC can build on and tailor the outcomes of these MTC efforts to specific needs in Alameda County.

Whereas MTC has already developed numerous technical materials for parking, there is more of a gap for TDM. Appropriate resources could include model TDM and trip reduction ordinances (similar to the agency's model complete streets policy), or a universal framework or "how-to guide" for TDM program development, implementation, and ongoing management. Many resources have already been compiled on TDM, parking management, and bicycle and pedestrian planning by advocacy, think tank, and other organizations that the Alameda CTC can draw from and build on. Alameda CTC should solicit input from ACTAC and jurisdictions on what resources would be most valuable.

The scope of technical resources offered by the Alameda CTC will have to be determined based on resource and staff availability, and any efforts should be evaluated to ensure that they are not duplicative of what has been developed at the regional level or elsewhere.

Technical Assistance Grants

Implementation of parking and TDM programs and policies requires significant staff time and other resources. Parking reform efforts are resource intensive; successful implementation of parking reform depends on a well-designed, highly transparent process that is supported by robust data and responsive to public input. These efforts usually require collection of new data and detailed analysis of parking supply and demand. Even for cities that already have clear policy direction and political will to address parking challenges, many lack the required data to make informed and transparent decisions and are unable to move forward due to lack of resources. Many cities have not comprehensively reviewed their parking codes in years or decades, while even fewer have conducted a recent inventory of their existing parking supply or gathered data on parking demand. Through planning grants, Alameda CTC can provide funds to move parking reform efforts along.

For TDM, there may be less general understanding of the effectiveness of TDM and what measures would be most appropriate in each city. Cities could apply to the Alameda CTC for planning grants to tailor TDM strategies to local conditions, design TDM programs, and write TDM ordinances or conditions of approval. The TDM inventory that the agency will be maintaining will assist jurisdictions and the Alameda CTC to know where programs already exist and what roles are most appropriate for cities to fill.

Alameda CTC has already expanded its TOD technical assistance program into a "Sustainable Communities Technical Assistance Program" (SC-TAP) to provide direct assistance to

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[20] MTC, 2010, Smart Parking Study/Toolbox:
http://www.mtc.ca.gov/planning/smart_growth/parking/parking_seminar.htm

jurisdictions using One Bay Area Grant Program Priority Development Area (PDA) Planning and Implementation and Measure B Transit Center Development funds. These funds are intended to support a wide range of planning and project development activities in PDAs as well as to provide bicycle and pedestrian planning and engineering and complete streets technical support within PDAs. The SC-TAP program provides an existing source of funds for technical assistance with parking and TDM and is creating a list of on-call TDM and parking management consultants to assist local governments with this type of work. The program could be expanded over time as additional resources become available.

The SC-TAP program will also enhance the technical resources available at the Alameda CTC because it will require consultants to develop "best practices" design guides and fact sheets at the conclusion of each project, as a "way to share knowledge and experience and help build a local best practices resource for Alameda County jurisdictions."[21]

Grant types awarded through this program could include any of the following.

- Planning grants:
    - Development of local TDM and commute benefits ordinances.
    - Development of project-specific TDM programs.
    - Parking studies to revise local parking codes and/or develop parking ordinances for jurisdictions to adopt, develop district-based management, etc.
    - Parking impact fee studies.
    - Data collection and analysis.
- Capital grants:
    - On-site transportation coordinators for employers or institutions of a certain size.
    - Installation of on-site amenities, such as secure bicycle parking, lockers/showers, etc.
    - Acquisition and installation of parking meters (for curb parking) and parking access and revenue control systems (for off-street lots).
    - Purchase and operation of enforcement vehicles and license plate recognition systems, parking stall occupancy sensors, or handheld enforcements.
- Monitoring, enforcement, and evaluation grants:
    - Local monitoring and enforcement of TDM ordinances and project-specific TDM programs.
    - "Follow-up" evaluations of planning or capital grants to measure outcomes of studies and resulting policies, programs, and projects.
    - Travel demand surveys.
    - Data collection and analysis.

In general, for these types of technical assistance and study efforts, the Alameda CTC may want to set minimum thresholds that a jurisdiction would have to achieve as part of the process. For

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[21] SC-TAP RFQ: http://www.alamedactc.org/files/managed/Document/10657/A13-0019_SC_TAP_RFQ.pdf

Expanding Alameda CTC's TDM Program

example, if a jurisdiction reconsiders their parking policy, meeting certain minimum thresholds on the types of policies they implement based on basic characteristic of the city's or neighborhoods urban form and transit availability could be required or strongly encouraged. The TDM "menu" could inform these types of requirements.

GUARANTEED RIDE HOME PROGRAM

Guaranteed Ride Home programs are a critical component of TDM efforts. These programs provide an important safety net that assures commuters that they will be able to get home in an emergency, thereby removing one of the greatest barriers to choosing an alternative to driving alone. These types of programs are most commonly implemented and administered at the county or regional level. Therefore Alameda CTC should continue to sponsor the Guaranteed Ride Home program.

The marketing of the program should be integrated with the expanded TDM information program and other Alameda CTC outreach efforts. Marketing of the program as a stand-alone commute program has always been a challenge. It is a long-standing recommendation that GRH should be marketed as one ingredient in a broad TDM package. Integrating GRH marketing with a broader Alameda CTC TDM program will improve the effectiveness of the GRH program and make resources currently spent on GRH outreach more productive. Outreach efforts could educate employers about all the TDM programs available and relevant to them such as AC Transit's Easy Pass or other transit pass programs, the regional Commute Benefit Ordinance, and the State Parking Cash-out law, as well as local transit options and 511 programs. Employer TDM and GRH outreach could also be used to assist with Alameda CTC efforts to facilitate TMA formation.

This dovetails with the GRH 2013 Program Evaluation which recommends integrating GRH into a comprehensive Alameda CTC TDM information program and increasing the coordination of GRH marketing with other Alameda CTC outreach efforts.

POTENTIAL FUTURE FUNDING REQUIREMENTS

For future funding cycles, Alameda CTC could consider making local adoption of parking and transportation demand management policies an important factor in prioritizing and funding projects and/or in future updates to program funding agreements. This could build off of the work done for the recent One Bay Area Grant (OBAG) program that required adoption of a complete streets policy in order for a city to receive OBAG funding and incorporated parking and TDM policies into project evaluation criteria. Potential implementation mechanisms for considering local parking and TDM policies in Alameda CTC funding decisions are:

- Master Program Funding Agreements: Alameda CTC could make TDM and parking policy requirements part of the master program funding agreements. The Agreements were just updated so another update is unlikely for a number of years.
- Part of Evaluation Criteria for calls for projects: In the future, Alameda CTC could strengthen the TDM and parking policy requirements for receipt of discretionary funding. One single TDM program or parking management strategy could not be required across

the county because the contexts are too varied; therefore such a requirement would have to be flexible to allow for different types of programs in different places.

Such a requirement should be phased in over time and coordinated with the resources that the Alameda CTC is able to provide to support city efforts, including both technical resources and financial support.

IMPLEMENTATION PLAN

Alameda CTC is committed to developing a comprehensive countywide TDM program. This aligns with recommendations of many past Alameda CTC planning efforts, and will most effectively utilize agency resources and support the GRH program in being more effective. With a few exceptions, TDM programs are best implemented at the local level by cities, TMAs or employers, therefore the primary goal of the Alameda CTC's TDM program should be to support and incentivize cities and employers to implement more robust TDM and parking management strategies at the local level. To accomplish this, it is recommended that Alameda CTC support and facilitate formation and strengthening of TMAs in the county, and expand its existing information and promotional resources and technical assistance programs to increase the resources available to cities and employers to work on TDM and parking management.

Figure 10 outlines a phased implementation plan for how the Alameda CTC can implement this expanded TDM program. A key first implementation step is to update the TDM chapter and checklist in the Congestion Management Program as part of the update that is currently underway. This update will apply the information from this memo to provide a much more robust set of TDM best practices and relative trip reduction impacts of different strategies. The requirements for local jurisdictions would not change; but much better information on additional steps that can be taken at the local level would be provided along with examples of what some Alameda County cities have already done. This type of information sharing and detailed information on best practices will be helpful for jurisdictions seeking to strengthen their automobile trip reduction programs.

Implementation Plan

Figure 10   Alameda CTC TDM Strategy Implementation Plan

TDM Strategy	Remainder of FY2013	FY2013-2014	FY2014-2015	2016-2020
Update TDM Chapter of CMP	Create "menu" of TDM and parking programs as part of current CMP update (2013).	Create "menu" of TDM and parking programs as part of current CMP update (2013).	Update TDM chapter as appropriate to respond to changing conditions in 2015 update.	
Conduct a comprehensive survey of TDM activities and organizations in Alameda County.		Conduct survey.	Update annually	Update annually
Facilitate TMA formation and strengthening	Identify existing TMAs in Alameda County. Educate Commission and ACTAC on potential formation of new TMAs in the county.	Work with jurisdictions to determine gaps where TMAs might be appropriate. Identify candidate employers, business parks and Business Improvement Districts. Convene "working groups" of employers and cities to discuss TMA formation.	In conjunction with working groups, aim to form 1-2 new TMAs in Alameda County. Work with existing TMAs to determine possible expansions of program offerings and/or membership.	Continue efforts to convene working groups and aim to form 1-2 new TMAs in Alameda County. Continue efforts to strengthen and expand existing TMAs and their program offerings and/or membership.
TDM Information Clearinghouse and other TDM Informational Resources	Educate Commission on expansion of Alameda CTC information program. Begin discussions with AC Transit, 511 and other organizations on coordinated marketing efforts.	Determine strategy for website including where it should be hosted, organizational framework for presenting information, functionality, and relationship with GRH. Update and finalize TDM inventory and determine level of detail to present on website. Develop list of desired TDM informational resources (with input from ACTAC and other stakeholders).	Create web-based "one-stop-shop" TDM clearinghouse. Develop initial set of TDM informational and educational resources.	Maintain and update TDM clearinghouse website. Continue to develop TDM informational and educational materials as needed.

Implementation Plan

TDM Strategy	Remainder of FY2013	FY2013-2014	FY2014-2015	2016-2020
Technical Resources	Research information on best practices and innovative pilot projects employed elsewhere that may be relevant to Alameda County.	Develop a prioritized list of desired technical resources (with input from ACTAC and other stakeholders). Begin development of top priority resources.	Complete development of initial list of resources and re-assess additional resources needs.	Ongoing development of resources as needed to support jurisdiction efforts.
Technical Assistance Grants	Select on-call consultant list for SC-TAP program. Work with local jurisdictions and employers/ employer organizations to identify key needs and issues related to implementation of TDM programs. Refine the countywide TDM program based on this additional research and feedback.	Award grants as appropriate for parking and TDM as part of SC-TAP program. Work to increase funding for parking and TDM technical assistance program.	Continue awarding grants through SC-TAP program. Work to increase funding for parking and TDM technical assistance program.	Identify new/expanded source of funds for technical assistance grant program as possible.
Guaranteed Ride Home Program	Continue program as is.	Continue integration of GRH marketing with ongoing Alameda CTC outreach efforts. Coordinate with information program efforts and initiate development of more comprehensive information and marketing materials.	Continue to provide administrative support for GRH program. Roll out comprehensive TDM/GRH marketing efforts.	Continue administrative support for GRH and comprehensive TDM/GRH marketing efforts.

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APPENDIX A: CWTP BRIEFING BOOK CHAPTER 10 PARKING AND TDM

CHAPTER 10. PARKING AND TRANSPORTATION DEMAND MANAGEMENT

Traditionally, communities have tried to meet increasing demand for roadway or parking capacity by adding more supply—either through building lanes or adding parking structures. However, that approach has become increasingly unsustainable as there is less room available to add lanes in our built up areas and as cities have discovered the negative impacts that an ever increasing supply of roadways and parking lots has on the urban fabric. In addition, ample free parking and roadway capacity expansions have both been shown to induce more driving over time. It has become clear that the capacity expansion approach, originally intended to reduce congestion, may be worsening it, and may have a host of other unintended negative impacts as well.

The primary alternative to increasing supply is managing demand; changing the ways people travel has proven to be a quite effective way to manage congestion. Transportation demand management (TDM) consists of programs and policies that seek to affect the travel choices people make—the mode, time and duration of trips.

Image from Nelson\Nygaard

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A large portion of traffic on our roadways is people driving their cars alone. Therefore, most demand management programs are designed to encourage people to travel by alternatives to the "single-occupant vehicle" (SOV), especially at peak hours when traffic is worst. Transportation demand management (TDM) can include strategies such as incentives to use transit, to bike or to carpool, or providing alternatives such as carshare services that decrease the need for every individual to have a car. A number of typical TDM strategies are described in the sidebar on the following pages.

One of the most prominent and effective demand management strategies is managing the parking supply. Effective parking management has been shown to be a particularly effective way to manage the congestion on busy downtown streets that is caused by people "cruising" in their search for on-street parking. In addition, the overall availability and price of parking affects the mode choices people make when deciding how to get places. For example, since parking is expensive and more scarce (and since there are viable alternatives) in downtown San Francisco, many people traveling from Alameda County may choose to take BART or carpool rather than drive, which decreases traffic on the Bay Bridge.

In addition to being one of the single most important tools available for affecting the quantity of traffic on city streets, parking policy has also been shown to have substantial impacts on economic vitality, safety of all street users, and quality of the streetscape. A city's parking code (most importantly the minimum number of off-street parking spaces that a city requires for a new land use) shapes the form of our buildings and influences what is financially feasible to build. The type of parking facility and its integration with street design affect vehicle circulation, the movement and safety of transit vehicles, bicyclists and pedestrians and the quality of the streetscape. A brief overview of parking management strategies is also included in the sidebar on the following pages.

Transportation demand management can occur on multiple levels, with strategies appropriate for the region, the county and local jurisdictions, as well as individual employers or trip generators. Parking management is done at the city level: parking codes are a part of local zoning codes and parking management occurs primarily on local streets and roads and in city-owned public parking garages. Given this diversity, this Chapter concludes with an overview of how parking management and demand management could be integrated into the performance measures, projects and programs in the Alameda Countywide Transportation Plan and Transportation Expenditure Plan.

Transportation Demand Management Strategies

A number of the most effective TDM and parking management strategies are listed in the sidebars on the next few pages.

Compact Mixed Use Development & "Park Once" Districts

Land use is the best demand management. Maximizing access through proximity reduces travel and the need for parking. For example, reasonably dense, mixed use development where residents can walk to meet their daily shopping needs and employees can walk to get lunch and take care of daily errands eliminates many car trips that would have otherwise been necessary. In these compact, mixed use areas, it is often effective to implement a "park once" district that allows many uses to share the same parking supply, rather than every use having its own exclusive, separate parking space. The idea of a "park once" district is illustrated in the figures below which show a "conventional" parking scenario and a "park once" scenario.

CONVENTIONAL

Based on an original illustration by Walter Kulash.

PARK ONCE

Based on an original illustration by Walter Kulash.

Subsidized Transit Passes

In recent years, growing numbers of transit agencies have teamed with universities, employers, or residential neighborhoods to provide "universal transit passes." These passes typically provide unlimited rides on local or regional transit providers for low monthly fees, often absorbed entirely by the employer, school, or developer. The principle of employee or residential transit passes is similar to that of group insurance plans—transit agencies can offer deep bulk discounts when selling passes to a large group, with universal enrollment, on the basis that not all those offered the pass will actually use them regularly. These "universal transit passes" have been shown to reduce traffic congestion, increase transit ridership, and reduce existing parking demand.

Pricing Employee Parking & Parking Cash-Out

A majority of American commuters who drive to work today can park for free at work, which creates a strong incentive to drive to work alone. Parking cash-out is an alternative to directly pricing employee parking. In a parking cash out program, employers offer the cash value of the parking subsidy to any employee who does not drive to work in the form of a transit, vanpool, or carpool/walk/bike subsidy. This ensures that an equal transportation subsidy is provided to all employees who ride transit, carpool, vanpool, walk or bicycle to work. Parking pricing is one of the transportation demand measures that have the largest impact on employee drive-alone rate. Significant changes in mode split can be achieved even at suburban locations that lack transit service through incentivizing carpooling to work.

Source: Nelson\Nygaard

Car-sharing

Car-sharing provides individuals with access to a fleet of shared vehicles, allowing them to avoid owning a car, or a second or third car. Car-sharing at the workplace allows employees to take transit, walk or cycle to work, since a car will be available for business meetings or errands during the day. Car-sharing can also be used by businesses and government organizations to replace their fleet vehicles.

Alternative Work Schedules

Alternative work schedules typically allow or force employees to start and/or leave work outside of peak hours. These strategies are often a part of a company's Trip Reduction or TDM program. These can include flextime and staggered shifts enabling or mandating employees to arrive and leave at different times or the compressed work week where employees work fewer but longer days, such as four 10-hour days each week (4/40), or 9-hour days with one day off every two weeks (9/80).

Source: Nelson\Nygaard

Parking Management

Traditionally, parking policy has been based on requiring every new land use to build, at minimum, a given number of off-street parking spaces in a dedicated lot or garage to ensure that there are "enough" parking spaces for all potential users to drive and park under conditions of maximum demand for that use. On-street parking, in contrast, has been managed minimally. Despite a stated goal of congestion relief and avoidance of spillover parking on surrounding streets, traffic congestion and parking issues have gotten worse under this status quo and are projected to steadily worsen over the next 20 years. Dozens of studies have demonstrated that when there is ample free parking, people drive more. The amount of driving induced is substantial, as is the increase in parking demand.

In light of this evidence, in recent years cities are instead choosing to adopt a different parking management model. The basic tenants of this new approach to parking are:

Start by Managing Scarce, Valuable Curb Parking

Curbside parking spaces are a neighborhood's most valuable parking resource and a critical indicator and determinant of the economic health of a place. Instead of maintaining minimum parking requirements in an attempt not to have to manage on-street parking, communities can actively manage on-street parking through tools such as parking pricing and residential parking permits, and use this as a base to determine how to manage off-street parking.

Source: Nelson\Nygaard

Use Parking Price to Maintain Availability

For areas where parking demand exceeds on-street supply, rather than just building more off-street parking, cities can charge flexible, market rate prices for curbside parking spaces to ensure turnover of the most convenient curb-parking spaces for customers. Off-street parking can simultaneously be priced to incentivize its use and thereby lessen traffic caused by "cruising" in search of an on-street space. Further, the use of pricing instead of time limits can eliminate a key source of downtown parking anxiety which can counter-productively shorten the time people spend browsing for and consuming local goods and services.

New Meter Technologies

New meter technologies can be critical to enable flexible-pricing strategies to help meet on-street performance-targets. These new "smart" meters can also provide payment flexibility for customers, improving the customer experience.

Dedicate Revenue to District Where it is Collected

In order to build support for these parking policy and pricing changes, it is important to dedicate parking revenues to public improvements and services that benefit the blocks where the revenue is collected. If parking revenues seem to disappear into the General Fund, there will be little support for installing parking meters, or for raising rates. This often takes the form of a "Parking Benefit District," where meter revenue is collected and a local board determines how it is spent.

Use Revenues to Fund Transit and Demand Management

Rather than offering parking for free and allowing transit service to be user-paid, and thus comparatively expensive and relatively scarce, communities are funding transit service that is frequent and (for some users) free, investing in other modes such as bicycling, and funding incentives to take modes other than driving alone.

Reconsider Minimum Parking Requirements

Once a city is using on-street parking management techniques to avoid parking spillover and congestion, a reconsideration of minimum parking requirements becomes necessary. Reducing, creating flexibility in, or eliminating parking requirements does not mean that no parking is built, but rather that market forces would determine the appropriate level of supply, based on market demands, rather than relatively arbitrary city requirements, often set decades ago.

Unbundle Parking Prices from Leases & Rents

Rather than hiding the cost of parking in the cost of other goods and services through requiring new buildings to build ample off-street parking and offer it for free to their occupants and visitors, cities can make the costs of parking visible, so that citizens can make the choice to save money by using less parking.

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EXISTING CONDITIONS

Demand management strategies, in particular parking management, are an indispensible part of Alameda County's transportation system, and their importance will only grow in the future as new approaches to congestion management become ever more important. A number of cities in Alameda County have already begun to implement policy innovations, and more robust TDM programs.

Cities are also beginning to reconsider their parking requirements, especially near transit stations, and to invest in technology to have better data to enable more efficient management. A selection of these city programs are profiled in this chapter indicating the range of parking and TDM strategies present in Alameda County today.

As described earlier in this report, Alameda County is quite diverse and different communities are facing different problems with regards to parking. However, there are also many commonalities in both the challenges communities are facing and the available solutions. For example, regardless of context, parking is often the locus of developer-citizen conflicts at new projects and "getting parking right" is crucial to the success of new development throughout the County. At least one case from each planning area is described below in an attempt to capture the range of parking issues present in Alameda County today and some of the solutions that are being tried.

Urban, transit-rich North County cities, such as Berkeley, are engaged in using novel technologies to collect robust data to enable dynamic pricing to respond to demand and decrease congestion while improving economic vitality of their historic downtowns. Older suburban communities in Central and South County, such as Hayward and Union City, are implementing a new parking paradigm as they encourage TOD at their BART stations and in their urbanizing downtowns. Traditionally auto-based suburban commuting cities in East County, such as Pleasanton and Dublin, have some urbanizing nodes and are also starting to encourage TOD at their BART stations and finding that parking is becoming a major lynchpin of political and economic success in those projects.

Countywide and Regional Programs

An example of a very successful countywide TDM program is the Alameda County Guaranteed Ride Home program. This program "guarantees" a ride home for all enrolled employees who commute

by modes other than driving alone up to six times per year. This is a commuter benefit designed to encourage use of alternative modes by removing the uncertainty of not having your own car at work. It is available to all Alameda County employers and employees free of charge.

The regional 511 transportation information service offers a commute benefits program that includes a number of programs to support commuting by non-auto modes and sharing rides. 511 has a carpool ridematching service called "511 RideMatch" and a bike mapping tool called "511 BikeMapper".[1]

It should also be noted that, though not a regional or local change, pre-tax transit benefits nearly doubled in 2010 and pre-tax bicycle benefits were allowed for the first time on a federal level.

City of Berkeley

The parking problems in the City of Berkeley illustrate the most common parking management problems that cities in Alameda County are struggling with. The City of Berkeley has also implemented a number of parking and demand management advancements and their successes are also described below. Both Berkeley's successes and challenges give a real face to many of the parking and demand management issues and strategies that were discussed in the abstract earlier in this Chapter.

The Parking Problem in Berkeley

Berkeley's parking issues are similar to many downtowns. The general perception in downtown Berkeley is that downtown "has a parking shortage." However, photographs in Figure 10-1[2] reveal that, on a Saturday evening there is ample available parking in downtown, but it isn't at the curb. Nearly every curb space is full while in the open-to-the-public parking garages nearby, multiple levels of parking were entirely vacant.[3]

The explanation of this phenomenon lies in parking pricing and management. On Saturday evening, the standard price to park in the garages is a $5 flat-rate fee. After 6 P.M., curb parking is free. The curb parking is more visible, easier to reach, closer to destinations, and perceived by many to be safer than parking in a garage—and it's free. Given this

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1 Source: 511 website, http://511.org

2 Photographs taken by Nelson\Nygaard staff on January 30, 2010, a Saturday evening, between 10 pm and midnight.

3 Garages: publicly-owned Center Street Garage and the privately-owned Allston Way Garage, both just half a block from Shattuck Avenue, the main street through downtown Berkeley.

Figure 10-1   Parking Contrasts in Downtown Berkeley

Saturday, January 30, 2010, 10 pm - midnight: Harold Way, Shattuck Avenue, the Allston Way Garage and the Center Street Garage, Berkeley.
Source: NelsonNygaard

combination of incentives, it becomes obvious why that the curb parking is full while the garages are half-empty. Further, for evening employees at restaurants and bars working shifts starting at 5 or 6 P.M., under current rules, it makes most sense to drop a few quarters in a meter that will turn off at 6 P.M., and then remain all night. Shoppers and diners who arrive later often find the curb parking full.

These late night visitors are left with three options:

1. Circle the commercial blocks until a curb spot opens up.
2. Pay $5 flat rate to park in a garage.
3. Search for parking on a nearby neighborhood residential street and park there for free.

Given that current residential parking permit area rules permit anyone to park up to two hours and after 7 P.M. for as long as they want, it is understandable that curb parking on many residential blocks near downtown is completely occupied for much of the evening, while the garages remain empty. Even during the weekday, studies have documented many nonresidents park in the residential permit parking blocks, often evading the spirit of the law by moving their cars every two hours to avoid being cited.

The combined issues of perceived parking shortages and acute neighborhood spillover parking while nearby parking garages are vacant are not unique to downtown Berkeley, but affect cities across Alameda County. There are a few key conclusions that can be drawn from this example that have broader implications for cities throughout the county:

1. Perceptions of an overall parking shortage may be a case of acute spot shortages rather than an overall lack of capacity. Nonetheless this misperception can negatively affect economic vitality, leading to demands for building more parking combined with ever emptier garages impacting the city's ability to pay off construction debt.
2. Building more spaces cannot solve this type of perceived parking shortage.
3. Better parking management can solve the perceived parking shortage, without driving away customers or damaging the downtown economy.

The Solution

The City of Berkeley has recently taken a number of innovative steps in terms of parking recently and continues to attract funds to take their parking management to a whole new level. The City recently won a MTC Climate Initiatives Program Innovative Grant

Source: Nelson\Nygaard

and a U.S. DOT Federal Highways Administration Value Pricing Pilot Program to implement efficient demand responsive pricing through purchase of License Plate Recognition technology and other implementation steps.

Berkeley has a number of parking policies already in place:

- **Sustainable Parking Funding:** Berkeley's practice of using parking fees to cover the cost of municipal parking facilities is a sustainable way to fund parking
- **City of Berkeley Model TDM Employer:** The City of Berkeley has made considerable efforts to establish itself as a model employer with regard to transportation demand management.
  - o The City's EasyPass program, established in 2002, provides free unlimited rides on all AC Transit buses to all City employees. As a result, 20% of former drive-alone employees now use AC Transit to commute to work; 59% of users reported they would reduce or stop riding the bus without the EcoPass.
  - o Other programs include: secure bike parking and showering facilities, carpool, vanpool & car-sharing programs
  - o All these programs combined have led to less driving and higher use of all non-auto modes.

- **TDM as Development Condition of Approval:** In downtown (as well as at other locations in the city), the city has frequently required that new developments comply with transportation demand management requirements as a condition of approval of the project.

- **Mandatory Employee Commute Benefit:** Berkeley (along with the cities of San Francisco and Richmond in Contra Costa County) passed an ordinance requiring all employers with 10+ employees to offer pre-tax commute benefits (TRACCC Ordinance).

