Report
June 2021

TDM Best Practices Report

City & County of Honolulu
Honolulu Transportation Demand Management Plan

HNL Connect

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Department of Transportation Services

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Prepared by the City and County of Honolulu Department of Transportation Services, in cooperation with the O'ahu Metropolitan Planning Organization and the United States Department of Transportation.

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1 Introduction

The City and County of Honolulu has initiated a project to design and implement a Transportation Demand Management (TDM) Program to reduce traffic and parking demand while increasing walking, bicycling, rideshare, and transit use. In addition to an existing conditions analysis, a review is also being conducted of national best practices as a basis for TDM Program planning.

This report summarizes several TDM Programs from across the United States and identifies key takeaways for the City's consideration in developing a TDM Program. To help ensure the case studies address the City's unique challenges and opportunities, key indicators were identified in coordination with the City. Refer to **Error! Reference source not found.** for each case study and their applicability to the key indicators. At least one case study was identified for each indicator.

The key indicators included:

- Tourism-based economy
- Development centered around urban core with few transit options outside
- Diverse demographics
- Upcoming transportation projects

For each case study, a brief background about the municipality is included to provide context and explain the rationale for their inclusion in the report. It is followed by an in-depth review of the TDM Program, including program applicability, funding & administration, monitoring, and employer support. Reference links, such as program websites and other documents, are provided as well as a program contact.

Table 1 Summary of Case Studies

Case Study	Tourism-based economy	Development centered around urban core	Diverse demographics	Promotion of new rail projects
Seattle, WA		X	X	X
San Francisco, CA			X	
Las Vegas, NV	X	X	X	
Santa Monica, CA			X	X
West Palm Beach, FL	X	X	X	
San Diego, CA			X	X

2 Tourism-Based Economy

West Palm Beach, FL

The City of West Palm Beach, FL is one of the three largest cities in South Florida and is the central city of Palm Beach County. Covering 57.89 square miles, the waterfront city is a popular destination year-round.

Due to its location by the coastline, West Palm Beach serves as the business hub for employers in the aerospace engineering, healthcare, marine industries as well as City and County government.

CITY FACTS

Population (2019):	111,955
Employment/Population Ratio:	59.4%
Median Household Income:	$54,334
Per Capita Income:	$33,839
Transit Access:	Medium

TDM Program

The City of West Palm Beach's TDM program seeks to establish partnerships with employers and organizations to provide mobility options and reduce overall vehicle miles traveled. As a commitment to reducing VMT and greenhouse gas emissions, implementation of TDM and Transportation System Management (TSM) measures were identified as a core principle of the city's Transportation Element.

An element of the City's TDM Program, the West Palm Beach Transportation Management Initiative (TMI) was established in 2002 by City and County leaders with the goal of providing education about alternative transportation modes and other programs to reduce vehicle trips in the Downtown area. TMIs are hybrid entities that help multiple parties to take collective action toward a common goal. TMIs are usually not legally constituted and may be projects or field offices of larger organizations with boarder missions.

The City's TMI is staffed by the South Florida Commuter Services (SFCS), the FDOT-funded Commuter Services Program for Districts 4 (Southeast Florida, including West Palm Beach, Fort Lauderdale and Boca Raton) and 6 (South Florida, including Miami and Key West), to deliver the support for West Palm Beach employers and universities directly. SFCS' main role is to assist employers and universities with establishing their own TDM programs and resources related to parking, transit,

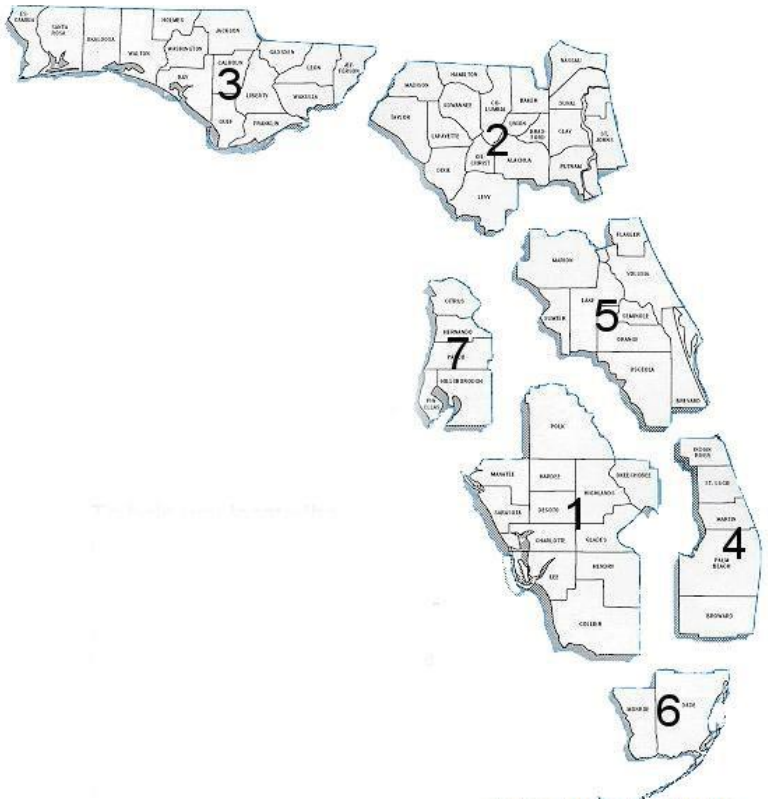
carpooling, and flexible and remote working. SFCS manages the region's carpool and vanpool programs, ride matching services, and Guaranteed Ride Home.

The City's TMI helps Downtown employers develop and implement their own TDM programs, including carpooling, vanpooling, transit, walking, biking, and teleworking. The TMI Program Administrator conducts regular outreach to employers, targeting larger employers that would have a larger impact on the Downtown overall mode split. The administrator distributes surveys to employees to understand interest in different modes, arrival/departure times, residential locations, and daily commute patterns to inform which programs to offer to which employer.

Funding & Administration

Under authority of Chapters 187 and 341, Florida Statutes, the Florida Department of Transportation (FDOT) provides financial and technical assistance to promote alternatives to commuters driving alone. To enable local management of the TDM programs, the transit funds are given to District offices who then appoint a Metropolitan Planning Organization, transit agency, Transportation Management Associations (TMAs), or non-profit organization to administer the program for the region.

