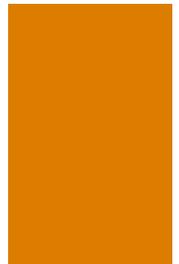


Countywide TDM Strategy
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Table of Contents

	Page
Introduction	1
Why Now?	2
What is TDM?	2
Benefits/Effectiveness of TDM.....	8
Existing Alameda CTC TDM Programs	9
Prior TDM Recommendations	15
Alameda County TDM Program Inventory	17
State and Regional Programs	17
City Programs	25
Transit Agency Programs	28
Private and Employer TDM Programs.....	30
Non-Governmental Organizations	32
Expanding Alameda CTC's TDM Program	33
Update the TDM Chapter of the CMP.....	35
Strengthen Existing and Form New TMAs in Alameda County	35
TDM Clearinghouse and Informational Resources.....	36
Technical Assistance	38
Guaranteed Ride Home Program.....	41
Potential Future Funding Requirements.....	41
Implementation Plan	43

Table of Figures

	Page
Figure 1 Overview of Types of TDM and Parking Strategies	4
Figure 2 Schools Participating in Alameda County Safe Routes to Schools (2011-12)	11
Figure 3 Ride into Life Advertisement	12
Figure 4 MTC 511.org Rideshare Website.....	19
Figure 5 Express Lanes for Carpools in the Bay Area.....	20
Figure 6 511 Bike Mapper.....	21
Figure 7 City Carshare and Zipcar Pods	23
Figure 8 Peer-to-Peer Carshare Vehicles Available in Alameda County through RelayRides	24
Figure 9 Existing Bicycle and Pedestrian Plans and Maps in Alameda County.....	28
Figure 10 Alameda CTC TDM Strategy Implementation Plan.....	44

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

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.

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

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

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

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 statute, 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,

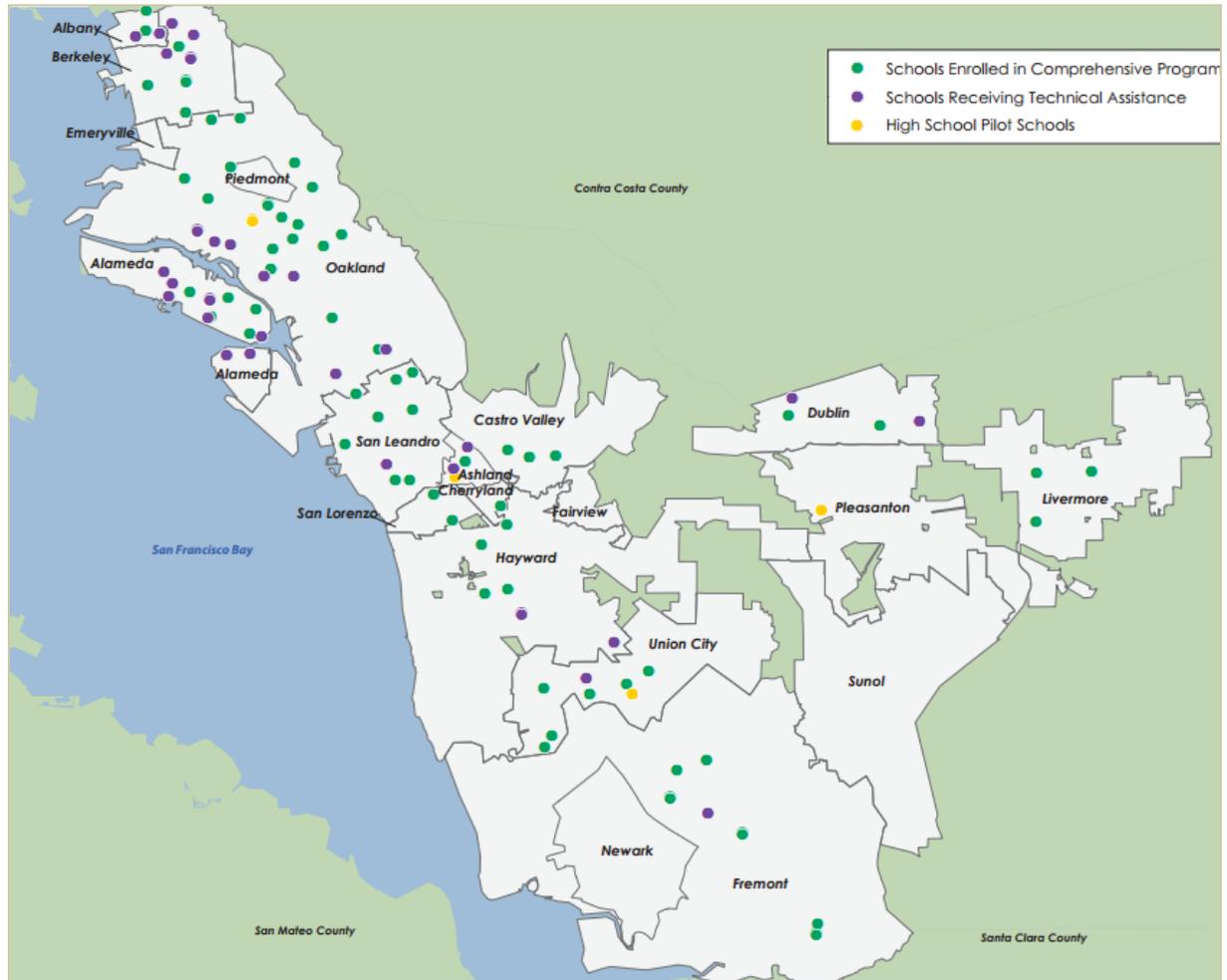
parents and students to increase walking, biking and carpooling to school¹. The program, which is funded through a combination of Measure B and federal funds, is in place at over 100 schools (shown in Figure 2) with over 300 individual events in Alameda County. SR2S programs in Alameda County include:

- 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

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

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

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.

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.

- 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;

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.

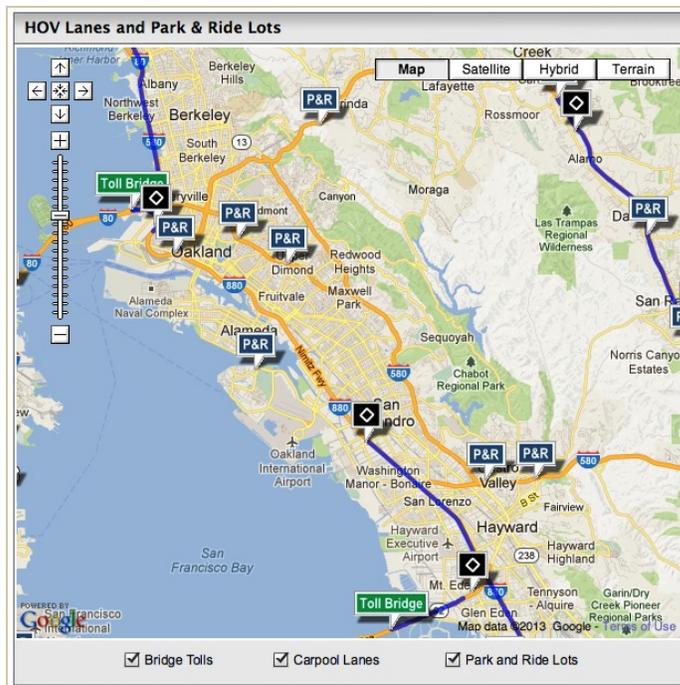
After four years, BAAQMD and MTC will report to the state legislature on the results of the program, including its impacts on vehicle miles traveled and greenhouse gas reductions. Promoting awareness of the program may be an important role for Alameda County in the program's implementation.