- **New Technologies:** New technologies have also been integrated into Berkeley's parking system. Most recently, multi-space meters which accept both coin and forms of credit/debit cards have been installed throughout downtown Berkeley and the Southside. These devices ease the ability for users to pay by accepting additional forms of payment while also reducing the amount of parking fee collection infrastructure.

  o Berkeley has also investigated additional electronic wayfinding and guidance systems to complement the current parking supply to make searching for a parking space faster for consumers while enabling more efficient use of the city's existing parking supply.

- **Reduced parking requirements at Transit-Oriented Development:** Several award winning TOD projects in Berkeley were made possible by Berkeley's willingness to allow projects with little on-site parking. They also allow car-lift systems which enable developers to maximize efficiency in parking garages, freeing up space for ground floor commercial and housing.[4]

- **UC Berkeley's TDM Program:** UC Berkeley also operates a robust TDM program for students, faculty, and staff that is similar to that of the City, such as the AC Transit Class Pass Program.

Source: Nelson\Nygaard

San Francisco Bay Area Rapid Transit District (BART)

The Bay Area Rapid Transit District (BART) which provides regional heavy-rail transit services in the San Francisco Bay Area, has begun to transition towards market-based parking pricing. For selected areas, BART allows parking rates to vary by lot and has adopted occupancy-based criteria for adjusting daily and monthly reserved parking rates. In addition, BART has recently facilitated construction of TOD by eliminating the requirement that all displaced commuter parking be replaced as part of each project.

Parking at BART Stations

BART is actually one of the largest parking operators in the Bay Area. For most of the agency's history, the cost of building, operating, and maintaining commuter parking facilities has been paid for by all riders through fares and taxes, rather than through user fees (as station parking was available to commuters free of charge). Since 2005, BART has charged daily parking fees of $1-$5 and monthly reserved parking fees of $30 to $115 at all of its park-and-ride lots. Demand-based criteria are used to set monthly reserved parking fees and daily rates at selected stations and some members of the Board of Directors have proposed transitioning toward pure market-based parking pricing systemwide.

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4 "Developing Parking Policies to Support Smart Growth in Local Jurisdictions: Best Practices" 2006 Metropolitan Transportation Commission (MTC).

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Currently, prices vary by station as shown in Figure 10-2.

Figure 10-3   Hierarchy of Access Modes, San Francisco BART

Figure 10-2   BART Station Daily Parking Fee

Station(s)		Daily Parking Fee
West Oakland		$5.00
Daly City Colma		$2.00
Ashby Castro Valley Dublin/Pleasanton El Cerrito del Norte El Cerrito Plaza Fremont Fruitvale MacArthur Lafayette Lake Merritt	North Berkeley Orinda Rockridge Walnut Creek Pleasant Hill Pittsburg/Bay Point Millbrae San Bruno South San Francisco Union City	$1.00

Source: Nelson\Nygaard

Facilitating Station Area Development

As it conducts station area planning, BART is focused on achieving the best combination of parking supply, parking management practices (including pricing), access facilities and services for all modes, and TOD to maximize ridership and revenue for each station and each corridor. To inform this planning work, BART commissioned development of an *Access Methodology* (2005) model that offers the most cost-effective mix of TOD, access improvements, and replacement parking for each station site. This set the stage for the new approach to station parking and development by establishing a hierarchy of station access modes that clearly prioritized non-motorized options and transit ahead of auto access and parking (see Figure 10-3).[5]

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5   *BART Access Guidelines* (October, 2003).

Monitoring

Motivated by concerns about impacts to BART ridership and revenues, as well as potential spillover parking impacts on surrounding neighborhoods, the BART Board directed its Marketing Department to conduct detailed parking occupancy surveys for two weeks before and two weeks after the initial implementation of pricing and to analyze daily station ridership in light of the survey results. Surveys throughout the system showed no significant impact on ridership or fare revenues.

Example: MacArthur Transit Village

This example briefly illustrates how BART's approach plays out in a real project in Alameda County. The MacArthur BART Station is a heavily used transfer station in the urban Temescal neighborhood of Oakland. Planning for the MacArthur Transit Village has been in the works since 1993. Given the high density of residents and jobs in the surrounding area, the pedestrian and bicycle accessibility of the site, the density of the TOD planned for BART property, and the availability of high frequency bus and shuttle transfers for station passengers, model results indicate that BART ridership and revenues would be highest with a development plan that includes just 50% of the existing supply of 600 spaces. Instead, responding to concerns about spillover parking and fears of lost parking revenue, BART has settled on a plan to replace 85% of current parking, and is working with the City of Oakland to accommodate a limited number of commuters parking on-street in surrounding neighborhoods.

Benefits

Benefits of BART parking policies include:

- **Equity benefits:** Parking fees that cover the full cost of building, operating, and maintaining station parking facilities, leave scarce transit agency resources for use in fulfilling the agency's primary mission to provide high quality public transportation services in the region. BART has thus reduced the practice of utilizing fare revenue from transit dependent commuters to subsidize parking for suburban commuters.

- **Increased revenue:** With ever tightening capital and operating budgets, parking pricing represented an opportunity to generate substantial new revenue from users. As of April 2010, these parking programs generate $13 million per year for BART. BART has allocated these revenues to the general fund, but some Directors have argued for dedication of parking revenues to station specific multimodal access improvements.

- **Improving commuter choices and parking availability:** Before parking fees were adopted, many lots were completely full by 8:00 A.M. Commuters from outside of the City of San Francisco could not be sure that they would find a parking space at a nearby BART station on any given day, reducing their incentive to take public transit. With BART's monthly reserved parking permits, commuters are guaranteed a parking space until 10:00 A.M. Meanwhile, proponents of dynamic, market-based daily parking pricing argue that it could be used to guarantee the availability of station parking for arriving travelers, regardless of the day or time of arrival.

Image from MacArthur Transit Community Partners, LLC

Hayward

Most of Hayward has conventional auto-oriented suburban parking standards, with minimum parking requirements. However, over the last few years they have been moving towards more transit-oriented parking and demand management polices around their BART stations. They have developed new development codes and are innovating their parking codes and development standards as well as designing comprehensive demand management policies to support their goals for these station areas.

The community's goals for these areas include creation of vibrant, livable neighborhoods with high-quality, safe, well-used public spaces; encouraging highest-intensity residential uses and essential community services within a short walking distance to the BART station; encouraging coordinated development, facilitating coordination of public and private parking resources to enhance neighborhood livability; and encouraging well-designed development that supports a high quality pedestrian realm and appropriately scaled development for the surrounding neighborhoods.

In 2006, the *South Hayward BART/Mission Boulevard Concept Design Plan* established new, more transit-oriented parking standards for several zones within the South Hayward BART/Mission Boulevard Plan area. [6] Within these zones, minimum parking requirements for residential land uses were eliminated and replaced by maximum parking limits.

The standards for these zones, while allowing developers of transit-oriented projects to provide whatever amount of parking they find appropriate to meet the demands of their particular target market, have not, as is sometimes feared, resulted in the provision of no parking at all. For example, the Wittek/Montana mixed-use development at the South Hayward BART Station, which proposes approximately 788 multi-family residential units, proposes to build approximately 898 parking spaces for the residential units despite no parking spaces being required.

The city is taking the same approach in the Mission Boulevard Specific Plan, also under development currently, covering all portions of Mission Boulevard lying outside of the Plan area mentioned above.

Hayward has also developed a Form-based Code for this area which establishes a clear vision for the future of the area and they are currently engaged in a TDM study to figure out the most cost-effective parking and transportation strategies to support and advance that vision. They are considering policies such as:[7]

- Commercial and Residential Parking Benefit Districts
- Investing meter parking revenues in TDM programs
- Deeply-discounted group transit pass programs
- Mandatory parking cash-out
- Unbundling parking costs
- Broader removal of minimum parking requirements

6   The South Hayward BART/Mission Boulevard Parking Area is defined as land zoned as Station Area Residential or Mission Boulevard Residential, as well as that zoned Neighborhood Commercial-Residential in the area bounded by Harder Road and Industrial Parkway along Mission Boulevard.

7   South Hayward BART/Mission Boulevard Form-Based Code Parking & Transportation Demand Management Strategy, January 2010 http://www.ci.hayward.ca.us/forums/SHBARTFBC/pdf/2010/SO_HAY-WARD_Parking_Strategy_FINALDRAFT.pdf

Union City

Union City has also been moving towards a more urban, transit-oriented approach to parking in their BART station area. Union City broke ground on the "Intermodal Station District" in 2007. This will transform the Union City BART station area from a large industrial area with commuter parking lots into a vibrant, integrated downtown neighborhood. This will serve as an intermodal transit hub with BART, a major 16-bay bus facility, Capitol Corridor and Altamont Commuter Rail. It will also include new retail, job centers, housing, and public amenities.

Futhermore, the recent Union City Parking Meter Implementation Project resulted in the installation of Union City's first parking meters around the Union City BART station on both city streets and in the City's municipal parking lots near the BART station. The multi-space pay stations were installed just a few months after BART started charging $1 per day at BART parking lots in Union City. Commuters have multiple parking options and Union City has priced these options to incentivize commuters to park in off-street facilities and less convenient on-street locations, while the most convenient on-street parking near BART is prioritized for short term visitors and customers to Union City businesses. Pricing is used to ensure that BART parking does not negatively impact residents and businesses close to the BART station, while BART patron parking fees will be used to build and maintain sufficient parking for these commuters. Ridership at the Union City BART station actually increased after the parking charges were initiated at the station.

Union City is also currently engaged in TDM plans at some of the new developments in the Intermodal Station District. For projects in this District, parking requirement may be reduced contingent on implementation of a TDM program. Programs can include transit incentives, carsharing, and bicycle parking.

Figure 10-4   Union City BART Station Parking Map

Two hours limited FREE parking is also available on Meyers Drive, 12th Street, J Street Parking Lot and Alvarado-Niles Road.

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Pleasanton

Hacienda Business Park
Trip Reduction Ordinance (TRO)

The Hacienda Business Park, located in Pleasanton, is a 500-acre development containing approximately eight million square feet of office, commercial and light industrial uses. This area is zoned as a planned unit development and, as such, landowners are subject to a trip reduction ordinance (TRO). The TRO is unique in that it was one of the first ordinances to be applied to existing, as well as new employers, and it requires that all employers participate regardless of size.

Employers in the Hacienda Business Park must participate in an assessment district to fund any roadway changes which are necessary to prevent the intersection or freeway interchange level of service (LOS) from falling below D during peak hours. Those employers with 100 or more employees must partici-pate in a trip reduction program.

The TRO establishes a performance standard for peak hour drive alone commute trips with a threshold of 55% or less of daytime workers driving alone during the peak hour. The threshold was set to enable all planned development to be accommodated while still meeting the LOS guidelines. Employers may meet this standing using any TDM measures they choose and are given three years to meet this standard. However, at a minimum, employers must name a transportation coordinator, establish a traffic mitigation program, and conduct an annual survey of employees' commute patterns.

In addition to meeting performance standards, employers must also abide by monitoring and en-forcement requirements and procedures established in the TRO. This includes procedures for mandating the implementation of additional transportation management programs if monitoring results show that they are necessary. A task force made up of individuals from the business community rather than city staff, is responsible for overseeing employers to ensure that they are meeting the requirements of the TRO. By using members of the business community, the enforcement process becomes a peer review, and potentially peer pressure, rather than relying on government enforcement to ensure compliance. However, the City does maintain the ability to assess substantial fines if necessary.

Parking Cash-out in Pleasanton

The City of Pleasanton has a parking cash-out system called "pRide" that reimburses employees for using travel modes other than the single-occupant vehicle.[8] The City reimburses employees $2 a day ($1 if one-way). Participants register with the program, fill out a monthly log indicating which modes they used each day, and indicating any absences. This is reviewed by a manager, and then submitted to payroll. The reimbursement is added to the employee's paycheck as taxed income. Although the program is run on the honor system, where the employee simply states how they got to work, there are checks in place such as manager review of the log and verification of absences. Fraud appears to be minimal. This is supplemented by a pre-tax transit subsidy.

BEST PRACTICES

There are a number of "best practices" that can be found right here in Alameda County, as described above. However, other parking and TDM best prac-tices are profiled here that might be instructive for Alameda County.

San Francisco's SFpark Pilot Project

San Francisco's SFpark project is using "demand-responsive pricing to manage parking demand towards availability targets."[9] SFpark is cur-rently installing parking occupancy sensors on streets in eight pilot areas throughout San Francisco. The wirelessly networked sensors—

Source: SF Park

mostly in metered spaces, but some in unmetered spaces—transmit data on parking space occupancy to the computers of the San Francisco Municipal Transportation Agency (SFMTA). The sensors are paired with wirelessly networked single-space and multi-space parking meters, which accept credit and debit cards as well as coins. The meter installations began in July and by December, nearly 5,100 spaces will be regulated by the new networked meters.

8   Source: Interview with Becky Perry, Pleasanton Transportation Depart-ment. www.ci.pleasanton.ca.us/

9   San Francisco Municipal Transportation Agency. SFpark Updated Scope of Work—Parking Pilot Projects Urban Partnership Program, August 6, 2008.

Requiring projects to develop and implement transportation demand management plans can be a highly effective way of reducing vehicle trips. However, to be effective, transportation demand management requirements must meet several conditions. Transportation demand management can be required through the terms of a development agreement for a specific project, included as part of the requirements of a Specific Plan, or mandated by a citywide ordinance. In all these cases, several conditions must be met. A City's transportation demand management plans and requirements must:

1. Work toward the achievement of a clear goal set by the City.

2. Set measurable goals and clear requirements for each project.

3. Establish viable long-term mechanisms for actively monitoring compliance with and then enforcing those requirements.

Setting transportation demand requirements is similar, in general terms, to the process of setting many other requirements for new buildings. For example, for life safety, communities require that a building's elevators be: (a) clearly shown on the plans submitted to the City; (b) built to a certain standard; (c) properly installed and tested before a certificate of occupancy for the building is issued; and (d) regularly inspected to ensure that they continue to be maintained. Finally, if these conditions are not met, cities have viable enforcement mechanisms (e.g., assessing penalties, or shutting down a site). To be more than words on paper, transportation demand management requirements must be approached in the same manner. Cities with effective TDM plans have thorough programs for monitoring, enforcement, and when necessary, assessing penalties.

Moreover, the best and most successful transportation demand management plans work to create an active partnership between the public and private sectors. This means crafting requirements that work to achieve legitimate public goals (such as minimizing traffic congestion and air pollution) at the lowest possible cost for property owners, developers and employers. The best transportation demand management requirements set for development projects also often build on and are supported by significant public investments in public transit (such as San Marcos' new Sprinter rail stations), ridesharing programs (such as SANDAG's regional ridesharing services) and citywide bicycle and pedestrian networks.

The occupancy sensors allow the city's parking managers to observe, on a continuous basis, parking occupancy on each block. The networked meters allow managers to easily adjust parking rates and hours of operation at each meter, simply by reprogramming the meters from a central computer.

The goal is to adjust prices up or down in increments of $0.25/hour every four to six weeks based on availability data from parking sensors. Prices can be adjusted block-to-block, in two-block units, or at any other appropriate scale area. The new prices may also be adjusted by time-of-day towards a goal of managing congestion, rather than strictly pricing based on length of stay.

SFMTA's goal with SF*park* is "to create a driver experience in which drivers either (a) go directly to a parking garage with available spaces; or (b) are able, most of the time, to find an on-street parking space as near to their destination as possible, preferably within a block or two of their destination."[10]

The SF*park* project relies on the fact that parking demand patterns are actually fairly predictable and recurring. In neighborhood commercial districts on a Sunday, for example, demand on many blocks is higher at 11 A.M., when restaurants are open, than at 6 A.M. So, on those blocks, Sunday rates may higher for the hour from 11 A.M. to noon than the hour from 6 to 7 A.M.

The goal is to shift some demand from the curb to private lots and garages and eliminate acute recurring curb parking shortages. This will have the added effect of lessening the phenomenon of cars circling the block in search of a free parking space.

MTC Parking Toolbox/Handbook

Another resource that could be useful in addressing parking and demand management for the Countywide Plan is a "Toolbox/Handbook" that was developed by MTC: *Reforming Parking Polices to Support Smart Growth: Parking Best Practices & Strategies for Supporting Transit Oriented Development in the San Francisco Bay Area.* This tool was developed by MTC for a training seminar on parking policies to support smart growth for local jurisdictions held in 2007. The handbook helps local jurisdictions define what type of area they are and identifying parking strategies that are likely to be effective in this type of area. It describes the various strategies and provides examples of best practices from around the region and country.

10 San Francisco Municipal Transportation Agency. SFpark Updated Scope of Work—Parking Pilot Projects Urban Partnership Program, August 6, 2008.

Bellevue, Washington

In downtown Bellevue, Washington, the drive alone commute rate fell by 30% from 1990 to 2000, falling from 81% driving alone to 57%.

Bellevue, Washington, (population 117,137) sits on the east side of Lake Washington, about a ten mile drive from downtown Seattle. Like many cities in Alameda County, it is a relatively prosperous and growing suburb in the orbit of a much larger city. Bellevue is notable for the progress that it has made in reducing drive alone rates in its downtown, despite the fact that it is not served by rail transit and has relatively little influence over its regional transit agency.

The City of Bellevue's Commute Trip Reduction program (CTR) was implemented by ordinance in 1993, two years after the State of Washington adopted the Commute Trip Reduction (CTR) Law, requiring cities in the most populous counties of the State to develop and implement a commute trip reduction ordinance. The city CTR now encompasses 53 employers and roughly 22,000 employees. The ordinance applies to every employer (private, public or non-profit) with 100 or more full-time employees arriving at a single worksite between 6 to 9 A.M.

The Bellevue Downtown Association, composed of 186 businesses, manages several voluntary programs to limit commute trips. TransManage, the transportation arm of the association, has actively promoted transit, ridesharing, and carpool services, partially through an employee commute benefit package. The package includes a FlexPass, to be used on different transit services and taxis, as well as a Qualified Transportation Fringe Benefits package, which allows employers with 20 or more employees to contribute up to $100 per month in transit or vanpool services as a tax-deductible expense. FlexPasses, issued by King County Metro, the Seattle area's regional transit agency, provide employees with free access to all of the agency's buses. Under this "universal transit pass" program, employers pay $65 per year per employee for every employee in their workforce: in return, every employee receives an annual pass, a benefit which has a normal annual price of $396-$1584.

Employers can require employees to pay for up to half the cost of the FlexPass. Employers who do participate in this program are eligible for a maximum $5,000 King County telework grant. The size of the incentive is based on the number of employees who telework at least one day a week.

Parking Policy

Currently, Bellevue requires downtown office buildings of more than 50,000 square feet to identify the cost of parking as a separate line item in all leases, with the minimum monthly rate per space not less than twice the price of a bus pass. For example, since the price of a monthly bus pass was $72 in 2003, the minimum price of a leased parking space was $144 a month. This requirement for "unbundling" parking costs does not increase the overall cost of occupying office space in a building because the payment for the office space itself declines as a result. In other words, unbundling separates the rent for offices and parking, but does not increase their sum. Bellevue is perhaps unique in routinely requiring the unbundling of parking costs from office leases. This innovative policy has several advantages. It makes it easy for employers to "cash-out" parking for employees (that is, to offer employees the value of their parking space as a cash subsidy if they do not drive to work), since employers can save money by leasing fewer spaces when fewer employees drive. It also makes it easier for shared parking arrangements to occur, since building owners can more easily lease surplus parking spaces to other users.

In addition, the city has shifted from high minimum parking requirements to enforcing parking maximums. The city code now set no minimums for housing and mixed-use retail located in certain downtown zones. All downtown residential units are limited to no more than two parking spaces. This move to less parking has had a noticeable impact on private employers. The engineering firm CH2M Hill still offers free parking to drive-alone employees,

but it also gives $40 per month to employees if they opt instead to walk, bicycle, carpool, or take transit. Ultimately, this saves employers money who no longer have to provide expensive parking and it lightens an employee's transportation budget.

Trip Reduction Results

Bellevue's CTR sets trip reduction goals in terms of reducing the proportion of single-occupant vehicles and vehicle-miles traveled per employee from the 1992 base year values. These targets started at the goal of a 15% reduction by 1995, rising to 20% in 1997, 25% in 1999, and 35% in 2005. Vehicle commute trips are calculated at one trip per person (two-person carpools counting as 1/2 trips per occupant, three-person carpools as 1/3 trips, etc.) Each vehicle commute trip eliminated due to telecommuting, alternative work schedules, bicycling, or walking counts as 1.2 trips eliminated.

Results from the Commute Trip Reduction program have been impressive. Overall in downtown Bellevue, the drive alone commute rate fell by 30% from 1990 to 2000, falling from 81% driving alone to 57%. In 1993, after considerable progress in reducing drive alone rates had already taken place, the Commute Trip Reduction went into effect. Among the CTR-affected worksites in the downtown, drive alone rates then dropped from 72.9% in 1993 to 58.5% in 2001, almost a 20% decrease. Among all CTR-affected worksites citywide, the drive-alone rate has dropped from 76.6% in 1993 to 69.2% in 2001—almost a 10% decrease respectively. These numbers do not meet the ambitious targets set under the Bellevue ordinance, but are notable nonetheless.

FUTURE CONDITIONS AND SUMMARY OF NEEDS

As the population grows and traffic gets worse, innovative approaches to congestion management will become more important. Most people agree that parking management and TDM measures must be addressed through the Alameda Countywide Transportation Plan since they are such a useful tool in meeting the goals of the plan, namely congestion management and encouraging use of non-auto modes. The following concepts describe the levels of programs that could be developed to support better management. In addition, this Countywide Plan will need to consider system performance more broadly than previous plans, including rewarding projects that actually reduce demand rather than expanding

capacity. Using energy policy as an example, projects that reduce demand on the electric grid through efficiency or conservation are rewarded as "negawatt" projects—understanding that reducing demand defers the need for enhanced supply. While this concept is less well developed for transportation plans, the Countywide Plan will need to prioritize projects that reduce demand on our limited roadway infrastructure as a cost effective technique for reducing capacity needs.

Fund Purchase of New Parking Technology: Parking technology is quite expensive. For example, upgrading all downtown single space meters to "smart" multi-space meters or purchasing license plate recognition technology and funding a staff person to collect and interpret parking data, is a large up front, and on-going, expense. Parking technology does not easily fall within current regional MTC funding programs, highlighting the need for local funding. However, most cities cannot fund this through their General Funds alone. So, county funding must be directed to local entities for purchase of new parking technologies and/or data collection they require to implement parking reforms.

However, there are also many components of parking and TDM that are local policy changes, not requiring funding per se. How can the Countywide Plan encourage policy changes that will move us towards our congestion reduction goals, but which the CWTP does not have direct control over?

Incentivize policy changes: The county can give cities financial incentives and matching grants to encourage cities to reform their parking policies, adopting measures such as removing minimum parking requirements, actively managing curb parking, unbundling parking costs from housing costs, etc. These local parking reforms create significant regional benefits of many kinds, such as reducing traffic congestion, air and water pollution; making housing more affordable; and spurring economic development. Specifically, the Countywide Plan could:

- Provide grants to cities for the acquisition and installation of parking meters (for curb parking) and parking access and revenue control systems (for off-street lots).
- Provide grants to cities to assist them with the management of curb parking. This would include:
  - o Planning grants for the development of residential parking permit districts, residential parking benefit areas, and commercial parking benefit areas.

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    o   Capital and operating grants for the pur-
chase and operation of enforcement ve-
hicles and license plate recognition systems,
parking stall occupancy sensors, handheld
enforcements.

- Provide matching funds to cities that raise park-
ing revenues by increasing curb parking rates,
off-street rates, and/or enacting parking taxes.
For example, providing cities with one dollar in
regional funding for every one dollar in new local
parking revenue that they raise would encourage
cities to reduce existing parking subsidies and/or
to enact parking taxes.

- Provide grants to cities to assist them in
establishing and/or enforcing parking cash-out
requirements and other transportation demand
management ordinances.

- Provide planning grants to cities to help them
reform outdated parking requirements.

- Fund training programs, technical assistance and
symposia on best practices in reducing traffic and
greenhouse gas emissions by reforming parking
policies and practices.

APPENDIX B: TDM AND PARKING MANAGEMENT ISSUE PAPER

ISSUE PAPER: TRANSPORTATION DEMAND MANAGEMENT (TDM) AND PARKING MANAGEMENT[1,2]

EXECUTIVE SUMMARY

This issue paper outlines the key principles of transportation demand management (TDM) and parking management, and how they may be implemented in Alameda County. Key conclusions include:

- TDM and parking management include a wide variety of different demand measures that can be designed to influence travel behaviors in a variety of urban and suburban contexts.

- TDM and parking management have been shown to be highly effective at achieving the transportation vision, goals, and objectives of the new Countywide Transportation Plan, most notably the need to reduce vehicle trips in light of new statewide regulation.

- Determining a specific role for the Alameda CTC is one of the biggest challenges in regards to TDM and parking management. TDM and parking management are often implemented at the local level, yet there likely remains a robust regional role for the Alameda CTC to play in terms of guidance and oversight, direct program administration (such as Alameda County's Guaranteed Ride Home program), and technical assistance for local jurisdictions.

- The Countywide Transportation Plan presents a unique opportunity to guide a growing regional movement that emphasizes demand-side solutions to the county's transportation challenges. The Countywide Transportation Plan is also well-positioned to support the efforts of municipalities to further innovate and utilize these strategies to achieve a shared vision for a sustainable and efficient transportation network. Initial concepts include:

  o Provide dedicated funding to the Guaranteed Ride Home (GRH) program, the Alameda CTC's primary TDM program.

  o Develop a comprehensive TDM program in which the Alameda County GRH program is expanded.

  o Develop Countywide TDM and parking management guidelines.

  o Create a robust technical assistance program to help jurisdictions implement TDM.

  o Initiate a TDM and/or parking certification program for.

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[1] For purposes of this paper TDM and parking management are largely discussed as separate strategies. However, parking management by itself can also be categorized as one of many TDM tools.

2 Certain concepts and specific language in this paper were adapted from a previous Nelson\Nygaard report: "Regional Parking Strategies for Climate Protection," Metropolitan Transportation Commission, January 2010.

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- Ample precedent exists for the Alameda CTC to refer to in its efforts to establish countywide TDM and parking management policies and programs. The case studies included in this issue paper include:
  - o San Mateo C/CAG Trip Reduction Guidelines
  - o San Francisco Commuter Benefits Ordinance
  - o National Capital Region Transportation Planning Board Technical Assistance Program and the D.C. Performance Based Parking Pilots
  - o Massachusetts Downtown Initiative (MDI)
  - o GreenTRIP Certification Program

INTRODUCTION

The Alameda CTC *Countywide Transportation Plan and Transportation Expenditure Plan Briefing Book* provides an overview of transportation demand management (TDM) and parking management, identifies best practices, and highlights what Bay Area jurisdictions and agencies are currently doing to utilize these strategies. This issue paper builds on the information provided in the *Briefing Book* to describe how TDM and parking management can be supported through the Countywide Transportation Plan and Transportation Expenditure Plan.