Figure 1 Florida Commuter Services Districts



Funds are allocated to Districts based on a statewide assessment of Commuter Assistance Program need and may cover up to 100% of eligible costs if they are determined to be regional in scope and application or statewide in nature.

TDM Clearinghouse

The Center for Urban Transportation Research (CUTR), located in the University of South Florida, currently serves as the TDM clearinghouse for the state, providing strategic planning assistance, evaluations and survey assistance, training, TDM Resource Center, and periodic newsletters.

While there are no TDM targets that Districts and employers must meet on an ongoing basis, employers are encouraged to provide commuting services and support in order to

be on the list of Best Workplaces for Commuters. The national membership program recognizes employers and developments that meet the National Standard of Excellence in commuter benefits by providing:

1. At least one primary benefit, such as employer-paid tax-free transit or vanpool passes, teleworking, or parking cash-out
2. Three secondary benefits, such as shuttles, ridesharing or carpool matching, preferred or reduced-cost parking for carpools and vanpools, and compressed work schedules
3. Emergency Ride Home (ERH), either directly or through a regional program.

While CUTR manages the program and are commissioned to assist Florida employers with meeting the requirements, it is open to any and all employers and developments in

the US.

Monitoring

Each District is required to develop a work plan for its District Commuter Assistance Program, including program goals, objectives, and targets. On an annual basis, the District offices will report their monitoring compliance data to the Central Office, which compiles it into a Statewide Commuter Assistance Annual Report.

Agencies are required to administer an annual survey and report on the following:

- Number of commuters requesting assistance
- Number of commuters switching from single occupant vehicles
- Number of agency vans in service, and other coordinating agency vans that are participating in the rideshare-matching program (where applicable)
- Number of vehicle trips eliminated for all commuters participating in the commuter assistance program
- Number of vehicle miles eliminated for all commuters participating in the commuter assistance program
- Number of employer contacts and employers participating
- Description of major accomplishments
- Number of parking spots saved / parking needs reduced
- Amount of commuter costs saved

Table 2 West Palm Beach TDM Program Summary

Policy Goals, Implementation, & Outcomes	
Goal	Reduce the use of the automobile through the application of strategies related to traffic control, public parking, and public transit that will help address traffic congestion.
Audience	Employers
Measure	Vehicles Miles Traveled (VMT) and Mode Share
Outcome	N/A
Implementation	State-funded regional TDM Programs
Regulation	WPB TDM Program: Transportation Element, Objective 2.3.1 WPB TMI: Transportation Element, Policy 1.1.3(b) State Commuter Assistance Program: Chapters 187 and 341, Florida Statues (F.S.)

Resources

- City of West Palm Beach Transportation Page: https://www.wpb.org/our-city/transportation-services
- City of West Palm Beach Transportation Element: https://www.wpb.org/Home/ShowDocument?id=417
- South Florida Commuter Services: https://1800234ride.com/
- Florida Department of Transportation Commuter Services: https://www.commuterservices.com/
- Florida Department of Transportation Commuter Assistance Program Procedures: https://www.commuterservices.com/wp-content/uploads/2010/12/FDOT-CAP-procedures.pdf
- Best Workplaces for Commuters: https://www.bestworkplaces.org/

Las Vegas, NV

Las Vegas is the largest City in Nevada by population, and covers about 140 square miles in Clark County, in the southern tip of the state.

The City is known for its extensive entertainment and hospitality industry, which includes nightlife and casinos, as well as hotels and business conference support. Outside of the infamous Las Vegas Strip, however, the City is also home to a broader group of employers from across multiple industries.

CITY FACTS

Population (2019):	651,319
Employment/Population Ratio:	58.2%
Median Household Income:	$56,354
Per Capita Income:	$30,761
Transit Access:	Low

TDM Program

Las Vegas Valley employers have free access to Club Ride, the free TDM program provided by the Regional Transportation Commission of Southern Nevada (RTC). The program offers employers and their employees support for alternative-mode commuting in the form of education, services such as carpool matching and guaranteed ride home, and giveaways and incentives for those who log non-drive-alone trips on their online platform.

While the program does not cater exclusively to the entertainment or hospitality industries, they do partner with local restaurants and retailers who can receive advertising in exchange for discounts provided to Club Ride employee members.

Club Ride is focused exclusively on employers and commuters. They have partnered with over 300 employers, and in 2019 had 18,143 active registrants on their platform. Employers can become partners for free, and are ranked on a bronze through platinum scorecard based on the level of TDM services they provide and engagement with the Club Ride team they can support.

Club Ride was presented with a Clean Air Excellence Award in 2015 by the United States Environmental Protection Agency (EPA) in the Community Action category.