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



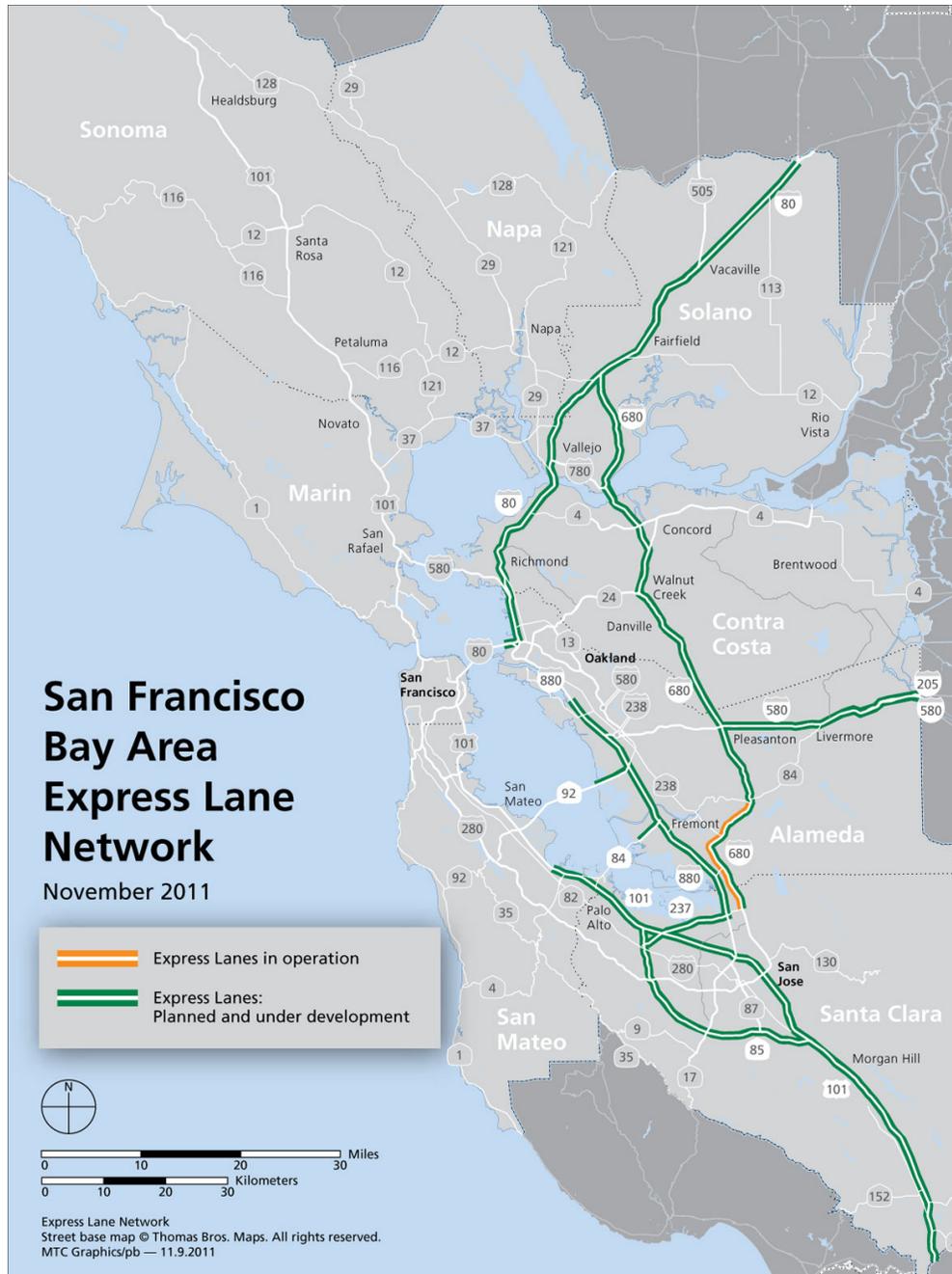
Traditionally, ridesharing occurs informally among neighbors and coworkers. MTC's website is designed to expand the range of potential carpoolers and facilitate coordination between people with similar commutes who would not otherwise be aware of each other. Commuters who are interested in finding a 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

⁷ <http://ridesharinginstitute.org/sites/ridesharinginstitute.org/files/Susan%20Heinrich%20slides.pdf>