The development and implementation of the new Countywide Transportation Plan and Transportation Expenditure Plan are occurring within the context of a changed economic, regulatory, and social environment in which the concept of creating a more sustainable way of living through transportation and land use investments has become a primary focus. The passage of AB 32 and SB 375 requires that Alameda County take a different approach to transportation planning – one that aggressively addresses the impact of greenhouse gas emissions by reducing vehicle miles traveled (VMT). Managing travel demand through TDM and/or parking management techniques offers cost effective and proven approaches to reducing VMT, by leveraging existing investments, and can complement investments in transit systems and other alternatives to driving. This issue paper further illustrates the efficacy and importance of TDM and parking management, while offering a potential framework for ways in which the Alameda CTC might facilitate supportive TDM and parking management policies.

The *Briefing Book* also addressed the related field of Transportation Systems Management, or TSM, at some length. TSM measures seek to improve the efficiency of road networks using technology-based solutions such as ramp metering and user information systems. By contrast, TDM measures seek to reduce demands on existing roadway and parking capacity using incentives and disincentives designed to influence travel choice. While TSM measures have an important role to play in developing a comprehensive transportation strategy, they are already well understood and widely used in Alameda County, while TDM strategies remain largely the purview of private employers. For this reason, this paper focuses on TDM and parking management.

What is TDM and Parking Management?

As discussed in the *Briefing Book*, TDM and parking management strategies represent a new, and increasingly prevalent, approach to transportation planning. This approach seeks to address transportation challenges, such as congestion and the need for adequate parking, not with traditional supply-side solutions, but rather with projects and programs that manage travel *demand*. Supply-side solutions focus on increasing roadway capacity or building more parking, an approach that has been criticized for creating additional congestion through "induced demand,"[3,4,5] exacerbating parking inefficiencies,[6] and contributing to a number of other public health and social impacts related to driving.[7] As discussed below, research shows that TDM and parking management have had demonstrable and cost-effective success in influencing people's core travel choices and behaviors, thereby reducing vehicle trips, congestion, and vehicle emissions; while improving mobility, accessibility, and the efficiency of local and regional transportation networks.

TDM strategies are diverse and vary depending on the context, but typically fall into the following categories:[8]

- **Financial incentives,** such as subsidized transit passes, parking cash-out programs, commuter checks, or guaranteed ride home programs;

- **Shared vehicle services,** such as shuttles or carpools/vanpools;

- **Alternative commute scheduling,** such as telecommuting or compressed work weeks;

- **Promotional activities,** such as travel marketing programs, travel training, or on-site transportation coordinators;

- **Infrastructure,** such as car or bicycle sharing services, secure bicycle parking, or on-site amenities (lockers, showers, etc.);

- **Parking management** is a broad topic, but typically includes demand-responsive pricing of curb spaces, "unbundling" of parking costs from rents and leases, reduced or eliminated minimum parking requirements, use of new meter technologies to allow multiple forms of payment and dynamic pricing, district-based parking management, shared parking strategies, and the use of parking revenue to support other mobility programs.

It is important to note that TDM and parking management usually take place at the local level with local jurisdictions approving TDM ordinances, establishing transportation conditions of approval and setting parking policy. Similarly, execution of TDM strategies also typically happens at the local, and often at the project level, as municipalities, employers, developers, and public or private institutions assume responsibility for ensuring that TDM programs and parking management efforts are implemented. However, parking and demand management can have regional impacts. This is discussed in greater detail below.

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[3] Hansen, M., & Huang, Y. (1997). Road supply and traffic in California urban areas. *Transportation Research Part A: Policy and Practice,* 31(3), 205-218.

[4] Goodwin, P. (1996). Empirical evidence on induced traffic: A review and synthesis. *Transportation, 23,* 35-54.

[5] Cervero, R. (2003). Road Expansion, Urban Growth, and Induced Travel: A Path Analysis. *Journal of the American Planning Association, 69* (2), 145-163.

[6] Shoup, D. (2005). *The High Cost of Free Parking.* Planners Press, American Planning Association.

[7] American Public Health Association. (2010). *The Hidden Health Costs of Transportation.* Washington D.C.: American Public Health Association.

[8] For a complete description and list of these strategies, please refer to the *Briefing Book.*

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BENEFITS OF TDM AND PARKING MANAGEMENT

The Countywide Plan must balance a multitude of competing priorities within a highly competitive funding environment. Because TDM and parking management have been shown to be effective transportation planning tools in a variety of urban and suburban contexts, it is likely that these concepts can play an important role in ensuring that the Countywide Plan meets its goals and objectives. Some of the key benefits are:

- **Congestion and trip reduction:** Numerous studies demonstrate the effectiveness of TDM and parking management strategies in reducing vehicle trips and VMT. These include, but are not limited to:
  - *Pricing of parking:* "Market-based" parking pricing strategies seek to achieve availability targets (typically, 15% of spaces) by setting prices based on demand. A 2005 study showed that a 10% increase in parking charges reduces vehicle trips by 1-3%, depending on demographic, geographic, travel choice and trip characteristics.[9] Figure 1 shows how minimum employee parking charges affected VMT, trips taken, and trip delay in four California regions. In the San Diego region, a $3 employee parking charge reduced VMT by 2.4% and trip delay by 7%.[10] Parking fees and pricing programs can also:
    - Reduce vehicle emissions from cars circling around looking for a parking space;
    - Generate funds for alternative modes, like bicycle and pedestrian improvements, and
    - Discourage people from driving, and encourage them to take alternative modes.

Figure 1   Impacts of Employee Parking Fees

Region	Price	VMT	Trips	Delay
Bay Area	$1	-0.8%	-0.9%	-2.7%
	$3	-2.1%	-2.4%	-7.0%
Sacramento	$1	-1.0%	-1.1%	-2.5%
	$3	-2.6%	-2.8%	-6.5%
San Diego	$1	-0.9%	-1.0%	-2.5%
	$3	-2.4%	-2.6%	-7.0%
South Coast	$1	-0.9%	-1.1%	-2.9%
	$3	-2.5%	-2.8%	-8.5%

Source: Harvey and Deakin, 1997, Table B.7, in 1991 U.S. dollars;
Accessed at VTPI, http://www.vtpi.org/tdm/tdm26.htm

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[9] Erin Vaca and J. Richard Kuzmyak (2005*), Parking Pricing and Fees,* Chapter 13, TCRP Report 95, Transit Cooperative Research Program, Transportation Research Board, Federal Transit Administration (www.trb.org/publications/tcrp/tcrp_rpt_95c13.pdf). Accessed on Victoria Transport Policy Institute, http://www.vtpi.org/tdm/tdm26.htm

10 Greig Harvey and Elizabeth Deakin (1997), "The STEP Analysis Package: Description and Application Examples," Appendix B, in Apogee Research, *Guidance on the Use of Market Mechanisms to Reduce Transportation Emissions,* USEPA (Washington DC; www.epa.gov/omswww/market.htm). Accessed on Victoria Transport Policy Institute, http://www.vtpi.org/tdm/tdm26.htm

o *Subsidized transit passes:* Passes purchased in bulk at a discount can be provided free to users (such as residents of an area, students at a university, or other groups) or at a discount. Figure 2 shows the drive-alone and transit mode splits before and after subsidized transit pass implementation in different locations. These programs all led to reductions in driving alone, as well as a 3-16% increase in transit use.

Figure 2   Mode Shifts Achieved with Free or Discounted Transit Passes

Location	Drive to work		Transit to work	
Municipalities	**Before**	**After**	**Before**	**After**
Santa Clara (VTA)[11]	76%	60%	11%	27%
Bellevue, WA[12]	81%	57%	13%	18%
Ann Arbor, MI[13]	N/A	(4%)	20%	25%
Universities				
UCLA[14] (faculty/staff)	46%	42%	8%	13%
Univ. of Washington[15]	33%	24%	21%	36%
Univ. of British Colombia[16]	68%	57%	26%	38%
Univ. of Wisconsin, Mil.[17]	54%	41%	12%	26%
Colorado Univ. (students)[18]	43%	33%	4%	7%

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[11] Santa Clara Valley Transportation Authority, 1997.

12 1990 to 2000; http://www.commuterchallenge.org/cc/newsmar01_flexpass.html.

[13] White et. al. "Impacts of an Employer-Based Transit Pass Program: The Go Pass in Ann Arbor, Michigan."

[14] Jeffrey Brown, et. al. "Fare-Free Public Transit at Universities." *Journal of Planning Education and Research* 23: 69-82, 2003.

[15] 1989 to 2002, weighted average of students, faculty, and staff; From Will Toor, et. al. *Transportation and Sustainable Campus Communities*, 2004.

[16] 2002 to 2003, the effect one year after U-Pass implementation; From Wu et. al, "Transportation Demand Management: UBC's U-P ass – a Case Study", April 2004.

[17] Mode shift one year after implementation in 1994; James Meyer et. al., "An Analysis of the Usage, Impacts and Benefits of an Innovative Transit Pass Program", January 14, 1998.

[18] Six years after program implementation; Francois Poinsatte et. al. "Finding a New Way: Campus Transportation for the 21st Century", April, 1999.

o *Parking Cash Out:* Parking cash out is a TDM program that provides a subsidy to employees who choose to commute by alternative modes rather than making use of on-site parking. The primary benefit of parking cash out programs is their proven effect on reducing auto congestion and parking demand. Figure 3 illustrates the effect of parking cash-out at seven different employers located in and around Los Angeles. Additionally, a 1997 demonstration program including Alameda County and the Cities of Oakland, Pleasanton and Albany showed great promise: in the county, Oakland and Albany, 16-20% of participants changed their commute behavior (in Pleasanton, participation declined, but the existing program there had already grown substantially since implementation). Incentives consisted of Commuter Check transit vouchers or cash incentives ranging from $1.50 to $2.50 per day. All of the program sites were within one-quarter mile of transit and offered BART connections.

Figure 3 Effects of Parking Cash Out on Parking Demand[19]

o *Ridesharing:* Ridesharing programs nationally have been shown to reduce daily auto commute trips to specific worksites by 5-15% if they consist solely of educational efforts, and up to 30% if combined with cash incentives such as parking cash out or vanpool subsidies.[20] Furthermore, because rideshare passengers tend to have relatively long commutes, mileage reductions can be relatively large. Rideshare programs have also been shown to reduce commute VMT by up to 8.3%, total regional VMT by up to 3.6%, and regional vehicle trips by up to 1.8%.[21]

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[19] Source: Derived from Donald Shoup, "Evaluating the Effects of Parking Cash-Out: Eight Case Studies," 1997. Based on the cost in 2005 dollars.

[20] Reid Ewing (1993), *TDM, Growth Management, and the Other Four Out of Five Trips.*

[21] Apogee (1994), *Costs and Cost Effectiveness of Transportation Control Measures; A Review and Analysis of the Literature,* National Association of Regional Councils (www.narc.org). Accessed at VTPI, http://www.vtpi.org/tdm/tdm34.htm

TDM Resource Center (1996), *Transportation Demand Management; A Guide to Including TDM Strategies in Major Investment Studies and in Planning for Other Transportation Projects,* Office of Urban Mobility, WSDOT (www.wsdot.wa.gov).

- o *Carsharing:* Carsharing programs are short-term, members-only rental arrangements in which cars can be obtained on short notice (typically, by making a reservation online) from various unstaffed locations using cards or fobs. Research demonstrates that each carsharing vehicle takes nearly 15 private cars off the road – a net reduction of almost 14 vehicles.[22] Additionally, the average reduction in vehicle ownership in North American cities with carsharing programs was 20%. Finally, a UC Berkeley study of San Francisco's City CarShare found that members drive nearly 50% less after joining. The study also found that when people joined the carsharing organization, nearly 30% reduced their household vehicle ownership and two-thirds avoided purchasing another car.[23]

- o *Guaranteed Ride Home Program:* A GRH program provides "commuter insurance" for employees, in the form of vouchers allowing participants who do not drive to work to make a limited number of free (excepting tips and gas) after-work trips via taxi or rental car under certain conditions. In Alameda County's GRH program, these include medical emergencies, unscheduled overtime, or times when a rideshare vehicle is unavailable (because the vehicle has broken down or the driver had to leave early or stay late).   One survey found that 59% of rideshare and transit users said GRH was a factor in their decision not to drive[24]. GRH programs are also relatively inexpensive: another study found average costs of less than $5 per employee, per year[25].

- **Quick results and longer-term impacts:** Capital projects can take years to design, clear environmental review, and construct. TDM and parking reform efforts can be implemented on a relatively fast timeline. Moreover, impacts from these programs and projects are often immediate. TDM programs have been shown to have immediate effects on travel behavior and mode choice, while implementation of parking reforms, such as dynamic pricing, can result in instantaneous changes to parking availability and local congestion related to "cruising" for parking. Finally, many of the behavioral impacts result in long-term and systemic changes. As described above, as an example, the use of car sharing has been shown to fundamentally reduce household vehicle ownership and travel behavior.

- **Cost-effective:** TDM programs and parking reform efforts are cost-effective, a crucial factor for the Countywide Transportation Plan to consider in the context of competing priorities.[26] First, TDM strategies can be implemented quickly, have relatively small up-front capital costs, and relatively low ongoing operating costs. Second, TDM programs can leverage existing infrastructure investments, such as transit service or high occupancy vehicle (HOV) lanes. For example, as shown in Figure 2, substantial mode shifts to transit can be achieved through transit pass programs, thereby increasing transit ridership and making transit systems themselves more cost-effective. Third, TDM programs can leverage the resources of the private sector. Many TDM programs, such as new shuttle services, financial incentives, ridesharing services, and marketing, are actually funded by private employers and institutions. Finally, effective parking management can be an additional source of revenue for local jurisdictions, although this aspect of parking management should be managed carefully, as discussed below.

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[22] Transportation Research Board (2005), *Carsharing: Where and How it Succeeds,* Transit Cooperative Research Program Report 108. http://onlinepubs.trb.org/Onlinepubs/tcrp/tcrp_rpt_108.pdf

[23] Cervero, R., & Tsai, Y.-H. (2003). *San Francisco City CarShare: Travel-Demand Trends and Second-Year Impacts.* University of California at Berkeley, Institute of Urban and Regional Development, Berkeley.

[24] K.T. Analytics (1992), TDM Status Report; Guaranteed Ride Home, Federal Transit Administration, USDOT (www.fta.dot.gov/library/planning/tdmstatus/FTAGUAR2.HTM).

[25] Comsis Corporation (1993), Implementing Effective Travel Demand Management Measures: Inventory of Measures and Synthesis of Experience, USDOT and Institute of Transportation Engineers (www.ite.org). Available at www.bts.gov/ntl/DOCS/474.html.

[26] For example, see the cost effectiveness of TDM in Portland for reducing GHG. Portland Bureau of Transportation. "Technical Memorandum #2: Strategies for Reducing GHG Emissions." July 2010. Prepared by Nelson\Nygaard Consulting Associates.

- **Politically viable:** Whether it is carpooling, using the company shuttle, utilizing commuter checks, or even riding a bicycle to work, large numbers of people already participate in a TDM program. In fact, many public and private employers highlight their TDM efforts and commute benefits as a means to attract employees. Consequently, these programs appear to be a politically viable option for additional funding and expansion throughout the County.

  Parking management, however, can be more politically challenging, as parking policy decisions tend to generate vociferous debate, as seen in the City of Oakland in the summer of 2009 when the City raised parking rates and lengthened meter hours in several commercial districts. However, if "done right" in terms of program design and responsiveness to community concerns, the implementation of dynamic pricing and other parking reforms can result in strong support from the public and local business community. Experience in Redwood City, Pasadena, and numerous other jurisdictions has shown that clear articulation of policy goals such as parking availability, as well as reinvestment of additional revenue back in the community in the form of infrastructure improvements or complementary mobility strategies, can overcome the typical public objections to changes in parking policy.

- **Region-wide applicability and flexibility:** TDM and parking management strategies are adaptable to local conditions, needs, and policies. As an example, clearly, the parking challenges facing Berkeley are quite different that those in Hayward or Pleasanton. However, the core philosophies and methodologies behind each of the strategies remain the same, and can be tweaked or refined to meet the goals and objectives of different municipalities.

- **Pro-market:** Most municipal codes require that developers build more parking than the market warrants, thereby artificially distorting the market for parking. Parking reforms, such as reduced, maximum or eliminated minimum parking requirements, can improve the efficiency of the regional economy in general. In particular, reducing parking requirements reduces the overall cost to build new housing and commercial developments, especially in transit-rich and walkable locations.

CHALLENGES

One of the Alameda CTC's primary challenges is to determine exactly what its role will be in regards to TDM and parking management. Currently, the Alameda CTC does play a direct, but limited role in these areas. For example, the Alameda CTC currently administers the County's Guaranteed Ride Home program. However, parking management is typically under the control of local jurisdictions, while many TDM programs are implemented at the project level. Moving forward with the development of the Countywide Transportation Plan it is crucial that the Alameda CTC find the appropriate balance between regional involvement and local implementation.

One potential countywide role would be to support smart parking and transportation demand management at the local level through technical assistance and incentive programs. There are a number of challenges at the local level that a countywide program could assist cities to overcome. Many of these are driven by the fact that local governments are increasingly constrained by limited budgets. Many cities simply do not have the capital or staffing resources to expand their TDM efforts or engage in comprehensive parking reform.

First, technical assistance directed at helping cities design TDM programs, write TDM ordinances and conditions of approval, and tailor strategies to local conditions could be a worthwhile role for the Alameda CTC. Second, any successful TDM program requires ongoing enforcement and evaluation. Traditionally, enforcement and evaluation efforts for TDM programs fall to local jurisdictions, and private entities. However, local jurisdictions often lack the resources to continually monitor TDM programs, while private developers and employers do not always prioritize the ongoing implementation of their TDM efforts. There is also potential for the Alameda CTC to provide a universal framework for program development, implementation, and ongoing management. For example, the Alameda CTC could fund a countywide evaluation of existing TDM and parking management efforts, which would likely involve developing a universal and consistent reporting format and/or contracting for a single evaluator. The Alameda CTC could also help develop model TDM ordinances, thereby helping to reduce the concern some communities

might have that higher parking rates, for example, would drive development to the next city or town. Finally, the Alameda CTC could develop countywide guidelines similar to those used in San Mateo County, which would then be implemented at the local level.

Parking reform efforts are resource intensive. Their success depends on a process that is well-designed, highly transparent, supported by robust data, and responsive to public input. However, many cities have not comprehensively reviewed their parking codes in years or decades, while even fewer have conducted a recent inventory of their existing parking supply or gathered data on parking demand. Consequently, even cities that have clear policy direction and political will to address parking challenges lack the required data to make informed and transparent decisions. The need for parking technical assistance is substantial, and, potentially offers the most appropriate role for the Alameda CTC in regards to parking management. As discussed in the case studies below, other regional agencies throughout the country have had success in supporting locally-driven TDM and parking reform efforts through technical assistance programs.

CASE STUDIES

San Mateo C/CAG Trip Reduction Guidelines

The San Mateo City and County Association of Governments (C\CAG) serves as the state designated Congestion Management Agency for San Mateo County. As such, C/CAG is responsible for preparing a periodic Congestion Management Program for the County. To comply with Air District Regulation 13, Rule 1, C\CAG developed a set of guidelines for the implementation of the land-use component of the congestion management program that includes TDM requirements for new development[27]. Whereas many other Congestion Management Agencies have retreated from TDM requirements in the face of opposition from employers and developers, the flexible nature of the program implemented in San Mateo County has led to continued success and innovation.

As required in county Congestion Management Programs, C/CAG guidelines must be followed for all projects that are projected to generate a net increase of 100 or more peak hour vehicle trips, and local governments are encouraged to apply the guidelines to all projects that the jurisdiction believes may have an impact on local or countywide traffic conditions.

Rather than requiring or prescribing specific actions by local governments, the C/CAG guidelines provide a framework and a recommended set of options for achieving vehicle trip reduction goals. Local governments are responsible for ensuring that the developer, property-owner, and/or tenant will "reduce demand for all new peak hour trips projected to be generated by a development [and] can select one or more of the options that follow," or may propose other methods for mitigating vehicle trips. C/CAG recommended options include:

1. Reducing the scope of the project

2. Accepting a one-time payment from the project sponsor of $20,000 per peak hour trip to fund ongoing TDM implementation (if a jurisdiction collects its own transportation impact fee, the "portion used to mitigate the impacts of the project's traffic will count as credit toward the [required] reduction in trips.")

3. Adopt CMA guidelines for projects

4. Require the developer and subsequent tenants to implement a package of TDM programs that have the capacity to fully reduce demand for new peak hour trips (the developer/tenants are not held responsible for the extent to which these programs are actually used)

5. Negotiate with C/CAG staff for other acceptable ways to mitigate trips

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[27] City and County Association of Governments of San Mateo County (C/CAG), "Guidelines for Implementing the Land Use Component of the Congestion Management Program, " as amended by the C/CAG Board of Directors, September, 2004. Note that Air District Regulation 13, Rule 1: Employer Trip Reduction Requirements was suspended in 1996, following passage of SB 437.

These C\CAG guidelines are not meant to limit choices, and note specifically that "it is up to the local jurisdiction, working together with the project sponsor to choose the method(s) that will be compatible with the intended purpose of the project and the community that it will serve."

Project sponsors and tenants that are required to implement TDM programs may choose a combination of complementary TDM measures from a checklist developed by C/CAG. Each of the TDM strategies has been assigned a peak hour vehicle trip reduction value that is based on evidence from transportation-related academic and professional research and the best professional judgment of C/CAG staff. TDM measures include the parking related measures, as shown in Figure 4 below.

In addition to these measures, C\CAG offers to credit each employer/tenant with reduction of up to three peak hour trips for conducting a twice-yearly survey of employees, to examine their travel patterns and assess performance of specific TDM measures and the program as a whole. Although individual commuters are not subject to monitoring and enforcement of TDM provisions by cities or other outside agencies, and developers/property owners and their tenants are not responsible for actual participation rates, or trip reduction performance, employers are accountable to local governments for program implementation.[28] This combination of auto-enforcement and accountability can serve as a model for implementation of a flexible but results-oriented regional parking reform agenda.

Figure 4   C/CAG San Mateo County TDM Checklist

TDM Measure	Trip Reduction Credit
Charging employees for parking	Two peak-hour trips will be credited for each parking spot charged out at $20 per month for one year. Money shall be used for TDM measures such as shuttles or subsidized transit tickets.
Implementation of a parking cashout program	One peak-hour trip will be credited for each parking spot where the employee is offered cash payment in return for not using parking at the employment site.
Encourage shared parking	Five peak hour trips will be credited for an agreement with an existing development to share existing parking
Participate in/create/ or sponsor a Transportation Management Association	Five peak hour trips will be credited
Coordinate TDM programs with existing developments/employers	Five peak-hour trips will be credited

Lessons Learned

- **One possible role for the county would be to develop guidelines which could then be implemented by cities.**
- **A "menu" of options for achieving trip reduction targets can offer flexibility and contribute to employer acceptance.**
- **TDM trip-reduction impacts can be quantified using available research and professional judgment.**
- **Offering trip-reduction credits for surveys is a way to collect data and ensure ongoing monitoring.**

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[28] C/CAG TDM guidelines state that, "the developer/tenants will not be held responsible for the extent to which these programs are actually used [but] the developer shall pay for a monitoring program for the first three years of the development. The purpose of the monitoring program is to assess the compliance of the project with the final TDM plan."

San Francisco Commuter Benefits Ordinance

In January 2009, San Francisco's Commuter Benefits Ordinance (Ordinance 199-08) went into effect. Under this local ordinance, all employers with 20 or more employees are required to offer a commuter benefits program to their employees. This ordinance promises to contribute to reduced parking demand, reduced VMT, and ultimately reduced greenhouse gas emissions in the Bay Area by seeking to make more comparable the subsidies and benefits available to commuters using all modes of transportation (similar to parking cashout).

The federal government currently allows employees to deduct up to $230 per month from their paychecks, pre-tax, to pay for transit and vanpool expenses. Under the Commuter Benefits Ordinance affected employers are now required to allow their employees to participate in the existing federal government's program as described above. Employees who work an average of at least 10 hours per week while working for the same employer within the previous calendar month are eligible.

Employers have three options for providing commuter benefits to their employees and may offer a combination of options 1 and 2:

1. **Pre-tax Transit:** Under existing Federal Tax Law 132(f), employers set up a program that allows employees to use up to $230 a month in pretax wages to purchase transit passes or vanpool rides.

2. **Employer Paid Transit Benefits:** Employer pays for workers' transit fares on any of the San Francisco Bay Area mass transit systems or reimburses workers for their vanpool expenses. Reimbursements for transportation expenses must be of at least an equivalent value to the purchase price of a San Francisco MUNI Fast Pass.

3. **Employer Provided Transit:** Employer offers workers free shuttle service on a company-funded bus or van between home and place of business.

Employers can administer the benefit themselves by purchasing transit tickets or vouchers that can be redeemed for passes, tickets, and vanpool expenses each month and distributing them to employees or employers may hire a third-party administrator to manage their program.

The Department of the Environment may issue employers a fine for non-compliance. The current fee structure is: $100 for a first violation, $200 for a second violation within the same year, $500 for each additional violation within the same year.

Lessons Learned

- The San Francisco program offers another example of a flexible approach to achieving TDM objectives.

National Capital Region Transportation Planning Board Technical Assistance Program and the D.C. Performance Based Parking Pilots

The National Capital Region Transportation Planning Board (TPB) is the federally designated Metropolitan Planning Organization (MPO) for the District of Columbia and surrounding jurisdictions in Maryland and Virginia. In addition to its core responsibilities as an MPO, TPB provides a variety of technical assistance programs to its local partners, such as congestion monitoring, travel forecasting, traffic counts, and surveys of personal travel behaviors. Technical assistance is funded by formula as each jurisdiction is allocated a flexible technical assistance budget.

In recent years, the District Department of Transportation (DDOT) in D.C. has begun to focus on parking management as a means to address severe parking challenges. In particular, the DDOT wanted to utilize variable pricing of parking as a means to: 1) ensure adequate parking for residents; 2) encourage turnover as a means to support local business; and 3) promote non-automotive transportation and reduce congestion. Parking challenges and congestion related to high demand for curbside spaces in the Capitol

Hill/Ballpark and Columbia Heights neighborhoods was particularly acute, and these two areas were targeted for a performance-based parking pilot program.

The first step in implementing the pilot program was to gather a robust data set on existing parking conditions that would enable the DDOT to accurately set meter rates to achieve desired occupancy and turnover rates. The resource challenges presented by the data collection effort, however, were immense. The study area for the Columbia Heights zone was 43 blocks, while the study area for the Capitol Hill/Ballpark zone was 145 blocks. Furthermore, the DDOT wanted to collect data for a variety of parking conditions, especially around the Washington Nationals ballpark where data was needed for days/nights when the Nationals were playing and days/nights when the Nationals were not in town. Data was also needed for a combination of days, nights, weekdays, and weekends.