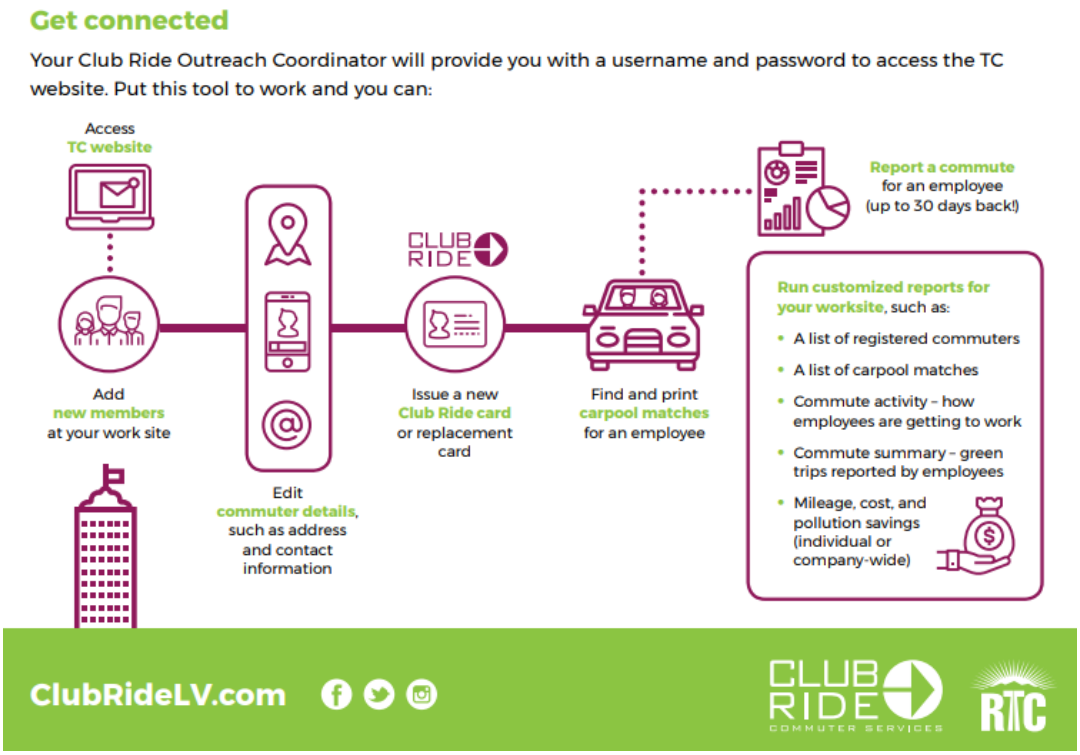
Funding and Administration

Club Ride is funded by RTC which passes through Federal funding from the Congestion Mitigation and Air Quality Improvement Program (CMAQ).

Monitoring

Data on Las Vegas Valley commutes is collected through the Club Ride app and website, where employees log their trips to become eligible for monthly rewards, and Transportation Coordinators at each site have access to site-level data on their employees' commute habits. At some sites, Club Rides provides electronic kiosks to encourage easy reporting among employees.

Figure 2 Results Tracking Instructions for Transportation Coordinators



While the Club Ride team uses the website and application to keep track of logged commute trips, there are no regular survey or other data collection processes required for members, and Club Ride does not report and data publicly on the impact of the program on mode shift or VMT reduction.

Table 3 Las Vegas TDM Program Summary

Policy Goals, Implementation & Outcomes	
Goal	The program's goal is to improve air quality by encouraging use of alternative modes for commuters.
Audience	Employers
Measurement	Club Ride reports 'output' style data surrounding numbers of participants on their commute platform/website.
Reported Outcomes	N/A
Implementation	Countywide TDM program
Regulation	N/A

Resources

- Club Ride informational website: https://www.rtcsnv.com/ways-to-travel/club-ride/
- Club Ride online commute logging platform: www.clubridelv.com

3 Development Centered Around Urban Core

Seattle, WA

Puget Sound is one of the fastest growing regions in the country and is home to large employers such as Amazon, Google, Starbucks, Nordstrom, and Costco. While the growth has brought jobs to the region, it has also widened inequality in income, employment, and access to transportation.

CITY FACTS

Population (2019):	753,675
Employment/Population Ratio:	73.6%
Median Household Income:	$92,263
Per Capita Income:	$59,835
Transit Access:	High

Inequal access to high-quality transit continues to be a challenge for the region. While King County, especially Downtown Seattle, enjoys a range of transportation choices, (e.g., commuter and light rail, bus, water ferry, etc.), neighboring counties such Snohomish and Pierce have fewer transit options. This frustration was brought to the surface in 2019 when a ballot measure to roll back car-tab fees narrowly passed with 60% of King County voters against and 58% of Snohomish and nearly two-thirds of Pierce County voters for[1]. Ensuring equality in transit access continues to be a priority both for the City of Seattle, King County Metro, and decisionmakers in the Puget Sound region.

TDM Program

Seattle's TDM program consists of several different programs initiated in the 1980s and 1990s in response to nationwide concerns about traffic congestion on highways and related air pollution. Information about all the programs can be found under the city's Transportation Options Program:

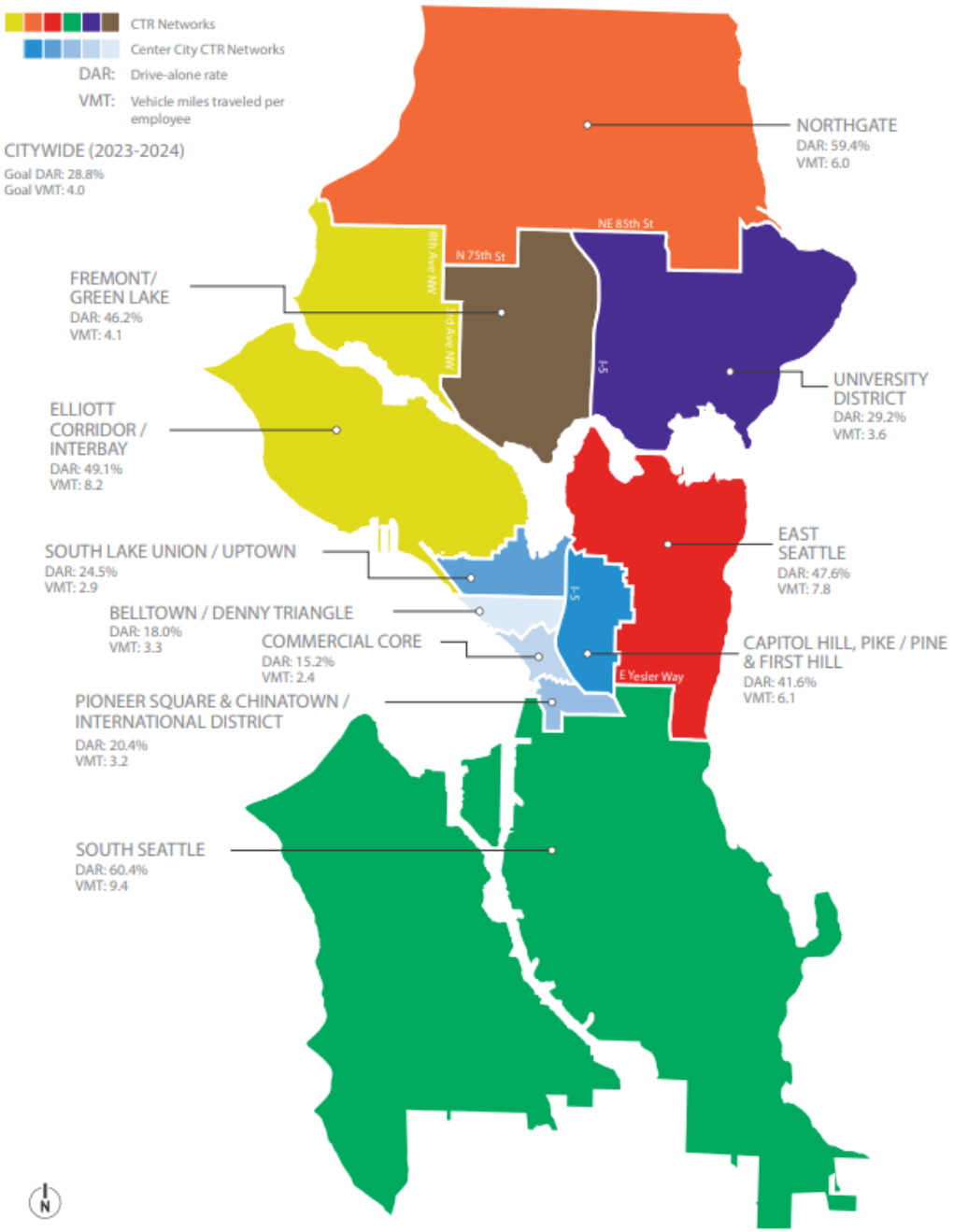
- The Washington State Commuter Trip Reduction (CTR) program is intended to reduce VMT and demand on highway infrastructure at peak hours, which is achieved by asking large employers to reduce SOV trips or drive-alone rate (DAR).
- The City's Transportation Management Plan (TMP) is aimed at reducing single occupancy vehicle trips associated with new commercial development. Target SOV rates are set for each unique building.