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



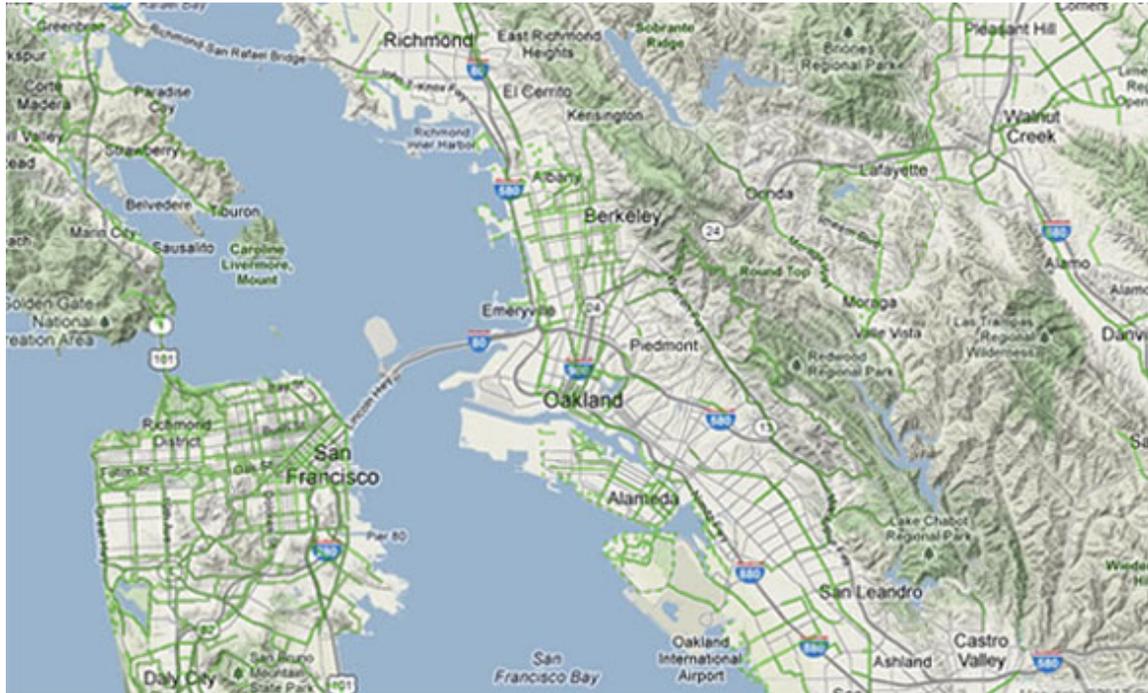
Source: MTC

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 Bay⁸ 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

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/>.