The data collection effort involved the use of License Plate Reader (LPR) technology, which involves outfitting data collection vehicles with LPR cameras and laptops to count vehicles, record license plates, and cross-check with vehicle registrations ($7,500 to $10,000 installation costs per vehicle). The raw data is then used to generate occupancy and turnover rates by block. The LPR technology requires two individuals to conduct the counts, one to drive and one to monitor the data collection software. Data collection and analysis was managed by staff at TPB. DDOT was required to submit a formal letter requesting technical assistance. TPB provided a draft scope of work and budget, which DDOT had to then review, modify, and approve. The approximate budget for the data collection and analysis was $150,000 to $200,000 per pilot area.

The pilot program just completed its second year of data collection, and while there have been challenges, both MPO and DDOT staff indicate that the partnership has been a success and resulted in positive outcomes. More specifically, the data collection has enabled the DDOT to obtain an accurate inventory of its on-street spaces, determine occupancy and turnover rates, and highlight "hot spots" of high demand and parking congestion. The data has also enabled the DDOT to initiate dynamic pricing, as well as adjust district boundaries. For example, the DDOT has proposed both increases and decreases to parking meter rates as a means to achieve its target occupancy rates. The pilot zones have also generated additional parking revenue, which has since been allocated to a variety of projects within each zone, such as streetscape work, sidewalk improvements, additional bike sharing stations, wayfinding signage, as well as additional transportation studies. Finally, the data collection vehicles offer a means by which to "piggyback" enforcement onto the data collection efforts. While not a focus of this effort, the LPR technology could also be tailored to enforcement of parking regulations.

When evaluating the pilot projects, TPB and DDOT staff highlighted some of the challenges they encountered. First, the LPR technology is expensive, thereby limited by the number of data collection vehicles. This can be problematic with study areas over a certain size. Second, the LPR camera and software is effective, but does have its deficiencies. For example, the LPR camera and software have trouble reading dirty license plates and plates from certain states. In addition, the technology requires ongoing maintenance to ensure accurate data collection. The software is updated frequently and costs approximately $3,000 per year. Another drawback is that the data collection vehicles must be driven slowly (5-10 miles per hour) in order to get accurate readings, which makes data collection challenging for larger study areas.

Another challenge is that the data is not "real-time." Given the volume of data records obtained by the LPR technology it does take a significant amount of time to analyze and "scrub" the data. At its fastest, the data analysis for the two pilot projects could take two months, but for the first two years of the pilot project it has taken 9-12 months. It is likely that the turnaround time for the data analysis will improve in recent years as TPB staff becomes more familiar with the analysis process. The DDOT believes that as the pilot programs continue they will be able to obtain quarterly data to make additional pricing adjustments.

The Performance Based Parking Pilots in D.C. highlight the potential for a technical assistance partnership between a regional agency and a local jurisdiction. While there are some challenges to overcome, this partnership model and the use of LPR technology appear to be crucial to effective parking management in the future.

Lessons Learned

- Another useful role for county or regional bodies is to provide technical assistance in areas that may be difficult for cities for financial or other reasons.

- Parking management requires robust data collection.

- License plate reader technology enabling parking data collection can be expensive, and its purchase and use by cities would likely be prohibitive.

Massachusetts Downtown Initiative (MDI)

The Massachusetts Downtown Initiative (MDI) is a program of the State of Massachusetts' Department of Housing and Community Development (DHCD). As part of DCHD's Division of Community Services, the MDI is a core component of DCHD's various technical assistance programs. Its primary mission is to assist local jurisdictions in revitalizing their downtowns through workshops, "desktop" technical assistance with DCHD planning staff, an on-call consultant database, and an annual grant program to fund downtown planning processes. The MDI is managed by one dedicated DCHD staff member and has a three-year budget of approximately $300,000.

While the MDI stresses a "holistic" approach to downtown revitalization that includes both economic and community development needs, parking management has become a primary focus of the initiative in recent years. In 2007, MDI hosted a workshop for municipal planners, city staff, and elected officials to provide an overview of parking management practices and how they could benefit and support downtown revitalization. The workshop focused on parking theory, best practices, and implementation of parking reforms. The workshop was viewed as a success by program participants and MDI staff. As a result, MDI now hosts an annual parking workshop, where parking management theory and best practices are highlighted, but the primary focus is on the practical challenges of implementation, such as legal authority, new technology, and funding. The popularity of the workshop also resulted in the creation of a dedicated "parking" category within MDI's annual technical assistance grant program.

Since 2008, MDI has awarded $10,000 in on-site technical assistance to several jurisdictions in Massachusetts. For example, a 2009 the grant was awarded to the Town of Needham, where a parking study resulted in a set of parking recommendations that included shared parking arrangements to manage existing supply, better management of on-street parking through pricing, zoning changes, and the creation of an in-lieu fee program. In 2010, work in the Town of Lexington resulted in a similar set of recommendations, including the establishment of variable pricing to meet newly defined availability goals, improved parking information, access improvements to existing parking supply, and establishment of a shared parking program.

In addition to the immediate project outcomes, the MDI technical assistance program has catalyzed additional parking work – grant recipients have allocated additional local resources to the implementation of the parking recommendations, while several local jurisdictions have funded independent parking studies. Finally, the MDI's recent work in parking management has enabled the MDI to support one of its top priorities – the creation of downtown business improvement districts (BIDs). The MDI program manager has capitalized on the increasing awareness of the nexus between effective parking management and downtown economic vitality to facilitate the development of BIDs new within several downtowns.

Lessons Learned

- **Another approach to technical assistance would be to offer workshops for local staff and officials.**

- **Yet another approach would be to offer grants for on-site technical assistance.**

- **Grants can serve as a catalyst for additional local investment.**

ALAMEDA COUNTY TRANSPORTATION COMMISSION

GreenTRIP Certification Program

GreenTRIP is a certification program which seeks to reward residential projects located within "infill" development areas that reduce vehicle trips and associated greenhouse gas emissions in the San Francisco Bay Area. The program was initiated by TransForm, a non-profit that focuses on Bay Area transportation issues. Eligibility requirements include:

- Primarily multi-family housing with a maximum of 20% single family homes,
- Minimum 50 units,
- Minimum project density of 20 units/net acre,
- Project cannot violate a jurisdiction's urban growth boundaries,
- Project is within the nine-county Bay Area.

Developers submit their projects for consideration by filling out a detailed application form that requires the developer to provide a host of project information, including size, number and type of units, number and type of parking, trip reduction strategies, transit proximity, and other TDM measures. The project is then evaluated according to specific project characteristics and project location, as opposed to a single set of universal standards that do not take into account local context (for example, parking can range as high as 1.5 spaces per unit).

If a project is approved and certified, the GreenTRIP program is designed to support the development of the project to see that it is actually built. More specifically, the developer is provided with a number of benefits, including:

- Letters of support to appropriate agencies and decision-making bodies
- Testimony at public hearings
- Customized project reports, including traffic models
- Customized press releases
- Tailored technical assistance to help implement TDM and parking strategies

The GreenTRIP program recently completed its pilot phase in which five new residential projects were awarded certification.[29] The outcomes of these five projects are substantial. For example, the reduction in parking in one project allowed the developer to save $3.9 million in construction costs, allowing for construction of 30 more affordable units. In addition, the five GreenTRIP projects will result in the distribution of more than 2,000 subsidized transit passes and over $7 million will be paid by the developers to VTA and AC Transit over the next 40 years.

Lessons Learned

- **An existing incentives-based strategy within the county encourages development that reduces trips by offering public support, customized publicity and reports, and technical assistance.**
- **Developers can reduce costs substantially by reducing the amount of parking in their developments, savings which can then be used to generate additional housing or other uses.**

Vehicle Trip "Cap and Trade"

Overview

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[29] Three of these initial projects were located in Alameda County: South Hayward BART Affordable Family & Senior Housing, The Crossings in San Leandro and Parker Place in Berkeley.

The concept of "cap and trade" has typically been discussed in the context of reducing greenhouse gas emissions, but there has also been limited application of the "cap and trade" as a transportation demand management (TDM) tool. An initial research scan reveals that vehicle trip cap and trade has been applied on a geographically limited basis, primarily at the community, campus-wide, or project level. In short, a city will set a limit, or "cap," on the number of daily vehicle trips allowed for a project (e.g., no more than 1,000 daily motor vehicle trips to and from the site). Alternatively, a trip cap can be set to limit only peak period trips (e.g. no more than 100 trips allowed during the evening rush hour period of 4-6 pm). The "trade" part of the concept in these instances usually takes the form of the developer or land owner "buying down" vehicle trips in excess of the cap in the form of per-trip fees.

Whether a trip cap is expressed as a limit on daily trips or peak period trips, the limit is normally monitored and enforced by conducting regular traffic counts. Typically, if the project exceeds the allowable number of trips during any particular count period, a grace period is allowed during which the project is given time to make additional efforts to strengthen its TDM programs. If a subsequent count shows that the allowable number of trips continues to be exceeded, then a per-trip fee is often assessed. The proceeds of the fee are then used to help develop additional transportation infrastructure and services (e.g. additional roadway capacity, public transit service or public transportation demand management programs).

A trip cap can be compared to the practice used in many communities of limiting the number of square feet of development allowed on a property, in order to avoid generating too many vehicle trips. Rather than limiting development on a site *in order to limit traffic*, a trip cap directly limits traffic – the real public goal of many development caps – and then allows the property owner to develop at considerably higher intensity, provided that the resulting traffic is kept within the agreed-upon limit. Trip caps can be adjusted based on the occupancy of a particular building so that trip reduction can be realized before the project is fully occupied.

As currently developed, trip caps require a project site that can be isolated – at least reasonably well – for counting purposes. If a development project has only one, or only a limited number, of entries and exits, then counting entering and exiting vehicles is relatively easy. A trip cap can also be applied to an entire district (such a large office park or mixed-use development), provided that the district has an institutional framework – such as a master property developer with the power to assess dues and implement rules, or an assessment district with the power to assess fees.

One potential drawback to trip caps is that employers or land owners can respond to them by simply reducing or capping the number of employees on a property, while continuing to maintain heavy employee subsidies for driving to work alone. Employers often just expand operations in a different local jurisdiction, such as a nearby suburb with an auto-oriented zoning code and limited transit service where there are no transportation demand management requirements.

Case Study

Stanford University

As Stanford University continued to grow and develop throughout the 1980s, the impacts from increased traffic were impacting the surrounding neighborhoods. In an effort to manage this growth, limit its impacts, yet ensure that Stanford could continue to develop in a manner that would ensure its prominence as one of the country's preeminent academic and research institutions, Santa Clara County Board of Supervisors approved the Stanford University General Use Permit (GUP) in 1989, which placed many conditions on Stanford's land use, growth, and development. By agreeing to the GUP and meeting its requirements Stanford was granted approvals to develop its land. The 1989 CUP was revised and updated in 2000.

A major component the GUP was a cap placed on the number of vehicle commute trips. In short, the university's goal is not to exceed the 2001 measured number of vehicles entering and exiting the university during peak periods over the life of the GUP. The vehicle trip cap is monitored through three cordon counts conducted each year. The County provides Stanford a great deal of flexibility in how it meets the trip cap – it does not mandate a specific employee trip reduction program, but rather sets a cap and allows

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Stanford to figure out what array of programs are best to meet the cap. As a result, Stanford as a robust and varied campus-wide transportation and TDM program that includes: a free campus shuttle, subsidized transit passes, ridesharing, a commute "club", various financial incentives, commute planning services, car-sharing and car rental, emergency-ride-home services, and various parking policies designed to reduce vehicle trips to and from campus.

In addition to ensuring it retains its development approvals, one of Stanford's primary motivations for meeting the trip is the financial costs of CUP-defined mitigations. More specifically, if the cordon counts exceed the baseline volume by 1% or more for any two out of three consecutive years, Stanford will be required to pay for intersection mitigations in several nearby jurisdictions and fund additional trip-reduction programs. The cost of such mitigations, especially the intersection mitigations, is significant.

As a result of its TDM efforts, the drive-alone at Stanford for all commuters decreased by more than 13% from 2003 to 2007. In addition, Stanford has benefited from the flexibility of the GUP and its approval process. In short, Stanford has been highly competitive for research and development grants because its land use approval process is streamlined and allows for quick turnaround on development projects.

Applicability to Alameda County

An initial scan of research on vehicle trip "cap and trade" programs indicates that the concept has been applied on a limited basis, and not at a regional or countywide level. However, cities have begun to look more closely at citywide trip caps. For example, the City of Santa Monica is exploring how a citywide trip cap and trade program might be implemented through a network of sub-area transportation management associations (TMAs). In short, each TMA would be allocated a trip cap and a "market" would be established that would allow TMAs to buy and sell trips.

Given the diversity of Alameda County and issues facing the four planning areas, the use of regionwide vehicle cap and trade program might be overly ambitious and complex at this time. However, the County could play a role in helping cities better utilize trip caps at the district or project-level by providing guidelines and best practices for such efforts.

Lessons Learned

- Not applied extensively. Limited examples have been focused on small geographic areas, such as individual development projects or campuses.

- Another approach to technical assistance would be to offer guidelines to jurisdictions for "cap and trade" programs for new development.

STRATEGIC INVESTMENTS

The Countywide Transportation Plan presents a unique opportunity to guide a growing regional movement that emphasizes demand-side solutions to the county's transportation challenges. The Countywide Transportation Plan is also well-positioned to support the efforts of municipalities to further innovate and utilize these strategies to achieve a shared vision for a sustainable and efficient transportation network. Outlined below are some concepts for specific actions that the Alameda CTC could take, and programs that the Countywide Plan could include, to support TDM and parking management. This list is not exhaustive, but offers an initial framework for moving forward.

1. **Provide dedicated funding to the Guaranteed Ride Home (GRH) program, the Alameda CTC's primary TDM program.**

    The Alameda County GRH Program is currently administered by the Alameda CTC. When a registered employee uses an alternative means of transportation to get to work, they are guaranteed a means of getting home should they have medical emergency or unexpected changes to their work schedule. Twelve years of employee and employer surveys to enrolled participants have shown that employees' assurance that they have a "back-up" way to get home is often incentive enough to encourage them to not drive alone. This program has eliminated approximately 180,000 vehicle round trips per year since its inception.

    Since its inception, the Alameda County GRH program has been funded exclusively through grants from the Bay Area Air Quality Management District's Transportation Fund for Clean Air (BAAQMD-TFCA) and has been free of charge to employers and employees in Alameda County. Despite the fact that GRH has been highly competitive in the TFCA program over the past twelve years, being reliant on a sole funding source may not be sustainable, particularly in today's fiscal climate.

    Given the program's continued success in eliminating vehicle trips, the Alameda CTC could expand this program by including the GRH program within the next Countywide Transportation Plan either alone or as part of an overall TDM Program as described below. A dedicated revenue source would help to diversify GRH's funding sources while ensuring greater program stability. Furthermore, additional funding would enable the Alameda CTC to expand its outreach and marketing of the program to additional employers, as one of the biggest obstacles to higher use of the GRH program is simply lack of information about the program's existence. Locally, other counties such as Contra Costa, San Francisco, and San Mateo fund their guaranteed ride home programs through similar provisions that enable sales tax funds to be used for TDM programs.

2. **Expand the Alameda County GRH program into a comprehensive countywide TDM program.**

    This concept was one of the primary recommendations of the "Performance Evaluation of the ACCMA (now Alameda CTC) Guaranteed Ride Home Program," adopted by the Board in 2009[30]. The full recommendation is included below:

    "We recommend that the CMA expand the GRH program into a comprehensive TDM program. Of all the GRH programs we examined, the CMA program is the only one that is not operated as part of a comprehensive program that includes other TDM or commute alternative efforts. Expanding the program would allow the CMA to broaden the range of commute alternative services it provides to residents of Alameda County while fulfilling the Travel-Demand Management Element of its Congestion Management Program. It would also work toward meeting the objectives of AB 32 and SB 375, state legislative mandates to reduce emissions of greenhouse gases. Additional commute alternative services that the CMA could offer include ridematching, financial incentives for carpooling and vanpooling, discounted transit passes, personalized transit itineraries, subsidized bicycle parking racks and lockers,

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[30] Prepared by Eisen Letunic.

bicycle commuting maps and promotions and other marketing strategies. To fund these additional services, the CMA should investigate the county's sales tax for transportation, the TFCA and funding sources from other public agencies."[31]

Best practices show that a well-balanced and comprehensive TDM program, which offers a variety of measures which support each other, will be more effective than a TDM program built around a single trip reduction measure. Many TDM measures are mutually supportive and offer an excellent opportunity to leverage the trip reduction effects of other measures. A sample of potential TDM measures that the Alameda CTC could also fund include additional ridematching services, subsidized transit passes, bicycle infrastructure at work places, and additional marketing and promotion. The County's GRH program has thus far been successful at reducing vehicle trips. Through additional dedicated funding, the Alameda CTC could build on the success of this program by incorporating other TDM measures that are mutually supportive.

3. **Develop Countywide TDM and parking management guidelines.**

Given the countywide transportation oversight and planning responsibilities of the Alameda CTC, the agency is well-positioned to provide guidance to local jurisdictions. The development of countywide guidelines has several potential benefits. First, though some Alameda County cities have already been aggressively developing TDM programs and parking reform efforts, others have not implemented such strategies. A set of countywide guidelines could help cities begin to "tackle" those questions, and ensure that jurisdictions integrate best practices. (See Case Study San Mateo C/CAG)

Of course, the question of how those guidelines are applied and implemented is also crucial. On the one hand, "guidelines" could remain just that – a set of regional advisory statements or "best practices" that local jurisdictions could refer to as they move forward with developing their own TDM or parking management policies and programs. On the other hand, regional "guidelines" could also be tied to regional funding allocations to ensure that local jurisdictions follow them and meet certain targets. One Bay Area precedent that illustrates this dynamic is MTC's 2005 Transit-Oriented Development (TOD) Policy for transit expansion projects, discussed in greater detail in the case studies. (See Case Study MTC TOD Policy)

It is beyond the scope of this paper to answer these questions and develop a specific set of such guidelines. However, based on best practices in TDM and parking management it is recommended that any set of guidelines related to TDM and parking management emphasize some, or all, of the following core characteristics.

- *Outcome based,* with specific performance targets. Performance-based strategies with specific project-level, corridor-level or regional targets promise to be the most effective and politically viable, and the easiest to implement and administer. Performance-based strategies will facilitate more locally-appropriate solutions and can tap into the innovation and entrepreneurship of the public, private and non-profit sectors to a greater extent than strategies that prescribe specific implementation methods.

- *Effectiveness* at achieving regional goals.

- *Well-balanced and comprehensive.* Experience has shown that the most effective TDM programs are ones that 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 by itself. In short, TDM programs should offer as broad a choice to employees and travelers as possible in order to encourage a variety of travel behaviors and populations.

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[31] Alameda County Congestion Management Agency. "Performance Evaluation of the ACCMA Guaranteed Ride Home Program," February 27, 2009.

- *Flexible,* so implementers can "play or pay." Some employers – particularly those with labor contracts and multiple work sites – are limited in the changes they can make to their existing parking and commuter benefits programs at all their work sites. Some jurisdictions will be more willing to reform parking codes and management policies than others.

- *Non-punitive,* so that stakeholders are not penalized for compliance with previous parking policies. For buildings that were constructed to meet local minimum parking standards, any new parking taxes, fees, or regulations should be calculated based on audited parking utilization rates. Limits on the expansion or reconstruction of existing parking lots are appropriate if audits reveal excess supply.

- *Politically viable.* As discussed before, parking decisions are one of the more high-profile components of local land use decisions. As is often the case with proposed policy changes, there are many stakeholders with different perceptions of the problem and potential solutions. Local businesses often believe that free and available public parking is crucial to their economic health, banks often refuse to lend to development that does not meet traditional parking requirements, and elected officials may understand the need to manage parking supply, but may not fully understand the linkage between managing parking and managing congestion. Implementing parking management strategies depends on extensive education and outreach with many stakeholders.

- *Effective marketing and public outreach.* As local experience has demonstrated, the manner in which TDM programs, and parking management policies in particular, are rolled out is crucial to their success. If the public perceives that such policies and programs have been developed without community input, it is very likely they will actively reject such measures, irrespective of their intent. Therefore, any countywide TDM and parking policy should require a local jurisdiction to demonstrate a proactive communication strategy with opportunities for education to, and feedback and input from the public.

- *User friendly.* Furthermore, TDM programs and parking management must be easy for the public to understand and use. Policies and their objectives should be clearly articulated and supported by data, while new technologies (such as parking meters) should be designed for straightforward public consumption.

- *Financially feasible and cost-effective.* Prioritize strategies that are low cost or no cost and provide the biggest "bang for the buck" should be encouraged.

- *Easy and efficient to administer.* Difficulties with implementation, administration, and enforcement highlight the importance of considering the implementation steps of all relevant stakeholders in program design. Strategies that are easy and efficient to administer (a) will be transparent and simple to understand for the public and implementers; (b) will be supported with proper funding and targeted technical assistance; (c) will have clearly defined roles and responsibilities for stakeholders, including enforcement agencies; (d) provide a clear nexus; and (e) be accountable, with periodic monitoring and evaluation. Those responsible for enforcement need to be funded, staffed and informed of additional responsibilities.

Individual jurisdictions or groups of jurisdictions could also initiate local or subregional programs. These would ideally include opportunities to measure success so that they might serve as a pilot for future countywide and regional efforts.

4. **Create a robust technical assistance program.**

Perhaps the most obvious and crucial role that the Alameda CTC could fill in regards to TDM and parking management is in the area of technical assistance. For the most part, Alameda County jurisdictions understand the concepts of TDM and parking management, and would like to, at a minimum, gain a better understanding of how these strategies could address local challenges. Meanwhile, some cities are ready to implement new TDM and parking management policies, yet are unable to move forward without additional resources.

The types of technical assistance that the Alameda CTC could provide are numerous. Outlined below are a number of potential "categories" of technical assistance concepts, many of which are illustrated in greater detail in the case studies.

- *Information clearinghouse:* As TDM and parking management play an increasingly important role in improving the region's transportation network, it is crucial that elected officials, staff, developers, financial institutions, employers, and the public have a shared understanding what TDM and parking management are, how they can benefit their communities, and how they can be implemented in a local context. In order to facilitate this dialogue, the Alameda CTC could fund a number of "shared learning" activities (see Case Study: Massachusetts Development Initiative). These include:

  o A full-time position at Alameda CTC to coordinate and monitor TDM and parking management efforts throughout the county.

  o A regional TDM and parking management sub-committee that could serve as an advisory body to both the Alameda CTC and local jurisdictions. The sub-committee would be comprised of local and regional staff, as well as individuals representing developers, financial institutions (lenders), employers, local business, and the public.

  o TDM and parking management workshops and trainings that emphasize key concepts, best practices, but, more importantly, the practicalities of implementation.

  o On-site assistance, such as one-day charrettes that evaluate a well-defined local challenge and outline potential solutions.

  o Development and distribution of easy-to-understand reference materials.

  o Marketing and promotional materials for local and regional TDM programs.

  o A list of on-call TDM and parking management consultants to assist local governments.

  o Model ordinances.

MTC and Alameda CTC have already undertaken a number of these technical assistance programs as part of the campaign on regional parking reform and local assistance for Priority Development Areas.[32] For example, MTC currently hosts parking fundamentals workshops and in 2007 put on a regional parking "seminar," which had over 125 participants. Furthermore, MTC funds six customized "Parking Advanced Implementation Labs" that are designed to assist local jurisdictions with a "particular actionable policy." One of these labs focused on parking at the San Leandro BART station. Finally, MTC recently developed a parking "Toolbox/Handbook": *Reforming Parking Polices to Support Smart Growth: Parking Best Practices & Strategies for Supporting Transit Oriented Development in the San Francisco Bay Area.* The handbook helps local jurisdictions define what type of area they are and identifying parking strategies that are likely to be effective in this type of area. It describes the various strategies and provides examples of best practices from around the region and country.

Additionally, the Alameda CTC, through its Transit Oriented Development Technical Assistance Program (TOD TAP), has funded two parking studies, a shared parking study at MacArthur BART and a parking and stormwater study at Coliseum BART, in Oakland.

Alameda CTC continues to fund technical assistance activities that complement other regional efforts. The Alameda CTC could expand the TOD TAP program to further focus on local parking needs in Alameda County, supplement MTC's activities or continue to work with MTC to ensure some of its efforts continue to be directly tailored to the experiences of Alameda County jurisdictions, such as the San Leandro parking labs example. One possibility would be

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[32] http://mtc.ca.gov/planning/smart_growth/parking/

for Alameda CTC to fund additional MTC "parking labs" specifically within Alameda County. Alternatively, individual jurisdictions could implement programs within their cities or subregionally within the County, again, serving as pilots for the County.

- *TDM and parking management grant programs:* The success of TDM and parking management efforts depends on a planning process that is well-designed, highly transparent, supported by robust data, and responsive to public input. In addition, capital expenses for TDM programs (such as carsharing or on-site amenities) and parking management (new meter and sensor technology) are also substantial. To help overcome these basic resource challenges, the Alameda CTC could expand its technical assistance grant program to include:

    o Planning grants:

        - Development of local TDM and commute benefits ordinances (see Case Study: SF Commuter Benefits Ordinance).

        - Development of project-specific TDM programs.

        - Parking studies to revise local parking codes and/or develop parking ordinances for jurisdictions to adopt, develop district-based management, etc. (see Case Studies: Massachusetts Development Initiative and National Capital Region Transportation Planning Board Technical Assistance Program and DC Performance Based Pilots).

        - Parking impact fee studies.

        - Data collection and analysis (see Case Study: National Capital Region Transportation Planning Board Technical Assistance Program and DC Performance Based Pilots).

    o Capital grants:

        - On-site transportation coordinators for employers or institutions of a certain size.

        - Installation of on-site amenities, such as secure bicycle parking, lockers/showers, etc.

        - Acquisition and installation of parking meters (for curb parking) and parking access and revenue control systems (for off-street lots).

        - Purchase and operation of enforcement vehicles and license plate recognition systems, parking stall occupancy sensors, or handheld enforcements (see Case Study: National Capital Region Transportation Planning Board Technical Assistance Program and DC Performance Based Pilots).

    o Monitoring, enforcement, and evaluation grants:

        - Local monitoring and enforcement of TDM ordinances and project-specific TDM programs.

        - "Follow-up" evaluations of planning or capital grants to measure outcomes of studies and resulting policies, programs, and projects.

        - Travel demand surveys.

        - Data collection and analysis.