[1] https://www.seattletimes.com/seattle-news/politics/majority-of-voters-paying-sound-transits-car-tab-taxes-opposed-i-976/, accessed 12/23/2020.

Program Requirement Thresholds

Under the State's Commuter Trip Reduction (CTR) regulations, employers with 100 or more employees commuting to a single worksite during the AM peak are required to develop a TDM program. The regulation is administered jointly by the Planning Department and the Seattle Department of Transportation (SDOT). Employers must complete annual surveys and commit to achieving a target Drive Alone Rate (DAR), which varies by district.

Figure 3 2019 - 2023 DAR and VMT Targets by Network Areas



For the City's Transportation Management Plan (TMP) requirements, development triggers are generally based on square footage; however, whether a site is considered TMP-affected is ultimately based on whether the development will have a traffic impact (determined via traffic study) or affect parking demand. There are no bonuses or incentives offered to developers for compliance, unless associated with specific zoning overlays in some areas of the city.

- New developments of 100,000 SF of commercial, office or retail must complete a Transportation Management Plan (TMP).
- Developments of less than 100,000 SF gross floor area may be subject to a TMP if needed to mitigate impacts through environmental or land use review/requirements.

Developers must submit a TMP at the time of applying for a building permit and agree to complete a CTR survey every two years. During the off-years, they are expected to submit a program report and their parking supply/utilization.

The TMP includes a list of required and recommended TDM measures selected from a menu. This approach, while flexible, is highly qualitative, making it harder to monitor and enforce. One requirement is that each site has a Building Transportation Coordinator (BTC) who attends annual trainings and conducts periodic surveys. Sites in Downtown Seattle also have the option of participating in the local TMA, Commute Seattle, which offers a suite of programs for commuters free of charge.

The TMP program does not apply retroactively. In fact, one of the drawbacks to the program, as expressed by the SDOT administrator, is that TMPs exist in perpetuity. They do not expire and there is no change of use that triggers a recalculation of their CTR targets. This means that many older buildings in downtown Seattle fail to meet the targets established in the 1980s.

Funding & Administration

The CTR and TMP programs are funded through a variety of state and local sources and suffer somewhat without a dedicated revenue stream, particularly with respect to staffing. Both planning and SDOT staff manage the program. The City no longer employs a single full-time employee to manage the programs.

- Staffing in the Planning Department involves roughly one full-time person. Planners who are involved in TMP review dedicate approximately 10% of their time to those tasks.
- SDOT relies heavily on graduate level interns to administer the program, particularly during survey periods. Although responsibilities are shared by department staff, tasks occupy roughly half of a full-time intern's workload.

Monitoring

Both the City Planning Department and SDOT oversee TDM program administration; however, responsibilities are split between departments. SDOT oversees the monitoring of the program, while the Planning Department oversees enforcement. Employers and

developers must survey occupants every two years to establish whether they are meeting their CTR goals.

While the language of the TMP rule states that failure to comply with TMP conditions or achieve goals may incur civil penalties, this is not enforced. For the most part, SDOT urges adherence to the rule, but without recourse. For those who fail to meet the performance targets as documented in the biannual report, an additional five points are required to be implemented from the TDM strategy list. Commute Seattle is supported by the Downtown Transportation Alliance (DTA), comprised of the executive leadership of the Downtown Seattle Association, local and state public agencies and rotating private-sector representation.

Employer/Developer Support

Commute Seattle is a non-profit TMA which provides education, outreach, and consulting services to Downtown Seattle employers, property managers, and developers. Since the 2013-17 planning cycle, SDOT has contracts with Commute Seattle to support CTR and TMP sites with Commuter Benefits development, compliance, including conducting commute surveys and submitting Program Reports, ETC resources and training, and other customized consulting services. Commute Seattle is led by a partnership between the Downtown Seattle Association, King County Metro, Sound Transit, and the Seattle Department of Transportation.

Figure 4 Seattle TDM Program Summary

Policy Goals, Implementation, & Outcomes	
Goal	The goal of the CTR program is to reduce SOV trips during peak hours and increase transit options for residents and employees. Participants must achieve a target drive-alone rate (DAR), which supports a citywide reduction in DAR of 10% by 2017. The goal of the TMP if also SOV trip reduction, and specifically involved an SOV rate goal for each building.
Audience	Employers (CTR) and Developers (TMP)
Measure	Mode-share is the predominant measure for both CTR and TMP programs. The CTR uses Drive-Alone Rate (DAR), calculated by employers through annual surveys while the TMP uses SOV rate, also measured through bi-annual survey.
Reported Outcomes	The CTR program has contributed to a 3% reduction in DAR from 2012 to 2014 and an overall alternative mode share of 66%. 50% of employers offer commuter benefits programs. The city presently monitors 140 active TMPs, although there is less available compliance data due to understaffing.
Planning	No special outreach occurred for the development of the ordinance.
Implementation	City Council Approval
Regulation	CTR: Regulatory compliance with the Washington State Commute Reduction Law and Seattle Municipal Code Chapter 25.02 TMP: Director's Rule, Joint rule between Departments of Planning and Transportation