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

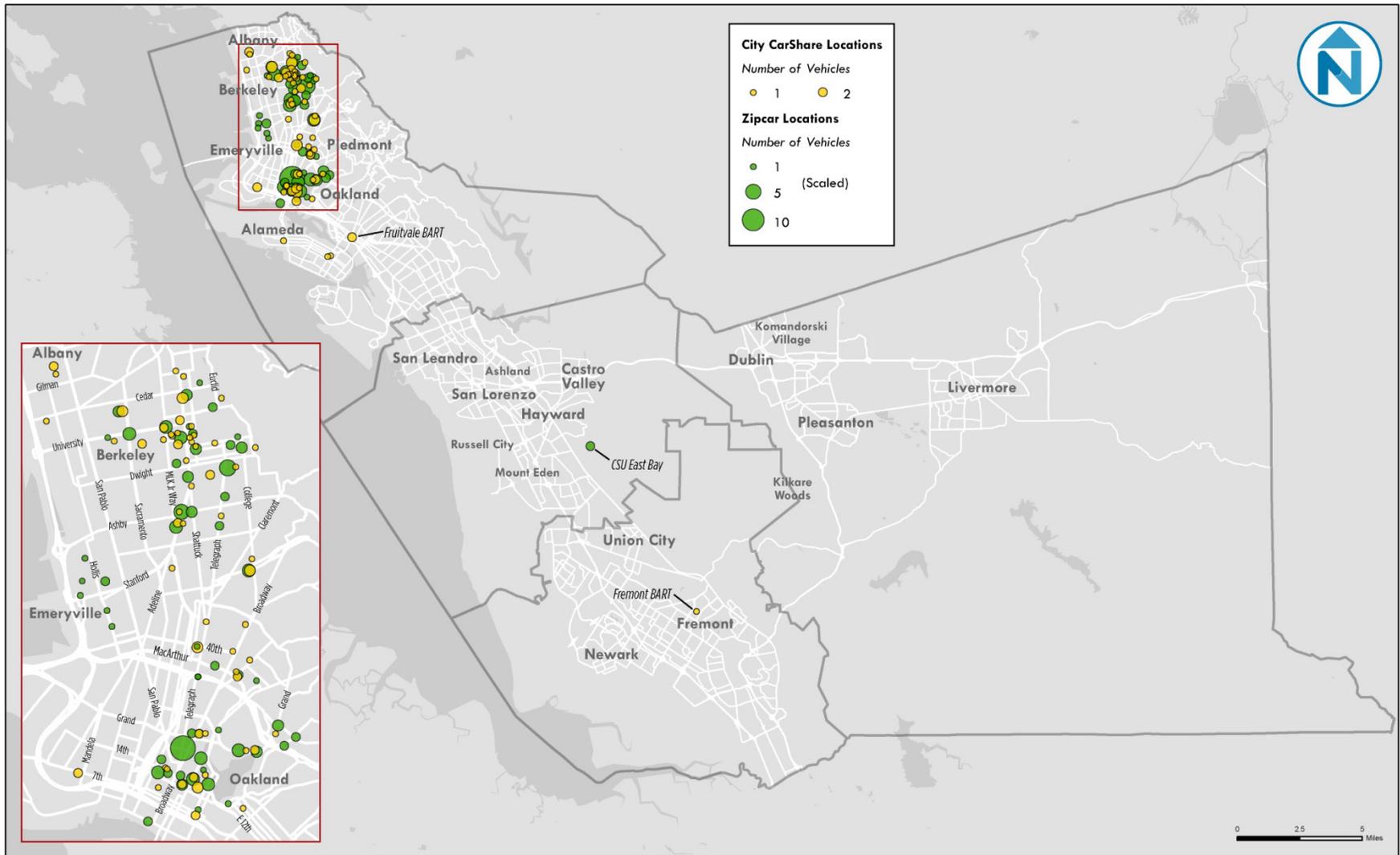
Carshare services can help to reduce vehicle miles traveled by providing an alternative to automobile ownership for people who only need a vehicle occasionally. These services allow members to easily rent vehicles for short periods of time through a website or on a mobile app, and are unlocked using 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.

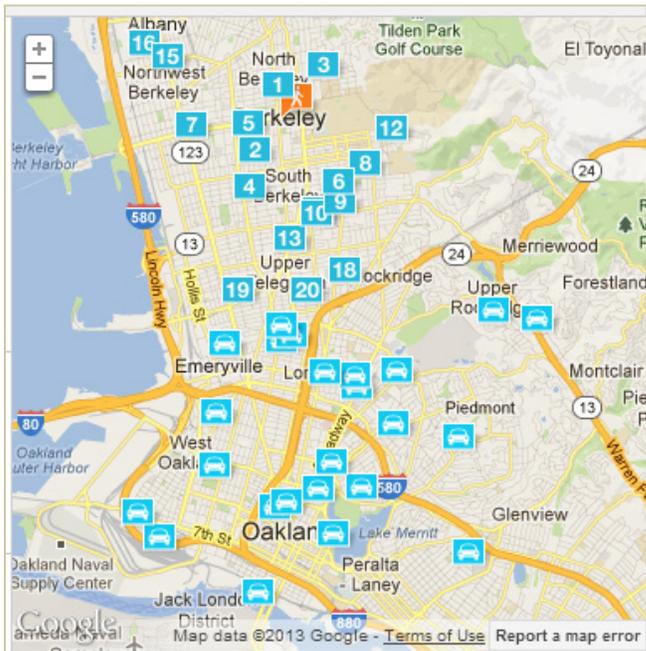
Figure 7 City Carshare and Zipcar Pods



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.

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 Team⁹

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 Team¹⁰

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

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

- 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

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.

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 “Commuter 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.

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 Commuter Solutions website: http://www.hacienda.org/tenants/tenants_commuter.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:

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

¹⁷ Best Workplaces for Commuters website: <http://www.bestworkplaces.org/>

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:

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

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.

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.

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.

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

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

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

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.

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.

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.