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Alameda CTC's current TOD TAP program is funded by MTC's Transportation and Land Use Program and the transportation sales tax. This program does not require a local funding match. The details and requirements of an expanded grant program merit additional research and planning. If the Alameda CTC were to move forward with such a program it would likely need to address some key program parameters. First, eligibility requirements would have to be determined. Currently, local jurisdictions are eligible for the TOD TAP program but private and public developers, employers, and institutions would also benefit from such technical assistance. Second, it would have to be determined if County dollars would leverage local and private dollars by requiring a local match.
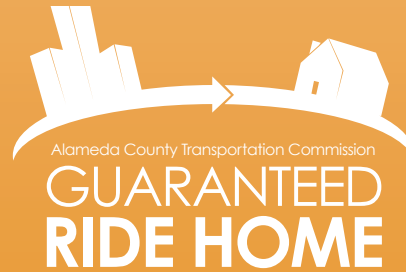
Finally, how such an expanded grant program is funded is a fundamental, yet complicated question. It is beyond the scope of this paper to identify a specific funding mechanism or the details of allocations. The most obvious choice, and the one in which the Alameda CTC has the most influence over, is through the local sales tax measure. More specifically, Alameda CTC could consider expanding the funding category within the next Countywide Plan and Transportation Expenditure Plan that allocates a certain percentage of the local sales tax measure to TDM and parking management. Moving forward, this is an issue that must be addressed in much more detail.

5. **Initiate a TDM and/or parking certification program.**

Much as the Leadership in Energy and Environmental Design (LEED) certification program administered by the U.S. Green Building Council has spurred a sustainable building boom, a TDM and/or parking certification program could help achieve widespread regional adoption of TDM programs and parking reforms. Such a program could bestow recognition upon communities and individual employers and developers who lead the way forward as the first to implement policy and program reforms.

- Such a program would establish policy and program reform targets for local governments, developers, and employers that vary based on the transit accessibility of their location and for employers by their industry sector (e.g. regional medical clinics would have different standards than offices housing professional service firms).

- Through a coordinated marketing strategy, regional agencies would highlight the successful implementation of parking reforms by certified cities, projects, and employers, articulating the connection between parking policies and climate change.

- Local governments may also consider requiring communities to meet certain certification standards in order to receive planning assistance, infrastructure, or service funds.

As stated earlier, TransForm, a Bay Area non-profit focused on regional transportation issues, recently created GreenTRIP, a certification program for residential infill projects within the nine-county Bay Area. This certification program rewards residential projects that seek to reduce vehicle trips and greenhouse gas emissions through TDM and parking management. Alameda CTC may wish to explore ways in which to partner with TransForm to see how this program could be expanded, applied to commercial developments, or tailored to specific contexts with Alameda County. The biggest challenge for the GreenTRIP program is expanding its reach and ensuring that developers, local agencies, and decisions makers are aware of the benefits of the program. One option is to require GreenTRIP certification in certain locations, such as Alameda County's priority development areas (PDAs).

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GUARANTEED RIDE HOME PROGRAM EVALUATION • 2012

DRAFT EXECUTIVE SUMMARY

MAY 2013

BAY AREA
AIR QUALITY

TRANSPORTATION
FUND FOR
CLEAN AIR

NELSON
NYGAARD

EXECUTIVE SUMMARY: PROGRAM UPDATE AND RECOMMENDATIONS

INTRODUCTION

This report presents the results of the 2012 Alameda County Transportation Commission Guaranteed Ride Home (GRH) Program Evaluation. It provides an analysis of how well the program achieved its goals of reducing the number of drive-alone trips Alameda County commuters took to work in 2012. It also includes a review of the program's operations and compares the results of the program in 2012 to previous years. The evaluation provides information about:

1. The program's success in increasing the use of alternative travel modes
2. GRH program operations and marketing
3. Employer and employee participation and usage
4. The status of the Commission recommendations made for the GRH program in 2012 and proposed recommendations for 2013

PROGRAM DESCRIPTION

The Alameda County Guaranteed Ride Home gives commuters an "insurance policy" against being stranded at work if they need to make an unscheduled return trip home. By providing commuters with assurance that they can get home quickly in an emergency, GRH removes one of the greatest barriers to choosing an alternative to driving alone. GRH addresses concerns such as, "What if I need to get home because my child is sick?" or "What if I have unscheduled overtime and miss my carpool ride home?" In doing so, GRH empowers employees to take alternative modes when they might not otherwise view them as viable options, resulting in less traffic congestion and pollution. GRH also benefits businesses, as it enables stress-free, reliable employee commuting and helps them save money on payroll taxes by deducting the amount employees spend on transit or vanpools from their reported gross salary.

"For a long while I was taking Wheels Bus express bus between Pleasant Hill BART and California Center in Pleasanton. My shift was changed so the bus is no longer an option. GRH makes taking transit that much better knowing I won't be stranded."

– Michael Smith, AT&T

The GRH program is one of many Transportation Demand Management (TDM) programs in Alameda County that aim to reduce strains on existing roadway and parking capacity without engaging in expensive capacity additions. GRH is unique in that it is the only program that provides a vital safety net for other commute alternatives.

The Alameda County GRH program has been in operation since April 9, 1998. Over the last 15 years, the program has matured from a demonstration program with a handful of participating employers to a robust one with 5,104 registered employees and 282 active registered employers throughout Alameda County.

The Alameda County GRH program is administered by the Alameda County Transportation Commission (Alameda CTC), whose mission is to plan, fund, and deliver a broad spectrum of transportation projects and programs to enhance mobility throughout Alameda County.[1] The GRH program was developed to help reduce the number of single-occupant vehicles on the road and as a means of reducing traffic congestion and improving air quality. The Alameda County GRH program is funded entirely through grants from the Bay Area Air Quality Management District's Transportation Fund for Clean Air (TFCA).

MAJOR FINDINGS OF THE EVALUATION

The program evaluation consists of an examination of the program's operations and outreach functions, statistics on employer and employee participation and use, data from the surveys of participating employees and employers, and recommendations for program changes and enhancements. For the first time, the GRH recommendations for future years are being developed in conjunction with a proposed Alameda County Comprehensive TDM Strategy. The following sections present the major findings and recommendations from the evaluation.

Employers of all sizes located in Alameda County have been eligible to participate in the GRH program since June 2009. Prior to that time, the GRH program required an employer to have at least 75 employees to register with the program. Opening the eligibility to all employees in Alameda County coincided with an increased number of employees making the commitment to travel to work by alternative modes. The combination resulted in the program's all time highest enrollment of 5,104 employees in 282 businesses in 2012. It has also resulted in a reduction of 335,921 one-way vehicle trips in 2012, or 3,230

Category	2012 Savings
Cost per Trip Reduced	$0.33
Drive-alone roundtrips reduced per year	167,961
Drive-alone one-way trips reduced per year	335,921
GRH rides taken in 2012	51
Average commute distance of GRH users	28
Average miles saved per workday	36,176
Annual miles saved per work year	9,044,000
Tons of CO2 not released	1,873
Average U.S. vehicle fuel economy (MPG)	33.8
Average gallons of gas saved per workday	1,070.3
Annual gallons of gas saved per work year	267,574
Average gas price in 2012	$4.03
Average dollars not spent on gas per workday	$4,313
Annual dollars not spent on gas per work year	$1,078,323

[1] The Alameda CTC is a newly formed countywide transportation agency, resulting from a merger of the Alameda County Congestion Management Agency and the Alameda County Transportation Improvement Authority. The merger was completed in February 2012.

vehicle roundtrips per week.[2] During the same year, the number of rides that were taken in the program was a record low of 51 rides. This represents less than one percent of eligible rides that employees could have taken. It also illustrates the "insurance" nature of the program. Insurance programs tend to be used infrequently, but they help give users peace of mind. Commuters are often concerned about the perceived inflexibility of alternative modes like transit or carpools and how they would return home if an emergency or if unexpected circumstances arise. The GRH program eases fears about being able to get home by ensuring that the user has a ride home if an emergency were to occur.

Fifteen years of employee and employer surveys of enrolled participants have shown that the availability of a "back-up" way to get home is incentive enough to encourage employees not to drive alone. According to the 2012 survey results:

- 34% of participants stated that without the GRH program they would not use an alternative travel mode or would use one less frequently.
- 23% of participants stated that, with the program, they use alternative modes four or more times a week.
- 93% of respondents stated that the GRH program likely encourages participants to use alternative modes more often.
- 59% of respondents stated that the program was at least somewhat important in encouraging them to use alternative modes at least one more day per week.

Based on the average reported commute distance by GRH participants and the number of registered participants, the GRH program eliminated approximately 9 million vehicle miles from roadways in 2012.[3] It is estimated that the program saved participants over one million annually on fuel expenses in 2012, which is the equivalent of saving 267,574 gallons of gas or 1,873 tons of CO_2.[4] These goals were accomplished at a cost of 33 cents per trip removed.

"Fortunately, I have not yet had to use this benefit, but it is VERY important to me to know it is available, if/when I may need it."

– Safeway Employee

The charts below show that while program enrollment grew substantially in 2011 and 2012, the number of rides taken has actually decreased. The cost per trip reduced has ranged between $0.37 (2009) to $0.30 (2011).

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[2] Based on 2012 survey results described in Chapter 4.
[3] 3,230 drive alone roundtrips per week = 6,640 one-way trips per week = 1,328 one-way trips per weekday (based on 1,328 reported reduced weekday one-way trips by participants from the annual survey, 250 days in a work year, and the average reported commute distance of 28 miles).
[4] Based on the calculated number of annual miles reduced, the annual US vehicle fuel economy reported by the US Bureau of Transportation Statistics (33.8 MPG), and the average Bay Area fuel price per gallon reported by MTC in 2012 ($4.03). Each gallon of gas produces about 14 pounds of carbon dioxide.

GRH Annual Enrollment and Rides Taken

Number of Trips Deferred and Cost per Trip Reduced

Program Operating Principles and Outreach

- The Alameda County GRH program assigns a paper voucher to employees that can be redeemed for a ride home using a taxi or rental car. The limitation of six trips per employee per year continues to be appropriate. Very few program participants reach this limit.

- Program literature is available in hard copy and electronic formats. Employees and employers can download registration forms (as PDF files) and other program information from the program's website and employees can register online.

- Program staff participated in information sessions such as employee benefit and transportation fairs in different parts of Alameda County in 2012. These face-to-face opportunities have been successful in spreading the word about the program and encouraging employees and employers to sign up.

Employer and Employee Registration

- In 2012, the program added 491 new employees and 34 new employers. As of December 31, 2012, there were 282 employers and 5,104 employees enrolled in the GRH program.

- Thirty-four new employers enrolled in the GRH program in 2012. This was a slight decrease compared to 2011 (when 49 new employers enrolled), but is in line with historical trends.

- North and East Alameda County continue to be the areas with the greatest number of employers enrolled in the program. Oakland has the most registered employers, followed by Berkeley and Pleasanton.

Trips Taken and Employee Commute Patterns

- In 2012, 51 trips were taken (37 taxicab, 14 rental car). The average trip distance was 30.1 miles and the average trip cost was $70.51.

- "Personal illness" was the most common reason for taking a trip in 2012 (27% of trips) followed by "unscheduled overtime" (18% of trips).

- The most prevalent users of guaranteed rides home are car- and vanpoolers. Historically, people who used these modes accounted for 61% of emergency rides taken.

- In 2012, the most common GRH trip origin cities were Oakland, Pleasanton, and Berkeley. The most common GRH trip destination cities were Antioch, Emeryville, and San Francisco.

- The majority of employee participants live in Alameda and Contra Costa counties. A significant number also live in San Joaquin, San Francisco, Stanislaus, and Solano counties.

Employee Survey

An annual evaluation survey was sent to employees in February 2013. Of the 5,104 active participating employees, 782 surveys were returned, a 15% response rate.[5] According to 2012 survey responses:

- When asked how important GRH was in their decision to stop driving alone, 59% of respondents said that it was at least somewhat important. Most respondents (93%) stated that they thought the program encourages others to use alternative modes more often.

- If the program were not available, 25% of respondents reported they would use an alternative mode, but less frequently than before, and 9% reported that they would stop using an alternative mode and go back to driving alone. This finding illustrates that for some employees GRH is the decisive factor while for others it provides a critical incentive that helps them develop familiarity with and habits around using alternative modes.

- Using the survey findings, impact of the program on travel behavior of all participants was extrapolated. In 2012, approximately 3,230 drive-alone roundtrips or 6,460 drive-alone one-way trips per week were replaced by alternative mode trips by those who are in the program. This is equivalent to 335,921 total drive-alone, one-way trips per year.

- The most common alternative modes for program participants are BART, carpool, or bus. Survey respondents reported driving less by approximately one-third (39%) compared to before they enrolled in the GRH program. All alternative modes experienced an increase after participants joined the GRH program. Vanpooling and commuting on ACE train and ferry experienced the largest increases, according to the survey.

Commuting Behavior

- Survey respondents reported that their commute distances are generally 50 miles or less (84%). Over half (56%) are below 30 miles, and 18% live less than 10 miles from home. The average commute distance for program participants is 28 miles.

Customer Service

- The administrative functions of the GRH program continue to receive very high ratings for the quality of customer service including the telephone hotline and printed materials, consistent with previous years' evaluations. The vast majority of respondents had no opinion about hotline assistance (82%).

- Passengers were very positive in their evaluation of the transportation services provided through GRH. In 2012, the participants reported wait times for a taxi to be on average 15 minutes.

Program Involvement

- Most participants found out about the GRH program through their employer or onsite representative (49%), 11% from an on-site posting, and 16% from a co-worker. This indicates that workplace advertising and an employer representative contact is an effective and important part of the GRH program.

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[5] According to the Constant Contact Resource Center, 10-20% is a common survey response rate. It is also worth noting that the survey sample size is roughly 10 times that of the number of people who actually used a ride voucher, indicating that the sample is broadly representative (i.e. those surveyed were not just those who have had occasion to take a ride).

- In 2012, the majority of participants registered for the GRH program online (54%). This number has continued to rise since online registration was introduced in 2010.

Employer Survey

An annual evaluation survey was sent to employers in February 2013. Of the 282 active participating employers, 66 surveys were returned, a 23% response rate. According to the 2012 survey responses:

> "This program has given me the confidence that I can return home quickly in an emergency. My husband has health problems that are sometimes critical, and the thought of being stuck at work when he needs me is very stressful."
>
> *– LLNL Employee*

Alternative Modes

- A large majority (85%) of employer representatives that responded reported that they thought participation in the GRH program is "very important" or "somewhat important" in encouraging employees to commute to work using alternative modes more often.
- Most employers reported that they provide some type of commuter benefits in addition to GRH. The most common transportation benefit was Commuter Checks, now offered by over 50% of employers, which was only offered by one-third of employers in the 2011 survey. Bicycle parking, shower/changing room, and telecommuting also remained among the top benefits provided by employers.

Program Management

- Almost all employer contact respondents stated that their GRH workload is either "manageable" or that they "could do more work if needed."

Customer Service

- The administrative functions of the GRH program received very high ratings for the quality of customer service, which is consistent with the employee survey results. As with employees, most have not used the hotline, and those who have rated it excellent or good.

Outreach and Marketing

- Employer representatives were then asked how they market the GRH program to their employees. The majority (37%) indicated that they make periodic companywide announcements and 24% said they use email "blasts" or include information in company newsletters.
- Twenty-six percent of employer representatives include information on the GRH program as part of their employee benefits orientation for new employees. Thirteen percent of employer representatives said they rely on word of mouth to market the GRH program to their employees.
- In addition, employer contacts were asked if they have used the new GRH website (www.grh.alamedactc.org) for information, and 43% responded that they have used the site recently. Several made comments about the new design:
  - "The new website and marketing materials look great!"

- "The website is thorough and informational. I've not had a need to call the hotline."
- "Really like the new look!"

Program Value

- Program value in the eyes of employer representatives continued to grow considerably. In 2012, 64% stated that they thought that their employees value the GRH program as much as or more than other transportation benefits offered by their employer (an increase from 55% in 2011).

- Thirteen percent of respondents stated that their employer does not offer any other transportation benefits.

GUARANTEED RIDE HOME 2013 RECOMMENDATIONS

Through the Guaranteed Ride Home Program, the Alameda CTC has continued to be successful in changing Alameda County employees' mode choice for work commutes from driving alone to using alternative transportation modes. Data from this year's participant survey indicate that the program is continuing to reduce the number of drive-alone trips made within the county by eliminating one of the significant barriers to alternative mode use – namely, the uncertainty of being unable to return home in the event of an emergency or unplanned overtime.

The 2013 Guaranteed Ride Home recommendations are based on an evaluation of the program issues raised by the Alameda CTC, and the following funding and schedule considerations:

- Current TFCA funding for the GRH program has been approved by the Air District and Alameda CTC through November 2013

- Future TFCA funding for the GRH program for 2013 to 2015 is anticipated to be approved by the Air District and the Alameda CTC;

- The Alameda CTC recently prepared Countywide Transportation Demand Management (TDM) Strategy, which is presented together with this report. The TDM Strategy includes recommendations for the Alameda CTC's role in the Guaranteed Ride Home Program, as well as other countywide TDM strategies that aim to reduce vehicle trips and greenhouse gas emissions, and comply with the Congestion Management Plan, AB32 and SB 375.

The following recommendations for 2013 aim to move the Alameda CTC's GRH program into a new era of more efficient administration, increased ease of use, and higher visibility, and to place it in the context of an overall Comprehensive TDM Strategy.

1. **Investigate feasibility of switching from the current paper voucher system to either an online voucher system or a reimbursement system and implement appropriate solution.**

   Moving from paper vouchers to an online voucher system or a reimbursement system has significant potential to increase ease of use for GRH participants, reduce administrative costs, and improve program tracking and security. Many other GRH programs around the country have made such a switch and realized benefits from doing so. As a first step towards a possible transition, GRH staff performed a peer review of other GRH programs that have switched from paper vendors and contacted software vendors that could support an online voucher system. This investigation identified both online vouchers and a reimbursement based system as possible alternative service delivery models, and identified advantages and disadvantages associated with each. It is recommended that, as

a next step, GRH staff use this information to determine if transitioning to an online or reimbursement system is feasible for the Alameda CTC in light of program budget, legal issues, and possible future regional TDM integration considerations.

An **Online Voucher** system allows registered users to print a voucher on the day when they have an emergency and need a ride home. Users must be registered in the GRH program and create an account prior to using a voucher. Employees (and GRH staff) can track the number of vouchers used (limited to six per calendar year). An online voucher system would require a new database and operating system in order to track use and enrollment and generate a voucher when requested. A **Reimbursement** system allows registered employees to take their ride home whenever they need. This program could be structured to allow employees to use any mode or provider they choose (taxi, car rental, transit, etc.), or could include a set list of transportation providers. Employees would still be required to first register in the GRH program before taking their ride. After they register, if they experience an emergency, they take the ride and then submit their receipt to be reimbursed. Employees could mail, scan/e-mail, or fax a copy of their receipt to the GRH program. The table below summarizes advantages and disadvantages associated with each model.

While both an online voucher system and a reimbursement system seem to hold potential for the Alameda County GRH program, a more detailed feasibility assessment is needed. Such an assessment would estimate the cost implications of a transition including start-up costs, ongoing costs of operating an alternative system (software platform subscription, etc.), and cost savings from reduced administrative activities. A more detailed assessment would also consider any legal issues pertaining to opening up the GRH program to more taxi and rental car companies as part of a switch to an online voucher or reimbursement system. Finally, a more detailed assessment would consider what selection of a particular model means for possible future regional integration of GRH programs. While the Alameda CTC remains committed to operating an Alameda County program for the foreseeable future, there are advantages to leaving the possibility of regional consolidation open given the tendency of GRH trips to cross county lines and possible cost savings from pooling resources between programs.

	Advantages	Disadvantages
Online Voucher System	• GRH staff no longer have to assign and mail printed vouchers to employees • Employees have the ability to manage their GRH registration and view information on used vouchers. • Registered participants will be able to print a voucher when an emergency occurs • Significantly reduces the amount of administrative time spent on mailing program materials • Very minimal delay between registration and program use	• Requires access to a computer during the time of the emergency • Requires access to a printer to print voucher • Upfront costs to develop database and software platform • Back-up vouchers still have to be provided at worksites without access to computers • Requires contracts with taxi and car rental companies • Still need a signed waiver (can be done online)
Reimbursement System	• No need for voucher or printed form during time of emergency • Can use any taxi, car rental, ride-sharing, or transit alternative to get home • Reduces issues with liability and the need for a signed waiver • Consistent with other Bay Area Guaranteed Ride Home programs (San Francisco and Contra Costa) • Significantly reduces the amount of administrative time spent on mailing program materials • Could eliminate the need for contracts with taxi and car rental companies if so desired	• People may not have access to a credit card or cash to pay for ride home • Limits the amount that can be reimbursed each year (under $600 per person/calendar year) • People may not like paying up front and submitting a receipt; could be an equity issue • Back-up vouchers may be needed for people who do not have a credit card or cash to pay for the ride home • Upfront costs to develop database and software platform

2. **Explore updating the current Access Database of registered employers and employees to a cloud-based database.**

The current Access database system is unwieldy, especially in light of the number of participants it is required to handle, and lacks a user-friendly online interface. It is recommended that if a new system is chosen for GRH vouchers (either online voucher system or reimbursement system), the GRH program database be updated to a cloud-based database to allow an improved online user interface for registration and voucher distribution. This would allow greater functionality by enabling employees to log in and update contact information, enhance communication with participants, improve ease of accessing information, and more securely store information as the program grows. The costs of database transition would be largely shared with the costs of transitioning away from the current paper voucher system.

3. **Investigate changing GRH employee enrollment requirements such that being part of an employer with an Employer Representative is recommended but not required, and modify program if appropriate.**

Currently, employees may only enroll in the GRH program if they belong to a participating employer that has a designated Employer Representative. This requirement adds a barrier to immediate enrollment for any employee whose company is not already enrolled. It particularly disadvantages smaller employers where it is difficult to find someone willing to serve as an Employer Representative. There may also be geographic equity implications because the larger employers in Alameda County are concentrated in certain parts of the County.

Employer Representatives, while helpful in a variety of ways, are not essential to program operations. As noted throughout this report, Employer Representatives assist the program in a variety of ways. However, Employer Representatives are increasingly optional because of the GRH program's use of social media marketing and the GRH website to reach and maintain contact with employees and answer questions; a switch to online vouchers or a reimbursement system may further diminish the need for Employer Representatives.

It is recommended that GRH staff explore the feasibility of changing program rules and operations such that employees can join GRH even if their employer is not enrolled with a designated Employer Representative and modify the program if it proves to be feasible; such a change should continue to aim to recruit Employer Representatives (even if they are not required). The registration form could have an *optional* field in which the employee can list the name of his or her HR administrator or someone who can be a champion for the GRH program in their workplace. As with a switch away from paper vouchers, the practices of other GRH programs around the region will be considered in such an investigation.

4. **Continue to enhance marketing and outreach through coordination with Alameda CTC for events, print, and social media marketing to promote the GRH program to employers and employees throughout Alameda County.**

An updated Marketing Plan was developed in late 2012 and submitted to the Alameda CTC in January 2013. This plan hinges on the co-marketing opportunities with Alameda CTC in publicizing the GRH program. Coordinating with the ongoing marketing and communications efforts at the Alameda CTC will continue to improve visibility of the GRH program and reduce administrative costs associated with attending outreach events and marketing the program. The Alameda CTC attends hundreds of events each year in Alameda County. The Alameda CTC also has excellent connections with local businesses, chambers of commerce, and transit providers, and will promote the program and coordinate release of information to these outlets, such as program changes and milestones.

A key feature of this marketing plan is the continued development of the GRH Facebook page. Social media tools, such as Facebook, are commonly used by other programs and services in Alameda County, including Alameda County Safe Routes to School Program, Oakland Broadway Shuttle, BART, and Alameda Harbor Bay Ferry. Social media marketing will allow GRH to promote events in Alameda County and stay in

communication with major employers and other program partners. The Alameda CTC began tweeting and posting to Facebook about the program in early 2013, including welcoming new employers and employees on a regular basis. Social media marketing is a great means to harness user anecdotes and engender a sense of participants promoting the program to other participants. In addition, social media allows more constant contact and visibility with participants, reminding people in a very unobtrusive way about the opportunity that GRH provides.

5. **Expand the GRH program in Alameda County to include a countywide TDM "One-stop-shop" clearinghouse website and TDM Fact Sheets as part of the proposed Comprehensive TDM Program Approach recommendations.**

A continued recommendation from previous years is to investigate ways to expand the Alameda CTC's overall TDM portfolio. These evaluation reports recognized that GRH cannot provide its full benefit as a stand-alone program. GRH is a program that makes other TDM options like transit, shuttles, vanpooling, etc. viable, but it is not in and of itself a transportation option. Good alternative transportation options and other supportive incentives to use alternative transportation must be in place before GRH can reach its maximum potential. There are a number of other TDM programs that already exist in Alameda County with a range of providers including the region, cities, and employers. Unfortunately, centralized information about the range of TDM options in Alameda County is not easily available for users. It is recommended that the GRH program be expanded to include a TDM information "One-stop-shop" clearinghouse website and TDM Fact Sheets.

The current GRH program provides a strong foundation for an expanded role for the Alameda CTC in providing TDM information. The GRH hotline has functioned as a general TDM information tool for some time now, albeit on an informal basis. GRH program staff already has strong relationships with many of the large employers in Alameda County and connections with over 5,000 registered employees. Finally, the GRH website currently provides a separate page listing the transportation options in Alameda County. The webpage contains links to various transportation providers (such as ACE Train, AC Transit, BART, Capitol Corridor, WHEELS, Union City Transit, Emery-Go-Round, San Francisco Bay Ferries, Amtrak, VTA, and Dumbarton Express); ridesharing options (511.org and East Bay Casual Carpool); and biking/walking information (East Bay Bicycle Coalition, Walk Oakland Bike Oakland, Alameda County Bicycle and Pedestrian Program). The web presence will be expanded to provide a "one-stop-shop" with additional information for employers and employees. This would include expanding and rebranding the GRH program to contain more information about Alameda County TDM opportunities. New printed materials would be given to people enrolled in GRH that further encourage use of more sustainable modes of transportation. In all of these materials, the GRH program can be emphasized as the "safety net" that makes other commute options work well.

Memorandum

DATE: April 23, 2013

TO: Alameda County Technical Advisory Committee (ACTAC)

FROM: Matt Todd, Principal Transportation Engineer
            Vivek Bhat, Senior Transportation Engineer

RE: **Approval of Three-Year Project Initiation Document Strategic Plan for
            Alameda County**

Recommendation
It is recommended that the Commission approve the Three-Year Project Initiation Document
(PID) Strategic Plan for Alameda County (FY 2013/14, 2014/15 and 2015/16).

Summary
Caltrans has requested the Alameda CTC to update the Three-Year PID Strategic Plan for
Alameda County (FY 2013/14, 2014/15 and 2015/16).

Discussion
A Project Study Report / Project Initiation Document (PSR / PID) is a document that details a
scope, cost and schedule of a proposed project and is required to be completed prior to receiving
programming in the STIP. Caltrans may act as the lead agency or provide quality assurance /
oversight services for projects wherein local agencies act as the lead agency.