Resources

- City of Seattle TMP Website: https://www.seattle.gov/transportation/projects-and-programs/programs/transportation-options-program/transportation-management-programs
- City of Seattle CTR Program Website: https://www.seattle.gov/transportation/projects-and-programs/programs/transportation-options-program/commute-trip-reduction-program
- Commute Seattle Website: https://www.commuteseattle.com/

4 Diverse Demographic

San Francisco, CA

San Francisco is a dense urban city with a diverse population. According to Plan Bay Area 2040, the Bay Area's Regional Transportation Plan and Sustainable Community Strategy, San Francisco is expected to grow by approximately 191,000 jobs and 102,000 households between 2010 and 2040. With 40.5% of the population identifying as non-Hispanic white, the city has a minority majority, including 15.2% Hispanic, 34.4% Asian, and 5.2% Black or African American.

CITY FACTS

Population (2019):	881,549
Employment/Population Ratio:	68.1%
Median Household Income:	$112,449
Per Capita Income:	$68,883
Transit Access:	High

As the city continues to grow, it was a priority for the City to not only improve and expand the transportation system to accommodate new growth, but to also create a policy that took into consideration the different ways in which its citizens use and experience the transportation network. "Transit First Policy" in the City Charter declares that public transit is "an economically and environmentally sound alternative to transportation by individual automobiles," and that within the City, "travel by public transit, by bicycle and on foot must be an attractive alternative to travel by private automobile '

TDM Program

The City and County of San Francisco's TDM Program is part of the *Shift* initiative with the goal of improving and expanding the transportation system to help accommodate new growth. Aimed at new developments and changes of use, the Program provides guidance related to the provision of on-site amenities, services, and tools to help residents, tenants, employees, and visitors travel using sustainable modes. The Program went into effect on March 18, 2018 through Ordinance No. 160925 and is consistent with Plan Bay Area 2040, the GHG Reduction Ordinance, the San Francisco Climate Action Strategy 2013 Update, the Transportation Element of the General Plan, and the San Francisco County Transportation Plan.

The goal of the Program is to reduce vehicle miles traveled (VMT) generated by new development projects and changes of use. By targeting new developments, the City can accommodate new growth while encouraging sustainable travel modes.

The TDM Program Standards outline the requirements for compliance, including:

- Determining applicability to the project and land use categories and targets
- TDM Plan development, including TDM Menu of Options and factsheets
- TDM Plan monitoring and reporting, including pre-occupancy and ongoing monitoring and reporting to the City

Due to diverse types of developments and businesses operating in the city, it was important for the City that the TDM Program allowed for flexibility in design and implementation while ensuring that any new growth arising out of the new project are offset and accounted for through the TDM Plan.

Program Requirement Thresholds

The City identified four land use categories (retail, office, residential, and other) which establish triggers based on a number of parking spaces. A change in land use that results in intensification (within those four categories) triggers the TDM program. Affordable housing developments, parking lots and parking garages are exempt from the requirements. Once a project triggers the TDM program, the City requires developers to submit a TDM Plan Application with the first Development Application to document the project's compliance with the TDM Program Standards and Planning Code Section 169.

Table 4 Land Use Categories and Targets

Land Use Category	*Typical Land Use Type*	*# of Parking Spaces proposed by Land Use*	*Target*
(A)	Retail	Base number: 0 ≤ 4	Base Target: 13 points
		Each additional 2*	1 additional point
(B)	Office	Base number: 0 ≤ 20	Base Target: 13 points
		Each additional 10*	1 additional point
(C)	Residential	0 ≤ 5	10 points
		6 ≤ 10	11 points
		11 ≤ 15	12 points
		16 ≤ 20	13 points
		Each additional 10*	1 additional point
(D)	Other	Any # of parking spaces	3 points

* For each additional parking space proposed above the base target, the number of parking spaces will be rounded up to the next highest target. For example, a project within Land Use Category C that proposes 21 parking spaces is subject to a 14 point target.

TDM Menu of Options

Each development is assigned a target number of points based on the number of parking spaces provided for their development. The developer can choose from a menu of TDM options to meet their target number of points (Figure 5). The menu options are sorted into different categories and include infrastructure and programmatic measures.

The values associated with each of the menu items is established by the City, based on best practice research, and is designed to be flexible and responsive to new information overtime.

Figure 5 TDM Menu of Options (Page 1 of 3)

Category	Measure	Points	Land Use Category A	B	C	D
ACTIVE-1	Improve Walking Conditions: Option A; or	1 ●	ⓜ	ⓜ	ⓜ	○
	Improve Walking Conditions: Option B; or	1 ●	ⓜ	ⓜ	ⓜ	○
	Improve Walking Conditions: Option C; or	1 ●	ⓜ	ⓜ	ⓜ	○
	Improve Walking Conditions: Option D	1 ●	ⓜ	ⓜ	ⓜ	○
ACTIVE-2	Bicycle Parking: Option A; or	1 ●	ⓜ	ⓜ	ⓜ	ⓜ
	Bicycle Parking: Option B; or	2 ●●	ⓜ	ⓜ	ⓜ	ⓜ
	Bicycle Parking: Option C; or	3 ●●●	ⓜ	ⓜ	ⓜ	ⓜ
	Bicycle Parking: Option D	4 ●●●●	ⓜ	ⓜ	ⓜ	○
ACTIVE-3	Showers and Lockers	1 ●	ⓜ	ⓜ	⊘	ⓜ
ACTIVE-4	Bike Share Membership: Location A; or	1 ●	ⓜ	ⓜ	ⓜ	○
	Bike Share Membership: Location B	2 ●●	ⓜ	ⓜ	ⓜ	○
ACTIVE-5A	Bicycle Repair Station	1 ●	ⓜ	ⓜ	ⓜ	○
ACTIVE-5B	Bicycle Maintenance Services	1 ●	ⓜ	ⓜ	ⓜ	○
ACTIVE-6	Fleet of Bicycles	1 ●	ⓜ	ⓜ	ⓜ	○
ACTIVE-7	Bicycle Valet Parking	1 ●	ⓜ	⊘	⊘	○
CSHARE-1	Car-share Parking and Membership: Option A; or	1 ●	ⓟ	ⓟ	ⓟ	ⓟ
	Car-share Parking and Membership: Option B; or	2 ●●	ⓟ	ⓟ	ⓟ	ⓟ
	Car-share Parking and Membership: Option C; or	3 ●●●	ⓟ	ⓟ	ⓟ	ⓟ
	Car-share Parking and Membership: Option D; or	4 ●●●●	ⓟ	ⓟ	ⓟ	○
	Car-share Parking and Membership: Option E	5 ●●●●●	ⓟ	ⓟ	ⓟ	○
DELIVERY-1	Delivery Supportive Amenities	1 ●	ⓜ	ⓜ	ⓜ	○
DELIVERY-2	Provide Delivery Services	1 ●	ⓜ	⊘	⊘	○
FAMILY-1	Family TDM Amenities: Option A; and/or	1 ●	⊘	⊘	ⓜ	⊘
	Family TDM Amenities: Option B	1 ●	⊘	⊘	ⓜ	⊘
FAMILY-2	On-site Childcare	2 ●●	ⓜ	ⓜ	ⓜ	⊘
FAMILY-3	Family TDM Package	2 ●●	⊘	⊘	ⓜ	⊘

One point may be equal to a 1% reduction in VMT.

ⓜ = applicable to land use category.
ⓜ = applicable to land use category, see fact sheets for further details regarding project size and/or location.
ⓟ = applicable to land use catgory only if project includes some parking.
⊘ = not applicable to land use category.
○ = project sponsor can select these measures for land use category D, but will not receive points.

Parking reforms, including incentives like reduced parking minimums, are closely tied to the ordinance. Parking supply data, gathered in a study conducted by the Planning Department, shows that the availability of parking spaces influences the choice on whether people will drive alone the most.

Funding and Administration

The TDM program is administered by Planning Department staff and is funded by administrative fees. The developer pays a one-time fee of $6,000 at the time of submitting the TDM Plan Review Application. This fee covers the initial review of the TDM plan as well as a site visit by city staff. After the first year, developers pay an annual $1,000 fee for ongoing reporting. The City views these amounts as a baseline, therefore small, medium and large developments alike pay the fixed fees. Over time, the City may refine the process and charge time and materials on top of the base fee.

Monitoring

City staff monitor developments throughout the project life-cycle and after a certificate of occupancy is issued:

- Property owners must continue monitoring through the life of the project by maintaining a TDM coordinator, allowing City staff to access the property for monitoring, facilitating a site inspection, and submitting periodic compliance reports.
- A pre-occupancy site visits occurs prior to issuance of a First Certificate of Occupancy.
- Once a building is occupied, the property owner must submit ongoing monitoring and reporting statements, which are reviewed by the Planning Department for compliance with the TDM plan.

The City does not intend to hold individual building projects to specific performance standards, therefore the ordinance does not require developers to conduct annual surveys and meet certain VMT targets. Instead, developers must demonstrate progress in implementing the measures that they agree to in their TDM Plan while the City is responsible for monitoring VMT. The City will then modify the menu of items in response to new VMT data.

- Developers submit an annual monitoring report application (City provides template).
- Every three years, city staff will conduct an audit (site visit) to verify that projects are complying with their report.
- Projects that remain in good standing for five years will be eligible to submit monitoring reports every three years thereafter (incentive for compliance).

The City plans to conduct their own research at individual sites and determine whether VMT targets are met (person-trip and vehicle-trip counts). They will use this information to adjust the menu of options, point values, etc. for other developers in the future. In this way, the TDM menu remains flexible and responsive to the most up-to-date information.

Employer Support

The City actively coordinates with *TMASF Connects*, the local transportation management association (TMA), to provide ongoing TDM support to 82 commercial office buildings in the city, representing 3,000 employers and more than 130,000 employees. TMASF runs a Commute Program to work with employers and developers to increase mobility in the area, Career Program to assist with workforce development, and

Community Program to provide daycare options for children, seniors, and pets. The TMA is privately funded through its membership.

Table 5 San Francisco TDM Program Summary

Policy Goals, Implementation & Outcomes	
Goal	The City's goal is to reduce VMT, but there is no specific target currently. The City is currently undertaking multiple long-range transportation plan updates.
Audience	Developers and property owners
Measure	VMT traveled per capita, per employee. The City will initially conduct a person-trip and vehicle-trip counts at sites to determine VMT. The City's staff intends to develop its own research protocol separately overtime.
Reported Outcomes	According to the First-Year Monitoring Report (2018), eighty-six development projects filed a TDM Plan Application in the first year.
Implementation	Planning Commission
Regulation	City of San Francisco Planning Code Section 169, enforced by the SF Planning Department.

Resources

- SF Planning Website: https://sfplanning.org/transportation-demand-management-program
- TDM Program Standards: https://default.sfplanning.org/transportation/tdm/TDM_Program_Standards.pdf
- TDM Measures: https://default.sfplanning.org/transportation/tdm/TDM_Measures.pdf
- TDM Program First-Year Monitoring Report: https://sfplanning.s3.amazonaws.com/default/files/transportation/tdm/tdm_20180607_Monitoring_Report.pdf
- TMASF Connects website: https://www.tmasfconnects.org/

5 Promotion of New Rail Projects

Santa Monica, CA

The City of Santa Monica is a beachfront city in western Los Angeles County covering 8.4 square miles. Santa Monica is recognized as one of the top ten sustainable cities in the US and is transit, bike, and walk-friendly.

CITY FACTS

Population (2019):	90,401
Employment/Population Ratio:	65.8%
Median Household Income:	$96,570
Per Capita Income:	$75,481
Transit Access:	High

The construction of the Metro Expo Line extension and additional seven transit stations to connect Downtown Los Angeles to Downtown Santa Monica began in Fall 2011. In anticipation of the Spring 2016 opening, the City invested $1.5 billion to add and expand mobility options, including the introduction of bikeshare, extension of the Big Blue Bus transit service to connect to the new stations, 1.5 miles of new off-street bike/pedestrian path along the Expo route, and 12 pedestrian scrambles downtown. Likewise, the City, through the City's TMO (GoSaMo TMO) ramped up education and marketing efforts to raise awareness and energize the community about the arrival of the Expo line.