Caltrans has requested the Alameda CTC to update the Three-Year PID Strategic Plan for
Alameda County (FY 2013/14, 2014/15 and 2015/16) (Attachment A). Per Caltrans' Non-
SHOPP Workload Guidance (Attachment B), any PSR/PID work that needs Caltrans oversight
must be listed on this 3-year Strategic Plan.

Similar to prior years, local agencies that wish to complete a PSR/PID document would need to
execute a cooperative agreement and reimburse Caltrans for their oversight services. The only
exception is if the proposed project is entirely funded using state resources.

The FY 2013/14 list includes projects carried over from FY 2012/13. Projects with an identified
fund source i.e. SR-238 LATIP funds, are proposed to be considered in FY 2014/15. Projects with
less secured fund sources are proposed in FY 2015/16. Project sponsors would be provided an
opportunity to re-prioritize projects when this list will be revisited in the upcoming FYs.

The PSR / PID strategic plan process in future will be coordinated within the Alameda CTC's
Strategic Planning and Investment Policy framework that establishes a comprehensive approach for
allocating federal, state, regional and local funds.

The Three-Year Strategic PID Plan will be presented to the Programs and Projects Committee (PPC) and Commission for approval. A final list will be transmitted to Caltrans upon approval of the Commission.

Fiscal Impact
There is not fiscal impact at this time.

Attachments
Attachment A: Draft Three-Year PID Strategic Plan
Attachment B: Caltrans Non- SHOPP Workload Guidance

DRAFT ALAMEDA COUNTY Three-Year PID Strategic Plan(FY2013/14, 14/15, 15/16)

Index #	SHA or R (Reimbursement)	Executed Reimbursement Agreement (Y/N)	Agreement Number	Lead/QA/IQA	Route	Begin Postmile	End Postmile	Purpose & Need	Improvement Description	Location	RTP Project Number	Initiation Date (MM/DD/YYYY)	Estimated PID Completion Date (MM/YYYY)	Capital Cost ($M)	Support Cost ($M)	Type of PID	Project Sponsor	Implementing Agency
PROPOSED FY 2013/14 WORK PLAN (includes Prior Years)																		
1	SHA	Y	04-2368	IQA	80	6.3	6.8	Improve traffic operations	I/C reconfiguration	Gilman St I/C in Berkeley	21144	3/4/2004	06/2013	7.0	2.0	PSR-PDS	City of Berkeley ACTC	City of Berkeley ACTC
2	Reim	N	TBD	IQA	880			Bike Ped	Lake Merritt Channel Bicycle Pedestrian Bridge	In Oakland, below I880 between the San Francisco Bay Trail and Laney College	240227		06/2014	10.5	2.0	PSR-PDS	City of Oakland	City of Oakland
PROPOSED FY 2014/15 WORK PLAN																		
3	Reim	N	TBD	IQA	84	18.0	24.0	Improve traffic operations	Widening for auxiliary lanes, HOV/HOT lane.	Widen SR-84 from Pigeon Pass to I-680	230244		06/2014	234.0	43.0	PSR-PDS	ACTC	ACTC
4	Reim	N	TBD	IQA	185	0.0	2.9	Streetscape	Streetscape improvement (Phase II)	East 14th St from 162nd Ave to SR-238 O/C			06/2014	7.5	1.5	PSR-PDS	Ala County redevelopment Agency Caltrans	Ala County redevelopment Agency Caltrans
5	Reim	N		IQA	185	1.2	3.7	Streetscape	Streetscape improvement (Phase III)	Mission Blvd SR-238 O/C to Hayward City Limits			06/2014	6.5	1.5	PSR-PDS	Alameda County Public Works Agency	Alameda County Public Works Agency
6	Reim	N	TBD	IQA	185	3.6	3.9	Improve traffic operations	Intersection Improvements: Adding lane, signal modification	E.14th St/Hesperian Blvd, and E.14th St/150th Ave			06/2014	2.4	0.7	PSR-PDS	City of San Leandro ACTC	City of San Leandro ACTC
7	Reim	N	TBD	IQA	580	Var	Var	Improve traffic operations	Castro Valley Local Area Traffic Circulation Imps	Strobridge/Castro Valley			06/2014	3.5	1.5	PSR-PDS	Alameda County Public Works Agency	Alameda County Public Works Agency
8	Reim	N	TBD	IQA	580	39.8	40.1	Noise Mitigation	Construct Noise Barrier along I-580 between MacArthur Blvd. and Kingsland Place in Oakland	Between MacArthur Blvd. and Kingsland Place	230094		06/2014	10.0	2.0	NBSSR	City of Oakland	City of Oakland
9	Reim	N	TBD	IQA	238 580 880	Var	Var	Improve traffic operations	Integrated Corridor Mobility (ICM) Program and adaptive ramp metering	Various			06/2014	12.0	3.0	PSR-PDS	ACTC	ACTC
10	Reim	N	TBD	IQA	880 238 84 92	Var	Var	Improve traffic operations	Improve mobility	Provide integrated corridor management (ICM) and traffic operations systems (TOS) elements to the South County area, primarily on I-880 south of SR-92.			06/2014	12.0	3.0	PSR-PDS	ACTC	ACTC

Note: Projects NOT Listed in order of Priority

DRAFT ALAMEDA COUNTY Three-Year PID Strategic Plan(FY2013/14, 14/15, 15/16)

PROPOSED FY 2015/16 WORK PLAN

Index #	SHA or R (Reimbursement)	Executed Reimbursement Agreement (Y/N)	Agreement Number	Lead/QA/IQA	Route	Begin Postmile	End Postmile	Purpose & Need	Improvement Description	Location	RTP Project Number	Initiation Date (MM/DD/YYYY)	Estimated PID Completion Date (MM/YYYY)	Capital Cost ($M)	Support Cost ($M)	Type of PID	Project Sponsor	Implementing Agency
11	Reim	N	TBD	IQA	80	3.5	4.0	Improve traffic operations	Widen I-80 Eastbound Powell Street Off-ramp	Emeryville	230108		06/2015	3.0	1.0	PSR-PDS	City of Emeryville	City of Emeryville
12	Reim	N	TBD	IQA	92	R4.9	R5.3	Improve traffic operations	Industrial Blvd I/C reconstruction	Hayward			06/2015	4.5	1.5	PSR-PDS	City of Hayward	City of Hayward
13	Reim	N	TBD	IQA	92	R4.1	R4.9	Improve traffic operations	Clawiter I/C modification	Hayward	21093		06/2015	45.0	7.0	PSR-PDS	City of Hayward	City of Hayward
14	Reim	N	TBD	IQA	238	10.5	11.1	Improve traffic operations	Operational Improvements & Safety	SR-238(Mission Blvd Improvements in the vicinity of the East West Connector Project)	94506		06/2014	12.0	3.0	PSR-PDS	ACTC	ACTC
15	Reim	N	TBD	IQA	238	16.3	16.7	Improve traffic operations	Widen connector to NB 880	San Leandro			06/2016	100.0	22.0	PSR-PDS	ACTC	ACTC
16	Reim	N	TBD	IQA	580	30.9	36.34	Noise Mitigation	Construct Noise Barrier along I-580 between 98th Ave. and Foothill Blvd.	Between 98th Ave. and Foothill Blvd.	230094		06/2015	10.0	2.0	NBSSR	City of Oakland	City of Oakland
17	Reim	N	TBD	IQA	580	9.2	10.2	Improve traffic operations	I/C modification	Vasco Rd I/C in Livermore	21100		06/2016	27.5	5.0	PSR-PDS	City of Livermore	City of Livermore
18	Reim	N	TBD	IQA	580	R29.4	R31.4	Improve traffic operations	Ramp modifications Strobridge/Castro Valley I/C	Strobridge/Castro Valley			06/2016	7.0	2.0	PSR-PDS	Alameda County Public Works Agency	Alameda County Public Works Agency
19	Reim	N	TBD	IQA	580	TBD	TBD	Improve traffic operations	BART to Livermore	Livermore			06/2016	1000	TBD	PSR-PDS	BART	BART
20	Reim	N	TBD	IQA	580	20.0	21.0	Improve traffic operations	I580 /680 Interchange Improvements	Tri Valley			06/2016	150.0	20.0	PSR-PDS	ACTC	ACTC

*Note: Projects **NOT** Listed in order of Priority*

DRAFT ALAMEDA COUNTY Three-Year PID Strategic Plan(FY2013/14, 14/15, 15/16)

PROPOSED FY 2015/16 WORK PLAN (continued)

Index #	SHA or R (Reimbursement)	Executed Reimbursement Agreement (Y/N)	Agreement Number	Lead/QA/IQA	Route	Begin Postmile	End Postmile	Purpose & Need	Improvement Description	Location	RTP Project Number	Initiation Date (MM/DD/YYYY)	Estimated PID Completion Date (MM/YYYY)	Capital Cost ($M)	Support Cost ($M)	Type of PID	Project Sponsor	Implementing Agency
21	Reim	N	TBD	IQA	680	R11.0	R21.8	Improve traffic operations	NB and SB HOV/HOT lane from Alcosta Blvd. to SR-84	I-680 between SR-84 Contra Costa County Line	230683		06/2016	310.0	50.0	PSR-PDS	ACTC	ACTC
22	Reim	N	TBD	IQA	880	14.1	14.8	Improve traffic operations	Industrial Parkway West I/C	Hayward	230053		06/2015	36.0	5.0	PSR-PDS	City of Hayward ACTC	City of Hayward ACTC
23	Reim	N	TBD	IQA	880	17.6	18.3	Improve traffic operations	Add I-880 NB & SB auxiliary lanes Paseo Grande St. I/C to Winton I/C	From West A St. I/C to Winton I/C in Hayward	230052		06/2015	27.5	5.0	PSR-PDS	ACTC	ACTC
24	Reim	N	TBD	IQA	880	13.7	14.5	Improve traffic operations	Add I-880 NB & SB auxiliary lanes Whipple Road to Industrial Pkwy West	From Whipple Road to Industrial Pkwy West, Hayward	230054		06/2015	15.0	4.5	PSR-PDS	ACTC	ACTC
25	Reim	N	TBD	IQA	880	16.7	18.2	Improve traffic operations	Winton I/C reconstruction	Winton Ave. Hayward	230052		06/2016	34.0	5.0	PSR-PDS	City of Hayward	City of Hayward
26	Reim	N	TBD	IQA	880	13.0	14.2	Improve traffic operations	I-880 / Whipple Road Interchange	Union City			06/2016	34.0	5.0	PSR-PDS	Union City	Union City
27	Reim	N	TBD	IQA	880	R32.0	25.5	Improve traffic operations	Extend NB HOV/HOT lanes	From Hacienda to north of Washington and north of Washington to Hegenberger in San Leandro & Ala County	230088		06/2016	170.0	45.0	PSR-PDS	ACTC	ACTC
28	Reim	N	TBD	IQA	880	20.2	20.8	Improve traffic operations	Washington to Lewelling I/C reconstruction	San Leandro			06/2016	34.0	5.0	PSR-PDS	ACTC	ACTC
29	Reim	N	TBD	IQA	880	18.0	18.6	Improve traffic operations	West A St. I/C reconstruction	West A Street, Hayward	230047		06/2016	22.0	5.0	PSR-PDS	ACTC	ACTC
30	Reim	N	TBD	IQA	880	10.4	13.0	Improve traffic operations	I-880 auxiliary lanes, Dixon Landing to Alvarado-Niles	Fremont, Newark, Union City			06/2016	20.0	5.0	PSR-PDS	ACTC Caltrans	ACTC Caltrans

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Note: Projects NOT Listed in order of Priority

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Non-SHOPP Workload Guidance

District Non-SHOPP work program for projects planned in Fiscal Years 2013-14, 2014-15, and 2015 -16
Non-SHOPP related PID work must be part of the workload and may be resourced using one of two methods.

1. Use State Highway Account (SHA) funds.
2. Use reimbursement authority after a cooperative agreement has been executed. The cooperative agreement will need to be fully executed before PID work is ready to be charged. Districts may use the cooperative agreement templates that are provided on the Design's website at http://onramp.dot.ca.gov/hq/design/coop/pid-template.php.

For SHA Non-SHOPP PID work, the project must be funded entirely using state resources, such as ARRA (Caltrans), bonds, CMAQ (federal pass-through funding), RSTP, STIP, TCRP, or other state programs. Use of any funds not administered by the State for project work after the completion of the PID will require that the Department's PID work be reimbursed by the local agency.

FINANCIALLY CONSTRAINED PROJECTS

Only RTP financially-constrained projects may be included in the Non-SHOPP as SHA workload. This means that the regional agency must provide documented inclusion of the project in the financially constrained tier of an RTP. The project and its funding information must be identified in the Districts' workload template. Projects not contained in the financially constrained tier of an RTP may only be added as reimbursement. Districts will need to ensure their existing and proposed reimbursement projects are identified in the Non-SHOPP spreadsheet.

DISTRICT Non-SHOPP PID INVENTORY VALUE

Districts will also need to consider any completed Non-SHOPP PIDs that are listed in their Inventory when assessing their total available state funding. Any completed PIDs listed in the PID Inventory will count toward their available state funds. Similar to the SHOPP Inventory, the district will need to assess the need to keep, refresh, or discontinue the PID from the Inventory list.

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Memorandum

DATE: April 23, 2013

TO: Alameda County Technical Advisory Committee (ACTAC)

FROM: Matt Todd, Principal Transportation Engineer
Vivek Bhat, Senior Transportation Engineer

SUBJECT: **Federal Inactive List of Projects: New Caltrans Guidance**

Recommendation
This item is for information only.

Summary
Federal regulations require that agencies receiving federal funds invoice against their obligations at least once every six months. Projects that do not have invoicing activity over a six month period are placed on the Inactive Obligation list, and those projects are at risk of deobligation of the project's federal funds unless Caltrans and the Federal Highways Administration (FHWA) receive either an invoice or a valid justification for inactivity. Caltrans is tracking inactive obligations, and updating a list of inactive projects every week. If Caltrans and FHWA do not receive adequate invoicing or justification for the project's inactivity, the project may be deobligated.

Discussion
In response to FHWA's recently distributed new guidance for processing Inactive Obligations, Caltrans has developed new guidelines for managing federal inactive obligations (Attachment A). These new guidelines treat all federal-aid as well as the American Recovery and Reinvestment Act (ARRA) inactive projects equally. In order to manage these changes more proactively Caltrans is changing the management of "inactive projects" as follows beginning July 1, 2013:

- If the Department does not receive an invoice for more than six months, the project will be deemed "inactive" and posted on the Department's website. Local Agencies will be notified the first time projects are posted.

- If the Department does not receive an invoice within the following six months (12 months without invoicing), the Department will deobligate the unexpended balances.

- It is the responsibility of the local agencies to work in collaboration with their respective District Local Assistance Engineer's to ensure their projects are removed from the list to avoid deobligation.

- The Inactive project listing is posted at the following website and will be updated weekly:
  http://www.dot.ca.gov/hq/LocalPrograms/Inactiveprojects.htm

Fiscal Impact
This item is for information only. There is no fiscal impact at this time.

Attachments
Attachment A: Caltrans Letter: Revised Guidance for Inactive Obligations
Attachment B: Justification form

STATE OF CALIFORNIA—BUSINESS, TRANSPORTATION AND HOUSING AGENCY

EDMUND G. BROWN Jr., Governor

DEPARTMENT OF TRANSPORTATION
DIVISION OF LOCAL ASSISTANCE
P.O. BOX 942873, MS-1
SACRAMENTO, CA 94273-0001
PHONE (916) 653-1776
FAX (916) 654-2409
TTY 711
www.dot.ca.gov

Flex your power!
Be energy efficient!

April 4, 2013

To: Local and Regional Transportation Partners

Dear Transportation Partners:

As you know, once federal funds are obligated to projects, local agencies are expected to invoice the Department on a regular basis in accordance with 23 CFR 630.106. Failure to do so will deem the project "inactive" and is subject to deobligation if proper justification is not provided to the Department and approved by Federal Highway Administration (FHWA). The intent of this regulation is to make sure the federal funds available are used timely on federal aid projects.

In spite of complying with this regulation, a recent audit by Office of Inspector General (OIG) found "material weakness" in the way FHWA is managing the "inactive obligations". As a result FHWA has already changed the definition of the "inactive projects" twice. These changes, without advance notice, cause undue hardship to local agencies and the Department. In order to manage these changes more proactively, the Department is changing the management of "inactive projects" as follows beginning July 1, 2013:

1. If the Department does not receive an invoice for more than six months, the project will be deemed "inactive" and posted on the Department's website. Local Agencies will be notified the first time projects are posted.
2. If the Department does not receive an invoice in the next six months (12 months without invoicing), the Department will deobligate the unexpended balances.
3. It is the Local Agencies responsibility to work in collaboration with their respective District Local Assistance Engineer's to ensure their projects are removed from the list to avoid deobligation.
4. Inactive project listing is already posted at the following website and will be updated weekly: http://www.dot.ca.gov/hq/LocalPrograms/Inactiveprojects.htm

Inactive obligation policy information can be accessed at the following link:
http://www.dot.ca.gov/hq/LocalPrograms/lam/prog_p/p04agree-04-08-11.pdf#page=18

It should also be noted that American Recovery and Reinvestment Act (ARRA) projects will not be treated differently than non-ARRA projects in the new procedures.

"Caltrans improves mobility across California"

Local and Regional Transportation Partners
April 4, 2013
Page 2

If you have any questions regarding this policy, please contact Chris Jensen at (916) 653-3085 or Curt Davis at (916) 653-4221. Remember the best way to avoid inactivity is to invoice on a regular basis for reimbursable costs.

DENIX D. ANBIAH
Chief
Division of Local Assistance

c: District Local Assistance Engineers, Caltrans
     Office Chiefs, Division of Local Assistance, Caltrans
     Gilbert Petrissans, Local Programs Accounting, Caltrans
     Janice Richardson, Director, Financial Services, FHWA
     Fardad Falakfarsa, Chief, Office of Federal Resources, Caltrans
     Curt Davis, Chief, Office of Project Delivery & Accountability, Caltrans
     Chris Jensen, Senior Transportation Engineer, Office of Project Delivery
        Accountability, Caltrans

QUARTERLY REVIEW OF INACTIVE PROJECTS
JUSTIFICATION FORM SUMMARY

Agenda Item 6C
Attachment B

1. CT DIST - FEDERAL AID PROJECT NO.	2. STATE PROJECT NUMBER	3. RESPONSIBLE AGENCY	4. DATE

5. GENERAL LOCATION

6. GENERAL DESCRIPTION OF WORK (INCLUDE PROJECT PHASES WITH OBLIGATED FUNDS)

7. AUTHORIZATION DATE	8. FEDERAL-AID FUNDS AUTHORIZED	9. PGM CODE	10. PHASE (from E-76)	11. FEDERAL FUNDS EXPENDED TO DATE	12. UNEXPENDED FEDERAL FUNDS
TOTAL:					

13. LAST ACTIVITY (BILLING DATE)	

Important note: Caltrans and/or FHWA reserve the right to reject a Justification and deobligate the Federal Funds.

14. JUSTIFICATION (CHECK ONE OR MORE IF APPLICABLE)

☐ Litigation Filed   ☐ Environmental Delays   ☐ Right of way, Utility Relocation Delays

**Justification Forms without proper supporting documents will be rejected and returned to Agencies by Caltrans.
Decision to accept or reject a Justification may be based exclusively on this form and supporting documentation.**

15. LIST PROJECT HISTORY FROM INITIAL AUTHORIZATION OR FROM LAST BILLING. LIST CURRENT PROJECT STATUS/REASON FOR PROJECT BEING INACTIVE. PROVIDE BACKUP DOCUMENTATION.

16. ACTIONS TAKEN TO RESOLVE EXISTING ISSUE(S)

17. DATE ACTIVITIES TO BE RESUMED	18. DATE BILLINGS OR OTHER CORRECTIVE ACTION TO BE TAKEN (e.g. closure, withdrawal, etc

19. CURRENT COST ESTIMATE NEEDED TO COMPLETE PROJECT	20. IF ESTIMATE IS LESS THAN UNEXPENDED BALANCE, AMOUNT TO BE DEOBLIGATED (Attach copy of E-76 requesting deobligation)

21. CONSEQUENCES IF FUNDS ARE DEOBLIGATED

22. ADDITIONAL DOCUMENTATION (LIST ATTACHMENTS) TO SUPPORT VALIDATION OF THIS OBLIGATION

23. AGENCY CONTACT	EMAIL	SIGNATURE	PHONE NUMBER	DATE

24. FORM REVIEWED AND RECOMMENDED FOR APPROVAL BY:

CT DISTRICT CONTACT NAME/TITLE	SIGNATURE	PHONE NUMBER	DATE

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QUARTERLY REVIEW OF INACTIVE PROJECTS
JUSTIFICATION FORM SUMMARY

Please go through the check list before submitting your justification form (DO NOT leave anything blank)			
#	**Information Required**	**Additional Information**	**Check**
1	Enter the District number and federal project number (including the project prefix, **e.g.** STPL)		
2	Enter State Project Number, if applicable		
3	Enter Responsible Agency		
4	Enter date you've completed the form		
5	Enter route information and location description		
6	Enter work description including project phases with obligated funds		
7	Enter date when funds were authorized. Use a separate line for each phase with authorized federal funds	Refer to the current inactive list/file posted in the web http://www.dot.ca.gov/hq/LocalPrograms/InactiveProjects/QuarterlyReviewofInactiveProjects.htm	
8	Enter authorized federal funds		
9	Enter all program code(s)		
10	Enter project phase (**e.g.** PE, RW, CON, etc.)	Use E-76 for this item	
11	Enter accumulated expenditure by program code	Refer to the current inactive list/file posted in the web http://www.dot.ca.gov/hq/LocalPrograms/InactiveProjects/QuarterlyReviewofInactiveProjects.htm	
12	Enter unexpended funds		
13	Enter last billing date		
14	Select the appropriate reason(s) for justification; for litigation filed, submit copy (with stamp) of the documents filed	http://www.dot.ca.gov/hq/LocalPrograms/Inactiveprojects.htm	
15	List project history	Include project timeline from the time of authorization or last financial transaction to present. **e.g.** original bid rejected - costs exceeded engineer estimate by XX%	
16	Action(s) taken to resolve the issue	Explain why previous commitment has not been met. **e.g.** to be re-advertised after additional funding determinations	
17	Enter date activities to be resumed	**e.g.** Revised date for contract award	
18	Enter billing dates or other corrective action to be taken		
19	Enter current cost estimate needed to complete		
20	Enter amount to be deobligated for unneeded funds		
21	Enter reason/consequences if funds are deobligated		
22	Additional back-up documentation	Copy of environmental approval; litigation; r/w acquisition; copy of invoice; proof that they have been working on a project since initial authorization; project timeline and funding plan; PSA; etc.	
23	Enter contact person from local agency	Person prepared the justification **must** sign the form	
24	DLAE approving official	Person reviewing and approving the justification **must** sign the form	
ANY INCOMPLETE JUSTIFICATION FORM WILL BE SENT BACK TO DLAE			

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<center>**Memorandum**</center>

DATE: April 29, 2013

TO: Alameda County Technical Advisory Committee

FROM: Matt Todd, Principal Transportation Engineer
Jacki Taylor, Program Analyst

SUBJECT: **Transportation Fund for Clean Air (TFCA) Program Timely Use of Funds Monitoring Report and Summary of Applications Received for FY 2013/14**

Recommendations
This item is for information only.

Summary
ACTAC is requested to review and comment on the following TFCA items: (1) Timely Use of Funds (TUF) report, dated May 31, 2013 (Attachment A), and (2) Summary of applications received for the FY 2013/14 program (Attachment B). Project sponsors are requested to review both items and provide comments and/or corrections to Jacki Taylor, jtaylor@alamedactc.org, by Friday, May 17th.

Information

TUF Report
The report includes currently active and recently completed projects programmed with Alameda County TFCA Program Manager funds. The report segregates the 22 active projects into "Red", "Yellow", and "Green" zones based on upcoming project delivery milestones. For this report cycle, there is one Red Zone project with required activities due within the next four months, 15 Yellow Zone projects with activities due within the next five to seven months, and six Green Zone projects, with required activities due beyond seven months. As noted at the end of the report, five projects have been completed and will be removed from future reports. The Timely Use of Funds report and the updates received by May 17th will be the basis for the TFCA At Risk Report which is scheduled to be brought to the Commission in June 2013.

FY 2013/14 Applications Received
Applications for the FY 2013/14 TFCA program were due April 5, 2013. Attachment B is a summary of the applications received. The FY 2013/14 TFCA program is currently under development. A draft program is scheduled for review during June 2013 and a final program approval is scheduled for July 2013. Project sponsors are requested provide comments and/or corrections to the application summary by Friday, May 17th.

Fiscal Impact
This item is for information only. There is no fiscal impact at this time.