Figure 6. Santa Monica's Breeze Bike Share

TDM Program

Santa Monica has a robust TDM ordinance with set trip reduction targets to reduce SOV trips among employers and development sites. The City of Santa Monica and the GoSaMo TMO jointly support the TDM Ordinance in a division of labor where the City serves as the regulator and the TMO as the TDM marketing and outreach arm. Trip reduction targets are based on proximity to transit stops. Additionally, the City and TMO support trip reduction efforts among residents and visitors.

The City's first TDM ordinance was enacted in 1990, then updated in 2015. The 2015 update was prompted by changes in the Land Use Circulation Element (LUCE) in 2010,

which involved a significant community outreach effort. City residents identified traffic congestion as a key issue. The goal of the ordinance is to manage congestion, reduce automobile dependence, and enhance transportation choices for residents, employees, and visitors.

Program Applicability

Both employers and developers must comply with the ordinance and submit specific TDM plans. Employers are subject to the ordinance based on number of employees. The City's pre-2015 ordinance targeted employers with 50 or more employees, requiring them to survey employees annually and calculate a site-based Average Vehicle Ridership (AVR) or the number of people arriving at the site vs. the number of vehicles. The 2015 updated ordinance increased the AVR targets for these firms, and lowered the thresholds, as shown in Table 6. Note that in 2020, due to the COVID-19 pandemic, the City of Santa Monica suspended the portions of the 2015 TDM Ordinance that applied to businesses with 49 or fewer employees. The requirements are suspended through 2024.

Table 6 Santa Monica Ordinance Thresholds and Requirements as set by the 2015 Ordinance update

Employer Size	Required Plan	Submission Deadline	Plan Elements
10 to 29 employees	Worksite Transportation Plan (WTP)	60 days	• Attend a class to become certified as an Employee Transportation Coordinator. • Estimate how many people drive, walk, bike, ride transit, and carpool to work. • Describe the amenities available for employees who choose not to drive. • Distribute education materials about transportation services to employees. • Incentivize customers and visitors to walk, bike, ride transit, and carpool. • Pay the Annual Transportation Fee (reduced if AVR target met)
30 or more employees	Emission Reduction Plan (ERP)	90 days	• Attend a class to become certified as an Employee Transportation Coordinator. • Survey your employees about how they commute. • Identify and carry out strategies to increase biking, walking, riding transit, and carpooling to your worksite. • Meet annual AVR targets, based on proximity to transit (range from 1.6-2.2) • Pay the Annual Transportation Fee (reduced if AVR target met)

While smaller firms are required to submit a Worksite Transportation Plan (WTP) and pay annual transportation fees, larger firms are subject to more rigorous requirements, including an Emission Reduction Plan (ERP), annual surveys, and meeting specified AVR targets. The city offers online tools for completing both WTPs and ERPs.

City staff also work with developers on a case-by-case basis to implement TDM measures based on the following thresholds for residential and nonresidential construction:

- Nonresidential projects > 7,500 sq. ft.
- Residential projects > 16 units
- Mixed-use > 16 residential units or 7,500 sq. ft. of commercial space

Developers are typically required to implement physical and programmatic elements to reduce SOV trips and ensure compliance with the TDM Plan in any lease documents or agreements. Developers can also pay an Alternative Compliance Fee to off-set the AVR Target.

Funding & Administration

The City of Santa Monica administers the program through the Mobility Department, and it is funded by Employer Transportation Fees, which total about $400,000/year for four full-time staff to monitor and enforce the program. The TDM Manager coordinates with additional staff in the Mobility Department who administer related Safe Routes to School and shared mobility programs.

In addition, the City funded the creation of a Transportation Management Organization (GoSaMo TMO) from a separate funding source. The TMO budget was supplemented by an additional $35,000 contribution through a development agreement with a local hospital during its first year of operation.

Monitoring

The City monitors compliance through the annual AVR survey data, required for employers, and may perform selective audits if necessary. Failure to pay fees, submit appropriate plans to the City, or maintain proper records of compliance may lead to the City revoking a business license, levying fines, or criminal prosecution.

Figure 7 GoSaMo TMO promotional items

Employer Support

In 2016, the City launched the Santa Monica Transportation Management Organization (GoSaMo TMO) to serve as the city's one-stop shop for transportation resources and support. Participation in the TMO is free of charge and available to all employers located in Santa Monica.

Table 7 Santa Monica TDM Program Summary

Policy Goals, Implementation, & Outcomes	
Goal	Reduce drive-alone commuter mode share citywide.
Targets	Employers, developers on case-by-case basis
Measure	Annual Average Vehicle Ridership (AVR) survey (an annual Commuter Survey conducted by the employer and reported to the City). Each employer with 30+ employees has an AVR target based on proximity to transit.
Reported Outcomes	Employers, including the City of Santa Monica, are struggling to meet the new AVR targets. Employers who participate with the TMO show a year over year improvement in AVR.
Implementation	City Council Approval
Regulation	City of Santa Monica Municipal Code Chapter 9.53, Zoning Ordinance and Land Use and Zoning Related Provisions

Resources

- TDM Program for Employers website: https://www.smgov.net/Departments/PCD/Transportation/Employers/
- City Ordinance: http://www.smgov.net/uploadedFiles/Departments/PCD/Zoning/ZO%20Combined%20Full%20with%20cover%20(June%202015).pdf
- GoSaMo TMO website: https://www.santamonica.gov/gosamo

San Diego County, CA

San Diego County is California's second-most populous county and boasts 70 miles of coastline. The County of San Diego is part of the Southern Border Region, the smallest but most economically diverse region in the state. In addition, the county is the base for 16 naval and military installations of the US Navy, US Marine Corp, and the US Coast Guard.

REGIONAL FACTS

Population (2019):	3.3 Mil
Employment/Population Ratio:	59.5%
Median Household Income:	$78,980
Per Capita Income:	$38,073
Transit Access: Medium	Medium

To accommodate the continued population growth and ease congestion in the region, nearly 50 major public, private, and transportation projects are underway or planned for the region. Understanding the potential disruption and confusion that may arise as a result of the multitude of construction projects, SANDAG proactively worked with its TDM Program (iCommute) team and other departments to not only provide residents, businesses and commuters information about upcoming construction impacts, but also offer alternative transportation solutions.

TDM Program

The iCommute program offered by the San Diego Association of Governments (SANDAG), the regional Metropolitan Planning Organization for San Diego County.

iCommute offers TDM services at no-cost to employers and cities within the region, such as:

- Annual commuter survey and analysis
- Telework Consulting
- Carpool Incentives
- Vanpool program and $400/monthly subsidy
- On-site trip planning events
- Try Transit Program

Employers sign up with iCommute as 'partners' and are provided with a dedicated staff member from iCommute to attend on-site events, support employee commute guidance, coordinate rewards and incentives program participation, and assist with an annual survey.

While SANDAG does not enforce any type of requirements on employers in the region, they do support local jurisdictions in their quest to develop more formal TDM policy. In 2018, they supported the creation of the City of Carlsbad's TDM ordinance. The general purpose of the TDM ordinance is to establish regulatory development requirements for TDM in the City of Carlsbad. The TDM ordinance places requirements on non-residential development that is anticipated to generate 110 or more average daily employee trips. Those developments will be required to design and implement a TDM plan specific to their site.

Funding and Administration

The annual program budget is approximately $1.3 million which supports 5 consultant staff members and the management and services of subconsultants.

Monitoring

iCommute partners with employers to conduct commuter surveys 1-2 years to measure behavior change. This survey gathers information about existing commutes, interest in trying and alternative commute, challenges and motivations to change behavior. In 2019, SANDAG reported that employers participating in the program were likely to have a single occupant vehicle (SOV) mode share 10% lower than employers not participating.

Promotion of Local Rail Projects: Shift San Diego

In 2012, SANDAG led the development of the North Coast Corridor TDM Plan. The goal of the plan was to support multi-modal infrastructure investments (HOV lanes, rail, biking) and Coastal Commission objectives to reduce emissions, help mitigate the impacts of construction traffic congestion, and promote the use of alternatives to driving alone over the long term. The plan provides multi-modal solutions that will help manage congestion during construction and act as a foundation for continued travel behavior change in the corridor.

Plan recommendations included:

- Customized and geographically focused TDM programs to encourage sustainable travel;
- Education, marketing and outreach strategies;
- Performance measures and methods for monitoring performance; and
- Administration program and budget.

While San Diego County does not have a TDM ordinance, SANDAG supported Carlsbad, a city in the north coast community, in the development of a TDM ordinance in 2018. As part of that effort, a citywide voluntary TDM Program was also created to encourage existing businesses to implement TDM strategies at their sites.

While City staff are responsible for the administration, monitoring, and enforcement of the ordinance, the City also partners with iCommute to provide support to help developers and employers develop and implement their TDM Plans.

Table 8 Shift San Diego TDM Program Summary

Goals, Implementation & Outcomes	
Goal	The iCommute program seeks to reduce congestion and increase quality of life through employer support and educational programs.
Audience	Employer, Municipal, Developer, and Commuter
Measure	SOV rate reduction via survey administered through iCommute, # employers engaged in program measured via Diamond Awards Criteria, other KPI's defined in programmatic goals
Reported Outcomes	Average of ~10% reduction in SOV at employers who participate in the iCommute program
Implementation	40 hours/year of complimentary consulting via SANDAG staffed account executives (on-site events, telework assistance, attendance and guidance for regional planning initiatives
Regulation	No formal regulation aside from one City's TDM ordinance (Carlsbad)

Resources

- Shift San Diego: https://shiftsandiego.com/shiftsandiego/aboutus
- iCommute Employer Services: https://www.icommutesd.com/docs/default-source/employer/icommute-employer-services-and-recognition-program-flier.pdf?sfvrsn=f0996778_4

6 Key Considerations for the Honolulu TDM Program

Based on the initial review, we have identified several key considerations for further exploration during the TDM Program development phase.

Category	Description
TDM Program	A key consideration for the TDM Program is whether developers and/or employers would be required to comply (e.g., through an ordinance or similar regulation) or voluntarily participate. This report provides examples of both instances: • Requirement: Seattle, San Francisco, Santa Monica • Voluntary: West Palm Beach, Las Vegas, San Diego County – For compulsory programs, clarity and predictability are important so businesses understand exactly what is expected of them. – For voluntary programs, the provision of support as well as recognition are key to encouraging participation. Program goals should communicate clear benefits to developers, employers, and employees. To encourage buy-in and participation, consider linking them to Climate Action goals, improved access to mobility options, expedition of project approval process to provide tangible benefits that are important and relevant to stakeholders.
Performance Targets	As demonstrated in the above case studies, performance indicators should reflect program goals (e.g., reduction in VMT, parking demand and/or GHG emissions.) For an island-wide program, targets should be tailored to the opportunities for mode shift in each region. Similar to the City of Seattle, Honolulu has distinct districts with varying levels of employment, transportation infrastructure, and transit access. Therefore, the targets should take into consideration what is feasible in each district. Targets should be attainable, measurable, and trackable over time.

Category	Description
Audience	The City will need to determine the key audience to whom the program will be targeted. The following should be considered: • The scale of the program as it impacts the other decisions related to funding and administration – should it apply city-wide or to certain districts, uses, or business sizes? Would the City have the capacity and resources to administer, monitor, and enforce the program? • How implementation will affect developments/employers of different sizes while providing flexibility to ensure the strategies make sense (e.g., tiered programs, flexible menu of TDM options). How would small businesses respond to an ordinance and would they need additional support?
Funding & Administration	A dedicated funding source is needed for sustained implementation and effective monitoring/enforcement. An application processing and auditing fee such as San Francisco's may be a potential source of funding to support the City's time spent reviewing and monitoring plans.
Monitoring & Reporting	Applications and monitoring reports should be standardized to reduce potential administrative burden for employers or developers. The use of surveys or other techniques to capture and track travel mode share will be important. To assist with enforcement, the City may want to consider linking compliance with the issuance of a certificate of occupancy or conditional use permit.
Developer/ Employer Support	Regardless of whether the program is compulsory or voluntary, education and guidance will be important in helping employers or developers understand what is expected of them and have the appropriate tools to satisfy the requirements. The City should consider providing marketing and compliance support to developers and employers, especially during the first few years of program rollout. This could be in the form of a dedicated planner to help businesses plan, administer, and monitor their programs and can be managed by the City itself, or through a local organization such as a TMA/TMO.

Control Information

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