Attachments
Attachment A: May 2013 TFCA Timely Use of Funds Report
Attachment B: FY 2013/14 TFCA Program Summary of Applications Received

TFCA County Program Manager Fund
Timely Use of Funds Report
Report Date: May 31, 2013

Project No.	Sponsor	Project Title	Balances	Required Activity	Date Due	Activity Completed (Date or Y/N)	Notes
RED ZONE (Milestone deadline within 4 months)							
10ALA02	Alameda CTC	I-80 Corridor Arterial Management	TFCA Award	Agreement Executed	2/17/11	07/09/10	Expenditures complete Final invoice paid FMR due May '13 (Project completion scheduled spring 2013)
			$ 100,000	Project Start	Mar-11	Jul-10	
			TFCA Expended	Final Reimbursement	12/31/13	10/15/12	
			$ 100,000	FMR	May-13		
				Expend Deadline Met?	10/28/12	Yes	
YELLOW ZONE (Milestone deadline within 5-7 Months)							
08ALA01	Alameda CTC	Webster Street Corridor Enhancements Project	TFCA Award	Agreement Executed	1/8/09	12/16/08	Expenditure deadline Dec '13 Expenditures not complete FMR due Mar '14 3rd 1-yr extension approved
			$ 420,000	Project Start	Jan-09	Jun-09	
			TFCA Expended	Final Reimbursement	12/31/13		
			$ 236,372	FMR	Mar-14		
				Expend Deadline Met?	12/22/13		
09ALA01	Alameda CTC	Webster St SMART Corridors	TFCA Award	Agreement Executed	1/7/10	7/7/09	Expenditure deadline Dec '13 Expenditures not complete FMR due Mar '14 2nd extension request approved 9/27/12
			$ 400,000	Project Start	Oct-09	Jul-09	
			TFCA Expended	Final Reimbursement	12/31/14		
			$ 327,145	FMR	Mar-14		
				Expend Deadline Met?	12/22/13		
09ALA07	AC Transit	Easy Pass Transit Incentive Program	TFCA Award	Agreement Executed	1/7/10	12/03/09	Extension approved Oct'11 Expenditures complete Final Invoice received FMR received
			$ 350,000	Project Start	Sep-09	Nov-09	
			TFCA Expended	Final Reimbursement	12/31/13		
			$ 236,535	FMR	Mar-13	Mar-13	
				Expend Deadline Met?	01/13/13	Yes	
10ALA04	Hayward	Traffic Signal Controller Upgrade and Synchronization	TFCA Award	Agreement Executed	2/17/11	01/26/11	Expenditures complete FMR due date TBD (2 years post-project) 1st extension request approved 9/27/12
			$ 614,000	Project Start	Mar-11	Dec-10	
			TFCA Expended	Final Reimbursement	12/31/14	01/07/13	
			$ 614,000	FMR	Jan -15 (est.)		
				Expend Deadline Met?	10/28/13	Yes	
11ALA01	Alameda	Park Street Corridor Operations Improvement	TFCA Award	Agreement Executed	1/5/12	06/13/12	Expenditure deadline Nov '13 FMR due Feb '14
			$ 230,900	Project Start	Dec-12	Dec-12	
			TFCA Expended	Final Reimbursement	12/31/14		
			$ -	FMR	Feb-14		
				Expend Deadline Met?	11/14/13		
11ALA02	Alameda County	Mattox Road Bike Lanes	TFCA Award	Agreement Executed	1/5/12	01/24/12	Expenditure deadline Nov '13 FMR due Feb '14
			$ 40,000	Project Start	Dec-12	Dec-12	
			TFCA Expended	Final Reimbursement	12/31/14		
			$ -	FMR	Feb-14		
				Expend Deadline Met?	11/14/13		
11ALA03	Albany	Buchanan Bike Path	TFCA Award	Agreement Executed	1/5/12	06/01/12	Expenditure deadline Nov '13 FMR due Feb '14
			$ 100,000	Project Start	Dec-12	Oct-12	
			TFCA Expended	Final Reimbursement	12/31/14		
			$ -	FMR	Feb-14		
				Expend Deadline Met?	11/14/13		
11ALA04	Cal State - East Bay	CSUEB - 2nd Campus to BART Shuttle (FYs 11/12 & 12/13)	TFCA Award	Agreement Executed	1/5/12	11/08/11	Expenditure deadline Nov '13 FMR due Feb '14
			$ 194,000	Project Start	Dec-12	Aug-11	
			TFCA Expended	Final Reimbursement	12/31/14		
			$ 113,404	FMR	Feb-14		
				Expend Deadline Met?	11/14/13		
11ALA05	Cal State - East Bay	Transportation Demand Management Pilot Program (FY 11/12)	TFCA Award	Agreement Executed	1/5/12	11/08/11	Expenditure deadline Nov '13 Project completed Final Invoice to be received FMR received
			$ 52,000	Project Start	Dec-12	Sep-11	
			TFCA Expended	Final Reimbursement	12/31/13		
			$ 49,000	FMR	Dec-12	Dec '12	
				Expend Deadline Met?	11/14/13		

TFCA County Program Manager Fund
Timely Use of Funds Report
Report Date: May 31, 2013

Project No.	Sponsor	Project Title	Balances	Required Activity	Date Due	Activity Completed (Date or Y/N)	Notes
YELLOW ZONE (Milestone deadline within 5-7 Months), continued							
11ALA06	Fremont	North Fremont Arterial Management	TFCA Award	Agreement Executed	1/5/12	01/04/12	Expenditure deadline Nov '13 FMR due Feb '14
			$ 256,000	Project Start	Dec-12	Nov-12	
			TFCA Expended	Final Reimbursement	12/31/14		
			$ -	FMR	Feb-14		
				Expend Deadline Met?	11/14/13		
11ALA07	Hayward	Post-project Monitoring/ Retiming activities for Arterial Mgmt project 10ALA04	TFCA Award	Agreement Executed	1/5/12	06/01/12	Expenditure deadline Nov '13 FMR due Jan '16 (FMR to be coordinated with 10ALA04)
			$ 50,300.00	Project Start	Dec-12	Feb-12	
			TFCA Expended	Final Reimbursement	12/31/14		
			$ -	FMR	Jan-15		
				Expend Deadline Met?	11/14/13		
11ALA08	Hayward	Clawiter Road Arterial Management	TFCA Award	Agreement Executed	1/5/12	02/27/12	Project to start by Dec '12 Expenditure deadline Nov '13 FMR due Feb '14
			$ 190,000.00	Project Start	Dec-12	Feb-12	
			TFCA Expended	Final Reimbursement	12/31/14		
			$ -	FMR	Feb-14		
				Expend Deadline Met?	11/14/13		
11ALA09	Oakland	Traffic Signal Synchronization along Martin Luther King Jr. Way	TFCA Award	Agreement Executed	1/5/12	03/08/12	Project to start by Dec '12 Expenditure deadline Nov '13 FMR due date Feb '14
			$ 125,000	Project Start	Dec-12	Mar-12	
			TFCA Expended	Final Reimbursement	12/31/14		
			$ -	FMR	Feb-14		
				Expend Deadline Met?	11/14/13		
11ALA12	San Leandro	San Leandro LINKS Shuttle (FYs 11/12 & 12/13)	TFCA Award	Agreement Executed	1/5/12	11/08/11	Expenditure deadline Nov '13 FMR due Feb '14
			$ 59,500	Project Start	Dec-12	Jul-11	
			TFCA Expended	Final Reimbursement	12/31/14		
			$ 47,500	FMR	Feb-14		
				Expend Deadline Met?	11/14/13		
11ALA13	Alameda CTC	Alameda County Guaranteed Ride Home (GRH) Program (FYs 11/12 & 12/13)	TFCA Award	Agreement Executed	1/5/12	07/05/11	Expenditure deadline Nov '13 FMR due Feb '14
			$ 245,000	Project Start	Dec-12	Jan-12	
			TFCA Expended	Final Reimbursement	12/31/14		
			$ 123,214	FMR	Feb-14		
				Expend Deadline Met?	11/14/13		
GREEN ZONE (Milestone deadline beyond 7 months)							
12ALA01	Oakland	Broadway Shuttle: Fri and Sat Evening Extended Service (FY 12/13)	TFCA Award	Agreement Executed	2/1/13	12/14/12	Expenditures not complete FMR due Sept '13
			$ 35,300	Project Start	Dec-13	Jul-12	
			TFCA Expended	Final Reimbursement	12/31/15		
			$ 17,650	FMR	Sep-13		
				Expend Deadline Met?	10/17/14		
12ALA02	Pleasanton	Pleasanton Trip Reduction Program (FY 12/13)	TFCA Award	Agreement Executed	2/1/13	2/6/13	Project to start by Dec '13 Expenditures not complete FMR due Sept '13
			$ 57,507	Project Start	Dec-13		
			TFCA Expended	Final Reimbursement	12/31/15		
				FMR	Sep-13		
				Expend Deadline Met?	10/17/14		
12ALA03	Cal State - East Bay	CSUEB Second Shuttle - Increased Service Hours (FY 12/13)	TFCA Award	Agreement Executed	2/1/13	2/6/13	Project to start by Dec '13 Expenditures not complete FMR due Sept '13
			$ 56,350	Project Start	Dec-13		
			TFCA Expended	Final Reimbursement	12/31/15		
				FMR	Sep-13		
				Expend Deadline Met?	10/17/14		

TFCA County Program Manager Fund
Timely Use of Funds Report
Report Date: May 31, 2013

Project No.	Sponsor	Project Title	Balances	Required Activity	Date Due	Activity Completed (Date or Y/N)	Notes
GREEN ZONE (Milestone deadline within 4 months), continued							
12ALA04	LAVTA	Route 10 - Dublin/ Pleasanton BART to Livermore ACE Station and LLNL (FY 12/13 Operations)	TFCA Award	Agreement Executed	2/1/13	1/9/13	Project to start by Dec '13 Expenditures not complete FMR due Sept '13
			$ 144,346	Project Start	Dec-13		
			TFCA Expended	Final Reimbursement	12/31/15		
				FMR	Jan-15		
				Expend Deadline Met?	10/17/14		
12ALA05	LAVTA	ACE Shuttle Service - Route 53 (FY 12/13 Operations)	TFCA Award	Agreement Executed	2/1/13	1/9/13	Project to start by Dec '13 Expenditures not complete FMR due Sept '13
			$ 34,180	Project Start	Dec-13		
			TFCA Expended	Final Reimbursement	12/31/15		
				FMR	Sep-13		
				Expend Deadline Met?	10/17/14		
12ALA06	LAVTA	ACE/BART Shuttle Service - Route 54 (FY 12/13 Operations)	TFCA Award	Agreement Executed	2/1/13	1/9/13	Project to start by Dec '13 Expenditures not complete FMR due Sept '13
			$ 30,700	Project Start	Dec-13		
			TFCA Expended	Final Reimbursement	12/31/15		
				FMR	Sep-13		
				Expend Deadline Met?	10/17/14		
Completed Projects (will be removed from the next monitoring report)							
07ALA06	BART	Multi-Jurisdiction Bike Locker Project	TFCA Award	Agreement Executed	1/1/08	3/8/08	Expenditures complete Final Invoice paid $21,884.87 relinquished FMR received
			$ 253,520	Project Start	2/1/08	Feb-08	
			TFCA Expended	Final Reimbursement	12/31/12	Mar-13	
			$ 253,520	FMR	Mar-12	Mar-12	
				Expend Deadline Met?	12/22/11	Yes	
08ALA05	Alameda CTC	Oakland San Pablo Avenue TSP/Transit Improvement Project	TFCA Award	Agreement Executed	NA	8/22/08	Expenditures complete Final Invoice paid FMR received (2-year post-project report)
			$ 174,493	Project Start	Apr-09	Jul-09	
			TFCA Expended	Final Reimbursement	12/31/11	07/29/11	
			$ 174,493	FMR	Feb-13	Mar-13	
				Expend Deadline Met?	12/22/10	Yes	
10ALA03	Fremont	Signal Retiming: Paseo Padre parkway and Auto Mall Parkway	TFCA Award	Agreement Executed	2/17/11	02/24/11	Expenditures complete Final invoice paid $7,790 relinquished FMR received
			$ 202,210	Project Start	Mar-11	Jul-11	
			TFCA Expended	Final Reimbursement	12/31/13	03/06/13	
			$ 202,210	FMR	Jan-13	Jan-13	
				Expend Deadline Met?	10/28/12	Yes	
10ALA08	AC Transit	TravelChoice- New Residents (TCNR)	TFCA Award	Agreement Executed	2/17/11	01/05/11	Expenditures complete Final invoice paid $25,834 relinquished FMR received
			$ 139,166	Project Start	Mar-11	Jul-11	
			TFCA Expended	Final Reimbursement	12/31/13	Jan-13	
			$ 139,166	FMR	Jan-13	Jan-13	
				Expend Deadline Met?	10/28/12	Yes	
11ALA10	Oakland	Broadway Shuttle - 2012 Daytime Operations	TFCA Award	Agreement Executed	1/5/12	05/07/12	Expenditures complete Final Invoice paid FMR received
			$ 52,154	Project Start	Dec-12	Jan-12	
			TFCA Expended	Final Reimbursement	12/31/14	Apr-13	
			$ 52,154	FMR	Mar-13	Mar-13	
				Expend Deadline Met?	11/14/13	Yes	

Report Milestone Notes

Agmt Executed = Date TFCA Agreement executed

Project Start = Date of project initiation

FMR = Date Final Monitoring Report (Final Project Report) received by Alameda CTC

Exp. Deadline Met? = Expenditures completed by deadline (Yes/No)

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FY 2013/14 TFCA County Program Manager Funding
Summary of Applications Received

70% City/County Share

Sponsor	Project Name	Project Description	Total Project Cost	TFCA Requested
Alameda County	Tesla Rd Class II Bike Lanes	Class II Bicycle Lane Gap Closure on Tesla Road between Greenville Rd and Cross Road which is East of Livermore, in Unincorporated Alameda County.	$390,000	**$200,000**
Berkeley	Berkeley Citywide Bicycle Parking Project	Purchase and installation on the public right-of-way of at least 278 bicycle racks citywide, including six (6) pilot in-street "bicycle corral" locations along commercial corridors. The City will install racks primarily on sidewalks near commercial areas, schools, and parks.	$155,000	**$155,000**
Fremont	City of Fremont Arterial Management	This project will improve arterial operations along three corridors: Ardenwood Boulevard, Stevenson Boulevard, and Mission Boulevard by implementing new signal coordination timings and upgrading most of the existing traffic signal equipment to enhance the operation of the traffic signal coordination.	$218,000	**$218,000**
Hayward	"A" Street Signal Upgrade and Coordination	Provide traffic signal retiming and coordination along "A" Street at 10 intersections between Mission Boulevard and Hesperian Boulevard, including upgrading existing controllers and closing the gap between the existing signal interconnect system to allow communications between the Traffic Operations Center (TOC) and the on-street controllers.	$209,000	**$190,000**
Oakland	Adeline St Bikeway Gap Closure	The project will install Class 2 bike lanes on Adeline St, 47th to 61st Sts. The new facility will adjoin existing bikeways at each end. The street will be slurry-sealed prior to bike lane installation.	$73,000	**$58,000**
Oakland	CityRacks Bicycle Parking Program Phase 10	This project will fund Phase 10 of Oakland's CityRacks Bicycle Parking Program. Over the two year grant period, the project includes installation of approximately 500 bike rack parking spaces, four electronic bicycle lockers to serve the 12th St BART Station.	$100,000	**$100,000**
Oakland	City of Oakland Broadway Shuttle	The Free Broadway Shuttle (the "B") operates between the Jack London Oakland Amtrak Station and Broadway at 27th Street at 11-16 minute frequencies. Starting July 2013, the B's service hours will be Monday-Thursday 7am-10pm; Friday 7am-12am; and Saturday 6pm-12am. TFCA request is for a 1.5 year period, July 2013 - Dec. 2014.	$1,051,000	**$140,268**
Pleasanton	Pleasanton Trip Reduction Program	The project consists of a three-pronged approach to reducing trips including employer-based, residential-based and school-based programs. The project also consists of monitoring efforts by conducting transportation surveys to gather data. TFCA request is for FY 13/14 program operations.	$114,000	**$58,916**
San Leandro	San Leandro LINKS Shuttle	The free shuttle provides service from the San Leandro BART station to businesses in West San Leandro. Service is provided every 20 minutes, Monday through Friday during peak commute hours from 5:45AM to 9:45AM and starting again at 3:00PM to 7:00PM. The TFCA request is for FYs 13/14 and 14/15.	$633,000	**$104,000**
		Subtotal TFCA 70% Requested		**$1,224,184**
		TFCA Balance Available		**$1,082,516**
		Amount Requested over Amount Available		*($141,668)*

30% Transit Discretionary Share

Sponsor	Project Name	Project Description	Total Project Cost	TFCA Requested
AC Transit	Bus Electrification Demonstration Project	The conversion of an existing hybrid gasoline bus to a fully electric vehicle to achieve reductions in emissions, noise and operational costs. The electric bus would replace an existing conventional diesel fuel bus from the AC Transit revenue fleet.	$ 484,000	**$387,276**
Alameda CTC	Alameda County Guaranteed Ride Home and Countywide Transportation Demand Management Services Information Program	The Program provides a "guaranteed ride home" to registered employees in Alameda County as an incentive to use alternative modes of transportation to get to work. TFCA request is for continued program operations for FY 13/14 and FY14/15 and includes the creation of new educational materials providing comprehensive information on different TDM services and commute alternatives available in Alameda County.	$ 270,000	**$ 270,000**
CSU East Bay	Second BART to Campus Shuttle	Continue existing operations of a second free campus to BART shuttle. The route operates in a loop between CSU East Bay campus and the Hayward BART station 7am-930pm, 240 days per year. Request is for FY 13/14 operations.	$ 159,314	**$ 159,314**
LAVTA	Route 20X and RAPID Operations	Routes 20x and Rapid operations for FYs 13/14 and 14/15. These routes serve West and East Dublin/Pleasanton BART and the Livermore Transit Center. Additionally, a new EcoPass/Transit Incentive Program, for employees traveling to work along these corridors, is proposed.	$ 6,600,000	**$ 450,000**
		Subtotal TFCA 30% Requested		**$ 1,266,590**
		TFCA Balance Available		**$ 806,305**
		Amount Requested over Amount Available		*$ (460,285)*

		Total FY 13/14 TFCA Requested		**$ 2,490,774**
		Total FY 13/14 TFCA Available		**$1,888,821**
		Total Amount Requested over Amount Available		*$ (601,953)*

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METROPOLITAN

TRANSPORTATION

COMMISSION

AGENDA

Topic	Estimated Time

1. Introductions *(Eileen Ross, Chair)* — 3 min

2. Review of Working Group Minutes* — 5 min
   A. Partnership Local Streets and Roads Working Group – March 14, 2013* *(Craig Tackabery, LSRWG Chair)*
   B. Partnership Programming and Delivery Working Group – March 18, 2013* *(Eileen Ross, PDWG Chair)*

3. Standing/ Programming Updates:
   A. Federal Programs Delivery Update (STP/CMAQ, STIP-TE, HBP, Local Safety)* *(Marcella Aranda)* — 10 min
   - Inactive Obligations Update
     (The current Quarterly Inactive Obligations listing is available online at:
     http://www.dot.ca.gov/hq/LocalPrograms/Inactiveprojects.htm.)
   B. CTC/Legislative Update* *(Kenneth Kao/ Rebecca Long)* — 15 min
   C. OneBayArea Grant (OBAG) Q&A *(Craig Goldblatt)* — 15 min

4. Federal/State Program Announcements:
   A. Caltrans Division of Local Assistance Web Update Announcements (DLAWUA)* *(Memo Only)*
      (Caltrans Division of Local Assistance has posted program updates/announcements to their website.
      Jurisdictions are encouraged to review the bulletins for program changes.)

      i. DLA-OB 13-02 - LAPM Ch 6 Environmental Procedures*
         (DLA-OB 13-02 - LAPM Ch 6 Environmental Procedures has been posted to the Local Assistance
         website at: http://www.dot.ca.gov/hq/LocalPrograms/DLA_OB/DLA_OB.htm)
      ii. Caltrans Local Assistance Training – LTAP News Spring 2013*
         (Caltrans Local Assistance has posted a schedule of upcoming training sessions. Registration will be
         open until one week prior to the date of training.
         http://www.cce.csus.edu/conferences/caltrans/localAssistance/training_upcTraining.cfm)
      iii. Highway Performance Monitoring System (HPMS) – Call for Updates*
         (Caltrans is requesting assistance in updating the Highway Performance Monitoring System (HPMS). The
         HPMS study provides data to the Federal Highway Administration (FHWA) on the physical condition and
         *the performance characteristics of public roads in the Nation. **Deadline to submit is April 19, 2013**.)*
      iv. [DLAWUA] HBP funds are available
         (Caltrans is now advancing all projects with funds programmed in Federal Fiscal Years (FFY) 12/13,
         13/14, 14/15, and 15/16. For a list of candidate projects see the project status lists posted at:
         http://www.dot.ca.gov/hq/LocalPrograms/hbrr99/4yearstatus/)

5. Discussion Items:
   A. 2014 STIP Development Update* *(Kenneth Kao)* — 5 min
   B. Release of the Draft 2013 TIP* *(Sri Srinivasan/ Adam Crenshaw)* — 10 min
      i. 2011 TIP Update*
         (The current TIP and subsequent TIP Revisions are available online at:
         http://www.mtc.ca.gov/funding/tip/2011/revisions.htm)
   C. FHWA Overview: Federal-Aid Construction Contracts *(Jean Mazur, FHWA)* — 20 min
   D. 2013 LSRWG Work Plan Update* *(Theresa Romell/ Craig Tackabery)* — 30 min
      i. Complete Streets Design and Engineering Workshops*
      ii. Statewide Needs Assessment Agency Contribution Status

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Chair: Eileen Ross, SFMTA   *MTC Staff Liaison: Kenneth Kao*
Vice-Chair: Craig Tackabery, Marin Co.

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Joint Partnership Programming and Delivery/Local Streets and Roads Working Group
Meeting Agenda – April 15, 2013
Page 2 of 2

ACTAC Meeting 05/07/13
Agenda Item 6E

      iii.   Cap and Trade Discussion

   E. 2013 PDWG Work Plan Update* *(Kenneth Kao)*   15 min

   F. Project Delivery Federal Efficiencies Update *(Kenneth Kao)*   10 min

6. Informational Items: *("Memo Only" unless otherwise noted)*

   A. Draft Plan Bay Area: Outreach Schedule*
      *(The Draft Plan Bay Area has been released for public comment; the deadline to submit comments is **4:00pm, Thursday, May 16, 2013**. The Draft Plan is available online at: http://www.mtc.ca.gov/planning/plan_bay_area/draftplanbayarea/)*

   B. P-TAP Update *(Christina Hohorst)*   5 min

   C. PMP Certification Status*
      *(P-TAP 13 recipients are reminded to submit their certification letter **by April 30, 2013** or be reverted back to two years past their "Last Inspection Date". Current PMP Certification status is available online at: http://www.mtcpms.org/ptap/cert.html)*

   D. Free Live Stream Webinar: Highway Preservation Starts with Effective Communication
      *(TRB is sponsoring a free live stream webinar based on TRB's NCHRP Report 742 **on April 18, 2013**. Registration information is available online at: http://www.burnsmcdmedia.com/registration/livestreaming/index.html)*

   E. Rightsizing Streets Webinar*
      *(This free webinar is brought to you by FHWA, in partnership with the Project for Public Spaces, and INDUS Corporation. The webinar will be held on **Tuesday, April 30th** from 2:30 p.m. to 4:00 p.m. EDT)*

   F. April 2013 ITS Berkeley Tech Transfer Training Courses*

   G. 2013 Local Streets and Roads Working Group Meeting Calendar
      (The 2013 Local Streets and Roads Working Group meeting calendar is available online at: http://www.mtc.ca.gov/meetings/agendas.htm)

   H. 2013 Programming and Delivery Working Group Meeting Calendar
      (The 2013 Programming and Delivery Working Group meeting calendar is available online at: http://www.mtc.ca.gov/meetings/agendas.htm)

7. Recommended Agenda Items for Next Meeting: *(All)*   5 min

The next LSRWG meeting:
Thursday, May 9, 2013
9:30a – 11:30a, 2nd Floor, Claremont
101-8th Street, Oakland 94607

The next PDWG meeting:
Monday, May 20, 2013
10:30a – 12:30p, 3rd Floor, Fishbowl
101-8th Street, Oakland 94607

* = Attachment in Packet   ** = Handouts Available at Meeting

Contact Marcella Aranda at maranda@mtc.ca.gov if you have questions regarding this agenda.

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Memorandum

DATE: April 23, 2013

TO: Alameda County Technical Advisory Committee

FROM: Tess Lengyel, Deputy Director of Policy, Legislation and Public Affairs

SUBJECT: Legislative Positions and Update

Recommendations
This item is for information only.

Summary
This memo provides an update on federal, state and local legislative activities including an update on the federal budget, federal transportation issues, legislative activities and policies at the state level, as well as an update on local legislative activities.

Alameda CTC's legislative program was approved in December 2013 establishing legislative priorities for 2013 and is included in summary format in Attachment A. The 2013 Legislative Program is divided into five sections: Transportation Funding, Project Delivery, Multi-Modal Transportation and Land Use, Climate Change, and Partnerships. The program was designed to be broad and flexible to allow Alameda CTC the opportunity to pursue legislative and administrative opportunities that may arise during the year, and to respond to political processes in Sacramento and Washington, DC. Each month, staff brings updates to the Commission on legislative issues germane to the adopted legislative program, including recommended positions on bills as well as legislative updates.

Background
The following summarizes legislative information and activities at the federal, state and local levels.

Federal Update
The following updates provide information on activities and issues at the federal level and include information contributed from Alameda CTC's lobbyist team (CJ Lake/Len Simon).

President's 2014 Budget: On April 10, 2013, the President submitted a budget for $3.78 trillion in FY14 spending, and combines both revenues and cuts to reduce the deficit by $1.8 trillion over the next 10 years in a manner that would replace sequestration. The President's plan anticipates $3.03 trillion in tax revenues if his policy proposals are implemented. About $580 billion in additional revenues over ten years would come from tax reform that would close tax loopholes and reduce tax benefits for high income earners. Proposed cuts of about $200 billion over ten years are proposed from both defense and non-defense programs. The non-defense programs would cover nearly all of the local government grant-making agencies, including the Department of Transportation.

President's FY 2014 Budget and Transportation: The President's FY 2014 budget request for the Department of Transportation is $77 billion, which is 6% above last year's enacted levels. Increases are primarily in the areas of rail, transit and safety. The President's Budget also includes a $50 billion program to provide immediate transportation investments in key areas that would immediately fund critical transportation investments and create jobs. One area for expenditure of $2 billion of the $50 billion includes transportation leadership awards that encourage states and regions to implement innovative strategies to address pressing transportation needs.

The Alameda CTC staff has advocated that if the $2 billion become available, they could be used to reward self-help states like California by creating a Federal-Local Partnership Program modeled after California's State and Local Partnership Program (SLPP). The SLPP rewarded self-help counties by allocating $1billion of bond funds to counties for transportation purposes that passed transportation sales tax measures. The proposal for paying for these $50 billion immediate investments is from funds that would not be spent in Afghanistan as the United States reduces defense efforts there, making the realization of these funds uncertain.

President Obama's Proposed Transportation Budget[1]
Proposed 2014 budget and comparison to 2012   **DOLLARS IN MILLIONS**

ADMINISTRATION	FY 2012 ACTUAL	FY 2014 REQUEST
Federal Aviation Administration	15,902	15,551
Federal Highway Administration	41,5451	40,995
Federal Motor Carrier Safety Administration	555	572
National Highway Traffic Safety Administration	800	828
Federal Transit Administration	10,6081	10,910
Federal Railroad Administration	1,632	6,635
Pipelines and Hazardous Materials Safety Administration	191	255
Maritime Administration	350	365
Saint Lawrence Seaway Development Corporation	32	33
Office of the Secretary 2	849	937
Inspector General	80	86
Surface Transportation Board	29	31
Total DOT Budgetary Resources	**72,571**	**77,197**
Immediate Transportation Investments	0	50,000
Grand Total for DOT	**72,571**	**127,197**

President's 2014 Budget and Municipal Bonds: The President's budget also includes a proposal to limit the municipal bond interest tax exemption by imposing a 28% cap on the interest exempted. If enacted, it is predicted that investors will demand higher yields on municipal bonds to make the investment attractive, increasing the financing costs for local government entities that issue municipal bonds. The costs of the increased tax rates will be borne directly by local governments that issue bonds, making it more costly to raise the capital

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1 http://www.dot.gov/sites/dot.dev/files/docs/FY%202014%20Budget%20Highlights.pdf

needed to finance long-term infrastructure projects like roads, bridges, water projects, schools, and hospitals. Because Alameda CTC is considering financing, this proposal in the President's budget could increase costs for the County. Staff recommends sending a letter to the President and our Congressional members to share concerns with provisions in the White House's FY 2014 budget proposal that seek to end the long-standing tax exempt status on municipal bond interest. Elements of the letter would include the following key points:

- The tax exemption has been a successful cornerstone of state and local infrastructure development for over 100 years, and is responsible for financing a majority of the nation's infrastructure needs for state and local governments of all sizes.
- Proposals to cap the exemption would introduce uncertainty into the municipal market, causing investors to fear additional federal intervention in the market where none has existed for the past 100 years. Ultimately these investor concerns translate into demands for higher yields from increased costs to state and local governments.
- Proposals to reduce or repeal the tax exemption would have severely detrimental impacts on national infrastructure development and the municipal bond market, raising costs for state and local borrowers and creating uncertainty for investors.
- We cannot afford to abandon the great success of this important financing instrument, especially as state and local governments continue to recover from the economic downturn.

State Update
The following update provides information on activities and issues at the state level and includes information contributed from Alameda CTC's state lobbyist, Platinum Advisors.

<u>Budget</u>
The Department of Finance's April Monthly bulletin, which reports on March figures, indicated that California's General Fund cash for March was $254 million above the 2013-14 Governor's Budget forecast of $5.7 billion and that overall year-to-date revenues are $5 billion above the forecast of $59.6 billion. The Governor will release his May Budget Revise in early May which will reflect updated figures for the 2013-14 budget. Another element that will be included in the Governor's May Revise is the Cap & Trade Expenditure Plan, which identifies how Cap & Trade auction proceeds should be spent over the next three years as summarized below.

Cap & Trade Expenditure Plan: On April 16, 2013, the California Air Resources Board released its draft Cap & Trade Investment Plan. CARB also held a public hearing on the draft plan on Thursday, April 25, 2013. A final expenditure plan will be unveiled as part of the Governor's May Budget Revise.

Given the uncertainty of the cap & trade revenue, the draft plan is less of an expenditure plan and more of an outline that identifies priority programs. The plan does not specify any dollar or percentage amounts for the funding categories identified, but it identifies three priority investment sectors. These sectors include, from largest to smallest, the following:
- Sustainable Communities & Clean Transportation
- Energy Efficiency & Clean Energy, and
- Natural Resources & Water Diversion.

The Sustainable Communities & Clean Transportation sector prioritizes funding for livable communities investments such as funding to increase transit mode share, rail modernization, active transportation, and infrastructure investments in complete streets, traffic management,

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and pavement improvements. The expenditure plan also includes in each proposed area a percentage goal for projects benefiting disadvantaged communities as required by state law.

Further the plan states that inclusion in this plan does not guarantee funding. Only a small subset of the programs identified are anticipated to be funded in the first year. The plan recognizes that legislation, such as AB 574, may be enacted creating new allocation methods for implementing the expenditure plan. AB 574 is described in further detail below and staff recommends a support position on the bill.

Policy
Working Groups: The State has established two working groups to address freight and goods movement as well as to address transportation finance and project implementation policies*.*

California Freight Advisory Committee (CFAC): The California Department of Transportation (Caltrans) assembled a freight advisory committee consisting of a representative cross-section of public and private sector freight stakeholders in response to the reauthorization of the federal surface transportation bill, Moving Ahead for Progress in the 21st Century Act (MAP–21). The CFAC will initially play a key role in the identification of a national freight network and the development of a California Freight Mobility Plan, and will also serve as a standing committee that will advise the state on freight issues beyond those required by MAP-21. The CFAC will advise the state on freight-related priorities, issues, projects, and funding needs, as well as to serve as a forum for discussion for state transportation decisions affecting freight mobility. The Alameda CTC Executive Director, Art Dao, has been selected to serve on this committee. Attachment B includes a list of committee participants.

Transportation Finance Working Group: The Business, Transportation & Housing Agency convened the first meeting of the Transportation Finance Working Group. This first meeting was attended by about 60 individuals representing a wide range of organizations and state agencies, but it does not include a representative from the legislature.

The goal of this group is to explore long-term funding options and evaluate the best ways to deliver transportation needs in California. At the first meeting four subgroups were formed to examine highways, mass transit, local roads, and active transportation. These subgroups are expected to start meeting in May. The entire working group will meet periodically, and be informed by the work of subgroups. In addition, a status reports will also be provided during the California Transportation Commission's monthly meetings.

Key outcomes for the group will include prioritizing infrastructure needs, identifying funding options, identifying the appropriate level of government for delivery of projects, and establishing performance measures. Integrating into all of these issues will be the implementation of SB 375. The results or findings made by this group are not expected to be completed until much later this year, and will likely not influence the budget or legislation until next year at the earliest. Alameda CTC does not have a seat on this committee; however, two members of the Self-Help Counties Coalition (SHCC) sit on this committee and provide updates to the SHCC.

Recommended Legislative Positions
The 2013 Legislative Program is divided into five sections: Transportation Funding, Project Delivery, Multi-Modal Transportation and Land Use, Climate Change, and Partnerships. The following recommendations are categorized per Alameda CTC's legislative program and reflect actions in the adopted program. Staff recommends positions on the following bills:

Federal Bills

H. R. 974. (Congressman Albio Sires, NJ) Multi-modal Opportunities Via Enhanced Freight Act of 2013. H.R. 974 aims to strengthen the nation's freight transportation policy by creating a national plan for moving goods efficiently by road, rail, water, and air. H.R. 974 would direct the federal government to ensure the various and essential modes of the nation's freight network are accounted for and provide investment in freight transportation projects. This bill would expand the definition of the nation's primary freight network beyond the 27,000 centerline miles of existing roadways that are most critical to the movement of freight as noted in MAP-21. Per H.R. 974, a national freight network would be composed of highways, railways, navigable waterways, seaports, airport, freight intermodal connectors, and aerotropolis transportation systems most critical to the multi-modal movement of freight. As Alameda CTC initiates a freight planning and collaboration effort this year, the multi-modal system of freight in Alameda County will be addressed. The Alameda CTC legislative program supports expanding multimodal systems and flexibility. H.R. 974 would expand the national freight system definition to more truly reflect the multi-modal nature and needs associated with freight movement. Staff recommends a **SUPPORT** position on this bill.

State bills

Funding
AB 431 (Mullin) Regional transportation plan: sustainable communities strategy: funding. This bill would allow an MPO to place a sales tax measure on the ballot that covers some or all of the MPO's planning area. The bill would require 25% be allocated to transportation projects, 25% to affordable housing projects, and 25% to parks and recreation programs. The funds must be spent on projects that conform to the Sustainable Communities Strategy. AB 431 is fairly brief and does not address how the expenditure plan is developed nor does it specify a return to source. AB 431 is sponsored by the Nonprofit Housing Association of Northern California. Alameda CTC's legislative program supports efforts to increase funding for transportation. While AB 431 has the potential for increasing some funds for transportation, the mechanism proposed is potentially in direct competition of Alameda CTC's ability to increase transportation funding through a local transportation-specific sales tax measure. The Alameda CTC supports funding streams for housing and open space and is supportive of legislation that offers opportunities to increase funding through other means, separate from those that have been historically the "bread and butter" of major transportation investments in Alameda County and across the state for counties that have voter-approved transportation sales tax measures. Staff recommends an **OPPOSE** position to this bill, but is supportive of SB 391, which offers a housing related opportunity for funding affordable housing, as described below.

SB 391 (DeSaulnier) California Homes and Jobs Act of 2013. This bill would enact the California Homes and Jobs Act of 2013, establishing a permanent, on-going source of funding dedicated to affordable housing development. The bill would impose a fee of $75 to be paid at the time of the recording of every real estate instrument, paper, or notice required or permitted by law to be recorded, except on property transfers. The bill requires that funds generated would be

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used for supporting affordable housing, administering housing programs, and the cost of periodic audits of the fund uses.

The combined effect of the elimination of redevelopment funds and the winding down of Proposition 1C funds for housing, approved by voters in 2006, leaves few opportunities to generate funds to support affordable housing. According to employment information from the East Bay Economic Development Alliance, the East Bay currently supports a significant number of jobs in retail, food and accommodation services, educational services and administrative services that are below average annual California wages. Employment projections indicate that about half of the jobs in the East Bay over the next decade will be in these same below average wage sectors. As Alameda CTC and the Bay Area focus on development of Priority Development Areas (PDAs) to connect transportation, housing and jobs to reduce greenhouse gas emissions, and to support SB375 requirements of housing all income levels within the region, the ability to fund multiple types of housing stock is important. SB391 supports funding for low income housing that could support current and projected needs and would generate funding through a fee directly connected with real estate transactions - not competing with historical transportation funding mechanisms. Alameda CTC's legislative program supports reducing barriers to the implementation of transportation and land use investments. Staff recommends a **SUPPORT** position on this bill.

SB791 (Wyland) Motor vehicle fuel tax: rate adjustment. This bill would eliminate the requirement that the State Board of Equalization (BOE) adjust the rate of the excise tax on motor vehicle fuel, and instead would require the Department of Finance to annually calculate that rate and report that calculated rate to the Joint Legislative Budget Committee. The rate for the state's next fiscal year would remain the same as the rate of the current fiscal year or would decrease. This bill only allow the rate to increase upon 2/3 approval by each house of the Legislature.

In 2010, state law authorized what is known as the "gas tax swap," which eliminated the sales tax on gasoline and imposed an increased excise tax that the BOE adjusts annually to equal the amount of sales tax that the state would charge on gasoline sales as if it was still subject to the state portion of the sales tax. The gas tax swap legislation also reduced the excise tax on diesel and increased the sales tax, requiring the BOE to adjust the diesel excise tax on an annual basis to ensure that the total amount of tax collected does not vary from what it would have been if the 18-cent excise tax and the sales tax rate had been left in place. AB 791 makes modifications to gasoline, but not to diesel. In summary, if this bill is enacted, the amount of funds generated for transportation would tend to decrease over time due to the bill making it difficult to adjust rates to reflect price increases in gasoline. The Alameda CTC legislative programs supports increasing transportation funding, including increasing the buying power of the gas tax. This bill is in direct opposition to this section of Alameda CTC's legislative program and staff recommends an **OPPOSE** position on the bill.

<u>Cap and Trade</u>
AB574 (Lowenthal) California Global Warming Solutions Act of 2006: Greenhouse Gas Reduction Fund: sustainable communities strategies. This bill would create a regional competitive grant program for funding projects related to the sustainable communities strategies plan. Overall the contents of AB 574 match with the funding priorities outlined in the draft Cap & Trade Expenditure Plan, described above, and would reflect in statute the Transportation Coalition for Livable Communities platform that was supported by Alameda CTC earlier this year.

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AB 574 directs the CTC to work with California Air Resources Board (CARB) to identify the "regional granting authority" within each region, which according to the bill would be the regional entity responsible for developing the regional transportation plan. The funds would be allocated to each region on a per capita basis. The bill does not specify a dollar amount, but it creates the allocation process for funds allocated to this process through the cap & trade expenditure plan. The bill also allows for funds to be allocated to an "interregional investments" for rail modernization that have regional and interregional benefits and for other statewide priorities. These interregional funds would be administered by Business, Transportation and Housing Agency in consultation with the California Transportation Commission (CTC) and the High Speed Rail Authority.

The bill also directs the, in consultation with CARB, the CTC and the Strategic Growth Council, to develop guidelines for the regional grant program. These guidelines must include a public participation process, and it requires consultation with air quality districts. However, the bill currently does not specify consultation with countywide planning agencies or other local governments. Alameda CTC's legislative program supports climate change legislation that provides funding for innovative infrastructure, operations, programs that relieve congestion, improve air quality, reduce emissions and support economic development. Staff recommends a **SUPPORT** position on this bill.

Partnerships
AB 935 (Frazier). San Francisco Bay Area Water Emergency Transportation Authority: terms of board members. This bill would modify the composition and terms of the WETA Board as follows:

- Of the Governor's three appointees one shall be a resident of San Francisco and one shall be a representative of labor.
- The Senate Rules Committee will have two appointees that shall include a resident of Contra Costa County and a resident of San Mateo County.
- The Speaker of the Assembly will have two appointees that shall include a resident of Solano County and a resident of Alameda County.
- Each of the County appointees shall be selected from a list of three nominees provided by the transportation authority from each county.
- If a transportation authority does not submit a list of three names within 45 days of a vacancy then the Governor shall appoint a resident from the specified county.

Alameda CTC's legislative program support efforts that encourage regional cooperation and coordination to develop, promote and fund solutions to regional transportation problems and to improve the ability to enhance or augment Alameda CTC projects and programs that affect bordering counties or regional networks. Since the Alameda County has been amended into the bill to have a seat, staff recommends a **SUPPORT and seek amendments** position on the bill. The amendment is to correct the name listed as the appointing authority from the Alameda County Transportation Authority, to the Alameda County Transportation Commission.

Update on AB 210
AB 210 (Wieckowski with coauthors: Bonta, Buchanan, Quirk, and Skinner) Transactions and use taxes: County of Alameda and the County of Contra Costa Update: Alameda CTC's bill to allow the Commission to exceed the 2% limit on local sales taxes was approved on April 3, 2013, by the Assembly Local Government Committee on a vote of 7-2. Two freshmen Assemblymembers, Melissa Melendez, representing the 67th District located in Southern

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California, south of Riverside and between Irvine and Palm Springs, and Marie Waldron, representing the 75th District between Los Angeles and San Diego were dissenting votes. AB 210 will be heard next by the Assembly Revenue & Taxation Committee on May 6 and staff will be present to testify in support of the bill.

Staff is analyzing bills, coordinating with other agencies and will be bringing bill positions to the commission in the coming months.

Legislative Coordination and Partnership Activities

Legislative coordination efforts
Alameda CTC leads and participates in many legislative efforts at the local, regional, state and federal levels, including both on coordinating with other agencies and partners as well as seeking grant opportunities to support transportation investments in Alameda County.

Coordination activities: In addition to the local legislative coordination activities, Alameda CTC is leading an effort to develop and provide statewide information on the benefits of Self-Help Counties and is also coordinating the legislative platform and priorities with the Bay Area Congestion Management Agencies. The SHCC is planning a state lobbying day in spring 2013 to bring counties together to visit legislators to support lowering the voter threshold and significant funding for transportation from cap and trade revenues. Alameda CTC made its legislative visit to Washington, D.C. in April and will hold its third legislative roundtable on May 8th.

Fiscal Impact
No direct fiscal impact

Attachments
Attachment A: Alameda CTC Legislative Program and Actions Summary
Attachment B: California Freight Advisory Committee Membership

2013 Alameda County Legislative Priorities

This legislative program supports Alameda CTC's transportation vision adopted in the 2012 Countywide Transportation Plan described below:

"Alameda County will be served by a premier transportation system that supports a vibrant and livable Alameda County through a connected and integrated multimodal transportation system promoting sustainability, access, transit operations, public health and economic opportunities.

Our vision recognizes the need to maintain and operate our existing transportation infrastructure and services while developing new investments that are targeted, effective, financially sound and supported by appropriate land uses. Mobility in Alameda County will be guided by transparent decision-making and measureable performance indicators. Our transportation system will be: Multimodal; Accessible, Affordable and Equitable for people of all ages, incomes, abilities and geographies; Integrated with land use patterns and local decision-making; Connected across the county, within and across the network of streets, highways and transit, bicycle and pedestrian routes; Reliable and Efficient; Cost Effective; Well Maintained; Safe; Supportive of a Healthy and Clean Environment"

[This legislative program table will be updated on a monthly basis]

Issue	Priority	Strategy	Actions	Legislation	Status
	Increase transportation funding	• Support efforts to lower the two-thirds-voter threshold for voter-approved transportation measures. • Support legislation that increases the buying power of the gas tax • Support efforts to increase transportation revenues through vehicle license fees, vehicle miles traveled or other reliable means. • Support legislation for alternative financing methods such as high-occupancy toll lanes, and allow funds collected on the HOT lanes by the California Highway Patrol to be reinvested within that corridor.	• Leading a portion of Self-Help Counties Coalition (SHCC) efforts to reduce voter-threshold requirements	• Support positions on SCA 8 (Corbett), SCA 4 (Liu), SCA 11 (Hancock) to reduce voter threshold to 55 percent; AB 210 (Wieckowski) to allow Alameda CTC to place another measure on the ballot	•
Transportation Funding	Protect and enhance voter-approved funding	• Support legislation that provides increased funding from new and/or flexible funding sources to Alameda County for operating, maintaining, restoring and improving transportation infrastructure and operations. • Support legislation that protects against transportation funding diversions to the General Fund. • Support increases in federal, state and regional funding to expedite delivery of Alameda CTC projects and programs. • Support efforts that give priority funding to voter-approved measures and oppose those that negatively affect the ability to implement voter-approved measures. • Support rewarding Self-Help Counties and states that provide significant transportation funding into transportation systems. • Seek, acquire and implement grants to advance project and program delivery. • Support Alameda County as the recipient of funds to implement pilot programs with innovative project implementation or transportation-funding mechanisms.	• On-going monitoring	•	•
	Advance innovative project delivery	• Support legislation and policies that improve environmental streamlining and project reviews to expedite project delivery. • Support legislation that improves the ability to deliver projects and programs in a timely, cost effective manner using contracting flexibility. • Support innovative project delivery methods. • Support HOT lane expansion in Alameda County and the Bay Area. • Support policies that allow local agencies to advertise, award and administer state highway system contracts largely funded by locals	• On-going monitoring	•	•
Project Delivery	Ensure cost-effective project delivery	• Support legislation that reduces project and program implementation costs by reducing or eliminating the requirements for state or other agency reimbursements to implement projects on state/regional systems. • Support legislation that accelerates funding for transportation infrastructure projects that create jobs and economic growth in Alameda County.	• On-going monitoring, and work through the SHCC to provide input to the Secretary of Transportation on streamlining project delivery	•	•

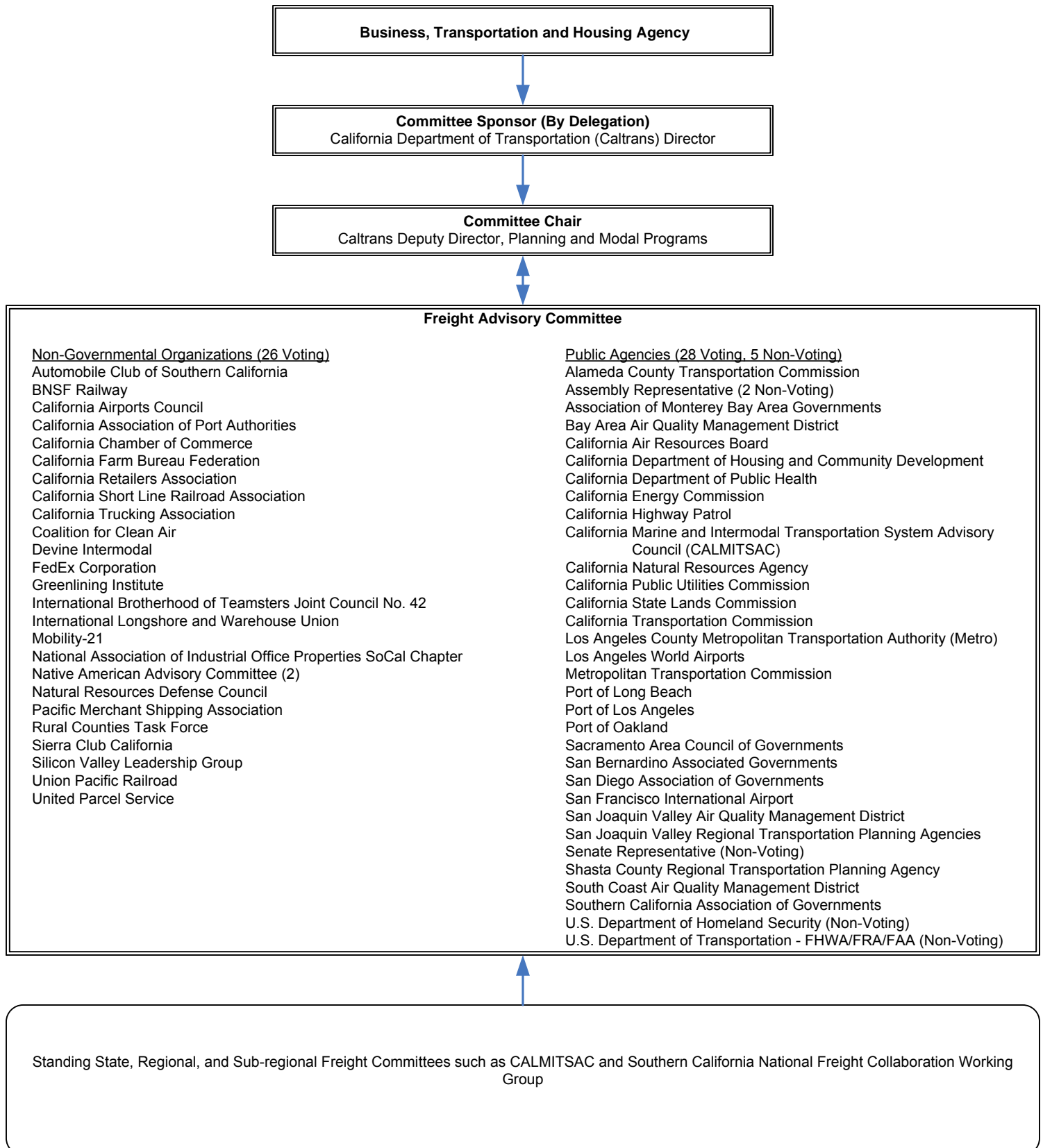| Issue	Priority	Strategy	Actions	Legislation	Status
	Reduce barriers to the implementation of transportation and land use investments	• Support legislation that increases flexibility and reduces technical and funding barriers to investments linking transportation, housing and jobs. • Support local flexibility and decision-making on land-use for transit oriented development and priority development areas. • Support innovative financing opportunities to fund TOD and PDA implementation that will increase mobility and jobs and reduce GHGs.	• On-going monitoring	•	•
Multimodal Transportation and Land Use	Expand multimodal systems and flexibility	• Support policies that provide multimodal transportation systems with multiple choices and better access for all kinds of transportation users. • Support policies that provide increased flexibility for transportation service delivery through innovative, flexible programs that address the needs of commuters, youth, seniors, people with disabilities and low-income people. • Support flexibility in transportation delivery to address climate change, senior population growth and transit maintenance and security, without creating unfunded mandates or dramatically increasing costs. • Support investments in transportation for transit-dependent communities that provide enhanced access to goods, services, jobs and education. • Support parity in pre-tax fringe benefits for public transit/vanpooling and parking.	• On-going work with agency coordination, grant development and legislative advocacy	•	•
	Support climate change legislation	• Support climate change legislation that provides funding for innovative infrastructure, operations, programs that relieve congestion, improve air quality, reduce emissions and support economic development. • Support climate change legislation that expands transit services and supports safe, efficient, clear connections to transit services, including bike/ped infrastructure. • To achieve necessary increases in public transit ridership to address GHG emissions from transportation sources, support legislation that augments but does not replace transit funding, nor create unfunded mandates.	• On-going monitoring	•	•
Climate Change	Support cap-and-trade expenditure plan	• Engage in development of the statewide cap-and-trade expenditure plan and advocate increased transportation funding statewide and in Alameda County.	• Working with the SHCC, MTC the CMAs and local agencies on this effort. Submitted a letter to CARB on March 8 supporting the Transportation Coalition for Livable Communities platform	•	• A draft Cap and Trade expenditure plan was released in April for review and will be incorporated into the Governor's May Revise.
	Support legislation and policies that support emerging technologies	• Support legislation that offers incentives for emerging technologies, such as alternative fuels and fueling technology, and research for transportation opportunities to reduce GHG emissions.	• On-going monitoring	•	•
Partnerships	Expand partnerships at the local, regional, state and federal levels	• Support efforts that encourage regional cooperation and coordination to develop, promote and fund solutions to regional transportation problems. • Support legislation and policies that promote governmental efficiencies and cost savings in transportation. • Support legislation that improves the ability to enhance or augment Alameda CTC projects and programs that affect bordering counties or regional networks. • Support efforts to maintain and expand local-, women-, minority- and small-business participation in competing for state and local contracts.	• On-going coordination at the SHCC, the Bay Area CMAs, and with Alameda CTC's local partners legislative roundtable. • An updated Alameda CTC procurement policy will support business participation efforts.	• Support AB 14 (Lowenthal) for the creation of a state freight plan and advisory committee	•

California Freight Advisory Committee
Organization Chart

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│     Business, Transportation and Housing Agency       │
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┌─────────────────────────────────────────────────────┐
│          Committee Sponsor (By Delegation)            │
│   California Department of Transportation (Caltrans) Director │
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│                 Committee Chair                       │
│   Caltrans Deputy Director, Planning and Modal Programs │
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Freight Advisory Committee

Non-Governmental Organizations (26 Voting)
Automobile Club of Southern California
BNSF Railway
California Airports Council
California Association of Port Authorities
California Chamber of Commerce
California Farm Bureau Federation
California Retailers Association
California Short Line Railroad Association
California Trucking Association
Coalition for Clean Air
Devine Intermodal
FedEx Corporation
Greenlining Institute
International Brotherhood of Teamsters Joint Council No. 42
International Longshore and Warehouse Union
Mobility-21
National Association of Industrial Office Properties SoCal Chapter
Native American Advisory Committee (2)
Natural Resources Defense Council
Pacific Merchant Shipping Association
Rural Counties Task Force
Sierra Club California
Silicon Valley Leadership Group
Union Pacific Railroad
United Parcel Service

Public Agencies (28 Voting, 5 Non-Voting)
Alameda County Transportation Commission
Assembly Representative (2 Non-Voting)
Association of Monterey Bay Area Governments
Bay Area Air Quality Management District
California Air Resources Board
California Department of Housing and Community Development
California Department of Public Health
California Energy Commission
California Highway Patrol
California Marine and Intermodal Transportation System Advisory
  Council (CALMITSAC)
California Natural Resources Agency
California Public Utilities Commission
California State Lands Commission
California Transportation Commission
Los Angeles County Metropolitan Transportation Authority (Metro)
Los Angeles World Airports
Metropolitan Transportation Commission
Port of Long Beach
Port of Los Angeles
Port of Oakland
Sacramento Area Council of Governments
San Bernardino Associated Governments
San Diego Association of Governments
San Francisco International Airport
San Joaquin Valley Air Quality Management District
San Joaquin Valley Regional Transportation Planning Agencies
Senate Representative (Non-Voting)
Shasta County Regional Transportation Planning Agency
South Coast Air Quality Management District
Southern California Association of Governments
U.S. Department of Homeland Security (Non-Voting)
U.S. Department of Transportation - FHWA/FRA/FAA (Non-Voting)

Standing State, Regional, and Sub-regional Freight Committees such as CALMITSAC and Southern California National Freight Collaboration Working Group

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